

PRIMARK®

# UK GENDER PAY REPORT 2017



At Primark, we know our people are key to our success and we want to ensure everyone achieves their full potential. We are committed to supporting all of our people regardless of gender. That's why we believe sharing the results of our UK Gender Pay Report is an important step in helping us have more open and meaningful conversations.

We have made good progress in diversity and inclusion at Primark and we are encouraged to see that our gender pay gap is lower than both the retail sector and national averages. However, we do have a gap and we are committed to closing it.

We know that our numbers are driven largely by the gender split of our people across the company. The majority of our workforce are female retail assistants at store level. In the UK we also have a higher number of men than women in senior positions which also impacts our results. We are, however, excited to note that the number of women in senior positions at Primark is growing.

To help us close the gender pay gap, we are committed to delivering on existing and new initiatives to ensure more women and other under-represented groups progress to senior leadership roles.

We are proud of our business and our amazing people and the most important thing for us is being a workplace that is truly inclusive for all.

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**Paul Marchant**  
Chief Executive

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**Lorraine Culligan**  
Group Director,  
People & Culture

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# INTRODUCTION

The aim of this report is to provide you with a simple and clear explanation of Primark's Gender Pay results.

Read on to find out more about:

- > What our gender pay results mean
- > What we measured
- > Our results – gender pay, pay quartiles and bonus
- > Our amazing people at Primark
- > Our commitment



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# WHAT IS GENDER PAY?

When looking at gender pay within any organisation, it's easy to get confused around what it means and why it's different to equal pay.

## Gender Pay

**Gender pay** shows the difference in the average hourly earnings of women and men across an organisation regardless of their roles or industry sectors. The numbers can be affected by a range of factors, including the different number of women and men across all roles throughout the workforce.

## Equal pay

**Equal pay** is about women and men receiving equal pay for the same jobs, similar jobs or work of equal value.

At Primark, we are confident we pay women and men equally for the same or similar job as all of our roles have either a fixed rate of pay, a scale or a salary that is determined using a robust job evaluation system.

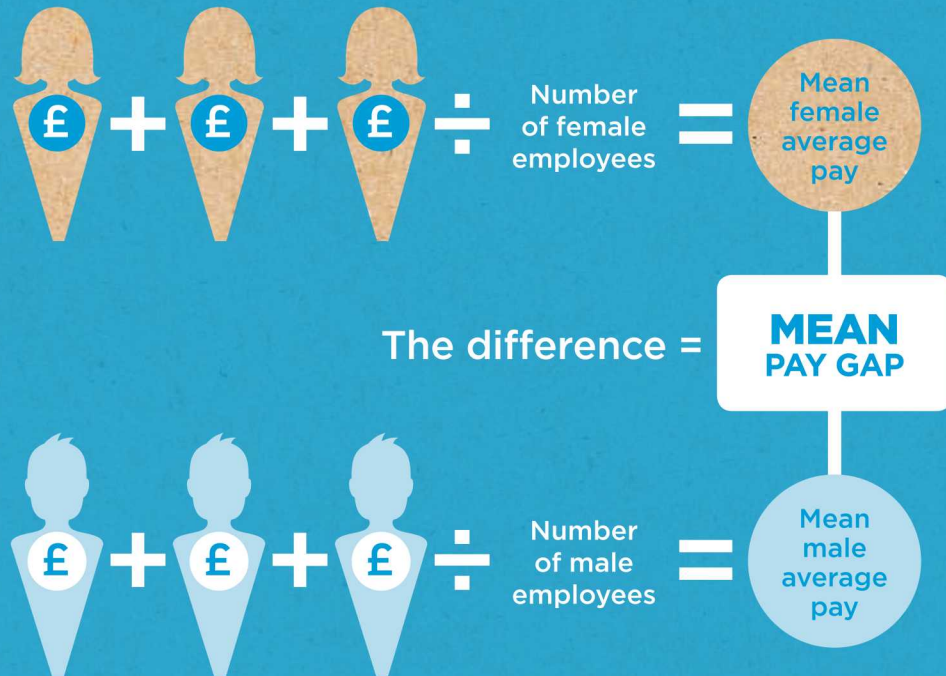
**In this report, we will focus on gender pay.**

# MEASURING GENDER PAY

Under the UK Government's Regulations, we were required to review 2 different statistics when measuring gender pay.

## 1. The mean pay gap

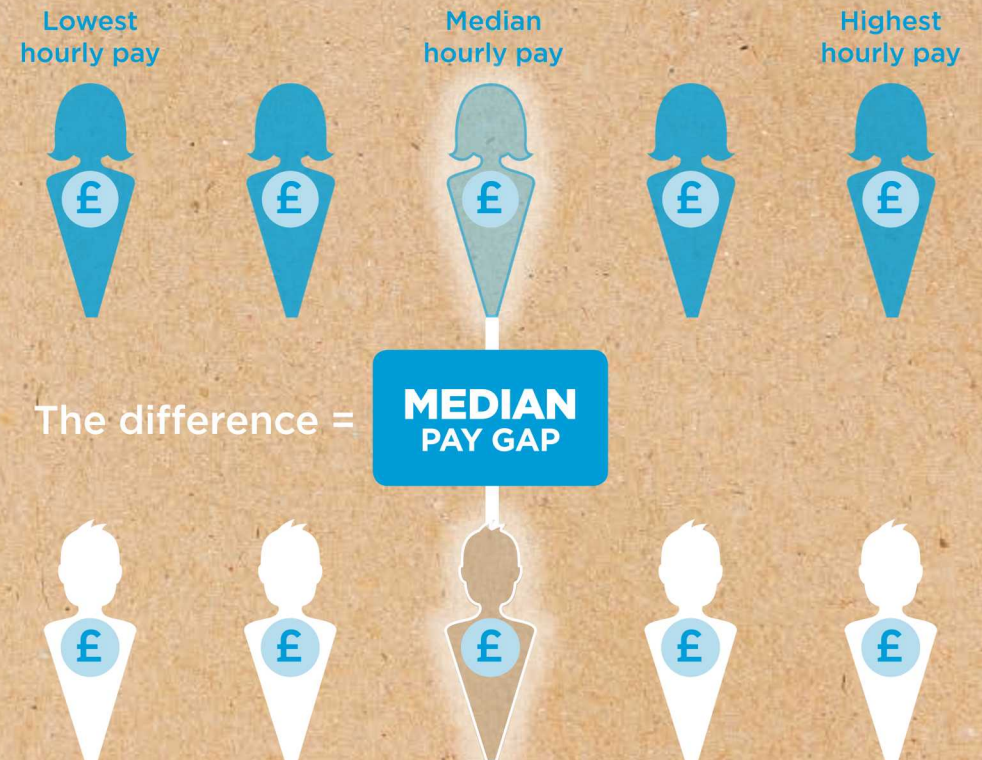
This is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men.



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## 2. The median pay gap

The median represents the middle point of a population. If you lined up all of the women and all of the men, the median pay gap is the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the middle man. No average calculations are done.



# OUR GENDER PAY RESULTS

## MEAN GENDER PAY GAP

UK 17.4% Retail 16.4%\*

# 15.6%

## MEDIAN GENDER PAY GAP

UK 18.4% Retail 9.3%\*

# 0.0%

\*Based on estimates from ASHE Survey 2017

## Why the gap?

While it's good news that our mean gender pay gap is lower than both the retail sector and national averages and we have a 0% median, we also know that we do have a gap and we are committed to closing it.

Our numbers are driven largely by the gender split of our people across the company. The majority of our workforce are female retail assistants at store level. This means we have a large number of women in lower paid jobs.

On top of this, like many companies we have a higher number of men than women in our more senior positions. However, we are also excited that the number of women in senior positions at Primark is growing and we are looking forward to this number growing even further.

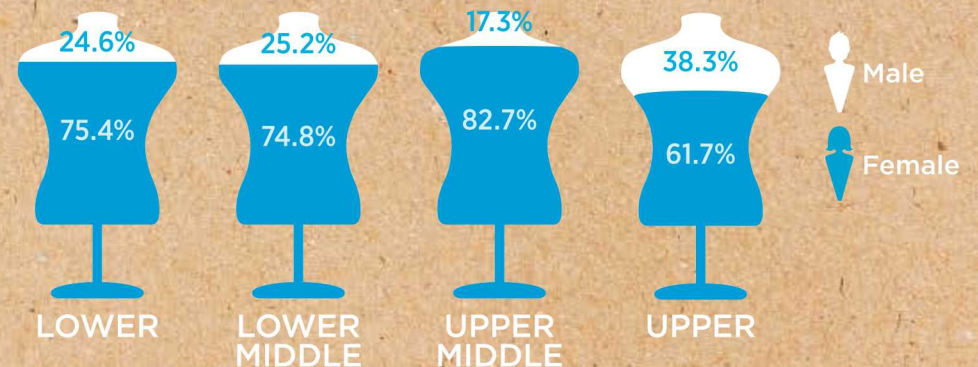
# OUR PAY QUARTILES

We are also required to show the gender pay split within our pay quartiles. We did this by splitting our colleagues into four equal quartiles based on their average total hourly rate of pay to show the gender distribution within each quartile.

Pay Quartiles are calculated by:

- > ranking full-pay relevant employees from highest to lowest paid
- > dividing this into 4 equal parts ('quartiles')
- > working out the percentage of men and women in each of the 4 parts

We have significantly more female than male employees in our business. We are reassured that the proportion of female and male employees across the quartiles remains relatively consistent but we are always looking to improve.



# MEASURING BONUS

These numbers look at the % of employees receiving a bonus and the difference in these bonus amounts.

## Our results

% of employees receiving a bonus



**Female**  
**1.3%**



**Male**  
**4%**

Bonus pay difference between women and men

**Mean**  
**45.7%**

**Median**  
**16.5%**

## Why the gap?

Over **75%** of our retail assistants and supervisors are women, compared to **25%** men. As these roles are not bonus eligible, this leads to a higher % of male than female employees receiving a bonus.

Our bonus gap is due to 69% of our senior leadership roles in the UK being held by men, compared to 31% women. More senior roles have higher bonus opportunities and this causes the gap. While we aim to continue to improve the representation of women in senior roles in our UK business, we are encouraged by the representation of females in senior roles across our wider business. In our Irish headquarters, **61% of senior leaders are women** and the group wide representation of women in senior roles is 43%.

# AMAZING PEOPLE AT PRIMARK



**Cherry De Guzman**  
Retail Sales Assistant

*"I love working here"*

The great thing about working at Primark is the flexibility I have in my role. I've got three boys. They're ten, nine and two. Looking after them is a full-time job so I work for Primark part-time which suits me perfectly.

I can also choose to do extra work whenever I can and pick my shifts around my husband's working hours. The flexibility I have allows me to have a real sense of balance in my life, and I like that.



**Kerri Farmer**  
Team Manager

*"Just go for it"*

The more women that are visible in senior roles, the more women will come forward and apply for more senior roles. With the encouragement of my line manager, I successfully stepped into a management position at Primark.

It's about being strong willed and strong minded and just going for it.



**Kari Rodgers**  
Regional Controller

*"Ability to put my own stamp on things"*

I love the autonomy stores are given and the ability to put our own stamp on things.

I am really enjoying my current role and how I can support and influence the business by bringing the business strategy to life in every store and embedding new initiatives. I feel I am making a difference and adding real value and this was made possible by the support I received from my manager to allow me to excel in my role but also have flexibility to achieve a good work life balance.



**Mary Lucas**  
Director of Merchandising

*"Put yourself in their shoes"*

I fully believe that the key to my success has been having supportive managers.

Talent and ability are so important and I want to help our people overcome the many challenges and barriers they may face.

Balancing work, personal life and career progression can be difficult. The last thing anyone needs is their leader to also be a blocker. A manager needs to support and guide employees and help them achieve their potential.



**Adrianna Szablowska**  
Store Manager

*"Every day is something different"*

If you grab opportunities that come along with both hands and are passionate about what you do... the sky's the limit at Primark.

I truly believe that with vision, determination and passion you can achieve anything you've dreamt of, the key to success lies with you and your courage to believe in yourself.



## Diversity and Inclusion Strategy

We want a workplace that recognises everyone – regardless of gender, nationality, religion, disability or sexual orientation.

We've got 143 nationalities working at Primark and we believe diversity across Primark is key to innovation.

To build on this, we have created a special group of people who will work together to come up with new and exciting ways to foster an even more inclusive and diverse workplace.



## Leadership and Development

Supporting diversity and inclusion at Primark must come from the top and our Global Leadership Development Programme is there to help strengthen our leadership capabilities.

This programme focuses on ensuring our leadership assessment and promotion processes are rigorous, transparent and consistent allowing us to access the diverse potential we have at Primark.

# OUR COMMITMENT

Our goal is for everyone to be able to achieve a successful career at Primark. We are committed to being a diverse and inclusive employer and delivering on existing and new initiatives to ensure more women and other representative groups progress to senior leadership roles.



## Unconscious Bias Training

Across 2018, we will continue to roll out our unconscious bias training to all recruiters and hiring managers.

This training will ensure that unconscious bias doesn't affect our recruitment process and hiring decisions and we continue to hire amazing people at Primark.



## Flexible Working

Lots of people at Primark, at all levels, work flexible or part-time hours.

One of our core Behavioral Competencies is Agility and we believe agility and flexibility go hand in hand. We're currently assessing our ways of working and challenging ourselves to develop an even more flexible working programme that fits with both our organisational strategy and our people.



We confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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**Paul Marchant**  
Chief Executive



**Lorraine Culligan**  
Group Director, People & Culture