



PRIMARK®

# UK Gender Pay Report 2019

# PRIMARK. EVERYONE'S INVITED

“As we reflect on the past year we are pleased to share our 2019 UK gender pay results.

Overall, we are pleased with our results and the progress we have made since first publishing our results in 2017.

However, we recognise that we do have a gap and we must continue to work on closing it.

As our business continues to grow and we move into new markets, maintaining a diverse and inclusive environment which recognises everyone regardless of gender, nationality, religion, disability or sexual orientation is a key priority.

We believe driving this diversity has been integral in creating the innovative and exciting business we are today.”



A handwritten signature in black ink.

Paul Marchant  
Chief Executive



A handwritten signature in black ink.

Lorraine Culligan  
Group Director,  
People & Culture

## What's in this report?

The aim of this report is to provide a simple guide of Primark's gender pay results.

Read on to find more about:

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# What is gender pay?

When looking at gender pay within an organisation, it is easy to get confused by what it means and why it is different from equal pay.

### Gender pay

Gender pay shows the difference in the average hourly earnings of women and men across an organisation regardless of their role or location.

This number can be affected by a range of factors, including the distribution of women and men across all roles at all levels.

### Equal pay

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

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

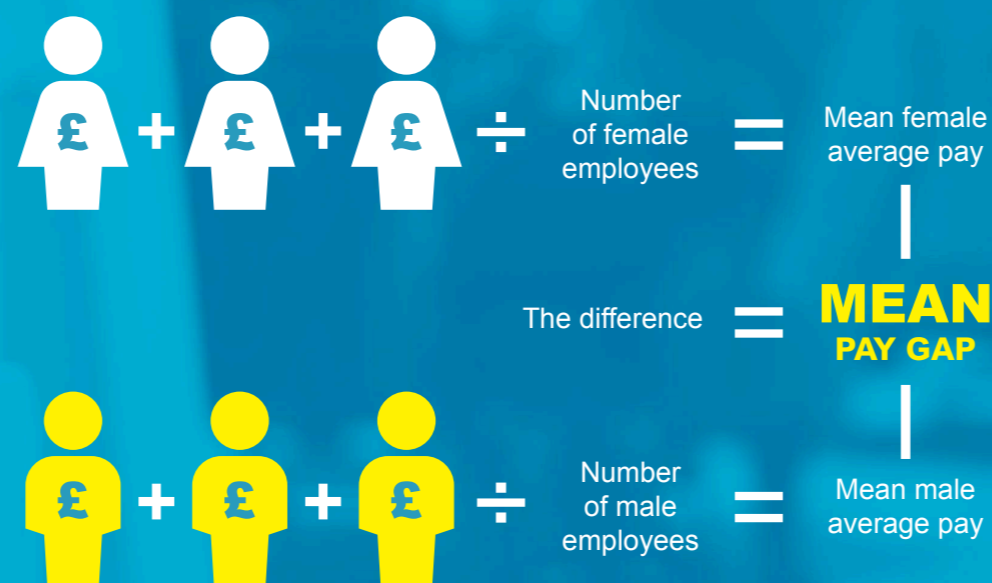
# Let's measure up

Under UK regulations we are required to report on four different measures relating to gender pay.

- Pay difference between women and men
- Percentage of women and men at each pay quartile
- Percentage of women and men who receive a bonus
- Bonus pay difference between women and men

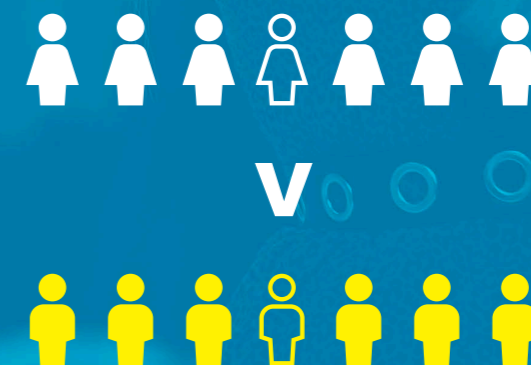
## The mean pay gap

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



## The median pay gap

This is the middle point of the population. If you lined up all the women and all the men from lowest paid to highest paid, 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.



# Our 2019 pay results

We are delighted that in line with previous years there is no pay gap at the median and while there is a gap at the mean, this continues to be below the UK and Retail average.

Our results are influenced by the distribution of women and men across our UK business. Over 90% of colleagues are retail assistants and supervisors in our stores, 75% of these colleagues are women compared to 25% of men.

This means we have more women in junior roles in our stores than men.

## MEDIAN

GENDER PAY GAP

0%

UK 17.3%\* Retail 17%\*

## MEAN

GENDER PAY GAP

14.7%

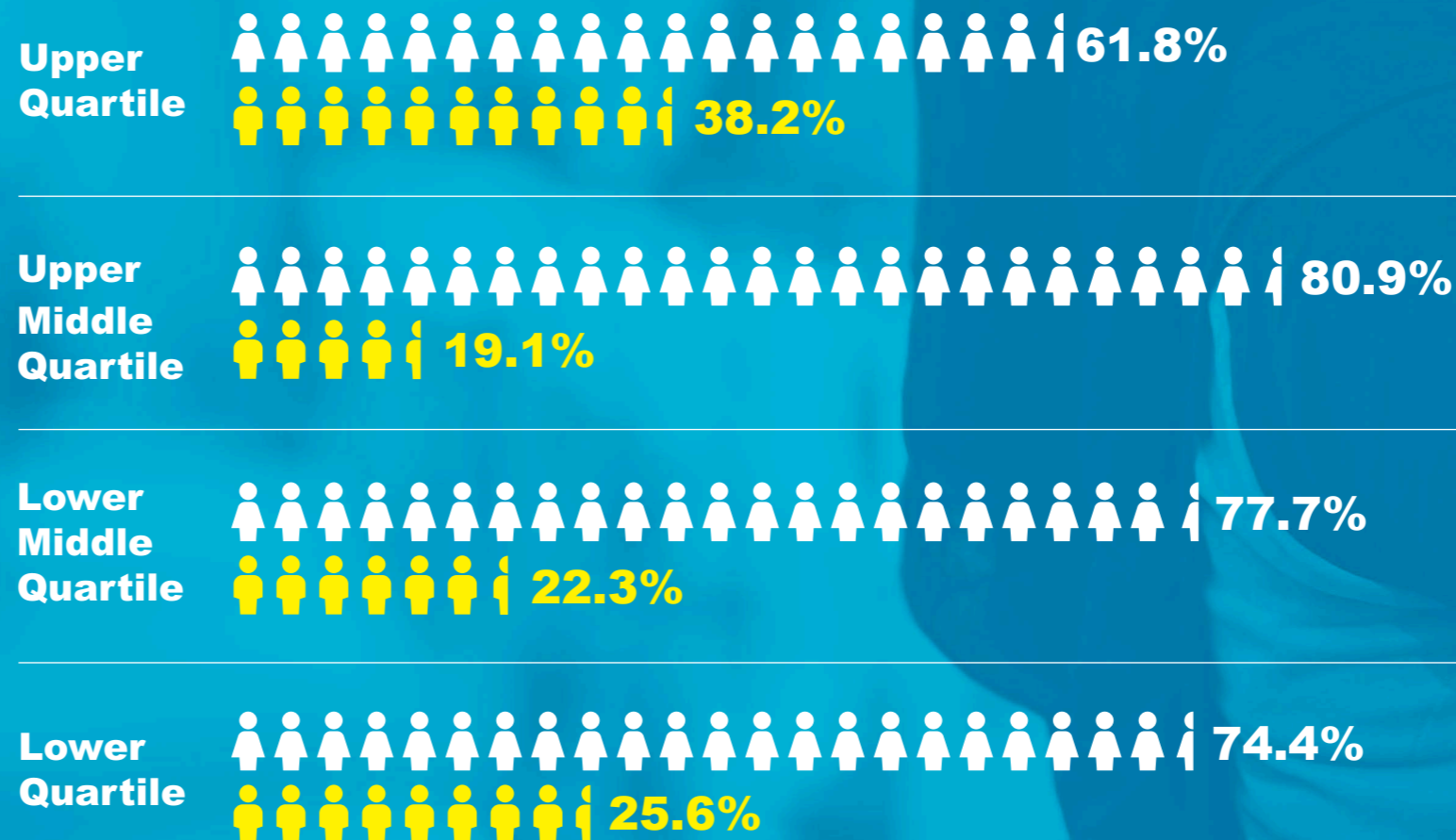
UK 16.2%\* Retail 17.5%\*

\*Source: 2019 Annual Survey of Hours and Earnings (ASHE)

### Pay quartiles

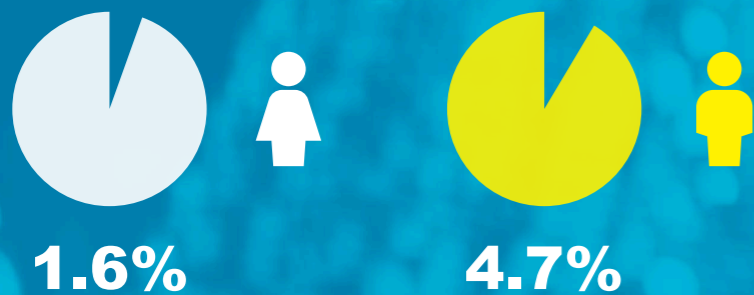
When we split our colleagues into four equal parts based on their average total hourly pay we can see the gender distribution within each pay quartile.

We are pleased that the distribution across each pay quartile remains relatively consistent.



# Our 2019 bonus results

## Percentage of colleagues receiving bonuses



Half of those that received a bonus are women and half are men. The percentage of women that received a bonus is lower as 75% of our retail assistants and supervisors are female compared to 25% of men.

As these roles are non-bonus eligible it reduces the proportion of females receiving a bonus.

## Median bonus pay difference between women and men

**MEDIAN**  
GENDER PAY GAP  
**31.9%**

## Mean bonus pay difference between women and men

**MEAN**  
GENDER PAY GAP  
**35.1%**

The mean and the median bonus pay gap is largely driven by the proportion of men occupying roles with higher bonus opportunity.

However, we're pleased that our mean and median results have reduced from last year.

This is due to more women moving into roles with greater bonus opportunity.

**Globally in Primark women hold 47% of our senior leadership roles.**

# Our commitment

**“Everyone’s invited” is a brand promise we stand by, and it’s more than just a statement, it reflects who we are as an organisation.**

Diversity and inclusion is important to us in Primark and we want to ensure that this goes beyond words and is demonstrated in the decisions we make, actions we take and our behaviours.

That is why we have created a Diversity and Inclusion Steering Committee which comprises of senior leaders across our business. Their aim is to further develop and embed our strategy and policy, whilst demonstrating our brand promise “everyone’s invited”.

We are also continuing to invest in our incredible talent with the roll out of our Leadership Development Programme with almost 1,000 of our leaders globally completing this programme by June 2020.

We partnered with Timewise to help us work more flexibly as a business in our Dublin and Reading office. We believe balance is important and want to enable our people to be at their best at home and at work.

**We now offer more flexible start and finish times, remote working, early finish on Fridays and the opportunity to buy extra annual leave.**

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



Paul Marchant  
Chief Executive



Lorraine Culligan  
Group Director,  
People & Culture

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