

GENDER

PAY

REPORT

2021



PRIMARK®



As we review what has continued to be an unprecedented period globally, we are pleased to report our 2021 Gender Pay Gap Results.

At Primark, we're deeply committed to furthering gender pay equality across the organisation and we've made crucial progress yet again this year since we first published these results back in 2017.

At the start of 2021, our stores were closed again due to Covid. However, we were delighted to start welcoming colleagues back in preparation for a full and safe re-opening mid-April 2021. The 2021 results show greater alignment with our pre-pandemic results, most notably no pay gap at the median. For us, pay equality for women and men for the same or similar jobs is paramount and underpins our reward philosophy. Our roles have either a fixed rate of pay, or a scale or a salary that is determined by a robust job evaluation system. While our mean pay results are somewhat higher than previous years, the results contained in this report reflect just under two thirds of our population.

Looking at the Bonus Results, there were no material bonus payments processed during this time. There were only a very small number of exceptional payments made and as a result this is not reflective of previous years. While over twice the number of women than men received a bonus, women in receipt of these bonus payments were in junior roles and this skews the results.

At Primark the wellbeing of our colleagues is front and centre for us and as a response to the global pandemic we've accelerated our work in this area and have worked hard to ensure successful new ways of working. We've recently introduced a hybrid approach and enhanced flexibility is now offered to those in office positions. This enables our colleagues to blend working from different locations: home, on the go, or our workspaces.

Our aim is to successfully continue to operate in a post-Covid world as we continue to navigate through this ever changing landscape.

At the same time we are ensuring that our business continues to operate in a way that all colleagues regardless of their gender or background can grow and progress in.



Paul Marchant
Chief Executive



Lorraine Culligan
Group Director, People and Culture



OUR 2021 PAY RESULTS

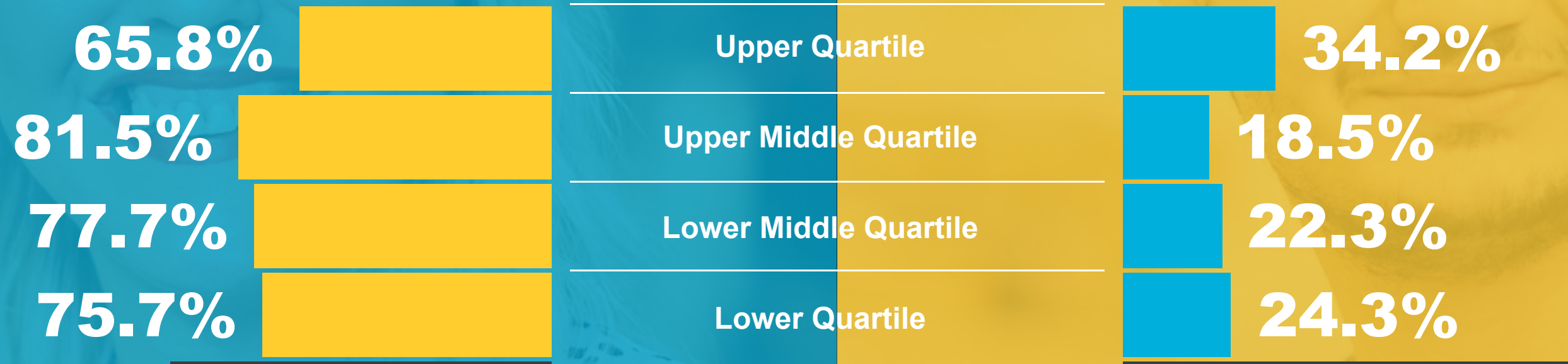
0.0% MEDIAN

17.4% MEAN

WOMEN

QUARTILES

MEN



OUR 2021 BONUS RESULTS

90.0% MEDIAN

71.1% MEAN

WOMEN

MEN

0.2%

% Receiving Bonus

0.2%



We confirm that the published gender pay gap information is accurate and meets the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Paul Marchant
Chief Executive



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Group Director, People & Culture

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