

GENDER

PAY

REPORT

2022



PRIMARK®



Introduction

As an international business with more than 70,000 colleagues across 15 countries in Europe, the UK and US, celebrating the diversity within our workforce, and creating an inclusive environment for our colleagues and customers is very important to us.

In the Republic of Ireland, Primark (known as Penneys) has more than 7,500 colleagues in total, working across our 37 stores and in Arthur Ryan House, our global headquarters in Dublin where 1,350 colleagues are based. The majority of our global leadership and senior management team are based at our Dublin headquarters; situated above our store in Mary Street, which was the first Penneys store to open in 1969. We are proud to be an Irish business, and in the past few years, to have expanded our core corporate functions in Arthur Ryan House. We have committed to investing over €250 million in Ireland over the next 9 years and play our part in supporting local towns and communities across the country, creating jobs and championing retail across Ireland.

Reporting on gender pay

Under Irish legislation, which came into effect in May 2022, companies with 250 or more employees are required to publish gender pay gap information.

In line with this legislation, the pay data of all colleagues employed by Primark, either on a permanent or temporary basis, during the period 1st July 2021 to 30th June 2022 has been used to create this report.

A gender pay gap doesn't show a difference in pay between men and women doing the same or equivalent work – that's described as 'equal pay'. Instead, a gender pay gap shows the difference between the average pay of all women and the average pay of all men, irrespective of any differences in the work they do. As a result, it's affected by the composition of the workforce, including the numbers of men and women in different types of jobs and at different levels of seniority. **It is important to note that the basic rate for hourly paid colleagues does not differ based on gender.**

Gender pay gaps are measured on a mean and median percentage. The mean data shows the percentage difference between the average hourly earnings for men, and for women, across all roles in Ireland. The median data calculates the percentage difference of the 'middle man' and the 'middle woman', if they were all lined up in a row according to their salary.

Whilst there is a requirement for us to share these results based on pay for men and women, we would also like to respectfully acknowledge that some of our colleagues identify as trans, non-binary and gender non-conforming.

OUR 2022 PAY RESULTS

17.1% MEAN

0.0% MEDIAN



PART TIME CONTRACTS

-1.6% MEAN

-0.7% MEDIAN

TEMPORARY CONTRACTS

1.4% MEAN

0.3% MEDIAN

Understanding our data

Our median pay gap is 0.0%, which means that the middle woman earns exactly the same as the middle man. Our mean pay gap is 17.1%. This means that the average hourly rate for men is 17.1% higher than for women. This gap is driven by a higher percentage of men in our highest paid roles.

The mean pay gap for part-time contracts is -1.6%, and the median pay gap is -0.7%, which shows that the average hourly rate for women on part-time contracts, and the rate for the middle woman, is more than their male equivalent.

In relation to temporary contracts, on average men earn 1.4% more than women, and the middle man earns 0.3% more than the middle woman.

In terms of bonus payments, 6.3% of women and 11.9% of men received a bonus during the data capture period. Our median bonus gap is 39.8%, and mean bonus gap is 63.7%. These gaps are driven by a substantially higher proportion of women in hourly paid customer facing roles, and a higher proportion of men in senior roles that typically have a higher bonus opportunity. This is also the reason for a 5.4% difference in the percentage of women receiving benefits in kind, versus the percentage of men.

MEAN PAY GAP — 17.1%

**MEDIAN
PAY GAP**

0.0%



OUR 2022 BONUS RESULTS

63.7% MEAN

39.8% MEDIAN

WOMEN
6.3%

% Receiving Bonus

MEN
11.9%

OUR 2022 BENEFITS IN KIND RESULTS

WOMEN
8.2%

% Receiving Benefits in Kind

MEN
13.6%



Moving forward

When considering our total company, we are proud to celebrate strong female representation at all levels of our global business. 78% of our total workforce, and 64% of our overall management population are women across all roles in our stores and corporate functions.

For us, pay equity for women and men for the same or similar jobs is essential, and underpins all our reward decisions. Our roles have either a fixed rate of pay, or a scale or a salary that is determined by a robust job evaluation system.

We have evolved our recruitment and selection processes to attract a diverse range of candidates and strive to reduce and remove bias through the introduction of online assessments, and specific training for everyone who conducts interviews.

In the past year we have introduced a new Head of Diversity and Inclusion, and a Diversity and Inclusion team to our business, supported by sponsors from our leadership team and champions across the business. We continue to explore new ways to enable hybrid and flexible working within our business, and to listen to our people. Based on their feedback we recently launched four global colleague networks, with one specifically focussing on life stages and gender.

We have made considerable improvements to our family policies and continue to review these to ensure that they support our people. Alongside this, we have gathered feedback from people in our business to help us to create products that support and empower women through every stage of their lives. One example is our menopause range, where external and internal focus groups have influenced and enhanced our decisions, and guidance has been created to support line managers and individuals in our business.

Moving forward, we plan to use this data, combined with a wider view of our global business and informed by feedback from our colleagues, to help us make meaningful progress in the areas where we have identified opportunities.

We confirm that the published gender pay gap information is accurate and meets the requirements of The Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022.



Paul Marchant
Chief Executive



Lorraine Culligan
Group Director, People & Culture

GENDER

PAY

REPORT

2022