

Cotton softer  
on the planet.



clothes

By 2027, our clothes  
will be recyclable  
by design.

For the world  
to keep turning.



# GENDER PAY REPORT 2023

**At Primark,  
we believe in  
fostering a culture  
of inclusivity where  
everyone can  
express their true  
identity and feel  
seen, heard,  
and understood.**

Founded in Ireland in 1969 under the Penneys brand, we are proud to be an Irish business that has grown internationally. The diversity within Primark is reflected in our people and our culture. We have more than 70,000 colleagues, representing 178 nationalities across 16 countries in Europe, the UK and US.

Primark opened its first store in the UK in Belfast, Northern Ireland in 1971, before opening its first store in England in Derby in 1974. Today we have more than 30,000 colleagues working in our 192 UK stores, offices and depots.

In this report, we outline our UK Gender Pay and Bonus gap as of 5 April 2023. In line with UK legislation, the calculations in this report relate to those individuals who are based in Great Britain only. This includes more than 23,000 colleagues working in 183 stores, offices and depots.

For some of these people, their managers and leaders are based outside Great Britain, with many working from our head office in Dublin, Ireland; situated above our first store in Mary Street.



# CARING

*WE ALWAYS STRIVE  
TO PUT PEOPLE FIRST*

# DYNAMIC

*WE BRAVELY PUSH THE  
BOUNDARIES TO STAY AHEAD*

# TOGETHER

*WE LEARN MORE, LAUGH MORE,  
AND ACHIEVE MORE AS A TEAM*

**At Primark,  
our values are  
Caring, Dynamic,  
and Together.**

These values are underpinned by behaviours that help us to guide our actions, and one of those behaviours is 'Inclusion'.

We're proud to represent and serve colleagues and customers from a wide range of backgrounds. Celebrating the diversity within our workforce and creating an inclusive culture is important to us.

As we continue to grow, it is critical that we learn from diverse perspectives, provide equitable opportunities, and empower our colleagues to help us understand their needs, and inform the customer experience.

**Our Diversity and Inclusion (D&I) strategy is rooted in authentic action. Data and insight play a big part in this, and our gender pay reporting helps us to highlight gaps, challenges, and areas of opportunity.**





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**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.'**”

# Reporting on Gender Pay

Under UK legislation, which came into effect in April 2017, companies with 250 or more employees are required to publish gender pay gap information. In line with this legislation, the calculations in this report relate to those individuals who are based in Great Britain only. For some of these people, their leaders are based outside of Great Britain due to the shape of our business, with many working from our head office in Dublin, Ireland.

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 is 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 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. The mean data shows the percentage difference between the average hourly earnings for men, and for women, across roles based in Great Britain.

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.

Alongside the calculations for our gender pay report, we also review other data points, including our Your Voice colleague engagement surveys. Over the next 12 months we plan to use this information, combined with feedback gathered through our colleague networks to help us to better understand the lived experience of people in our business, and plan for the future.

# Our 2023 Pay Results

**Median**  
**1.4%**



**Mean**  
**15.2%**



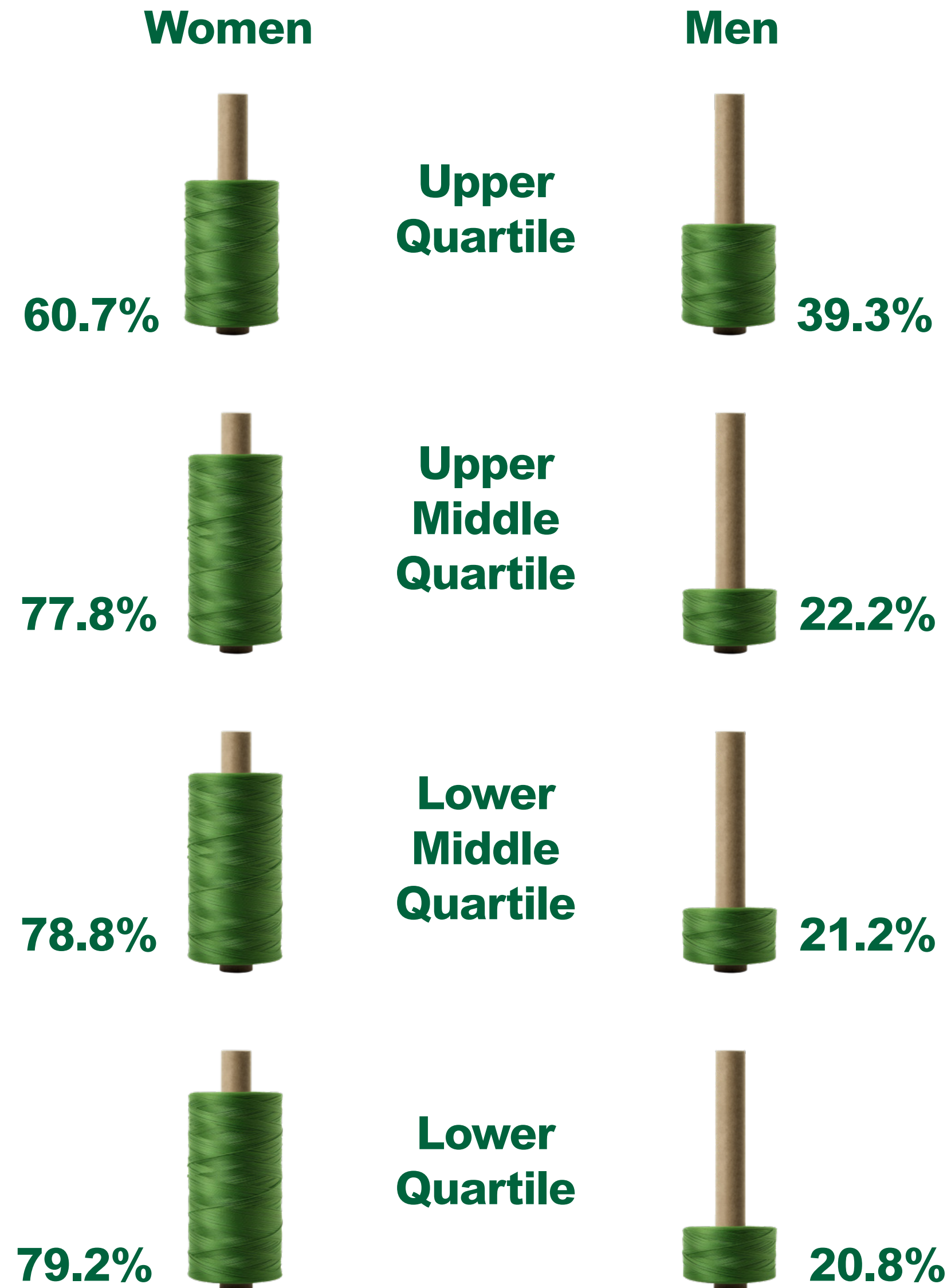
## Understanding Our Data

**Our median pay gap is 1.4%**, compared to the national average of 14.9%, calculated by the Office for National Statistics. This means the middle man earns 1.4% more than the middle woman.

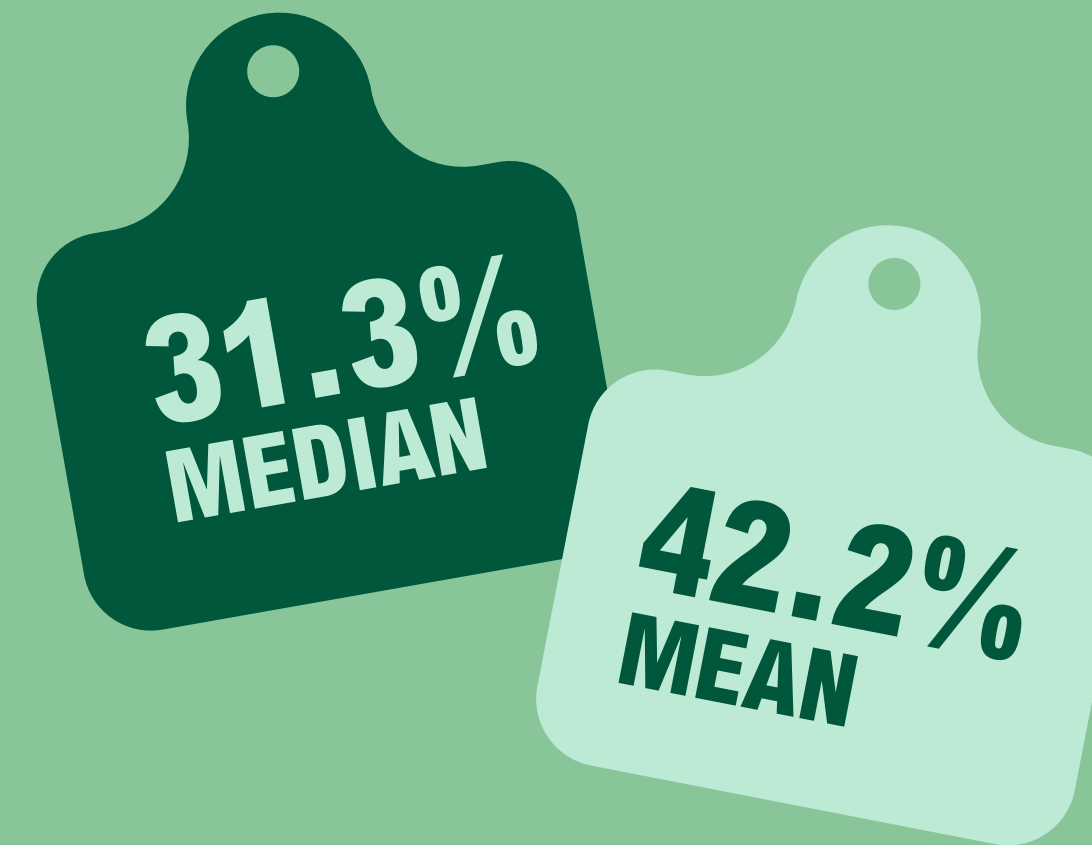
**Our mean pay gap is 15.2%**. This means that the average hourly pay for men is 15.2% higher than for women. This shows a slight increase in the median figure, up from 1.1% in 2022, and a decrease of 1.1% in the mean, both driven by the composition of our workforce.



# Quartiles



# Our 2023 Bonus Results



Our median bonus gap is 31.3%, and our mean bonus gap is 42.2%, with **1.5% of women and 5.7% of men receiving a bonus**. This shows a 10.1% decrease in the median figure from 2022, and an increase of 5.8% in the mean, both driven by the composition of our workforce.

When compared to previous years, the gap continues to be 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.

When comparing the distribution of our workforce, we have more women in the lower quartile than last year, and less women in the remaining three quartiles.

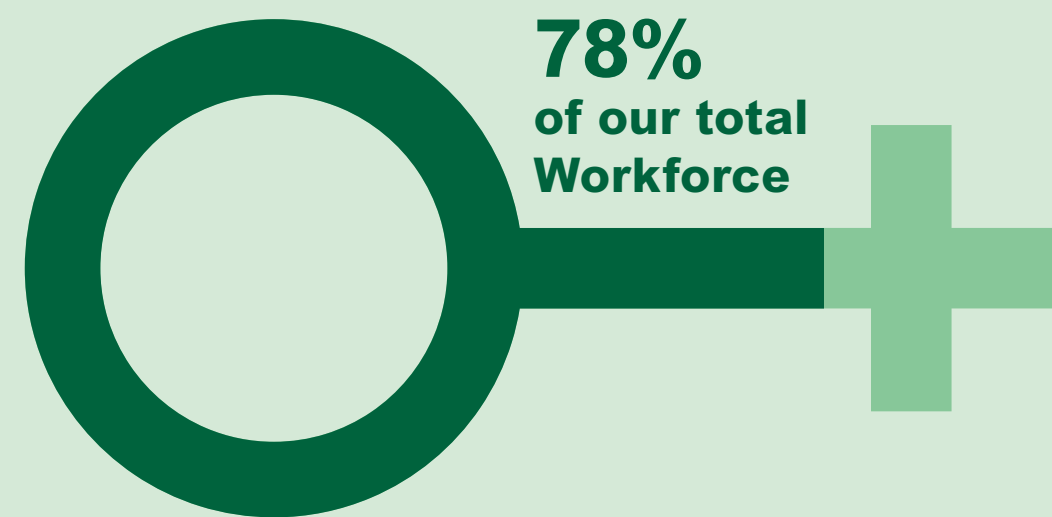
# Making Progress

At Primark, we're committed to supporting women for life through our products and experiences, leadership programmes and wellbeing initiatives. 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 65% 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.

Our Head of D&I, and D&I Business Partners work across multiple markets, building on existing foundations to deliver our D&I strategy, supported by our sponsors and colleague networks to create an inclusive environment where colleagues and customers feel like they belong.

Through internal surveys, networks and listening forums, we continue to gather and respond to feedback from our colleagues.







**...THE TWO MAIN THINGS THAT HELPED ME IN MY CAREER SO FAR: THE INSPIRATION FROM ALL THE LEADERS THAT I'VE HAD THE PRIVILEGE TO WORK FOR ALONG MY JOURNEY; AND THE TRAINING AND DEVELOPMENT OPPORTUNITIES..."**

## Case Study: Jessica Siddall Area People & Culture Business Partner

I started working for Primark in 2010 while studying at university, in the Leeds store as a weekend retail assistant. After graduating, I decided I wanted to pursue a full-time career at Primark and haven't really looked back since! Over the following few years, I progressed through various management positions across Primark stores in my local area. As my passion for leadership and people grew, I completed my Level 5 CIPD qualification, which was fully funded by Primark's apprenticeship scheme, and took on my first store manager role in 2019, just nine years after joining the business.

In 2021, I was selected to pilot the role of Area People and Culture Business Partner. This was a fantastic opportunity for me to move out of retail management and into a HR role, following my passion for people. The pilot was a success, and I was elated to be appointed permanently into the role, in which I am now leading a team covering 21 stores across two areas.



*We are proud many of the leaders in our business have progressed their career with Primark.*

*Jessica Siddall shared her journey with us: from Retail Assistant to Area People & Culture Business Partner.*

As I reach thirteen years as part of the Primark family, I reflect on the two main things that helped me in my career so far: the inspiration from all the leaders that I've had the privilege to work for along my journey; and the training and development opportunities I have been afforded. I'm so grateful to work for a business that has invested so much in my growth and this serves as a constant motivator to work hard to deliver a return on their investment.

Looking ahead I can see opportunities to continue developing and I know that the chance to progress will be there whenever I am ready. Changing functions has helped me to develop a whole new skill set and learn a whole new side to the business. This experience has opened my eyes to the notion that not all careers are linear; I can see so many potential opportunities within different departments across the business on the road ahead.

# Attracting and Recruiting Diverse Talent

We have developed a new online assessment tool for our retail non-management roles to improve the fairness of our selection process. We are also reviewing our resourcing operating model more broadly to improve consistency, inclusion and fairness whilst delivering a stronger candidate experience overall. In the year ahead, we will be focusing on how we identify and select our senior leaders to ensure we have a strong, diverse pipeline of talent for the future.

Our Early Careers programme gives us an amazing opportunity to create a talent pipeline for Primark for the future. In July 2023 we welcomed our 2nd cohort of 48 students from Irish and British universities to Primark for their year-long placement in our Dublin head office. They are placed across our Buying, Merchandising, Design, Technology, Quality, People & Culture and Brand & Innovation functions. Engaging with students so early in their careers allows us to attract and retain the right people to enable continued growth and innovation at Primark, and to learn from the generational diversity they bring.

In addition to their technical on-the-job learning, participants complete a series of workshops covering topics such as presentation skills, D&I and developmental insights. They also take part in group projects where they are given a business-related topic to research and make a proposal for, which they present back to business leaders.



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# Building knowledge, understanding and confidence

The work our D&I team does is greatly supported by our D&I sponsors, who form part of our extended D&I community. Whilst we have these dedicated sponsors in place, we believe that all our leaders have a critical role in embedding inclusive behaviours and values across Primark, and to ensure this is always front of mind, in 2023 we prioritised the development of an Inclusive Leader workshop. This half day session was delivered as part of a two-day Leadership Impact Programme, attended by the most senior leaders in the business; 250+ individuals with leadership responsibility for more than 70,000 colleagues. Of these, 48% are women.

Growing an inclusive mindset from the top, the **Inclusive Leader workshop** educates our leaders about diversity, identity, the importance of authenticity, and the actions of inclusive leaders in creating a culture of belonging for all colleagues in Primark.

Throughout the Leadership Impact programme, inclusive leadership is positioned and highlighted as an enabler of growth, colleague engagement and performance.

**'Accelerate Your Amazing'** is our development programme that invests in and supports the development of recently appointed senior leaders. This year, the programme will continue the development of over 40 leaders through workshops, experiential and peer learning, 1:1 coaching sessions and 360° feedback. It explores the effective transition into a senior leadership role, ensures they have a purposeful, positive impact on the people they lead, and provides an opportunity to build strong peer networks to drive greater collaboration across Primark.

We want inclusion to be seen and felt, not something that we 'do,' but rather 'how we do things,' and we look forward to seeing the positive impact that our leaders will continue to have on our culture as we grow.

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**WE BELIEVE THAT ALL OUR LEADERS HAVE A CRITICAL ROLE IN EMBEDDING INCLUSIVE BEHAVIOURS AND VALUES ACROSS PRIMARK, AND TO ENSURE THIS IS ALWAYS FRONT OF MIND, IN 2023 WE PRIORITISED THE DEVELOPMENT OF AN INCLUSIVE LEADER WORKSHOP. ”**



# Learning from diverse perspectives

We listen to our colleagues and customers, and we know how important it is to create an environment where everyone feels included, empowered and able to be their authentic selves every day. We want our colleagues to have a voice in how we continue to shape the culture of our business and create a place where everyone belongs.

## Colleague networks

Our four global colleague networks not only create safe spaces for people to share their lived experiences, but they also harness our understanding to enhance our products, evolve our processes and strengthen our strategies. Their areas of focus are life stages and gender, cultural diversity, disability, and neurodiversity, and LGBTQIA+.

These communities have more than 330 members in 15 of our markets. When asked why they wanted to join a network, the majority responded that they wanted to have input into issues at Primark that they care about. Our networks collaborate to create safe spaces for people to share feedback, challenges, insights, and ideas that will help to shape our priorities for the future, make a positive impact and enable change at grassroots level.

This year, our networks have influenced decisions and actions that impact both colleagues and customers, and we will continue to work closely with them in future.



330 members



15 markets

## Your Voice

In our bi-annual engagement survey, **Your Voice**, we ask questions directly related to inclusion, belonging, and feeling valued as a person. Our colleagues tell us that they feel that a diverse workforce is a priority for our business.

## FWD TH!NK

Our FWD TH!NK innovation scheme was created to unlock creative thinking and enable all colleagues to influence the future of the business. Whether they bring ideas about new product opportunities, collaborations or ways to enhance the customer experience, FWD TH!NK enables colleagues to share and contribute in a meaningful way.



# International Women's Day: What Power Feels Like



At Primark, we play an important role in women's lives every day, through our products, our in-store experience and how we support our colleagues and communities.

On March 8th 2023, we launched our international women's day campaign "what power feels like" to our customers and colleagues.

Our ambition was to empower women's fashion choices, encouraging them to be their authentic selves and to instil a sense of empowerment and belonging, as well as a sense of pride in Primark. We wanted to showcase how we empower women; not just on international women's day, but every day. As part of this campaign, we partnered with a charity called WorkEqual on a series of events for women re-entering the workforce, or starting work for the first time.

Internally, we encouraged people to share what power feels like to them. Our colleagues from around the world posted pictures, quotes and stories on our internal communications platform, resulting in our highest ever tracked engagement.



**Whilst we have much to celebrate, we know we still have more work to do.**

**We continue to prioritise inclusion in our business, to listen and to learn, so that we can keep moving forward.**





We confirm that the published gender pay gap information for Primark Stores Limited 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

