

PRIMARK®



# Gender Pay Gap Report 2024



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

# Introduction

Founded in Ireland in 1969 under the Penneys brand, we're proud to be an Irish business that has grown internationally.

Founded in Ireland in 1969 under the Penneys brand, we're 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 80,000 colleagues, representing over 150 nationalities across 17 countries in Europe, the UK, and US.

In the Republic of Ireland, Primark (known as Penneys) has nearly 7,000 colleagues in total, working across our 38 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 recognise the contribution we make in supporting local towns and communities across the country. We continue to fulfil our commitment to invest €250 million in the market by 2031, creating jobs and championing retail across Ireland.



# Our Culture and Values

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 continue to provide our colleagues with practical tools and training to support their understanding of the Inclusion behaviour. We are embedding our values & behaviours into processes across the entire colleague lifecycle (attraction, assessment and development) to ensure we have the best talent and that we consistently embody and champion our values.

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 we can truly be proud of, where everyone feels they belong.

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

## 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

# Reporting on Gender Pay

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.

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 July 1st 2023 to June 30th 2024 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 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 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.

Alongside the calculations for our gender pay report, we also review other data points, including our Your Voice colleague engagement surveys. We 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.



**“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'.”**

# Understanding Our Data

**Our median pay gap is -0.8%.**

This means the middle woman earns 0.8% more than the middle man. This shows a 1% movement toward a zero gap, with pay still favouring women.

**Our mean pay gap is 15.8%.**

This means that the average hourly pay for men is 15.8% higher than for women, up from 15.2%. These changes are driven by the composition of our workforce.

**The mean pay gap for part-time contracts is -4.9%, and the median pay gap is -6.9%**, 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 women earn 2.3% more than men, and the middle woman earns 0.2% more than the middle man.**



## All contracts

**Median  
-0.8%**

**Mean  
15.8%**

## Part-time contracts

**Median  
-6.9%**

**Mean  
-4.9%**

## Temporary contracts

**Median  
-0.2%**

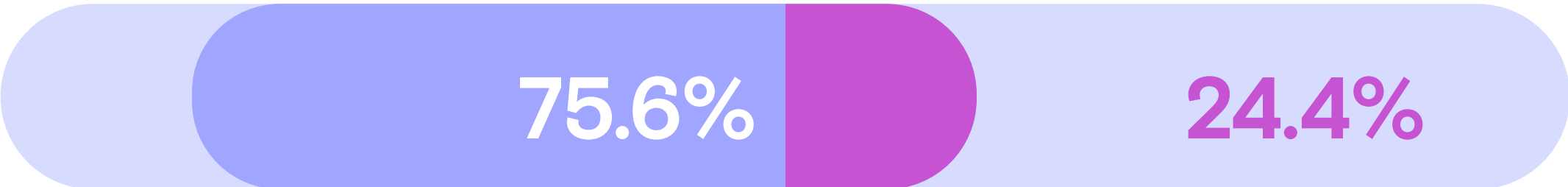
**Mean  
-2.3%**

# Quartiles

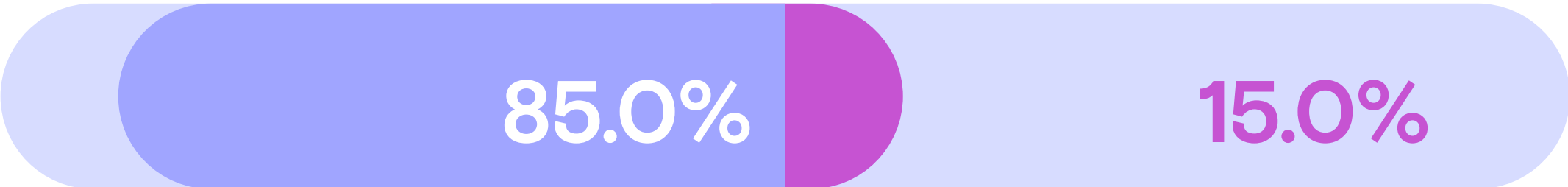
Women

Men

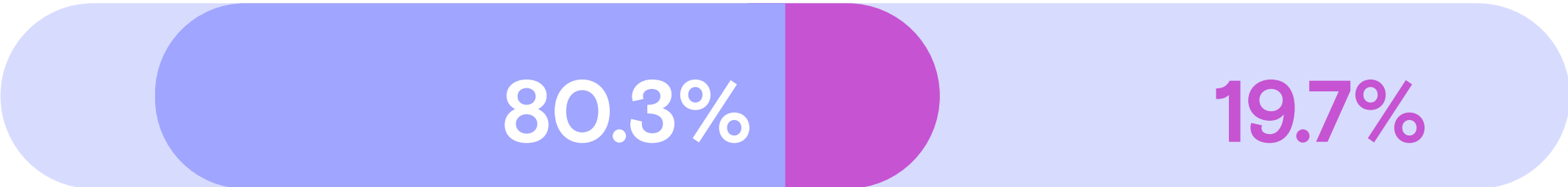
Upper Quartile



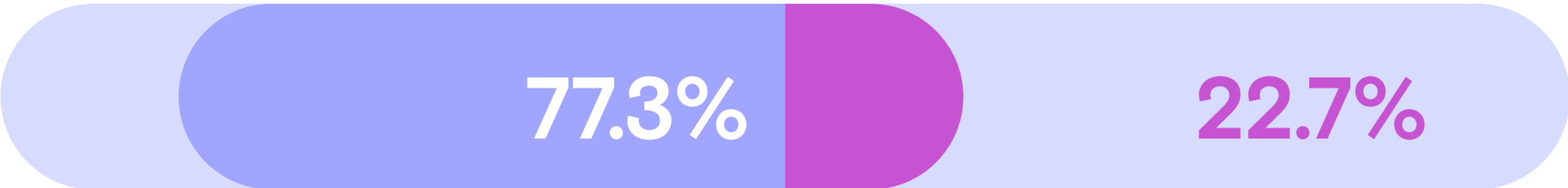
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile

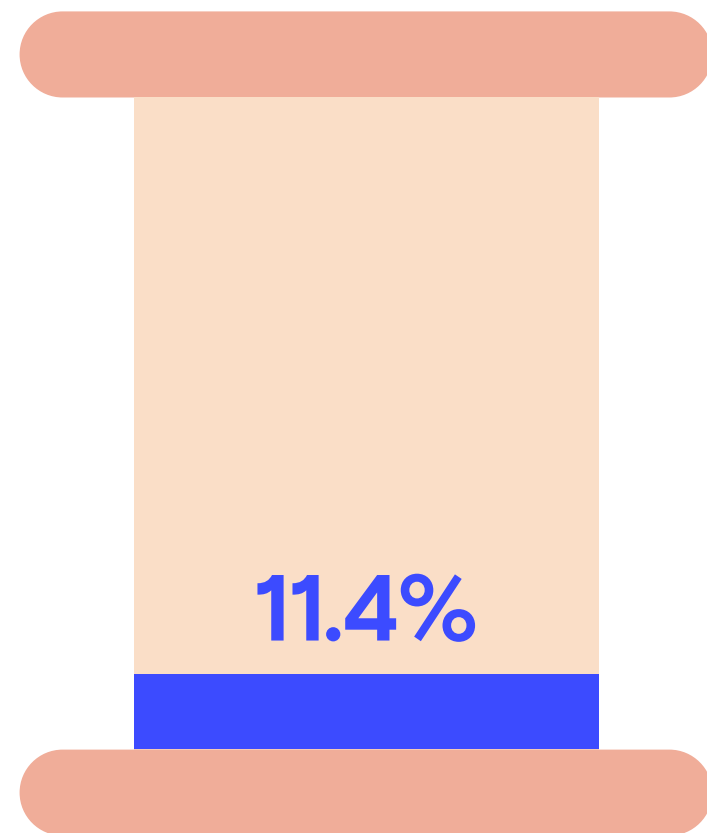
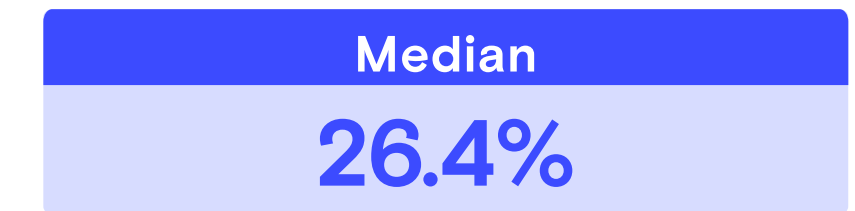
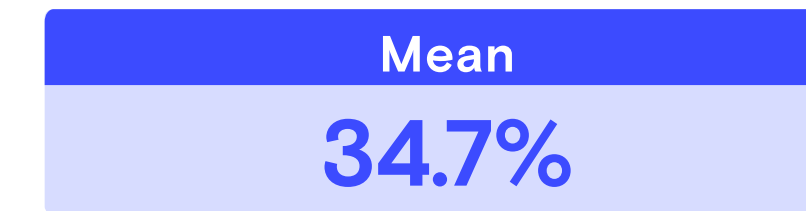


# Our 2024 Bonus Results

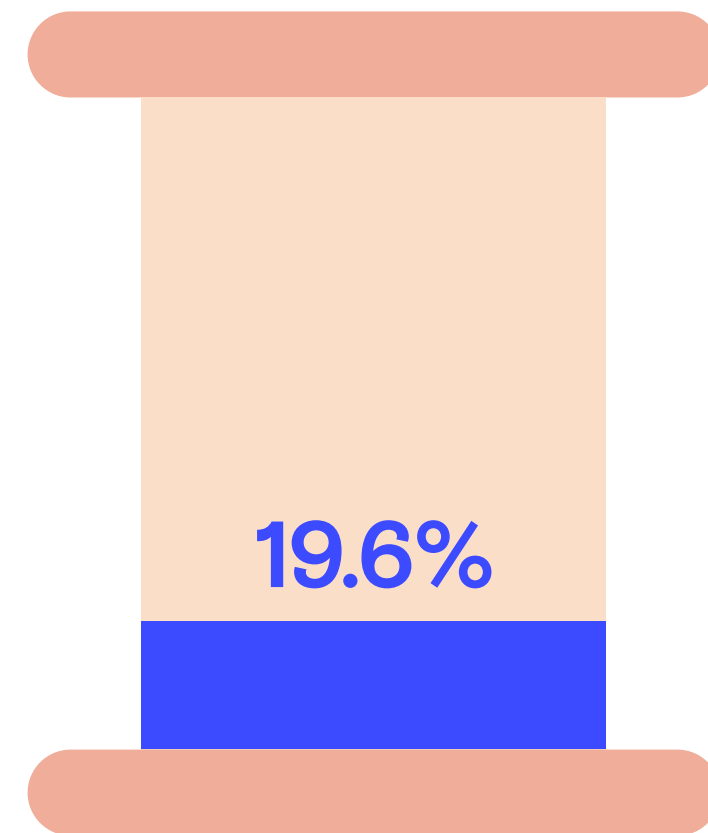
In terms of bonus payments, **11.4% of women and 19.6% of men received a bonus** during the reporting period. **Our median bonus gap is 26.4%, and mean bonus gap is 34.7%.** These figures both represent an improvement on the 2023 data, down from 40.2% and 57.1% respectively. These changes are driven directly by a change of the composition of our senior management workforce.

The bonus 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. This is also the reason for an 8.2% difference in the percentage of women receiving benefits in kind, versus the percentage of men.

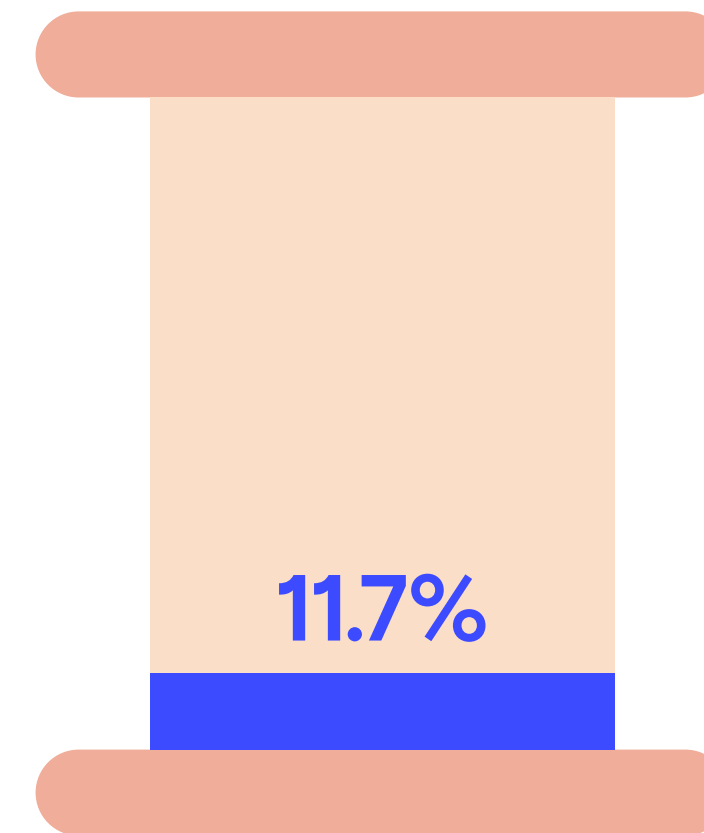
## All Contracts



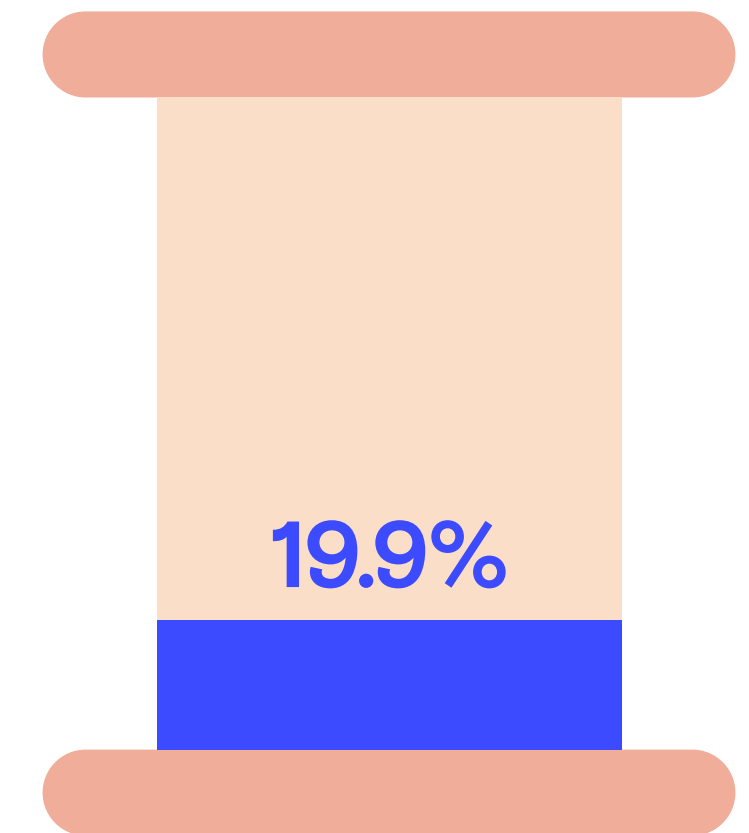
% of women receiving bonus



% of men receiving bonus



% of women receiving BIK



% of men receiving BIK



# Making Progress

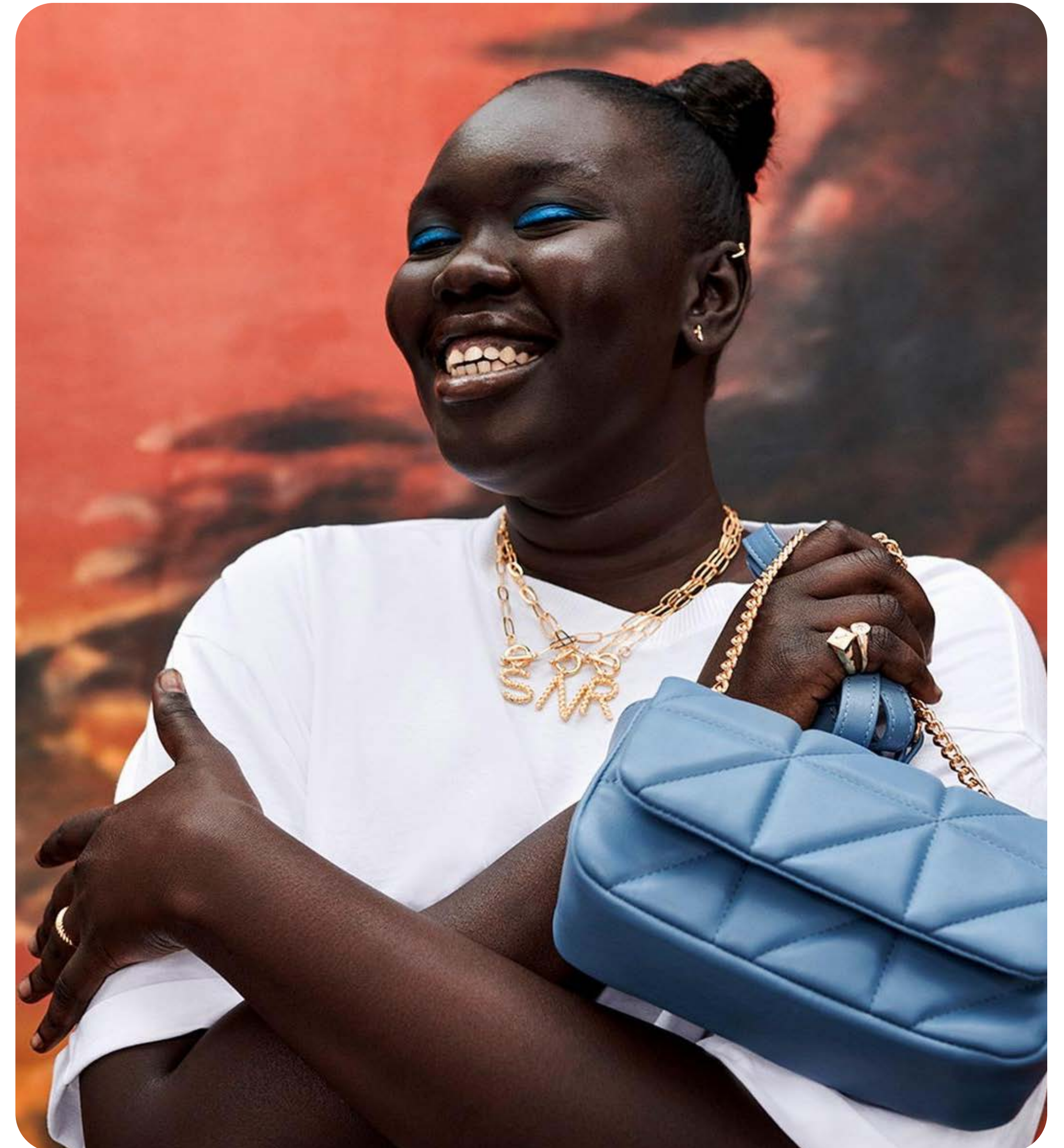
“For us, **pay equity for women and men for the same or similar jobs is essential, and underpins all our reward decisions.**”

At Primark, we are 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, with women making up 77% of our overall global workforce** 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 and embed our D&I strategy, supported by our sponsors and colleague networks to create an inclusive environment where colleagues and customers feel like they belong.

People are at the heart of everything that we do, and inclusion is non-negotiable at Primark; it's woven into the very fabric of who we are. We see D&I not only as part of our culture, but key to our continued success.





Our vision is for Primark to be a place where everyone feels the joy of finding somewhere they belong, whether they work for us, shop with us or live in the communities that surround us.

# Creating a Culture of Inclusion

Our vision is for Primark to be a place where everyone feels the joy of finding somewhere they belong, whether they work for us, shop with us or live in the communities that surround us.

This year, we have made a significant commitment to accessibility, which we plan to expand on in the future. At our 'Primark Connect' colleague event in January, we shared this with all leaders and managers in our business, encouraging and empowering them to work together to make this change.

In our broader commitment to inclusion, we have made improvements to our hiring processes, welcomed 47 students into our early careers programme, expanded our mental health and wellbeing services, and launched a new reciprocal mentoring programme to connect senior leaders and junior colleagues to broaden their outlook, to name just a few initiatives.

We have celebrated many events, including International Women's Day, Black History Month, World Mental Health Day, and Pride. We continue to constantly evolve and improve, as we know there is always more that we can do.





Truly **support women** through all of life's stages.

# Supporting Women for Life

“These collections **empower women** and drive forward our commitment to inclusion.”

The Supporting Women for Life (SWFL) initiative was born from a desire to connect with customers and colleagues and truly support women through all of life's stages. We recognised that some specialist products were not always available, accessible or affordable, and we wanted to change this.

The team consisted of 10 colleagues across our buying, merchandising, design, trends, and product technology functions. They connected with specialists, charities, and those affected by different life stages to co-design and test products.

The campaigns and new products conceptualised by the SWFL team are delivered as part of Primark's overall commitment to give our customers amazing fashion, at prices they can afford.

Since 2021, Primark has developed and launched several ranges to meet women's needs using the latest product innovations. These include: a maternity and post-partum line; re-wearable period underwear; a menopause range; a clothing and underwear range to support women impacted by breast cancer; and an adaptive underwear range designed for those living with disabilities.



# Making Primark More Accessible



Inclusivity applies to all areas of our business, including our products and store design. In January 2024, we announced our commitments to make Primark more accessible for as many people as possible, whether they work for us or shop with us.

As part of this, we launched our first range of adaptive underwear, designed around the needs of our disabled customers, making it more practical and comfortable, with small adaptations like easy closures, magnetic clasps, and the use of materials like Velcro. The range was co-designed with technical specialists and offers the same great value that Primark is known for across all our ranges.

The four-piece collection is just the beginning of our accessibility journey, as detailed in our commitments below.

## Accessible Products

We're starting with the first thing we put on under our clothes. Adaptive underwear, now at Primark's affordable prices. Products that you want or need. Products that are innovative and inclusive, and not always accessible on the high street. This is about looking, and feeling, good every day with great quality products which are affordable to as many as possible. And still, we know we're not there yet.

We're trialling adaptive underwear in some of our stores across selected markets. In the future, we will introduce more adaptive items, and apply inclusive design to more product ranges. We'll work in partnership with experts, such as Victoria Jenkins, to learn and push ourselves to go further and faster and make a bigger impact. We're committed to this, and we're only just getting started.

## Accessible Stores

In our stores, we're committed to creating a more accessible environment for our customers and colleagues. To support us in achieving this, in 2024 we'll partner with AccessAble, who will review all our stores and offices in the UK and ROI, providing our customers with information to help them make informed decisions about their shopping experience, and providing us with learnings we can apply across our other markets in the future.

## Culture of Accessibility

We'll conduct a review of our policies and processes, social and communication channels, creating an action plan to make targeted improvements to the accessibility of our customer and colleague experience guided by accessibility specialist Dr Shani Dhanda, the Business Disability Forum and Purple Tuesday.

## Inclusive Representation

At Primark, we strive to reflect the beautiful, vast diversity of our customer base through our campaign imagery, and we are proud to work with talent from the disabled community; both in front of, and behind the camera. We will continue to do this.

# Inclusive Recruitment

Over the past 12 months, we have reviewed our resourcing processes to improve consistency, inclusion and fairness whilst delivering a stronger candidate experience. We want to ensure we have a strong, diverse pipeline of talent for the future.

Recruit our Amazing, our hiring manager training programme, launched this year with over 100 hiring managers having already taken part in phase 1. The training covers end-to-end recruitment, including elements such as unconscious bias and reasonable adjustments.

We are now working on a D&I toolkit for hiring managers, which will include using inclusive language in job descriptions, ensuring diverse interview panels, and how to remove barriers for candidates that need adjustments to the recruitment process.

Disability specialist organisation, Purple Tuesday, have supported us on this journey, undertaking an audit of our candidate recruitment experience, examining our new Applicant Tracking System, careers site, and recruitment processes.

We use tools including 'Develop Diverse' to eliminate bias in our job advertisements and employer branding materials, helping us attract a more diverse pool of candidates. We will continue expanding use of this in other areas, such as employer value proposition and assessment, to ensure cohesive language in all candidate materials.



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.



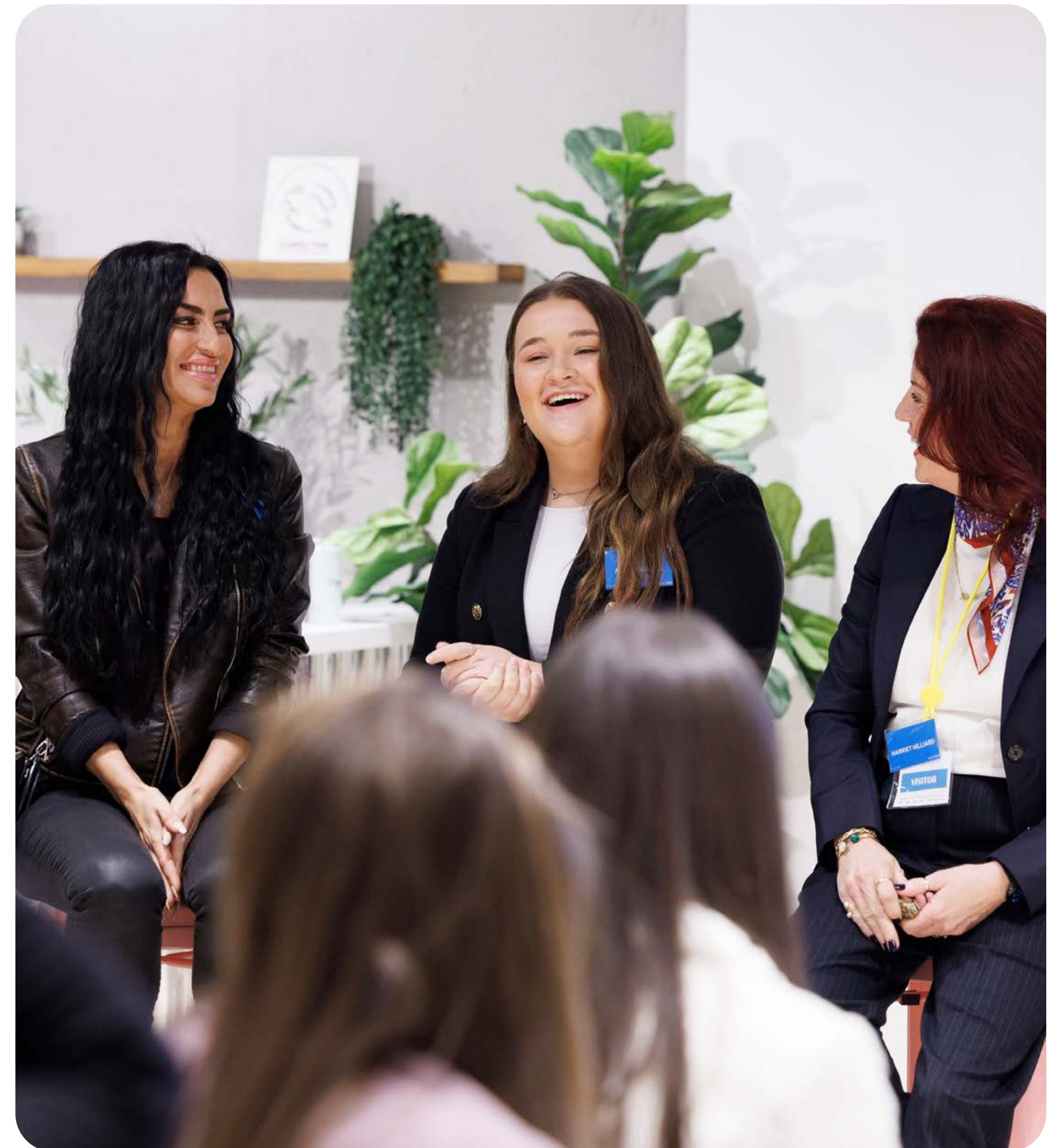
# Learning From Each Other

**“Our aim was for everyone involved to gain diverse perspectives, build connections within the business”**

This year we introduced a new reciprocal mentoring programme, Diverse Minds. The programme pairs senior leaders and more junior colleagues in a co-mentoring relationship. Our aim was for everyone involved to gain diverse perspectives, build connections within the business, and develop a greater sense of understanding and empathy for others.

The programme pilot saw 46 colleagues from our Buying, Merchandising, People & Culture, and Retail teams invited to take part. This created our first 23 reciprocal mentoring pairings. The programme consists of at least 5 co-mentoring sessions over a 5-month period, covering topics such as work/life balance and career aspirations.

Participants spend a day ‘in each other’s shoes,’ experiencing their co-mentor’s area of work. Initial feedback from those involved has been incredibly positive, with many sharing how the programme has inspired them to do something differently.



# Early Careers

Building a strong talent pipeline is critical to our growth and future success. Our Early Careers programme began in 2022, and this year sees our first set of graduate returners. After spending a year with us and returning to university to complete their degrees, 22 (47%) of the original cohort will be returning to us permanently in September 2024.

We have now had 2 cohorts complete a placement year with us. As part of the programme, participants are tasked with generating an innovative business idea and pitching these ideas to a panel of senior leaders. We have already seen some of these ideas begin to come to life across various departments across Primark.

The 2024 cohort comprises of 47 students from 22 different universities across UK and ROI. Our Early Careers programme provides opportunities for individuals from various backgrounds to experience the workplace, bringing fresh diverse perspectives and innovative ideas.



# Caring for our Colleagues

**We want all our colleagues to feel safe, comfortable, and supported throughout their working day and beyond**, so it is imperative that we give them all the tools they could possibly need.

Our Spark Wellbeing platform was created in 2022 to empower our colleagues to become their best selves both in and out of work. Focusing on three pillars – Mind, Body, and Life – we run a variety of initiatives, including support for life stages such as menopause and fertility, fitness and nutrition webinars, and financial wellbeing support.

Mental wellbeing is of primary importance at Primark and our Mental Health First Responders programme has also gone from strength to strength. We have over 650 specially training colleagues on hand to support and de-escalate crisis situations, acting as a bridge to professional support. Our ambition is to train at least 5% of office colleagues and between 1-4 colleagues per store to become Mental Health First Responders by the end of 2024.

We have also created Mental Health Awareness training, available to over 9,000 of our colleagues.

Our Let's Talk Employee Assistance Programme is a key tenant of the Mind pillar. It is available to all colleagues and their household members. It is managed by an independent third party who provide a confidential and secure place to seek free advice and support on topics such as mental health, legal and financial matters.



# 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+.

Launched in 2023, these communities now have more than 540 members in 15 of our markets. Members of our networks tell us the most important thing for them is having an 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.

Our networks continue to influence decisions and actions that impact both colleagues and customers, and we will continue to work closely with them in future.



# Campaign Story – International Women’s Day: Passing the Power

On March 8th, 2024, building on the success of last year, we launched our International Women’s Day campaign, ‘Passing the Power’. We know our business plays an important role in women’s lives every day, through our products, how we support our colleagues and communities, and through initiatives within our supply chain. This year, our ambition was to shine a light on how power is passed between people at Primark.

Passing the Power celebrates Primark as a place where women’s support for each other is as natural as it is necessary. We wanted to highlight how women empower other women, not just on International Women’s Day, but every day. From behind the till to head office, we encourage a culture where women are seen, heard, and supported.

Our support for women extends beyond our stores and into our communities. Together with our charity partner WorkEqual, we hosted a session centered on the theme of ‘Passing the Power’, for a group of young women from the Ballyfermot Traveller Action Group and the Cherry Orchard Community Training Centre who have a keen interest in fashion and digital and social media skills.

WorkEqual is a Dublin based social enterprise who offer bespoke styling, coaching and upskilling services to women looking to start their career or return to work after some time off. We are proud to continue our partnership with WorkEqual to help bring their career development and coaching services to even more communities across Ireland, helping people who are going back to work, or starting their careers for the first time.



**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.**

