

# GENDER

# PAY

# REPORT

# 2022



PRIMARK®



## Introduction

As an international business with more than 70,000 colleagues across 14 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.

Founded in Ireland in 1969 under the Penneys brand, Primark opened its first store in the UK in 1973, and we now have more than 25,000 colleagues working in our UK stores, offices and depots. For some of these teams, their leaders are based outside of the UK due to the shape of our business, with many working from our head office in Dublin, Ireland.

## 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.

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. **It is important to note that the basic rate for hourly paid colleagues does not differ based on gender.**

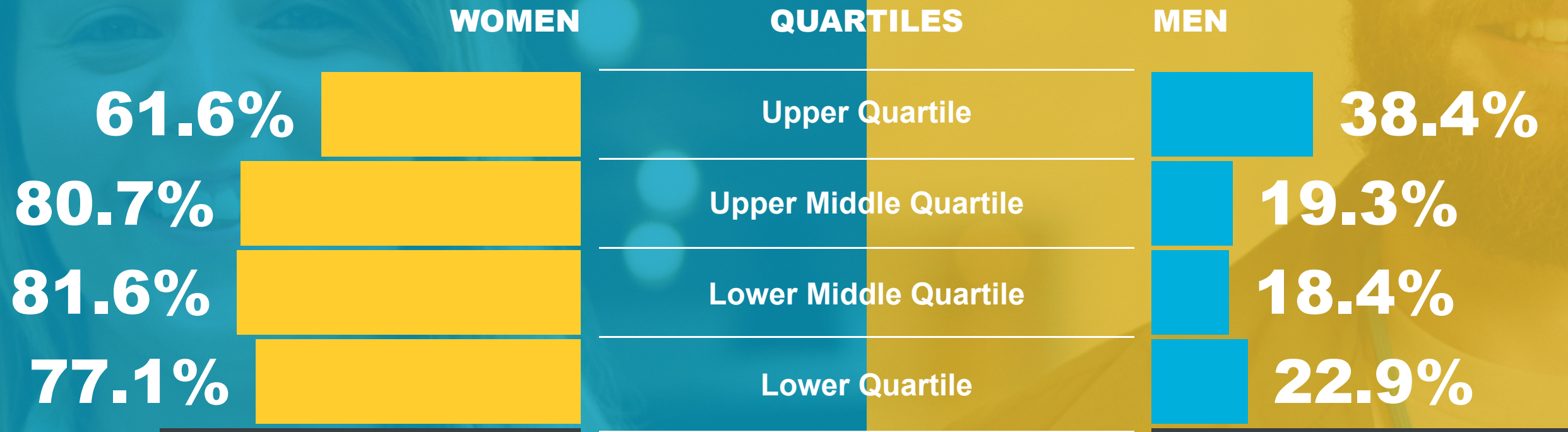
Gender pay gaps are measured on a mean and median percentage. The median data calculates the percentage difference of the 'middle man' and the 'middle woman', if they were all lined up in a row according to their salary. The mean data shows the percentage difference between the average hourly earnings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

# OUR 2022 PAY RESULTS

**1.1%** MEDIAN

**16.3%** MEAN



# OUR 2022 BONUS RESULTS

**41.4%** MEDIAN

**36.4%** MEAN



## Understanding our data

Our median pay gap is 1.1%, compared to the national average of 15.4%, calculated by the Office for National Statistics. This means the middle man earns 1.1% more than the middle woman. Our mean pay gap is 16.3%. This means that the average hourly rate for men is 16.3% higher than for women. This shows a slight increase in the median figure, up from 0 in 2021, and a decrease of 1.1% in the mean, both driven by the composition of our workforce.

Our median bonus gap is 41.4%, and our mean bonus gap is 36.4%, with 1.3% of women and 6% of men receiving a bonus. These figures cannot be directly compared to 2021, when there were no material bonus payments processed and only a very small number of exceptional payments made. However, 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 and lower middle quartiles than last year, and less women in the upper middle and middle groups than last year.

# MEDIAN PAY GAP

# 1.1%





## 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.

We have made some 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.

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 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



**Lorraine Culligan**  
Group Director, People & Culture

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