

PRIMARK

# Gender Pay Gap Report 2025

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

# Introduction

After more than **fifty years** on the British high street, we now have more than **29,000** colleagues working in our **197 UK stores, offices, and depots.**

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'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 470 stores across 18 countries in Europe, the US and the Middle East, employing more than 80,000 colleagues.

After more than fifty years on the British high street, we now have more than 29,000 colleagues working in our 197 UK stores, offices, and depots.

In this report, we outline our UK Gender Pay and Bonus gap as of 5 April 2025. 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 22,000 colleagues working in 187 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.



# Our Culture and Values

The **unique Primark culture** we have built over decades and that help us to guide our actions.

At Primark, our values are Caring, Dynamic, and Together. They are a genuine reflection of the unique Primark culture we have built over decades and that help us to guide our actions, 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 where people feel supported to do their best and be themselves every day.

## 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 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, some of whose managers are based internationally. 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. 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.

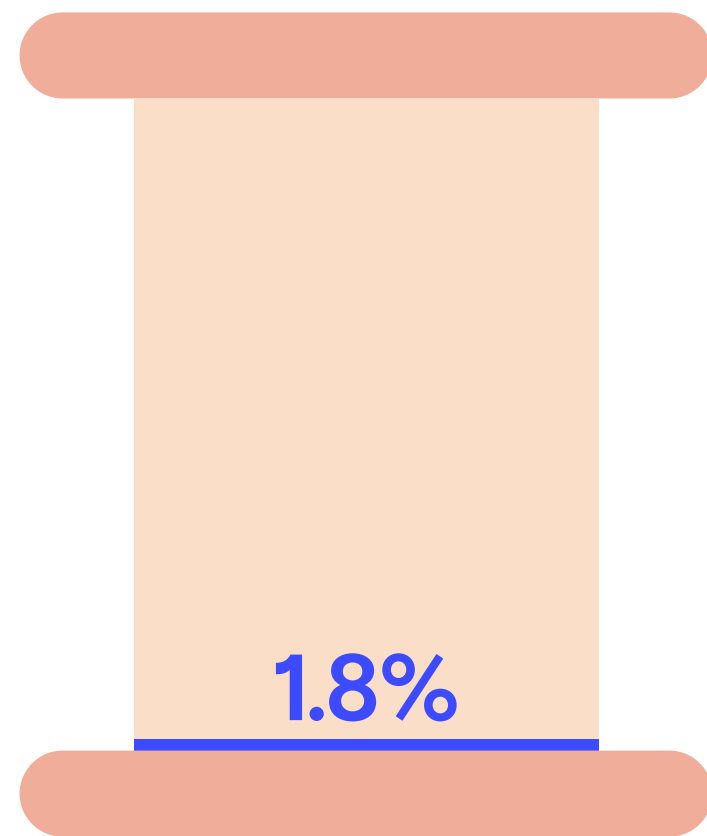


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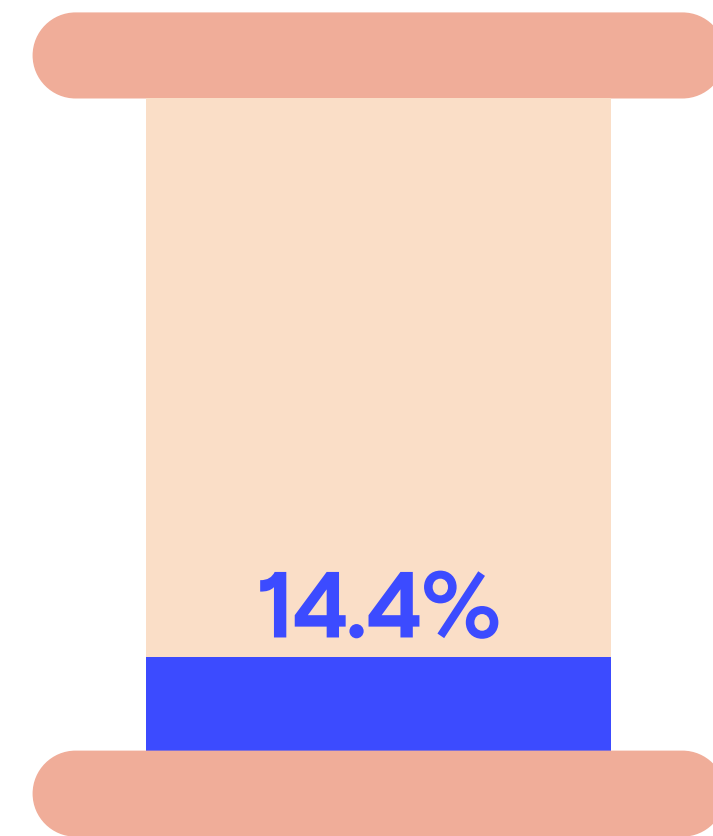
# Understanding Our Data

**Our median pay gap is 1.8%**, compared to the national average of 13.1% as calculated by the Office for National Statistics. This means the 'middle woman' earns 1.8% less than the 'middle man' at Primark and demonstrates an increase in the median figure, up from 0.8% in 2024.

**Our mean pay gap is 14.4%.** This means that the average hourly pay for women is 14.4% lower than for men and shows an increase of 0.9% in the mean. Both changes are driven by an increase in pay gaps in management and senior level roles, as well as a slight increase in women and decrease in men represented in the lower pay quartile.



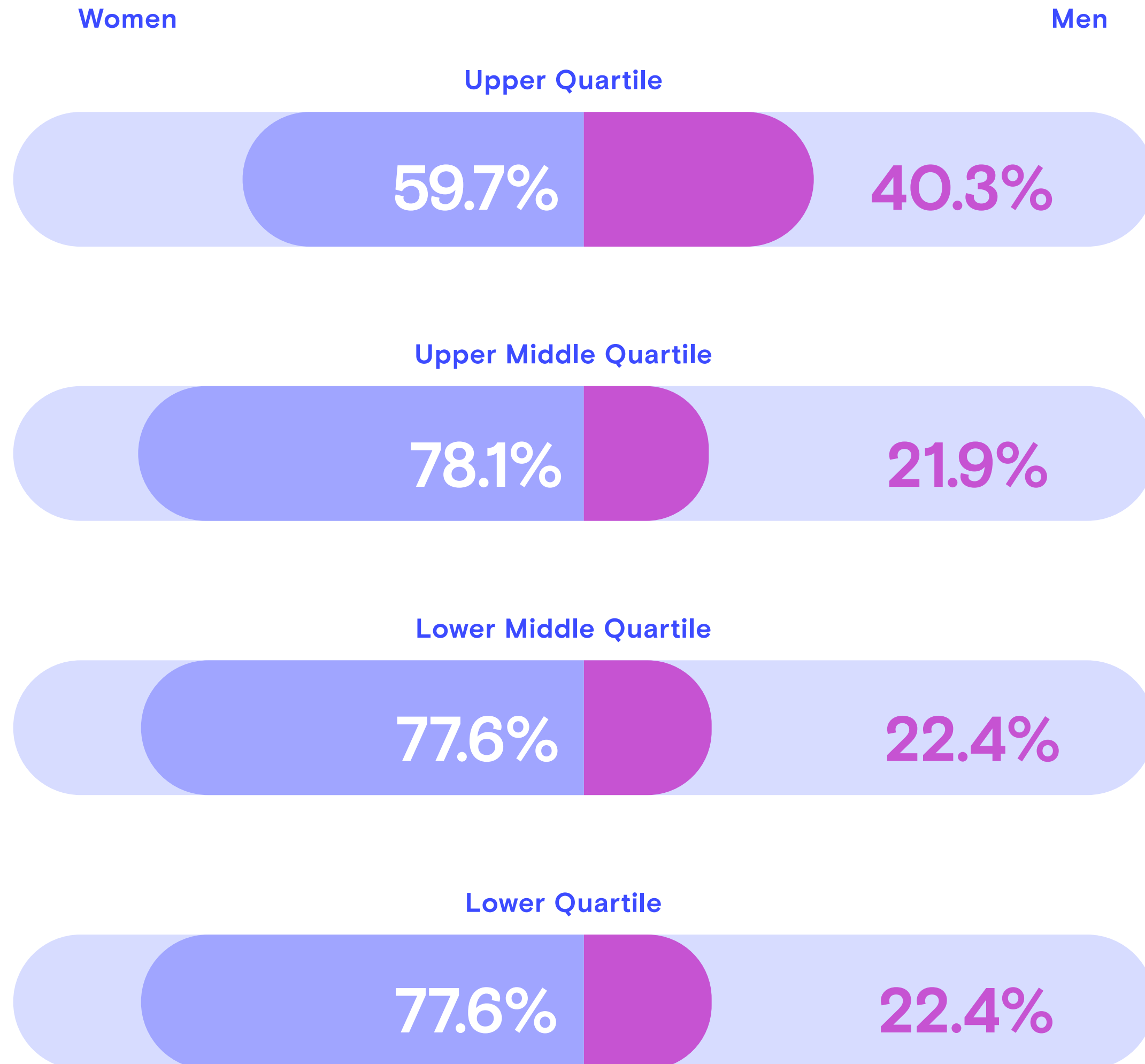
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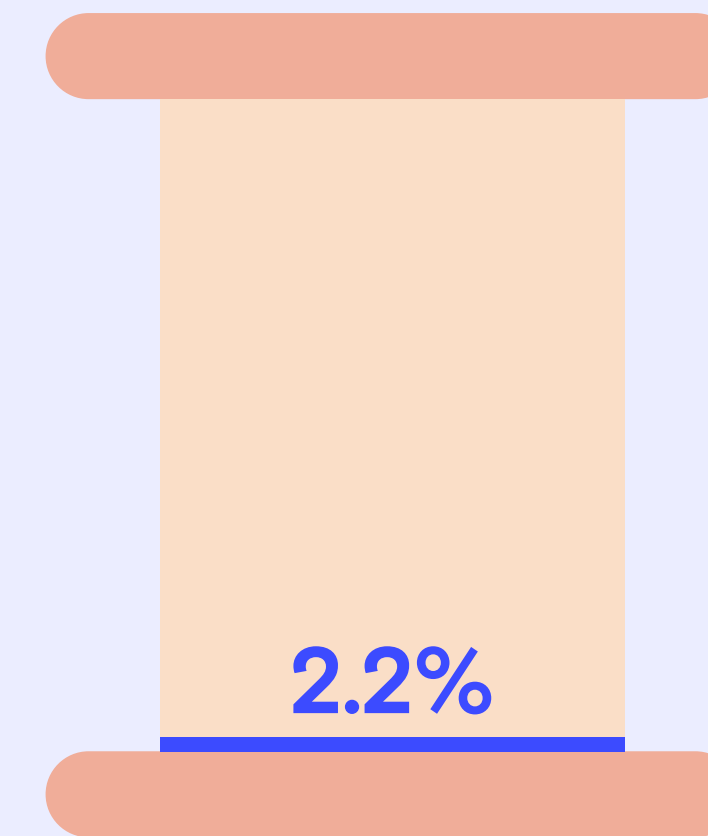
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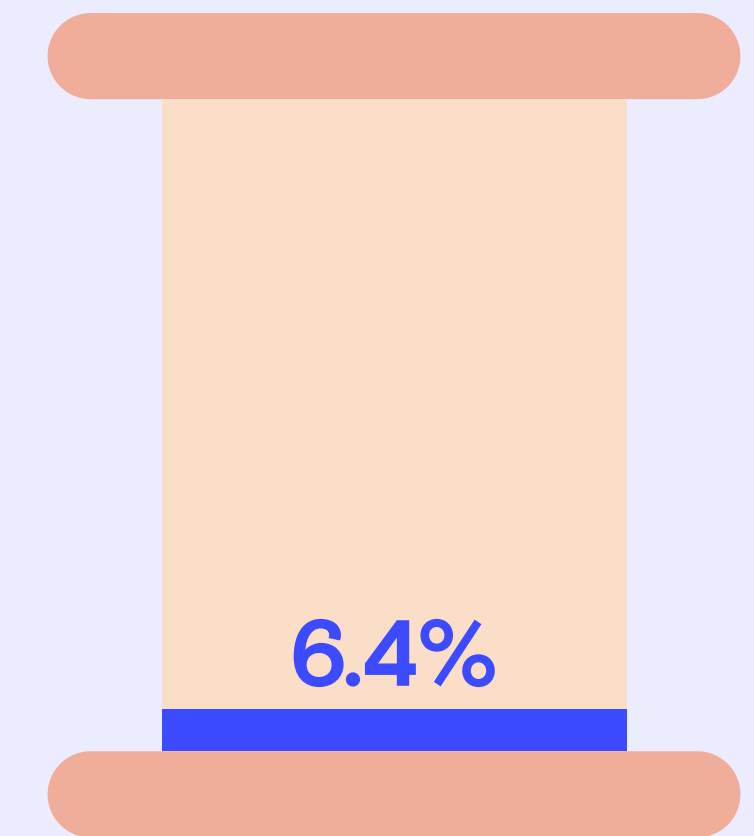
# Our 2025 Bonus Results

Our median bonus gap is 40.3% and our mean bonus gap is 46.2%, with 2.2% of women and 6.4% of men receiving a bonus. This shows a 3.9% increase in the median figure from 2024, and a decrease of 1.1% in the mean, both driven by the composition of our workforce. While the reduction in the mean bonus gap suggests a slight narrowing in the

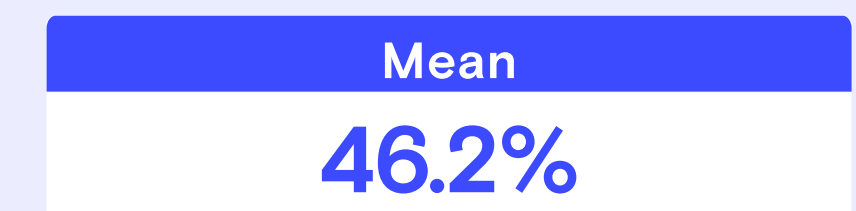
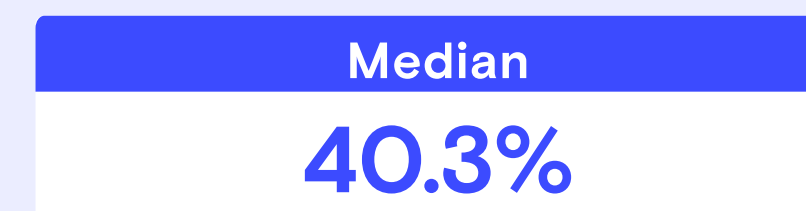
average bonus disparity between men and women, the highest bonus payments continue to be predominantly awarded to men. The gap continues to be driven by a substantially higher proportion of women in hourly paid customer facing roles, and a higher proportion of men in senior roles that typically have a higher bonus opportunity.



Women receiving bonus



Men receiving bonus



# Making Progress

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.**

At Primark, we are committed to supporting women and offering something for every age and background – 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 and external market benchmarking.

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 inclusion and community impact not only as part of our culture, but as integral to our continued success.



# Making a Difference

We're proud to collaborate with charities and organisations that share these values and make a meaningful impact on people's lives.

With more than 80,000 colleagues, over 470 local communities and customers in 18 countries, we're passionate about using our scale to make a difference and working together for causes we care about. To make a difference across our communities, we need to have a brilliant culture right across our business – from every store and every office, to how we work with our suppliers and partners. We're guided by our values and behaviours of Caring, Dynamic and Together and we know that by focusing on living these every day, we'll nurture a culture that we can be truly proud of.

A big part of that is fostering a culture of inclusivity and making a positive impact in the communities where we live and work. We want everyone to experience the joy of finding somewhere they belong, where they can express their true identity, feel seen, heard and understood.

We know how important it is to find meaning and purpose in our everyday, so we encourage our colleagues to give back and we celebrate the power of our collective action.

And while we're all about helping people look good and feel good through affordable fashion, we also want to remove barriers to inclusion, enable access to products, services and experiences and create opportunities for brighter futures in the communities we serve.

We're proud to deliver initiatives, partnerships and campaigns to support our mission and we're proud to collaborate with charities and organisations that share these values and make a meaningful impact on people's lives.



# Supporting Women for Life Through Different Life Stages

We're committed to supporting women for life, through the ranges and products we offer.

The development of new and specialist ranges for women at different life stages came out of a recognition that some specialist products were not always available, accessible or affordable, and we wanted to change this.

Colleagues across our buying, merchandising, design, trends, and product technology functions have worked with specialists, charities, and those affected by different life stages to co-design and test products to meet those needs.

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; and a clothing and underwear range to support women impacted by breast cancer. These collections are designed to support women through every life stage, regardless of their size or budget.



A photograph of three women smiling and looking at each other. They are wearing white undergarments. The image has a blue tint. The text is overlaid on the image.

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# Making Primark More Accessible

Accessible Primark is a company-wide initiative to make our business more inclusive for disabled colleagues and customers. It was launched in January 2024, to address the barriers disabled people face in fashion retail - from inaccessible products and stores to underrepresentation in campaigns and hiring. **The initiative is built around five commitments:**

## Accessible Products

In the future, we will introduce more adaptive items and apply inclusive design to more product ranges. We'll continue to work in partnership with experts to learn and push ourselves to go further and faster and make a bigger impact.

## Accessible Stores

In our stores, we're committed to creating a more accessible environment for our customers and colleagues. We continue to listen, learn and make improvements.

## Culture of Accessibility

We continue to review our policies and processes, social and communication channels and to make targeted improvements, informed by colleague and customer feedback and supported by expert partners.

## Inclusive Representation

At Primark, we strive to reflect the beautiful, vast diversity of our customer base through our campaigns and in our workforce. 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.

## Accessible Communities

We will work with organisations and charities that help to improve the lives of disabled people in the communities that surround us.

# Bringing Adaptive Fashion to the High Street

Our adaptive clothing range is part of our efforts to ensure Primark becomes more inclusive and accessible for everyone.

We began with adaptive underwear last year, and in January 2025, we proudly became one of the first retailers to launch the biggest adaptive clothing range for women and men on the high street, created alongside award winning adaptive fashion designer and disability advocate, Victoria Jenkins.

The collection's adaptive features are designed to make dressing simpler, from magnetic zippers and snap fastenings to waist loops that help to pull up trousers and hidden openings for tube, stoma or catheter access. There is also a range of options for people who are seated, such as wheelchair users. Created to reflect a diverse range of needs, the collection was shaped through a series of focus groups and hands-on fit sessions with members of the disabled community.

Our Adaptive collection is just one example of the work we're doing to make Primark more accessible for colleagues and customers. [Find out more on our website.](#)



# UK Youth Partnership

We wanted to take a moment to give back to young people in some of the local communities.

As we marked 50 years of Primark on the British high street in 2024, we wanted to take a moment to give back to young people in some of the local communities where our stores are located up and down the country.

We began working with UK Youth in October 2024 and since then have distributed £175,000 worth of grant funding to 11 youth organisations. These youth services varied from offering local youth provisions, including a scout group for disabled young people, to specialist services for young women. All fund recipients are based in the communities in close proximity to a local Primark store.

Since then, we've been supporting our retail colleagues to forge meaningful relationships with their local grantee. This has led to several collaborations and activity, such as our Primark colleagues hosting store tours that invite young people to learn more about a career in retail and mannequin styling sessions in celebration of Eid.



# Inclusive Recruitment

Our goal is to ensure our recruitment approach is **accessible, inclusive and compliant for every candidate.**

This year we strengthened our understanding of how to remove barriers for candidates who may need adjustments to our recruitment process or assessments, for example for those with a disability, health condition or other individual need. Our goal is to ensure our recruitment approach is accessible, inclusive and compliant for every candidate in every market where we operate.

We reviewed local legislation and recruitment practices for each country to build a clearer picture of the varied requirements in our markets. These insights are guiding the resources, tools and partnerships we need to further increase the accessibility of our recruitment processes.

We launched global best practice guidelines and tools to set shared standards for accommodating different needs, building on strong existing practices and incorporating the latest academic research. We also invested in making our candidate interface and online assessments more accessible by expanding self-serve adjustments, empowering candidates to make changes quickly and independently.

We are committed to continuing this work, keeping pace with changes in legislation and best practice, so that our recruitment experience remains seamless, inclusive and a true reflection of who we are as an employer.



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

To gain diverse perspectives, build connections within the business, and develop a greater sense of understanding and empathy for others.

Last year we introduced a new reciprocal mentoring programme, Diverse Minds. The programme paired 23 senior leaders with junior colleagues in co-mentoring relationships. The 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 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. Feedback from those involved was incredibly positive, with many sharing how the programme showed them perspectives they'd not considered before and inspired them to do some things differently.

Building on the success of the programme, for 2025 we have taken the opportunity to extend this out even further, with 2 new cohorts. Firstly, a global programme was launched for senior leaders in our central functions and the retail area managers from across all 17 markets, creating over 50 peer to peer reciprocal mentoring partnerships. The latest cohort includes 112 participants, pairing 56 senior leaders with more junior colleagues from our Customer, Digital and Buying, Merchandising & Design functions.

# Early Careers

The programme continues to attract a diverse mix of skills and perspectives, creating a vibrant pipeline of future leaders.

Our Early Careers placement programme has gone from strength to strength, and we recently welcomed our fourth cohort, comprising 33 talented individuals. They are gaining hands on experience across the business, benefiting from exposure to leadership, and contributing to high impact projects that deliver real business value.

The programme continues to attract a diverse mix of skills and perspectives, creating a vibrant pipeline of future leaders. We were also proud to be recognised externally, winning the **Target Jobs National Graduate Award for Best Placement Programme**, a particularly meaningful achievement as it's judged directly by students.

One of the most exciting milestones has been seeing students from previous cohorts return fulltime and seeing them excel in their roles. In September 2024, 21 members of our very first cohort came back as permanent employees, and from the second cohort, 4 have already returned, with a further 11 due to join us this September. It's a clear sign that the programme is not just about early exposure, but also about building lasting careers and a strong sense of belonging, while enriching our teams with people who know our culture and are passionate about driving it forward.



# Caring for Our Colleagues

Mental wellbeing is of **primary importance** and our Mental Health First Responders programme has gone from strength to strength.

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 programme was created in 2022 to empower our colleagues to become their best selves both in and out of work. 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 committed to have at least 5% of office colleagues and between 1-4 colleagues per store trained as Mental Health First Responders. Currently we have almost 1,000 specially training colleagues on hand to support and de-escalate crisis situations, acting as a bridge to professional support.

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 support to colleagues. It is a free service available to all colleagues and their household members 24/7. 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.



# International Women's Day: Empowerment Through Mentorship

Panellists shared **powerful stories** of how both formal and informal mentorship has shaped their personal and professional journeys.

As part of our International Women's Day celebrations, we hosted a panel and networking session focussed on our 2025 IWD theme, "Empowerment through Mentorship."

The panel, hosted by Barbara Leonard, Director of Menswear Buying, brought together voices from across Primark and beyond, including participants from our Diverse Minds reciprocal mentorship programme, a store colleague, and our charity partner Work Equal. The panellists shared powerful stories of how both formal and informal mentorship has shaped their personal and professional journeys. We heard that mentorship is a two-way street, as everyone has something to teach and something to learn.

The participants on the panel were open and honest in their conversation, which supported their message that true empowerment in mentorship comes from vulnerability.

Following the panel, colleagues had the opportunity to connect during a networking session. It was clear to all that attended the event that when we uplift one another, we create a more inclusive and resilient environment for everyone.

This event was part of a broader series of IWD sessions designed to support wellbeing, confidence, and career progression. From tackling imposter syndrome to setting healthy boundaries, each session aimed to spark meaningful conversations and inspire action.



Together with our colleagues, networks and partners, we're building on existing foundations to create an even more **inclusive Primark community** - one where everyone can feel the joy of belonging and being **part of something bigger.**

