

PRIMARK®

# 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.

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 1,450 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. In November 2021, we committed to investing over €250 million in Ireland over 10 years and play our part in supporting local towns and communities across the country, creating jobs and championing retail across Ireland.



# 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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# 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 2022 to 30th June 2023 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.**

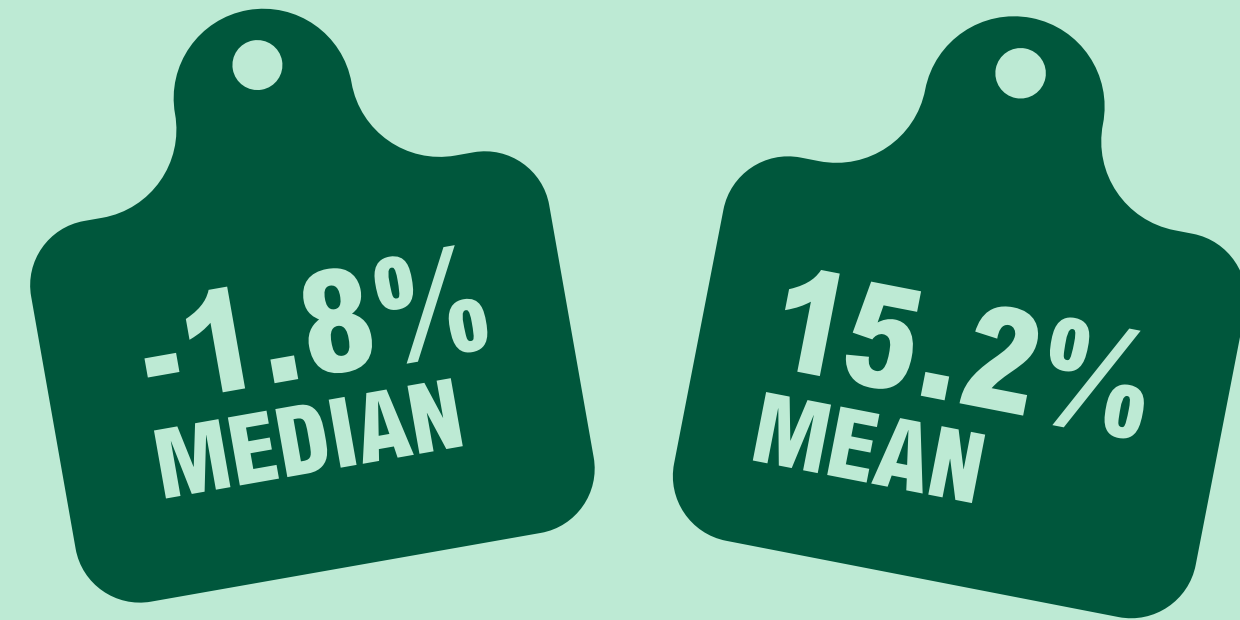
Gender pay gaps are measured on a mean and median percentage. The mean data shows the percentage difference between the average hourly earnings for men, and for women, across all roles in Ireland. The median data calculates the percentage difference of the 'middle man' and the 'middle woman,' if they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

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

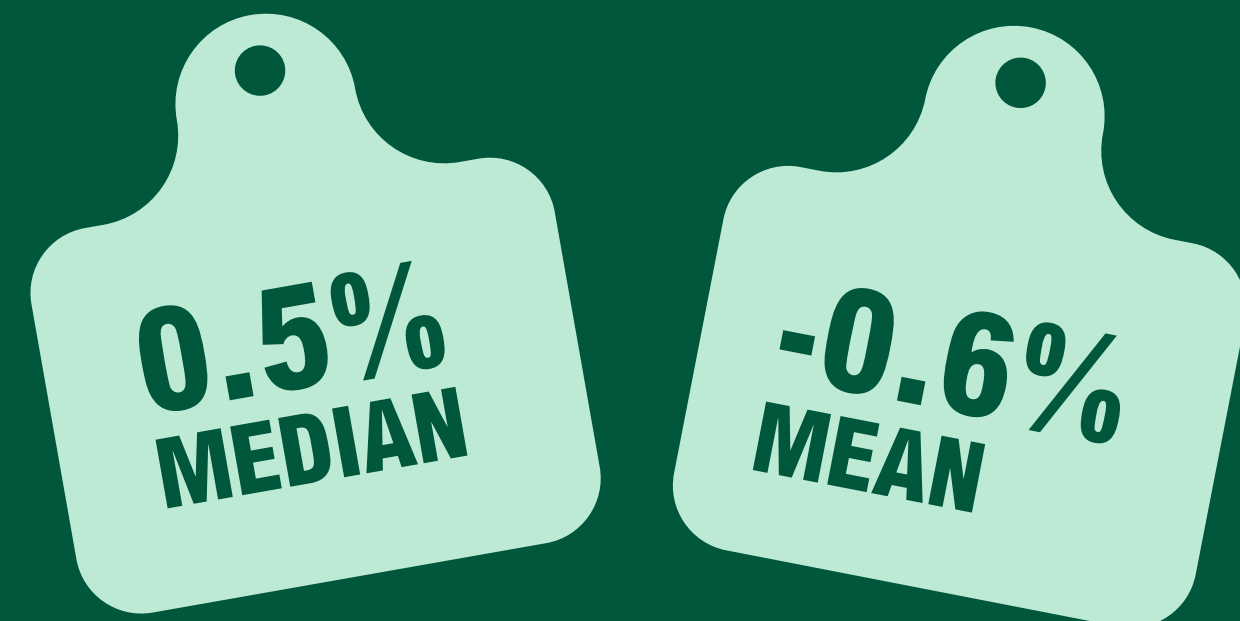
### All Contracts



### Part-time Contracts



### Temporary Contracts

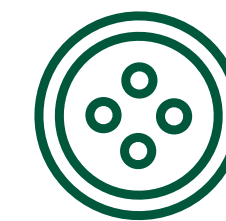


## Understanding Our Data

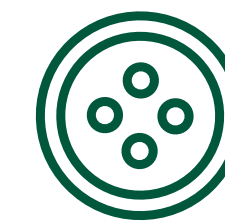
Our median pay gap is -1.8%, which means that the middle woman earns 1.8% more than the middle man. Our mean pay gap is 15.2%. This means that the average hourly pay for men is 15.2% higher than for women. This shows a decrease in the mean figure, down 1.9% from 17.1% in 2022, and a decrease of 1.8% in the median, both driven by an increased number of men being recruited into hourly paid positions during the first half of 2023.

The mean pay gap for part-time contracts is -5.9%, and the median pay gap is -8.6%, 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 0.6% more than men, whilst the middle man earns 0.5% more than the middle woman.

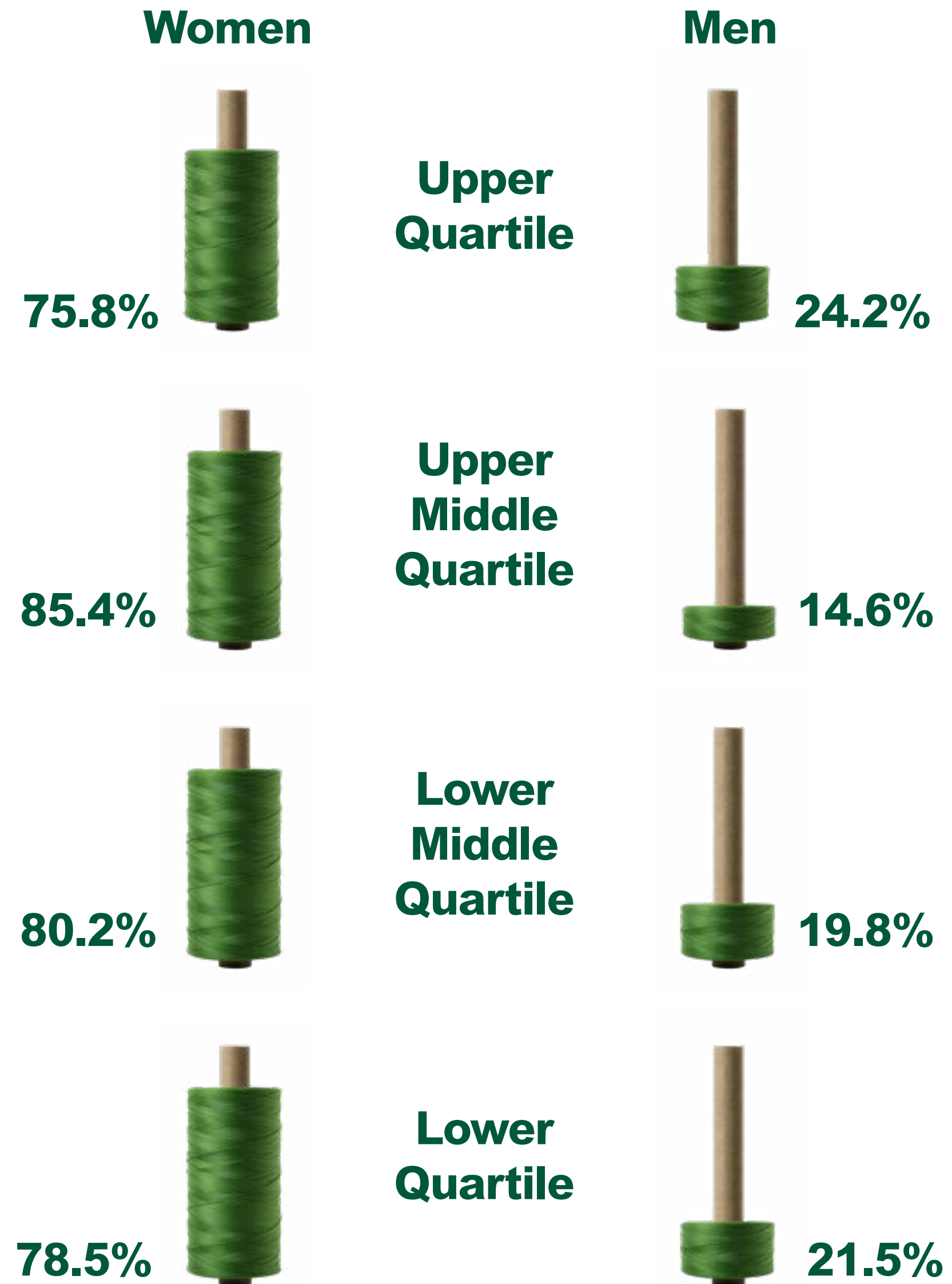


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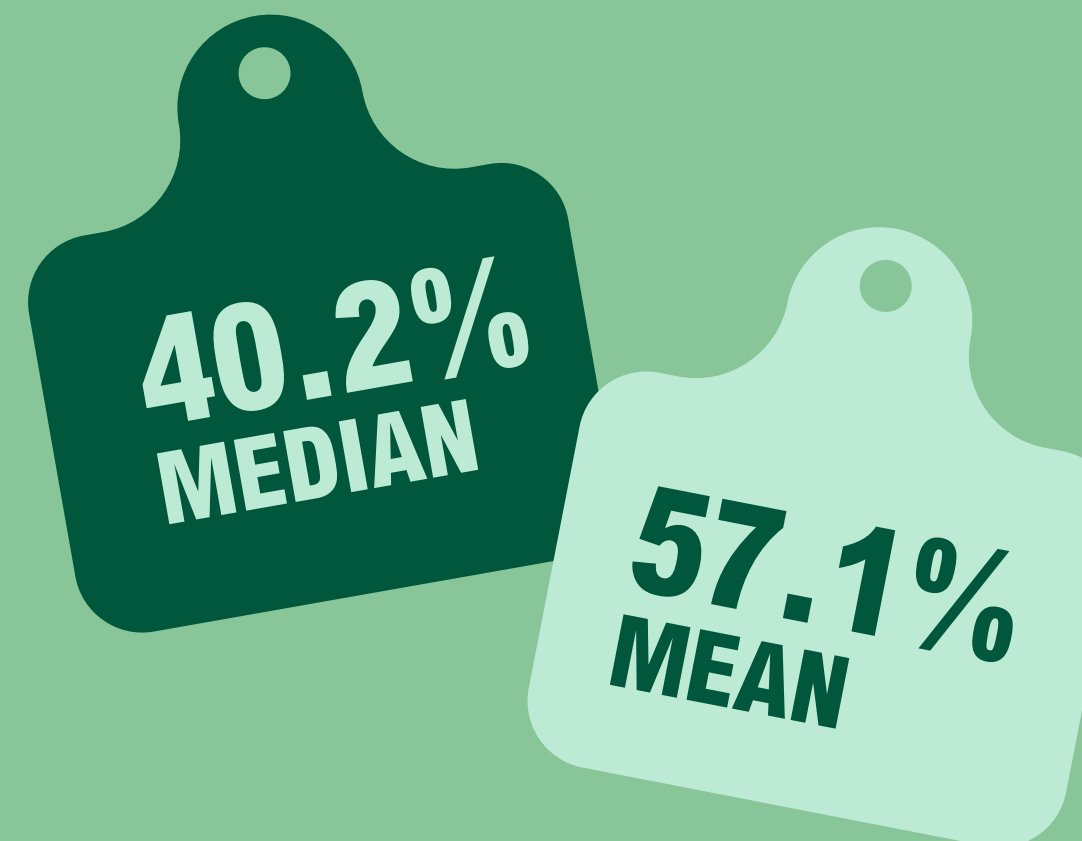
## Quartiles



## Our 2023 Bonus Results



### All Contracts



In terms of bonus payments, 9.6% of women and 16.5% of men received a bonus during the reporting period. Our median bonus gap is 40.2%, and our mean bonus gap is 57.1%. This shows a 0.4% increase in the median figure from 2022, and a decrease of 6.6% in the mean.

These gaps continue 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 a 7.6% difference in the percentage of women receiving benefits in kind, versus the percentage of men.

# Making Progress

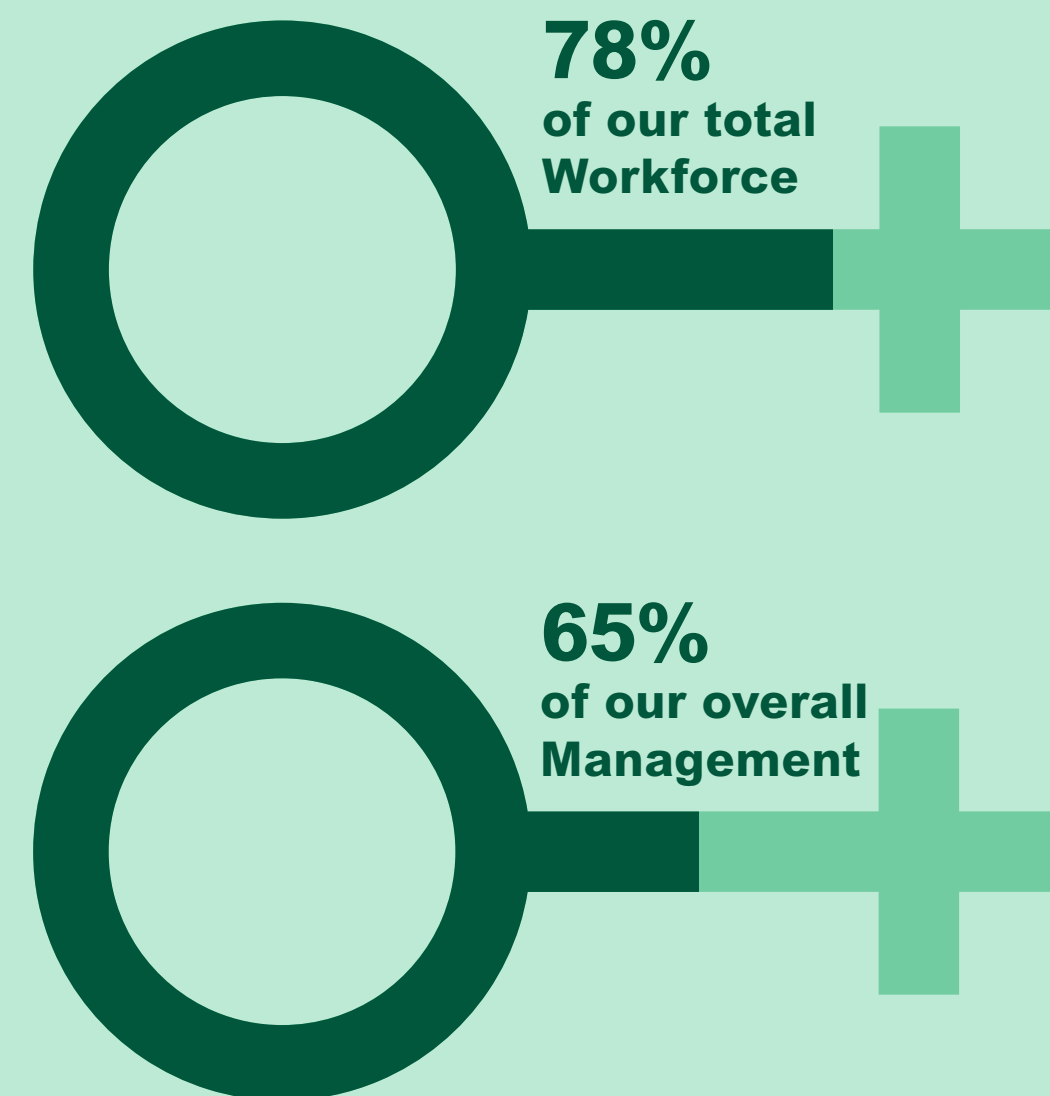
At Primark, we're committed to supporting women for life through our products and experiences, leadership programmes and wellbeing initiatives. In 2023, these included events focussing on mental health awareness, financial wellbeing, and free online fitness classes. We now have 250 trained Mental Health First Responders across the UK, Ireland, France, Belgium, and the Netherlands. We continue to evolve our policies and resources, supporting managers and colleagues on a wide variety of topics including menopause, pregnancy, adoption, surrogacy, fertility, and family planning.

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 experience the joy of finding somewhere they belong.

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







# Case Study: Olivia Kelly Commercial Director

*We are proud many of the leaders in our business have progressed their career with Primark. Olivia Kelly shared her journey with us: from Store Manager to Commercial Director.*

I have worked in Primark for 29 years across a wide variety of roles. From Store and Area Manager to Country Manager, I've learned many valuable lessons along the way. Progressing through these roles allowed me to cultivate my managerial skills and develop my own unique leadership style, culminating in my current position as Commercial Director.

Nurturing talent and fostering a supportive environment is something that is very important to me and a cornerstone of my approach to leadership. Investing in the growth and success of your team members not only enhances their individual capabilities but also contributes to the overall success of the company. People are the heart of everything we do, and they can help you achieve the unimaginable.



As a female leader in our business, I hope my journey can serve as an inspiration to others, showing the possibilities for growth and success in the retail industry. We offer a valuable and different perspective as well as insights into the evolving landscape of leadership and gender dynamics within the business world. As for the future, retail is a very dynamic environment and there are always opportunities in our business to develop and explore new areas.

# Attracting and Recruiting Diverse Talent



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.

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 8th March 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.

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.

As part of this campaign in March, we partnered with Dublin-based social enterprise WorkEqual to host a workshop focusing on confidence building and eliminating the self-limiting beliefs that hold us back.

Following the workshop, 8 of the 19 women have successfully secured new jobs or have returned to education. Seeing the power of collaboration and inspired by how WorkEqual help people to fulfil their potential we were delighted to announce our partnership in September. Primark's €300,000 investment over the next three years, will support WorkEqual to bring their styling, career development and coaching services into more communities across Ireland.



**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 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