

GLOBAL DIVERSITY & INCLUSION POLICY

Introduction

At Primark, people are at the heart of everything that we do. We see Diversity and Inclusion not only as part of our culture and heritage, but essential to our continued success. It's what our "Everyone's Invited" ethos is all about.

Key to this is creating an inclusive culture and accessible environment, where colleagues can reach their full potential, contribute effectively and share their unique ideas and insights. This helps us to better understand what matters to our colleagues and customers and to deliver our business priorities.

We are therefore committed to enabling equality, promoting diversity and creating an inclusive workplace where all colleagues can thrive.

In our global organisation, the way our commitment is brought to life may vary country by country in line with local legislation and cultural values; however, the core intent applies across Primark, and to all colleagues who work for our organisation. We also expect our suppliers and partners to share our values relating to inclusion, and to contribute to our progress on this agenda.

This policy outlines what Primark commits to and what we expect of employees who support us in our business goals.

What you can expect of Primark

At Primark, we know that everyone is unique, with different perspectives and insights - which we see as having true benefit to our business. That's why we value everyone equally, and why we want to make sure that every colleague and customer is treated with dignity and respect. We will continue to draw on the diversity of thought and perspectives that enrich our business by treating everyone as individuals, enabling colleagues to be themselves at work, and by operating in a way that aligns with our commitment to inclusion. This means we will:

- **Ensure 'inclusive culture' remains core to our ways of working**, and is a shared value for everyone connected with Primark
- **Provide a workplace where colleagues will be valued** for their individual contributions; this means regularly reviewing practices and policies to ensure they support our intent to create an inclusive workplace for all

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- **Strive to create a workforce that is representative of our society** in all markets that we operate in, and celebrate the diversity that that creates for us
- **Promote equal opportunities for all**, recruiting, recognising and promoting on merit and preventing bias from affecting people decisions
- **Actively support the unique and diverse needs of our customers and our communities** through what we do, and how we do it
- **Act to prevent all forms of unlawful and unfair discrimination** including actions relating to age; disability; ethnicity; gender; gender re-assignment; marriage and civil partnership; nationality; pregnancy and maternity; race; socio-economic background; physical appearance; physical and mental ability; religion or belief; sex and sexual orientation; and working pattern
- **Have a zero-tolerance approach to bullying or harassment** in any form, whether verbal, written or physical. We'll do our best to protect colleagues from harassment and from any kind of negative or inappropriate treatment. We will take action should colleague behaviour negatively impact customers and/or other colleagues.

To ensure we deliver these commitments we will:

- **Have clear accountability:** Have in place the accountability and governance structures and appropriate management for the Diversity and Inclusion agenda across Primark.
- **Plan and Embed:** Review priorities and plans relating to Diversity and Inclusion and ensure implementation is leading to positive impact
- **Measure and Monitor:** Regularly collect and review data, including feedback from colleagues and customers, to understand what we can do more of, or differently, to further progress levels of inclusion across Primark
- **Educate and Equip:** Provide training and information to ensure leaders, line managers and colleagues are aware of what we expect of them in relation to equality, diversity and inclusion and are equipped with the skills and knowledge needed to act inclusively. Maintain our expertise as an organisation, working with internal and external partners where necessary to keep our approach current to societal changes
- **Engage and Communicate:** Keep the agenda visible by maintaining a regular two-way flow of communication and engagement, from induction onwards.

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What Primark expects of you

Creating an inclusive environment is about engaging the uniqueness, talents, beliefs, backgrounds, abilities and ways of working of all our team members. It's also about working together to create a culture where colleagues feel they belong and are valued and respected. This requires every person at Primark to actively consider how their actions and behaviours align with our commitment.

We all have a responsibility to behave in a way that is respectful of other colleagues and customers and to understand that our views and opinions may not always be the same as others. We expect all colleagues to actively contribute to an inclusive workplace. We ask that you:

- **Take time to understand other peoples' points of view** and to help them understand yours
- **Challenge and/or report inappropriate behaviour** when you see it or experience it. If you challenge others, do so in a respectful way
- **Be aware of different cultures and customs**, and respect the benefits that this diversity can bring
- **Be aware of the impact of unconscious bias** – your own and of others – and take action to prevent negative impact that results from bias and/or stereotypes
- **Respect the confidentiality of colleagues and customers**, particularly in relation to aspects of personal identity
- **Interact with customers, colleagues and suppliers in an ethical and lawful way** and with respect at all times
- **Take responsibility for your own actions**; seek feedback and build your knowledge about diversity and inclusion
- **Strive to create a genuinely inclusive workplace**, where together we embrace the similarities and differences of all our colleagues, customers and communities.

If you have any questions about diversity and inclusion, please speak to your manager or your P&C Business Partner.