ESG at Retail

Primark is working to make more sustainable fashion affordable for everyone through its Primark Cares sustainability strategy.



A farm in the Primark Cotton Project, India

Primark's business model is underpinned by its long-standing Ethical Trade and Environmental Sustainability (ETES) programme, which has been a cornerstone for over 15 years. Building on this foundation, in 2021 the business launched Primark Cares, its ambition to make more sustainable fashion accessible to everyone. Through a focus on three key areas, Product, Planet and People, Primark is evolving its operations and supply chain. This includes the design and production of its clothing, the selection of materials, its collaboration with suppliers and partners, and the packaging and shipping of its products.

The Primark Cares strategy is enabled by four key elements:

- a commitment to ethical trade and human rights set out in its Supplier Code of Conduct and Supply Chain Human Rights Policy;
- a commitment to reduce its environmental impact, articulated through its Environmental Policy;
- how the business collaborates and innovates with suppliers, stakeholders and partners; and
- traceability and transparency.

For more information on ESG at Primark please see their Primark Sustainability and Ethics Progress Report.

ESG Governance

Primark has established a governance framework to oversee ESG, including its Primark Cares strategy. Critical risks relating to ESG are raised through the Primark Risk Committee or through Steering Committees, which are cross-functional groups bringing together all relevant internal stakeholders. These committees give guidance and propose appropriate actions. Its Chief Executive and senior directors are responsible for all decision making and implementation. Relevant topics are fed into the wider business governance strategy as needed.

To effectively understand, manage and mitigate risks, Primark actively engages with a broad range of stakeholders, including policymakers, workers' rights organisations, civil society groups, and industry initiatives at both national and international levels.

Primark continuously reviews its ESG governance to ensure it evolves with the latest legislation and compliance requirements, in addition to its business priorities.

Our people – Retail

Primark places its people at the heart of its business strategy. Supporting its people and fostering an engaged workforce is an integral part of the business's ongoing success.



Health, safety and wellbeing

Primark expects its employees and contractors to return home after work as well as when they arrived. As such, we are deeply saddened to report that a contract delivery driver tragically lost their life in a road traffic accident in Spain. Following this tragedy, Primark prioritised providing appropriate support to the family and an in-depth investigation process was undertaken to identify the root causes and apply corrective actions. Primark continues to work with its hauliers to ensure robust safety processes are in place.

In 2025, the number of employee on-site Lost Time Injuries (LTI) increased from 192 in 2024 to 213, resulting in an employee LTI rate of 0.42%. The number of contractor on-site LTI decreased from 39 in 2024 to 32. Primark is disappointed with this performance and has put in place actions to address the underlying causes.

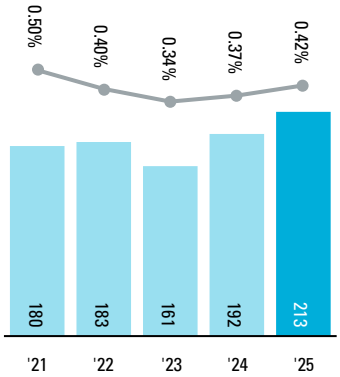
Primark's health and safety strategy, Safe Today, Safe Tomorrow, supports a safe and healthy work environment. A cross-functional initiative has been established, bringing together colleagues from across the business to challenge existing management systems and drive improvement across key areas including policies, procedures, contractor management and leader commitment.

Primark continues to use its Incident Notification System to report and investigate all incidents and near misses. This is underpinned by its Incident and Accident Management procedure which provides a clear commitment to investigating root causes.

Primark has a comprehensive EHS audit programme covering compliance and behaviour. Audits are unannounced and carried out by an independent third party. Each site receives one audit annually with results published internally through PiNS (Primark Incident Notification System). Primark is developing a transport EHS assurance programme to further encourage driver safety in its logistics supply chain.

Colleagues at Primark's Oxford Street East store, London, UK

Number of employee on-site Lost Time Injuries and Lost Time Injury rate %



Wellbeing

Primark has several initiatives in place to support the wellbeing of its employees. One such initiative is the Spark wellbeing programme. Under the Spark programme, Primark offers its Let's Talk Employee Assistance Programme (EAP) which enables its colleagues and members of their households to access free, confidential 24/7 independent support in local languages around mental health, legal and financial matters. Primark continues to offer training and events around key focus areas such as mental health awareness and wellbeing, and also launched free period products for colleagues in Ireland, Portugal, Belgium and Netherlands in 2025.

Following a detailed colleague listening exercise in 2025, Primark has refocused Spark on the following pillars:

- Basics: Creating safe and comfortable work environments;
- Support: Caring for its colleagues; and
- Balance: Hard work with moments to connect, rest and celebrate.

The aim is to build on the success of the Spark programme and support colleagues in a more effective way moving forward.

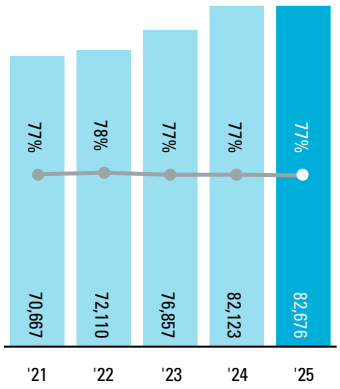
Diversity, equity and inclusion (DEI)

Primark works with partners and colleague networks to deliver a wide range of initiatives that promote diversity and inclusion across its stores, offices and supply chain. Primark is guided by its core values and behaviours: Caring, Dynamic and Together. By embedding these into daily working life, the business is nurturing a culture that colleagues can be proud of.

Primark aims to create spaces where everyone can feel they belong, where they are free to express their identity and feel seen, heard and understood. Acknowledging the importance of purpose and meaning in the workplace, Primark encourages colleagues to give back and celebrates the impact of collective action.

While Primark's core offering is affordable fashion that helps people look and feel good, the business also works to remove barriers to inclusion, increase access to products, services and experiences, and create pathways to brighter futures in the communities it serves.

Number of employees and percentage of women in the workforce



Engagement and development

Creating an engaged workforce means encouraging open dialogue and giving colleagues the chance to express their views, contribute ideas and take part in shaping decisions and strategies. Primark's colleague engagement survey, Your Voice, offers a platform for colleagues to provide feedback on various topics. Insights from the survey informed changes to policies and strategies that matter to colleagues, helping improve their overall experience. In 2025, this feedback led to several initiatives, including a 15% product discount for colleagues, a new uniform for all retail colleagues in 2026, expanded mentorship programmes to support colleague learning and development, and enhancements to the business's recognition strategy.

Another initiative, FWD Th!nk, is a voluntary programme that gives retail and office-based colleagues the opportunity to share their ideas on dedicated topics. Primark has received over 3,000 ideas from colleagues in 10 markets across its business, resulting in more than 100 winning ideas that have been taken forward by the business.

Primark continues to invest in its Primark's Early Careers programme to create a talent pipeline for the future. Engaging with students early in their careers allows the business to attract and retain people who can enable continued growth and innovation at Primark.

Investing in people and supporting career growth continues to be a priority for Primark. In 2025, Primark invested in leadership development and upgrading its digital learning platform, which is now available to over 17,000 colleagues. In the same period, nearly 110,000 hours of online learning were completed by Primark colleagues. Primark plans to expand the reach of its digital learning resources further.

Case study – Retail



Breast Cancer Awareness

Primark is committed to supporting women for life. It promotes and supports Breast Cancer Awareness in October, and all year around through charity partnerships and its affordable and accessible post-surgery products.

2024 marked its fourth year of support and its 37-piece product range includes a collection of post-surgery bras, specially developed for women affected by breast cancer, which is available in selected stores, all year round. A limited edition solidarity range is available to customers in October each year to mark Breast Cancer Awareness Month.

As part of this long-standing commitment to Supporting Women For Life, Primark worked with local teams to donate to and raise funds for cancer charities across its markets, to help advance the work of these partners, funding research, services and support for people impacted by breast cancer and their families.

In the UK, Primark supports the Breast Cancer Now organisation, donating funds to the charity's support programme Someone Like Me, connecting those newly diagnosed with trained volunteers who have had similar experiences of breast cancer. In 2025 the programme:

- arranged 2,200 volunteer matches;
- provided over 2,900 hours of calls to people affected by breast cancer ; and
- grew the numbers of volunteers to 300.

The funds raised in stores have supported vital research into treatments that will allow people with breast cancer to live and live well.

Primark's breast cancer awareness campaign spotlighted three women on their own breast cancer journeys

Case study – Retail



Accessible Primark

Primark wants to be inclusive for everyone. That means supporting people with disabilities, chronic health conditions and post-operative or age-related needs.

Primark continues to implement various initiatives to make its products, stores and workplaces more accessible:

Accessible Products

In January 2025, Primark launched a 49-piece Adaptive collection of its bestsellers across ladies and menswear in 96 stores across 10 markets, working in partnership with renowned adaptive designer Victoria Jenkins as part of Primark's ongoing commitment to introduce more adaptive items and apply inclusive design principles to more products.

Accessible Stores

In 2024, Primark partnered with AccessAble, who reviewed all its stores and offices in the UK and ROI, providing its customers with information to help them make informed decisions about their shopping experience, and sharing learnings that can be applied across other markets in the future. Primark's stores are equipped with accessible till points and fitting rooms to enhance the customer experience, and it has introduced sensory-friendly shopping hours in all stores in ROI, with plans to extend this further in future. In 2025, the business added NaviLens codes to its Adaptive range to support visually impaired customers in locating and identifying the products. Also in 2025 Primark unveiled its first seated mannequin in stores, designed to represent manual wheelchair users. It was launched in collaboration with British broadcaster, disability advocate and wheelchair user Sophie Morgan, and is available in 22 stores across nine markets.

Culture of Accessibility

In 2024, Primark's partners included accessibility specialist Dr Shani Dhanda, the Business Disability Forum and Purple Tuesday, who helped create an action plan to make targeted improvements to the accessibility of the customer and colleague experience, and to conduct a full audit of recruitment processes and a review of the Diversity and Inclusion policy. In December 2024, Primark became a member of the Valuable 500.

Inclusive Representation

In 2024, Primark increased its work with disabled creators from 12 to 24 across its social and communication channels. It also created a guide to improve the accessibility of future events based on learnings and informed by its expert partners and feedback received from the disabled community. Primark made adaptations to its production studio to make it more accessible, including the introduction of ramps and lowered hooks and a video tour for all models to view before attending to help them share their accessibility requirements.

Accessible Communities

Across its markets, Primark has formed strong relationships with multiple charities and organisations that support disabled people and those who are at a distance to the labour market, including Fundación ONCE in Spain, Lebenshilfe in Austria, WorkEqual in Republic of Ireland and UWV in the Netherlands. Primark also supports local initiatives, including DuoDay in France.

Primark's adaptive fashion range was developed alongside Victoria Jenkins, pictured top centre in this campaign image

People in our supply chains and surrounding communities – Retail

Primark has a long-term commitment to promote decent work in its supply chain.



A trainee operator in the Sudokkho programme at a Primark supplier factory in Dhaka, Bangladesh

Human and labour rights in our supply chains

Primark's Supply Chain Human Rights Policy outlines its commitment to human rights due diligence in its supply chain, the foundation of which is built on its Supplier Code of Conduct which sets out the standards the business expects of its suppliers.

The Primark Supplier Code of Conduct, which is based on the Core Conventions and the Fundamental Principles and Rights at Work of the International Labour Organization, covers Primark's supply chain, including goods for sale and services such as service providers, logistics and transportation. It includes supplier requirements on labour rights such as health and safety, freedom of association, discrimination and child and forced labour. It also covers suppliers and providers of those goods and services Primark does not sell, but which it consumes itself or requires in the running of its operations. Compliance with the Supplier Code of Conduct is a key condition of doing business with Primark.

Primark takes a risk-based, worker-centric approach to human rights due diligence that makes use of multiple channels of information to set priorities and manage risk within its supply chain. This includes desk-based research, audits, direct engagement with workers and their representatives, as well as engagement in local and international forums.

Primark greatly values engagement with a global network of local and international stakeholders, unions, governments and civil society organisations whose support and feedback are essential to its progress.

Primark's ETES team has over 130 people based predominantly in its 10 key sourcing markets. The work of the team ranges from risk assessment to supporting suppliers and their factories in implementing its Supplier Code of Conduct.

Primark's social audit and monitoring programme is one of the key elements of how human rights due diligence is implemented in its product supply chain. Through this programme, Primark conducted over 2,400 social audits during the calendar year 2024. These audits are carried out by Primark employees based in sourcing countries, and also by carefully selected third parties. Primark carries the full cost of these audits, which include rigorous checks for human rights issues based on first-hand assessment of the working environment, reviews of relevant documentation and confidential worker interviews. At the end of each audit, supplier factories are issued with a time-bound corrective action plan that outlines any areas for improvement. Primark uses these audits in the approval process for all new tier one factories[1]. Any potential new factories are audited and only if the outcome of the audit is satisfactory can any orders be placed.

Primark also implements additional due diligence activities where necessary. For example, its Structural Integrity Programme was established in 2013 in Bangladesh to assess the safety of all supplier factory buildings against international standards. If areas are found to require improvement, it works with the suppliers and their factories, in collaboration with a team of structural and civil engineers from international engineering firms, to provide technical support and guidance. The Structural Integrity Programme was expanded to Pakistan and Cambodia in 2023, with ad hoc support for other sourcing countries as required.

Primark believes it is important that organisations, workers and their representatives can raise grievances and alert the business to potential breaches of standards. The business is committed to making grievance mechanisms available to its colleagues and people in its supply chain. This includes:

- having grievance mechanisms which allow for anonymous reporting;
- expecting Primark-approved factories to make grievance mechanisms available to their workers;
- where applicable, working with third parties, including non-governmental organisations (NGOs), to support the implementation of industry-wide grievance mechanisms in our sourcing countries. For example, the Amader Kotha Helpline in Bangladesh and the Hamary Awaz hotline in Pakistan are both external and independent grievance mechanisms that provide workers with a confidential and accessible means to raise concerns and access remedy; and
- providing a separate, widely available Primark-funded grievance mechanism for workers in its supply chain, called Tell Us. This began in Bangladesh and has now been extended to suppliers in most sourcing countries, covering both resale and non-resale goods.

Primark also receives grievances through other channels, including the customer services section of its website, confidential worker interviews during social audits and workers having direct contact with Primark colleagues and its partner organisations. When issues or grievances are raised, Primark investigates thoroughly while protecting the confidentiality of those raising the complaint, and anyone else who might be affected. Primark does not tolerate any retaliation against those who have raised a grievance and any affected stakeholders.

More detail about Primark's approach to human rights due diligence can be found in its Modern Slavery Statement, Supply Chain Human Rights Policy and Sustainability and Ethics Report.

1. Factories manufacturing finished goods.

Solutions and projects for systemic issues in factories

Where inherent risks and more systemic issues are identified, Primark's Social Impact team works with suppliers and their factories, as well with partners and other brands, to support suppliers to address these through longer-term solutions and projects. The first of these projects began well over a decade ago, and the portfolio of work continues to grow and develop. Local teams play a key role in working closely with the supply chain and external experts to identify issues, find solutions and share learnings with others. Over the years, Primark has identified several thematic areas to support factory workers in its supply chain, some of which are included in the Primark Cares strategy and are aligned with the activities undertaken as part of Primark's supply chain human rights due diligence. These include:

- creating financial resilience;
- promoting equal opportunities for women; and
- improving health and wellbeing.

Primark continues to address the specific challenges faced by vulnerable workers in its supply chain, including migrant workers, particularly in India, which is a key sourcing country. Since 2017, Primark's My Life programme has supported these workers by equipping them with essential life skills, including communication, knowledge of workplace rights and health practices, with a strong focus on women. Developed in partnership with NGOs Women Win and Maitrayana, the programme has been adapted over time to meet local needs, including language and cultural barriers.

Alongside this, Primark has expanded its efforts to strengthen the financial resilience of workers through several initiatives focused on social protection and financial inclusion. In 2025, these initiatives are run in three countries and provide a wide range of support, from supporting factories to transition to digital wage payments in Cambodia, to essential life skills training for workers in India and supporting access to social insurance in China. These initiatives aim to build long-term stability and reduce vulnerability across the supply chain.

Primark's work on living wages

Primark's work in this area continues to be focused on industry collaboration through its membership of ACT (Action, Collaboration, Transformation), working on transparency on wage data and continued embedding of ACT's purchasing practices. Primark's social audit programme also monitors supplier factories' compliance with legal wage requirements.

Every two years, ACT conducts a survey on purchasing practices with suppliers and employees of its member brands. In February and March 2025, an updated version of the survey was completed by Primark's colleagues and suppliers. The full set of results for the 2021 and 2023 surveys have been published by Primark on its Sustainability and Ethics Progress Report. The aggregate results for the 2025 survey, for all ACT brands, are expected to be published at the end of 2025.

Primark recognises that embedding responsible purchasing practices[2] will support better conditions to enable suppliers and their factories to pursue a living wage.

The business set up a working group, comprising some of its key suppliers and its own in-country teams, to develop a tool to identify labour costs. To date, Primark has also provided training to 350 suppliers and 550 buying and merchandising colleagues on this costing method. Following training on the ACT Labour Costing Protocol, 98% of final orders placed with Cambodian factories for Primark Spring/Summer 2025 season provided the labour cost of products. Primark continues to train and upskill its product teams on the importance of implementing responsible purchasing practices. Further details on Primark's work in this area can be found in its Sustainability and Ethics Progress Report.

2. Read more about the purchasing practices commitments of ACT members here.

Transparency and traceability

Primark's Global Sourcing Map[3] covers tier one factories that make its products, and the number and gender of workers at each site. Since 2022, Primark has been rolling out its Traceability programme. Primark is using the platform TrusTrace to map its products. In 2025, the programme reached 230 suppliers and 10 raw materials. This includes Primark's clothing, textile and footwear suppliers, meaning it now has a dashboard of these supply chains, from raw material to finished product. Primark trains suppliers on data requirements within this programme and how they can support it.

3. The factories featured on the map are Primark's suppliers' production sites which represent approximately 98% of Primark products for sale in its stores. A factory is detailed on the Map only after it has produced products for Primark for a year and has become an established supplier. Tier one factories manufacture finished goods.



Sudokkho – Upskilling workers, empowering women in Bangladesh

Primark's Sudokkho programme in Bangladesh was developed to enhance in-house technical training capabilities within supplier factories. The programme continues to expand its reach, with new factories joining and existing ones increasing their involvement. As of 2025, Sudokkho covers 28 factories across Bangladesh.

The technical training that Sudokkho delivers has several layers. The foundational level trains factory workers through a dedicated initiative in the factory, where trainees acquire new required skills. The initiative develops and trains assessors who support overseeing the technical standards of trainees on the training line before they enter the main production line. Finally, the technical training includes training existing skilled operators, with a specific focus on women, to be supervisors. Its delivery partner, Rajesh Bheda Consulting has been collecting data to evaluate the extent to which factories can maintain Sudokkho training without ongoing support and to measure the programme's long-term effectiveness. This includes evaluating factors such as the presence of a dedicated training line, skilled supervisors and trainers who can train others.

In 2025, Primark's team in Bangladesh surveyed workers and management from 20 factories involved in the programme.

Factory workers undergoing training as part of the Sudokkho programme, Bangladesh

Addressing gender-based violence in the workplace in India

Gender-based violence and harassment (GBVH) is an extremely sensitive issue globally, primarily faced by women. This is often a difficult issue to identify in factories in the garment supply chain, but the risk is real, particularly in South Asia. This is a priority for Primark as it recognises that it is also a barrier to women's progression.

In India, Primark has partnered with St John's Medical College in Bangalore to develop and deliver workplace wellbeing programmes. Building on the success of its mental health initiative, My Space, Primark and St John's created a new programme called Maitri to address GBVH in the workplace through peer-based interventions.

Maitri has been implemented in nine factories and is already helping Primark identify and better understand GBVH risks in the supply chain. The programme trains selected workers to become Gender Champions, trusted peers who listen to colleagues and act as a source of support when GBVH concerns arise.

It is still too early to measure the full impact of Maitri, but initial outcomes suggest the model is effective in surfacing sensitive GBVH issues that might otherwise go undetected. This is helping Primark explore more informed ways to respond and support resolution.

Maitri also complements Primark's existing grievance mechanisms by offering a more informal, peer-led channel for workers to raise concerns.



Attendees at an event organised as part of the Maitri programme, India



Deepening our engagement to support workers' social protection

Across Primark's sourcing regions, most workers are entitled to state benefits, including social protection, and often it is mandatory for factory workers and employers to contribute to employee pension funds. Primark is investing in a number of financial literacy programmes to help workers in its supply chain access the knowledge and tools they need to take control of their finances, from understanding payslips to registering for social insurance. In 2025, these initiatives now run in factories across four countries and cover a wide range of support.

In India, workers in the garment supply chain often have difficulty in accessing their pension funds, held in the state-run Employee Provident Fund (EPF), because of complexities in the system. There are also a number of state-run social protection schemes that workers in India are eligible to access, adding further to the complexity.

To help tackle this, Primark has developed a programme called Securing Futures, which trains select workers to become Nanbans whose role it is to help workers register their details on a government portal in order to access the EPF. Primark has rolled out this initiative in India with the aim of demonstrating to workers the benefits of and requirements for accessing the EPF.

Primark has also invested in a partnership and programme with Haqdarshak. Now running across seven factories, the Haqdarshak programme supports workers to access a broader suite of government welfare through better access to technology.

Primark is working with Haqdarshak to understand the impact of the pilot to date, including the value of potential state benefits workers could access, in addition to collecting worker feedback on the programme.

Primark is currently supporting similar programmes in China.

Garment workers in Primark's supply chain who have participated in the Securing Futures programme, India

Having mental health conversations in Primark's supply chain

Primark continues to support programmes to improve mental health awareness in its supplier factories. Research by Primark and its partners identified depression and anxiety among factory workers and that access to mental health services is generally poor.

In Bangladesh, in partnership with the British Asian Trust, the Moner Kotha ('mind talk' in Bengali) programme aims to increase awareness of mental health issues and build resilience among workers. This is done by providing support for workers through training, capacity building and the provision of mental health information in the workplace.

Taking learnings from a British Asian Trust review and a programme evaluation, Primark designed the next phase to have more of an emphasis on showing factory management the importance and impact of good mental health, encouraging them to support access to counselling among teams.

Primark's My Space programme in India has become a leading example of how workplaces can change attitudes and behaviours around mental health. Similar to Moner Kotha, the programme trains selected factory staff to become lay counsellors who support colleagues experiencing poor mental health or stress. In the long term, improved dialogue and understanding of mental health can reduce the stigma. Primark runs the programme in partnership with St John's Medical College, India. In 2025, the programme has started segregating workplace and personal issues, so that steps can be taken to alleviate those related to work. My Space has also added art therapy and physical health discussions to its curriculum and strengthened engagement with migrant workers through tailored training to overcome language barriers.

To further this agenda, Primark established the Workplace Mental Health Network in 2023, inviting other international apparel brands to build a network of experience in enhancing the availability of mental health support for workers in supply chains. The aim is to encourage knowledge sharing and to build a platform of resources for those involved. As of 2025, there are nine global brands participating in the programme.

Case study – Retail



Partnership with Clear Vision to support workers' eye health in Bangladesh

Vision is essential for garment workers performing detailed tasks like sewing, fabric cutting and operating machinery. Poor vision impacts productivity, increases the possibility of faulty production and accident risk, and can lead to absenteeism, reduced earnings and mental health issues.

Primark's Clear Vision workplace programme, in partnership with Vision Spring, provides vision tests and glasses to the factory workforce, aiming to increase earning potential, learning ability, safety, and wellbeing in Bangladesh.

Common causes of vision loss include uncorrected refractive errors, cataracts and glaucoma, with 80% of cases being preventable or treatable. Barriers to treatment include limited rural access, infrastructure gaps and financial constraints. Suppliers share a proportion of the total cost for the project implementation, demonstrating a strong recognition of the need for glasses as well as their benefits to workers and factories.

Primark has partnered with Clear Vision to deliver a programme which aims to support workers through the provision of glasses, helping them experience the benefits of clear vision and improved quality of life.

In 2025, nearly 35,000 eye tests were carried out, with glasses provided to 12,982 workers. 90% of these were first-time wearers. Following the project's success across the initial 16 factories, Primark will continue to expand the project into more factories in Bangladesh.

Factory worker participant from the Clear Vision workplace programme, Bangladesh

Carbon and climate – Retail

Reducing its carbon footprint is imperative to Primark meeting its environmental commitments and ensuring it does its part to mitigate the impacts of climate change.



Greenhouse gas (GHG) emissions, energy and renewables

As part of its Primark Cares strategy, Primark has set a target to achieve a 50% reduction in absolute Scope 1, 2 and 3 greenhouse gas (GHG) emissions by 2030, from a 2019 base year.

In addition, the Science Based Targets initiative (SBTi) has validated Primark's near-term target to reduce absolute Scope 1 and 2 GHG emissions and absolute Scope 3 GHG emissions from purchased goods and services respectively by 50% by 2030 from a 2019 baseline. These targets align with commitments Primark has made through the UNFCCC Fashion Industry Charter for Climate Action (FICCA) and the UK Textiles Pact by WRAP (formerly Textiles 2030).

In 2025, Primark achieved a 4% decrease in emissions across Scope 1, 2 (market-based), and 3 compared to 2024 and a 6% decrease against its 2019 baseline.

For more detail on how Primark aims to achieve its Scope 1, 2 and 3 emissions reduction targets, please see its Transition Plan below.

Scope 1 and 2 GHG emissions, energy and renewables

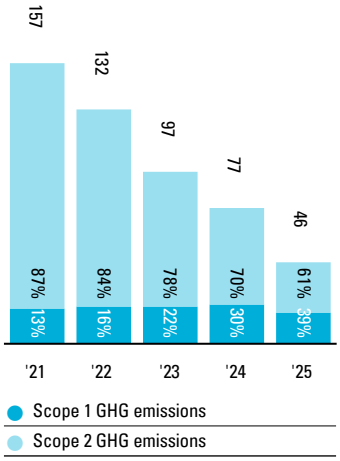
In 2025, Primark decreased its Scope 1 and 2 market-based GHG emissions by 39% compared to 2024 and by 71% compared with its 2019 baseline. This marks the second consecutive year that these emissions have remained below the threshold of its science-based target. This reduction was achieved mainly in its Scope 2 GHG emissions, through energy efficiency measures in its stores and the procurement of renewable and low-carbon electricity.

Primark aims to source 100% renewable electricity by 2030, in line with the FICCA. In 2025, 76% of electricity used in Primark operations came from renewable energy sources, up from 64% in the previous year. Most of this electricity was purchased from the grid through renewable energy certificates (RECs) that meet the RE100 criteria. Where possible, Primark is transitioning to power purchase agreements, which help finance new renewable energy capacity. However, this remains challenging in certain regions and may not be possible across its total store estate.

Solar panels on the roof of a Primark supplier factory, Bangladesh

Scope 1 and 2 (market-based) GHG emissions

(000 tonnes of CO_2e, % of total)



Since 2022, Primark has been rolling out a multi-year project to retrofit stores with LED lighting. As of July 2025, the project had covered 323 stores with an average electricity saving of 35% compared to pre-implementation levels. The business continues to identify opportunities to improve energy efficiency and reduce its carbon footprint. A network of Energy Champions operates across its stores, offices and distribution centres to drive energy efficiency. All its stores and distribution centres are certified to ISO 50001 energy management standard.

Scope 3 GHG emissions

Primark is dedicated to minimising the environmental impact of its products throughout the supply chain. Although it does not own manufacturing facilities, Primark works closely with suppliers to align their practices with its environmental goals.

In 2025, Primark's absolute Scope 3 emissions decreased by 3% compared to 2024 and 4% against its 2019 baseline. Scope 3 emissions from purchased goods and services, which underpin Primark's science-based target, totalled 4,881tCO_2e in 2025, and decreased by 5% compared to 2024, though these emissions remain 2% above the baseline.

Primark has requested its top 100 suppliers, which together accounted for approximately 79% of its procurement spend for goods for resale in 2025, to set climate targets. This initiative enables Primark to recognise and reward supplier efforts while aiming to accelerate progress for decarbonisation.

To support suppliers in meeting these targets, Primark has been investing in supplier factory efficiency measures through targeted training, upskilling and energy-saving projects under its Primark Resource Efficiency Programme. Delivered in partnership with external consultants, this programme helps suppliers identify opportunities to use energy, water and chemicals more efficiently, reducing both GHG emissions and operating costs across its suppliers' tier one, two and three factories[1].

Between 2022 and 2025, Primark piloted the programme across 97 factories in Bangladesh, China and India. Recent assessments showed an annual saving of 49,400tCO_2e in GHG emissions and of 822,000 m^3 in water usage across 28 participating factories. Building on these results, Primark developed a tailored approach for each factory to maximise efficiency and it is setting long term factory plans for continued progress.

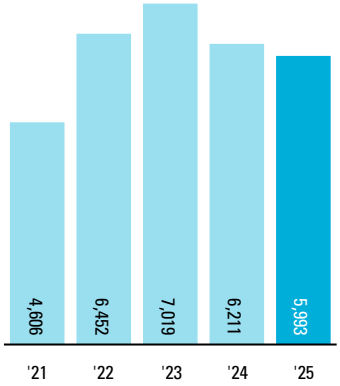
Alongside the work on factory efficiency, Primark is developing initiatives to support suppliers switching to renewable energy. Much of this work focuses on providing suppliers with the information needed to make informed investment decisions and facilitating their participation in third party schemes. For example, in China, Primark partnered with HSBC and the China Climate Fund to sponsor a study under the China National Textile and Apparel Council assessing the feasibility of direct investment into renewable energy projects for textile industry decarbonisation.

Primark is also working to reduce GHG emissions from upstream transportation. The business primarily ships products by sea rather than air, resulting in comparatively lower GHG emissions for the longest leg of transport. Since 2018, Primark has partnered with Maersk to ship its products from factories to depots. Through this partnership, Primark invests in Maersk's ECO Delivery Ocean product which uses fossil fuel alternatives such as biofuels, which emit approximately 40% less GHG emissions annually than traditional fuel.

In 2025, Primark began working with Maritime Transport in the UK to transition its road freight fuel from diesel to HVO (hydrotreated vegetable oil), which is a lower carbon fuel alternative. During 2025, Primark saved approximately 4,700tCO_2e of Scope 3 emissions in its UK logistics operations.

1. Tier one: factories manufacturing finished goods. Tier two: factories which provide materials and services to Tier one factories. Tier three: producers of raw materials.

Scope 3 GHG emissions
(000 tonnes of CO_2e)



Case study – Retail

Primark's Transition Plan

Governance

A comprehensive governance system has been established at Primark in relation to ESG matters, including the delivery of the commitments related to its Primark Cares strategy (see Strategy, metrics and targets below), which aligns to Primark's transition plan (the "Plan") in the medium term.

There has been no change in this position from last year. The Primark Leadership Team led by the Interim Chief Executive Officer remains responsible and accountable for all decision-making and implementation of the Plan. Effective since the prior reporting year, ESG-associated performance incentives are extended to Primark directors and wider senior leadership. The overall remuneration package includes a percentage tied to ESG performance, including climate. This remuneration element is payable in deferred ABF shares to promote alignment with Primark's commitment to become a more sustainable and circular business. Please refer to Primark's most recent Sustainability and Ethics Progress Report for a more detailed understanding of the ESG governance structure.

Risk management

Over the course of 2025, Primark has launched the development of a climate risk management framework through a cross-functional, multi-stakeholder process that involves representatives of Primark's Leadership Team and wider senior leadership from key areas of the business, as well as the ABF Group. Activities covered:

- a refreshed scenario analysis to assess climate risks across Primark's upstream value chain and own operations, identifying material risks in the relevant time horizons;
- for material risks identified, a review of risk owners and risk controls was initiated to ultimately feed into Primark's risk management process.

Primark plans to continue and expand the above activities into the next financial year.

Strategy, metrics and targets

In 2021, Primark launched its Primark Cares strategy building on the work of its Ethical Trade and Environmental Sustainability ('ETES') programme. Under the strategy, Primark has set out a number of public commitments up to 2030 which are aimed at supporting our transition to a lower-carbon economy[1]. As such, in the medium-term Primark's Plan aligns to the Primark Cares strategy. Currently Primark does not include carbon offsets in the Plan. Primark plans to review its ESG strategy in 2026 to make sure it stays focused on the areas where it can make the most meaningful difference.

GHG emissions baseline and targets

Under Primark Cares, the business has set an overarching objective to halve carbon emissions across its value chain by 2030 from a 2019 base year. Within the same timeframe, Primark set Science-Based Targets committing to reduce absolute Scope 1 and 2 GHG emissions[1] by 50% and also reduce absolute Scope 3 GHG emissions from purchased goods and services by 50%. The SBTi has classified Primark's Scope 1 and 2 target ambition as in line with a 1.5-degree trajectory. Under the UNFCCC Fashion Industry Charter for Climate Action ('FICCA'), Primark has pledged to achieve net zero emissions no later than 2050. The organisation is working to define a plan to reach this long-term goal, taking into consideration uncertainties beyond 2030 in technology development and innovation, as well as the political and regulatory global landscape.

Primark's baseline GHG emissions (2019) (tCO_2e, % of total emissions)

Total scope 1, 2 and 3	6.41m
Scope 1 and 2 (location-based)	2.5%
Scope 3	97.5%
Of which:	
Purchased goods and services	76.4%
Capital goods	2.0%
Fuel and energy-related activities	0.6%
Upstream transportation	8.1%
Waste generated in operations	0.1%
Business travel	0.2%
Use of sold products	12.1%
End-of-life treatment of sold products	0.6%

1. As referenced in the TCFD Guidance on Metrics, Targets and Transition Plans.

Case study – Retail

Critical path to 2030

To achieve our 2030 decarbonisation commitments, Primark has developed a critical path aligned with broader business strategy for the same period. The path leverages a series of combined decarbonisation levers to achieve critical reductions in Primark's emissions, focusing on the most material emissions sources for scope 3 as described below.

Supply chain energy procurement and consumption: product manufacturing and related energy consumption represents the biggest contributor to Primark's emissions. However, similar to other clothing retailers, the business does not own any of the factories in its supply chain. To tackle emissions from this source, Primark plans to leverage minimum environmental performance requirements for suppliers and further develop its country-specific programmes. These support key suppliers and factories to improve their energy efficiency performance and transition to renewable energy, for example through on-site energy audits.

Raw materials: extraction of raw materials used in products is the second key contributor to Primark's emissions in the supply chain. Under Primark Cares, the business has pledged:

- to use more regenerative farming practices through its own Primark Cotton Project by 2030;
- that all its clothes will be made from recycled or more sustainably sourced materials by 2030, including cotton from its Primark Cotton Project.

The achievement of the targets above is expected to contribute to the decarbonisation of Primark's material mix.

Distribution mode optimisation and fuel switching: emissions related to transporting goods from suppliers to Primark depots, and from depots to Primark stores, represent the third key contributor to Primark's baseline emissions in the supply chain. Primark already ships most of its products by sea freight, which has a lower environmental impact than air transport.

Primark has launched a partnership with its shipping partner Maersk to use more sustainable fuel alternatives, such as Maersk's Eco Delivery Ocean biofuel, instead of fossil fuel, when shipping Primark products. The biofuel must be certified by a third party to verify that the stated GHG emissions savings are accurate. Once certified, it is blended with conventional fuel and used on Maersk shipping vessels.

Primark's own energy procurement and consumption: emissions from running Primark stores, offices and distribution centres, as well as the corporate fleet, represent a small fraction of Primark's emissions but is also where Primark has the most direct influence and can impact change. Initiatives in this area will continue to focus on energy efficiency improvements, like LED fitting of Primark stores, and scaling low-carbon energy[2] procurement. Under the UNFCCC FICCA, Primark is committed to secure 100% of electricity from renewable sources with minimal other environmental or social impacts, for owned and operated (Scope 2) emissions by 2030. The business plans to reach this goal in line with RE100[3] and GHG Protocol guidelines.

Capital investment

Primark's funding model for the Plan includes various elements. Capital expenditure is allocated to improve the energy efficiency of Primark's assets: for example, the total investment to date in LED retro-fitting of 176 UK stores amounts to approximately £60m. In addition, the company pays a price premium to procure lower impact goods and services, such as raw materials to use in Primark products, and renewable power for stores and transport fuel. For example, to date Primark has invested more than £4m in Maersk's Eco Delivery Ocean biofuel initiative. Lastly, for other initiatives such as supply chain energy procurement and consumption, Primark funds enabling activities, like energy audits.

2. Low-carbon refers to lower carbon dioxide (CO2) emissions than conventional energy sources. There are four main types of low-carbon energy: wind, solar, hydro or nuclear power.
3. RE100 is the global corporate renewable energy initiative bringing together hundreds of large and ambitious businesses committed to using 100% renewable electricity.

Case study – Retail

Progress to date

This year, the business saw a 6% reduction in total emissions (market-based) compared to base year and a 3%[4] reduction compared to previous year. Please refer to pages 63 to 64 of the ABF Annual Report for more detailed commentary.

Target: Halve carbon emissions across our value chain by 2030 from a 2019 base year

	KPI	Base Year*	Previous Year*	Current Year*	Current Year vs Baseline	Methodology
Decarbonisation levers		5.2	5.2	5.0	(4)%	We have developed detailed reporting guidance in line with the GHG Protocol, covering estimations, calculation methodologies and assumptions. Annual emission calculations are in scope of EY limited assurance.
Supply chain energy procurement and consumption	Scope 3 emissions from purchased goods and services – Tier 1, 2, 3	3.6	3.8	3.4	(7)%	
Raw materials	Scope 3 emissions from purchased goods and services – Tier 4	0.9	1.0	1.2	37%	
Distribution mode optimisation and fuel switching	Scope 3 emissions from upstream transportation	0.5	0.3	0.3	(39)%	
Primark's energy procurement and consumption	Scope 1 and 2 emissions (market-based)**	0.2	0.1	0.0	(71)%	
Other Scope 3 categories		1.2	1.1	1.1	(13)%	
Total value chain emissions (Scope 1, 2 and 3 market-based)**		6.4	6.3	6.0	(6)%	

* Expressed in mln tCO_2e.

** Scope 2 figures for 2019 to 2022 represent location-based emissions. For the purpose of reporting against targets, Primark has been tracking Scope 2 (market-based) since 2023.

4. Post-publication correction: 4%

Assumptions, uncertainties and challenges

- **Data availability:** as mentioned, the majority of Primark's emissions occur in our wider value chain. Sourcing and collating data on these impacts is evolving as the business progresses its decarbonisation programme and improves data around product traceability. Primark is increasing the amount of data sourced from suppliers, which is incorporated into the scope 3 calculation, but it still also relies on industry average data for many of the impacts assessed as part of this calculation. These data limitations should be considered when reading and interpreting the results and critical path presented above.
- **Supply chain management:** Primark's supply chain is global and complex, and this can affect the success rate and scaling potential of Primark's decarbonisation programme. The business is working to rationalise its supplier base while also tackling supply chain emissions, which might result in progress variability in the immediate term but ultimately will enable more effective deployment of projects and programmes in the medium term.
- **Regulatory landscape:** Primark is aware of the ever-changing complexity of the national, regional and global regulatory landscapes in which it operates. Dedicated personnel across the business, centrally and regionally, monitor the regulatory landscape to incorporate any relevant developments and their impacts into the Plan as and when needed.
- **Innovation gap:** in addition to the decarbonisation levers currently included in this Plan, Primark continues to explore the decarbonisation potential of other initiatives under the Primark Cares strategy, including circular design and extending the durability of our clothes. Moreover, Primark recognises that innovations will be needed to meet its decarbonisation targets, and Primark acknowledges it has a role to play to support the development of these from pilot to scale.

Water – Retail

Water is a critical natural resource within the fashion industry, from the irrigation of cotton fields to the dyeing and finishing of fabrics and materials.



A water efficiency project at a supplier factory in Bangladesh, supported by Primark

Primark joined the Alliance for Water Stewardship (AWS) as a funding member in 2021, supporting its approach to improve the use of water resources and its commitment to adopt and promote a universal water stewardship framework: the AWS Standard. The AWS sets out five key outcomes associated with good water stewardship: sustainable water balance, good water quality status, healthy status of freshwater ecosystems, improved water governance, and Water Sanitation and Hygiene (WASH) for all.

Primark's approach to water stewardship aims to enhance water management practices, reduce product water footprints, and mitigate adverse effects on hydrological systems, ecosystems and human health. The approach includes mapping basin-level risks and evaluating operational water dependencies to identify suppliers and basins most vulnerable to water-related challenges. Primark recognises that climate change, increasing global demand for freshwater, and the rising levels of global pollution are putting additional pressure on already scarce water resources. Water quality and quantity risks are a key focus, and Primark aims to minimise these risks by prioritising basins with the greatest opportunities for impact.

The approach includes three focus areas for water management: product-based, site-based and basin level.

Product-based

For its product-based approach, Primark aims to reduce the water footprint of products sold in the UK by 30% by 2030, in line with its commitment to WRAP's (Waste and Resources Action Programme) UK Textiles Pact. Primark takes into account its entire value chain from cotton cultivation to consumer use.

In the calendar year 2024, Primark's water footprint per tonne of products sold in the UK[1] decreased by 22% against its 2019 baseline. This intensity reduction is driven by a combination of more sustainable materials use and supplier engagement on production practices.

Site-based

For its site-based approach, Primark works with suppliers to reduce their water footprint, improve water quality and reuse wastewater.

Primark conducts an annual water footprint assessment of its value chain. The assessment has identified wet processing factories and cotton cultivation stages as the most dependent on freshwater. It also provides insights into the water footprint of the materials used in its products.This information is being used to develop internal measures aimed at increasing the adoption of more sustainable materials.

By 2025, Primark had over 100 factories engaged in resource efficiency programmes across key sourcing regions including Bangladesh, India and China. Some of these programmes focus specifically on water while others take a holistic approach to energy, water and chemicals management as a part of the Primark Resource Efficiency Programme. Through these programmes, Primark has identified a total of approximately 880,000m^3 of water savings through improvement actions which are being implemented by the supported factories.

In 2025, Primark also began to incorporate supply chain water management practices into its supplier evaluation scorecard using the three criteria below to assess efforts to reduce water footprint. As of July 2025, of the wet processing factories engaged in resource efficiency programmes:

- 66% of factories had set a baseline;
- 55% of factories had set a 2030 target; and
- 65% of factories had developed and formally signed off an improvement plan to meet the set targets.

Primark is also piloting collaborative projects that apply innovative water management practices in key sourcing regions. One such initiative focuses on Bangladesh's textile industry, where the business has trialled advanced wastewater recycling and pollution control measures. Please read more in the case study below.

Basin level

Primark identifies water-stressed basins using tools such as WWF's Water Risk Filter and WRI Aqueduct's screening tool, which assess water availability, quality and access. In these water-stressed areas, Primark collaborates with suppliers, other brands and governing bodies to address shared water challenges.

Beyond reducing its water footprint, Primark is involved in broader water stewardship initiatives to address shared challenges. A key part of this approach is identifying priority basins where climate-related water risks intersect with its suppliers' operational dependency on freshwater. Ten priority basins have been identified and Primark is committed to supporting catchment-scale projects in these regions.

The membership of AWS is integral to this approach, incorporating community engagement, biodiversity and governance considerations to address water challenges holistically. Primark has engaged with 20 suppliers in AWS programmes across three priority basins in China, India and Bangladesh.

To ensure the business is contributing towards basin-level resilience, Primark has aligned its priority basins within its supply chains with those identified by the UN's Water Resilience Coalition, which has identified the world's 100 priority basins for collective action, enabling the business to collaborate and scale impact with other water dependent stakeholders. In 2024 Primark joined the CEO Water Mandate, which is a commitment to take action within the priority basins that also intersect with Primark's water footprint.

1. Reporting against WRAP's UK Textiles Pact.

Chemicals

Chemistry is crucial to the creation of many components used in Primark's products. It presents opportunities to enhance product performance, safety and our environmental footprint, while being essential in the material processing phase. In textiles and leather, the majority of chemicals are applied during the wet processing stage, which includes dyeing, printing, bleaching, tanning and washing.

Primark's Restricted Substance List (RSL) was updated in 2024 to align with the AFIRM Group's[1] 2024 RSL and continues to include, at a minimum, the Zero Discharge of Hazardous Chemicals (ZDHC) Manufacturing Restricted Substances List.

Primark is a board member of the ZDHC Foundation, reinforcing its commitment to chemical management. In 2025, Primark also joined the ZDHC Leaders of the Advisory Groups, which were established to foster dialogue across the value chain and includes representatives from brands, wet processors, chemical suppliers and service providers.

Primark continues to carry out an annual assessment of its chemical management programme, evaluated by KPMG. In recognition of its ongoing progress and leadership in sustainable chemistry, Primark was again rated at the second-highest level, Accelerator, in the ZDHC Supplier to Zero programme.

In calendar year 2024, Primark made continued progress in ZDHC Performance:

- 487 wet processors were actively included in the chemistry programme, of which 485 (>99%) registered to the ZDHC Gateway.
- Of the 337 wet processors in scope of the ZDHC Wastewater Guidelines, 236 (70%) generated ZDHC ClearStream Reports, with 90% of directly discharging facilities achieving at least the Foundational level compliance for conventional parameters.
- 201 wet processors completed Supplier to Zero (StZ) certification, supported by Primark using Brand Implementation Support Vouchers.

To further enhance data visibility, Primark deployed the CleanChain Compass Dashboard to improve monitoring and analytics of ZDHC data. Primark has also piloted chemical inventory software at non-wet processing tier one factories, broadening data collection beyond ZDHC scope processes. Additionally, new chemistry criteria were introduced into Primark's Technical Audit pilot, and chemistry KPIs for InCheck and ClearStream reporting have been rolled out through the Vendor Scorecard to evaluate suppliers.

Primark remains committed to building supplier capability and advancing safe chemical usage across its supply chain:

- regional environmental teams are based in key sourcing regions to provide training and support;
- Primark funded ZDHC Chemical Management System Technical Industry Guide training and certification for 70 facilities across China, India, Bangladesh and Türkiye. Of these, 30 facilities were selected for on-site assessments and improvement planning, which will be supported by Bureau Veritas into the next financial year;
- Primark funded InCheck Verification at 10 facilities in Bangladesh to improve the accuracy and completeness of chemical inventories;
- through Primark's Wastewater Due Diligence Testing Programme, 22 facilities were targeted for risk-based testing and remediation support to help drive further improvements in wastewater management; and
- 20 facilities completed the ZDHC Effluent Treatment Plant Operator Training and gained certification, with support from Primark.

Recognising their interconnectedness, Primark's chemistry and water programmes have developed a joint strategy to prioritise and align activities through the new Cleaner Water Programme.

Primark is actively working with ZDHC and industry partners to develop collaborative approaches for implementing more sustainable chemistry in wastewater, with a focus on delivering co-benefits such as increased energy and water efficiency alongside improved chemical performance.

Primark also piloted the Apparel Impact Institute's Clean by Design Chemistry and Wastewater Programme at three facilities in Bangladesh, which concluded with measurable improvements across chemicals usage, energy consumption and water withdrawal.

1. The Apparel and Footwear International RSL Management (AFIRM) Group.



Advancing Primark's Cleaner Water Programme

Addressing water pollution in supply chains requires a holistic and regionally informed approach. In many of the locations where Primark sources products, untreated or poorly managed waste water can have serious consequences for people, biodiversity and local ecosystems. Water quality challenges vary by region. For example, high salinity and dissolved solids in parts of India, or elevated levels of biological and chemical oxygen demand in surface water in Bangladesh. These localised risks make it critical to prioritise interventions that are both appropriate and impactful.

At the same time, Primark must respond to increasing regulatory expectations, including alignment with ZDHC guidelines. The Cleaner Water Programme was established to address these needs by focusing on water quality from multiple angles: the quality of water inputs, chemical management, wastewater treatment and monitoring.

In 2024, Primark advanced its Cleaner Water Programme by addressing four key focus areas. Firstly, the business began using WWF's Water Risk Filter to assess the quality of water inputs and identify high-risk locations. This tool allows Primark to evaluate river basins based on water quality indicators, enabling targeted and data-driven action.

Secondly, the programme worked closely with the chemical management team to restrict harmful substances and prevent pollutants from entering water systems in the first place. This complements efforts already underway through Primark's alignment with ZDHC and wider chemical compliance initiatives.

Primark has also initiated the development of a supplier toolkit to support improved effluent treatment. The aim of this work is to help suppliers with a high dependency on water to better understand different treatment technologies and processes, and connect them with relevant solutions and technology providers based on their local context.

Water reuse and recycling are encouraged where appropriate, but the focus is on matching treatment approaches to the specific risks each site presents.

The business also continued its long-term collaboration with Oxford Molecular Biosensors (OMB) to develop new methods for water quality monitoring. This included the completion of a new phase of Integrated Catchment Modelling, focused on the Meghna basin in Dhaka, Bangladesh. By mapping Primark's supplier factories and analysing discharge data, the model enables Primark to better understand the aggregate impact of its operations in the basin, identify priority interventions and forecast outcomes. The business plans to involve broader stakeholders in the next phase of this work, with the goal of enabling collective, industry-wide action in key basins.

In parallel, a second stream of work with OMB focused on the development of a proprietary biosensor that aggregates water quality indicators into a single ecotoxicity indicator, allowing for a more efficient way to identify water quality risks. This year's results confirmed the sensor's potential to offer a more holistic and efficient method for monitoring water quality. Plans are now underway to explore opportunities to pilot the technology in supply chain settings.

In addition, Primark continued its membership of the Microfibre Consortium and the ZDHC Foundation, contributing to broader industry efforts to reduce microplastic pollution and hazardous chemical discharge in waste water.

OMB scientist testing wastewater samples, sent from Primark supplier factories, Bangladesh.

Case study – Retail



A collaborative approach to reducing water use in Bangladesh's textile industry

Textiles are the cornerstone of Bangladesh's economy, but the industry places pressure on the country's limited water resources. For the past two years, Primark has collaborated on a project aiming to demonstrate the commercial, technical and environmental viability of water reuse and advanced pollution control in the textile industry in Bangladesh. The project is supported by the UK Government as part of its Sustainable Manufacturing and Environmental Pollution (SMEP) programme, as well as by H&M Group, international non-profit organisation WaterAid and water industry specialists.

The project has resulted in the largest wastewater recycling facility of its kind within the textile sector in Bangladesh, which will introduce innovative technologies to reduce micro pollutants and enable wastewater recycling. This project takes a holistic approach to the supply chain, examining how wastewater recycling can be integrated within a factory's broader resource management, energy, water and chemicals.

Primark has piloted the scheme with its supplier Fakir Knitwear, a factory in Dhaka that supplies Primark and many other brands. Primark found that by integrating innovative technologies such as ultrafiltration and reverse osmosis, the factory could reuse around 50% of its waste water (400,000m^3 a year) and cut its use of chemical softening agents.

This could also lead to GHG emission reductions, as well as reducing the extraction and pollution of fresh water. UN Trade and Development (UNCTAD) estimates that if similar systems were scaled to 25% of waste water treated across the industry, Bangladesh could conserve over 43 million m^3 of groundwater annually and cut GHG emissions by 1.5 to 2.6 million tonnes CO_2e.

Primark will work with local stakeholders in both the public and private sectors to share project outcomes and promote improvements in local water governance.

For Primark, collective action also means working through public-private partnerships to influence local policy and access to affordable finance for supplier factories, where related to national water challenges. In 2025, Primark became a member of the National Alliance for Water Reuse and Recycling in Bangladesh. The alliance is formed of government stakeholders, trade associations, brands and finance institutions, and is chaired by the World Bank's 2030 Water Resource Group. The SMEP project marks the first example of driving national progress on water recycling and advanced water pollution control by the newly formed alliance.

Water filtration equipment installed in a supplier factory in Bangladesh as part of Primark's wastewater recycling and micro pollution removal project

Waste and packaging – Retail

From the raw materials it sources to the waste in its stores, Primark is striving to responsibly manage the natural resources it relies on.



Waste and circularity

Cardboard hangers on Primark's babywear range

Primark continues to take an increasingly circular approach to fashion – one that aims to keep products and materials in use for longer and reduces waste over time. This includes embedding circular design principles into how products are created, expanding access to reuse and repair options for customers, and strengthening the systems needed to support change at scale.

At the same time, Primark continues to incorporate recycled and more sustainably sourced materials into its clothing and strengthen their durability. While there is no single solution, these efforts reflect the business's ambition to help give clothes a longer life. Primark is continuously reviewing and developing its approach to ensure that efforts are aligned with industry best practice.

Circular product design

For Primark, 'circular by design' means designing products that can stay in use longer, be reused and ultimately be recycled back into new garments. Primark is focused on expanding the number of products that are circular by design in certain categories, creating specific product guidelines and engaging and training colleagues and suppliers on circular design principles. In other product categories, it is focused on testing, trialling and learning to overcome significant and inherent challenges. Some types of products and materials are much harder than others to move to a circular design.

There are many challenges. For example, not all product types can be circular by design based on current recycling technologies.

Although there is no single agreed industry-level definition of what constitutes 'recyclable' clothing, there are several key criteria that are universally recognised as supporting improved recyclability of clothing at scale, including:

- making clothing out of one type of material or fibre and avoiding blends; and
- reducing, removing or minimising disruptors to the recycling process, such as metal trims or synthetic components and decoration.

Primark has worked with the Ellen MacArthur Foundation since 2018 and sits on its Advisory Board for Fashion. In 2024, Primark joined the Foundation's The Fashion ReModel to help the industry unlock the barriers to scaling circular business models.

As of July 2025, 5% of all of Primark's clothing unit sales are circular by design, meeting the 'Foundational' criteria set out by our Circular Product Standard. Within its focus categories, 20% of all jersey and 8% of all denim clothing unit sales are now circular by design.

Primark's Circular Product Standard (CPS) is a framework for how it intends to design products now and in the future. The CPS was launched in 2023 after a two-year project with three partners; the non-governmental organisation WRAP (Waste and Resources Action Programme), the circularity think tank Circle Economy and the non-profit sustainability educator Sustainable Fashion Academy. The framework is built on the vision of the Ellen MacArthur Foundation, for a circular economy for fashion.

The CPS sets out that a circular product must meet three fundamental criteria and be designed:

- with recycled or more sustainably sourced fibres;
- for physical durability; and
- to be technically recyclable at commercial scale.

Primark's Circular Product Standard is a starting point towards meeting its commitment that more of its clothes will be recyclable by design by 2027.

Primark has a Circular Design training programme, co-developed by Circle Economy and the Sustainable Fashion Academy. In 2024, Primark advanced its circularity training programme in collaboration with the Circular Textiles Foundation (CTF). The programme supports teams across buying, design and quality, as well as key suppliers, to apply circular design principles to more clothing categories such as knitwear and shirts.

The CTF works with product teams and suppliers to put principles like 'designing for recyclability' into practice with real life examples of Primark's current products and adapt these to the various needs and nuances of each individual product category (for example Nightwear and Leisurewear). As part of this programme, Primark product colleagues also co-author and co-create specific 'Circular Design Guidelines' for individual product categories.

Primark supports suppliers with making the necessary changes to support its circularity aims. Support and engagement practices include briefings, training sessions and webinars on specific product guidelines, technical and design standards, and the data they need to provide for its validation processes. Primark also uses some of these sessions to discuss design techniques and strategies that support its ambitions for more recyclable and durable clothing.

Plastic and packaging

As one of its main sources of non-clothing waste, product packaging is a priority focus area for Primark and the business has established a dedicated packaging team to drive innovation.

Despite increased packaging volumes due to business expansion, Primark has achieved a reduction in plastic content in 2025. These improvements reflect targeted initiatives across hangers and other types of packaging. Clothes hangers are estimated to account for around two thirds of total single-use plastic volumes used within Primark. The business is aiming to move to recycled materials for hangers over time.

While technical constraints remain, Primark continues to make measurable progress in reducing single-use plastics and eliminating unnecessary packaging through department-specific projects led by in-house packaging technologists. For example, rigid plastic packaging for bottles and tubes containing liquids and creams are necessary to ensure hygiene, usability and compliance with safety standards. Flexible plastic packaging used for items like wet wipes and face sheet masks are needed to maintain moisture and scent integrity.

Case study – Retail



Removing plastic hangers from Primark's Babywear

Primark identified plastic hangers as a major focus in its ambition to reduce single-use plastic in its business. Primark has transitioned most of its babywear range from single-use plastic hangers to fully recyclable, fibre-based cardboard alternatives, a project which was initiated in 2023.

Primark partnered with nominated packaging suppliers to ensure consistency, streamline sourcing, and deliver a solution that is more environmentally responsible and operationally efficient.

Key design innovations, such as colour-coded sizing printed directly on the hangers, have enhanced in-store presentation and improved the customer experience. The project also rationalised the hanger range, contributing to supply chain efficiency.

By early 2024, the new hangers were rolled out across 17 international markets. This scalable solution sets a vision for future packaging transformation for the business. The project reflects Primark's continued focus on sustainable packaging innovation.

Primark's cardboard clothes hangers

Agriculture and farming practices – Retail

Primark depends on effective agricultural practices and natural commodities to make its products.



Responsible agriculture, biodiversity and land use

A cotton farmer from the Primark Cotton Project, India

Primark depends on the agricultural sector for its raw materials, such as cotton, which is the main fibre used in its products. Globally, cotton is the most widely grown non-food crop, providing income for more than 250 million[1] people. Climate change and extreme weather events pose significant risks to this sector, threatening both the supply chain and the livelihoods of farmers.

Primark set up the Primark Cotton Project (PCP) in India in 2013. The PCP trains farmers, predominantly smallholder farmers, to reduce water use and dependence on chemical fertilisers and pesticides. It also teaches skills such as seed selection, land preparation, sowing and harvesting. You can read more about the PCP in the case study below.

Soil health and biodiversity loss pose potentially significant challenges to the global agricultural system. Conventional farming methods, which can depend on chemical inputs, may contribute to soil degradation, reduced agricultural productivity and a decline in biodiversity.

Primark has partnered with Biodiversify since 2021 to develop a biodiversity monitoring framework for the PCP. This is aligned with leading standards and guidelines, including the Science Based Targets for Nature (SBTN), the Task Force on Nature-related Financial Disclosures (TNFD) and the International Union for Conservation of Nature (IUCN). This framework aims to enable the business to identify and mitigate biodiversity-related risks within the supply chain.

Primark is also working with its partners Biodiversify and the Srushti Conservation Foundation to develop a methodology for assessing biodiversity levels on farms participating in the PCP to achieve consistency, repeatability and scientific rigour. Since 2024, this methodology has been piloted and implemented on 14 farms in Gujarat, India.

1. https://www.worldwildlife.org/industries/cotton

Deforestation

Primark uses man-made cellulosic fibres derived from wood-pulp, such as viscose, to make some of its products. It also uses paper in its packaging and wood in some of its products. Primark has its own Wood and Wood-Derived Fibre Policy, which sets out its approach to sourcing these materials responsibly. This Policy applies to all Primark-branded products, product packaging (primary and secondary) and transit packaging (tertiary).

Primark is committed to reducing its impact on the environment. This includes the reduction and reuse of materials as a priority for the protection of the world's limited forest resources.

Primark has been a partner of the not-for-profit environmental organisation, Canopy, since 2022. Primark continues to work alongside other fashion brands through the CanopyStyle initiative, which aims to transition fashion supply chains away from using ancient and endangered forest material and bring lower-impact fabric alternatives to customers. Primark is part of Canopy's Pack4Good initiative, which is working to ensure companies move away from forests to use low-impact paper packaging options and reduce dependency on virgin wood-derived packaging.

All Primark suppliers are required to source only from man-made cellulosic fibre producers that are green rated by Canopy's Hot Button ranking. Regular due diligence is carried out to check compliance with this requirement.

In preparation for the EU Deforestation Regulation (EUDR), Primark is working with external bodies and suppliers to address the requirements.

Animal health and welfare

As Primark increases the use of more sustainably sourced materials across its product range, it continues to ensure that animal welfare is part of its selection criteria.

Animal-derived materials such as leather, wool, cashmere, mohair and alpaca make up around 1% of the materials used in Primark products. The business is committed to responsibly sourcing any materials, even if used in small quantities. Primark supports the development of animal welfare standards and certifications, having an Animal-Derived Material Policy that requires suppliers to comply with industry standards.

Primark does not support the use of animal testing that is not required by law. Its own-brand cosmetics have been approved by the Leaping Bunny Program, an internationally recognised gold standard for cruelty-free products, since 2021.



The Primark Cotton Project

Improving farming practice

The Primark Cotton Project provides farmers with three years of agronomic training in more regenerative agricultural practices. This includes best practice in areas including seed selection and pesticide use. These practices are intended to reduce the environmental impacts of growing cotton, lower input costs by replacing chemical pesticides with biological alternatives, which results in increased yields and improved farmer profits.

In 2025, the programme extended its work to farmers who had already completed the three-year foundational training, offering targeted guidance to further embed more regenerative practices. It also identified a diversified set of regenerative methods tailored to smallholder farmers in different geographical regions, for example, intercropping with legumes in Pakistan, and using mulch to improve soil health in India.

Primark's approach to promoting more regenerative agricultural practices was reviewed by agronomic experts at Harper Adams University to ensure it reflects global best practice and the latest scientific insight.

As of March 2025, the majority of farmers in the Primark Cotton Project have adopted at least two agricultural practices that are considered 'more regenerative'. These include:

- reduced or no-tillage, minimising soil disturbance to preserve structure and sequester carbon;
- cover cropping and intercropping, e.g., planting crops like sorghum between cotton plants or along borders to enhance nutrients and attract beneficial insects and birds;
- rotation, alternating cotton with other crop species sequentially to break pest cycles, improve soil fertility, optimise nutrients in the soil, and diversify outputs;
- natural fertilisers, using farmyard manure, bio-compost or vermicompost to enrich soil organic matter, reduce the use of synthetic alternatives and improve microbial life;
- integrated pest management, using biological and ecological control methods that preserve beneficial insects, such as pheromone traps and bird perches; and
- incorporation of cotton stalks into the soil, instead of burning, to maintain soil organic matter. This can reduce the use of chemical fertilisers and prevent nitrogen-driven algae blooms that harm river ecosystems.

Strengthening farmers' resilience

Primark has implemented measures to help strengthen the resilience of farmers participating in the programme.

It has partnered with Haqdarshak, an Indian social enterprise, to support the farmers in the programme with accessing government-funded benefits.

Primark also assessed the availability and uptake of insurance products that protect farmers against risks such as extreme heat, working with the International Institute for Environment and Development to research barriers to access. The research outlined potential solutions to these challenges, and drawing on these insights, Primark is considering how it can support new approaches to facilitate farmers' access to suitable insurance.

Meeting the needs of Primark's supply chain

Primark employs the traceability system of its partner, Cotton Connect, which tracks the cotton grown by farmers trained in the Primark Cotton Project as it passes through some of the supply chain. Primark uses a digital platform called TraceBale to track the cotton from farmer to ginner to spinner. To give further assurance, Primark uses forensic analysis undertaken by Oritain, a specialist scientific verification firm, which helps verify the origin of cotton in the programme.

The programme's impact

The Primark Cotton Project has been operating for over 12 years in India, seven years in Bangladesh and Pakistan, and two years in Türkiye. As of July 2025, the programme has supported 309,394 smallholder farmers.

In 2025, 57% of the cotton clothing units sold contained cotton that was organic, recycled or sourced from the Primark Cotton Project.

A cotton farmer from the Primark Cotton Project, India