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## **Executive Summary**

Arthur Ryan, the company's originator, has played a pivotal role in propelling the company to viability. The corporation is recognised as Penneys, and it was owned by the Weston family. Primark is one of the most penalized high-street brands, because of its low prices and vast stock. They do not hire anyone under the age of 15 according to their rules of conduct. Primark was found to have failed to ensure that workers in Indonesia, Cambodia, and Bangladesh were paid properly during the pandemic. Customers do not trust the quality of Primark's items because they believe they are not long-lasting and that they are not kept in a neat and tidy manner. The company recorded a loss of £1 billion due to coronavirus. Smaller stores targeted at impulsive purchasers' areas may be profitable options worth exploring. Firm reports are critical tools for directing judgment and helping company owner and senior executives to investigate and solve problems. Primark employs more than 700,000 people across three continents. It also comprises senior executives, which include managers that specialize in financial, marketing, sales, and production, among other things. The damage to the company's reputation, both from a standpoint of customers and employees, is a devastating effect. External stakeholders support the development of protection and resolution methods and techniques. Because Primark shop is cheap, it will have a damaging effect on the Bangladeshi community. Primark's profits are set to decline by two-thirds this financial year as a response to the Coronavirus lockdowns. Primark was one of 260 businesses accused of not paying minimum wage. Children as young as 11 were gluing beads and glitter onto cheap t-shirts by candlelight in filthy surroundings. Primark was one of 260 businesses accused of "cheating workers" by not paying minimum wage. Fashion suppliers are typically complex and time-consuming, involving thousands of individuals. Primark does not disclose the results of its audits, which raises concerns about the rights of its garment employees. In 2014, Primark pledged to eliminate the usage of certain toxic chemicals by 2020 as part of Greenpeace's Worldwide Purification Program 13. Primark has also begun to consider how it may assist fabric mills in reducing their chemical consumption farther down the supply chain. This allows the discount store to control chemical consumption before the material reaches the garment factory. The retailer had alerted the Ethical Trading Initiative, which monitors the working conditions of people in developing countries who produce goods for the UK market. In order to successfully eliminate child labour, it is necessary to address inequality as a root issue. Primark was advised to adopt the "triple bottom line" as a technique to evaluate a firm's level of CSR. The fact is that the firm was well conscious of its CSR responsibilities, but no steps were taken to correct it. Child laborers typically work as their families are unable to survive without the increased income. Primark must create efficient marketing and also expand its online shopping offering to keep delivering quality across its entire product range.

## **Introduction**

In the year 1969, the Primark shop store was launched in Dublin, Ireland. Arthur Ryan, the company's originator, has played a pivotal role in propelling the company to viability. The corporation is recognised

as Penneys, and it was owned by the Weston family. Penneys was renamed PRIMARK in 1973 and opened its first store in Dublin in May 2009. Primark is one of the most penalized high-street brands because of its low prices and vast stock. PRIMARK is acknowledged as among the most imaginative and valuable sales shops in the world. In the year 1969, the Primark shop store was launched in DUBLIN, IRELAND. ARTHUR RYAN, the company's originator, has played a pivotal role in propelling the company to viability. The corporation is recognized as Penneys, and it was owned by the Weston Family. It is a part of Associated British Food Plc. Penneys was renamed PRIMARK in 1973 and opened its first store in DUBLIN in May 2009. Since that day, the company has expanded its wings all over the globe. it has a franchise in a range of countries. (All Answers Ltd, 2021)

To deliver superior items to the general public; they want the public, in general, to acknowledge that they are a good firm and that just because the products are inexpensive does not mean they are defective. To sell stuff at reasonable prices; they want the general public to have a variety of choices, thus they provide them with high-quality products at affordable charges. To be knowledgeable and polite to customers and coworkers; The public must believe that they are a pleasant company; if they feel welcome, they will want to visit the store. should treat everyone equally; the public must believe that they treat everyone equally. People with less money will receive the same benefits as others with a lot of money. (UKEssays.com n.d.)

## Problems / Challenges

Primark participates in the Sustainable Apparel Coalition. Since 2002, it has used paper bags instead of plastic bags, and it has also implemented steps to decrease waste and packaging. Primark has worked with the organisation Delivering Good in the United States, where retailers give unsold products to individuals in need. Since 2010, European Primark stores have donated unsold clothes and purchasing samples to the charity Newlife, which helps disadvantaged and terminally ill children and their families. The company has pledged to eliminate dangerous chemicals from its goods by 2020 as part of the Greenpeace Detox campaign, but there is no evidence that it is on course to reach that goal.

Primark has a lot of ethical concerns, including environmental accounting, erosion, and toxic fumes, as well as worker protections. (Ethical Consumer, 2018) Because of its low costs and vast selection, it is also one of the most criticised high-street companies. (Anonymous, undated) Many advocates are also unhappy with Primark's reaction to the pandemic, with the Clean Clothes Movement discovering proof of pay fraud in the company's supply chains. Primark was found to have failed to ensure that employees in Indonesia, Cambodia, and Bangladesh were paid appropriately during the outbreak, resulting in serious implications for textile workers in those regions. Primark identified minors as anyone under the age of sixteen and stated that they have processes in place that allowed people to work in its distribution networks as early as 2014.

Primark has begun to consider its environmental effect by monitoring and reporting on greenhouse gas emissions created by its own activities as well as portions of its supply chain. However, it has only publicised a few efforts to reduce greenhouse gas emissions beyond energy efficiency in stores and has

not established a reduction target. This comes as a surprise given that its parent firm, Associated British Foods, has set a target of one for one of its subsidiaries, British Sugar. (Robertson 2019)

Primark's environmental actions are a start in the right direction, but they are insufficient to reduce the brand's massive carbon footprint as a quick fashion chain, earning it a "Not Good Enough" rating for the environment. Primark has to start utilising eco-friendly materials in their goods, set precise reduction objectives for greenhouse gas emissions and wastewater, and execute suitable policies and strategies for resource management and disposal in order to enhance its ranking in this area. (Robertson 2019)

Primark is not ranked highly enough overall. Primark has launched a number of efforts to decrease waste and boost energy efficiency in its shops and factories, as well as joined the Bangladesh Accord and Cotton Pledge and embraced the ETI Code of Conduct, all of which are good steps—but the company still has a long way to go.

Finally, the fact that Primark's business model is built on mass production of short-lived, poorly-made quick fashion goods defies ethical fashion standards and bodes disaster for the environment, workers, and animals.

## The purpose of the report

The purpose of this report is to discuss the current issues and how these issues are connected to current affairs. The purpose of this report is to have a scathing review of the firm's performance in all areas. Firm reports are essential instruments for directing judgement and assisting company owners and top executives in investigating and resolving problems. Producing and analysing data in a certain functional area, such as accounting, selling, administration, and stock management, is known as reporting. After this data has been gathered and reviewed, conclusions and recommendations can be made. This report's results may explain why this problem occurred, highlight performance issues, and, in general, suggest a way to proceed.

## Stakeholder Analysis

Stakeholders are those individuals who want the company to be successful. They are associated with the firm in one form or another. In case of Primark, these include customers, suppliers, and employees. With the organisation, these stakeholders have a give-and-take relationship. Stakeholders, such as stockholders, contribute funds to the firm in exchange for profit. As an outcome, both parties stand to gain. All of the stakeholders have different needs, and Primark has different responsibilities to each of them([www.locusassignments.com](http://www.locusassignments.com),n.d.)

Stakeholders are essential for a variety of purposes. Internal stakeholders are critical because the company's business procedures rely on their willingness to collaborate in order to attain the company's aims and objectives. External stakeholders, at the other side, would have a tangential effect on the company. (Fernando, J.2021)

**Customers:** In today's modern world, a firm would not exist if it did not have customers. Primark's principal goal is to gain and keep customers by providing outstanding goods and services, as well as good value in terms of cost, choice, safety, and environmental consequences.

Another important stakeholder in the Primark group of stakeholders is its employees. Primark has a crew of about 7,00,000 workers spread across three different continents. It also involves company leaders, who are experts in areas such as finance, marketing, sales, and production, among others. The employees in the stores are branch managers, sales assistants, and team leaders.

**Suppliers:** Suppliers play a vital role in the organization as they supply the items, which the company was later sold, therefore the firm must always consider the requirements and expectations of the suppliers. Some suppliers these days desire information on product demand, consumer tastes, and supply. (Stakeholders of Primark, 2019)

External stakeholders are important information sources and advice. They can help with identifying supply chain hazards, how and where to detect them, as well as which segments are most exposed. Their experience and knowledge are essential. External stakeholders foster the growth of approaches and procedures for safety and settlement. Stakeholders include civil society organisations, labour unions, governments, international organisations, intergovernmental agencies, multi-stakeholder projects (MSIs), and legal scholars. (corporate.primark.com n.d)

### Report impact on stakeholders

The damage to the company's reputation, both from the standpoint of customers and employees, is a devastating effect. People may be hesitant to work for your firm if they have a terrible reputation, or they may stop buying your product/service due to a lack of trust. Unethical behaviour can affect the morale, resulting in decreased production. Employees who see unethical behaviour lose motivation and job satisfaction, which might result in resignation or, worse, they may engage in unethical behaviour themselves, assuming it is ordinary. (Gatchalian, J.2021)

Communities will find it difficult to accept a firm like Primark as a result of its unethical behavior. Being unethical will harm communities because this will create a negative image for all who represent or interact with the company. Although it will be beneficial to the European Union community although they will no more be obligated to pay for expensive clothing. Because Primark shop is cheap, it will have a damaging effect on the Bangladeshi community because most families will be forced to work due to a lack of jobs, which will mean that children as young as three years old will be dragged into the world of forced work.

Among the most important stakeholders in the government, which wants to know whether the business is focused on its mission? is doing well, and it is supporting the government in providing welfare and employment. Primark's problems will hurt the government. The reason for this is that the government is in charge of a country's business, and if a business acts unethically, it will damage its reputation.

Primark's unethical conduct will have a favorable impact on shareholders. Because Primark sells clothing and accessories, they may provide a low price, which will attract customers to buy a variety of items because they know the price has dropped. (Moose.2016)

## Evaluation and analysis with secondary data for your purpose of the report

Secondary data: Secondary data is information that is relevant to the research and can be used in it. Secondary data were obtained and analyzed from existing articles and journals, papers, and magazines. It is not particularly beneficial in current projects, but it does assist companies in comparing and evaluating previous data and decisions with the current situation. It aids Primark in recognizing its problems and adopting innovative or successful techniques that have been tried in the past. ([www.locusassignments.com](http://www.locusassignments.com) n.d.)

Primark has struggled to be ethically aware, and its low prices and so-called quick fashion have caused issues about how it can do it without violating ethics laws. When the BBC's Panorama program delved behind the scenes in India, it uncovered children working in slum workshops for low pay and incredibly long hours. ([www.ukessays.com](http://www.ukessays.com),n.d)

The Weston family's rich donors face shame when the government found that Primark, their inexpensive clothes chain, underpaid 10,000 employees by more than £230,000. The Westons, who are worth £10.5 billion according to the Sunday Times Rich List, own Associated British Foods (ABF), the company that owns Primark, and are known for their charitable contributions and "ethical corporate practices." Primark was one of 260 businesses accused of "cheating workers" by not paying the required minimum wage. (Hurley, J n.d.)

For young children working in the company's Indian sweatshops, low-priced clothing comes at a heavy cost. An investigation revealed that children as young as 11 were gluing tiny beads and glitter onto cheap t-shirts by candlelight in filthy surroundings. (By Daily Mail Reporter,2008)

Toxic chemical residues were discovered in children's clothing and shoes from leading manufacturers such as Disney, Burberry, American Apparel, GAP, and Primark. According to Greenpeace's research, the products in question include things sold in the United Kingdom. Although there is no evidence that the amounts of chemicals detected are harmful to children who wear them, Greenpeace believes they should be removed as a precaution. (Poulter, S.2014)

Primark's profitability are expected to drop by 2 different this fiscal year as a result of the £800 million cost of the Coronavirus lockdowns. As governments around the world attempted to halt the virus's spread, Primark was ordered to shut 375 of its locations within 12 days following March 22. Because Primark somehow doesn't facilitate online purchasing, it has been heavily damaged by lockdowns. (Jolly, J. and Butler, S.2020)

## Critical Analysis

Primark has struggled to be ethically aware, and its low prices and so-called quick fashion have caused issues about how it can do it without violating ethics laws but if we saw this from another perspective that Primark frequently asked how they can combine low prices with great supply chain standards. There is no such thing as hidden. They keep the rates affordable by doing a few things differently than other brands. They sell a wide range of things. This means firm be able to save money if they bought in bulk for all of the locations. They don't advertise very much. They design fashionable apparel without using pricy hangers, tagging, or labeling. They also try to be as efficient and effective when delivering products from factories to stores. They may, for example, request that the t-shirts be packed so that they are ready to put on the shelf immediately away. As a result of these decisions, we can earn costs at every stage of our supply chain. This is one of the ways we keep our costs low. Yet, have high expectations. (corporate.primark.com n.d)

Primark was one of 260 businesses accused of "cheating workers" by not paying the required minimum wage but if we see this from another perspective. Primark doesn't really make the results of its audits public, which creates a lot of questions about what the firm is doing to protect the rights of its garment workers. Fashion distribution channels are notoriously complicated and time-consuming, involving thousands of individuals. Because Primark has no control over the factories or suppliers it contracts, it can be hard to verify that their key operating standards are maintained at all times due to a lack of visibility in their audit reports.

Toxic chemical residues were discovered in Primark but if we see this from another perspective. Primark has been hard at work establishing what constitutes great guidance and is searching for ways to minimize their overall water, toxic, and wastage in order to help protect the environment. As part of ABF's five pillars of corporate responsibility, looking after the environment, one of Primark's primary environmental objectives is to manufacture its products and as little damage to the environment as achievable. Primark has also begun to consider how it may assist fabric mills in reducing their chemical consumption farther down the supply chain. This allows the discount store to control chemical consumption before the material reaches the garment factory. Primark's chemical management requirements contain two restricted substance lists : a Product Restricted Substance List (PRSL) and a Manufacturing Restricted Substance List (MRS), which describe the limitations for chemicals used in the materials used to create its products, including dyeing and washing. In 2014, Primark pledged to eliminate the usage of some toxic chemicals by 2020 as part of Greenpeace's Worldwide Detoxifying Program 13. (Hendriksz, V,2017)

This means that in countries where Primark has supplier factories, such as India, Pakistan, and Tanzania, children as young as 14 can be employed to produce but if we see this from another perspective Primark had "suspicions" about the suppliers before the BBC disclosed evidence that youngsters were being engaged to create things. According to Weston, the suppliers first denied the charges, and it was "their wholesale lying that drove us to fire them." Child labour, according to Weston, was an inevitable part of selling items at such low prices. "Allowing kids to work on embroidery does not lead to a £2 T-shirt. This is the case due to the low markups and large quantities. We have a low overhead and do not

run costly advertising campaigns "... He also claimed that for a £2 T-shirt, Primark pays its suppliers the same percentage as other, higher-priced stores. "They don't want youngsters to be involved in the production of the products. We provide a wide range of benefits to its factory workers who work in secure conditions. They want people to be fairly compensated "to those who would otherwise go without, and to those who engage with developing nations. However, laborers who produce the goods are generally paid in pennies. Weston expressed his dissatisfaction with the situation "" He said he felt we knew these folks and were doing okay until we found out about this problem," one of the fired suppliers explains. We're quite dissatisfied "... Weston stated that Primark had notified the Ethical Trading Initiative, which oversees the working conditions of developing world who make goods for the UK market, and that the ETI will notify other companies. (The Guardian, 2008)

Primark claimed it will lose an additional £220 million in sales in December 2020 as more stores are forced to close due to new COVID-19 limitations in the UK. This amount increased to about £1 billion in January 2021 but if we saw this from the business perspective then surely it was a great loss but if we see it ethically it was the best option. The negligence of ethical values just to obtain profit is not an acceptable thing. If they would have kept profit more valuable than the ethical values would have been at stake.

Hundreds of people are expected to demonstrate outside Primark's Oxford Street store in London has been closed as a result of claims that the company employs underage labour. The protest, planned by War on Want, comes ahead of a BBC1 Panorama report that shows youngsters making Primark clothing. An 11-year-old Indian girl is seen stitching diamonds on a Secret Personal items shirt at the Bhavani Sagar refugee camp. "Pressure on Indian suppliers to produce swift fashion at rock-bottom pricing has driven sweatshop labour to become inevitable," says Simon McRae of War on Want. "Scams revealing UK shops abusing garment workers have shown time and time again that the public cannot trust stores to control themselves. It is past time for the British government to impose laws to stop this terrible act." Primark terminated three of its textile manufacturers in India this week after discovering that the firm had evidence that they were using youngsters as workers. The company's Indian contractors, as per George Weston, CEO of Associated British Foods, which owns Primark, were guilty of "massive fraud." He stated that he will cancel purchases worth millions of pounds. (Hopkins, K.2008)

Primark says it is attempting to eliminate chemicals from the manufacturing process, despite the fact that printed cloth on a The phthalate content of a Primark children's T-shirt was high. 'They have a comprehensive chemical management policy in place that fully complies with European law,' the statement continued. ' Primark, is from the other side, has always recognised the necessity of attempting to lessen the ecological consequences of production process. (Poulter, S.2014)

Despite the fact that none of the brands had violated any laws, the Clean Clothes Campaign determined that they would have failed to maintain that their employees were paid appropriately throughout the pandemic. Following interviews with groups of garment workers in Bangladesh, Cambodia, and Indonesia, it was discovered that many of them had not been paid in full the past year. After the epidemic, more than half of the 49 workers polled indicated they were paid less. As per the Clean Clothes Campaign, workers are facing higher productivity demands as a result of a pattern of large

redundancies and a lack of overtime pay. Global fashion businesses cancelled billions of pounds in clothes purchases negotiated with supplier factories as coronavirus lockdowns shuttered high streets around the globe in 2020. According to a considerable body of evidence, "wage theft" of low-paid workers occurred on a large scale during the epidemic, with many of the world's leading fashion businesses engaged. Total severance theft during Covid-19 ranged from \$500 million to \$850 million (£360 million to £620 million) across the supply chains of international brands and retailers, according to a study released in April by the Worker Rights Consortium. "Manufacturers have kept making money, allowing them to pay their workers." "They have the power and obligation to ensure that workers in their supply chains are compensated." (Johnson, S.2021)

## Recommendations and conclusion

In order to promote the product, the suggestion is to concentrate as much as possible on trying to reassure customers that the brand has managed to learn from its mistake and to promote and publicise the initiatives that the brand has taken, which has already been done on the ABF official website, but an advertising campaign should have been entirely dedicated to this perspective. In addition to the advertising effort, working with non-profits, would strengthen their reputation by supporting CSR and charity work for India's impoverished working population.

In terms of CSR, the CSR (Citizenship Transparency) superior member must provide a training programme for employees and suppliers in order to follow the company's value. Even though it is expensive, it is a necessary and effective step that protects the firm's future reputation. The board, in particular, should rely more heavily on CSR, not just to promote it but also to verify that it is executed. Primark was advised to adopt the "triple bottom line" as a technique to evaluate a firm's level of CSR. The fact is that the brand was aware of its CSR level, but no steps were taken to correct it, and the report was prepared for Ethical Index, not for inside use. (Let's talk about it.2013)

Top-level management is always the beginning for avoiding ethical issues in business. Transparency and ethical company operations can be accomplished by providing clearly stated policies and practices that assure such standards are both acknowledged and implemented. Be active in the workforce, assuring that your company's employees are regularly just doing what is right and responsible.

There are a lot of things you can do on a daily basis to effectively detect and, more significantly, prevent ethical difficulties in business from arising in your firm. Make sure to establish and enforce a strong ethical standards while making judgments, and encourage your workers to do the same. Make sure you're up - to - date on your state's anti-discrimination laws. Keep up with the rules that relate to your industry and ensure that your company follows them. Work with accountants to ensuring that your financial data is accurate and transparent. (SpriggHR, 2020)

In order to successfully eliminate child labour in the long run, it is important to address impoverishment as an actual reason. The majority of child labourers work as their families would have been unable to survive without the additional income. When adult earnings rise, parents typically remove their children from the workforce and provide them with a secure future. On a national and international level, advocate for authorities, businesses, organisations, and citizens to take action against child labour.

Support community services including education and training, business start-up equipment, savings, and interest-free financing programmes that help people work and earn more money. As part of community activities aimed at assisting child labourers to quit their jobs and return to school, provide remedial education, increase access to school resources, and fight for girls' schooling. Provide independent certification that goods were made for a fair wage and without the use of child labor, as well as develop ethical purchasing (Child Labor, n.d)

Chemical test procedures are extremely developed now, they could identify toxins at incredibly low concentrations, so just because they're identified doesn't mean they'll cause health concerns in kids; they could simply be there as very low-level contaminants.' (Poulter, S, 2014)

## Conclusion

The goal of this conclusion is to uncover the most important answers to achieve the investigation's goals. Using study conclusions, each inquiry goal can be addressed properly. Recommendations are also made to improve Primark's future standard constrained time tactics to progress their plans. With the support of a rational proposition, Primark's organization would be able to create intense standard limited time frameworks and replace current periodic remarkable systems. Making intelligent decisions — doing all the correct way — is also part of acting ethically. Primark tries to live up to its ideals by caring about its workers, being such a great neighbor, maintaining ethical relationships, and protecting human rights. It assures that everyone profits from the business operation and is compensated equally by engaging with its multiple stakeholders, including factory owners and workers in jurisdictions that specialized in the development of fashion items. (pdfcoffee.com n.d.)

Analysts have discovered that Primark is engaging in unethical trading involving underage labor, which has been a major difficulty for the company. Primark must create efficient marketing and also expand its online shopping offering to keep delivering quality across its entire product range. (Salim Azad,2013)

Reducing the negative effects of textile chemicals can be done in two ways. Firstly, we can utilize alternative methods and materials that have no harmful impact on human health or the environment. This is the best choice, but just a few of the existing processes have non-toxic alternatives. Alternative processes are, once again, sometimes costly and complex. So there are issues. Second, we may regulate the effluent treatment system as well as the product washing procedure. The product must be cleansed and processed in such a way that no single particle of the harmful chemical utilized during the process cycle remains. The effluents must be treated (this can be done using chemicals, enzymes, or other methods). (Textile News, Apparel News, RMG News, Fashion Trends, 2012)

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