

BOOKER

Booker Gender Pay Report 2021.





Foreword by Andrew Yaxley, Chief Executive, Booker

Booker is a place where everyone is welcome and where our colleagues can get on. We are proud that the best thing about Booker is our colleagues and we value each of them for their dedication to serving our customers. We remain committed to creating a diverse and inclusive workforce that reflects the wide variety of customers, businesses and communities we serve.

However, we recognise there is more work to be done to reduce our Gender Pay Gap. For 2021, our median gender pay gap is 17.6% and our mean gender pay gap is 11.7%. Although we are disappointed there has been a slight increase, the gap has not changed substantially this year.

In what has been a challenging environment for everyone, the contributing factors to the pay gap remain – we have more male colleagues choosing to work shifts at times that pay premiums in our warehouses and we have a higher proportion of male colleagues in more senior roles. This also reflects the median bonus gap of 32.6% and the mean bonus gap of 54.3%. It is important to note that the hourly rate for our hourly paid colleagues is the same for the same role, regardless of gender.

As part of our core values, we remain committed to creating, developing and delivering more opportunities to ensure we make further progress on all measures. We are building on our action plans and updating them with further steps for recruitment, talent management, career progression and retention, to continue to build diversity and inclusion across our team.

We're proud of our people and their passion to help our customers prosper, both now and in the future. We believe having a diverse and inclusive team is essential and we understand that we need to work harder to remove our gender pay gap.

By listening to colleagues and taking clear and positive actions to help us improve, we believe we will make more progress and continue to build our culture where everyone's welcome

Andrew Yaxley
Chief Executive, Booker

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We're proud of our people and their passion to help our customers prosper, both now and in the future.

Our gender pay gap for Booker businesses.

In this report, we are sharing our gender pay figures for Booker Group which includes Booker Limited, Makro Self-Service Wholesalers Limited, Booker Retail Partners (GB) Limited (BRP) and Ritter Courivaud Limited.

Our gender pay data has been collected according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

	Booker Group	Booker Ltd	Makro	BRP	Ritter
Gender pay gap: median	17.6%	16.9%	17.0%	5.5%	-6.8%
Gender pay gap: mean	11.7%	11.1%	16.8%	3.0%	0.7%
Proportion of men/women in lower quartile pay band (M% / F%)	58.9% / 41.1%	61.3% / 38.7%	41.0% / 59.0%	71.5% / 28.5%	81.6% / 18.4%
Proportion of men/ women in lower middle quartile pay band (M% / F%)	67.2% / 32.8%	66.9% / 33.1%	50.7% / 49.3%	82.3% / 17.7%	87.5% / 12.5%
Proportion of men/ women in upper middle quartile pay band (M% / F%)	86.9% / 13.1%	87.7% / 12.3%	67.8% / 32.2%	89.7% / 10.3%	89.8% / 10.2%
Proportion of men/ women in upper quartile pay band (M% / F%)	82.5% / 17.5%	83.4% / 16.6%	78.2% / 21.8%	77.4% / 22.6%	70.8% / 29.2%
Gender bonus gap: median	32.6%	32.6%	27.5%	35.5%	91.2%
Gender bonus gap: mean	54.3%	53.2%	63.1%	45.4%	82.9%
Proportion of men who received a bonus	82.7%	78.8%	99.2%	96.3%	78.2%
Proportion of women who received a bonus	89.9%	87.6%	98.9%	92.7%	88.6%

Our Gender Pay Gap.

We've used the pay data for over 12,500 Booker colleagues to calculate our gender pay gap.

The gender pay gap measures the difference between men and women's average pay within an organisation regardless of their role or work level. This is different to equal pay which compares the pay of men and women who perform the same role or roles of equal value.

In this report, we are sharing our gender pay gap data for the 12 months to April 2021.

The figures opposite show our gender pay gap as a percentage in both median and mean pay for 2021.

Our median gender pay gap is 17.6%, and our mean gender pay gap is 11.7%. Our analysis shows that the pay gap is largely driven by a higher proportion of men in more senior roles.

The figures opposite show the gender balance within each of our pay quartiles for 2021.

Within each of the quartiles there is an equal number of colleagues – ranging from quartile 1, which includes the lowest paid colleagues, to quartile 4, which includes the highest paid colleagues.

Our analysis of these quartiles shows that there are fewer women in quartiles 3 and 4 where there is a higher proportion of men in more senior, higher paid roles.

Gender Pay Gap - Median

17.6%

2021

16.9%

2020

Gender Pay Gap - Mean

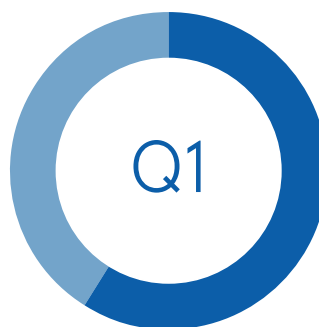
11.7%

2021

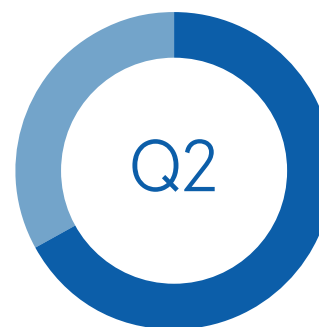
10.9%

2020

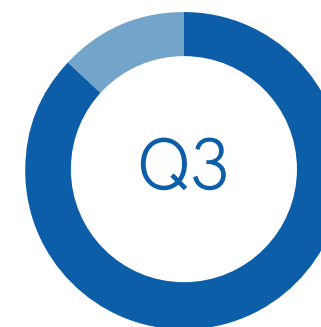
Proportion of men and women in each quartile pay band



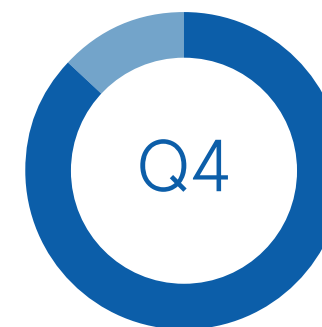
Women **41%**
Men **59%**



Women **33%**
Men **67%**



Women **13%**
Men **87%**



Women **17%**
Men **83%**

Our Gender Bonus Gap.

It's really important that every colleague at Booker is recognised and rewarded for the success of our business.

The figures on this page show the percentage of men and women who received a bonus payment, as well as the percentage difference in bonus amount, for the year ending 5 April 2021.

Our median bonus gap is 32.6% and our mean bonus gap is 54.3%.

The bonus gap is driven primarily by a higher proportion of men in our most senior roles, which typically have higher bonus opportunities. Our figures also show that, for 2021, a slightly higher proportion of women than men received a bonus.



Gender Pay Gap - Median



Gender Pay Gap - Mean



Men and women who received a bonus

2021



2020



Our actions.

To help us close our gender pay gap and build a more inclusive business for everyone, we are taking tangible, sustainable actions to improve our culture and ensure everyone feels welcome.

It will take time to reduce and remove our gender pay gap, but we remain confident we can achieve this. We continue to take action and make long-lasting, sustainable progress in building a more inclusive culture in our business.

Maintaining a sustainable, inclusive and diverse culture

Booker will always be a place where everyone is welcome and our colleagues can get on. Last year we surveyed our colleagues to understand how it felt working at Booker, and their feedback was invaluable in developing the action plans for improvement that we have focused on this year.

We are about to embark on our second annual colleague engagement survey that will help us understand the impact any new initiatives and changes made over the past year have had, and what our colleagues want us to focus on in the coming 12 months.

Raising awareness of diversity & inclusion at Booker

We have launched our 'Everyone's Welcome' programme; a cascade of diversity and inclusion learning for every colleague in the business, from our Executive team through to our front-line colleagues. This digital learning programme provides colleagues with a clear understanding of the importance of diversity and inclusion, and the roles, responsibilities and behaviours to bring this to life and deliver a culture where everyone is treated fairly, equally and respectfully.

Through the launch of our colleague portal – Our Booker – we have the ability to share key information, guides and support more directly with colleagues, in a format which is easily accessible.

Inclusive recruitment practices

We are always inclusive when we recruit and will continue taking the necessary steps to educate and support managers, to ensure our shared focus of creating a truly diverse workforce.

Our policies

Ensuring that all our colleagues have all the information they need to perform and develop in their role is important to us. This year, all our policies have been made available online for colleagues to access at work, at home or on the go. We also launched our Pay Principles, to help us work towards a competitive, simple, fair and sustainable reward structure.



Our learning offer

To enable, encourage and support colleagues in reaching their full potential, we have launched a Learning Management System, which is available and accessible to everyone. We have developed, and will continually add to, a suite of learning resources that will build capability at all levels of our business and support all our colleagues to get on at Booker. In addition, IGD skills programmes are offered to our support centre colleagues and FWD bursaries have been utilised to support specific career development aspirations, with 100% bursary payments for the last two years having been awarded to women. Equally, to support the career development for our branch and distribution colleagues, we continue to grow our core skills training programmes. We have broadened our Driver Academy Programme to include all areas of the business and are actively promoting this to attract and support more women to develop careers as drivers.

Talent and mentoring

We are in the process of completing our first mentoring programme, supporting our female colleagues with high potential in achieving their career ambitions. The programme will be broadened next year to offer more development opportunities and support. We will continue to work to identify talent and career opportunities for all colleagues through succession planning, and by introducing some simple tools and upskilling our managers to enable meaningful conversations, ensuring talent is identified in a consistent and objective manner.

As we begin adopting a more consistent approach to measuring performance and identifying future talent across Booker, we are developing a clearer picture and greater focus to support under-represented groups. We will increase their opportunities to develop through improved conversations with line managers around performance; ensuring all colleagues have opportunities to have a career conversation with their manager; providing learning interventions and spotlighting career opportunities across Booker.

Apprenticeships

Although open to all colleagues, we target and support a higher percentage of women looking to take their first steps into line management roles, through a structured Line Management Apprenticeship Programme. On a broader scale, we continue to develop and grow our award winning Apprenticeship programmes for colleagues who wish to further their careers in driving, butchery, greengrocery and fishmongery.

Supporting women's health

As part of our wider colleague wellbeing programme, we have grown our health and wellbeing offering to ensure appropriate support, guidance and assistance is available and easily accessible for all women in Booker whenever they need it. This year, as well as making available a number of health and wellbeing resources available, we launched a Menopause Policy, detailing the support, guidance and information available. This was supplemented by a manager's guide to Wellbeing and Wellness, covering the challenges colleagues may face and the tools available to support them.

Flexible working

We are committed to working with colleagues to support their preferred working patterns, while still delivering the best service for our customers. This year we developed hybrid ways of working to support office-based colleagues, both through COVID-19 and their wider working life.





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