



Booker Gender Pay

Our 2023 report.
Celebrating diversity across our business



TESCO

Foreword.

Throughout 2023, we continued to build and grow our infrastructure to ensure that Booker remains a place where everyone is welcome and is a place where colleagues can get on.

We are proud to have launched our first colleague network in 2023, Women at Booker, closely followed by Race & Ethnicity at Booker and LGBTQ+ at Booker. All three networks have been brilliantly received - bringing together colleagues to actively advocate, support, raise awareness and inspire across the business. At the same time, we continue to deliver both new and improved learning and wellbeing support for our colleagues, underpinned by a focus on diversity, equity and inclusion.

“ Having a happy, diverse and inclusive workforce is something we are constantly striving to build. ”

We are disappointed that our mean gender pay gap grew slightly to 12.2% but are pleased that our median gender pay gap fell by 1.1 percentage points to 17.5%. The two main contributors to the pay gap remain that we have more male colleagues at senior levels (quartile 4) and a large proportion of female colleagues who work in more junior roles (quartiles 1 and 2). The actions we are taking now to better attract, support and develop women at all levels will be effective but realise that this will take time.

Having a happy, diverse and inclusive workforce is something that we are constantly striving to build and develop, and this result is motivation for us to do better as we recognise there is more work to be done. The actions we take will improve the business for all – colleagues and customers – to ensure we continue to make sustainable progress.

Andrew Yaxley
Chief Executive, Booker



Launched
three Colleague
Networks

Improved our
Learning offer

Focused on
Colleague
Wellbeing

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, which has since been sold.

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	17.50%	15.80%	12.90%	14.10%	-3.40%
Gender pay gap: mean	12.20%	11.60%	12.50%	9.80%	4.30%
Proportion of men/women in lower quartile pay band (M% / F%)	59.5% / 40.5%	60.8% / 39.2%	53.7% / 46.3%	66.6% / 33.4%	84.3% / 15.7%
Proportion of men/ women in lower middle quartile pay band (M% / F%)	67.6% / 32.4%	64.6% / 35.4%	52.6% / 47.4%	73.4% / 26.6%	84.3% / 15.7%
Proportion of men/ women in upper middle quartile pay band (M% / F%)	83.2% / 16.8%	80.7% / 19.3%	69.8% / 30.2%	88.6% / 11.4%	92.2% / 7.8%
Proportion of men/ women in upper quartile pay band (M% / F%)	85.1% / 14.9%	83.0% / 17.0%	87.3% / 12.7%	82.1% / 17.9%	74.0% / 26.0%
Gender bonus gap: median	26.60%	23.30%	19.30%	-1.00%	-47.70%
Gender bonus gap: mean	44.10%	47.20%	30.30%	38.90%	47.70%
Proportion of men who received a bonus	87.30%	90.50%	84.50%	81.40%	96.60%
Proportion of women who received a bonus	87.20%	91.40%	90.50%	80.20%	94.40%

Our gender pay gap.

We've used the pay data for over 14,000 Booker colleagues to calculate our gender pay gap.

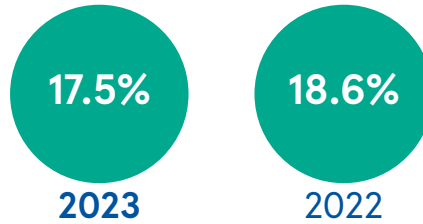
The gender pay gap measures the difference between men and women's average pay within an organisation regardless of their role or work level. This is different to equal pay which compares the pay of men and women who perform the same role or roles of equal value.

In this report we are sharing our gender pay gap data for the 12 months to April 2023.

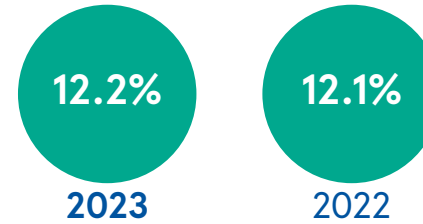
The figures show our gender pay gap as a percentage in both median and mean pay for 2023.

Our median gender pay gap is 17.5%, and our mean gender pay gap is 12.2% - largely driven by the fact we have a higher number of men in more senior, higher paid roles (quartile 4) and a large proportion of women in quartiles 1 and 2.

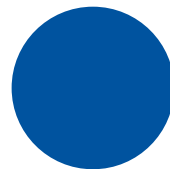
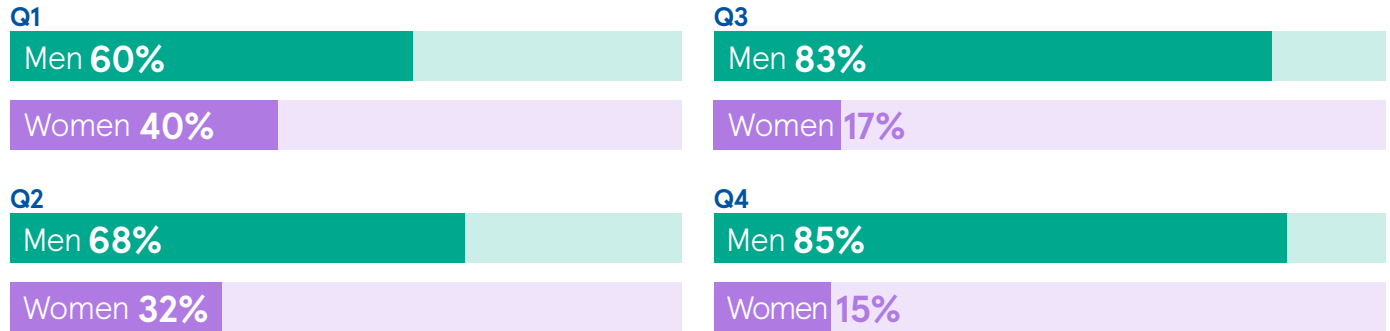
Gender Pay Gap - Median



Gender Pay Gap - Mean



Proportion of men and women in each quartile pay band



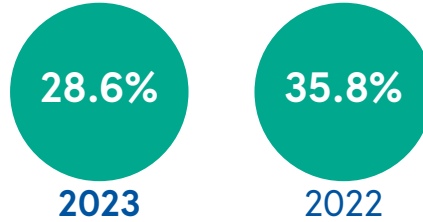
Our gender bonus gap.

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

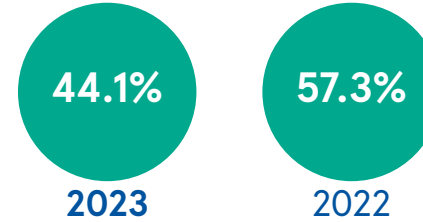
The figures below show the percentage of men and women who received a bonus payment as well as the percentage difference in bonus amount for the year ending 5 April 2023.

The smaller proportion of women in our most senior roles, which typically have higher bonus opportunities, also contributes to our gender bonus gap – the median bonus gap has dropped to 28.6% and the mean bonus gap 44.1%.

Gender Bonus Gap – Median



Gender Bonus Gap – Mean



Men and women who received a bonus

2023



2022



Our actions.

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

Booker employs over 14,000 colleagues across the UK in over 200 separate locations with the workforce being c75% male. We continue to work to improve our gender balance through inclusive job adverts, exploring opportunities for flexible working and demonstrating our own colleague advocacy and these, together with the foundations we have laid down in the last few years, will provide ample opportunities for us to embed, drive and deliver long-lasting, sustainable change.

It will take time to reduce and eliminate our gender pay gap over the medium to long term, but we remain confident we can achieve this.

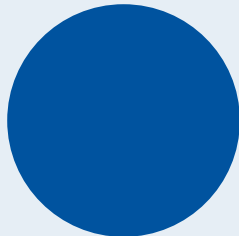
Maintaining a sustainable, inclusive and diverse culture

Booker will always be a place where everyone is welcome and our colleagues can get on, where colleague feedback remains invaluable in developing action plans for improvement.

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

To help inform our people strategy we introduced a D, E & I survey that we encourage all colleagues to complete, called 'This is Me'. We are proud that the majority of our colleagues have completed this. The data from 'This is Me' and our annual colleague survey enables us to make better, data-led decisions as we develop and refine our people priorities.

To ensure that we continue to build a truly inclusive workplace, a place that actively celebrates the unique differences of all our colleagues, we know that we must create and maintain a culture that does not tolerate harassment or bullying in any form. In support of this, last year we launched a mandatory anti-bullying and harassment learning module to all colleagues backed up with guidance for all, around how to identify and report any discriminatory behaviour, including through our third party colleague 'Protectorline', which enables colleagues to confidentially raise any concerns.



Raising awareness of diversity & inclusion at Booker

Booker is a place where everyone is welcome.

This year our Diverse Talent Community, a career-focused learning community that provides talented colleagues from under-represented groups access to support, development and opportunities to realise their potential, is focused on developing women. We are supporting this with an additional cohort, to help more of our talented women colleagues realise their career potential.

We continue to improve our colleague portal, Our Booker, to ensure that key information, guides, support and access to advice is available for all our colleagues on a 24/7 basis. This gives us the ability to communicate and share important information directly with the whole workforce. We have now made our colleague portal easier to access than ever before by launching a mobile app version.

Our 'Everyone's Welcome' e-learning programme continues - a cascade of diversity and inclusion learning for every colleague in the business - providing them with a clear understanding of the importance of diversity and inclusion, and the roles, responsibilities and behaviours to bring this to life to deliver a culture where everyone is treated fairly, equally and respectfully. Across 2024 we will be building on the e-learning with 'being inclusive' workshops for all colleagues, to really bring to life and embed what it means to be inclusive at Booker.

On International Women's Day we launched our Women at Booker colleague network, which advocates for, and supports, colleagues who identify as women within Booker. It aims to raise awareness of gender related issues, create networking opportunities, and to support, motivate and inspire female careers across the business.

Women at Booker has already hosted a number of networking and educational events covering topics from a female Executive careers panel event, an allyship event and a men's mental health event for International Men's Day. Any colleague can be a part of the network and we encourage both women and their allies to get involved and support the network's aims.

To support our colleagues and managers in creating and maintaining an inclusive culture we launched two new helpful resources, a 'Diversity, Equity and Inclusion - Glossary of Terms' and 'Being an Active Ally' guide. These two guides are designed to build colleagues' understanding of diversity and inclusion (through supporting them in having better conversations) and what allyship means at Booker (through the actions they can take to be a more active ally). They are available for all colleagues on a 24/7 basis via our colleague portal.

Lastly, our Executive team have begun a reverse mentoring program that aims to build an increased understanding of the barriers faced by diverse talent and to drive a more inclusive culture within Booker.

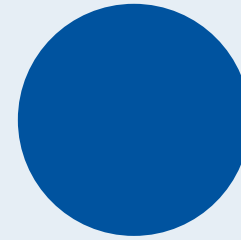




We listened to feedback from our Women at Booker network and will be launching a series of bite-sized learning sessions on topics aimed at supporting our colleagues, such as developing a great personal development plan, how mentoring can support personal and career development, interview skills and career conversations. Sessions will be recorded, so colleagues can access them at anytime.

Our in-house training academies for Drivers and Butchers offer colleagues opportunities to re-skill and develop a new career path. These programmes help attract and support more women into these trades and we have developed some fantastic female role models, including our female Master Butcher.

We have partnered with the Institute of Grocery Distribution and offered more colleagues places on their manager skills programmes, supporting colleagues' development from self-management to managing others. And to help bring more diversity to our future leadership team, we are currently developing a leadership programme, aimed at supporting women in transitioning from manager to leader.



Our learning offer

We have continued to build on our learning offer this year, with more e-learning content and workshops to support our colleagues' personal development. We know that mentorship is an important development tool, for women in particular, and so this year we have launched a mentoring scheme. Our online mentor library makes trained mentors available to partner and guide our colleagues on their development pathway.

To make it easier to understand what learning is available and how to use it, we have launched a learning product guide. The guide highlights the learning that is available and helps colleagues understand how to use this to support career conversation output and bring to life their personal development plans.



Talent

Our commitment to mentoring talent remains as we continue to work to identify talent and career opportunities for all colleagues through better succession planning. Simple tools to enable colleagues to have more structured and productive conversations with their managers have been rolled out, focusing on career plans and what supports and opportunities are available – helping us to identify talent and potential in a consistent manner.



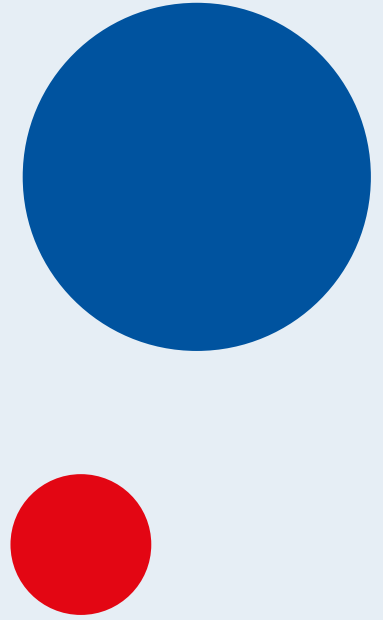
Apprenticeships

During 2023 we extended our Apprenticeship learning offer, supporting women looking to take their first steps into line management roles, through a structured Level 3 Line Management Apprenticeship Programme.

These are great ways of developing new and existing managers and building and growing core capabilities – helping colleagues to learn new skills and successfully apply them straight into the workplace.

Supporting women’s health

Wellbeing comes first at Booker. We continue to support our colleague’s mental, physical and financial wellbeing, providing free sanitary products to colleagues and providing access to numerous services, guidance and support whenever they or their family may need it. This year we expanded our Employee Assistance Programme and introduced a Virtual GP service for all colleagues giving them free, confidential access to a doctor 24/7 and 365 days a year. We also improved the breadth and depth of supports and guides available on our colleague portal, making it easier for colleagues to find and access wellbeing information whenever they need it.



Flexible working and time-off

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 extended the right to request a flexible working pattern to all colleagues from their first day of employment.

In addition, we introduced a number of new policies and improved existing policies to support colleagues in taking time off when they need it. These included an increase to 26 weeks fully paid maternity and adoption leave as well as offering 26 weeks paid Kinship leave to colleagues who are given permanent custody of a child via a Special Guardianship Order.

We also introduced fertility leave for partners with one week’s leave (on full pay) per treatment cycle, created a new baby and child loss policy giving two weeks fully paid leave for mothers who lose their baby before 24 weeks of pregnancy (in addition to after 24 weeks) and rolled out 12 weeks’ fully paid neonatal care leave for mothers whose babies are born prematurely and require specialist care.

We will continue to listen to our colleagues to ensure that we improve our culture and build a more inclusive business for everyone.

Booker Gender Pay

Our 2023 report.

Celebrating diversity across our business

Booker Ltd

Booker Ltd
Booker Ltd Irthlingborough Road
Wellingborough Northants
NN8 1LT

www.booker.co.uk

TESCO