

# Booker Gender Pay Report.

2018/19

We're committed to creating  
a truly inclusive workplace  
where everyone's welcome.

**BOOKER**





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## We're proud that Booker is a place for people to get on and reach their full potential.

Booker's commitment to our customers is 'choice up, prices down and better service' and they tell us that the best thing about Booker is our people. We're proud that Booker is a place for people to get on and reach their full potential.

We value each of our colleagues and we're committed to creating a diverse and inclusive workforce that reflects our customers and the communities we serve.

This year we are pleased that our median gender pay gap of 14.5% is lower than the UK national average of 17.3%\*. We are very clear that there is still more work to do and are committed to making progress.

We see two key factors contributing to the pay gap. Firstly, we have more men choosing to work shifts at times that pay premiums, and secondly we have a higher proportion of men in more senior roles. It is important to note that the hourly rate for our hourly paid colleagues is the same for the same role, regardless of gender.

The key factor contributing to the median bonus gap of 15.7% and the mean bonus gap of 46.7% is that we have a higher proportion of men in more senior roles.

At Booker, we're proud of our people and we believe having a diverse and inclusive team is essential to help our customers prosper both now and in the future. As part of our commitment to make progress, we are taking actions which we believe are right to support our colleagues and improve our gender balance.

It will take time to reduce our gender pay gap, but these are important steps. By taking clear, positive and inclusive actions, we believe we will achieve this and continue to build an inclusive culture in our business.

A handwritten signature in black ink that reads "Charles Wilson".

**Charles Wilson**

CEO, Booker

# Our gender pay figures for Booker businesses.

In this report, we are sharing 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.

	Booker Group	Booker Ltd	Makro	BRP	Ritter
<b>Gender pay gap: median</b>	14.5%	12.7%	16.0%	4.2%	-6.3%
<b>Gender pay gap: mean</b>	11.7%	11.6%	14.2%	-1.9%	13.1%
<b>Proportion of men/women in lower quartile pay band (M% / F%)</b>	58.5% / 41.5%	61.8% / 38.2%	40.5% / 59.5%	74.6% / 25.4%	87.3% / 12.7%
<b>Proportion of men/ women in lower middle quartile pay band (M% / F%)</b>	69.5% / 30.5%	69.1% / 30.9%	49.5% / 50.5%	85.0% / 15.0%	88.7% / 11.3%
<b>Proportion of men/ women in upper middle quartile pay band (M% / F%)</b>	83.4% / 16.6%	83.0% / 17.0%	66.3% / 33.7%	92.0% / 8.0%	81.5% / 18.5%
<b>Proportion of men/ women in upper quartile pay band (M% / F%)</b>	81.5% / 18.5%	83.6% / 16.4%	74.3% / 25.7%	74.2% / 25.8%	74.1% / 25.9%
<b>Proportion of men who received a bonus</b>	92.1%	94.6%	94.2%	75.7%	87.6%
<b>Proportion of women who received a bonus</b>	94.0%	95.2%	97.6%	74.0%	92.3%
<b>Bonus: median</b>	15.7%	21.1%	8.3%	-925.4%	-930.0%
<b>Bonus: mean</b>	46.7%	46.2%	59.2%	9.5%	43.0%

# Our Gender Pay Gap.

This report shares our gender pay gap data for the 12 months to April 2019, calculated using the pay data for over 12,000 Booker colleagues.

## What is the 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. Gender pay is different to equal pay, which compares the pay of men and women who perform the same role or roles of equal value.

## Our gender pay gap

The figures opposite show our gender pay gap as a percentage in both median and mean pay for 2019.

Our median gender pay gap is 14.5% in 2019 and our mean gender pay gap is 11.7% in 2019. Our analysis shows that the pay gap is largely driven by a higher proportion of men in more senior roles.

As per the regulations, the data that is used to calculate our gender pay gap has been taken from April 2019.

### Gender Pay Gap - Median

**14.5%**  
2019

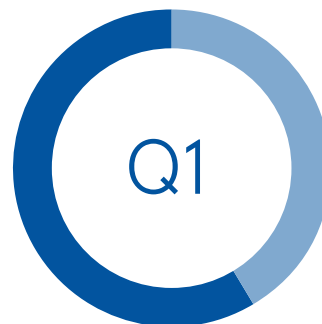
**21.0%**  
2018

### Gender Pay Gap - Mean

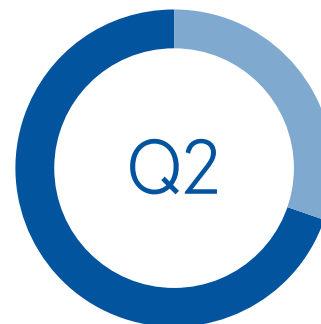
**11.7%**  
2019

**8.9%**  
2018

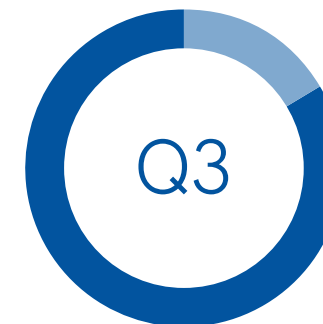
### Proportion of men and women in each quartile pay band



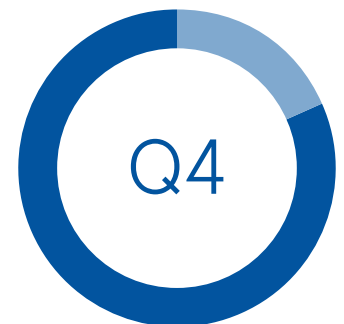
Women **41.5%**  
Men **58.5%**



Women **30.5%**  
Men **69.5%**



Women **16.6%**  
Men **83.4%**



Women **18.5%**  
Men **81.5%**

# Our Gender Bonus Gap.

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

The figures opposite 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 2019.

Almost an equal proportion of men and women received a bonus in 2019. Our median bonus gap is 15.7% and our mean bonus gap is 46.7%. Through our analysis, we know that this is driven primarily by a higher proportion of men in senior roles which typically have higher bonus opportunities.

## Gender Bonus Gap - Median



## Gender Bonus Gap - Mean



## Men and Women who received a bonus

2019



2018





# Our Actions.

**Booker is committed to taking clear, positive and inclusive actions that will help us to achieve gender balance at every level of our business.**

We know that the key driver of our gender pay gap is that we have a higher proportion of men in more senior roles. We're confident that the actions we continue to take will help us tackle this.

It will take time to reduce our gender pay gap but we remain focused on achieving this, and continuing to build an inclusive culture in our business.





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## Sustaining an inclusive culture

- **Family friendly**

We provide paid maternity, paternity and adoption leave to all colleagues in addition to shared parental leave and time off for IVF treatment. We believe giving parents flexibility in how they share the care of their child in the first year following birth or adoption is important, which is why we allow them to work for part of the time, resuming their leave at a later date. We also offer career breaks of up to one year to help colleagues pursue an ambition, manage a change of circumstances, travel, or just be there for their family.

- **Flexible working**

We are committed to working with colleagues to support their preferred working patterns, while still delivering the best experience for our customers.

- **Inclusive recruitment practices**

We are inclusive when we recruit for our roles. We have spent time working with our recruitment partners, line managers and colleagues to ensure they share our focus on creating a truly diverse workforce. We also continue to work with our managers to identify talent and career opportunities through succession planning.

- **Apprenticeships**

We continue to develop and grow our award winning Apprenticeship programmes creating opportunities for colleagues to shape and progress their careers in butchery, driving, greengrocery and fishmongery.

- **Mentoring**

We are building upon our network of colleagues who are able to mentor talented individuals across our business and support them to achieve their career ambitions.

- **Diversity and inclusion training**

We are reviewing our policies and practices to ensure that all of our colleagues have an inclusive experience and feel encouraged and supported in reaching their full potential.

- **Creating a diverse and inclusive culture**

Booker has always been a place where people can get on and we want to make sure that continues. We have surveyed our colleagues, asking for their views and thoughts on this, and will develop appropriate action plans around what they tell us. We also continue to work closely with our colleagues at Tesco to ensure we apply best practice and consistency across Booker.

# Appendix.

## Understanding how we calculate our gender pay and bonus gap

### Calculating the gender pay gap

The gender pay gap measures the difference in total hourly pay between all women in a business and all men in a business. There are two ways we must report this, as a median percentage and as a mean percentage.

#### Median:

The median is the figure that falls in the middle of a range when all hourly pay is stacked from lowest to highest. The median gender gap is the difference between the middle figure for all women's hourly pay and the middle figure for all men's hourly pay.

#### Mean:

The mean is the average figure when you consider the hourly pay for all men and all women. The mean gender pay gap is the difference between the average hourly pay for all women and the average hourly pay for all men.

### Calculating our pay quartiles

The pay quartiles measure how many men and women are represented in each quarter of the business when all men and women's hourly pay is stacked from lowest in Quartile 1 to highest in Quartile 4. Each quartile shown contains an equal number of colleagues.

### Calculating the gender bonus gap

The gender bonus gap measures the difference in total bonus payments between all women in a business and all men in a business. There are two ways we must report this, as a median percentage and a mean percentage. We also must report the proportion of men and women who received a bonus payment.

### Proportion of colleagues to receive a bonus

The proportion of women who received a bonus is shown as a percentage of all women in the business and the proportion of men who received a bonus is shown as a percentage of all men in the business.

#### Median:

The median is the figure that falls in the middle of a range when all bonus payments are stacked from lowest to highest. The median gender bonus gap is the difference between the middle figure for all women's bonus payments and the middle figure for all men's bonus payments.

#### Mean:

The mean is the average figure when you consider the bonus payments for all men and all women. The mean gender bonus gap is the difference between the average bonus payment for all women and the average bonus payment for all men.

It is important to note that colleagues who work part-time receive their bonus on a pro-rata basis, but we are required to report our gender bonus gap calculation without adjusting these to the full time equivalent payment.

[More information on these calculations can be found on the government website.](#)





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