

Booker Gender Pay Our 2024 report.







BOOKER

Foreword

Booker is a place where everyone is welcome, and where our colleagues grow and develop throughout their career.

In this report, I am pleased to share our gender pay gap report for the year, which reflects positive progress. We have seen a reduction in both our mean and median gender pay gaps, demonstrating our ongoing commitment to fostering a more balanced and fairer workplace for everyone.

Our mean gender pay gap has fallen 2.9%, to 9.3% for 2024, and our median gender pay gap has also decreased, down 3.1% to 14.4%. We have seen an increase in the proportion of female colleagues in senior roles within the last 12 months, specifically in our upper quartile, where we have seen an increase of 1.3 percentage points, reaching 16.2%.

Our gender bonus gap has seen an increase for this year, due to a higher proportion of male colleagues in senior roles and a greater number of female colleagues in junior positions. These results highlight the importance of our continued efforts in driving diversity, equity, and inclusion across the business.

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

Throughout 2024, we continued to support all our colleagues. We are proud to have launched our fourth colleague network - Disability at Booker - on International Day of Persons with Disabilities joining our three existing networks (Women, LGBTQ+ and Race and Ethnicity at Booker) that grew stronger. Our networks have been brilliantly received and are bringing to life their purpose to help celebrate, educate us on our differences and to amplify the voices of our diverse workforce.

We continually deliver new and improved learning, offer supportive family leave policies and wellbeing support for our colleagues, all underpinned by a strong focus on DE&I. We are proud to highlight our increased paternity pay provision, which now offers four weeks of fully paid leave to partners. This is an important step towards ensuring a more equitable balance for all our colleagues, regardless of gender.

While we are encouraged by the positive changes, there is still work to be done. We look forward to building on this momentum and taking ongoing action to improve the business for all – colleagues and customers – to ensure sustainable progress in closing the gender pay gap.



Andrew Yaxley Chief Executive, Booker Group

Building Booker's four 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 Best Food Logistics.

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	Best
Gender pay gap: median	14.4%	11.60%	14.40%	13.70%	9.80%
Gender pay gap: mean	9.30%	7.80%	11.90%	5.60%	7.20%
Proportion of men/women in lower quartile pay band (M% / F%)	60.0% / 40.0%	61.0% / 39.0%	55.7% / 44.3%	67.1% / 32.9%	72.4% / 27.6%
Proportion of men/ women in lower middle quartile pay band (M% / F%)	66.1% / 33.9%	63.9% / 36.1%	55.3% / 44.7%	77.4% / 22.6%	81.1% / 18.9%
Proportion of men/ women in upper middle quartile pay band (M% / F%)	83.7% / 16.3%	79.6% / 20.4%	74.3% / 25.7%	93.5% / 6.5%	93.0% / 7.0%
Proportion of men/ women in upper quartile pay band (M% / F%)	83.8% / 16.2%	81.2% / 18.8%	86.3% / 13.7%	82.5 / 17.5%	89.1% / 10.9%
Gender bonus gap: median	0.00%	0.00%	0.00%	4.70%	-143.10%
Gender bonus gap: mean	50.40%	51.00%	62.90%	36.50%	34.30%
Proportion of men who received a bonus	72.30%	82.60%	70.60%	79.20%	20.20%
Proportion of women who received a bonus	81.80%	83.70%	84.80%	85.20%	53.80%

Our gender pay gap

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In this report, we are sharing our gender pay data for the 12 months to April 2024, using pay data for over 14,000 Booker colleagues.

The figures show our gender pay gap as a percentage in both median and mean pay for 2024. Our median gender pay gap stands at 14.4%, while our mean gender pay gap is 9.3% - closing the gap by nearly 3 percentage points compared to the previous year. We have made progress in the right direction in closing our gender pay gap by the recruitment of more women into senior and higher-paid roles (quartile 4) over the past 12 months.

We remain committed to rebalancing the split of men and women across the pay quartiles and creating an inclusive workplace for all Booker colleagues.

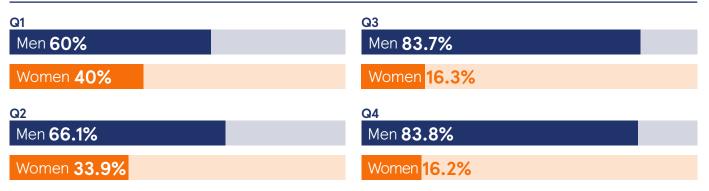


 Gender Pay Gap - Median
 Gender Pay Gap - Mean

 14.4%
 17.5%
 9.3%
 12.2%

 2024
 2023
 2024
 2023

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 their contributions to our success.

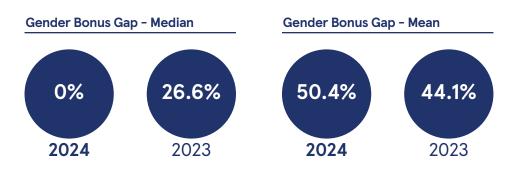
For the year ending 5 April 2024, the median bonus gap has reduced, as all colleagues in frontline roles received the same one-time payment, ensuring parity in this area. However, the mean bonus gap has widened, increasing by 6.3% to 50.4%. This is largely attributed to a higher proportion of men in senior roles with greater bonus opportunities, which contributes to the overall increase in the mean bonus gap.

We are committed to addressing these disparaties by increasing the proportion of women in more senior roles.



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Gender Pav



Men and women who received a bonus



Our actions

At Booker, we are making strides in closing our gender pay gap and building a more inclusive place to work. We continue to take tangible, sustainable actions to improve our culture and ensure that all colleagues feel welcome, respected and valued.

Booker employs over 14,000 colleagues across the UK, and we remain committed to improving our gender balance by identifying and nurturing talented female colleagues. Together with the foundations we have laid down in the last few years, these steps will allow us to drive sustainable, long-term change.

Booker will always be a place where everyone is welcome and where colleague feedback remains invaluable in developing action plans for continuous improvement.

Recently we launched our fourth annual colleague engagement survey, helping us to understand the impact of initiatives and changes we've made over the past year, and to guide our priorities and people strategy for the next 12 months.

Colleagues can anonymously share their diversity characteristics, and we are proud to maintain a 70%+ completion rate across the survey. We have also

conducted a larger scale 'Everyone's Welcome' survey to gather feedback on our DE&I strategy and actions across the wider Tesco group. The data from these surveys enables us to make better, data-driven decisions as we develop and refine our people priorities.

To build a truly inclusive workplace that celebrates diversity of all our colleagues, we implemented the Group values and 'Win Together' behaviours for all colleagues. We are also proud to champion four flourishing colleague networks - for Women, LGBTQ+, Race and Ethnicity, and Disability. These groups celebrate our diversity, educate us on our differences, and amplify inspiring voices from our diverse workforce.

In 2024 we introduced our new Group-wide policy that prohibits bullying, harassment, and discrimination in any form. This policy is supported by a mandatory training module for all colleagues, as well as guidance on identifying and reporting any discriminatory behaviour, harrassment or bullying through a line manager or our third-party protector line, where colleagues can confidentially raise any concerns.



Nurturing talent and fostering an inclusive and diverse culture

At Booker, we are committed to nurturing talent and maintaining an inclusive and diverse culture that supports the career growth of all colleagues. This year, we've focused on a variety of initiatives designed to support women and underrepresented groups in their professional development.

We have expanded the cohort of talented female colleagues completing the Women's Development Programme, providing them with tailored support and opportunities to grow into leadership roles. Additionally, in June, we launched our 'Own Your Career' toolkit, designed specifically to empower colleagues, with a focus on supporting colleagues to drive their own career progression.

We've also strengthened our talent management processes, implementing a robust system to identify high-potential talent and create more career opportunities for all colleagues. This includes better succession planning to ensure that we have the right people in place to lead the business in the future.

This year, we have also promoted our mentor network through learning week events, webinars, and videos, encouraging colleagues to engage with mentors across the business. We are currently working to identify more diverse mentors to ensure that all colleagues, particularly those from underrepresented groups, have access to the support they need to succeed.

Our Women at Booker Colleague Network has hosted several events and worked closely with our Learning and Development team to deliver impactful learning weeks and webinars. This includes hosting a career panel of women holding various roles across the business, bringing to life the variety of opportunities at Booker, and providing advice to those wanting to progress their careers. Bite-size learning sessions have focused on key topics such as building personal development plans (PDPs), career planning and having important development conversations – all of which are essential in supporting the progression of women.

Our ongoing commitment to diversity and inclusion is showcased in our 'Everyone's Welcome' e-learning programme, which helps all colleagues understand the importance of fostering an inclusive and diverse workplace. This programme is now part of the induction process for new colleagues, ensuring that diversity and inclusion are core values from the outset. Across 2024, we have been building on our Winning Manager programme and Being An Inclusive Manager workshops, notably focusing on inclusive leadership practices for our line managers to really embed what it means to be inclusive at Booker.

This year, 4 of our colleagues - Maria Chittenden (Women at Booker co-chair), Sheila Gallagher and Stuart Hyslop (Exec Sponsors for Women at Booker) and Jonny McQuarrie (Exec Sponsor for Race & Ethnicity at Booker) - were recognised in the Involve Heroes Global Role Model 2024 list as business leaders who are driving change in the workplace and inspiring the next generation of diverse talent. We will be continuing to deliver a specialised Inclusive Leadership Experience with our Executive leadership team, with each Exec member in a co-mentoring relationship with a talented person from a ethnically diverse background. Following the success, we will be launching a reverse mentoring programme across the whole senior leadership team. Our updated 'Lead by Example' training which will be launched to all our senior leaders, empowering them to champion diversity and inclusion through their actions.

We're really proud of the progress we've made in supporting colleagues with disabilities. As part of Booker achieving 'Disability Confident Employer Level 1' through the Government-backed scheme, we have developed a comprehensive line manager guide to help support colleagues with disabilities. This guide includes information on our interview guarantee process, which was a key element in reaching this level of certification. We will continue building on this progress and aim to achieve the next level of the scheme in the near future.

These initiatives reflect Booker's ongoing commitment to creating an environment where all colleagues, regardless of gender or background, are supported in reaching their full potential.





Our apprenticeship programmes

In our continued efforts to promote diversity and close the gender pay gap, we have made significant strides in offering apprenticeship opportunities that support career growth for all colleagues. We have built on the success of our Butchery and Driver Academies, providing hands-on training and development pathways for individuals to progress within these critical areas of our business.

This year, we expanded our apprenticeship offerings by launching the Level 3 First Line Manager Apprenticeship and the Level 5 Operations Manager Apprenticeship. Following the success of a pilot programme, we have recently launched our first full cohort, enabling more colleagues to access leadership development opportunities and enhance their skills for future managerial roles.



Booker Gender Pay Our 2024 report. These apprenticeship programmes offer all colleagues the opportunity to grow and develop in their careers. By providing clear career pathways, we aim to equip the next generation of leaders with the skills and experience they need to succeed.

Supporting women's health and colleagues' wellbeing

Wellbeing comes first at Booker. We have continued to expand our wellbeing offerings, ensuring that all colleagues, including women, have access to the resources they need to flourish.

We provide 24/7, year-round support through our Employee Assistance Programme and Virtual GP services, offering confidential and accessible healthcare advice whenever it's needed. We've also introduced new mental health resources, including pocket guides and videos, to help colleagues recognise and respond to mental health challenges whenever they need them.

This year, our Women at Booker Colleague Network has played an essential role in raising awareness around important health topics, including menopause, ensuring that women's health issues are openly discussed and supported within the workplace. The network also highlighted Movember and men's health in November, reinforcing our commitment to supporting the wellbeing of all colleagues, regardless of gender.



In early 2025, Women at Booker continued their work in supporting physical and mental wellbeing by launching a wellbeing festival in January – featuring expert advice and guidance to help colleagues start the year strong, resilience tips, nutrition and meditation advice.





Flexible working

We are committed to supporting the differing needs of our colleagues by offering flexibility in working patterns. We understand that work-life balance is crucial for personal well-being and productivity, and we strive to provide options that accommodate various preferences and circumstances. This year, we introduced paternity leave, extending it to 4 weeks with full pay, recognising the importance of supporting new parents in both their professional and personal lives.

We will continue to listen to colleagues' feedback and work collaboratively to improve our culture. We are encouraged by the positive steps taken so far in addressing the gender pay gap and remain committed to driving further progress in the coming years. Our focus will be on cultivating a workplace where all employees, regardless of gender or background, feel valued, empowered, and supported. We will take meaningful actions to reduce the gender pay gap, fostering an inclusive environment where everyone has the opportunity to succeed.





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