

BOOKER

Booker Gender Pay Report 2020.

Proud to champion and celebrate gender
diversity across every level of our business.





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We're committed to creating a diverse and inclusive workforce, that reflects those businesses and the communities we serve.

Our colleagues have done a superb job throughout the challenges of 2020, while still maintaining health, safe and legal. We remain committed to improving 'choice, price and service' and our customers tell us that the best thing about Booker is our people.

We're proud that Booker is a place where everyone's welcome and our people get on. We value each of our colleagues for their dedication to serving our customers and we're committed to creating a diverse and inclusive workforce, that reflects those businesses and the communities we serve.

This year our median gender pay gap is 16.9%, and our mean gender pay gap is 10.9%.

This year, we have welcomed Best Food Logistics into the group, who are included in our report for the first time. Best Food Logistics have a higher proportion of men in all roles, including those at a senior level, which has affected the group's pay gap. We know that other contributing factors to our gender pay gap are that we have more men choosing to work shifts at times that pay premiums, and we have a higher proportion of men in more senior roles. This also reflects our median bonus gap of 18.4% and mean bonus gap of 58.0%. It is important to note that the standard rate for our

hourly paid colleagues is the same for the same role, regardless of gender. We remain committed to creating, developing and delivering more opportunities to ensure we make further progress on all measures.

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 are taking actions which are right to support our colleagues and improve our gender balance.

We have more steps to take to reduce our gender pay gap. However by taking clear and positive actions, we believe we will make more progress and continue to build an inclusive culture in our business where everyone's welcome.

A handwritten signature in black ink, reading "Charles".

Charles Wilson
Booker CEO

Our gender pay figures 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.



Charles Wilson
Booker CEO

	Booker Group	Booker Ltd	Makro	BRP	Ritter
Gender Pay Gap: median	16.9%	16.3%	15.0%	6.0%	-13.3%
Gender Pay Gap: mean	10.9%	10.4%	14.5%	1.4%	-1.9%
Proportion of men / women in lower quartile (M% / F%)	61.3% / 38.7%	63.8% / 36.2%	42.9% / 57.1%	74.3% / 25.7%	87.0% / 13.0%
Proportion of men / women in lower middle quartile (M% / F%)	69.0% / 31.0%	69.4% / 30.6%	49.7% / 50.3%	83.7% / 16.3%	98.1% / 1.9%
Proportion of men / women in upper middle quartile (M% / F%)	86.2% / 13.8%	87.2% / 12.8%	67.7% / 32.3%	90.8% / 9.2%	75.9% / 24.1%
Proportion of men / women in upper quartile (M% / F%)	82.9% / 17.1%	84.1% / 15.9%	74.6% / 25.4%	76.2% / 23.8%	74.1% / 25.9%
Proportion of men who received a bonus	79.7%	78.4%	91.8%	78.5%	85.8%
Proportion of women who received a bonus	86.8%	85.8%	96.6%	74.4%	89.2%
Bonus: median	18.4%	15.8%	4.0%	0%	0%
Bonus: mean	58.0%	54.7%	71.7%	55.5%	53.9%

Our Gender Pay Gap.

In this report, we are sharing our gender pay gap data for the 12 months prior to April 2020, calculated using the pay data for over 13,000 Booker colleagues.

Our median gender pay gap has seen a small increase to 16.9%, however our mean gender pay gap has decreased, to 10.9%. Our analysis shows that our gender pay gap is largely driven by a higher proportion of men in more senior roles.

Within each of the pay 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 the pay 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

16.9%
2020

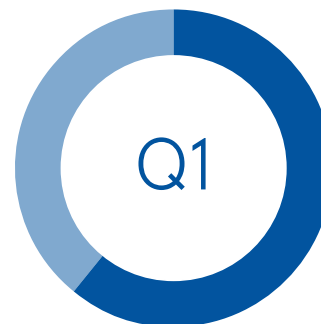
14.5%
2019

Gender Pay Gap - Mean

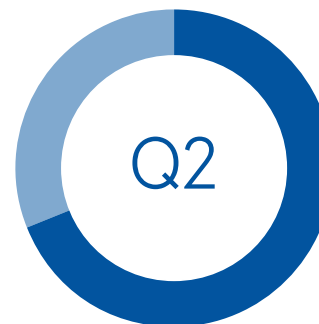
10.9%
2020

11.7%
2019

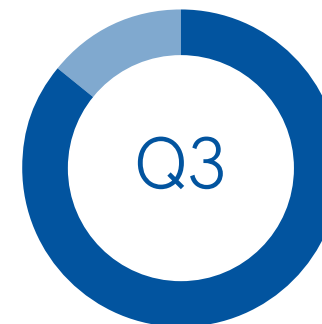
Proportion of men and women in each quartile pay band



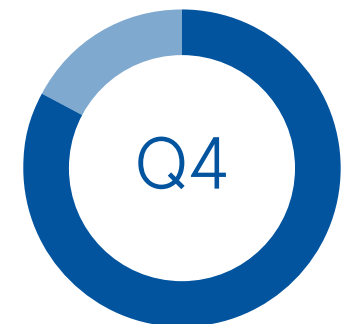
Women **38.7%**
Men **61.3%**



Women **31.0%**
Men **69.0%**



Women **13.8%**
Men **86.2%**



Women **17.1%**
Men **82.9%**

Our Gender Bonus Gap.

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 2020.

It's really important that every colleague is recognised and rewarded for the success of our business. Our figures show that a slightly higher proportion of women than men received a bonus in 2020. Our median bonus gap is 18.4% and our mean bonus gap is 58.0%. 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

2020



2019



We awarded a 10% bonus to frontline colleagues.

To acknowledge and reward our frontline colleagues for their work during COVID-19 we awarded a 10% bonus to permanent colleagues across Booker and Makro branches, distribution centres and our customer teams – covering 9 March to 30 May. This was an additional, one-off bonus payment made during the snapshot period for this report, but fell outside of the dates to be included in bonus reporting.

Our Actions.

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

It will take time to remove our gender pay gap, but we remain confident we can achieve this and continue to build an inclusive culture in our business.

Maintaining a sustainable, inclusive and diverse culture

Booker has always been a place where everyone is welcome and our people can get on, and we want to make sure that continues. Last year we surveyed our colleagues to understand how it felt working at Booker. This feedback was invaluable in developing appropriate action plans for improvement that we are focusing on in the year ahead.

Raising D&I awareness

Our new 'Everyone's Welcome' video for all colleagues gives an introduction to our shared leadership behaviours and reinforces our inclusive approach; focusing on treating everyone fairly, equally and respectfully.

We're also introducing a series of workshops for all our managers looking at how, in line with our leadership behaviours, they can better coach, develop and support their teams.

Inclusive recruitment practices

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

Learning offer

To enable, encourage and support colleagues in reaching their full potential, we are introducing a Learning Management System which will be available and accessible to everyone. We are developing a suite of learning resources that will build capability at all levels of our business and support all of our colleagues to get on at Booker.

Talent and Mentoring

We also continue to work to identify talent and career opportunities for all colleagues through succession planning. We will offer specific mentoring support to female colleagues, to support them to achieve their career ambitions.

Apprenticeships

We will target and support women looking to take their first steps into line management roles through a structured apprenticeship programme. On a wider level 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.

Policies

Ensuring that our colleagues have all the information they need to perform and develop in their role is important to us – this year will see the introduction of a new, more easily accessible colleague intranet to help achieve this.

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 service for our customers.

Supporting Women's Health

As part of our broader colleague wellbeing programme, we will build 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.



Appendix.

Understanding how we calculate our gender pay and bonus gap

What is the gender pay gap?

The gender pay gap measures the difference between men and women's average pay within a business or 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.

There are two ways we must report and calculate our gender pay gap – 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.](#)

A woman with blonde hair, smiling, is seated at a desk in an office. She is wearing a bright yellow high-visibility safety vest over a dark blue long-sleeved shirt. Her hands are clasped in front of her. In the foreground, the back of a black computer monitor is visible on the left, and a black computer mouse is on the right. To her right, another computer monitor is partially visible. The background is a bright, out-of-focus office space with a window and some red structural elements.

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