



# Booker Gender Pay Report 2022.

Celebrating diversity across our business.

**BOOKER**

# Foreword.



**Booker has never been more focussed on improving our colleagues' experience of coming to work- whether that is through better and more structured training and development plans, help, advice and support regarding health and wellbeing or the introduction of new policies.**

We have a relentless focus on ensuring Booker remains a place where everyone is welcome and continues to be a place where colleagues can get on. Our work to recognise and celebrate a diverse and inclusive workforce will continue as we build, throughout 2023, on the steps we have already taken.

We are, of course, disappointed that our median gender pay gap is 18.6% and our mean gender pay gap is 12.1%. 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). Having a happy, diverse and inclusive workforce is something that we are constantly striving for, and this result is motivation for us to do better as we recognise there is more work to be done.

We will deliver more opportunities for our colleagues through our new talent management process, career progression and recruitment & retention, as we listen to what our colleagues are saying to us and then put it into action. The actions we take will improve the business for all – colleagues and customers – to ensure we make more progress.

**Andrew Yaxley**  
Chief Executive, Booker

# 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
<b>Gender pay gap: median</b>	18.60%	15.90%	17.10%	18.60%	-14.80%
<b>Gender pay gap: mean</b>	12.10%	9.80%	13.60%	10.70%	-0.50%
<b>Proportion of men/women in lower quartile pay band (M% / F%)</b>	60.0% / 40.0%	62.9% / 37.1%	48.2% / 51.8%	68.3% / 31.7%	91.7% / 8.3%
<b>Proportion of men/ women in lower middle quartile pay band (M% / F%)</b>	67.1% / 32.9%	62.0% / 38.0%	50.5% / 49.5%	78.4% / 21.6%	89.6% / 10.4%
<b>Proportion of men/ women in upper middle quartile pay band (M% / F%)</b>	84.3% / 15.7%	81.6% / 18.4%	70.6% / 29.4%	90.9% / 9.1%	83.3% / 16.7%
<b>Proportion of men/ women in upper quartile pay band (M% / F%)</b>	83.5% / 16.5%	81.4% / 18.6%	78.6% / 21.4%	84.4% / 15.6%	72.3% / 27.7%
<b>Gender bonus gap: median</b>	35.80%	30.60%	26.80%	39.80%	95.20%
<b>Gender bonus gap: mean</b>	57.30%	58.40%	53.60%	60.90%	65.60%
<b>Proportion of men who received a bonus</b>	81.60%	90.20%	87.10%	84.00%	82.40%
<b>Proportion of women who received a bonus</b>	84.20%	89.80%	93.00%	80.00%	87.50%

# 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 2022.

The figures opposite show our gender pay gap as a percentage in both median and mean pay for 2022.

Our median gender pay gap is 18.6%, and our mean gender pay gap is 12.1% - 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.

The figures opposite show the gender balance within each of our pay quartiles for 2022.

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 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

**18.6%**

2022

**17.6%**

2021

## Gender Pay Gap - Mean

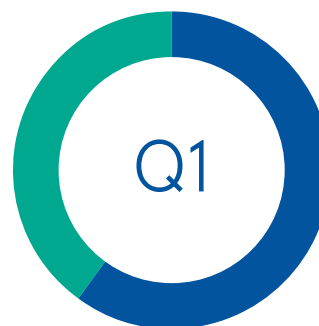
**12.1%**

2022

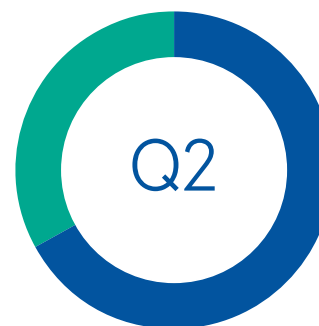
**11.7%**

2021

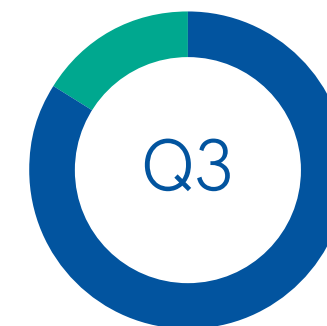
## Proportion of men and women in each quartile pay band



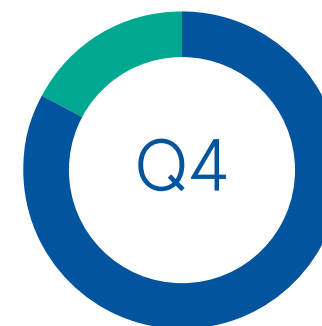
Women **40%**  
Men **60%**



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



Women **16%**  
Men **84%**



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 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 2022.

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 is 35.8% and the mean bonus gap 57.3%.

However, we continue to see a higher proportion of women than men receive a bonus (84.2% v 81.6%).

## Gender Bonus Gap – Median

**35.8%** 2022      32.6% 2021

## Gender Bonus Gap – Mean

**57.3%** 2022      54.3% 2021

## Men and women who received a bonus

### 2022



### 2021



# 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 have, historically, tended to attract fewer women into roles based in the two areas of the business where we employ the bulk of our workforce – our customer facing, stores and Distribution Centres – as they were viewed as being more suited to men. We continue to challenge that assumption through the work we are doing with inclusive advertising and demonstrating our own colleague advocacy.

We believe that the foundations we have laid down in the last few years, and continue to build on, 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 over time.

## **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 about to embark 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 diversity survey that we encourage all colleagues to complete called 'This Is Me'. The data from this anonymous online survey enables us to make better, data-led decisions as we develop and refine our people priorities.







## Raising awareness of diversity & inclusion at Booker

**Booker is a place where everyone is welcome.**

This year we launched our Diverse Talent Community; a career-focused learning community that ensures talented colleagues from under-represented groups have access to support, development and opportunities to realise their potential.

We also continued 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 directly and share important information directly with the whole workforce.

We continue to develop and run our 'Everyone's Welcome' digital learning programme - 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 and deliver a culture where everyone is treated fairly, equally and respectfully.

## Our learning offer

We want to ensure that all colleagues who want to progress have the opportunity to do so if they wish. That's why we have rolled out simple, structured guides for colleagues and managers to enable 1:1 career conversations. Supported by a short, easy to complete self-assessment tool to identify potential and areas for development, these guides are available for all colleagues to access on a 24/7 basis.

Our Learning Management System, provides an abundance of material for colleagues to grow their capability, build their skills and self-manage their own development. We plan to expand our offer over this coming year, providing wider access (available on a 24/7 basis) to a suite of learning and development tools, articles and courses to support all our colleagues to get on at Booker.

In addition, we continue to support colleagues in our branch and distribution sites who wish to grow their careers - actively promoting our Driver Academy to attract and support more women into the industry. Over the past four years the number of women in driver roles has grown by over 50%.

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.

## Talent and mentoring

We know that we need to attract, develop and recruit more women into the business, especially at a senior level.

Having completed our first mentoring programme, supporting our female colleagues with high potential in achieving their career ambitions we will, in 2023, launch our first Women's Network. Offering colleagues across the business a chance to seek and share advice from others, challenge in a safe and supportive environment and debate relevant topics at the same time as offering strong peer support, we see the Network as a vital part of our offer to celebrate achievements and to promote deeper and wider participation of women in the business.

As part of our talent planning process, we're delighted to work with the Federation of Wholesale Distributors, through their Women in Wholesale network, to identify and work with high potential female colleagues to support them and craft opportunities to accelerate their development.

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

## Apprenticeships

During 2023 we will extend our learning offer as we look to target and support women looking to take their first steps into line management roles, through a structured Line Management Apprenticeship Programme. We will also launch a Career Colleague Development Programme for all colleagues. This is a great way 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.

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

We continue to grow our Wellbeing offer, providing access to all colleagues to courses on Resilience and Mental Health Awareness as well as developing and expanding our manager's guide to Wellbeing and Wellness, focusing on the tools available to support women in the workplace. We also now provide free sanitary products for our colleagues at all our sites.

## Flexible working

We are committed to working with colleagues to support their preferred working patterns, while still delivering the best service for our customers. Our hybrid ways of working to support office-based colleagues are in place and we have reviewed and updated our Flexible Working policy to help colleagues meet the challenges of balancing a professional and personal life at the same time as maintaining good physical and mental health. In order to widen the appeal to as many people as possible we will continue to look at how we can work to ensure more roles are not viewed as full time only.







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