



BOOKER GENDER PAY

Our 2025 report



FOREWORD

At Booker, we remain committed to fostering an environment where everyone feels welcome and where colleagues can develop and progress throughout their careers. This commitment shapes our culture and underpins the progress we are making towards a more inclusive workplace.

I am pleased to share our 2025 Gender Pay Gap report, which reflects further positive movement in our figures. Our mean gender pay gap has reduced by another 1.8% to 7.5%, and our median pay gap has also decreased by 1% to 13.4%. We continue to see more women represented in senior positions, with our median upper quartile pay band position rising to 17.2%, an increase of 1%.

Supporting colleagues through meaningful programmes and improvements has remained a priority throughout 2025. Over the past year, we have introduced a new workplace adjustments guide - developed with the insight and support of our Disability at Booker network, to help colleagues access the adjustments they

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

need. Our Employee Assistance Development Programme has been enhanced with additional self-care tools and an expanded counselling service, ensuring broader wellbeing support is available whenever it's needed.

We launched the Winning Manager programme, to further embed our new line manager standard and equip managers to lead inclusively across the business. The launch of the new global careers website has also made it simpler for colleagues to explore internal opportunities and potential career paths across the Group. These initiatives, among others, demonstrate our commitment to helping colleagues feel supported, informed and empowered at every stage of their journey with us.

All four of our colleague networks - Disability, LGBTQ+, Race and Ethnicity and Women at Booker - continue to play an important role in celebrating our differences and amplifying diverse voices across our organisation.

While we are encouraged by the progress achieved, we are committed to doing more. We remain dedicated to advancing diversity, equality and inclusion, and to taking sustained action that supports both colleagues and customers. With continued focus and momentum, we remain committed to driving long-term progress in closing the gender pay gap.



Andrew Yaxley
CEO Booker



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 BF Limited (**Best**). Venus Limited are not included in this report as they have less than 250 colleagues.

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	13.4%	10.1%	12.7%	14.1%	10.2%
Gender pay gap: mean	7.5%	5.6%	11.7%	6.6%	7.5%
Proportion of men/women in lower quartile pay band (M% / F%)	60.9% / 39.1%	58.4% / 41.6%	56.8% / 43.2%	64.9% / 35.1%	70.2% / 29.8%
Proportion of men/ women in lower middle quartile pay band (M% / F%)	65.1% / 34.9%	66.9% / 33.1%	57.7% / 42.3%	77.4% / 22.6%	81.5% / 18.5%
Proportion of men/ women in upper middle quartile pay band (M% / F%)	84.9% / 15.1%	80.8% / 19.2%	78.6% / 21.4%	91.8% / 8.2%	93.6% / 6.4%
Proportion of men/ women in upper quartile pay band (M% / F%)	82.8% / 17.2%	78.9% / 21.1%	86.1% / 13.9%	84.6% / 15.4%	88.9% / 11.1%
Gender bonus gap: median	0.0%	0.0%	0.0%	0.0%	-89.3%
Gender bonus gap: mean	42.3%	41.5%	64.1%	22.0%	39.6%
Proportion of men who received a bonus	75.5%	84.6%	74.8%	85.5%	25.6%
Proportion of women who received a bonus	83.1%	84.9%	86.5%	89.0%	53.9%

OUR GENDER PAY GAP

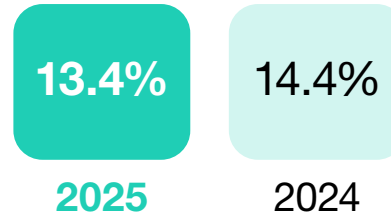
In this report, we are sharing our gender pay data for the 12 months to April 2025, using pay data for over 15,000 Booker colleagues.

The figures show our gender pay gap as a percentage in both median and mean pay for 2025. Our median gender pay gap stands at 13.4%, while our mean gender pay gap is 7.5%. We have made good progress in closing our gender pay gap over the past 12 months, including the recruitment of more women into senior and higher paid roles (quartile 4).

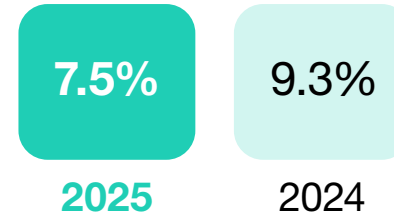
We remain committed to rebalancing the split of men and women across the pay quartiles and creating an inclusive workplace for all Booker colleagues.



Gender Pay Gap - Median



Gender Pay Gap - Mean



Proportion of men and women in each quartile pay band

Q1

Men 60.9%

Women 39.1%

Q2

Men 65.1%

Women 34.9%

Q3

Men 84.9%

Women 15.1%

Q4

Men 82.8%

Women 17.2%

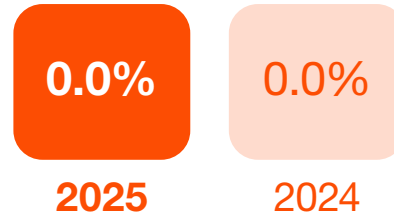
OUR GENDER BONUS GAP

It's important that every colleague at Booker is recognised and rewarded for their contributions to our success.

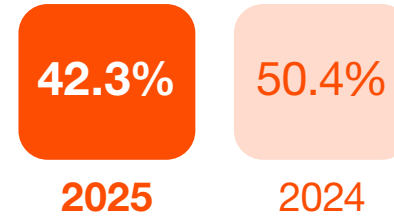
For the year ending 4 April 2025, the median bonus gap is unchanged. Colleagues in frontline roles, including those in branches and distribution centres, received the same one-time payment, ensuring parity in this area. Our mean bonus gap has decreased by 8.1% to 42.3%. This is largely attributed to more women moving into senior roles.

We are committed to addressing these disparities by continuing to increase the proportion of women in more senior roles.

Gender Bonus Gap - Median



Gender Bonus Gap - Mean



Men and women who received a bonus

2025



2024



OUR ACTIONS

Over the past year we have focused on strengthening fairness, improving accessibility, widening opportunities for development, and enhancing wellbeing support across Booker.

Strengthening fair practice and supporting inclusive ways of working

Flexible working continues to be an essential part of our approach to colleague support, retention and work/life balance. All roles remain open to flexible working conversations and managers receive guidance to ensure these discussions are constructive and well informed, balancing business and



colleague needs. Colleagues have consistently shared that flexibility plays a significant role in maintaining their wellbeing, motivation and ability to develop their careers, particularly for women with caring responsibilities.

To build on this, we have introduced a dedicated flexible working help zone on our colleague intranet Our Booker. This brings together practical instruction on requesting flexible arrangements, examples of working patterns that have been successful, and tips for assisting open conversations. This also includes guidance for managers, including how to assess requests fairly and support job share arrangements. Our aim is to offer both colleagues and their managers clear and accessible information that enables productive and transparent decision making.

Our new Group 'Everyone's Welcome' policy sets out our five commitments that focus on providing fair access across development, improving accessibility, supporting flexibility, strengthening recruitment fairness, and reinforcing cultural expectations. The policy was designed following colleague and colleague network feedback which highlighted priority areas where further progress would have the greatest positive effect. It acts as a shared reference point for how we expect fairness to be embedded in everyday practice.

Our commitment to accessibility has been further strengthened with the introduction of our Workplace Adjustments Guide. This provides a clear framework for requesting and agreeing adjustments that support wellbeing and performance, supporting discussions between colleagues and managers, and ensuring that requests are handled consistently and thoughtfully. A new Neurodiversity Guide offers additional information, including practical illustrations of support, suggestions of effective communication, and indicators for when additional adjustments may be appropriate. These resources were shaped in collaboration with our Disability at Booker colleague network.



Over the past 12 months, we have reached a significant milestone by securing both Level 2 and Level 3 Disability Confident status. Achieving the highest level of accreditation reflects a substantial progression in our commitment to accessibility and inclusion. The Disability at Booker network played an important role in this progress by sharing their lived experience, supporting the evidence gathering process and promoting effective inclusive practices. Our partnership with the British Disability Forum has enabled us to achieve this accreditation through external verification. It also highlighted practical improvements to our policies and processes, to better reflect colleague needs and consequently demonstrating our ongoing commitment to ensuring colleagues with disabilities or underlying health conditions have access to the support necessary to thrive.

Booker is proud to champion inclusion across our business and within the industry. We sponsor the Food & Drink Wholesale Association and recently we spoke at the FWD Diversity in Wholesale Conference, sharing insights on inclusive leadership and driving meaningful change in the industry. Our Learning and Development team, led an Inclusive Leadership workshop, while Rebecca Mallows, People Director, shared her perspective on leadership and visibility during the Female Leaders panel.

Our commitment is also recognised externally. Stuart Hyslop, Chief Operations Officer, and Rebecca Mallows were named to this year's INvolve Heroes Global Role Model list for driving representation, breaking down barriers, and championing gender diversity at Booker. These achievements reflect our ongoing dedication to creating an inclusive culture that empowers everyone to thrive.

Recruitment practices have been reviewed in the last 12 months, to improve fairness and reduce bias. Managers have participated in training to deepen their understanding of unconscious bias and to support consistent interview and assessment processes. We have also launched a new internal careers platform and the Group global careers site which brings all vacancies across the wider organisation into a single, easy to navigate location. These changes broaden access to opportunities and support a more transparent recruitment process.

Reward statements have also been introduced, following colleague feedback seeking greater visibility of pay and benefits. The personalised statements summarise salary, pension contributions, and other elements of reward, helping colleagues to develop a fuller understanding of their reward package.

Colleague development and encouraging progression for all

Our approach to colleague development has continued to evolve, with a stronger emphasis on creating a supportive and well-informed start for everyone joining Booker Group. Our 'Warm Welcome' induction now provides all new starters with a clear introduction to our business, purpose, values, colleague networks and all the resources available. By bringing essential information together in one place, the induction ensures colleagues feel supported from the beginning and are well positioned to succeed as they begin their journey with us.

Leadership and management capabilities have been strengthened considerably through our Winning Manager Programme. The programme centres on three expectations: caring for your team, being inclusive and driving high performance. The emphasis on inclusive practice forms the foundation of the learning and more than three hundred workshops have now taken place, providing managers with practical approaches to supporting colleagues effectively.

Senior leaders have also participated in additional development focused on inclusive leadership. Delivered with the support of external experts, Psalt, these sessions have encouraged leaders to reflect on how their actions influence colleague experience and how inclusive behaviours can be embedded within day-to-day decision making.

Our reverse mentoring initiative, supported by IGD, has given senior leaders direct insight into the perspectives of colleagues from underrepresented groups. These conversations have encouraged greater understanding of the challenges that may affect progression and have prompted leaders to reflect on how they can remove barriers within their own areas.

Career development resources have been expanded for all colleagues through our 'A Place To Get On' programme. A new career guide brings together information on topics such as building networks, maintaining confidence, understanding

talent processes, and preparing for development conversations. It also offers guidance for managers to support colleagues in identifying the next step in their career journey with Booker.

In response to colleague feedback, we have launched updated learning guides for colleagues, supervisors, managers, and leaders. These guides set out required and optional learning in a clear and accessible format to make development easier and to help colleagues take ownership of their growth.

Learning weeks have taken place throughout the year and our Learning and Development team have supported the Women at Booker network to deliver a range of career focussed events. These sessions have promoted the resources available to colleagues and encouraged greater engagement with opportunities to build skills and progress. In addition, two new policies have been introduced to clarify expectations around training and professional qualifications, providing a more consistent approach across our organisation.





Our colleague networks

Our colleague networks continue to play a significant role in shaping an inclusive culture. All networks have contributed meaningfully to our sense of connection and shared purpose at Booker.

Women at Booker now has 455 members and has delivered a varied programme of activities throughout the year, including major events on wellbeing, women's health, and International Men's Day, with discussions on redefining masculinity, effective role modelling, and recognition for male allies across our organisation. The network also hosted an 'Own Your Career' conference which was attended by 200 colleagues. The event focused on building confidence, identifying strengths, and addressing imposter syndrome. Alongside this event, additional virtual events have focused on career conversations and planning. The network community continues to share personal stories,

raise awareness, and provide education on important topics, marking moments such as Baby Loss Awareness week and Cervical Cancer Awareness week, while signposting members to guidance, resources, and wider support, including our Employee Assistance Programme.

Race and Ethnicity at Booker has grown in visibility and continues to raise funds for charitable organisations through their activities. Their events and communications have fostered greater awareness of cultural diversity across Booker, including Black History Month and Diwali.

Over the past year LGBTQ+ at Booker has delivered its most visible and engaging programme to date. The Pride in a Box initiative enabled teams across all sites to create their own Pride displays, supporting consistent and meaningful local celebration. A stronger focus has also been placed on engaging frontline colleagues and improving training and

support to help colleagues develop a deeper understanding of the LGBTQ+ community.

Our newest network, Disability at Booker, has already helped support the development of guides and has produced resources for carers, colleagues who are deaf or hard of hearing and parents navigating special educational needs processes. Their insight has been instrumental in shaping practical improvements. With 113 members, the network has hosted webinars and events throughout the year to highlight neurodiversity and Alzheimer's.

Promoting wellbeing and improving support

We continue to look for ways to expand our support for colleagues. Further enhancements have been made to our Employee Assistance Programme. New self-care tools were introduced in July 2025, and expert content on mindfulness, stress management and menopause has been incorporated. Counselling services have been extended to support colleagues with more complex requirements. The programme is delivered by the same provider as the virtual general practitioner service, offering colleagues a consistent route to professional guidance.

New materials have been added to our Wellbeing Hub, including guidance to support mental health, domestic abuse and trauma. A workplace stress toolkit has been developed for managers, supported by updated advice on neurodiversity and workplace adjustments. These resources deepen the support available and offer colleagues and managers accessible tools for navigating a variety of situations.

Physical and mental wellbeing have also been supported through the introduction of additional benefits within the Wellhub membership. Members now have access to a wider range of gyms and fitness studios within affordable plans that also include digital wellbeing support including exercise options, meditation content and wellness applications.

This expanded offer provides colleagues with greater choice in how they engage with their wellbeing.



These developments demonstrate sustained progress in strengthening health and wellbeing support available to colleagues, with particular attention to areas that have a specific impact on women, including the menopause, and caring responsibilities. Within the last 12 months, a wider range of resources is now available, offering more timely, relevant, and practical guidance to help colleagues navigate both their personal wellbeing and their working lives. Existing materials have also been enhanced, including an updated menopause guide, a new audio resource to increase understanding of menopause symptoms and their impact, and continued access to women's health information through our colleague networks, such as reminders on cervical cancer screening and other routine checks.

A key addition this year is the introduction of a dedicated domestic abuse guide, recognising the significant and often long-term impact domestic abuse can have on a person's safety and wellbeing. Our new guide aims to ensure all colleagues feel safe, supported, and able to seek help when needed. It helps colleagues understand the different forms of domestic abuse, how to recognise potential signs and where to access specialist support. The guide also provides managers with clear guidance on holding sensitive conversations and directing colleagues to appropriate help.



We will continue to reflect on colleagues' feedback and use these to guide further improvement on our workplace culture. The progress made so far in reducing the gender pay gap demonstrates the impact of sustained action, and we intend to build on this momentum. Our aim is to continue in fostering a place where individuals of all genders and backgrounds feel recognised, well supported, and able to pursue their development with confidence at Booker.

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