



BOOTH'S
THE GOOD GROCERS

GENDER PAY GAP REPORT 2025

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At Booth's, we are passionate about building a diverse workforce that truly reflects the communities we serve. We want every colleague to feel a strong sense of belonging, where diversity, inclusion and belonging are not initiatives, but part of everyday life.

We are committed to being open and fair in how we pay our colleagues. Transparent and equitable pay helps us attract and retain talent, rewards a job well done, and supports our Purpose and values as a business.

WHAT IS THE GENDER PAY GAP?

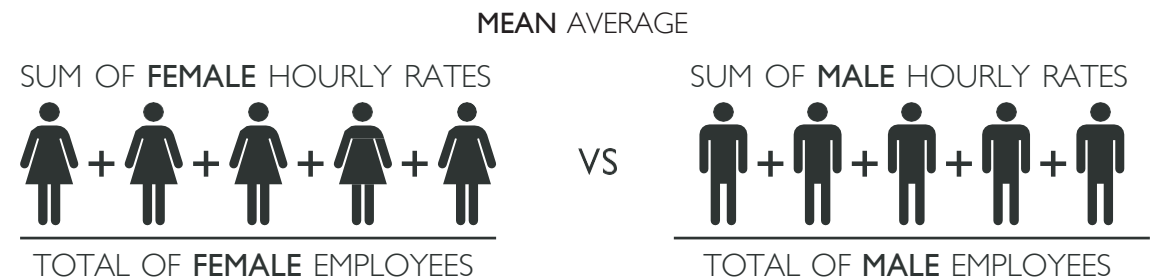
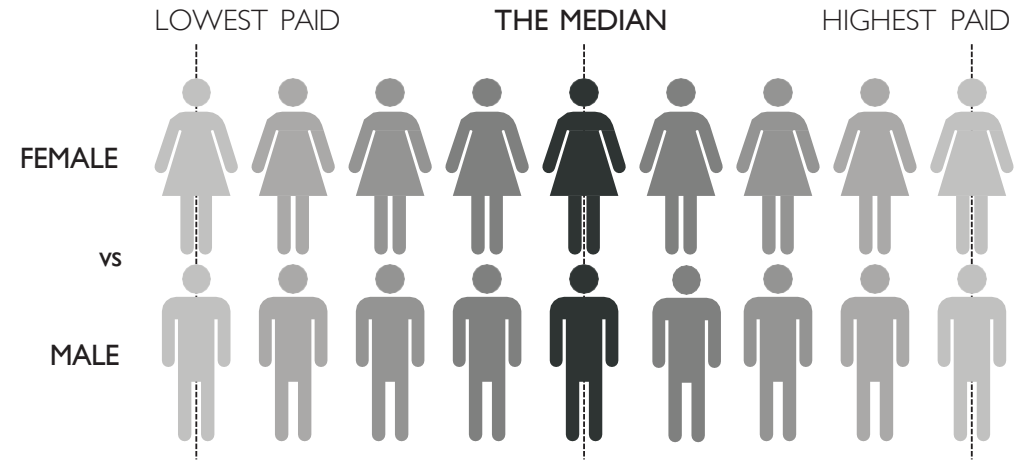
Since April 2017, businesses with more than 250 employees are required to publish data about their gender pay gap. The Gender Pay Gap is a measure of the difference in the average pay of women and men - irrespective of their role or level - across the entire business expressed as a percentage. It is distinct from 'equal pay' which refers to women and men being paid the same for carrying out the same jobs, similar jobs, or work of equal value.

HOW IS THE GENDER PAY GAP CALCULATED?

The median pay gap is the difference between the middle male colleague and middle female colleague. To calculate the mean pay gap we take the mean average pay of all our male colleagues and compare this to the mean average pay of all our female colleagues.

We have analysed data from 2,369 colleagues for the 12 months up to April 2025. This is 230 more colleagues than in 2024. The additional 230 colleagues included in this years figures is based on how the Governments calculation for identifying 'pay-relevant' colleagues needs to be applied. The proportion of women in our workforce has remained consistent with 2024 at 52%.

MEDIAN AND MEAN PAY EXPLAINED



OUR RESULTS

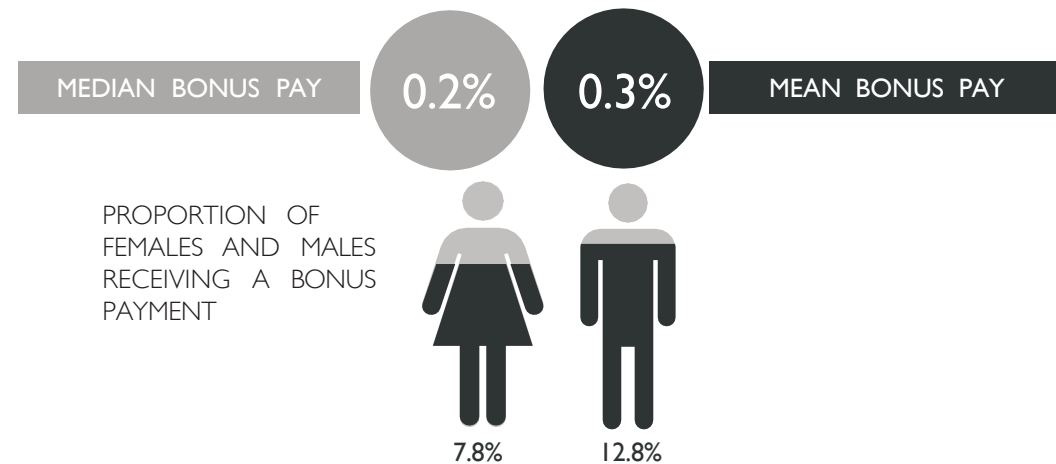
Our median pay gap for 2025 has seen a slight increase, rising to 1.8% compared with last year's result. Our mean pay gap has also increased marginally to 12.76%, a movement of 0.07 percentage points. As in previous years, the majority of our colleagues work in roles that are paid consistently across genders. We therefore believe that the small changes observed this year are influenced by a number of factors: the way 'pay-relevant' colleagues are identified, the higher proportion of men in roles that attract premium payments (such as night shift allowances), and the higher proportion of women in lower-paid roles that offer greater flexibility.

	2024	2025
MEDIAN GENDER PAY GAP	1.6%	1.8%
MEAN GENDER PAY GAP	12.7%	12.8%

THE GENDER BONUS GAP

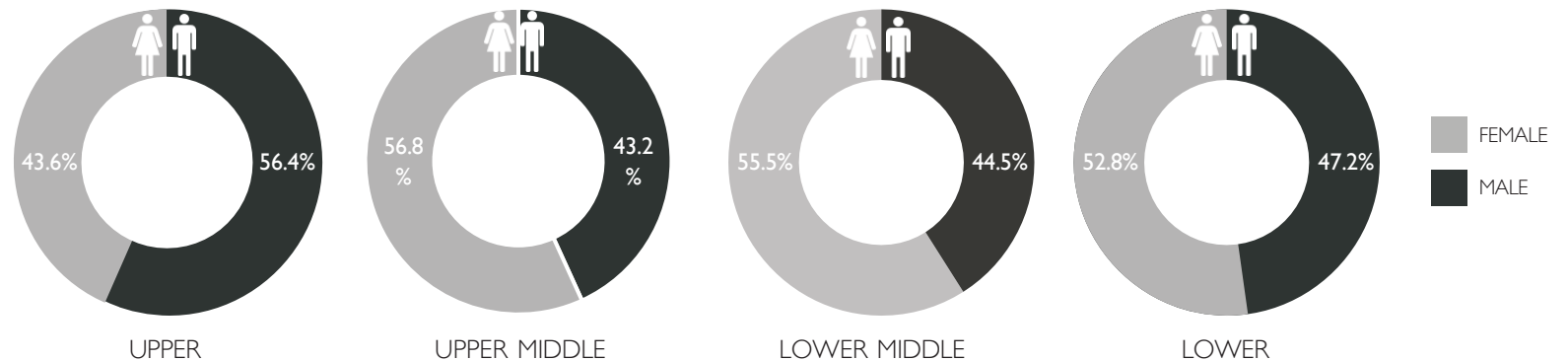
The bonus pay gap is calculated using all colleagues that received a bonus and does not consider where a bonus may have been pro-rated for a colleague that works part time hours

One of the main changes to our bonus pay figures for 2024 against those reported for 2023, is that in 2023 a company wide bonus was paid to colleagues at all levels of the business, whereas in 2024, the only payments made that fall within this definition have been linked to our performance related pay scheme. Our negative median bonus figure indicates that the value of the bonuses received by females was larger than their male counterparts. Our mean bonus pay gap reduced to 12% down from the 30% figure we reported in 2023.



PAY QUARTILES

This shows the proportion of male and female colleagues across each quartile pay band. These figures remain unchanged from those reported in 2024.



UNDERSTANDING OUR RESULTS

We remain committed to building a diverse workforce that reflects the communities we serve, while continuing to deliver on our dream: 'To be loved by our customers for inspiring and nourishing their desire for delicious food and drink.' Although we have seen a small increase in our median pay gap this year, we largely attribute this to the way 'pay-relevant' colleagues are identified. Female representation in the Upper Middle quartile remains consistent. We are proud of the female talent progressing through our business. In 2025 the first female family board member was appointed, who is also a member of the Executive Committee. 3 of our 5 Executive Committee roles are held by women, two of whom work flexibly, and 7 of our 25 Store Managers are women.

We believe that the two primary factors we have consistently reported in previous years continue to influence our pay gap:

The number of long serving male colleagues in senior roles

A higher proportion of females working more flexibly across the business, which, although it impacts the data in this report, is also positive as it supports females to make roles work more effectively for them.

OUR FOCUS

Creating a culture where every colleague is encouraged to be their best, and where our differences are recognised and celebrated, sits at the heart of our purpose at Booths.

DE&I STRATEGY

We have continued to use the GroceryAid 'Diversity Maturity Model' to support the development and review of our D,E&I strategy. We have also successfully re-established our Colleague Resource Group, sponsored by two senior female leaders. Based on feedback from the group, we made neuro-inclusion a key area of focus this year.

We have maintained our relationship with GroceryAid as a major partner and continue to have representation on their Strategy Steering Group.

ATTRACTING AND SUPPORTING TALENT

We have made a number of changes to our recruitment processes to make them more inclusive, including improvements to our recruitment website and updates to how interviews are conducted. We have also been recognised as a Disability Confident employer and continue to work with external partners to offer supported internships and work trials.

DIVERSITY & INCLUSION – E-LEARNING

As part of our D,E&I strategy, we rolled out an Equality, Diversity & Inclusion e-learning to all colleagues across the business. This training is designed to help colleagues better understand the important role they play in making Booths an inclusive place to work.

We updated our Menopause policy and provided refreshed guidance to line managers across the business on practical ways to support colleagues experiencing the Menopause.

BE YOUR BEST SELF AT BOOTHS

The Gender Pay Gap regulations require us to identify our colleagues as male and female. However, as an organisation, Booths actively supports our colleagues of all gender identities, and we continue to work to foster a culture of inclusivity.

Nigel Murray

Chief Executive Officer

BOOTHS

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