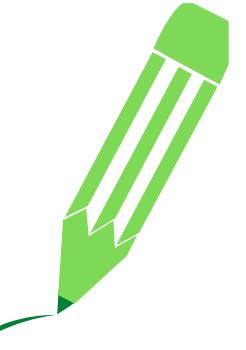




GENDER PAY GAP REPORT 2021



A foreword to our Gender Pay Gap Report from Tony Reynolds, Managing Director



Here at Reynolds, we are incredibly proud of our core family values, which are evident in every area of the business. We see each of our 500 plus employees as members of our extended family, and we would not be able to provide the excellent quality of service that we do without them.

Reynolds' wider family transcends age, race, culture, religion and gender, and it is of great importance to us that all our employees feel safe and able to express who they are. We are proud to be an inclusive business, with over 40 nationalities represented within our workforce, as well as a variety of different cultures.

Throughout the last year, our business has remained committed to monitoring and improving the balance of genders throughout each area and department. However, as you might expect, the Covid-19 pandemic and the subsequent restrictions placed on hospitality have had a serious impact on company sales and profitability, which has meant that most planned initiatives have needed to be put on hold. With the majority of our team furloughed for much of the last 12 months, or working from home, the focus of our HR efforts has been very much on staff welfare and staying connected to our remote employees.

As we look forward to the next 12 months, we expect business to return to something like normal and are already in the process of reviewing and planning our initiatives for 2021. This includes adopting new working models (flexible working hours, open-minded management, etc.), promoting and developing the careers of female employees, working with the local authorities on schemes such as 'Kickstart' and improving the work-life balance and family-friendliness.

We know there is always more that can be done and improving the working environment at Reynolds for EVERY employee remains our core focus. We will continue to strive towards becoming an even more inclusive and welcoming business, to both future employees and existing members of our family.

If you have any ideas how we can improve going forward, please drop me a line at tony.reynolds@reynolds-cs.com.





Introduction



Under the gender pay gap legislation, companies with more than 250 employees are required to report specific information regarding the pay gap between genders.

The snapshot date to which our data refers to is 5th April 2020.

All the information is based on 926 relevant employees, however due to the Covid-19 pandemic and the company using the Furlough scheme there were only 114 full pay relevant employees at the snapshot date.



Reynolds' commitment to equal opportunities

At Reynolds we value the diversity of the people with whom we work and the contributions they make. We have a long-standing commitment to equal opportunity and intolerance of discrimination and harassment. We are dedicated to maintain workplaces that are free from discrimination or harassment of the basis of race, gender (including pregnancy or maternity related), disability, colour, nationality, ethnic or national origin, religion, religious or similar philosophical belief, marital or civil partnership status, sexual orientation, trade union activity, age or gender re-assignment or any other status protected by applicable law.



Hourly Pay and Pay Quartiles



The hourly pay for women is

3.55%

Higher than that
for men
(based on mean
hourly pay)

5.72%

Higher than that
for men
(based on median
hourly pay)

**The proportion of women and men in
each payroll quartile is**

Quartile	Women	Men
Top	27%	73%
Upper middle	21%	79%
Lower middle	26%	74%
Lower	17%	83%

The proportion of male and female employees who received a bonus payment is

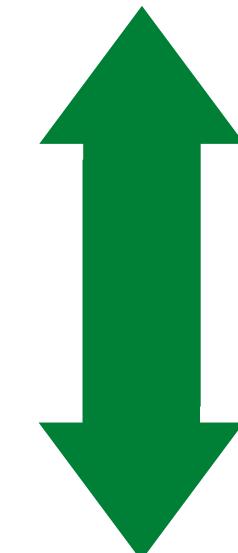


27%
of women



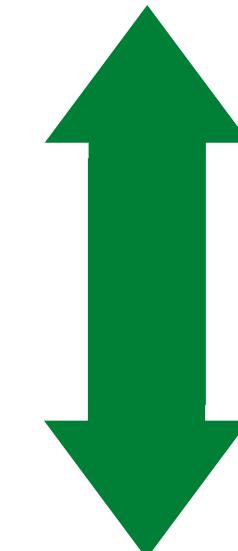
51%
of men

Bonus pay for women is



17%
Lower than
that for men

(Based on mean bonus pay)*



5%
Lower than
that for men

(Based on median bonus pay)*