

GENDER PAY GAP REPORT 2022



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



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 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.

Our business remains committed to monitoring and improving the balance of genders throughout each area and department. However, it is important to read this report in context, as many of our team were still furloughed or working from home on 5th April 2021, which is the snapshot date from which our figures are taken. Therefore, the data we have shown within this report is not necessarily a true reflection of our business today.

Throughout the pandemic, the focus of our HR efforts was very much on staff welfare and staying connected to our remote employees. This included the adoption of new working models (flexible working hours, open-minded management, etc.), promoting and developing the careers of female employees, and improving the work-life balance and family-friendliness for all employees.

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



Introduction



The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 introduced a statutory requirement to produce information outlining details of any gender pay differences that exist within an organisation. As from April 2018 public, private and voluntary sector organisations with 250 or more employees were required to report on their gender pay gaps using six different measures.

The total employees included in the data are 518. Of those, 82 were **full pay relevant** and the other 436 were **relevant** as a result of staff being on furlough leave.

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 maintaining workplaces that are free from discrimination or harassment on 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.

Gender Pay Gap VS Equal Pay

Although the gender pay gap and equal pay looks at the differences between women's and men's pay, they are two different issues and this is something that must be considered when reading this report.

Equal pay is the right for men and women to be paid the same when doing the same or equivalent work. This is a legal requirement. Gender pay gap is a measure of the difference between men's and women's average earnings across an organisation. All roles across the organisation are included in calculating the average earnings.

This report is about our gender pay gap. Having a gender pay gap does not automatically mean that there is an equal pay issue within an organisation. There are a number of reasons for a gender pay gap, for example, a gender imbalance in the different levels of roles or if particular types of roles are dominated by a single sex. Reynolds is an equal pay employer, having regard to equal pay legislation and adhering to an equal pay practice.

The gender profile of Reynolds is 15% female and 85% male.



15% women



85% men

Historically our industry has always attracted a high number of male employees, and our gender split is roughly 15 per cent female and 85 per cent male. Women are still not well represented in the transport, supply chain and logistics sectors but we are seeing more women at Reynolds advance steadily in their leadership and management careers.

Hourly Pay and Pay Quartiles

The hourly pay for women is

15.17%

lower than that of
men (based on
mean hourly pay)

Mean payment changes explained

The main driving factor behind this figure comes from the fact that Reynolds currently have fewer women in lower and lower middle roles than men. This is in part due to the fact that many of our female employees now occupy upper middle and top quartile roles within the company.

Due to the supply crisis last year, driver roles also became very difficult to fill which resulted in much higher wages for drivers. As our drivers are primarily male, this change has made a significant impact on our mean hourly pay statistics.

1.41%

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

Median payment changes explained

Similarly to our mean payment statistics, our median statistics have also been impacted by the fact that many of our female employees now work in upper middle or top quartile roles. The supply crisis and higher driver wages have also made a significant impact on our median statistics.

Hourly Pay and Pay Quartiles



The proportion of women and men in each payroll quartile is

Top Quartile



Upper Middle



Lower Middle



Lower Quartile



Women

Men



Bonus Pay

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



12%
of women



5%
of men

The proportion of women versus men is many times lower, making the proportion of women receiving a bonus payment highly sensitive to the number **actually** receiving bonuses.

Bonus Pay

Bonus pay for women is



39%

**Lower than
that for men**

(Based on mean bonus pay)*



92%

**Lower than
that for men**

(Based on median bonus pay)*

For both women and men, the spread in value of bonus payments was high but the number receiving bonuses was small, making the comparison highly sensitive and not representative of the results expected in a 'normal' trading year.

Ongoing Actions



Now that business has returned to something like normal, we are in the process of reviewing and planning our initiatives for the year ahead and beyond. 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. We are committed to gender equality in our business and have taken various steps to support this such as:

Recruitment & Selection: We use psychometric tests and structured interview questions in our recruitment processes to enable a fair and equitable recruitment and selection process for all. We encourage applicants from genders not typical to the role, such as more women into driving and IT roles.

We continue to review our recruitment materials, sources and practices to reduce any gender bias within the recruitment process.

Retention: We have implemented flexible working and hybrid working, enabling wider adoption of different working patterns applied fairly across all levels of roles, (subject to fulfilling the organisation's needs).

Generally, the majority of people requesting flexible working are women with caring responsibilities. We will look at how our flexible working practices can improve across the entire organisation and address any barriers that are identified. We want to be able to support colleagues at every stage of the family life cycle, recognising that the modern family comes in many forms.

Development: We have created additional resource for our career progression initiatives. The focus is on stakeholder management skills, and how to build and maintain a resilient professional network. This includes training managers on how to have the open and engaged conversations that support all colleagues to enjoy equal career opportunities.

We want to empower all colleagues to own their career path and seek out developmental opportunities. Our Learning Centre facility enables colleagues to find clarity, momentum, and direction to make a positive change in their career choices.