



GENDER PAY GAP REPORT 2023

A foreword to our Gender Pay Gap Report from Tony Reynolds, Founder and 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, culture, gender, race and religion, 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 approximately 40 nationalities represented within our workforce, as well as a variety of different cultures and languages.

During the past 12 months, efforts very much focussed on our people and striving to provide a positive colleague experience throughout the employee lifecycle. Our improved recruitment and selection practices resulted in the successful appointment of another female (Board) Director, in addition to the successful recruitment of 56 other female colleagues. Our retention efforts saw 20 female employees develop their skills through management training programmes, whilst three female employees gained promotion.

In response to changing attitudes and behaviours towards gaining a better balance with work and family life, we continue to build on our family-friendly practices, such as, flexible working and hybrid working. In recognition of the importance we place on family, enhanced pay provisions have been implemented for qualifying mothers, fathers, adoptive parents and those with parental responsibility.

We are proud to have launched a Women’s Networking Group, the purpose of which is to promote positive support and mentoring, and to foster a safe space for women to speak and learn about issues that affect them specifically.

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

Introduction



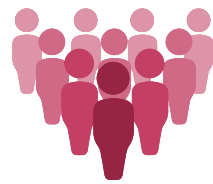
In accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, as a private organisation with over 250 employees, Reynolds Catering Supplies Ltd. has an annual statutory requirement to report gender pay gaps using six different measures.

The snapshot date to which our data refers is 5th April 2022. The data comprises 627 employees, with 511 being full pay relevant, and the remaining 116 being relevant.

As a result of the global pandemic, 2020 and 2021 created anomalies in many workforces, including at Reynolds. We have been fortunate to see business and staffing levels steadily increase to pre-Covid levels, following our snapshot date. As such, the data presented in this report may reflect this gradual return to normality.



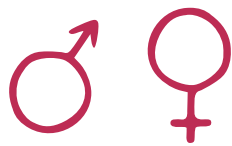
Reynolds' commitment to equal opportunities



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 and harassment on the basis of age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race (colour, nationality (including citizenship), ethnic or national origin), religion and belief (or lack of), sex and sexual orientation and any other status protected by applicable law.

Gender Pay Gap VS Equal Pay

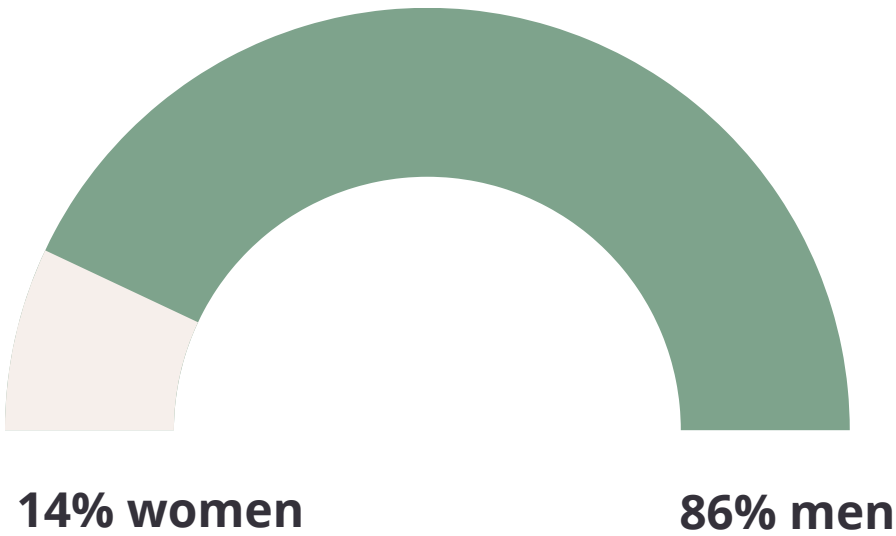


Although the gender pay gap and equal pay looks at the differences between women's and men's pay, they are separate issues that must be considered when reading this report.

Under The Equality Act 2010, equal pay is the statutory right for both men and women to be paid an equal rate when doing like work, work rated as equivalent and work of equal value. 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 the average earnings calculations.

This report is about gender pay gap. Having a gender pay gap does not automatically mean there is an equal pay issue within the organisation. There are several 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 regards to equal pay legislation and adhering to equal pay practice.

The gender profile of Reynolds is 14% female and 86% male.



Historically, our industry has always attracted a high number of male employees. Whilst the number of female employees at the snapshot date is comparable to that of 2021, regular monitoring of our workforce demographics indicates that female representation across the business has seen a favourable increase since that date.

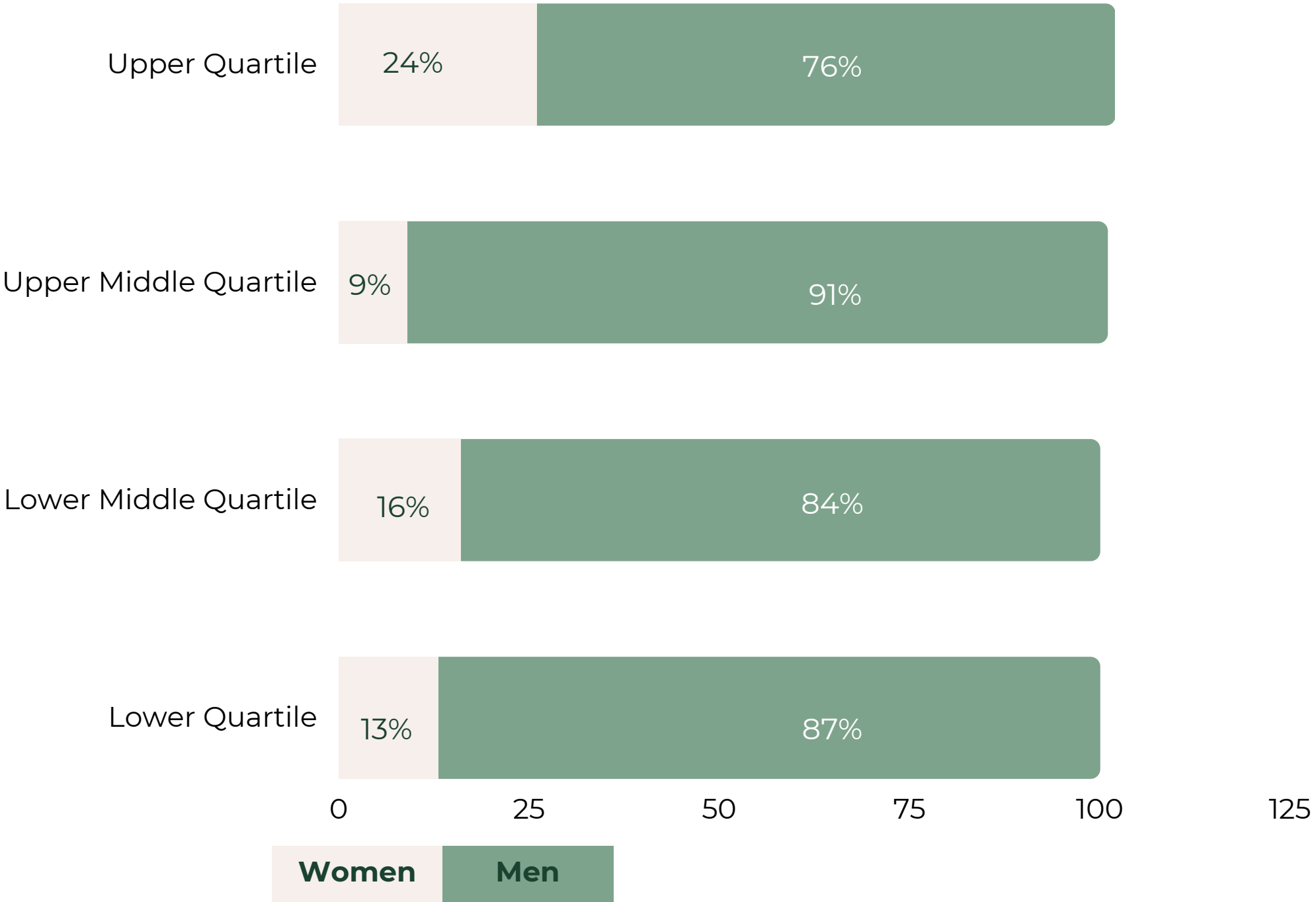


The hourly pay for women is



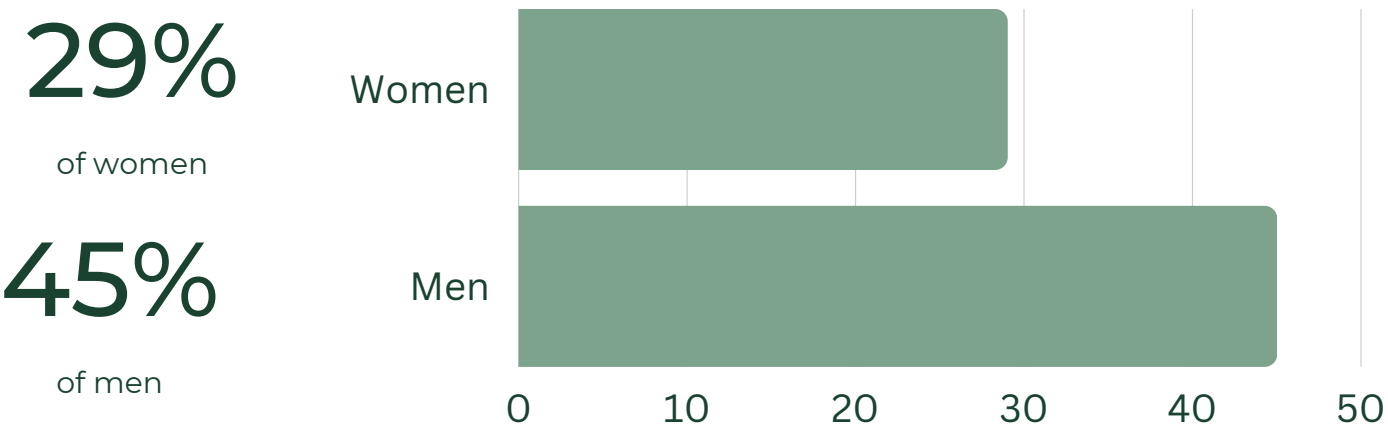
The rationale for the current year’s increase in women’s hourly pay being more than for men, derives from the fact that, in consistency with the businesses’ growth, many of the returning workforce are female. In addition, many of them have secured more senior roles, thus attracting a higher salary.

The proportion of women and men in each payroll quartile is



Bonus Pay

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



The proportion of women versus men receiving a bonus payment is many times lower, making the proportion of women receiving a payment highly sensitive to the number actually receiving it. During a period of national driver retention fragility, the decision to award a bonus to our entire network of drivers, influenced the disparity between that of bonuses received, especially as our driver workforce is dominated by men. Reynolds recognises long service, therefore attracting bonuses for women and men.

Bonus pay for women is



Based on mean bonus pay



Based on median bonus pay



Ongoing Actions

Our business has a continuing commitment to monitoring and improving the balance of genders throughout each department and to improve the day-to-day experience for all employees.

Menopause Policy: Despite the UK Government's recent rejection of the recommendation to consider expanding discrimination law to cover menopause, we want to help break the stigma surrounding menopause, by creating an open culture of awareness and understanding of the many challenges it can cause. By introducing a Menopause Policy (and associated guidance and learning workshops for managers), we aim to support people experiencing menopausal symptoms with actions that can help them to thrive in the workplace.

Women's Networking Group: In recognition of women making up a smaller proportion of the workforce, many of whom work full-time, the introduction of this group aims to provide women with a supportive environment where they can discuss issues that affect them specifically – whether it's parenting, health, wellness, flexible working or anything of importance to the individual.

Having traditionally been seen as the primary care givers, the group members appreciate the increasing responsibility taken on by working fathers and recognise that many of the logistical and practical challenges faced by women are also shared by men. As the group gains momentum through the coming year, we recognise the potential need to consider any similar support, specifically for men.

Employee Engagement / Experience: People are at the heart of what we do, and we are constantly looking at ways to improve the overall working experience for our people. Almost 100 Senior Managers across the business are taking part in ongoing engagement workshops, with a view to help improve their communication styles and positive interaction with colleagues. Engagement surveys and staff forums are in the pipeline to gain feedback, so we can consider any necessary improvements.

Employee Wellbeing: Reynolds senior team strongly advocates the wellbeing of its entire workforce. Planned initiatives are underway to highlight and remind employees of the various support services that are available, either through the Company directly, or through partnerships. Having seen a rise in mental health concerns, largely due to the economic position, we have amended our return-to-work processes to help identify where an issue exists, and to extend the offer of support – naturally, with the employee's consent.

In summary, we wish to maintain a culture of inclusivity, in which all our colleagues can work in a safe, dignified and supportive working environment, and where their valuable contributions are recognised and celebrated.

