

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

Welcome to Reynolds Catering Supplies Ltd Pay Gap Report for 2025. Reynolds is an award-winning, family-owned supplier of fresh produce to the UK foodservice industry.

At Reynolds, we are convinced our success is built upon the foundation of our diverse, skilled and dedicated team. We understand that every colleague contributes significantly to our achievements, and that we are stronger together.

We take pride in being an inclusive business, not only because it aligns with our ethical principles, but also because we aim for our workforce to represent the diverse customers and communities we serve.

As a business, we're committed to transparently sharing our progress in creating a more inclusive, diverse and equitable workplace. Pay Gap Reporting is a key aspect of measuring our performance and taking action to address gender pay disparities.

In a sector where female representation is traditionally low, this year's statistics indicate an encouraging 50% increase in the number of women in the workforce.

Tony Reynolds, Founder and Managing Director

I confirm the gender pay gap statistics and narrative presented in this report are accurate.

Introduction



In compliance 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 obligation to report gender pay gaps using six distinct measures.

The snapshot date to which our data refers is 5th April 2024. The data comprises 757 employees, with 622 being full pay relevant, and the remaining 135 being relevant.

In the past 12 months, Reynolds has seen a rise of 8% in total employees, and whilst some of the data contained in this report has not changed significantly, we are pleased that our female headcount has increased from 90 to 135.



Reynolds' commitment to equal opportunities



At Reynolds, we appreciate the diversity of our team members and the valuable contributions they offer. We are deeply committed to promoting equity and have a zero-tolerance policy towards discrimination and harassment.

We are committed to fostering work environments that are free from discrimination and harassment based on the grounds of age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race (colour, nationality, citizenship, ethnic or national origin), religion and belief (or absence thereof), sex and sexual orientation as well as any other status protected by relevant laws.

Gender Pay Gap vs Equal Pay

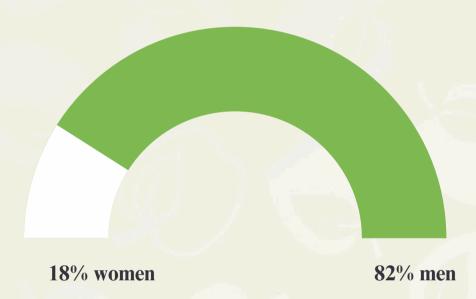


While both the gender pay and equal pay examine the disparities in earnings between women and men, they are distinct issues that should be considered when reviewing this report.

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, regardless of seniority. 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 where similar 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 18% female and 82% male.



In an industry where men traditionally hold most of the positions, Reynolds has made significant strides in promoting gender diversity by successfully recruiting an additional 45 women into the workforce, factoring in leavers. This achievement is particularly noteworthy as it represents a 50% increase compared to the previous year.

Through our gender pay data we recognise that, of the additional 45 women recruited, the majority were placed into lower paying operational roles. However, the Company is determined to make concerted efforts to enhance female representation in roles that attract higher pay.

Reynolds

Hourly Pay and Pay Quartiles

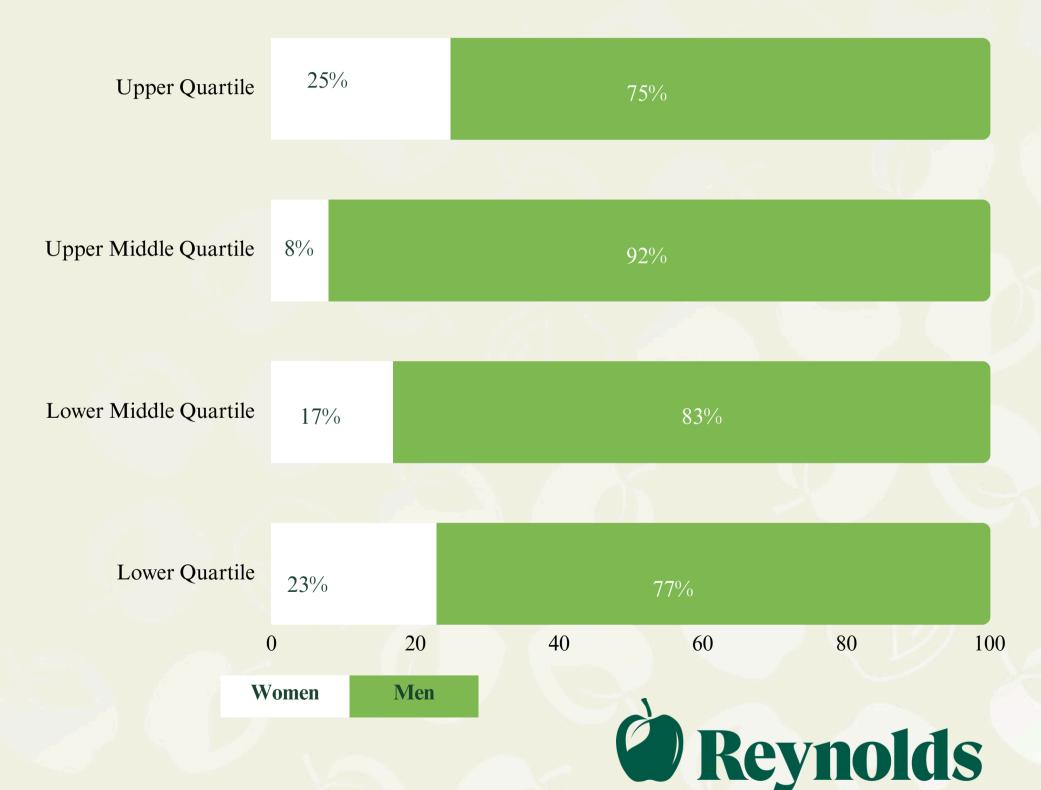


The hourly pay for women is

 $\begin{array}{c} 0.67\% \\ \text{lower than that of men} \\ \text{based on mean hourly} \\ \text{pay} \end{array}$

A positive percentage represents a pay gap in favour of men.

The proportion of women and men in each payroll quartile is





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



To reflect Reynolds' commitment to ensuring that all employees are compensated fairly and equitably for their work, the business chooses to invest in paying higher base salaries well above the national minimum wage, rather than paying bonuses. Limited bonuses which are paid are always based on criteria relating to job roles, as opposed to gender.

Bonus pay for women is

47%

Lower than that for men

Based on mean bonus pay

72%

Lower than that for men

Based on median bonus pay



Our Actions



Reynolds actively observes areas of imbalance within our organisation. Our strategies are focussed on the belief that progress is possible.

Recruitment

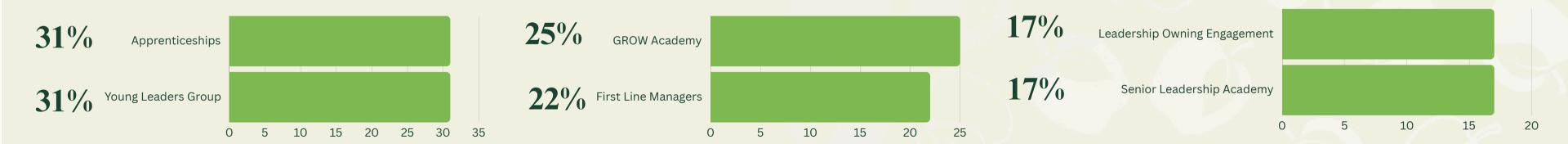
- ·All roles are advertised internally to widen the pool of candidates.
- ·Job postings consist of gender-neutral language to promote inclusivity.
- ·Interview panels are gender balanced to provide different viewpoints and eliminate the potential of any bias.

Retention and Development

Retaining diverse colleagues at every level of our organisation is just as important as recruitment.

At Reynolds, we believe our greatest asset is our people. To cultivate a robust pipeline of future leaders, we have several comprehensive development programmes designed for all levels of staff. These initiatives provide our colleagues with the skills, knowledge and resources they need to thrive in their current roles and to prepare for senior positions. From mentorship programmes and leadership workshops to tailored training sessions, we invest in our team members' professional growth, ensuring they can shine and realise their full potential. The presence of women on each programme in the year leading to the snapshot date is representative as below:

Apprenticeships to Senior Leader Academy





Our Actions (Continued)



Policies

As a family run business, we recognise the importance of family values and the vital role that work-life balance plays in our employee's overall wellbeing. Recognising that parenthood is a significant life event, we are proud to have introduced our enhanced maternity (and paternity) leave payments, which underscores our commitment to supporting our female employees and their families.

Employee Wellbeing

We continue to advocate for positive health and wellbeing. Reynolds continues to offer support services that encompass physical, mental, emotional and financial wellbeing. Our dedicated team of trained Mental Health First Aiders and Financial Wellbeing Advisors provide front-line support, in addition to our Employee Assistance Programme and/or other external support providers where needed. Through ongoing in-house initiatives, we will continue to encourage and promote self-care for our entire workforce.

WREYNS (Women in Reynolds)

At Reynolds, we are proud to support the work of our women's group as they continue to raise awareness for women's issues, both personally and professionally. Recognising the impact of International Women's Day, our group dedicates itself to hosting a series of impactful events that not only celebrate women's achievements but also delve into the pressing challenges that they face today.

Throughout the year, our women's group organises events that encourages meaningful discussions, education and community engagement centred around women. These initiatives are designed to inspire and to create a supportive environment within our workplace, ensuring that women's voices and perspectives are heard and valued.

Through their work, the women's group has raised funds for important women's charities, including CoppaFeel, Safer Places and Wonder Foundation, with each contribution made directly to support their causes, helping making tangible difference in the lives of women.

In summary, we wish to maintain a culture of inclusivity, in which all our colleagues' talents and skills are recognised, and their valuable contributions are celebrated.

