

THE CROSSROADS GROUP

2024 GENDER PAY GAP ANNUAL REPORT

November 2024

Introduction:

At Crossroads Truck and Bus, we are committed to encouraging a culture of inclusivity in every organisational aspect. While it is a legal requirement to publish our gender pay gap information, we are of the opinion that a diverse and inclusive workforce leads to innovation, creativity and improved business decisions allowing us to excel in all company endeavours.

Over the last 12 months there has unfortunately been a slight widening of the overall gender pay gap across the business. This is due to a variety of reasons, most notably that the hourly rate of HGV technicians has increased faster than other roles across the business due to market pressures. These, mostly male HGV technicians make up much of the workforce, hence a widening of the gap. Furthermore, significant commissions have been included in the pay calculations which are achieved by our sales team which are a culmination of pent-up demand delivered throughout the year in extraordinary economic times, having a significant effect on the figures.

On a positive note, there has been a significant reduction in the gender bonus gap which will be explored in further detail below.

Results relative to male:

Pay and bonus Gender pay Gap Calculations			
Relative to male			
Pay	24% Mean	29% Median	
Bonus	29% Mean	-312% Median	

The above table demonstrates the mean and median pay gap between males and females within the business based upon hourly rate of pay calculations at the snapshot date (i.e., 5th April 2024). Furthermore, it highlights the mean and median difference between any bonuses paid to men and women in the year ending 5th April 2024.

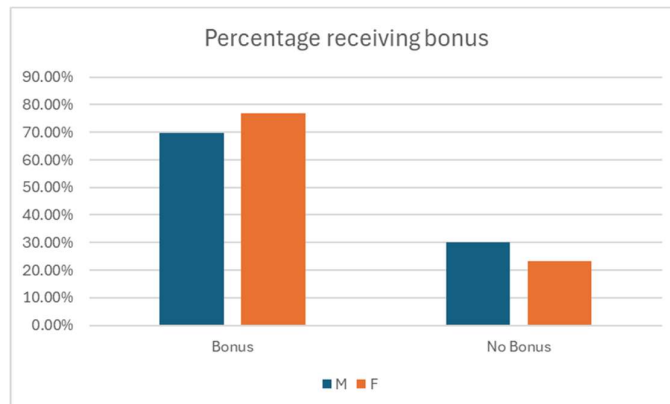
The overall pay gap has increased this year from 14% to 24%.

When compared with the quartile variance there is significant parity as can be seen below.

	Mean Variance
Lower	-17%
Lower Middle	7%
Upper Middle	2%
Upper	2%

Bonus payment:

The below graph highlights that 69.84% (67.87% last year) of males and 76.79% (94.74% last year) of females within the business received a bonus payment in the reported period. This is a slight increase in the percentage of males who receive a bonus but a significant reduction in the number of females receiving a bonus.

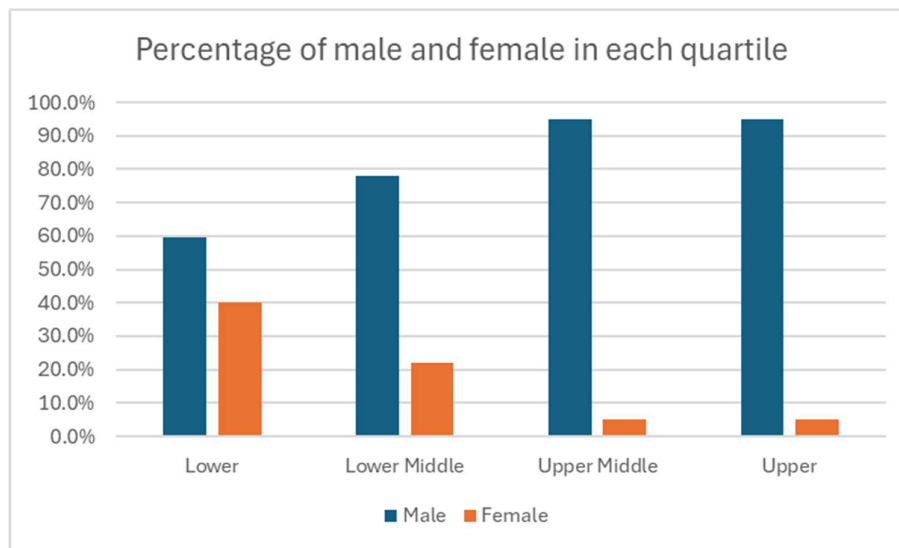


However, the mean and median amount of the bonus (as shown below) has significantly increased for both male and female employees. The main reason for this for the male employees is that the government guidance on calculating bonus payments has this year specified that commission should be included in this calculation. There are several sales staff within the business who work on a commission-based structure which has significantly increased both the mean and median bonus payment when compared with previous years. However, all these salespeople are men meaning that the mean bonus payment remains higher for men compared to women.

Bonus	Variance
Mean	29.28%
Median	-312.16%

There remains a considerable number of employees across both genders entitled to a loyalty bonus which is a large factor in the high percentage of those receiving a bonus. There has been a slight increase in the percentage of women receiving a loyalty bonus to 65% (was 61% last year) and a significant increase for males to 69% from 56% last year. This may also help explain the closing of the gap in terms of the equality of the number of staff receiving a bonus as this was significantly higher for females last year.

Pay quartiles:



The above chart illustrates the gender distribution at Crossroads Truck and Bus across four equally sized quartiles. Technician pay rates sit in the middle two quartiles and management in the upper quartile.

Across the heavy goods industry females make up a lower percentage of the workforce. Due to there being lower levels of females joining the business in the lower pay quartile (such as through the apprenticeship scheme) there are less women to promote into the upper quartile through career progression. Due to the nature of the business and the relevant experience required Crossroads tends to promote from within in terms of business need which exacerbates this issue as women currently only make up 20% of the business (though this has increased from 18% last year) of the overall number of employees. If this upward trend of female employees continues, though this may be a slow process there will be more women within the business to potentially promote to management positions in coming years.

However, hiring more women at a junior level, for example through the apprentice scheme may have a negative effect in the shorter term on the gender pay gap as more women will be hired within the lower pay quartiles.

Explanation:

Our commitment to gender equality is demonstrated through several key principles and actions, though it is acknowledged that there remains a gender pay gap, and that this has increased in the last year. Nevertheless, we would argue a significant part of this is due to how some of the figures are calculated due to changes in the government guidance.

One key factor within this difference is that commissions are now included in the pay calculations which have not been in previous years. Our sales team, which is made up of all males receive significant commission upon completion of a successful sale. This

has therefore had a significant impact on increasing the hourly rate for males, resulting in more men in the higher pay quartiles.

Equal opportunities are provided for all employees in terms of hiring and promotion decisions which are made specifically on performance and qualification considerations. As part of this we ensure that all job adverts are gender neutral to encourage applicants from all genders and abide by a grading matrix during interviews to ensure recruitment and promotion is unbiased.

Pay is calculated based on job role ability as assessed through the personal development plan process. The guidelines are transparent and available to all staff while also being applied universally to all employees regardless of gender.

As above, it is noted that the business operates within the heavy goods industry and there remains more male applicants due to the historic nature of the industry. The technical roles are paid more highly than administrative roles, which statistically have higher percentages of female employees. As most management roles have come through the technician route this also limits the number of females within the company reaching higher paid management positions. Though we now have three female technicians (one of whom is already a supervisor) and a further two female apprentices, so hopefully this will assist with filtering through females to top management positions within the business in the future.

In 2024 we have conducted an internal management training programme aimed at progression in the organisation and identifying talent at all levels. This has been found through employee feedback to be successful with assisting staff who wish to progress within the business and therefore will be continued into 2025.

Respectfully, this management training course has 24% female participants despite them making up only 20% of the business. This demonstrates the motivation for the future to promote more women to the higher organisational levels, though this will take time to filter through the business.

At Crossroads Truck and Bus, we understand this is an ongoing journey to strive to achieve gender equality and are dedicated to continuing progress going forwards.