

# THE CROSSROADS GROUP

## 2023 GENDER PAY GAP ANNUAL REPORT

### August 2023

#### Introduction:

At Crossroads Truck and Bus, we are committed to encouraging a culture of inclusivity in every organisational aspect. 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.

While there has been a reduction in the gender pay gap this year, we understand that there are further measures required to close the gap further going forwards, whilst recognising the makeup of the workforce and industry.

#### Results relative to male:

Pay and Bonus Gender Pay gap Calculations				
Relative to Male				
Pay	14.43%	Mean	13.59%	Median
Bonus	57.57%	Mean	-293.32%	Median

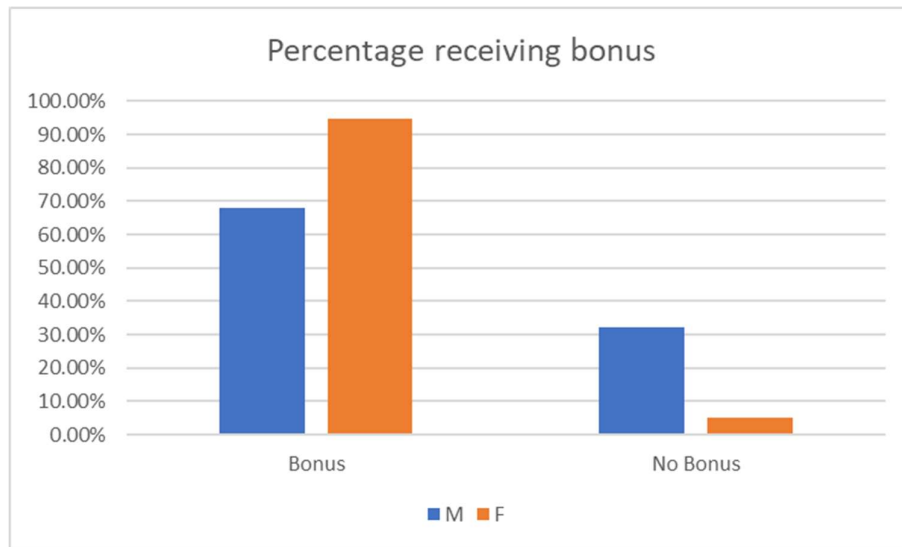
The above table demonstrates the mean and median pay gap between male and female within the business based upon hourly rate of pay calculations at the snapshot date (i.e., 5<sup>th</sup> April 2023). Furthermore, it highlights the mean and median difference between any bonuses paid to men and women in the year ending 5<sup>th</sup> April 2023.

**The overall pay gap has reduced significantly this year from 19.13% to 14.43%**

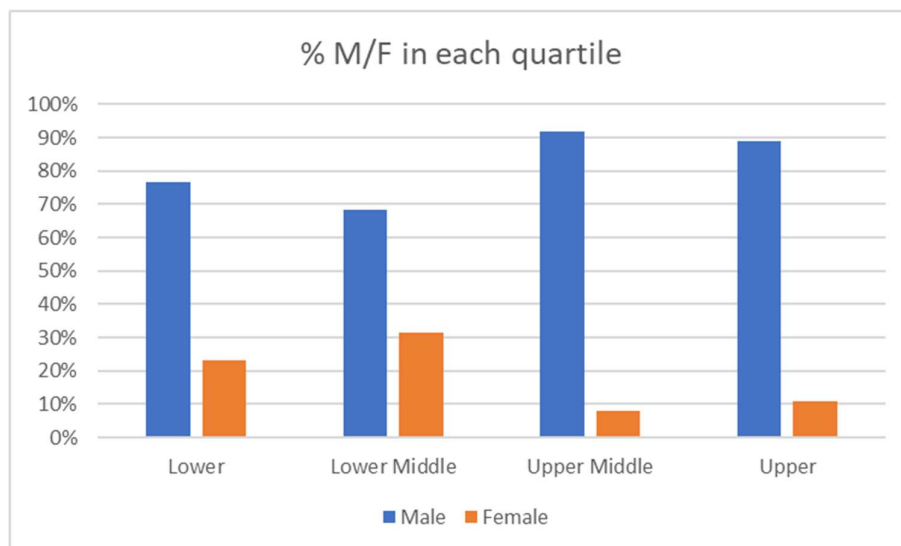
#### Bonus payment:

The below graph highlights that 67.87% of males and 94.75% of females within the business received a bonus payment in the reported period. This is a significant increase on last year in both categories, (16.35% of males and 35.85% of females) but especially females due to a change in the government guidance, meaning that loyalty bonuses should now be included within this figure rather than these being specifically performance related.

A total of 61.4% of females within the business are entitled to a loyalty bonus (for over three years' service) and 55.7% of males. While other employees are entitled to performance-based bonuses this demonstrates that part of the reason for a higher number of females receiving bonuses may be that as an average they have longer service than their male counterparts.



### 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 12% of the overall number of employees.

However, there are increasing numbers of women being hired by the business in technical roles such as for technicians and apprentices; hopefully therefore over time these effects will be reduced.

Though bringing 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, despite this reducing significantly in the last year.

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.

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 as 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 women employees. As most management roles have come through the technician route this also limits the number of females within the company reaching the higher paid management positions. Though we now have 3 female technicians (one of whom is already a supervisor) and a further female apprentice with another set to start this year, so hopefully this will assist with filtering through females to top management positions within the business.

In 2023 we are conducting an internal management training programme aimed at progression in the organisation and identifying talent at all levels.

The Level 1 managers course for more junior individuals that aspire to move into management or supervision, and a Level 2 managers course for the more experienced people in the business with a view to progressing to the next level and increasing their competence.

Respectfully we have 26% and 17% of female participants demonstrating the motivation for the future to promote more women to the higher organisational levels, though this will take some 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.