

THE CROSSROADS GROUP

2019 GENDER PAY GAP ANNUAL REPORT

FEBRUARY 7TH 2020

Pay & Bonus Gender Gap Calculations

Relative to Male

Pay	20.1%	Mean	19.3%	Median
Bonus	27.5%	Mean	54.0%	Median

The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (i.e. 5th April 2019). It also captures the mean and median difference between bonuses paid to men and women in the year ended 5th April 2019 i.e. mainly in relation to the 2018 financial year.

The overall Pay gap has closed again this year to **20.1%** from **29.3%** which we are very pleased about

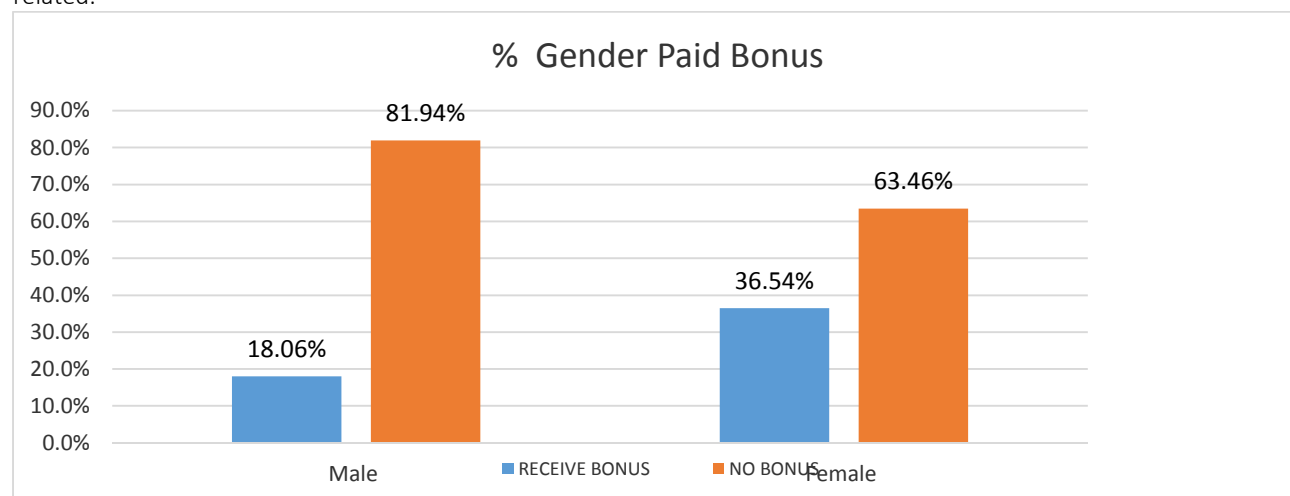
The mean and median pay gap arise due to the following circumstance;

Crossroads operates in the male dominated technical environment of repairing and maintaining heavy Commercial vehicles. We encourage a policy of internal progression and promotion and with this in mind senior positions are occupied by technical staff that have progressed through supervision to management positions within the business.

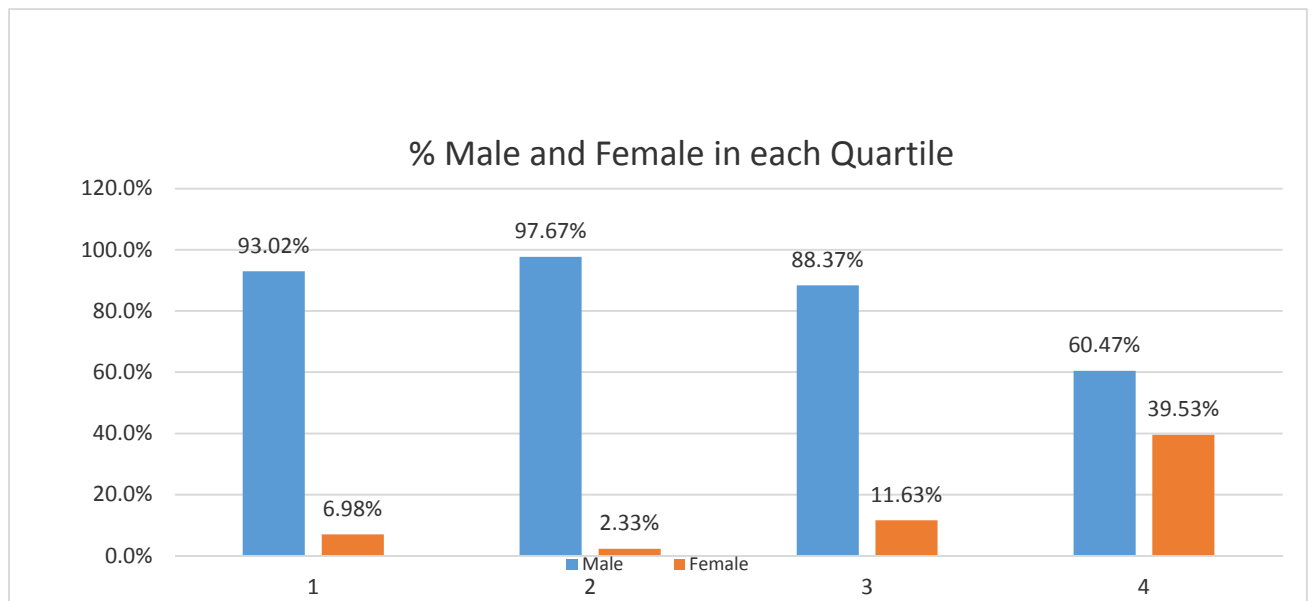
The pay gap has fallen in the year which we are proud of given the nature of the business and we understand the gap is still high, however some internal progression for existing staff to senior positions in the administration side of the business has had a positive impact.

The Proportion of Males and Females Receiving a Bonus Payment

The data shown below highlights that **18%** of male and **36%** of Female employees received a bonus payment during the year ended 5th April 2018. This year we have excluded the loyalty bonus as this is not performance related.



Pay Quartiles



The above charts illustrate the gender distribution at Crossroads Truck and Bus across four equally sized quartiles, each containing approximately 84 employees.

The key points to note are as follows:

As highlighted earlier in the report this also indicated that progression through the organisation comes generally through the technical route and therefore senior management tends to be male.

Overall Summary

Crossroads is an equal opportunities employer and we recognise there is a gender pay gap in our organisation.

The industry and our business is technically male dominated.

We are managing to recruit very few female apprentices to our program over 4 years and 83 apprentices we have only recruited only 4 young ladies whom we hope will progress in time through the organisation but this is only 5%.

During the year we have seen intense competition for technical staff and Trained Technician wages in real terms have risen by almost 8% which is similar to 2018, where we have had a general across the board pay increase of 2%.

We have many mixed roles in the organisation such as, customer service, parts, admin and finance where the Job functions are paid the same, for the same skill and competence level.

We operate a bi-annual personal development plan and are committed to further education for all staff that express the desire to progress.

All our advertising is gender neutral and a recent management roles advertised yielded no female applicants. This is a situation we will continue to monitor and review.

The company is committed to building a diverse and committed workplace that gives equal opportunities to all employees, irrespective of their gender and our employee long service shows significantly, that we meet and exceed our staff's expectations and celebrated 100 employees with over 25 years of service in 2019.

The company is considering opportunities to reduce the gender pay gap in the workplace and the recent promotion to some senior positions of female employees has helped close the gap in 2019, but, we are driven by the technical skill base needed at senior levels in the organisation and the sales team who again are all male.

I confirm that the data reported is accurate.