

THE CROSSROADS GROUP

2020 GENDER PAY GAP ANNUAL REPORT

AUGUST 2021

Pay & Bonus Gender Gap Calculations

Relative to Male

Pay	19.69%	Mean	20.06%	Median
Bonus	39.32%	Mean	23.79%	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 2020). It also captures the mean and median difference between bonuses paid to men and women in the year ended 5th April 2020 i.e. mainly in relation to the 2019 financial year.

The overall Pay gap has closed again this year to **19.69%** from **22.1%** which we are very pleased about the further improvement, though this is not a typical year due to the high levels of furloughed workers

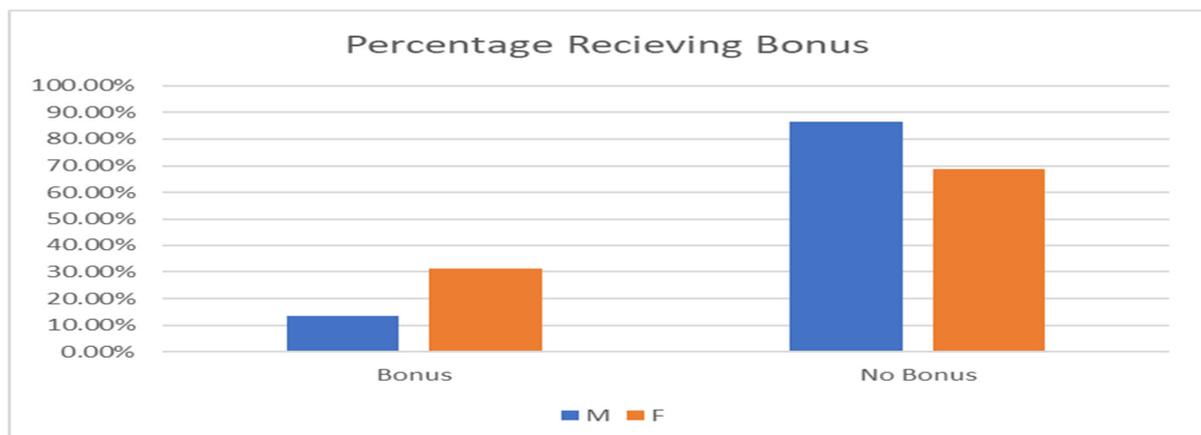
The mean and median pay gap arise due to the following circumstance.

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 senior positions are occupied by technical staff that have progressed through supervision to management positions within the business.

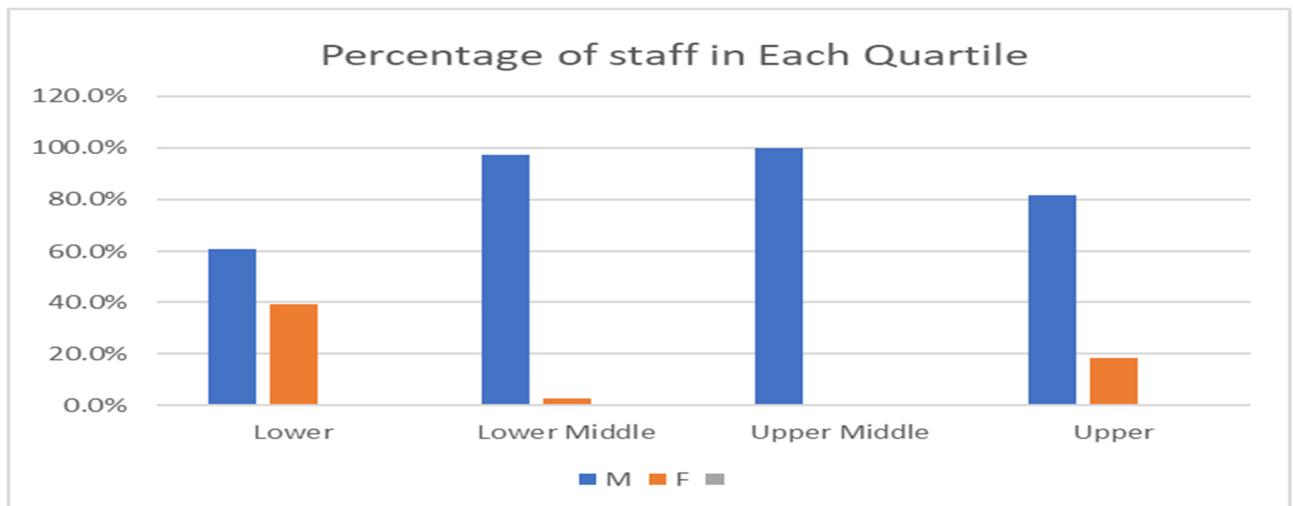
The pay gap has fallen again in the year which we are proud of, given the nature of the business and we understand the gap is still high, However some internal progression for existing staff to senior positions in the administration side of the business has had a positive impact, recruitment of some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

The Proportion of Males and Females Receiving a Bonus Payment

The data shown below highlights that **13.4%** of male and **31.2%** of Female employees received a bonus payment during the year ended 5th April 2020. 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, Due to Covid and the furloughed staff not been included the quartiles are only made up of 40 staff (normally 84) so again this is not a typical representation.

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 are technically male dominated. Our female apprentices now graduating are proving very capable of junior management and 2 have been highlighted for accelerated education programs to develop them further. Promotions taken by females in the administrative side of the business is helping the pay gap and spread of female employees through the quartiles.

During the year we have seen intense competition for technical staff and Trained Technician wages in real terms have risen by almost 6% which is similar to 2019, where we have had a general across the board pay increase of 2%. Developing a bigger gap between the high number of male employees relative to the lower number of females.

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 role advertised yielded no female applicants and we have had no female applications for sales roles advertised throughout the year. 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 are a favoured employer.

The work done has closed the gap but there are fundamentals in the industry that unfortunately ensure that parity will not be met until we get a more balanced influx of young females wanting to join the heavy commercial motor industry on the technical and repair side of the business.

I confirm that the data reported is accurate.