

THE CROSSROADS GROUP

2021 GENDER PAY GAP ANNUAL REPORT

AUGUST 2021

Pay & Bonus Gender Gap Calculations

Relative to Male

Pay	22.99%	Mean	23.09%	Median
Bonus	38.68%	Mean	30.09%	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 2021). It also captures the mean and median difference between bonuses paid to men and women in the year ended 5th April 2021 i.e. mainly in relation to the 2020 financial year.

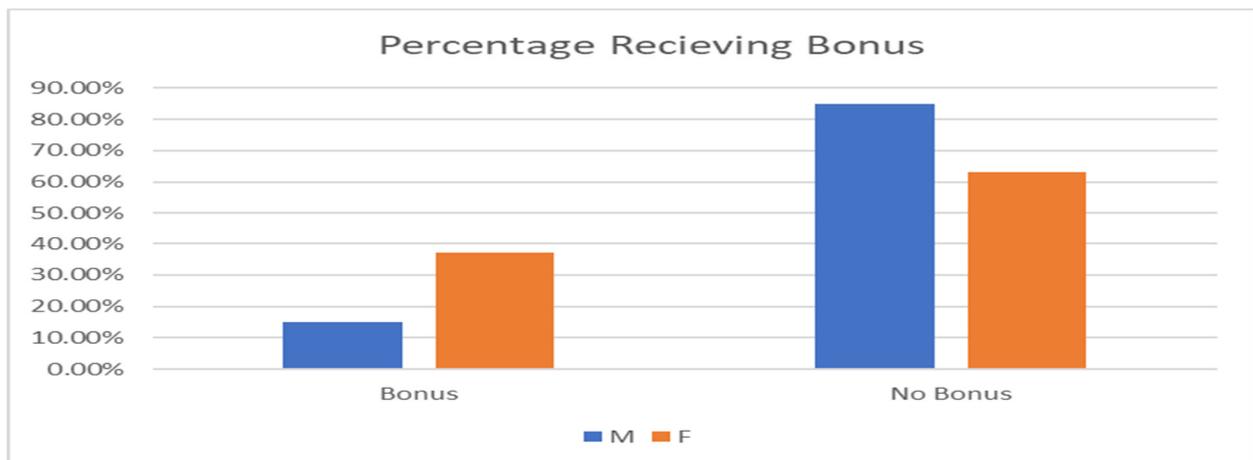
The overall Pay gap has opened slightly post Covid and this year is **23.0%** from **23.1%**.

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

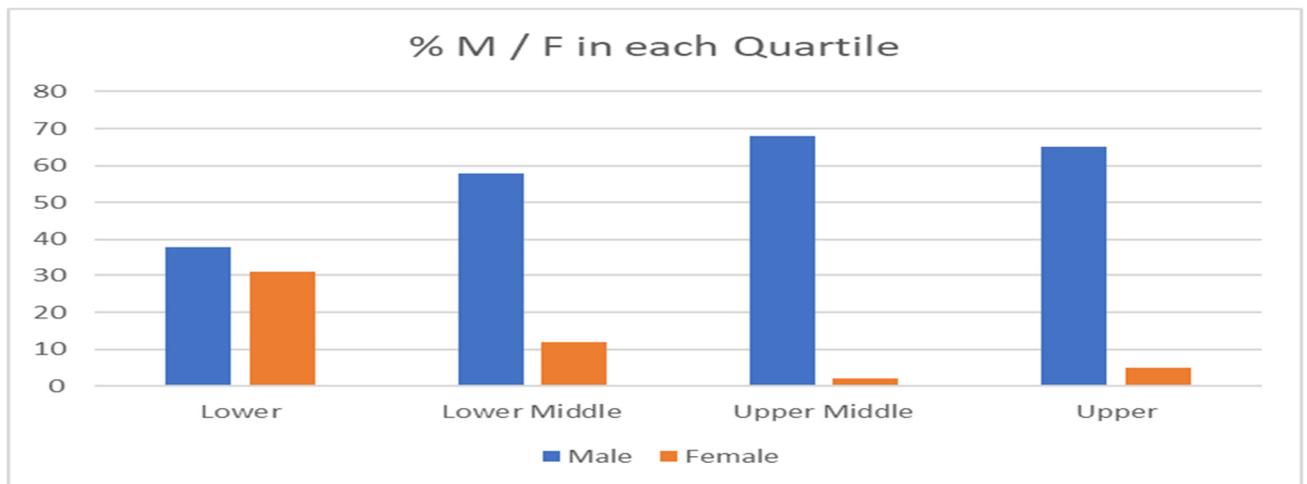
Covid provided many challenges for the business not least a reduction in Staff, predominantly in administration and lower skilled roles. The bigger impact was the apprentices still remaining on Furlough part time in this period, because of the high dominance of male apprentice at lower wages this has a disproportionate effect on the male pay rates, coupled again with a lack of Technical staff in the marketplace which has forced another above inflation pay rise for technical staff who are predominantly male. There is no difference in the pay of staff doing the same roles but the reporting process does not allow for this distinction to be made.

The Proportion of Males and Females Receiving a Bonus Payment

The data shown below highlights that **14.9%** of male and **37.0%** 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 and a reduction through covid the quartiles are only made up of 70 staff (normally 84) so this is not a typical representation of the business.

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. The recruitment of new apprentices for 2021 and beyond has been successful but still less the 5% female applicants.

During the year and particularly the return post most of the covid restriction we have seen intense competition for technical staff and Trained Technician wages in real terms have risen by almost 8% which will no doubt affect the gender pay gap negatively for the 2022 report.

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 and there is no difference between the technical staff either male or female.

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 fundamentals in the industry will 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 rather than occupying administrative and office based type roles.

I confirm that the data reported is accurate.