

THE CROSSROADS GROUP

2017 GENDER PAY GAP ANNUAL REPORT

FEB 18TH 2018

Pay & Bonus Gender Gap Calculations

Relative to Male

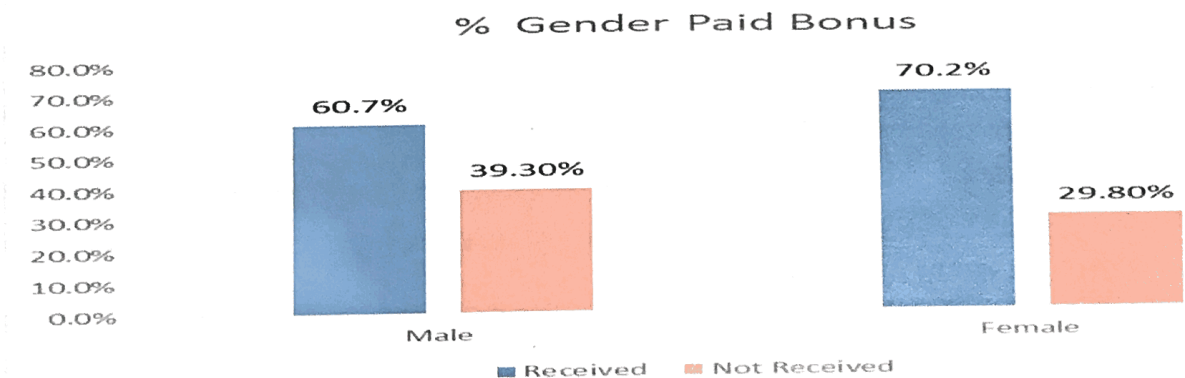
Pay	16.3% Mean	19.8% Median
Bonus	-24.1% Mean	-25.0% Median

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 2017).

It also captures the mean and median difference between bonuses paid to men and women in the year ended 5th April 2017 i.e. mainly in relation to the 2016 financial year.

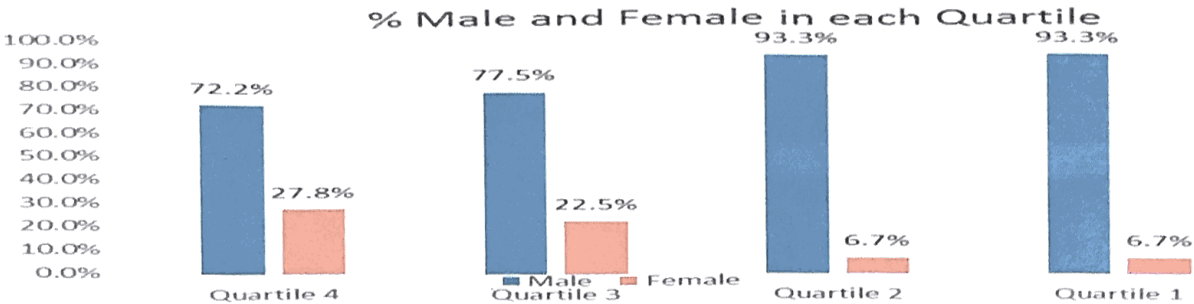
The mean and median pay gap arise due to the following circumstance; Crossroads operates in the male dominated technical environment of repairing and maintaining heavy vehicles. We generally encourage a policy of internal progression and promotion and with this in mind senior positions are occupied by technical staff that have progressed through supervision to management positions.

The Proportion of Males and Females Receiving a Bonus Payment



The data shown above highlights that 61% of male and 70% of Female employees received a bonus payment during the year ended 5th April 2017. This is mainly due to a loyalty bonus program that rewards length of service.

Pay Quartiles



The above charts illustrate the gender distribution at Crossroads Truck and bus across four equally sized quartiles, each containing approximately 89 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. That said where we do have mixed male and female roles, such as, customer service, parts, admin and finance roles where the roles that 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 Sales advertisement generated no female applicants and 10 male candidates. This is a situation we will continue to monitor.

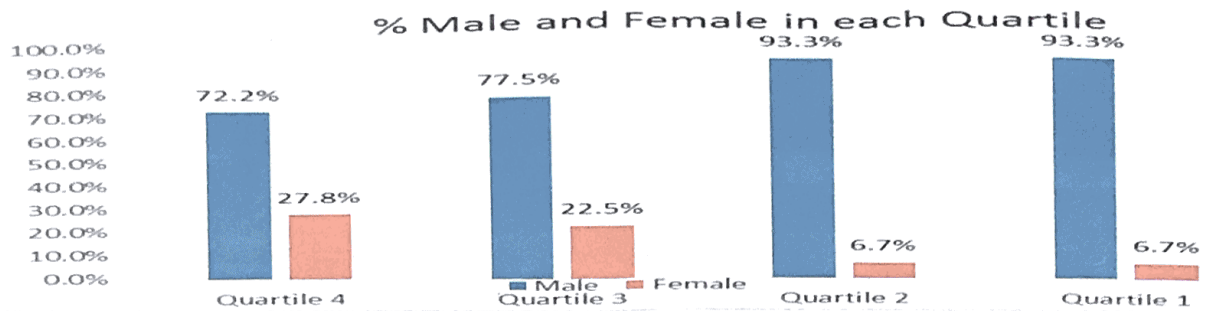
We have recently appointed our senior (female) accountant to the board of directors, and have a number of female staff progressing through various fields of the organisation.

The HGV transport sector is somewhat male-dominated and, as at the calculation date, the workforce gender breakdown was 84% male and 16% female staff members. The company is committed to building a diverse and committed workplace that gives equal opportunities to all employees, irrespective of their gender.

The company is considering opportunities to reduce the gender pay gap in the workplace.

I confirm that the data reported is accurate.

Pay Quartiles



The above charts illustrate the gender distribution at Crossroads Truck and bus across four equally sized quartiles, each containing approximately 89 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. That said where we do have mixed male and female roles, such as, customer service, parts, admin and finance roles where the roles that 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 Sales advertisement generated no female applicants and 10 male candidates. This is a situation we will continue to monitor.

We have recently appointed our senior (female) accountant to the board of directors, and have a number of female staff progressing through various fields of the organisation.

The HGV transport sector is somewhat male-dominated and, as at the calculation date, the workforce gender breakdown was 84% male and 16% female staff members. The company is committed to building a diverse and committed workplace that gives equal opportunities to all employees, irrespective of their gender.

The company is considering opportunities to reduce the gender pay gap in the workplace.

I confirm that the data reported is accurate.