

# Correct Contract Services Ltd

## Gender Pay Gap Report 2026

*Snapshot date: 5 April 2025*

### Executive summary

CCS has a mean hourly gender pay gap of 12.14% and a median hourly gender pay gap of 20.00%. The figures indicate that the gap is driven primarily by workforce composition, particularly the concentration of men in higher-paid operational, technical and leadership roles, rather than by unequal pay for the same work. This report sets out the statutory data, explains the structural drivers relevant to CCS and includes an enhanced action plan aligned to current UK guidance and emerging expectations for employer action plans.

## 1. Introduction

Correct Contract Services Ltd (CCS) is committed to promoting equality, transparency and fairness across all areas of the business. As a contractor operating across the social housing sector providing compliance, energy and retrofit services, CCS recognises the importance of building a diverse workforce and ensuring that pay, progression and reward arrangements are fair, objective and consistently applied.

This report has been prepared in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. It presents our statutory gender pay gap figures based on the snapshot date of 5 April 2025, explains the main factors influencing the results, and sets out the actions CCS is taking to improve representation and opportunity over time.

## 2. What the Gender Pay Gap Measures

The gender pay gap measures the difference between the average hourly earnings of men and women across the whole organisation. It is not the same as equal pay. Equal pay concerns whether men and women are paid the same for carrying out the same work, equivalent work, or work of equal value. A company can therefore have a gender pay gap while still paying men and women fairly for the same roles.

Gender pay gap data is particularly influenced by workforce composition, for example, who is represented in higher-paid technical or leadership roles, who is represented in support functions, and how bonus opportunity is distributed across the business.

## 3. Statutory Gender Pay Gap Data

Metric	Result
Mean hourly pay gap	12.14%
Median hourly pay gap	20.00%

Mean bonus pay gap	43.63%
Median bonus pay gap	0.00%
Women receiving a bonus	51.09%
Men receiving a bonus	53.37%

Quartile	Male	Female
Lower quartile	40.85%	59.15%
Middle quartile	60.56%	39.44%
Upper middle quartile	92.96%	7.04%
Upper quartile	76.39%	23.61%

## 4. Workforce and Sector Context

CCS operates in sectors that are traditionally male-dominated, particularly within field-based technical, trade and leadership roles linked to heating, electrical, retrofit and renewables delivery. This is relevant context when considering the composition of our own workforce and the profile of roles that sit within the upper pay quartiles.

Within CCS, many of the higher-paid roles sit within operational delivery, technical supervision, compliance oversight and regional leadership. These roles often require specialist qualifications, field-based experience, supervisory accountability, or a progression route that historically has had higher male representation. By contrast, women are more represented in a number of office-based, coordination, support and administrative functions, which typically sit within the lower and middle pay quartiles.

This pattern is consistent with wider sector challenges. It also highlights that the most meaningful opportunities for long-term improvement are likely to come from broadening entry routes into operational roles, improving progression pathways into higher-paid roles, and maintaining strong governance around recruitment, pay and reward decisions.

## 5. Commentary

### 5.1 Hourly pay gap

CCS reports a mean hourly pay gap of 12.14% and a median hourly pay gap of 20.00%. The median figure is higher than the mean, which suggests that the central point of the pay distribution is being influenced by workforce structure and the concentration of female employees in lower-paid or mid-range roles relative to men.

The data does not, of itself, indicate that men and women are paid differently for doing the same job. Rather, it indicates that men are more heavily represented in the higher-paid parts of the organisation. The quartile

distribution supports this: women form the majority in the lower quartile, but representation falls sharply in the upper middle and upper quartiles, where operational and technical roles are more prevalent.

### 5.2 Bonus pay gap

The mean bonus gap of 43.63% is materially higher than the mean hourly pay gap, whereas the median bonus gap is 0.00%. This indicates that bonus participation is relatively consistent in principle, but the average value of bonuses paid to men is higher because a smaller number of higher-value bonus payments sit in parts of the business with greater male representation.

The proportion of men and women receiving bonuses is broadly similar at 53.37% and 51.09% respectively. This is a positive indicator that access to bonus arrangements is not restricted to one gender. The gap instead appears to be linked to role profile, level, and the distribution of higher-value incentives or performance-related payments.

### 5.3 Quartile analysis

The quartile data is one of the clearest indicators of where CCS should focus its attention. Women make up 59.15% of the lower quartile and 39.44% of the middle quartile, but only 7.04% of the upper middle quartile and 23.61% of the upper quartile. This suggests that the principal driver of the pay gap is underrepresentation of women in higher-paid technical, operational and leadership roles rather than a broad-based disparity throughout the pay structure.

### 5.4 Risks and areas of focus

For CCS, the main areas of focus are likely to be recruitment pipelines into operational roles, visibility of development opportunities, progression into supervisory and leadership positions, and continued governance around starting salaries, pay progression and bonus criteria. These are the areas most likely to influence the pay gap in a meaningful and sustainable way.

## 6. 2027 Gender Pay Gap Action Plan

CCS is adopting a forward-looking action plan in anticipation of emerging expectations for employer action plans. The aim is not only to report the pay gap, but to take structured and measurable steps to address the workforce factors that drive it.

Priority area	Action	Owner	Target date	Success measure
Recruitment pipeline	Review job adverts, imagery, selection processes and attraction routes to improve the visibility and accessibility of operational and technical roles to women, including apprenticeships and early-careers pathways.	HR / Hiring Managers	Q4 2026	Improved female applicant and shortlisting rates in targeted roles.
Progression	Map progression routes into supervisory, technical compliance and operational management roles and ensure opportunities, development support and acting-up experience are visible and open to all employees.	Heads of Department	Q1 2027	Increased female representation in talent and succession discussions for higher-paid roles.
Pay governance	Review starting salary decisions, pay review processes and discretionary pay decisions	HR / Finance / Directors	Q1 2027	Annual review completed with actions

Priority area	Action	Owner	Target date	Success measure
	to ensure they are objective, documented and consistent across comparable roles.			recorded and exceptions challenged.
Bonus governance	Review bonus arrangements and approval controls so that measures, thresholds and payment rationale are clear and consistently applied.	Finance / Directors	Q1 2027	Bonus review completed with any anomalies investigated and addressed.
Flexible working and retention	Identify where greater flexibility can reasonably be supported, particularly in office-based, coordination and support roles, and maintain a clear process for considering requests fairly.	HR / Department Heads	Q2 2027	Retention and engagement trends monitored by gender with actions agreed where required.
Leadership capability	Provide managers with guidance on inclusive recruitment, fair progression decisions, objective reward decisions and the structural causes of pay gaps.	HR	Q2 2027	Manager briefing or training delivered and embedded into people processes.
Workplace inclusion	Continue to review practical inclusion factors relevant to the sector, such as PPE access, welfare arrangements, facilities, site culture and support for underrepresented groups entering operational roles.	Operations / H&S / HR	Q2 2027	Issues logged, actions tracked and barriers reduced in targeted areas.
Menopause support	Review whether existing wellbeing support, manager guidance and workplace adjustments adequately support employees experiencing menopause.	HR	Q2 2027	Position reviewed with proportionate support measures incorporated into policy or guidance where required.
Monitoring and governance	Report gender pay gap metrics, workforce composition indicators and progress against this action plan to senior leadership annually.	Board / HR	Annually	Annual review completed, with progress and next steps formally recorded.

## 7. Further Commitments for CCS

- Continue to use annual reporting as part of a broader governance process rather than a once-a-year compliance exercise.
- Ensure future reports compare year-on-year movement in the pay gap and explain clearly where improvement has or has not been achieved.
- Consider whether future people reporting should include broader workforce representation indicators where this would support strategic workforce planning and client confidence.

## 8. Conclusion

CCS recognises that the gender pay gap is shaped by the structure of the business and by wider labour market challenges in the sectors in which we operate. The current figures point to underrepresentation of women in higher-paid operational, technical and leadership roles as the main driver. The business is committed to fair pay practices and to taking practical steps that will improve representation, progression and opportunity over time.

## 9. Approval Statement

I confirm that the information contained in this report is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This report has been reviewed and approved by the Board of Directors of Correct Contract Services Ltd.



**Name:** Danny Gladwyn  
**Position:** Managing Director  
**Date:** 1<sup>st</sup> April 2026