CORSERV

A CORNWALL COUNCIL COMPANY

Gender Pay Gap Report

Corserv Solutions Group

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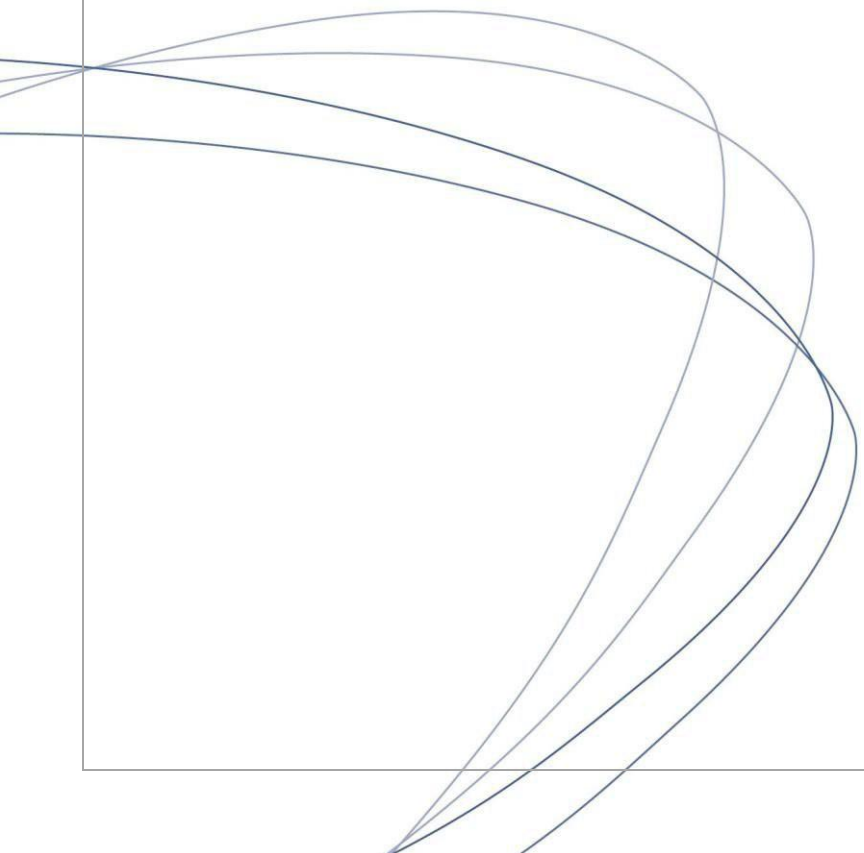

Chief Executive Statement

At Corserv Solutions Ltd, our mission is to improve the lives of people in our communities. A key part of this commitment is ensuring fairness, transparency and equality of opportunity for everyone who works for us.

This Gender Pay Gap Report sets out our position as at 31 March 2025 in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. It explains the differences in average pay between men and women across our organisation and provides important context to help readers understand the factors influencing our results.

Corserv is a blended organisation, bringing together three fundamentally different workforce models: a large operational and engineering led business through Cormac and Cornwall Airport Newquay; a predominantly care based workforce through Corserv Care; and a smaller professional and corporate support function through Corserv Support. Each part of the Group operates within distinct labour markets, reflects different occupational norms and has its own gender workforce profile. As a result, Corserv does not have a single gender pay narrative, but a blended position shaped by these different structural realities.

Our 2025 results show that the gender pay gap across Corserv is primarily driven by the distribution of men and women across different roles, professions and seniority levels within each of these businesses. Within Cormac and Cornwall Airport Newquay, the gap is influenced by the concentration of men in higher paid operational, technical and senior roles in sectors that remain traditionally male dominated. In contrast, Corserv Care presents a markedly different profile, with a predominantly female workforce across all levels and strong evidence of pay balance, including parity at the median. Corserv Support, while smaller in scale, shows more pronounced pay gaps driven by the concentration of senior specialist roles and the sensitivity of averages within a limited headcount. These differences are structural in nature and reflect role distribution rather than unequal pay for equal work.

When these distinct workforce realities are combined, they produce a Group gender pay gap that sits below national and South West regional averages and continues a clear long term downward trend. This demonstrates that our focus on pay transparency, progression and fairness is making a positive impact. However, we recognise that sustainable improvement will depend on long term change, including increasing gender balance in higher paid operational and technical roles, supporting progression into senior positions and continuing to ensure that pay and grading arrangements remain fair, transparent and consistently applied across all parts of the organisation.

We are committed to taking meaningful long-term action to support career progression, promote inclusive recruitment practices, encourage flexible working where operationally feasible and monitor pay outcomes. We also recognise that progress may take time, particularly in sectors where labour market challenges and occupational distribution persist.

In publishing this report, including voluntary data for parts of the business not required to report by law, we reaffirm our commitment to openness and continuous improvement. We will continue to monitor trends, learn from our data and take action to create a more balanced, inclusive and equitable workplace for all.

Neil Edmond
Chief Executive
Corserv Solutions Ltd

1. Introduction

Corserv Solutions Ltd, owned by Cornwall Council, exists to improve the lives of people in our communities.

We are committed to fairness, equality and transparency in pay. In line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, we publish our annual Gender Pay Gap Report, setting out the differences in average pay between men and women across our workforce.

Corserv comprises three operational divisions and a Corserv Support function:

- **Corserv Support** – providing corporate and professional services across the Group, including HR, Finance, IT, Communications, Legal, Governance and the Jobline business.
- **Cormac** – highways, infrastructure, engineering and facilities services.
- **Corserv Care** – adult social care and community-based services.
- **Cornwall Airport Newquay** – a registered separate legal entity within the Corserv Solutions Group.

Together, the divisions and the Corserv Support function form Corserv.

Our Approach to Reporting

This report presents gender pay gap data for each part of the business to provide transparency and clarity on pay outcomes across the Group:

- Corserv Support is reported separately, recognising its role as a corporate support function rather than an operational division.
- Cormac and Corserv Care are reported as distinct operational divisions.
- Cornwall Airport Newquay is reported as a separate operating entity.

Under the Regulations, organisations are required to report gender pay gap data where they employ 250 or more employees on the statutory snapshot date. Cornwall Airport Newquay, with fewer than 250 employees, is not legally required to publish gender pay gap data.

However, as a transparent and values-led organisation, Corserv has chosen to voluntarily include the Corserv Support function and Cornwall Airport Newquay within this report. This reflects our commitment to ethical practice, openness and continuous improvement and supports a more complete understanding of gender pay outcomes across the entire Group that makes up Corserv. Including these areas ensures a holistic view of pay outcomes across all parts of the Group, supporting transparency and informed workforce planning.

All figures in this report are based on employees employed on the statutory snapshot date of 31st March 2025 and have been calculated in accordance with the Regulations.

2. What is the Gender Pay Gap?

The gender pay gap shows the difference between the average earnings of men and women, expressed as a percentage of men's earnings. It is not the same as equal pay, which relates to paying men and women the same for equal work. This report uses the male earnings as the baseline, which is standard in gender pay gap reporting.

The mean represents the average pay across all employees, while the median reflects the midpoint of the

pay distribution. Both measures provide insights into pay differences between men and women, with median often less influenced by extreme values.

A gender pay gap can be influenced by a number of structural factors, including:

- Occupational segregation
- The distribution of men and women across roles, grades and seniority levels
- Patterns of full-time and part-time working
- The size and composition of the workforce

For these reasons, gender pay gap figures should be considered alongside workforce context and trends, rather than in isolation.

3. Workforce Composition

This report is based on employees employed on 31 March 2025 who received normal pay during the relevant pay period. Workforce composition provides essential context for understanding gender pay gap outcomes, as the distribution of men and women across divisions, job families and seniority levels directly influences overall pay gaps.

Although Group-level workforce composition was not formally reported in 2024, comparative analysis has been undertaken using available divisional data to identify trends and movements in gender representation.

Business Area	2025					2024				
	Total No.	Male No.	Male %	Female No.	Female %	Total No.	Male No.	Male %	Female No.	Female %
Corserv Solutions (Group Total)	1,914	1196	62%	718	38%	2094	1345	64%	749	36%
Corserv Support	77	22	29%	55	71%	66	20	30%	46	70%
Cormac	1,280	978	76%	302	24%	1521	1141	75%	380	25%
Corserv Care	353	69	20%	284	80%	291	49	17%	242	83%
Cornwall Airport Newquay	204	127	62%	77	38%	216	135	62.5%	81	37.5%

Corserv (Group Total)

As at 31 March 2025, Corserv employed 1,914 colleagues, of whom 62% were male and 38% were female.

While a like-for-like Group comparison is not available for 2024, aggregation of divisional data indicates that the overall gender balance across Corserv has remained broadly stable year on year. This approach provides a reasonable indicative comparison and supports interpretation of longer-term workforce trends. The Group profile continues to reflect a structural gender split by sector, rather than pay inequality within comparable roles. Key observations include:

- Male colleagues remain concentrated within operational, technical, engineering and senior roles, primarily within Cormac and Cornwall Airport Newquay.
- Female colleagues remain concentrated within care, administrative and professional support roles, primarily within Corserv Care and the Support function.
- These patterns are consistent with regional/national labour market trends within comparable sectors.

The inclusion of Group-level reporting in 2025 establishes a clear baseline against which future improvements in gender balance can be monitored.

Corserv Support

As at the 2025 snapshot date, the Support function employed 77 colleagues, comprising 55 women (71%) and 22 men (29%).

Compared with 2024, headcount increased from 66 to 77, with growth predominantly among female colleagues. The overall gender split has remained consistent year on year, indicating stability in the workforce profile rather than a widening imbalance.

The predominance of female colleagues reflects the nature of professional and administrative support roles and remains an important contextual factor when interpreting pay outcomes for this function.

Cormac

As at 31 March 2025, Cormac (including Facilities) employed 1,280 colleagues, of whom 978 (76%) were men and 302 (24%) were women.

In 2024, Cormac and Facilities were reported separately; for 2025, the data has been combined to reflect the new organisational structure. This increases overall female representation compared with Cormac-only figures from 2024, while the division remains predominantly male, reflecting its operational focus in engineering, highways and environmental services, sectors that are nationally male-dominated.

Corserv Care

As at the 2025 snapshot date, Corserv Care employed 353 colleagues, of whom 284 (80%) were women and 69 (20%) were men.

Headcount increased from 291 in 2024 to 353 in 2025, with the gender split remaining broadly consistent. This indicates that growth within the division has not materially altered the existing workforce profile.

The high proportion of female colleagues aligns with national care sector trends and provides important context when interpreting both workforce composition and pay gap outcomes.

Cornwall Airport Newquay

At 31 March 25, CAN employed 204 colleagues, comprising 127 men (62%) and 77 women (38%).

Although 2025 is the first year of voluntary gender pay gap reporting for the Airport, internal workforce data from 2024 indicates that the gender split has remained broadly stable. The workforce continues to be predominantly male, reflecting the operational, technical and safety-critical roles within the aviation sector.

The 2025 data therefore establish a baseline position, enabling future trend analysis and assessment of progress in improving gender balance across airport roles.

4. Mean Pay Gap

The Mean Pay Gap in the below table shows average pay differences to understand overall pay equity.

Entity	Mean Gender Pay Gap* 2025				Mean Gender Pay Gap* 2024			
	Male	Female	Gap	%	Male	Female	Gap	%
Corserv Solutions (Group Total)	£16.92	£14.66	£2.26	13.36%	Not reported			
Corserv Support	£31.50	£17.92	£13.58	43%	£27.97	£16.53	£11.44	41%
Cormac	£16.75	£14.41	£2.34	13.97%	Not reported			
Corserv Care	£14.09	£14.24	-£0.15	-1.06%	£12.44	£13.60	-£1.16	-9%
Cornwall Airport Newquay	£17.19	£14.92	£2.27	13.21%	Not reported			

**Positive % = M earn more on average than F; negative % = F earn more on average than M.*

Corserv (Group Total)

At the Group level, the mean hourly pay for Corserv shows a 13.36% gap, with male colleagues earning £16.92 per hour on average and female colleagues £14.66. This reflects that, on average, men earn more than women across the Group.

The gap primarily reflects the distribution of men and women across this part of the business and its roles, rather than differences in pay for the same or equivalent work:

- Men are concentrated in higher-paid operational, technical and senior roles, particularly within Cormac and Cornwall Airport Newquay.
- Women are more highly represented in Corserv Care and Support functions, which feature roles in care, professional services and administrative functions.

Small headcount functions, such as Corserv Support, are particularly sensitive to changes in pay distribution, where just a few roles can significantly influence mean pay outcomes; figures should be considered alongside workforce context and trends rather than in isolation

These figures provide a Group-wide benchmark for monitoring trends over time and highlight the structural factors driving the gender pay gap, informing ongoing initiatives to support fair and equitable pay across each part of the business.

Corserv Support

In 2025, the mean hourly pay within the Support Function was £31.50 for male colleagues and £17.92 for female colleagues, resulting in a mean gender pay gap of 43%, compared to 41% in 2024.

The change in the mean gap reflects the concentration of higher-paid specialist and senior roles, which disproportionately influence average hourly pay outcomes.

Cormac

In 2025, the mean hourly pay within Cormac was £16.75 for male colleagues and £14.41 for female colleagues, resulting in a mean gender pay gap of 13.97%.

This represents an increase compared with Cormac's standalone 2024 mean pay gap of 5% but is lower than the 2024 Facilities mean gap of 16%. The change reflects the combined workforce profile following the inclusion of Facilities and the continued concentration of male colleagues in higher-paid operational, technical and senior roles.

The mean gender pay gap within Cormac is driven by role distribution and structural distribution, rather than differences in pay for the same or similar roles.

While Cormac is reported as a combined entity for the first time in 2025 and therefore shows no direct 2024 comparator in the table, the mean gender pay gaps for Cormac-only (5%) and Facilities (16%) in 2024 provide useful contextual reference points.

Corserv Care

In 2025, the mean hourly pay was £14.09 for male colleagues and £14.24 for female colleagues, resulting in a mean gender pay gap of -1.08%. This indicates that, on average, female colleagues earned slightly more than male colleagues within the division.

This represents continued pay balance within the division, with a smaller negative gap compared with 2024.

Cornwall Airport Newquay

In 2025, the mean hourly pay was £17.19 for male colleagues and £14.92 for female colleagues, resulting in a mean gender pay gap of 13%. This indicates that, on average, male colleagues earned more than female colleagues within the Airport division.
As this is the first year Cornwall Airport has voluntarily reported gender pay gap data, these figures provide a baseline for understanding pay distribution and for monitoring future progress. The mean gap primarily reflects the distribution of men and women across operational, technical and senior roles, rather than differences in pay for the same work.

5. Median Pay Gap

The Median Pay Gap in the table below shows midpoint differences to understand overall pay equity.

Entity	Median Gender Pay Gap* 2025				Median Gender Pay Gap* 2024			
	Male	Female	Gap	%	Male	Female	Gap	%
Corserv Solutions (Group Total)	£14.93	£12.77	£2.16	14.46%	Not reported			
Corserv Support	£24.79	£15.54	£9.25	37.33%	£25.97	£13.47	£12.50	48%
Cormac	£14.93	£12.40	£2.53	16.95%	Not reported			
Corserv Care	£13.12	£13.12	£0.00	0.00%	£11.32	£11.84	-0.52	-5%
Cornwall Airport Newquay	£13.31	£11.99	£1.32	9.92%	Not reported			

**Positive % = M earn more on average than F; negative % = F earn more on average than M.*

Corserv (Group Total)

At the Group level, the median hourly pay gap is 14.46%, with male colleagues earning a median of £14.93 per hour and female colleagues £12.77. This reflects the pay difference at the midpoint of the pay distribution, showing that, on average, men earn more than women across the Group.

This median gap reflects the structural distribution of men and women across each part of the business and its roles:

- Men are concentrated in upper and upper-middle quartiles, corresponding to operational, technical and senior roles.
- Women are concentrated in lower and lower-middle quartiles, reflecting care, administrative and professional support roles.

The median gap demonstrates that structural workforce composition, rather than unequal pay practices, drives the Group-level gender pay gap. It provides a stable baseline for tracking progress and informs targeted actions to support career progression, equitable access to senior roles and a more balanced distribution of men and women across pay levels.

Corserv Support

The median hourly pay for the Support Function in 2025 was £24.79 for male colleagues and £15.54 for female colleagues, giving a median gender pay gap of 37%. This represents an improvement from 48% in 2024.

The reduction in the median gap indicates a more balanced spread of pay across the middle of the Support Function workforce, suggesting positive movement in progression and pay alignment over the year.

Cormac

The median hourly pay in 2025 was £14.93 for male colleagues and £12.40 for female colleagues, resulting in a median gender pay gap of 16.95%.

This compares with a median gap of 8% in 2024 Cormac and 21% in 2024 Facilities. As with the mean, the 2025 median reflects the combined pay distribution across both workforces and the concentration of male colleagues within higher-paid roles.

The median gap indicates that at the midpoint of the pay distribution, male colleagues continue to earn more than female colleagues, reflecting structural workforce composition rather than unequal pay practices.

Corserv Care

The median hourly pay for both male and female colleagues in 2025 was £13.12, resulting in a median

gender pay gap of 0%. This demonstrates pay parity at the midpoint of the pay distribution within the division.

This marks a continued improvement from 2024, when the median gender pay gap was -4.59%.

Cornwall Airport Newquay

The median hourly pay in 2025 was £13.31 for male colleagues and £11.99 for female colleagues, resulting in a median gender pay gap of 9.9%. This demonstrates that at the midpoint of the pay distribution, male colleagues are paid more than female colleagues, reflecting the concentration of women in lower-paid roles and men in technical and senior positions.

As with the mean pay, these figures represent a baseline position for Cornwall Airport Newquay, which can be used to track improvements in pay balance in future reporting periods.

6. Pay Quartiles & Foundation Living Wage Split

Quartiles rank employees by hourly pay and split them into four equal groups to show how men and women are distributed across the pay spectrum and highlights structural factors influencing the gender pay gap.

Quartile	Corserv		Corserv Support		Cormac		Corserv Care		Cornwall Airport Newquay	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Q1. Lower	51%	49%	0%	100%	59%	41%	11%	89%	18%	82%
Q2. Lower Middle	51%	49%	32%	68%	72%	28%	27%	73%	84%	16%
Q3. Upper Middle	71%	29%	21%	79%	90%	10%	20%	80%	71%	29%
Q4. Upper	78%	22%	37%	63%	85%	15%	19%	81%	76%	24%

**Percentages may not total 100% due to rounding.*

FLW Split	Total	Male	Female
Corserv Support	18	0	18
Cormac	294	131	163
Corserv Care	35	9	26
Cornwall Airport Newquay	96	46	50

Corserv (Group Total)

At the Group level, quartile analysis highlights how men and women are distributed across pay levels:

- Men are represented in the upper and upper-middle quartiles, reflecting their concentration in higher-paid operational, technical and senior roles.
- Women are represented in the lower and lower-middle quartiles, reflecting roles in care, administrative and professional support functions.
- Foundation Living Wage (FLW) analysis shows that all FLW earners in Central Services are female, while in operational divisions like Cormac and Facilities, both men and women earn FLW at the lower pay levels, with women slightly outnumbering men (Cormac: 80F / 64M; Facilities: 83F / 67M). In Corserv Care (26F / 9M) and Cornwall Airport (50F / 46M), women are disproportionately represented among FLW earners. This reinforces the structural factors shaping the lower quartile composition.

These quartile patterns demonstrate that the Group's gender pay gap is primarily influenced by occupational and structural factors, rather than unequal pay for comparable work. They also help identify opportunities to support career progression and greater gender balance in higher-paid roles.

Corserv Support

Women form the majority of colleagues across most pay quartiles, while men hold a greater proportion of roles within the highest pay quartile. The lower quartile is exclusively female and includes all FLW earners

(18F / 0M), reflecting the concentration of women in administrative and professional support roles.

The upper pay quartile continues to include a higher proportion of male colleagues, reflecting the current structure of senior and specialist roles.

Cormac

Women are most strongly represented in the lower pay quartile (41%), while male representation increases across the upper pay quartiles, reaching 85–90% in the upper-middle and upper quartiles.

The lower quartile includes a significant number of FLW earners, with 80 females and 64 males in Cormac and 83 females and 67 males in Facilities. This demonstrates that even at the lowest pay levels, there is some male representation, though women remain slightly dominant.

This pattern is consistent with both the 2024 Cormac and 2024 Facilities distributions, where men were disproportionately represented in higher-paid operational and senior roles. The mix of technical, operational and leadership roles within each quartile remains a key factor influencing the gender pay gap within the division.

Corserv Care

Women form the majority of colleagues across all four pay quartiles within Care. FLW analysis shows 26 women and 9 men earning the FLW, highlighting that women dominate the lower pay levels.

This demonstrates a strong female presence at every level of the pay structure, including the highest-paid roles within the division. Male representation remains broadly consistent across quartiles and does not increase at senior levels.

Cornwall Airport Newquay

Women are well represented in the lower pay quartile (82%) and include 50 FLW earners compared with 46 males across all pay levels. Men hold a greater proportion of roles in the upper pay quartiles (71–76%).

The upper pay quartiles continue to include a higher proportion of male colleagues, reflecting the current structure of operational, technical and senior roles. Women are underrepresented in the higher-paid roles, consistent with national trends in aviation and operational sectors, while remaining strongly represented in administrative and support roles in the lower quartile.

7. Bonus Pay

Bonus Pay in the table below shows how many employees received bonuses and highlights gender differences; small numbers are not necessarily representative.

Entity	% Males Receiving Bonus	% Females Receiving Bonus	No. Employees Receiving a Bonus
Corserv (Group Total)	0.00%	0.37%	7
Corserv Support	0.00%	0.00%	0
Cormac	0.00%	0.00%	0
Corserv Care	0.00%	2.11%	6
Cornwall Airport Newquay	0.00%	1.30%	1

During the reporting period, only seven employees received bonuses, all female, representing 0.37% of the workforce. These payments related to sales target achievement at the airport and retention incentives awarded to selected Care colleagues who supported the closure of Trefula House residential home, recognising their commitment to ensuring continuity of care for residents until the home closed and colleagues transitioned to their new roles. These payments were exceptional and time-limited and do not form part of any ongoing bonus scheme. No bonuses were awarded to non-executive directors during the reporting period.

Given the small numbers, these bonuses are not representative of wider pay practices and reflect role-specific, short-term incentives rather than differences in reward by gender. Bonus arrangements are applied consistently across the organisation and continue to be reviewed to ensure fairness and transparency.

8. Understanding Our Results

Group-wide interpretation

Across Corserv, the gender pay gap is primarily structural, driven by the distribution of men and women across roles, seniority levels and the differing parts of the business, rather than differences in pay for comparable work. Men are concentrated in higher-paid technical, operational and senior positions, particularly within Cormac and Cornwall Airport Newquay. Women are concentrated in lower and middle-paid roles, including care, administrative and professional support functions, particularly within Corserv Care and Support. Small headcount functions, such as Corserv Support, are sensitive to fluctuations in pay distribution, especially in upper quartiles.

Corserv Support

Corserv Support provides corporate, professional and operational services to the divisions, including the Jobline business. This function has a relatively small headcount and a concentration of senior specialist roles.

As a result, the gender pay gap within Corserv Support is highly sensitive to small changes in workforce composition. Movements of only a few roles can result in notable fluctuations in pay gap figures year on year, so readers are encouraged to consider trends over time rather than single-year movements. Figures should be considered alongside workforce context and trends rather than in isolation

In 2025, the mean gender pay gap is 43%, with a median of 37%, reflecting the current distribution of roles and seniority levels rather than differences in pay for the same or similar work. While the mean gap has increased slightly, the median has decreased, indicating progress across a broader range of roles.

No employees received bonuses during this period. The high bonus pay gap observed in prior reporting is due to payments being received by very few individuals, rather than systemic inequity.

These data highlight the importance of continuing to support career development, progression and equitable access to senior roles within Corserv Support to maintain momentum and improve pay balance over time.

Cormac

Cormac employs a large operational workforce delivering highways, environmental and civil engineering services. These sectors are traditionally male dominated, particularly within skilled trade, engineering and senior operational roles. The 2025 reporting position must also be viewed in the context of organisational change.

Although Facilities formally transferred after the 31 March 2025 snapshot date, the workforces have been combined for reporting purposes to reflect the future structure and enable meaningful comparison going forward. As a result, direct comparison with 2024 Cormac alone should be treated with caution, as the inclusion of Facilities increases overall headcount and female representation and moderates the overall pay gap position.

Across all years, the gender pay gap within Cormac is primarily driven by workforce composition, with men disproportionately represented in higher-paid technical and operational roles. There is no evidence of unequal pay for equal work.

When operational roles are excluded, the gender pay gap is not evident across professional and

management grades, where pay is aligned to responsibility and seniority. The reported differential therefore reflects occupational distribution rather than pay inequity, with future reporting benefiting from a consistent organisational baseline to support clearer trend analysis and targeted action to improve gender representation across operational and leadership pathways.

Corserv Care

Corserv Care delivers community care, enablement, telecare and residential services and has a predominantly female workforce across all levels.

Data for Corserv Care shows a strong female presence across all pay quartiles, with minimal gender pay gaps and clear evidence of pay parity at the median. The division remains in a positive position in relation to gender pay, with the mean gap improving year on year, from -9% in 2024 to -1.1% in 2025. The median gap remains at 0%, indicating that men and women are paid equally at the midpoint of the pay distribution.

This change in mean pay reflects:

- Pay uplifts across the workforce
- Relatively greater increases in female hourly rates compared with male hourly rates
- Minor changes in workforce composition

The absence of a median gap demonstrates broad pay equality; any remaining gap is driven by role structure and composition, not unequal pay.

Within Corserv Care, the small negative gender pay gap is influenced by workforce composition. Male colleagues are predominantly employed within Support Worker roles, many of whom are sponsored workers.

The division is actively encouraging male colleagues to apply for progression opportunities and is supporting development through Apprenticeships and structured training pathways. However, progression is subject to external regulatory constraints. Sponsorship requirements mean that overseas colleagues must have completed a minimum qualifying period in the UK before enrolling on certain Apprenticeship programmes. In addition, Home Office restrictions limit the roles that sponsored workers can undertake, which can constrain immediate progression opportunities.

To mitigate these limitations, Corserv Care is exploring alternative funded training routes and development opportunities to support career progression within the parameters of current immigration regulations.

Cornwall Airport Newquay

Cornwall Airport Newquay employs a smaller workforce of 204 staff and as such is not legally required to publish gender pay gap data. Corserv has chosen to report this data voluntarily, demonstrating a commitment to transparency and ethical practice.

As this is the first year the Airport has published gender pay gap data, the 2025 figures represent a baseline position against which future progress can be measured. The workforce is 62% male and 38% female, with women well represented in the lower pay quartile but less so in the upper quartiles, reflecting the national pattern within operational and technical aviation roles.
The mean gender pay gap is 13% and the median gap is 9.9%. These figures are primarily driven by the distribution of men and women across different roles and levels, rather than unequal pay for the same or similar work. Sector-specific labour market dynamics, such as the underrepresentation of women in senior operational and technical positions, influence these results.

This baseline reporting provides a foundation for monitoring future progress, allowing the Airport and Corserv more broadly to identify opportunities to support career progression and greater gender balance across operational, technical and leadership roles over time.

9. Corserv Solutions Historical Data

Corserv Solutions Reporting Year	Mean Gender Pay Gap %	% Difference from Previous Year	Median Gender Pay Gap %	% Difference from Previous Year
2024-2025	13.36	-4.61	14.46	-3.16
2023-2024	Not Reported			
2022-2023	17.97	-0.33	17.62	0.32
2021-2022	18.3	-0.5	17.3	-1.7
2020-2021	18.8	5.2	19	1.9
2019-2020	13.6	-5.2	17.1	-7.9
2018-2019	18.8	-3.8	25	-1.5
2017-2018	22.6	N/A	26.5	N/A

Corserv Solutions' gender pay gap data shows a clear long-term downward trend since reporting began in 2017-2018. In 2024-2025, the mean gender pay gap was 13.36% and the median gap 14.46%, representing notable reductions of 4.61 percentage points (mean) and 3.16 percentage points (median) compared to the last reported year (2022-2023). These reductions are among the largest year-on-year improvements seen across the reporting period.

Over time, progress has been sustained despite some short-term fluctuations. Since 2017-2018, the mean gender pay gap has reduced by 9.24 percentage points, while the median gap has reduced by 12.04 percentage points. Periods where the gap widened, particularly around 2020-2021, are likely linked to changes in workforce composition and the distribution of men and women across higher-paid roles. The absence of reported data in 2023-2024 limits direct year-on-year comparison but does not detract from the overall downward trajectory.

The continued reduction in both mean and median gaps suggests that actions to improve progression, representation and pay equity, particularly at senior and specialist levels, are beginning to have a measurable impact. While this progress is encouraging, the remaining gap indicates that further work is required to address occupational segregation and ensure equitable access to higher-paid roles across the organisation.

10. Corserv Mean Pay Q1-Q2 2025

Hourly Pay by Gender (September 30, 2025 Snapshot)

Gender	Average Hourly Pay (£)
Female	14.71
Male	16.83
Overall	15.99
Mean Gender Pay Gap (Q1–Q2 2025):	**12.60%**

These mid-year figures show a continued positive trajectory in pay balance since the 31 March 2025 statutory snapshot. The mean gender pay gap for April–September 2025 is 12.6%, compared with 13.36% at the snapshot date, reflecting a small but measurable narrowing of the gap.
The improvement is driven by ongoing workforce changes, including new appointments and internal progression, which have increased the representation of female colleagues in higher-paid and more senior roles. Male colleagues remain concentrated in operational, technical and senior positions, while female colleagues continue to be highly represented in care, administrative and support roles, consistent with structural patterns across the Group.

These Q1–Q2 results provide a mid-year benchmark for monitoring trends, demonstrating that initiatives to support equitable pay, career progression and role development are continuing to have an impact. They also reinforce the structural nature of the Group's gender pay gap, highlighting the importance of long-term action to achieve greater gender balance across roles and levels.

11. Regional & National Context

When interpreting Corserv's end of year and mid-year gender pay gap figures, it is helpful to consider how these trends compare with national trends, the South West labour market and sectors relevant to Corserv's operating divisions.

Corserv mid-year GPG: 12.60% / UK: 14–15% / South West: 16%
Corserv March 2025 GPG: 13.3% / UK: 14–15% / South West: 16%

National Context

At a national level, the UK gender pay gap (mean hourly earnings, excluding overtime) remains significant. Latest Office for National Statistics (ONS) analysis indicates a national mean gender pay gap of around 14–15%, reflecting the continued concentration of men and women in different occupations, industries and senior roles.

While the national gap has narrowed gradually over time, progress has been uneven and remains strongly influenced by structural factors.

Corserv's end-of-year and mid-year mean gender pay gaps of 13.3% and 12.60% respectively sit slightly below the national average, indicating comparatively stronger performance when set against the UK-wide position.

Regional Context – South West

Recent regional analysis shows that the South West consistently records one of the higher gender pay gaps in the UK. Estimates from national labour market analysis place the South West's gender pay gap at approximately 15.7%–16.0%, higher than the UK average. This reflects the region's employment profile, including:

- A higher concentration of traditionally male-dominated industries such as construction, engineering, transport and infrastructure
- A greater prevalence of part-time work among women
- Lower representation of women in senior technical and leadership roles

Although the South West performs well on some indicators, such as female participation in the labour market, the relatively high pay gap highlights persistent occupational and seniority-based segregation.

Against this backdrop, Corserv's mid-year mean gender pay gap of 12.60% compares favourably with regional norms, suggesting continued progress relative to the wider South West labour market.

12. Attrition Analysis 2024-2025

Analysing male and female attrition rates provides insight into workforce stability and whether pay distribution may be influencing retention patterns.

Entity	Male Attrition	%	Female Attrition	%
Corserv (Group Total)	329	10.2	296	18.36
Corserv Support	3	3.53	11	12.94
Cormac	268	18.87	88	6.20
Corserv Care	42	10.63	176	44.56
Cornwall Airport Newquay	16	7.58	21	9.75

Corserv (Group Total)

Female attrition (18.36%) is notably higher than male attrition (10.2%).

This indicates proportionally greater churn among female colleagues across the Group during the reporting period. Given that women are more concentrated in lower pay quartiles and in care and support functions, this may reflect:

- Sector labour market pressures
- Career mobility in administrative and professional roles
- Part-time or flexible workforce patterns

There is no immediate evidence that pay inequality is driving exits, attrition patterns align with occupational distribution, however the differential warrants continued monitoring. Across the Group:

- Female attrition is higher overall, driven primarily by Corserv Care
- Male attrition is concentrated within Cormac
- Attrition patterns broadly reflect occupational distribution rather than pay inequity
- Corserv Care represents the most significant workforce stability risk

Corserv Support

Female attrition (12.94%) is higher than male attrition (3.53%).

Given the small workforce size, minor changes in leaver numbers can significantly influence percentages. While the difference appears pronounced, volumes are low. This should be interpreted cautiously rather than as a structural issue.

Cormac

Male attrition (18.87%) is significantly higher than female attrition (6.20%).

This reflects the operational and project-based nature of the workforce, where male colleagues form the majority. Attrition is likely influenced by external labour market competition in technical and construction sectors rather than gender-related pay disparity.

This higher male churn also offsets female attrition at Group level.

Corserv Care

Female attrition (44.56%) is materially higher than male attrition (10.63%).

This is the most significant variance across the Group.

Given that the division has a predominantly female workforce, higher female attrition reflects sector-wide retention challenges within adult social care. The care labour market continues to experience:

- Recruitment competition
- High emotional and physical demands
- External pay competition from retail and hospitality

Importantly, Corserv Care does not demonstrate a structural gender pay imbalance at median level. The higher female attrition is therefore more likely linked to sector pressures and workforce demographics rather than unequal pay for comparable work.

However, the scale of attrition highlights workforce sustainability as a strategic risk area.

Cornwall Airport Newquay

Female attrition (9.75%) is marginally higher than male attrition (7.58%). The differential is relatively modest and consistent with the operational structure of the workforce. There is no indication of disproportionate gender-related churn.

13. Continuing Our Actions to Drive Gender Pay Equity

Corserv is committed to closing the gender pay gap and ensuring fairness, transparency and equality of opportunity across all levels of the organisation. Our approach combines structural measures, development initiatives and ongoing monitoring to create lasting impact. Key actions and initiatives include:

Recruitment and Talent Attraction

- Ongoing review of recruitment and attraction practices to encourage diverse applicant pools and ensure inclusivity across all divisions.
- Introduction of robust job evaluation and benchmarking processes (introduced 2025), ensuring fair grading and pay structures aligned with market standards.
- Group-wide Recruitment & selection training (introduced 2026) to embed inclusive leadership and awareness at all levels.

Career Progression and Development

- Supporting career progression and development for underrepresented groups, including targeted leadership opportunities for female colleagues.
- Launch of Level 3 and Level 5 CMI Apprenticeships (introduced October 2025) to equip female colleagues with the skills and qualifications to move into more senior roles.
- Tracking promotions to show measurable movements in female representation in senior roles.

Pay and Reward Structures

- Implementation of the Pay Principles Policy (introduced 2025) to provide clarity and consistency in pay decisions across the Group.
- More robust role profiles and job evaluation processes to ensure fairness, transparency and alignment with organisational priorities.
- Ongoing monitoring of pay outcomes through regular people data analysis, enabling early identification of trends and interventions where required.

Diversity, Equity and Inclusion (EDI) Initiatives

- Group-wide EDI training (introduced 2025) to embed inclusive leadership and awareness at all levels.
- Upcoming Launch of the Women's Network (2026) to provide mentoring, networking and development support for female colleagues and foster an inclusive culture.
- Annual engagement surveys with a GPG lens, asking targeted questions on career progression, pay fairness and development opportunities.

Flexible Working and Workforce Wellbeing

- Promotion of flexible and hybrid working where operationally feasible, supporting retention and progression of colleagues across all roles.
- Inclusive policies and practices review, including flexible & hybrid working, family leave and menopause support, to ensure policies support progression and retention of women.

Report prepared by Lisa Devers – Corserv Support People Partner

Further information & Alternative formats

Further information regarding this policy can be obtained from Lisa Devers.