



Gender Pay Gap Report

CAA Documents
Third Report - July 2019
Document Sharing Hub

Diversity & Inclusion at the CAA

Reflecting the diversity of the public and consumers whose interests we serve will make us better as a regulator and an organisation committed to its people. This is the cornerstone of our approach to Diversity & Inclusion (D&I).

People are at the heart of the work we do at the CAA, reflected by our core purpose of 'protecting the public and making sure consumers are fairly treated'. Everyone at the CAA contributes to this purpose and it is essential that we attract, develop and retain great people. We also want to provide an environment where everyone can flourish, and where they can bring their whole selves to work.

We understand there is challenge and complexity to the Gender Pay Gap which requires long term, sustainable action. We welcome the transparency of annual reporting which promotes conversation both internally and externally and brings us together in a shared commitment to improving our Gender Pay Gap and diversity as a whole.

Our third Gender Pay Gap report includes further insight into our activities over the past year to highlight our commitment to improve. There is still more to do and we are committed to support positive change.

"Our people set the CAA apart. Ensuring each year we create an open, inclusive and balanced environment where everyone can thrive is an unwavering commitment which myself, our Board and Executive Committee all share."

Richard Moriarty, Chief Executive Officer



Richard Moriarty
Chief Executive
Officer

Paul Smith

Paul Smith
Director Consumers
and Markets



Peter Drissell
Director Aviation
Security



Mark Swan
Director Safety and
Airspace Regulation



Jane Cosgrove
People Director

Kate Staples

Kate Staples
General Counsel



Tim Johnson
Director Strategy
& Policy



Chris Tingle
Chief Operating
Officer



Ben Alcott
Director International
Directorate



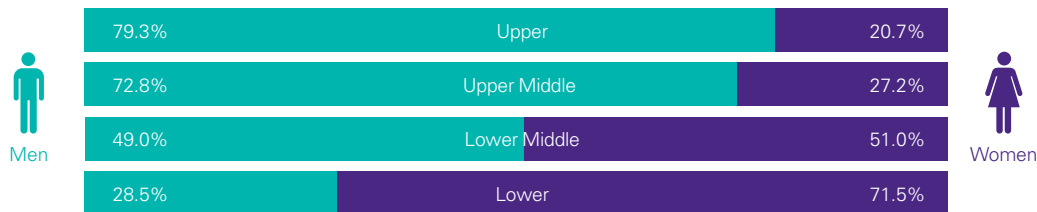
Richard Stephenson
Director Communications

Understanding our Gender Pay Gap

Our Gender Pay Gap by Quartiles

When we analyse our gender distribution across our different pay quartiles, (i.e. where colleagues are in the organisation when looking at hourly rates of pay), we see fewer women than men occupying more senior positions, and more women than men in junior positions. This is the primary driver for our gender pay gap.

Our lower middle quartile has a 49%:51% split, and to narrow our gender pay gap we need a similar picture in other quartiles.



From our last report, we have seen an increase in female representation at every quartile, including in our upper quartiles. Whilst we are encouraged by this, we aim to continue increasing the representation of females in more senior positions, whilst ensuring we recruit or promote the best person for the role regardless of gender.

Addressing the Balance of Senior Leaders:

Since our first Gender Pay Gap Report, we have worked on various actions to promote better gender balance across the organisation. These include:

Attracting Talent:

- Overhauled our **recruitment practices**, including a new careers page, re-designed job descriptions and introduced new technologies, to broaden our appeal and breadth of candidates.
- Embedded new ways of working, with colleagues embracing the **greater flexibility** to balance the demands of work and life.

Developing Leaders:

- Championed the **Women in Aviation Charter**, being an industry wide aspiration to see gender balance at all levels across aviation and aerospace.
- Signed up to **ALTA Mentoring**, supporting career development and personal growth for women in aviation.
- Developed our leadership, management and induction programmes to focus on **D&I and Wellbeing**.

Inspiring the Next Generation:

- Encouraged new entrants into **STEM and aviation**, through working with local schools and supporting campaigns such as **Girls in Aviation Day**, to hiring our **first apprentices** into the CAA.