

CAA Pay Gap Report

November 2021

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Pay Gaps at a Glance

Gender Pay Gap



Mean
30.2%



Down from 2020 by
0.2%

Ethnicity Pay Gap



Mean
23.0%



Down from 2020 by
5.1%



Median
35.2%



Down from 2020 by
2.9%



Median
25.7%



Down from 2020 by
0.9%

Introducing our 2021 Pay Gap Report

Pay gap reporting highlights the value and importance of our drive to promote diversity and inclusion. This year we have opted to externally report on our **ethnicity pay gap** for the first time. This reinforces our commitment to greater transparency and change.

But we know our challenge. **We need to increase representation** across all roles, but in particular in our senior roles.

We have released our new 3 year **Diversity and Inclusion Strategy**, supported by **action** to continue to progress change. And we are introducing **aspirational goals** for increasing representation of females and ethnic minorities at senior levels. These goals will complement pay gap reporting in measuring our progress.

A foreword from **Paul Smith**, our *Executive Diversity & Inclusion Sponsor*, and our *Group Director, Consumers & Markets*

“This is our fifth gender pay gap report, and our fourth time of reporting a year on year change in our gender pay gap. The data is telling us that the rate of change has slowed. We understood that this may happen, with the global pandemic and its impact on aviation and aerospace meaning our internal movement and turnover has been lower than usual. However, we need to continue to do more, and to put in place the **right actions** to address our pay gap.

One such action is maintaining and strengthening our proposition around **flexible working**, which can benefit all colleagues. With a movement to hybrid working, supported by a dedicated project team, we are keeping the good bits of what we have learnt in the pandemic. This means trusting and empowering colleagues to deliver in a working environment that works best for them and the tasks at hand.

Equally important is that this is the first time we are able to communicate our **ethnicity pay gap** with confidence, now having captured 77.9% of colleagues’ self-identified ethnicity as of March 2021. Given we intentionally re-established that data from a zero baseline with the launch of a new HR system in April 2019, this is a major milestone for us. We owe a massive thanks to our colleagues for this achievement.

Finally, and a belief that is close to my heart, is that we all have **potential**; talent is something that grows and develops with experience, hard work, and support. Our recent focus on promoting high quality performance and development conversations is about providing opportunities, which will encourage and improve internal progression for all.”



Paul Smith