Gender Pay Report

2026

cardiff airport
maes awyr caerdydd

Message from CEO

At Cardiff Airport we keep the people, communities, and businesses of Wales connected to the rest of the world. I am proud to lead a fantastic team of individuals who are passionate and committed to our purpose.

As representatives of Wales on the global stage, we know it is important that our team reflects the diversity of the people we serve. Being transparent helps us understand our current position and shows our commitment to driving real progress at Cardiff Airport and across the wider sector.

We have made meaningful strides in improving our gender pay gap, but we recognize there is much more to do. This includes increasing the representation of women at all levels, continuing to reduce the gender pay gap, and developing a holistic inclusion strategy that supports and champions everyone.

I am fully committed to championing our goal of becoming a truly inclusive employer. By fostering a workplace where everyone can thrive, we strengthen not only Cardiff Airport but also our contribution to the wider sector and to Wales.

Jon Bridge
CEO



What is the Gender Pay Gap?

The gender pay gap measures the difference between the average hourly earnings of men and women across an organisation.

Gender pay gaps arise from a range of economic, societal, educational and cultural factors, and the aviation and aerospace sector is no exception. Historically, the sector has been male-dominated and, despite many initiatives aimed at improving representation, there is still more work to be done.

It is important to note that the gender pay gap is different from equal pay. Equal pay refers to men and women receiving the same pay for performing the same or equivalent work. In contrast, the gender pay gap measures the difference in average pay between men and women across all roles within an organisation.

We are committed to reporting our gender pay gap transparently to better understand any barriers that may exist and to help inform the actions needed to address them.

The data presented in this report is based on information from April 2025.

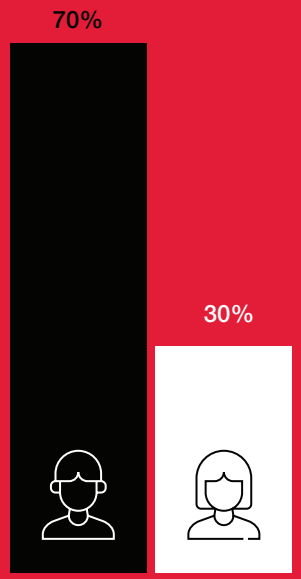




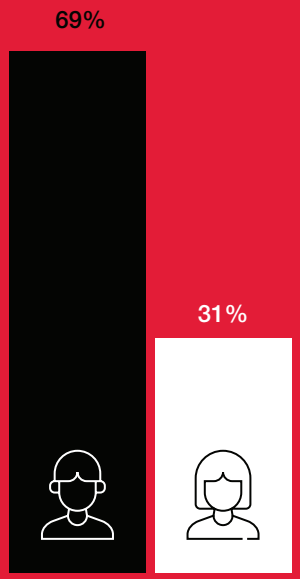
Representation

In April 2025, our total headcount was 319.

Representation has remained largely unchanged from the previous year, reinforcing the need for more targeted actions to support improved gender balance across the airport.



% of headcount 2025

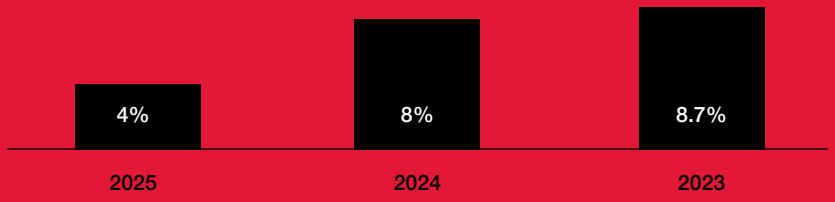


% of headcount 2024

The Mean

The Mean Gender Pay Gap is the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.*

This measurement gives Cardiff Airport an overall indication of the size of our gender pay gap.



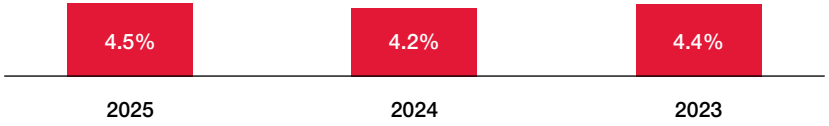
In 2025, the mean hourly pay indicates that, on average, men earned 4% more per hour than women. This represents a further narrowing of the gap over the past 12 months, continuing the downward trend observed in previous years. These results suggest that the actions implemented to promote gender pay parity are having a positive impact.

*Source CIPD

The Median

The Median Gender Pay Gap is the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.*

This measurement gives Cardiff Airport an indication of what the “typical situation” is in comparing the hourly pay of males and females.



In 2025, the median hourly pay indicates that men were typically paid 4.5% more per hour than women. This figure has remained broadly consistent since 2023.

It is important to consider both the mean and median when assessing the gender pay gap. In 2025, the mean and median values are within a few percentage points of each other, which increases our confidence that the data is not skewed and that men and women are being paid within a similar income range, regardless of the specific level of pay.

Quartiles

Distributing our people into quartiles from the lowest to the highest paid allows us to understand the gender makeup of each quartile across Cardiff Airport.

This is displayed as a % of the total headcount.

2025

	Quartile 1 Lowest Paid	**Quartile 2** Lowest Mid	**Quartile 3** Upper Mid	**Quartile 4** Highest
Male	63%	71%	68%	80%
Female	38%	29%	32%	20%

2024

	Quartile 1 Lowest Paid	**Quartile 2** Lowest Mid	**Quartile 3** Upper Mid	**Quartile 4** Highest
Male	65%	67%	61%	83%
Female	35%	33%	39%	17%

*Census 2021

Overall, women make up around a third of our workforce, despite women accounting for 51% of the population in Wales.*

The *Women in Work 2026 Report* by PwC highlights that women in Wales are more likely than men to be engaged in education, employment or training. However, the report also notes that while 71.7% of women participate in the labour market, challenges remain around the number of women working in full-time roles. This reinforces the importance of organisations identifying and addressing barriers that may prevent women from entering or remaining in full-time employment, while also recognising the value of flexible and part-time working arrangements.

There is also a continued need to encourage more women to enter STEM-related professions, despite the progress that has been made in recent years. We remain committed to supporting and partnering with organisations that champion opportunities for women and girls to pursue careers in these fields.

Actions

- Develop our Inclusion Strategy.
- Sign the Women in Aviation and Aerospace Charter.
- Work closely on this agenda with our Board and Trade Union partners.
- Conduct a job evaluation and salary benchmarking process.
- Review our work and shift patterns to remove any barriers.
- Review and evaluate our recruitment practices.
- Train and develop our Managers in all areas of people management.
- Collaborate with local universities and colleges to provide meaningful work experience, develop career pathways and raise awareness of aviation as a career available to all.



Conclusion

This report only focuses on the gender pay gap at Cardiff Airport. However, we will not view gender parity in isolation. Our broader ambition is to foster a truly inclusive environment where all individuals can develop, progress and succeed.

We are committed to removing barriers and addressing the gaps that exist for our team at Cardiff Airport, across Wales and the wider sector. While we recognise that meaningful change takes time, we are determined to play an active role in driving progress.

Achieving our ambitions will require collaboration, accountability and sustained effort from all of us as we work together to create a more equitable and inclusive workplace.



Thank you

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