



# CAA 2025 Pay Gap Report

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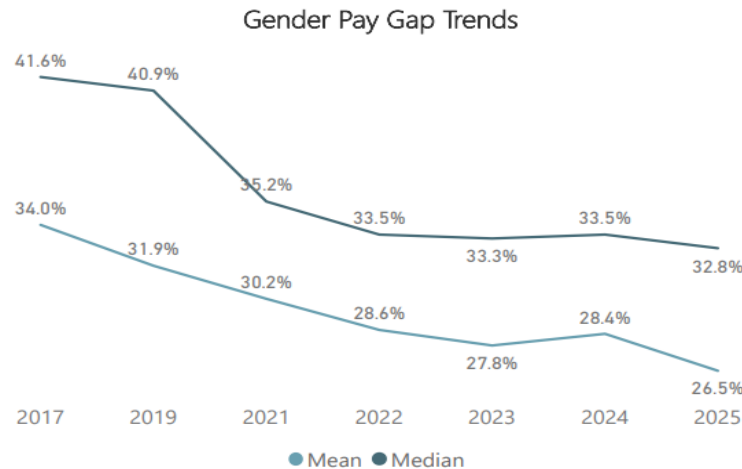
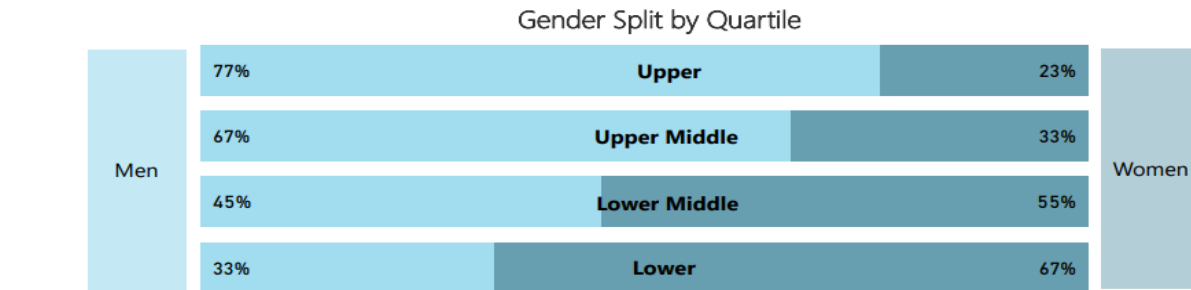
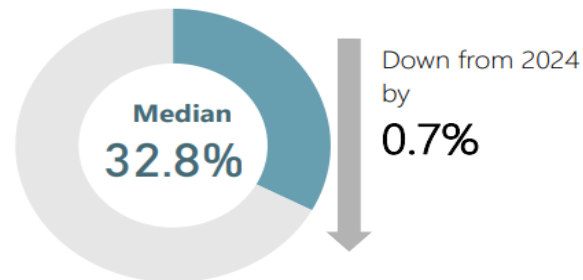
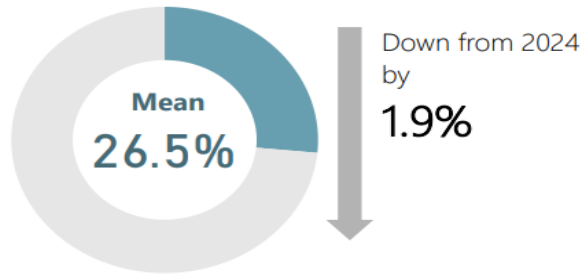
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## Gender Pay Gap at a Glance as at 31 March 2025

### Gender Pay Gap



Percentage of Relevant  
Employees Receiving Bonus  
Pay

**4.9%** Men  
**3.7%** Women

Bonus Pay Gap

**61.4%** Mean  
**51.2%** Median

Number of Relevant Employees from dataset as at 31<sup>st</sup> March 2025: 1638

#### Definitions:

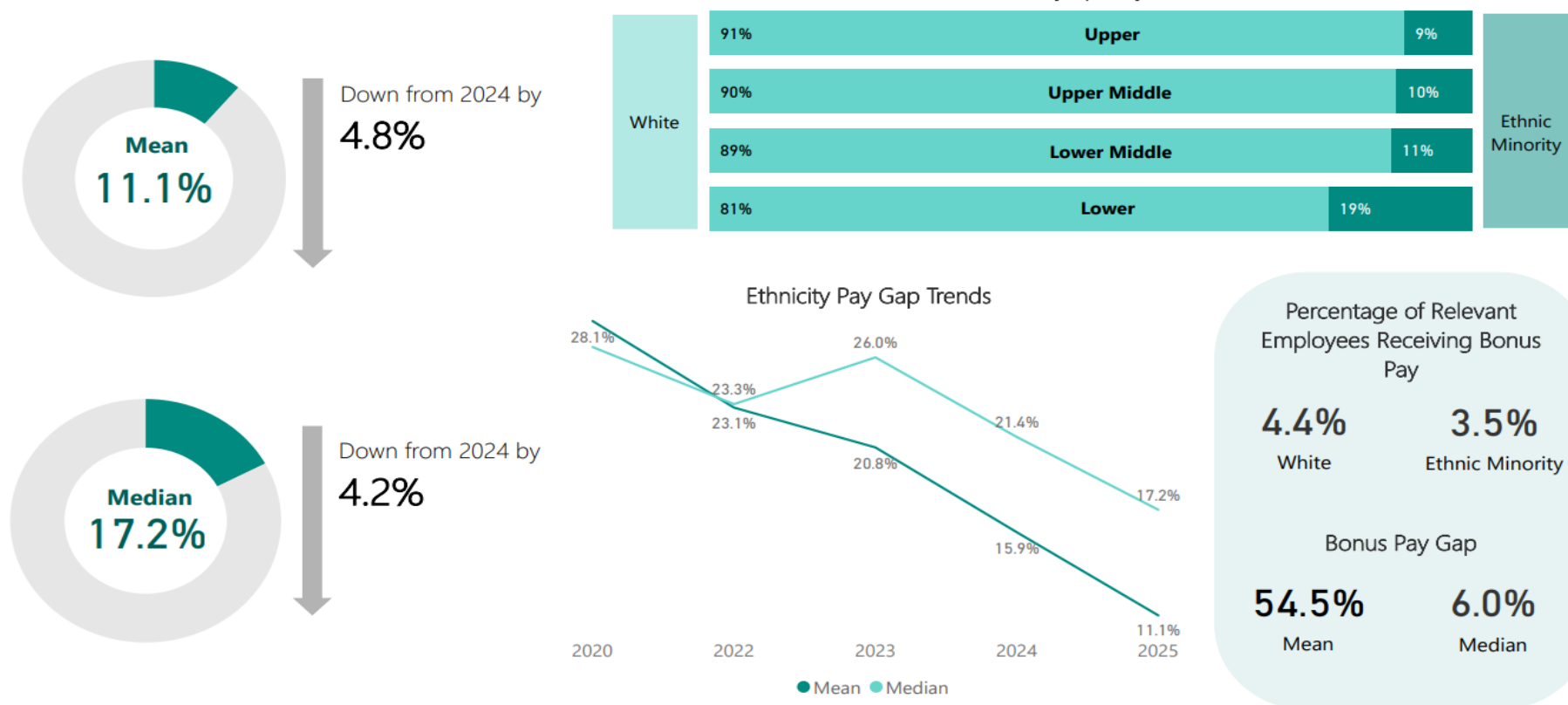
Mean (average) Gender Pay Gap – is the difference in average hourly pay between men and women.

Median Gender Pay Gap – is the difference between the median hourly earnings between men and women.

The material on page 3 is discussed in depth beginning on page 7.

## Ethnicity Pay Gap at a Glance as at 31 March 2025

### Ethnicity Pay Gap



Number of Relevant Employees from dataset as at 31<sup>st</sup> March 2025: 1355 (NB: the number of relevant employees varies from those quoted for the gender pay gap because not everyone chooses to disclose their ethnicity)

#### Definitions:

Mean (average) Ethnicity Pay Gap – is the difference in average hourly pay between white and minority ethnic colleagues.

Median Ethnicity Pay Gap – is the difference between the median hourly earnings between white and minority ethnic colleagues.

The material on page 4 is discussed in depth beginning on page 10.

## Introducing our 2025 Pay Gap Report for the period 1 April 2024 to 31 March 2025

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### Introduction from Lucy Robbins, Director of People and Culture

Pay gap reporting highlights the value and importance of the CAA's continued objective to promote diversity and inclusion in everything that we do. It is only by reviewing our position annually that we can monitor the progress we are making in reducing pay gaps that exist and to identify areas that require improvement.

Diversity and inclusion aren't just strategic priorities, they're part of how we, at the CAA, live our [Values](#): doing the right thing, building collaborative relationships, never stop learning, and respecting everyone. Diversity and inclusion sparks innovation, creativity and ensures better decision making. When our workforce reflects the communities we serve, we build trust and deliver better outcomes.

Our challenge remains constant – we must work hard to ensure more female and minority ethnic representation in our senior roles, which in the case of the latter group has seen a 2.0 percentage point increase in the upper quartile and 1.0 percentage point increase in the upper middle quartile since our last report for 2024.

Our new Diversity and Inclusion Delivery Plan for 2025 – 2028 came into effect in August 2025 and will provide the mechanism to help the CAA deliver on its commitments to continue to appoint new diverse colleagues and enable the promotion and career development of colleagues already within the CAA. We will use a variety of tools to help us achieve our aims including further representation targets and improvements to our talent and succession planning framework and activities. And the CAA must apply its pay award more effectively in future years to further reduce the gaps. Our revised representation targets for grades 1 - 4 from August 2025 are 30% female representation and 10% ethnicity representation. As at 31 July 2025 our representation was 27.9% females and 9.4% ethnicity. We will continue to push ourselves and our targets, noting however that targets are not a means to end in themselves and a fully blended approach to representation and inclusion is needed to ensure we continue to reduce our ethnicity and gender pay gaps.

## **A Foreword from Jonathan Spence, our Executive Diversity & Inclusion Sponsor**

The CAA pay gap analysis that was undertaken for 2025 shows a reduction in both measures of our gender pay gap this year. Specifically, our 'mean' gender pay gap has decreased by 1.9 of a percentage point and 0.7 of a percentage point for our 'median' gender pay gap, since the last pay gap analysis was conducted in 2024. We remain committed to reducing our gender pay gap further and are focussed on making sure the actions we have in place to address these are effective.

Separately, as part of our on-going commitment to greater transparency, we have again this year undertaken an analysis and published details of our ethnicity pay gap. The analysis showed that both our 'mean' ethnicity pay gap and 'median' ethnicity pay gaps have improved again and reduced further since the last analysis was undertaken in 2024. Our 'mean' ethnicity pay gap has improved and reduced by 4.8 percentage points since 2023 and our 'median' ethnicity pay gap has reduced by 4.2 percentage points since our last report in 2024. Although the reduction in both the 'mean' ethnicity pay gap and 'median' gender pay gaps are to be welcomed as they represent positive progress, there is still more work for the CAA to do to ensure that colleagues from minority ethnic backgrounds are represented at all levels across the CAA, particularly at senior levels.

## Mean and Median Gender Pay Gaps

For 2025, our 'Mean' Gender Pay Gap is 26.5% and our 'Median' Gender Pay Gap is 32.8%. Since our first report in 2017, up until our last report in 2024, we had seen year-on-year improvements in reducing our gender pay gaps. However, in 2024, we experienced an increase in both measures of our gender pay gap reporting.

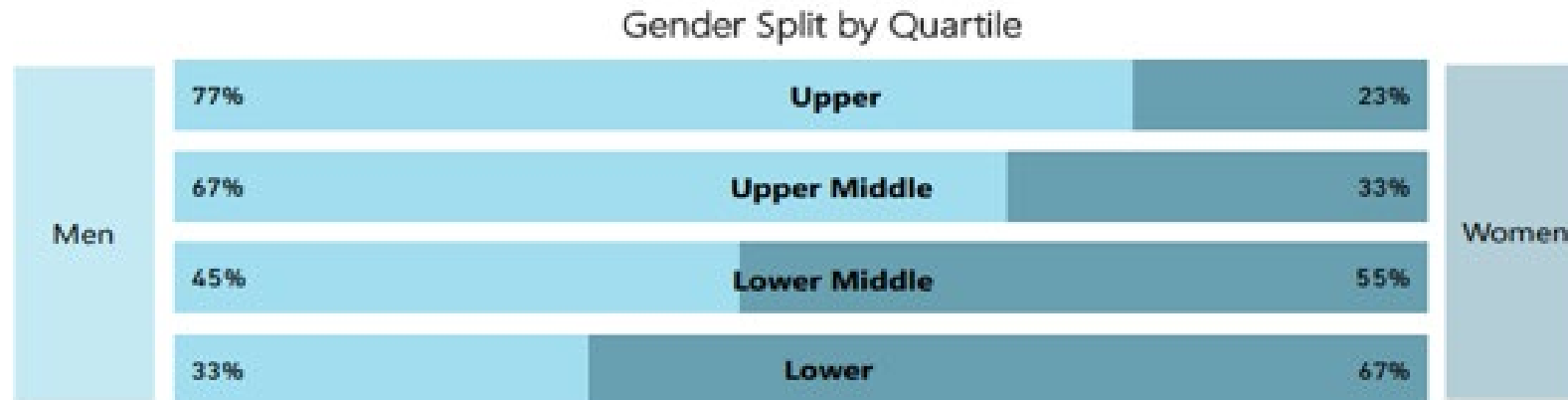
There were several factors that contributed to the increase in both gender pay gap measures last year, the details of which are summarised in the bullets below. However, as a result of some changes in our gender distribution across our quartiles over the reporting period, both our 'Mean' Gender Pay Gap and 'Median' Gender Pay Gaps have reduced since 2024.

Although, the changes to the quartile distribution are minimal overall, factors contributing to the reduction in both pay gap measures this year include:

- Whilst there has been no overall change of gender distribution in the upper and upper middle quartiles, female representation in the lower middle quartile has increased by 2.0 percentage points, whilst at the same time male representation in the lower middle quartile has decreased by 3.0 percentage points. This can be explained by the fact that 24 female colleagues moved from the lower to lower middle quartile compared to 2 male colleagues.
- The removal of colleagues from the analysis, who are no longer categorised as relevant employees ([Preparing your data - GOV.UK](#)) or have left the CAA, have impacted the quartile distribution and therefore the pay gap e.g., of the 134 male colleagues no longer included in the data, 61% were in the upper two quartiles. In comparison, of the 90 female colleagues no longer included in the data, just 34% were in the upper two quartiles.
- The average hourly rate for female colleagues has increased by 4.3% compared to 1.7% for male colleagues, since our last report in 2024.
- In summary, the gender pay gaps have decreased in the relevant reporting period due to:
  - Higher paid male colleagues leaving the organisation.
  - More female colleagues starting in senior roles within the organisation.

To address our gender, pay gaps, we need to continue to see an increase in female representation at senior levels of our organisation, particularly for role types that sit within the upper middle quartile and upper quartiles.

## Our Gender Representation by Quartiles



Since our last report in 2024, there have only been very minimal changes to the distribution of male and female colleagues across each of the four quartiles. Indeed, the proportion of male and female colleagues in the upper and upper middle quartiles has remained unchanged from 2024 overall.

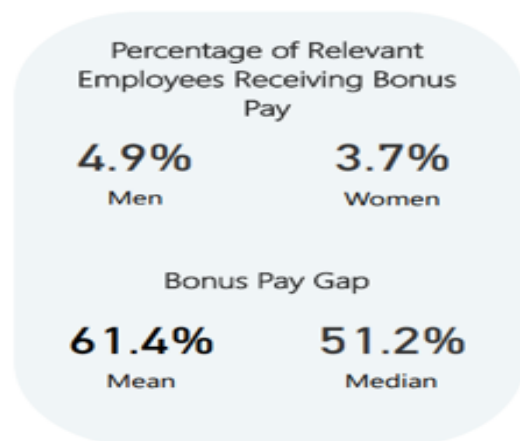
However, the number of female colleagues in the lower middle quartile has increased by 2.0 percentage points since our last report for 2024, whilst at the same time there has been a decrease of 3.0 percentage points in male colleague representation in the lower middle quartile.

The number of male colleagues has increased by 1.0 percentage point in the lower quartile, whilst the number of colleagues in the lower quartile has decreased.

## Mean and Median Gender Bonus Gaps

Bonuses do not play a significant part in the CAA's reward model and pay arrangements.

However, for 2025, our analysis shows that our 'mean' gender bonus gap has changed significantly since we last reported in 2024, increasing from 47.2% to 61.4%.



Similarly, our 'median' gender bonus gap has changed significantly, increasing from 25% in 2024 to 51.2% in 2025.

The key reasons for the changes to both bonus gender pay gaps from 2024 is:

- that the differential in bonus pay gap figures for 2025 from 2024 is linked to some senior colleagues and some colleagues in our Medical Group receiving bonus payments, which were a lot higher than the non-consolidated, non-pensionable payments made to colleagues above the maximum of our pay ranges, as part of the 2024 pay award, which are included as part of our analysis.
- Additionally, the majority of colleagues above the pay range and therefore in receiving a non-consolidated, non-pensionable payment as part of the pay award were male.

The reference period for the bonus analysis was 1st April 2024 to 31st March 2025.

## Mean and Median Ethnicity Pay Gaps

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For 2025, our 'Mean' Ethnicity Pay Gap is 11.1% and our Median' Ethnicity Pay Gap is 17.2%. In comparison to our last analysis reported in 2024 pay gap report it means that our 'Mean' Ethnicity Pay Gap has reduced by 4.8 percentage points and 'Median' Ethnicity Pay Gap by 4.2 percentage points.

In summary, there are several reasons for this:

- Whilst there has been minimal change to the quartile distribution, minority ethnic representation in the upper two quartiles has increased by 2% overall since we last reported in our 2024 report.
- Colleagues no longer included in the pay gap report (as they aren't categorised as relevant employees or they have left the organisation) has impacted the quartile distribution and therefore the ethnicity pay gap. Of the 91 white colleagues no longer included in the data, 55% were in the upper two quartiles. In comparison, of the 23 minority ethnic colleagues no longer included in the data, just 30% were in the upper two quartiles.
- Our analysis shows that the average hourly rate for minority ethnic colleagues has increased by 2.4% compared to a decrease of 1.6% for white colleagues.

In summary, the Ethnicity Pay Gap has decreased due to:

- Higher paid white colleagues leaving the organisation.
- More minority ethnic colleagues being appointed in more senior/higher paying roles within the organisation.
- A higher proportion of colleagues declaring their ethnicity on SuccessFactors since the last pay gap report in 2024.

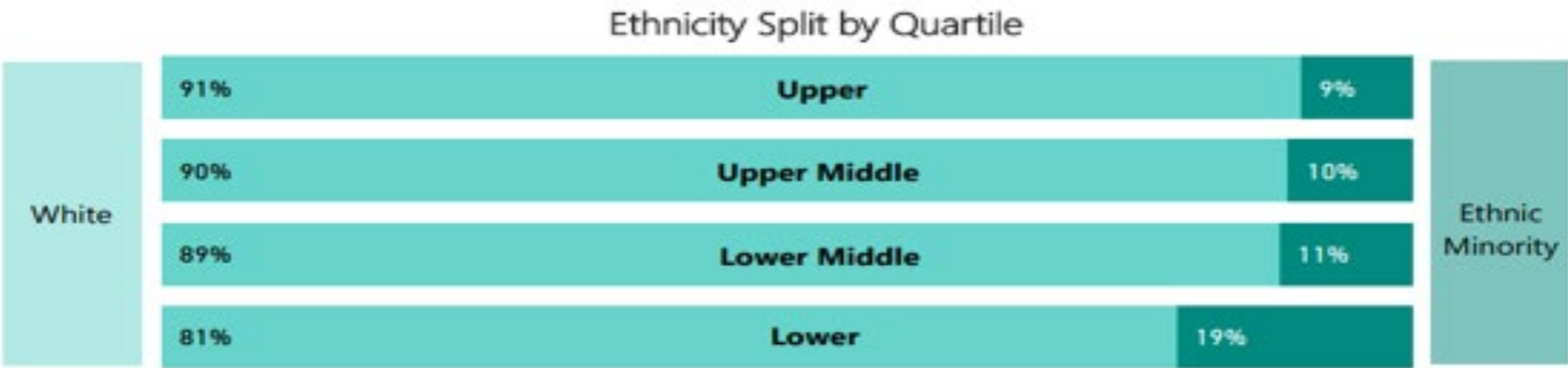
## Our Minority Ethnic Representation by Quartiles

With our ethnicity pay gaps continuing in a downward trajectory since we first started reporting these in 2020, we need to maintain that momentum and see a sustained increase in the representation of minority ethnic colleagues across all our quartiles and in particular at senior levels of our organisation.

Since our last report in 2024, we have seen a 2.0 percentage points increase in terms of representation at the upper quartile, and 1.0 percentage points increase representation in our upper middle quartile.

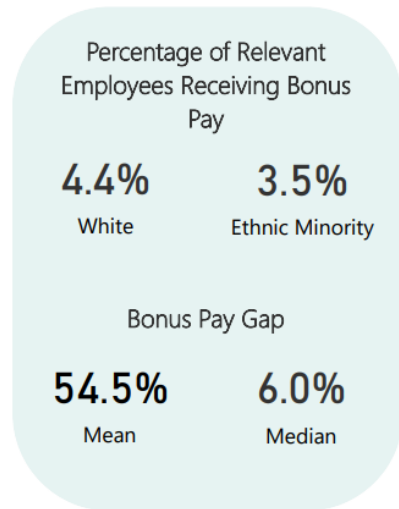
In our lowest two quartiles, the lower middle quartile is also showing an increase of 1.0 percentage point since 2024, with the lower quartile representation remaining unchanged since our last report.

We continue to focus on encouraging colleagues to self-declare their ethnicity, where they have not already done so and are able to confirm that the rate of declaration of ethnicity has increased since our last report in 2024. The purpose of this is to try and improve confidence in how representative our pay gap data is and to help ensure that we put the appropriate actions in place to address these.



## Mean and Median Ethnicity Bonus Gaps

Bonuses do not play a significant part in the CAA's reward model and pay arrangements. However, for 2025, our analysis shows that our 'mean' ethnicity bonus gap has reduced since we last reported in 2024, decreasing from - 59.6% to 54.5%.



Similarly, our 'median' ethnicity bonus gap has reduced quite dramatically, since our last report in 2024. It has decreased from 61.2% to 6.0%. The main reason for the changes to both pay gaps is the fact that unlike in 2024, when all eligible colleagues received £1,000 non-consolidated, non-pensionable payment there was no such award in 2025.

The reference period for the bonus analysis was 1<sup>st</sup> April 2024 to 31<sup>st</sup> March 2025.

## Our on-going commitment to closing our pay gaps

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As in previous years, the dedication from our Diversity & Inclusion Board and colleagues' network to make a tangible difference to the experience of all our colleagues and progress against our targets has continued. To build a truly inclusive culture requires focus, building on success and learning from others.

As our Director of People and Culture highlighted earlier in her introduction to this report, 2025 has seen the launch of our new Diversity and Inclusion Delivery Plan for 2025 to 2028, which will build on the progress and achievements that were made under our interim strategy, as well as take account of the challenges that were experienced. We hope it will help us deliver our commitment to increase our female and minority ethnic representation in our senior roles, which we have already seen some improvements in since our last report for 2024 e.g., through the appointment of new diverse colleagues, and through the promotion and career development of existing colleagues within the CAA.

Moving forward, we aim to increase representation at all senior levels, including through promotions and recruitment of more diverse talent. We will use our talent management and succession planning framework and activities to ensure colleagues are supported to successfully gain promotions. We will continue to improve the makeup of our recruitment panels by ensuring more diverse panel membership. More work needs to be done to develop the capability of our hiring managers to attract an improved external pool of diverse talent.

## Notes on Methodology

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Our statutory gender pay gap reporting under the Regulations is based on an overall average across all roles and seniorities at the snapshot date 31<sup>st</sup> March 2025. For more information on methodology, please [Making your calculations - GOV.UK \(www.gov.uk\)](https://www.gov.uk/making-your-calculations)

By voluntarily publishing data on our Ethnicity Pay Gaps, we are underlining our on-going commitment to greater transparency and to use it as a positive driver for change.