



Gender Pay Gap Action Plan 2026

Supporting our 'Great Place to Work' People Strategy

Introduction

Bristol Airport continues to make positive progress in creating a more inclusive and equitable workplace. While women remain underrepresented across some operational, technical and senior roles, the organisation has maintained a comparatively low Gender Pay Gap within the aviation and transport sector and has seen encouraging improvements across several key measures.

In 2025, the mean hourly pay gap reduced significantly and bonus participation remained high across both men and women, reflecting broad access to reward opportunities across the organisation. Female representation within the upper pay quartile has also remained stable, demonstrating continued progress in supporting women into higher paid roles and career pathways.



These outcomes reflect Bristol Airport's ongoing investment in inclusive recruitment, leadership development, wellbeing, flexible working and career progression initiatives, alongside its wider commitment to fair employment practices, workforce development and creating a positive workplace culture where all colleagues can succeed.

Our 2026 plans demonstrate our commitment to creating an inclusive workplace where all colleagues are engaged, equipped and able to succeed. We recognise that increasing representation, widening access to opportunity and supporting equitable career progression are critical to reducing the Gender Pay Gap further over time.

Reducing the gender pay gap is about more than numbers. It is also about creating a culture where everyone feels valued, supported and able to thrive.

This includes fostering inclusive leadership, promoting positive behaviours and identifying and addressing barriers that may impact colleagues' experiences, development and progression. Through colleague engagement, listening forums and insights from our annual engagement surveys, Bristol Airport will continue to strengthen an inclusive culture where opportunities are accessible to all.





This Gender Pay Gap Action Plan sets out the actions Bristol Airport will take during 2026 to support fair and inclusive recruitment, development, progression and reward practices across the organisation.

The plan forms part of the Airport's wider People Strategy and supports delivery of:

- Recruitment Strategy
- Skills and Development Strategy
- Inclusivity Strategy
- 15mppa Skills and Employment Plan
- Leadership and Values Framework
- Recruitment Strategy and Policy

This action plan aligns with Bristol Airport's wider commitments and accreditations through:

- Women in Bristol
- BITC Open Doors Initiative
- BITC Race at Work Charter
- Disability Confident Level 3
- Social Recruitment Covenant
- Good Employment Charter
- Real Living Wage Employer accreditation

Through strategic workforce planning, inclusive recruitment practices, targeted development programmes and strong partnerships with education, industry and community organisations, Bristol Airport will continue to build a diverse, skilled and future ready workforce.

Supporting Equality, Diversity and Inclusion

Bristol Airport is committed to creating an inclusive workplace where all colleagues feel valued, respected and able to succeed. We recognise that an inclusive culture supports colleague wellbeing, strengthens engagement and enables people from all backgrounds to access opportunities, contribute fully and progress in their careers.

To support this, Bristol Airport is committed to ensuring equitable access to recruitment, development and progression opportunities across the organisation. Through inclusive recruitment practices, accessible development pathways, leadership capability development, early careers programmes and regional partnerships, Bristol Airport will continue strengthening diverse and sustainable talent pipelines aligned to organisational growth and future workforce requirements.

As a Real Living Wage employer, Bristol Airport is committed to fair pay and responsible employment practices that support colleague wellbeing, inclusion and long-term workforce sustainability. As a site-wide Real Living Wage employer, Bristol Airport also expects its business partners operating across the airport site to pay the Real Living Wage, supporting fair employment practices and helping deliver positive social impact within our local communities.

All recruitment, development and talent activity will support delivery of:

- The Bristol Airport Gender Pay Gap Action Plan
- Inclusivity Strategy
- Skills and Employment Plan
- Wider workforce representation objectives

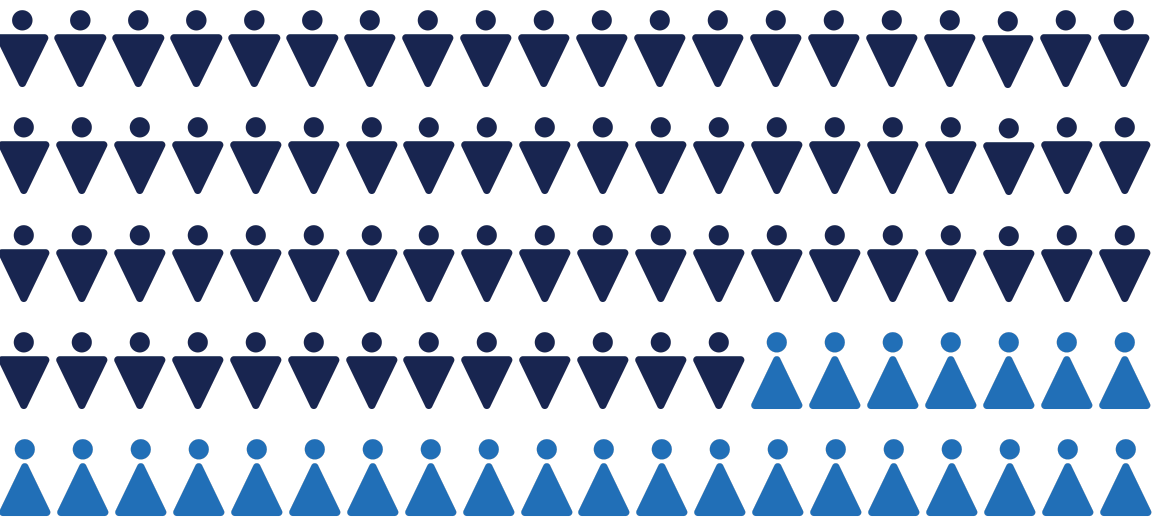
This work directly supports Bristol Airport's wider organisational ambitions to:

- Attract and retain diverse talent
- Improve representation across operational and leadership roles
- Strengthen internal progression pathways
- Create an inclusive and accessible working environment
- Foster inclusive leadership and positive workplace behaviours across the organisation



2026 Gender Pay Gap Position

Workforce Profile	Employees
Male employees	291
Female employees	110
Total relevant employees	401



	Mean	Median
Gender pay gap results	5.53%	5.46%

	Mean	Median
Bonus pay gap results	15.51%	20.87%

	Men	Women
Percentage receiving a bonus	85.22%	90.00%



While Bristol Airport's Gender Pay Gap remains comparatively low within the aviation and transport sector, females remain underrepresented across operational, technical, engineering and senior roles. This influences pay and bonus outcomes, particularly within upper pay quartiles and positions linked to higher bonus opportunity.

Our long-term workforce aspiration remains:

- ▼ **70% male**
- ▲ **30% female by 2030**

This action plan supports continued progress towards this aspiration while ensuring all colleagues have equitable access to development and progression opportunities.

Key themes identified

Our analysis identified several key areas of focus:

- Females remain underrepresented in operational, technical, engineering and leadership roles.
- Female representation reduces within upper and upper-middle pay quartiles.
- Aviation and STEM talent pipelines continue to be traditionally male dominated.
- Progression into higher-paying and leadership roles requires continued focus and support.
- Flexible career pathways and inclusive development opportunities remain important to attraction and retention.
- Strengthening leadership capability and inclusive management practices will support fair and consistent progression outcomes.

2026 Gender Pay Gap Objectives

During 2026 Bristol Airport will focus on the following objectives:



Strengthen diverse attraction and recruitment pipelines.



Support a positive, flexible, accessible and inclusive working environment and culture for all colleagues.



Increase female representation across operational, technical and leadership pathways.



Monitor progress through measurable workforce, recruitment, engagement and pay data.



Improve access to career development, leadership and progression opportunities.



Strengthen manager capability in supporting inclusive recruitment, development and progression, including promoting inclusive behaviours, challenging bias and creating psychologically safe working environments.



Continue embedding fair, transparent and inclusive people processes and decision-making practices.

Alignment to Recruitment and Skills & Development Strategies

The Gender Pay Gap Action Plan will be delivered through the priorities and activities already established within the Recruitment Strategy and Skills and Development Strategy.

Recruitment Strategy Alignment

The Recruitment Strategy supports the Gender Pay Gap Action Plan through:

- inclusive recruitment practices,
- strategic workforce planning,
- diverse attraction activity,
- and sustainable talent pipeline creation.

Recruitment activity will continue to:

- promote accessibility and inclusion,
- support outreach to underrepresented groups,
- strengthen female participation within STEM and operational careers,
- and ensure recruitment processes are fair, transparent and inclusive.

Skills and Development Strategy Alignment

The Skills and Development Strategy supports the Gender Pay Gap Action Plan through:

- leadership and management development,
- skills and career frameworks,
- early careers pathways,
- apprenticeship development and early career opportunities
- community partnerships,
- operational and technical development,
- future skills planning,
- and continuous professional development.

Development activity will continue to:

- support equitable access to learning,
- strengthen progression opportunities,
- increase visibility of career pathways,
- and improve representation within leadership and higher skilled roles.



2026 Actions and Deliverables

1. Inclusive Recruitment and Attraction

Objective

Strengthen attraction and recruitment processes to widen access to opportunities and support greater female representation across the organisation.

Actions

- Continue embedding inclusive recruitment practices across all recruitment activity.
- Review role profiles, adverts and recruitment materials to ensure inclusive language and accessibility.
- Publish career levels to allow for pay and role transparency
- Conduct annual equal pay audits
- Ensure recruitment activity aligns with the Recruitment Policy and Inclusivity Strategy.
- Promote female representation within recruitment campaigns across operational, technical, STEM and leadership pathways.
- Strengthen partnerships with schools, colleges, universities and community organisations.
- Continue work experience and placement opportunities linked to the 15mppa Skills and Employment Plan.

Accountability and Ownership

Role	Responsibility
Executive Sponsor	Provides strategic oversight and champions inclusive recruitment culture
People Team	Leads delivery of recruitment and attraction initiatives
Hiring Managers	Apply fair, inclusive and unbiased recruitment practices
Leadership Team	Promote inclusive behaviours and equitable decision -making
External Partners	Support outreach and talent pipeline development

Measures of Success

- Increased female representation across recruitment pipeline.
- Increased outreach and engagement activity
- Improved diversity across operational and leadership recruitment
- Positive candidate experience feedback

2. Career Development and Progression

Objective

Improve access to development, learning and progression opportunities for all colleagues.

Actions

- Promote equitable access to learning and development opportunities.
- Increase visibility of career pathways and progression opportunities.
- Support leadership and management development programmes.
- Strengthen internal talent and succession planning processes.
- Encourage participation in mentoring, coaching and development initiatives.
- Monitor progression and promotion outcomes across the organisation.

Accountability and Ownership

Role	Responsibility
Executive Sponsor	Supports strategic workforce and talent development priorities
People and Learning Teams	Lead development and progression initiatives
Line Managers	Support colleague development and career conversations
Leadership Team	Foster inclusive leadership behaviours and fair progression opportunities
Colleagues	Engage with learning and development opportunities

Measures of Success

- Increased participation of females in development programmes
- Improved internal progression rates for females
- Increased female representation in leadership pathways
- Positive colleague feedback relating to development opportunities via Best Companies

3. Inclusive Leadership and Culture

Objective

Strengthen inclusive leadership capability and create a positive, respectful and psychologically safe workplace culture.

Actions

- Continue development of inclusive leadership capability across management populations.
- Promote inclusive behaviours and fair decision-making practices.
- Increase awareness and understanding of unconscious bias and inclusive people management.
- Use Best Companies survey insights to identify and address barriers impacting inclusion and progression.
- Promote colleague wellbeing, flexibility and accessibility.
- Encourage open communication, listening and feedback opportunities across teams.

Accountability and Ownership

Role	Responsibility
Executive Sponsor	Champions inclusive culture and organisational behaviours
Leadership Team	Role model inclusive leadership and challenge inappropriate behaviours
People Team	Supports culture, engagement and inclusion initiatives
Managers	Create psychologically safe and inclusive team environments
All Colleagues	Contribute to a respectful and inclusive workplace culture

Measures of Success

- Improved colleague engagement and inclusion survey outcomes
- Increased confidence in leadership and fairness measures
- Positive feedback relating to workplace culture and wellbeing
- Reduction in identified barriers impacting progression and inclusion

4. Flexible, Accessible and Fair Working Practices

Objective

Support fair, transparent and accessible people practices that enable colleagues to succeed.

Actions

- Continue embedding fair and transparent people policies and processes.
- Equality Impact Assessments are completed in line with our process requirements.
- Promote flexible working opportunities where operationally appropriate.
- Review accessibility and inclusivity of workplace practices and procedures.
- Support colleague wellbeing through inclusive employment practices.
- Ensure alignment with Real Living Wage and Good Employment commitments.

Accountability and Ownership

Role	Responsibility
Executive Sponsor	Provides oversight of fair employment practices
People Team	Leads policy development and implementation
Managers	Apply policies consistently and fairly
Leadership Team	Promote inclusive and accessible working environments
Health, Safety and Wellbeing Teams	Support colleague wellbeing initiatives

Measures of Success

- Increased awareness and uptake of flexible working opportunities
- Positive wellbeing and engagement feedback
- Consistent application of people policies
- Improved accessibility and inclusion measures

5. Workforce Monitoring and Accountability

Objective

Monitor progress and strengthen accountability through workforce, recruitment and pay data analysis.

Actions

- Continue monitoring gender pay gap data and workforce representation trends.
- Review recruitment, progression and retention data regularly.
- Identify and address barriers impacting representation and progression.
- Report progress through governance and leadership forums.
- Use data and colleague feedback to inform future actions and priorities.

Accountability and Ownership

Role	Responsibility
Executive Sponsor	Provides governance oversight and accountability
People Team	Leads workforce data analysis and reporting
Leadership Team	Review progress and support delivery of actions
Managers	Support implementation of improvement actions within teams
Governance Groups	Monitor progress against agreed objectives

Measures of Success

- Reduction in the gender pay gap over time
- Improved workforce representation across all levels
- Increased transparency and accountability reporting
- Evidence of progress against action plan objectives

6. Menopause & Life Stage Support

Objective

Strengthen awareness, understanding and workplace support relating to menopause and women’s health to help colleagues feel supported, included and able to succeed at work.

Actions

- Continue promoting awareness and understanding of menopause across the organisation.
- Provide guidance, resources and signposting to support colleagues and managers.
- Strengthen manager capability and confidence in having supportive and appropriate wellbeing conversations.
- Promote inclusive workplace practices and reasonable adjustments where appropriate.
- Encourage open communication and reduce stigma associated with menopause and women’s health.
- Ensure menopause and women’s health support aligns with wider wellbeing, inclusion and flexible working initiatives.

Accountability and Ownership

Role	Responsibility
Executive Sponsor	Champions wellbeing and inclusive workplace support
People Team	Leads menopause awareness and support initiatives
Managers	Support colleagues sensitively and appropriately
Leadership Team	Promote inclusive wellbeing culture and supportive behaviours
Health, Safety and Wellbeing Teams	Provide wellbeing guidance and support resources

Measures of Success

- Increased awareness and understanding of menopause support across the organisation
- Implementation of the Menopause Action Plan process during 2026
- Positive colleague feedback relating to wellbeing and workplace support
- Increased manager confidence in supporting menopause conversations
- Improved inclusion and wellbeing survey outcomes
- Evidence of supportive workplace adjustments and practices where appropriate

Conclusion

Bristol Airport recognises that reducing the Gender Pay Gap requires sustained focus on attraction, development, progression and inclusive leadership.

Through alignment with the People Strategy, Recruitment Strategy, Skills and Development Strategy and 15mppa Skills and Employment Plan, Bristol Airport will continue building a diverse and future ready workforce while improving equitable access to opportunities across the organisation.

This action plan reflects our commitment to creating a great place to work where all colleagues can develop, contribute and succeed, while supporting responsible employment practices that positively impact the wider regional community.

