



**2025 ACI-NA USA
Compensation and Benefits Survey**

western
management
group



KEY SURVEY DEMOGRAPHICS

Total Number of Participating Airports/Authorities	129
Total Number of Jobs Surveyed	138
Total Number of Jobs With Sufficient Data Reported	136
Total Number of Employees Reported	15,358
Average Age of Incumbents (reported for 70.4% of the survey population)	46
Gender Reported - Airports	86.8%
Gender Reported - Incumbents	86.1%
Gender Mix	75.2% Male / 24.8% Female
Race Reported - Airports	81.4%
Ethnicity Reported - Airports	79.8%

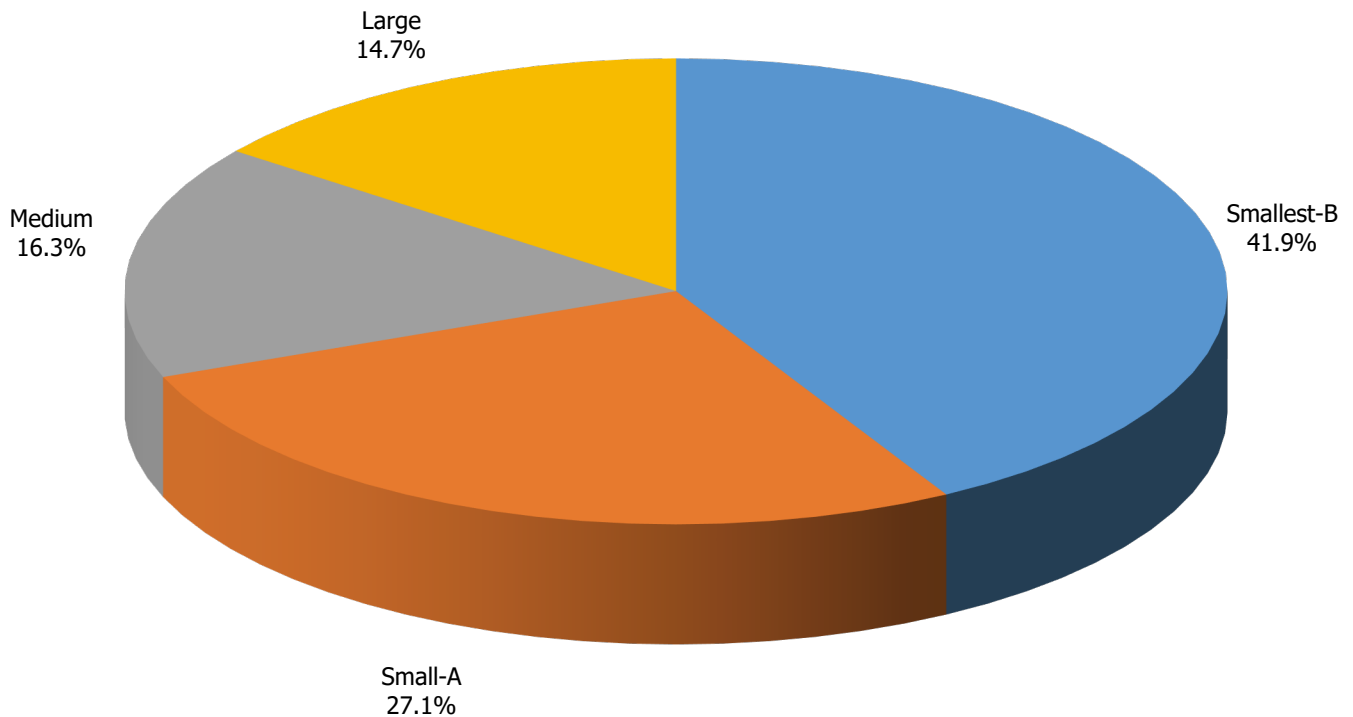
SINGLE OR MULTIPLE AIRPORT RESPONSIBILITY

Number of Incumbents Reporting Single Airport Responsibility	12,238
Number of Incumbents Reporting Multiple Airport Responsibility	3,120

DISTRIBUTION BY AIRPORT SIZE

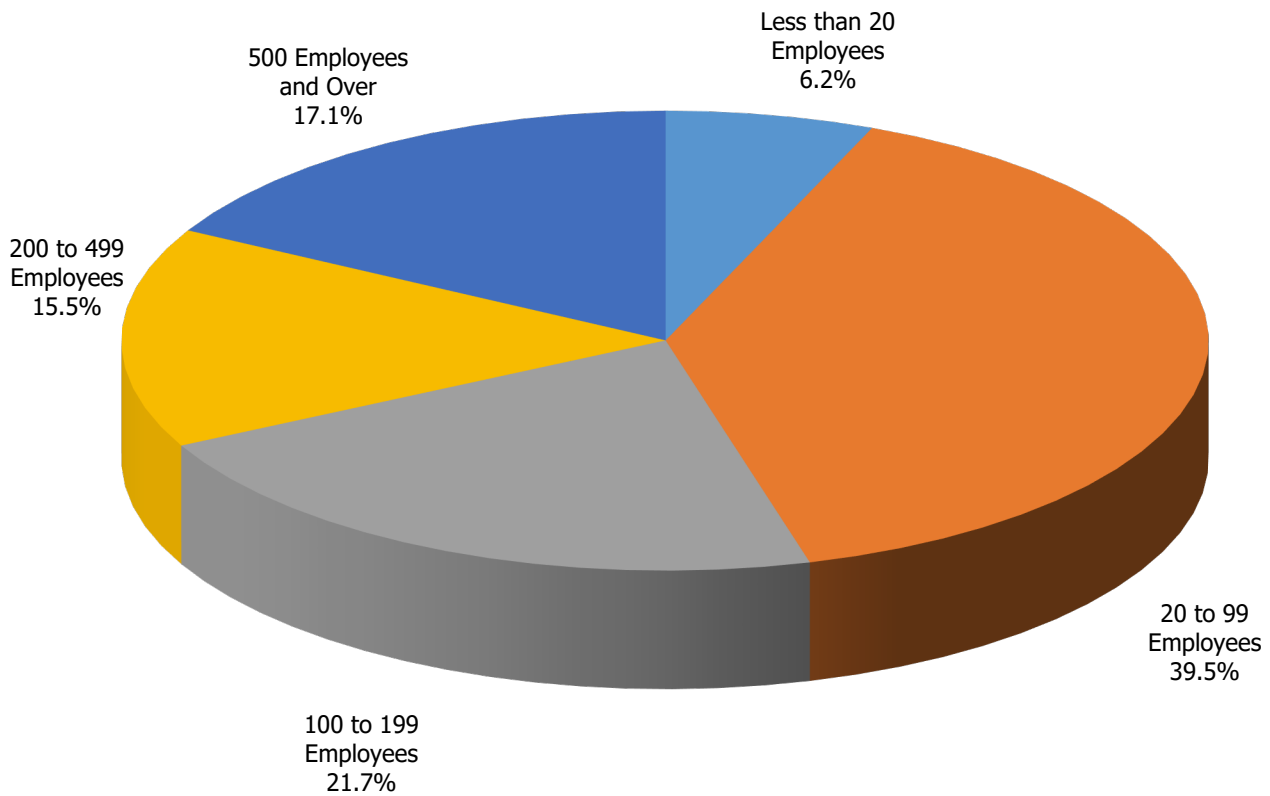
Airport size is provided by ACI-NA and is based on a formula that includes the airport’s passenger and cargo activity. The passenger and cargo levels are accounted for through the determination of an airport’s “traffic units” (TUs).

	<u>Airports</u>	<u>Percent</u>
Smallest-B	54	41.9%
Small-A	35	27.1%
Medium	21	16.3%
Large	19	14.7%



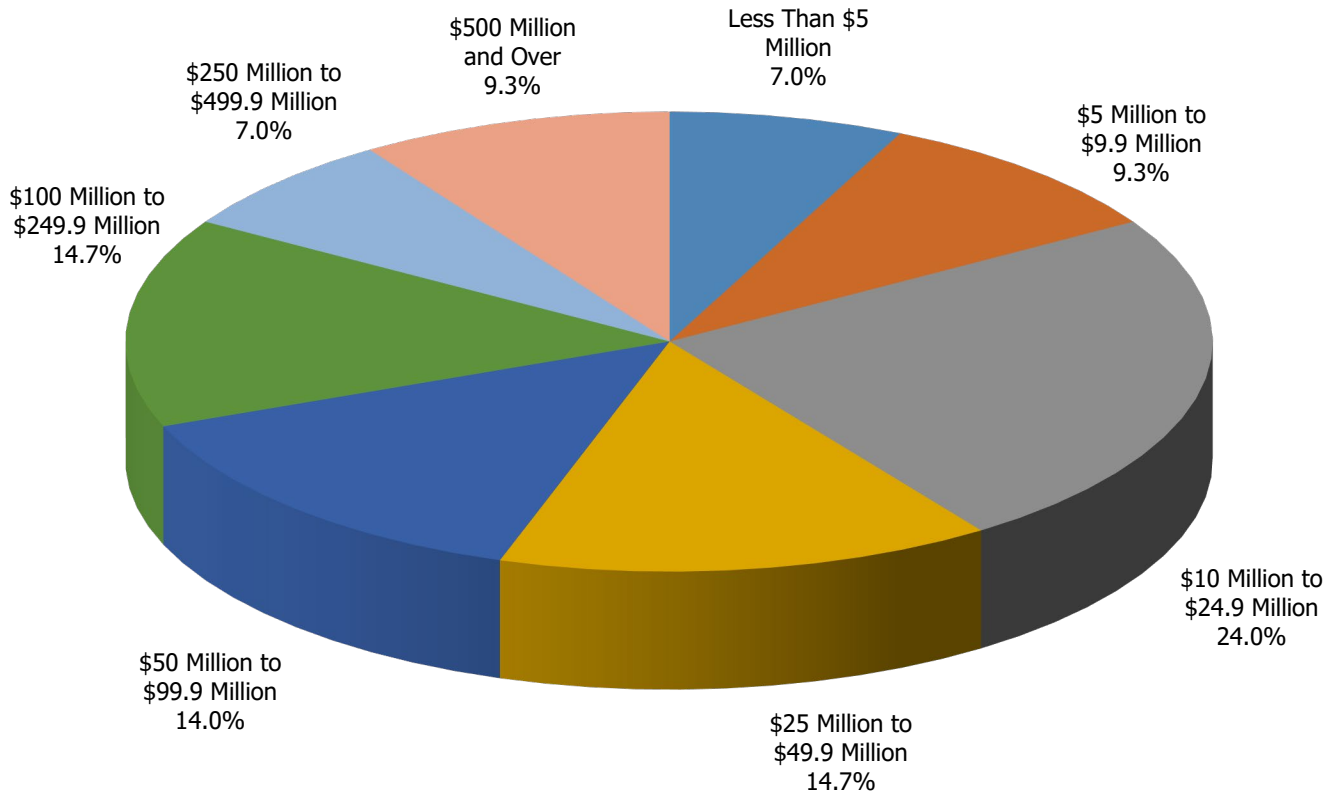
DISTRIBUTION BY TOTAL HEADCOUNT

	<u>Airports</u>	<u>Percent</u>
Less than 20 Employees	8	6.2%
20 to 99 Employees	51	39.5%
100 to 199 Employees	28	21.7%
200 to 499 Employees	20	15.5%
500 Employees and Over	22	17.1%



DISTRIBUTION BY TOTAL REVENUE

	<u>Airports</u>	<u>Percent</u>
Less Than \$5 Million	9	7.0%
\$5 Million to \$9.9 Million	12	9.3%
\$10 Million to \$24.9 Million	31	24.0%
\$25 Million to \$49.9 Million	19	14.7%
\$50 Million to \$99.9 Million	18	15.4%
\$100 Million to \$249.9 Million	19	14.7%
\$250 Million to \$499.9 Million	9	7.0%
\$500 Million and Over	12	9.3%





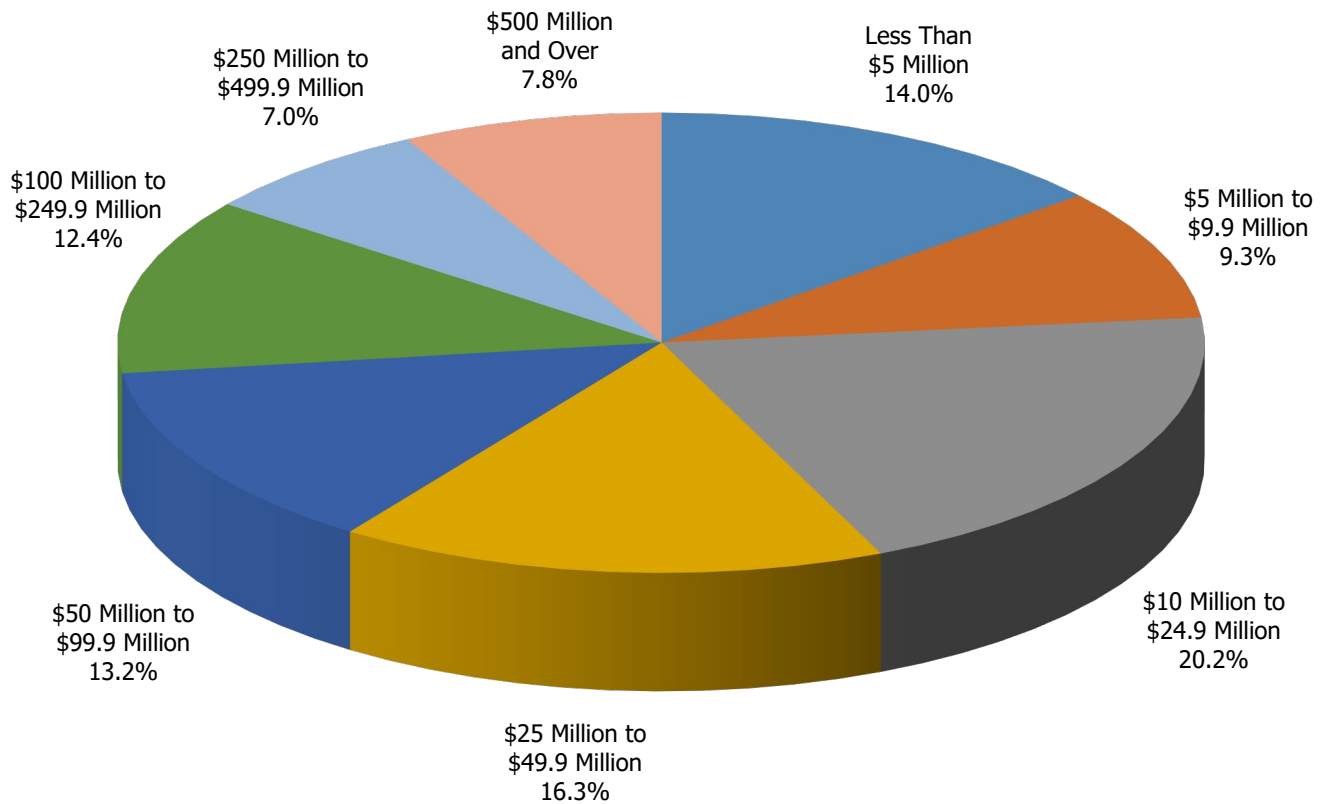
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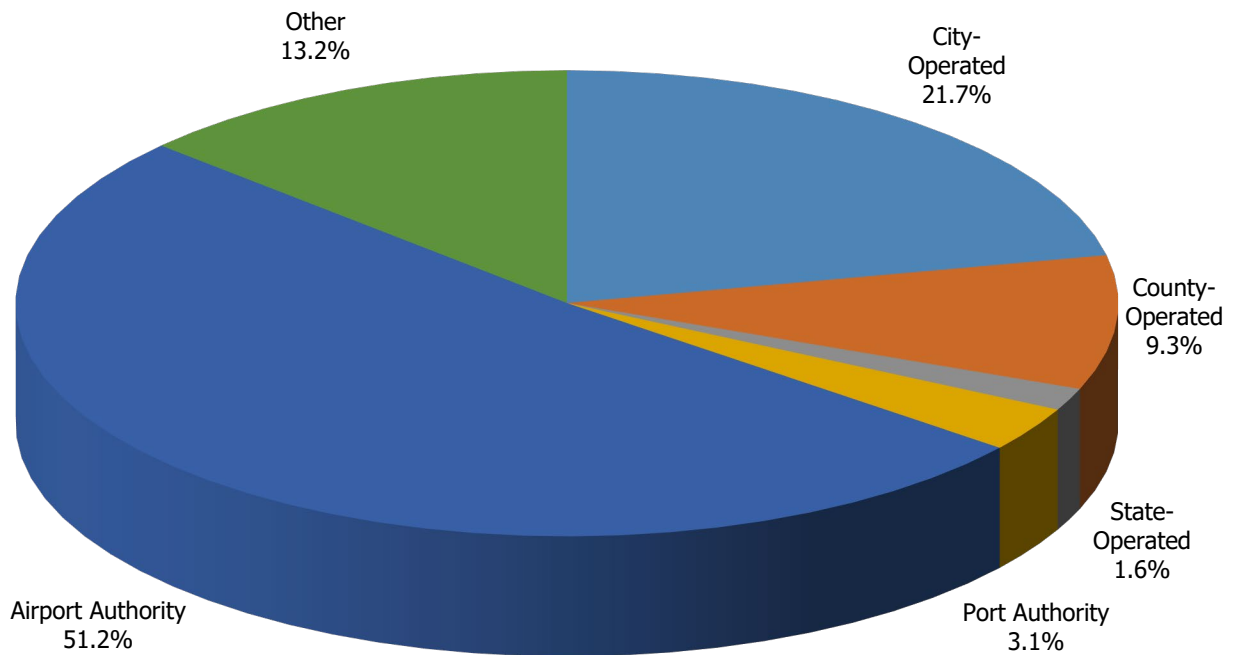
DISTRIBUTION BY TOTAL BUDGET

	<u>Airports</u>	<u>Percent</u>
Less Than \$5 Million	18	14.0%
\$5 Million to \$9.9 Million	12	9.3%
\$10 Million to \$24.9 Million	26	20.2%
\$25 Million to \$49.9 Million	21	16.3%
\$50 Million to \$99.9 Million	17	13.2%
\$100 Million to \$249.9 Million	16	12.4%
\$250 Million to \$499.9 Million	9	7.0%
\$500 Million and Over	10	7.8%



DISTRIBUTION BY GOVERNANCE

	<u>Airports</u>	<u>Percent</u>
City-Operated	28	<i>21.7%</i>
County-Operated	12	<i>9.3%</i>
State-Operated	2	<i>1.6%</i>
Port Authority	4	<i>3.1%</i>
Airport Authority	66	<i>51.2%</i>
Other	17	<i>13.2%</i>





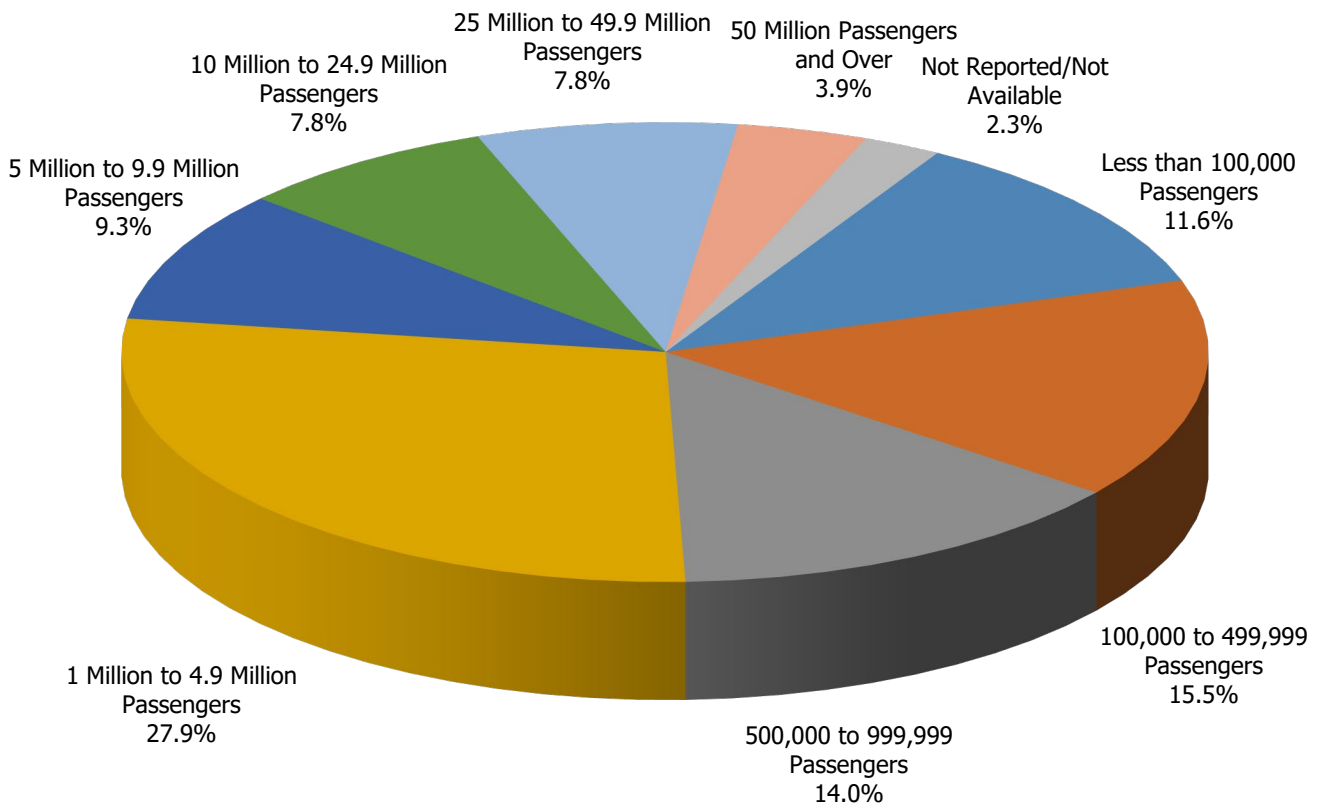
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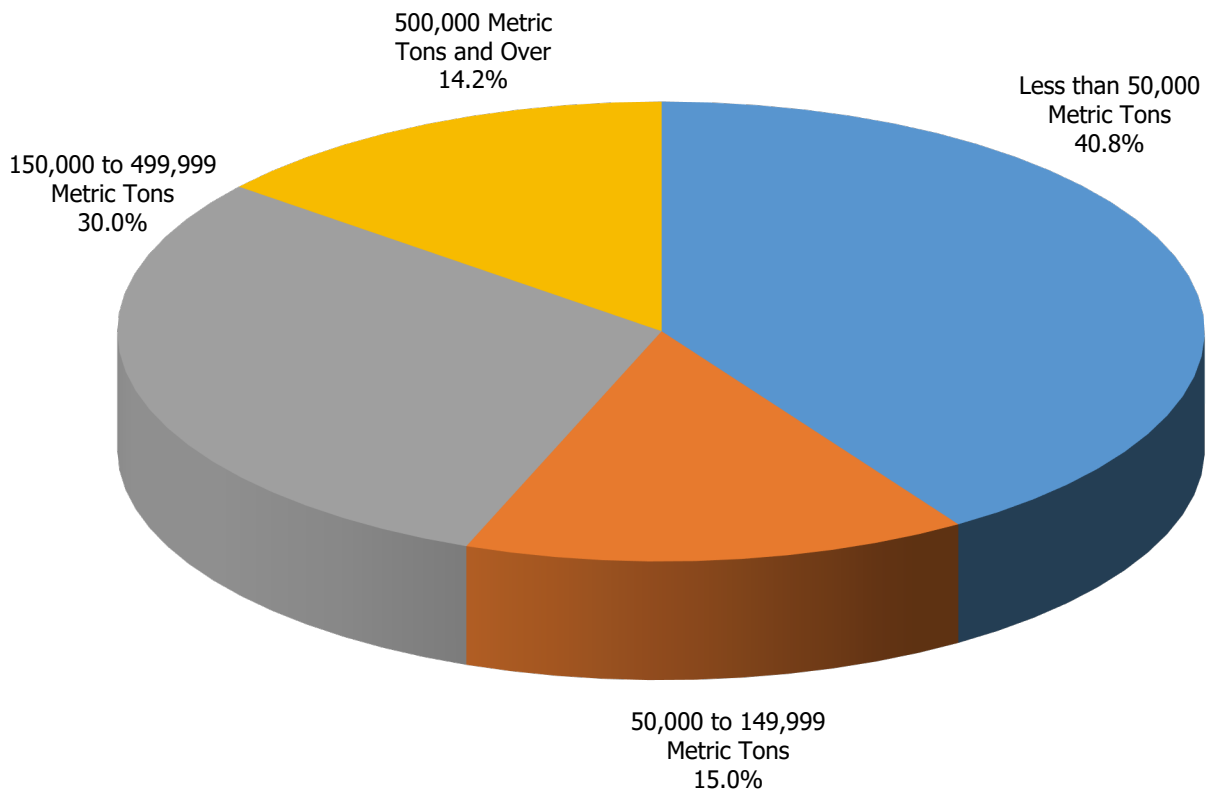
DISTRIBUTION BY TOTAL PASSENGERS

	<u>Airports</u>	<u>Percent</u>
Less than 100,000 Passengers	15	11.6%
100,000 to 499,999 Passengers	20	15.5%
500,000 to 999,999 Passengers	18	14.0%
1 Million to 4.9 Million Passengers	36	27.9%
5 Million to 9.9 Million Passengers	12	9.3%
10 Million to 24.9 Million Passengers	10	7.8%
25 Million to 49.9 Million Passengers	10	7.8%
50 Million Passengers and Over	5	3.9%
Not Reported/Not Available	3	2.3%



DISTRIBUTION BY CARGO

	<u>Airports</u>	<u>Percent</u>
Less than 50,000 Metric Tons	49	40.8%
50,000 to 149,999 Metric Tons	18	15.0%
150,000 to 499,999 Metric Tons	36	30.0%
500,000 Metric Tons and Over	17	14.2%





GENDER COMPENSATION ANALYSIS

In 2025, for the Seventh year, the survey has included the collection and analysis of Gender Compensation Data for each job. While not every participant was able to provide Gender Data, 86.8% of the 2025 participants reported employee gender, as compared to 88.2% in 2024 and 86.8% in 2023. We are pleased to be actively building the data to illuminate this important issue and help companies compare their internal makeup to that of the market.

The Gender Summary Reports in the survey present the following information:

- The number of companies providing Gender for the job
- The percentage of companies matching that job who reported the Gender
- The number of Females and Males reported in the job
- The percentage of Females and Males reported in that job for those reporting Gender
- The Average Total Cash for both Females and Males
- The Total Cash Gender Index displays Average Female Total Cash as a percentage of Average Male Total Cash (as calculated by Average Female Total Cash / Average Male Total Cash). For example, if the Average Female Total Cash is \$80,000 and the Average Male Total Cash is \$100,000, the Index is 80. A figure below 100 means Females have lower Average Total Cash than Males, and a figure above 100 means Females have higher Average Total Cash than Males.
- The Total Survey Population displays the number of employees and the overall Average Total Cash for the entire survey – including those companies who did not report Gender Data.

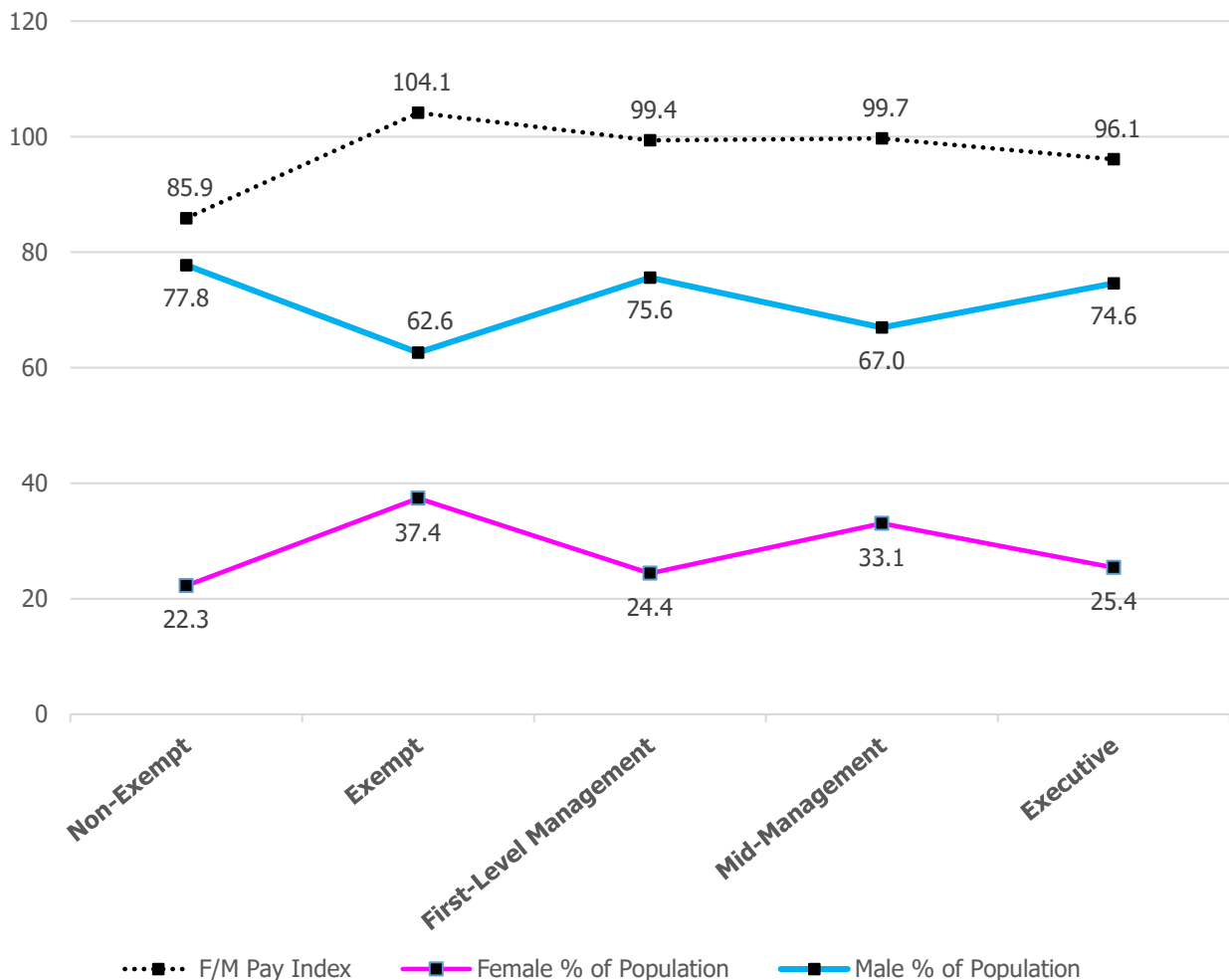
Participants also have the capacity, using DataCentral, to create customized versions of any report format using Gender as a filtering variable, along with all the other variables that have been available in the past (Geography, Company Size, Product Code, and so on). We encourage participants to perform analyses of their choosing, and we welcome any questions and comments.

GENDER PAY INDEX ANALYSIS – BY SURVEY JOB LEVEL

While every job is presented separately in the Gender Reports, we also looked at Gender Pay by Job Level, where the data of similarly-leveled jobs is combined and presented. This allows a review of the results controlling for the influence of background, experience, education and responsibility. The following categories are presented:

- All Non-Exempt jobs (S Levels)
- All Exempt Individual Contributor jobs (P Levels)
- First-Level Management jobs (M0 and M1 Levels)
- Mid-Management jobs (M2 and M3 Levels)
- Executive jobs (X1 and X2 Levels)

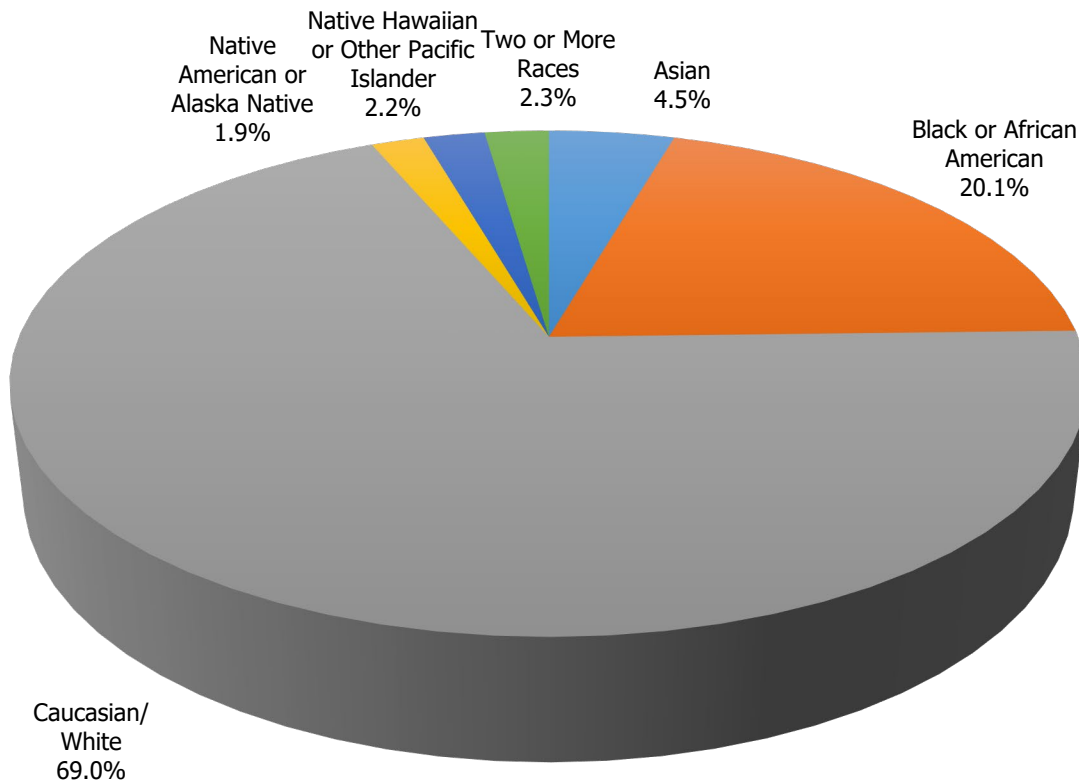
Female employees comprise 24.8% of the reported survey population. The Gender Pay Index is above 100 in one of the five Job Level categories, indicating the average female is paid more in those levels than their average male counterparts. In the Non-Exempt jobs, females are paid significantly lower overall than males.



RACE

Starting in 2020, the survey has included the collection and analysis of Ethnicity/Race Compensation Data for each job. In 2024 we separated Ethnicity/Race into two separate questions, more accurately reflecting the EEOC designations. While not every participant was able to provide their Race Data, 81.4% of the 2025 participants did report employee Race, as compared to 68.1% of the 2024 participants and 86.8% in 2023. We are pleased to be actively building the data to illuminate this important issue and help companies compare their internal makeup to that of the market.

	Percent
Asian	4.5%
Black or African American	20.1%
Caucasian/White	69.0%
Native American or Alaska Native	1.9%
Native Hawaiian or Other Pacific Islander	2.2%
Two or More Races	2.3%



ETHNICITY

Starting in 2020, the survey has included the collection and analysis of Ethnicity/Race Compensation Data for each job. In 2024 we separated Ethnicity/Race into two separate questions, more accurately reflecting the EEOC designations. While not every participant was able to provide their Ethnicity Data, 79.8% of the 2025 participants did report employee Ethnicity, as compared to 59.3% of the 2024 and 86.8% in 2023. We are pleased to be actively building the data to illuminate this important issue and help companies compare their internal makeup to that of the market.

	<u>Percent</u>
Hispanic or Latino	<i>13.0%</i>
Not Hispanic or Latino	<i>87.0%</i>

