



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

western
management
group



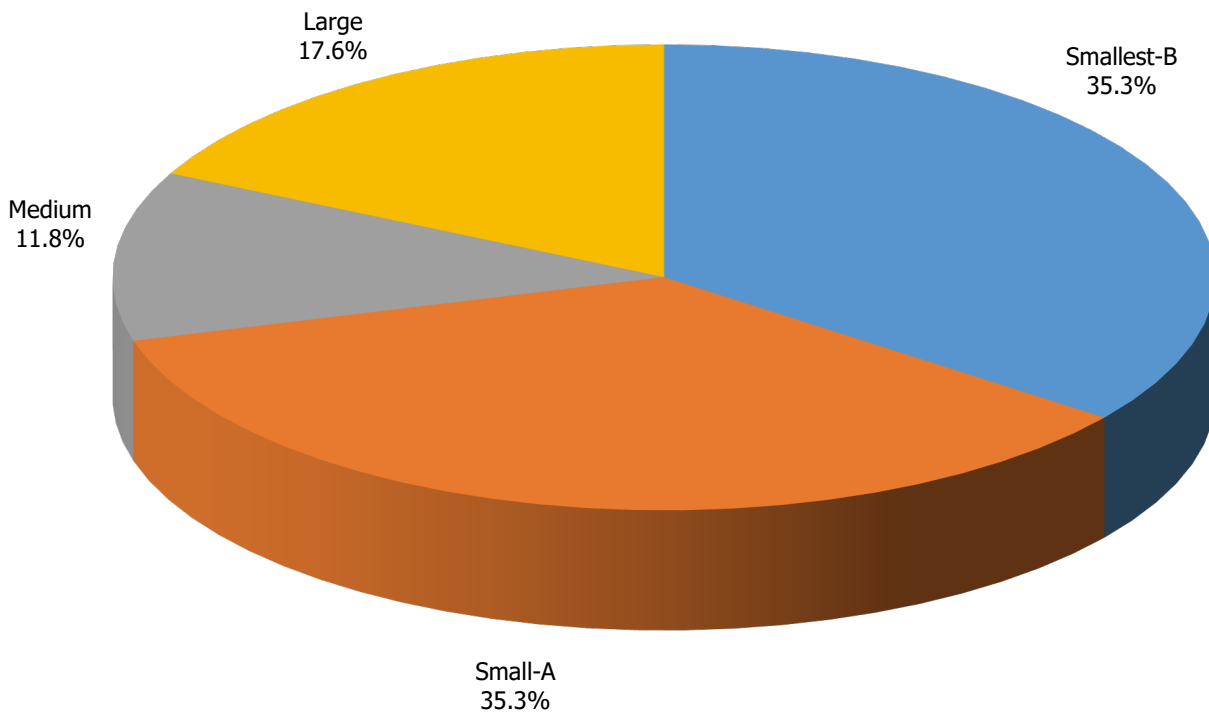
KEY SURVEY DEMOGRAPHICS

Total Number of Participating Airports/Authorities	17
Total Number of Jobs Surveyed	138
Total Number of Jobs with Sufficient Data Reported	92
Total Number of Employees Reported	1,991
Average Age of Incumbents (reported for 52.3% of the survey population)	47
Gender Mix (reported for 88.2% of the survey population)	79.14% Male / 20.86% Female
Aboriginal Incumbents (reported for 51.3% of the survey population)	1.0%
Disabled Incumbents (reported for 50.4% of the survey population)	0.0%
Visible Minority Incumbents (reported for 53.2% of the survey population)	3.0%

DISTRIBUTION BY AIRPORT SIZE

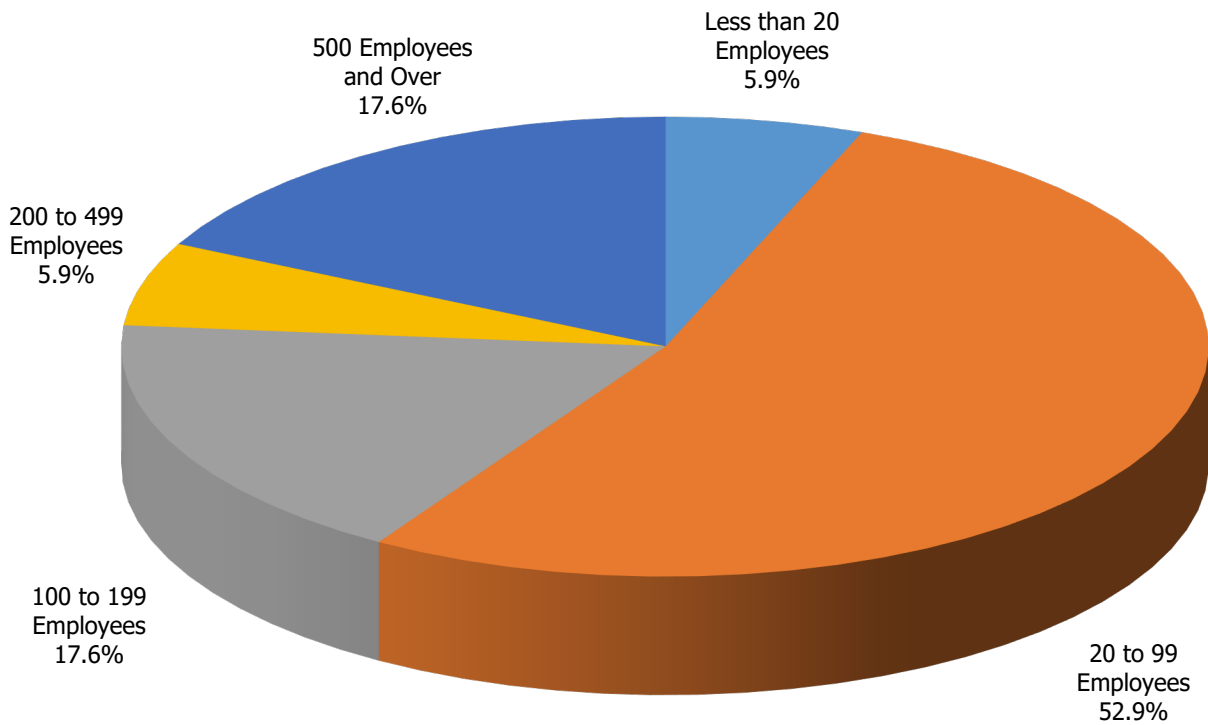
Airport size is provided by ACI-NA and is based on a formula that includes the airport’s passenger and cargo activity. The passenger and cargo levels are accounted for through the determination of an airport’s “traffic units” (TUs).

	<u>Airports</u>	<u>Percent</u>
Smallest-B	6	35.3%
Small-A	6	35.3%
Medium	2	11.8%
Large	3	17.6%



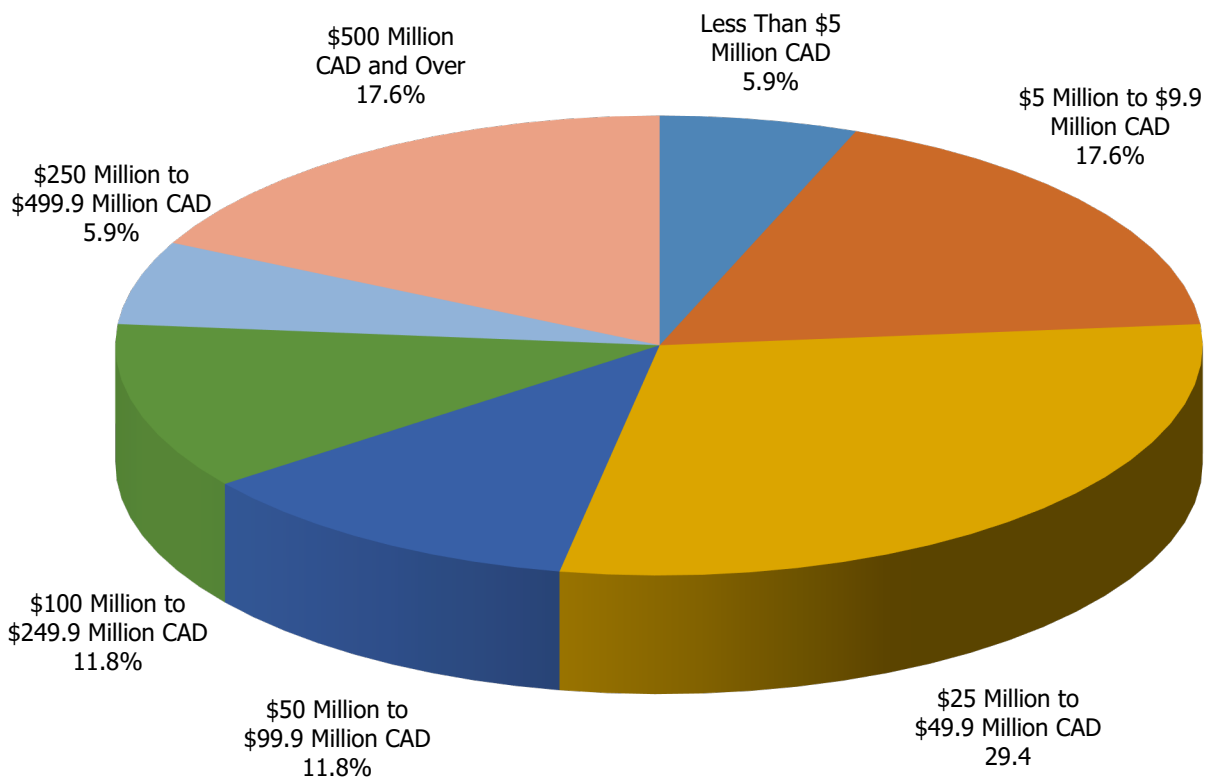
DISTRIBUTION BY TOTAL HEADCOUNT

	<u>Airports</u>	<u>Percent</u>
Less than 20 Employees	<i>1</i>	<i>5.9%</i>
20 to 99 Employees	<i>9</i>	<i>52.9%</i>
100 to 199 Employees	<i>3</i>	<i>17.6%</i>
200 to 499 Employees	<i>1</i>	<i>5.9%</i>
500 Employees and Over	<i>3</i>	<i>17.6%</i>



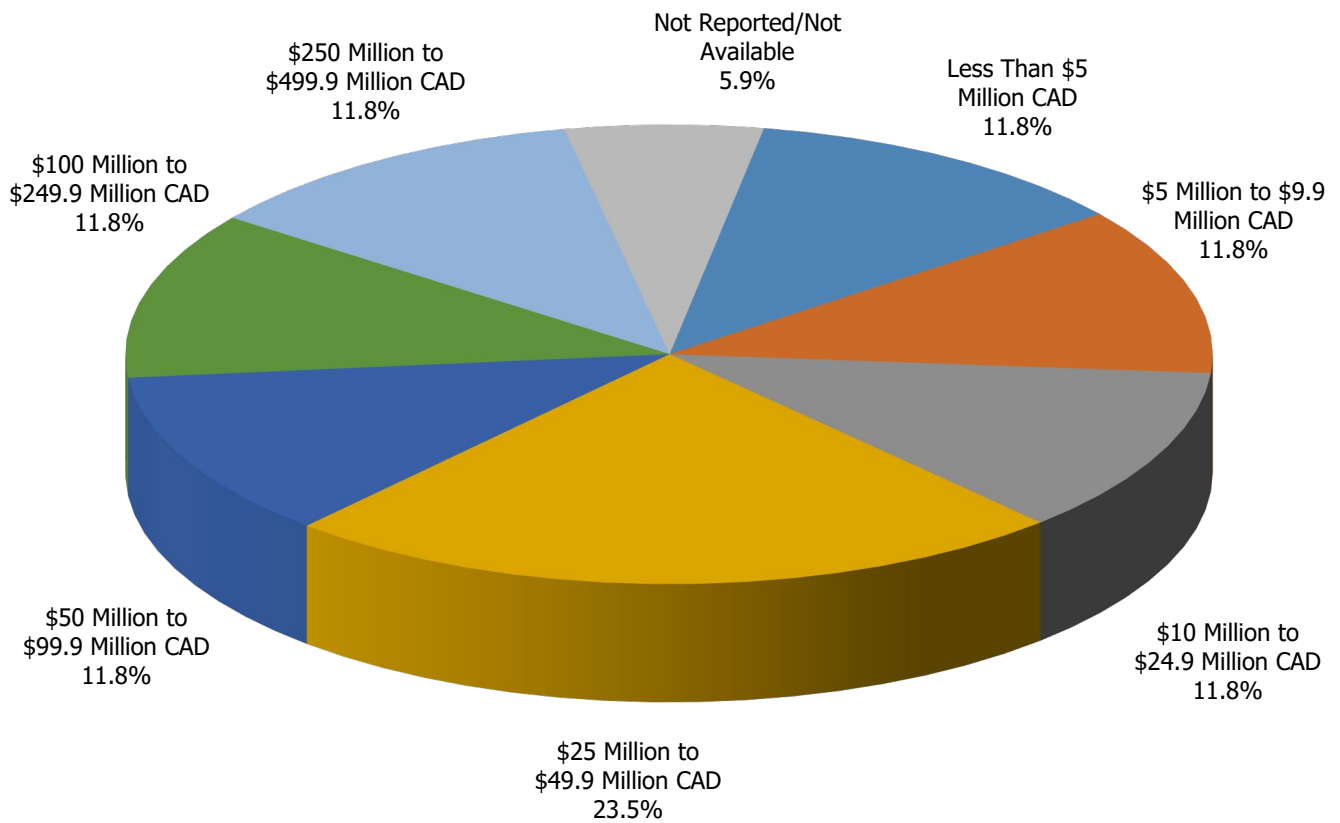
DISTRIBUTION BY TOTAL REVENUE

	<u>Airports</u>	<u>Percent</u>
Less than \$5 Million CAD	1	5.9%
\$5 Million to \$9.9 Million CAD	3	17.6%
\$10 Million to \$24.9 Million CAD	0	0.0%
\$25 Million to \$49.9 Million CAD	5	29.4%
\$50 Million to \$99.9 Million CAD	2	11.8%
\$100 Million to \$249.9 Million CAD	2	11.8%
\$250 Million to \$499.9 Million CAD	1	5.9%
\$500 Million CAD and Over	3	17.6%
Not Reported/Not Available	1	5.9%



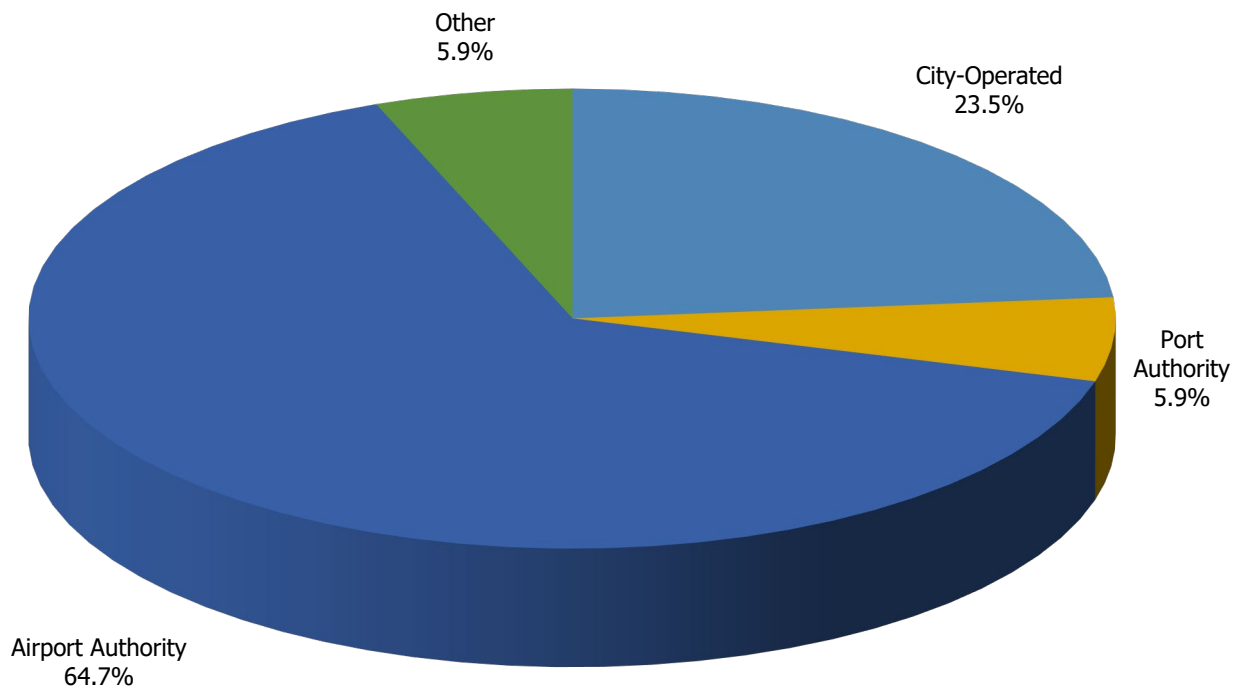
DISTRIBUTION BY TOTAL BUDGET

	<u>Airports</u>	<u>Percent</u>
Less than \$5 Million CAD	2	11.8%
\$5 Million to \$9.9 Million CAD	2	11.8%
\$10 Million to \$24.9 Million CAD	2	11.8%
\$25 Million to \$49.9 Million CAD	4	23.5%
\$50 Million to \$99.9 Million CAD	2	11.8%
\$100 Million to \$249.9 Million CAD	2	11.8%
\$250 Million to \$499.9 Million CAD	2	11.8%
\$500 Million CAD and Over	0	0.0%
Not Reported/Not Available	1	5.9%



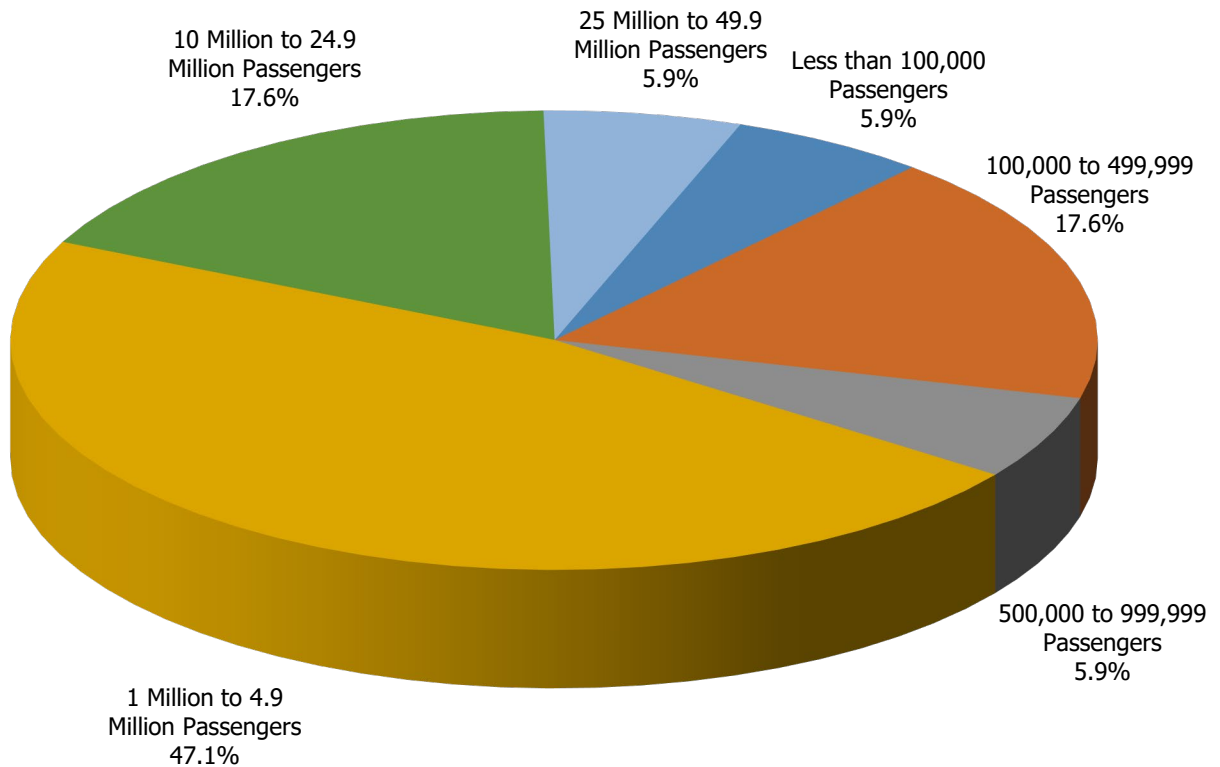
DISTRIBUTION BY GOVERNANCE

	<u>Airports</u>	<u>Percent</u>
City-Operated	4	23.5%
County/District-Operated	0	0.0%
Province-Operated	0	0.0%
Port Authority	1	5.9%
Airport Authority	11	64.7%
Other	1	5.9%



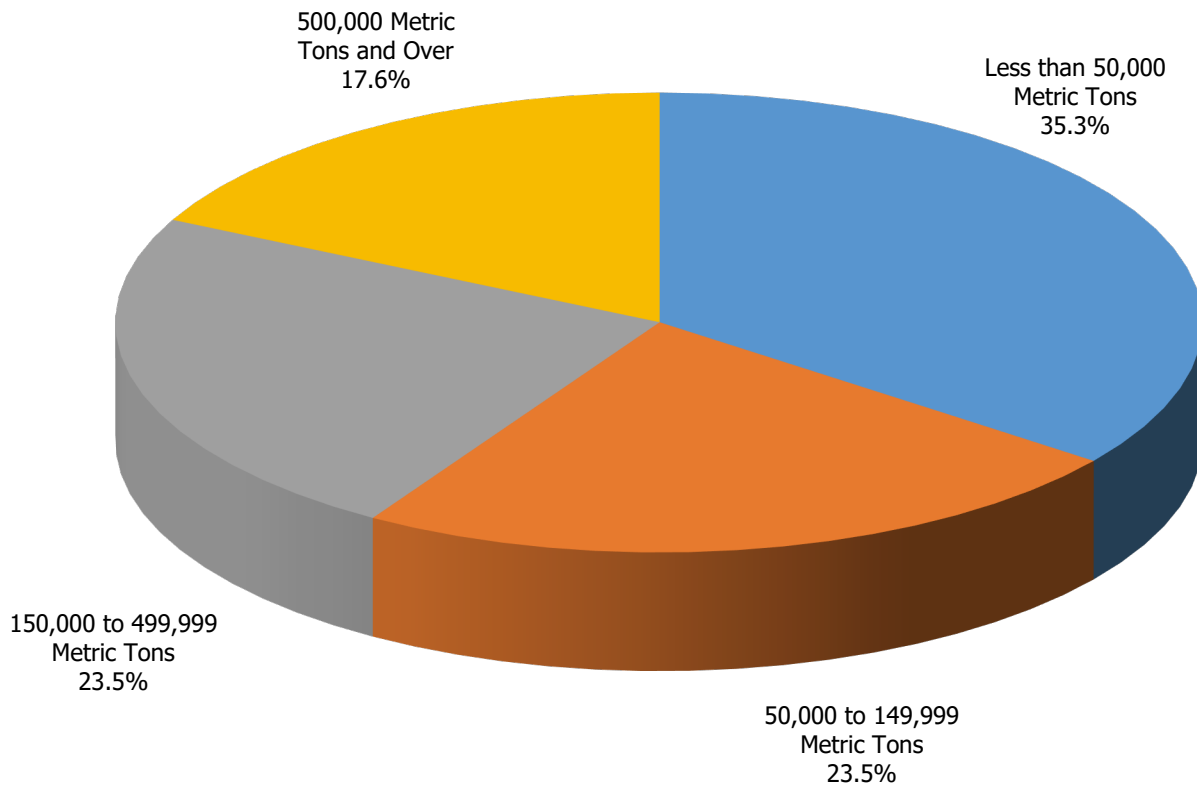
DISTRIBUTION BY TOTAL PASSENGERS

	<u>Airports</u>	<u>Percent</u>
Less than 100,000 Passengers	<i>1</i>	<i>5.9%</i>
100,000 to 499,999 Passengers	<i>3</i>	<i>17.6%</i>
500,000 to 999,999 Passengers	<i>1</i>	<i>5.9%</i>
1 Million to 4.9 Million Passengers	<i>8</i>	<i>47.1%</i>
5 Million to 9.9 Million Passengers	<i>0</i>	<i>0.0%</i>
10 Million to 24.9 Million Passengers	<i>3</i>	<i>17.6%</i>
25 Million to 49.9 Million Passengers	<i>1</i>	<i>5.9%</i>
50 Million Passengers and Over	<i>0</i>	<i>0.0%</i>



DISTRIBUTION BY CARGO

	<u>Airports</u>	<u>Percent</u>
Less than 50,000 Metric Tons	6	35.3%
50,000 to 149,999 Metric Tons	4	23.5%
150,000 to 499,999 Metric Tons	4	23.5%
500,000 Metric Tons and Over	3	17.6%



GENDER COMPENSATION ANALYSIS

In 2025, for the sixth year, the survey has included the collection and analysis of Gender Compensation Data for each job. For the first time, 100% of the 2025 participants did report employee gender. 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 20.9% of the reported survey population. The Gender Pay Index is below 100 in two of the five Job Level categories, indicating the average female is paid less in those levels than the average male counterparts. Females are paid more than men in the Exempt, First-Level Management, and Executive job categories.

