



**2026 ACI-NA USA  
Compensation and Benefits Survey**

western  
management  
group



**KEY SURVEY DEMOGRAPHICS**

Total Number of Participating Airports/Authorities	131
Total Number of Jobs Surveyed	140
Total Number of Jobs With Sufficient Data Reported	138
Total Number of Employees Reported	17,339
Average Age of Incumbents (reported for 66.3% of the survey population)	46
Gender Reported - Airports	89.3%
Gender Reported - Incumbents	88.4%
Gender Mix	76.1% Male / 23.9% Female
Race Reported - Airports	78.6%
Ethnicity Reported - Airports	77.9%

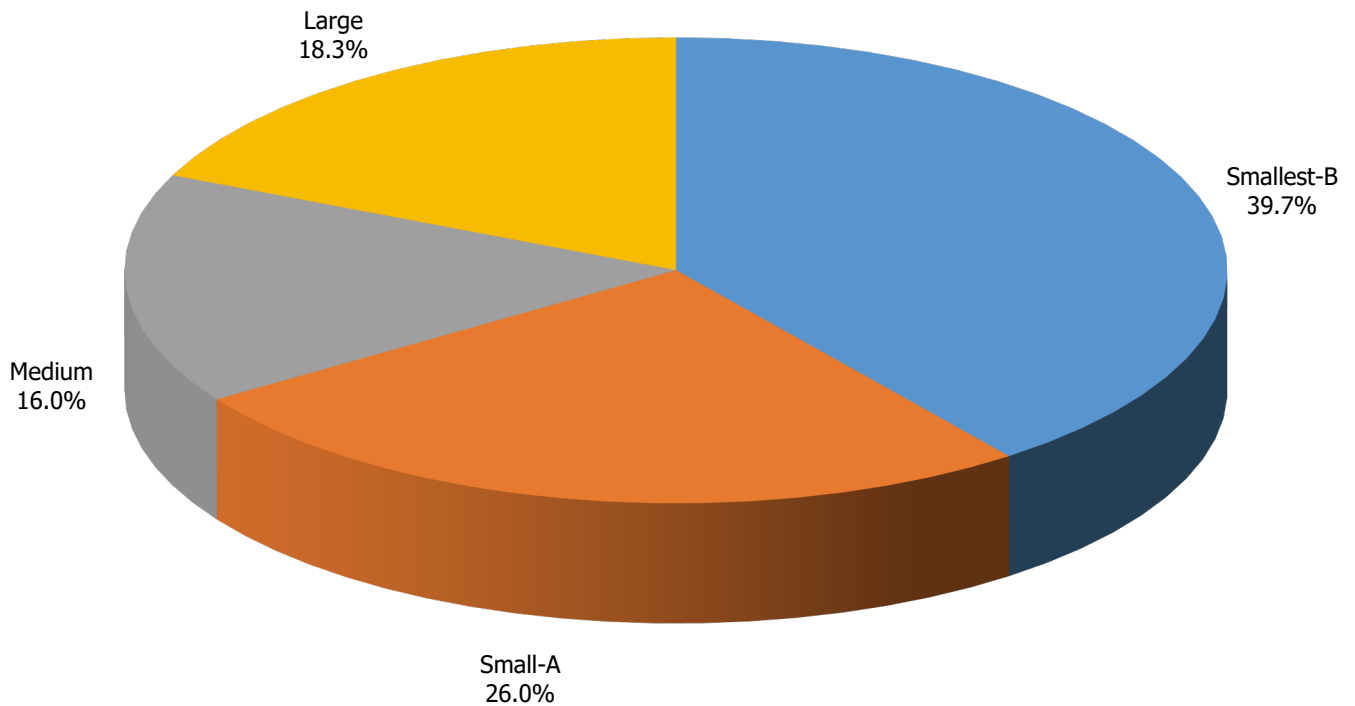
**SINGLE OR MULTIPLE AIRPORT RESPONSIBILITY**

Number of Incumbents Reporting Single Airport Responsibility	14,234
Number of Incumbents Reporting Multiple Airport Responsibility	3,105

**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	52	39.7%
Small-A	34	26.0%
Medium	21	16.0%
Large	24	18.3%





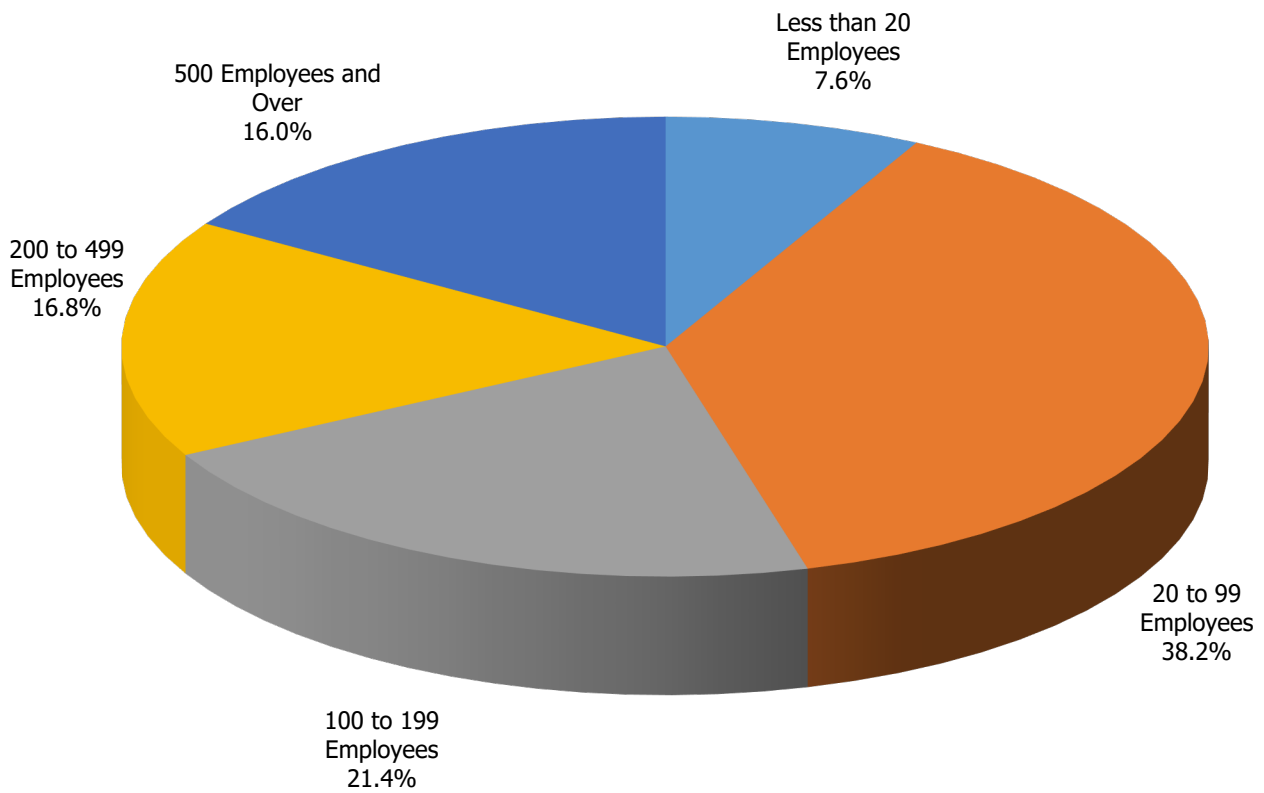
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**DISTRIBUTION BY TOTAL HEADCOUNT**

	<b><u>Airports</u></b>	<b><u>Percent</u></b>
Less than 20 Employees	10	7.6%
20 to 99 Employees	50	38.2%
100 to 199 Employees	28	21.4%
200 to 499 Employees	22	16.8%
500 Employees and Over	21	16.0%





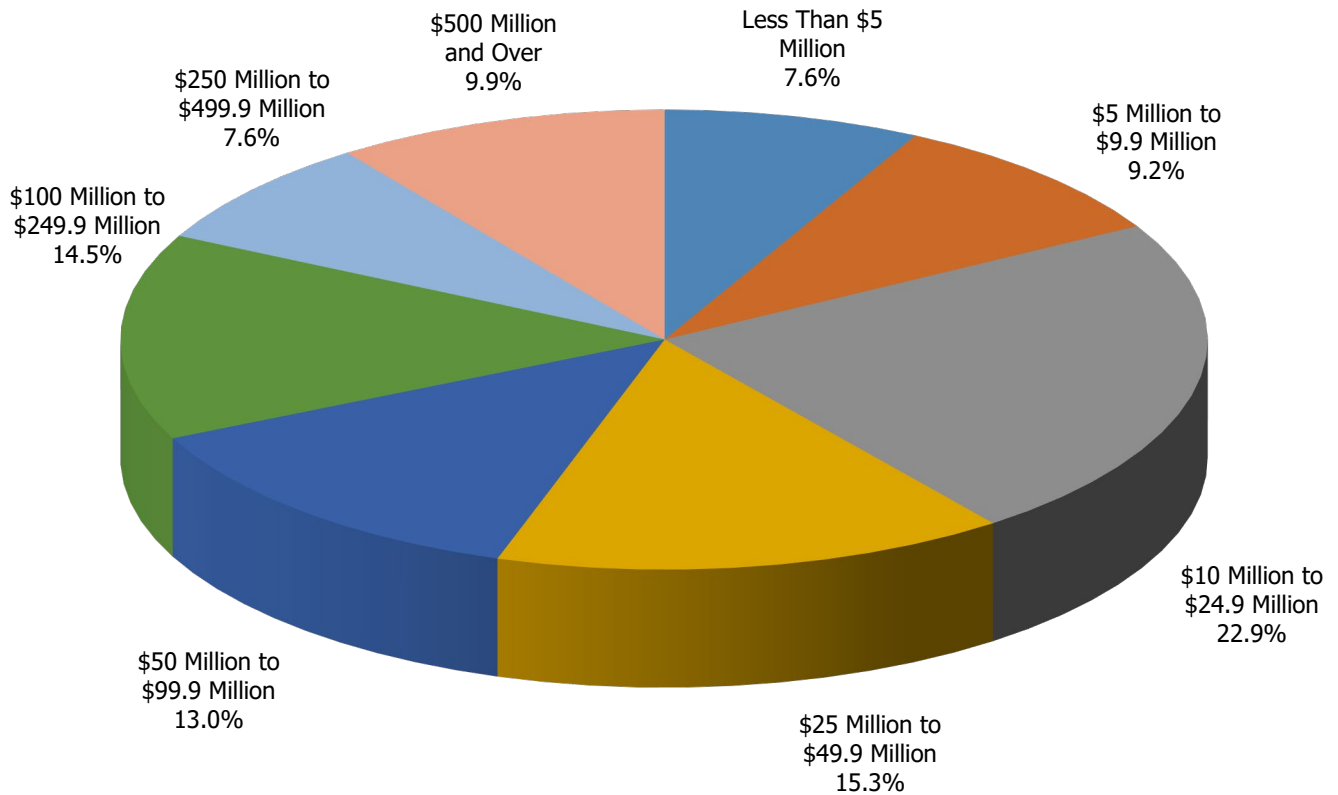
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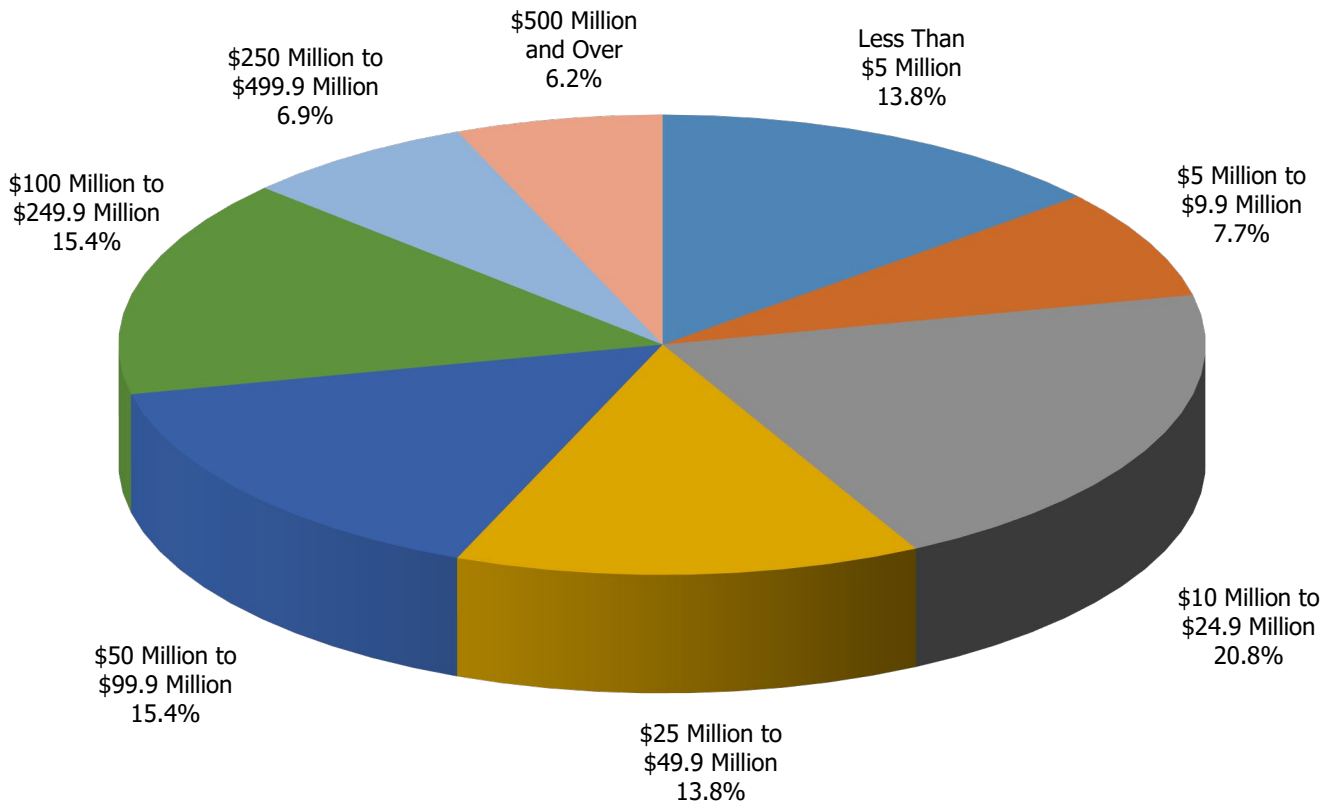
**DISTRIBUTION BY TOTAL REVENUE**

	<b><u>Airports</u></b>	<b><u>Percent</u></b>
Less Than \$5 Million	<i>10</i>	<i>7.6%</i>
\$5 Million to \$9.9 Million	<i>12</i>	<i>9.2%</i>
\$10 Million to \$24.9 Million	<i>30</i>	<i>22.9%</i>
\$25 Million to \$49.9 Million	<i>20</i>	<i>15.3%</i>
\$50 Million to \$99.9 Million	<i>17</i>	<i>13.0%</i>
\$100 Million to \$249.9 Million	<i>19</i>	<i>14.5%</i>
\$250 Million to \$499.9 Million	<i>10</i>	<i>7.6%</i>
\$500 Million and Over	<i>13</i>	<i>9.9%</i>



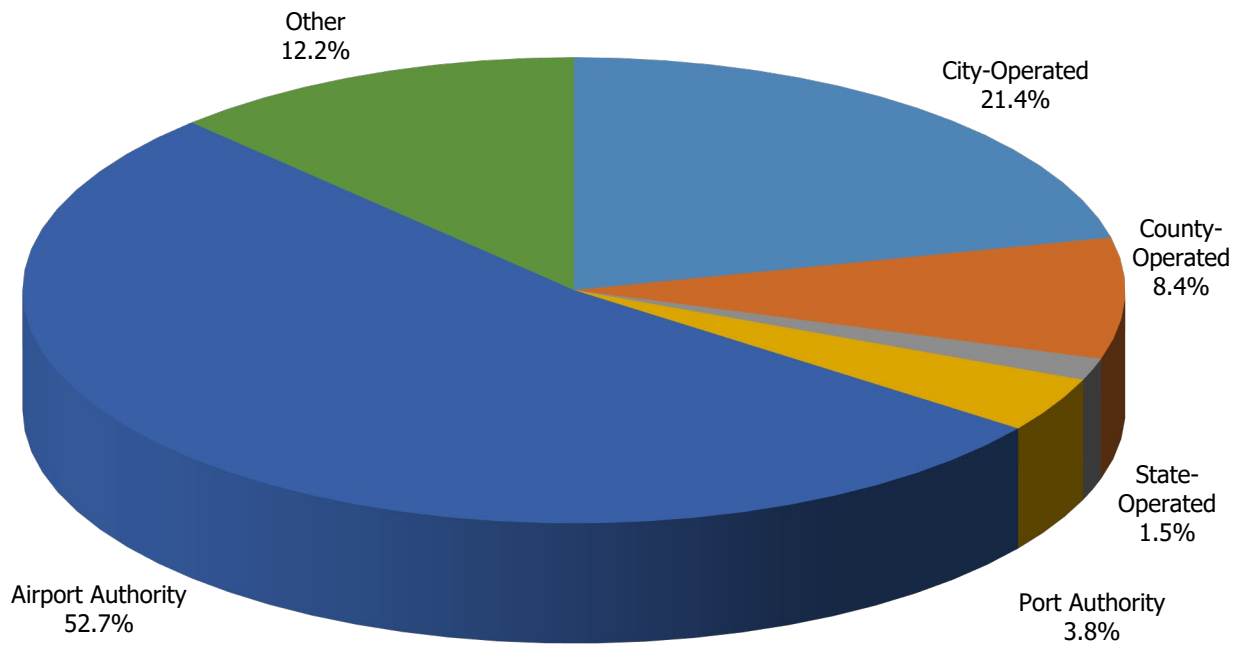
**DISTRIBUTION BY TOTAL BUDGET**

	<b><u>Airports</u></b>	<b><u>Percent</u></b>
Less Than \$5 Million	18	13.8%
\$5 Million to \$9.9 Million	10	7.7%
\$10 Million to \$24.9 Million	27	20.8%
\$25 Million to \$49.9 Million	18	13.8%
\$50 Million to \$99.9 Million	20	15.4%
\$100 Million to \$249.9 Million	20	15.4%
\$250 Million to \$499.9 Million	9	6.9%
\$500 Million and Over	8	6.2%



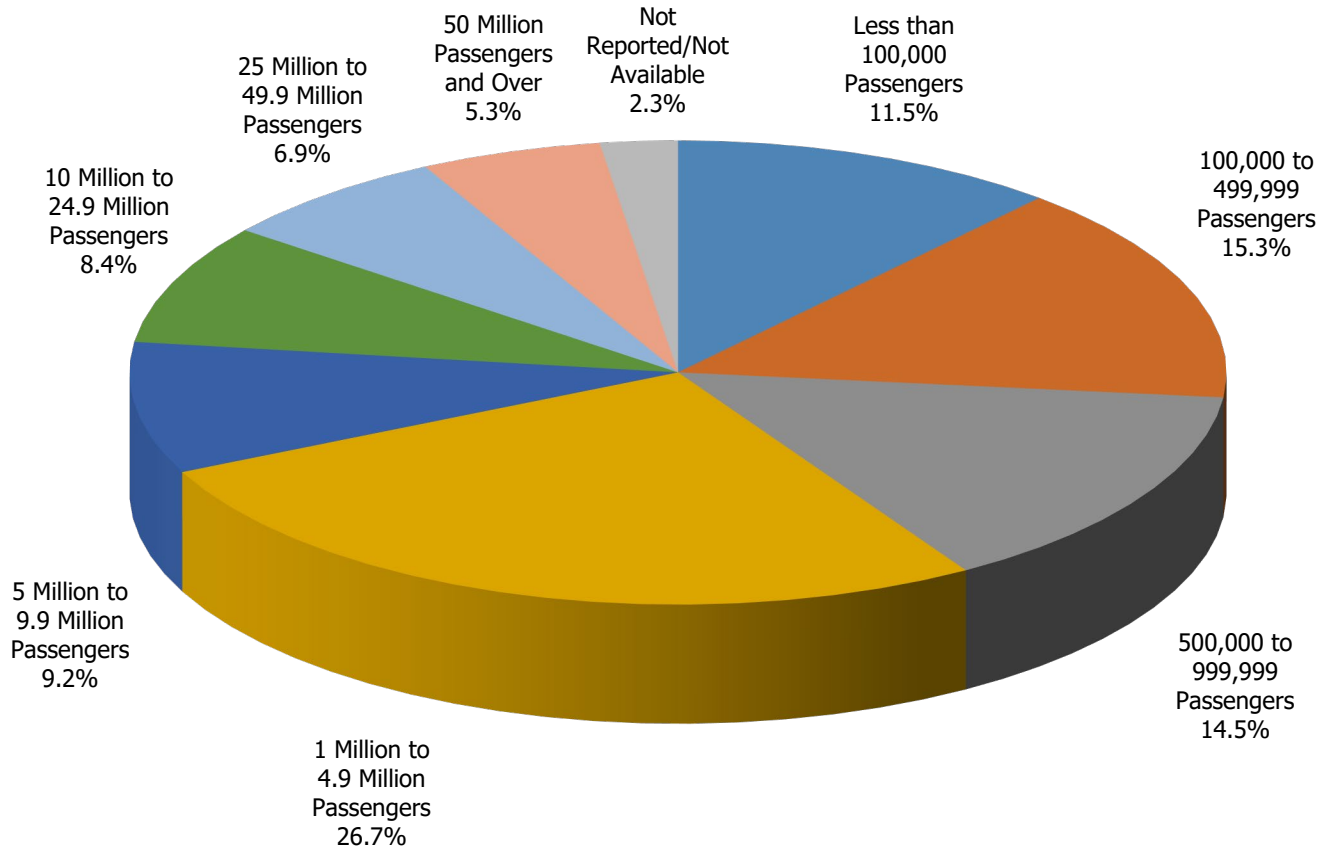
**DISTRIBUTION BY GOVERNANCE**

	<b><u>Airports</u></b>	<b><u>Percent</u></b>
City-Operated	28	21.4%
County-Operated	11	8.4%
State-Operated	2	1.5%
Port Authority	5	3.8%
Airport Authority	69	52.7%
Other	16	12.2%



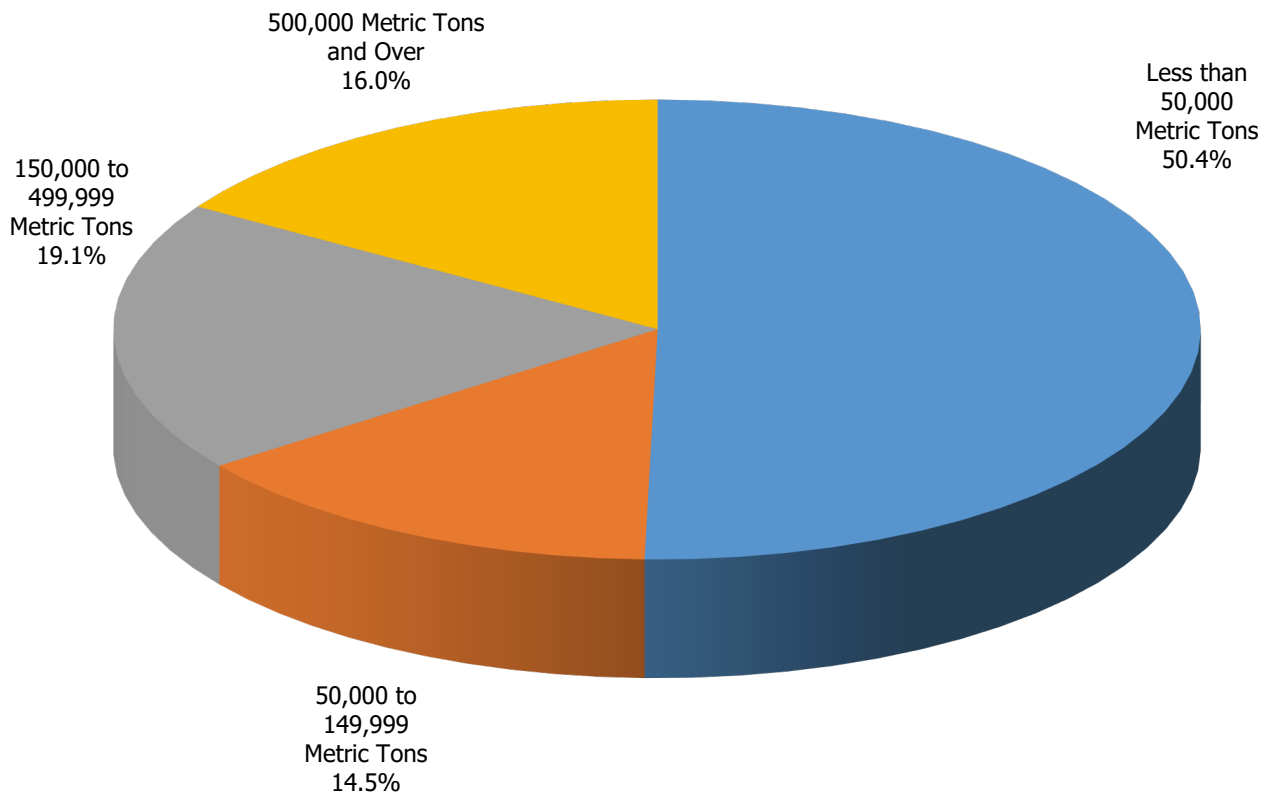
**DISTRIBUTION BY TOTAL PASSENGERS**

	<b><u>Airports</u></b>	<b><u>Percent</u></b>
Less than 100,000 Passengers	15	11.5%
100,000 to 499,999 Passengers	20	15.3%
500,000 to 999,999 Passengers	19	14.5%
1 Million to 4.9 Million Passengers	35	26.7%
5 Million to 9.9 Million Passengers	12	9.2%
10 Million to 24.9 Million Passengers	11	8.4%
25 Million to 49.9 Million Passengers	9	6.9%
50 Million Passengers and Over	7	5.3%
Not Reported/Not Available	3	2.3%



**DISTRIBUTION BY CARGO**

	<b><u>Airports</u></b>	<b><u>Percent</u></b>
Less than 50,000 Metric Tons	66	50.4%
50,000 to 149,999 Metric Tons	19	14.5%
150,000 to 499,999 Metric Tons	25	19.1%
500,000 Metric Tons and Over	21	16.0%





## **GENDER COMPENSATION ANALYSIS**

In 2026, for the Eighth 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 2026 participants reported employee gender, as compared to 86.8% in 2025 and 89.3% in 2024. 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.

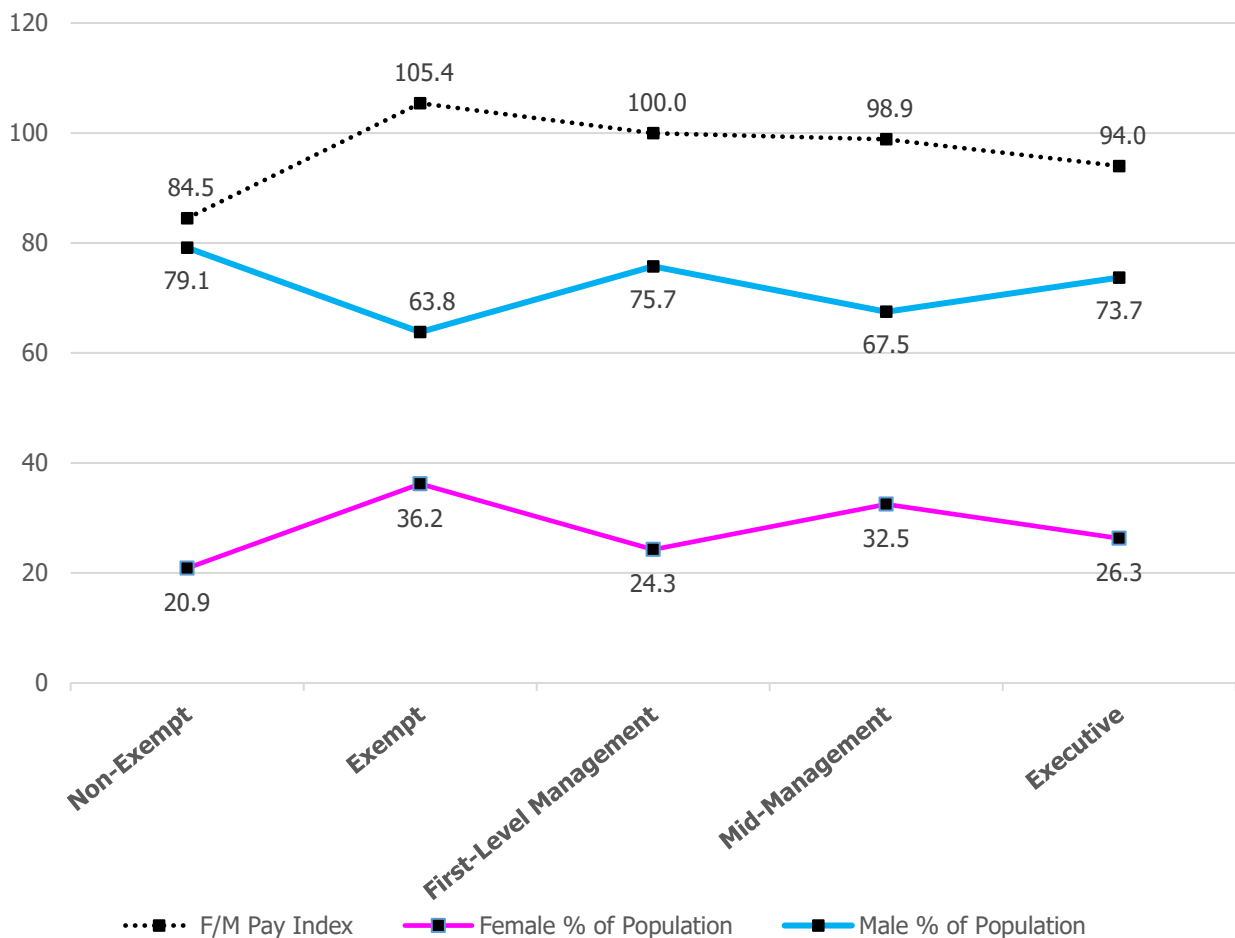
Participants also have the capacity, using DataCentral, to create customized versions of any report format using Gender as a filtering variable, along with all the other variables that have been available in the past (Geography, Company Size, Product Code, and so on). We encourage participants to perform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

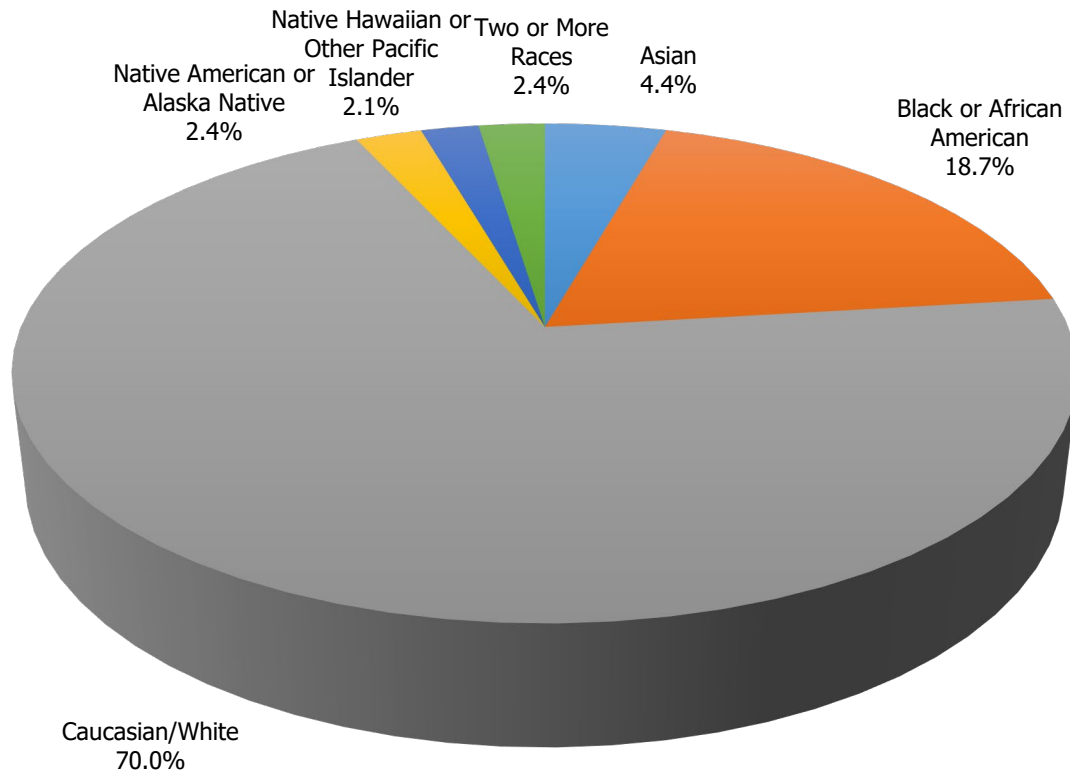
Female employees comprise 23.9% of the total reported survey population. The Gender Pay Index is above 100 in two of the five Job Level categories, indicating the average female is paid more in those levels than their average male counterparts. In the Non-Exempt jobs, females are paid significantly lower 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, 78.6% of the 2026 participants did report employee Race, as compared to 81.4% of the 2025 participants and 68.1% in 2024. 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.

	<b>Percent</b>
Asian	4.4%
Black or African American	18.7%
Caucasian/White	70.0%
Native American or Alaska Native	2.4%
Native Hawaiian or Other Pacific Islander	2.1%
Two or More Races	2.4%



**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, 77.9% of the 2026 participants did report employee Ethnicity, as compared to 79.8% of the 2025 and 59.3% in 2024. 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.

	<b><u>Percent</u></b>
Hispanic or Latino	<i>13.7%</i>
Not Hispanic or Latino	<i>86.3%</i>

