



# Gender Pay Gap Report 2023

United Kingdom



“We have an incredibly diverse workforce at Cathay, and this diversity is what aids us in serving an increasingly diverse array of customers, making them feel welcomed, appreciated, and at home. To truly capitalise on our diversity, we continue to foster an inclusive workplace where everyone belongs and can truly be themselves.

It is this commitment to diversity and inclusion that will make us the world’s greatest service brand for our customers, business partners, and most importantly, our people”

**Ronald Lam**

Chief Executive Officer  
Cathay Pacific Airways

# Understanding the Gender Pay Gap



The figures which are to be used must be calculated using a specific reference date – or “snapshot date”. The Snapshot date will be 5<sup>th</sup> April of each year. This data is also provided to the Government using a Gender Pay Gap Reporting Service.

The Gender Pay Gap is different from Equal Pay. Equal Pay is about men and woman receiving equal pay levels for the same work or work of equal value. As an example female Cabin Crews’ basic salary and variable pay rates are 100% of that of their male equivalents.

The Gender Pay Gap measures the difference in average pay for men compared to the average pay for woman, expressed as a percentage of men’s pay.



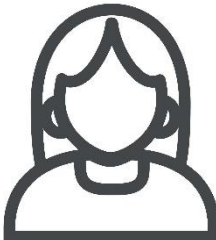


This is the sixth year that Cathay Pacific Airways (UK Branch) has published its Gender Pay Gap report in line with reporting requirement and is based on a snapshot of our pay data as of 5th April 2023.

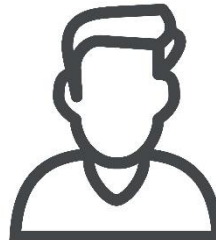
It should be noted that at the time of the snapshot for the data, some of our cabin crew were on reduced pay leave. As per the regulations, these employees have been excluded from the hourly pay calculations in this year's gender pay gap report.

This means that our data is based on 88 ground-based employees and 154 cabin crew employees who were working at that time. We no longer have any pilots based in the UK.

Based on this the breakdown of employee gender was as follows:



**Female**  
**60%**

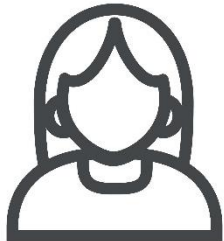


**Male**  
**40%**

# Gender Pay Gap Results

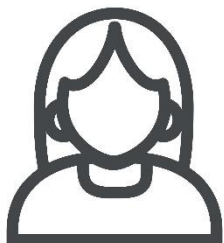
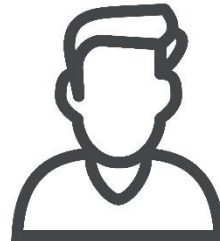


Cathay Pacific Limited (UK Branch) Pay Gap and Bonus Difference between Male and Female UK Employees:



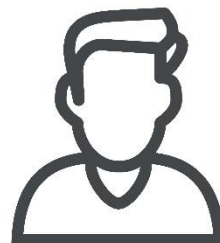
## Pay Gap

Mean: 18.5%  
Median: 12.2%

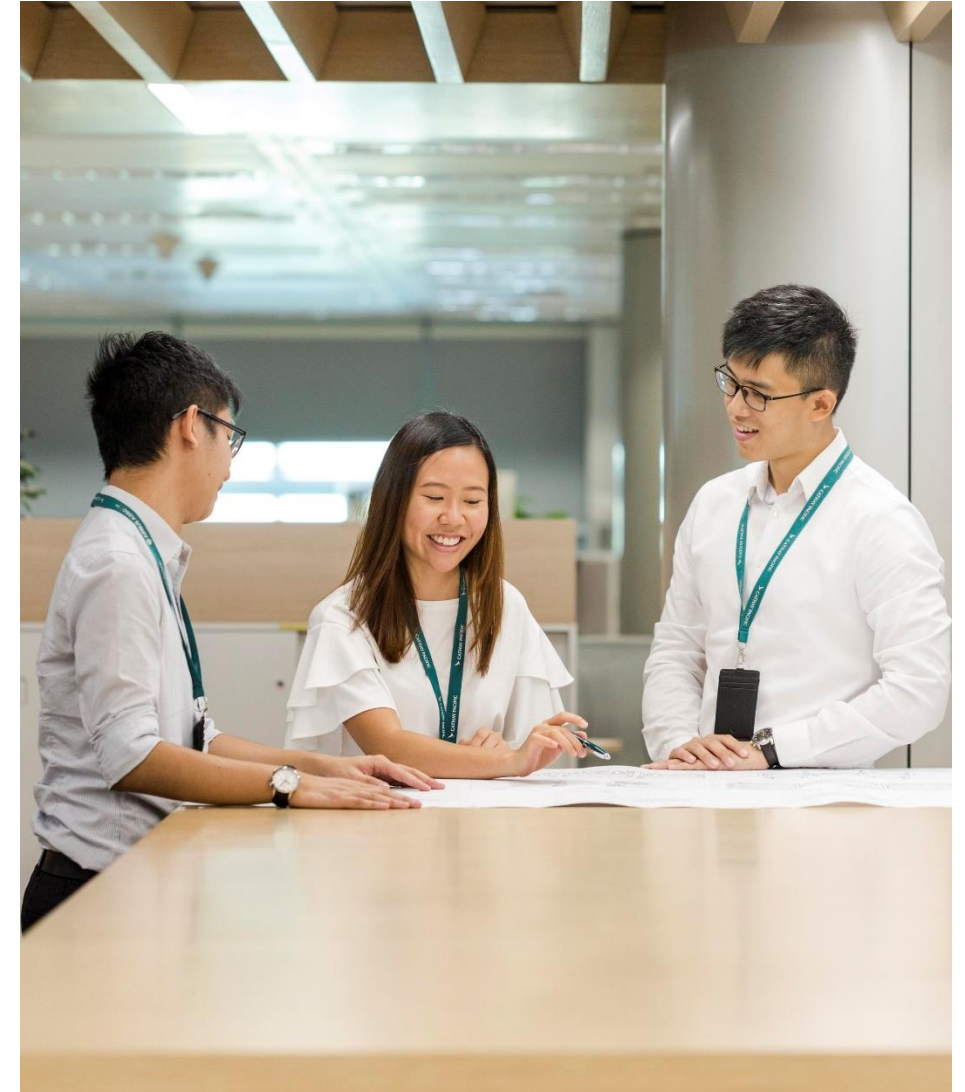


## Bonus Gap

Mean: 0%  
Median: 0%



Mean = the differences between the average earnings of males and females.  
Median = the difference between the midpoint in earnings of males and females.

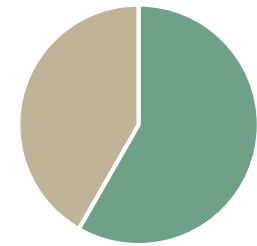




The proportion of males and females receiving a bonus payment is 0% Male & 0% Female. (Cathay Pacific has a profit share scheme in place however it was not payable in 2023 for year 2022).

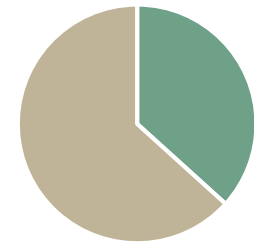
### Proportion of Male & Female UK Employees according to Quartile Pay Bands:

Upper Quartile



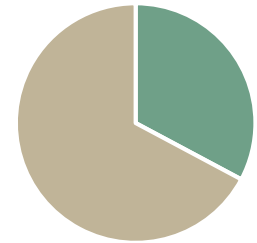
Male: 58.3%  
Female: 41.7%

Upper Middle



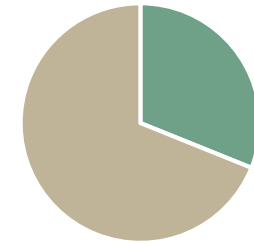
Male: 36.7%  
Female: 63.3%

Lower Middle



Male: 32.8%  
Female: 67.2%

Lower Quartile



Male: 31.1%  
Female: 68.9%

● Male ● Female

# Summary

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At Cathay Pacific Airways Limited we are confident that whilst a small gender pay gap exists, this is not an equal pay issue. The Gender Pay Gap is influenced by the salaries and gender profile of our engineering team who make up 32% of our ground employees and in common with the rest of the aviation industry engineers are predominantly male and salaries are higher than average which increases the Gender Pay Gap.

Our organisation continues to build and grow in the area of diversity and inclusion and has a clear Diversity & Inclusion agenda. Our Diversity and Inclusion strategy was developed in line with the Swire Diversity and Inclusion Strategic Framework and guides our vision to be one of the world's greatest service brands. Its implementation is being driven by the Diversity and Inclusion Office together with the Employee Resource Groups, where dedicated individuals are responsible for strengthening inclusivity as a characteristic of the Cathay culture.

Our Diversity and Inclusion Office and Employee Resource Groups are accountable to the Diversity and Inclusion Steering Committee which governs our approach to diversity and inclusion and ensures we are progressing towards our goals. Comprising of our Director of People, Chief Financial Officer and other key business leaders, the committee provides direction, guidance and endorsement for key programmes and change initiatives and broadly encourages and advocates for more equitable and inclusive practices within Cathay.

## Employee Resource Groups

We currently have four Employee Resource Groups that champion for greater equity and inclusion in the dimensions of gender, sexual orientation and gender identity, ethnicity, and different abilities. These groups are run by incredibly passionate volunteers who invest significant time and resource to connect with our diverse communities and ensure their needs are being represented when reviewing our employee experience practices.



## Gender Equity Network

This network advocates for the elimination of barriers and biases across our business so that all genders have equal opportunities to reach their full potential. Comprising of four pillars, the network's goals are to ensure that our policies provide equitable treatment to all genders, to promote a culture of gender equality and inclusivity that is representative of all our people, and to improve the talent pipeline for underrepresented genders.



## Advancing our diversity and inclusion goals

Last year we set a new and more ambitious goal to not have more than 65% of the same gender at senior positions by 2025. We are currently at 27% of women in senior positions and our Executive Committee has achieved equal gender representation.

However, to feed the pipeline of senior talent we need to look at and invest in our full pipeline of talent, even beyond entry-level hires, and address challenges in the progression of different genders due to gender biases and barriers.

This year we have further nurtured our talent pipelines within the European region with the second year of our local *Womensorship Programme*, a mentoring programme aimed to empower our many talented people with an opportunity for career and self-development.



Cathay Pacific is also a proud supporter of the International Air Transport Association's (IATA) 25by2025 campaign to make the aviation industry more gender balanced. As a signatory, we:

- Report annually on key diversity metrics
- Have set a goal to not have more than 65% of the same gender at senior positions by 2025<sup>^</sup>
- Increase female nominations from our airlines for IATA governance roles to a minimum of 25%

<sup>^</sup> Senior positions refer to the job levels of General Managers and Directors at the Group.

I confirm that the information in this statement is accurate.

**Scott McEwan**

Regional Head of People, Europe  
Cathay Pacific Airways Limited

25 March 2024



