

An aerial photograph of a large, calm lake nestled between rugged, forested mountains. In the upper right corner, the wing and engine nacelle of a large commercial airplane are visible, flying over the landscape. The sky is clear and blue. A thick, bright yellow diagonal stripe runs from the top left towards the center of the image. A dark green rectangular box is positioned in the middle, containing the title and subtitle in white text.

SOARING THROUGH THE GLASS CEILING

*Taking the Global Aviation and
Aerospace Industry to New Heights
Through Diversity and Inclusion*

Forward

It is with great pleasure that we see the results of the *Soaring Through the Glass Ceiling* study in print! Much has been written about how the aviation and aerospace sectors are behind other parts of the economy relative to the advancement of women into leadership roles. The issue is known and well documented.

Yet relatively little has been written on what can, and should, be done to address it. Solutions exist, and there are many good news stories within the global aviation and aerospace industry that need to be held up for others to see and learn from.

That is the real reason why, some 18 months ago, we set about on a joint venture between IAWA and Korn Ferry to conduct a study that would focus on potential solutions. But it soon became clear to our two firms that for such a study to secure truly valuable insights, and moreover, for it to have true and lasting impact, bringing the industry into the study would be critical.

So, it was with great pleasure that we invited and received wholehearted support from five industry associations—Aerospace Industries Association, Airlines for America, Airports Council International, Civil Air Navigation Services Organisation, and the International Air Transport Association—to join us as full partners on the study. We thank you, as representatives of the global industry, for your active engagement and commitment to this collective effort.

Together, over the past year, we have surveyed, interviewed, and conducted case studies across the global aviation and aerospace industry, with a focus on identifying and sharing practical ideas for how all the key stakeholders in our wonderful industry can work together to help women “soar” through the glass ceiling.

We hope you find this report of value and remain committed to helping the global aviation and aerospace industry achieve its full potential through the advancement of women.

Sincerely,

Alina Nassar

President,
International Aviation Womens Association (IAWA)



Michael J. Bell

Senior Client Partner,
Civil Aviation Practice
Korn Ferry



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01

Executive Summary

Over the past year, the key stakeholders in the aviation and aerospace industry (“the industry”) have undertaken a comprehensive study focused on enhancing the attraction, retention, and advancement of women across all facets of the industry.

Specifically, the study covered the major subsectors, including aerospace original equipment manufacturers, airlines, airports, air navigation service providers, and aviation services providers. The objectives of the study were to identify the key inhibitors to the advancement of women in the industry and, even more importantly, to identify, document, and promote the key enablers, in order to overcome those inhibitors.

This global study tells a clear story of an industry that has made important progress in improving the diversity of its workforce and yet still has a long way to go.

To continue to drive advancements in gender diversity and inclusion (D&I), the industry must engage a wide range of stakeholders to address the structural and behavioral impediments that hold underrepresented talent back and make it more difficult for women to advance to leadership positions. In other words, the aviation and aerospace industry needs to tap into the power of all to make true progress.

There are pockets of success. For example, female CEOs represent 19% of the total number of aerospace and defense CEOs in the United

States, well ahead of the proportion of female CEOs across all industries in the country (5%).¹ But the stark fact is that only 3% of global airline CEOs are women.² Moreover, the pipeline of female leaders in the industry is also thin, suggesting that the number of female CEOs may not significantly or readily increase in the near term.

To assist the industry in identifying potential solutions to these issues, seven key industry stakeholders partnered on the first truly global, multi-stakeholder study on gender diversity in the aviation and aerospace industry.

The study identified some important hurdles relative to the state of women in leadership across the industry:

Only 50% of the survey participants mentioned that the representation of women in leadership roles had increased in their organizations over the past two to five years.

Almost half of the women see a lack of opportunity for advancement within their organizations and believe that their voices are not heard.

Who?

To assist the industry in identifying potential solutions to these issues, seven key industry stakeholders partnered on the first truly global study on gender diversity in the aviation and aerospace industry.



Aerospace Industries Association (AIA)



Airlines for America
We Connect the World

Airlines for America (A4A)



Airports Council International (ACI)



Civil Air Navigation Services Organisation (CANSO)



International Air Transport Association (IATA)



International Aviation Womens Association (IAWA)



Korn Ferry – Civil Aviation and D&I Practices (NYSE:KFY)

Focusing on four key stakeholder groups—women, business leaders, human resources leaders, and educators—the study interviewed a wide range of leaders and surveyed more than 2,400 individuals in the industry to identify both the enablers and inhibitors of gender diversity and to formulate an actionable set of best practices. Additional details on the study's approach appear in the Methodology section.

As expected, study results varied by subsector and geography, with aerospace and airports, particularly in the United States, showing the most positive outcomes relative to the proportion of women in the most senior executive positions.

Notably, the study identified five key drivers that distinguish those aviation and aerospace organizations that have made the most progress in diversity and inclusion. Notably, these organizations:

1. Publicly recognize and highlight female role models. The study revealed that the No. 1 enabler for women to advance at their organizations was an internal female role model, supported by business and HR leaders' active and visible championing of such women.

2. Ensure unquestionable senior leadership commitment to D&I. Women in the industry were five times more likely to feel that there were leadership opportunities for women in their organizations when senior leadership was involved and unequivocally committed to diversity and inclusion. That said, most women don't currently witness sufficient leadership commitment to gender diversity.

3. Level set expectations with individual contributors and management. The study showed that a hallmark of more diverse organizations is that both individual contributors and leaders are optimistic about their prospects for advancement.

The study equally revealed that, within organizations that are less diverse, there is a material gap between the views of business leaders and women individual contributors regarding women's advancement potential, and this disparity must be rectified.

4. Ensure that more women have a seat at the table. The study concluded that women who were included in senior-level decision-making processes in their organizations felt five times more strongly that women could excel within the organization. Not surprisingly, they were also six times less likely to leave their organization.

5. Invest in more inclusive talent management and succession processes. The study showed that when women in the industry didn't see opportunities to advance, they were seven times more likely to rate their organizations as having ineffective talent management and succession practices. By building inclusive and effective talent management and succession practices, organizations will remove barriers to the advancement of women.

To make more progress in gender equality, the industry needs to address both structural and behavioral issues that are holding women back and ensure that all stakeholder groups address those issues. After all, it takes the power of all stakeholders to make meaningful change happen. The responsibility cannot, and should not, be placed on women alone to fix the lack of female representation in leadership roles; it needs to be a shared responsibility and commitment on the part of all stakeholders.

The executive team, leaders at every level of the organization, individual men, and mentors all must play a role in eliminating systemic biases and supporting the advancement of women.

By identifying the best practices of the more diverse aviation and aerospace organizations, and by recommending stakeholder actions to promote diversity and inclusion, this study provides the industry with a road map for accelerating the progression of women and building bias-free organizations.

The stakes are high for the aviation and aerospace industry. Organizations that fail to develop a diverse and inclusive workforce will find it harder to recruit great people, retain top performers, and foster out-of-the-box thinking to meet new business challenges and capture new opportunities.

The bottom line is that diversity is critical to business success. And inclusion is the way to truly unlock the power of diversity.

The industry has a great opportunity to turbocharge its march toward greater gender diversity and, in the process, build more creative, collaborative, and higher-performing teams and organizations.

In diverse and inclusive aviation and aerospace organizations, everybody wins.

“Whereas gender inequality persists in the sector, Airports Council International works with the International Civil Aviation Organization and our other industry partners to attract more women into aviation and to support their professional development. Air service demand will double in 15 years, and the aviation industry cannot continue to ignore half of the world’s population as it competes with other industries for the talent it needs to continue to play its role as an economic driver. Aviation needs to have a diverse talent pool from which to draw in order to ensure the sustainable growth of the industry. And, with our partners, we will continue to put the focus on education, training, and job opportunities for women through our suite of Global Training educational programs.”

Angela Gittens,
Director General,
Airports Council International World



02

Methodology

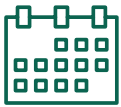
Soaring Through the Glass Ceiling was a multisector, multifaceted global study of the key enablers and inhibitors of women's advancement into leadership roles in the global aviation and aerospace industry, with a focus on identifying specific, actionable best practices.

The study aimed to explore the root causes behind the relative lack of progress for women's advancement into leadership positions within aviation and aerospace companies and to build alignment around those practices, policies, and behaviors which address those root causes and serve to effect change.

With these goals in mind, the study comprised four major streams of activity:

- An online survey that was distributed to more than 9,000 women, human resources leaders, organization leaders, and education leaders within the aviation and aerospace industry. More than 2,400 individuals responded to the survey, yielding a 27% response rate.
- Almost 60 qualitative interviews with industry leaders from around the globe.
- Case studies of several industry organizations that have a holistic and progressive approach to gender diversity.
- A review of prior studies and literature on the advancement of women, both within and outside the industry.

Survey Details



Administered
throughout
2018-2019



2,400
employee voices
(9,000 eligible)



27%
response rate



4 unique surveys
60 interviews



1,881
women in the
aviation and
aerospace industry



257
business leaders in the
aviation and aerospace
industry



238
HR leaders in
the aviation and
aerospace industry



18
educational leaders
in the aviation and
aerospace industry



03

The State of Gender Diversity in the Aviation and Aerospace Industry

In the early years of commercial aviation, pilots were almost universally men and flight attendants were almost universally women. Likewise, in years past, aerospace engineers, airport professionals, and air traffic controllers were also almost always men.

Popular culture and advertising reinforced the gender typecasting, solidifying the roles and undoubtedly discouraging many qualified individuals from attempting to break down the barriers. Today, only about 6% of commercial pilots are women—slow progress compared to many other traditional male professions, such as doctors and surgeons (31.8% female), police officers (15% female), and ship captains and operators (8.2% female).

Similarly, there are large gender gaps in other important line jobs in the U.S. aviation and aerospace industry. For example, women comprise only about 26% of air traffic controllers; 18% of flight dispatchers; and less than 9% of aerospace engineers.

Many organizations in the industry recognize the issues and are intent on eliminating gender disparities by hiring and advancing more women for a variety of roles.

To combat gender disparity among air traffic controllers, Teri Bristol, Chief Operating Officer of the Federal Aviation Administration's Air Traffic Organization, identified and promoted highly capable female leaders in her massive organization, leading to the appointment of three female vice presidents (among a total of eight VPs), a move that she hopes will set a positive example not only for her organization but for the industry. More details are provided in the case study on pages 9-10.

While the industry faces challenges in diversity development, there are areas of progress and reason for optimism:

“I have made it clear that this is a priority, and we put our money where our mouth is.

Overall, we now have more than 300 women being advanced through specific development programs, including many MBAs.”

Enrique Beltranena,
Chief Executive Officer,
Volaris

“The aerospace sector knows that putting a diverse team on a mission will get the best results, which is why we are currently at a remarkable moment in time with three of the largest aerospace companies having women as CEOs (Lockheed Martin’s Marillyn Hewson, General Dynamics’ Phebe Novakovic, and Northrop Grumman’s Kathy Warden).”

Eric Fanning,
President and
Chief Executive Officer,
Aerospace Industries Association





Case Study

Teri Bristol: Overcoming Tall Odds to Lead the FAA Air Traffic Organization

Teri Bristol grew up in a very male household, with four brothers. “As a result,” she shared, “I just got in there and tussled it up, and learned at an early age how to get along and work well with others.” That approach has served her well. For the past five years, Bristol has been serving as the Chief Operating Officer of the Air Traffic Organization (ATO) at the U.S. Federal Aviation Administration (FAA). She’s the first woman to ever occupy the role, one that boasts a staff of 32,000 and an annual budget of over \$9 billion, leading the largest air traffic management enterprise on the globe.

What’s even more impressive is that Bristol is not trained as an air traffic controller nor as a technician. But her point of view relative to career management epitomizes that of many successful women. “I have adopted a mindset of continuous learning, embracing new opportunities whenever they have presented themselves,” she said.

Bristol earned her bachelor’s in marketing and transportation from the University of Maryland. Upon graduation, and following her passion for public service, she was drawn to a posting at the U.S. Department of Transportation’s Acquisition Management Training Program. Through that program, Bristol benefitted from four six-month rotations across various U.S. government agencies including the FAA, the Coast Guard, and the Federal Highway Administration. She was then deployed in an acquisition management role at the FAA.

“That was the first time that the FAA had appointed someone to lead in an air traffic executive role who had not come up as a controller, and a woman at that!”

Teri L. Bristol,
Chief Operating Officer,
U.S. Federal Aviation
Administration’s Air
Traffic Organization

Then, in 2007, Bristol was presented with a huge opportunity and challenge: she was offered the chance to lead a large line workforce of controllers and management in the Western Service Area of the FAA.

At the outset, she was not immediately received with a warm embrace; the union leadership asked her what she knew about air traffic control. Her response was simple: “I don’t need to be an air traffic controller; I have 4,000 of them working for me!”

That appointment proved to be a huge pivot point in Bristol’s career. “My willingness to tackle new challenges and to move across functions and organizations served me well,” she said. “By a relatively early age, I had worked across most aspects of the ATO. This breadth of experience gave me the confidence that I didn’t need to be an expert on all technical things but that I needed to know enough to ‘speak the language.’ I didn’t need to be an air traffic controller nor a technician to effectively lead people.”

Looking back on her successful career, Bristol points to five key enablers:

- **“A family upbringing that taught me by working hard I can do most anything.”**
- **“An early career rotational program that gave me broad exposure.”**
- **“My willingness to take career risks and do things I wasn’t necessarily convinced that I was ready for.”**
- **“My realization that advancement was more about leadership than specific technical knowledge.”**
- **“Tapping into my inherent ability to put the right people into the right roles on my own leadership teams.”**

When asked what advice she would proffer to women coming up the ranks, Bristol shared several clear and compelling thoughts:

- **“Be confident in your skills but know that you, like all leaders, must continue to deliver results.”**
- **“As Facebook Chief Operating Officer Sheryl Sandberg shared, ‘Lean in.’ If you are interested in advancing, throw your name into the hat and don’t talk yourself out of opportunities.”**
- **“Get someone as a trusted advisor and advocate who can give you quality feedback and serve as a sounding board. David Grizzle was that person for me. He was brutally honest, but his counsel was invaluable.”**

While she continues to advance her career, Bristol is now also focused on giving back. She’s working hard to help those following behind her. “I get out whenever I can to speak to women and put myself out there as a role model,” she said. “I encourage women to have specific career development plans. Within my own organization, I am taking proactive steps in support of gender diversity. Within the ATO, women now represent 18% of our workforce and three of my eight vice presidents. And I make sure that we do everything we can to deal with the inherent hurdles of air traffic management career paths for women, including [arranging for] childcare facilities and removing gender biases in our processes.”

Bristol’s success has not gone unnoticed—she was elected as chair of the executive committee of the Civil Air Navigation Services Organisation (CANSO) in June 2017.



Teri L. Bristol

Chief Operating Officer,
U.S. Federal Aviation Administration’s
Air Traffic Organization

04

Primary Inhibitors of Gender Diversity and Inclusion

One of the main goals of the study was to identify the key hurdles to women's advancement into leadership roles in aviation and aerospace. That such hurdles exist was reinforced by the study's findings that:

- **Only 34%** of women respondents felt they are treated equally to men.
- **49%** of women respondents cited a lack of opportunity for advancement as a critical inhibitor.
- **40%** of women respondents stated that their voice is not heard in their organization.

Notably, the study uncovered five primary inhibitors to the greater representation of women in the industry:

1.

Lack of opportunity for advancement or upward mobility. Simply put, when their organizations are relatively static and offer few chances for advancement, women have few prospects to develop and grow as leaders.

2.

Lack of female executives or board members.

If there are no, or few, female role models in leadership positions, it is far more challenging for women to see a path for themselves or other women to rise within their organizations.



3.

Systemic policies and practices that close off potential career paths.

The path of a leader typically entails a variety of work experiences and several different positions. If an organization does not promote high-performing women or utilize lateral job shifts to help them gain experience and capabilities, those employees can be effectively locked into their current position or department.

4.

Organizations that don't prioritize or promote diversity.

Historically, leadership in the aviation and aerospace industry has been predominantly male, and the global industry continues to lag behind other sectors relative to gender diversity. Organizations that do not actively promote diversity send an implicit message to women that they are not viewed as prime candidates for leadership positions.

5.

The challenges associated with navigating gender biases, such as the double bind (be warm or be tough). The enduring stereotype that men “take charge” and women “take care” continues to impact women in leadership in the aviation and aerospace industry. Taking steps to reduce bias is an important step toward mitigating this persistent challenge.

05

Primary Enablers of Gender Diversity and Inclusion

Clearly, the aviation and aerospace industry needs to transform itself to materially close the gender gap. To identify how this can be meaningfully accomplished, the *Soaring Through the Glass Ceiling* study revealed that the two most important enablers for the advancement of women in aviation and aerospace are: (1) having more women role models in leadership and (2) ensuring a strong and visible commitment to diversity and inclusion from business leaders.

1. Representation of women in leadership and women serving as role models.

When women see other women in leadership roles, they can visualize a path to follow. Organizations are discovering that when they “do the right thing” by taking practical and consistent steps to enable women to develop their skills and advance, other women in their enterprises are also emboldened to strive for higher-level positions.

Role models can take a variety of forms: a senior executive who symbolizes the possibility of succeeding in the organization; a manager or executive who embodies the qualities needed to excel in the organization; or a high-performing peer who inspires a person to raise the level of their own performance.

“We have five senior vice presidents—four are female. Having such a strong female presence in leadership roles helps create a culture that attracts more women throughout the organization.”

Nick Calio,
President and
Chief Executive Officer,
Airlines for America

Which Factors Enable the Advancement of Women in Your Organization?

Women have successfully progressed in the organization and are serving as models for others.



The board and/or senior leadership make it clear internally that gender diversity is a strategic priority.



The board and/or senior leadership express public commitment to improving gender diversity.



Women are encouraged to participate in dedicated programs such as internal conferences, "stretch assignments," leadership rotations, employee resource groups, etc.



Structured training programs are in place to mitigate unconscious gender bias in hiring and promotion.



A formal mentoring program exists for female employees.



Respondents describing their organizations as **having clear opportunities for advancement**

Respondents describing their organizations as **not having clear opportunities for advancement**

2. Unequivocal communication and action that clearly makes gender diversity a strategic priority for business leaders.

When leaders consistently articulate the importance of diversity to the success of the organization, and when organizations ensure equal access to career-growth opportunities and develop and position female leaders to seize them, businesses send a clear message that diversity is a high priority.

While CEOs and senior leaders in organizations that lag behind often have the best of intentions in developing greater diversity, they usually underestimate the depth of commitment and the amount of change required to overcome years of outmoded practices and biased attitudes.

“Our industry has a long history of gender bias. It’s time for change and for us to work together across the industry to remove any barriers that prevent the advancement of women. At CANSO, the majority of my leadership team are women. My view is that all organizations benefit from the richness of views, opinions, and knowledge that comes from having a diverse culture.”

Simon Hocquard,
Director General,
Civil Air Navigation Services Organisation





“It goes back to our brand, which we define along three dimensions—people, performance, and place, with people being first. It is a priority of ours to actively identify opportunities for people, at all stages of their careers, to move into roles where they can demonstrate their full potential. One result is that, at the end of 2018, a number of our corporate office leaders and half of our airport portfolio CEOs were women.”

George Casey,
Chairman and Chief Executive Officer,
Vantage Airport Group



06

The Five Key Diversity and Inclusion Drivers

The survey results, interviews, and associated research identified five key drivers that distinguish aviation and aerospace organizations that are making substantial progress in becoming more gender diverse and inclusive: (1) publicly recognize and highlight female role models, (2) ensure unquestionable senior leadership commitment to D&I, (3) level set expectations with individual contributors and management, (4) ensure that more women have a seat at the table and (5) invest in more inclusive talent management and succession processes.

Aviation and aerospace organizations that excel at gender diversity consistently do the following in a deliberate and consistent manner:

1. Publicly recognize and highlight female role models. It isn't enough to have women in senior positions. Aviation and aerospace companies that are at the forefront of diversity performance celebrate and

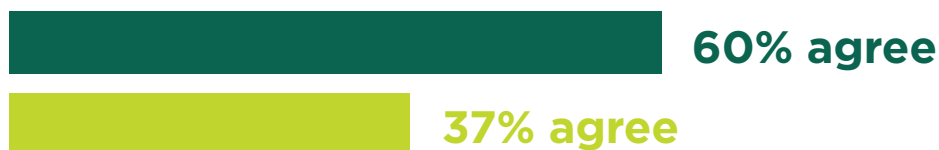
publicize women's successes to the entire organization.

The survey results dramatically illustrated the importance of role models. Of the women who had an internal role model, 60% reported there were clear opportunities to advance in their organizations. In contrast, of the women who lacked role models, only 37% felt they had clear opportunities to rise to higher positions.

Why Should Organizations Publicly Recognize and Highlight Role Models?

Women in the industry indicated having an internal role model was the top enabler for women to advance at their organization.

There are clear opportunities for women to advance.



Women in the industry were more likely to stay at an organization where there were internal role models.



“Recognizing the achievements of women helps promote a culture of inclusiveness and build momentum for changing structural and process impediments that stand in the way of other women advancing in the organization. Moreover, highlighting successful women sends a clear message to individual woman that the organization is committed to gender diversity and will support their development and growth.”

Marillyn A. Hewson,
Chairman, President and Chief Executive Officer,
Lockheed Martin

2.

Ensure unquestionable senior leadership commitment to D&I.

In highly diverse organizations, CEOs and other top leaders clearly and consistently communicate that diversity is core to the organization's identity and behavior.

The *Soaring Through the Glass Ceiling* study revealed that senior leaders who actively support diversity have an enormous impact. Women were five times more likely to feel there were opportunities to advance in their organizations when business leaders demonstrated genuine and consistent support for building a more diverse organization.

Why Should Organizations Elevate Senior Leadership's Visibility and Communication?

Only 32%

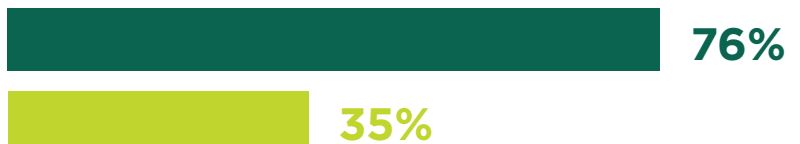
of women in the industry agreed that their senior leadership was committed to increasing the number of women in leadership roles.



Women were almost **five times more likely** to feel there were leadership opportunities for women in their company when senior leadership was involved and committed to the process.



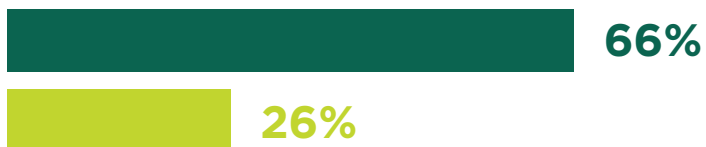
HR leaders felt there were more opportunities for women to excel when senior leadership was committed to advancing women.



Senior leadership demonstrates commitment to D&I

Senior leadership doesn't demonstrate commitment to D&I

Women in the industry were **2.5 times more likely** to feel the company was improving the number of women in leadership roles when senior leadership was visibly committed to diversity and inclusion.



Senior leadership **demonstrates commitment to D&I**

Senior leadership **doesn't demonstrate commitment to D&I**

“The CEO has to set the tone on this issue. It has to be both top-down and bottom-up. We have diversity initiatives from the top and from the bottom of the organization. As well, we have signed up for the 30% Club. Today, 82 of 245, or 33%, of our leaders are women, so we have already exceeded that commitment and will continue driving forward. Diversity is a clear and unequivocal personal objective for me.”

Calin Rovinescu,
President and Chief Executive Officer,
Air Canada



3.

Level set expectations with individual contributors and management.

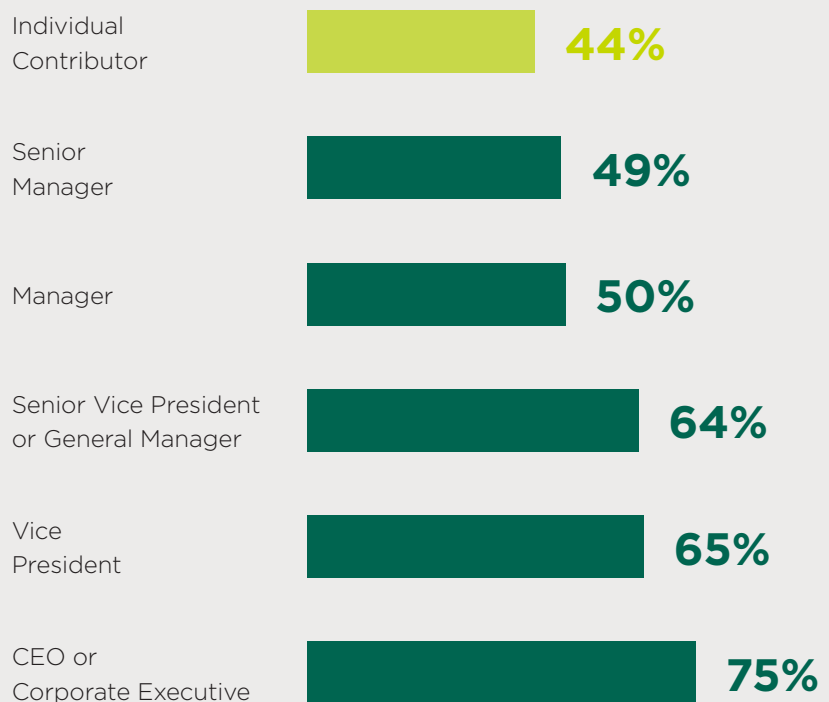
The study showed that a hallmark of diverse organizations is that both female individual contributors and business leaders are optimistic about their prospects for advancement. The study equally revealed that, within organizations that are less diverse, there is a material gap between the views of business leaders and female individual contributors regarding women's advancement potential.

Only 44% of female individual contributors feel that senior leaders in their respective organizations are committed to increasing the number of women in leadership roles. This is driven by their observation of the senior leaders' communications and actions, or lack thereof.

Why Should Organizations Level Set Expectations?

There is a disconnect between individual contributors and management when it comes to opportunities for women to excel at their organizations. And the gap widens as you move up the ladder.

% who believe that there are opportunities for women to excel in their organization



Executives at higher levels on the management track felt more positive about opportunities for women to excel in their organization. For example, whereas 65% of executive vice presidents are positive about such opportunities, only 50% of managers felt the same way.

Organizations with significantly more diverse and inclusive cultures support both female individual contributors and leaders, provide them with ample opportunities for development and advancement, and ensure that women have clear visibility to such opportunities.



4.

Ensure that more women have a seat at the table.

Organizations that solicit input from women and involve them in the decision-making process at all levels of the organization are more likely to attract, retain, and advance women.

Specifically, the study revealed that women who were included in the decision-making process within the aviation and aerospace industry were over four times more likely to say that women could excel within their organization.

Moreover, women who felt they had a seat at the table in providing input and making decisions were six times more likely to remain with their organization than women who felt overlooked or ignored. In an age of increased employee turnover, what better or easier retention mechanism could there be?

Why Should Organizations Ensure Women Have a Seat at the Table?

Approximately six out of 10 women in the industry indicated they had a seat at the table as decision-makers.



Women in the industry who were included in the decision-making process were over four times more likely to feel that women could excel within the organization.



Women **included** in the decision-making process

Women **not included** in the decision-making process

When women in the industry had a seat at the table, they were

6x less likely to leave the organization.

5.

Invest in more inclusive talent management and succession processes.

Diverse organizations are dedicated to developing their employees and providing them with opportunities to advance to higher positions.

Overall, only 31% of women in aviation and aerospace felt there were strong talent management and succession practices within their organization. However, those who said their organizations have effective talent management and succession planning systems were seven times more likely to feel there were opportunities for women to excel in their organizations.

The study showed that women are two times more likely to stay with an organization that has effective talent management and success planning practices.

Why Should Organizations Invest in Talent Management and Succession Planning?

31%

Only 31% of women in the industry felt there were strong talent management and succession planning practices within their organizations.

7x

However, women in the industry were more likely to feel there were opportunities to excel when their organization had effective talent management and succession practices.

When there were strong succession reviews, women were significantly more likely to feel their organization was improving opportunities for women in leadership.

56% agree

35% agree

Organizations **with** strong succession planning practices

Organizations **without** strong succession planning practices



Case Study

True North: Air Canada Sets Course for Holistic Diversity and Inclusion

Air Canada has adopted and effectively implemented a clear philosophy and cohesive strategy for diversity and inclusion. Whereas a key part of the strategy is focused on gender diversity, the airline's approach is more holistic in nature, touching all aspects of diversity, with specific initiatives across all relevant workgroups—women, aboriginals, visible minorities, people with disabilities, and the LBGTQ community.

In support of this philosophy, the airline follows three fundamental principles: (1) provide a work environment where all employees feel respected and recognized; (2) highlight employees' unique contributions to the company's success; and (3) treat customers with warmth and compassion.

To put these principles into action, Air Canada pursues four parallel streams of activity: (1) promote equal career opportunities to all communities; (2) attract diverse talent by building partnerships with external organizations and by participating in diverse career fairs and events, and through close collaboration with the internal talent acquisition team; (3) provide employees a voice through networking events, diversity committees, and employee resource groups; and (4) educate and coach employees on inclusive practices.

“At Air Canada, diversity and inclusion are essential to our success,” the company states on its website. **“We strive to create a healthy and rewarding work environment for our employees.”**

Arielle Meloul-Wechsler,
Senior Vice President People, Culture and Communications,
Air Canada

Moreover, Air Canada's diversity program has "teeth" with a series of measures, including a clearly designated senior executive sponsor—Arielle Meloul-Wechsler, Senior Vice President of People, Culture and Communications—as well as diversity committees in Montréal, Toronto, and Vancouver comprised of representatives from all designated groups and a variety of different positions.

The organization also has employee resources groups, including within the maintenance division; diversity and inclusion training with a focus on unconscious bias training; and partnerships with numerous organizations, such as Indspire, Catalyst, Canadian Women in Aviation, the Canadian Council for Diversity and Inclusion, the Centre for Administering Rehabilitation and Employment Services, Pride at Work Canada, Aboriginal Link, and Indigenous Works.

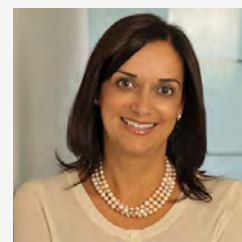
Critically, Air Canada's focus on diversity is strongly emphasized by CEO Calin Rovinescu, who has made it a personal priority to drive strong gender and ethnic diversity in his leadership team and throughout various levels of the organization. Rovinescu's specific personal actions have unequivocally set the tone from the top about the importance of diversity and inclusion. Under his leadership, Air Canada now has 82 women among its 245 leaders, or 33%, demonstrating that diversity is a clear and unequivocal personal objective for the organization.

True to Rovinescu's commitment, Air Canada's executive team is diverse with six of 24 executives bringing gender or ethnic diversity, while the company's nine-member board of directors features three highly influential Canadian women.

The airline's dedication on this issue has received wide praise and recognition. Air Canada has been rated one of Canada's Top Diversity

Employers for the last four years and has been recognized as one of Canada's Top 100 Employers for the last six years, one of Montreal's Top Employers for the last four years, one of Canada's Top 15 Employers for Canadians Over 40, one of the 50 Most Engaged Workplaces in North America, and one of Canada's Most Admired Corporate Cultures.

All in all, diversity and inclusion isn't just talk at Air Canada. The company has its moral compass clearly set to true north, with its commitment to diversity and inclusion a closely held value—one that permeates every aspect of the airline and its day-to-day life.



Arielle Meloul-Wechsler

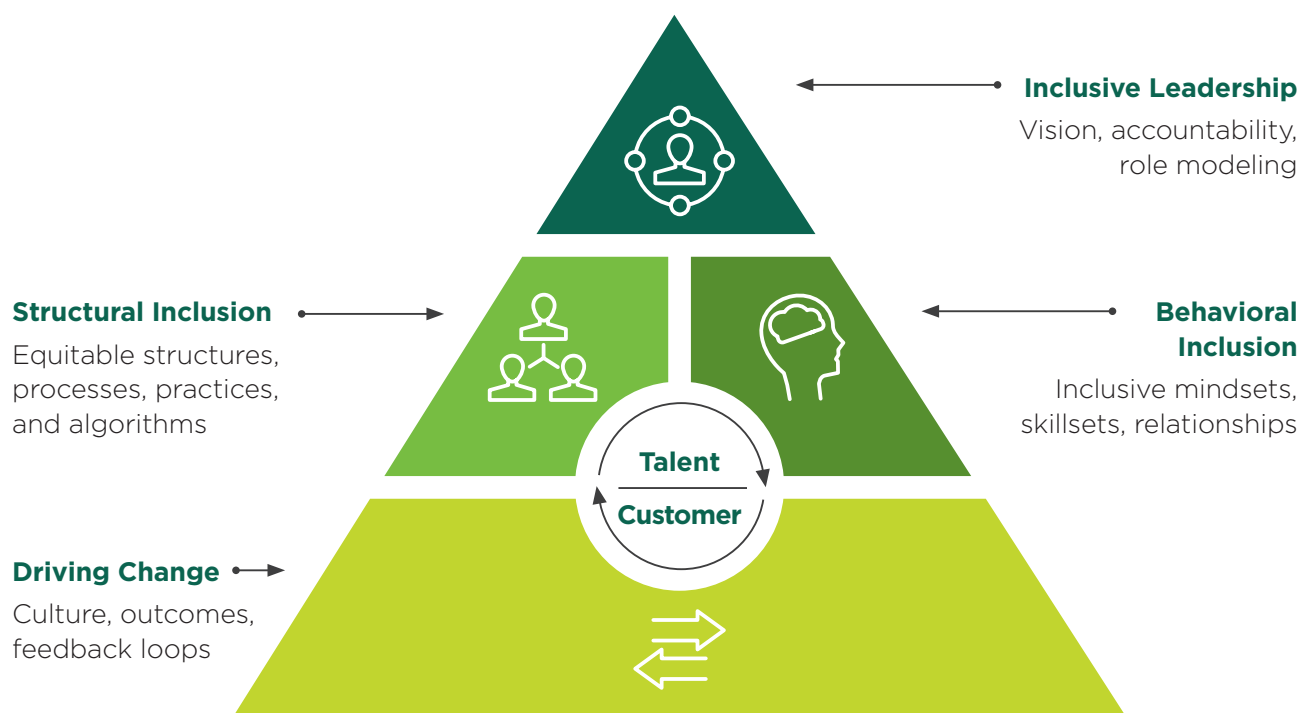
Senior Vice President People, Culture and Communications, Air Canada

07

Creating Sustainable Diversity and Inclusion: Structural and Behavioral Best Practices

Building a diverse organization requires thoughtful and deliberate implementation of both structural and behavioral inclusion best practices, and must involve every level of the organization.

Which Factors Enable the Advancement of Women in Your Organization?



Korn Ferry Framework on Sustainable Diversity and Inclusion

Diversity begins at the top. The executive team must consistently and emphatically communicate that gender diversity is an organizational priority, demonstrate inclusive behaviors, connect diversity initiatives with business strategy, and hold everyone in the organization accountable for producing measurable results.

Other stakeholders in aviation and aerospace organizations must play their role as well. Men must acknowledge that women face unique headwinds in the workplace, and proactively influence their respective team's composition to include more women. Mentors must connect with high-potential women early in their careers and help provide access to opportunities to develop the skills and experiences necessary to advance in the organization. In addition to organizations removing the obstacles that women face, women themselves need to continue to be resolute in overcoming obstacles and driving their performance and development to succeed at higher levels.

Structural inclusion best practices include equitable and transparent structures, processes, and practices that minimize bias in the system. Often, the hiring, promotion, and employee development practices at companies that are lagging in diversity perpetuate the existing gender makeup of the workforce. Those processes and structures need to be examined for gender inequities and redesigned for greater inclusion of women as well as other underrepresented talent.

Behavioral inclusion best practices comprise the shaping of inclusive mindsets, skill sets, and networks and relationships. All individuals have ways of thinking and acting that have been shaped by personal experiences and assumptions about others. It is key to ensure that those conscious and unconscious biases do not affect key talent decisions and managers' actions.

Behavioral inclusion best practices include developing and delivering inclusive learning journeys for employees at all levels—from individual contributors to senior leaders—and providing high-impact career advancement programs for women, men, and racially or ethnically underrepresented employees.

Both structural and behavioral inclusion enable organizations to attract diverse talent at all levels, uncover hidden talent, and build high performing, diverse, and inclusive teams.

The study identified several best practices, both structural and behavioral, for each major stakeholder group. Consistently implementing these best practices will move the aviation and aerospace industry toward greater gender diversity and inclusion:



What can **aviation and aerospace business leaders** do to instill **structural best practices**?

Integrate gender diversity and inclusion into the business, not as a standalone/parallel or human resources effort.

Gender diversity needs to be deeply ingrained into the business and touch every department and individual. Business leaders should design their operations- and market-focused processes and practices for greater inclusion and strive for gender balance in all working groups and committees.

Embed D&I in all human-capital decisions, including the composition and the performance of teams.

Aviation and aerospace companies need to ensure that diversity and inclusion is fully integrated in their talent management process and practices and is a key enabler of teams' collective intelligence and performance.

Integrate gender diversity performance into leadership evaluation. All leaders and managers need to be held accountable for promoting diversity through hiring,

employee development and training, and their behaviors and actions. Gender diversity should be part of formal evaluations and a significant factor in promotional decisions.

Set specific objectives for female representation at all levels and measure performance against those objectives.

In many organizations, women are underrepresented at higher levels of management. To ensure progress in diversity and inclusion efforts, organizations need to track their core talent movement metrics and, where appropriate, set numerical targets.

Ensure that women have access to the same critical roles and development opportunities as men.

High-performing women should be given the same type of assignments and roles to foster their career growth that are provided to men. In particular, they should be given opportunities to lead groups and projects that are critical to the organization's future.

What can **aviation and aerospace business leaders** do to instill **behavioral best practices**?

Unambiguously and repeatedly communicate gender diversity as an organizational priority.

Top leaders must emphasize that gender diversity is an organizational priority that is the right thing to do both for moral and ethical reasons and to grow the business. Leaders should advocate for gender diversity at all large employee gatherings and through all significant communication channels. Moreover, they should lead by example by ensuring women are well-represented in the C-suite, providing budget and resources for gender initiatives, and using inclusive language.

Profile and celebrate female success stories.

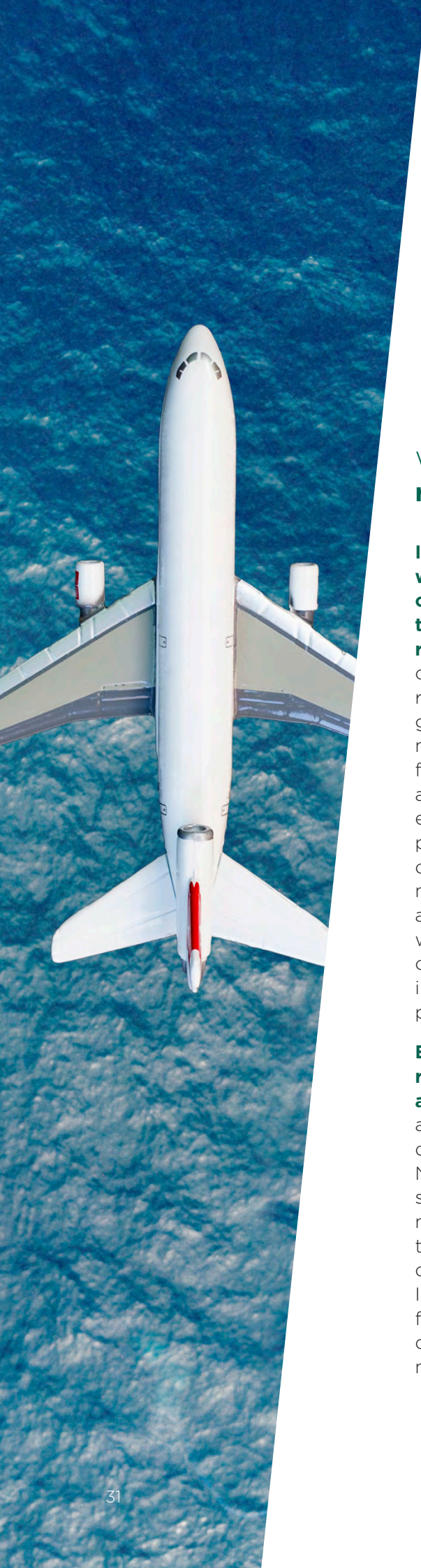
The study revealed that many women in aviation and aerospace do not have strong female role models within their organizations and are pessimistic about their prospects for advancement.

In contrast, women in organizations that do have female role models are far more optimistic about their chances of moving up.

To inspire and motivate women and to emphasize the importance of diversity to the achievement of business objectives, leaders need to publicly celebrate female successes stories at all levels of the organization.

“Every CEO says that diversity is important and most companies have good programs in support of it. But what I say is, it’s personal. I have two daughters, 24 and 26, and three sisters, and I believe that every woman should have an opportunity to be as successful as I was. When you make it personal and speak with true passion about it, people hear it. It’s also about what you do every day and how you run your business; it’s not a fad or something you provide a report to the board on once a year.”

Bill Brown,
Chairman and Chief Executive Officer,
L3Harris Technologies



What can **aviation and aerospace human resources leaders** do?

Increase the intake of women at all levels of the organization (plant seeds for the future) through targeted recruitment programs. It is critical to examine existing recruitment programs for gender bias and to develop new means to identify great female candidates. Current aviation and aerospace employees should be asked to provide referrals to top female candidates. Recruiters should network within their industry and establish relationships with female professional organizations and educational institutions to identify promising women candidates.

Ensure articulation of roles and job descriptions are gender-neutral. Men and women interpret job descriptions differently. Numerous studies have shown that women will often not apply for a job unless they meet the vast majority of the listed requirements. In contrast, men will apply for a job that interests them despite lacking a good number of the requirements.

Moreover, certain types of words appeal more to men applicants (e.g., lead, analyze, competitive, aggressive, and confident) while other words appeal more to women applicants (e.g., collaborative, supportive, dependable, and committed). Human resources leaders should understand gender issues in job descriptions and strive to write descriptions so that they appeal broadly to both women and men.

Practice transparency and objectivity in career planning and promotional requirements. Although many women achieve lower and middle-management positions in aviation and aerospace, they are less likely to be promoted to senior management than men. Organizations need to be transparent and explicit upfront on what the promotional criteria are and ensure that all their talent is objectively assessed against those criteria.

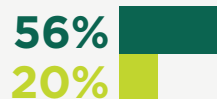
Both HR and business leaders who expressed there were **clear opportunities for women to excel** in leadership positions at their current organization were also significantly more likely to highlight there were strong **talent review** and **succession management** practices at their organization.

% of HR Leaders who agree

Senior-most corporate leaders are committed to increasing the number of women in leadership roles.



Succession management practices are effective at identifying women for leadership roles.



Talent review practices are effective at promoting women into leadership roles.

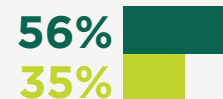


% of Business Leaders who agree

Senior-most corporate leaders are committed to increasing the number of women in leadership roles.





Succession management practices are effective at identifying women for leadership roles.



Talented review practices are effective at promoting women into leadership roles.



 Organization **has clear opportunities** for women to advance

 Organization **does not have clear opportunities** for women to advance

What can **aviation and aerospace human resources leaders** do? Continued...

Review and make job/role success profiles more inclusive.

Job descriptions focus on the responsibilities, objectives, requirements, and qualifications for a position. Job success profiles describe what success will look like in the position, expected outcomes, and what it will require from the job holder. Just as with job descriptions, language should be evaluated for gender bias.

Mandate diverse candidate slates.

Internal and external recruiters should be instructed to develop new networks for finding female job candidates and to present a gender-diverse group of candidates for all positions in the organization.

Ensure critical roles are viewed as development opportunities for women and target them specifically.

Every organization has mission-critical roles that are important to the business and provide valuable developmental experiences to the holder of the position. To build gender diversity at higher levels in the organization, women should be specifically sought out for these roles.

Develop strong inclusion skills and purposefully address unconscious bias through conscious-inclusion learning journeys and process and practices audits.

A famous study of symphony orchestras demonstrated that when the gender of a musician candidate remained unknown and when the musician was evaluated solely on his or her playing, the percentage of female hires increased dramatically.³ Human resources should take a leadership role in developing programs to address unconscious biases and help build conscious-inclusion skill sets for all leaders, managers, and employees.

Encourage mentorship and sponsorship—formal or informal.

Everyone needs trusted mentors for advice on business issues and career development. As part of their diversity initiatives, human resources and other business leaders should encourage leaders to function as mentors and sponsors to promising female employees, and encourage women to develop a network of advisors whom they can go to for help on any business or career issue.

Facilitate work-life balance for both men and women, including encouraging men to take parental leave and share caregiver duties.

In many organizations, it is expected that women will take on most of a family's caregiving responsibilities. Companies should provide opportunities and encourage both men and women to care for their loved ones and, in parallel, ensure that there is no negative impact on individuals' careers associated with taking caregiver leave.

What can **individual women** continue to do?

Actively pursue operating and career-diversifying experience; don't limit the career path to vertical opportunities.

The path to the upper management in aviation and aerospace often entails taking positions in other departments and becoming familiar with all aspects of the organization's business. Women should continue to be open to lateral moves or moving to a different location to gain exposure to different business processes and situations, and to develop relationships with key colleagues.

Press out of the comfort zone; listen when others recommend considering a role.

Many people (men and women included) are uncomfortable moving away from their area of business expertise. In general, the broader the experiences one has within an organization, the better prepared he or she will be to move to a higher-level position. Moreover, demonstrating to upper management the capability of taking on and succeeding in a completely new role will position the individual better for other challenging assignments and promotions.

Pursue coaching on critical operating skills and business drivers.

No one is an expert in every aspect of business, but for aspiring aviation and aerospace female executives, it is important to continue to develop skills in any areas where they may have a shortfall. In addition, whether one works in sales, product development, or marketing, it is critical to develop a deep understanding of the organization's value drivers.

Build a personal "advisory board" and take advantage of role models and mentors, formal or informal, male or female.

Continue to build trusting relationships with people who can provide insights into the business, how processes work, how one can be more effective in a role, and what one needs to do to succeed and grow in the organization.

Make relationship building a key part of the job.

It isn't just about what you know, but who knows what you know. Quality of work should be a primary basis for how women are evaluated and how their readiness to be promoted is assessed. Developing relationships with colleagues and helping others understand how they bring value to the business is vital for women to build their personal credibility and brand within the organization.

Support other women.

Women should continue to embrace the power of collaboration, networking, and support with other women. Women supporting other women is a strong factor in building a more inclusive environment and advancing more women to the top.

"There have been times where I had to step out of my comfort zone. For example, I had always worked in finance, so I agreed to be trained as an emergency operations manager. Shortly thereafter, 9/11 happened, and Halifax Stanfield received 40 diverted widebody aircraft and 8,000 passengers in a matter of a few hours. When you get a chance to get out of your comfort zone, take it!"

Joyce Carter,
President and
Chief Executive Officer,
Halifax International
Airport Authority



“As former U.S. Secretary of State Colin Powell once said, ‘There are no secrets to success—it is the result of preparation, hard work, and learning from failure.’ I believe this is key and, along with the support I received from leaders early in my career, has allowed me to achieve the position I have today.”

Eleni Kaloyirou,
Chief Executive Officer,
Hermes Airports

What can **individual men** do?

Acknowledge that women face unique headwinds in the aviation and aerospace workplace; listen and relate to their experiences.

Men need to understand the unique gender-related biases women face in the workplace. Female leaders often need to walk a fine line between being liked and respected. Women tend to have less speaking time in team meetings and can be interrupted or talked over by their male colleagues. Men need to build greater self-awareness of their actions and self-correct, or help other men see unconscious biases in their decisions and actions.

Advocate personally for individual women in their organization. Men need to promote gender equality and ensure that women are objectively evaluated both on potential and performance. They should be true champions of talented women in their organizations.

Include women in the ‘circle of trust,’ including personal and professional networks and go-to people and teams. The proliferation of patriarchal ‘old boys’ networks must cease. Women must be brought into productive business relationships with male colleagues.

Intentionally solicit and invite input from women in meetings and workstreams.

The study indicated that women in aviation and aerospace often feel their voice is not heard in their organizations. Men must solicit and invite input from women and build an environment where women feel comfortable voicing their opinions.

Question assumptions and be on the lookout for potential biases in decisions and actions. Men should reflect on—and understand—which gender biases and conditioned attitudes they hold and how they impact their perceptions of female colleagues. They must endeavor to move beyond those biases in behavior, actions, and decisions.

Challenge diminishing remarks and language toward women.

Men must not allow unfair and prejudicial remarks against women to go unnoticed or unchallenged. They must make clear to colleagues that they find such remarks unacceptable.

Use one’s privilege to drive positive change. Men should advocate for gender diversity as good for business, and champion women whom they believe have potential to take on greater responsibility and help the business.

Value caregiver duties for everyone, including taking parental leave. Men must make clear that no one’s career prospects will be negatively impacted by taking time off to perform necessary caregiver duties or for taking parental leave. A principled and consistent stance on caregiving and parental leave will resonate with both women and men, and will help contribute to a culture that values both work and family commitments.

“Women struggle differently than men. Understanding their challenges and encouraging their uniqueness is a core tenant for the International Aviation Womens Association and should be an area of focus for organizations that want to take advantage of the capability women bring.”

Bobbi Wells,
Vice President, Safety and Airworthiness, Air Operations,
FedEx Express

What can **aviation and aerospace mentors, sponsors, and advocates** do?

Build trusting relationships.

With trust, colleagues can give and get the whole truth—and with this information, women can move faster and with greater accuracy over rougher terrain.

To be effective, the mentor-mentee relationship requires trust, and sometimes confidentiality, between both parties. The mentee needs to feel secure that she can talk about business issues, relationships with colleagues, and career concerns without suffering any kind of censure or repercussions. Meanwhile, the mentor needs to feel confident that the mentee will utilize her insights and advice in a productive and positive manner.

Coach on business and operating skills.

A highly talented marketing person may need coaching on financial skills. An aspiring sales executive may need a better understanding of the technical systems that track customer information. Understand where the skill needs are and make sure your mentees get the coaching and training they need.

If a sponsor or advocate sees potential, he or she should say something.

Sponsors should advocate for and encourage others who may not objectively recognize their own skills capabilities. Many women underestimate their own skills, believing those skills are not unusual.

Mentors and sponsors should assess the potential of their mentees and encourage them to develop their strengths, and tell other key people in the organization about their mentees' underutilized potential.

Explain roles and assignments in the context of future career possibilities.

A mentee may be asked to take on a particular project or a new job without an explanation of why the experience will be beneficial to her career. Mentors should help mentees understand that the path upward in an organization is rarely vertical within the confines of a single department. Delivering positive results in a range of jobs and responsibilities will get mentees noticed and prepare them well for higher-level positions.

“No matter how good you are, you need mentors, sponsors, and advocates. Mentors will help you develop the skills, sponsors will put you forward for opportunities, and advocates will agree to help make it happen.”

Kate Gebo,
Executive Vice President, Human Resources and Labor Relations,
United Airlines

Don't assume a meritocracy; question existing decision-making assumptions and build structural inclusion.

The developmental and promotional processes in many traditional organizations reflect a range of biases and attitudes that may have originated many years ago. Sponsors and advocates should challenge existing practices and insist where appropriate that a certain number of women be considered for developmental fast track and that women and other nontraditional candidates be considered for open positions, particularly at higher levels.

Create visibility and understanding of women's key accomplishments and potential in the context of business impact within the organization. Help others to understand how the achievements of individual women are contributing to the growth and success of the business. Champion success stories and use those stories to reinforce a culture of diversity and inclusion.



What can **aviation and aerospace industry and professional associations** do?

Raise awareness and improve the profile of aviation and aerospace at all educational levels—elementary school through university. Make inspirational speakers available to talk about careers in the industry at the high school and university level, and provide literature and online information about the job opportunities for women.

Continue to sponsor philanthropic programs designed to promote female participation in STEM (Science, Technology, Engineering, Math)-related activities.

The percentage of women in the workforce varies greatly by country. For example:

47.4%

Canada⁴

43.7%

Japan⁵

46.9%

United States⁷

24.5%

India⁶

However, women represent only 26% of the people working in STEM fields globally. Many organizations have been formed to encourage females to pursue degrees in STEM and to provide support and resources for women working in STEM. Those organizations need and deserve support from the aviation and aerospace industry.

“IAWA promotes the advancement of women in aviation and aerospace, and providing visibility to our female leaders in the industry has shown to be a key driver of other women’s success. Understanding the path and difficulties female leaders have faced in their journey to the top is fundamental and inspirational to one’s own process.”

Alina Nassar,
President,
International Aviation Womens Association (IAWA)

“To get more women involved in careers in STEM, we need to start in grade school.”

Eileen Drake,
President and Chief Executive Officer,
Aerojet Rocketdyne

“We need to get more women in the STEM pipeline. We need to reach out to girls early and engage them at every stage in their educations. At Lockheed Martin, 50,000 of our employees are scientists and engineers, so we know firsthand the need for technical talent. That’s why, each year, we spend half of our philanthropic dollars on STEM programs, including a new STEM scholarship program.”

Marillyn Hewson,
Chairman, President and Chief Executive Officer,
Lockheed Martin

“Developing the next generation of aviation and aerospace leaders is at the core of IAWA. IAWA’s scholarship programs encourage women to study aviation- and aerospace-related careers, with a special focus on those areas in which women are even more underrepresented in the industry (i.e., STEM). The Association has put in place mentoring and internship programs to provide women with the advice and experience to unlock their potential. Supporting organizations like IAWA is a fundamental piece in the attraction and retention of more women into the industry.”

Alina Nassar,
President,
International Aviation Womens Association (IAWA)

Publicly recognize successful and emerging women.

Successful women serve as role models to other women and reinforce the importance and positive impact of diversity and inclusion. Women who have soared through the glass ceiling or who have distinguished themselves early in their careers should be applauded.

Publicly recognize companies that are modeling structural and behavioral gender diversity and inclusion.

Despite good intentions, many companies are still struggling to become more diverse. Companies that are leaders in diversity should be recognized for their success by industry and professional associations, and their experiences and stories should be shared to provide inspiration and guidance to other organizations.

The inaugural IATA Diversity & Inclusion Awards, presented in June 2019, recognized three categories of leadership in diversity and inclusion:



Inspirational Role Model

Christine Ourmières-Widener, then-CEO, Flybe



High Flyer Award

Fadimatou Noutchemo Simo, Founder and President, Young African Aviation Professional Association (YAAPA)



Diversity & Inclusion Team

Air New Zealand

Where acceptable to do so, consider setting industry- or sector-wide diversity objectives by certain timelines.

Without numerical targets, diversity efforts often fall short. Establishing ambitious but attainable diversity objectives will provide focus and a greater sense of urgency to organizations, and help aviation and aerospace organizations catch up to other industries.

Consider a broad cross-industry “campaign”.

Publicizing the importance of diversity and inclusion and how it improves organizational performance will help build support for D&I efforts, change outmoded mindsets, and bolster confidence in women that the world is changing for the better.

“Aviation is the business of freedom. The essence of aviation is building a global community by connecting people, businesses, and cultures across great distances. Ten million people work in the aviation industry to make this happen. It is important that this workforce reflects the amazing diversity and inclusion that it fosters in our society. The IATA Diversity & Inclusion Awards aim to recognize and celebrate the great work that is being done to take the industry into the future.”

Alexandre de Juniac,
Director General and Chief Executive Officer,
International Air Transport Association (IATA)





NEW ZEALAND



Case Study

Done Right, Down Under: Air New Zealand Embraces Diversity and Inclusion

Air New Zealand has earned a global reputation as one of the world's most innovative airlines, taking great ideas and turning them into world-leading product and service offerings that enhance the customer experience. The airline defined and implemented its "Go Beyond" strategy with three key pillars: (1) Supercharge New Zealand's success socially, economically, and environmentally; (2) Connect New Zealanders with each other and the world through a liberating travel experience; and perhaps most importantly, (3) Create a world-class organization by delivering cultural, customer, and commercial excellence. While these ideas seem straightforward, Air New Zealand is pushing the boundaries on each bringing important learning from outside the airline industry.

As a core part of its Go Beyond strategy, Air New Zealand embarked on its diversity and inclusion journey

in 2013, with the specific goal to "create an organization that is proudly representative of Aotearoa—a place where Air New Zealanders can be themselves and thrive."

The initial focus of the diversity and inclusion program was on gender diversity. Specifically, the airline established an objective of accelerating the advancement of women throughout the enterprise, particularly as the percentage of women on the 80-person-strong Senior Leadership Team (SLT) was only 16%. The goal was to have 40% female representation in the SLT by 2020 but, based on progress, the target was subsequently revised to 50%. The airline is well on its way, having already hit 44%.

Air New Zealand appreciates that real change on gender diversity and inclusion required a multifaceted approach throughout the entire organization. To that end, the airline has in place

several important programs and initiatives across the enterprise, including:

- A Women in Leadership program, as well as three women's groups in business areas where females are underrepresented, including Women in Digital, Women in Engineering & Maintenance, and Women Pilots Inspiring the Next Generation (WINGS). WINGS is helping Air New Zealand grow the percentage of female pilots across its regional and jet fleet (which currently sits at 7.4%) through Air New Zealand's external attraction strategy and mentoring program.
- Seven other employee networks: Enable Network (disability and accessibility), Manu Network (Māori and Pasifika), YoPro Network (young professionals), PRIDE Network (rainbow community), KASIA Network (Kiwi-Asia employees), Returned

Services Network (ex-services), and a Women's Network.

- A Māori and Pasifika leadership development program and a cultural competence program that is in its initial phases.
- Unconscious Knowledge and Bias Awareness workshops in which more than 1,600 employees have voluntarily attended to date as of September 2019. Air New Zealand set a clear target to have 80% of the SLT attend these workshops by 2020, and close to 65% have attended so far.
- The institution of passionate diversity and inclusion champions throughout the business, who serve as agitators for positive change.

Air New Zealand's successful diversity and inclusion program goes beyond gender. The airline has also set ambitious targets for ethnic diversity to increase Māori and Pasifika in leadership roles to 20% by 2022. This has also been supported by the carrier's commitment to its partnership with the TupuToa Māori & Pasifika internship program. The airline has supplied 21 internship positions to Māori & Pasifika graduates and plans to increase this number to 25 interns by 2020. Moreover, the airline's senior leaders are working to build their fluency in Māori culture and customs, including attending immersive overnight marae workshops.

Notably, and consistent with the results of this study, the diversity and inclusion effort at Air New Zealand is led straight from the top with strong commitment and advocacy from the airline's Board and Executive team. The airline is a major partner with the Global Women organization and participates in the Champions for Change network, driving and reporting on gender and ethnicity, which helps Air New Zealand benchmark its diversity outcomes. The Air New Zealand Board and Executive team are very clear on their commitment in this regard and wholeheartedly support enabling an inclusive workplace culture.

Air New Zealand Chief People Officer Jodie King reiterates the importance of, and benefits from, the carrier's diversity and inclusion program. "Celebrating diversity in the workforce leverages our people's unique backgrounds, qualities, and contributions, and allows us to bring our authentic and best selves to work every day," she says. "Companies in the top quartile of ethnic and gender diversity are 33% and 38% respectively more likely to have a higher-than-average market share, and we encourage diversity of thought in our decision-making processes to authentically reflect our customer base." Air New Zealand's financial results speak for themselves, with the airline having achieved profitability and delivered positive earnings every year since 2003 with paid dividends to shareholders

every year since 2005.

Air New Zealand's investment grade credit rating of Baa2 remains stable and is among the highest in the industry.

Air New Zealand's diversity and inclusion efforts have received important recognition and acclaim. This includes the Gender Tick Accreditation, Rainbow Tick Accreditation, and the Accessibility Tick Accreditation. Perhaps most importantly, the employees of the airline have taken notice, with an impressive 80% of employees agreeing that Air New Zealand is open to and accepts differences, up by 22 basis points since 2016. The airline was also recently awarded the Cultural Celebration award by Diversity Works NZ.

That recognition went global when Air New Zealand was awarded the inaugural Diversity and Inclusion Team Award at the 2019 International Air Transport Association Annual General Meeting held in Seoul, Korea. The award internationally recognizes Air New Zealand as leading the way for diversity and inclusion in the aviation industry by implementing positive and tangible change as part of its diversity agenda. The airline was unanimously chosen as the winner from 70 written and video submissions from other airlines around the world, with judges citing Air New Zealand's diversity program as "authentic, impressive, and a source of inspiration for other global airlines."



08

Conclusion

The case for diversity and inclusion in the aviation and aerospace industry has never been stronger.

Diversity and inclusion are ethically essential for business. They allow teams and organizations to achieve better performance and improve problem-solving and decision-making.

Gender-diverse companies are drawing on a much larger and multifaceted talent pool than organizations that are predominantly male. And with a forecasted skills shortage on the horizon, it is essential that the industry access more diverse talent to meet its substantial future workforce needs.

For organizations in the aviation and aerospace industry that are lagging in diversity, time is of the essence. Failure to become more inclusive will make it more difficult to recruit talented people of all genders, thus impeding performance and undermining brand reputation.

Results from the *Soaring Through the Glass Ceiling* study demonstrate that gender diversity requires a strong commitment from everyone in an organization and across the industry.

Leaders must demonstrate a passionate commitment to gender diversity by redesigning talent and business processes with inclusion in mind to recruit, develop, promote, and retain talented women. Men must challenge systemic biases and support women in their advancement. In addition, mentors must open their networks to talented women and provide advice and wisdom to help them rise in the organization. And women must continue to embrace their opportunities and push against the glass ceiling.

The aviation and aerospace industry and the professional organizations that support it have an important role to play as well. They must publicly recognize successful women and companies that have achieved a high level of diversity and inclusion. They should continuously advocate for greater diversity and inclusion and share best practices throughout the industry.

The global aviation and aerospace industry is at a critical crossroads: it is time for organizations, leaders, and participants to embrace and commit to the challenge of gender diversity. The future and prosperity of the industry depend on it.



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Christina Cassotis

Allegheny County
Airport Authority



Carol Chan

Macau Airport



Kim Day

Denver International
Airport



Alexandre de Juniac

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Korn Ferry is a global organizational consulting firm. We help clients synchronize strategy and talent to drive superior performance. We work with organizations to design their structures, roles, and responsibilities. We help them hire the right people to bring their strategy to life. And we advise them on how to reward, develop, and motivate their people.