DE&I

Diversity, Equity & Inclusion in Aviation

iata.org

2023

25 by 2025

IATA

Welcome to your new & exciting journey

Foreword by
Jane Hoskisson & Willie Walsh

Welcome to our 25by2025 Best Practices documents.

In our diverse and interconnected world, leveraging our diversity and creating inclusive workplaces is crucial for better business outcomes. This guide aims to provide you with valuable insights and practical examples to promote diversity, equity and inclusion wherever you are in your journey.

A few words from our leaders

Bringing diversity into the heart of our business operations."

"Diversity and inclusion are top priorities across the aviation industry - particularly as the industry competes for the next generation of talent to deliver the benefits of global connectivity.

These best practices are designed to help our signatories accelerate their progress in driving diversity into the heart of our business operations."

Willie Walsh
Director General IATA

DE&I also drives innovation, improves decision making and contributes long-term."

Diversity, Equity and Inclusion are no longer an adds-on to HR initiatives, but serve as an essential pillar to good ESG (environmental, Social and Government) and CSRD (Corporate Social Responsibility and Disclosure) frameworks. More than that DE&I also drives innovation, improves decision making and contributes to long-term business sustainability. These best practices provide a starting point for improvement no matter where you are in your journey."

Jane Hoskisson
Director Talent, Learning, Engagement & Diversity

Your place of departure

No matter your level of maturity - whether you are boarding, taking-off or in-flight in your DE&I journey, there is always room for continuous improvement.
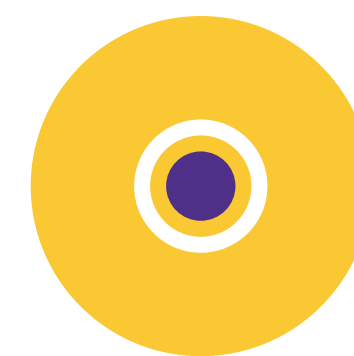
This workbook has been created to recognise that within the aviation industry companies are navigating through different phases of their DE&I journey.

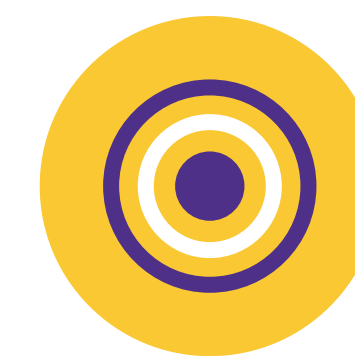It aims to spark thoughts on some concrete next steps to strengthen your approach to DE&I.
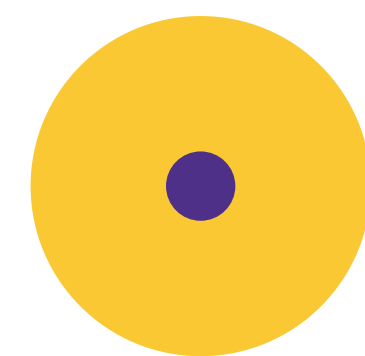
Boarding

First initiatives around DE&I, loosely connected.

Take-off

Reviewed policies to ensure fairness, a number of cultural initiatives around DE&I.

In-flight

DE&I integrated into business strategy.

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Accelerate DE&I maturity across 5 Dimensions

Successful diversity management requires a holistic approach, where DE&I principles are embedded across five different dimensions.

Key items for each DE&I Dimension

Strategy
- A bold **Vision** that resonates with your stakeholders.
- A clearly described **Business Case** for DE&I.
- A DE&I **Roadmap** that drives action and accelerates progress.

Governance
- Ambitious **Targets & KPIs** to make progress measurable.
- Clearly defined **Leadership Accountability.**
- Effective **Coordination** for the various roles, responsibilities, & resources.

Policies & Processes
A thorough review of your entire HR lifecycle, including your policies and processes on:
- **Recruitment, Onboarding, Pay, Promotion, Flexible Work, & Performance.**

DE&I in the Business
- DE&I **Employer Branding** to highlight your commitment.
- **Supplier Management** focused on DE&I for diverse partnerships.
- Meaningful **Partnerships** to gain external inspiration.
- DE&I **Innovation** with diverse teams.

Culture
- Incentives for **Inclusive Behaviours.**
- **Building DE&I Capabilities and Skills.**
- Developing inspiring DE&I **Communication.**
- **Preventing Innapropriate Behaviour.**
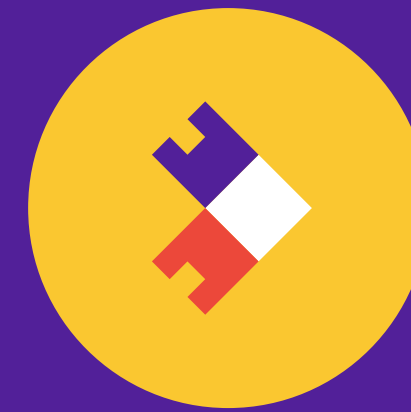
CHAPTER 1

Strategy

Overview

A DE&I strategy to guide your actions

How is your DE&I strategy integrated into your business strategy? What is your vision for DE&I and which concrete goals are derived from it?

Why is it important?

A DE&I strategy is important as it establishes the direction for the organisation to take, and helps sharpen the focus to get there.

A solid strategy states an ambitious vision with a clear rationale on the importance of DE&I to the airline's success ("business case"). The vision is underpinned by SMART objectives and a roadmap with initiatives and actions that include a clear commitment on the human and financial resources required to deliver its promise.

What's the challenge?

Developing a solid strategy takes time and investment.

Your DE&I vision and values can be brought to life based on a deep understanding of the unique perspectives of different people in your company. This way, your business case and strategic plans will help you to further evolve as individuals and together.
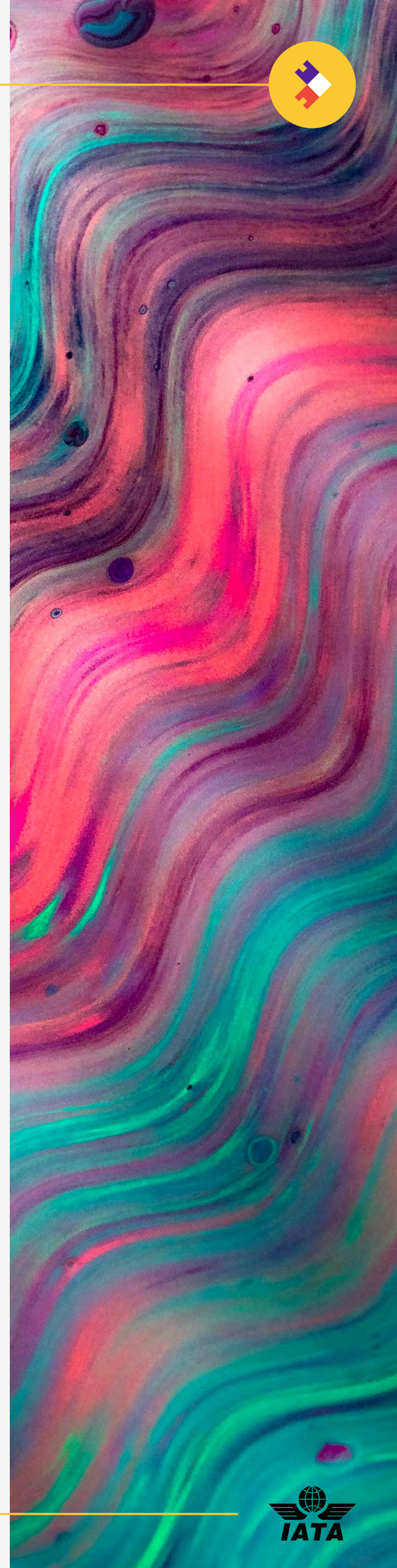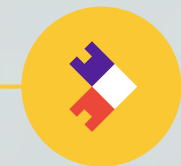
Assessment

Where do you stand on your DE&I Strategy?

We have a company-wide DE&I vision that is known to all employees and external stakeholders. Not yet? Check out the **Vision** section.

How DE&I is key for our business' success is widely communicated and understood. Not clear about your business case? See **Business Case.**

All our DE&I initiatives are guided by a roadmap and all stakeholders work towards the same objectives. Need input on that? Visit **Roadmap.**

Vision

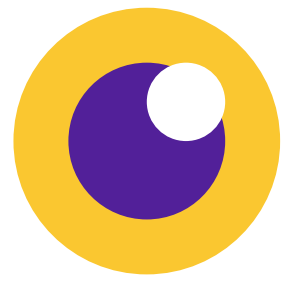**Understanding how your organisational vision and people values can be reflected and enhanced through DE&I is the first step to creating an impactful strategy.**

A DE&I vision statement is not only useful for employer branding. It also sets the direction on the compass that will anchor your people within the desired ways of working. The process of creating your DE&I vision allows you to bring together different perspectives around DE&I and to demonstrate how inclusive you really are.

Boarding
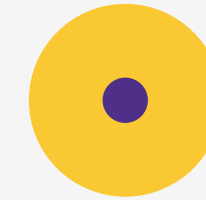
- Put the business context and the wider people agenda in the center of your thinking. Define how your organisation's values link to diversity, equity and inclusion.
- For this task, work with a small group of representative stakeholders across the organisation and ensure senior leadership is represented. Ensure a participative and inclusive approach and leadership buy-in.
- Once you have identified these values, communicate them widely.

Take-off

- Draft a compelling and crisp DE&I vision statement that describes what you do, how you do it and why you do it.
- Your vision statement should describe your aspirational DE&I future based on the corporate ambitions and values.
- Your vision sets the basis for measurable goals so it should be inspiring but also concrete.
- Continuously share your vision and be inclusive on feedback & comments you may receive.

In-flight

- Make sure your DE&I vision is widely known and actively sponsored by leadership. People feel empowered by your vision and show active engagement to bring your vision to life.
- Actively monitor and review your vision and the related DE&I strategic plan regularly by listening to a wide group of stakeholders – does your vision still make sense?
- Once you have advanced on your journey, you might want to adjust your vision statement and the values you mention.
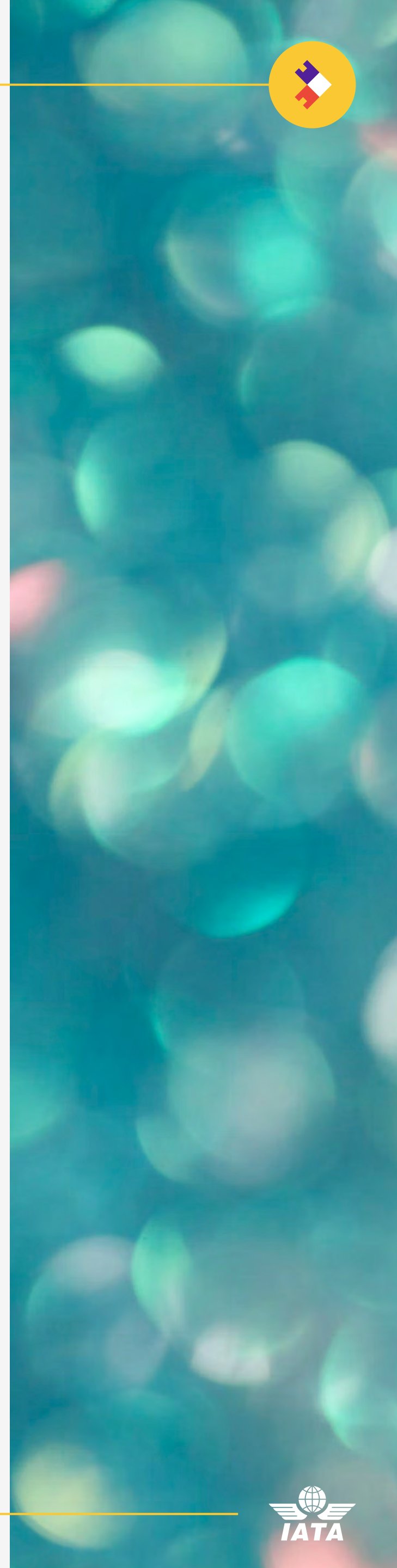
Business Case

Understand the benefits and dividends of implementing a DE&I strategy will help you to develop the business case.

It is important to obtain stakeholder buy-in from across and outside your organisation. Typically, data and evidence of the positive impact of a diverse, equitable and inclusive workplace will further strengthen the narrative.

Boarding

- Clearly define the business opportunity that DE&I can create in the context of your organisation. Think about topics as increased safety and security, better customer orientation, talent attraction or acceleration of innovation.
- Develop a quantified business rationale based on research on the business benefits of DE&I. Consider diversity characteristics and business objectives. Also consider the costs of not addressing DE&I. Iterate your insights with a wider group of stakeholders.

Take-off

- Bring the business case to life by having a closer look at the value chain of your own company. What are important issues in customer attraction and satisfaction? How can we reduce safety incidents? Are there ways to optimise our yield management? Can we reduce the airport turn around time?
- Look at these issues through a DE&I lens and see where your approach to DE&I can unlock business value.

In-flight

- Identify specific initiatives you want to focus on to unlock business value through DE&I. Start with a small project and learn from this to enhance your business impact.
- Work closely with business leaders to gain momentum on DE&I as a business accelerator.
- The business leaders are ambassadors of your DE&I strategy by openly speaking about this and creating resources to further develop your DE&I programme.

Roadmap

Creating a roadmap is necessary to achieve your goals for creating a more diverse, equitable and inclusive workplace.

It helps to identify and prioritise actions, identify the (human and financial) resources required and to ultimately track progress and make adjustments if needed.

Boarding

- Assess the current state of DE&I within your organisation, either with the help of this booklet or through a more extensive assessment involving experts.
- Throughout the assessment, focus on data, review policies and processes & ensure that the voices of all people are heard, specifically members of underrepresented groups.
- Based on the assessment, define your vision and objectives.

Take-off

- Mapping your objectives across an "impact-urgency matrix" will help you set priorities.
- Once you have prioritised, define the actions that will be taken to meet your objectives.
- Include a timeline with intermediate milestones, a budget and action holders.
- Define KPIs that allow you to track progress, and make your objectives measurable. **Read more in the Governance chapter.**

In-flight

- Ensure you get firm commitment from leadership on the Roadmap and required resources.
- Work on short-term actions, keeping in mind the long-term vision.
- Be smart in communicating achievements to further gain momentum.
- Monitor the progress, effectiveness and impact of your DE&I Roadmap and make adjustments as necessary.

Implementation

How should we act upon this?

A participatory approach to creating your DE&I strategy means greater diversity of perspectives and increased buy-in. Diverse stakeholders should be invited to the table, such as :
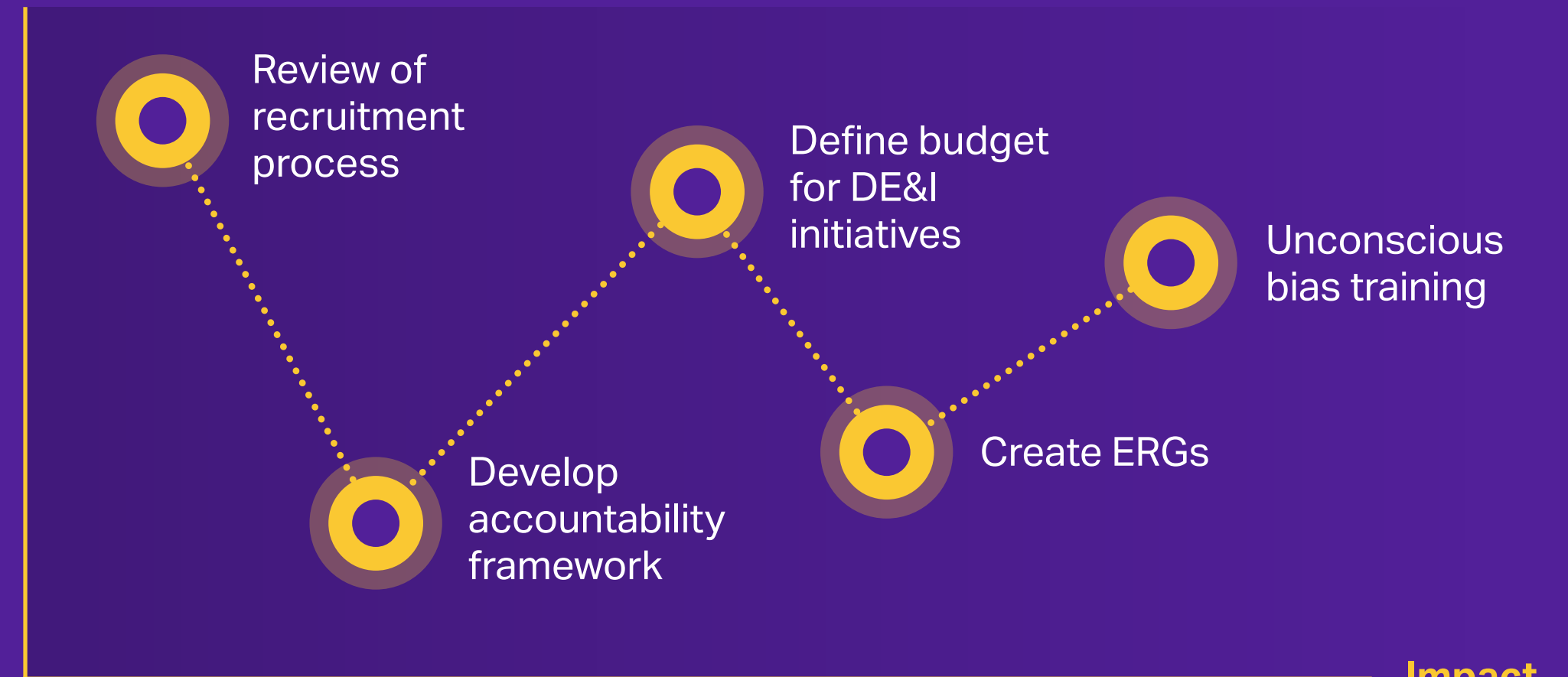
DE&I experts · HR, legal, comms · Members of under-represented groups · Top leadership

Urgency

Review of recruitment process

Define budget for DE&I initiatives

Unconscious bias training

Develop accountability framework

Create ERGs

Impact

Once you have set your objectives, translate them into sub-goals and create a timeline, based on urgency / impact of each action.

Together with key stakeholders, explore how your organisation's business ambitions can be enhanced by DE&I, for example:

- DE&I can help to meet the needs of customers in multicultural environments, as employees from different backgrounds bring fresh perspectives and approaches.
- DE&I allows different opinions to be voiced enabling nuanced identification and assessment of potential risks, and thus enhancing safety and security.
- A highly inclusive culture values diverse perspectives, leading to more creative and effective solutions, thereby boosting innovation potential.

CHAPTER 2

Governance

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Overview

Your DE&I Governance

What is the governance around your DE&I topics like?
Which roles and responsibilities are to be clarified?
What is tracked and monitored? Who is accountable
for the DE&I targets?

Why is it important?

A clear governance framework allows you to deliver upon the promise of your DE&I strategy.

It ensures everyone in the organisation follows appropriate and transparent decision-making processes. The governance framework should be set up so that the interests of all stakeholders (shareholders, managers, employees, suppliers, customers, among others) are protected.

What's the challenge?

Typical challenges of DE&I governance are lack of ownership and accountability, central vs decentral responsibilities, targets may distract from deeper (cultural) issues, misalignment between DE&I ambitions and budgets, availability of DE&I data to track progress.

It is key to have the right capabilities within the DE&I functions, to include relevant subject matter expertise as well as the capability to influence leadership.

Assessment

Where do you stand on your DE&I Governance?

We define realistic and ambitious targets for the organisation as a whole and specify these for each department of our company. KPIs are regularly monitored to track progress. Would you like to learn more how to go about that? Check out the section on **Targets & KPIs.**

Our leaders act as role models for inclusive leadership. They are walking the talk and hold themselves accountable for reaching DE&I objectives. Not yet? Have a look at **Leadership Accountability.**

The efforts of the different departments and teams drive DE&I with effective resource allocation. For more details, see **Coordination.**

Targets & KPIs

With 25by2025, participating members of the aviation industry have set ambitious goals around gender representation.

The 25% target will be an outcome of a variety of measures that differ from company to company. Targets and KPIs will help you to make your progress measurable and detect areas where more effort is required to reach your final objectives by 2025.

Boarding

- Gather data to understand historical trends around new hires, promotions and leavers. Analyse by gender, age groups and – if data is available –ethnicity, sexual orientation, disability or other diversity characteristics.
- Understand the challenges in your talent management process. Where do you spot glass ceilings and where is your (female) talent pipeline leaking?
- For these data points, set aspirational targets and track regularly.

Take-off

- Make your roadmap measurable. Define targets for the different objectives and milestones, short- and longer term. Consider setting specific targets for organisational units or even departments.
- Identify KPIs to measure progress towards these targets, for instance in your hiring, promotion or exit processes.
- Communicate your targets across the organisation.

In-flight

- Regularly review KPIs and progress over time, looking to detect gaps and root causes. Identify which departments or processes do not yet yield the expected outcomes.
- Make your efforts transparent. By publishing your targets and progress over time you can increase buy-in.
- Hold leaders accountable and consider linking DE&I targets to performance based compensation.
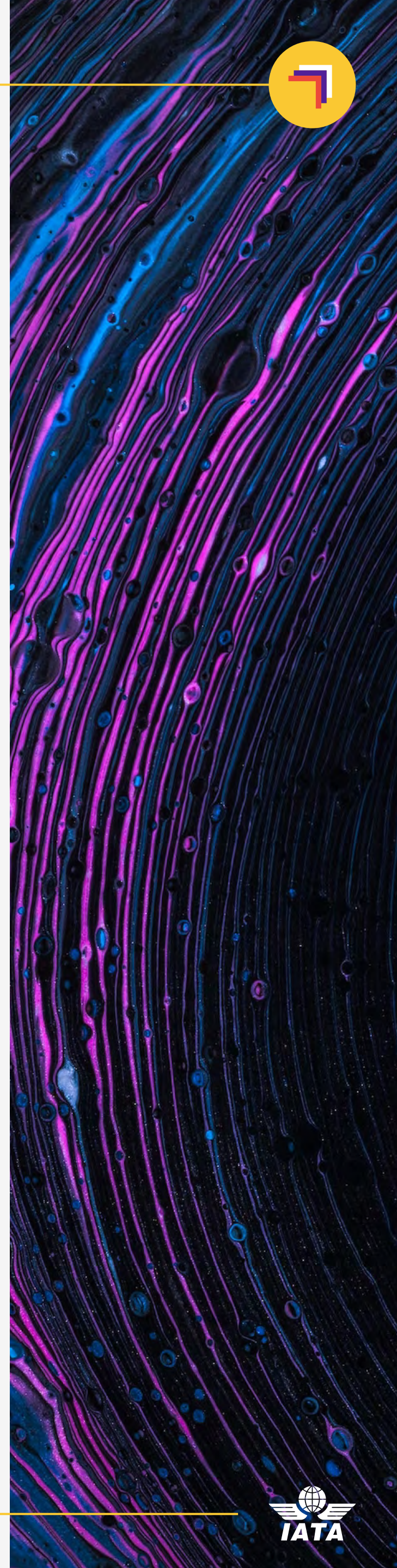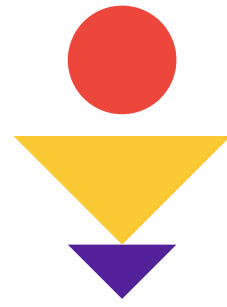
Leadership Accountability

A verbal commitment from leadership to DE&I does not automatically produce leadership accountability.

It takes a process to transform verbal commitments into tangible results such as fairer treatment and removal of remaining barriers to inclusion. The DE&I supportive ethos set from the top has to permeate down to all layers of management and the wider workforce in the organisation.

Boarding

- Start conversations around DE&I challenges, for example through a dedicated leadership workshop facilitated by subject matter experts.
- Support leaders in creating their personal narrative on why DE&I matters to them.
- Ensure that the defined targets & KPI's are known by leaders.
- Regularly review the impact of initiatives around DE&I and adjust, if required.

Take-off

- Establish reporting lines that foster executive sponsorship. Clarify who your DE&I leader is reporting to – Head of HR, or directly to the CEO? Consider a DE&I council to enable continuous conversation with senior management.
- Ensure sufficient financial resources are allocated to deliver the DE&I programme.
- Define how organisational objectives can be translated into goals for leaders.

In-flight

- Embed DE&I objectives in departmental goals and cascade further down to team managers and teams.
- Include DE&I objectives within the performance and reward systems, reviewing and adjusting DE&I objectives regularly.
- Leaders are demonstrating accountability by communicating their objectives within their teams. They take responsibility if targets are not met and celebrate the achievements with those that contributed.

Coordination

Coordination is key to fuel your DE&I efforts.

Coordinating the various roles, responsibilities and resources required for your DE&I efforts ensures that all the different elements of DE&I work together in a cohesive and effective way. This includes coordinating the efforts of the different departments and teams, aligning DE&I with the overall business strategy, and allocating resources effectively.

Boarding

- Assign people responsible for leading your DE&I efforts and clarify their respective responsibilities.
- Support the establishment of employee resources groups (ERGs).
- Based on your planned actions, secure and allocate budgets to the identified priorities such as employee training and education, ERGs, external consultants to support DE&I initiatives.

Take-off

- Dedicate resources in a central function (HR, sustainability, CEO office) that are responsible for delivering the DE&I Roadmap. Complement with dedicated DE&I resources across the organisation if the size and complexity of the organisation requires this.
- Ensure DE&I is not solely led by this central function, but established as a cross-functional effort with active involvement from other disciplines.
- Provide resources and visibility to the ERGs, and involve them in your DE&I initiatives.

In-flight

- Carefully consider benefits of a centralised and de-centralised approach to DE&I, and select one that suits your organisation best.
- Establish a cross-functional DE&I task force to drive the topic across the organisation and include representatives from the various departments.
- Make sure that close lines with executive and HR leadership are in place to ensure alignment with business and people strategies.
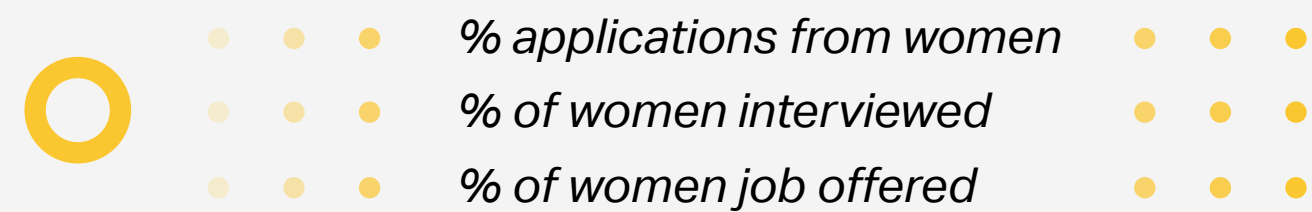
Implementation

How should we act upon this?

Your KPIs should be detailed enough to create a clear understanding of outcomes which allows for persistent gaps to be addressed better.

Making progress measurable

- % applications from women
- % of women interviewed
- % of women job offered

Example: KPIs for recruitment process.

De-centralised vs centralised approach

Centralised

A centralised approach, typically led by a senior leader or team coordinates DE&I across the entire company and is able to provide a consistent organisation-wide approach. Decision-making is more agile and faster, driving change and achieving goals might happen more effectively.

De-centralised

A de-centralised approach spreads responsibility for DE&I either within different functional or within geographical areas of the organisation. It can be more effective in engaging employees, tailored to the realities of specific workplaces but often at the detriment of consistency / efficiency.

Cultural sensitivity

Diversity targets and KPIs in different geographical contexts may vary depending on the cultural norms, laws and business practices of the region. It is important to understand the local context and tailor all initiatives to meet the unique needs and expectations of each geographic location.

CHAPTER 3

Policies & Processes

Overview

Your DE&I Policies & Processes

What is the governance around your DE&I topics like? Which roles and responsibilities are to be clarified? What is tracked and monitored? Who is accountable for the DE&I targets?

Why is it important?

HR policies are the first lever to create equal opportunities and equal outcomes for all employees regardless of their gender or other diversity dimensions.

Solid policies and procedures contribute to fairness and diversity.

What's the challenge?

Policies should be encompassing the core elements of the employee lifecycle but should also be nimble and understandable. You must consider the experiences of every group of people and how you can operate towards their best interest.

HR policies in themselves are meaningless unless they are embraced by line managers who have the skills and understanding necessary to engage and motivate employees.

Assessment

Where do you stand on your DE&I Policies?

The importance of DE&I as a focus in our hiring process is widely understood. Not yet? Check out **Talent Attraction & Recruitment.**

Our new talents are supported during their first steps in our company. For more details, see **Onboarding.**

A transparent, objective and sensitive approach for career progression is established. Need more context? Check out **Promotions.**
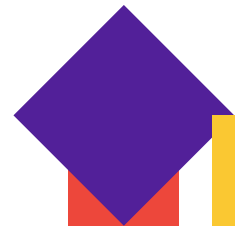
We understand and endorse the concept of equal pay for work of equal value. Unsure? See **Equal Pay.**

Performance management plays a central role in fostering DE&I in the workplace. If not, have a look at **Performance & Development.**

We cultivate and understand the attractiveness of a flexible workplace. Need input? Go to **Flexible Working.**

Talent Attraction & Recruitment

Women in aviation are overrepresented in "low income, low profile" positions and strongly underrepresented in technical and leadership roles.

Talent attraction and recruitment is key in addressing this issue and increasing diversity in currently male-dominated areas.
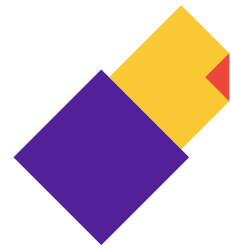
Boarding

- Communicate the values of your culture that are associated with inclusion and belonging such as empathy, transparency and flexibility. Invest in employer branding campaigns targeting women and consider 'gender decoder' software to develop inclusive job ads.
- Make progress measurable by setting targets for female representation of candidates in each step of the recruitment process.

Take-off

- Bias-proof your selection process through a standardised process where different stakeholders will independently review each candidate according to a set of pre-defined criteria.
- Tailor your interviews – research shows that while men are more likely to exaggerate their accomplishments, women will downplay theirs. With this in mind, your interviews should focus on examples of abilities as opposed to self-promotion.

In-flight

- Start to collaborate with female tech communities, participate in female-driven events and exchange on best-practices within the industry.
- Establish and actively promote a referral program so hiring managers and teammates are activating their networks and referring female candidates.
- Highlight the success of your female role models and provide them with opportunities to share their experiences externally.
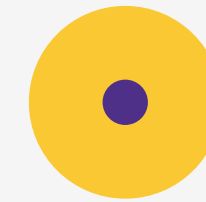
Onboarding

Companies that track hiring outcomes are able to identify anomalies and gaps potentially created by unconscious bias.

Onboarding is a crucial step in creating psychological safety. Encouraging and supporting a new employee during early days in your business is central to making them feel like they belong.

Boarding

- Ensure you have an effective onboarding process addressing: what the new joiner needs to know about your brand and culture, how your HR team and managers can help, how some of the new joiner's colleagues can help, the goals you'll set the new employee and how you'll go about assessing their performance.
- Allocate responsibility and time to transmit knowledge for new hires, to "socialise" them with the organisation rather than immediately assigning them to projects or tasks.

Take-off

- Make sure there is a safe space and structure for addressing insecurities, needs and questions that the new joiner will have. E.g. pair the new hire with a coach and/or buddy who can address their concerns, with coaches often coming from a different team or line of business.
- From the outset, create space for new joiners to give feedback on the way things are done in the company and share their experiences of best practices from elsewhere.

In-flight

- Leading companies analyse key characteristics of their new hires to monitor biased decision-making and the inclusiveness of their recruitment process: an example of this would be an analysis on job levels and the different types of contracts offered. Tracking who succeeded in negotiating their salary could also reveal bias in the hiring process.
- Invest in onboarding software and tools to establish a central resource for employee data and simplify the process for you.
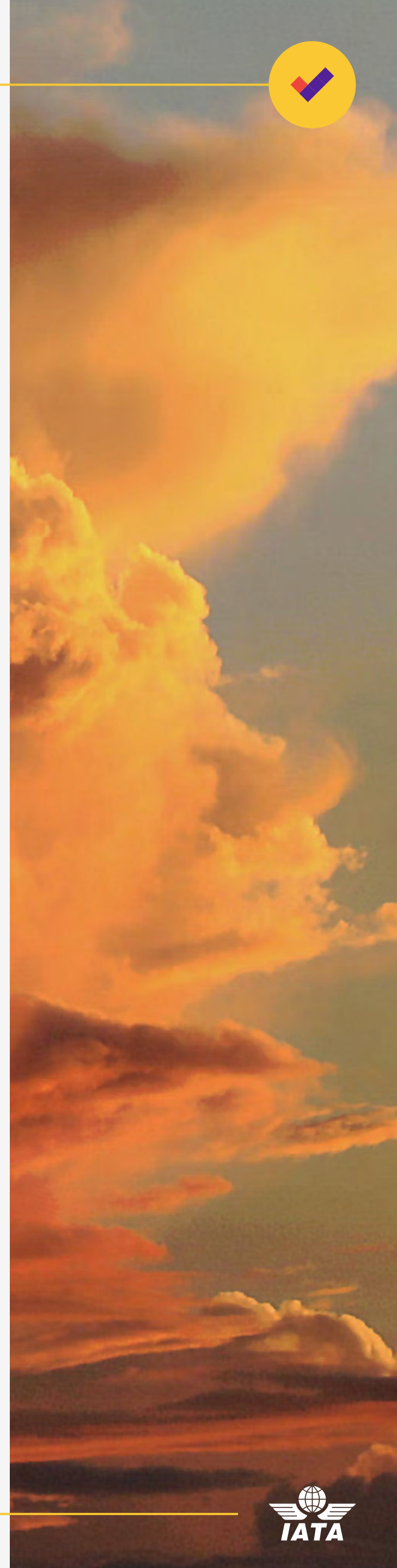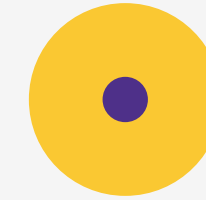
Promotion

Transparent career progression inspires employees to be the owner of their career growth, while giving them the tools and guidance to be successful.

A fair, objective and sensitive approach to these processes and decisions is key to creating an inclusive and diverse workforce. To improve how your team feels about promotions, make sure you have conversations with all your employees about their career aspirations before a new role opens up.

Boarding

- Create career paths for all with clear steps for career progression in the short and long term.
- Make the expected and implicit behaviours known to all employees.
- Monitor promotion data split by gender and by other diversity aspects to assure a balanced process and offer equal opportunities among employees.

Take-off

- Make internal tools and resources available for employees to explore training or coaching opportunities.
- Train managers to support their team members in achieving their career ambitions, specifically linked to the Performance Management Process.
- Challenge promotion shortlists that are insufficiently diverse.
- Create return-to-work-policies to support women returning to the workplace from longer leave periods.

In-flight

- Promote balanced representation based on your workforce and DE&I strategy by enhancing inclusion awareness.
- Ensure accessibility of development opportunities, like reverse mentoring or cross-generational mentoring.
- Create opportunities for exposure to senior leadership for everyone, organise breakfasts with the CEO, offer different opportunities for all employees to build a relationship with senior leadership.
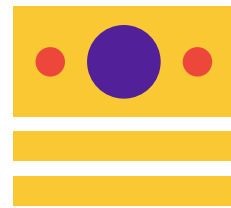
Equal Pay

While most companies claim to pay women and men the same, the gender pay gap is still close to 20% on a worldwide level.

The gender pay gap affects women throughout their careers. Part of the pay gap can be explained by the overrepresentation of women in low income and men in high income positions.

Boarding

- Ensure proper policies, processes and practices are designed, implemented, operated and monitored throughout the employee life cycle.
- A solid job architecture - based on structured job evaluations – is the basis for an objective and fair compensation system.
- Focus on eradicating subjective pay decisions in the recruitment and performance & reward processes.

Take-off

- Data analytics are key in understanding your gender pay gaps.
- Basic data points are average and median pay split by gender. Consider regression analysis and interactive dashboards to gain a deeper understanding of your gender pay situation.
- Analyse individual outliers – include a legal review - and, if required, present a plan to make repairs to executive leadership.

In-flight

- Dig a level deeper into the root causes of gender pay gaps. Adjust policies and practices if needed.
- Invite external auditors to assess whether indeed your gender pay gaps are under control. Consider external certification to sustain your efforts -> EQUAL-SALARY Certification.

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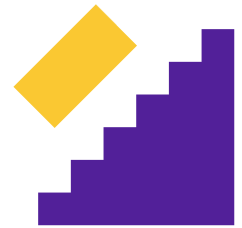
Performance & Development

Performance management drives more diversity and inclusiveness: it sets the tone for what is being valued as an organisation and aims to ensure for each individual person to feel valued and respected.

Additionally, it has been proven that diverse environments foster better overall performance, problem solving and improves decision making.

Boarding

- Set clear and transparent goals to base performance on facts.
- Ensure that you have a clear competency framework, which sets the expectation for inclusive leadership skills; visible commitment, bias awareness, cultural intelligence, humility, curiosity about others, effective collaboration.
- Gather fact-based performance feedback from multiple resources (360 feedback).

Take-off

- Use 'calibration' sessions to hear different voices on performance.
- Upskill your line managers in unconscious bias and give short refresher prior to the calibration.
- Analyse performance data split by gender to understand the facts. Consider performance and potential ratings, promotion data compared with actual demographics.

In-flight

- Establish a culture that encourages constructive feedback dialogues, cultivate open conversations and ensure to address fear of retaliation.
- Pulse surveys are effective in gauging people's perceptions of fairness, such as whether they feel assessed based on their strengths and weaknesses as opposed to stereotypes and whether they feel like they need to "conform" in order to be successful at their job.

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Flexible Working

Employers who cultivate a flexible work environment are attractive. Research shows that many employees, and specifically females, rank flexibility among their top priorities.

Flexible working in aviation requires creative solutions tailored to the specific realities of each job group, whilst offering the same opportunities.

Boarding

- Create a remote work policy and clearly explain related implications on social security, pensions and holiday entitlements.
- Tools and technologies are accessible to all and accommodations are in place where necessary for employees.
- Desired behaviours are clearly defined and encouraged, such as regularly providing and welcoming constructive feedback. Your leaders inspire others to act, modelling inclusive behaviours and encourage others to take actions.

Take-off

- Where remote isn't possible, embed flexibility in the business and operational strategy.
- Ensure robust HR processes (performance, pay, promotion) to mitigate the "proximity bias" risk related to hybrid work.
- Foster dialogue between managers and flex-workers to create trust and clarify expected performance on metrics that will be used to measure performance.
- Remote teams have routines in place to check in with people on their wellbeing and performance.

In-flight

- Training and development has to be accessible to all employees regardless of location, learning needs, learning styles and work arrangements.
- Give a voice to your people (e.g. people survey, sounding board) to find out what they really want.
- Set up a mentoring program to allow each employee, regardless of working model, to receive support in advancing their career.

Implementation

Different Personas

Using personas will help you understand the diverse needs of your employees.

Ground Staff

Requires equipment or technology in the workplace; critical in-office customer interaction; much more productive in the office.

Team Worker

Robert, 21, Check-in Agent

"I chose this job because of the great flexibility it provides. Being able to choose my shifts during the week works perfectly with my university schedule. I love my uniform, working alongside young and friendly people in the airport and improving my language skills."

Individual Worker

Christine, 21, Aircraft Maintenance Engineer

"I started as a check-in agent and was able to move on to a role as an Aircraft Maintenance Engineer. Being able to switch roles was ideal for me with an engineering background and being an introvert. On a frosty morning, I put on my orange jacket and feel gratified that the plane basically can't take off without me."

Mobile

Frequently on the go; does not require fixed space.

Team Worker

Jacob, 45, Flight Attendant

"I love travelling. Since I was a child, I always dreamt about being up in the air and feeling the adrenaline when the plane takes off. I'm passionate about hospitality and I love that my colleagues come from all around the world."

Individual Worker

Marina, 42, Commercial Pilot

"Since I watched Top Gun when I was 6 I'm obsessed with being a pilot. Being responsible for flying people on long-haul destinations and above the clouds is highly rewarding. You can't beat the view! I'm also constantly learning and meeting new people and I love having travel discounts for my family and friends. It's a fun and exciting career, where I earned much respect from the world around."
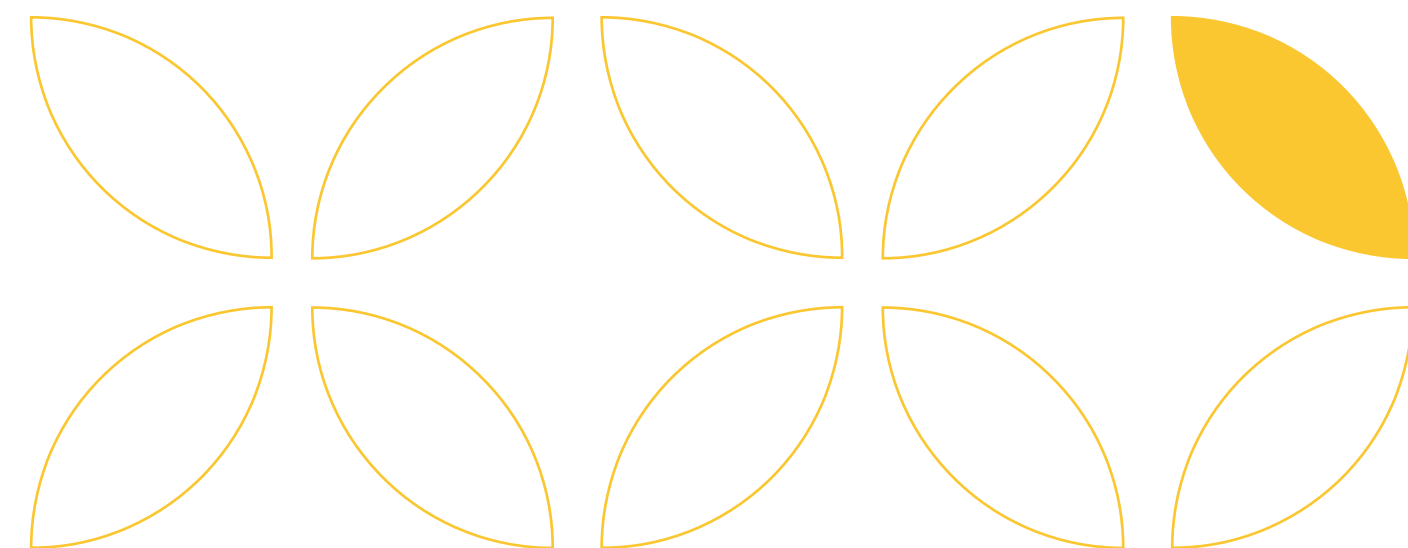
CHAPTER 4

DE&I
In The
Business

Overview

Your DE&I Business

Do you actively leverage diversity in your product, supplier and customer life cycles?

Why is it important?

How your company externally addresses and advances DE&I topics can make them particularly attractive on the market, especially for jobseekers, new business partners, suppliers, as well as customers.

What's the challenge?

Connecting with the right people can ensure your attractiveness on the market and open new doors to partnerships you wouldn't have thought of.

The challenge will be to engage with the right people through the right actions and working on your strengths with a diverse and inclusive perspective.
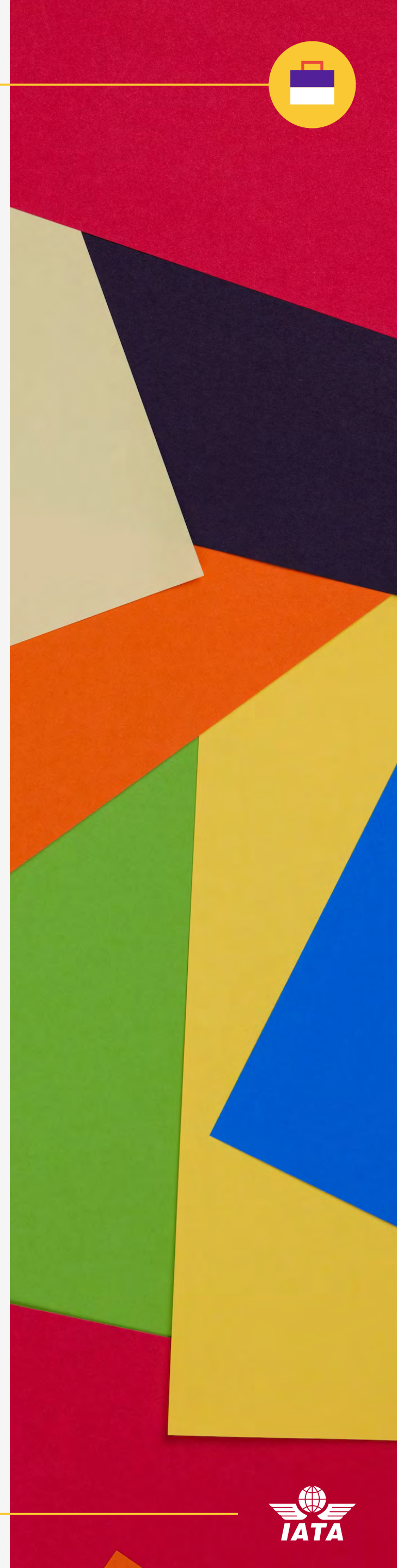
Assessment

Where do you stand on DE&I in the Business?

Our company's identity is aligned with our DE&I strategy. Not yet? Check out **Employer Branding.**

Our supplier management diversity is reflected in our workforce and leadership. Not sure what this means? See **Supplier Management.**
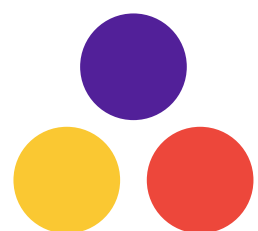
We have external partnerships in place to help us maximise DE&I opportunities. Need more input on that? Go to **Partnerships.**

We are aware of the importance of diverse inputs and how they contribute to the innovation process. For more information see **Innovation.**

Employer Branding

In today's competitive labor market, public perception of your employer brand can have a great influence on job seekers and how they perceive your business as a potential employer.

Today's talents are looking for more than just the right position and pay. They place a strong emphasis on factors that contribute to an "emotional salary" — these are things such as flexible working hours, growth opportunities, corporate social responsibility and commitment to DE&I.

Boarding

- Building a strong employer brand starts by conducting a brand assessment through a DE&I lens.
- Using 'personas' to define your 'ideal' candidate can help to better understand your audience.
- Define how you want to differentiate yourself as an employer where people feel they belong.
- Develop your Employee Value Proposition and how to translate it into the Employee Experience.

Take-off

- In your internal and external communication, explain how your DE&I initiatives are part of your Employee Value Proposition and the Employee Experience.
- Create company-wide employer brand guidelines to ensure text and imagery used are culturally sensitive and inclusive. This means for example the use of gender sensitive language, text accessibility for people with disabilities, or providing content in different languages.

In-flight

- Use real stories of diverse talent to strengthen authenticity. Be transparent, honest, and genuine.
- Include company leaders in your campaign.
- Communicate not only about your intentions but also about how you overcome challenges in the field of DE&I. For instance, what can you do to attract female pilots or motivate young women to choose a career as a pilot?
- Continuously listen to candidates and employees.

Supplier Management

Enhancing your supplier diversity will positively impact stakeholder relationships and will increase access to different suppliers.

With this in mind, many companies expand their DE&I commitments to their business relationships. You can boost diversity and inclusion in your supply chain through procurement policies, tender requirements and supporting minority-owned businesses (MOBs). By making supplier diversity a priority, you further demonstrate your commitment towards successful and sustainable entrepreneurship.

Boarding

- Define the benefits behind supplier diversity for your organisation and how it links to your business strategy, such as promoting innovation, diversifying procurement channels, or displaying your commitment to DE&I.
- Define what supplier diversity means in your context and assess where you currently stand. What does success look like to you?

Take-off

- Create a procurement policy with concrete guidelines, such as "We work with the best suppliers, that demonstrate corporate responsibility, DE&I and support the local community". The objective is to promote suppliers owned by minorities, women, LGBTQ+, veterans and people with disabilities.
- Communicate your DE&I priorities and expectations to your suppliers.
- Set measurable goals, such as "diversity spend" and "economic impact to local community (jobs created)".

In-flight

- If supplier diversity is not yet a board level priority, make it one.
- Engage a dedicated procurement professional to focus on diversity.
- Don't just set requirements, work in partnership with suppliers to help them improve their own DE&I practices.
- Actively seek opportunities to diversify your own supply chain.
- Work with diverse suppliers to build their capabilities so they can compete on a level playing field.
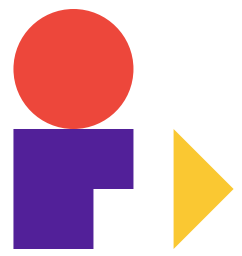
Partnerships

Partnerships with other organisations can accelerate your progress by combining resources, building knowledge and broadening your reach.

External partnerships on DE&I help to maximise your opportunities to share ideas, learn from others and benefit from the latest thought leadership on DE&I.

Boarding

- Reach out to airlines or other firms within aviation that enable DE&I within their organisations or who are already very recognised for the DE&I efforts and achievements to learn and share.
- Define what benefits you are seeking in creating Partnerships with DE&I organisations. To maximize impact, ensure that Partnerships contribute to your strategic DE&I goals rather than responding to opportunities that come along without further alignment with your strategy.

Take-off

- Strategic Partnerships can be beneficial in giving access to specific minority networks, high level key note speakers, technical DE&I trainings or conducting research or thought leadership.
- Consider teaming up aviation industry agnostic DE&I partners, such as Women in Aviation International, Aviation 4 girls or the CAE Women in Flight Programme.
- Ensure that memberships benefit employees, such as education and networking.

In-flight

- Become an active contributor in the Partnerships that you entered into. Engage your senior leaders as public speakers or for interviews.
- Create roundtables with industry wide DE&I leaders and networks for the exchange of knowhow and thought leadership. Invite your leaders to attend roundtable and panel discussions to create "tone from the top" and authenticity.

Innovation

Having people from diverse backgrounds and with diverse experiences in a team increases the collective brainpower.

Diverse teams have the potential to be more creative and innovative than more homogeneous teams. The potential of diverse teams can be unlocked through an inclusive culture. Diverse teams that are not actively managed in an inclusive way risk getting derailed through misunderstandings, friction and conflicts.

Boarding
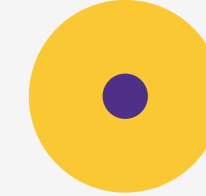
- Analyse your organisation and your teams in terms of individual diversity characteristics.
- Further analyse your organisation on cognitive diversity through the use of psychometric profiling tools for personal, team and leadership development.
- Analyse your client base through a diversity lens and ensure your teams properly reflect your clients.

Take-off

- Include diversity (characteristic and cognitive) analytics into your recruitment and promotion processes for business areas where innovation is required.
- Engage leaders in understanding and promoting the benefits of diverse teams. Provide your managers with specific 'inclusive leadership' trainings so that they can understand and practice.

In-flight

- Identify specific business opportunities and gather diverse teams around these challenges. You can think, for instance, about health and safety, innovation, and customer resonance.
- Measure progress within the teams to cultivate a continuous learning experience.
- Combine your DE&I journey with your customer experience journey.
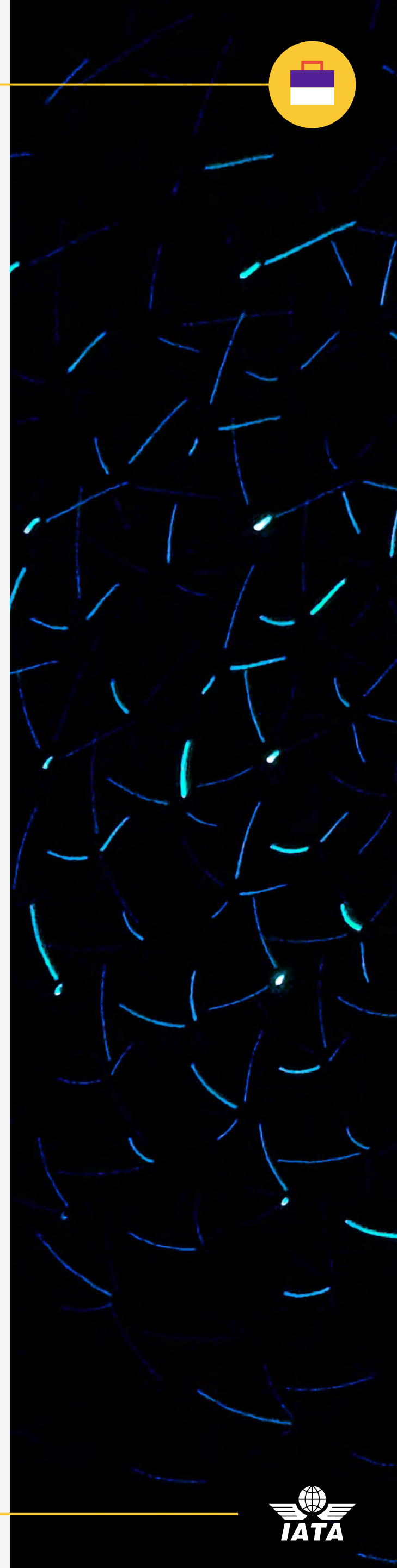
Implementation

How should we act upon this?

Operating a highly diverse, equitable and inclusive organisation will enable your business to become more creative and innovative to drive revenue, profitability and overall business success.

By combining your DE&I strategy and your employer branding activities you will be able to present your DE&I ambitions and achievements to the outside world. DE&I partnerships, diverse supplier management and driving innovation with diverse teams will establish resilient and agile organisations.
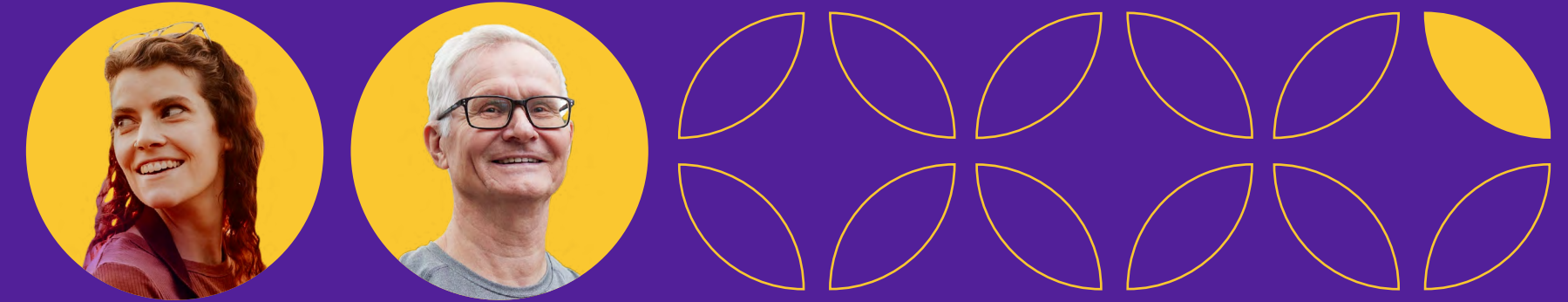
Combining your DE&I strategy and activities with realistic, insightful Employer Branding activities will provide an authentic image of your organisation and enable you to attract the right talent for the future. The right people in the right place together with effective branding material will resonate with existing and new consumers.

Strong partnerships with diverse suppliers and communities are practical ways to leverage the business benefits and dividends that DE&I can generate.

Diverse teams have the potential to be more resourceful, so take an active approach in building teams with people from different backgrounds, experiences and cognitive styles and preferences. However, diverse teams bring a lot of different collaboration challenges as well so a strong focus on inclusive culture, psychological safety and leadership is absolutely paramount.

Specific business benefits can be created in health and safety by reducing incidents and accidents as diverse teams have the ability to spot more risks. Revenue growth opportunities can be unlocked by mirroring your customer representation in your client facing teams.

CHAPTER 5

Culture

Overview

Your DE&I Culture

How do the people in your company "behave"?
How do you communicate about your employees?

Why is it important?

Culture are self-sustaining patterns of behaving, feeling, thinking and believing that determine how things are done within a company. In simple terms, "how things are done around here".

We believe that successful culture evolution relies on enabling the desired behaviours through **formal** and **informal** interventions that are anchored in your organisational purpose and cultural aspirations.

What's the challenge?

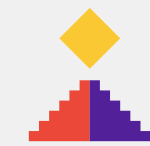**Cultural change is never a top-down process.**

Employees across all levels make up the core of the effort and must become equipped with the **will**, **skill** and **opportunity** to contribute to an inclusive workplace.

25 by 2025 CULTURE
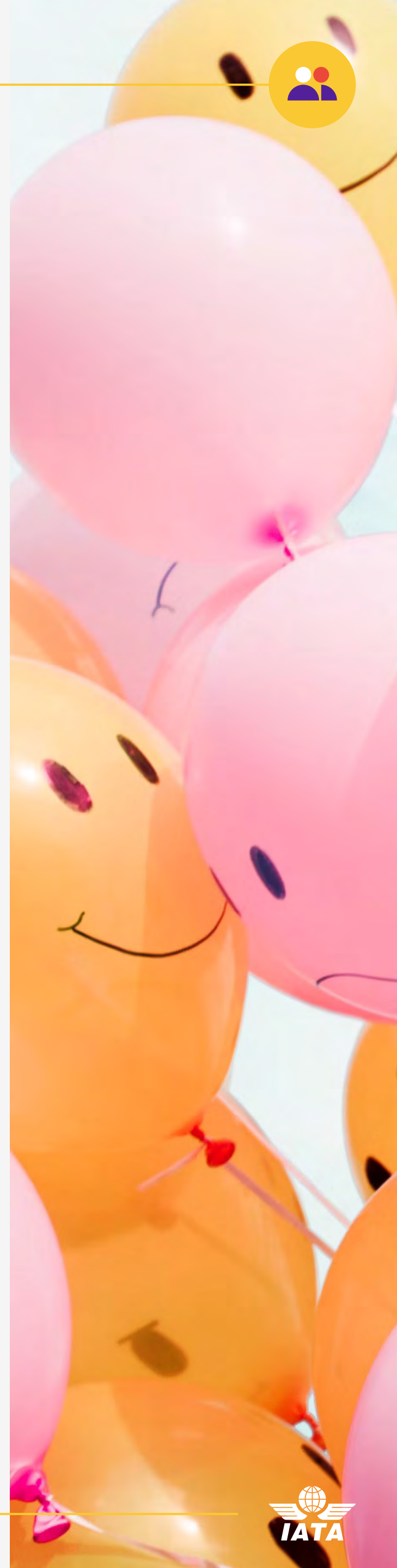
Assessment

Where do you stand on your DE&I Culture?

We reward behaviours that show an inclusive mindset. Not yet? Check out **Incentives for Inclusive Behaviours.**

We offer dedicated DE&I trainings to empower our employees. Not sure what this means? See **Capability Building for DE&I Skills.**

We communicate internally and externally on our initiatives and actions. Need more input on that? Go to **Communication.**
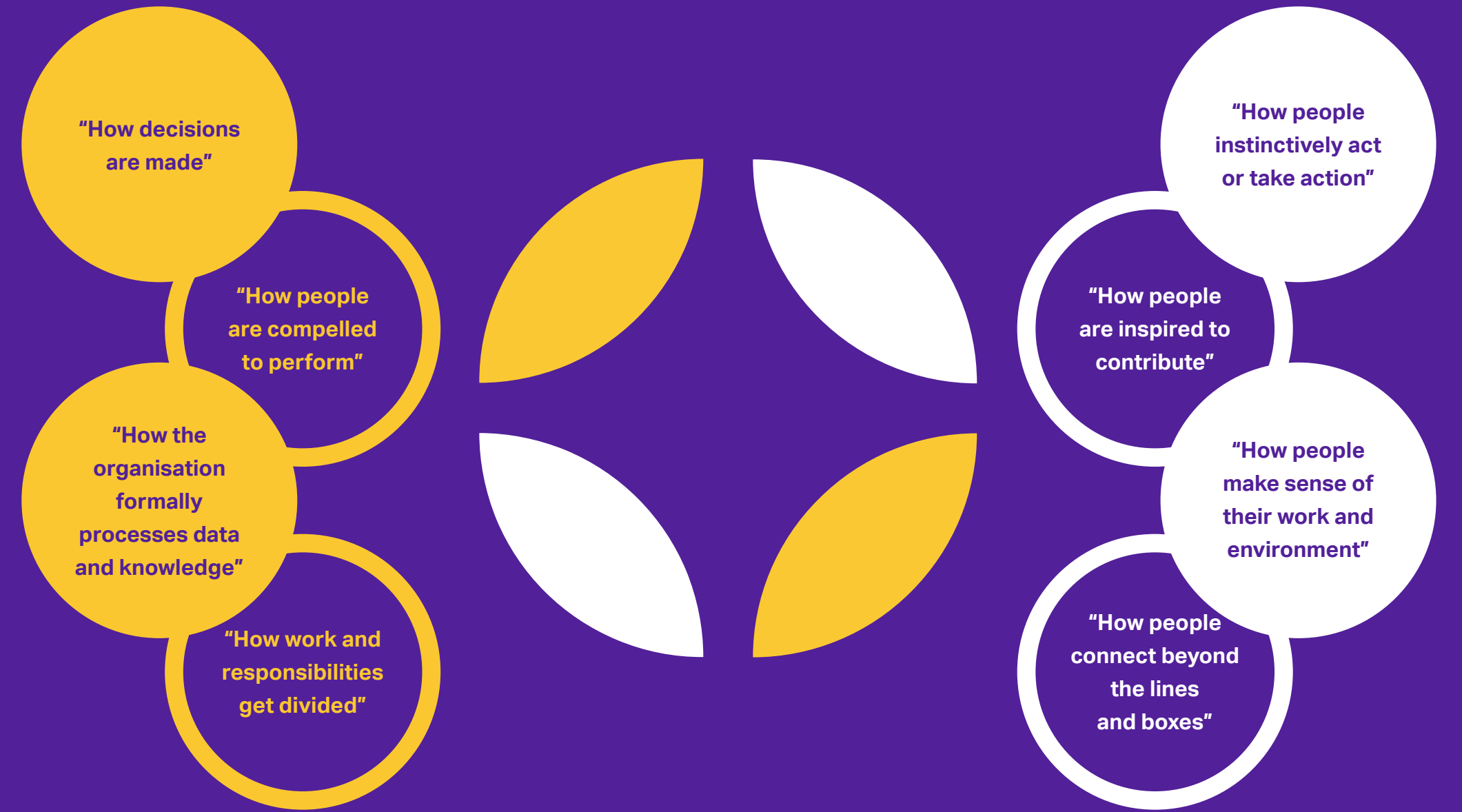
We have a process to prevent and protect victims from inappropriate behaviours in the workplace. For more information see **Inappropriate Behaviour and Misconduct Prevent.**
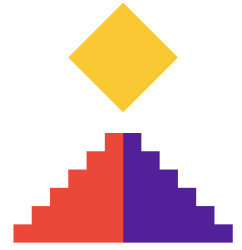
Incentives for Inclusive Behaviours

Most organisations tend to focus on the formal interventions, but forget to leverage informal interventions to accelerate change.

Examples of formal enabling mechanisms can be reporting relationships, policies and processes, compensation, and performance reviews. Informal enabling mechanisms, on the other hand, can include symbolic acts from leadership, a network of Authentic Informal Leaders, and leadership alignment. From our perspective, it's key not to overlook either, as integrating a healthy balance of formal and informal mechanisms is what fosters rational compliance and emotional commitment.

"How decisions are made"

"How people are compelled to perform"

"How the organisation formally processes data and knowledge"

"How work and responsibilities get divided"

"How people instinctively act or take action"

"How people are inspired to contribute"

"How people make sense of their work and environment"

"How people connect beyond the lines and boxes"

… *fostering rational compliance*

… *fostering emotional commitment*

● **Formal interventions**

- Supervisor's charter.
- DEI policy.
- Building DE&I capabilities and skills: inclusive Leadership training and overall L&D offering.
- Reporting relationships.
- Hybrid working policy.
- HR policies & processes (incl. recruiting & onboarding, performance management, leadership and talent development).
- Compensation, benefits.
- Incentive plans.
- Corporate communications.

● **Informal interventions**

- Inappropriate behaviour prevention.
- Leader role modelling.
- Symbolic high visibility actions.
- Meaningful manager-employee connections.
- Leadership team effectiveness.
- Networks.
- Pride building initiatives.
- Storytelling.
- Peer interactions.
- Communities of common interest.
- Exemplars & peer coaching.
- Dialogue & 'real team' engagement.

Capability Building for DE&I Skills

DE&I training is crucial to building a safe and equitable workspace for all employees.

It has the potential to help an organisation uncover hidden biases and address negative behaviours.

Boarding

- Provide space for employee interaction, discussion and commentry, for examples in employee townhalls, dedicated DE&I events, trainings (see DE&I capability building), etc.
- Employee engagement serves as an important mechanism to understand how your approach resonates with employees and to detect potential focus points along your DE&I journey.

Take-off

- Invest in interactive, skills-based training on important DE&I topics such as Inclusive Leadership, Unconscious Bias, Micro behaviours, Psychological safety, Inappropriate Behaviour, Working parents and other caregivers, Minority Communities and Mental fitness.
- Create learning opportunities that are flexible, voluntary and self-directed. Adult learners have a practical focus and prefer to learn things that are applicable to their context and tap into their existing knowledge.

In-flight

A high impact DE&I learning platform provides a mix of means to develop inclusive organisations:
- E-learning is important but also only provides limited impact when it comes to DE&I;
- Classroom trainings allow for interaction and emotional connection;
- Virtual and augmented reality learning has proven highly impactful, provided these are accommodated with strong content facilitation;
- Create space for discussions and critical thinking to enhance continuous learning.
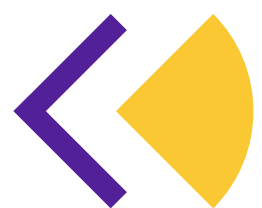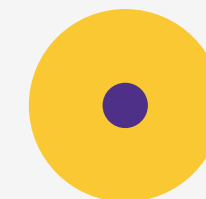
Communication

Making a conscious effort to develop authentic and inspiring DE&I communication will help you bring your aspired culture to life, differentiate yourself from the competition, improve your employer branding, boost your reputation and emphasise the importance of DE&I on your strategic agenda.

Boarding

- Create a DE&I communication plan to define how your organisation will communicate and promote DE&I, to ensure that all employees, stakeholders and the public are informed about your commitment and the specific actions you are taking.
- Be consistent in your message: once your narrative around DE&I is crafted, it should be consistently communicated across all channels, both internally and externally.

Take-off

- Make use of all available channels, and create appealing, interactive, crisp content using a variety of media channels.
- Ensure that language and visuals in all internal and external communication is free from stereotyped views of particular people or groups. Images of people should be diverse, for more authenticity consider using photographs of real people.

In-flight

- Leaders to communicate their commitment actions, for example by setting targets and holding themselves accountable for creating an inclusive culture (see leadership accountability).
- Share your organisation's current state of DE&I and be transparent about the areas that still require improvement.
- Share the experiences of your employees to showcase authenticity and build trust with external audiences.

Innapropriate Behaviour Prevention

How you deal with inappropriate behaviour has a very important impact on the overall culture within an organisation.

Many instances of inappropriate behaviour have witnesses, or reveal a pattern of behaviour by a perpetrator against different individuals. Build a culture where people are safe to report incidents with a focus on prevention.

Boarding

- In your policies, use clear language to outline consequences of inappropriate behaviour. Ambiguous wording may be interpreted as leniency by the company and cause confusion in resolution processes.
- Ensure that there are mechanisms in place to report incidents in a safe and anonymous manner. Make sure that the incidents which are raised indeed get followed up, investigated and outcomes are communicated to those concerned.

Take-off

- Organise information sessions about inappropriate behaviour to prevent misconduct. Obligatory e-learning can be considered.
- Track incidents and correlate with retention and satisfaction scores. High turnover and low employee satisfaction scores can serve as early warning signs of toxic behaviours.
- Analyse if specific trends could indicate more structural issues.

In-flight

- Integrate witness perspectives, pointing out the protections afforded to alleged perpetrators in case a witness reaches a mistaken conclusion.
- Defend against assumptions or embarrassment methods in case of inappropriate behaviour claims.
- Make addressing inappropriate behaviours a part of a continuous discussion and upskill managers to do so.
- If you currently have a "zero tolerance" policy, consider refining by offering more nuanced and varied response types that are appropriate for problematic behaviours in order to avoid building a culture of fear and distrust.

Implementation

How should we act upon this?

Culture evolves much more slowly than strategies or operations and changes through movements and momentum.

While there are several approaches to create these movements, we believe running "culture pilots" across multiple levels and areas of the organisation are the most effective. In doing so, it is easier to generate results at a smaller scale, which can then lead to securing buy-in at a wider level.
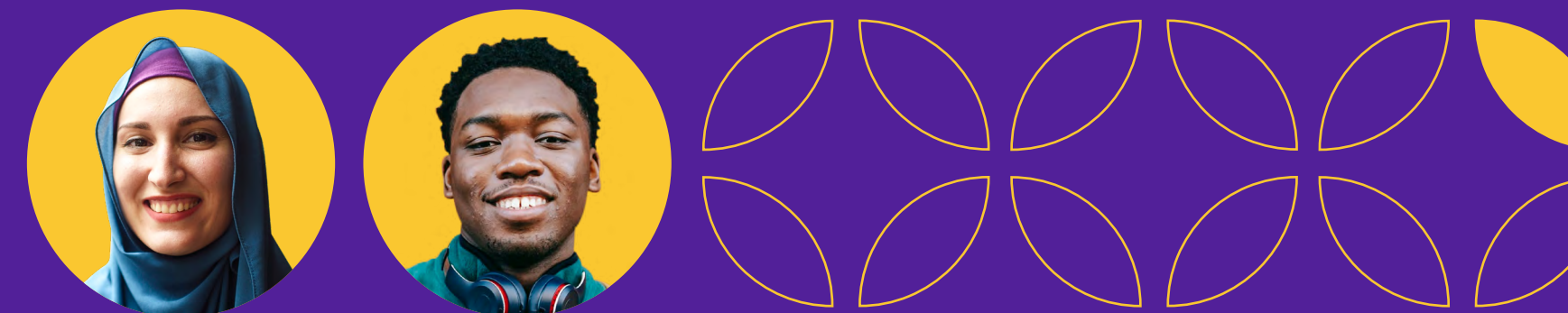
Training programmes are often not impactful enough on their own because they can fail to engage the target group or even alienate some employees. Any training session needs to be carefully designed and facilitated in order to maximise impact.

Trainings are often designed as a one-off event, making them feel like a tick-the-box exercise rather than an encouragement for on-going commitment.

Learning journeys that are spread over several months that make use of blended and micro-learning tools deliver best results.

A few training courses aren't going to be enough to drive meaningful DE&I change within an entire organisation, but when coupled with your other inclusion initiatives, and aligned with your internal **communication** efforts, training can be an instrumental piece of your larger strategy.

Thanks for reading

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