

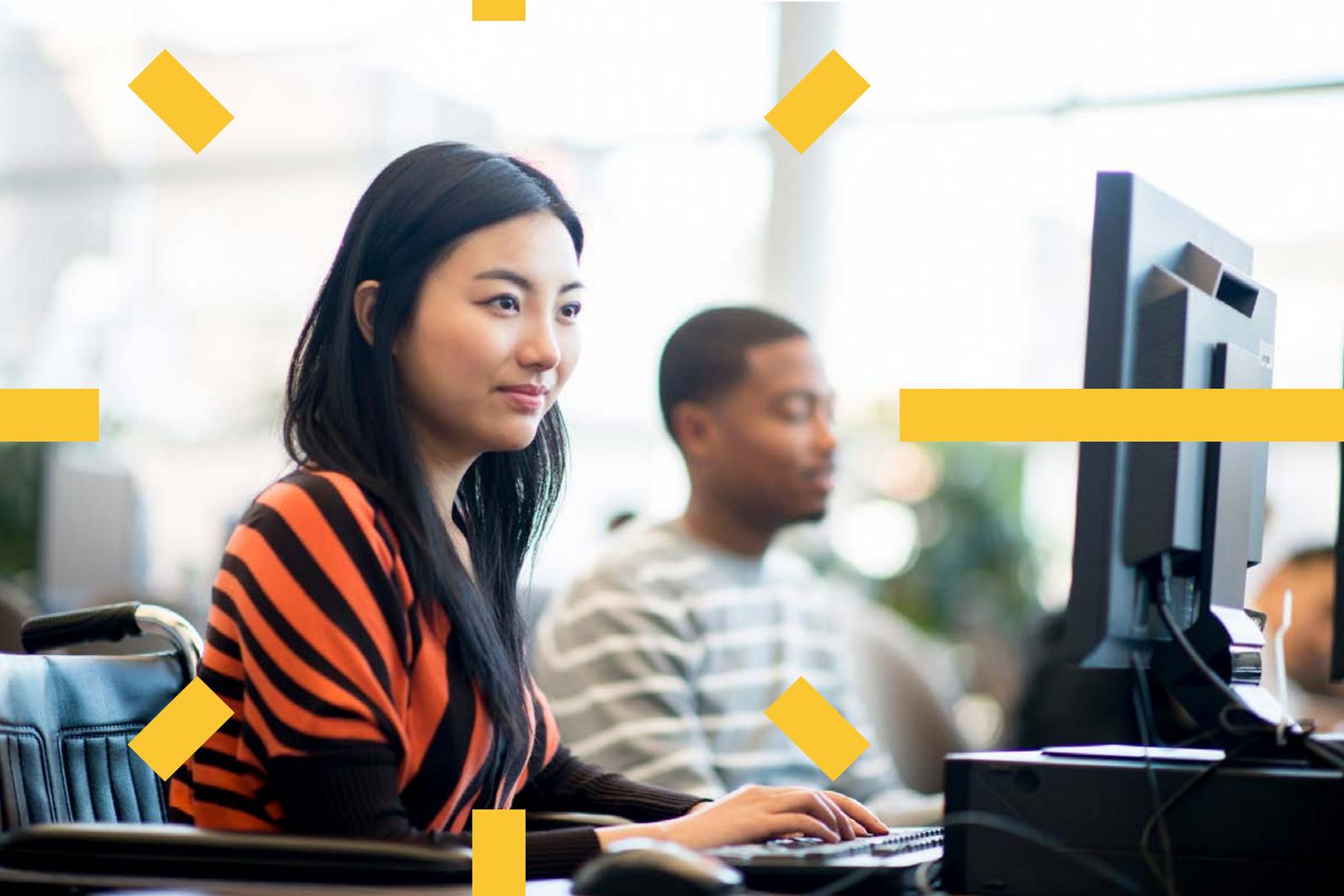
Making Air Cargo Appealing to Young Talent

Perspectives of the Industry's Future Air Cargo Executives



Contents

Introduction	3
1. Purpose	4
2. Learning & Development	6
3. Benefits & Perks	8
4. Diversity, Equity & Inclusion	10
5. Connection & Community	12
Conclusion	14
Annex A	15



Introduction

Talent is a critical resource for the air cargo industry in today's job market. Air cargo leaders are increasingly challenged in staffing their teams, while young talent have evolving requirements for their future employment. To that end, we have asked the question: How can we make air cargo even more appealing to young talent? Together with the air cargo industry, IATA recognized that there is an urgent need to invest in people, promote diversity, equity, and inclusion, and engage young talent. Attracting young talent is crucial for the air cargo industry to ensure its continued growth, innovation, and adaptability to a rapidly evolving global landscape. It contributes to the industry's sustainability, competitiveness, and long-term success. Many professionals in the air cargo industry are approaching retirement age and tend to use outdated tools and processes for managing their daily work. Attracting the younger generation ensures a smooth transition, helps in succession planning to fill critical roles, brings fresh perspectives, advances the use of digital and innovative tools, promotes diversity, equity and inclusion within the industry and contributes to the development of a vibrant and innovative workplace culture.

Air cargo moves 35% of international commerce by value which represents **1% of world trade by volume.**

The air cargo transport chain offers a wide variety of interesting job opportunities, ranging from more traditional operations and sales positions to the recently included technology and innovation-focused roles.

Recruiting talent for air cargo is no easy task and has been further complicated by the COVID pandemic. Many cargo companies had to downsize or furlough employees during the pandemic, leading to a shortage of experienced staff when demand began to recover. COVID-related restrictions and safety measures slowed down training and onboarding processes, affecting the ability to bring in new talent quickly. This, accompanied by concerns about health and safety, made it challenging to attract and retain workers who may have been reluctant to work near others. Another important factor making recruitment in air cargo difficult is that many industries are vying for talent, creating competition for experienced cargo and logistics professionals. Following the pandemic, many industries provide the possibility of remote work partially or full, which creates additional flexibility for employees and helps creating a better work life balance. However, cargo operational positions cannot be delivered remotely; this fact combined with the shift work hours makes the industry opportunities less attractive. To stay competitive, cargo companies also need to increase their technological readiness level, quickly adapting new technologies and automation to ensure they can provide tools for young professional that are up to their expectations and are similar to those used in their everyday lives.

The purpose of this whitepaper is to shed light on the expectations of young professionals in five specific areas when entering the workforce: purpose, learning and development, benefits and perks, diversity, equity and inclusion, connection and community. Understanding expectations from the new generation can provide insights and key takeaways for recruiters to define ways to attract young talent and also for executives to establish long term strategies to ensure business continuity and pool of skilled and trained employees to take over managerial roles.





1. Purpose

What truly makes the air cargo culture exceptional is its global and international nature, combined with its tangible impact on daily life. The industry goes beyond the mere transportation of goods; it directly and indirectly contributes to the global economic development and savings lives through its ability to deliver and facilitate distribution of highly valuable products to consumers and businesses around the world. This dual role adds a layer of significance to the culture, making it more than just a set of practices — it's a force that shapes and sustains the intricate web of global trade and procurement. Essentially, the air cargo culture embodies a commitment to excellence, and the shared goal of making a positive impact on a global scale.

Air cargo's contribution to export is very important especially for developing countries or regions, whose economies are mainly based on agriculture. In Africa, for example, perishables consist of 70% of all exported commodities through air cargo and the African air cargo market is estimated to consist 1.9% of the total air freight market¹.

» From my perspective, air cargo, which I studied during my bachelor's degree, was very helpful in understanding the entire picture of what goes on in air cargo operations and the possibilities that air cargo can offer in urgent cases. I believe that in today's world, air cargo is becoming increasingly crucial, and it has no competitors in terms of speed and reliability. I want to be a part of this industry because it is becoming more attractive and continues to improve rapidly, especially for young generations. I see that there is a lot of knowledge we can gain from this industry."

Pınar Dal
Özyeğin University

Air cargo is also supporting and helping people directly, for example, in any given 24 hours period there are approximately 92 aircraft in use that are delivering food for those in need through the World Food Programme², in the most insecure and inaccessible places around the world.

During the pandemic, robust demand for air cargo was initially driven by protective personal equipment (PPE) and medications and later by challenges in the ocean-shipping supply chain and strong growth in e-commerce sales. Air cargo has a major role to play in the entire value chain of vaccine shipments to provide the necessary infrastructure for an unbroken supply chain for global vaccine shipments to maintain the vaccine's integrity. In a proactive manner, air cargo has been playing a great role in engaging with all the relevant stakeholders, including vaccine manufacturers, freight forwarders, airlines, and airports.

» It was not my studies that drew my attention to air cargo, but a situation in which the whole world was in a particularly unusual situation: Covid-19. Air cargo made it possible for people in faraway countries to get the vaccines they needed. That was the time when I realized I wanted to be part of this industry and contribute to shaping the future of air cargo as a young professional.

Lea Walther
Head of Process Development,
Air Cargo Community Frankfurt e.V.

Two consecutive earthquakes (with the magnitude of 7.8 and 6.7) occurred in southern Turkey, which affected 13.5 million people in 10 cities. In need of urgent help in the first days of earthquake and in the need of continuous help to build a temporary city for disaster victims in the region, Turkish Cargo carried humanitarian aid materials to the earthquake zone with 64 cargo planes³. This recent example is one of the most obvious cases where young talent can grasp the purposefulness of air cargo.

1 Whelan, S. (2019). African Perishables. LongRead, 24, 1–8.

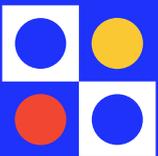
2 IATA Value of Air Cargo Fact Sheet (November, 2022).

3 Anadolu Ajansı (2023, February 11). THY, 4099 ton insani yardımı deprem bölgesine taşıdı. TRT Haber.



Sustainability in air cargo is also a complex challenge, and the industry is committed to making progress on sustainability initiatives in air cargo by considering the diverse dimensions of the Sustainable Development Goals by the United Nations and responding to them accordingly. Among them are, for instance, the contributions to delivering medicines around the globe to ensure good health and well-being or the usage of sustainable aviation fuel to achieve net zero CO₂ emissions by 2050, resulting climate action. Those contributions are only examples of how the air cargo sector is reacting to its image of being one of the main global polluters.

Sustainability is crucial for attracting the new generation to the air cargo industry as they are more environmentally conscious and seek to align their careers with organizations that prioritize sustainability and value eco-friendly solutions. Reputation and brand image also plays an important role; a positive brand image can help attract young professionals who want to work for socially responsible and environmentally friendly organizations. Sustainability often goes hand in hand with technological advancements, the adoption of cleaner technologies makes the industry more appealing to tech-savvy individuals. Sustainability is not only an ethical imperative but also a strategic advantage in attracting the new generation to the air cargo industry by aligning with their values, enhancing the industry's reputation, and preparing for future regulatory and technological changes.



Key Takeaways for Cargo Leaders

- Highlight how the work done at your organization is tied to important causes and initiatives.
- Emphasize the direct impact of your organization's work on people's lives.
- Promote your company's environmental consciousness, corporate social responsibility strategy.
- Publicize about technological advancements and innovation in your company's operations and the business.



2. Learning & Development

In the current dynamic business landscape, recognizing that today's young talents hold the potential to become tomorrow's leaders is crucial for companies seeking long-term success; an essential aspect all organization must keep in mind. The effort invested in identifying and onboarding young talents shall be transformed to a continuous endeavour to nurture employees and pave a path for development. Following recruitment, a company's responsibility extends to fostering skill enhancement and career development among its emerging leaders. Initiating this journey involves providing diverse glimpses into the company's operations, allowing young talents to envision their future within the organization. Value could be multiple: market air cargo as a career, inspire staff, promote new skills, and share highlights on cargo's key role.

Considering that young talent are now fully committed to becoming tomorrow's leaders, the company's role is to support them in the process of continuous upskilling. Many organizations do have an internal training curriculum; however, young talents' expectations need to be handled specifically. Partnerships with university programs, harnessing new technologies, internal graduate programs (including job rotation), internal trainings, certifications, onsite visits (to customers, to suppliers, or to other offices), and mentoring with senior management level are ideas for a targeted skills improvement roadmap. To deepen this commitment, organizations can go beyond conventional training methods. Implementing initiatives such as job shadowing and one-to-one meetings with senior management provides invaluable insights. Young talents could also be included in the company's strategic projects, as per new technologies. They would bring a different perspective, be ambassadors in the implementation, and finally benefit from a step further in their careers.

Essentially, everyone is different so various approaches shall be employed for developing employees, ideally the supervisor of each individual should have a clear understanding of the needs of the specific individual to stay motivated and find the opportunities that best suits the individual's knowledge and skills to improve.

When talking about learning and development, two-way learning, and the importance of benefiting from the knowledge of the younger generation also needs to be reflected on. Young employees play a crucial role in promoting technology and innovation at work. Their enthusiasm, adaptability, and willingness to embrace change can be powerful drivers for organizational growth and success.

63%

wish for **hands-on learning** (e.g. site visits)

Refer to Annex A



There are a number of areas where the knowledge of young recruits can bring benefits to an organization.

Technology Proficiency

- Younger employees excel in using digital tools, software, and navigating online platforms.
- They possess a natural aptitude for technology.

Fresh Perspectives in Problem-Solving

- Younger colleagues bring innovative solutions by approaching challenges from different angles.
- Their creative approaches contribute to problem-solving.

Adaptability and Flexibility

- Younger workers are more adaptable to change and open to trying new things.
- They promote a flexible mindset and navigate transitions effectively.

Social Media and Networking Skills

- Younger employees are well-versed in social media and online networking.
- They demonstrate effective ways to use these platforms for professional purposes.

Collaboration in Diverse Teams

- Younger colleagues collaborate well in diverse and cross-generational teams.
- This fosters inclusivity and a collaborative work environment.
- Young professionals are advocates for continuous learning.
- Younger employees have a natural inclination towards continuous learning.
- They inspire others to adopt a mindset of lifelong learning and stay updated on industry trends.

Insights on Work-Life Balance

- Younger workers share insights on integrating work and personal life effectively.
- They emphasize the importance of well-being and may have different perspectives on work-life balance.

Entrepreneurial Mindset

- Younger employees, especially those from entrepreneurial backgrounds, inspire a more innovative approach.
- They encourage others to take initiative in problem-solving.

Cultural Understanding and Inclusivity

- Younger employees, raised in diverse environments, contribute to a better understanding of cultural nuances.
- They actively promote inclusivity and diversity within the workplace.

In a workplace that values cross-generational collaboration, both younger and older employees can benefit from each other's strengths and perspectives. Encouraging a culture of mentorship and knowledge exchange fosters a dynamic and innovative work environment.



Key Takeaways for Cargo Leaders

- Provide personalized mentorship and guidance to accentuate each employee.
- Offer opportunities for internal and external exposure.
- Encourage involvement in innovation and strategic decisions.
- Encourage two-way learning, benefit from cross-generational teams.





3. Benefits & Perks

Air cargo as a career

Working in the air cargo industry offers a multitude of options, making it an enticing career choice.

The industry operates globally, providing professionals with the opportunity to work on an international scale. This means working on shipments from one corner of the world to another, embracing diverse cultures and work environments. Additionally, there are many opportunities to work in different countries, due to hubs worldwide.

The extensive global network of the air cargo industry translates into a wide range of job opportunities. Professionals can explore roles in cargo operations and handling, logistics, supply chain management, and many more. This diversity ensures that individuals can find a role that matches their skills and interests.



A career in the air cargo industry is a gateway to a world of possibilities, offering professionals the chance to navigate the global landscape while enjoying diverse perks such as private flight benefits, international mobility programs, and a multicultural work environment.

The industry's competitive compensation packages, paired with its showcase of a fast-paced and innovative work environment, emphasizing the dynamic nature of the industry with continuous new challenges, make the air cargo sector an enticing choice for those seeking a stimulating and rewarding career experience that transcends borders and expectations."

Julien Thomas
Branch Manager Frankfurt/Sales,
GEORGI Transports

Beyond this, the air cargo sector thrives on problem-solving, innovation, and efficiency, offering countless career development options. Whether it's in management, technology, or sustainability, there's a path for everyone.

Next to these direct career related factors, there are several options offered for the private life of employees. These advantages include private flight benefits, such as discounted or even free travel on company aircraft, as well as further travel benefits (e.g. hotels, car rent, etc.). Furthermore, families can be supported by offered child-care in large companies or flexibility options when it comes to parental leave.

A career in the air cargo industry is a flexible and compelling choice, offering benefits that cater to diverse career aspirations and lifestyles in the global job market.

Managing evolving demands

Aviation is a driving force behind globalization and internationalization. This industry operates on a global scale, making it possible for professionals to work in various locations around the world, aligning with different lifestyle preferences.

The industry also offers a wide spectrum of job roles, from those that offer and require constant mobility to more traditional positions based in one location, without the need for remote work or extensive travel. This variety means that individuals can choose careers that best suit their desired lifestyle to fit their individual needs.

Despite its flexibility, the air cargo industry boasts a high level of job security. The global demand for the transportation of goods ensures a continuous demand for skilled professionals. In fact, the shortage of qualified staff has led to an abundance of job opportunities.

Nonetheless, it's important to note that the industry's strength in flexibility is also its challenge. Working hours can be demanding, with emergency calls, shift work, and weekend shifts due to round-the-clock operations. This necessitates a high degree of adaptability.

In a time-sensitive industry, the air cargo sector stands out as one that not only meets evolving demands in locations, and lifestyles but also offers a reliable source of employment, ensuring career stability in a world characterized by change and uncertainty.

Attractive mobility opportunities

The air cargo industry indeed offers attractive mobility opportunities, often in the form of rotation programs and traineeships designed to provide a well-rounded experience. Many companies within this sector are global in scope, making it feasible for employees to participate in global rotations, gaining exposure to diverse aspects of the business across different countries and regions.

Next to these training programs many companies allow for temporarily working abroad, enabling employees to work in various countries, acquiring a broader perspective and honing their skills in different cultural contexts.

This mobility within the air cargo industry not only fosters personal and professional growth but also contributes to a more comprehensive understanding of the global logistics landscape, making it an appealing choice for those seeking international experience and career development.

The benefits of perks

The air cargo industry offers a host of enticing perks that make it an appealing career choice.

Private flight and travel benefits provide employees with cost-effective travel experiences, enriching their personal

lives. Working globally is a defining characteristic, fostering a worldwide perspective and opening doors to diverse job opportunities. Mobility opportunities, including rotation programs, enable professionals to expand their skill sets and work in different countries, promoting both personal and professional growth. A multicultural work environment enriches professional relationships and enhances creativity. The industry's fast-paced and innovative nature ensures that professionals are consistently challenged and engaged, with coming up with new solutions and implementing those.

These perks collectively paint a compelling picture, making the air cargo sector an attractive choice for those seeking a dynamic and rewarding career.

Competitive compensation packages

Consensus is that compensation packages in the air cargo industry are competitive, offering attractive salaries combined with a range of perks and benefits. The industry's capacity to provide comprehensive compensation packages stands out, as it combines solid base salaries with an array of enticing extras. Among these, the travel perks are particularly outstanding compared to other sectors. These benefits, paired with competitive salaries, set the air cargo sector apart, making it an attractive choice for professionals seeking rewarding financial remuneration and unique advantages, especially in the realm of travel benefits.



Key Takeaways for Cargo Leaders

- Highlight your company's wide range of roles and career development opportunities, enabling candidates to find a position that aligns with their skills and interests.
- Promote your company's global reach, emphasizing the chance to work in various locations around the world, appealing to those seeking an international perspective.
- Emphasize competitive compensation packages, including attractive salaries and unique perks, particularly travel benefits, setting the industry apart from others.
- Showcase your fast-paced and innovative work environment, emphasizing the dynamic nature of the industry with continuous new challenges, appealing to candidates seeking a stimulating and rewarding career experience.



4. Diversity, Equity & Inclusion

The air cargo industry plays a vital role in facilitating global trade and transporting goods efficiently across vast distances. With the globalization of markets, ensuring diversity and inclusiveness within the sector is paramount to mirroring the diverse markets it serves. Diversity in this context encompasses race, gender, ethnicity, age and other demographic variables, while inclusion relates to creating an environment that respects, welcomes, and leverages diverse perspectives. With this said, to ensure continued growth and sustainability, the industry must remain committed to promoting and fostering a culture of diversity, equity and inclusion.

The air cargo industry has made strides in advancing diversity, equity and inclusion in recent years. Several major players in the industry have implemented initiatives aimed at creating a more diverse workforce. For example, IATA has established diversity, equity and inclusion programs such as 25by2025, which aims to **"raise awareness of the need to improve female representation in the aviation industry"** and promotes the commitment from airlines around the world to meet key diversity metrics as it relates to women in the aviation industry.

While progress has been made, there is still much work to be done to ensure full inclusivity within the air cargo sector. According to a report by McKinsey & Company, **organizations that prioritize diversity, equity and inclusion have a 33% higher likelihood of outperforming their industry peers financially.**

Opportunity
to be heard
and **inputs**
being valued

Refer to Annex A

Gender diversity remains an area where the industry can improve, as women continue to be underrepresented in key roles, especially at the executive and leadership levels. Additionally, age diversity is essential to infuse fresh perspectives and innovative ideas into the industry.

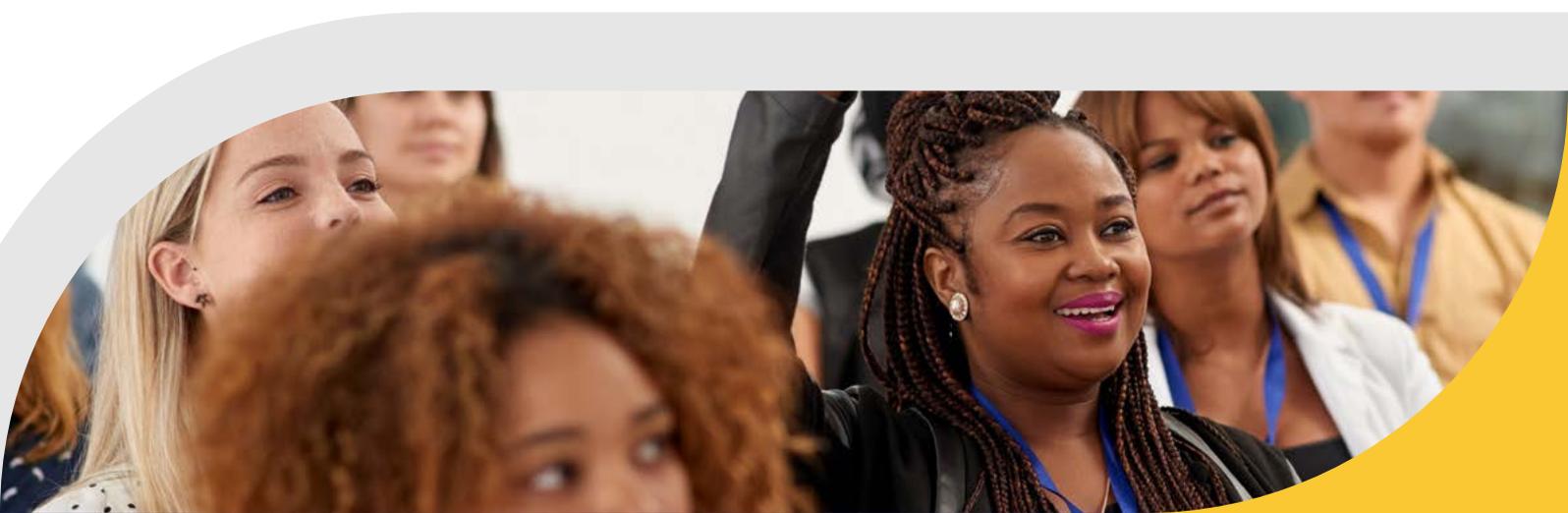
The air cargo industry needs continued commitment from stakeholders, regulatory bodies, and companies alike to foster diversity, equity and inclusion as it is crucial to break down barriers and overcome biases that hinder diversity. Additionally, collecting and analyzing data on diversity metrics within the industry is necessary to track progress effectively.



More to be done

Cultural diversity is crucial in an industry that operates on a global scale. A diverse workforce can better understand and meet the needs of a wide range of customers and partners. Age diversity is also important, as it ensures that the industry benefits from both the wisdom of experienced professionals and the innovative thinking of younger generations. Gender diversity, as mentioned earlier, is an area where improvement is needed, as women continue to be underrepresented in many areas of the air cargo industry.

While the air cargo industry has made commendable progress in promoting diversity, equity and inclusion, to continue to grow and evolve, it is imperative that the industry continue to harness unique perspectives and skill sets with notable initiatives and programs. However, there is still work to be done to ensure full inclusivity. By setting clear goals, promoting leadership diversity, and investing in education and training, the industry can further enhance its commitment to diversity and foster a more inclusive environment for all. It is imperative that stakeholders continue to work together to make the air cargo industry a shining example of diversity, equity and inclusion in the global workforce.



Key Takeaways for Cargo Leaders

- Establish concrete diversity, equity and inclusion goals, with measurable metrics and timelines.
- Encourage the development and promotion of diverse talent into leadership positions, ensuring that diverse voices are represented at decision-making tables.
- Offer transparency surrounding your companies DEI goals is crucial to aligning a companies workforce to the pursuit of progression. This includes documenting short and long term goals and intertwining these goals with your companies roadmap.
- Implement inclusive recruitment practices, such as blind resume screening and diverse interview panels, to reduce bias in hiring.
- Companies should invest in what they believe in. Provide ongoing diversity, equity and inclusion training for employees at all levels can help create, foster and support a more inclusive workplace culture.
- Honest, transparent and authentic communication should be facilitated on topics related to diversity, equity and inclusion which can set the foundation for diversity, equity and inclusion programs⁴.



5. Connection & Community

The air cargo industry can pride itself on a distinctive culture that sets it apart, characterized by a global reach with local values. Despite its broad scope, this industry maintains an exceptional sense of relationality and camaraderie, distinguishing it significantly from other sectors.

At the core of the air transport culture lies a significant emphasis on efficiency, safety, and reliability. Given the industry's pivotal role in facilitating the global flow of goods, there is an inherent duty to ensure timely and efficient deliveries. The prevailing culture in the air cargo sector promotes professionalism, accuracy, and meticulous attention to detail. It operates within goal-oriented frameworks while adhering to rigorous industry regulations and standards.

There are certain challenges that may hinder collaboration and efforts are needed to address them. Such challenges include:

- Competitiveness between the same stakeholder groups.
- Diverse nature of the stakeholders, size of the companies, internal practices, regulations, core business priorities.
- Different degree of the readiness on various important industry topics as example digitalization, sustainability, diversity, equity and inclusion (IATA's 25by2025 initiative), IATA CEIV Certification, advancement level of warehouses, facilities and IT systems.
- Geo-political and cultural influence on the daily business of each stakeholder.

41%

more networking
events

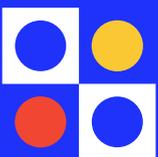
Refer to Annex A

36%

more conversations
with recruiters

Refer to Annex A

Nevertheless, by addressing top priorities, IATA and other similar organizations are providing the platform to all bodies involved to address, discuss, and collaborate on the industry's priorities. However, to achieve high-level degree of collaboration and engagement, it could be helpful for local communities to work closely together and drive the industry's topics independently to facilitate collaborative spirit and navigate air cargo challenges. To improve the situation, it is a good idea to establish strategic partnerships between different companies in the industry to jointly solve problems and achieve goals.



Key Takeaways for Cargo Leaders

- Highlight what sets your company apart in terms of distinctive culture, combining a global reach with localized values, which set your company apart.
- Promote the strong sense of connection and camaraderie which contribute to your company's positive working environment.
- Emphasize efficiency, safety, reliability and your company's pivotal role in facilitating the global movement of goods particularly through collaborative efforts.

To establish a shared culture in the air cargo industry, both internal and external approaches are paramount. Internally, companies can implement cutting-edge HR practices, creating a corporate culture that resonates with the younger generation and future cargo managers. The Global Skills Survey conducted by IATA in 2022 yielded some interesting suggestions such as structured cross-industry rotation programs, frontline and back-office rotations, two part-time jobs to the same person possessing transferable skills. This culture promotion extends beyond headquarters, with concerted efforts to propagate it across offices globally. Externally, participation in local, regional, and global forums, such as the IATA World Cargo Symposium (WCS) and other conferences, becomes instrumental. These platforms serve as arenas for discussing industry trends, fostering collaboration, and aligning companies with the evolving dynamics of people and culture.

The importance of outreach beyond air cargo

All of these activities will help us build greater awareness and a positive reputation outside our industry, which can help attract new talent and partners. It's all about creating connections and demonstrating the value and effect of what you do to expand your reach beyond the air cargo business.

BONUS TAKEAWAYS FOR EXTERNAL OUTREACH!

- Engage with educational institutions to establish internships and workshops, fostering industry exposure and bringing in diverse perspectives.
- Form alliances with non-profit organizations addressing similar issues, opening avenues for joint initiatives in education, community development, and environmental sustainability.
- Sponsor or attend diverse community events, from employment fairs to public gatherings, to dispel myths and create positive associations with the air cargo industry.
- Attend a range of events beyond air cargo conferences, such as technology expos and innovation forums, to broaden outreach and engage with varied audiences.
- Organize open houses and facility tours, inviting industry professionals, students, educators, and local community members for an immersive experience.
- Highlight the industry's commitment to sustainability through tangible initiatives, fostering engagement and support by showcasing environmental responsibility efforts.

Conclusion

Attracting new talent to the air cargo industry is essential for sustaining its growth and ensuring operational efficiency. A steady influx of skilled professionals brings fresh perspectives, innovation, and expertise that are crucial in addressing evolving challenges and technological advancements. As the demand for air cargo services continues to rise globally, a dynamic workforce is vital to meet the increasing complexities of logistics, regulations, and customer expectations.

Investing in talent acquisition not only bolsters the industry's competitiveness but also fosters a resilient and adaptable workforce capable of navigating the rapidly changing landscape of the aviation and logistics sectors. It is essential that recruiters and managers understand the impact of attracting the young generation to the sector, ensure to establish a work environment and create positions that appeal to the new talent and nurture their learning curve and strengthen their professional development throughout their career.

Authored by

Andrea **BOMBELLI**
Pinar **DAL**
Toni **FORTE**
Gary **JOHNSON**
Kaan Can **KANDEMIR**
Laura **KREISZ**
Elfenn **LA ROUX**
Eira Mae **DE PABLO**
Olga **ROMANOVA**
Engin **SABAHTINOV**
Selman **SENKAL**
Emil **SZAFNICKI**
Hira **TAHSEEN**
Julien **THOMAS**
Lea **WALTHER**

Resources

- [Staffing or Skills Gap? Bridging the gap to full operations](#)
- [Strong Global Labor Market is Both Good and Bad for Airlines](#)
- [IATA Commitment: 25 by 2025](#)
- [Future Air Cargo Executives](#)
- [IATA Training](#)

With the support of

Soufiane **DAHER**, McKinsey & Company

Published by IATA FACE Leads

Maria **JITOMIRSKI**
Ildiko **MARCZE**
Megha **PALKAR**

Annex A: Supplementary Information for Recruiters

Source: 2023 IATA Air Cargo Talent Attraction and Retention Survey Results

WHY AIR CARGO?

MOST ATTRACTIVE ASPECTS OF THE AIR CARGO INDUSTRY

THE AIR CARGO INDUSTRY IS BROAD AND OFFERS MANY AREAS OF SPECIALIZATION

DIGITALIZATION & CHANGING THE OLD WAYS OF HOW THE INDUSTRY WORKS

OPERATIVE TOUCH, PEOPLE BUSINESS

THE DYNAMISM AND GLOBALITY OF THE INDUSTRY, PLUS THE INNOVATION OPPORTUNITIES

THE GENERAL IMPACT OF AIR CARGO TO OUR SOCIETY. WITHOUT AIR CARGO, THE CURRENT STANDARD OF LIVING WOULD BE DIFFERENT

COMPLEX AND INTERESTING FIELD OF WORK, INTERNATIONAL PARTNERS, MEANINGFUL WORK FOR SOCIETY, HANDS-ON MINDSET OF COLLEAGUES

INITIATIVES THAT WOULD HELP TO LEARN ABOUT THE INDUSTRY AND ITS OPPORTUNITES

26-35

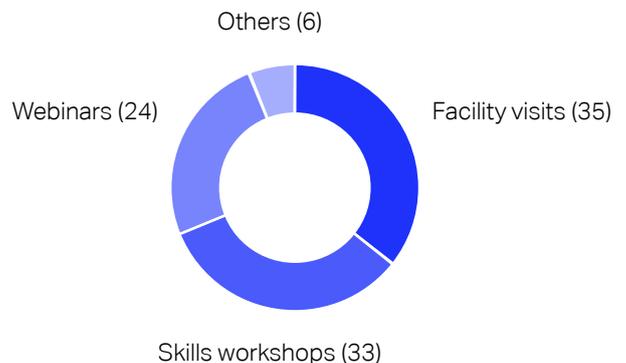
45% FACILITY VISITS AND SKILLS WORKSHOPS (22 RESPONSES)

>25

86% FACILITY VISITS AND SKILLS WORKSHOPS (ONLY 7 RESPONSES)

ALL

63% FACILITY VISITS AND SKILLS WORKSHOPS (48 RESPONSES)



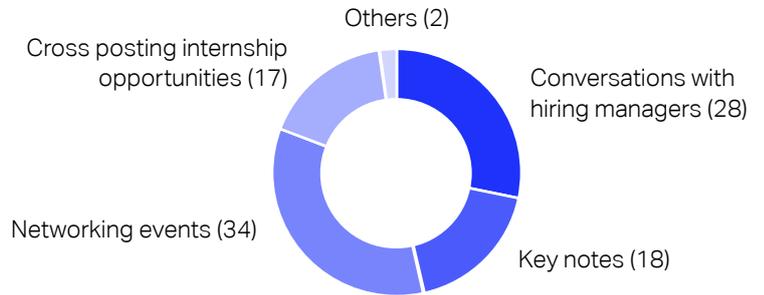
- 26-35 are looking for hands-on learning
- Most relevant across all age groups

PREFERRED FORMAT TO LEARN ABOUT THE INDUSTRY

26-35

41% NETWORKING EVENTS
(22 RESPONSES)

36% CONVERSATIONS WITH HIRING MANAGERS AND RECRUITERS
(22 RESPONSES)



Networking events

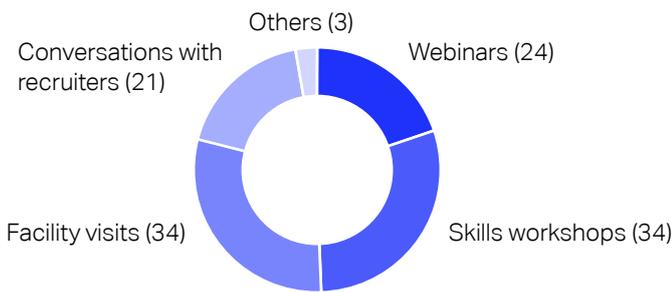
- Company collaborations with universities
- University lectures and studies
- (Being present at job fairs)

Conversations with hiring managers

- Worldwide shadowing
- Workshops and events to showcase working in an organizations
- Job Shadowing via social media i.e. day in the life

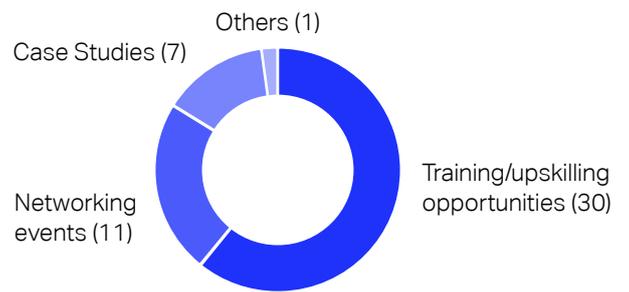
Value in F2F/direct interactions

INITIATIVES TO EXPLORE PERSONAL GROWTH OPPORTUNITIES



26-35

64% TRAINING/UPSKILLING
(22 RESPONSES)



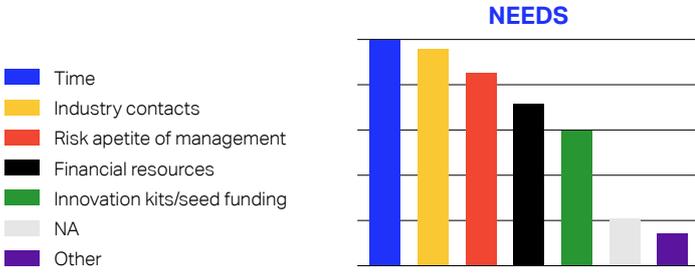
- Webinars
- Facility visits
- Skills workshops

>25

86% TRAINING/UPSKILLING
(ONLY 7 RESPONSES)

- Conversation with recruiters
- Skills workshops
- Facility visits

INNOVATION AT WORK

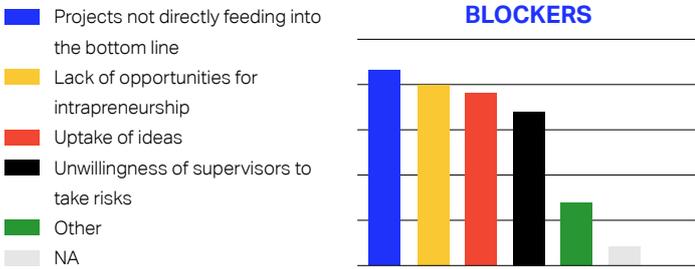


>25

43% LACK OF OPPORTUNITIES FOR INTRAPRENEURSHIP (ONLY 7 RESPONSES)

26-35

41% FEEL THAT PROJECTS DON'T FEED DIRECTLY INTO BOTTOM LINE (22 RESPONSES)

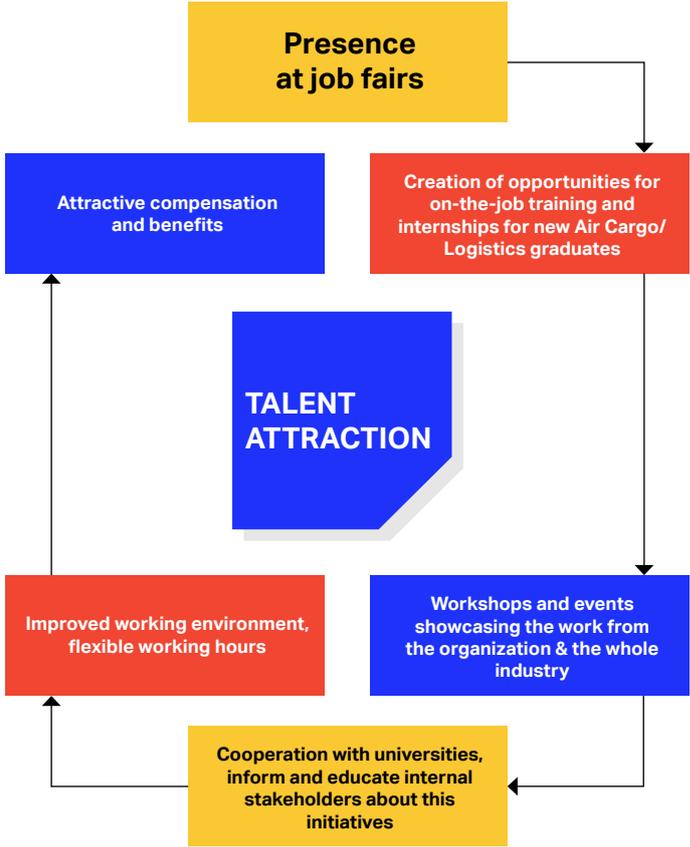


- Results indicate that "millenials" are **results-oriented**, care company objectives and goals
- Younger generation are looking for **more autonomy**

TALENT ATTRACTION STATISTICS

Stakeholder group	Rate your company's efforts in attracting new talent (1= low, 5= high)
Airline	3.5
Airport	3.8
Forwarder	3.2
GHA	3.3
IT companies/solution provider	5.0
Packaging	3.0
Packaging supplier	3.0
Seeking for career	3.0
Shipper	4.5
ULD provider	3.0
University student	4.0
Grand Total	3.5

Region	Regional average
Africa & Middle East	3.9
Asia Pacific	3.1
Europe	3.3
North Asia	4
The Americas	3.3





International Air Transport Association
Route de l'Aéroport 33
1215 Genève, Switzerland

iata.org

