

Update on 25by2025



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25by2025 was launched in September 2019 to raise awareness of the importance of the having a more diverse and inclusive aviation industry particularly with regard to female representation.

As a reminder the principles of this initiative are quite straightforward.

We ask signatories to:

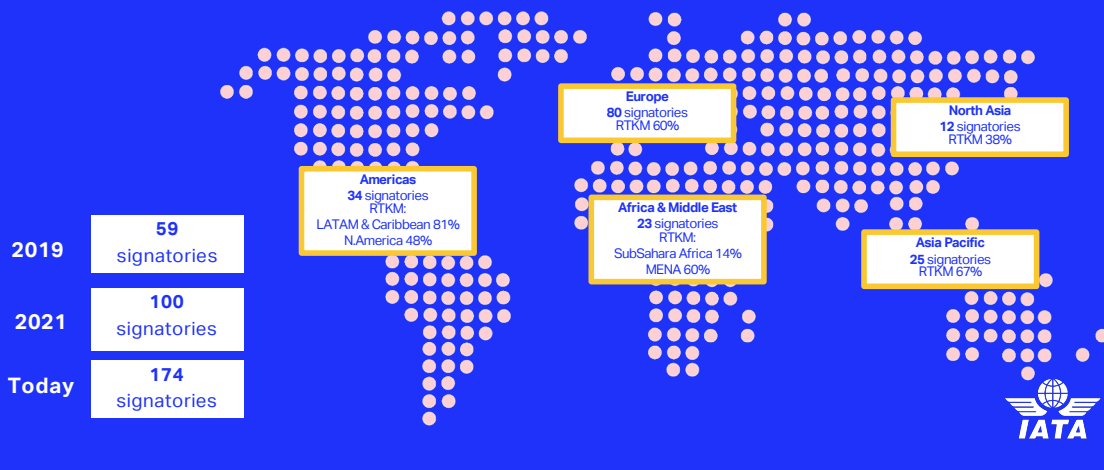
- Report annually on their key diversity metrics
- Commit to increase the number of women in senior positions to a minimum of 25% or by 25% against their current metrics
- And make the same commitment to an under-represented area of their business
- Additionally we ask them to nominate 25% of women to governance roles within IATA

On our side we:

- Commit to increase the number of women appointed to IATA governance roles to a minimum of 25%
- Increase the number of women in top senior positions within IATA to a minimum of 25%
- And ensure 25% female representation in our events

This industry wide voluntary initiative is gaining momentum, and I will share with you some of the highlights of the last year, some insights into the diversity landscape within Aviation and highlight what is to come next year.

50% of IATA members are signed up, representing 54% RTKs



Since we launched in 2019, we have nearly tripled the number of signatories and this year has been particularly important in achieving the milestone of 50% of IATA members joining us.

(All of these numbers are contained within the press kit)

To put this in context IATA now represents over 290 in 120 countries carrying 83% of the world’s air traffic. 147 IATA members have signed up representing 50% of members and 54% of the global RTKs.

- AME: 23 (21 IATA members)
- ASPAC: 25 (25 IATA members)
- Americas: 34 (31 IATA members)
- NASIA: 12 (12 IATA members)
- Europe: 80 (58 IATA members)

We have signatories from all over the globe though there are some interesting points to note here.

Majority are from Europe with 79 signatories, and that represents 60% of Europe RTKs. As we have a high concentration of members in Europe its probably not surprising.

Through our LATAM and Caribbean signatories we have 81% of all LATAM and Caribbean RTKs.

In talking to those signatories they all comment about how they are committed to making changes to their DE&I in support of the changing social landscapes in their regions.

We also have 25 non members who have joined. You’ll see in our signatory list companies from a range of industry roles – ANS, Ground Handling, Finance. This initiative recognizes the important role that all members of the value chain in aviation have to play – after all this is about increasing the diversity of the industry for the whole industry.

But what’s important is that it’s not only the number of signatories that is on the rise. We can clearly see a new trend too. This year alone at least five new women CEOs have been appointed. This includes the new CEOs of KLM, EI AI, Hahn Air, Pegasus, Austrian. These complement the female CEOs that were appointed last year, i.e. the CEO of TAP Air Portugal. We count 18 female CEOs in the signatories.

You’ve also had a role to play in this as you’ve continued to push and shine a light on the importance of DE&I in the industry and it’s important that you continue to hold us to account and shine a light on the importance of DE&I in our businesses.

Signatories 2019-2021

 25 by 2025



Signatories 2022

25 by 2025



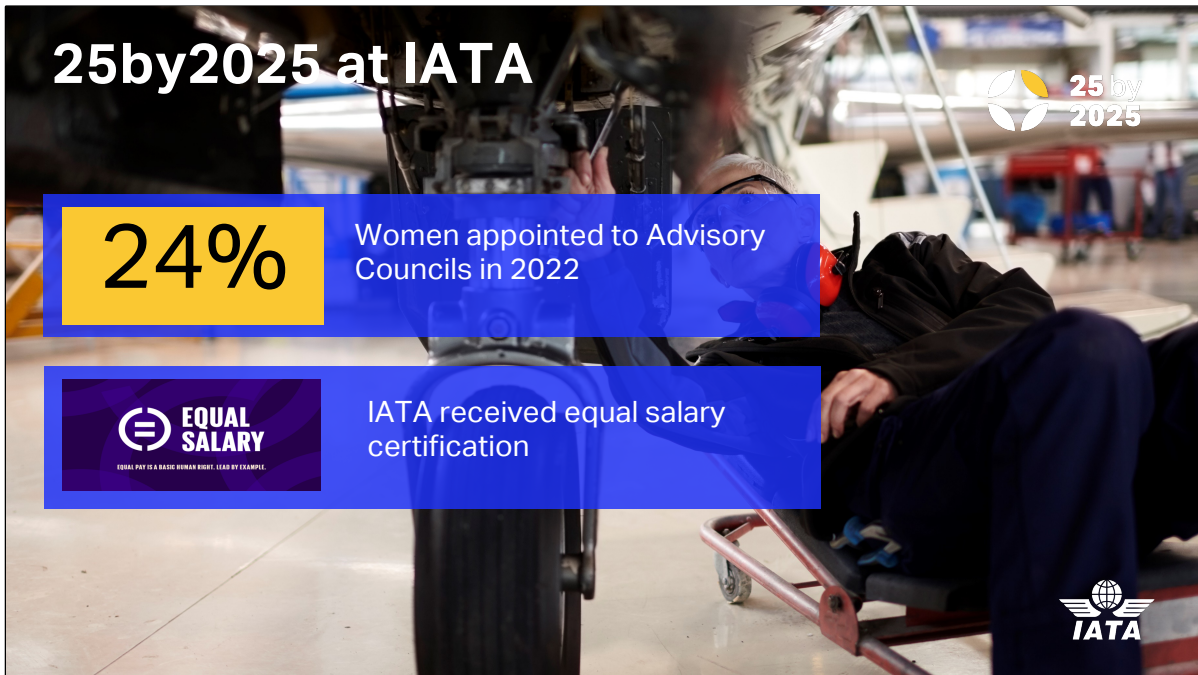


For many years you will have heard business leaders saying that Diversity and Inclusion is the right thing to do, and indeed it is, but it's important that we start to change the dialogue. It's not only the right thing to do, but it is also a business imperative.

DE&I no longer sits in the fringes, but has become central to business operations. We have seen a shift in this being supported and pushed by HR, to CEOs leading the drive across the organizations.

As ESGs become a critical part of ongoing business reporting, and something that the future generations of talent are looking at, the importance of working in and for companies that take this seriously becomes far more important. But it's about more than that, it's about business results. Better innovation, better product design, better customer experience, and better employee experience, and that's why I am pleased to see that the conversation is shifting.

Before I jump into why this is a business imperative and what customers are expecting in terms of gender, let's take a look at how we are doing at IATA regarding our own targets on 25by2025.



Like our signatories we also hold ourselves to key targets and I wanted to share with you where we are.

We have made great strides in the last year in ensuring better representation in our advisory councils.

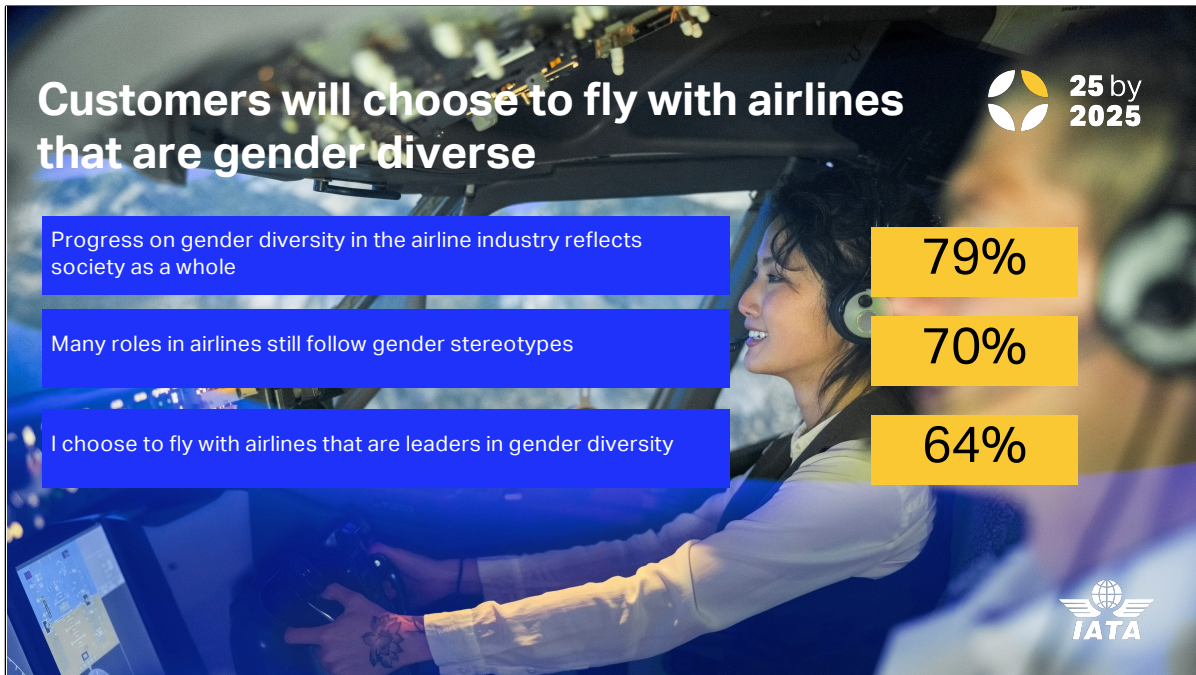
This year alone 24% of women were appointed to advisory councils. We have been able to do that because of one of the commitments the airlines make to ensure they are nominating diverse candidates to the councils. This ensures we have a broad population to choose from. It's something that our DG and GC pay a lot of attention to when setting up the advisory councils and they report on this to the board.

One way of attracting strong female candidates is to be purposeful in creating an organization based on the principles of equality which is why we undertook a piece of work on equal salary certification. We are immensely proud to have achieved global equal salary certification. This means that in all our locations women and men are paid equally for the same jobs. We are only one of three companies who has received global certification through the equal salary foundation. <https://www.equalsalary.org/>

Importantly, we make our panel speakers also diverse. During the AGM, for instance, 50% of panelists were women.

We are not there yet, but we have plans in place to ensure that we are not only meeting but exceeding the targets we have set.

These targets are critical, not as a nice to have, but as an enabler for business and I wanted to share with you some data insights that show the emerging importance of diversity on business decisions and outcomes.



It is important to note that according to the public opinion survey conducted by IATA, 79% of respondents agree with the statement that progress on gender diversity in the aviation industry reflects society as a whole. Not surprisingly 70% believe that many roles in airlines still follow gender stereotypes.

- 60-80% Women in Cabin
- 5-11% Women in the flight deck
- 21% of Women in senior roles

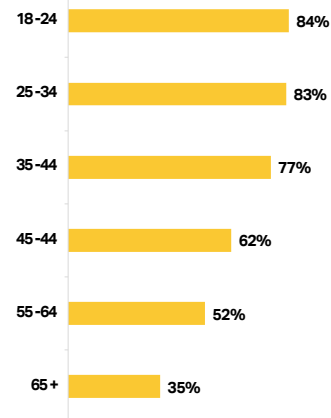
64% of respondents would choose to fly with airlines that are leaders in gender diversity.

Again, this indicates that being a diverse airline is not just something that is considered as a nice to have but instead it's a priority as it impacts customer purchasing decisions today and more so tomorrow.

Younger generations prioritize diversity



The importance of an airline's commitment to gender diversity – when choosing an airline (by traveler age)



When you look at the demographics as to who is prioritizing gender diversity a clear and important picture emerges.

This is a key issue for the airline industry, given that an airline's commitment to gender diversity does impact airline choice for most passengers globally. Further, this strongly correlates with age – the younger the traveler, the more important this is in their airline of choice. Gender diversity is a priority for 84% of respondents at the age of 18-34 and for 77% of respondents at the age of 35-44.

This is a clear indication about the purchasing decisions made by travelers and the growing role of making an airline diverse and inclusive.

This is why it is becoming so important for companies to really look at their diversity and make it a focus area.



Making 25by2025 a business imperative is critical, and our role is to continue to drive the conversation from 'nice to have' to 'essential to do'.

Increasing the number of signatories and reaching a critical mass was key, and we will continue to do this in 2023, but we will also be working on two other activities.

- 1) Building a suite of best practices to support our signatories in assessing where they are in their diversity & inclusion journey. We'll be partnering with PWC and during next year will be capturing real case studies of our signatories detailing how they have tackled some of the DE&I issues they are facing. That could be anything from scheduling pilot rotas for returning parents to addressing uniform policies to allow individuality of expression whilst upholding the brand.
- 2) In early 2023 we will be launching an event that we believe will be the first of its kind. Bringing aviation and DE&I together to launch the first ever diversity, equity and inclusion datathon. You will be familiar with the concept of hackathons and this is similar as we will be showcasing how DE&I data can demonstrate the tangible impact on business outcomes. Do look out for announcements on the datathon early next year and the results will be published around March 2023.

Thank you

Anton Grove

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As I said at the beginning you've also had a role to play in this as you've continued to push and shine a light on the importance of DE&I in the industry and I hope that today we see how we and our 174 signatories are shaping the discussion on DE&I in aviation. You are important critics and ambassadors.

Thank you for your attention, and I am happy to take any questions you might have.