

Propelling a **gender balanced** industry



**Women in Aviation
and Aerospace Charter**
A pledge for gender balance
across aviation and aerospace

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Executive summary

At the Farnborough International Airshow in 2018, the Women in Aviation and Aerospace (WiAA) Charter was launched to drive demonstrable commitment by signatory organisations to improve gender balance across the sector. For several decades, the aviation and aerospace sectors and STEM (Science, Technology, Engineering and Mathematics) stakeholders have invested effort in attracting, retaining, and developing women. While some progress has been made towards gender balance, the pace of change has been slow. Clearly, more needs to be done.

There is no shortage of efforts, initiatives, and campaigns to raise awareness, commitment, and action. However, they are relatively scattershot. It is also now more than 10 years since the last sector-commissioned report was published with analysis and recommendations on policy, practices, and metrics.

By undertaking this new study, in partnership with the WiAA, Korn Ferry aims to focus on gender balance efforts and increase understanding of the factors that drive and impede progress.

For this study, we have set out to build on previous research and gain a deeper understanding of why previous recommendations have either not been adopted or failed to truly move the needle. To gain fresh insight, and learn how similar challenges have been overcome elsewhere, we have also examined the work done by the English Football Association

(The FA) to increase support, involvement, and performance within the girls' and women's game.

We found that in the aerospace and aviation sectors, despite much effort to date, there are still clear disparities in people's perceptions, lived experiences and opportunities to progress. In many cases, these are gender-related but they also extend to other under-represented groups. This needs to be investigated further.

Our report also highlights areas where efforts to achieve gender balance can be improved. These include core recommendations for strategy and action, short and long term, across the talent pipeline and throughout the sectors. We conclude that leaders need to find and communicate a personal passion for change and a purposeful vision for the future. All other recommendations fall into one of three key themes:

Don't start with a 'women's strategy'. Create a purpose for all.

It is overwhelmingly clear that people need to unite behind purpose. Purpose must be fuelled by authentic passion. This is not sector specific. Passion for inclusion translates across personal identity and context. Knowing your passion and conveying purpose results in a shared and inspired movement. Benefits go beyond measuring an increase in numbers of women.

This does not rule out having dedicated strategies for specific challenges or investigating why women and other groups are under-represented. It's not where you start or where you finish. The purpose and outcome must go beyond numbers and include

benefits for all. This study demonstrates the undeniable positive impact of an authentic, openly passionate drive for inclusion and the negative impact of division.

Key takeaways:

- Passion is deeply personal.
- Excite with inclusive ambition.
- Don't create a sense of exclusion.

Investment not tokenism.

Ambition to increase gender balance must be backed up by sustained and coordinated investment in reshaping attraction, recruitment and progression within the aviation and aerospace sectors. Action planning requires dedicated focus and a detailed understanding of the conditions.

The issue of gender balance in particular has garnered significant attention within the sectors. However, we found that aspirations to address the issue are not currently being matched by investment in resources and funding. Lessons can be learned here from the world of women's and girls' football. Where The FA has succeeded in doubling support and participation as a direct result of increased funding and through the coordinated work of multidisciplinary teams who have been given a clear mandate to bring about change.

Key takeaways:

- Start with a gameplan.
- Infrastructure is essential.
- Monitor closely and move.

Don't be a 'one hit wonder'.

Entrenched norms and ways of thinking pervade the aviation and aerospace sectors. It will therefore be impossible to achieve gender balance overnight or through a succession of one-off initiatives or events. It requires sustained structural transformation at a sector-wide level.

It is critical that organisations within the aviation and aerospace sectors adopt a long-term commitment to transformation. This is because the sectors are particularly prone to uncontrollable impacts - for example, the Coronavirus pandemic - which have the potential to derail progress in the short-term.

Key takeaways:

- Treat change as a long-term programme.
- Know your audience.
- Start a series of movements.

Change can only be accelerated through a cohesive approach. With the launch of the Charter and the commitment of over 200 organisations, the first step towards industry-wide action is complete.

Next steps must include:

- Committing to the conversation – make time to discuss and understand the level of commitment and clarity of purpose by identifying personal passion for inclusion.
- Creating accountability – extend the concept of diversity and inclusion ‘champions’ and build a distributed level of accountability for achieving gender balance throughout levels and across functions and businesses.
- Coordinating the approach – the Charter and signatory organisations should agree on central funding and resource for measuring progress and collating and reporting on information concerning gender balance.

Crucially, organisations must identify a demonstrably committed, accountable executive or team, who will take responsibility for the success of the programme, advising on long-term change, influencing stakeholders, and dedicating time to galvanising support. As our look at the parallel universe of football has teaches us, passionate commitment to progress goes a long way to achieving gender balance, especially if it is underpinned by a focus on inclusion.

The most important lesson is that change cannot be put off any longer. Now is the time to start the conversation. Now is the time to take action. We all have a role in propelling gender balance forward in the industry.



About the report

At the Farnborough International Airshow 2018, the Women in Aviation and Aerospace Charter was launched. Companies and organisations within the UK's aviation and aerospace sectors made a commitment to work together to build a more balanced and fair industry for women. With over 200 signatories, the charter reflects the aspiration

Recognition

Korn Ferry would like to express its deepest gratitude to The Women in Aviation and Aerospace Charter and their participating signatories, whose support was integral to this study.

With particular thanks to:

- Katherine Bennett CBE, Senior Vice President, Airbus Joint Founder and Former Co-Chair of the Women in Aviation and Aerospace Charter. President Elect of IAWA
- Sumati Sharma CA, Former Vice President Product & Commercial, Virgin Atlantic Co-Chair, The Women in Aviation and Aerospace Charter
- Jacqui Sutton, Chief Customer Officer, Rolls-Royce Co-Chair, The Women in Aviation and Aerospace Charter
- Anjulie Patel (BEIS)
- Daisy Omissi (Rolls-Royce)
- Heather Gilchrist (ADS)
- Prof Helen Atkinson CBE, FREng (Cranfield University)

to see gender balance at all levels across the industry for both women and men in the sector. This report was commissioned by Women in Aviation and Aerospace to offer insight and guidance to signatory organisations to make progress achieving gender balance.

- Kiera Mellotte (DfT)
- Nick Goss (GKN Aerospace)
- Ros Azouzi (Royal Aeronautical Society)
- Sadie Goff (BEIS)
- Sarah Leonard (DfT)
- Susan Schofield B.Eng, MBA (GKN Aerospace)

With special thanks to The Football Association for the hours of time, support and openness helping us to learn from them:

- Baroness Sue Campbell (DBE)
- David Gregson
- David Gerty
- Kay Cossington
- Louise Gear
- Marzena Bogdanowicz

Context

The aviation and aerospace sectors are related in a broader industry but differ in a number of ways. For the purpose of this investigation we have made the following assumptions.

The aviation industry deals with all things aircraft related within the earth's atmosphere. Aviation refers to the activities surrounding mechanical flight and the aircraft industry to include airports and all their operations and airlines.

The aerospace industry also extends beyond operations within the earth's atmosphere and

conducts aircraft operations in space. Aerospace organisations research, design, manufacture, operate, or maintain aircraft or spacecraft. Aerospace activity is diverse, with a multitude of commercial, industrial and military applications.

This research survey was issued outside of the aerospace and aviation sectors and we had a strong response. This enabled us to benchmark and note sector-specific findings and those that are broadly or generally relevant.

It is important to acknowledge that as the survey closed and during our period of conducting interviews, the Covid-19 global pandemic struck and many countries went into 'lockdown'. This had a devastating impact on the aviation and aerospace sectors. The majority of scheduled interviews continued, despite other pressures. We wish to express our thanks to everyone who gave up their time and shared their experiences, perspectives, and suggestions with us during this challenging period.

Introduction

Gender balance: an urgent business imperative

On 7 July 2019, the US and the Netherlands contested the FIFA Women's World Cup Final at the Parc Olympique Lyonnais. With a live audience of 82.18 million (52% higher than for the previous final in 2015), it proved to be the most watched women's football match in history, crowning an astonishing period of growth for women's football globally.

2020 saw even more records topped and milestones reached, this time in the corporate world. In February, Hampton-Alexander reported that the FTSE 100 had met its target of having 33% of board roles held by women. In August, it was reported that the Fortune 500 would soon include 38 female CEOs, a record number.

But while these all-time highs are obviously good news, the reality is that progress within organisations remains painfully slow. 38 female CEOs is still only 7.6% of the Fortune 500. The FTSE 100 is even worse (5%). When you consider that women now make up 39% of the global workforce, these figures are truly shocking.

Why the inertia? Perhaps one reason is that gender balance is too often viewed as being about achieving equity for equity's sake and so, in many organisations, it is not considered an issue that senior leaders need

to concern themselves with. More than one-quarter (28%) of board-level respondents to our survey told us that most of their senior or corporate leaders are NOT committed to increasing the number of women in senior roles. It is instead left to HR and People teams to resolve through unconscious bias training, changes to reward practices, and targeted initiatives to advance minority groups.

But gender balance, like diversity and inclusion more broadly, is not simply about social justice. Gender balance is a business imperative. Leaders need to urgently wake up to the fact that if they fail to address the issue with the required effort, energy and investment, they risk falling behind in the most important areas of business success. These include:

- **Customer engagement.**
Having a diverse workforce that reflects your customer base enables you to get closer to your customers and serve them more effectively.
- **Marketplace reputation.**
Failure to adequately address diversity and inclusion risks your reputation and could lose you customers. One study of consumer choice found that 55% of shoppers would switch if a retailer did not take responsibility for its own negative inclusion and diversity incidents, while 42% would pay a premium of 5% or more to shop with a retailer committed to diversity and inclusion. Meanwhile, growing numbers of investors are actively seeking out organisations that are leaders in the diversity and inclusion field.



- **Profitability.**

It has long been established that organisations that are more diverse in terms of gender and ethnicity outperform non-diverse companies on profitability. Recent data shows the gap is growing even wider, particularly for top teams at executive and board levels.

- **Talent.**

When deciding between two job offers from otherwise similar organisations, over one-third of Gen Z respondents to a recent survey said their decision would be influenced by which was more diverse and inclusive. By 2030, more than one billion Gen Z-ers will have joined the global workforce. And it's not just Gen Z. In a 2017 survey of people of all ages, 67% of women and 48% of men said they would look at the diversity of an organisation's leadership team when deciding whether to accept a position.

- **Innovation.**

Diversity of thought within teams improves quality and pace of problem solving, decision making, and innovation.

The case is clear. Organisations that do not treat diversity and inclusion – and specifically gender balance – as a source of competitive advantage, alongside other business imperatives such as go-to-market strategies and customer experience, could be at risk of losing out on vast amounts of revenue, profit, engagement and loyalty.

Some of the most successful organisations already recognise this fact and have made great strides with their diversity and inclusion agendas. Take Fortune's World's Most Admired Companies (WMACs). Every year, Korn Ferry conducts research into these esteemed businesses to produce a list of those 'Most Admired for HR' for *Human Resource Executive*. Our 2019 research revealed that WMACs outrank their peers in several key areas of diversity and inclusion. These include holding leaders accountable for driving diversity and inclusion; connecting diversity and inclusion to business performance; focusing on pay equity; mentoring and sharing diversity success stories; and embedding diversity and inclusion throughout the organisation.

The aviation and aerospace industry, by contrast, lags far behind. As of July 2020, women accounted for just 5.25% of all airline pilots and 1.42% of airline captains, numbers which are expected to drop even lower due to Covid-19 related furloughs and bankruptcies. Why are organisations in these sectors making such poor progress on gender balance, and how can the situation be remedied?

Contrast the situation with women's football, where, as we saw, record numbers of women are getting involved in this traditionally male-dominated game, whether as spectators, players, coaches, or referees. The growing popularity of the sport can be attributed in part to the skill and professionalism of its elite players. But it is also being driven by the coordinated efforts of governing bodies - through the five pillars of the FIFA Women's Football Strategy and through the FA's Gameplan for Growth strategy for women's and girls' football. The FA has demonstrated that with clear commitment, dedicated and passionate leadership, investment, and a long term, multidisciplinary programme of transformation, it is seeing an unquestionable positive change.

Efforts such as these are most effective when they are built on research and understanding of the issues involved. But there has so far been very little targeted analysis of the unique gender challenges

that exist within aviation and aerospace and clear recommendations to solve them.

The purpose of this report is to identify initiatives and new interventions to make recommendations for improving gender balance. We will go beyond previous research and explore what has prevented individuals and organisations from making progress given recommendations such as 'ensure you have sponsorship from the top of the organisation'. We look at the aviation and aerospace sectors specifically to explore if there are unique challenges and opportunities, and to other sectors to understand if this tells us more about sector-specific trends, based on our understanding of how others with similar challenges have sought to crack the issue. Finally, we look to the 'parallel universe' of the FA for any lessons that can be learned.

Make no mistake: we have a long journey ahead of us. The last couple of years have opened many people's eyes to the extent and depth of entrenched inequalities that exist both in the corporate world and in wider society. The Black Lives Matter movement has focused attention on global racism and racial inequities. #MeToo has continued to highlight the issue of workplace sexism. Gender pay gap reporting has confirmed that all sectors of the UK economy are still paying women less than men.

However, we hope that the insights and recommendations contained in this report will help organisations in the aviation and aerospace sectors to take the next critical steps down the road towards gender balance.

Methodology

Our research was conducted throughout 2020 and comprised four major streams of activity:

- Review of recent studies, statistics, and literature focused on diversity and inclusion.
- Survey distributed to all WiAA signatory organisations and through Korn Ferry's distribution channels, which aimed to understand current challenges to achieving gender balance and identify best practices across a range of sectors.
- Interviews with fifty senior business leaders, HR leaders, current and emerging female industry leaders, to understand current challenges, best practices and lessons learnt, and capture their individual stories.
- Interviews with The FA to understand their approach, challenges, and advice.

Interviews

We want to acknowledge and thank those individuals who shared their stories, reflections, insights, and learnings. Their contribution has been invaluable.



Survey

We had an excellent response to the survey, with great coverage from the aerospace and aviation sectors as well as from outside the industry. We had a strong mix of genders, ages, seniority levels and other demographics.

1,528

Completed the survey

45

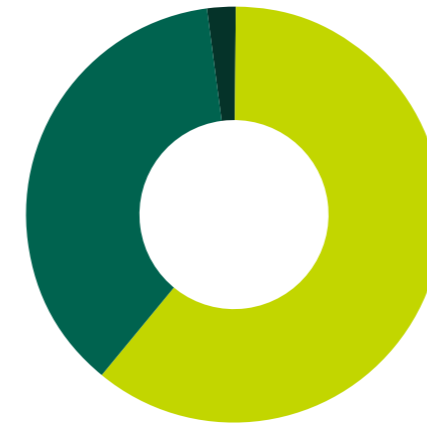
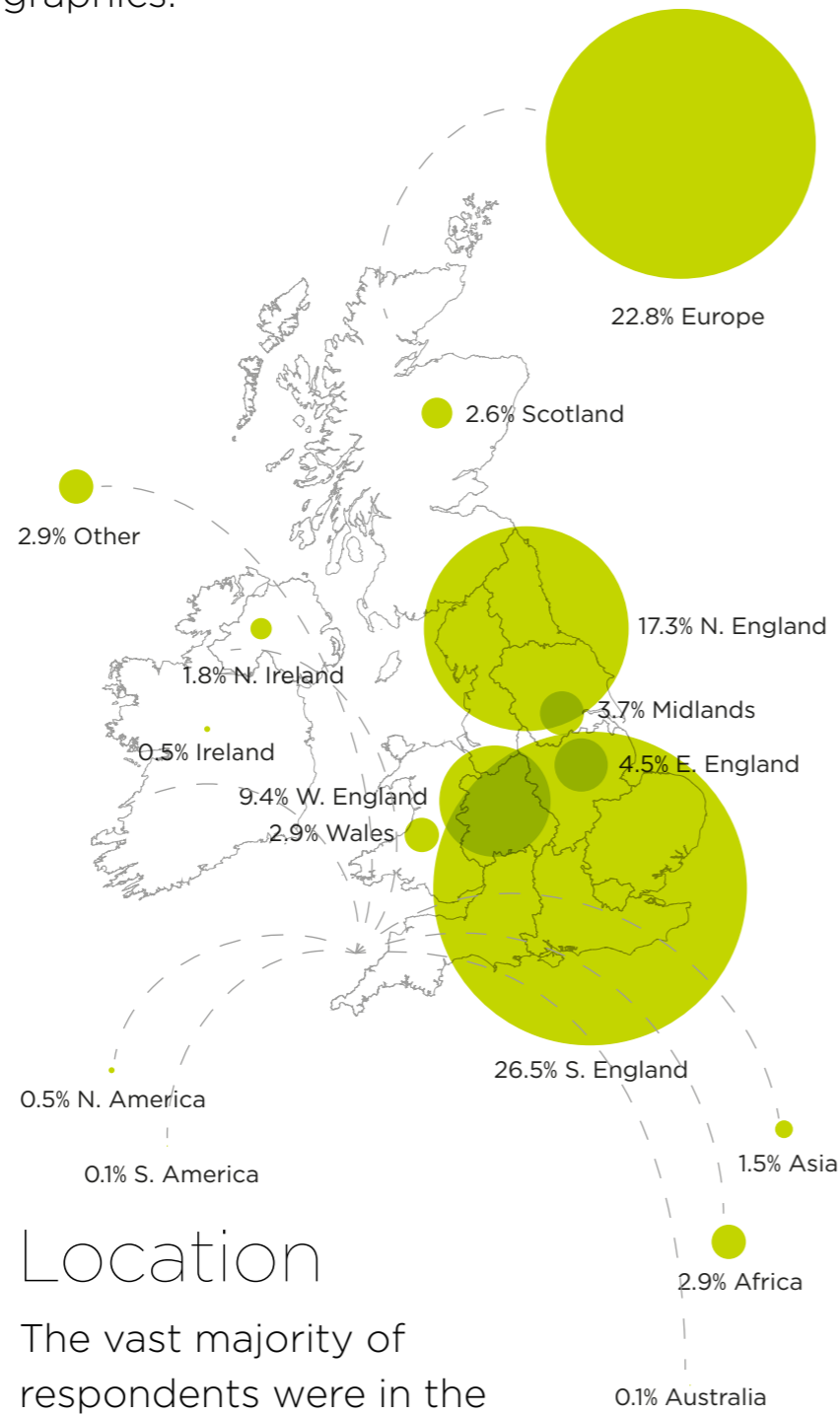
Core signatory organisations

663

Women in the industry

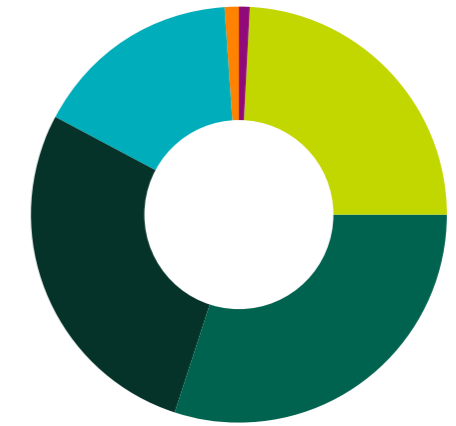
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Leaders in the industry



Gender

- 61% Female
- 37% Male
- 2% Prefer not to say



Age

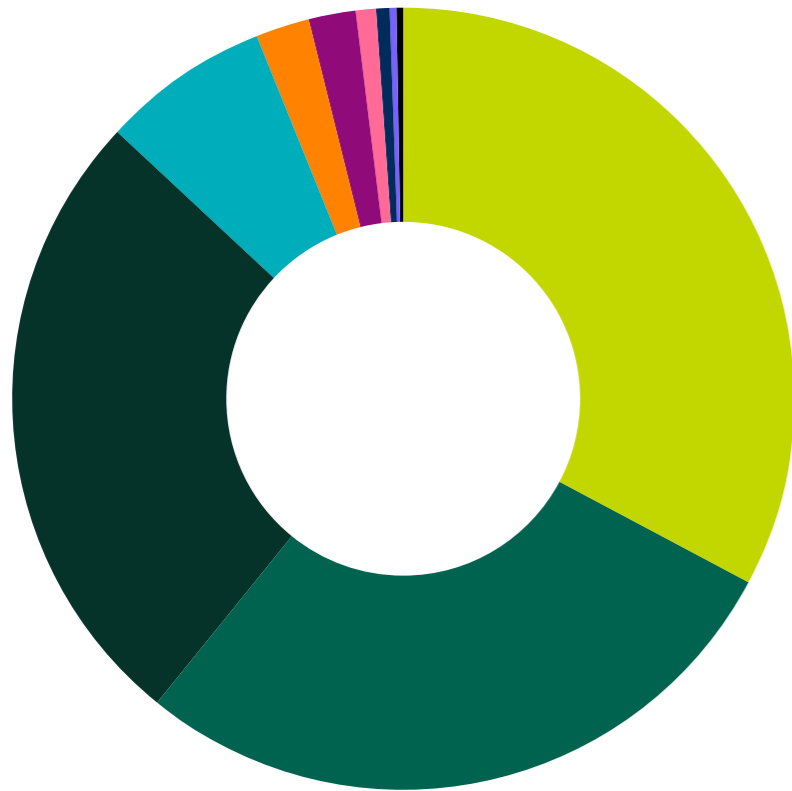
- 1% Under 21
- 24% 21 - 34
- 30% 35 - 44
- 28% 45 - 54
- 16% 55+
- 1% Prefer not to say



Sector

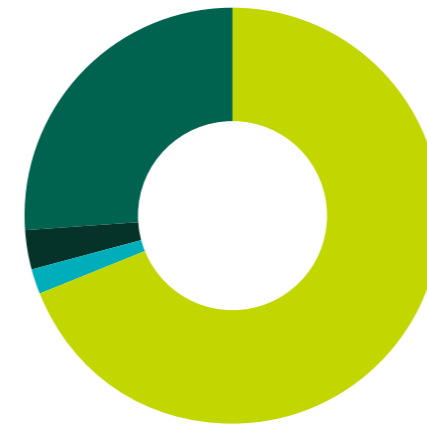
- 46% Aerospace
- 20% Aviation
- 7% Defence
- 28% Other

46% of respondents worked in the aerospace sector.



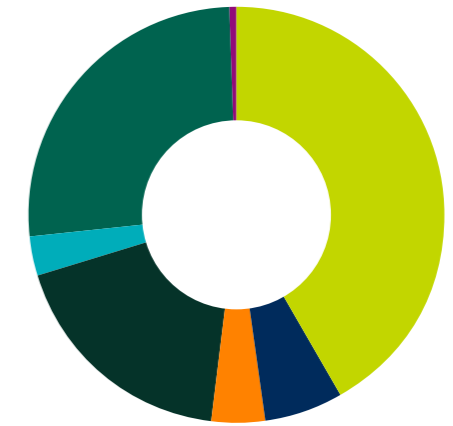
Religion

- 32.8% Christian
- 28.3% Atheist
- 25.85% Did not respond
- 7.2% Prefer not to say
- 2% Muslim
- 2% Other
- 0.9% Hindu
- 0.65% Buddhist
- 0.2% Jewish
- 0.1% Sikh



Disability

- 69% No
- 26% Did not respond
- 3% Prefer not to say
- 2% Yes



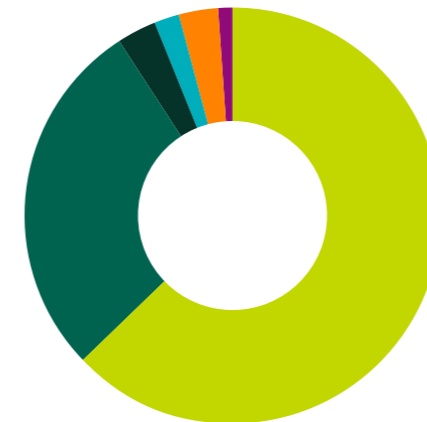
Relationship

- 41.9% Married
- 6% Prefer not to say
- 4.3% Other
- 18% Single
- 3.3% Civil
- 25.9% Did not respond
- 0.5% Widowed



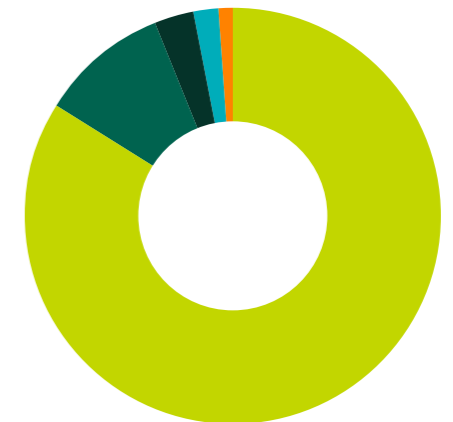
Number of employees in organisation

- 84% Large (250+)
- 11% Medium (50 - 249)
- 5% Small (less than 50)



Ethnicity

- 63% White
- 28% No response
- 3% Other
- 2% Black
- 3% Asian
- 1% Mixed



Sexual orientation

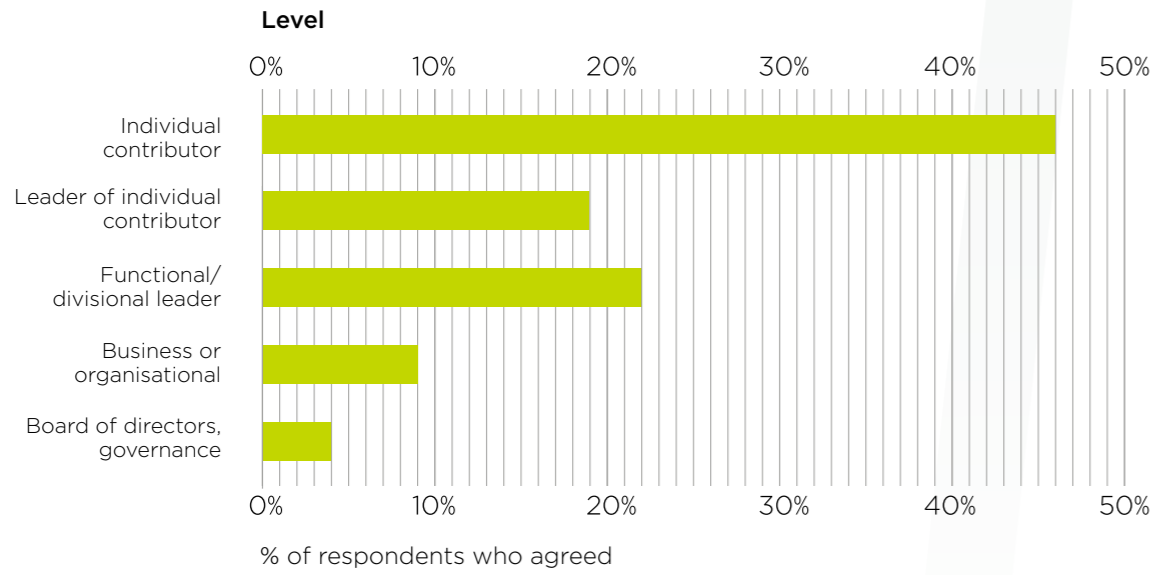
- 84% Heterosexual
- 10% Prefer not to say
- 3% Bisexual
- 2% Gay/Lesbian
- 1% Prefer not to describe

More than half of respondents (63%) were White.

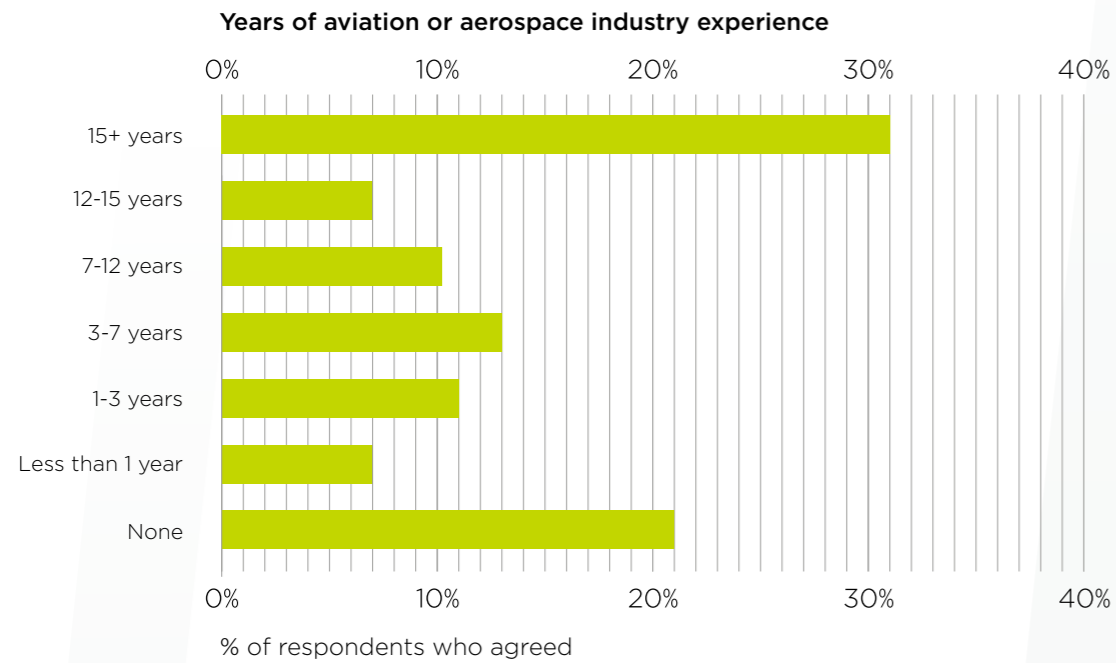
The majority (69%) reported no disability.

1/3 of respondents (33%) identified as Christian and 29% identified as Atheist.

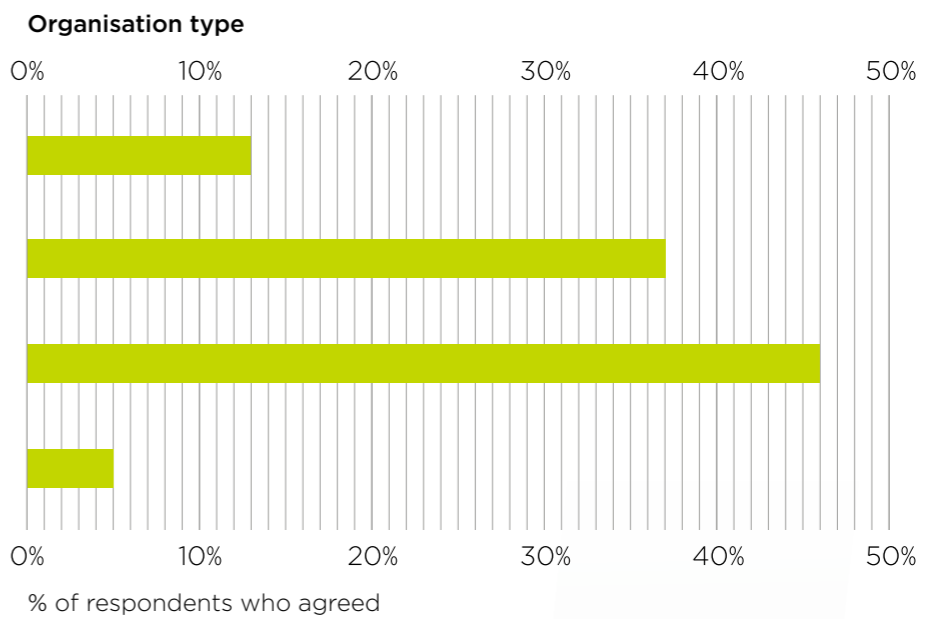
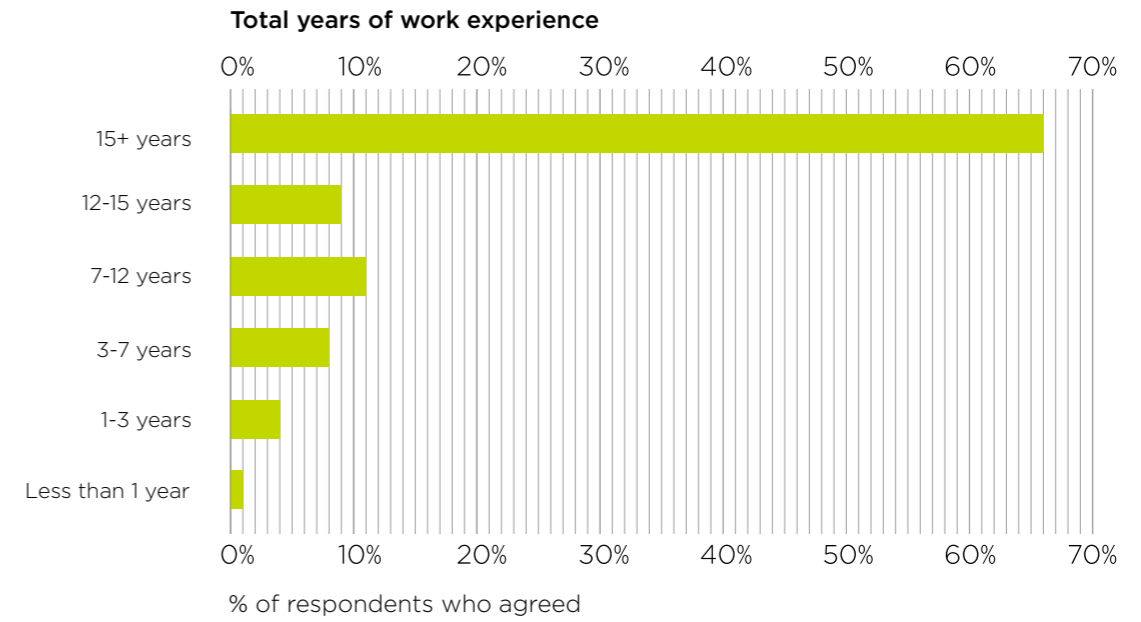
The majority of respondents (84%) worked for large organisations with 250+ employees.



Just over half of respondents (54%) were in leadership positions and just under half were individual contributors representing a broad range of years experience.



Almost half of respondents (48%) have over seven years experience in the aviation or aerospace industry.



Almost half of respondents (46%) work for a public listed/publicly traded company. The majority of participants (66%) have more than 15 years of work experience.

Women in football: a test case

English football faces many of the same gender balance challenges as the aviation and aerospace sectors.

In football, however, leading institutions have already taken coordinated steps to address these challenges, with significant progress being made over the last two to three years.

We believe there are important lessons to be learned here. As we explore the findings of our research in more detail, we will draw comparisons with the actions, experiences, and achievements of the women's and girls' game.

Football's Gameplan for Growth

In March 2017, the Football Association launched its Gameplan for Growth strategy for women's and girls' football. Just two years later, considerable progress was already being reported in tackling ambitious targets to double participation and fanbase and create a high-performance system and world-class talent pipeline for England teams. While this alone is cause for celebration, the positive impact of the strategy is being felt even more widely. Many girls and women are now engaging in increased physical activity, with mums who have brought their daughters to new footballing activities often inspired to form teams of their own. Dads also take an interest, resulting in more shared family pastimes.

Partnerships with schools, charities, and businesses have extended the benefits of

exercise beyond women and girls to individuals with disabilities, minority ethnic groups, and people from disadvantaged backgrounds.

Consumer sponsors have invested in the sport, making it possible to reach ever larger audiences. And beyond the benefits to fitness, mental health and wellbeing, family connection, and community engagement, the strategy is also helping to create a stronger pipeline of future female coaches, leaders, and boardroom members.

At the launch of the ambitious new strategy, Baroness Sue Campbell, The FA's head of women's football, outlined the vision on how to build consensus, collaboration, and co-ordination across every level of the game by focusing on eight key priority areas:

01.

Building a sustainable and successful high-performance system.

02.

Building a world-class talent pipeline.

03.

Increasing the number and diversity of women's coaches, referees and administrators in the sport at all levels.

04.

Developing participation opportunities and infrastructure.

05.

Changing perceptions and social barriers to participation and following.

06.

Enhancing the profile and value of the England team and players.

07.

Signposting opportunities to participate, watch or follow.

08.

Improving the commercial prospects in women's football.

Our findings

Your identity shapes your view of the sector.

Gender balance is not a new topic. Predictable gender differences in roles throughout the aviation and aerospace sectors have attracted significant attention, investigation, and action. Many interventions have been introduced including policies, unconscious bias training, and targeted attraction campaigns.

However, given ever-increasing attention, we were startled by the extent to which perceptions and experiences in the aviation and aerospace sectors vary significantly between different groups. These

were characterised by their social identity, including gender and ethnicity. Despite perceptions of progress, there is a significant gap for gender in particular. For women – but not men – early-age experiences were overwhelmingly important as a predictor of interest in and aspiration to work in both the aviation and aerospace sectors. Almost all women we interviewed had been inspired at an early age to see a route to a fulfilling and exciting career. For many, this included inspiring their academic interest in science, technology, engineering and maths (STEM) subjects and achievement due to their passion and drive.

Perceptions

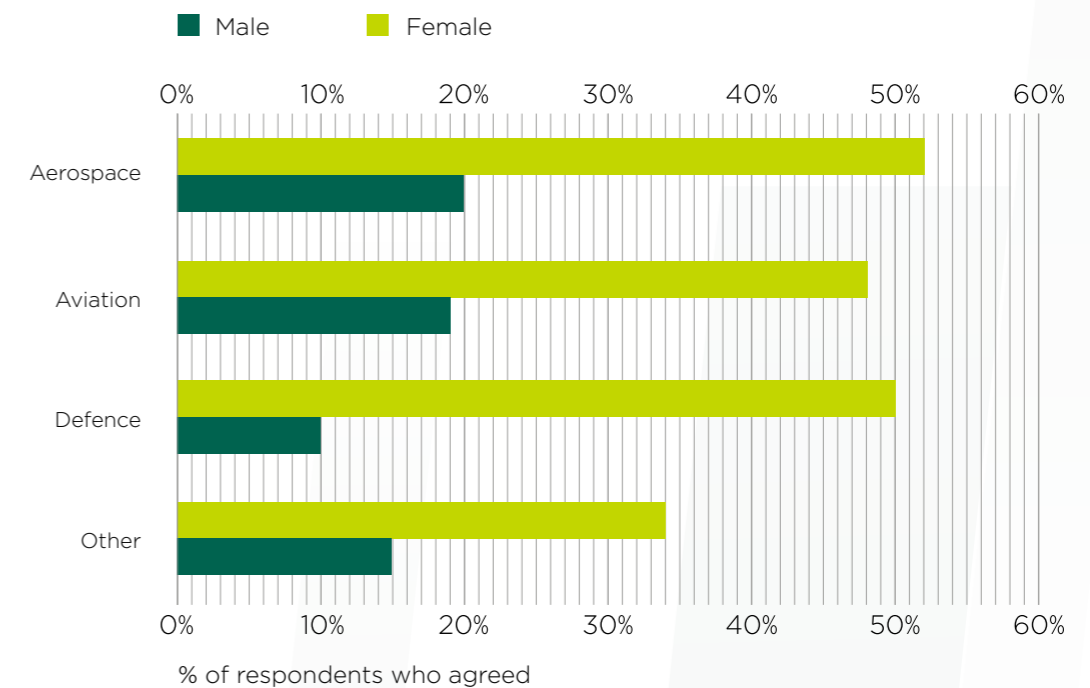
When asked about the progress being made to improve gender balance, men across all sectors were more likely than women to be positive about the past and optimistic about the future:

- Out of 1,528 respondents, men in the aviation and aerospace sectors were three times as likely as women to think the representation of women had significantly increased compared to five years ago (6% of females vs. 18% of males).
- A higher proportion of female respondents (84%) than male respondents (67%) felt that the perception that pay may not be equitable between men and women in the industry is an inhibitor to the professional advancement/promotion of women.
- Approximately one-third of female respondents from the aerospace sector (31%) felt they would have to change industries in order to advance their career. This is compared to less than one-quarter (19%) of male respondents from the aerospace sector. While there was general acknowledgement among all respondents that 'making gender balance a reality would be of personal benefit to me', senior leaders (86%) and individuals from Black and Asian ethnic backgrounds (80%) were most likely to agree.

I feel there's something in it for me to make gender balance a reality



I have been treated differently in this industry because of my gender



Experiences

Half of all female respondents working in the aviation and aerospace sectors felt they had been treated differently because of their gender. This is notably higher than in other sectors. Meanwhile, only one-fifth

of male respondents in aviation and aerospace felt they had been treated differently because of their gender (which is also higher than in other sectors, though only slightly higher).

“ I have had “blonde” comments directed my way! Also comments around my regional dialect and my lack of experience in the industry. Astonishing I know, but I believe having young women in this industry is a shock to some individuals and they feel threatened by my presence rather than embracing the change, learning from me as I can from them. ”

In our discussions, we heard numerous stories about inappropriate comments being made about gender. These were typically linked to a specific event or situation, for example an individual getting married or needing to leave work to attend to a sick child.

Many individuals who had switched from another sector such as retail, said they had never had to think about their gender before. But moving into aviation and aerospace made them suddenly aware of feeling different.

“ I didn’t notice that I was female until I left government. ”

“ Where I have felt different treatment is due to intersectionality of my gender, age, and ethnicity. This is a factor in the sector and not a complaint about the company. ”

“ Being new to aviation, it was a real culture shock to come into an industry that’s so male-dominated. Although there is a lot of talk about improving diversity and bringing more women in [to the organisation and leadership roles], I see less in the way of actual action. The culture still feels very male

and almost all the leaders are white, middle-class, middle-aged men. To progress, it seems to depend on how persistent you are as an individual and, even then, it seems to depend on who your manager is and who else you know around the business. ”

“ During an interview I experienced a great level of prejudice and sexism, with comments made about my size and strength, and I was asked many questions about my personal family life, which no males were asked. This caused me to falter in my career choice for a while before applying to another engineering job. ”

“ Other companies don’t make themselves attractive enough to get the right talent - they look at the Board and see if there is the right type of Board. Give other people a chance as they can shine. Think about the things others can do. Covid-19 might have helped this as there are different ways of doing

things - more flexibility, more caring - for men and women. Consequently, this may have made people more open-minded. ”

Katherine Bennett, CBE, SVP, Airbus

“ There were moments I didn’t feel welcome both for contribution and thoughts. They would say “That is not the way we do it around here” or “Yes but you are new”. There were other new male peers and I saw those relationships evolve constructively. I have always focused on inclusion, but I have never focused on gender until that experience shaped me. ”

Football lessons

'I think women are a lot more self-aware and analyse themselves too much and self-select out. I think it goes back to the school playground.'

Louise Gear, Head of Women's Football Participation, The FA

Having spent a large amount of her career at the Youth Sports Trust, Louise Gear has gathered rich insight into playground behaviour and the impact it has not only on sport participation but also on style and leadership. From her own experience working with schools, she observes that, from reception onwards, more than half of boys will engage in physical activity such as football during breaks. There are no teachers encouraging or refereeing. The boys manage the game, rules, and any conflict situation themselves (for example, if one team is winning 6-0 they will reorganise). Louise believes that this helps them learn leadership team behaviour in an informal way. Girls, however, will often be in small groups, chatting or playing- and when they fall out, it tends to be an emotional hurricane.

Louise's advice is to think about the environment for girls at an early age, quite possibly pre-school, because these early experiences, she believes, continue to shape behaviours that happen in the workplace. Men, she observes, like the football playing boys in the playground, will challenge and move on, knowing it is not a personal attack.

'As a woman you learn to realise that fundamental difference. The way I counteract it is I listen for a long time and then I ask a question. I have learned not to start with, "Maybe I have misunderstood, I am confused." I used to be perceived as unsure, or that I don't know what I am doing. I now say, "I heard this and then I heard that which is conflicting - what did you mean?"'

Unique challenges at every stage of the journey

While the specific barriers to achieving gender balance vary from industry to industry, they can typically be organised into three broad categories that correspond to three stages in an individual's

career journey. These are: starting out (early aspirations and career choices); getting on (feeling included within the industry); and staying on (having opportunities to progress and excel).

Below, we summarise what we discovered about the unique gender challenges facing the aviation and aerospace sectors at each of those three stages.

Starting out

Poor understanding, perception, and pipeline.

Research over the past decade has consistently shown that a child's perceptions of certain jobs and careers are formed – and, at times, cemented – from a young age, with gender stereotypes about careers already embedded by the age of seven. A 2018 study drawing on the responses of 13,070 primary school children from the UK and Channel Islands found that boys were four times more likely than girls to express a desire to become engineers (civil, mechanical, electrical) and nearly twice as likely to aspire to be scientists. Meanwhile, nearly nine times as many girls as boys wanted to become teachers, and two-and-half times as many to become doctors. (The only aspiration ranked top five for both boys and girls was 'sportsman/sportswoman'.)

While it is common for an individual's career aspirations to change with age, early perceptions can have longer-term implications as they are often carried into a person's teenage, decision-making years. For example, students who do not express STEM-related aspirations at age 10 have been found unlikely to develop them by the age of 14 and less likely to enrol in science subjects.

This has significant implications for careers education and long-term gender balanced talent pipelines. If gender imbalances take hold at such a young age, then efforts focused on high school, college, and university are simply too late. This suggests the industry and organisations need to play the long game, inspiring and cultivating future talent, through early education programmes.

Getting on

Identification and belonging.

Belonging is an innate human need (research has revealed that exclusion lights up the same regions of the brain as physical pain). Without it, employees become disengaged and performance suffers. This is why inclusion matters. Diversity may be important in and of itself. But organisations can only maximise the benefits of diversity if they focus on inclusion as well.

Our research found:

- A high proportion of all respondents believed that organisations should invest in changing mindsets. Two-fifths (40%) of respondents rated it as a critical effort to improve gender balance and 33% thought it was important.
- A majority of female respondents in the aviation (71%), aerospace (67%), and other (77%) sectors agreed with the statement: 'Professionally, I have a "seat at the table"; my voice and opinions are heard at work.' The women we interviewed, however, were less likely to agree. Several told us they felt they had to think about their manner for their voice to be heard, balancing the need to be assertive with the need not to be seen as aggressive.

Sponsorship.

Sponsorship programmes have been ranked among the top five most effective initiatives in retaining and advancing women in STEM roles and careers, and have proved popular across all industries as a means for enabling women to soar through the glass ceiling. Sponsorship goes beyond offering advice; it's about individuals using their influence, power, and resources to proactively support and advance the careers of those they sponsor.

Our research found:

- 43% of female respondents in the aviation sector agreed that corporate leaders are committed to increasing the number of women in leadership roles. In the aerospace sector, a slightly higher proportion of female respondents (48%) agreed with this statement. This was significantly lower when compared to male respondents (70%).
- Respondents stating that their organisation had senior or corporate leadership commitment were more likely to agree that they could see clear opportunities for women to excel in their company.
- Less than half of female respondents working in the aviation (47%) and aerospace (44%) sectors said they had a female role model.

These findings highlight the importance of conversation, outreach, and seeking to understand how others feel about their role, their place in a team, and the support they would appreciate. There is a clear theme of gender difference, but conversations should include everyone.

Case study

Jacqui Sutton, Chief Customer Officer at Rolls-Royce

Jacqui leads Rolls-Royce commercial activities in her role as Chief Commercial Officer and has recently been invited to take over the position of Co-Chair for the Women in Aviation and Aerospace Charter.

When discussing gender balance needs, Jacqui highlights the importance of championing women/girls at an early age (to increase their participation in STEM activities) but also the positive impact of supporting women when they reach mid-career. As the industry recovers from the impact of the Covid-19 pandemic, it is even more important to emphasise the criticality of gender balance as companies in the sector look to change their structure in response to the crisis.

When reflecting on her own career, Jacqui acknowledges that access to the right mentorship has been a key contributor to her career progression. It is well researched that women tend to put more emphasis on the 'can't do' versus the 'can do' attributes when applying for a new role. She says, 'I have learned to put myself out of my comfort zone by moving from one business to another. When a job opportunity came up and a male colleague said you should go for that job, I said I am not ready and pointed to the 3 out of 10 things on the role description that I couldn't do. He said but look at all the things you can do.'

In Jacqui's view, managers should focus more on coaching, supporting, and encouraging those women to get out of their comfort zone by understanding the circumstances behind their decisions; instead of judging their hesitation as lack of confidence. 'Everyone has their story and background.'

Progression

Women are being actively sought out and encouraged to apply for roles in aviation and aerospace. But while there is scope and opportunity for women to enter these industries, ascending the career hierarchy and avoiding stagnation is another challenge entirely.

Our research found that:

48%

About half of all respondents (48%) agreed that they have been actively encouraged to apply for, or have been considered for, other positions in their company. For female respondents, the figures were: aerospace 46%; aviation 47%; defence 44%; and other sectors 48%.

56%

More than half of female respondents working in the aviation and aerospace sectors felt that they could see clear opportunities for women to excel in their company, compared to **84%** of male respondents. 29% of female respondents actively disagreed.

31%

Approximately one-third of female respondents (31%) working in the aerospace sector thought they would have to change industries to advance their careers. This is compared to 19% of male respondents working in the same sector.

90%

The overwhelming majority of respondents felt that perceptions are an inhibitor to the professional advancement/promotion of women. This includes perceptions that the industry is 'male dominated' (90%), lacks female executives or board members (89%), lacks promotion and/or upward mobility (85%), does not enable the flexibility to meet the needs of both work and personal life (85%), may not offer equitable pay (77%).



Pay

From the above, we can see that sponsorship programmes are highly effective in retaining and advancing women in STEM roles and careers. In the same study, a commitment to pay equity ranked even more highly at number one. The focus on pay has been heightened in recent years due to mandated reporting and media coverage. This finding was supported by our research:

Monitoring and ensuring pay equity across men and women in leadership roles was rated as an effective organisational practice by the highest proportion of respondents from all sectors (aviation 50%; aerospace 53%; other 49%).

The gender differences continue to be present looking at individuals' perceptions of progression and retention opportunities. Despite much effort being placed with programmes and initiatives, organisations need to actively seek to understand in more detail why there are such differences in experiences and perceptions.

Three priorities for achieving gender balance

There is a clear commitment to improve gender balance across the aviation and aerospace sectors. This is evidenced by the more than 200 WiAA Charter signatories. It is also backed up by our research, which found that considerable time and energy is being invested in the issue, that there is real passion for tackling it among both men and women, and that there are champions across the sector who are dedicated to attracting and developing more females.

What appears less certain, however, is how to do it. Our research revealed a huge range of approaches, activities, and initiatives across the industry.

The situation could almost be described as chaotic. While organisations that commit to improving gender balance are quick to take action, little time is spent aligning efforts or attempting to gain a true understanding of the nature of the challenge. Measurement within organisations and societies focuses almost entirely on statistics and there is little or no coordinated evaluation of progress at the sector level.

Despite the haphazard nature of gender balance improvements within the sectors, we identified several trends and issues that emerged repeatedly throughout our research.

01.

Don't start with a 'women's strategy'. Create a purpose for all.

It was overwhelmingly clear that people need to unite behind purpose. Purpose must be fuelled by authentic passion. This was not sector specific. Passion for inclusion translates across personal identity and context. Knowing your passion and conveying purpose, results in a shared and inspired movement. Benefits go beyond measuring an increase in numbers of women.

- Passion is deeply personal.
- Excite with inclusive ambition.
- Don't create a sense of exclusion.

02.

Investment not tokenism.

Ambition to increase gender balance must be backed up by sustained and coordinated investment in reshaping attraction, recruitment, and progression within the aviation and aerospace sectors. Action planning requires detail, understanding the specific conditions, and dedicated focus.

- Start with a game plan.
- Infrastructure is essential.
- Monitor closely and move.

03.

Don't be a 'one hit wonder'.

Entrenched norms and ways of thinking pervade the aviation and aerospace sectors. It will therefore be impossible to achieve gender balance overnight or through a succession of one-off initiatives or events. It requires sustained structural and behavioural transformation at a sector-wide level.

- Treat change as a long-term programme.
- Know your audience.
- Start a series of movements.

Case study

Susan Schofield, B.Eng, MBA VP Strategy - Civil Airframe at GKN Aerospace

Susan grew up in Canada, and in her early years, had little awareness of the subtle gender stereo-typing that subsequently became visible to her later in life. She paid no heed to specific blockers or barriers in school or throughout her academic experience as her mindset and belief was that they were largely irrelevant to her.

Then Susan started her career as an electrical engineer. Since a child, Susan always liked to solve problems, so engineering was a great fit for her. Having a father who was also an engineer played a big influence on her as he encouraged Susan's play time which included technical tinkering and science projects. Looking back, she can see that his encouragement helped shape and inform her belief that being a woman in technical environments was entirely natural.

As Susan embarked on her leadership career, her early mindset was that if you did the best job you could, then you would be rewarded and continue to move up the ladder. Equally, she also knows that having passion, drive, and a growth mindset are key to her success.

Securing strong mentoring in her early career meant that Susan was encouraged to take on bolder roles and bigger assignments. Susan has worked in different teams across different organisations, one of her enduring memories is that some of her bosses actively encouraged her to experiment; this 'test and learn' mindset is part of who she is today.

'Challenge the norm and don't be afraid to try things differently. Don't expect to always be

perfect and learn from past experiences and mistakes.'

However, as she progressed and worked across different organisations, she came to realize that there is an implicit but real challenge, particularly in the UK, around ensuring a diverse pipeline in technical industries.

'Not all environments are equal and not all leaders are inclusive.'

As a leader Susan is very aware of the lack of female role models in her industry which caused her to develop her own leadership style in a way that was authentic to her. This absence has made her passionate about being both a mentor and role model to other women in the industry. 'Diversity of background leads to diversity of thought which leads to better decision making.'

As she reflects on her personal story, Susan believes that there is an element of how parents encourage their children to have activities and experiences that do not necessarily promote typical gender stereotypes. Furthermore, another interesting dimension revolves around education and schooling and whether teachers in charge of STEM subjects reflect gender balance. Students should be able to look up to people who look like them from a young age.

One of the challenges that Susan sees in the aerospace industry is that it tends to keep narrower search engines when attracting talent,

mainly focusing on individuals with an aerospace background and not so much on transferrable skills and how can businesses best utilise and apply those into different areas. 'Experience on the job counts a lot in addition to education.'

From Susan's perspective she is very clear that women are driven by a strong sense of purpose and meaning. Hence leaders and organisations need to do more to connect individuals with the 'why' of their work if they want to attract and retain the best talent.

To attract and retain female talent, Susan recognizes that companies need to do more than just build the right infrastructure and framework to allow and promote gender balance; it's simply not enough. 'If women are not engaged and inspired, and if company cultures do not encourage personalisation, then the absence of inclusion and belonging means that talent will leave or go unnoticed.'

Susan knows that leaders are the carriers of the culture and need to role model inclusive behaviours if they are to create a culture where everyone feels able to give of their best.



Don't start with a 'women's strategy'. Create a purpose for all.

'Change of all types only comes from the very top. Cultural and systemic change is the hardest of the lot. Unless adopted, driven, and role-modelled by the most senior leaders — men and women — change will not happen. There can be no excuse for such a widespread development in approach to diversity not being adopted at the highest levels and across sectors.'

David Gregson, Non-executive Director, FA Women's Super League and FA Women's Championship

To achieve meaningful transformation on gender balance, organisations need to find an inclusive purpose that everyone can identify with. Women are not the issue. Inclusion is. The passion behind the purpose for change needs to come from the top. Leaders, no matter how senior and regardless of background, must be openly and authentically

committed to improving gender balance, and need to champion their message throughout the organisation and beyond it.

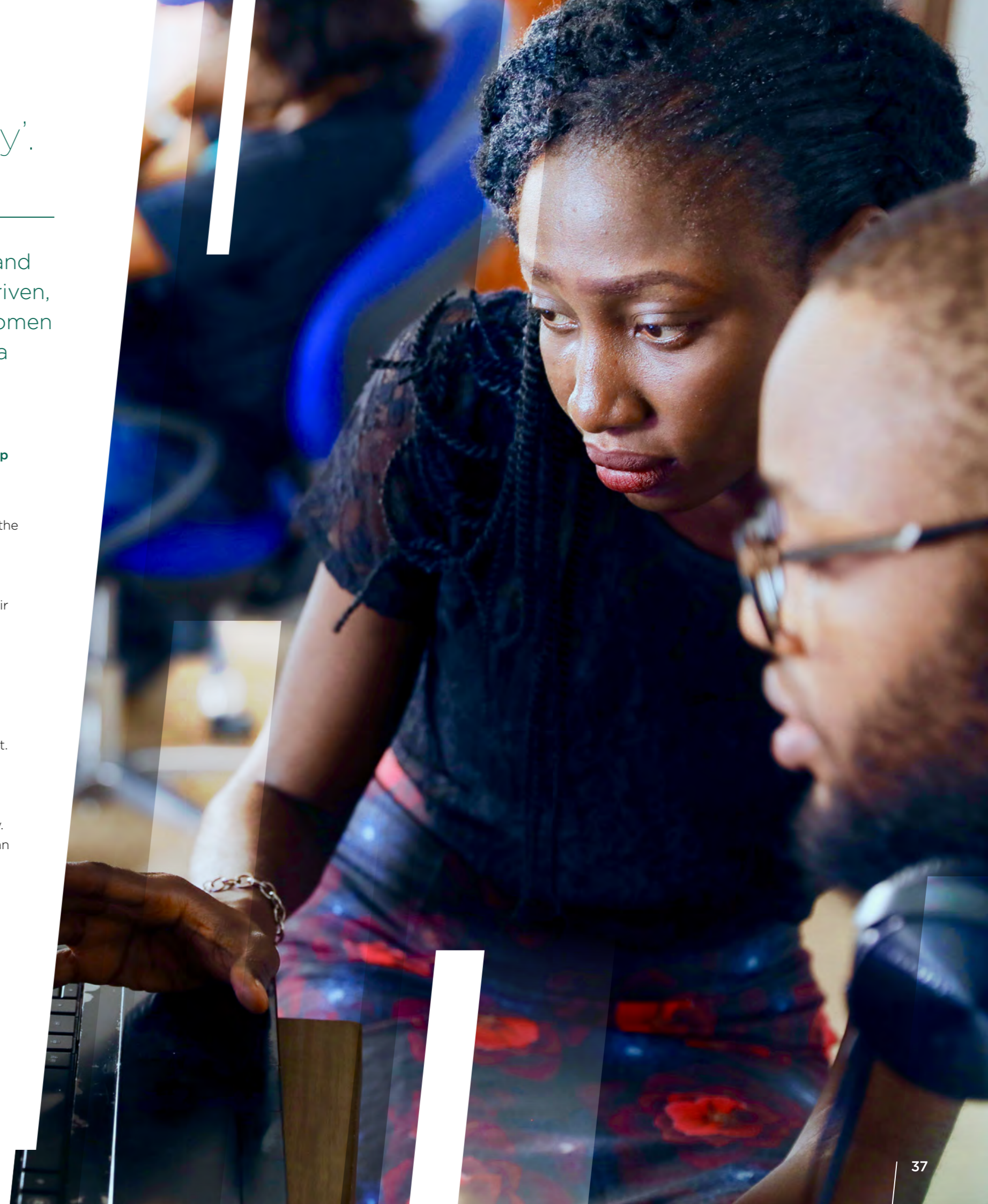
People across the organisation - men as well as women - must be encouraged to share their stories and listen and learn from others.

Passion is deeply personal

Our research uncovered a huge variety of initiatives that organisations are deploying to increase gender balance. These include everything from establishing women's networks to using technology to ensure the wording of job descriptions and adverts is gender neutral. What we also discovered, however, was that, in organisations where leaders are not openly passionate about improving gender balance, these initiatives appear to be having little effect.

It is no coincidence that there should be a connection between passionate leaders and progress on gender balance. In other industries, we have seen time and again how the personal, authentic, and openly communicated passion of leaders drives

transformation and performance improvement. Microsoft CEO Satya Nadella drew on lessons he had learned about empathy in his family life to lead a highly successful shift within the company towards greater customer-centricity. Former Cisco leader, John Chambers shared an unwavering commitment to freely accessible education with all his employees. Indeed, the connection was reinforced in other areas of our research and in our interviews. We learned that there are a high proportion of senior male leaders who are passionate about gender balance and should consistently be openly committed. Look, for example, at the differences between individuals



who described their organisation as having senior leaders committed to increasing the number of women in leadership roles and those who did not. The former were:

- Six times more likely to agree that talent review and/or succession practices were effective.
- Approximately twice as likely to agree that women seek out or apply for leadership roles as much as men do.
- Around twice as likely to agree that women are building the management skills necessary to be successful in leadership roles.

This makes it all the more concerning that fewer than half of female respondents in the aviation (43%) and aerospace (48%) sectors agreed that corporate leaders are committed to increasing the number of women in leadership roles.



Excite with inclusive ambition

Having leaders who are passionate about inclusion is critical. But organisations will only truly benefit if leaders take that passion out into the wider organisation, acting as role models for inclusivity, creating events and moments that act as inspiration to others, and working directly to improve gender balance by supporting and encouraging individuals in their careers. This requires authentic commitment to providing opportunity for all and a sensitivity to the challenges and barriers different individuals and groups may face – and it must be driven by leaders at all levels, starting at the very top. In other words, it's not just about talking the talk on inclusion. It's also about walking the walk.

'I think a lot of companies put out statements [like] "We are committed to encouraging more [women] pilots to join the airline industry." [But] key to this is showing... girls at a young age that they can be a pilot... [Otherwise it's just] all words but no action.'

While many of the people we spoke to cited a lack of visible role models within the sectors, they were nevertheless extremely forthcoming when asked about exemplary or inspiring female leaders. Some were from the aviation and aerospace sectors and many others were from all walks of life, young and old, historical and current, and of various levels of seniority and renown.

Many of the people we spoke to were passionate about inspiring others to appreciate how exciting a career in the aviation and aerospace sectors could be.

'There is nothing better to do with your life than a career in aviation or engineering - there is no shortage of fascinating options. Don't let the people who say "you look different" put you off.'

Liz Sparrow, Free Flight

Role models within organisations fell into two distinct groups. First were the leaders who role-modelled inclusive leadership. Second were the leaders whose own exciting careers inspired others at all levels of the organisation. Both, we learned, are important ingredients in a broader programme of transformation.

'I do not recognise any male or female exemplary or inspiring leader within my industry. As an engineer, then I would refer to Elon Musk or Steve Jobs, as modern era visionaries, although I may not necessarily see them as good leaders.'

Nearly all the senior females we spoke to talked about a sponsor or a mentor, often informal, who actively pushed, challenged, and supported them. Air Marshal Sue Gray highlighted Sir Simon Bollom, the current CEO of Defence Equipment & Support, as one of several great bosses she has had. Sir Simon

encouraged her to apply for a job that she didn't think she was qualified for. She has since worked several times with him and the two of them remain in touch to this day. We also heard from many of our survey respondents who anonymously volunteered examples - typically perceived to be matched to them by luck or unplanned opportunity:

'I am very fortunate to have an incredibly supportive and progressive male boss, who actively pushes me forward for formal and informal opportunities. In the team I am in [a corporate function rather than operations], we have gender balance and access to senior people... I am conscious that that is not the case for the majority of women within our business..'

Many of the women we interviewed were full of praise for their sponsors and mentors, particularly for their desire to understand the challenges and barriers they face as well as for instilling confidence and resilience, and actively encouraging them in their ambition. We also spoke to senior leaders who are themselves active sponsors and mentors, many of whom had become passionate about promoting inclusion through their experience supporting and learning from a mentee.

'I can't function as a leader without a diverse team. Firstly, I am a strong male

and if I surround myself with people like me I will be blind to only like-minded views. Secondly, I am at an age when I understand I can't know everything, I need diverse viewpoints. For both of these reasons my ability to make considered decisions rely on diversity. Every year to 18 months I like to take an emerging leader under my wing to help them develop on a career path, this is also a two-way process as it keeps me in touch with a good variety of views and opinions. It also provides me with a grounding.'

John Pritchard, GKN Aerospace

However, we also spoke to many women who were not - and had never been - part of a formal mentoring scheme. For these women, ambition was not something that had been instilled or encouraged; they saw it as being entirely of their own making. In some cases, rejection was the catalyst for their ambition, particularly when the rejection was perceived as gender-related. Being told that, as women, they weren't going to make it had made them all the more determined to succeed.



To improve gender balance, leaders at all levels in the organisation should actively encourage individuals to think about — and act on — their ambitions, and should be willing to offer support and advice. Not only does this enhance talent mobility but it also sends a clear message that leadership is committed to the cause. And, as we saw above, when top teams send clear signals on improving gender balance, employees are more likely to see clear opportunities for women to excel and less likely to change industries to advance their careers. Where leaders say they are committed to inclusion but little action follows, it is noticed.

‘Whilst the executive boards of many aerospace companies have signed up to pledges and given strong messages on gender diversity, this doesn’t always seem to translate into tangible progress or effective schemes to challenge gender bias.’

‘Pick something you enjoy as it needs to be a passion - look for the opportunity no matter how difficult it might be. Make the most of that opportunity. There will always be challenging days (mostly people related in my experience) but encouraging a group of diverse people to come up with a solution invariably results in a far better solution and greater buy-in to the idea. Find yourself a sponsor and mentor to tell you where your strengths and weaknesses are. Be yourself. You don’t need to be one of the boys. Just do it.’

Air Marshal Sue Gray

‘No woman wants to be a tick in the box in terms of D&I so whether you are a man or woman, consistent performance is what gets you noticed and should be what earns you your promotion.’

Anna Keeling, Managing Director,
Boeing Defence UK

‘I have been informed that I have been selected for senior roles through merit and performance, but the decision reversed to allow a less qualified woman in the same role. Which is indicative of reversed discrimination.’

Don’t create a sense of exclusion

When purpose and inclusion are mismanaged, the disappointment and division can cause significant derailment on the journey to achieving gender balance.

While the drive to increase the number of women at all levels is positive in intent, it also needs careful positioning. This was a lesson quickly learned by those raising the profile of the women’s football game. ‘Be careful not to get sucked into the “women’s only bandwagon”,’ cautions the FA’s Marzena Bogdanowicz. ‘We used to have women’s football awards, whilst no other awards existed for the women’s game, but realised recently there was more value if we integrated them alongside other awards... if you over-index, you could potentially alienate people.’

In our research, we heard an overwhelming number of comments from men who felt they had been discriminated against. We also spoke to women at all levels who felt uncomfortable at being seen to be favoured. These women were proud of their achievements and it was important to them that their progress was recognised as being due to their qualifications, performance, and fit for a role.

Senior leaders agreed unanimously that the priority had to be getting the right person in the role. However, many perceived that an exclusive focus on diversity-related targets and commitments created unfair advantages and meant that opportunities were not equal. Comments pointing to division created by messages were made by a high proportion of respondents of all backgrounds and gender.

“ [The company] **goes beyond fairness** in trying to promote women. I believe it’s harder for men aged 20-30 to progress in [the company] than women the same age. ”

“ As an industry we should be promoting these roles at the root of the issue, **in the school ages**. If women are not coming through the system then it is difficult to appropriately ensure a diverse mix in management and board positions without the perception of positive

discrimination. This goes against everything that this initiative stands for. People should be looked at on their merit. Gender, race, religion, or sexual persuasion should NEVER influence a bias as the measure for job offers. ”

“ **As a man** I feel that often staff development is seen as a competition between males and females. But we should focus on how to get senior male staff acting as mentors towards women to promote and develop their confidence to apply for more senior positions. ”

“ Over the last few years I think that the focus on promotion of females into senior leadership positions has actually had a negative effect on younger, more junior male staff who are now ignored for being the **wrong gender** to meet **gender targets** rather than promoting the **right people** into the job. ”

“ I often remember what a senior leader once said to me when I was completing my exams: ‘Don’t worry, you just have to turn up to pass, as we need to ‘up’ the percentages.’ **It made me more determined to work hard and achieve.** ”

“ As a female in engineering for 20 years, **I have always accepted that engineering is a male-dominated area**, and I have no issue with that. It’s like saying that nursing is a female-dominated trade. It is fine. I think the government and industry make more of an issue than it really is. The danger is that women are being prioritised for promotion before they are ready, hurting the business, industry, and

reputation of experienced and professional women who have worked hard to get where they are at, and promote sexism... **I do feel there is sexism, I have to deal with it daily**, although I do feel (as long as we don’t positively discriminate through promotion) [that] evolution will overtake this behaviour, as we still work with a more “historic” generation who think “women should be at home cooking.” ”

“ As a woman in this industry **I don’t want to be treated with positive discrimination** and I don’t want to see other women treated with positive discrimination. My company is working to empower women in our industry which is great but a very long journey. I’m happy how the future is being shaped. ”

To avoid creating a sense of exclusion, organisations and leaders need to achieve a level of transparency around recruitment and development processes. They also need to take care with message management, ensuring intention, and impact are always aligned.

Football lessons

‘It’s not about a women’s strategy; it’s about an inclusive strategy that unites everyone. To get gender equality is as much about men as it is about women.’

Sue Campbell, Director of Women’s Football, The FA

When Sue Campbell became Director of Women’s Football at The FA, she was set three clear targets: double the fan base, double participation, and win the 2023 Women’s World Cup. But these targets, while clearly shaping Sue’s response, were not a visible part of her strategy.

Instead, she reinterpreted them for a wider audience, creating a purpose that would inspire and ignite the passions of others. Together they would change the lives of girls and women; change the perception of their capabilities and potential; and enable women to see themselves differently and feel empowered. As Sue explains, ‘We had to help others find their passion [to] change perceptions and increase participations in the girls’ game.’

Sue also embedded inclusivity into her team structure. Rather than creating an all-women silo, dedicated to achieving the strategy’s targets and nothing else, she instead recruited diverse

individuals from across The FA. These are people with roles in different functions and teams who come together at regular intervals to review progress, share experiences, suggest ideas, and refocus on their purpose and passion.

‘Women’s football has become more immersed across the whole organisation - we still have core teams focused on the women’s game only, but a lot of people have roles which encompass football including women’s as opposed to just being siloed.’

David Gerty, PR & Campaigns Lead, The FA

Recommendations

An inclusive purpose is key. While targeted interventions will be necessary, such as changing perceptions of parents or aligning inspirational outreach programmes, it is purpose that drives effective transformation. This purpose must be driven by passion to unite diverse stakeholders to a common goal.

Below are the steps organisations can take to develop an effective purpose-led approach:

01.

Prioritise conversation.

- Find answers to the question 'What drives your passion?'
- Open up and explore personal experiences of exclusion, without feeling that empathy-building can only be about gender.
- A stated commitment to action is not enough – it has to be backed by purpose and passion with a genuine personal connection.
- The first step in building buy-in and commitment is to know your passion and be clear on your purpose.
- Agree on champions who will take responsibility to inspire at every opportunity.

02.

Share your story.

- When your story is real and authentic, and expresses a time when you felt vulnerability, others feel empathy and are more engaged and committed.
- Ask questions and listen. What can you learn from the experience of others? Can you be more sensitive to others? Are you assuming or judging without seeking to understand first?
- Start a series of movements through conversation beginning with your passion and purpose to build a shared connection to the importance of inclusion.



03.

Ensure you are prioritising inclusion.

- Are you making it all about women? Aim to increase gender balance through an ambition to increase inclusion, accessibility, and opportunity for all.
- Don't lead with division or numbers. What do you want to change and why? What could the true inclusive outcome be?
- How committed and accountable are your leaders at all levels? Leverage the full power of multiple conversations, with the reports of your direct reports and team checks to understand how inclusion is prioritised and recognised.
- Create a cascading demonstration of your passion, focus, and vision for how the organisation and teams must focus on inclusion as an overwhelming priority, and how individuals must feel that they can be comfortable at all times at work.

04.

Encourage disruption and attention to action amongst your leaders.

- Start with your leaders and encourage freedom to challenge tradition, expectations, and norms if they do not increase inclusion.
- Challenge objections. For example, will safety, security, financial performance, or customer experience really be compromised by these changes?
- Reinforce understanding of inclusion by taking time to recognise positive actions and set these standards as an expectation.
- Express thanks for positive actions through powerful, handwritten or personally written emails: (1) reinforce why inclusion is important, (2) specify what you saw or heard, (3) recognise what the outcome was or, (4) if challenge is required, suggest what an alternative course of action could have been and what the alternative action would be.
- Demonstrate commitment by recognising the sharing of successes and challenges of changing the status quo and encourage a culture of open feedback and outcomes.

05.

Partner with a 'multidisciplinary' team and plan an organisational 'inclusive mindset' transformation journey.



Immerse in context

Create space to step back and explore the broader context in which I am operating.

What is my role in this and purpose?

Inspire deeper thoughts

Deep dive into the world in which I am operating and how I am including them.

I haven't been appreciating how much people feel they have to adapt to feel included - or accept they cannot truly be themselves - am I passionate about everyone having the right to feel comfortable and included?

Build change momentum

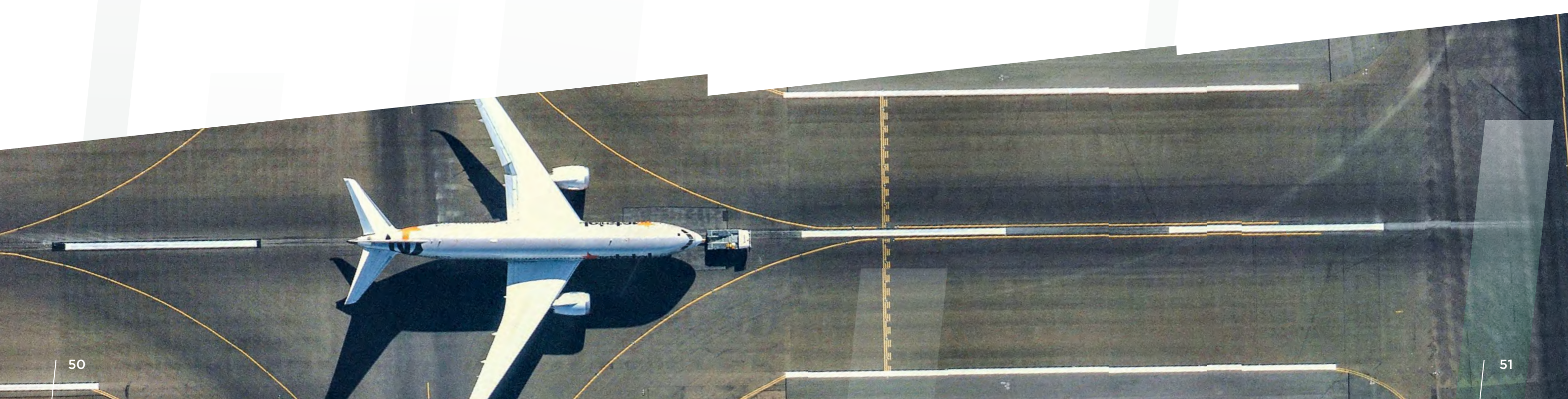
Re-imagine how things could be if I took a different approach that would have a meaningful impact.

I'm excited by the possibilities and have encouragement and more freedom to act than I ever imagined!

Create ownership

Decide to take ownership of my responsibility and role for making things better.

I have more control than I thought and I'm going to take ownership and reprioritise how I fulfil my role in driving change and ensuring that we build a culture of inclusion. I want my success to be the success of my colleagues and those who we can influence and impact.



Case study

Anna Keeling, Managing Director at Boeing Defence UK

Anna has worked in a variety of companies throughout her international career.

Since she was young, Anna has lived in many countries around the world and been exposed to different cultures and traditions. As a result, she intuitively grew up with an inclusive outlook; it was in her DNA to look for what connects rather than what divides. However, throughout her career experience she faced challenges, not just regarding her perspective as a female leader but also her diversity of thought (often being the only female in the room and contributing an international perspective).

In Anna's view, the best way to overcome gender diversity challenges is by raising awareness. She highlights that:

'Unless you are aware of your own and others' biases, it is difficult to make informed decisions and take informed action.'

Having access to meaningful mentorship has been a big contributor to Anna's success. Whether being a mentee or a mentor, she believes having a strong rapport is key, regardless of gender, where open and honest conversations surface easily. She feels strongly that diverse mentoring relationships foster

healthy workplace relationships. Rather than helping people cope with the prevailing attitudes, mentorship changes those attitudes to create a richer and more positive environment. Nevertheless, Anna believes that as a female senior leader, being able to engage with other female leaders in an organisation and more widely in industry, can also be a powerful way to help change perspectives and challenge preconceptions.

Throughout her career, Anna has learnt the importance of behaviour and feedback and, with experience, how important it is to work as part of a team. Whether you are a man or woman, continuous self-improvement and consistent performance is what gets you noticed and authentic work translates into success based on merit.

Anna wants to encourage future generations to be curious and courageous.

'Don't compare yourselves to others but be the best version of yourself. Have a sense of adventure and make the most of every experience, even if you don't know your career destination.'

Investment not tokenism

Time and investment must be aligned to organisation size and resource. Years of effort have failed to yield noteworthy change. Institutionalised change is urgently needed if aviation and aerospace organisations are to survive and thrive in the future – and gender balance is only one of several issues in the queue alongside safety, culture, customer, cost, and others. None of these are new recommendations. To achieve gender balance, it is therefore necessary to carry out a broad assessment of all competing priorities. This assessment should account for the 'matrix', encompassing different businesses or sector divisions, functions, and geographies. It must also include insights from diverse representatives throughout the organisation.

Football differs from the aviation and aerospace sectors and is on its own journey. However, it has faced many of the same challenges when tackling gender balance. These include overcoming perceptions and barriers to entry, increasing participation in education and outreach, retaining

high performers as they progress over time, and finding ways to prioritise long-term goals over short-term results. Understanding and engaging commitment to support requires a comprehensive view. For sustainability, this can be achieved by working as a consortium across the aviation and aerospace sectors to tackle many of the challenges. The introduction of the Women in Aviation and Aerospace Charter is a positive first step and foundation to build on.

'If you want to be in the in super league you have to have a full-time professional team. You can't be a super league club unless you are willing to invest in it.'

Sue Campbell, The FA

Start with a game plan

Before a gender balance strategy can be developed, organisations need to fully assess the factors at play, conduct scenario planning considering the variables, level of impact and potential outcomes, and build the business case for support. This requires time and headspace, which can be difficult to achieve in reactive industries such as aviation. Organisations often have to respond quickly to unforeseen challenges, and are therefore typically reactive in nature, with more focus on the immediate and less capacity for long-term planning.

'Everybody gets sucked into the world of today and there is less time to dedicate to the future and how to bring talent through. This can result in a lack of investment in addressing the gender imbalance. If everyone keeps the focus on the issues of

today it can result in a risk-averse approach.’

And then, of course, there is Covid-19. Several of those we interviewed in both the aviation and aerospace sectors (especially pilots) were anxious that the challenges presented by the pandemic would mean that progress on gender balance would, at best, come to a standstill and, more likely, go into reverse. This will happen not only because investment in inclusion is paused or removed, but also because of the actions that organisations take to mitigate the pandemic’s effects. For example, if organisations downsize without reliable performance measures in place, then the risk is that they will target their newest recruits – and because most of these organisations have only recently made a concerted effort to expand under-represented groups, this action will disproportionately affect females.

To make real progress on gender balance, however, it is essential that organisations don’t just make long-term strategies but – more importantly – stick to them, regardless of conditions. There are two ways to ensure the resilience of a planned approach. One is to build the plan and invest into business performance operations for delivery and outcomes. The other is to share resource and support across organisations, so that those with more capacity can supplement their more challenged counterparts in order to create benefits for the sector as a whole.

‘We should recruit the right person for the job. Military promotions are done on merit – each year a different panel of experts selects those to be promoted. Many of them don’t know the people they are promoting and will not

have worked with them, it is purely down to the written annual appraisals.’

Air Marshal Sue Gray

To help organisations focus their efforts, we have identified a number of key areas regarding long-term strategy to achieve gender balance:

1. Reframing the criteria for access – appointments, programmes and support.

‘Promotions are still based a lot on who people know, which can still lead to ‘jobs for the boys’. The uniformity in ways of thinking seem to be a hindrance not only for women but for anybody who does not think like the top management.’

In our research, we uncovered many programmes within the aviation and aerospace sectors designed to increase numbers of female hires, including mentoring schemes, outreach events, returnships, and women’s networks. However, none of the senior women we spoke to credited an initiative for enabling their success. Instead, they cited individuals, whether it was a senior figure encouraging them to step into a role they felt unqualified for or a hiring manager who was willing to take a risk on them. The fact that they attribute their success to the chance actions of others is revealing. These are sectors where appetite for risk in hiring is low – and female hires are perceived

as risky hires because they are still outside the norm. Opportunities for women are also impacted by fixed-entry requirements, particularly sector-specific qualifications, that are characteristically male. This is especially true for pilots, operations leads, engineers, manufacturing leads, and programme managers.

‘There has been a relatively narrow way of looking at skillsets required – if you’ve always thought you need particular sets of qualifications, they are characteristically male. But if you start from the skills instead, you can bring in a range of people. We looked at requirements for the head of one of our aviation units where typically they would come with an aeronautical qualification, but we also looked for someone with equivalent skills from another sector – we now have a very capable woman who comes from Microsoft.’

Dame Deirdre Hutton, Chair of the CAA (2009 - July 2020)

2. Encouraging mobility and progression.

‘So if we are truly committed to solving the diversity issue in the aviation industry, we need to change the way we fund pilot debt and allow people with talent, passion, and ability the opportunity to succeed. This pandemic is only going to make this situation worse as companies struggle to survive. Consequently, more should be done to secure the positions that women already have in the industry and active encouragement of women joining the industry needs to be considered in that context. A recent survey of 200 new entrant pilots estimated personal training debt of approximately 10 million pounds. During the pandemic, pilots have taken pay cuts across the industry to help its survival, ranging from between 10% to 50%. To maintain confidence in the career we need to consider protecting the investments

as this will encourage future pilots to consider the career in the longer term.'

Airline Captain

Only one-third of women in aviation and aerospace sectors felt that women seek out or apply for leadership roles as much as men do. Barely 50% felt they could see clear opportunities for women to excel in their current company (compared to nearly 70% of women in other sectors). One of the major perceived barriers to female progression, particularly in the aerospace sector, was the tendency for long tenure in leadership roles. In other words, male dominance is entrenched.

Increasing diversity and inclusion at the top requires dedicated focus and resource at both the sector and organisational level. Within organisations, this means multiple functions – including HR, communications, corporate strategy and finance – working together to agree strategy, and objectives, and to challenge traditional approaches and norms.

At the same time, it is important to remember that the issue of poor talent mobility does not merely affect women. Disappointingly, only half of respondents (male and female) agreed that they have been actively encouraged to apply, or have been considered, for other positions in their company. The trend was similar across sectors.

3. Being present, being noticed and stepping up.

We heard about the importance of building on networking to step forward at every opportunity. Multiple benefits included increasing breadth of experience and perspective as well as the raised exposure which on occasions led to invitations to pick up additional responsibilities. It also created an opportunity to step into new functions which also

provided a springboard to subsequent progression. It was clear that this is rarely governed with the same objectivity and open opportunity as external recruitment for example.

'If in order to advance you need to take part in 'sprint' projects that require high levels of travel and long hours, this creates bias, but the company can't see this. If all positions are advertised as full-time then the line manager sees recruiting a part-timer as losing resource. The total lack of training in work means people are expected to train themselves in their own free time. Working mothers have little free time.'

In a small sample of senior executives, several of the women we interviewed, but none of the men, had flexible working patterns. We briefly reviewed external and independent recognition of flexible working and could not find award winning representation of individuals from the aviation and aerospace sectors over the last three years. We did hear from female pilots who felt that their role allowed for part-time working but not fully flexible working, adjusting hours and days around non-work commitment. Anonymous comments were mixed:

'Females require flexibility to progress as they are often main carers of children or have health issues e.g. uncomfortable menstruation symptoms or menopause to deal with. This is not taken into consideration and requesting flexible working is on a case by case basis and not an automatic right. Reasons companies give are security and health and safety. This means women may perform less well than men because their personal lives have greater impact.'

'Flexible work and possibility of slow/fast career options (dependent on life situation) could help. In my geography work/life imbalance is one stopper, the other is dual careers when there is a need to move abroad for next step – financial hit for family budget and for spouse this is not satisfactory to give up work.'

'I am very grateful for the positive attitude my company has shown with regards to flexible working and making it easier for family life to be accommodated. I am not in a position to know in detail the experience of other genders in the organisation, but I am aware of senior positions filled by women (including my manager) and the encouragement of progression.'

'I don't believe I have experienced much active discrimination due to gender although men tend to be better at self-promoting their capabilities and in some positions in the past there has been a more natural affinity towards promoting men (i.e., promoting the same as has gone before or replacing yourself with a similar person). The bigger discrimination is lack of flexibility post children or part-time. Only people

seen and heard full time get ahead, although attitudes to this are being challenged regarding more flexible working and remote working where appropriate. We need to get better at accepting that women can approach tasks with a different point of view which is just as valid as what has gone before, and our leadership style is often different. 'Group think should be avoided.'

'I work part-time. I can't move jobs as no manager wants a part-timer. Completely focused on full time and the processes and structure support this. All they have done is added a line about flexible working in job ads.'

'If companies can get the work/life balance right for women with families and can support them on those topics, women will continue with the industry to higher

levels or responsibility. How can a woman (or anyone) physically take on more responsibility of a family and high-profile work, without help? Men can succeed and have help - typically in the form of a women taking a step back from her job. Two incomes are required these days too. Businesses need to recognise that. Flexible working.'

At the time of surveying, despite numerous comments and references to flexible working, the majority of respondents to our survey thought their job enabled them to meet the needs of both work and personal life. The trend was similar between sectors and between genders. However, as the survey closed and many of the interviews were complete, the UK and many other countries and regions went into 'lockdown'. Unless you were a key worker you had to remain at home. If it was possible and financially viable to, you were encouraged to continue working. Many of those we interviewed expressed concern about the negative impact of the lockdown on diversity and inclusion progress and investment.

We did not get an opportunity to review any changes to perception on visibility, opportunity, flexible working and work/life balance as a result of global changes to working practices due to the Coronavirus pandemic. We do recommend organisations continue this enquiry as a collaboration across the Charter signatories.



Infrastructure is essential

It is critical to have a clear, dedicated organisation design for gender balance with direct and dotted line accountability and support to deliver. This will provide a comprehensive and robust approach to managing structures and mindsets. The organisation should be engaged and supported to share experiences and retain focus on the moral purpose and expected outcomes.

‘My strengths are putting people around me that are better than me.’

Sue Campbell, The FA

Within the aviation and aerospace sectors, however, the focus on achieving gender balance currently sits squarely at the top of the organisation and within HR – and with the Diversity and Inclusion function if there is one. The nature of aviation and aerospace organisations is typically highly matrixed from business, functional and geographical perspectives. Restricting accountability and delivery to a small team limits the potential scale of progress that can be achieved, as we saw that individuals outside these groups were much less likely to feel that they would personally benefit from making gender balance a reality. Fewer than half of male individual contributors agreed there was something in it for them to make gender balance a reality, as opposed to three-quarters of senior leaders.

A far more effective approach is the one adopted by Sue Campbell at The FA, where team members are based in roles across the organisation, where they work independently on a shared mission of inclusion. They convene at regular intervals to connect, refocus, and re-energise. Inclusion can be broken down into two basic categories: structural inclusion, which concerns equitable processes and practices, and behavioural inclusion, which concerns individual

mindsets and relationships. The advantage of having a distributed team is that it puts members ‘on the ground’ in the organisation, where they can identify and feedback on the specific structural and inclusion issues that exist in functions ranging from the communications department to the product assembly line.

‘Personal networks (aka nepotism) continue to play extremely strong parts in mobility, access to opportunity, and the best promotions/roles. Systematically dismantling these networks where unfair advantage is obtained is important, but the medium-term step of securing strong networks and similar advantage/sponsorship for women is where I’d focus my personal efforts in the short term.’

Of course, such an approach requires dedicated time and commitment from those involved. This is where investment is key. If the members of the team, drawn from diverse areas of the business, will each need one or two days a week to focus on their additional responsibilities, then extra resource will be required to support them in their day-to-day roles.

When addressing issues of structural and behavioural inclusion, one key area team members should

focus on is the extent to which individuals are able to fulfil their potential, whether this means achieving maximum performance in a current role or progressing in a career. It was noted that generally there was low agreement that individuals are encouraged to apply for new roles within their organisation. Only 47% of females and 51% of males reported that they have actively been encouraged to apply for, or have been considered for, other jobs in my company.

‘I am unsure of a lot of these answers simply because I do not know. As an apprentice I know a lot less about career progression in my field, nor how to advance my career.’

Pay is another key area of concern. Here, we found a notable disconnect between male and female respondents, especially within aerospace where a significantly lower proportion of males (63%) than females (87%) thought the perception that pay may not be equitable between males and females, inhibits gender balance in their sector. Whether it is policy, perception, or actual pay gap, pay and reward requires ongoing investigation and investment.

‘...I was also denied a bonus during this as HR advised I was on Statutory Maternity Pay [SMP] therefore not “being paid by the business” even though I was still classed as having continuous employment terms and my contract with the company still applied. I had to challenge this ruling with HR and the unions on the basis my contract remained valid therefore irrelevant whether I was on SMP or otherwise as the policy was very clear, but HR chose to interpret it against me. No agreement was reached, but I was made a “goodwill payment” without acceptance of liability and the business amended a policy document thereafter to make the position clearer for future female employees.’

Case study

Julie Smyth, General Counsel – Legal, Risk and Compliance at GKN Aerospace

Prior to attending an all-women course called Women in Whitehall, which seeks to bring together industry and civil servants, Julie had never wanted to draw attention to the fact that she was a female. With over 20 years' experience in the Aerospace and Defence industries, Julie was used to working in a very male dominated environment and wanted to prove herself on her own skills and capabilities. However, during the course, she had the opportunity to attend a session in an all-girls school in north London to talk to 14-15 year old girls about what was like to be a female in industry and/or government; and how they could help themselves improve and move up the ladder. That was a turning point in Julie's life.

Soon after, Julie was invited to attend a panel session with other internal and external speakers run by BAE Systems to talk to a female audience.

'We needed to organise our resources, create a proper network, put structure in place to decide what we were trying to achieve, rather than having a general discussion.'

As a result, Julie decided to approach the topic in a more practical manner.

Consequently, Julie was part of creating what they called Inspiring Women's network, where she acted as Air Board sponsor. From there, they developed a series of surveys and practical and targeted initiatives involving additional training, coaching, and networking sessions.

Julie attributes her career progression with hard work and preparation. However, Julie recognises that she has also benefitted from fantastic courses: one targeted to women, the other to senior leaders to help them unlock their potential. They have helped her understand her strengths and herself much more. She has also benefitted from coaching, allowing her to gain confidence to continue forward.

One of the challenges Julie sees in the aerospace industry is that it is made of predominantly engineers who tend to be men. The talent pool of women is limited. Therefore, women are held back in moving up the ladder because there are not many of them.

The lack of traction of graduates throughout apprentice schemes means there is this middle population of women that do not make it up the chain. Competent women whose voices do not get heard.

Furthermore, Julie believes that people tend to join an aerospace business and stay there for most of their careers, which makes it harder to implement change.

To see real progress, Julie believes the industry should focus on two compelling arguments. Firstly, evidence shows that inclusive environments perform better. Secondly, she reflects on the shared statistics about the makeup of the current and future talent pool available. 'If c.50% of the workforce moving forward are female and we want to access that pool of talent, we need to ensure that they feel we are a workplace where they want to work for'. However, the industry needs to approach the topic in business terms and benefits, especially given current economic circumstances to create a compelling case.

Monitor closely and move

Investment and ambition must be supported by a detailed level of measurement. Metrics will evolve. Incremental change as well as big shifts in attitudes and outcomes will be equally important. Most important is a common language of measurement and evaluation framework for gender representation.

A vast amount of data has already been accumulated by organisations across the aviation and aerospace sectors who have been tracking progress on gender balance. The data, however, is varied (to say the least). Approaches differ. Companies have merged. Systems have been changed and updated. As a result, we see a tremendous lack of consistency, both within organisations and from one organisation to the next.

Programmes do exist that are designed to capture data across entire industries and in a consistent format that can be tracked over time:

- **The Hampton-Alexander Review** requires FTSE 350 companies to report annually on the numbers of males and females at board level, and in the executive committee and among their direct reports. Numbers are submitted, reporting representation at Board, Executive Levels and their reports as well as the number of joiners and leavers. An annual report is compiled detailing progress, challenges, best practices and action required.
- **The Women in Finance Charter** is a commitment by HM Treasury and financial services firms, which requires charter signatories to publish an annual report monitoring progress against targets relating to gender diversity on their websites. In addition to reporting annual representation numbers, signatories are invited to share insights regarding progress, initiatives, challenges, and what has been learned. An annual report is

published collating progress, insights, and recommendations. In addition, regular breakfast events and working sessions allow signatories to come together on a regular basis to discuss best practices, hear from thought leaders, and share ideas and experiences.

- **Engineering UK** recently launched The Tomorrow's Engineer's Code to enable those in education, government, and industry to work together to foster critical engineering and technology skills. A key element of the framework is improving the monitoring and evaluation of programmes and activities to develop a shared understanding of what works.

Sponsorship and signatory investment enables both Hampton-Alexander and Women in Finance to analyse the data gathered from organisations and produce industry-wide reports.

Reporting without benefit creates frustration given the limited time and resources many organisations face. Investment is required to provide the necessary analysis and actions to support organisations to consider the data, trends, and insights to agree how to respond and act accordingly. However, there is currently no such sector-level investment and alignment within aviation and aerospace, apart from some reporting requirements and initiatives for FTSE-listed firms (including the Hampton-Alexander Review).

'What isn't measured, doesn't get done.'

Anna Keeling, Managing Director, Boeing Defence UK

Case study

Linda Spilker, Cassini Project Scientist at NASA

Growing up

Linda was inspired by science, physics, and space from a very early age. She grew up during the 'Race to Space' and still remembers where she was during the moon landing of Neil Armstrong. Linda was the eldest of four sisters. Perhaps consequently, Linda's parents always ensured Linda was supported in what she chose to do, and she fondly remembers still today how she used to play with a telescope and chemistry set given to her by her parents.

Linda's own journey to space has not been an easy mission. During her time in high school, as

Linda expressed her passion for pursuing mathematics and science subjects, she found that her teachers tended to guide her towards a more 'female based career path'. However, from a very young age at home she had been actively encouraged to enjoy math and was supported in her pursuit of a career in science. Her mother's own passion for math meant she had been one of the only females who studied it, however, she was pressured to drop out from her classes so she gave Linda strong support to not repeat this.

Starting out

As a college student, Linda met a professor, Dottie Woolum who took her and two other female students under her wing. This professor played a key role in supporting Linda throughout her degree, her first job, and even her first paper, which they co-authored.

In the late 1970s, Linda got a job at Jet Propulsion Laboratory also known as JPL as a scientist at the age of 21. During the interview process, she was told she fit the profile well but as was common at that time, it was openly suggested that newly married Linda would not have children for three years so that they could get a return on their investment to train her. Linda confidently replied

she was saving to buy a house and started her career that would take her on a journey to being a world class expert who would be the subject of musicals and Netflix documentaries.

In 1977 Linda joined the NASA's Voyager mission as a scientist on an unprecedented effort to send two spacecraft on a tour around the solar system. As a planner, not only did she have to plan the mission but also when was the best time to start a family. Linda, as well as other members of the Voyager team, decided to become a parent using the five year window between the travel of the second spacecraft from Saturn to Uranus.

Getting on

Back in the 70s, the programme and industry struggled with gender balance from a recognition as well as pay reward perspective. Linda was very often the only woman in the room and sometimes felt her voice was not heard.

However, as the programme evolved and Linda progressed in her career, things got easier. As part

of a mentoring programme, Linda was actively encouraged to pursue a PhD and continued to take part in highly visible missions.

Currently, JPL delivers unconscious bias training and leads an initiative focused on equity diversion, diversity, and inclusion.

Staying on

As a well-established scientist, Linda reflects on advice for young females. She focusses on school age: follow your dreams; don't close any doors; reach out to other people; have mentors (men and women) someone to talk to, support you; don't be afraid to sit at the table and consider yourself an equal - sitting at the table and speaking up makes you a role model. Linda makes a conscious effort to nominate young women for awards to increase their visibility, she actively mentors young women and sits on panels across schools and other public events to promote STEM careers across younger female generations.

The talent pipeline of females in STEM continues at home. Linda also influenced her daughters' appetites for science - one of them is now a chemical engineer. Even today, her three-year-old granddaughter is already able to name the planets in her picture books.

Football lessons

In 2016, The FA's Chief Executive, Martin Glenn, singled out the women's game for investment as part of an ambitious growth plan for the sport.

To help achieve his aim of doubling the number of women playing and watching the game by the end of the decade, he recruited Sue Campbell, the former UK Sport chair who had helped take Team GB from 10th to 2nd on the Olympic medal table.

Before even beginning to think about long-term strategy, Sue spent six months listening, watching, and building an understanding of the current state of the game. How much priority were people giving to women's football? What was happening with budgets? Where were the levers of power?

Sue recognised that, in order to achieve its objectives, The FA's marketing, commercial, and communications departments would have to work collaboratively to raise the profile of England players and women's competitions, and to change perceptions

of the women's game, particularly among girls and parents.

Collaborating with a shared focus was important in other departments across The FA.

'When I got my role, I inherited three departments, it was a bit of a test of what I can do. Some staff who have been here 20 years, with some just three weeks, and also those from different sporting backgrounds. We

went on a journey with them for six months focussing on our togetherness. We were fortunate to have the opportunity to bring in Owen Eastwood to help us think about our purpose and most importantly our own history and identity. I was given approximately 40 individuals, all on different red buses with different destinations. Now we are all on the same bus, with one destination. It was such a powerful tool.'

Kay Cossington, The FA

Crucially, women's football needed to be embedded in schools so that all girls were encouraged to play the sport. Lacking the resources needed to make this happen, Sue and her team instead developed and launched the Wildcats programme to provide girls with regular opportunities to make friends, build social skills, and get fitter through playing football. In just three years, the programme has grown from 200 to 1,600 clubs across the UK.

The success of the strategy can be seen in the results. 11.7 million viewers tuned in to watch the England Senior Women's FIFA Women's World Cup semi-

final in 2019 – a record for England. Attendance at Barclays FA WSL games during the 2019-20 season was up 174% on the 2016 benchmark and the number of domestic games being broadcast had increased by 257%.

'Our plan has needed us to not only build an infrastructure but to increase the profile, changing the perceptions and breaking down the historical barriers that have been detrimental to the women and girls' game. Using football as a tool for community integration, we have formed new partnerships with Cerebral Palsy Sport, The Wheelchair Football Association and Amnesty International UK. Alongside a unique partnership with Football Beyond Borders, which has seen BAME young role models encouraging new girls to the game.'

Louise Gear, Head of Women's Football Participation, The FA



Recommendations

01.

Invest in a central monitoring resource and system. Analyse evaluation reporting currently being undertaken by organisations in the sector and make recommendations for an evaluation framework.

03.

Agree on a report structure and format for regular updates. This should include agreement on how information will be used.

02.

Build a common evaluation framework for all organisations to adopt, covering representation, activities, outcomes, and impact.

04.

Introduce accountability for inclusion for colleagues at all levels by identifying an organisation-wide network of accountable leads.

- Openly explain the purpose and why roles are changing and invite volunteers to take on revised responsibilities.
- Conduct an organizational design review to ensure inclusion accountability is effectively distributed. This will help you decide where to add new roles and where to add new responsibilities to existing roles. Revisit role design for inclusion leads to create capacity for their new responsibilities.
- Set clear accountabilities, reporting of outcomes, and formal recognition for progress and achievements.

05.

Introduce consistent and regular inclusion team check-ins providing support and refocus on purpose and recognition.

07.

Connect your inclusion ambition and practice. Are policies accessible? Are they easy to understand and refer to in times of uncertainty? Do individuals throughout the organisation feel empowered to comment when concerned?

06.

Review talent management processes, practices, transparency, and execution. Share insight and agree actions.

- Prioritise outreach to individuals in education, with the aim of changing perceptions and overcoming social barriers to participation.
- Develop participation opportunities and infrastructure – provide a toolkit for teachers and parents to set up voluntary clubs.
- Inspire people by showcasing diverse roles within your organisations and explaining their value.
- Signpost opportunities to participate, watch, or follow individuals and organisations.



Case study

Allie Dunnington, Commercial Ballooning

Allie has been a professional tour guide for over 20 years across Europe and Asia and by chance had her first balloon flight during a trip to Burma/Myanmar in 2002. This experience sparked her long-lasting passion in ballooning.

She now holds the female world record in having flown a balloon in 102 countries and is one of very few female pilots in Europe to have both a gas balloon and a hot air airship rating. Allie is also an instructor and balloon Part 66 inspector and enjoys teaching new students.

In 2015 she was appointed as the first female Type Rating Examiner in the UK and in 2018 gained her Flight Examiner rating.

Throughout her early career, Allie has been aware of the lack of women and female representation in British ballooning (and probably world-wide!). In 2010 she therefore initiated the 'Women's Balloon Meet' with the aim of encouraging more women and girls into this sport and career. This meet has now become a regular feature in the ballooning calendar and has inspired many new women gain some flying experience and to get excited by choices and opportunities available.

For this effort Allie was awarded an achievement diploma by the International Olympic Committee in recognition of her outstanding contribution to promoting the development and participation of women and girls in sport.

But Allie is also very interested in the wider GA (General Aviation) community and has been an active member of the British Women Pilots' Association (BWPA). She frequently writes articles for their newsletter, participates in flying events and committee meetings and has given lectures during their annual training day and presentations on her flying expeditions - including in their own vintage twin-engine Beech 18 - around the world. In 2016 she was awarded the Jackie Moggridge Cup for her achievements in her aviation career.

Allie recognises that without some self-determination and the stimulating support of her husband, Phil, who is also a commercial balloon pilot and great supporter of all matters in GA, she might not be where she is now. But even with all the qualifications she has, making a living out of commercial ballooning or teaching and training is tough - especially in these difficult times of Covid-19.

Ballooning is a heavily male-dominated industry largely due to the lack of awareness and media coverage - coupled with limited financial support and structure. As a result, less than 8% of women are working commercially. Allie recognises the importance of role models in the industry and is passionate about those joining at a variety of age levels.

Don't be a 'one hit wonder'

The aviation and aerospace sectors have been dominated by men for decades. Gender balance is not going to be achieved overnight. Nor will it be achieved through silver bullet initiatives or one-off events. Instead it requires a long-term, sector-wide transformation within a culture of open feedback and continuous improvement.

Change is a long-term programme

'To encourage and listen to diverse views takes time, if you are not patient you don't reap the benefits of a diverse team. A number of leadership teams in aerospace are impatient, but the best ones have the patience to listen and benefit.'

John Pritchard, GKN Aerospace

Given that progress will take time, it is essential to have a sustainable programme of focus, investment, cohesion, and collaboration.

'I remember walking into the canteen where there were table groups of six men who would actively turn away and not make eye contact

when they saw me coming. It was quite intimidating but I'm quite tough. Now it's completely different, groups are mixed, people always stop and say hello - it's taken 10 years. It's a long game to change culture - it's persistence, consistency and action, and hard graft.'

Dame Deirdre Hutton, Chair of the CAA (2009 - 2020)

However, our research revealed large numbers of people who are passionate about inclusion and gender balance in the aviation and aerospace sectors, but we were unable to find evidence of any managed, long-term programmes of transformation. Safety culture transformation, yes. Digital transformation, absolutely. But nothing, as yet, aimed at improving gender balance. This is despite the fact that many anonymous respondents, both male and female,

acknowledged that changes will have to be made over a long period if the shift in numbers is to be achieved without positive discrimination and in a manner that is widely perceived as merit-based and fair.

‘Until gender parity is reached at ground level, any parity at senior levels is likely to be ‘false-parity’ (unless you’re saying that women have an innately greater ability at senior levels than men). Solve the ground-level STEM disparity and the leadership levels will follow. What I see is that I look around the engineering rooms full of hundreds of people and the only females in the room are in admin positions. The same is true of software development departments I’ve worked in for the last 20 years. Despite girls outstripping boys in education for nearly 20 years, STEM-based roles are still under-represented at ground level where [women] should really be both excelling and over-represented. As an IT

leader who’s spent the last five years recruiting heavily across multiple companies, [I see] this is matched by low numbers of women applying for roles. I’ve even considered positive bias before, but there’s just no-one there to display bias towards! Stop crying about senior roles and start worrying about the ground level. Play the long game, sort the incubator level and the rest will sort itself.’

We also heard how important it is to change perceptions of teachers, parents, and children of all ages, convincing them that a career in the aviation and aerospace sectors can be exciting and rewarding. Of course, the promise needs to be backed up by reality – which makes it even more important that organisations address current challenges of gender balance and create workplaces that are truly inclusive and diverse.

‘The most significant aspect to filling the roles with a more diverse workforce is largely down to the industry being very male dominant 10-20 years ago. While there are the odd exceptions, there simply isn’t the bulk of skills and experience needed to

fill the vast majority of the positions in the upper levels. The actions currently underway will make a small short-term difference, but really is putting in place medium to long term changes. Put simply, people need to build up experience and advance up the ladder over a career, to fill the vast majority of roles. If this wasn’t started many years ago, with the best will in the world, the challenge isn’t immediately solvable but will make a long-term difference.’



Case study

Sumati Sharma, CA, Former Vice President Special Projects at Virgin Atlantic

Sumati was most recently VP Special Projects at Virgin Atlantic, having spent 16 years at the airline, and is Co-Chair of the WiAA Charter Board since its launch in 2018.

Sumati was born in London, and by the age of 13, had lived in Holland, France & Scotland. Her parents (Indian and Kenyan by background), placed a strong emphasis on the importance of her education which instilled in her an intellectual confidence. Academically minded, Sumati started university at the age 16 and graduated with first class joint honours in manufacturing engineering with accountancy. Sharma describes her experience:

‘Through the richness and diversity of my childhood experiences, I was exposed at a very young age to a variety of cultures, thinking, backgrounds, and ways of living, speaking, and working. I also developed a deep passion for travel and discovering new places. I learned very early on to work hard, adapt quickly, be inclusive, and collaborative – these became important to acclimatise rapidly to new environments.’

As one of her earliest memories growing up, Sumati remembers one of her first flights from London Heathrow to Delhi alongside her mum. The Indian cabin crew and the memorable service offered made her want to be a part of it.

At 18 years of age, Ernst & Young invited Sumati and fellow students to an event off site for young talent where they had an immersive experience understanding their options to join the Chartered Accountant route which included three more years of study whilst being in paid employment and gaining invaluable work experience. This was a compelling option and Sumati’s early success proved to her that she had the aptitude for more. Her career progression was very structured at EY and then a sector change to Virgin saw her career progress in a more informal way with Sumati being offered additional responsibilities at times adding breadth to her role and in doing so, preparing for the next progression.

In reflection, Sumati believes that ‘we need to do more with the pipeline’ and that more efforts need to be made in the aviation industry on how to further build the pipeline for engineering, commercial, and flight deck disciplines.

Furthermore, Sumati talks about the need for change from VP level upwards. There needs to be more female role models beyond HR and marketing functions.

To ensure female leaders progress up the ladder, women need to be encouraged and sponsored to take more operational roles involving P&L and line management so they can be in the room, have a seat at the table, and have their voices heard, ‘It is going from a seat at the table, to a voice at the table, to a voice that is listened to at the table.’

Sumati believes data and insights-led change is required to develop women’s equality as it allows a non-emotional conversation, and welcomed the introduction in the UK of gender pay gap reporting in 2017.

Throughout her career, Sumati has benefitted from excellent sponsorship and mentoring which has helped her when making choices about her career progression.

Know your audience

Change needs to reach an audience of many different backgrounds, experiences, capabilities, and interests. It is important that organisations understand the diverse needs of this audience and demonstrate awareness of their varied motivators and the different headwinds that might be impacting them.

‘When you talk to younger people, why do they want to go into a sector that’s destroying the world? When you start talking about electric planes, the conversation changes... there is still a perception of engineering as oily rag business rather than clean and exciting as electric is.’

Dame Deirdre Hutton, Chair of the CAA (2009 - 2020)

For example, while approximately one-third of female respondents in both the aviation and aerospace sectors agreed they would have to change industries to advance their careers, the proportion of male respondents in those sectors who agreed was only one-fifth and one-quarter (respectively). Likewise, only 60% of male respondents at the ‘Individual Contributor’ or ‘Leader of Individual Contributors’ level felt that achieving gender balance was a business imperative, compared to 80% of female respondents. Clearly, these two groups have different experiences and expectations of their sector; how organisations attract and engage them will need to vary accordingly.

An understanding of the contrasting needs and experiences of different groups should also shape how organisations provide enablement and support. Pilots, for example, often miss out on a sense of team identity, as they rarely get to work with the same colleagues from flight to flight. Knowledge of your audience can help you shape effective interventions that may be necessary to prepare or support people for such an independent role. We also heard concerns about value to the organisation being defined by tenure and seniority. This was due to a lack of confidence in the sophistication of performance analysis based on what individuals deliver and how they add value to their role and their organisation. Unlike the example of football where not only team performance, but individual performance, fitness, team effectiveness, and many other factors are monitored, developed, and reviewed, the perception was that day-to-day performance was more subjective in the aerospace and aviation sectors.

Knowing your audience can also help you frame career opportunities in ways that resonate with individuals and groups in the right way, at the right time. Many of the people we spoke to in our research had wanted to pursue a career in aviation and aerospace from an early age. But there were also people who could have entered one of the sectors at a much later stage in their careers, only to find that other professions actively offered them opportunities they had always been looking for, such as continued professional development or the option to combine paid employment and study. Ambitious and qualified individuals could have been brought into the sector much earlier if the career opportunities had been presented to them in an audience-appropriate way.

‘Pilots are very unique. They decide very young what they want to do.’

Women generally between 11-16 years old whereas men between 5-11 years old.’

Airline Captain

So how can organisations in the aviation and aerospace sectors get to know their audiences better? One way is through networking. Several of the people we spoke to in our research saw networking as an opportunity to have informal conversations with others in which it was possible not only to shape and influence their perceptions but also to gain insight into their expectations and needs. When used in this way, networking can be a great inclusion enabler, increasing understanding between individuals and organisations.

‘Everything I have done has been a combination of hard work and trying to seek opportunities where possible. I do talks giving guidance in the industry. I say you have to be an entrepreneur - you invest in your skills, you become the product and timing is everything. You shouldn’t invest unless you get a good return.’

Airline Captain

‘Women don’t help themselves with their confidence - a big inhibitor. This is why the Charter is so important. A real support network.’

Katherine Bennett, CBE, SVP, Airbus

Caution must be exercised, however, because networking is a potential enemy of inclusion as well, creating ‘club’ mindsets that help to perpetuate existing inequities. Organisations must ensure that networking remains primarily a medium for shifting mindsets, where people are able to share personal career stories and empathise with each other. It should never be allowed to become a back-channel for talent management and succession processes, which must always be transparent, structured, and calibrated.

‘I am often the only woman in the room at senior customer meetings and it is a constant battle to speak up; to have your views seen as valid and a fresh perspective rather than ‘quirky’; and to create the social and networking engagement opportunities so important to business and careers. Many of these engagement events with customers revolve around

evening dinners or drinks, or at sporting events like the rugby, golf, or even boxing! If I feel intimidated or out of place as a senior leader, what must young women joining the industry feel?’

‘We need to act in other areas (society, politics, education...) so that more females are interested and studying these areas where there are not enough of them (engineering, manufacturing, senior management...). It feels ‘not for them’ or ‘impossible’ etc. for a lot of females and it is a shame.’

Knowing your audience requires a multidisciplinary approach, as you gather perspectives from communications, PR, education outreach, and new hires, among others. It is also critical that you continually measure the perceptions of diverse stakeholders against the reality. This will provide you with critical insights that can feed into your broader inclusion programme.

‘I do not think that my ‘gender’ as such has inhibited my career progression but ‘traditionally female traits’ are not valued as management material or leadership skills as much as more aggressive or dominant types of behaviours. Many men and some women with these latter traits have been promoted ahead of me even though I would have been at least as good at doing the job.’

‘Men, particularly when they are in positions of power, need to be advocates for women in the workplace, taking action on a daily basis. That means where we witness bad behaviours, we must call them out, where there are unconscious biases, we must recognise them, and when we find ourselves in a room full of men making decisions, we must ask why that is, and then rectify it. Going on a course is not enough, having a diversity and inclusion policy isn’t enough. It is only through being prepared to have uncomfortable conversations day in day out, challenging the status quo, that will lead to real cultural change.’

Chris Saunders, Vice President External Relations, GKN Aerospace

Similarly, only around one-third of female respondents in the aerospace sector and 42% in the aviation sector agreed that their executive committee are role models for the messages, behaviours, and actions required to achieve gender balance. And, again, the impact this had on opinions about other enablers of gender balance was hugely significant:

It is impossible to start a successful movement without first having an authentic commitment to improving gender balance and securing alignment on purpose and mission. It is also essential to have formal and informal systems of recognition that reinforce actions and behaviours that are desirable and that challenge or reframe those that are not.

‘There appears to be no auditing of managers that behave badly and can get away with it indefinitely. If you are a whistle blower, which women often find themselves becoming, there will be no support - particularly from HR, who prefer it if you don’t use email for any discussion of your issue. It is very difficult to stay if you raise issues - people will close rank, particularly in a project.’

The success of the movement also depends on the ability of organisations within the sectors to authentically offer a fulfilling and rewarding career. Furthermore, this offer needs to be clearly communicated and cascaded because it is not just the reality but also the perception of opportunity that matters. Our research found that respondents who felt there were clear opportunities for women to excel in their current company were less likely to believe they would change industries to advance their career. They were also twice as likely to believe that they have a ‘seat at the table’ and their opinions are heard at work, and - significantly - that the industry has become more attractive to women in the past two years.

Start a series of movements

Experience teaches us that change in the aviation and aerospace sectors will be accelerated by engaging an ecosystem of disruptors, inspirational champions and partners who can mutually support and celebrate the benefits of gender balance.

We already see evidence of this in our research. In organisations where the top team sends out consistent messages about the practical things that need to be done to drive gender balance, at least

three-quarters of respondents (75% female and 87% male) felt their senior leaders were committed to increasing the number of women in leadership roles. However, this figure dropped to less than half of males (46%) and 33% of females in organisations that do not send out consistent messages. Unfortunately, three-quarters of female respondents in the aviation and aerospace sectors believe that their organisation belongs in the latter category.

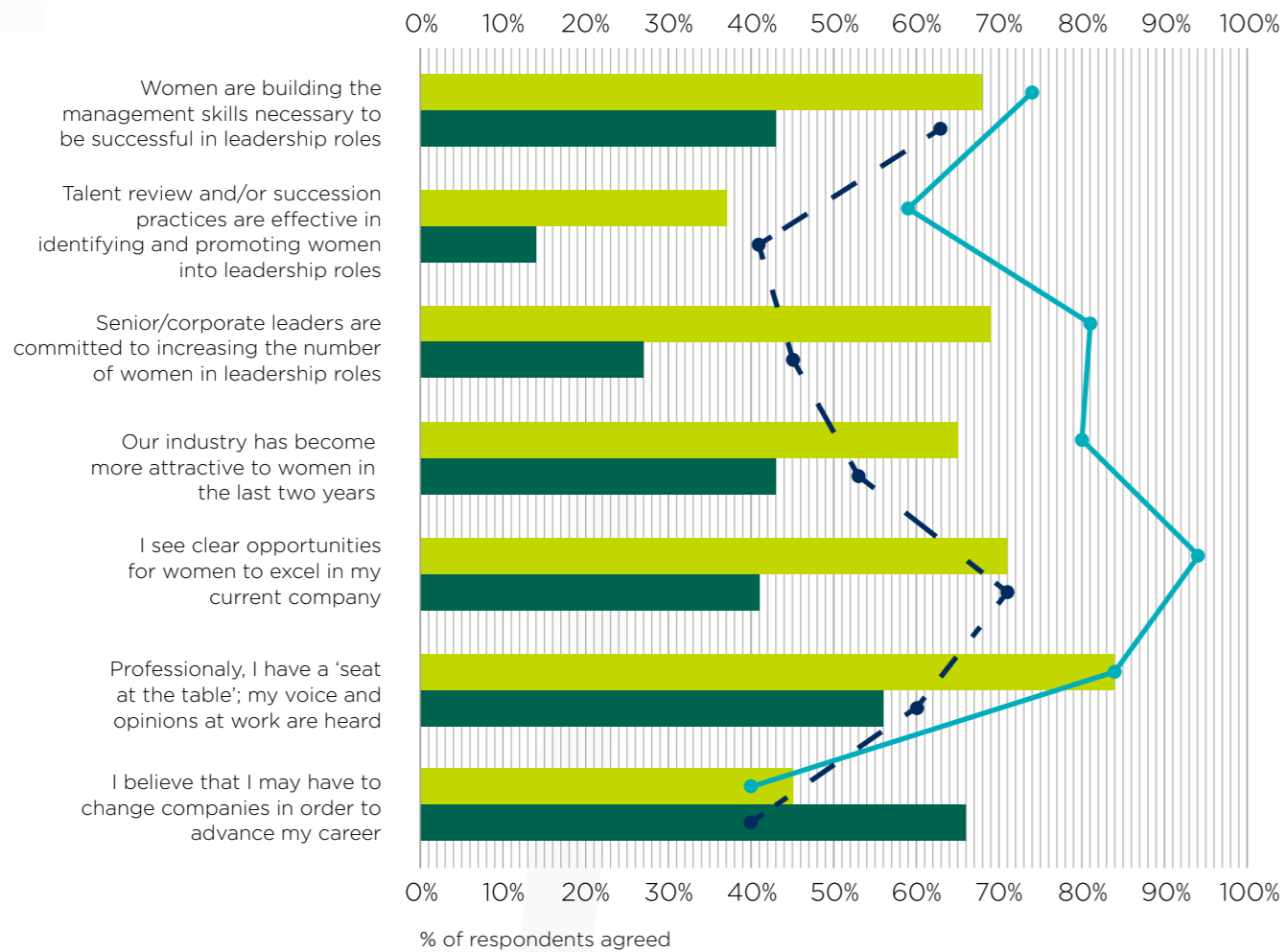
'I believe increased diversity is only a good thing if done well. Yet I have heard from women that it is demoralising getting opportunities and promotions because of their gender. When I was in university and when I visit schools and universities there still seems to be a disproportionate amount of men wanting to be engineers to women. This seems to be reflected in other industries too. I have a sister who works as a primary school teacher who says that they are desperate to get men into their industry. So I do believe that the companies I have worked for and currently work for do their utmost to promote women in engineering and to give them as much opportunities as men but it seems there is still a serious lack of women interested in the

industry at a young age. Within my company I have visited secondary schools and universities to promote women in engineering but I have started to wonder whether more should be done at a primary school level. I also do wonder sometimes if a 50/50 split in industry (or something in the region) is ever going to be achieved without positive discrimination which can be just as damaging as negative discrimination. Because of this, even though I would love for an increase number of women to pursue an engineering career when I visit schools and speak to the girls and boys I mainly want them to realise and believe that engineering is an option for women. An option that is welcoming, exciting and will provide opportunities to everyone no matter your gender.'



Organisations who have Executive Committees who are role models for the messages, behaviours, and actions required to achieve balance versus without

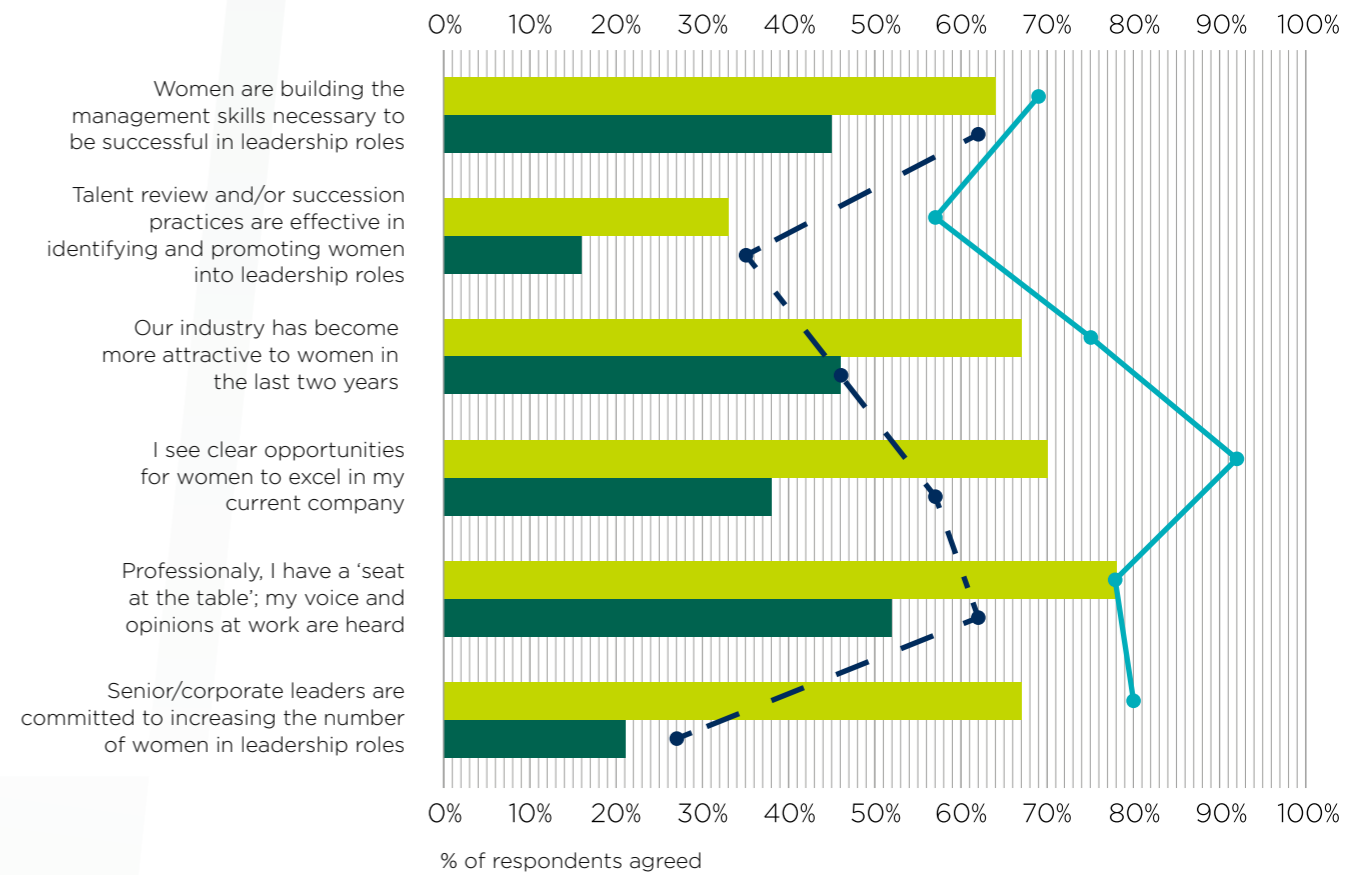
- Female respondents describing their organisations as having exec committees that are role models (n=200)
- Female respondents describing their organisations as NOT having exec committees that are role models (n=207)
- Male respondents describing their organisations as having exec committees that are role models (n=156)
- - Male respondents describing their organisations as NOT having exec committees that are role models (n=73)



Female respondents who felt their executive committees are role models were 2x as likely to think the senior/corporate leaders are committed to increasing the number of women in leadership roles

Organisations with top teams who have sent a clear signal that organisation is going to improve gender balance versus those who have not

- Female respondents describing their organisations as having top team sending clear signal (n=261)
- Female respondents describing their organisations as NOT having top team sending clear signal (n=161)
- Male respondents describing their organisations as having top team sending clear signal (n=214)
- - Male respondents describing their organisations as NOT having top team sending clear signal (n=37)



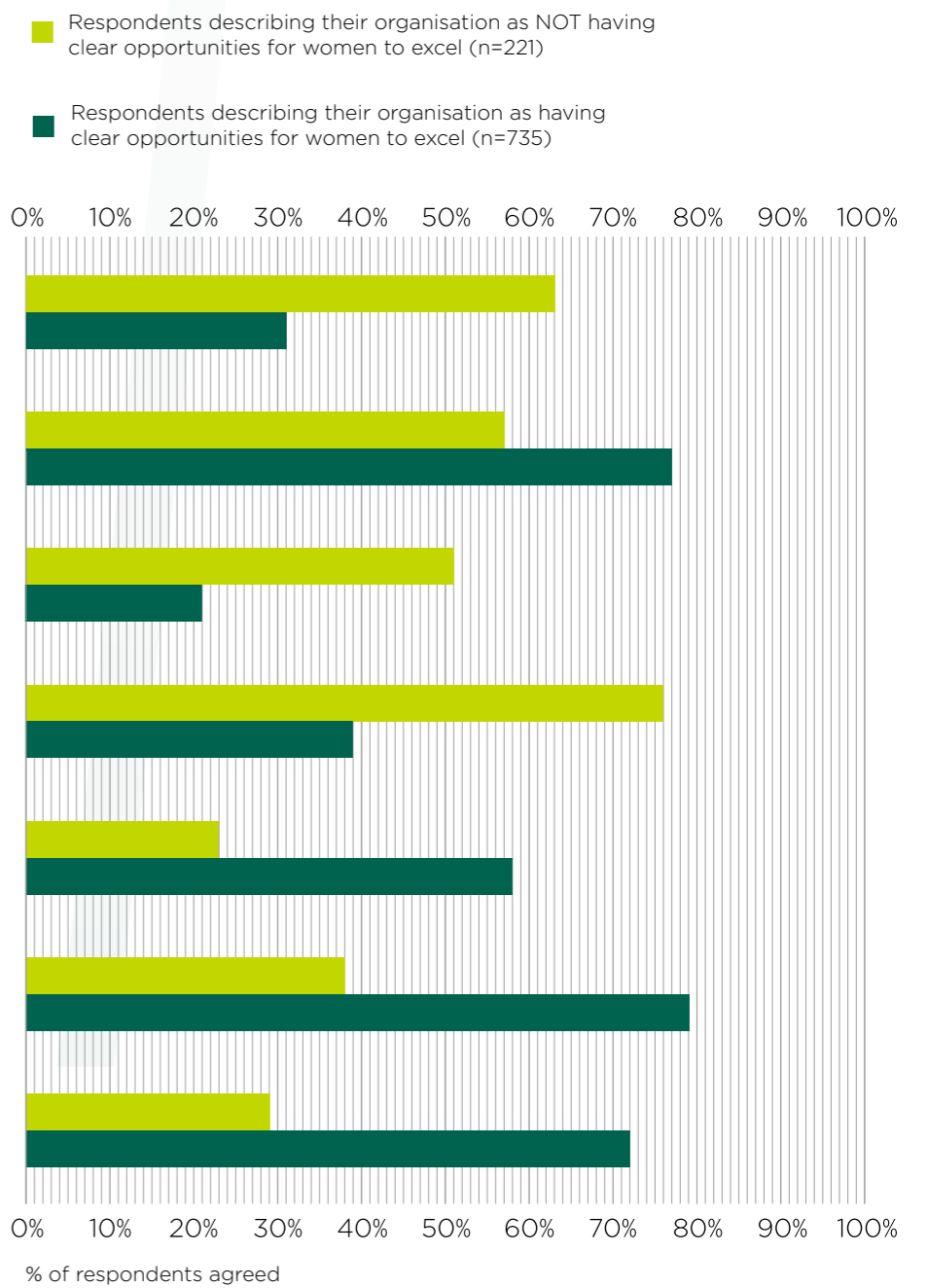
Female respondents describing their organisation as having a top team that sent a clear signal that the organisation is going to improve gender balance were 3x as likely to agree that senior/corporate leaders were committed.

Organisations with Senior/Corporate leadership commitment versus those without - female vs. male respondents



Male respondents are notably more optimistic than female respondents, about the effectiveness of talent review and or succession practices in identifying and promoting women into leadership roles, independent of senior/corporate leadership commitment.

Why does having clear opportunities for women to excel in their current company matter?



Respondents who stated that there were clear opportunities for women to excel in their company were:

- Less likely to believe they may or would have to change industries in order to advance their career.
- 2x as likely to feel they have 'a seat at the table' and their opinions are heard at work.
- 2x as likely to feel the industry has become more attractive to women in the past two years.

Football lessons

Ask anyone involved in sport – from children to elite athletes – and they will be able to tell you about someone or something that has inspired them, whether it's an individual like Steph Houghton, an event like the Paralympics, or a moment like Eliud Kipchoge running the marathon in under two hours.

Creating those moments of outstanding achievement and inspiration takes years of development, a robust support structure, and targeted interventions managed as part of a comprehensive plan.

For a sport like women's football, the task is made harder by the fact that, for reasons of historical gender imbalances, the game is having to play catch-up. A long-term approach is absolutely critical. So, while The FA's communications and PR teams are required to act reactively, the organisation as a whole focuses on strategic priority areas for the women's and girls' games and is always looking six to nine months ahead.

However, a long-term perspective alone is not enough. When Sue Campbell was given the task of doubling women's participation in the sport, she knew that the only way to achieve the required changes in perception and mindset was to start a series of movements that would challenge the mainstream and disrupt the status quo. 'One or two events to catch emotion are important, as these are the green shoots of mindset change,' she says. 'But you need to have the programme, which is long-term, grassroots capability – think about this as a long-term plan.'

Role models are crucial for the success of that movement. As David Gerty, The FA's PR & Campaigns Lead explains, 'A lot of our work was based on making the Lionesses [the England women's team] more accessible. [It was about] normalising the girl's game... removing the stigma and ensuring girls and parents were aware... that it was attainable.'

It is also about engaging an ecosystem of diverse partners and stakeholders. For The FA, these range from professional and amateur clubs to societies and voluntary programmes, and from sponsors to schools. The organisation has sought to build an understanding of its varied stakeholders, including women and girls of different ages and abilities, in order to develop interventions, communications, and support mechanisms that resonate and are an effective with each audience group.

David Gerty again: '[We] make sure that we understand what people want from football at different stages and target messages to the right people at the right time. There is a natural pathway and points at which people are more likely to disengage. Look at the Wildcats programme - we know from research that a results-based competitive environment can be a turn-off to some, so the focus is on fun and flexibility.'

Recommendations

01.

Ensure you are ready to commit to long term change.

- Do you believe that promoting a culture of inclusion by changing how your people operate, make decisions, and execute is the only way to achieve your goals for the business, for customers, current and future colleagues?
- Are you ready to deal with conflict to achieve your vision for inclusion?
- Have you got a clear vision for the outcome of the transformation?

02.

Ensure the leadership team is fully aligned and committed to owning, role-modelling, monitoring progress, and recognising the outcomes of change.

- Don't leave any room for interpretation.
- Have conversations about what needs to change and how?
- Encourage a programme of learning and peer coaching for leadership teams – inviting and being open to feedback and suggestions for improvement.

03.

Introduce feedback loops throughout the organisation to get to know your audience and demonstrate that you are committed to prioritising a culture of inclusion, trust, and belonging.

- Investigate what inclusion really means as it applies to differing aspects of employees' experience during their previous education, their opportunities to access further education and career outreach programmes, and their experience within organisations.
- Use this data to ascertain different experiences and opportunities for different groups and agree areas to target.
- Conduct qualitative and quantitative analysis to understand the day-to-day experiences of individuals and teams. A simple inclusion survey can be issued prior to every team meeting and introduce a fixed item on all team meeting agendas to review the latest inclusion survey results, understand implications, and actions required.
- Track people's aspirations for their performance and career, and whether they have a sense of equal opportunity.

04.

Send practical messages about what can be done to drive inclusion and gender balance.

- Signpost opportunities to participate in development and career programmes.
- Ensure that through systems and conversations, individuals are made aware of and actively encouraged to apply for and be considered for other positions in the company.
- Engage and promote champions and role models from inside of and outside of the organisation, representing all genders at all levels, to inspire others through their ideas, stories, achievements, and vision.

05.

Ensure recognition practices empower individuals throughout the organisation to reward positive performance and behaviour and address challenges and barriers.

- Everyone should be clear that they are empowered to embody the new culture in their messages, behaviour, and actions.
- Provide support to have conversations delivering uncomfortable feedback in a constructive manner – including but not limited to role modelling, tools, mentoring, and training.

06.

Demonstrate patience and persistence. Culture change and transformation require long-term investment of time, energy, and resource.

- Balance the recognition of quick wins with a clear signal that this is a long-term journey to build inclusion and achieve gender balance.



Case study

Rachel Gardner-Poole, Director of Organisation Design & Development at UK Space Agency and former Head of General Aviation, Civil Aviation Authority

Rachel became the Head of General Aviation in 2019, accountable for the safe and effective regulation of recreational aviation in the UK. She has recently started a secondment as a director at the UK Space Agency. Rachel has a wealth of aviation experience. She was previously the Portfolio director at the Civil Aviation Authority, where she established a new permanent department to deliver change and Information Technology projects. She has held a number of technical, project, and programme

management roles in the UK and USA and has worked with airlines across the world to implement a new counter-terrorism system. As a Chartered Mathematician, Rachel began her career using mathematical modelling to design new systems for submarines and testing new cruise missiles and military aircraft. She had a passion for flying from a young age and, for the last 10 years, has volunteered as a fundraiser for a flying charity which delivers aid and emergency relief to remote locations.

Staying on

Rachel is an active 'ambassador' of the aviation community, she talks externally to promote the sector as a career destination — it's not all 'technical experts and specialists'. Though Rachel did not have a specific mentor herself earlier in her career, she now places great value on mentoring others. She has learned the matching of mentors and mentees must be done right focussing on the right 'fit' both ways. When asked what advice she has for policy makers, Rachel was very clear - better mentoring and hierarchy-free networking. Let the world know aviation is open to women; it is a credible, rewarding, and viable career path.

Getting on

A self-starter Rachel attributes her success to her passionate pursuit of her goals despite obstacles, discouragement, or apparent barriers. Rachel credits a number of achievements as an outcome of this drive, including being only the first civilian woman in the UK to spend more than eight hours working on a submarine. Her personal passion for flying was more important than career progression from the outset. Her pursuit of success at work meant she had the financial security to attend flying college full-time to gain her commercial pilot's licence. Rachel always had a list of life goals many of which, although stretching, have been achieved reflecting both her ambition and determination.

Despite her successes, Rachel recognises that everyone has limitations and that meaningful purpose can be found in a range of careers. She has learned that the key to unlocking success is the combination of focus, learning from failures, and resilience in the pursuit of goals.

As a female in the sector, Rachel has experienced personal bias being openly told by former colleagues early in her career that she should not be flying because she was a woman. She believes this cynicism is systemic and cultural - even though less overt now than in the past - reflected by the low representation of female pilots remaining stagnant over the past 20 years.

Building an action plan

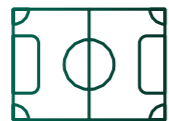
Change can only be accelerated through a cohesive approach. With the launch of the Charter and the commitment of over 200 organisations, the first step towards industry-wide action is complete. Below are the next steps that organisations and charter signatories as a collective can take, immediately and in the longer term.

Steps you can take now



Don't start with a 'women's strategy'. Create a purpose for all.

Start with organisation CEOs, Chairs and Board members in individual discussions. What is their understanding of inclusion and the impact on representation? Understand how this features in the bigger picture of organisational performance and facilitate alignment of passion and vision for future outcomes. Agree a routine of conversation several times per year to reflect, observe, and revisit.

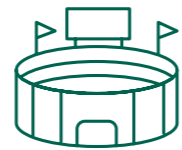


Investment not tokenism.

Agree how inclusion and representation can be measured and incorporated into organisational performance measures.

Introduce an immediate programme to invite colleagues throughout the organisation to build inclusion into their role and focus to determine awareness and appetite.

Identify an organisation champion who will build the community of inclusion leads throughout the organisation and be supported, recognised, and rewarded as a longer term plan is developed.



Don't be a 'one hit wonder'.

Build on the individual discussions to ensure commitment to long term change and what it will take as well as the longer term vision.

Agree how best to start sending practical messages immediately about what can be done to drive inclusion and gender balance.

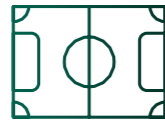


What you can build into your future plans and budget



Don't start with a 'women's strategy'. Create a purpose for all.

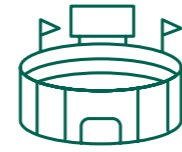
Agree how to cascade protected and encouraged time for conversation, storytelling, and action planning for inclusion throughout the organisation and across the Charter.



Investment not tokenism.

Plan an organisation design review to understand how roles can be restructured to accommodate inclusion review and recommendations.

Launch a working group to understand a sustainable long term approach to measurement within signatory organisations and how to resource the central collation and reporting of the information.



Don't be a 'one hit wonder'.

Commence a review of existing people practices including performance, talent, engagement, and reward to identify gaps or available options to build a sustainable change platform.

Identify a passionate, accountable executive responsible for the success of the programme to support and advise on the long term change programme who can influence stakeholders and dedicate time to galvanise support.

'A pivotal moment in our work to grow women's and girls' football in England came in May last year.

I was walking up a busy Wembley Way on my way to the SSE Women's FA Cup Final between Arsenal and Chelsea. I saw a whole family - mum, dad, children and grandparents - taking a selfie, with the world-famous Wembley Stadium in the background.

If you pick apart the elements of that moment, it touches on so many positive things we are working every day to achieve.'

Sue Campbell, The FA



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Women in Aviation and Aerospace Charter objectives

The Charter aims to support the overall diversity of the sector and build a more balanced and fair industry. This isn't a piece of paper to sign and be forgotten about, but gives signatories real and achievable commitments to ensure that more women enter into our industry, and that it feels open and accessible for women to work in aviation and aerospace.

The Charter looks to support the progression of women into senior roles in the aviation and aerospace sectors, and aspires to see gender balance at all levels across aviation and aerospace. It recognises that a balanced workforce is good for business – it is good for customers and consumers, for profitability and workplace culture, and is increasingly attractive for investors. In becoming a signatory, organisations are pledging their actions to help make this a reality.

About Korn Ferry

Korn Ferry is a global organisational consulting firm. We help companies design their organisation – the structure, the roles and responsibilities, as well as how they compensate, develop and motivate their people. As importantly, we help organisations select and hire the talent they need to execute their strategy. Our approximately 7,000 colleagues serve clients in more than 50 countries.