

# Gender & Diversity in Aviation Survey

November 2017



## About the Survey

Mason Hayes & Curran's Gender & Diversity in Aviation Survey was conducted during the summer of 2017. It was the successor to the Women in Aviation Survey of 2016, albeit with an expanded subject area.

We had a fantastic response to the survey and I am extremely grateful to everyone who completed the survey and those that encouraged their contacts and colleagues to do so. The participants not only completed the survey but added very insightful, personal commentary and opinions about their employers and the business community, some of which we have shared in the results below.

## Commentary

The political and media focus on gender and diversity has never been stronger. The survey coincides with the introduction in Ireland of the European Union (Disclosure of Non-Financial and Diversity Information by certain large undertakings and groups) Regulation 2017 ("2017 Regulations") which came into effect on 21st August 2017.

In summary, the 2017 Regulations contains two new requirements for large companies. Firstly an annual non-financial statement, and secondly a diversity report.

The non-financial statement should be included in the director's report and should contain information on:

- Environmental matters;
- Social and employee matters;
- Respect for human rights; and
- Bribery and corruption.

As the statement requires information about the internal structure and operation of large companies, it is likely to require an outline of the policies related to gender and diversity within social and employee matters or respect for human rights.

The 2017 Regulations also introduce the concept of a diversity report focusing at board level. The directors of a traded company that it is a large company are required to include in its corporate governance statement a report setting out:

- a description of the diversity policy applied in relation to the company's board of directors with regard to aspects such as age, gender or education and professional backgrounds;
- the objective of that diversity policy;
- how that diversity policy has been implemented by the company; and
- the results of that policy in the financial year

The statutory obligation to prepare the non-financial statement and a diversity report will cause large companies to review, assess and perhaps amend and improve their corporate culture and policies in area of gender and diversity. While the 2017 Regulations apply to 'large companies' (as defined), it is the first step towards a higher degree of openness and transparency on these subjects. The requirement to publish a diversity report could be seen as further dismantling of barriers towards gender neutrality in the workplace and development in a voluntary way of new best practices for industry leading companies. It also fosters and embraces diversity as a key component of recruitment and retention policies.

Looking at the survey results, it would appear that, for some organisations in the aviation industry, further work may need to be carried out to ensure that diversity is given the priority it deserves in company policies. In 2017, the challenge for all business participants is not simply to acknowledge the need for diversity. They must foster diversity, encourage diversity and ensure current and future workers have access to appropriate level of support and training to assist in making and responding to career choices and life choices.

Creating a more inclusive workplace for all will benefit those currently in the industry and those considering entering into this industry being men, women, transgender and intersex colleagues. We all have to continue to support our colleagues and workers in the paths they may choose to achieve greater levels of equality in representation and sustainable careers in aviation.

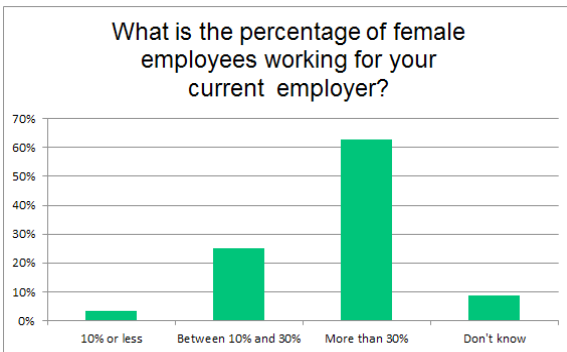
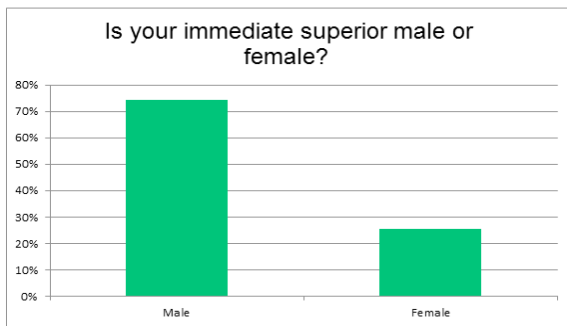
With kind regards,

Christine O'Donovan  
Partner, Head of Aviation

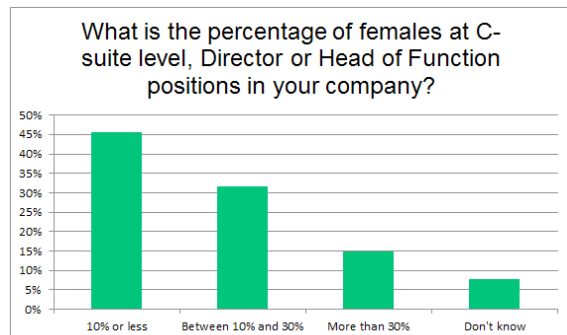


## Glass Ceiling?

In the 2017 survey, 63% of respondents stated that over 30% of employees in their organisation are female. But when asked if the person they report into is male or female, 74% stated that their immediate superior is male. This points to issues around female employees not being able to climb the ladder and access senior management roles, and reflects the response in the 2016 survey on the existence of a glass ceiling for women – something that 69% of respondents to the 2016 survey believe exists.

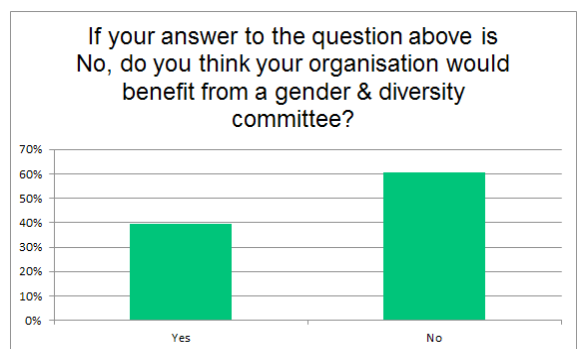
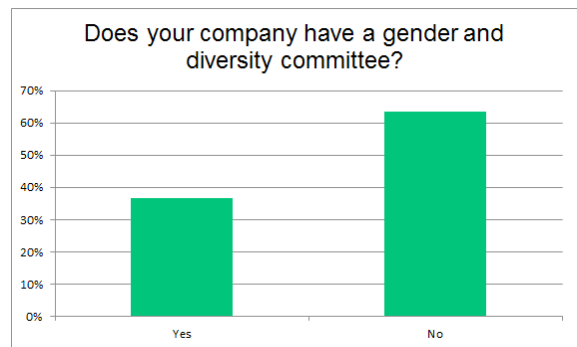


The representation of women at senior level continues to be an issue, with nearly half of respondents in 2017 stating that only 10% or less of the senior C-suite or board level positions in their organisations are filled by women.



## Gender & Diversity

In 2014, a Forbes study identified that workplace diversity and inclusion is a key driver of internal innovation and business growth. McKinsey have also identified that companies with more diverse top teams are also top financial performers. With this in mind, it's disappointing to see that in 2017, 63% of respondents stated that their organisation doesn't have a gender & diversity committee to address these issues and that over half of these respondents don't believe that their organisation would benefit from such an organisation. Given the introduction of the EU regulations relating to non-financial and diversity information, it is essential that companies prioritise what they can do now to ensure they have a diversity policy in place along with a plan for its implementation.



## Hiring Trends

In our 2017 survey, we also asked participants about the percentage of female and/or diversity candidates that have been hired at different levels in their organisation. The responses reflect similar issues around the representation of women and members of minority groups at more senior levels within the industry. 43% of participants stated that, within their organisation, more than 30% of people hired at entry level were either female or diversity candidates while 52% of respondents said that 10% or less of new hires at senior level (Head of Function, Executive Director, C-Suite) were female or diversity candidates.

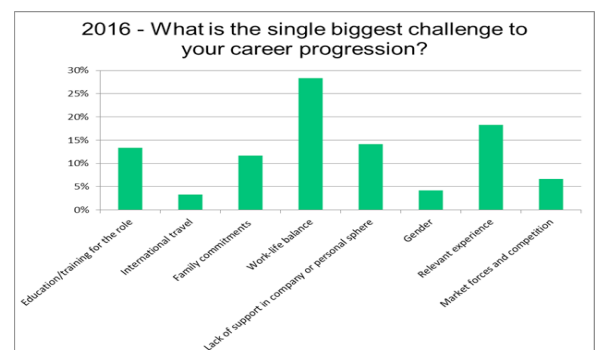
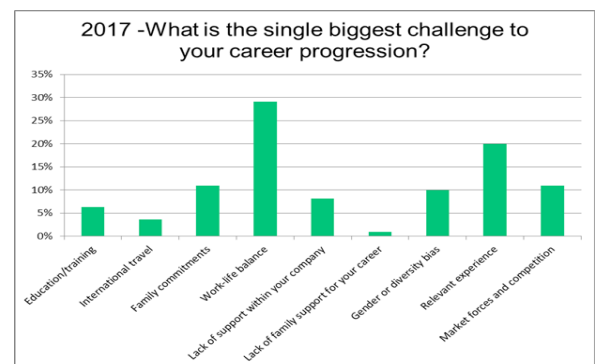
	10% or less	Between 10% and 30%	More than 30%	Don't know
What is the percentage of female and/or diversity candidates hired at entry level in the last 12 months?	19%	17%	43%	21%
What is the percentage of female and/or diversity candidates hired at management level in the last 12 months?	36%	24%	16%	24%
What is the percentage of female and/or diversity candidates hired at senior level (Head of Function, Executive Director or C-Suite) in the last 12 months?	52%	20%	4%	24%



## Getting the Work/Life Balance Right

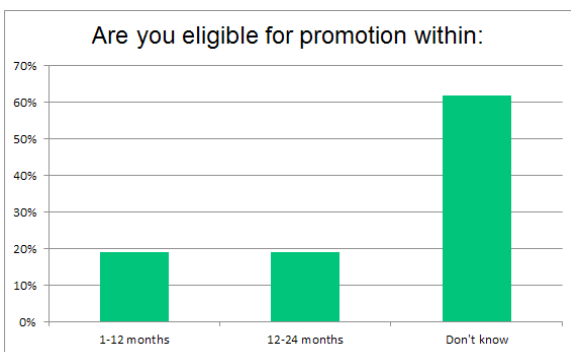
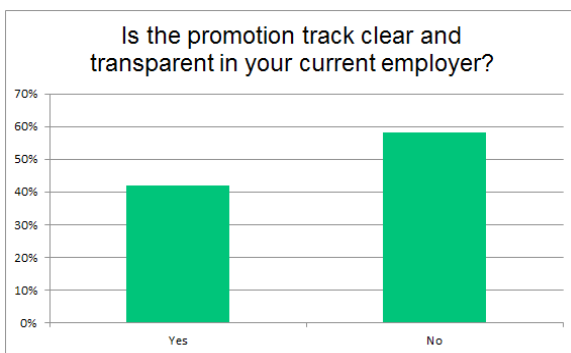
In both 2016 and 2017, we asked respondents what is the single biggest challenge to your career progression and, in both surveys, participants overwhelmingly stated that the biggest issue was work/life balance, closely followed by having the relevant experience. This shows that perhaps there is more that employers could do to ensure that their people feel they are adequately supported to pursue both their careers as well as spend time with their family or on other interests. In both surveys, family commitments are also a significant factor for respondents; 12% in 2016 and 11% in 2017 give this as another factor slowing down their career progression.

Lack of appropriate or relevant experience is also a major factor for participants, with 18% in 2016 and 20% in 2017 citing this as a challenge to advancement.

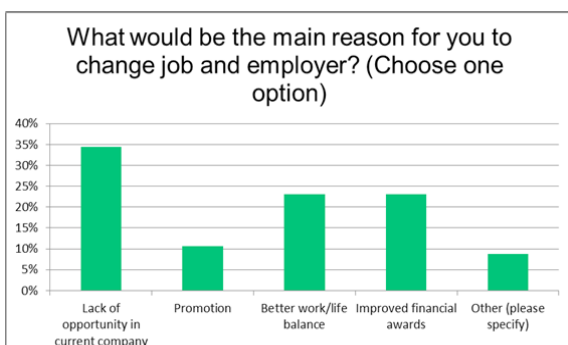


## Moving Up the Ladder

In the 2016 survey, the majority of respondents agreed that there is a glass ceiling for women working in the aviation industry. In the 2017 survey, we asked some more specific questions about career progression. Surprisingly, 58% said that the promotion track with their current employer was not clear and 62% of respondents said that they didn't know when they would next be eligible for promotion.

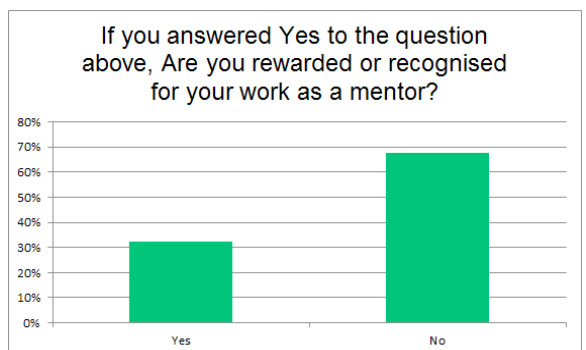


This should set alarm bells ringing for any organisation as having a clear career path is crucial to morale and employee retention. This is especially important, given that that 35% of the 2017 participants indicated that the main reason for them to change job and employer would be a lack of opportunity in their current company.



## Mentoring

In the 2016 survey, 73% of respondents stated that they either currently have or have had a mentor and 50% stated that they have acted as a mentor. The value of mentoring to career success is well known, so it's disappointing to see that in the 2017 survey, of those who have acted as a mentor, 68% state that they are not rewarded or recognised for this. Mentoring can be especially beneficial for women and any minority groups in the workplace, so it's essential employers recognise the efforts of anyone taking part in either formal or informal mentoring programmes. Mentoring can also play an important role in fostering and encouraging diversity in the workplace.



## What Others Say About Us

### Our Aviation, Leasing & Asset Finance Team

*"They are flexible, always readily available and come back quickly."*

Chambers & Partners, 2017

### Our Aviation, Leasing & Asset Finance Team

*"experienced aviation law professionals"*

Legal 500, 2016

## Our Team



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### Christine O'Donovan

*Partner, Head of Aviation*

+353 1 614 5082

codonovan@mhc.ie

Dublin

London

New York

San Francisco

MHC.ie