



EUROPE<sub>FOR</sub> AVIATION

Madrid, 14<sup>th</sup> March 2019

**Diversity & Inclusion:  
From Policy to Practice**

# The case of inclusive culture

Organisations with inclusive culture are



2x

as likely to meet or exceed financial targets



3x

as likely to be high-performing



6x

more likely to be innovative and agile



8x

more likely to achieve better business outcomes

Source: Juliet Bourke, *Which Two Heads Are Better Than One? How Diverse Teams Create Breakthrough Ideas and Make Smarter Decisions* (Australian Institute of Company Directors, 2016).



**EUROPE** FOR AVIATION

EUROCONTROL presents

**Diversity & Inclusion:  
From Policy to Practice in European Aviation**

Sabrina Depicker  
Head of HR and Agency Services, EUROCONTROL

# Our key diversity challenges

- Can we in aviation **afford *not* to be diverse?**
- Are we attractive enough to compete in the **war for talent?**
- Are we doing all we can to fight for **gender equality**, the 5<sup>th</sup> of the UN's Sustainable Development Goals?

# EUROCONTROL's D&I Journey

## Rethinking our environment

- **Modernisation of the workplace** - efforts initiated since 2008 with
  - Work-life balance & flexible-work programs
  - Support to parents (parental, adoption, etc.) & to staff with “family caring” responsibilities
  - Extended (20-week) maternity leave, and paternity leave
  - Recognition of & same rights for same-sex partners
  - Zero tolerance of harassment
  - Brand new Code of Conduct with emphasis on attitudes and behaviours, and major corporate values project
  - Mediation service for conflict resolution

# EUROCONTROL's D&I Journey

## Rethinking our environment & changing mindsets

- **Strengthening managers' leadership skills & collaboration**
  - a) Major leadership programmes run
  - b) Manager co-development forum launched
  - c) Management community created by HR
  - d) Employee experience/design thinking for collaboration initiative started
- **Supporting informal networks working on diversity/inclusion matters initiated by staff** with involvement of management and staff representatives:
  - euroDiversity
  - Maastricht Diversity & Inclusion Think-tank
  - Women networking lunches

# D&I -The Breaking Point

- 8<sup>th</sup> March 2018



Gender diversity: Are we where we want to be?

 by [Eamonn Brennan](#) posted on 8th March 2018 (8th March 2018)

Today is International Women's Day and I'd like to use this occasion to share some thoughts on this organisation's gender approach, and think together about how we might want to evolve.

I write as someone with over 35 years of work experience across three continents in over 25 countries, and significant experience with gender-balanced teams over that time.

In my proposal to the States to become DG, I emphasised that having a management team that takes account of gender equality was one of my top objectives and I think in 2018 that's the absolute minimum.

There are many aspects to gender equality but essentially it boils down to two questions for an organisation like ours – is the workforce appropriately gender-balanced, and is management gender-diverse.



#TimelsNow: Progress on diversity@eurocontrol

 by [Sabrina Depicker](#) posted on September 25, 2018 (September 27, 2018)

For women at the Agency, hearing a DG ask publicly "*are we where we want to be?*" on gender and diversity was a huge breakthrough. Since then, things have started moving quickly. In May, Eamonn signed the European Commission's *Declaration on equal opportunities for women and men in the transport sector* ([read it here](#)), which formally committed EUROCONTROL to joining other key players in aiming towards achieving gender equality.

# D&I Policy Preparation in steps

- 05/2018 **Declaration on equal opportunities for women and men in the transport sector** signed and **D&I project started**
- 06/2018 **3 'quick' wins** realised:
  - *Call for gender-balanced selection boards (minimum 2/5 women) -*
  - *Process to gender-balance Committees started*
  - *Focal Points for D&I across the Agency identified*
- 07/2018 **Policy Drafting Group** set up to ensure diverse views are heard
- 08/2018 ECTL sponsors & attends **ICAO Global Aviation Gender Summit**
- 10/2018 **Ideation workshop** to identify D&I challenges
- ongoing **Continuous exchange** consultation and cooperation with both euroDiversity, MUAC Think-tank, managers, etc.
- **Objective: Ensure full buy-in for a Policy that is not seen as crafted and imposed by HR, but is the outcome of a gradual consultative process**

# Diversity & Inclusion Policy in EUROCONTROL



**Diversity Gender Balance & Inclusion Workshop kicks off**  
Key future input towards our future Diversity Policy

# Workshop identifies key D&I challenges

**ANXIETY AND RESISTANCE TO CHANGE**

**SMALL NUMBERS... EVERYWHERE (but in the support functions)**



**ADDED VALUE OF DIVERSITY NOT UNIVERSALLY ACCEPTED**

**PIPELINE ISSUES**



**POOR QUALITY FEEDBACK**

**OUTDATED BELIEFS AND BIASES**



# Applying D&I in our environment



**Gender-aware communication:** gender-neutral language in all communication, especially job advertisements, and major comms outreach to attract women to tech careers



**Gender-balanced participation:** Closer monitoring & reporting on gender-balance; changing committees & selection panels compositions; identify gender or diversity blockages.



**Embedding D&I in recruitment:** New jobs website – social media campaigns and webinars– explicitly focus on diversity and inclusion, with a big increase in the number of women applying for tech jobs and engaging with us on social media



**Embedding D&I in the employee experience:** New initiatives like “**Mystery Lunch**” to promote inclusion and fight stereotypes, enhanced **onboarding process**, sharing via the **new managerial community**

# D&I Policy: The approach we took

- **Senior sponsorship** from the very top for a change journey
- **No quotas** no targets but commitment & accountability at all levels
- Gender-balance a priority but within the **wider D&I**
- **Training** for managers highly encouraged (
- **Governance** D&I management group, Diversity Officer & Local D&I ambassadors
- regular **monitoring & reporting**
- Effort to embed **diversity** and equal treatment in **corporate values**
- **Screen HR processes & procedures** and adapt with D&I in mind

# D&I Benchmark - partner & become certified



If you are interested to exchange best practices, please contact [DIVERSITY@EUROCONTROL.INT](mailto:DIVERSITY@EUROCONTROL.INT)



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Flexibility and teleworking in practice to  
support inclusion  
in the workplace

The example of SDM

Mariagrazia La Piscopia - SESAR Deployment Manager  
Chief Strategy, Performance and Programme Management

# Work Flexibility already is an added value

*"A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone"*

*Sundar Pichai, CEO Google*

*Flexibility is the key tool to ensure inclusion on the workplace, to make sure all voices are heard*

*Ad hoc flexibility is enabled by existing technologies and is firmly rooted in modern workplaces*



It increases productivity, allows for cost-savings, improves employees' wellbeing and higher morale, facilitates retention



Remote working helps companies by allowing to recruit the best people for the job, no matter where they happen to live

# Diversity at SESAR Deployment Manager



SDM is a **unique industrial partnership** of operational stakeholders from the ATM community from all over Europe: it is a **multi-cultural environment** where a **variety of different voices and perspectives** are always encouraged



Having 19 Members, SDM benefits from **all types of diversity in the workplace**, from ethnicity, gender, age, religious affiliation, personality type, thinking style, etc.



Ethnicity



Gender



Religion



Disability



Nationality



Age



Background



Personality



Mind-set

# Flexibility and teleworking at SDM



Flexibility and teleworking are key tools for every organization. Given its specific setup and nature as a partnership of European stakeholders, SDM is best suited to take advantage of these instruments



Teleworking is a unique opportunity to **balance professional and family life**, and it allows flexible working conditions when facing the SESAR evolving schedule



It allows SDM to **recruit specific staff and expertise from its Members**, bringing together expertise from the whole ATM industry and across Europe



It ensures SDM staff are able to secure **permanent dialogue and the tightest links with local stakeholders**



It is a **critical tool to reduce travel costs** whilst allowing SDM to bring together **expertise from all its Partners** spread across Europe



It offers the opportunity **not to lose contact with the job** (i.e. during parental leaves) and allows for **faster reintegration**

# Work flexibility: there is no other way



*"We like to give people the freedom to work where they want, safe in the knowledge that they have the drive and expertise to perform excellently, whether they are at their desk or in their kitchen"*

*Richard Branson, founder of Virgin*

# EUROPE FOR AVIATION

## Diversity and Inclusion: from policy to practice



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Head of Strategy  
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Milena BOWMAN  
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# True or false:

The average woman:

- Takes less risks than the average man
- Is as aggressive as the average man
- Is more caring than the average man
- Is more interested in spending time with her children than the average man