

# Corporate Culture

## *Where Equality Starts*

ICAO Global Aviation Gender Summit  
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Jane Potapova  
Chief Operating Officer  
DAC Aviation International





# The Goal

“In order for there to be true equality, organizations need to create an environment where it’s clear that people will be treated equally”

Ellyn Shook, Accenture Chief Leadership and Human Resources Officer



# EQUALITY vs. EQUITY



Equality = Sameness

GIVING EVERYONE THE SAME  
THING → It only works if  
everyone starts from the same  
place

Equity = Fairness

ACCESS TO THE SAME  
OPPORTUNITIES → We  
must first ensure equity before we  
can enjoy equality

# Getting to Equal



Bold Leadership



Comprehensive Action



An Empowering Environment

# BOLD LEADERSHIP

- \* **Gender diversity is a priority for management**
- \* A diversity target or goal is shared outside the organization
- \* The organization clearly states gender pay-gap goals and ambitions
- \* Progress on gender diversity is measured and shared with employees
- \* **Leaders are held accountable for improving gender diversity**
- \* A diversity target or goal is shared inside the organization
- \* **The leadership team is diverse**

# COMPREHENSIVE ACTION

- \* Progress has been made in attracting, retaining and progressing women
- \* **The company has a women's network**
- \* **The company's women's network is open to men**
- \* **Men are encouraged to take parental leave**
- \* Employees trust that the organization pays women and men equally for the same work
- \* The proportion of women in senior leadership has increased over the last five years

# COMPREHENSIVE ACTION

- \* The organization is fully committed to hiring, progressing and retaining women
- \* Progress has been made in improving gender equality in senior leadership
- \* **There is a clear maternity policy in place**
- \* **Women are encouraged to take maternity leave**
- \* **There is a clear parental policy in place**
- \* The organization hires people from a variety of backgrounds
- \* **Leaders take action to get more women into senior roles**



# AN EMPOWERING ENVIRONMENT

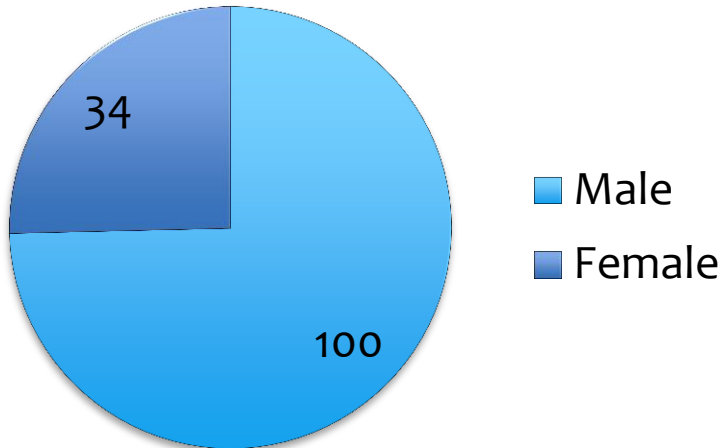
- \* Employees have never been asked to change their appearance to conform to company culture
- \* Employees have the freedom to be creative and innovative
- \* Virtual/remote working is widely available and is common practice
- \* **The organization provides training to keep its employees' skills relevant**
- \* Employees can avoid overseas or long-distance travel via virtual meetings
- \* Employees can work from home on a day when they have a personal commitment
- \* **Employees are comfortable reporting sex discrimination/sexual harassment incident(s) to the company**
- \* **Employees feel trusted and are given responsibility**
- \* Employees have the freedom to be themselves at work
- \* Leadership has a positive attitude toward failure

# AN EMPOWERING ENVIRONMENT

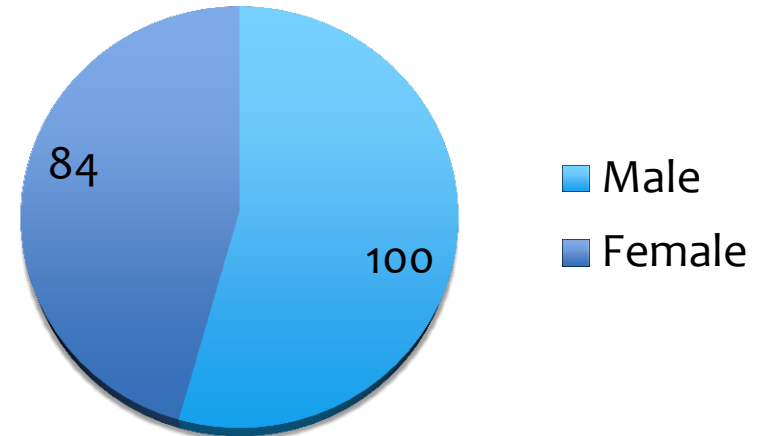
- \* **Leaders set a positive example around work–life balance**
- \* **Networking events with company leaders take place during office hours**
- \* Employees can decline a request to work later without negative consequences
- \* Employees can decline a request to attend early-morning/late-evening meetings without negative consequences
- \* **Sex discrimination/sexual harassment is not tolerated at work**
- \* **The company has made progress in reducing tolerance of sex discrimination or gender-biased language**
- \* Company training times and formats are flexible
- \* Supervisors respond favorably to flexible working requests
- \* The organization respects employees' needs to balance work with other commitments
- \* The organization has made progress on building a workplace where no one feels excluded

# The Divide

## Current Divide



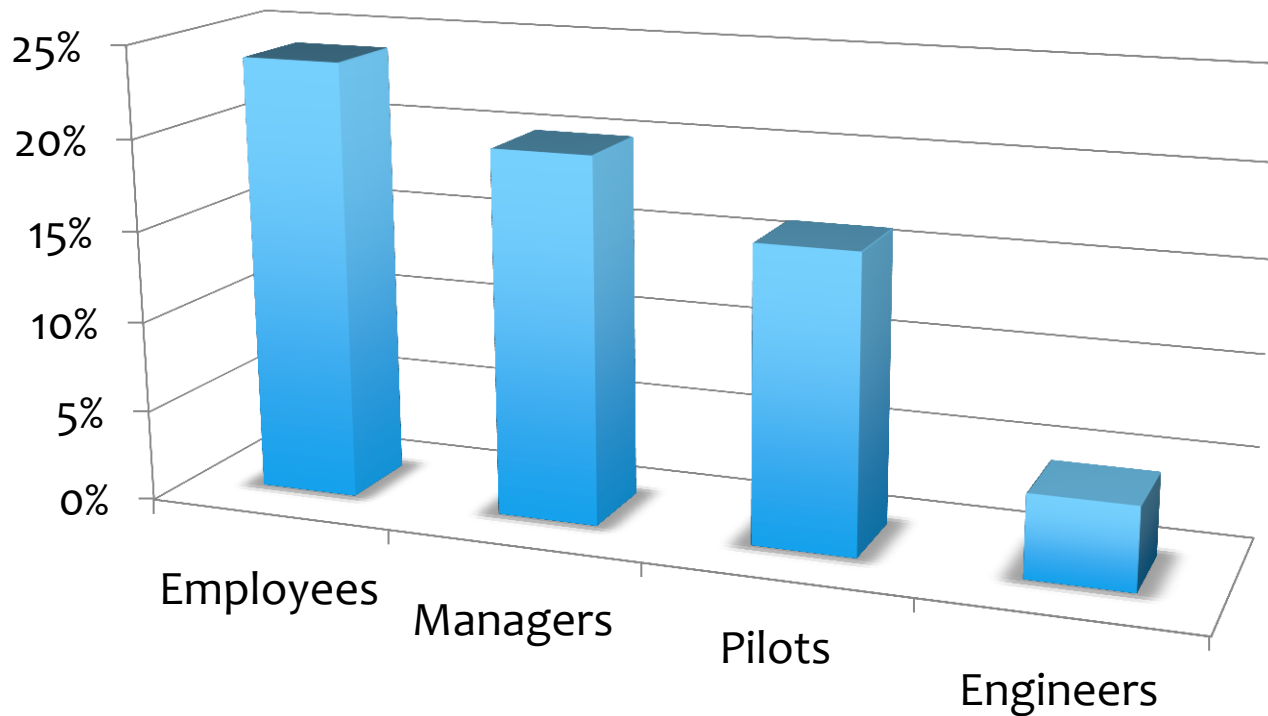
## The Future



Women's pay could increase by 51 percent, or up to an additional US\$30,000 per woman each year. Globally, that equates to a lift in women's earnings of US\$2.9 trillion.

# DAC Aviation: Current Reality

## Female Representation



# DAC Aviation: Current Reality

	TOTAL NO.	FEMALE	MALE
Employees	175	42	133
Managers	25	5	20
Pilots	31	5	26
Engineers	22	1	21



# Where Do We Start?

- \* Culture is set from the top, so if women are to advance, gender equality must be a strategic priority for the C-suite
- \* Participation of women in senior leadership roles is key
- \* FIND YOUR CHAMPIONS
- \* Implement a collaborative work environment conducive to collective problem solving
- \* Clearly outline your equity policy and how the organization is leveling the playing field
- \* Set fair and equal performance goals and measures

# Thank you

DAC Aviation International  
9371 Wanklyn  
LaSalle, Quebec  
H8R 1Z2  
Canada  
[www.dacaviation.com](http://www.dacaviation.com)  
[jane.potapova@dacaviation.com](mailto:jane.potapova@dacaviation.com)