



NGAP Summit

Arielle Meloul Wechsler
Senior Vice President – People and Culture

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Air Canada 30,000 foot view



- **80** Years Young
- Canada's largest Domestic and International Airline
- **390** Aircraft – one of the youngest fleet in the world
- **200** Airports, **6** continents
- **45** million customers served last year
- Among the **20** largest airlines in the world
- Bragging Rights :

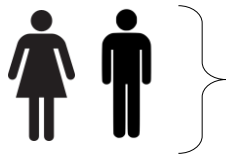
Skytrax 4 star (Best Airline North America) , Top 10 most admired culture, Canada's top 100, Best Corporate Sustainability Report, Top CEO & CFO, Top Diversity Employer, WXN top 100 most powerful women, 50 most engaged workplaces.



Air Canada

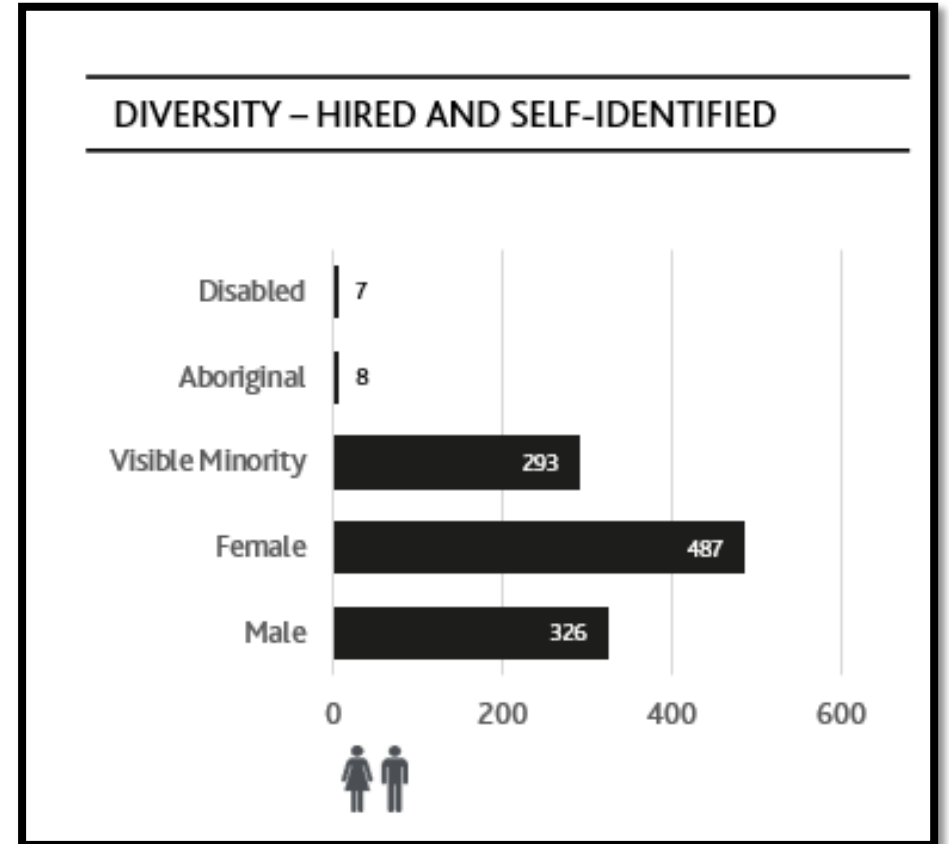
30,000 foot view

- **28,000** Employees (90% unionized workforce)
- **31,000** Retirees
- **14 Yrs** (average years of service)
- **44 Years** (average employee age)



overview

Q3 2017



Next Destination . . .

TOP 10 Global Airline



Next Generation
Employee Engagement



Next Generation Engagement Formula



1 International expansion



2 Cost reduction & revenue growth



3 Customer engagement



4 Culture change



Agile Engagement – what does the next generation want?

Transparency

- Tempo of Communication
- More organic response rate
- Speed of decision cycles will change

Holacracy & Talent

- Variety (cross functional)
- Room to innovate (spread wings)
- Comfort with ambiguity = More agile workforce

Socialized Development

- Strong EVP
- Unique Programs
- Flexible Opportunities

Awareness

- Leaders who are self aware and less introverted
- Leader-*speak* = aligned to my values and beliefs
- Org strategy fits me (two way)
- Quality Manager and Quality Management

D&I

- Sense of Belonging/ Identity
- Recommend (eNPS)
- D&I is swapped



Our Programs and Initiatives

Management Development

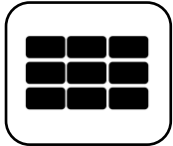
- HR LR Fundamentals
- Managing the AC WAY (the hats)
- Front line workshops (Airports), Facilitaiton team is a pairing of Leaders from within the ranks + HR, LR
- On-Boarding

Employee Engagement / Leadership

- Emerging Leaders Program
- Leading the AC WAY (Agile succession planning for “next level” vs “org box”)
- Custom Development Plans
- Networking outside your branch
- Coop programs to attract unique / specialized talent
- Grad hires
- Mentorships
- Coaches (give back to the org after we have invested in you)
Take what you have learned and succeeded in and show others the way



Our approach to a structured talent review process



Clear picture of health of the talent pipeline

- Validate who goes where
- Calibrate the evidence
- Consistent and objective

Stewardship of talent

- What should be done to support and manage the talent
- Talent Trades
- Ready now? Ready after next role?
- Fill key roles
- Transition support
- Remain cross culturally agile



Succession

Review Business Strategy
SWOT ANALYSIS

- Strengths
- Weaknesses
- Opportunities
- Threats

Rigour

- Engage employees in their own succession
- Communicate clarity
- Refine talent management systems
- Tools for the talent
- Growth opportunities
- Map & Manage solid performers purposefully
- Conduct reviews regularly
- Map progress
- Track talent

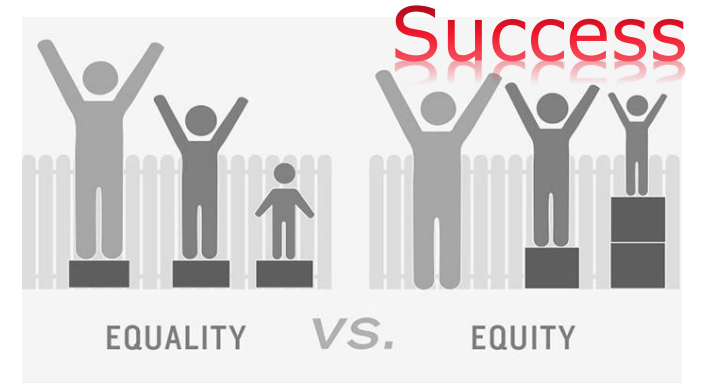


Diversity and Inclusion (narrowing the gap)

Air Canada pushes past the Equity Act – the key:
a welcoming and inclusive workplace will incite innovation,
creativity and discretionary investment.

Its not just the right thing to do, **its essential to the business**
Power of diversity = everyone excels.

- Diversity Driven Committees
- Women of ACM + Young Women in Aviation
- WIA (Women in Aviation)
- Scholarships for Aboriginal youth
- Internships
- Unconscious bias training and recruitment practices (hire best fit not “easiest to hire”)
- Designated Talent Sourcing Personnel (in Recruitment) who focus on women and under-represented groups or non traditional roles
- Nothern Lights, **READY WILLING & ABLE**
BUILDING AN INCLUSIVE LABOUR FORCE





Thank you

aircanada.com