

Team Diversity and Safety

What has diversity got to do with this?

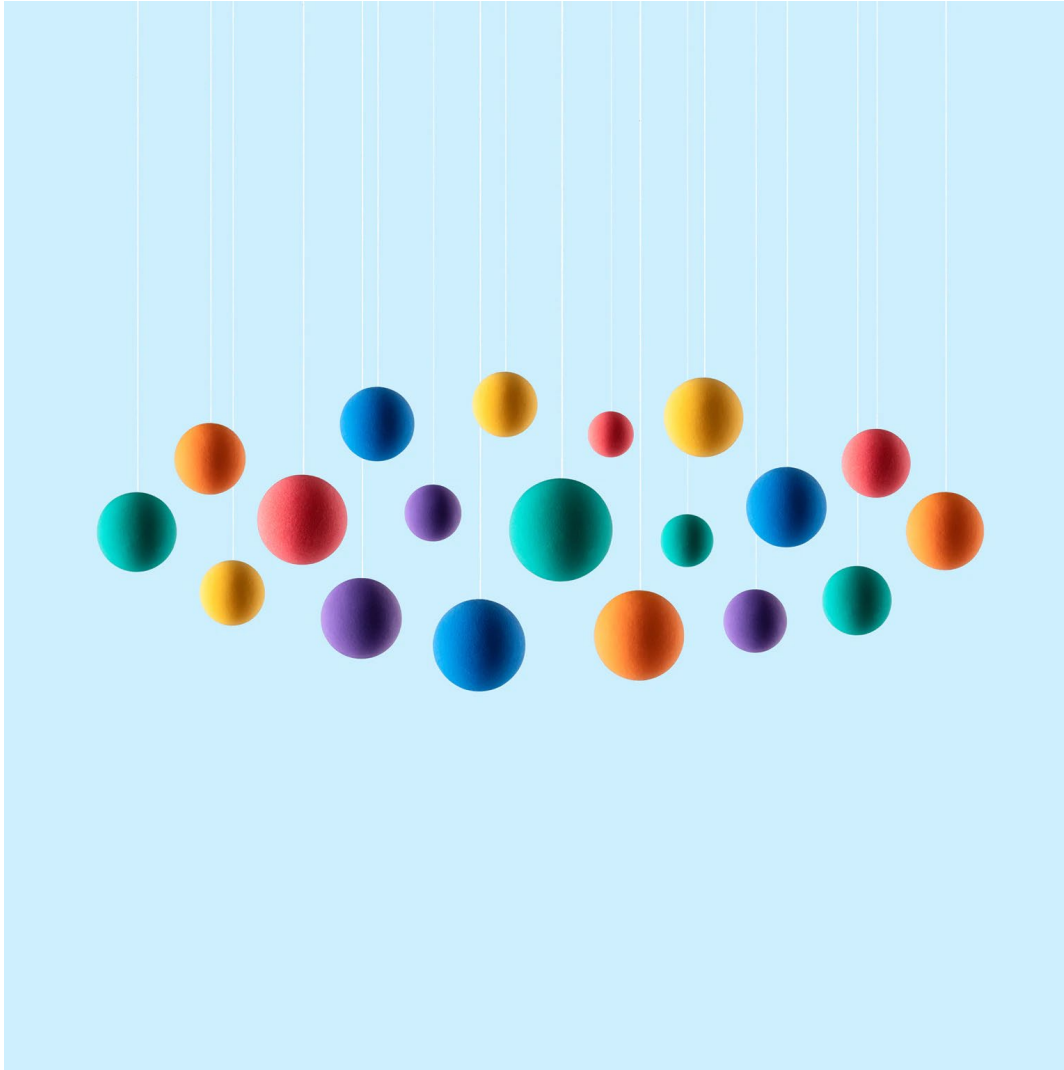
Milena BOWMAN | Brussels, 7th June 2023



**Universiteit
Leiden**
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Today

1. Demographic changes in last 30 years
2. Diversity as a double-edged sword
3. Safety climate and social influences
4. The people challenge
5. Discussion

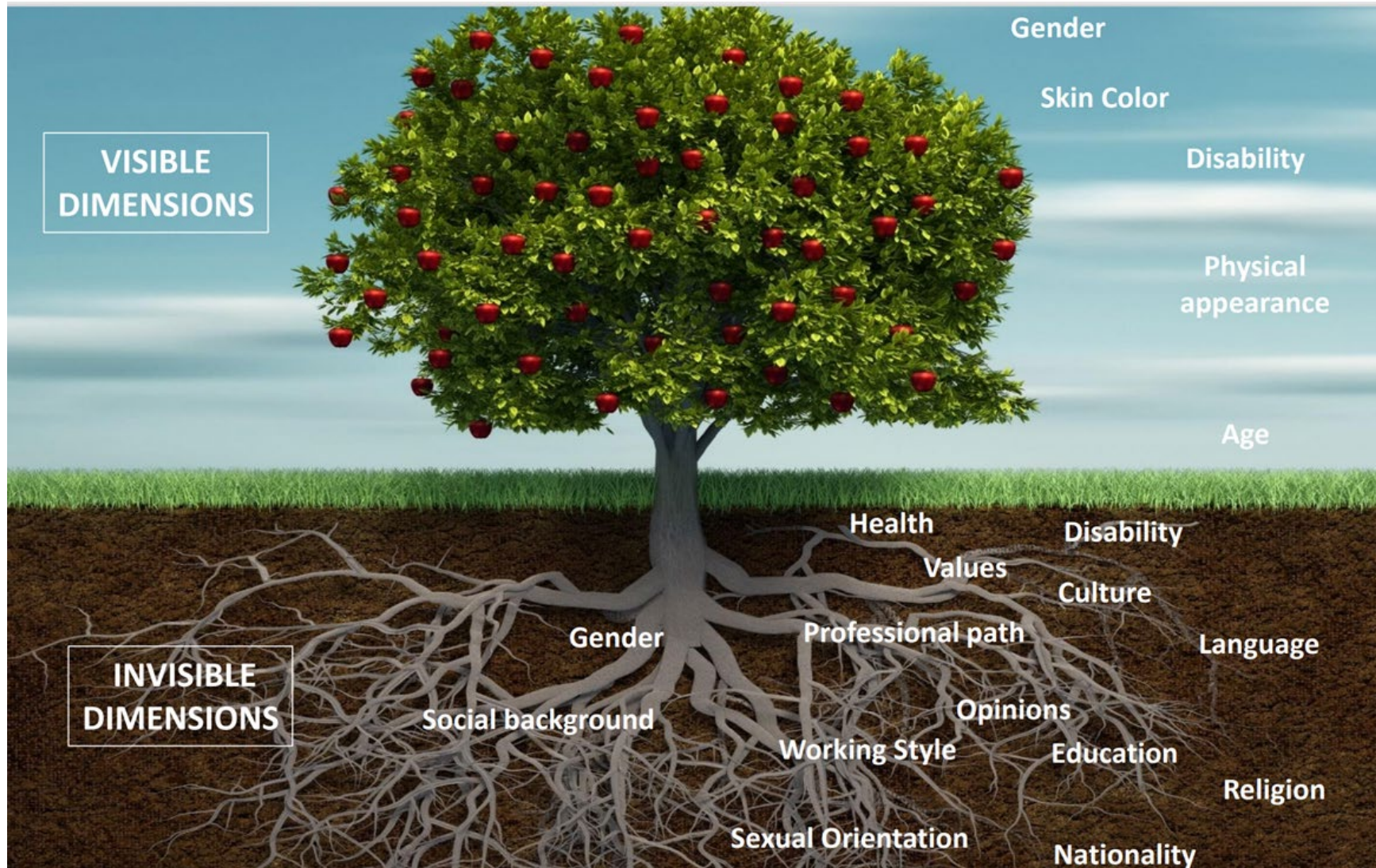
About myself



- Aviation Professional
(Executive Manager at EUROCONTROL)
- Leiden University Researcher (PhD Candidate)
- D&I Think-tank founder / D&I Practitioner
- Economist by education
(MBA INSEAD, Masters of Economics Sofia UNSS)

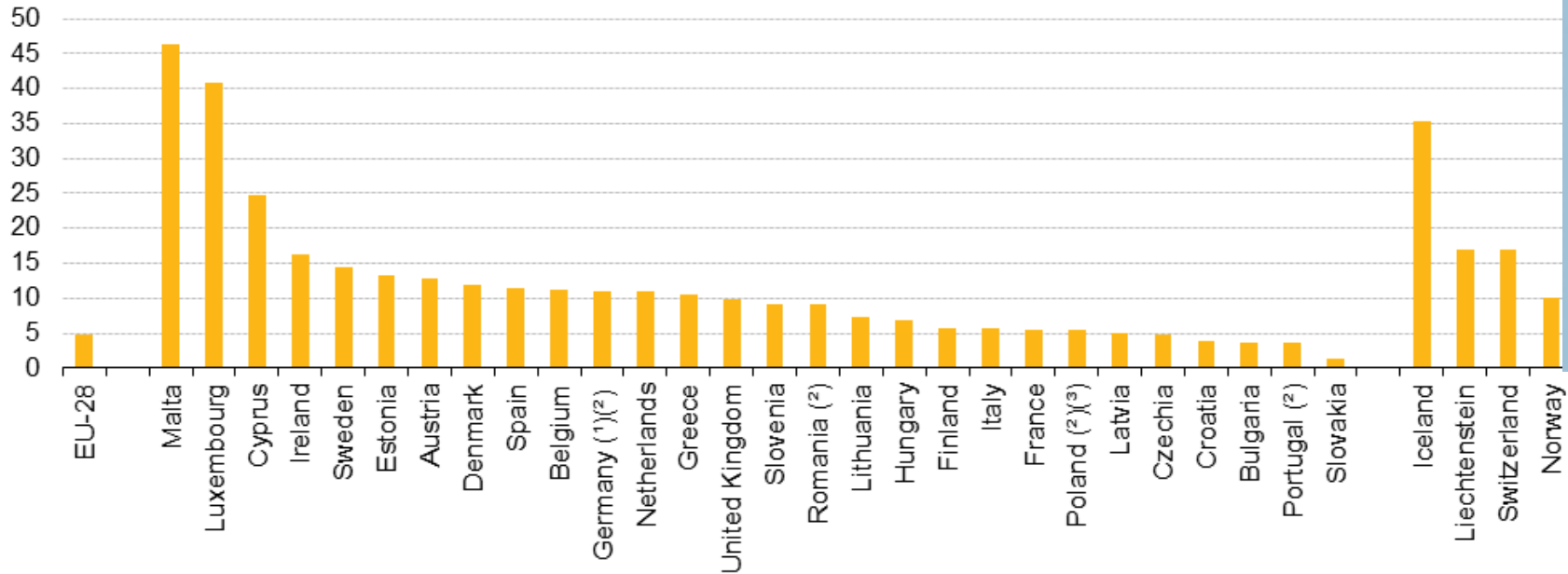


Diversity: visible and invisible dimensions



Demographic changes in last 30 years*

Immigrants, 2017
(per 1 000 inhabitants)



(1) Break in series.

(2) Estimate.

(3) Provisional.

Source: Eurostat (online data codes: migr_imm1ctz and migr_pop1ctz)



EU expansion

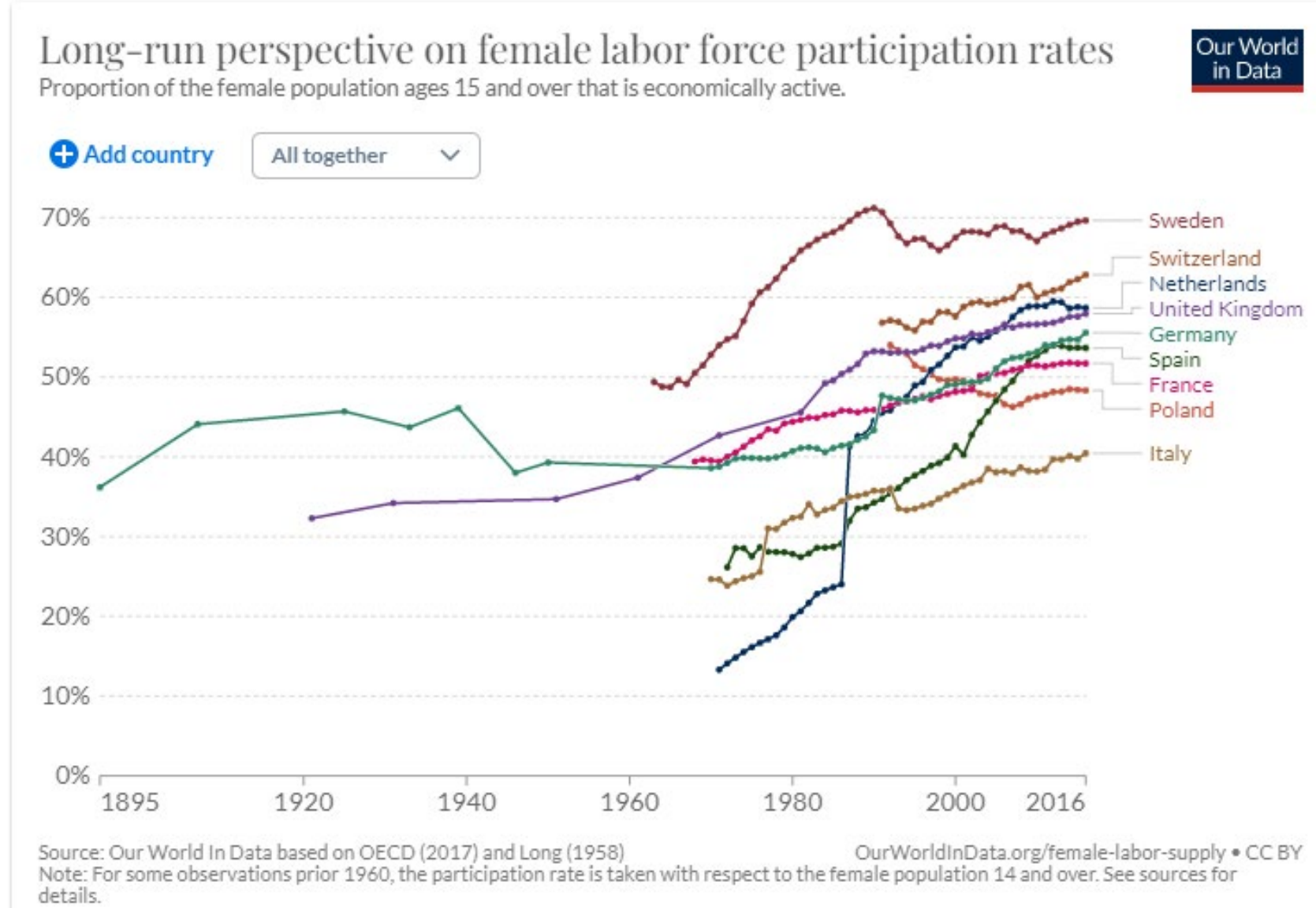
Immigration from outside EU

Within EU migration

Labor market changes

*European focus

Demographic changes: Female workforce



Compounded change in aviation

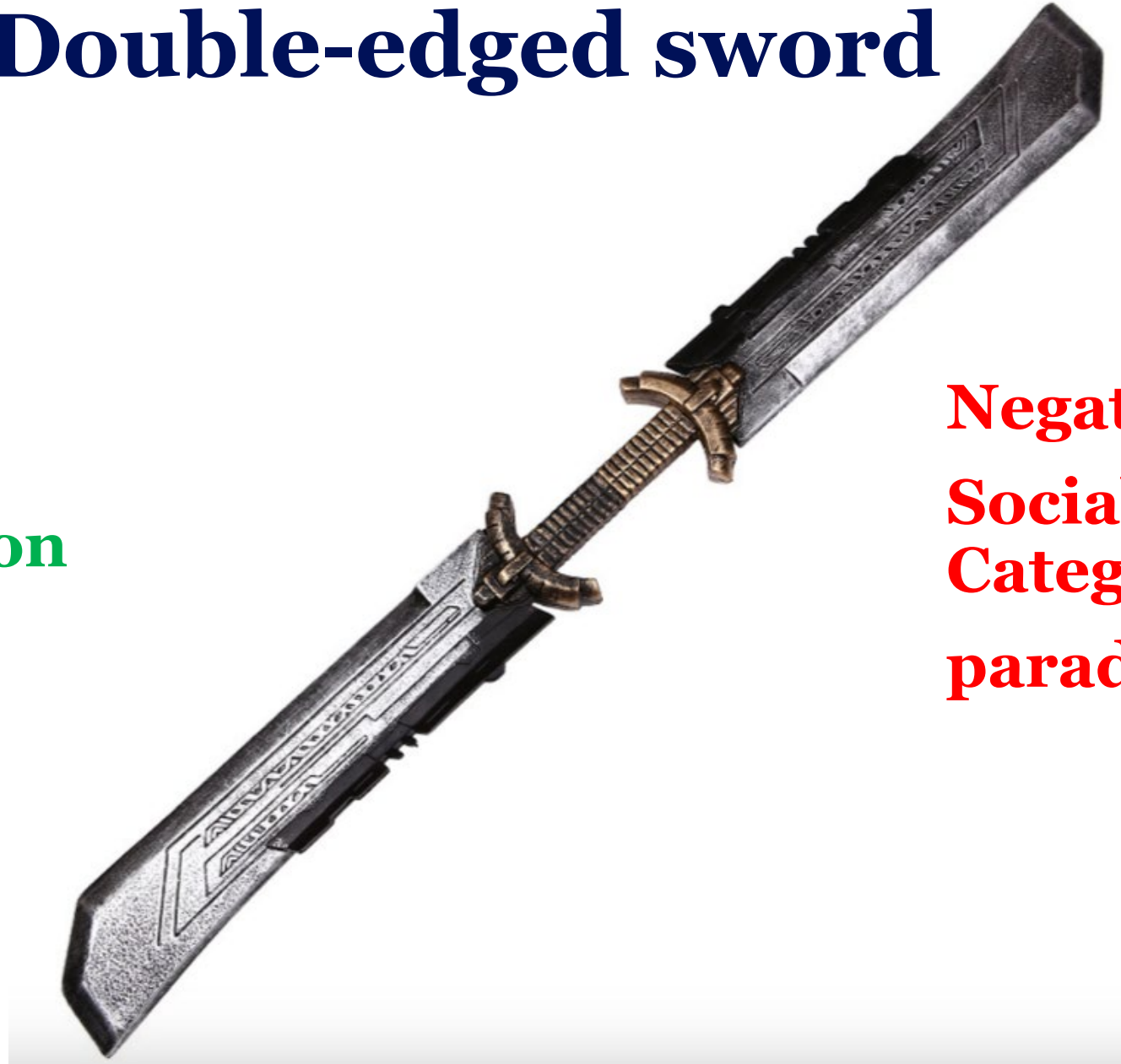


Demographic changes studies

- “Safety sans Frontieres: An International Safety Culture Model”
Tom W. Reader, Mark C. Noort, Steven Shorrock, and Barry Kirwan, 2015
- “The relationship between national culture and safety culture: Implications for international safety culture assessments”
Marc C. Noort, Tom W. Reader, Steven Shorrock, and Barry Kirwan, 2016
- “Third Culture Kid Pilots: Effects of multicultural identities on pilot’s attitudes and behaviors”
Wesley Chan, Don Harris , 2019

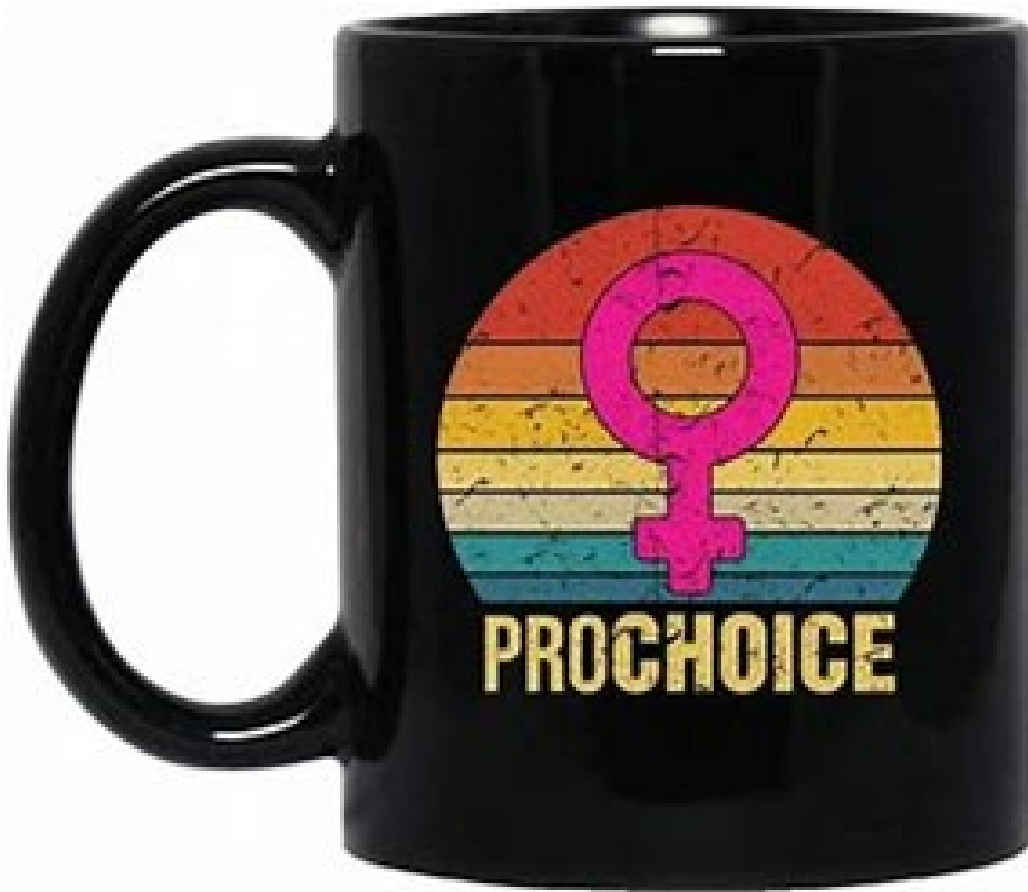
Diversity: Double-edged sword

Positive:
Decision-
information
paradigm



Negative:
Social-
Categorization
paradigm

Safety climate and social influences



Safety climate and social influences



POLARIZED WORKFORCE

Safety climate and social influences



The People Challenge



“...enough qualified and competent aviation professionals are available to operate, manage and maintain the future international air transport system”



Federal Aviation
Administration

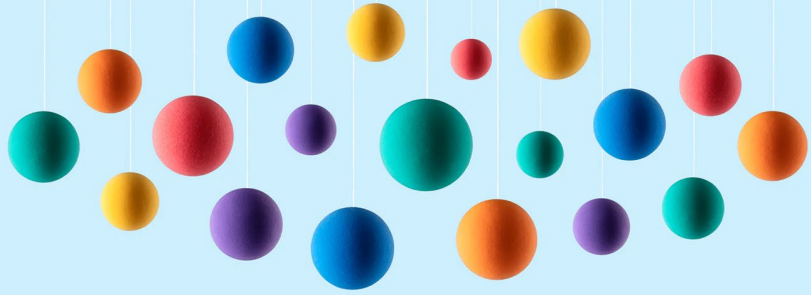
Best Practices
for Mentoring in
Flight Instruction

Mentoring In Aviation FAA Advisory Circular on Mentoring

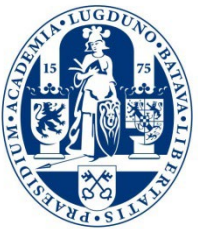
AC 121-43 - Mentoring Training for
Pilots in Command,
March 2020

Discussion

- Recognize the diversity of aviation teams
- Recognize the need to develop “diversability”
- Study influence of diversity on safety
- Develop practical implications:
 - Role models
 - Mentoring
 - Employee Resource Groups



Demographic and societal changes
Diversity as a double-edged sword
Diversity and Safety climate
The people challenge



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Thank you!

Q&A



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