

# Team Diversity and Safety

## What has diversity got to do with this?

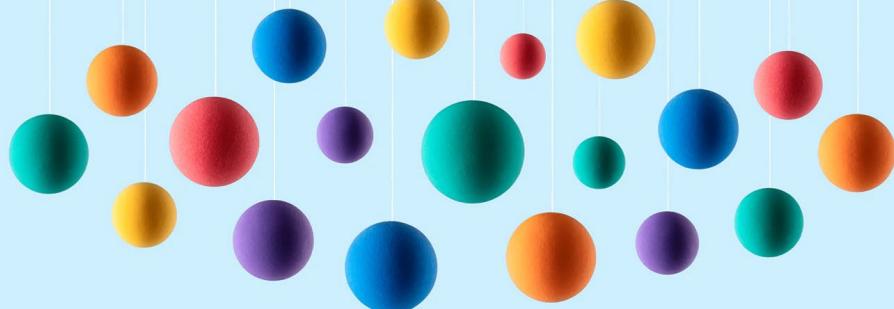
Milena BOWMAN | Brussels, 7th June 2023



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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

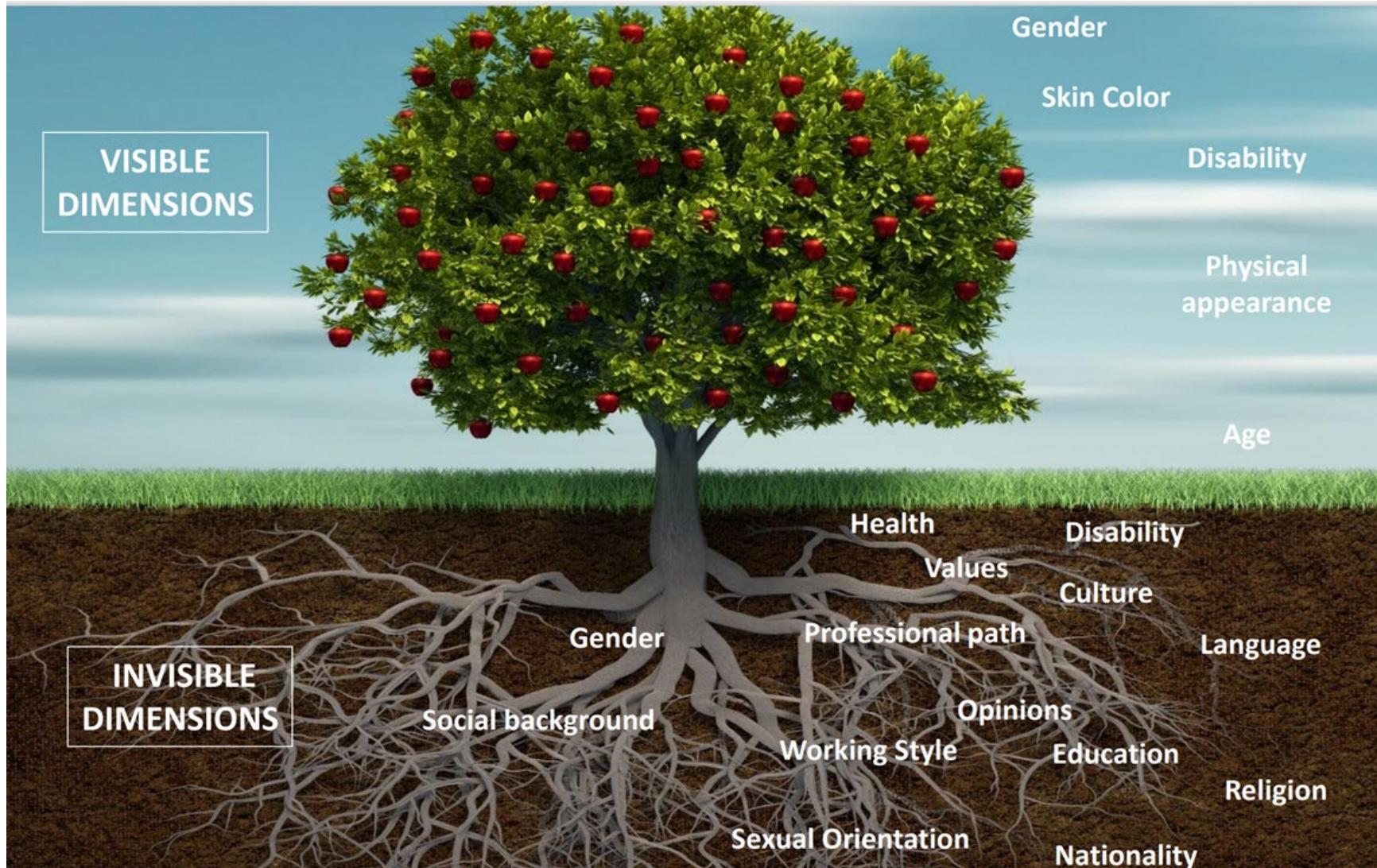


- Aviation Professional  
(Executive Manager at *E*UROCONTROL)
- Leiden University Researcher (PhD Candidate)
- *D&I* Think-tank founder / D&I Practitioner
- Economist by education  
(MBA INSEAD, Masters of Economics Sofia UNSS)



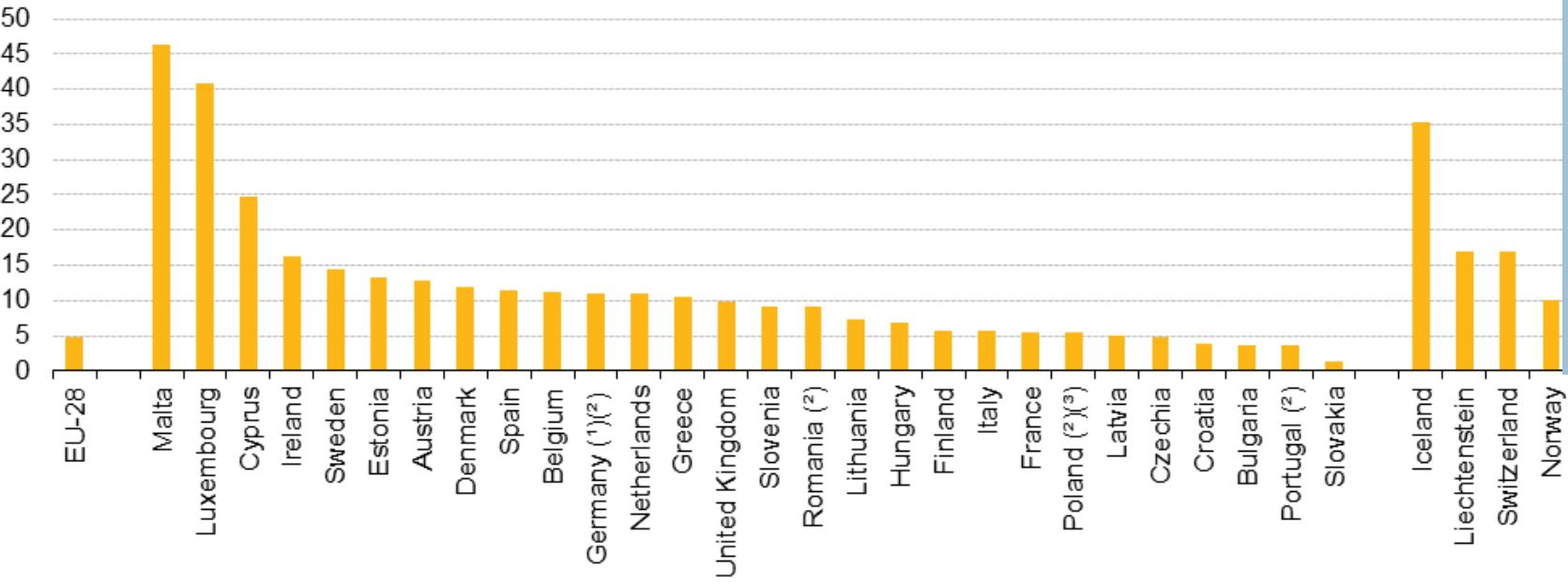
EUROCONTROL

# Diversity: visible and invisible dimensions



# Demographic changes in last 30 years\*

Immigrants, 2017  
(per 1 000 inhabitants)



(<sup>1</sup>) Break in series.

(<sup>2</sup>) Estimate.

(<sup>3</sup>) Provisional.

Source: Eurostat (online data codes: migr\_imm1ctz and migr\_pop1ctz)



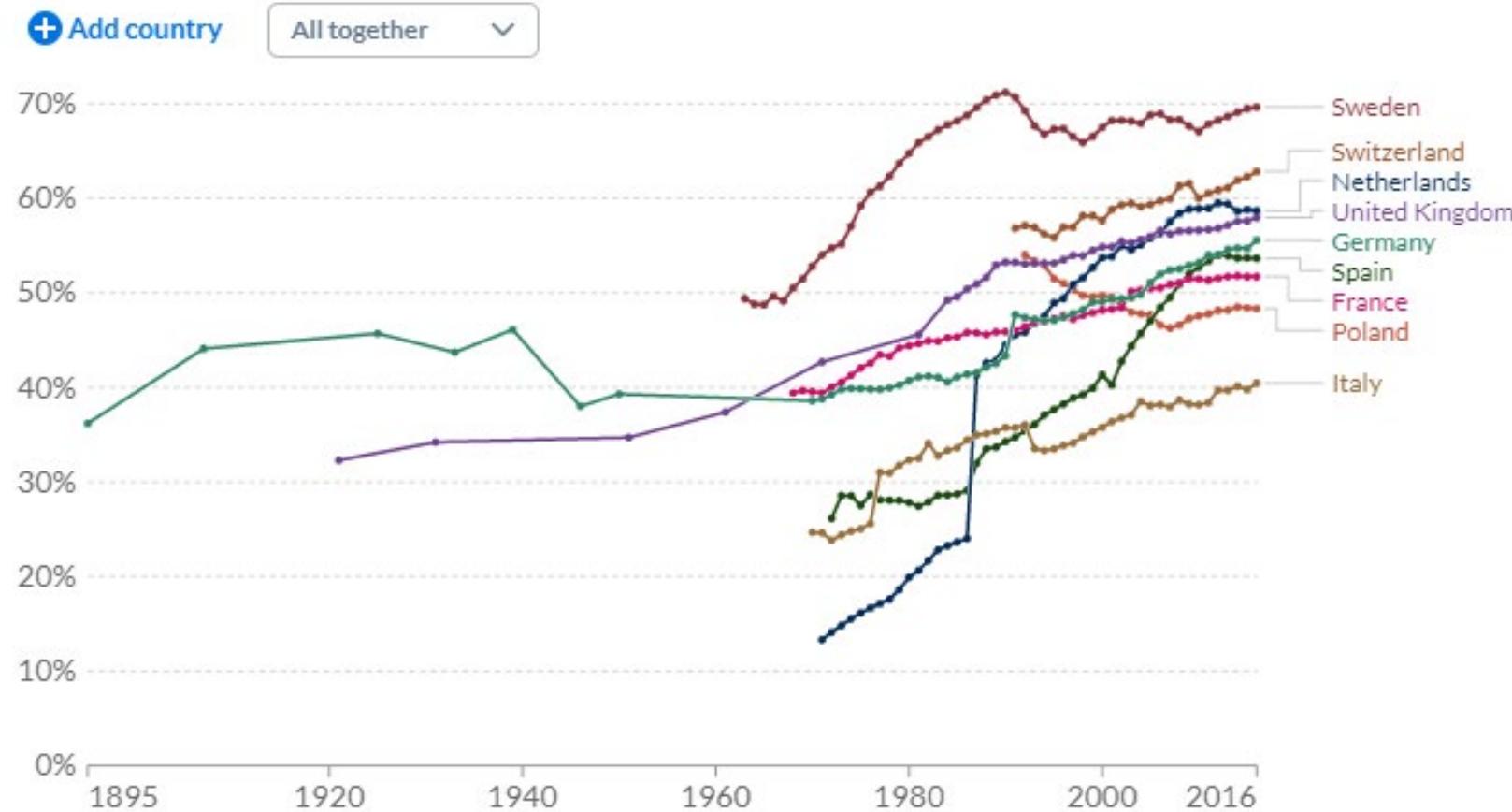
EU expansion  
Immigration from outside EU  
Within EU migration  
Labor market changes

\*European focus

# Demographic changes: Female workforce

Long-run perspective on female labor force participation rates  
Proportion of the female population ages 15 and over that is economically active.

Our World  
in Data



Source: Our World In Data based on OECD (2017) and Long (1958)

Note: For some observations prior 1960, the participation rate is taken with respect to the female population 14 and over. See sources for details.

[OurWorldInData.org/female-labor-supply](http://OurWorldInData.org/female-labor-supply) • CC BY

# Compounded change in aviation



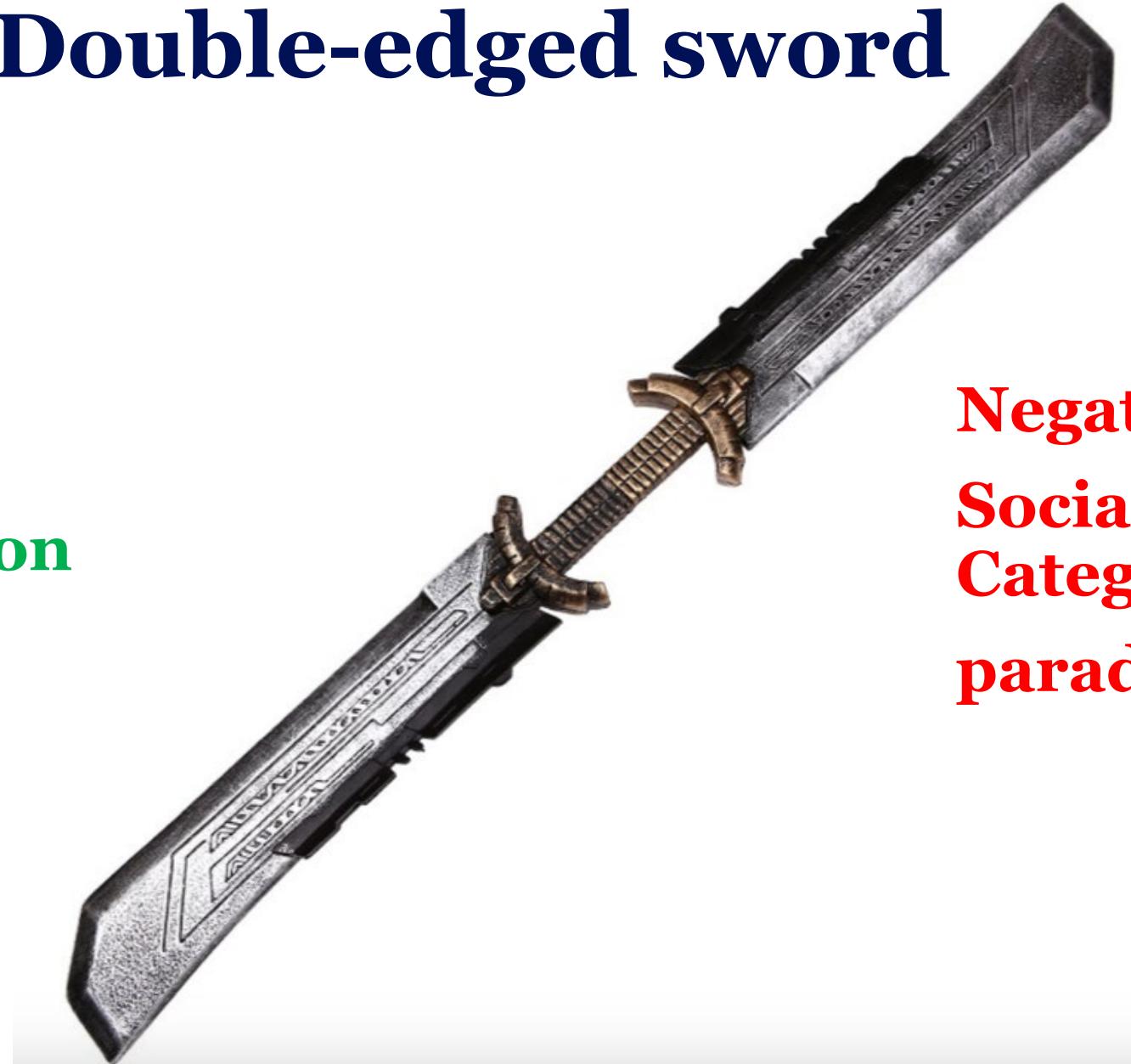
# Demographic changes studies

- “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 ad behaviors”  
Wesley Chan, Don Harris , 2019

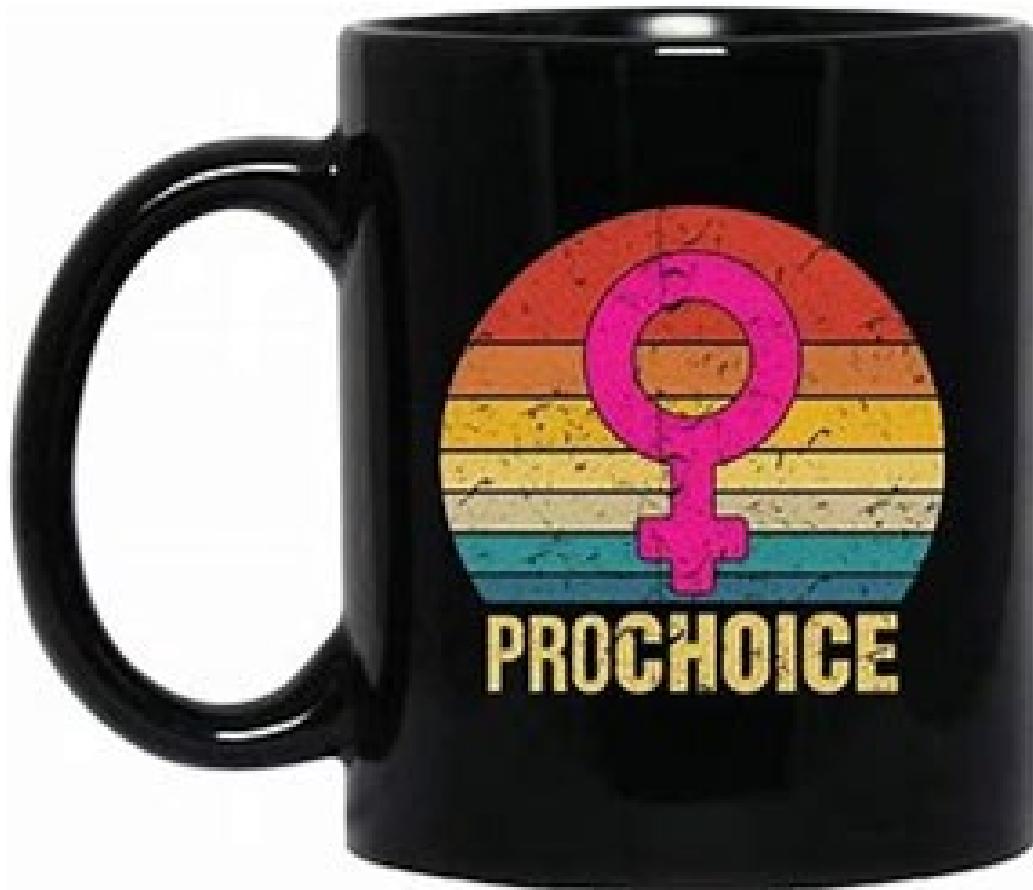
# Diversity: Double-edged sword

**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”

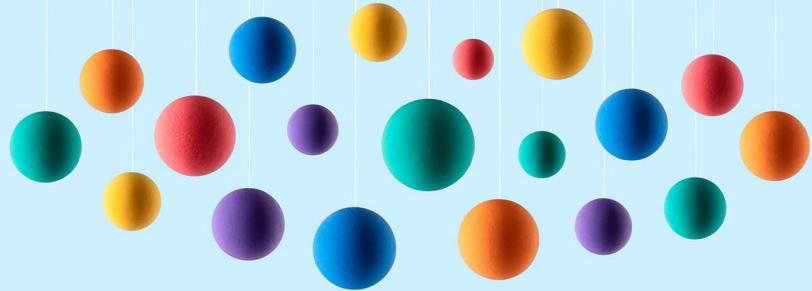


# Mentoring In Aviation FAA Advisory Circular on Mentoring

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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