

2024
Diversity, Equity,
Inclusion and
Belonging Report

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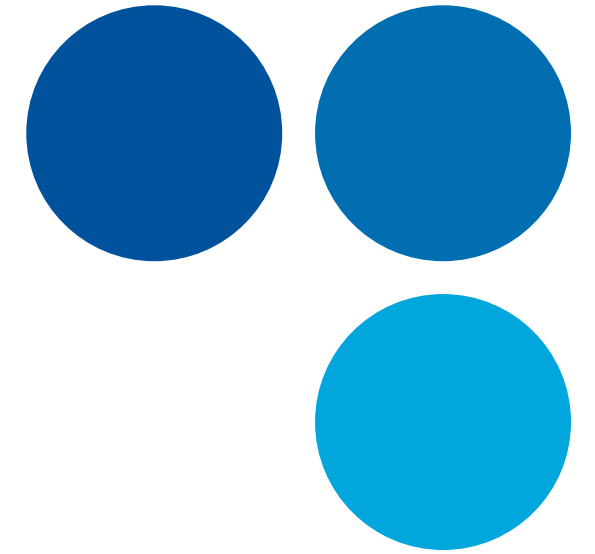


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It's important that our employees are empowered to share their thoughts, and feel heard and respected for who they authentically are.

PRESIDENT AND CEO:

A message from Raymond Bohn

I have always been grateful for the dedication of our NAV CANADA employees. Our people make the difference in everything we do—and our renewed commitment to Diversity, Equity, Inclusion and Belonging (DEIB) is no exception.

With input and contributions from employees across the organization, we're not just checking a DEIB box, we're building our future. And in fiscal 2024, we began to bring that long-term vision to life. Investing in our people and our culture, supporting our values, and co-creating a workplace where everyone can thrive.

It's early in our journey, and we still have work to do—but I'm feeling confident we're on the right path. Leading the CEO Executive DEIB Council over the past year, I've had the opportunity to be involved in honest, constructive discussions. There are issues being raised, but there's also recognition of our progress to date. More importantly, I've witnessed engagement and positivity towards what we're trying to accomplish, and confidence in our rethought approach.

What's changed from past DEIB initiatives? While we still believe we need to do all we can as an organization to improve the lives of our employees, we recognize that requires more than prescribing solutions. A member of our newly introduced 2SLGBTQIA+ Employee Resource Group (ERG) summed it up best: "Please don't talk about us unless we're at the table."

This sentiment really resonated with me, and I'm proud to say it's what we're doing. Inviting everyone to the table, giving them the opportunity to have a voice, and truly listening to what they have to say. Not only to guide our DEIB efforts, but across our organization, with everything that we do.

It's important that our employees are empowered to share their thoughts, and feel heard and respected for who they authentically are. And they deserve to be involved in the discussions and decision-making processes that impact them—whether about their individual role, or our collective culture, strategy, and objectives.

It's going to take all of us to continue improving on what is already one of the best safety records in the world. And as we aim for new levels of innovation, improved efficiency, and greater sustainability, we need everyone's contributions to achieve our goals, and their input to make the right decisions—for our employees, our customers and partners, and our communities.

Coming together, as one company, I know we can make meaningful change, and I'm excited for the future we're shaping.



RAYMOND BOHN
PRESIDENT AND CEO, NAV CANADA





We're centering our people and our values in all we do, and together, we've made progress.

VICE PRESIDENT AND CHRO:

A message from Diana Kelly

When we introduced our employee value proposition in December of 2022, articulating the experience of working at NAV CANADA, we weren't just launching a campaign, we were making a commitment. Both to our shared values—working together, building trust, bringing purpose, care and expertise to all we do—and to creating a culture in which those values thrive.

Since then, we've been focused on turning those promises into progress. As our inaugural publication, our 2024 Diversity, Equity, Inclusion and Belonging (DEIB) Report represents an important milestone in that ongoing effort.

It takes a critical step towards transparency and trust. It provides a benchmark to hold ourselves accountable to. And reflecting on all that we accomplished in fiscal 2024, I believe it validates our approach: we're centering our people and our values in all we do, and together, we've made progress.

The report highlights our work in several focus areas, including improving accessibility, increasing representation, developing more inclusive leaders and communities, and elevating our DEIB discourse. The specific initiatives were broad ranging, from providing education and training, to sharing stories; from creating new partnerships, to putting our new DEIB governance structure into action.

The integration of all these activities is the most exciting component of our strategy. With our newly introduced Employee Resource Groups (ERGs) and National DEIB

Council working alongside the CEO's Executive DEIB Council, we've created connection points that enable unfiltered information sharing and dialogue. Discussions where diverse perspectives are not only voiced, they're guiding us forward—keeping us focused on our most pressing needs, and continually assessing that we're headed in the right direction.

That path is not set in stone, but with a strategy that looks ahead to 2035, our commitment is steadfast. We're allocating resources, including a dedicated DEIB team. We're calling people in, rather than calling them out. And instead of finding temporary fixes for our problems, we're solving our issues in a lasting way.

There are more challenges to face, but I'm encouraged by our momentum. We are conscientiously and collectively creating a place where people can be themselves and belong. Where they can be open and honest, respectful and respected, and have equitable access to opportunities. And by continuing to do what we believe is right, I know we have what it takes to make DEIB a part of who we are and how we operate—one milestone at a time.

DIANA KELLY
VP AND CHIEF HUMAN RESOURCES OFFICER

Putting our shared purpose into practice

NAV CANADA plays a critical role managing 18 million square kilometres of Canadian and North Atlantic airspace. Safety is at the core of everything we do, and that's reflected in our collective purpose: Keeping Canada's skies safe: shaping the future of air navigation services.

Our purpose defines what we're striving for; our people bring those words to life. Success relies on having a culture that fosters our shared passion and commitment, feels safe and supportive, and empowers individual contributions as well as collaboration.

In short, a workplace where everyone belongs, and where everyone wants to be.

Our DEIB initiative is how we'll get there, together. We've outlined in this report how we're investing in a long-term strategy and taking thoughtful action—and moving closer to the values that represent who we want to be as people, as teams, and as an organization.



We set the standard

We're experts in navigating Canada's skies. Whatever our role, we Look Up and clear the way for the next generation of airspace innovation.

We proudly care

Keeping 18 million square kilometres of Canadian airspace safe is more than a job, it's a calling. No matter our role, everything we do helps keep our skies safe.

Our Values

We work together

We can't do alone what we can achieve as one team. Whatever needs to be done to safely land the future of navigation, we'll do it together.

We build trust

When we trust each other, we build an even safer, more supportive place to work.



Sustainable progress is our priority

Our DEIB initiative is part of a broader effort to make social well-being and environmental protection integrated components of our progress and growth. We've solidified our commitment by joining the United Nations Global Compact and identifying six Sustainable Development Goals (SDGs) where we can have a measurable impact. Three of these are directly supported by our DEIB efforts:



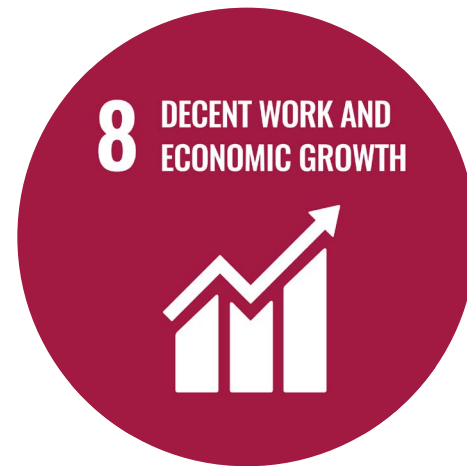
SDG 10: Reduced Inequalities

A key focus area, we're identifying and addressing the systems, policies and practices that can lead to inequalities based on gender, age, disability, sexual orientation, race, class, ethnicity, and religion. Our efforts are strategic, collaborative, and continuous.



SDG 5: Gender Equality

We're committed to ensuring women at NAV CANADA can participate fully and effectively, with equal opportunities for employment, advancement, and compensation. [Our Pay Equity Plan](#) outlines how we'll be tackling this specific gender issue going forward.



SDG 8: Decent Work and Economic Growth

Everyone deserves work that is productive, secure, and delivers a fair income, as well as prospects for personal development and social integration. With efforts stretching from recruitment to retention, we're removing barriers and fostering a positive experience.



Our commitment to equity

As a Canadian company, it is our aim to reflect diversity not only within our industry but of the Canadian society at large. To that end, we are [implementing strategies](#) to increase the diversity of our talent pool and eliminate any potential unfair barriers in the hiring process. Safety will always be our priority—and by broadening our recruiting efforts and implementing inclusive strategies, we can continue bringing on the best candidate for the job.

We know transparency is paramount to accountability. With our *2024 Diversity, Equity, Inclusion and Belonging Report* serving as our baseline, we will continue tracking the representation of women, Indigenous peoples, racialized people, and persons with disabilities and sharing our progress annually.

Progress is happening!
BRANDI OLENICK
 OPERATIONAL TRAINING
 SPECIALIST
 WINNIPEG ACC

In just 3 or 4 months of joining the Council, people are asking questions like 'what does the 'I' in 2SLGBTQIA+ stand for?' or 'why are people spending time and effort on PRIDE?' Without this Council, these questions would not have been asked and answered in the spirit of raising awareness and acceptance.
NANCY MACMILLAN
 INSTRUCTIONAL DESIGN SUPPORT
 MONCTON ACC

Our Roadmap to a New Strategy

Building our Understanding

Our renewed commitment to DEIB began with listening and learning. It was critical to build an understanding of where we were starting from and where we wanted to go.

Cross-Company Input

NAV CANADA's Listening Strategy ensured our ability to gather honest feedback from employees across the organization—and we have continued to provide multiple avenues for sharing input, giving everyone the opportunity to have a voice.

Employee Systems Review (ESR)

We partnered with external consultants to complete an Employment Systems Review (ESR), which provided an expert, unbiased perspective on our Policies and Practices, and identified barriers across the complete employee experience, from recruitment to retirement.

Taking Action

Our Action Plan and Governance Structure were designed to guide our efforts without limiting them. They enable us to continue to listen, learn, and address the most pressing needs of our people.

Action Plan

Created in consultation with representatives from Human Resources, leaders, employees and bargaining agents, our Action Plan touches on all our Strategic Priorities, and provides a five-year roadmap of initiatives, through to FY28.

Governance Structure

We're bringing together diverse perspectives and driving action and accountability with an inclusionary system of Governance that stretches across our organization.

Learn more about our [Governance Structure](#)

Plotting our path forward

Forming the foundation of our strategy, we identified five fundamental principles and six focus areas to guide our planning and implementation.

Guiding Principles

Our DEIB strategy is rooted in the following Guiding Principles:

Accountability and Transparency:

Our DEIB Commitments will be public, and we'll report our measured progress. Our leaders will be informed, inclusive role models.

Consistency:

All our efforts will be deployed in a structured, consistent, and holistic manner with leadership commitment to enhance DEIB.

Cultural Humility:

We have a substantial journey ahead; with humility, openness, and a mindset of continual learning, we'll make sustainable progress.

Evidence-informed:

Anecdotes and hunches aren't enough; all recommendations and actions must be firmly rooted in evidence.

Equal Partnership:

Flight Information Region (FIR) and head office will collaborate with honest, constructive discussions and the spirit of teamwork.

Strategic Priorities

Our initiatives are focused on the following Strategic Priorities:

Elevate DEIB Discourse:

Building an understanding our policies, practices and values, offering learning opportunities, and sharing authentic stories.

Develop Inclusive Leaders:

Equipping our leaders to provide psychological safety, foster an environment of mutual respect, and be role models of inclusivity.

Increase Representation:

Striving to increase diversity across all levels of the organization by ensuring our policies and practices are both equitable and merit-based, with a particular emphasis on recruitment and hiring.

Develop Inclusive Communities:

Creating Employee Resource Groups and offering activities to nurture a culture of belonging and interconnectedness.

Lift Barriers for an Equitable Workplace:

Opening new doors, ensuring accessibility, and supporting our employees in their growth and development.

Build Trust and Recognition:

Being transparent and accountable for meaningful, measured and sustained progress throughout our entire DEIB journey.

Fiscal Year 2024 in Numbers

93% of us participated in the self-identification program between Jan. 1 and Dec. 31, 2023:

2.5%
are Indigenous

24.1%
are women

12.7%
are racialized

1.8%
have a disability

Of the employees who participated in the Employee Experience Survey in June 2024:

believe that we're a diverse workforce and that we represent the communities we work in.

58%

67%

feel safe to be their authentic selves at work.

Nearly **30%** of internal promotions at NAV CANADA went to women.

95% of leaders at the L1-level or above completed Inclusive Leadership training.

2 Employee Resource Groups were created in FY24.

Highlights from Fiscal Year 2024

Co-Creating an Accessibility Plan

Developing Inclusive Leaders

Taking Steps to Increase Representation

Formalizing a Plan for Pay Equity

Building Up Our Education and Awareness

Putting Our DEIB Governance Structure into Action

Certain occupational groups at NAV CANADA must meet medical requirements determined by Transport Canada, so a waiver has been granted to the company reducing employment equity representation requirements for people with disabilities. Nonetheless, we will be working diligently in coming years to increase the representation of persons with disabilities, while addressing any barriers to ensure they have an optimal and equitable experience. Learn more about our [Accessibility Plan](#)



OUR PROGRESS:
Fiscal Year 2024
Achievements

Putting Our DEIB Governance Structure into Action
 Our governance model reflects our belief that we must build our future together, with DEIB integrated across the organization. The structure ensures a multitude of perspectives and lived experiences are considered, and provides the resources and accountability needed to drive meaningful progress.

Most importantly, we've put our Governance Structure into action—bringing all Working Groups together to turn our good intentions into programs, policies and initiatives.

Over the past year, we've:

- Revamped the CEO DEIB Executive Council
- Introduced the National DEIB Advisory Council
- Supported Local DEIB Circles in the implementation of various grassroots initiatives
- Launched two Employee Resource Groups
- Built up our dedicated DEIB Team



Diversity, Equity, Inclusion and Belonging (DEIB) team

Our full-time DEIB team helps move our strategy forward, as advocates, as experts, and as programming support for each Working Group. From planning and design, to implementation, to reporting, they're involved at every stage and in all aspects of DEIB.

CEO DEIB Executive Council

The CEO Executive DEIB Council brings together senior leaders of the company with a mandate of empowering progress towards our DEIB goals and vision. Supporting a diverse, equitable and inclusive workplace is everyone's job—but our leaders are accountable for keeping NAV CANADA committed for the long term.

Their responsibilities include:

- Working with other Groups to anticipate, identify and address issues.
- Allocating budgets to support DEIB initiatives.
- Taking the lead in challenging the status quo and championing our values.
- Ensuring our DEIB efforts align with our strategic objectives.

National DEIB Advisory Council

The National DEIB Advisory Council acts as a catalyst for new initiatives and keeps an eye on our overall progress. Open to NAV CANADA employees who want to take an active role in our DEIB efforts, each approved member serves a two-year term.

Their responsibilities include:

- Assisting in the identification of barriers, issues and opportunities.
- Developing, implementing, and monitoring programs and policies that consider the experience of employees from across the company.
- Helping to cultivate an inclusive culture by serving as internal and external ambassadors for DEIB.

My hope for the DEIB council is that it can attract more people to stand up and take part for their beliefs without fear of judgement. We are all just people when it comes down to it, and we all deserve to be treated and included the same—with respect and with love.

JEFF MONT
NATIONAL DEIB ADVISORY COUNCIL MEMBER
AND SITE MANAGER - VANCOUVER

Employee Resource Groups (ERGs)

Employee Resource Groups provide connections, support and a safe space for employees with shared lived experiences, characteristics, values, or goals. At NAV CANADA, ERGs are also a key source of input in the development of policies and processes in the workplace.

They're involved in:

- Fostering a sense of belonging and empowerment as a community.
- Helping to organize and lead events or activities that increase awareness and provide opportunities for learning.
- Providing insights to other Working Groups on the specific issues that need to be addressed to foster greater inclusivity, equity and belonging.

NAV CANADA established two ERGs in FY24, bringing together 2SLGBTQIA+ employees and Women at NAV CANADA.

2SLGBTQIA+ ERG

The new 2SLGBTQIA+ ERG holds the distinction of being our first Employee Resource Group at NAV CANADA. It endeavors to foster a sense of belonging for its members, give them a platform to voice their needs and concerns, and support the acquisition of knowledge, confidence, and networks to facilitate career growth.

At a company level, they've been supporting education and awareness—such as organizing regional events for Pride month in June—and have been actively involved in constructive discussions to help NAV CANADA meet its DEIB goals.

How is the new ERG progressing in its first year? Myles Harnum, a member of the 2SLGBTQIA+ ERG and Seniority Bid Trainee - Gander ACC, shares his thoughts:

The work that we have accomplished in the short time since we started has been amazing. It has allowed us to connect with other community members within the company in an industry that has been historically underrepresented with diversity. This group has collectively opened dialogue within the organization and have highlighted many areas that could use improvement to make NAV a more inclusive place to work. Everyone deserves a safe and accepting workplace and I am happy to be a part of this positive change.

Women at NAV CANADA

With its first meeting held in May of 2024, Women at NAV CANADA is still in the early stages of getting up and running. They've started discussions on the barriers faced by women in the workplace and are in the process of determining their vision and focus areas. Much emphasis is being put on the following priorities:

- Lifting barriers for an equitable workplace.
- Projects to increase inclusion in the workplace.
- Ensuring nationwide and organizational alignment with DEIB activities.

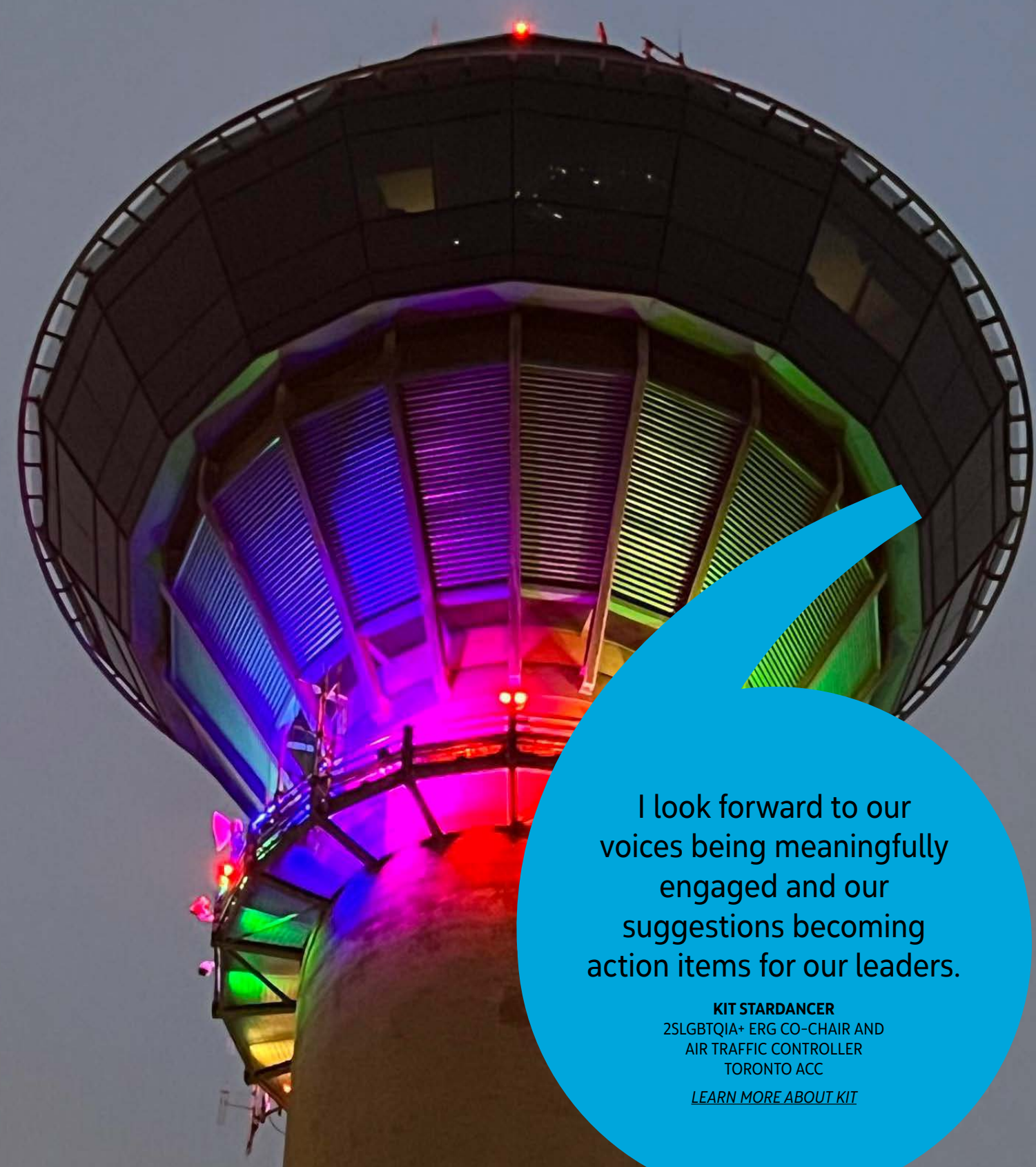
What's coming next for our ERGs?

In the coming year, we anticipate the 2SLGBTQIA+ ERG and Women at NAV CANADA will continue to develop and grow. As a company, we're committed to:

- Continuing support for our existing ERGs with tools, resources, and training.
- Facilitating the creation of another new ERG for employees with disabilities.
- Supporting additional ERGs based on employee requests—as with all our efforts, our goal is to meet the most pressing needs of our people.

Local DEIB Circles

Our Local DEIB Circles are designed to help support local events or address targeted issues or themes. They bring together members who have the knowledge, familiarity and interest needed to tackle them.



I look forward to our voices being meaningfully engaged and our suggestions becoming action items for our leaders.

KIT STARDANCER
2SLGBTQIA+ ERG CO-CHAIR AND
AIR TRAFFIC CONTROLLER
TORONTO ACC

[LEARN MORE ABOUT KIT](#)

I joined the group to advocate for women’s rights and people with disabilities, while gaining understanding and knowledge on everyone else’s challenges.

MARIE KYREAKAKOS
MANAGER, ATS SCHEDULING OPTIMIZATION
MONTREAL FIR

Co-Creating our Accessibility Plan

NAV CANADA is committed to being accessible for everyone, including employees, customers, partners and our community at large. Our first Accessibility Plan, published in 2023, outlines how we’ll be identifying, removing and preventing barriers, guided by input from the individuals it impacts: people with disabilities.

Efforts are underway, and progress has been made over the last fiscal year. Some notable accomplishments include:

- Formalizing our Disability Accommodation Policy to clarify the process
- Engaging with external specialists to assess accessibility barriers in our buildings and our digital tools
- Beginning the process of addressing the issues that were identified.

As we continue to move towards a more accessible workplace, we will be:

Consulting people with disabilities

Guidance from individuals with lived experience is critical. We will continue to build trust and engagement with employees and other stakeholders who have disabilities so we can better serve their needs.

Committing for the long term

This will be a multi-year process that requires gradual implementation and continuous commitment. Accessibility will remain an ongoing priority, and we will work to remove barriers as we become aware of them.

Considering every aspect of our company

Our aim is to improve accessibility across our entire organization. Both at a broad level—such as growing the knowledge the NAV CANADA community has about accessibility and disability—and in specific target areas.

[Our Accessibility Plan Progress Report 2023-2024](#) highlights our achievements so far, along with our ongoing goals and their target dates for completion.



Developing Inclusive Leaders

Our leaders play a vital role in our overall DEIB strategy. They set the example, and are accountable for supporting fairness, respect, psychological safety and a sense of belonging on their teams.

As a company, we're supporting them and their development—providing guidance, tools and training on broad principles as well as specific priority topics. In FY24, we offered Inclusive Leadership Training and a Trans-Inclusive Workshop.

Inclusive Leadership Training

Delivered to 98 percent of leaders and managers in the spring of 2024, our Inclusive Leadership Training provided education, tools and strategies to build the best possible employee experience for every member of their team.

From evaluating their current leadership style to creating psychological safety and incorporating team member's perspectives, they're better equipped to make inclusion part of business as usual—and enhance the broader culture at NAV CANADA.

Building on the initiative's success to date, in FY25 we'll be expanding the training program to include team Supervisors across the organization.



Trans-Inclusive Workshop

In September 2023, Managers and team leaders at Toronto ACC participated in a Trans-Inclusive Workshop. The high-level training emphasised the role of managers in creating an environment that is inclusive, safe, and respectful of transgender employees, with strategic elements and practical tips for implementation. Focus areas included:

- **Building a base of understanding of key terms and concepts.**
- **Debunking common misconceptions about gender and transgender persons.**
- **Discussing challenges, stigma and discrimination often experienced by transgender persons in workplaces and society at large.**
- **Providing actionable guidance to create a welcoming and safe workplace for transgender employees.**

Taking steps to increase representation

Safety remains our core value, and we will always select the best candidates for the job—but as NAV CANADA grows, we have an opportunity to increase diversity across all levels of the organization, and better reflect the community we serve.

Reviewing barriers and bias in our recruitment and selection practices is ongoing, and our strategies reflect our intent to keep both processes equitable and merit based. In FY24, we started exploring multi-pronged approaches to target different stages in the hiring process, and the employment equity groups that are underrepresented in our company: women, Indigenous peoples, racialized persons, and people with disabilities.

Unconscious Bias Training

The Talent Acquisition team plays a vital role supporting hiring managers through the process of bringing new employees on board. In May 2024, Unconscious Bias Training specifically designed for this group was delivered.

With a particular emphasis on interviews and evaluations, the training aimed to develop a better understanding and awareness of implicit bias—the subconscious stereotypes and prejudices we develop throughout our lives that can unknowingly impact our decisions. Key elements included:

- **Recognizing common types and effects** of unconscious bias in talent acquisition.
- **Fostering an inclusive mindset and cultural sensitivity** when interviewing and evaluating candidates from diverse backgrounds.
- **Introducing specific strategies and practical tips** to check and address unconscious bias.

DEIB is important to me personally because I want to work at a place that honours and celebrates diverse ways of thinking, being and feeling.

ANITA SAYAPHET
QUALITY ASSURANCE SPECIALIST
EDMONTON FIR

In FY25 and onward, our goal is to provide Unconscious Bias Training that's more general in scope to a broader group of hiring managers and management teams.

Using inclusive language in job postings

With the goal of increasing diversity in the pool of candidates applying to roles, in early 2024 our Talent Acquisition team participated in a session on using inclusive language in job postings and throughout the recruitment and selection process.

Delivered by an external expert, it provided an overview of benefits and best practices, from using plain and simple language, to avoiding words and phrases that could indicate bias—and discourage those who fear discrimination.

Collaborating with partners

We're invested in building the next generation of aviation leaders. Partnering with organizations that are well established in communities we're aiming to engage more with helps us to build awareness and trust, better meet their needs, and ultimately achieve our recruitment goals faster. Over fiscal 2024, we continued support with past partners as well as formed promising new relationships.

Indigenous Works

For 25 years, [Indigenous Works](#) has helped organizations to strengthen and accelerate their Indigenous employment, engagement and inclusion efforts. Marking the National Day for Truth and Reconciliation on September 30, 2023, we announced our new commitment as an Employer Partner, joining their Community for Indigenous Inclusion alongside many other prominent corporations, businesses and organizations. This gives NAV CANADA employees access to the resources available on Indigenous Works' Resource Portal, including monthly webinars and more.

Black Aviation Professional Network

In February 2024, along with our Black History Month celebrations, we announced a new partnership with the [Black Aviation Professional Network](#) (BAPN), a Canadian charitable organization committed to developing and supporting Black talent in the field of aviation and aerospace. As a Supersonic level sponsor, representatives from NAV CANADA's Talent Acquisition team had the pleasure to participate at BAPN's first Stargaze Career Expo, held on June 15, 2024, in Saint-Laurent, Montréal. With over 200 attendees, the event brought together BIPOC professionals, aspiring aviators, and industry leaders for a full day of inspiring speeches, engaging discussions, and invaluable networking opportunities.



Indspire

[Indspire](#) is a charitable organization dedicated to enriching Canada through Indigenous education and by inspiring achievement. In June 2023, we were excited to share our donation of \$30,000 to their Building Brighter Futures: Bursaries and Scholarships (BBF) program. The funds were raised through our own PC for Charity program—when a computer is scheduled to be replaced, it's offered for sale to employees for \$100, with all proceeds going to a worthy cause—and have since been awarded to six recipients of the NAV CANADA Indigenous Education Bursary. In April 2024, we continued our support as an Indspiration Zone Sponsor of Soaring: Indigenous Youth Empowerment Gathering, introducing over 1,500 attendees to an exciting new career trajectory.

Elevate Aviation

For several years, NAV CANADA has been a supporter of [Elevate Aviation](#)—a not-for-profit dedicated to encouraging and supporting more women to pursue careers in aviation. Founded in 2015 in Edmonton, Alberta by Kendra Kinkade, Air Traffic Controller with NAV CANADA, they have grown to offer a variety of programs across the country. In fiscal 2024, we were proud to provide \$15,000 to sponsor their efforts, including a 29-city [Cross Country Tour](#) empowering youth to explore aviation careers.

NAV CANADA makes several commitments throughout the year in support of events that foster greater diversity in our industry. In fiscal 2024, these included:

- Rendez-vous de la Francophonie
- Council of the Network of Official Languages Canada
- Festival Franco-Ontarien
- Institute for Women Of Aviation Worldwide (iWOAW)
- Women in Aviation International
- Waterloo Wellington Flight Centre's Girls Can Fly
- The Ninety-Nines International Organization of Women Pilots Conference



Building up our education and awareness

The shared values we're aspiring to—care, collaboration, trust, expertise—need to be supported by our attitudes, beliefs and behaviours. Evolving our collective consciousness doesn't just take time, it takes intention, education and awareness.

To that end, what we've done in fiscal 2024 is what we'll continue to do in the future. Promoting communication that's respectful and open. Providing opportunities for continuous, judgement-free learning. And sharing authentic stories that connect us and humanize our efforts.

Inclusive Language Guidelines and Writing Guidelines

Simply put, words matter. They can signal respect and care, and they can also isolate and harm—whether you're conscious of their impact or not.

We developed Inclusive Language Guidelines to help everyone at NAV CANADA choose words and phrases that support an environment of safety, acceptance, and belonging. A tool for education and reference, it explains how and why terms and expressions have evolved and provides clear recommendations, making it easier to use inclusive language in our personal and professional lives.



International Women's Day celebrations

Joining in on the global celebration of International Women's Day (IWD), NAV CANADA honored the event's 2024 theme of 'Inspire Inclusion' by providing a platform for some of the incredible women who are a part of our team.

A panel discussion with a focus on Women in Technology was held on March 6 at the Technical System's Centre in Ottawa. On March 8—the official date of IWD—over 100 attendees tuned in for a virtual panel session on creating a more inclusive environment for women+ at NAV CANADA. On our Blog, we [featured women in various roles across the company](#), sharing insights from their unique experiences and how they inspire inclusivity for women in aviation.

Inclusive Language means using words, phrases, and expressions that are respectful and considerate of all people, regardless of their race, cultural background, gender, sexual orientation, ability, physical traits, or other characteristics. It aims to avoid language that may make an individual feel excluded, marginalized, or offended.



Top: The NAV CANADA float making its debut at the Winnipeg Pride Parade with members of our Winnipeg ACC team.

Bottom: Members of our NAV CANADA team in Gander, Newfoundland kicked off Pride month by painting a rainbow walkway in front of their Area Control Centre.

2SLGBTQIA+ Pride Month celebrations

Every June, Pride Month brings people together to support and celebrate Canada's 2SLGBTQIA+ community. From Vancouver, British Columbia to Gander, Newfoundland, several Area Control Centre (ACC) teams from across the country joined in with volunteer-led initiatives.

At a national level, the DEIB team hosted guest speaker [Kiersten Mohr from Terra Firma Transition Consulting](#) for an interactive session. Attended by over 300 employees from across the organization, her talk explored the history of 2SLGBTQIA+ Pride in Canada, highlighting points of progress and continued challenges. Looking to the future, she provided a framework for active allyship—inviting us all to the table to offer our consistent and intentional support.



Our people are the heart of everything we do, and we're honoured to share their unique and inspiring journeys through our external [#WeAreNAVCANADA Blogs](#) and internal NAV CANADA Now communications.

These stories also serve a broader purpose: growing our collective understanding and empathy. Often shared around commemorative events—such as Black History Month, Pride Month, National Indigenous Peoples Day, and International Day for People with Disabilities—they bring our DEIB efforts to life in an authentic, engaging way.

No matter what people think, or even say about people in my situation or about people with disabilities, no one, absolutely no one can truly appreciate or comprehend the difficulties we are constantly facing in our daily life.

CLAUDE CASTONGUAY
SHIFT MANAGER, MONTREAL ACC
[LEARN MORE ABOUT CLAUDE](#)

What I'm taking away from the 35-plus years that I've had in this business—I would hope that everybody would be able to experience the same thing.

ERNIE ALLIGOOD
DIRECTOR OF ACC OPERATIONS CENTRAL
[LEARN MORE ABOUT ERNIE](#)

Being a woman in a male-dominated profession has been a tough slog at times, but I feel gratified when I look around me in meetings and I'm no longer the only woman in the room.

TRACY LAGER
AIR TRAFFIC SERVICES TECHNOLOGY STANDARDS SPECIALIST, OTTAWA
[LEARN MORE ABOUT TRACY](#)

A Plan for Pay Equity

The Pay Equity Act recognizes that men and women deserve equal pay for doing work of equal value. It's a belief we wholeheartedly support at NAV CANADA—and following the guidelines of the legislation, we've embarked on a multi-step journey towards this goal. The Pay Equity Committee we've established is working carefully through the process. This work will continue into the next fiscal year, with any wage adjustments retroactive to September 1, 2024. Whatever the findings, this evaluation will not affect any employee's current classification, and no one's wage will decrease from its current rate.



Our Next Steps

Throughout FY2024, our overarching goal was to build the foundation needed for a cultural transformation. We opened conversations, demonstrated our commitment, and began a shift towards a more diverse, equitable, and inclusive company, where everyone feels they belong. As we move into the next fiscal year, our aim is to carry on that momentum—together.

We look forward to sharing our progress on these goals in next year's Diversity, Equity, Inclusion, and Belonging Report.

We'll maintain our emphasis on open dialogue, continuous learning, and educational opportunities, promoting inclusive principles and further raising awareness and understanding of DEIB concepts. Guided by our same strategic priorities and the most pressing needs of our people, some of our topline efforts include:

- Formalizing processes and guidelines for the creation of new ERGs, with a particular emphasis of streamlining access to resources and tools to support ERG members.
- Increasing company-wide access to DEIB-related training, resources, and tools.
- Continuing the delivery of commitments under the Employment Equity Action Plan and Accessibility Plan.
- Ensuring leaders throughout the organization are equipped to manage an increasingly diverse workforce.
- Delivering on some of the recommendations submitted from the National DEIB Advisory Council and ERGs to the CEO Executive DEIB Council.



If you have questions or would like to learn more about any aspect of our NAV CANADA Diversity, Equity, Inclusion, and Belonging initiatives, you can reach out to the DEIB team at diversity-diversite@navcanada.ca