



SOCIAL



Our people drive our business success.

We strive to create an environment and a culture in CDB Aviation that enables every staff member to give their best and feel a sense of achievement and belonging at work, helping them to fulfil their potential in their careers.

Time for Action



CDB Aviation is a business that relies on the talents of its people to deliver sustainable success. Diversity, Equity & Inclusion (DEI) is at the heart of our strategy to compete in a global marketplace, to foster integrity and innovation, and to develop and retain the team necessary to deliver this shared ambition.

- Stephen Kavanagh, Non-Executive Director, CDB Aviation



The aircraft leasing industry is built around a workforce of highly educated, highly motivated people. Our sector has always attracted top talent, but in an increasingly competitive labour market, we need to ensure that a career in this industry remains an attractive choice for the graduates of today and tomorrow. Given the sustainability challenges we face, we also need to make sure that we have a pipeline of innovative thinkers who will bring fresh perspectives to the industry.

All of this makes Diversity, Equity & Inclusion (DEI) fundamental to the future development of the global aircraft leasing industry.

Over recent years, initiatives such as Advancing Women in Aviation Roundtable (AWAR) and PropelHer have driven awareness and elevated DEI to become an integral part of the industry conversation and this is further bolstered by ESG reporting requirements and the ALI Sustainability Charter. However, there is no room for complacency. The available data suggests that progress to date is limited and that there is much distance to travel with this important agenda. A recent report by Mason Hayes Curran⁷ revealed that just 17% of employees at C-Suite or Board level within aircraft leasing identify as female or as a member of a minority group. This was unfortunately a decrease from the 22% peak recorded in 2020, which was still below the generally accepted threshold of 30%.

Why is this so? The impact of the Covid-19 pandemic or consolidation within the industry may be contributing factors, but the reality is that we have not yet as an industry addressed the systemic barriers to diversity in our sector. While we have seen a discernible increase in female networking events, remarkably not all lessors offer paid maternity leave; we sponsor DEI panels, but we do not embrace human leadership; we talk about welcoming women into senior leadership teams, but we do not give them the practical tools and supports to get there. It is telling that many airlines, financial institutions and suppliers are well ahead of lessors on this journey. There is no quick fix. Addressing gender and minority imbalances requires our industry to commit to a step-change in vision, policies and outcomes.

At CDB Aviation, we are proud of our values and the strong culture we have built, and are now focused on formally embedding DEI into the organisation as a vital component of our present and future success. Looking to the future, we believe that the industry's embrace of ESG will shine a light on DEI as never before. By focusing beyond the aspirational and requiring hard data on diversity, equity & inclusion, enhanced ESG reporting requirements may well be the catalyst that the wider aircraft leasing industry requires to finally provide a practical work plan that helps to deliver on the agenda.

Note:
⁷ [Mason Hayes Curran Gender in Aviation Survey 2022](#)

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Only by coming together as an industry, can we ensure that aircraft leasing becomes a more viable career path for talented, motivated women who wish to progress their careers to the most senior, ambitious level.

PropelHer

PropelHer

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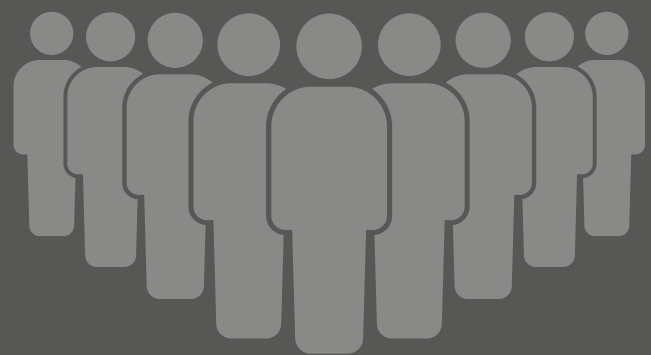
AWAR passionately supports Action for Equity – it's time to move past the rhetoric and generate real results. This includes a commitment to individual action and accountability at every level.

Emily Wicker, President AWAR



AWAR Leaders Luncheon, Jan 2023

132
permanent staff
members



CDB Aviation is an
equal opportunities employer
and we value a **diverse workforce**



17
Nationalities



62%
of team based in
Europe

33%
of team based in
APAC

5%
of team based in
the Americas



32%
of new hires in
2022 were **female**



CDB Aviation Team - % female



1,434
training hours
delivered

46%
Wider Team



55%
of team heads

14%
of C-Suite

Staff Wellbeing and Development

Why it matters?

CDB Aviation's ability to attract the best and most diverse talent is critical to our long-term success. In today's competitive labour market, the highly skilled professionals that we employ are in demand. In order to attract and retain staff we need to ensure that we offer competitive compensation and benefits, look after people's wellbeing and provide opportunities for career development.

Key targets:

- Sustainability training rolled out companywide by end of 2023
- CDB Aviation Graduate Programme established by end of 2025
- CDB Aviation Secondee Programme established by end of 2025

Key Actions for 2023:

- Embed Sustainability training into CDB Aviation training plan
- Embed LIFT leadership programme into CDB Aviation training plan
- Continue to evolve the WheelsUp Wellbeing Programme

At CDB Aviation, we recognise that our commercial success is reliant on the hard work, dedication and ingenuity of our people. It is therefore incumbent on us as a responsible employer to respect and look after our people and nurture their talent. We constantly invest in our staff member's education, development and wellbeing and strive to create a positive working environment.



Taking care of our people

Health and safety

It is CDB Aviation's policy to ensure that we provide a safe working environment for all our staff members. Our Health and Safety Statement is reviewed and signed by our CEO and is mandatory reading for all staff members. We comply with all applicable health and safety legislation and regulations in the regions where we operate. Our staff members are encouraged to contribute to health and safety improvements by making suggestions to our Health and Safety representative.

The success of our Health and Safety policy is down to the co-operation and excellence of our staff members. Within our Dublin office, we have eight trained first aiders and four trained fire wardens who are ready to step up in an emergency. As part of the onboarding process for new staff members they are briefed on health and safety procedures in the office. Any health and safety incidents that occur are logged in our Health and Safety Report Book. To date, no incidents have been recorded.

Staff benefits

We have various initiatives and programmes in place to support our staff members' physical and mental health and wellbeing, and their financial wellbeing. All staff members have the option to participate in our Group Pension scheme and also our Group Healthcare and Dental Insurance

scheme, which also covers their spouses and dependants. In addition, the company provides Life and Disability Insurance to all staff members.

Our Employee Assistance Programme is available under the company's Health Insurance Plan. It gives staff members free access to a dedicated counselling and advisory service. There are also a number of further wellbeing initiatives for staff members including mindfulness classes, access to a nutritionist and dietician, and gym membership.

Financial compensation and reward

We aim to reward our staff members with fair and competitive compensation. We have a performance-driven compensation philosophy balancing the need to compete globally for the very best talent with the need to compensate fairly, within an established governance structure, that is equitable, relevant and aligned to both the staff member and company performance. We are committed to providing a total reward package that enables us to attract and retain skilled and talented individuals in a highly competitive environment.

Performance management

We have a Performance Appraisal Framework which applies to all staff members and is designed to support people's career progression and professional development, as well as inform

decisions regarding pay and reward. Performance KPIs and objectives are established between staff members and their managers at the start of the year. These are constantly monitored throughout the year through quarterly check-ins before an end-of-year meeting and review is conducted.

Sports and social club

At CDB Aviation, we believe that having good working relationships with our colleagues is essential for our health and wellbeing. Our Sports & Social Committee was set up in 2018 with the goal of creating a sense of togetherness and wellbeing amongst staff members. In our Dublin office, staff members enjoyed lots of different activities during 2022. A few of the highlights included a cliff walk from Bray to Greystones, wine tasting events, a children's Christmas Party, and various holiday celebrations including the Chinese New Year and St Patrick's Day. In Hong Kong, CDB Aviation staff celebrated Chinese New Year, took a summer boat trip and enjoyed a World Cup Quiz lunch.



2022 Children's Christmas Party
at CDB Aviation Dublin Office

Hybrid and flexible working

Conscious of an evolving world of work in recent years, we recognise that a hybrid working approach can deliver many benefits including talent attraction and retention, boosts to staff wellbeing and productivity, and greater diversity.

Our hybrid working practice requires staff members to be on-site on 'Core days' of Monday to Wednesday. Hybrid working practices are a new concept for our business and may evolve and change in the future but, for our current needs, we believe that a mixture of Core Days and Non-Core days will strike a positive balance between workplace collaboration and personal flexibility.

We are also proud to have a Work from Anywhere approach which allows staff members to work from anywhere in the world for 30 days plus two weeks annual leave, subject to approval. Like our Hybrid Policy, we hope this will have a positive impact on staff attraction and retention and will improve our team's wellbeing.

At CDB Aviation, on top of annual leave, staff members are entitled to maternity, paternity, parental, carer's, sick, and jury leave. The amount of leave permitted is dependent on a staff member's location, terms of contract and local employment legislation.



CDB Aviation's Asia Pacific presence is centred in Hong Kong

Staff training and career development

Our approach to learning and development

One of the things we are most proud of at CDB Aviation is our promotion and fostering of a strong continual learning culture. We believe in the value of education and so are constantly creating space for learning and development opportunities in our fast-paced transaction-driven environment. We currently have five major learning and development initiatives:

1. LIFT

This is our in-house leadership programme for Team Heads, which aims to create stronger leaders within a stronger CDB Aviation. The programme consists of five leadership workshops, three one-to-one executive coaching sessions, four Action Learning Pods, and five individual reflective activities.



2. WheelsUp

Our personal in-house learning platform is available to all staff members. Through the platform we have an hourly presentation and Q&A every month which brings all staff members together to learn about a particular relevant topic. In 2022, topics included ESG and sustainability, CSR, personal development and in-house projects.



3. Educational Support Policy

This policy is designed to support staff member's professional development plans by providing financial and flexible assistance to those who wish to enrol in further educational courses.

4. MS Training

We support productivity and collaboration by upskilling staff members on Microsoft updates and releases.

5. Coaching

CDB Aviation provides personalised coaching support to ease transitions, focus on development gaps or stretch staff member perspectives.

2022 HIGHLIGHTS

20+ Team Heads completing the LIFT programme

12 WheelsUp sessions available to all staff members

12 CDB Aviation staff members are currently undertaking a third-level education course

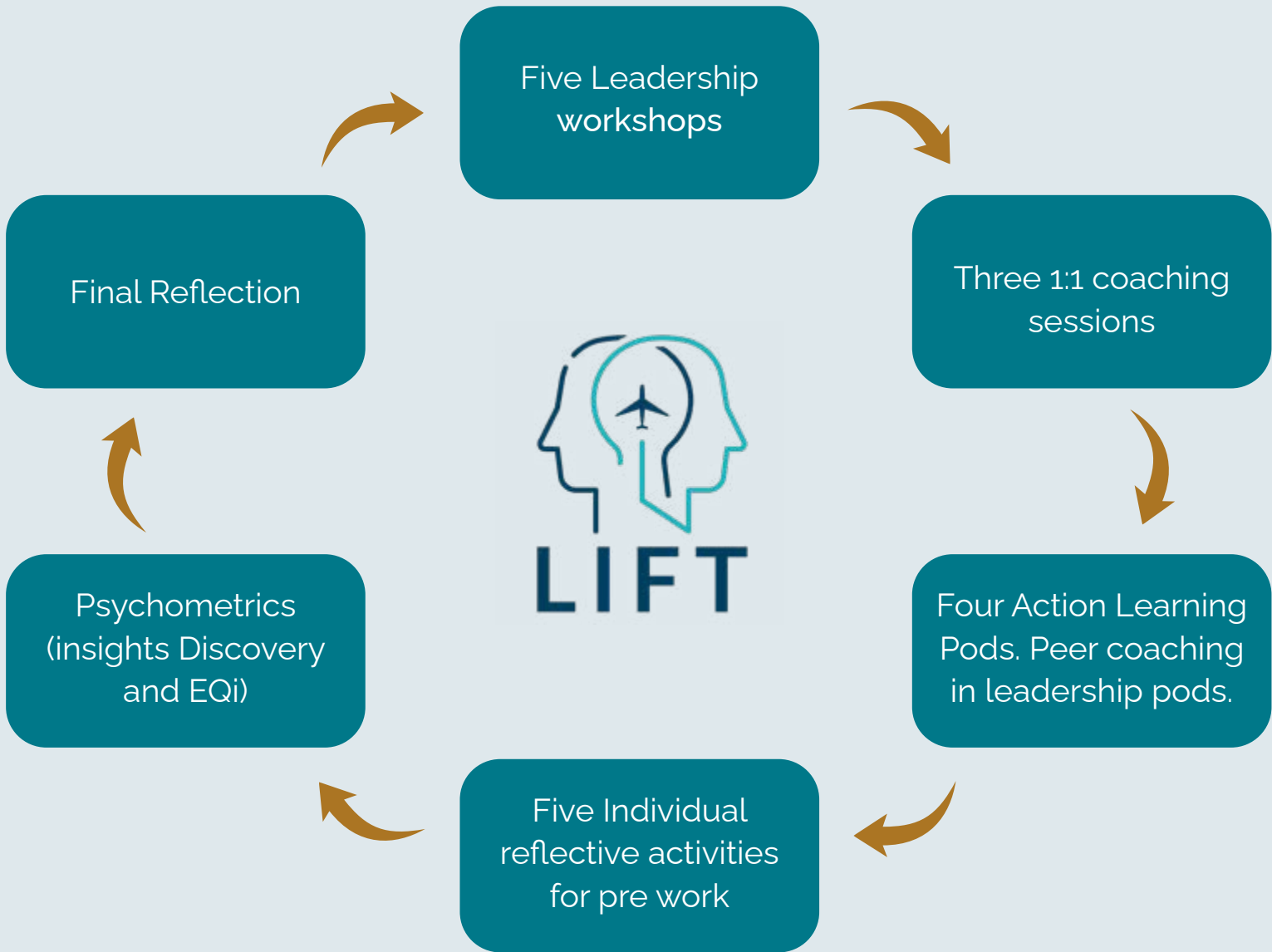
52 Staff members access to Microsoft training

7 Staff members completing one-to-one executive coaching

CDB Aviation's LIFT leadership programme

Our LIFT programme in 2022 was completed by over 20 of our Team Heads. We hope this will enable each leader to realise and release their potential, improve CDB Aviation's performance and ensure greater connectivity across teams.

We had some superb venues for our LIFT workshops, including The K Club, Airfield, a visit to the River Liffey at Neptune Rowing Club, and the Cliff at Lyons. Our fifth and final workshop will be held early in 2023.



What the CDB Aviation team had to say . .



"As facilitators of the LIFT Leadership Programme throughout 2023, we have been hugely impressed with the thoughtful way CDB Aviation engaged with us in co-creating a programme to align with both the strategic ambitions and culture of the business. The Team Heads engaged in the programme and its content in a very open and collaborative way, ambitious for their own development as individuals and as a group of Team Heads. The programme continues to focus the Team Heads on developing their personal and collective leadership to positively and conscientiously impact in the widest possible way within and outside CDB Aviation."

*Dave Gribben (Enable) and
Anna Rowan (Anna Rowan Training)*



"I thoroughly enjoyed the experiences of our Leadership training programme during 2022. It is not your typical theory-based training but very interactive and linked to our day-to-day leadership topics so the learnings you gain can be utilised straight away!"

*Qing Liu, Head of Controllers,
CDB Aviation*



"I thoroughly enjoyed taking part in the LIFT programme. It helped me investigate my leadership qualities, both good and bad, and what adjustments I can make to become a better leader for my team and also the wider CDB Aviation group. I particularly enjoyed the group sessions where I got to know my peers and build trust in our relationships. Executive one-on-one coaching is also provided as part of the programme, and I have taken so much from that. You learn more from reflection rather than when you are doing and it has helped me in becoming the best that I can be, for myself and for others."

*Ann-Marie Browne, Head of Pricing,
CDB Aviation*



"The LIFT Programme was a breath of fresh air with regards to a leadership programme. It was an honest and insightful programme which fostered collaboration across the whole leadership team. Powerful and thought-provoking guest speakers who challenged the way we work, think and manage everyday challenges in a work and personal context."

*Paul Conroy, Global Head of Information
and Communication Technology,
CDB Aviation*

Inclusive Workplace

Why it matters?

With today's growing competition for talent, diversity, equity and inclusion (DEI) leaders must distinguish their organizations by designing and executing strategies to foster diverse and inclusive work environments. At CDB Aviation, we are striving to embed DEI into our existing talent and business processes to ensure we consistently apply DEI values.

Key targets:

- Install comprehensive DEI programme
- DEI objectives to be included in senior management KPIs by 2025

Key Actions for 2023:

- Develop and implement a DEI strategy, policy and programme
- Measure and disclose diversity metrics
- Prepare for gender pay gap reporting
- Conduct companywide DEI training

Our stance on discrimination

CDB Aviation is an equal opportunities employer. We are committed to promoting equal opportunities throughout the company and to ensuring a culture in which discrimination is totally unacceptable. All staff members are required to take personal and individual responsibility to comply and behave in a non-discriminatory way.

CDB Aviation promotes equality in all areas including recruitment, employment, training, terms and conditions of employment, and promotional opportunities that are free from barriers, both systemic and deliberate, that directly or indirectly discriminate against people.



Diversity, Equity and Inclusion

Although DEI has always been a core value of CDB Aviation, we have not always formalised our processes and procedures in line with this. During the course of 2023, we intend to address this by rolling out a full DEI strategy, policy and programme.

The DEI policy will be approved by the board of CDB Aviation and implemented by the senior leadership team. The DEI lens will be applied to the full employee lifecycle from recruitment and on-boarding through to training and performance appraisal. With the advent of gender pay gap reporting in Ireland, compensation will be a topic that is high on the agenda as we work towards full reporting complete with narrative and action plan. DEI training will also be introduced at all levels of the organisation to support unified, holistic communication on this topic. We strive to foster enterprisewide alignment with DEI change efforts by communicating our efforts to all staff members and embedding bias mitigation into business processes. We will also utilise established DEI metrics to better track and measure progress over time. Finally, the C-Suite of CDB Aviation will voluntarily adopt DEI related metrics into their compensation KPIs symbolising how serious CDB Aviation is about progressing DEI efforts.

At CDB Aviation, we also think about creating a work environment in which all staff members are treated fairly and respectfully, have equal access to opportunities and resources and can contribute fully to the organisation's success. We particularly pride ourselves on melding Chinese and Western corporate cultures, allowing everyone to feel comfortable bringing their whole selves to work. Evidence of this is transitioning colleagues from our Hong Kong office to Dublin and vice versa. Recently, VP Insurance Sisi Cheng relocated from Hong Kong with her family and described her experience.

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“Dublin is a very friendly city! My colleagues and my neighbours here are very nice, always helping me with my work and with my life. I am learning and enjoying the culture here!”

Sisi Cheng, VP Insurance



Corporate Social Responsibility

Why it matters?

We believe in making a meaningful and positive contribution to the lives of people in the local and global communities in which CDB Aviation operates. As a business, our staff members are drawn from all parts of the local community; it is important to us that we are a positive presence in our local communities and that we give back. Our CSR programme is called *together*, which invigorates and organises our staff members across key initiatives where they can make a difference.

Key targets:

- Achieve 100 CSR staff member participation hours in 2023
- Select a key long-term charity partner

Key Actions for 2023:

- Develop a CSR recognition programme
- Run four environmental, homeless, STEM and educational events
- Re-launch an updated CSR *together* programme and branding



As a business we are committed to helping improve the quality of life of the local and global communities where we operate. We are proud of our company culture and our commitment to CSR plays no small part in creating that culture. It also gives our staff something to feel proud of and a sense of meaning beyond the professional achievements and rewards of their day job and career.

Our approach to CSR

Our CSR programme is called *together*, through which CDB Aviation supports charities and community organisations working in the areas of childhood education, homelessness, and the environment. We encourage our staff to take ownership of our *together* CSR activities, which are organised and overseen by the CSR committee, which in turn is made up of five staff members from different departments and regions of the company.

There are monthly scheduled meetings to discuss various initiatives and review local charities that CDB Aviation may wish to support. The committee welcomes requests from staff and will match-fund staff's personal fundraising or donations.



CSR activities in 2022

In 2022, the CSR committee continued to support charities associated with the topics of childhood education, homelessness, and the environment. We are proud to showcase some of the events we organised and took part in:

► **Homeless sleepout challenge**

Our team slept out to raise awareness of homelessness in Ireland.

► **Run in the Dark**

Some of the keen athletes amongst us dusted off their trainers and completed the annual Run in the Dark event to raise funds for the Mark Pollock Foundation.

► **Aoibhneas**

We were proud to support Aoibhneas in the run-up to Christmas to provide hampers and gifts for children and families staying in sheltered accommodation due to domestic abuse within their homes.

► **Plastic Free Seas HK**

The Hong Kong office came together to participate in a beach-clean which resulted in 33kg of waste being removed from a beach in Hong Kong.



Evolving our CSR programme in 2023

In 2023, we intend to build on our progress to date by rebranding the CSR programme and expanding it to include our mainland China office. As part of the ongoing development of our sustainability agenda, we will also align the CSR committee with the Sustainability Working Group, build an intranet site for CSR, and expand the company's CSR social media presence. We plan to set up a small sub-committee to start planning an industry CSR challenge that will see us engage with our suppliers and customers.

The CSR Committee has already planned a number of initiatives and activities for 2023, aligned to our chosen CSR topics and causes. For example, we will continue our established partnerships with Junior Achievement and FoodCloud in Ireland, and with Plastic Free Seas in Hong Kong. We will also take part in various fundraising events including a hike to raise awareness for a skin-condition charity, Debra Ireland, and the annual run for global blindness charity, Orbis. In terms of sponsorship, CDB Aviation will sponsor a local girls' soccer team in Dublin, Raheny United.

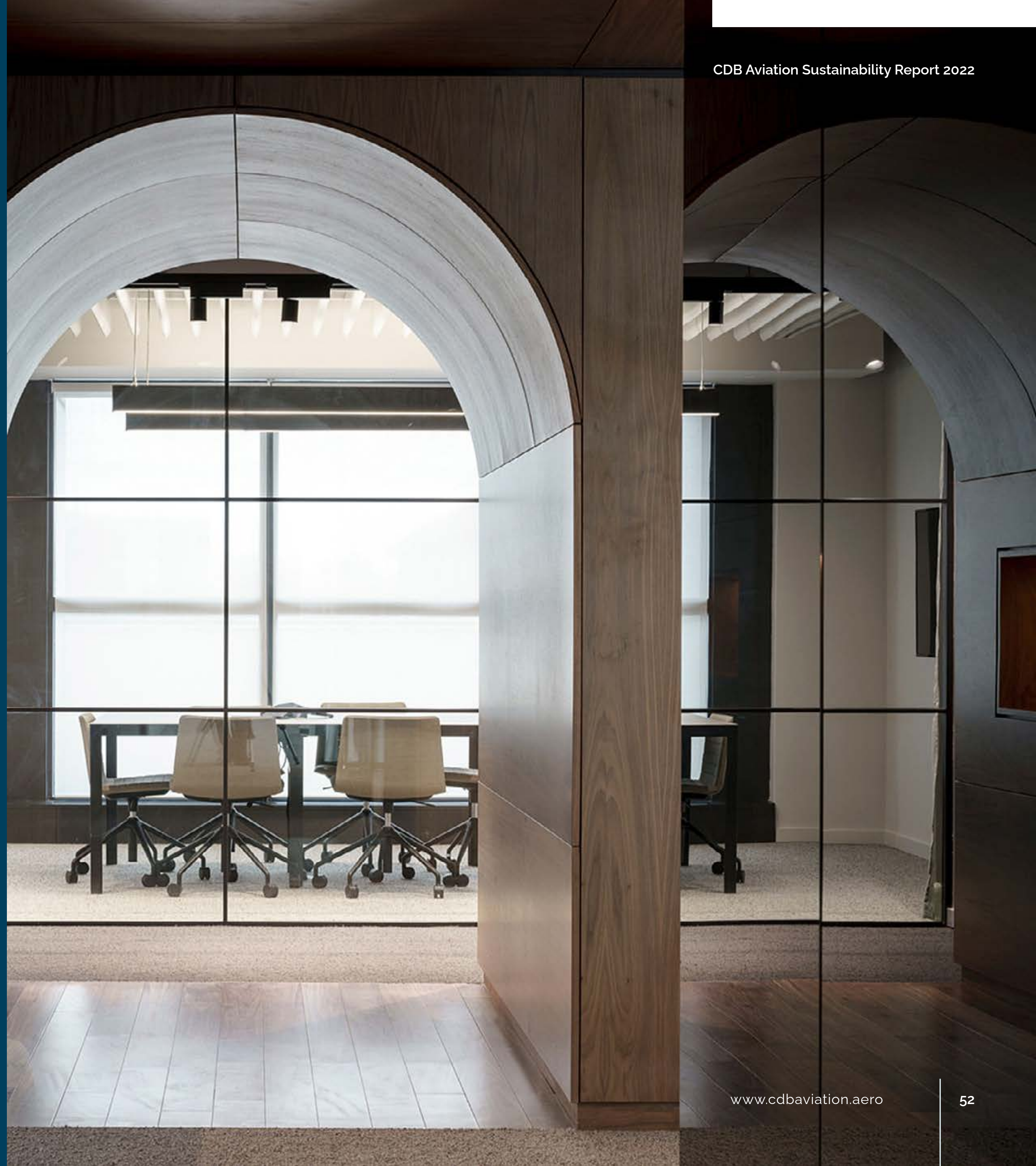




At CDB Aviation, we firmly believe that our people are our greatest asset and a source of real competitive advantage. We strive to create an inclusive workplace which nurtures and develops that talent and to play an active role in advancing the wider leasing industry's DEI agenda.



*Fiona Scott,
Chief People Officer, CDB Aviation
Member of the Sustainability Working Group*





CDB
AVIATION

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