

The Etihad Future Leaders programme

Information brochure 2025

Welcome to Etihad Airways

Thank you for your interest in joining Etihad Airways, the national airline of the United Arab Emirates.

This brochure will provide you with key information about our Future Leaders programme which is part of Etihad's commitment to growing and developing local talent and building aviation leaders of the future. It will help you understand the opportunities ahead, the training involved, and the potential this programme offers to accelerate a career in aviation.

As you explore the opportunities this exciting programme can provide, we want to recognise the value you can potentially bring to Etihad. The skills, knowledge, and perspectives you bring will play a crucial role as we continue to innovate and grow. This programme is designed to equip you not only with aviation expertise but also the opportunity to collaborate, innovate and challenge yourself, and develop as a future leader in our industry.

We are committed to supporting you on your career journey and our dedicated mentors and leaders are here to guide you every step of the way as you refine your skills and prepare to take on new challenges. Remember, this is a continuous learning journey, and we encourage you to make the most of every opportunity.

We look forward to seeing how we can take your career Beyond Borders, and we hope you will consider joining us in shaping the future of aviation.

Warm regards,
Raffael Quintas Alves
Chief Financial Officer



Current past, present, and future

We're proud to be the national airline of the UAE and even prouder of how far we've come since our first flight in 2003. From a regional carrier to a global industry challenger, we've grown to become one of the world's leading airlines.

But we're not stopping there. By 2030, we plan to double our aircraft, triple passenger numbers and expand our network to 125 destinations.

With these ambitious goals in sight, we're looking for young, talented, and driven individuals to help us make it happen.

Through structured training and on the job experience, the Etihad Future Leaders programme in Abu Dhabi will provide you with the skills, knowledge and experience needed to excel in this dynamic industry.



Our purpose, vision, mission, values

Who we are and what we stand for is anchored in the four pillars of our purpose, vision, mission, and values...

Our purpose

To give flight to ambition.

Our vision

To be the airline that everyone wants to fly.

Our mission

From travel inspiration to destination, we deliver extraordinary experiences inspired by our Emirati identity.

Our values

Safe: Safety first, always

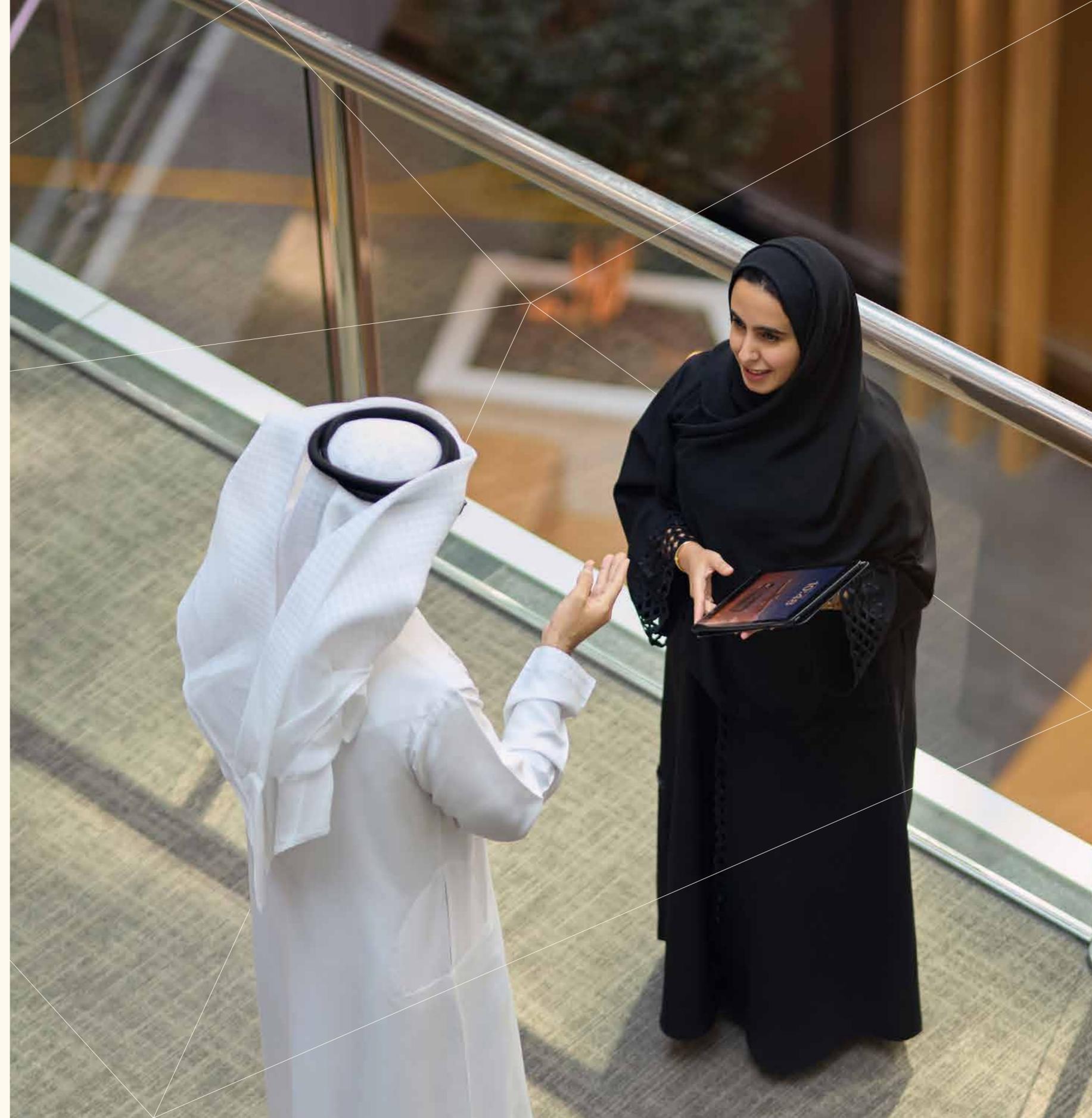
Ambitious: Think big. Dream bigger

Passionate: We love what we do

Results driven: Driven to achieve

United: Together for a purpose

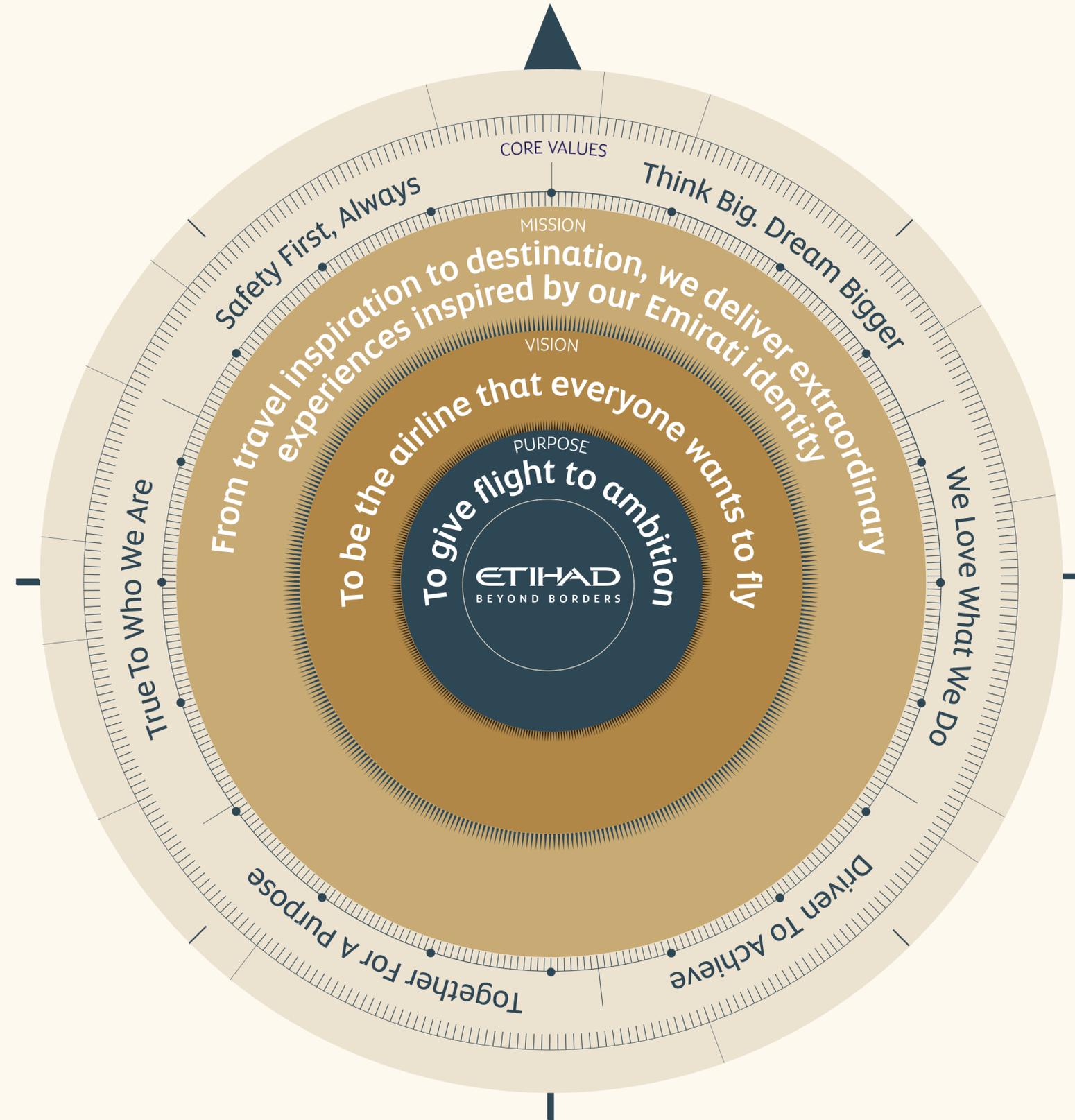
Authentic: True to who we are



The Etihad Compass

The foundations of Etihad's present and future

Our purpose, vision, mission, and values are all captured in our Etihad compass. A great reference for our candidates and recruiters in our day-to-day operations.





The Etihad Future Leaders programme

Since our launch in 2003, Etihad Airways has become one of the world's leading airlines.

From our vibrant hub in Abu Dhabi, we connect guests and cargo to destinations across the Middle East, Africa, Europe, Asia, Australia, and North America, serving 91 airports in 52 countries.

Our success is built on the innovative and strategic direction provided by our leaders and executive teams. As a future leader within our organisation, you will have the chance to work across key airline functions and gain invaluable exposure to senior leadership.

What is the Etihad Future Leaders programme?

The Etihad Future Leaders programme is your gateway to an accelerated aviation career, designed for high-performing MBA/Masters graduates eager to make an impact.

Over 13 immersive months, you'll gain hands-on experience across key airline functions, working alongside industry leaders while receiving mentorship and career sponsorship. Following this, you will gain invaluable on the job experience to prepare you for senior manager-level roles within the business.

This programme provides you with the opportunity to showcase your expertise, expand your network, and develop the skills needed to lead in a dynamic global industry.

At Etihad Airways, we are committed to shaping the next generation of leaders, empowering you to build a legacy while contributing to Abu Dhabi's long-term vision.

Phase 1: Business rotation

2 x six-month business rotation + 1 month strategic project assignment

- Job rotation across the organisation
- Business rotation following the identified options
- Attend 2x IATA training modules
- Mentoring opportunity with a leader
- Strategic project assignment & presentation (at month 13)

Phase 2: On the job experience/ On-going development

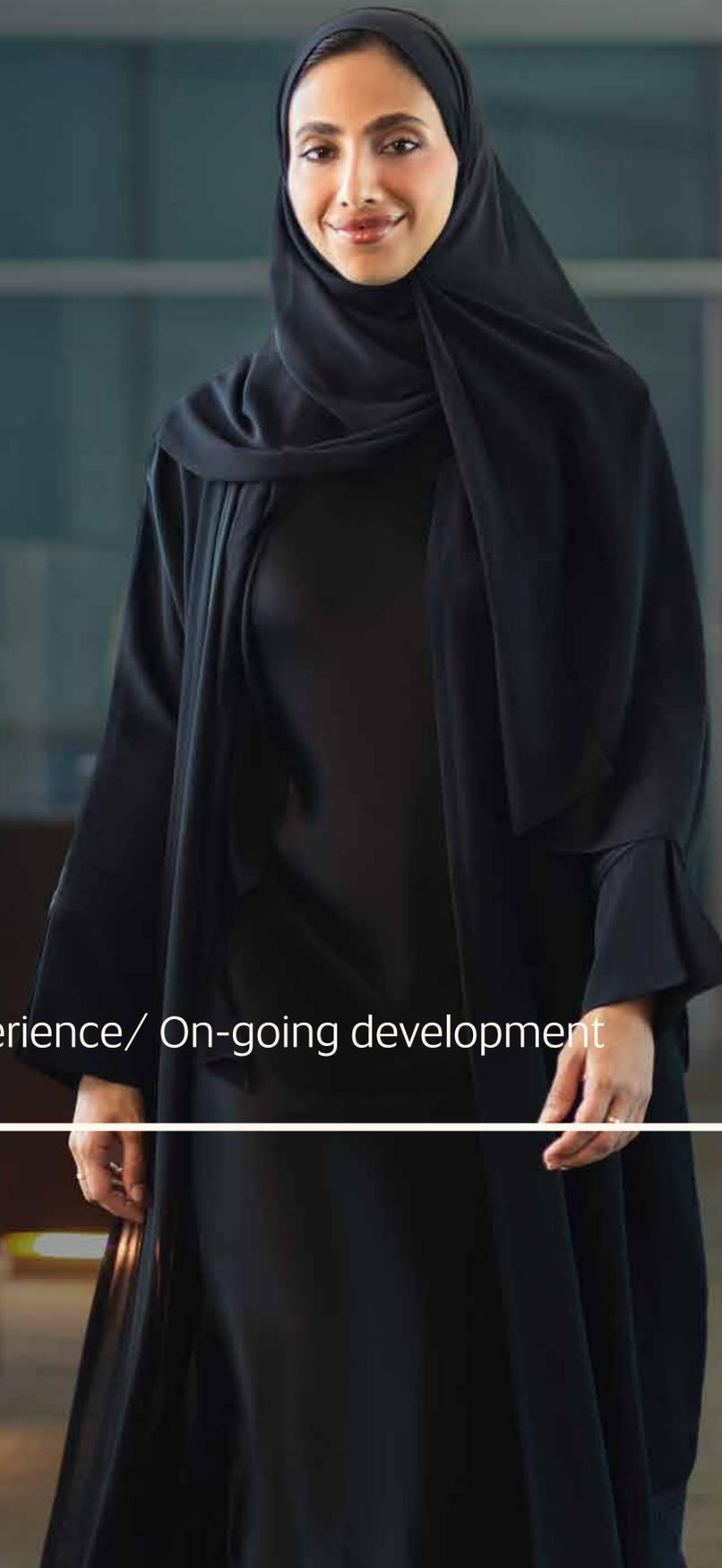
Two years work experience

- On the job training in a managerial position around your specialisation
- Leadership assessment and leadership skills development
- Assessment upon completion of the on the job training

Programme completion

Future

- Apply for a suitable role as Senior Manager
- Or continue in current role with a salary review



Career Pathways

Phase 1: Possible rotation areas

Corporate functions

Finance

- Corp Strategy
- Treasury & investor
- Relations
- Fleet Planning
- Procurement

Digital, Technology & Innovation

- Delivery & Innovation

People & Corporate Affairs

- Government Relations
- Human Resources

Commercial

- Brand & Marketing
- Commercial Strategy
- Revenue Management
- Network & Alliances

Operations

- Network Operations & Planning
- Guest Experience
- Operations Enablement

Example Rotation Combination

| | | |
|----------------------------------|---|--|
| Revenue Management | - | Financial Planning |
| Commercial Strategy | - | Revenue Management |
| Fleet Planning, Guest Experience | - | Technical Contracts & Performance |
| Commercial Digital | - | Delivery Innovation |
| Commercial Enablement | - | Operational Enablement |
| Network Alliances | - | Government Relations |
| Corporate Strategy | - | Treasury, Investor Relations |
| Network Planning | - | Network Operations |
| Product & Hospitality | - | Electronic Customer Relations Management/Product Marketing |

Note: The nine rotations are examples. They can be adjusted based on candidate's interest and expertise.

Why join the Etihad MBA Future Leader programme?

During this immersive experience, you will rotate across key business areas, gaining valuable insight into the operational and commercial sides of the airline.

Your rotations will be tailored to your current experience, career aspirations, and what you hope to achieve.

You will have access to a personal mentor, career sponsor, and the opportunity to build valuable networks across the organisation.

Throughout the programme, you will attend aviation skill-building sessions to enhance your knowledge.

This experience will lay a solid foundation for your future career, accelerating your development within Etihad Airways and the aviation industry at large.

By joining the programme, you will:

- **Develop a rewarding career as a Future Leader**, gaining exposure to an exciting role that will shape the future of aviation.
- **Gain hands-on experience in a fast-paced environment**, working alongside industry experts, learning best practices, and leading teams.
- **Unlock global career opportunities** with the potential to work in our global stations and build an international network.
- **Receive training from highly skilled professionals**, providing you with the latest techniques and industry standards to excel in the aviation sector.
- **Develop essential skills** in personal leadership, problem-solving, communication, and strategic thinking to prepare you for work in a global organisation, ensuring a stable, long-term career path.
- **Build a strong foundation for leadership** and professional growth in a dynamic, thriving industry, setting the stage for continued success in the world of aviation.





Who can apply for the Future Leaders programme?

We are looking for candidates with:

- A Master's (ideally in Business Administration) from a top-tier academic institution (globally or UAE)
- At least 2-3 years of work experience with a globally recognised organisation
- Strong analytical and problem-solving skills, with the ability to turn data into actionable insights
- Excellent communication and presentation skills, including the ability to present complex ideas to diverse audiences
- The ability to facilitate meetings and workshops independently and effectively
- Strategic thinking and organisational skills with great attention to detail

Key attributes we are looking for

1

Highly analytical/
Data driven

2

Strategic thinking

3

Financial and
commercial acumen

4

Problem solving and
decision making

5

Adaptability

6

Teamwork

7

Communication

8

Personal drive

Our selection process



How to ace the Assessment Day

The process will start with an initial screening with our Talent Acquisition team where you will be able to ask questions, get more information about the programme and what to expect during the assessment process.

On the day of the interview, you will have the opportunity to meet key stakeholders. Take this time to build connections and ask any questions to ensure you are set for success.

The assessments will consist of several stages, including psychometric, personality, critical thinking etc. After the assessments, you will move to a panel interview stage where we will get to know you better as a person and understand your ambitions and values.

You can prepare by thinking about your previous experiences, times you've had to problem-solve, and examples of challenging situations you've encountered.

After this, you will be provided with a strategic case study where you will need to present your proposal to our executive leadership team, including the executive sponsor of the programme, our Chief Finance Officer. After successfully completing all stages, you will have the pleasure of meeting our CEO.

If you're unsuccessful at any stage, you're more than welcome to re-apply to the programme in six months.





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etihad.com/careers