



**Fifth GREPECAS–RASG-PA Joint Meeting (GREPECAS-RASG-PA/5) and
 Twenty-Third Meeting of the CAR/SAM Regional Planning and Implementation Group
 (GREPECAS/23)**

Virtual Phase (Asynchronous, 19 January to 17 February 2026)

In-Person Phase (Mexico City, Mexico, 4 to 6 March 2026)

Agenda Item 5: Assembly 42nd Results; Matters Concerning Air Navigation Initiatives

INCLUSION OF WOMEN IN AIR TRAFFIC MANAGEMENT: A COMPETENCY-BASED STRATEGY

(Presented by Brazil)

EXECUTIVE SUMMARY

This Study Note proposes actions aimed at strengthening gender inclusion within the technical bodies of the International Civil Aviation Organization (ICAO) and national air navigation service providers. Drawing on the Brazilian experience, the document demonstrates how the establishment of institutional pathways for women to perform technical aviation functions has effectively expanded the pool of available professional talent, benefiting both the professionals themselves and the operational performance of the system. Based on more than two decades of a training policy grounded in equal opportunities, Brazil presents data evidencing this evolution and proposes a set of strategic recommendations aimed at the continuous promotion of gender balance in ICAO technical forums. Additionally, the document highlights an ongoing national study seeking to analyze a possible correlation between increased female participation and improved workforce retention rates, underscoring the broader institutional benefits associated with diversity.

<p>Action:</p>	<ul style="list-style-type: none"> • Establish a process for the publication of annual national reports on gender representation in aeronautical institutions; and • Encourage States to adopt a merit-based approach that prioritizes performance and demonstrated competence, ensuring that recruitment, training, and advancement in technical aviation roles are guided by objective qualifications. This strategy promotes operational excellence, fosters innovation, and strengthens institutional credibility.
<p><i>Strategic Objectives 2026-2050:</i></p>	<ul style="list-style-type: none"> • Every flight is safe and secure • Aviation is environmentally sustainable • Aviation delivers seamless, accessible, and reliable mobility for all • No country left behind

	<ul style="list-style-type: none"> • The International Civil Aviation Convention and Other Treaties, Laws and Regulations Address All Challenges • The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All
<i>References:</i>	<ul style="list-style-type: none"> • Doc 10184, <i>Assembly Resolutions in Force</i>

1. Introduction

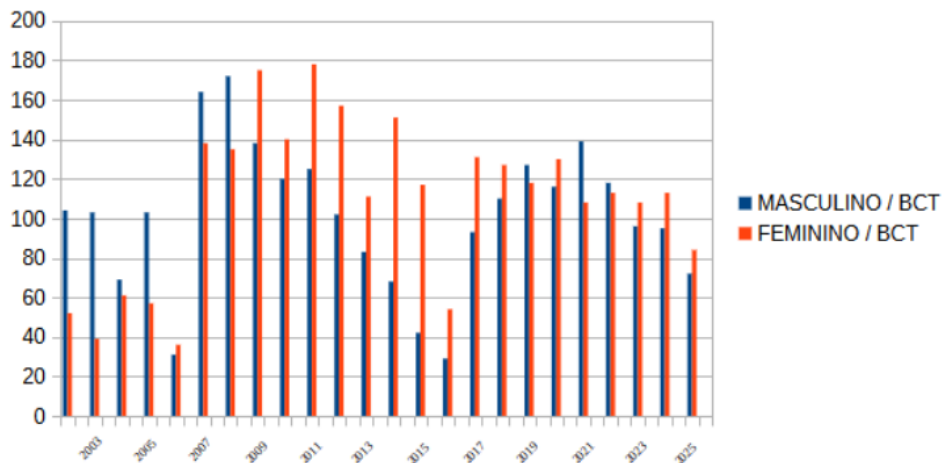
1.1 Through Resolution A41-26 (*ICAO Gender Equality Programme: promoting the participation of women in the global aviation sector*), ICAO has recognized the importance of diversity and representativeness within its technical and governing bodies. In reinforcement of this directive, the Council of the Organization adopted, in 2021, the Declaration on Improving Gender Representation, encouraging Member States to implement internal measures to expand female participation in technical functions and decision-making bodies.

1.2 Brazil, through its technical personnel training and management structure, has promoted concrete actions in this direction and understands that strengthening this agenda contributes directly to the legitimacy, innovation, and effectiveness of decision-making within ICAO.

2. Development

2.1 The Brazilian experience in technical personnel management demonstrates structural advances in promoting female participation, including in areas historically dominated by men, such as airspace control. The Aeronautics Specialists School (EEAR), established on 25 March 1941, has been responsible for training specialists of the Brazilian Air Force (FAB), including air traffic controllers, since 1950.

2.2 In 2002, EEAR graduated the country's first female air traffic controllers, who subsequently began operational duties within the Brazilian Airspace Control System (SISCEAB). Since then, the number of women in this function has grown significantly in both civil and military aviation. Over a 24-year period, EEAR trained 5,022 air traffic controllers, of whom 2,603 were women, representing approximately 52 per cent of the total, as demonstrated in the School's annual graduation chart.

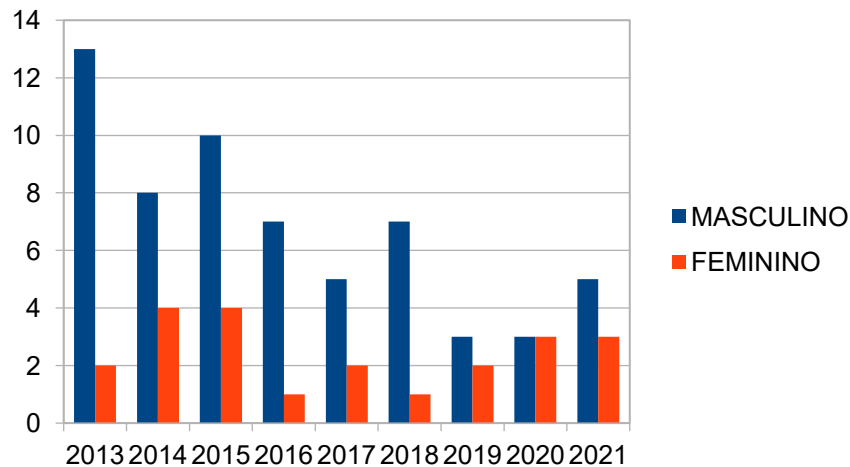


2.3 It is important to emphasize that, in Brazil, there are no gender-specific entrance examinations or positions reserved exclusively for women in the Air Traffic Management (ATM) sector. This reinforces the notion that women's professional advancement is achieved through merit and competence. When individuals are assessed based on their qualifications and performance, there is a measurable improvement in task efficiency and effectiveness. As a result, progression into leadership and managerial roles occurs naturally over the medium to long term, driven by demonstrated capability rather than preferential treatment.

2.4 This process reflects that the equal treatment promoted by the Brazilian State in technical training has measurably expanded the base of professionals eligible for service within SISCEAB. This broader recruitment pool has helped meet growing operational demands and improved institutional adaptability.

2.5 The chart illustrates that, since 2009, the number of female air traffic controllers graduated from EEAR has consistently surpassed that of their male counterparts, indicating the effectiveness of the measures adopted to promote female participation in roles traditionally held by men.

2.6 With regard to mid and senior-level positions, the Brazilian State has, since 2012, enabled access to the Air Traffic Control Specialist Officer Training Course (CFOE). As illustrated in the chart below, although male participation still predominates, there has been a significant fluctuation in the number of women entering the course over the years. This is a prerequisite for mid- and senior-level leadership roles, some of which have already been achieved by women in Brazil. In the coming years, it is expected that, through demonstrated competence and commitment, women will continue to increase their representation in leadership positions within Air Traffic Management.



2.7 It is important to note that, during the 42nd Session of the ICAO Assembly, held in 2025, and in continuation of Working Paper A42-WP/71, Brazil presented the results described herein with the aim of sharing the institutional developments that reinforce the relevance of the national experience and expand the scope of the proposals originally submitted.

2.8 During the Assembly, the Air Navigation Commission formally recognized Brazil's experience in promoting institutional pathways for access, qualification, and professional progression of women in technical aviation careers based on merit. It was highlighted that such initiatives contributed to expanding the pool of talent available to the sector, with positive impacts on operational performance and on the sustainability of air navigation service organizations.

3. **Conclusion**

3.1 Brazil emphasizes that advancing gender equity based on merit within ICAO technical bodies is essential for fostering decision-making processes that are both representative and innovative. The country's experience in training female air traffic controllers, coupled with the steady growth of women's participation in SISCEAB, demonstrates the practicality and success of institutional policies grounded in competence and equal opportunity.

3.2 The Resolution adopted at the 42nd ICAO Assembly reinforces the global commitment to the training and retention of aviation professionals guided by diversity, equity, and inclusion policies, by urging States to focus efforts on recruitment and training. These principles extend beyond the social domain, constituting a strategic requirement to ensure skills availability, strengthen institutional resilience, and sustain the efficiency and operational safety of the sector.

3.3 In this context, the Brazilian experience in including women in technical training and operational roles in air traffic control concretely materializes the guidelines of the Resolution. The data presented demonstrate that equal access expands the available talent pool and contributes to workforce sustainability. The consolidation of women as the majority among trained air traffic controllers and their increasing entry into technical management functions provide evidence that gender equity not only promotes representativeness but also strengthens operational efficiency and the innovative capacity of air navigation.

4. **Suggested actions**

4.1 The Meeting is invited to:

- a) Establish a process for the publication of annual national reports on gender representation in aeronautical institutions; and
- b) encourage States to adopt a merit-based approach that prioritizes performance and demonstrated competence, ensuring that recruitment, training, and advancement in technical aviation roles are guided by objective qualifications. This strategy promotes operational excellence, fosters innovation, and strengthens institutional credibility.