



**INTERNATIONAL
CIVIL AVIATION
ORGANIZATION**



Advancing Gender Equality in Aviation: Outcomes of the 1st ICAO APAC Gender Equality Indicators Survey

ICAO APAC Office

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01 Background of Survey



1st ICAO APAC Gender Equality Indicators Survey

- In support of ICAO Assembly Resolution A41-26 and the Delhi Ministerial Declaration
- Objective: To assess the implementation of gender equality indicators across the APAC Region



1st ICAO APAC Gender Equality Indicators Survey

- Critical for:
 - Workforce sustainability (NGAP)
 - Organizational performance
 - Resilient aviation systems
 - Support UN Sustainable Development Goals
- APAC States have committed at Ministerial level
 - Are we translating commitment into measurable action



1st ICAO APAC Gender Equality Indicators Survey

- To measure implementation of the first set of the ICAO APAC gender equality indicators in APAC
 - ICAO APAC Office, in coordination with network of Gender Focal Points of ICAO Member States/Administrations, compiled some of the key indicators that can be used to calculate implementation of gender equality in APAC.
- The first set of indicators selected for the APAC region was published on the ICAO APAC Gender Equality Webpage.



1st ICAO APAC Gender Equality Indicators Survey

- Phase 1- Gender Equality Indicators:
 - Key Indicators:
 - Gender Equality Policy
 - Leadership position
 - Safe and secure working environment



02 Survey Details

Survey Details

- To measure implementation of the first set of the ICAO APAC gender equality indicators in APAC Member States/Administrations
 - ICAO APAC Office conducted the survey
 - SL Ref. O 2/12.1– AP123/25 (CNS) on 17 Sep 25.
 - To complete by **30 November 2025**.
 - Extensions to deadline provided.
 - 16 States/Administrations responded
 - Australia, Cambodia, China, Macao China, Fiji, Indonesia, Malaysia, Mongolia, Nepal, New Zealand, PASO, Pakistan, the Philippines, PNG, Singapore and Thailand responded to the survey.



03 Survey Questions



Survey Questions

SN	Key Indicator	Questions that will help answer the indicator status	Ideal Value	Please elaborate
1.	Gender Equality Policy	Is there a Gender Equality policy in the State/Administration to advance the attraction and retention of women professionals, especially in technical and leadership/management positions?	Yes	
2.		Does your State gather data on women's representation in the aviation sector, including the industry, at regular intervals?	Yes	
3.		Does your State collaborate with ICAO through providing data on gender in response to relevant questionnaires and State Letters?	Yes	
4.		Has your State set out quantitative targets to promote gender equality and women's empowerment in the aviation sector, or has it put in place any kind of obligations in relation to the Assembly Resolution A41-26, and the aspirational goal of 50-50 by 2030, in line with the 2030 Agenda for Sustainable Development?	Yes	
5.		Do you have other policies in place to promote access for young women and girls to highly technical skills that would facilitate their entry into the aviation sector?	Yes	

Survey Questions

SN	Key Indicator	Questions that will help answer the indicator status	Ideal Value	Please elaborate
6.	Leadership position	If high-level decision-makers of the organisation comprised a balanced number of males and females?	Yes	
7.	Safe and secure working environment	Are the organisation's working practices and environments maintained to make all staff feel safe and secure, including training and policies for protection against sexual harassment, etc?	Yes	

04 Survey Responses



Survey Responses

Key Outcomes

CAO APAC Gender Equality Indicators — Survey Analysis Dashboard

Interactive analysis of survey responses from 16 States/Administrations in the Asia Pacific Region

RESPONDENT STATES

16

APACregion

SURVEY QUESTIONS

7

Gender equality indicators

OVERALL "YES" RATE

60.7%

68 of 112 responses

FULL "YES" ACROSS ALL

0

State(s) answered Yes to every question

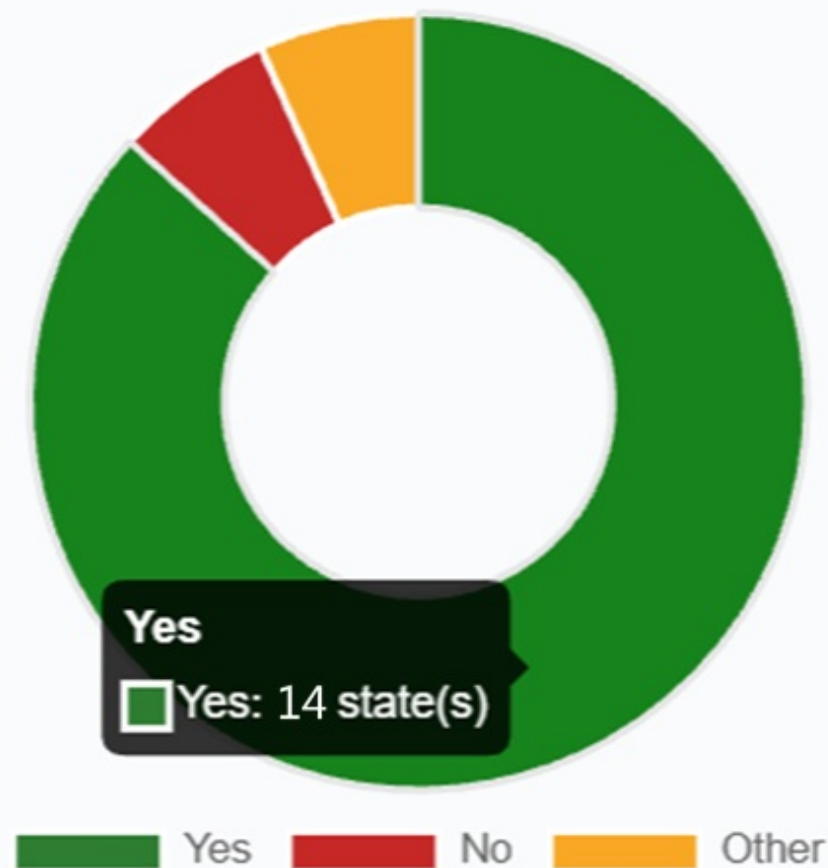


Survey Responses

Key Outcomes

Is there a Gender Equality policy in the State/Administration to advance the attraction and retention of women professionals, especially in technical and leadership/management positions?

Q1: Gender Equality Policy

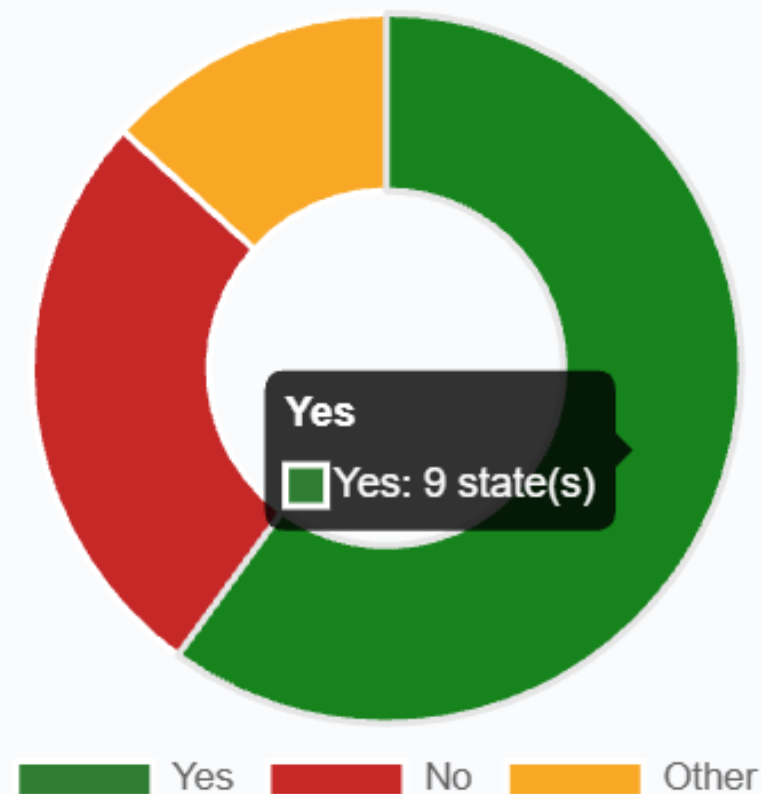


Survey Responses

Key Outcomes

Q2: Data Gathering

Does your State gather data on women's representation in the aviation sector, including the industry, at regular intervals?

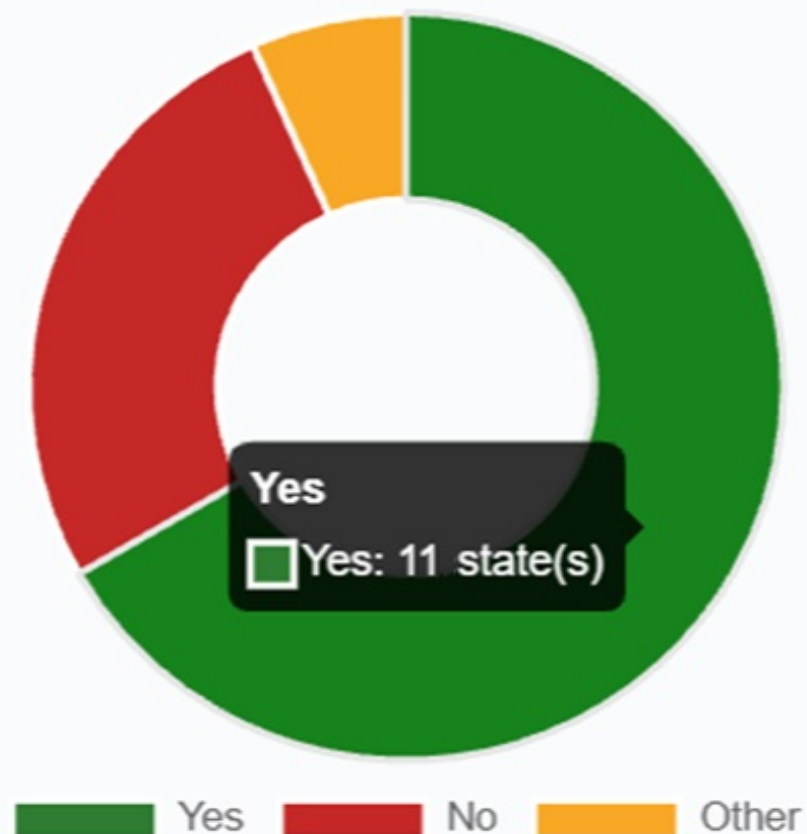


Survey Responses

Key Outcomes

Does your State collaborate with ICAO through providing data on gender in response to relevant questionnaires and State Letters?

Q3: Collaborate with ICAO

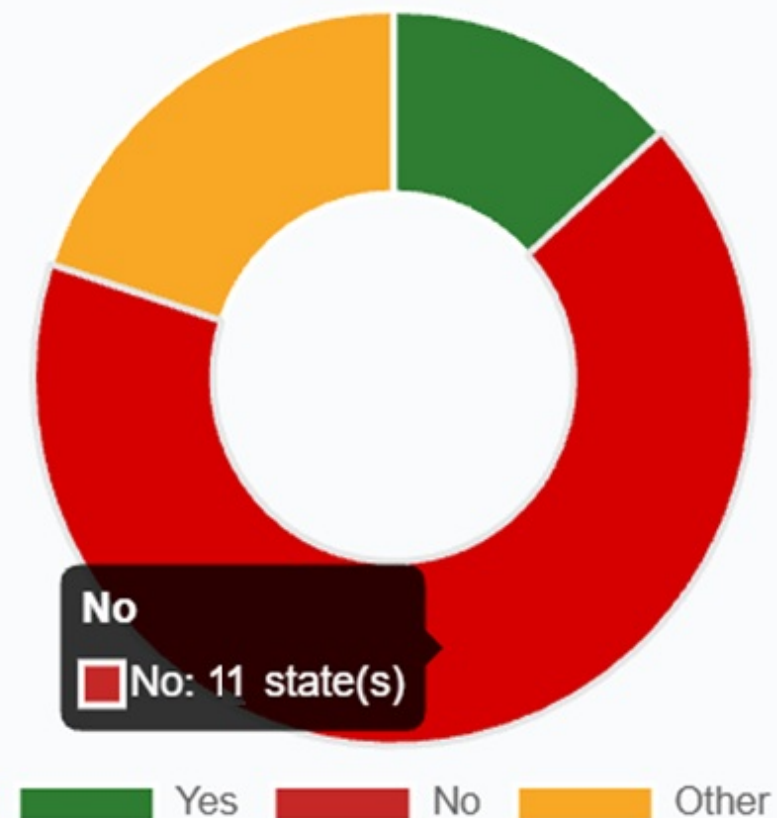


Survey Responses

Key Outcomes

Has your State set out quantitative targets to promote gender equality and women's empowerment in the aviation sector, or has it put in place any kind of obligations in relation to the Assembly Resolution A41-26, and the aspirational goal of 50-50 by 2030, in line with the 2030 Agenda for Sustainable Development?

Q4: Quantitative Targets

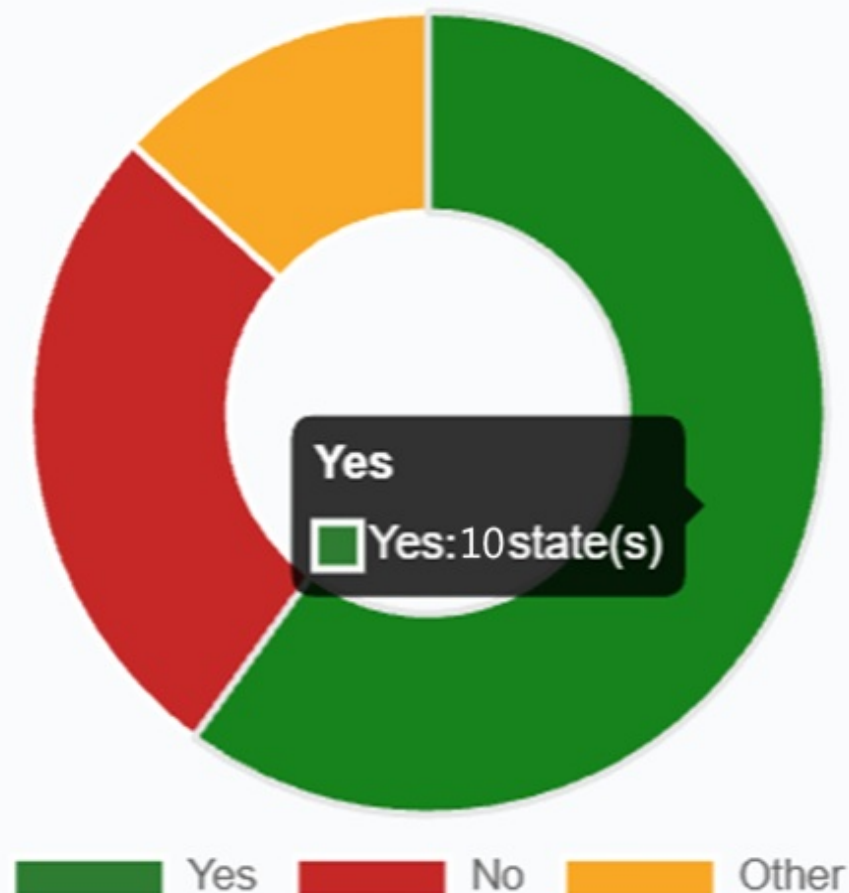


Survey Responses

Key Outcomes

Do you have other policies in place to promote access for young women and girls to highly technical skills that would facilitate their entry into the aviation sector?

Q5: Other Policies (Young Women/STEM)

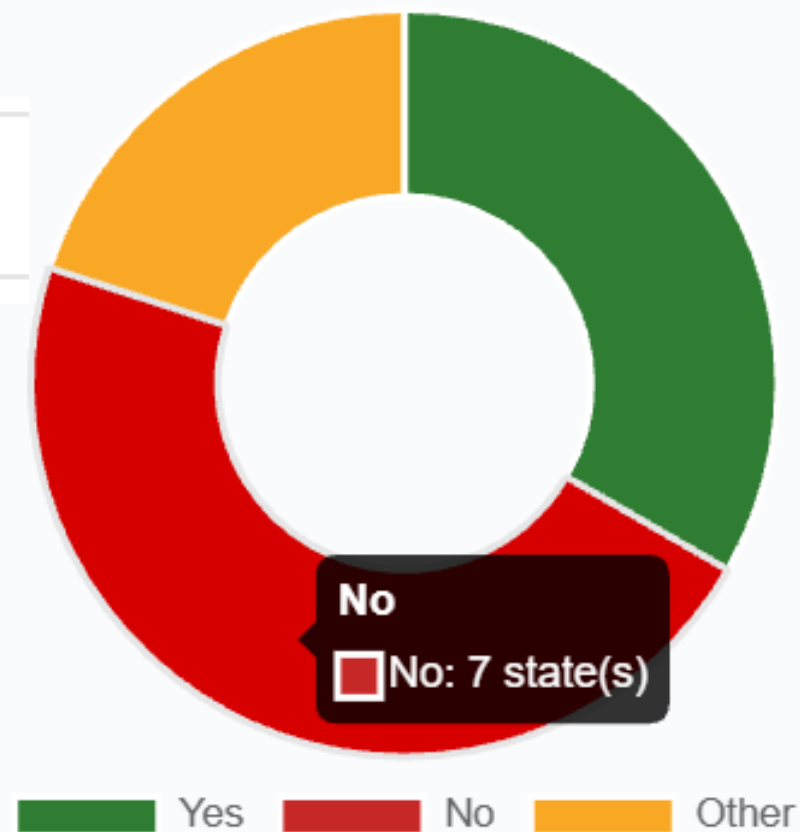


Survey Responses

Key Outcomes

Leadership position	If high-level decision-makers of the organisation comprised a balanced number of males and females?
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Q6: Balanced Decision-Makers

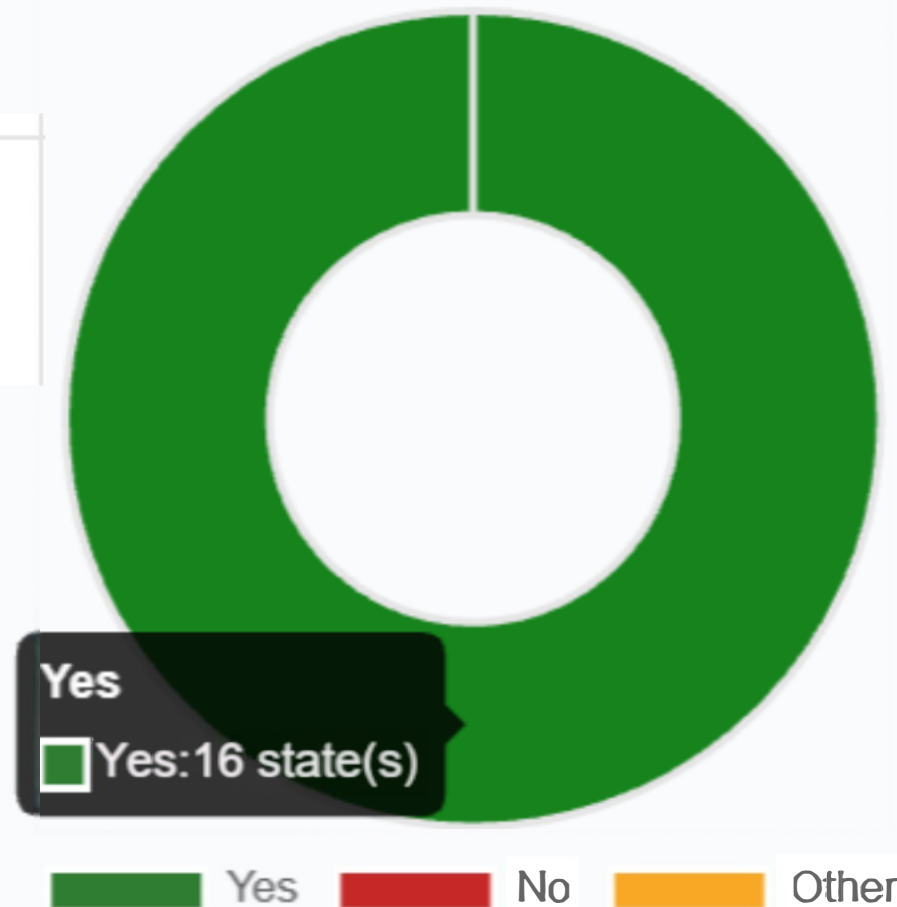


Survey Responses

Key Outcomes

Q7: Safe Working Environment

7.	Safe and secure working environment	Are the organisation's working practices and environments maintained to make all staff feel safe and secure, including training and policies for protection against sexual harassment, etc?
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	Q1 Gender Equality Policy	Q2 Data Gathering	Q3 Collaborate with ICAO	Q4 Quantitative Targets	Q5 Other Policies (Young Women/STEM)	Q6 Balanced Decision-Makers	Q7 Safe Working Environment
	✓	✓	✓	✗	✓	✓	✓
	✓	✓	✓	✓	✓	ⓘ	✓
	✓	✓	✗	✗	✗	✓	✓
	✓	✗	✓	✗	✗	✗	✓
	✓	✓	✓	✗	✗	✓	✓
	✓	ⓘ	✓	✗	ⓘ	ⓘ	✓
	✓	✗	✗	ⓘ	✓	✗	✓
	✓	✓	✗	✓	✓	✓	✓
	✓	✗	✓	✗	ⓘ	ⓘ	✓
	✓	✓	✓	✗	✓	✗	✓
	✓	✗	✗	✗	✗	✗	✓
	✓	ⓘ	✓	ⓘ	✓	✗	✓
	✓	✓	✓	✗	✓	✗	✓
	ⓘ	✓	ⓘ	ⓘ	✓	✓	✓
	✗	✓	✓	✗	✓	✗	✓

05 Summary of Key Outcomes



- **Key Observations:**

- Positive Progress

- Safe and inclusive working environments broadly established
- Policies and training addressing workplace protection in place

- Areas Requiring Action

- Limited adoption of measurable gender equality targets
- Persistent imbalance in leadership and decision-making roles



- **Implications for DGCA Leadership:**
 - From Commitment to Measurable Outcomes
 - Strong foundational policies exist
 - Implementation gap remains
 - Without targets and monitoring
 - Progress cannot be tracked or accelerated
 - Leadership support is key
 - Policy influence
 - Commitment to sector Workforce Transformation



06 Way forward



Way Forward

- From measurement to Action
 - Adopt measurable national targets aligned with ICAO aspirations
- Integrate into Aviation Systems
 - Embed into National Aviation strategies and workforce and HR frameworks
- Build Leadership Pipeline
 - Strengthen career pathways and mentorship for women
- ICAO APAC RO Support
 - Provide guidance, capacity-building and regional monitoring tools



Way Forward

- Survey Outcomes will be shared with DGCA/61 Conference.
- The second survey for Phase 2 of Indicators will be conducted.
- Survey will be discussed with the Global Network of Gender Focal Points of ICAO Member States/Administrations for the next steps



Action by the Meeting:

- Kindly respond to the survey.
- Review the indicators and provide feedback
- promote and encourage to take the necessary measures to strengthen gender equality by supporting policies, the establishment, development and improvement of strategies and programmes to further women's careers within the aviation sector



Thank You

