



**DIRECTORS GENERAL OF CIVIL AVIATION - ICAO EUROPEAN AND NORTH ATLANTIC  
REGIONS**

**2025 MEETING (EUR/NAT-DGCA/2025)**

*(Paris, France, 17 June 2025)*

**Agenda Item 5:** Attracting and Empowering Women in Aviation

**ATTRACTING AND EMPOWERING WOMEN IN AVIATION**

*(Presented by the Secretariat)*

**SUMMARY**

*This paper aims to provide:*

- a) a summary of developments at ICAO, at the global and regional levels, regarding initiatives to advance gender equality and the empowerment of women in aviation, in line with Assembly Resolution A41-26; and*
- b) a call for further engagement, coordination and cooperation across the EUR/NAT area to support efforts to attract and empower women in aviation.*

**1. Introduction**

1.1 In 2022, the 41st Session of the ICAO Assembly adopted a revised Resolution A41-26, renewing and strengthening the Organization's commitment to advancing gender equality through the ICAO Gender Equality Programme. This Resolution urges States, regional and international aviation organizations, as well as the international aviation industry to demonstrate strong, determined leadership and commitment to advance women's participation and development in the aviation sector, through measures such as enhanced disaggregated data and statistics, capacity building, outreach and advocacy as well as partnerships aimed at enhancing women's representation in various fields of the sector.

1.2 As requested by the Resolution, an ICAO Gender Equality Programme has been established since 2017 with the primary aim of facilitating and coordinating targeted activities, programmes and projects to enable progress toward the aspirational goal of gender equality by 2030, especially the attainment of greater gender representation within ICAO, States and the global aviation sector.

1.3 The Gender Equality Programme is implemented through an Implementation Plan that covers a broad spectrum of activities and strives to enable the Secretariat to better mainstream and implement gender equality objectives at ICAO while ensuring a more efficient delivery on accountabilities as part of the UN system. The Implementation Plan of the ICAO Gender Equality Programme is currently a key project under the ICAO Transformational Objective.

1.4 During the 2024 meeting of the ICAO EUR/NAT Directors General of Civil Aviation (EUR/NAT-DGCA/2024) held in Toulouse, France, on 23 April 2024, the discussions under the “Gender Equality” agenda item led to States and international organizations agreeing to nominate Gender Equality Focal Points, actively engage in Gender Equality activities, support mentoring activities for women in aviation, and consider providing in-kind contributions to the ICAO Gender Equality Programme.

## **2. Discussion**

### *Initiatives Supporting Gender Equality in Aviation*

2.1 Each year ICAO draws on the occasion of the International Women’s Day (IWD) to stir strategic dialogues and promote awareness as well as policy and culture changes to enhance women’s representation in the sector through high level events. In 2024, a High-Level Panel Discussion was held under the theme of “Inclusive Heights: Women Inspiring Aviation” and in 2025 under the theme of “Only Up: Supporting all women and girls”.

2.2 In 2024, ICAO launched a Global Network of Gender Focal Points with representation from 105 Member States and international organizations. Meetings were organized and periodic newsletters were developed and shared with the Network to facilitate sharing of knowledge and information, and ICAO will continue to support the Network with guidance on strategies for increasing the participation of women in aviation as appropriate.

2.3 ICAO continued its active engagement with UN Women to advance gender mainstreaming at the institutional level. Furthermore, ICAO and UN Women started a collaboration on development of the first ever Guidance on Gender Analysis in Aviation, as part of an ongoing UN Women series of guidance on Gender Analysis in technical areas. This publication aims to provide knowledge and capacity to States on conducting gender data analysis.

2.4 In addition, ICAO and the International Maritime Organization (IMO) completed a Peer Review of their respective gender equality programmes and compliance with relevant accountability frameworks of the UN, notably UN-SWAP. The exercise aimed at sharing good practice, experience and mutual learning about gender related activities as well as the implementation of the UN-SWAP, supporting organizational change, and establishing and strengthening inter-agency partnerships for the promotion of gender equality and the empowerment of women, especially in the transport sector.

2.5 To encourage greater participation of female aviation professionals in ICAO’s online and virtual courses, the Global Aviation Training (GAT) section launched an initiative in March 2024. This initiative offers a 10 per cent discount on the regular price of ICAO self-paced and instructor-led courses, aiming to encourage women further develop their technical and competency skills, and potentially advance their educational and career pursuit in aviation. Additionally, thanks to the generous contribution from the General Civil Aviation Authority of the United Arab Emirates, 123 female aviation professionals from 86 Member States were enrolled in Safety Management (self-paced) ICAO course under the Global Training Programme “Unleashing Aviation Excellence: 193 Women Empowerment”.

2.6 In 2024, ICAO ran a second cohort of the course entitled “Empowering Career and Leadership Development for Women”, offered to 20 ICAO staff. The course was first launched in 2023 in a collaboration with McGill University, and aims to equip women in aviation and beyond with a carefully curated set of competencies needed to navigate organizational systems and lead their careers, themselves, and their teams towards making a meaningful impact.

2.7 Furthermore, the 2024 Annual Survey on Facts and Perceptions of UN Personnel related to the Prohibitions of Sexual Exploitation and Abuse was launched in August and ICAO personnel were invited to share their experience and perspective related to prohibitions on sexual exploitation and abuse. ICAO has been using the “ClearCheck” screening database to avoid hiring and rehiring individuals whose working

relationship within the UN system ended because of a determination that they had perpetrated sexual harassment.

#### *Establishment of the ICAO Global Ambassadors Programme*

2.8 ICAO has embarked on a journey to establish its first ever Global Ambassadors Programme, under the umbrella of the Transformational Objective, to promote aviation to all, notably women and youth. Facilitated through the generous voluntary contribution of the United Kingdom in support of the Global Aviation Gender Summit's Call to Action, a dedicated post has been created and filled for a duration of two years.

2.9 The concept of Goodwill Ambassadors has existed in the United Nations system for several decades. The United Nations has issued Guidelines for the Designation of Messengers of Peace, Goodwill Ambassadors, Champions and Advocates. There are currently 13 entities of the UN system who have established their Ambassadors Programmes following these Guidelines in coordination with the UN Department of Global Communications. There are also a number of UN entities, such as the International Maritime Organization (IMO) and the International Organization for Migration (IOM) who have taken a different approach and set up their own Ambassadors Programme with different modalities and terms from those outlined in the Guidelines.

2.10 The new ICAO Global Ambassadors Programme is based on the best practices and experiences in the UN system and caters for the needs of the Organization in terms of its priorities at the national, regional and global levels, notably the High Priority Enabler on Gender Equality and Attracting New Talent in the ICAO Strategic Plan 2026-2050. Through this Programme, ICAO shall invite States to nominate Ambassadors and Champions, who would promote aviation and the opportunities it offers to all. It is anticipated that this Programme, through providing role models and inspiring advocates, will contribute to the objectives of ICAO Programmes such as the ICAO Gender Equality Programme and the Next Generation of Aviation Professionals (NGAP).

#### *Collection of data and statistics*

2.11 In the past few years, the Secretariat worked with the Aviation Data and Analysis Panel (ADAP) on a survey to collect data on aviation licensed personnel (pilots, maintenance personnel and air traffic controllers) segmented by gender and average age. The analysis of the status of the aviation workforce, as reported by States in their replies to State Letter EC 7/27 – 22/25 (May 2022), indicated a slight increase on an overall basis from 4.5 per cent globally in 2016, to 5.1 per cent in 2021. The results of the survey have been presented during relevant ICAO meetings and fora. ICAO has published and is updating new analytical dashboards on the participation of licensed female aviation personnel in the workforce.

2.12 Noting the need for a greater understanding of gender representation beyond licensed personnel and across various professions in the sector, a Consultative Meeting with Industry and Stakeholders on Gender Data was held in June 2024, under the guidance of the Council Small Group on Gender. The participants took stock of some of the available data and analysis in the industry and agreed that the ICAO Secretariat should continue to work with ADAP and partner organizations and explore potential opportunities for ICAO to expand the existing categories of gender data collected and leverage on these available data and information. In this connection, the Council in its 235th Session invited the Aviation Data and Analysis Panel (ADAP), in collaboration with the Secretariat, to explore the possibilities for expansion of the data categories contained in the above-mentioned survey.

#### *Activities at the regional level in the EUR/NAT area*

2.13 In 2024, the ICAO EUR/NAT Regional Office continued its webinar series aimed at sharing insights on best practices and initiatives to help attract and empower women in aviation. On 16 December 2024, the EUR/NAT Regional Office hosted a webinar on the Empowerment of Women in Aviation, which was attended by over 70 participants. The session featured speakers from ICAO and its partners, including

EUROCONTROL, CANSO, IFATCA, and the International Transport Workers' Federation, who discussed the importance of structured mentoring for the advancement of gender equality in aviation. These webinars will continue to serve as important platforms for dialogue and cooperation among States and partners in the EUR/NAT area.

2.14 Recognizing that mentoring is one of the most effective tools for advancing gender equality and diversity in any organization, ICAO in partnership with EUROCONTROL, recently launched a course on establishing effective mentoring programmes. This course is designed to support States and aviation organizations in the development, implementation and management of effective and efficient mentoring programmes.

2.15 From 4 to 5 March 2025, just a few days ahead of IWD, the ICAO EUR/NAT Regional Office organized its first regional workshop on Gender Equality and Empowering Women in Aviation. This event took place in Almaty, Kazakhstan, at the invitation and with the kind support of the authorities and aviation industry of Kazakhstan. The workshop gathered more than 200 participants from across the EUR/NAT area, including aviation professionals, industry leaders, and students to discuss practical strategies for advancing gender equality in the aviation sector. The workshop served as a platform for sharing best practices, success stories, and initiatives aimed at empowering women in aviation. Through keynote speeches, interactive discussions, and mentorship sessions, participants explored effective policies and strategies to promote greater inclusivity and diversity within the industry. The event also provided an opportunity to mark International Women's Day and a short video was presented during the opening session to celebrate the contributions of women in aviation in Kazakhstan and in the region.

2.16 During the workshop, experts emphasized the crucial role of education in encouraging and attracting young women to aviation careers, including the need for strong partnerships between governments, industry, and educational institutions to drive meaningful change. Discussions also focused on the importance of creating inclusive workplace policies that support gender diversity, establishing strong mentorship and networking opportunities for women in aviation, and implementing outreach programs and scholarships to encourage young women to explore aviation careers. The mentorship sessions, which were led by EUROCONTROL and EASA, provided valuable insights into how structured mentoring programmes can accelerate career growth for women in aviation. The outcomes of this important workshop will be built upon for shaping future efforts to advance gender equality in the EUR/NAT area.

2.17 Over the past year, during his official visits to States, the ICAO EUR/NAT Regional Director has consistently advocated for the active involvement of both States and industry stakeholders in supporting initiatives aimed at attracting and empowering women in aviation. Through these dialogues, the Regional Director has continued to engage with State authorities, aviation industry leaders, academia, and students across the EUR/NAT area to discuss the current situation, explore opportunities, and identify key enablers to overcome challenges that hinder the attraction and empowerment of women in aviation.

2.18 Based on the foregoing, the following is proposed:

**Draft EUR/NAT-DGCA Conclusion 2025/1 – Attracting and empowering women in aviation**

That the ICAO Regional Director, Europe and North Atlantic, invite States and Organizations to:

- a) nominate a "Gender Equality Focal Point", if not already done so, and inform the ICAO EUR/NAT Office accordingly, and inform the office of any changes to the nominated focal point;
- b) participate and actively engage in ICAO global and regional activities to support efforts to attract and empower women in aviation, such as future global and regional meetings, workshops and webinars organized by ICAO;
- c) support the effective implementation of the new ICAO Global Ambassadors Programme, by nominating Ambassadors in response to a State Letter on this subject to be issued in 2025;

- d) enroll in the course on establishing effective mentoring programmes jointly developed by ICAO and EUROCONTROL;
- e) develop and implement initiatives within their organizations to help empower women in aviation, including effective mentoring programmes, and share information on such initiatives in relevant fora; and
- f) consider providing in-kind and voluntary contributions to the ICAO Gender Equality Programme, including support such as scholarships and fellowship programmes to enable young women and girls to pursue careers in aviation.

### **3. Action by the Meeting**

3.1 The meeting is invited to:

- a) note the information provided;
- b) amend as necessary and endorse the proposed Conclusion; and
- c) provide direction as deemed necessary.

— **END** —