



# EUR/NAT DGCA-2026

9 – 10 June 2026, Italy

**INTERNATIONAL  
CIVIL AVIATION  
ORGANIZATION**



# Agenda Item 4: Closing aviation skills gaps, strengthening workforce planning, and advancing women in aviation

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EUR/NAT-DGCA/2026  
Castellaneta, Italy, 9-10 June 2026

## Overview

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**01** ICAO Strategic Plan Enablers and Why it Matters?

**02** Aviation Training and Workforce Planning

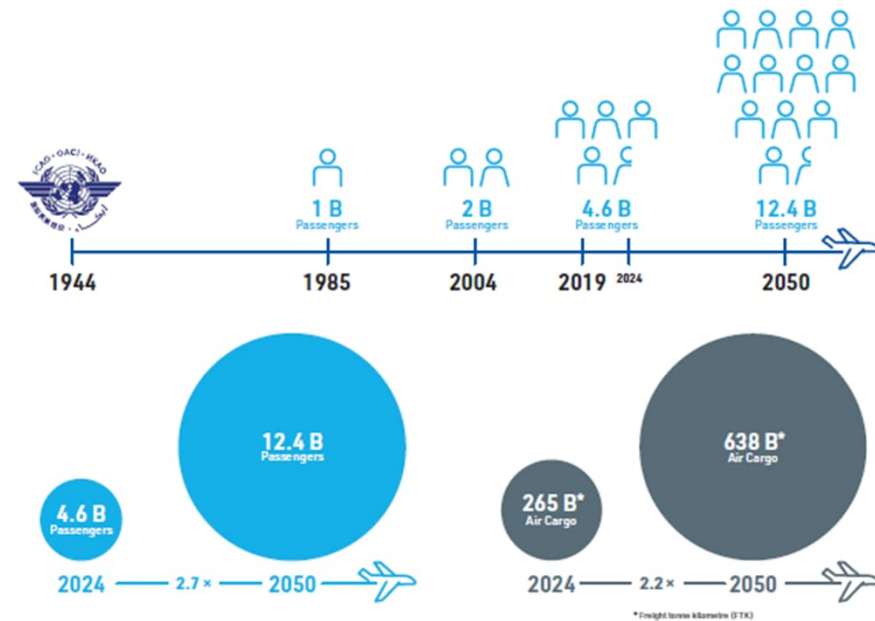
**03** Advancement of Women in Aviation

**04** Global Ambassadors Programme

# 01 ICAO Strategic Plan Enablers and Why it Matters?

The image is a complex data visualization. It features a world map in the center, with an airplane flying over clouds in the lower-left quadrant. To the right, there is a bar chart showing data across various categories. In the upper-right, there is a radar chart with multiple axes. The background is a deep blue with white clouds. Overlaid on the map and other elements are several data tables and graphs. One table in the upper-left shows numerical data with columns of values. Another table in the lower-left shows a list of codes and their corresponding values. A large, faint grid of numbers is visible in the background, suggesting a global data set. The overall theme is data-driven and global, consistent with the ICAO Strategic Plan Enablers.

# ICAO Strategic Plan – High Priority Enablers



- ICAO's Strategic Plan 2026–2050 identifies Advancing Women and Attracting New Talent as one of four high-priority enablers.
- These key areas are essential for addressing the complex challenges facing the aviation industry.

## Why it matters

- By 2043, forecasts predict the sector need additionally:
  - 698,000 Engineers/Technicians
  - Over 670,000 pilots and 1,085,000 cabin crew
  - Over 137,000 ATCs
  - **Total: 2,590,000**
- Women currently hold **5.1%** of positions as pilots, air traffic controllers and technicians globally.

**Attracting diverse talent is vital to ensure the sector will have the best possible talent to support a safe, secure, sustainable, resilient and inclusive future for civil aviation.**



02  
Aviation  
Training and  
Workforce  
Planning





- **TRAINAIR PLUS global network of 117 Members and 28 Partners.**
- **396** standardized training courses and **82** courses from partners across **10 strategic areas**, supporting the implementation of ICAO SARPs.
- **80,000** personnel trained in **10** training areas.
- **The programme underscores the critical link between robust training capacity and EI:** States with higher training capacity scores demonstrate better compliance and operational performance.

**In the EUR/NAT area:**

- **20 TPP Members**
- **10 TPP Partners**
- **392 ICAO training courses delivered 2022-2025**

**New EUR/NAT TPP members:**

- **Air Navigation Services of the Czech Republic**

# Strategic Priority Areas for EUR/NAT



## Priority 1: Regional Skills Monitoring

- Developing a framework to anticipate staffing needs
- Bridge the gap between training and the industry's staffing needs, both current and emerging



## Priority 2: Culture of Lifelong Learning

- Aviation professionals to stay updated and agile in response to industry shifts



## Priority 3: NGAP and Empowerment of Women

- Instill best practices from the youngest age and attract more women into aviation professions, optimizing the use of tools such as scholarships



## Priority 4: Build bridges within and beyond the aviation ecosystem for enhanced training solutions



# 2025 Aviation Training and Workforce Planning Workshops



11-12 March 2025, Paris

5-6 November 2025, Almaty



## Priority 1: Regional Skills Monitoring

- States and other stakeholders need to be proactive to close the gap between technological readiness and workforce readiness
- Leverage data-driven systems to support workforce policies, planning and decision-making
- States, international and regional organizations, industry and aviation training organizations to strengthen collaboration to ensure a future ready workforce
- There is an opportunity for the development of a risk-based regional skills monitoring system that prioritizes skill shortages to support ICAO's vision of a safe, secure and sustainable international civil aviation system





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## Priority 2: Culture of Lifelong Learning

- States and other stakeholders must demonstrate strong leadership commitment to transformative learning and organizational change
- Promote lifelong learning frameworks to support career mobility, workforce resilience, and adaptation to industry changes, including automation and sustainability transitions
- Embed learning within the organizations work and daily operations and develop a skills ecosystem to ensure effective knowledge transfer and prevent loss of critical expertise
- Foster an aviation workforce that is not only technically skilled but also agile, curious, and future oriented



## Priority 3: NGAP and Empowerment of Women

- States and other stakeholders should promote early outreach initiatives to raise awareness of aviation careers and build talent pipelines from a young age
- Strengthen national and regional capacity-building efforts to ensure a sustainable and skilled aviation workforce
- Integrate cultural and human dimensions alongside technical skills in workforce development strategies
- Enhance collaboration across stakeholders to ensure effective talent development across the aviation ecosystem

## Priority 4: Build bridges within and beyond the aviation ecosystem for enhanced training solutions

- States and other stakeholders should look beyond the aviation industry when mapping new required skills
- Leverage other existing initiatives (e.g. GAAST) to avoid duplication of efforts
- Strengthen collaboration beyond aviation to scale up training capacity and innovation
- Develop partnerships with digital, environmental and education sectors to “future-proof” aviation workforce skills
- Build adaptable and inclusive training ecosystems through strong leadership and shared accountability among stakeholders



# Next Regional Workshop



ICAO



24-25 June 2026 | Amsterdam (NL)

## ICAO EUR/NAT REGIONAL WORKSHOP ON AVIATION TRAINING AND WORKFORCE PLANNING

*SHAPING THE FUTURE: INNOVATION & DIGITALISATION IN  
AVIATION TRAINING AND THE EVOLUTION OF JOB PROFILES*



# Draft EUR/NAT-DGCA Conclusion 2026/#–Aviation Training and Workforce Planning

That the ICAO Regional Director, Europe and North Atlantic invite EUR/NAT States and organizations active in the EUR/NAT area, including international/regional organizations, industry stakeholders, aviation training organizations and academia to:

- a) develop and implement strategies, policies and programmes at the national level, under a “whole-of-government approach”, that supports the attraction and retention of a diverse and inclusive aviation workforce, and include them, as applicable, in their Civil Aviation Master Plans;
- b) take actions to identify and anticipate the competencies and skills needed now and, in the future, to support effective workforce planning and enable data-driven decision making;
- c) support information-sharing and collaborative efforts amongst States, international/regional organizations, industry stakeholders, aviation training organizations and academia to modernize education and training frameworks, foster innovation and ensure the development of a future-ready aviation workforce; and
- d) engage and actively participate in upcoming ICAO global and regional events related to aviation training and workforce planning (including the 2026 EUR/NAT Workshop on Aviation Training and Workforce Planning, to be held in Amsterdam, the Netherlands, from 24 to 25 June 2026) and future ICAO EUR/NAT regional events planned to be organized on a regular basis in cooperation with all relevant stakeholders.

# 03 Advancement of Women in Aviation

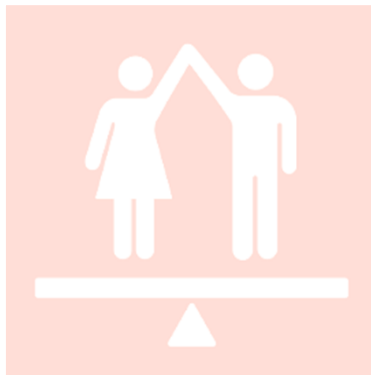


# ICAO's Gender Equality Programme

## Increased accountability



## Further engagement with external partners



## Building capacity and enhancing awareness



## Enhanced gender representation



- Mandated by Resolution A41-26, SDG 5 and other universal frameworks
- Driven by the UN accountability frameworks
- New Implementation Plan aiming to enhance mainstreaming of advancement of women into ICAO's work and promote gender equality in the global aviation sector

# Activities in EUR/NAT

- **Mentoring course launched:** Developed in partnership with EUROCONTROL and ICAO to guide States in establishing effective mentoring programmes
- **2025 ICAO EUR/NAT Workshop on Empowering Women in Aviation**





# ICAO GLOBAL AVIATION GENDER SUMMIT 2026

Advancing Aviation through the Empowerment of Women

LUANDA, ANGOLA | 21 - 23 JULY

Hosted by



mintrans.gov.ao  
Ministério dos Transportes



AUTORIDADE NACIONAL  
DA AVIAÇÃO CIVIL

## Event Details

**Date:** 21-23 July 2026

**Location:** Luanda, Angola

**Venue:** Talatona Convention Hotel, Rua Luanda Sul

# Draft EUR/NAT-DGCA Conclusion 2026/#— Empowerment of Women in Aviation

That the ICAO Regional Director, Europe and North Atlantic invite EUR/NAT States and organizations active in the EUR/NAT area to:

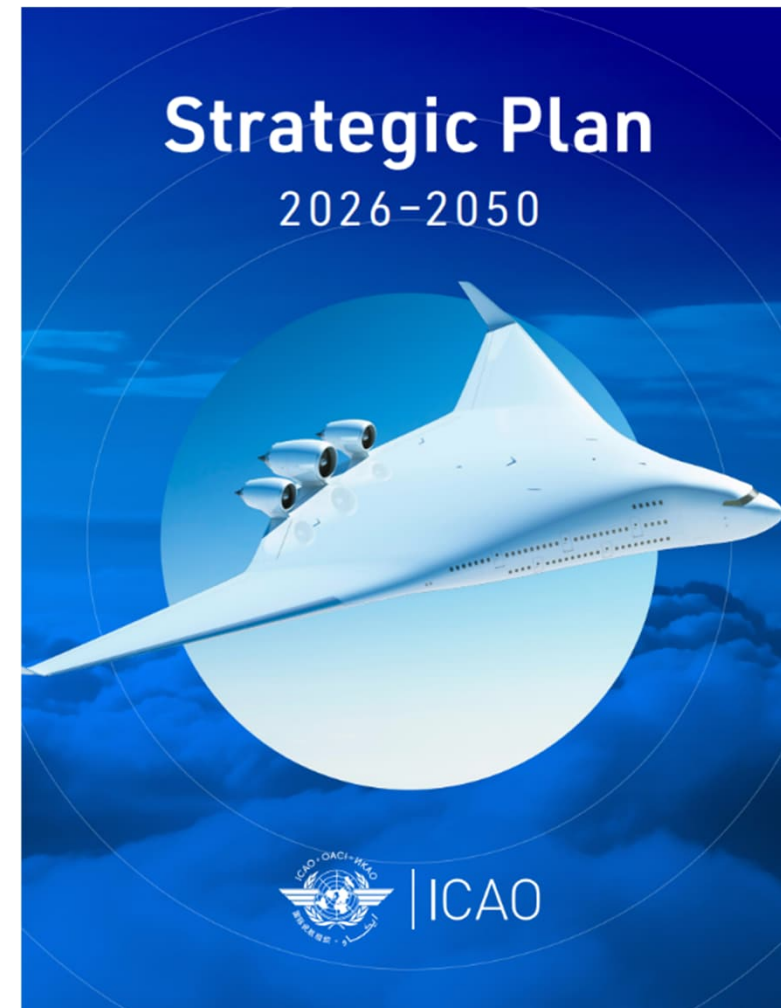
- a) nominate a “Gender Equality Focal Point”, if not already done so, and inform the ICAO EUR/NAT Office accordingly;
- b) develop and implement initiatives to help advance women in aviation within their organizations, including effective mentoring programmes, and share information on such initiatives in relevant fora; and
- c) 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.

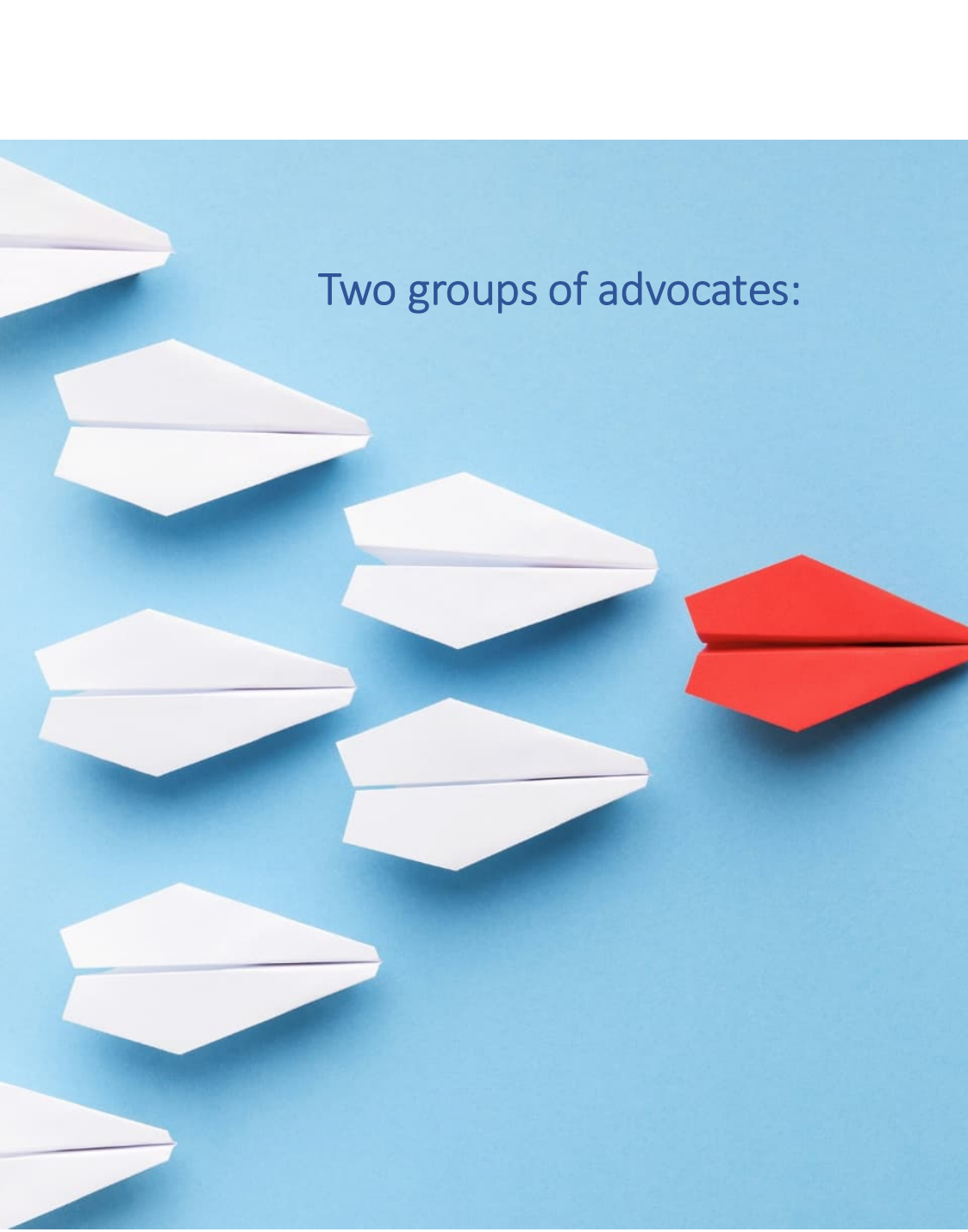


# ICAO Global Ambassadors

## Why the ICAO Global Ambassadors Programme matters?

- Ambassador programmes have existed in the United Nations (UN) system for many years and are used for various advocacy purposes.
- By 2050, global aviation will see an increase of nearly 300% over our current volumes.
- A new Global Ambassadors Programme designed to assist the Organization to promote strategic priorities in line with the ICAO Strategic Plan 2026-2050, particularly related to talent development and aviation's future workforce.





## Two groups of advocates:

### **Ambassadors**

States invited to nominate up to two Ambassadors from among accomplished experts and role models in aviation

Role: To introduce aviation in the countries to all people, especially to youth and women, raise awareness on aviation and ensure the industry is recognized as a serious career choice

### **Champions**

Only one Champion per ICAO regional office, from among decision-makers and leaders

Role: To steer dialogue on strategic priorities related to the future workforce of aviation and attracting new talents in the Region in line with the ICAO Strategic Plan 2026-2050 and promote initiatives to support this objective in the region

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## *Objectives of the ICAO Global Ambassadors Programme*

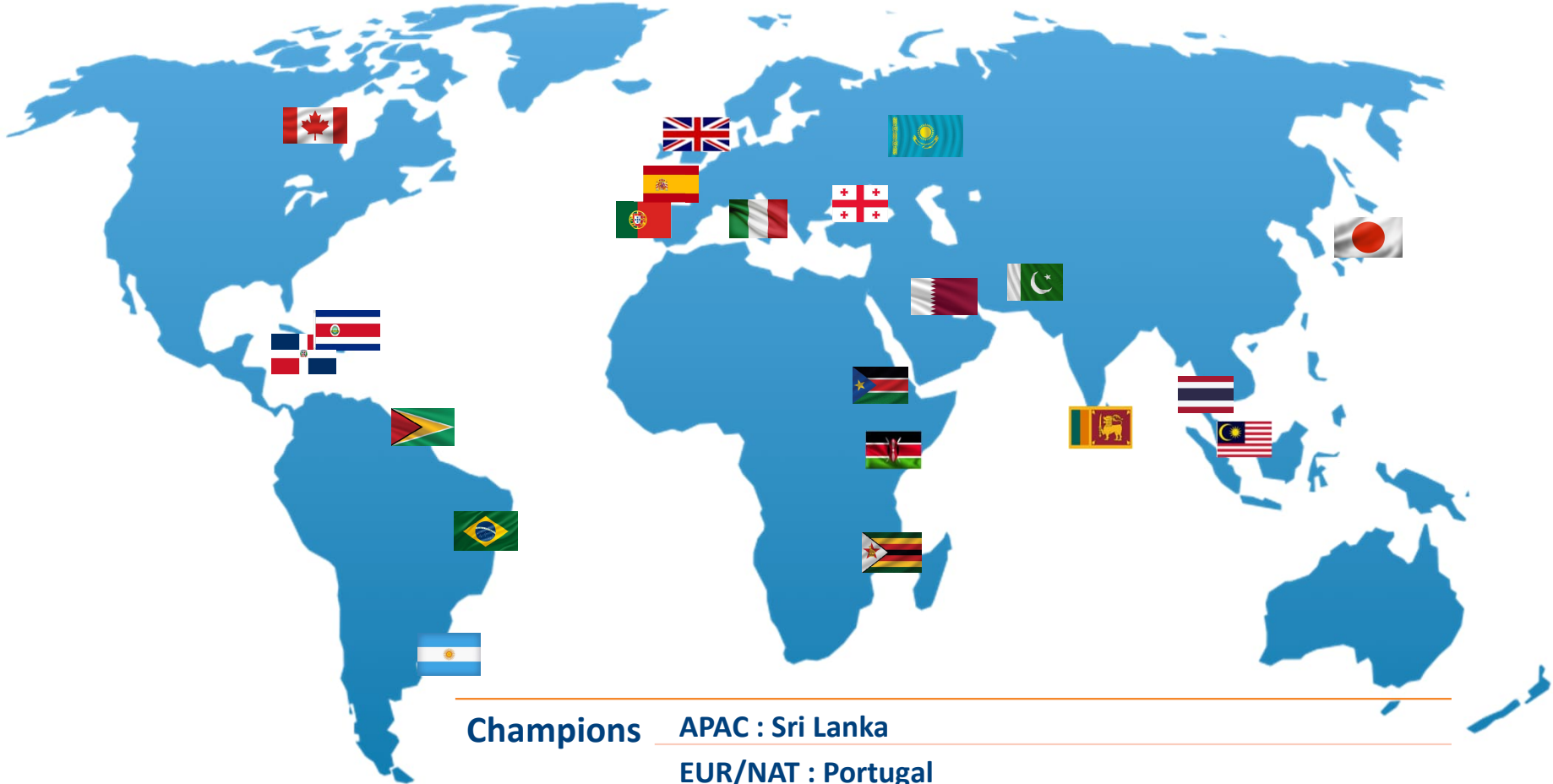
Engage, inspire and call upon all people, notably women and youth, to consider careers in the aviation industry

Help amplify the work of ICAO, and the vision laid out in its Strategic Plan 2026-2050 to support the future growth of aviation through raising awareness and mobilizing support from States, donors and partners

Reach new target audiences to educate and inform on available career choices in the aviation industry and how the sector is contributing to a better future

Increase widespread participation in the aviation sector, especially in leadership and technical roles

Designated Ambassadors so far (ICAO continues to receive nominations):

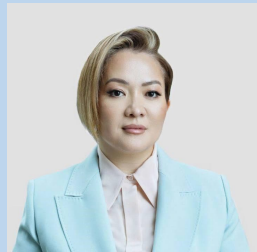


- Champions** APAC : Sri Lanka
- EUR/NAT : Portugal
- SAM: Guyana
- ESAF: Zimbabwe

## Champion and Ambassadors of ICAO EUR/NAT Region



**Ms. Ana Vieira da Mata**  
Portugal (Champion for the  
ICAO EUR/NAT region)



**Ms. Saltanat Tompiyeva**  
Republic of Kazakhstan



**Mr. Levan Karanadze**  
Georgia



**Ms. Alice Goodwin**  
United Kingdom



**Ms. Isabel Maestre Moreno**  
Spain



**Ms. Silvia Santos**  
Portugal



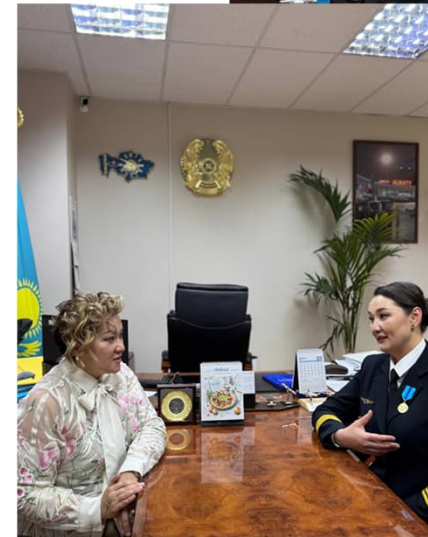
**Ms. Arianna Ciani**  
Italy



**Ms. Ornella Macina**  
Italy

## Examples of Initiatives and Activities:

- Increase awareness through public campaigns, media engagement and industry events
- Analyze workforce trends, including talent availability, retention and future job needs
- Review national aviation workforce policies, outreach and recruitment practices
- Partner with universities and training institutions for campaigns, internships and STEM integration
- Promote diversity commitments and support scholarships and mentorship programmes



## Ambassadors Programme featured at ICAO Global Events of Interest

### ➤ **GISS side activity: 15 April 2026**

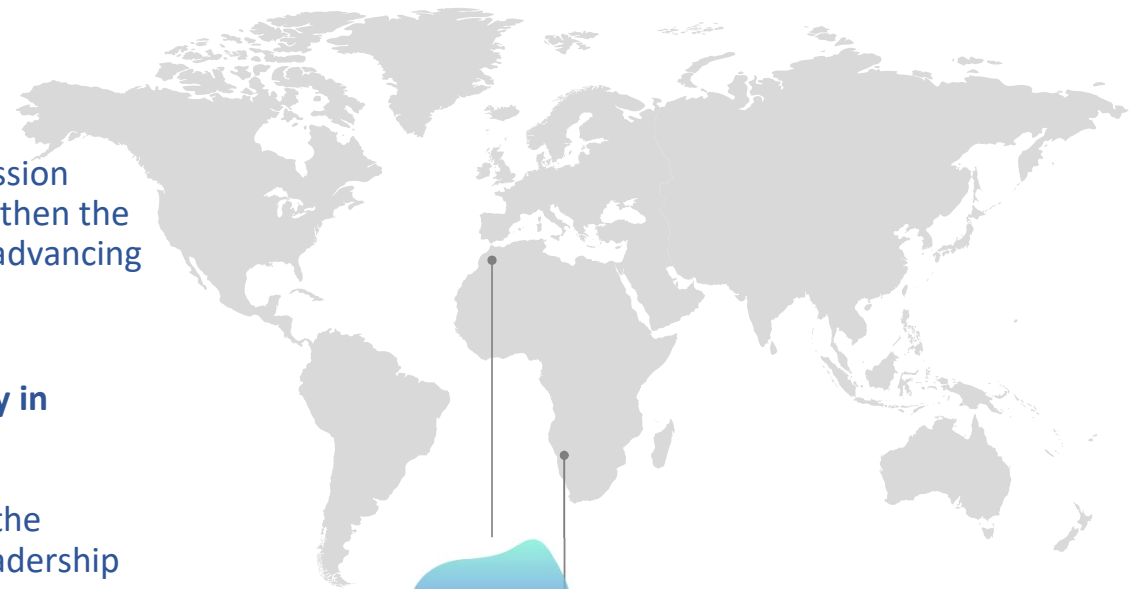
A high-level networking event and briefing session organized at the margins of the GISS to strengthen the role of ICAO Ambassadors and Champions in advancing ICAO's strategic priorities.

### ➤ **Global Aviation Gender Summit: 23 to 25 July in Luanda, Angola**

Hosted by Angola with UN Women and IATA, the Summit will address policy, workforce, and leadership challenges. A dedicated panel will feature the Ambassadors Programme.

### ➤ **Other ICAO events**

Participation in relevant regional and global ICAO events.



# Draft EUR/NAT-DGCA Conclusion 2026/#–ICAO Ambassadors Programme

That the ICAO Regional Director, Europe and North Atlantic invite EUR/NAT States to:

- a) nominate up to two Ambassadors in accordance with ICAO State Letter 25/72, if not already done so, for designation by the ICAO Secretary General for a duration of two years;
- b) provide support to the activities and work programme of the national Ambassadors and the ICAO EUR/NAT Champion;
- c) actively engage in activities, including webinars, to be organized by the ICAO EUR/NAT Office to share information and experience gathered across the EUR/NAT area under the ICAO Ambassadors Programme; and
- d) consider in-kind contributions or donations to support the activities of the ICAO Ambassadors Programme.



## ANY QUESTIONS?

The full meeting report, including all meeting conclusions, is available on the EUR/NAT website.

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# Thank You

