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Agenda Item 38: Human Resources Management and Gender Equality

PROGRESS REPORT ON THE IMPLEMENTATION OF THE ICAO GENDER EQUALITY PROGRAMME

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

The 41st Session of the ICAO Assembly adopted Resolution AA41-26, *ICAO Gender Equality Programme promoting the participation of women in the global aviation sector*. The paper outlines the activities undertaken as well as the on-going initiatives to improve representation and empowerment of women in the aviation sector.

Action: The Assembly is invited to:

- a) endorse the Call to Action of the 2023 Global Aviation Gender Summit and urge the aviation sector to implement actions contained therein to strengthen women's participation in aviation;
- b) support the efforts of the Secretariat and the Aviation Data and Analysis Panel (ADAP) in strengthening the availability of disaggregated data beyond licensed personnel; and
- c) support ICAO's efforts in the continued implementation of Resolution A41-26 and to enhance the representation and empowerment of women in aviation.

<i>Strategic Goals:</i>	This working paper relates to all ICAO's Strategic Goals, High Priority and Supporting Enablers.
<i>Financial implications:</i>	The ICAO activities referred to in this paper have been undertaken through resources available and/or from extra-budgetary contributions as guided by the ICAO Business Plan 2023-2025. The continuity of the activities in the next triennium 2026-2028 will depend on availability of funding through extra-budgetary resources including voluntary contributions.
<i>References:</i>	Doc10184, Assembly Resolutions in Force (as of 7 October 2022) <i>Call to Action</i> of the 2023 ICAO Global Aviation Gender Summit A/RES/70/1, <i>Transforming our World: The 2030 Agenda for Sustainable Development</i>

1. INTRODUCTION

1.1 In 2022, the 41st Session of the Assembly adopted a revised Resolution A41-26, *ICAO Gender Equality Programme promoting the participation of women in the global aviation sector*. In this Resolution, States, regional and international aviation organizations as well as the international aviation industry have been urged 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 Requested by the Resolution and currently under the umbrella of the Transformational Objective, an ICAO Gender Equality Programme has been established since 2017 with the primary aim of facilitating and coordinating targeted initiatives and activities to promote enhanced participation of women in the ICAO Secretariat as well as the aviation sector globally. This paper outlines the activities undertaken by ICAO in promoting women as well as measures undertaken to mainstream the objectives of the Programme throughout relevant areas of ICAO's work.

2. IMPLEMENTATION OF THE ICAO GENDER EQUALITY PROGRAMME

2.1 Implementation of the ICAO Gender Equality Programme in the triennium continued through various pillars that focused on advocacy and enhanced awareness, enhanced availability of data, capacity building, increased representation of qualified women and enabling policies and work environment, and continued collaboration with external partners, including the United Nations (UN). In this regard, the Council Small Group on Gender (SGG) continued to provide instrumental guidance to the Secretariat on implementation of the Assembly Resolution A41-26 and relevant key initiatives.

Advocacy and raising awareness

2.2 In the past triennium, ICAO continued its advocacy efforts in response to the need for strengthening awareness and knowledge around supporting the future growth of the sector through stronger participation of women in aviation fields and at all levels. Building on the outcomes of the inaugural Global Aviation Gender Summit in 2018, and in line with ICAO Assembly Resolution A41-26, the 2023 ICAO Global Aviation Gender Summit was hosted by the Government of Spain, through its Ministry of Transport, Mobility and Urban Agenda, from 5 to 7 July 2023 in Madrid. The Summit was organized in partnership with the European Commission (EC), the International Labour Organization (ILO), UN Women, and the International Transport Forum (ITF) at the Organisation for Economic Co-operation and Development (OECD). It brought together governments, international and intergovernmental organizations, private stakeholders, and academia from around the world to discuss solutions, catalyze progress, and promote bold actions for improving women's participation and empowerment in aviation. Through the Summit, all stakeholders were called to work together to dismantle the barriers that women and girls face and to change the makeup of the aviation workforce, which led the Summit participants to agree on a comprehensive and action-oriented *Call to Action*. As part of the preparations of the Summit, ICAO issued State Letter 17.4 – 23/24 through which best practices on advancing gender equality from States were collected and made available ahead of the Summit, in a document titled "Compilation of Best Practices and Experiences in Enhancing Gender Equality in Aviation".

2.3 On an annual basis, ICAO has drawn on the occasion of the International Women's Day 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 under the themes of "DigitALL: Innovation and technology for gender equality", "Inclusive Heights: Women Inspiring Aviation" and "Only Up: Supporting all women and girls" in 2023, 2024 and 2025 respectively.

2.4 Other outreach and advocacy efforts included social media activities promoting ICAO's objectives around women and supporting UN women-related campaigns, as well as speaking engagements in various events and fora. In addition, all the Regional Offices of ICAO continued the promotion of women in

aviation through selected advocacy opportunities and facilitated strategic discussions in several meetings of the Directors General of Civil Aviation of ICAO regions.

2.5 ICAO will continue its advocacy efforts in the next triennium through organization of events, publications, and social media campaigns. The new ICAO Global Ambassadors Programme could also be leveraged to promote aviation to all through reaching new target audiences to educate and inform on available career choices in the aviation industry to support the growth of the sector.

Collection of data and statistics

2.6 In relation to disaggregated data and statistics on personnel in civil aviation globally, 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.

2.7 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.

Capacity building initiatives

2.8 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.

2.9 To encourage greater participation of female aviation professionals in ICAO courses, the Capacity Development and Implementation Bureau through its Global Aviation Training (GAT) section carried out a number of promotional campaigns providing discounts on selected ICAO courses to female participants aiming to encourage women further develop their technical and competency skills and potentially advance their educational and career pursuit in aviation.

2.10 ICAO and UN Women jointly developed 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.

Corporate level improvements

2.11 Progress was made with the appointment of female candidates into a number of Professional and senior level positions. Even though the percentage of women in senior roles in ICAO has witnessed a steady increase over the last decade, it is noted that women's representation declines steadily with each ascending

professional level, highlighting the need for targeted interventions to close the gap. To this end, under the Transformational Objective, the Organization launched the *ICAO People First Strategy*, which includes several initiatives benefitting women, such as parental leave policy changes, mentoring opportunities, mobility plans and leadership trainings, among others.

2.12 Ethical awareness campaigns, webinar sessions as well as training courses on prevention of sexual harassment were conducted for ICAO personnel. Additionally, ICAO has been using the “ClearCheck” screening database to avoid hiring and rehiring individuals whose working relationship within the UN system ended due to a determination that they had perpetrated sexual harassment.

2.13 In its Business Plan 2026-2028, ICAO has incorporated Gender Equality Marker (GEM), which is one of the mandatory data standards for United Nations System-wide reporting of financial data. This would enable the Organization to track financial allocations and expenditures according to the contribution of relevant ICAO programmes and activities that supported the implementation of the Resolution A41-26.

2.14 ICAO, as a UN specialized agency, is accountable to promote and advance the imperatives established by the United Nations in support of women and girls. The mainstreaming of these objectives into all work areas of the UN system is outlined in the *United Nations Accountability Framework for Mainstreaming Gender Equality and the Empowerment of Women in United Nations Entities (UN SWAP)*, which sets out performance indicators for corporate processes and institutional arrangements. The annual performance of ICAO in the past three years vis-à-vis the UN-SWAP requirements indicated that out of the 16 applicable Performance Indicators, ICAO increased the number of Indicators that were met or exceeded the requirements from 7 in 2023 to 11 in 2025, which indicates progress and stronger performance in comparison with other technical entities of the UN system.

3. CONCLUSION

3.1 Improving the participation and career development of women in the aviation sector requires a holistic approach and mobilization at all levels including Member States, ICAO’s governing and technical bodies, ICAO’s Secretariat and the aviation industry.

3.2 Resolution A41-26 as well as the Call to Action of the 2023 Global Aviation Gender Summit continue to provide ICAO, its Member States as well as the industry with a blueprint for increased leadership, accountability and stronger action so that the global aviation sector could benefit from the contribution of women supporting aviation’s sustainability of operations and growth.

3.3 Delivery on several initiatives of the ICAO Gender Equality Programme in the triennium has been made possible thanks to the voluntary and in-kind contributions from several States, and the Secretariat will continue its resource mobilization efforts to support the Programme.

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APPENDIX

A CALL TO ACTION FOR MOVING FROM ASPIRATIONS TO ACHIEVING GENDER EQUALITY IN AVIATION

Global Aviation Gender Summit 2023 (7 July 2023)

The International Civil Aviation Organization (ICAO) convened the Global Aviation Gender Summit 2023 in Madrid, Spain, from 5 to 7 July 2023, in partnership with the European Commission (EC), the International Labour Organization (ILO), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and the International Transport Forum (ITF) at the Organisation for Economic Co-operation and Development (OECD).

The Summit was hosted by the Government of Spain and, on its behalf, by the Ministry of Transport, Mobility and Urban Agenda.

The Summit, which built on the outcomes of the Global Aviation Gender Summit 2018 in Cape Town, South Africa, was attended by close to 550 participants representing ICAO Member States, international and intergovernmental organizations, private stakeholders, industry, the United Nations (UN) system, gender experts, academia, advocates and influencers of change from around the world. In addition, over 1,500 global viewers on ICAO TV live stream have followed the discussions throughout the Summit.

The Global Aviation Gender Summit 2023:

- *Recognizing* that aviation - by providing connectivity between nations, creating decent work, facilitating people-to-people contacts, and promoting trade and tourism - is a key driver of economic and social development;
- *Recognizing also* that gender equality is a prerequisite to realizing sustainable development for all;
- *Recognizing further* that achieving gender equality, diversity and the creation of an enabling working environment are essential components of robust workforce and related workforce planning from which the international civil aviation sector will benefit, particularly in light of the industry's prospects for sustainable growth and the existing labour challenges;
- *Underlining* that the United Nations 2030 Agenda for Sustainable Development, and particularly its Sustainable Development Goal 5, remains the global compass for the achievement of gender equality and women's empowerment globally and across all sectors by 2030;
- *Acknowledging* that the attainment of gender equality and the empowerment of women within the aviation sector continues to face significant challenges, with persistently marginal progress;
- *Recalling* that the ICAO Assembly Resolution A41-26: *ICAO Gender Equality Programme promoting the participation of women in the global aviation sector* provides a framework for the promotion of gender equality and the empowerment of women within the aviation sector;
- *Stressing* the urgent need for sector-wide mobilization, commitment and dedicated resources to accelerate progress and achieve gender equality in aviation; and
- *Supporting* the work of ICAO in promoting gender equality in aviation and emphasizing ICAO's convening power and leadership role in catalyzing collective action for accelerating gender equality in aviation in line with Resolution A41-26,

Has called on all actors and stakeholders across aviation and other relevant domains to commit to the following actions:

Data collection and analysis

- 1) *Recognize* the importance of producing, analyzing and using quality gender statistics in order to measure gender gaps and better assess the participation of women across the whole aviation sector and identify solutions to promote women's empowerment in aviation;
- 2) *Commit* to greater collaboration through knowledge-sharing, lessons learnt and exchange of experience in data collection and analysis by aviation and non-aviation stakeholders, including the private sector to maximize synergies between existing national, regional and international initiatives;
- 3) *Demonstrate* leadership in the collection and analysis of data, and explore the possibility of expanding the categories of gender-disaggregated data for aviation personnel and potential users, as well as capacity-building activities in support of Member States and industry in collecting and analyzing data;
- 4) *Strengthen* cooperation between ICAO and partners, in particular ILO, UN Women, the European Commission, the United Nations World Tourism Organisation (UNWTO), the International Transport Forum (ITF), as well as industry partners such as the International Air Transport Association (IATA) and Airports Council International (ACI) and other relevant stakeholders, in support of a holistic approach to gender-disaggregated data in aviation;

Gender policies and gender mainstreaming

- 5) *Commit* to clearly articulate, develop and implement a vision for gender equality in the aviation sector and, in this regard, ensure that gender equality is part of national and regional aviation policies, plans and frameworks with due prioritization of sufficient resources for achieving gender equality objectives;
- 6) *Commit to ensure* the availability of investment and financing frameworks with gender targets to leverage resources for gender equality in aviation.
- 7) *Develop* gender equality and gender mainstreaming policies and processes, as well as accompanying implementation plans to advance gender equality and the empowerment of women, as well as assess the implications of policies and other initiatives for women;
- 8) *Engage* with a broad range of stakeholders, including women and youth, when developing gender-responsive policies, to ensure diverse perspectives, needs and expectations are taken into account;
- 9) *Mainstream* consistently a gender perspective across all programmatic and administrative aspects of the work of aviation organisations to ensure gender considerations are integrated into all areas of an organisation;
- 10) *Undertake* gender-responsive budgeting to support the effective implementation of gender-responsive policies and quantify and assess the resources allocated to address the gender equality gaps in aviation;
- 11) *Develop* studies, guidance and tools to assist Member States and industry stakeholders in implementing gender-responsive policies and systematic gender mainstreaming, and monitoring the progress;
- 12) *Strengthen* partnerships in support of gender equality at the State level by providing guidance on policy development, monitoring, capacity building and financing, including promotion of Science, Technology, Engineering and Mathematics (STEM);
- 13) *Collaborate* to identify best modalities to exchange best practices, experiences and success stories across the aviation ecosystem, which can in turn be replicated and scaled up by other stakeholders to identify and address existing gaps;

Decent work, career development and working conditions

- 14) *Implement* the principles of decent work, including opportunities for fair income, a safe, healthy and secure working environment and equal opportunities and treatment for all women and men;

- 15) *Promote* practices and examples of decent work in the aviation industry so as to inspire models of inclusive employment opportunities;
- 16) *Create* an enabling work environment within all aviation stakeholders, including through improving organizational culture, implementing flexible work arrangements taking into account applicable labour obligations, developing family-friendly policies, child-care opportunities, and promoting work-life balance through concrete measures and sharing of best practices;
- 17) *Prevent and combat* violence, harassment and all forms of discrimination targeting women in the workplace through the development and implementation of standards of conduct and zero-tolerance policies;
- 18) *Support* women's professional career development by addressing the systemic cultural and societal biases and discriminatory practices that hinder women's progress in the industry, and through the development of supportive human resources (HR) policies, ongoing capacity development, quality apprenticeships, vocational training, coaching and mentorship opportunities, as well as the active promotion of women within each organization;
- 19) *Promote* lifelong learning, skilling, reskilling and upskilling as key tools to prepare women and men for a rapidly changing world of work, and develop and implement targeted activities for strengthening women's capacities as current and future aviation professionals;
- 20) *Train* recruiters and HR professionals to consider the application of behavioral science in designing selection processes and preparing assessors for decision-making on recruitment and retention. This includes: using specialized outreach to increase applications from women in male-dominated occupations and men in female-dominated occupations; using gender-inclusive language in job advertisements; anonymizing or undertaking gender-blind reviews of applications; excluding dates on CVs to avoid unduly penalizing women for gaps in employment; using structured and skilled-based interviews and assessments; developing scoring systems to minimize unconscious bias; and offering, in job advertisements, flexible working arrangements taking into account applicable labour obligations;

Leadership and role models

- 21) *Upscale and maintain* representation of diverse talents into executive, management, and board roles as an essential driver of inclusion at all levels including through setting targets for enhanced representation of women in such positions;
- 22) *Gain* full commitment and buy-in from senior executives to advance gender equality in the aviation sector;
- 23) *Strengthen* the inclusive leadership capabilities of managers and executives through various tools such as tailored training and inclusion of "assessment of gender equality and the empowerment of women" into core values and/or competencies for senior managers and executives;
- 24) *Provide* positive and influential role models to the youth so that they aspire to be part of a fair, inclusive and equal world, where they can reach their full potential and live fulfilling lives;
- 25) *Establish* Ambassador programmes aimed at achieving mindset changes, fighting against gender bias, and promoting equality to encourage the young generation to pursue a career in aviation regardless of gender or background;

- 26) *Promote* partnerships between ICAO and the European Commission, the International Transport Forum, UN Women, the International Labor Organization (ILO), as well as civil society organizations active in advocating the role of women in STEM professions, including aviation.

The Global Aviation Gender Summit 2023 commits to accelerate achieving gender equality and the empowerment of women across the aviation sector by undertaking the actions outlined above, where relevant, and encouraging others to do the same. These actions should be supported through the development and annual reporting of voluntary short-, medium- and longer-term targets to enhance women's representation, particularly in technical occupations and at managerial and senior leadership levels.

— END —