



ASSEMBLY — 42ND SESSION

ADMINISTRATIVE COMMISSION

Agenda Item 38: Human Resources Management and Gender Equality

CUBAN EXPERIENCE IN THE APPLICATION OF GENDER EQUALITY POLICIES AND THEIR OUTCOMES

(Presented by Cuba and supported by LACAC member States²)

EXECUTIVE SUMMARY

The working paper deals with Cuba's experiences in the application of policies and strategies to enhance gender equality and promote gender mainstreaming and the empowerment of women, with emphasis on the air transport sector, under ICAO's guidance.

Action: The Assembly is invited to:

- note the information presented in this paper;
- recognize the actions of the Council and the Secretariat to promote gender equality in ICAO and the global air transport sector, which have served as an example for States to follow; and
- assess the relevance of considering the experiences of Cuban aviation when designing guidance on best practices for Member States based.

<i>Strategic Goals:</i>	This working paper relates to all the ICAO Strategic Goals and High Priority Enablers.
<i>Financial implications:</i>	No financial implications.
<i>References:</i>	Resolution A39-29: <i>Next Generation of Aviation Professionals</i> Resolution A41-26: <i>ICAO Gender Equality Programme promoting the participation of women in the global aviation sector</i> Presidential Decree 198 of 2021 , National Programme for the advancement of women Information/Data from the Cuban Gender Equality Observatory (OCG) digital platform <i>Mujeres en Cuba una revolución en marcha</i> (Women in Cuba, a revolution in motion), compiled by Yenelis Díaz Medina and Mayda Álvarez Suárez <i>La igualdad de género en Cuba: concepciones, valoraciones y prácticas</i> (Gender equality in Cuba: ideas, assessments and practices), Alas Congress, Uruguay, Mayda Alvarez Suárez, Yenelis Díaz Medina, Yelene Palmero García and Marisol Iglesias Rodríguez

¹ Spanish version submitted by Cuba

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1. INTRODUCTION

1.1 In its Resolution **A39-29: Next generation of aviation professionals**, the Assembly observed that partnerships between government, regional organizations, industry and educational organizations are important to attract, educate and retain the next generation of aviation professionals and uphold gender equality, and urged Member States to work with the aviation community to identify long-term human resources needs and establish strategies to attract, educate and retain in the sector aviation professionals, with due regard given to gender equality.

1.2 At its last Assembly, ICAO adopted Resolution **A41-26: “ICAO Gender Equality Programme promoting the participation of women in the global aviation sector”**, which encouraged States, inter alia, to place special emphasis on gender equality and to demonstrate strong, decisive leadership to advance women’s rights by supporting policies, programmes and projects to further women’s careers within the global aviation sector.

1.3 In Cuba, the active social mainstreaming of women was one of the most important objectives of the humanist and social equality project of the Cuban Revolution, manifesting itself in various political, social and economic actions. The achievement of equality of rights and opportunities between men and women in Cuba was accompanied by an educational campaign to eliminate sexist bias and stereotypes, redefine the roles played by men and women in society and reconfigure women’s role in the public and private arenas.

1.4 Remarkable work has been done by the Federation of Cuban Women (FMC) since its founding in 1960 in terms of promoting a place for women and social policies to foster women’s participation in the country’s development. In 1997, the National Action Plan of the Republic of Cuba was adopted to follow up on the Fourth United Nations World Conference on Women, marking a step forward in the furtherance of policies on behalf of Cuban women. That same year saw the creation of the Centre for Women’s Studies (CEM), whose scientific research promoted studies on feminism and equality from different perspectives.

1.5 Currently, under Presidential Decree 198 of 2021, the National Programme for the Advancement of Women, known as PAM, is conceived as the “Cuban State Agenda” and incorporates in a single document actions and measures in line with the principles and tenets of the Constitution of the Republic of Cuba. It includes seven (7) focus areas: economic empowerment of women; communication media; education, prevention and social work; access to decision-making roles; legislation and law; [sexual and reproductive health](#); and statistics and research. The **Cuban Gender Equality Observatory (OCG)**, founded in 2023, is an important **digital platform** created jointly by the FMC, CEM and the National Office of Statistics and Information (ONEI). **The platform** systematically compiles various indicators, in accordance with the Economic Commission for Latin America and the Caribbean (ECLAC) criteria and the goals of the UN’s 2030 Agenda for Sustainable Development, to which Cuba is strongly committed. The platform is available at www.genero.onei.gob.cu.

2. DISCUSSION

2.1 Overall, Cuba’s civil aviation workforce has traditionally largely been male-dominated, particularly pilots, technicians and air traffic controllers, and continued to be for a long time after the success of the Revolution. This is no longer so, and the workforce composition in Cuban aviation is gradually changing with sustained action to elevate women’s role in all areas.

2.2 At the end of the 1990s, work began on promoting women to managerial positions in the aviation sector. Modest results were seen in 2002, with activities undertaken from the grass roots up to the highest levels of the aviation system, which not only motivated women, but also prompted commitments by all top officials in the sector to achieve higher goals.

2.3 Between 1999 and 2010, multiple campaigns were undertaken throughout the country, and particularly in the Civil Aviation Institute of Cuba (IACC) and the Cuban Aviation Corporation (CACSA), to foster the promotion of women to managerial positions based on guidelines from the most senior officials of the State, the Government and the FMC. Actions included:

- a) Inclusion of women in managerial reserve rosters to receive management training;
- b) Development and implementation of a one-year Comprehensive Senior Management Course, where 30% of participants must be women, black and mestizo from the managerial reserve rosters;
- c) Requirement that 30% or more of participants in training courses for pilots and air traffic controllers must be women and black or mestizo persons;
- d) Development of Female Manager Weeks, where women selected as senior reserve staff replace chief executives for four weeks per year in all units of the system;
- e) Organization of meetings with female executives, from grass-roots to national events, with themes such as women in civil aviation, women's performance in managerial or reserve positions; and
- f) Establishment of Female Managerial Committees, more recently designated as Gender Committees, composed of women in managerial or reserve posts, to encourage and develop actions contributing to the promotion, training and care of women as part of the overall initiative to address the gender issue.

2.4 The Gender Committees set up in the field of civil aviation have furthered the work initiated in the 1990s. The practical results achieved are set out in the **Appendix** to this working paper.

3. CONCLUSION

3.1 The Cuban State recognizes the need for change and social transformation of discriminatory notions and behaviours that often curtail the participation of women and their personal development, and will maintain its commitment to promoting the advancement of women and the equality of rights, opportunities and possibilities affirmed in the Constitution of the Republic, and to deepening consideration of the objective and subjective factors which, as expressions of discrimination, persist in Cuban society and stand in the way of better economic, political, social and family outcomes, with a view to eliminating them. The political will exists and manifests itself in the highest-level legal instruments that are vertically enforced, as well as in the educational work supporting their implementation.

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APPENDIX

GENDER EQUALITY IN CUBA / CIVIL AVIATION SYSTEM DATA

Statistical Data of the Aviation Authority: IACC

Total workforce:	131 / of which women: 74 (56%)
Total aviation executives:	19 / of which women: 7 (37%)
Total administration executives:	1 / of which women: 1 (100%)
Total women managers:	8 , representing 42% of total managers.
Total licensed aviation personnel:	83 / of which women: 42 (51%)
Total non-licensed aviation personnel:	28 / of which Women: 24 (86%)

Other data of interest:

- One **Cuban woman** was **appointed as AIM officer at ICAO'S NACC Regional Office**, and at different periods, **three Cuban women** headed the **Permanent Mission of the Cuban State** to the International Civil Aviation Organization.

Number of women with:

- Higher Education Level: **54**, or **73%** of the female workforce.
- Upper Secondary Education Level: **15**, or **20%** of the female workforce.
- These two levels of education account for **more than 93%** of the female workforce.
- Doctorate and Masters categories: **2** and **8**, respectively.

Statistical Data of the Corporate System: CACSA and its eleven (11) companies

Total workforce:	13853 / of which women: 5167 (37%)
Level of posts occupied:	

- Technician category: **46%**,
- Higher Education Level: **1523 (29%)**
- Upper Secondary Education Level: **1279 (25%)**,
- These two levels of education account for **more than 54%** of the female workforce.
- Doctorate and Masters categories: **1** and **84**, respectively.

Total women managers:	226 (28%)
Main managerial posts occupied by women:	

- ✓ Vice-President, CACSA: 1
- ✓ Directors, Deputy Directors or Department Heads, CACSA: 9
- ✓ Managing Directors of Companies: 4
- ✓ Deputy Company Directors: 33
- ✓ Heads of External Units: 6

- ✓ General Airport Coordinators: 4

Women in predominantly male posts:

- ✓ Pilots: **10 (9%)**
- ✓ Air traffic controllers: **58 (35%)**
- ✓ Aviation technicians: **7 (2%)**
- ✓ Other occupations not traditionally performed by women:
 - Technician in aviation measurement and control teams: **4**
 - Finger operator: **1**
 - X-ray inspection systems and equipment servicing: **226**
 - Video system and surveillance technician: **60**
 - Security and protection agent: **98**
 - Aviation facilities and aircraft security and protection manager: **367**
 - Security and protection patrol manager: **1**

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