



Agenda Item 4A: Human Resources

**PROMOTING THE SUSTAINABLE DEVELOPMENT IN CIVIL AVIATION:
THE 'WINGS FOR ALL' PROGRAM**

(Presented by Brazil)

EXECUTIVE SUMMARY

The 'Wings for All' program, led by ANAC Brazil, fosters the sustainable development of the Brazilian civil aviation workforce, supporting SDGs 4, 5, 8, 9, and 10. Women and low-income individuals remain underrepresented, with high training costs as a major barrier.

The program tackles these challenges through scholarships, mentorship, training, accessibility awards, and youth engagement. To strengthen aviation's future, the SAM Region is invited to cooperate regionally, share best practices via ICAO, and adopt similar policies.

**ICAO Strategic
Objectives:**

- A: Safety
- B: Air navigation capacity and efficiency
- C: Aviation security and facilitation
- D: Economic Development of Air Transport

1. Introduction

The National Civil Aviation Agency of Brazil (ANAC) has developed the 'Wings for All' program, an initiative aimed at tackling the challenges in ensuring the sustainable growth of the workforce through the promotion of diversity, inclusion, and equity in the civil aviation sector. The program embodies Anac's Social Sustainability initiatives and aligns with the United Nations 2030 Agenda, specifically advancing Sustainable Development Goals (SDGs) 4, 5, 8, 9, and 10 by fostering inclusive education, gender equality, and socio-economic inclusion in aviation, therefore enhancing competitiveness and ensuring higher supply levels of qualified professionals for the industry.

1.1 For more information about the 'Wings for All' program, please visit the official website: <https://hotsites.anac.gov.br/wingsforall/>.

2. Discussion

2.1 Challenges in Civil Aviation sustainable growth

2.1.1 Global air traffic is expected to double by mid-2030, accentuating the demand for pilots, maintenance mechanics, engineers, air traffic controllers and other aviation-related professionals.¹

¹ <https://www.icao.int/Meetings/FutureOfAviation/Pages/default.aspx>

2.1.2 Despite significant advancements in the aviation industry, we still observe a limited participation of underrepresented groups in the workforce, particularly women and low-income individuals. In Brazil, women are only 3% of the licensed pilots, as well as 3% of maintenance mechanics.

2.1.3 Key challenges include:

- **Income Inequality:** Approximately 80% of Brazilians households have a monthly per capita income of R\$ 2,014 (approximately USD 400) or less.
- **High Training Costs:** In Brazil, becoming a commercial pilot can cost up to R\$ 165,000 (approximately USD 33,000), creating significant financial barriers for most aspiring professionals.
- **Untapped demographic potential:** While women represent 51% of the population in Brazil, they account for only 3.2% of pilots and 3.3% of aircraft maintenance mechanics, reflecting systemic gender disparities that result in a waste of talent, limiting workforce diversity, innovation, and long-term growth in the aviation sector.

2.1.4 A sustainable and diverse workforce is essential not only for aviation safety and industry growth but also for fostering innovation and ensuring resilience in the face of global challenges. Civil aviation authorities must consider the current challenges in attracting and developing new talent to ensure a steady supply of qualified professionals. By promoting diversity, training, and inclusion, they can prevent labor shortages, drive innovation, and maintain a safe and efficient sector.

2.2 **Objectives and Governance of 'Wings for All'**

2.2.1 The 'Wings for All' program is designed to:

- Promote a respectful and inclusive culture and eliminate discriminatory practices in aviation.
- Increase the participation of women and low-income individuals in the aviation workforce.
- Develop initiatives to expand the pool of qualified aviation professionals.
- Strengthen the aeronautical training network.
- Improve the level of service to passengers.
- Foster education and inspire future generations to consider careers in civil aviation.

2.2.2 The program consists of a portfolio of several projects, divided under three interconnecting branches (subprograms): (i) women in aviation; (ii) inclusion and diversity; (iii) training and development.

2.2.3 Each project has a project manager, a designated team, a schedule of completion, and targeted goals. "The portfolio of projects is overseen by the respective Branch Manager, who is a senior Head of Department at the Agency.

2.2.4 Finally, an executive committee composed of all Branch Managers and led by the Head of the Governance Department ensures cohesion and coordination across the program's initiatives.

2.3 **Key Initiatives**

2.3.1 Some of the key initiatives that were launched in 2024 include:

- Bursaries for Pilots and Maintenance Professionals: Scholarships for low-income individuals to become pilots and aircraft maintenance mechanics, selected through an isonomic process. 50% of the spots were reserved for women, signalling to female candidates the existence of equitable access.
- Mentorship Program: A mentorship initiative targeting Anac's staff to prepare women for leadership roles.
- Events showcasing female role models: Screenings of the Canadian documentary 'Only Up' and debates with industry professionals to inspire young women to join aviation careers.
- Training Programs: Inclusive and anti-discriminatory customer service online training, offered freely by Anac and catered to aviation professionals; Digital accessibility and inclusive communication workshops to promote accessibility; online diversity training available for all Anac's staff.
- Accessibility Awards: Annual recognition of airlines and airports implementing exemplary innovation in accessibility practices.
- Youth Engagement: Projects such as 'Developing Wings' and 'Wings of History' aim to educate children and young people about careers in aviation and promote visitations to airport facilities.
- Cooperation: Agreements between governmental bodies and the Agency, and between the Agency and the private sector to work jointly with the promotion of these initiatives and others aligned with the objectives of the Program.
- Partnership with Public Universities in researching the issue of gender inclusion in civil aviation: Research Project “women in aviation”, aiming to research the issue of underrepresentation of women in aviation, promote comparative public policy analysis and propose a roadmap for fostering gender inclusion in the field.

3. **Conclusion and suggested action**

3.1.1 The 'Wings for All' program exemplifies how targeted initiatives can address systemic barriers in civil aviation. Promoting a more inclusive and equitable industry is crucial to preventing talent waste and ensuring the sustainable growth of aviation. By fostering cooperation and sharing best practices, the SAM Region can lead the way in making aviation a truly diverse and inclusive industry, ensuring the necessary supply of highly trained professionals necessary for the development of the industry, and setting a precedent for global adoption.

3.2 Hence, the RAAC18 Meeting is invited to:

- a) Explore regional cooperation opportunities to enhance diversity and inclusivity across the SAM Region.
- b) Disseminate information about the 'Wings for All' program via ICAO channels to inspire global action.
- c) Encourage Member States to adopt similar initiatives tailored to their local contexts.