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#GlobalAviationGenderSummit



Compilation of Best Practices and Experiences in Enhancing Gender Equality in Aviation

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STATES

ALBANIA

Data Gathering	<p>The State of Albania, through the Ministry of Infrastructure and Energy as well as the Institute of Statistics, regularly gathers data on women empowerment, the number of female appointment and the level of the position occupied by women within the industry.</p> <p>From this data collection has emerged the fact that 68% of employees in the Albanian Civil Aviation Authority are women, and 6 departments out of 8 have females in leadership roles.</p>
Initiatives	To continue promoting gender equality in aviation, Albania is currently raising awareness through social media campaigns.
Targets and Potential Obligations	Generally speaking, the promotion of gender equality and women empowerment has been deemed a priority by the Albanian government. At the government level, 70% of cabinet Ministers are women.
Promoting Career Opportunities	The State has prioritized promoting career opportunities in aviation for young women and girls, with dedicated campaigns at the national level. There are policies in place, both at the national level and within the Civil Aviation Authority, to promote access for young women and girls to highly technical skills applicable in the aviation sector. Partnerships with the education sector exist, primarily through national programs offering internships across various levels of administration and public service. Women who have achieved success in aviation are mobilized as role models, with the Minister of Infrastructure and Energy, herself serving as an advocate and public example of women's empowerment. She has a civil aviation background and holds top-level positions in the government, currently serving as the vice Prime Minister of the State of Albania.

ANGOLA

Data Gathering	The Civil Aviation Authority of Angola is currently gathering data throughout the aviation sector through a questionnaire that was sent out to stakeholders within the industry. What emerges from Angola's experience is the challenges associated with time management and being able to gather the necessary responses.
Initiatives	To promote gender equality and women empowerment in the aviation sector, the State of Angola has established milestone programs and policies under United Nations Security Council Resolution 1325. These initiatives, which involve partnerships with aviation stakeholders, are seeking to ensure access to inclusive, quality and equitable education as well as promoting equal opportunities between men and women.
Targets and Potential Obligations	As part of the General Strategic Objectives, established by Presidential Decree No. 143/17, quantitative targets have been set out to promote gender equality and

	<p>women’s empowerment. Furthermore, it has been decided by the National Authority of Civil Aviation (ANAC) to implement, as part of ANAC’s Action Plan 2023-2028, Resolution A41-26 adopted by ICAO during the 41st Assembly.</p> <p>The Angolan State in general has also established policies and programs to achieve the 50% objective of gender inclusion at all levels. Regarding the promotion and nomination of women in management and leadership positions, in consultative and representative organs of the government, the State has declared a goal of 40% in three years.</p>
Promoting Career Opportunities	<p>As part of ANAC’s strategic objectives, programs, and projects will be created to encourage gender equality in aviation careers. The promotion of career opportunities is also led through the signing of a Memorandum of Understanding with the National Institute of Scholarship Management (INAGBE) and Universities. To help support ANAC, women ‘role models’ who have already succeeded in aviation, will be partners and play the role of lecturers in implementing future programs and projects.</p>
ARGENTINA	
Data Gathering	<p>The State of Argentina gathers data at the government level on a monthly basis. The data collection mechanisms put in place entail interaction with all state aviation organizations. As this mechanism entails the collaboration of different areas to complete the information, some delays can sometimes occur during the collection.</p> <p>Based on the data that has been collected by the National Civil Aviation Administration (ANAC), women make up 71,9% of the workforce at ANAC, 42% of Hierarchical positions, and 100% of frontline hierarchical positions. Regarding the Argentinian aviation sector in general, women make up 34,5% of the workforce of the sector, 24% of the hierarchical positions in the sector, and 21% of the frontline hierarchical positions in the sector</p>
Initiatives	<p>The Argentinian State has implemented several initiatives in collaboration with aviation stakeholders to promote gender equality and empower women. These initiatives include the establishment of a guidance team composed of professionals who work internally to promote gender equality and opportunities, address workplace violence, and provide training and prevention measures. Additionally, various authorities in the aviation sector have committed to an inter-institutional agreement to prevent and eradicate violence, fostering a work culture based on respect and dignity. A significant milestone was reached with the signing of the Interinstitutional Framework Agreement, leading to the creation of the Aeronautical Gender and Diversity Round Table. This agreement involves the aviation sector authorities, organizations, and companies' gender and equality teams, aiming to plan joint strategies and actions to promote and empower women and diverse individuals in operational and managerial roles in the aviation and airport sector. Breastfeeding areas have been established in the ANAC Central Headquarters, offering a comfortable and private space for individuals to express and store milk, allowing them to continue their workday if desired. Moreover, the Argentinian State has demonstrated compliance with labor quotas for transgender individuals in accordance with the law, resulting in the incorporation of two</p>

	transgender workers into the organization. The Ministry of Women, Genders, and Diversity of the Nation has played a significant role in providing sensitization activities and follow-up support through the Orientation Team and the Training and Personnel Evaluation Department. These initiatives collectively work towards creating an inclusive aviation sector with equal opportunities for all.
Targets and Potential Obligations	Regarding quantitative targets, and more specifically aspirational goals and initiatives championed by the industry such as the 25by2025 initiative led by the International Air Transport Association (IATA), the State of Argentina suggests that promotion could be done through internal calls by the personnel selection areas and ensure the necessary mechanisms to provide specific training on the subject. Another possibility would be to emphasize leadership operational positions.
Main Obstacles	The main obstacles that Argentina has identified is that the aviation sector, in spite of the progress, remains a male-dominated environment, where decision-making and leadership positions are mainly occupied by men. To remedy that, it has been suggested that joint strategies could be developed among the organizations in the sector to establish formal mechanisms for the implementation of public policies aimed at incorporating women leaders in aviation in a coordinated manner.

AUSTRIA

Data Gathering	Data on women's empowerment in the aviation sector is collected at the government level, by the Austrian Federal Ministry for Climate Action, Environment, Energy, Mobility, Innovation, and Technology. To facilitate data exchange and collaboration, regular exchanges is planned to be established between the ministry and the Civil Aviation Authority within the ministry. Additionally, a new Austrian aviation strategy has been published, with a focus on promoting job attractiveness, developing and recognizing diverse job profiles, and ensuring gender equality. The implementation of this strategy will involve close cooperation with aviation stakeholders and social partners. Austria has identified obtaining data from the private sector as a significant challenge due to the broad scope of the aviation industry, which includes various entities such as manufacturers, airlines, airports, authorities, and ground handling service providers. Clarifying the specific data required to achieve strategic goals is essential in addressing this challenge.
Initiatives	On the government level, a general law (not specific to aviation) on equal treatment in the public sector has been passed. Based on this law, an action plan for the promotion of women, which foresees an increase in the proportion of women (50%) through measures regarding staff, life-work balance and education/training, has been established.
Promoting Career Opportunities	Regarding the promotion of career opportunities in aviation to young women and girls, the Austrian Ministry as well as Austrocontrol, are regularly inviting young women and girls to 'girls' day' events, where they learn about the possibilities available in the transport and aviation sector. The focus has particularly been put on young girls between the ages of 6 to 10 years old.

BRAZIL	
Initiatives	To promote gender equality and women empowerment in the aviation sector, the State of Brazil has considered extremely competitive positions in bidding as well as guarantee suitable installations and uniforms.
Targets and Potential Obligations	Regarding mechanisms that could support the advancement of gender equality in aviation, the Brazilian State, through the Department of Airspace Control (DECEA) has suggested that the sector and human and financial resources should be mobilized; policies and programs to promote gender equality in aviation to the civil society should be developed; goals, objectives, and actions for the 50/50 balance must be established; as well as fulfill international and national recommendations regarding gender equality.
Promoting Career Opportunities	To support the promotion of career opportunities and encourage young women and girls, ‘role models’ have been mobilized through various events: The twenty years celebration of the first women Air Traffic Controllers accepted in the Brazilian Air Force, in the magazine AeroEspaço; “Pioneer women occupying news spaces in the Brazilian Air Force” that tells the story of a woman from la Mayor who became the first woman to command an operative military unit of the Brazilian Air Force (article on the internet); celebration of International Women’s Day; article and video that highlight the routines of military women in different positions, including Air Traffic Controller (published on the internet); An “Inspiring Women” event, organized by DECEA for International Women’s Day 2023.
Main Obstacles	The main obstacles that DECEA has identified are the lack of gender equality and women empowerment policies, the lack of a sector responsible for gender equality as well as the lack of space to work on gender and women empowerment. DECEA believes that having a department or sector responsible for gender equality could help develop more gender equality and women empowerment policies within DECEA.
CANADA	
Data Gathering	Any data regarding women’s empowerment in Canada is being collected within Transport Canada’s Civil Aviation directorate, where there is a licensing database that captures identification (male/female) for pilots and aircraft maintenance engineers (AME). As all applicants for a pilot’s license or an AME license in Canada will have to interact with Transport Canada, this allows for interaction with different aviation stakeholders. As of November 30, 2022, there were 484 active female AME license-holders in Canada versus 15 038 males. The challenges that Canada has faced with this system are linked to the fact that the current system is only able to track male and female identities and would need to be updated to reflect gender identities beyond a person’s assigned sex at birth.
Initiatives	While no specific aviation-related initiatives currently exist, the Department for Women and Gender Equality of the Government of Canada applies a disciplined

	<p>Gender-Based Analysis Plus (GBA+) framework to review to identify and advance ways to overcome systemic barriers and enhance equitable opportunities for diverse population groups based on sex, gender, and other intersecting identity factors.</p> <p>To encourage female participation in aviation and STEM-related fields, Transport Canada is committed to supporting Canada’s commitment to the Goals of the UN 2030 Agenda for Sustainable. The Department for Women and Gender Equality is planning on working to promote increased participation in the aviation industry in general.</p> <p>To support regional organizations that promote awareness and participation of women in the aviation and aerospace industries, the Government of Canada may provide grants of funding. Some of the organizations that have received help from the Government are: Elevate Aviation, Northern Lights Aero Foundation, Women in Aerospace Canada and the Achieve Anything Foundation.</p> <p>At the regional level, Transport Canada also supports and participates in events, in which diverse aviation stakeholders are involved, that promote aviation to females and underrepresented groups.</p> <p>By participating in these events, and through the initiatives already put in place, Transport Canada is hoping to promote the inclusion of women in leadership roles and their empowerment in the industry. The Department strives to remove gender biases and promote within the Civil Aviation Authority based on merit rather than meeting a quota for employment equity groups.</p>
<p>Targets and Potential Obligations</p>	<p>Regarding mechanisms that could be envisaged in order to advance gender equality in aviation suggestions from Transport Canada include the promotion of education as a key element. Transport Canada believes it’s important to normalize the idea of a barrier-free career and when this and trade are introduced at an earlier age, it could encourage more women to pursue positions in traditionally male-dominated industries, like aviation. This is one mechanism that would not exclude any sex or gender, but would rather be an inclusive space based where men and women are trained and hired based on merit.</p> <p>This also can be linked with the ideas shared by Transport Canada on how to promote aspiration goals and initiatives such as IATA’s 25by2025. Transport Canada believes that the subject matter should be presented in a way that is engaging, inclusive, sustainable, and accessible to all, which would then encourage a more diverse distribution represented across all levels of the industry.</p>
<p>Promoting Career Opportunities</p>	<p>In terms of promoting opportunities to young women and girls, the Government of Canada has a Co-Op student program, along with a Federal Student Work Experience Program (FSWEP).</p> <p>Transport Canada also encourages and enables women to be ‘role models’ through participation in gender and diversity events, promotional activities, airshows, and internally within the organization. Transport Canada shared that many women in technical, operational, and senior positions have been known to</p>

	mentor and coach other female employees who wish to establish a career in aviation.
Main Obstacles	<p>Transport Canada has identified two main challenges to the empowerment of women. The first one is that there is a conventional view from a relatively young age that one should attend university, followed by securing a job relevant to the field of study, which narrows the scope of possibilities as often aviation is not something that is widely discussed in a classroom. This can lead to an unconscious bias that a career in aviation is neither viable nor successful. The second challenge mentioned by Canada is accessibility. Due to financial constraints, this limits the number of people who can access the appropriate specialized training.</p> <p>The solution that has been proposed by Transport Canada is promotion and education awareness, as well as continued assessment and revision of policy, legislation, and regulation to identify where these instruments may present gender challenges but have no basis in addressing safety or security concerns.</p> <p>Regarding accessibility, scholarships, grants, and awards could remove some of the financial burden on women.</p>
CHILE	
Data Gathering	<p>The Chilean Civil Aviation Authority gathers data on licenses, with one of the classifications being gender, and on the presence of women in operational areas within the Aviation Authority. The data is gathered through the information collected during the license renewal process, which is updated daily, and the yearly monitoring of the presence of women in operation positions. Based on the data collected, between 2017 and 2021, there has been a 0.9% growth in the number of women renewing pilot or crew licenses. In terms of women working in operational areas of the Aviation Authority, between 2013 and 2021, in meteorology the numbers went from 20.3% representation to 31.1%; amongst air traffic controllers, the representation went from 26.9% to 32.4%, and amongst firefighters and rescue from 3.8% to 7.4%.</p> <p>As shared by Chile, one of the challenges that emerge from these methods is the lack of integration of the information between the Aviation Authority and the industry.</p>
Initiatives	<p>A new project of a round table is being implemented by the Aviation Authority. This round table will reunite different actors to elaborate an Institution Policy on Gender and Non-Discriminatory Language which will seek to reduce gaps by incorporating a gender perspective based on the Gender Equity Measures performance indicator.</p> <p>Consideration is also given by Chile to establishing and developing activities that enhance dialogue with women who currently hold leadership positions in the industry.</p>

<p>Targets and Potential Obligations</p>	<p>In order to advance gender equality in aviation, Chile believes that mechanisms should initially focus on collecting data based on geographical area, country, profession, and current position held as well as how did they enter the aviation industry. One important goal that could be set would be to establish more active communication channels with organizations that already have developed these initiatives and to promote more specific work aimed at understanding these approaches.</p>
<p>Promoting Career Opportunities</p>	<p>While not aviation-focused, the Chilean Government, through the Ministry of Women and Gender Equality, has an Agenda for Gender 2023-2026 with strategic definitions. Some activities are also carried out by the Aeronautical Technical School which promotes technical and professional careers. The partnership that has been established with the education sector focuses on opening spaces of interaction with diverse educational entities, to be able to reach the target audience, which is “Adolescents” who are soon to define their professional aspirations. To further inspire young women and girls the Chilean Government is promoting and commemorating the valuable contribution of Chilean women, such as Margot Duhalde, the first woman to pilot warplanes.</p>
<p>Main Obstacles</p>	<p>The main obstacles that have been highlighted by Chile are the dual role of women with the difficulties of finding a work-life balance and the prejudices that come from the employer regarding their work performances. A solution to these obstacles would be to train and raise awareness among leaders, employers and decision-makers regarding gender equality as part of a process of cultural change but also to establish more flexible working arrangements that allow for the combination of roles, promoting goal-oriented work rather than rigid adherence to work hours.</p>
<p>COSTA RICA</p>	
<p>Data Gathering</p>	<p>The General Directorate of Civil Aviation of Costa Rica collects data through human resources payroll information. More data is also collected by the National Institute of Statistics and Censuses (INEC) which generates non-aviation-specific data on women and the labor sector. As of now, the Gender Commission does not have access to information specific to the industry. One of the challenges that has been mentioned by the Gender Commission of the General Directorate of Civil Aviation is the issue of time limitations. To generate research processes that include the systematization and analysis of the situation and condition of women in the aeronautical field, the Commission requires at least 1/4 of effective time on gender.</p> <p>In Costa Rica, gender gaps are not linked to salary, as hiring is done through a Job Manual that establishes and defines salary scales by class and function, but in terms of access to positions of power since a majority of them are held by men.</p>

Initiatives	Generally speaking, the State of Costa Rica has implemented numerous laws and policies to help create a society with equal access for men and women, and to reduce gender gaps and any type of discrimination and violence. The Gender Commission of the DGAC has a work plan that includes the creation of regulations on Sexual and Labour Harassment and is also planning to have training and awareness-raising on gender issues.
Targets and Potential Obligations	Costa Rica hopes to encourage the industry align with all policies and practices recommended by the National Institute for Women (INAMU) and the Government of Costa Rica regarding gender equality. Costa Rica also believes that recommendations should be generated by ICAO, that facilitate awareness of the need for a sector that allows equal opportunities in equal conditions. In Costa Rica, creation of a gender unit within the DGAC, with full-time staff and assigned budget is needed and would allow for the institutionalization of a gender perspective. The importance of strengthening alliances with the industry has also been highlighted.
Promoting Career Opportunities	The Costa Rican Government has established specific programs to facilitate entry for women into traditionally male-dominated areas, educational and training programs, such as Breaking Stereotypes program of the National Learning Institute (INA). In Costa Rica there is no significant demand for government institutions to establish educational programs in the aeronautical field; this area has been left to the private sector.
Main Obstacles	According to Costa Rica, the main obstacle to the empowerment of women is the gender stereotypes regarding professions and the exercise of power, which refers to the limited access to information and gender biases in recruitment, and the lack of statistical data that allows the analysis of women in the aeronautical field and that shows the gender gaps in the sector.
CUBA	
Data Gathering	Data is being gathered, at minimum, on a biannual basis, on a Ministry level, Regulatory Authority Level (Civil Aviation Institute of Cuba), and private sector level by Cuba on the percentage of women in the different positions in each organization. Data is also gathered from different companies in the aviation sector, with information regarding the level of education, age, ethnicity, etc. Women make up 53% of the workers at the Civil Aviation Institute of Cuba, including 35% of directors.
Targets and Potential Obligations	Quantitative targets have been set out in Cuba at the national level through the <i>Programa Nacional para el Adelanto de las Mujeres</i> – National Programme for the Advancement of Women – approved by Presidential Decree No. 198/2021. Each entity related to the aviation sector has to include these targets in its own plans, under the instruction of the Ministry of Transport. In the case of the Civil

	Aviation Institute of Cuba, the goal of 25% by 2023 has already been reached in executive and technical positions.
Promoting Career Opportunities	To promote career opportunities to young girls, Cuba has implemented a ‘circle of interest’ (círculo de interés) on aviation where, following a schedule, secondary and primary schools take turns. For young women, agreements on collaboration were created between training centers from the transport system, the Ministry of Education, and the Ministry of Higher Education.
Main Obstacles	Cuba believes that one of the obstacles to women empowerment is the difficulty of finding a life-work balance.

DENMARK

Data Gathering	Denmark gathers data through Statistic Denmark on a yearly basis, particularly on gender diversity within different parts of the aviation sector, such as air transport, and production, as well as gender diversity within management positions for these respective parts of the aviation sector.
Initiatives	Gender equality is promoted within the aviation sector by order 1147 2020, which promotes gender equality and ensures equal treatment of, and opportunities for, men and women in Denmark. Gender equality is also promoted internally at the Danish Civil Aviation Authority, with an ambition of, at least, a 40/60 gender representation within management positions.
Targets and Potential Obligations	The Danish Confederation of Industry has put in place a Gender Diversity Pledge which includes a 40/60 gender diversity target. Several major companies within the aviation sector have signed the pledge, including Copenhagen Airport and Scandinavian Airlines.
Promoting Career Opportunities	Several initiatives have been launched by social partners (industry, trade unions, academia), without the involvement of Danish Civil Aviation Authority, to promote career opportunities. These initiatives evoked by Denmark do not only cover the aviation sector, but can promote technical formations and STEM education in general to girls and women which, in turn, is expected to bring a greater and more diverse talent pool for aviation specifically. The work of the independent organization Boss Ladies, which promotes women who have succeeded within technical vocation which are usually dominated by men, is also noteworthy.

DOMINICAN REPUBLIC

Data Gathering	The Dominican Republic gathers gender disaggregated data annually, from institutions of the aviation sector. Statistical analysis is also carried out based on the database of licenses issued by the Dominican Institute of Civil Aviation
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	<p>(IDAC) to measure the annual growth of representation of women and men. The challenge that has been highlighted by the Dominican Republic is that the data normally presented by institutions in the sector only takes into account the number of men and women without criteria for measuring other indicators with quality and depth.</p> <p>The Dominican Republic is also planning to carry out its first study on gender in aviation this year, which will include all the industries of the sector.</p>
<p>Initiatives</p>	<p>At the National level, the Dominican State has a Ministry of Women which is responsible for establishing standards and coordinating the implementation of inter-institutional and sectoral policies, plans, and programs to achieve gender equality and equity and the full exercise of women's citizenship. In 2019, a resolution was adopted that ordered the creation of gender equality units in the public sector. Since 2021, the IDAC has a gender equity coordination that develops, works on, and contributes to the gender equity of the aeronautical sector. IDAC has an annual gender equity program that sensitizes the private sector with different activities that promote the inclusion of women in aviation. IDAC is also working internally to change stereotypes that limit women to mid-level and caregiving positions, and instead promote technical, managerial, and decision-making roles for women. Some of these paradigms have already been challenged by appointing the first woman to lead the Navigation Department in 2020 and having five women in top-level positions within the institution.</p> <p>The initiatives adopted by the Dominican Republic also involve partnerships with aviation stakeholders, such as the <i>Fundación de Mujeres Dominicanas en la Aviación a la Empresa Aeropuertos Dominicanos</i> – Women's Foundation for Aviation in the Dominican Republic to Aeropuertos Dominicanos company – (AERODOM), Academia Superior de Ciencias Aeronáuticas (ASCA), and we are raising awareness in colleges, schools, and universities, as well as activities open to the public.</p>
<p>Targets and Potential Obligations</p>	<p>The Dominican Republic believes that continuing to work on the implementation of best practices and action plans will give impulse to equal opportunities to men and women. It also places importance on creating opportunities for promoting work-life balance, noting that this is the main reason behind quitting.</p> <p>Scholarships and long-term career plans for women is also important goals as they could help to create a favorable environment for women's participation in the sector.</p>
<p>Promoting Career Opportunities</p>	<p>The Dominican Republic is currently working on promoting opportunities for young women and girls. Through the program ‘‘Women’s Empowerment in the Aeronautical Sector’’ they have reached 400 girls, providing them with successful female role models in the aviation industry. An agreement was also signed with the Ministry of Youth that promotes women's participation by granting scholarships where the Ministry of Youth covers 50% of the higher technical</p>

	<p>education costs, and the IDAC, through the Superior Academy of Aeronautical Sciences (ASCA), covers the remaining 50%.</p> <p>Promotion is also done through the mobilization of successful female role models in the aeronautical sector, particularly in schools and colleges. Some of these role models include Claudia Beatriz Roa Ochoa, Soledad Pérez Gautier the first female helicopter pilot, Clara Fernández was the first woman to work in the Radar system, Colonel pilot Maria Tejada Quintana, the first combat pilot in the Dominican Republic and the first woman Commander of the Air Training Squadron of the Dominican Air Force, María Vitiello, the first female Flight Attendant</p>
Main Obstacles	<p>The Dominican Republic has highlighted that the obstacles to women accessing the widest possible range of career opportunities generally come once young women have finished their studies and are ready to enter the workforce. This is the moment where they face strong expressions of discrimination and biases that need to be overcome. To remedy that the Dominican Republic proposes to continue working on empowering women and incentivizing them so that they prepare from a young age, in addition to promoting the role and abilities of women in the aviation sector.</p>
EL SALVADOR	
Data Gathering	<p>The Salvadoran Institute for Women's Development (the leading institution in Public Policies for Substantive Equality) conducts censuses through the Statistics and Monitoring System for Equality (SEMI) in coordination with DIGESTYC. Data is gathered through the annual monitoring of the indicators of the National Plan for Equality, National Gender Indicators System, and other related data and statistics. Data in El Salvador is currently collected every three to ten years.</p> <p>Based on the most recent data shared by El Salvador, in the organizational structure of the Civil Aviation Authority, 45% of the leadership positions are held by women.</p>
Initiatives	<p>El Salvador is currently developing a gender Implementation Plan and Agreement between the Civil Aviation Authority and the Salvadoran Institute for the Development of Women. The objective of this Implementation Plan will be to promote gender equality in aviation, conduct an official census to collect data, manage percentages of women employed within the industry, create a communications channel, and establish procedures for preventing gender-based violence.</p>
Targets and Potential Obligations	<p>In March 2021, as part of a government initiative to promote gender equality, it was announced that a Technical Standard on gender equality seal would be developed, promoted by the International Organization for Standardization (ISO), as well as methodologies developed and evaluated by the UNDP, and promoted in the country by the Salvadoran Standardization Organization (OSN).</p>

Promoting Career Opportunities	The Salvadoran Government is aware of the need to create opportunities for young girls and women and therefore has developed the Policy of Gender Equity and Equality through the Ministry of Education. This Policy aims to address the gender divide in the choice of fields of study in secondary education, supporting girls to pursue technical areas that respond to the context of labor market demand, productivity, and profitability, free of sexist stereotypes, especially offering greater opportunities for women. The coordination between the Ministry of Education and educational centers has led to the development of a Technical Baccalaureate in Aeronautical Maintenance.
Main Obstacles	The main challenges highlighted by El Salvador are mostly linked to gender stereotypes regarding certain professions and the exercise of power. El Salvador has evoked a lack of access to information for women regarding technical and aviation-related studies but also the gender bias that still persists throughout Human Resources departments. Another element that has been mentioned is the lack of statistical data that shows the gender gap and allows the analysis of women in the aviation field.
ESWATINI	
Data Gathering	Gender disaggregated data is gathered at the industry level for licensed personnel. Eswatini noted the challenges emanating from the absence of a framework/policy determining what data needs to be collected, and also the fact that currently, data is collected manually allowing for human error.
Initiatives	As part of the National Gender Policy and Strategy, an initiative is being developed around women in STEM which will directly impact the aviation sector.
FINLAND	
Data Gathering	In Finland gender-disaggregated data can be extracted from licensing information, which is updated daily, and Statistics Finland also has some data on female empowerment in air transport.
Main Obstacles	The main challenge highlighted by Finland is the fact that aviation remains a male-dominated domain.
FRANCE	
Data Gathering	In France, workplace empowerment is not considered relevant as access to employment is legally guaranteed for both men and women under the principle of equality. The government collects data on the status of women in the aviation sector through public entities such as DARES and INSEE, as well as private sector surveys. Employers' trade unions such as GIFAS (for the aeronautical sector) and FNAM (for the aviation sector), along with the administration, produce annual reports that include data by gender in the sector. These reports show that 39.2% of aviation sector employees are women, with a drop in the proportion of women in air transport between 2018 and 2020. Women are overrepresented in commercial cabin crew (two out of three employees), while being underrepresented in technical cabin crew, qualified maintenance mechanics (6% of employees), and qualified

	<p>warehouse workers and forklift drivers (4% of employees) areas. The sector reports are accessible on the websites of GIFAS and FNAM and are compiled with data provided by participating companies. National and interprofessional organizations like URSSAF, Pôle emploi, and DARES also publish employment-related data, with DARES utilizing surveys, administrative sources, and website data extraction. The data collection involves interaction between the public and private sectors. The sector reports and internal collections within the administration are updated annually.. According to the latest FNAM sector report, the percentage of women in qualified maintenance mechanics professions has risen to 6%, and for technical cabin crew, representation of women has been 7% since 2013 (data as of December 31, 2019).</p>
<p>Initiatives</p>	<p>In France, various initiatives have been launched to promote gender equality and women's empowerment in the aviation sector. The Directorate General of Civil Aviation (DGAC) supports promotional campaigns to address labor shortages in specific professional categories. These campaigns aim to raise awareness among women by engaging with educational establishments, supporting relevant associations, and participating in events like the Paris Air Show. The Ecole nationale de l'aviation civile (ENAC) has developed a three-year plan of action for gender equality, focusing on training, equal access to decision-making positions, equal pay, work-life balance, and prevention of discrimination and harassment. The Air and Space Force has implemented a diversity plan and the representation of women has increased to 24% across all specialties. Associations such as "Elles bougent," the French Association of Women Pilots (AFFP), and the "Label Féminisons" initiative by the association "Airemploi" also contribute to promoting gender diversity in the aviation sector. These initiatives aim to combat gender stereotypes, inform young girls about career opportunities, reinforce the attractiveness of the sector, and inspire vocation among young girls. The initiatives involve the promotion of women in decision-making and leadership roles, and they often include organizing regular events, workshops, and awareness-raising opportunities. The DGAC, ENAC, and Ministry of Transport are actively involved in these initiatives, collaborating with associations and participating in collective efforts for women's advancement. The broader national and interprofessional efforts in France emphasize gender equality and the feminization of professions through various activities and collaborations. The GIFAS, representing manufacturers in France, has also strengthened its actions to promote gender diversity through partnerships, charters, and participation in initiatives such as "Let's feminize the professions of the aeronautical and spatial sector."</p>
<p>Targets and Potential Obligations</p>	<p>In France, there are quantitative targets and obligations in place at the national level to promote gender equality and women's empowerment. Companies with at least 50 employees are required to collect data and publish their index on professional equality between men and women annually. Administrations also have an obligation to nominate and promote employees to decision-making positions in a balanced manner, with a target of 40% (soon to be 50%) of women in primo-nominations. Some of the aviation sector stakeholders in France have also set quantitative targets on gender equality in their respective fields.</p> <p>To advance gender equality in aviation and align with the Assembly Resolution A41-26 and the goal of achieving a 50-50 gender balance by 2030, several mechanisms can be considered. Continuation and reinforcement of initiatives that promote access for girls to all professions, especially technical and scientific ones, is crucial. Actions starting from an early age in schools should be sustained to</p>

	<p>prevent self-censorship among young women. Awareness-raising programs and efforts to promote women's representation in the aviation sector should continue. It is worth noting that women already make up 40% of the workforce in the aviation sector in France (data from 2020-2021).</p>
Promoting Career Opportunities	<p>Both the French Government and the industry have taken initiatives to promote career opportunities in aviation to young women and girls. National policies are in place to promote science and technical professions to young women and girls, including those that would be relevant to the aviation sector. These initiatives involve partnerships with the education sector. Equality between girls and boys is a fundamental principle in the education system, aiming to create a supportive and violence-free environment, fostering diversity and equality in career choices.</p> <p>Women who have succeeded in aviation are indeed mobilized as "role models." Associations like "Elles bougent" connect successful women engineers, technicians, and professionals with students. These sponsors, who come from various sectors such as aeronautics, automobiles, energy, railways, and maritime, share their experiences and passion for their respective fields. Through their testimonies and interactions, they help young women make informed career choices, inspiring them to consider scientific and technical professions without hesitation.</p>
Main Obstacles	<p>The main obstacles identified by France include limited awareness of aviation professions, lack of role models, and challenges in higher education and employment in technical fields. To overcome these obstacles, efforts should focus on communication, challenging stereotypes, and promoting aviation professions to young women. Providing role models, social and financial support, and addressing obstacles related to employment, sexism, and career development are equally important. Continued information sharing, collaboration among different actors in the sector, and initiatives related to higher education, such as those led by the ENAC and the association "Elles bougent," can help attract female students to scientific and technical fields. Additionally, supporting childcare and improving transportation access to airports can facilitate women's participation in aviation careers.</p>
GHANA	
Data Gathering	<p>The Civil Aviation of Ghana has started collecting data on women in the aviation sector and has reached out to various companies and organizations to request them to provide data on women in their respective departments.</p>
Targets and Potential Obligations	<p>Ghana believes that States should see the aviation sector as one of their priority areas, investing in women through training and developing leadership programs.</p>
Main Obstacles	<p>The main challenges highlighted by Ghana include the lack of policies and funding which could be resolved in parts by establishing clear policies backed by the Government.</p>
GUYANA	
Data Gathering	<p>The Guyana Civil Aviation Authority (GCAA) gathers data on women's empowerment in the aviation sector, focusing on various aspects such as the number of women employed by the government, women in decision-making</p>

	positions, training opportunities, and emoluments. The data is collected and analyzed by the GCAA's Human Resource Department through electronic bio data forms, training records, and staff appraisals. However, there is no formal mechanism in place to gather data from the industry stakeholders. The GCAA's HR Department collects data on behalf of the government, and information on female license holders and their ratings can be obtained from the Personnel Licensing Department. The data is updated annually for the GCAA and during license renewals for the industry. While there are no challenges in collecting data on the number of women employed by the GCAA, challenges may arise in collecting data related to emoluments in the industry. As for insights from the data already gathered, the percentage of women in senior management roles in the government/regulator is 24%, while the percentages of women employed as engineers, airline pilots, and air traffic controllers in the industry are 12%, 13.6%, and 23.4% respectively.
Initiatives	Events around the promotion of gender equality and women empowerment in the aviation sector generally coincide with Women in Aviation Week and International Women's Day. These events in Guyana are usually organized around an award ceremony and dinner/cocktail or a simple coffee morning to celebrate the number of women who broke and continue to break gender barriers within their respective disciplines. These events are generally a collaborative effort between the industry and the GCAA.
Promoting Career Opportunities	To promote career opportunities, the GCAA has participated in career days initiatives at the University of Guyana and in high schools. Although this initiative does not exclusively focus on a particular gender, young women and girls are often encouraged to consider a career within the sector. In addition to the career day fairs, the University of Guyana in 2019 partnered with the GCAA to introduce a Diploma/Degree Programme in Aviation Management where twenty percent (20%) of the graduating class were females.
Main Obstacles	The main challenge highlighted by Guyana is the lack of information about the aviation sector which is often limited to becoming a pilot. Finances are also an issue, with the cost of training being exorbitant and the lack of scholarship programmes. To address these challenges, Guyana proposes to partner with the media (press/television/social) to create infomercials to build awareness and generate interest in the aviation sector, organize countrywide workshops and outreaches, as based on feedback from career day fairs, there is little knowledge about the range of careers within the industry. Guyana also proposes to partner with other Ministries and relevant stakeholders to offer scholarship programs to women who are qualified and interested in the technical field.
HONDURAS	
Data Gathering	Honduras conducts yearly census of technical and administrative female employees at the government level.

Initiatives	=Arrangements have been made by the Honduran Agency of Civil Aviation (AHAC) to hire technical personnel in order to strengthen these areas, giving priority to female candidates. The gender equity unit has been created within the institution with the aim of creating programs to encourage the work of women in AHAC. Female personnel have been appointed to key decision-making and executive positions, many of these positions for the first time in the history of the aviation authority, such as the administrative sub-management among other areas.
Targets and Potential Obligations	Honduras has implemented quantitative targets and obligations to promote gender equality and women's empowerment in the aviation sector. An ongoing administrative and financial reorganization aims to ensure equity in key decision-making positions between men and women, while also ensuring equal pay for female personnel performing the same work as male personnel. In line with this, the aviation sector has included these targets in its annual operational plan. To advance gender equality in aviation and align with the ICAO Assembly Resolution A41-26 and the aspirational goal of achieving 50-50 gender representation by 2030, several mechanisms could be envisaged, including trainings, salary improvements, and recognition of female personnel. Aspirational goals and industry initiatives such as IATA's 25by2025 can be promoted by fostering partnerships that encourage women's participation in positions predominantly assigned to men, particularly in technical leadership roles.
Promoting Career Opportunities	The State and industry have undertaken initiatives to promote career opportunities in aviation to young women and girls, recognizing the historically male-dominated nature of the industry. Efforts have been made to implement a plan to attract women to aviation, while policies are being developed to promote access to highly technical skills relevant to the sector. These initiatives involve partnerships with the education sector, particularly through agreements with state universities and international organizations on civil aviation topics. Additionally, women who have achieved success in aviation are actively mobilized as role models, with their work being promoted through social media platforms.
Main Obstacles	Honduras notes that there is still a stigma coming from male personnel towards women technical employees making it difficult for them to apply for positions.
ICELAND	
Data Gathering	In Iceland, while data specifically focused on women's empowerment in the aviation sector is not gathered, Statistics Iceland collects employment data for all sectors of the economy, which can be used to analyze trends in the number of women in different industries. The gender distribution within certain occupations can also be examined to a lesser extent. Data collection mechanisms include surveys, administrative data, and direct collection from enterprises as per the Icelandic statistical act. Interaction with aviation stakeholders, including the industry, is involved in some cases. Data is updated on a monthly basis for the number of persons employed by industries and other relevant variables. Although precise information about the percentages of women employed as engineers or airline pilots or in senior management roles is not available, Statistics Iceland does

	possess relatively accurate salary information within the aviation industry in Iceland.
Initiatives	Iceland has launched several initiatives to promote gender equality and women's empowerment in the aviation sector. One of the key initiatives was the "Women in aviation" conference held in 2019, which brought together industry leaders, policymakers, and stakeholders to discuss strategies for promoting gender diversity and equality. The aviation industry in Iceland has also adopted gender-neutral job titles to foster inclusivity and challenge gender stereotypes. Additionally, Iceland has implemented laws requiring companies, including those in the aviation sector, to report on the gender pay gap and ensure equal pay for equal work. These initiatives aim to promote women in decision-making and leadership roles, and they involve partnerships with various aviation stakeholders, including industry, trade unions, academia, and civil society.
Targets and Potential Obligations	In order to advance gender equality in the aviation sector, mechanisms such as short-term gender quotas in senior management positions could be implemented to provide role models for girls and women. This would aim to increase female representation and leadership in the industry. Additionally, ensuring access to education for women would contribute to producing well-educated candidates for senior management roles.
Promoting Career Opportunities	The Icelandic aviation industry, including Icelandair and flight schools, has taken initiatives to promote career opportunities in aviation to young women and girls. They have actively advertised pilot jobs for women, emphasizing the suitability of the job and using women role models in advertisements. While Iceland does not have specific policies to promote access to highly technical skills for young women and girls in the aviation sector, the Act on Equal Status and Equal Rights Irrespective of Gender and the Regulation on equal pay System encourage high-level education for all. Regarding partnerships, the information provided does not specify any particular involvement with the education sector. However, private entities within the industry have showcased successful women in aviation as role models through advertisements and interviews.
Main Obstacles	According to Iceland, the main obstacles to women accessing a wide range of career opportunities in aviation include gender bias, discrimination, lack of role models, work-life balance challenges, and concerns related to safety and harassment. To overcome these obstacles, policies can be implemented to make aviation jobs more family-friendly, promote gender equality through education and awareness campaigns within the sector, and organize networking events specifically for women in aviation. Setting quantitative goals for gender representation and ensuring equal representation of women and men in management positions can also contribute to overcoming these obstacles.
INDIA	
Data Gathering	In India, collection of data mainly focuses on the number of women who have obtained or are in the process of obtaining licenses such as pilot licenses, Aircraft Maintenance Engineers licenses, Air Traffic Controllers licenses, and Flight Dispatchers approvals. The data is collected during the licensing process through the Directorate General of Civil Aviation (DGCA). These mechanisms involve interaction with various aviation stakeholders, including the industry. The data is updated periodically through the DGCA's e-Governance system or manually upon receiving applications. Challenges exist in collecting data related to gender, particularly for unlicensed personnel and senior management roles in the civil

	aviation sector. Currently, India has 15% women pilots, 15% women Air Traffic Controllers, and 11% women Flight Dispatchers.
Initiatives	The rules and regulations governing civil aviation in India are not discriminatory based on gender, in line with the National Policy for Empowerment of Women. The Policy aims to advance and empower women by creating an environment of positive economic and social policies for their full development and realization of their potential. These initiatives involve promoting women in decision-making and leadership roles. The Ministry of Women and Child Development, in collaboration with other ministries and departments at the central and state level, organizes events, workshops, and awareness-raising opportunities to support the policy. In the civil aviation sector, workshops and events are held on International Women's Day, in partnership with the Indian Women's Pilot Association and other professional bodies, to motivate women in aviation and promote gender awareness. Indian airlines also celebrate International Women's Day with special events, including all-women flights and all-women air traffic controllers.
Targets and Potential Obligations	India has set out quantitative targets to promote gender equality and women's empowerment in the aviation sector. However, the aviation sector itself has not specifically put in place or envisaged such targets. Mechanisms that could be envisaged to advance gender equality in aviation include implementing the National Policy for Empowerment of Women, which aims to create a supportive environment through positive economic and social policies. Ensuring there is no gender disparity in pay and emoluments in the aviation sector is another important step. Increasing awareness among women through career counseling and encouraging academic institutions to promote aviation careers can also enhance women's participation. Lastly, industry stakeholders should be encouraged to increase the share of women in their workforce in alignment with the national policy.
Promoting Career Opportunities	The aviation industry in India has taken initiatives to promote career opportunities for young women and girls. Airlines such as Indigo maintain a healthy gender diversity, with a significant number of women employed in various roles, including managerial positions, pilots, ramp operations, baggage areas, engineering, and specialized marshals. The industry also collaborates with transport vendors to provide employment opportunities for women in roles such as drivers and service partners. Indigo Airlines offers flexible flying options for cabin crew, allowing them to address personal commitments. The Indian government has implemented policies to promote access to highly technical skills for young women and girls, including the "Beti Bachao, Beti Pado" (Save The Girl Child, Educate The Girl Child) campaign and interventions on female employment and empowerment. Partnerships with the education sector, such as the "Sukanya Samridhi Yojana" savings scheme for the future education of girl children are also in place. Successful women in aviation are mobilized as role models, and their achievements are recognized and celebrated, such as the all-women crew of Air India setting a world record for the longest direct flight route and individuals winning awards for being inspirational role models in the industry.
Main Obstacles	According to India, the main obstacles include social factors such as limited access to education and health facilities, as well as economic factors such as a lack of financial support. To overcome these obstacles, it is important to address the social and economic barriers faced by women. This can be achieved by providing adequate education and healthcare facilities, as well as creating programs and

	initiatives that offer financial support to women pursuing careers in aviation. By removing these obstacles, women will have better opportunities to choose and succeed in aviation careers.
INDONESIA	
Data Gathering	The Directorate General of Civil Aviation of Indonesia gathers data on women's representation in the aviation sector, focusing on managerial and operational working levels. The Directorate has implemented an online database system to collect detailed data, including the number of female workers at different levels and their training and leadership assessments. While there is no direct interaction with industry stakeholders, the DGCA Indonesia monitors and encourages the gradual increase of women's representation in the national civil aviation sector. The data is updated every three months, and the collection process does not pose significant challenges thanks to the integrated database system. Some notable insights from the gathered data include the percentage of female management officials (32 out of 372), female inspectors (224 out of 815), and the presence of females in various roles within AirNav Indonesia, such as air traffic controllers, Aero Information Service Officers, and Aero Communication Officers.
Initiatives	The Indonesian civil aviation sector has launched initiatives to promote gender equality and women's empowerment. These initiatives focus on ensuring equal rights and opportunities for both women and men to enhance their capabilities and pursue careers in aviation. The Human Resources Management Division of the DGCA of Indonesia plays a key role in ensuring the participation of female personnel in training programs organized by the Ministry of Transportation. The main objective of these initiatives is to ensure that competent personnel fill each role in the aviation sector. They also aim to promote women in decision-making and leadership roles, as evidenced by the appointment of a female Director General. Regular events, workshops, and awareness-raising opportunities are organized as part of these initiatives. The initiatives involve partnerships with various aviation stakeholders, including industry, trade unions, academia, and civil society.
Targets and Potential Obligations	The Indonesian State has not set specific quantitative targets for promoting gender equality and women's empowerment in the aviation sector. However, the current program focuses on providing equal opportunities for both male and female personnel, ensuring a sufficient number of personnel from both genders in the field. The aviation sector in Indonesia has prioritized capacity-building opportunities for all personnel to continuously upgrade their skills and competencies. To advance gender equality in aviation, mechanisms can be envisaged by ensuring that female workers receive equal training, workshop, and capacity-building opportunities as their male counterparts, allowing them to compete and progress in their careers.
Promoting Career Opportunities	The State and industry in Indonesia have taken initiatives to promote career opportunities in aviation to young women and girls. They encourage young women to benefit from training, workshops, and capacity-building opportunities in the aviation sector with the objective to ensure providing equal opportunities and skills development for all. In terms of partnerships, the initiatives likely involve collaboration with the education sector to provide relevant training programs and opportunities for young women. Additionally, women who have succeeded in aviation are mobilized as role models, and their achievements are

	promoted through official social media channels of DGCA Indonesia to inspire and encourage other women in the field.
IRAN	
Data Gathering	The State of Iran gathers data on women's empowerment in the aviation sector, primarily through the Department of Labor and the Statistics Center of Iran. The data collection mechanisms involve questionnaires and information registered with the Department of Labor, which include interaction with various aviation stakeholders, including the industry stakeholders. The data is updated at different intervals, with some information being updated annually and others every five years. However, there are challenges in collecting accurate data related to gender, such as the long-time intervals for updates and the fact that some companies do not register their information correctly. While data on the percentage of women employed as engineers, airline pilots, or in senior management roles exist, ensuring accuracy of the information remains challenging.
Main Obstacles	The main obstacle to the empowerment of women according to Iran is the limitation caused by the difficulty of finding a work-life balance.
ITALY	
Data Gathering	In Italy, data on women's empowerment in the aviation sector is gathered at various levels, including employment type, career, industry in part, and the Italian Civil Aviation Authority (ENAC) internal data. Mechanisms such as surveys and databases are in place to collect this data, although they do not currently involve interaction with all aviation stakeholders, including the industry. The data is updated when necessary, and the main challenges in collecting gender-related data include identifying the relevant context. Significant data reveals an increasing trend of women's presence in the sector, with more girls attending commercial pilot courses and applying to enter the Aeronautical Academy. The number of women pilots in the Italian aviation sector has also been growing, with a doubling of the European Union Aviation Safety Agency (EASA) licenses obtained by women in the past five years. Additionally, there have been notable achievements, such as the first female captain for long-haul flights in the national carrier and the first female flight inspector and director in the Civil Aviation Authority.
Initiatives	The State has launched an initiative to promote gender equality and women's empowerment in the aviation sector. The main objective is the "Fiorenza De Bernardi Award," organized by ENAC, which is presented annually on February 11, the international day dedicated to girls and women in science. The award is named after Captain Fiorenza De Bernardi, the first female airline pilot in Italy, and recognizes young women who have obtained a pilot license. ENAC organizes regular events and workshops, including an award ceremony and press releases, to raise awareness and share news about the initiative, which also involves a partnership with academia in promoting and encouraging women's participation in the aviation sector.
Targets and Potential Obligations	The Italian Civil Aviation Authority has been working on implementing a Gender Equality Plan, which includes setting quantitative targets to promote gender equality and women's empowerment in the aviation sector. The plan involves assessing and analyzing various aspects such as recruitment procedures, career advancement opportunities, parental leave policies, and more. Additionally, Italy introduced legislation, known as the Law on Quotas Rose, in 2011, which

	mandates a percentage of women on the management boards of companies, including those in the aviation sector. These initiatives aim to increase women's representation and participation not only in aviation but across various industries in Italy.
Promoting Career Opportunities	Both the State and the aviation industry have taken initiatives to promote career opportunities in aviation for young women and girls. There are policies in place to facilitate their access to highly technical skills that are relevant to the aviation sector. These initiatives involve partnerships with the education sector, which may include awards, scholarships, internships, and research projects.
Main Obstacles	In the case of Italy, the main obstacles to women accessing a wide range of career opportunities in aviation are cultural biases and societal perceptions that have traditionally associated aviation with men. These biases have been reinforced by limited educational opportunities and a lack of female representation in the industry. To overcome these obstacles, it is essential to challenge and change these cultural perceptions, promote gender equality in education and training programs, and actively support women in pursuing careers in aviation. This can be achieved through awareness campaigns, mentorship programs, scholarships, and policies that promote equal opportunities and representation for women in the industry.

JORDAN

Data Gathering	Both the State and the industry are collecting data in the aviation sector, which is mainly being collected through surveys. The data collected reveals that there is an estimated 22% of women in aviation, 33% of women in senior management, 3% amongst pilots, 19% amongst engineers, and 2% female mechanics.
Initiatives	Jordan has developed a Gender Mainstreaming Policy and a National Strategy for Women in Jordan (2022-2025) as a way to promote gender equality and create a society free of discrimination and gender-based violence. These initiatives also involve partnerships with aviation stakeholders from different organizations in the sector.
Targets and Potential Obligations	To promote aspirational goals, Jordan believes it is essential to have a clear roadmap, as well as awareness programs. The workplace should also be adjusted, a minimum percentage of female candidates in interviews should be set, provide special arrangements for females.
Main Obstacles	The main obstacle identified by Jordan is linked to culture. Many employment opportunities and positions can be often filled by men due to the nature of the job and therefore women might refrain from applying to these positions. A solution that has been proposed is to promote internships in those domains to increase the number of female trainees.

MALAYSIA

Data Gathering	In Malaysia, data on women's empowerment in all sectors, including the aviation sector, is gathered by the government, but it is likely focused on the number of women in the aviation industry. The data collection methods involve questionnaires and statistics, and the mechanisms for data gathering involve interaction with all aviation stakeholders, including the industry. However, there is no fixed interval for actively collecting data specifically for this purpose. Challenges in obtaining comprehensive and comparable gender data include data gaps and inconsistencies across sectors and regions, as well as a lack of
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	standardized indicators and definitions, which hinder data collection and analysis on gender-related issues.
Initiatives	The Ministry of Women, Family and Community Development of Malaysia has implemented initiatives and policies to promote gender equality and women empowerment in various sectors, including the aviation industry. The main objectives of these initiatives are to ensure equal rights and opportunities for everyone and eliminating gender-based discrimination. Malaysia has also implemented a women's policy that emphasizes women's involvement in decision-making roles in the public sector, aiming for a minimum representation of 30%. This policy recognizes the importance of gender diversity and equal participation in shaping public sector decisions and promoting gender equality in leadership positions. The initiatives involve partnerships with related government agencies, aviation stakeholders, NGOs, and unions.
Targets and Potential Obligations	Despite efforts to set targets and endorse international declarations such as the Beijing Declaration, there has been limited progress in achieving significant improvements in gender equality in Malaysia. To advance gender equality in the aviation industry, it is crucial to implement inclusive policies that promote equal opportunities, fair recruitment practices, and gender-balanced representation in leadership positions. Addressing unconscious biases and stereotypes through awareness campaigns and training programs can also contribute to creating a more inclusive work environment. Aspirational goals and initiatives like the 25by2025 initiative by IATA can be promoted through effective communication channels, increasing awareness, and encouraging collaboration between industry players to collectively work towards the goals and share best practices.
Promoting Career Opportunities	Malaysia has implemented initiatives to promote career opportunities in aviation to young women and girls. Scholarships and educational programs have been introduced to provide financial support and access to quality education and training in aviation-related fields. Awareness campaigns, outreach programs, and collaborations between the aviation industry and educational institutions have been established to break gender stereotypes and inspire girls to pursue careers in aviation. Malaysia actively participates in career fairs, seminars, and industry events to introduce young women and girls to diverse career options in aviation and provide networking opportunities. Successful women in the aviation industry serve as role models and participate in mentorship programs and events to inspire and support aspiring women.
Main Obstacles	The main obstacles for women in accessing a wide range of career opportunities in aviation include the demanding nature of aviation careers, limited flexibility and support systems, unconscious biases in recruitment processes, and underrepresentation in certain roles. To address these challenges, a holistic approach is needed, including promoting gender equality, challenging stereotypes, improving diversity and inclusion efforts, establishing mentorship and support programs, implementing flexible work arrangements, and fostering an inclusive and equitable culture in the aviation industry.
PANAMA	
Data Gathering	In Panama, data on women's empowerment in the aviation sector is collected by industry organizations such as the <i>Asociación de Líneas Aéreas de Panamá</i> (ALAP) and the Chamber of Commerce, Industries and Agriculture of Panama (CCIAP), as well as by government entities like the National Institute of Statistics

	<p>and Census (INES) and the Ministry of Labour and Labour Development. The data collection mechanisms involve surveys, interviews, and analysis of industry and government reports. Data is updated annually or as needed, depending on available resources and sector changes. Challenges in collecting gender-related data include a lack of standardized measures, limited data availability, and potential barriers to women's participation. In terms of significant data already gathered, Copa Airlines stands out with 10% of its pilot staff being women, and the company has a high representation of women in director-level or senior positions. DHL as well has reported that 30% of its employees are women. Overall, in the transport and communications sector in Panama, 47.3% of employees were women in 2019.</p>
Initiatives	<p>In Panama, initiatives have been launched to promote gender equality and women's empowerment in the aviation sector. The Civil Aeronautics Authority of Panama has established a Gender and Diversity Commission, implemented training programs for women, and created the "Women's Leadership Network in Aviation." The Technological University of Panama is also involved, offering scholarships and a mentoring network for women in aviation. The main objectives of these initiatives are to increase women's representation in leadership and technical roles, address barriers they face, and promote equal opportunities. Regular events, workshops, and awareness-raising activities are likely organized to support these goals. Overall, these initiatives aim to foster gender equality and diversity in the traditionally male-dominated aviation industry.</p>
Targets and Potential Obligations	<p>Panama has committed to promoting gender equality and women's empowerment in the aviation sector, although specific quantitative targets are not in place. Various initiatives and programs are being implemented, such as the inclusion of women in diversity and inclusion policies, campaigns to encourage women's participation, and the promotion of STEM education and training for women. These efforts aim to achieve greater gender equality in the aviation sector in Panama. The aviation sector in Panama has taken steps to promote gender equality and women's empowerment, including organizing workshops, increasing the representation of women in technical and leadership positions and promoting women's participation in training and development programs.</p> <p>To advance gender equality in aviation and achieve the goal of 50-50 representation by 2030, Panama focuses on mechanisms such as promoting education and training in gender equality, establishing specific goals and monitoring progress, promoting equal opportunities, promoting female role models, and raising awareness of the economic impact of gender equality can be implemented. Additionally, industry-driven initiatives such as IATA's 25 by 2025 initiative can be promoted through awareness campaigns, partnerships, recognition and awards, training and professional development opportunities, and monitoring and reporting progress.</p>
Promoting Career Opportunities	<p>Panama has taken initiatives to promote career opportunities in aviation for young women and girls. The Civil Aviation Authority of Panama (AAC) has established the "Female Aviation Mentors Program," connecting aspiring women and girls with experienced female mentors in the aviation field. The AAC also organizes events and activities to promote gender equality and empower women in aviation. The Association of Civil Aviation Pilots of Panama (APAC) works to promote women's inclusion in aviation through various events.</p>

	<p>In addition to these initiatives, Panama has policies and programs in place to promote access to highly technical skills for young women and girls in the aviation sector. The National Institute for Vocational Training and Human Development (INADEH) offers training courses in aviation mechanics, air traffic control, and related technical aspects. The National Secretariat for Science, Technology, and Innovation (SENACYT) provides scholarships and training programs to support young women in technical and scientific education, including aviation-related fields. These initiatives involve partnerships with the education sector.</p> <p>The AAC highlights female leaders and role models in the industry, underscoring their achievements and importance as examples for other women. The APAC organizes events where women pilots and aviation professionals share their experiences and knowledge, motivating others to pursue careers in aviation. Promoting female role models in aviation is vital to encourage women's inclusion and showcase their potential for success in the field.</p>
Main Obstacles	<p>In the case of Panama, the main obstacles to women accessing the widest range of career opportunities in aviation include gender stereotypes, educational barriers, lack of support, wage inequality, and work-life balance. To overcome these obstacles, Panama believes it is necessary to combat gender stereotypes through diversity initiatives and early education on gender equality. Access to advanced technical education should be fostered, ensuring equal opportunities and financial support for women. Policies and programs promoting gender equality and inclusion in the workplace, addressing wage inequality, and providing mentoring and sponsorship opportunities can be implemented. Work-life balance measures should be adopted, and female role models in aviation should be promoted to inspire and support other women in the industry. A comprehensive approach that addresses challenges at multiple levels, from education to the workplace, is crucial to overcome these obstacles.</p>
RWANDA	
Data Gathering	<p>The State of Rwanda gathers data on women's empowerment in the aviation sector, including qualifications, experience, and training needs of personnel. The data collection mechanisms involve interactions with all aviation stakeholders, including the industry, and the data is updated annually. Collecting gender-related data has not presented any challenges so far. The most significant data gathered in Rwanda's aviation sector indicates that approximately 27% of senior management positions are held by women, around 5% are airline pilots, about 10% are maintenance engineers, and approximately 13% are flight operations engineers. However, specific information regarding positions and salaries is not provided in the summary.</p>
Initiatives	<p>Rwanda has launched initiatives to promote gender equality and women's empowerment in the aviation sector. The main objectives of these initiatives include increasing women's representation and participation in the sector and promoting equal opportunities for women in decision-making and leadership roles. At the State level, it is required that every government entity has a minimum of 30% women representation, and in the recruitment policy, priority is given to female candidates when a male and female have the same score.</p>
Targets and Potential Obligations	<p>At the State level, every government organization is required to have a minimum of 30% women representation. Additionally, the aviation sector has also set targets to promote women's involvement, particularly in technical fields.</p>

	<p>The strategies proposed by Rwanda to promote gender equality include establishing a committee of women in aviation at ICAO level, advocating for young women to join aviation schools through sponsorships, creating outreach initiatives to raise awareness among young women about the aviation industry and providing equal opportunities to everyone in the recruitment process, irrespective of gender. These strategies aim to encourage greater female participation and provide a pathway for women's advancement in the aviation sector.</p>
Main Obstacles	<p>The main obstacles to women accessing a wide range of career opportunities in aviation include a lack of knowledge about the industry, gender stereotyping, limited representation, unconscious bias, challenges in balancing family and work life, high costs of attending aviation schools, and low numbers of young women in science-related fields at the secondary education level.</p> <p>To overcome these obstacles, several measures can be taken. Raising awareness about the aviation industry among young women is crucial to spark their interest and encourage their participation. A multifaceted approach is needed, including education and awareness programs, policy changes to promote gender equality and inclusion, and active involvement of both men and women in advocating for diversity. Providing mentorship programs, scholarships, and support networks can also help women pursue careers in aviation. It is essential to address these obstacles systematically and collaboratively to create a more inclusive and equal aviation sector.</p>
SÃO TOMÉ E PRÍNCIPE	
Data Gathering	<p>São Tomé e Príncipe does not currently collect specific data related to gender in civil aviation. Although the country has a Ministry of Women's Rights focused on women's empowerment and gender equality, data collection mechanisms have not been implemented efficiently yet.</p> <p>The main challenge in collecting gender-related data is the lack of human resources with a strong sensitivity to gender issues. This hampers the basic organization of services and the implementation of effective data collection mechanisms.</p> <p>Regarding the Civil Aviation Authority (INAC), out of its 58 employees, 13 are women, accounting for 22% of the workforce.</p>
Initiatives	<p>The State has witnessed progress in terms of women holding leadership and decision-making positions in the Authority, airports, airlines, and air navigation. The presence of a woman on the board of directors for the first time marks a milestone in the history of São Tomé aviation.</p> <p>The main objective of future initiatives would be to prioritize gender equality and empower women in the sector. Policies would be developed to create exclusive opportunities for young women and girls and to foster a more inclusive industry. The hope is that the presence of women in leadership positions will advance these policies and serve as role models for success.</p> <p>Partnerships with aviation stakeholders such as the industry, trade unions, academia, and civil society are envisaged.</p>
Targets and Potential Obligations	<p>The State plans to establish rules, policies, and legal frameworks based on national obligations and tailored to the aviation industry. At the national level, a target of having 1/3 women in decision-making and leadership positions has been set.</p>

	<p>Similarly, the aviation sector intends to recruit and place more women in technical, decision-making, and leadership roles to align with the national target. To advance gender equality in aviation, São Tomé e Príncipe proposes to promote the civil aviation industry in schools and society, recruit more women graduates in technical fields, involve women in technical aviation issues, and foster collaboration between INAC, the Ministry of Women's Rights, Education, and Labour. Additionally, the creation of an association for women in the civil aviation sector can be explored.</p> <p>São Tomé e Príncipe also proposes to focus on recruiting more women in airlines, providing training and opportunities for leadership and decision-making positions, supporting career advancement, and encouraging women's participation in conferences and missions organized by IATA. Creating a community of focal points can also enhance the promotion of these initiatives.</p>
Main Obstacles	<p>The main obstacles identified by the State are the absence of vocational schools in the field, traditional societal mentality, financial dependence on husbands, and an overload of household tasks that keep women away from knowledge and the labor market. To overcome these obstacles, sustainable policies should be created to address inequalities, women should be trained and empowered in technical and STEM fields, methodologies should be developed to balance family life and work, and awareness should be raised among men about gender issues in order to promote equality.</p>
SERBIA	
Data Gathering	<p>In Serbia, data gathering related to women's empowerment in the aviation sector as well as in general have been laid down by the provisions of the Law on Gender Equality.</p>
SOUTH AFRICA	
Data Gathering	<p>The South African Civil Aviation Authority (SCAA) gathers data on all its empowerment programs, including women. The data gathered is in relation to employment, skills development, bursary programs, internship programs, learnership programs, supply chain management and enterprise development. This data is collected on a monthly basis and reported to the Board of Directors, and the shareholders through the CEO's quarterly reports. An Annual Report, containing these data, is also provided to the Black Economic Empowerment Council. From the data that was provided by South Africa for the SACAA, women make up for 36% of pilots, 33% of engineers, and 50% of the Executive Management.</p>
Initiatives	<p>The Civil Aviation Branch of the Department of Transport is finalizing the National Civil Aviation Transformation Strategy to give attention to gender equality and align with ICAO gender equality initiatives. Various initiatives are taken by the Department are promoted, such as the annual celebration of International Civil Aviation Day which celebrated previously disadvantaged women, youth and people living with disabilities. Engagement has also been made with Universities to include aviation modules in their curriculums and offer bursaries for Transport related studies.</p>

	<p>The SACAA has implemented a Transformation and Employment Equity Plan geared towards contributing to the overall transformation of the industry. This is a three-part solution: <i>We Inspire</i>, through University Career fairs and school visits; <i>We train, fund and support</i>, through The Bursary Programme, Learnership Programme and Women Mentorship; and <i>We improve employability</i>, through The Internship Programme, Trainee program and industry partnerships.</p> <p>The main objectives of the initiatives in South Africa are to promote careers in aviation, enhance skills development, provide opportunities for practical experience, close the skills gap for disadvantaged communities, and empower women in the aviation industry.</p>
Targets and Potential Obligations	<p>The National Civil Aviation Transformation Strategy aims to set quantitative targets for promoting gender equality and women's empowerment in the aviation sector. The Department of Transport's aviation entities, including SACAA, have already established targets for the appointment and development of women in various occupational categories. To advance gender equality in aviation, mechanisms that can be envisaged include intensifying current programs, establishing an industry forum focused on gender equality and skills development for women, aligning the National Civil Aviation Transformation Strategy with ICAO's gender equality program and the UN's <i>2030 Agenda for Sustainable Development</i>.</p>
Promoting Career Opportunities	<p>The Department of Transport and its aviation entities have taken initiatives to promote career opportunities in aviation to young women and girls. They conduct awareness and outreach programs at schools to reach out to young girls and introduce them to aviation. In addition to these initiatives, the department has various policies in place, such as the Bursary Policy, Succession Policy, Talent Management Policy, and Internship Policy, that aim to promote access to highly technical skills for women in the aviation sector. The department has also formed partnerships with universities and the Department of Basic Education to enhance skills development and introduce aviation as a subject at the high school level. Successful women in aviation are actively involved as role models and participate in awareness programs to inspire and motivate young girls to pursue careers in aviation.</p>
Main Obstacles	<p>The main obstacles identified by South Africa include limited exposure to opportunities and careers, high training costs, gender stereotyping, and challenges in finding employment after training. To overcome these obstacles, it is important to intensify awareness programs to reach more women and young girls, provide industry partnerships that offer practical exposure and help build flying hours, and make more funding available to support women in pursuing aviation careers. These efforts can help broaden access and create more opportunities for women in the aviation industry.</p>
SPAIN	
Data Gathering	<p>Spain has mechanisms in place to gather data on gender equality and women's empowerment in the aviation sector. At the sSate level, the Organic Law on effective equality between women and men obliges public authorities to base their actions on the principle of equality. The General State Administration collects data on gender equality, including staff distribution, qualification groups, remuneration, and more. The Strategic Plans for Equality of Opportunities and</p>

	<p>Effective Equality outline specific indicators and data related to various areas such as employment, education, health, and violence against women.</p> <p>Within the aviation sector, organizations affiliated with the General State Administration, such as AESA, AENA, ENAIRE, and SENASA, collect data on the percentage of men and women in their workforce and have implemented Equality Plans with specific objectives and measures.</p> <p>Challenges in collecting gender-related data include the complexity of the process. The data is updated according to the intervals set in each plan. While specific data on positions, salaries, and percentages of women employed as engineers, pilots, or in senior management roles are not provided in the summary, it mentions that the Ministry of Transport has data showing that approximately 40% of their staff are women, with a decrease in percentage at higher levels. The percentage of women in the body of Aeronautical Engineers and Technical Aeronautical Engineers is mentioned as 37%.</p> <p>Overall, the trend in gender equality in Spain's aviation sector is positive, with a gradual decrease in gender inequality at all levels.</p>
<p>Initiatives</p>	<p>Spain has implemented several legislative measures and initiatives to promote gender equality and women's empowerment in the aviation sector. At the State level, Spain has comprehensive legislation such as the Organic Law 3/2007, the III Plan for Gender Equality, and the Strategic Plan for Effective Equality between Women and Men. These laws aim to ensure equal treatment and opportunities for women and men in areas like employment, occupation, and equal pay.</p> <p>In entities related to the General State Administration, several initiatives have been implemented. The Spanish Aviation Safety and Security Agency (AESA) has the "Balance 4 AESA" program, aiming to reduce the gender gap and promote equality within the agency. AESA is also part of the European Union's "Women in Transport" platform and a founding member of the association "Ellas Vuelan Alto" (Women Fly High).</p> <p>The Spanish Airports and Air Navigation Authority (AENA) has an Equality Plan, a parity equality commission, and a protocol for addressing sexual harassment and harassment based on gender. AENA also participates in the European platform "Women in Transport-EU Platform for Change."</p> <p>The air navigation service provider ENAIRE has an Equality Plan, procedures for the prevention of sexual harassment and harassment based on gender, and a decalogue of inclusive language. ENAIRE also collaborates with women's networks and supports initiatives like "Ellas Vuelan Alto."</p> <p>The Spanish National Entity of Air Navigation Services (SENASA) has an Equality Commission, a protocol for preventing harassment, and supports the network "SENtir" for the inclusion and integration of individuals within the organization.</p> <p>These initiatives aim to promote gender equality, increase the representation of women in decision-making and leadership roles, and raise awareness through regular events, workshops, and other awareness-raising opportunities. The initiatives involve partnerships with various stakeholders, including industry, trade unions, academia, civil society, and associations like "Ellas Vuelan Alto."</p>

	Overall, Spain is committed to promoting gender equality and empowering women in the aviation sector through legislative measures, organizational initiatives, and collaborations with stakeholders.
Targets and Potential Obligations	The State and aviation sector have not established specific quantitative targets to promote gender equality and women's empowerment in the aviation sector. However, objectives related to gender equality are outlined in each Equality Plan and the development of the PEIEMH in the General State Administration. To advance gender equality in aviation, it is crucial to continue developing regulations and strategic plans that align with the objectives of effective gender equality and monitor progress. Initiatives such as 25by2025 by IATA can be promoted through an ambitious communication strategy to increase awareness and engagement across all sectors involved in the aviation industry.
Promoting Career Opportunities	<p>The Spanish State and the aviation industry have taken initiatives to promote career opportunities in aviation for young women and girls. For example, AESA raises awareness of aviation career options, targeting girls before they make educational choices. AENA has joined the "STEAM Alliance for Female Talent: Girls in Science" initiative, collaborating with the Ministry of Education and Professional Training to promote STEAM vocations among girls and reduce the gender gap. ENAIRE participates in the "STEAM Alliance for Female Talent: Girls in Science" and collaborates with Inspiring Girls to strengthen girls' capabilities and interests in professions related to air navigation and aviation. SENASA is involved in SENtir, implementing actions such as inspiring talks and informative events to promote young female talent in STEAM careers and highlighting notable women in scientific and technological fields.</p> <p>Partnerships with the education sector are an integral part of these initiatives. Collaboration occurs between the Spanish State's Ministries, universities, and schools. Protocols are signed, and informative events are organized to support cooperation with the education sector and promote access to highly technical skills used in the aviation sector.</p> <p>Women who have succeeded in aviation are actively mobilized as role models. SENASA disseminates references to notable women in scientific and technological fields, ENAIRE has its internal network called "Enaire Enfemenino" to showcase and recognize professionals as role models, and AESA disseminates content about pioneers in the aviation industry and promotes professionals as spokespersons and references in the sector.</p>
Main Obstacles	Spain believes that the main obstacles include the lack of awareness about the professional opportunities available in the industry and the perception of job attractiveness. To overcome these obstacles, effective dissemination of employment opportunities and career prospects in the aviation industry is crucial. By raising awareness and showcasing the potential of aviation careers, more women may be encouraged to pursue and explore opportunities in this field.
SWEDEN	
Data Gathering	The State, through the governmental agency Statistics Sweden, gathers labor statistics on women's empowerment in the aviation sector using administrative sources available at scb.se. These statistics are collected through interactions with

	<p>various stakeholders, including enterprises, government agencies, and private individuals who participate in surveys. The data is updated annually and detailed information on the percentages of women employed as engineers, airline pilots, and in senior management roles is available. For example, in 2021, there were 605 men and 46 women employed as aircraft pilots, and salary information by occupation, such as the average salary of 74,900 SEK for pilots (75,600 SEK for men), is also provided, taking into account the small number of women in the sample.</p>
<p>Targets and Potential Obligations</p>	<p>Sweden considers the following mechanisms as means to advance gender equality: implementing equal treatment legislation as well as incorporating the gender perspective into various policy areas. Learning from best practices and demonstrating leadership is also crucial. It is important to provide women and men with equal opportunities to influence the design and management of the transport system, ensuring their values are given equal weight. Legislation can be implemented to ensure equality between women and men in areas such as social security, family-related leave, and flexible working arrangements.</p> <p>Aspirational goals and initiatives championed by the industry, can be promoted through networks, cooperation within the aviation industry, and collaboration with NGOs. These partnerships and collaborations can help drive awareness, share best practices, and implement strategies to achieve gender equality in the sector.</p>
<p>Promoting Career Opportunities</p>	<p>The aviation industry has taken initiatives to promote career opportunities in aviation to young women and girls. For example, TYA (Transport Union's occupational and work environment committee) is actively working to encourage young women to pursue education in the Aviation Technology Programme. There are also various networks and organizations, such as Womengineer, Pink Programming, and WiTech, that aim to promote access to highly technical skills for young women and girls, including those relevant to the aviation sector.</p> <p>Partnerships with the education sector vary among different organizations and initiatives.</p>
<p>Main Obstacles</p>	<p>The challenges highlighted by Sweden include occupational segregation and gender stereotypes that limit aspirations and choices. To overcome these obstacles, Sweden proposes strategies such as implementing equal treatment legislation, mainstreaming the gender perspective into various policy areas, learning from best practices and demonstrating leadership. Both women and men should have equal opportunities to influence the design and management of the transport system, with their values being given equal weight. Additionally, legislation should be in place to ensure gender equality in areas such as social security, family-related leave, and flexible working arrangements.</p>
<p>THAILAND</p>	
<p>Main Obstacles</p>	<p>The main obstacles for women accessing a wide range of career opportunities in aviation include gender stereotypes and bias, the lack of role models, and experiences of harassment and discrimination. To overcome these obstacles, the aviation industry needs to prioritize promoting diversity and inclusivity. This can be done by challenging stereotypes and biases, increasing the visibility of successful women in the field, and creating a safe and supportive work environment. Equal opportunities should be provided to all individuals,</p>

	irrespective of gender, to ensure that women have equal access to career advancement and can thrive in the industry.
TOGO	
Data Gathering	Togo collects data on women's empowerment in the aviation sector, focusing on various aspects such as the number of women in different structures, women's representation in high-level positions, their participation in activities related to training and projects, discrimination based on gender, and instances of sexual harassment and sexism in the workplace. This data is collected at the government level through inquests sent to the personnel of various structures within the Ministry of Transport. The data is planned to be updated every five years. Challenges in collecting gender-related data include reluctance from participants, fear of providing sensitive information, and unfamiliarity with the subject. As for the specific data in 2022, the National Agency of Civil Aviation of Togo (ANAC) has had 1 female director out of 8 director positions, 4 women as heads of department out of 20 positions, and 3 female inspectors out of 33.
Initiatives	The Togolese government has launched initiatives to promote gender equality and women empowerment in the aviation sector. Gender commissions have been established in every ministerial department, including the Ministry of Transport responsible for civil aviation. The main objectives of the gender commission within the Ministry of Transport are to integrate gender in all activities, ensure gender equity in policies, programs, and development projects, and monitor the outcomes of these activities. The commission meets monthly and develops an annual gender activity plan with a budget. Efforts are being made to promote women in decision-making and leadership roles through data collection and ongoing reflection on actions to increase women's representation. Regular workshops and awareness campaigns on gender equality are organized by the Ministry of Social Action, Promotion of Women and Literacy, and the gender commission within the Ministry of Transport plans conferences and sensitization activities on gender-related issues.
Targets and Potential Obligations	In the aviation sector, there is consideration for aligning with the quantitative targets set by the State to promote gender equality and women's empowerment in various technical domains of aviation. Togo believes that the following mechanisms could have a positive effect on gender equality: promoting aviation professions to young girls, implementing positive discrimination in favor of women and young girls during entry exams for aviation schools, and prioritizing women when planning training opportunities. These measures aim to address the gender gap and increase opportunities for women in aviation.
Promoting Career Opportunities	In Togo, initiatives have been taken to promote career opportunities in aviation for young women and girls and women are highly encouraged to apply for available jobs. Additionally, Togo has implemented a National Policy for Gender Equality through the Ministry for the Promotion of Women, which aims to improve equal access to education for girls and promote access to highly technical skills relevant to the aviation sector. The policy involves partnerships with the education sector, particularly the educational and higher educational sectors, to facilitate access to certain courses for girls.
Main Obstacles	The obstacles highlighted by Togo is the lack of awareness and knowledge about these professions. Many women are more familiar with and inclined towards the role of flight attendants, while other technical and leadership roles are less known or considered. To overcome this obstacle, Togo is of the view that efforts should

	focus on raising awareness among girls, promoting the application of women during exams and recruitment processes, and actively promoting women within the industry.
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UNITED KINGDOM	
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Data Gathering	<p>Data on women's empowerment in the aviation sector in the UK is gathered by the Office for National Statistics (ONS) and the UK Civil Aviation Authority (CAA). The ONS collects data on women's representation in the air transport and aerospace sectors, including information on age profiles, professions, salaries, and working patterns. The CAA gathers data on women's employment in UK airlines globally, as well as the number of women holding pilot licenses of various types. The ONS data is primarily collected through surveys such as the Annual Survey of Hours and Earnings (ASHE) and the Annual Population Survey (APS), while the CAA data is based on reports from airlines and their own licensing records. The challenges in collecting gender-related data include sample representation and potential bias from survey response rates. The data indicates that women make up 39% of employees in the air transport sector and only 13% in the aerospace sector, with wage gaps and low representation in certain professions such as pilots.</p>
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Initiatives	<p>The UK Government has launched the Generation Aviation program to promote gender equality and women's empowerment in the aviation sector. This program aims to raise awareness of aviation careers and increase the number of people, including women, applying for jobs in the sector. It incorporates the Reach for the Sky skills program, which was launched earlier to inspire the next generation of aviation professionals and make the industry diverse, inclusive, and accessible to all. The program includes outreach programs for underrepresented groups, training and opportunities, championing the sector, collaboration with industry stakeholders, and research and data initiatives. While the promotion of women in decision-making and leadership roles is not an explicit objective, efforts are made to attract women at all levels, and female role models are highlighted through the Aviation Ambassador program.</p> <p>The Generation Aviation program aims to build a diverse and inclusive aviation workforce that is equipped to tackle challenges and adapt to new technologies. The program seeks to attract and nurture talent from all segments of society by raising awareness of aviation career options, breaking down barriers, and shifting perceptions. It includes funding for outreach programs, training platforms, and employer engagement to showcase the breadth of careers and opportunities available in the sector. The program also emphasizes collaboration with industry, third-sector organizations, and educational institutions to address barriers to access and develop career pathways. Additionally, research projects are conducted to gather data and evidence for informed decision-making.</p> <p>The initiatives involve partnerships with various stakeholders, including industry, associations, education and training institutions, and charities/outreach organizations. The UK government collaborates with the Aviation Industry Skills Board and engages with multinational aviation organizations to share best practices and encourage industry participation in the program. Partnerships with educational establishments and the Department for Education ensure a sustainable talent pipeline for the sector, while outreach organizations receive funding through the Reach for the Sky challenge fund to support initiatives that promote</p>
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	<p>diversity and inclusion. These partnerships and collaborations help diversify the aviation sector and create opportunities for women and other underrepresented groups.</p>
<p>Targets and Potential Obligations</p>	<p>The UK Department for Transport has established desired outcomes under the Generation Aviation program to promote gender equality and women's empowerment in the aviation sector. They aim to raise the profile of aviation careers, increase the number of people, especially women, pursuing careers in the sector, and enhance diversity and resilience in the long term. The UK aviation sector has implemented the Women in Aviation and Aerospace Charter, which focuses on supporting the progression of women into senior roles. The charter includes commitments such as having a senior executive responsible for gender diversity, setting internal targets for gender diversity in senior management, publishing progress reports, and linking executive pay to diversity targets. The UK is also launching a Global Aviation Skills Taskforce to address global skills challenges, with a focus on diversity and inclusion, recruitment and retention, and future skills.</p>
<p>Promoting Career Opportunities</p>	<p>The UK Department for Transport has implemented various initiatives to promote career opportunities in aviation to young women and girls. Their Generation Aviation program, launched in October 2022, aims to raise awareness of aviation careers and encourage more people to apply for jobs in the sector. The program includes recruitment events, diversity panels, and outreach activities to showcase the industry's strengths. The Reach for the Sky program, which targets underrepresented groups and young people, has become the outreach branch of Generation Aviation. Its objectives include raising the profile of the aviation industry, highlighting clear career pathways, and inspiring the next generation of aviation professionals.</p> <p>To further support access to technical skills in aviation, the Department for Transport allocates over £1.25 million annually for STEM programs and outreach initiatives. This funding is used to employ aviation and STEM outreach specialists, create online resources, and organize in-person outreach events. The department also collaborates with non-profit organizations specializing in improving the employability of young people from underrepresented backgrounds. These initiatives aim to inspire and equip young women and girls with the necessary STEM skills to pursue rewarding careers in aviation and aerospace.</p> <p>In terms of partnerships, the Department for Transport has established educational partnerships with aviation colleges across England. These partnerships allow for tailored events that encourage students to consider aviation careers and the skills required. Additionally, the department has built relationships with Further Education networks and charities involved in connecting volunteers from the workforce with schools, providing opportunities for education and encouragement for young people from diverse backgrounds to pursue aviation careers. The department engages regularly with the UK Department of Education and its specialized agencies to promote STEM and aviation-related education, apprenticeships, and skills needs analysis.</p> <p>Women who have succeeded in aviation are actively mobilized as role models through the Aviation Ambassador program. The ambassadors represent the breadth of opportunities available in the sector and serve as role models for young</p>

	<p>women and girls. They engage in various activities, such as addressing women's issues, supporting initiatives like The Aviatrix Project, developing informational tools and websites, delivering outreach events, and providing mentoring to women, girls, and non-binary young people. It is worth noting that nine out of the 13 current ambassadors are women. The UK Civil Aviation Authority also plays a role in promoting women in aviation through its STEM Affinity network, which includes 40% female representation and serves to showcase the available career paths in aviation for individuals from all backgrounds.</p>
<p>Main Obstacles</p>	<p>The main challenges identified by the UK are the limited exposure to aviation for young girls and women, with lower rates of engagement in aviation-related activities and less knowledge about aviation roles compared to men. Secondly, the under-representation of women in the sector results in a lack of role models, which discourages women from pursuing aviation careers, especially among younger individuals who perceive the industry as dominated by middle-aged, white, male pilots. Thirdly, women's responsibilities for unpaid care work and the lack of flexible working options hinder their career progression and earning potential, with female pilots facing difficulties in advancing to senior roles due to inflexible working conditions and biased selection processes. Lastly, there is a perception that the aviation sector is not family-friendly, with limited flexible training and development opportunities, which further discourages women from entering the field.</p> <p>To overcome these obstacles, several proposals are put forward: Firstly, supporting role models through initiatives like the UK Department for Transport's Aviation Ambassador program, which aims to engage underrepresented groups and showcase successful female careers in aviation. This program's success can be replicated globally through a Global Aviation Ambassador network. Secondly, industry action should focus on recruitment practices, such as implementing gender-blind recruitment, using gender-neutral language in job advertisements, ensuring gender-balanced interview panels, and conducting HR reviews to eliminate biases and promote women's participation in aviation employment. Thirdly, championing best practices by bringing together like-minded States and industry representatives to share lessons learned and create guidance materials or a skills charter that can be adopted by ICAO. The proposed focus areas include diversity and inclusion, recruitment and retention, and future skills. Fourthly, international collaboration is crucial to address the global issue of aviation skills, with ICAO playing a leading role by building on recent multilateral discussions, embedding skills in future engagements, and supporting the revitalization of the Next Generation of Aviation Professionals (NGAP). Lastly, enabling training opportunities for women through initiatives such as offering free training space and specific places for women in courses can contribute to their increased participation in aviation.</p>
<p>UNITED STATES OF AMERICA</p>	
<p>Data Gathering</p>	<p>The Federal Aviation Administration (FAA) collects data on women's empowerment in the aviation sector through transactional data, including hiring, awards, promotions, and career development opportunities. This data is gathered at the applicant, workforce, and career transaction levels for women employed or</p>

	<p>applying to work at the agency. Airlines also track their own employee and hiring demographics and report summary data to the Equal Employment Opportunity Commission annually. To gather this data, the FAA requests applicants to submit their demographic information during the application process. Upon being hired, employees have the option to self-identify their gender information. The agency tracks career promotions, awards, details, and development opportunities using an HR database system, and the compiled data is used to create a report (Management Directive-715) submitted to the Equal Employment Opportunity Commission. This report identifies any barriers experienced by women in the agency due to hiring or workforce practices and includes recommendations to address these barriers.</p> <p>Regarding the challenges in collecting gender-related data, the current government reporting standards only allow employees or applicants to designate themselves as male or female, which may lead to inaccuracies in the data. Additionally, the data relies on employees' self-identification, which means the accuracy depends on the information provided.</p> <p>The FAA compares its workforce percentages to those of the National Civilian Labor Force (NCLF) and collaborates with the Air Line Pilots Association to gather data on airline pilots. While specific information on positions and salaries is available for women in the FAA workforce, it is noted that a higher percentage of females occupy lower pay levels. However, the percentage of females in leadership positions within the agency has shown a positive increase of over 5% since 2005.</p>
<p>Initiatives</p>	<p>The US has launched initiatives to promote gender equality and women's empowerment in the aviation sector. These initiatives aim to showcase aerospace as a place that empowers women to pursue rewarding careers and ensure equal opportunities for women in recruitment, selection, training, and advancement within the Federal Aviation Administration (FAA). The objectives include increasing employment opportunities for women at the FAA, attracting qualified applicants, establishing the FAA as a premier agency, reducing turnover, diversifying the candidate pool, supporting the career growth of women, increasing the representation of women in leadership roles, and promoting the use of inclusive language. These initiatives involve promoting women in decision-making and leadership positions, organizing regular events, workshops, and awareness-raising opportunities, and forming partnerships with various aviation stakeholders such as employees, job applicants, hiring managers, non-profit organizations, aviation associations, unions, educational institutions, government agencies, and the general public.</p>
<p>Targets and Potential Obligations</p>	<p>Amongst the mechanism mentioned by the US, focus has been placed on awareness, education, and training, implementing bystander intervention and allyship training, creating strategic mid-career development opportunities tailored to women and underrepresented groups, promoting diverse voices in decision-making and human resource processes, elevating women into leadership roles, evaluating the impact of policies on women to address unconscious biases, establishing policies for caregiving responsibilities, increasing workplace flexibility and benefits for working mothers, conducting barrier analyses, addressing inappropriate behaviors and ensuring leadership support for reporting and response.</p>

	<p>To promote aspirational goals and initiatives championed by the industry, such as the 25by2025 initiative by IATA, a marketing plan can be developed and utilized across the industry. This plan should include clear and concise marketing messages, compelling visual stories, and regular content on social media platforms to raise awareness and generate momentum for the goals and initiatives.</p>
<p>Promoting Career Opportunities</p>	<p>In order to promote career opportunities in aviation to young women and girls, the US has taken initiatives and implemented various policies. One of these initiatives is the Adopt-a-School program, which targets fourth-grade students from underrepresented and underserved communities. The program introduces aerospace concepts in the classroom, aiming to engage students in hands-on learning, widen their horizons, and increase awareness of aviation and aerospace career opportunities. This program also establishes positive community relationships and connects schools with resources such as Girls in Aviation Day, Airport fly-ins, and Civil Air Patrol educator flights.</p> <p>The partnership between the aviation sector and the education sector is integral to these initiatives. The Adopt-a-School program collaborates with educators and schools, offering in-person, virtual, or hybrid learning experiences. Lesson plans, guides, worksheets, games, and hands-on activities are provided to participating schools. The curriculum focuses on advancing aerospace career awareness and supporting STEM literacy skills. The program also emphasizes the role of women who have succeeded in aviation as role models, providing students with inspiration and identification of industry role models within their community.</p> <p>Through these initiatives and partnerships with the education sector, the State and industry aim to attract young women and girls to pursue highly technical skills needed in the aviation sector and promote gender equality and representation within the industry.</p>
<p>Main Obstacles</p>	<p>The main obstacles according to the US include those affecting children and those affecting women directly. The obstacles that children face are mainly gender stereotypes, lack of role models, confidence gaps, limited awareness, mentoring, scholarships, and counselor/teacher awareness. Obstacles faced by women themselves include perception of inequality, lack of support, perceived lack of technical knowledge, absence of female role models at all levels, ill-fitting uniforms and equipment, bias in hiring and training practices, lack of sponsors/mentors/advocates, unequal pay leading to wealth disparities, traditional gender roles, inadequate leadership commitment to gender inclusion, limited career development and networking opportunities, lack of workplace flexibility for working mothers, and absence of approved gender-neutral language policies to foster inclusivity and access for women in the male-dominated aviation industry.</p>

INTERNATIONAL ORGANIZATIONS AND INDUSTRY

AIRPORTS COUNCIL INTERNATIONAL (ACI)

Data Gathering	<p>ACI acknowledges the variability of data collection practices among airports and States, and continues to support its members in promoting equality of opportunity while also developing publications on the aviation workforce. ACI has participated in a study on gender diversity in the industry, which involved interviewing leaders and surveying over 2,400 individuals. Challenges in collecting gender-related data include inadequate statistics, lack of government commitment, resource limitations, outdated statistical legislation, and technical skill gaps. ACI does not have comprehensive data on the airport industry, but internally, their staff composition includes 61% women, while mid-level management and executive teams have 57% and 11% women, respectively. Some notable past and current executive-level roles have been held by women, including the Director General of ACI World and various Vice President positions.</p>
Initiatives	<p>ACI World has launched several initiatives to promote gender equality and women's empowerment in the aviation sector. In 2014, ACI World partnered with the International Aviation Women's Association (IAWA) to provide education, training, and job search support for women in aviation. This included scholarships for leadership and technical programs. The 'Soaring Through the Glass Ceiling' study conducted in 2020 aimed to identify barriers and solutions for advancing women into leadership roles in the industry. ACI World's Sustainability Strategy for Airports Worldwide in 2021 recognized the importance of diversity and inclusion in social sustainability. In 2022, ACI World issued a white paper on the Evolution of the Airport Workforce, highlighting diversity and inclusion as essential for a sustainable workforce. The organization also adopted a resolution to establish frameworks and dialogues for a diverse workforce. ACI World plans to launch a Diversity, Equity, and Inclusion (DEI) at Airports study to assess the state of DEI and provide recommendations. These initiatives aim to promote women in decision-making and leadership roles. In addition, ACI World organizes regular events, workshops, conferences, and working groups to raise awareness and facilitate networking opportunities.</p>
Targets and Potential Obligations	<p>The mechanisms proposed by ACI include increasing women's representation in leadership roles, ensuring strong commitment from industry leaders to prioritize diversity and inclusion, providing early exposure and ongoing engagement opportunities for women in aviation careers, offering financial aid to attract more talent, creating supportive environments for women's retention and long-term success, promoting women's advancement into leadership positions and decision-making roles, and conducting further data collection and research to address existing gaps. Additionally, initiatives such as 25by2025 by IATA can be promoted through collaboration with academia, educational institutions, and strategic partnerships with non-aviation global organizations. These measures aim to drive cultural change and track progress towards gender equality in the aviation sector.</p>
Promoting Career Opportunities	<p>ACI, in collaboration with ICAO and IATA, established the Young Aviation Professionals Programme (YAPP) in 2013 to promote career opportunities in aviation for young women and girls. The program aimed to enhance the capacity of the international aviation community by attracting young professionals with advanced qualifications and experience in aviation-related activities. Participants had the opportunity to work with international regulatory bodies, airlines, and airports to gain a deep understanding of the global civil aviation system and the</p>

	<p>synergies between industry partners. The program aimed to prepare participants for leadership positions in the aviation industry, and the application process had an equal success rate for both genders. ACI's Global Training program provides comprehensive training solutions for airport professionals, ensuring ease of access for all genders. ACI has partnerships with educational institutions such as the John Molson School of Business and McGill University to offer specialized programs like the Airport Executive Leadership Program and the Global Aviation Leadership Program. Successful women in aviation, including Angela Gittens and Deborah Flint, serve as role models for aspiring professionals.</p>
Main Obstacles	<p>The main obstacles according to ACI are a lack of opportunity for advancement, limited representation of women in leadership positions and on boards, organizations that do not prioritize diversity, challenges related to gender biases, a lack of awareness about aviation opportunities for women since childhood, misconceptions about the skills required, and limited exposure to aviation, especially for underprivileged populations and women. To overcome these obstacles, it is important to have more women in leadership roles and as role models, invest in inclusive talent management processes, ensure equal access to critical roles, pay, benefits, and development opportunities, integrate gender diversity into leadership evaluations and business strategies, celebrate female success stories, increase awareness through storytelling, create more accessibility and awareness of aviation careers, promote the industry in schools and communities, and encourage family-friendly work conditions in the aviation sector.</p>
<p>EUROPEAN UNION AVIATION SAFETY AGENCY (EASA)</p>	
Data Gathering	<p>EASA gathers annual data, concerning the employment of female staff members throughout their Agency. According to the latest data collected by EASA in April 2023, women represent, in average, 32% of the EASA workforce with 19% representation in the Lead (lead and coordination roles), 14% in Deliver (technical delivery roles), and 64% in the Enable (support roles) job roles. However, the balance is slowly improving as EASA leads by example by providing professional opportunities with a strong focus on talent, competence, merit and diversity as main criteria for offering lifelong career, development, learning and promotion opportunities. Since 2018 the representation of women in managerial positions, from Section Manager to Director, has increased significantly from 16.9% to 24,4% in 2022. From EASA Executive Committee members i.e. EASA Directors 50 % are women.</p>
Initiatives	<p>EASA actively reaches out to female candidates by publishing the vacant positions in various forums explicitly encouraging applications from female candidates and drafting positions with precise information on flexible working conditions contributing to work-life balance. In addition, and to the extent possible, selection panels include members from both genders and balance by nationality. There is a competence-based training kit that raises awareness for different types of bias in EASA, and unconscious bias is addressed in interactive workshops. In selection processes a presentation is used in the introduction meeting with the selection</p>

	board. EASA reaches out to relevant communities and participates dedicated career fairs and panel discussions to promote equal career opportunities.
Targets and Potential Obligations	The Commission has set a goal to achieve gender parity in its management at all levels by the end of 2024. However, due to the staff composition and required expertise in the Agency, reaching this parity may not be feasible within the given timeframe. Efforts are being made to enhance STEM education opportunities for women and provide career development and on-the-job training opportunities. Additionally, the Agency is working on promoting visibility without compromising its necessary neutrality as the EU regulator for aviation safety.
Promoting Career Opportunities	To promote career opportunities, EASA has been participating in career fairs, and invited schools and teachers to visit the fair and/or Agency. A Junior Qualifier Programme has also been operating since 2017 to attract more young women. Partnership with Academia on Ph.D program connected with the activities of Agency Scientific Committee to increase knowledge and perspective of regulator with academic research opportunities for PhD students.
Main Obstacles	The main challenge highlighted by EASA is a problem of cultural paradigm linked to the perception of aviation technical roles as male careers and STEM education needs to be made more attractive to young women and girls.

INTERNATIONAL FEDERATION OF AIR TRAFFIC CONTROLLER'S ASSOCIATION (IFATCA)

Data Gathering	While no data is currently being collected on women's empowerment, IFATCA is hoping to put in place a data gathering mechanism after their Annual Conference in May 2023. This mechanism will be based on a voluntary reporting system, to gather data from IFATCA Member Associations on the number of female members.
Initiatives	The International Federation of Air Traffic Controllers' Associations (IFATCA) has established an Equity, Diversity, and Inclusion Task Force (EDI-TF) with the objective of promoting empowerment in the aviation sector. The task force has developed a plan outlining IFATCA's work in this area, focusing on equity, diversity, and inclusion. The initiatives involve the promotion of women in decision-making and leadership roles, as evidenced by the increased representation of women on the IFATCA Executive Board. The task force also aims for gender equity in committees, task forces, panels, and discussion fora. While regular events are not organized, the EDI-TF is a standing agenda item at all IFATCA international meetings, raising awareness and providing opportunities around diversity and inclusion. Furthermore, IFATCA collaborates with various aviation stakeholders, including industry associations, trade unions, international organizations, and women-focused networks, to advance their initiatives.
Targets and Potential Obligations	Amongst the mechanisms that IFATCA believes could advance gender equality, implementing quotas, creating all-female classes of students, adopting broader recruitment strategies, and re-evaluating recruitment criteria are noteworthy. However, it is recognized that there is no one-size-fits-all solution, and collaboration within the aviation sector is crucial. Shared experiences and collaborative efforts can facilitate the tailoring and implementation of effective

	tools and methods. In terms of promoting aspirational goals and industry initiatives such as IATA’s 25by2025 initiative, IFATCA acknowledges the challenge of recruiting a sufficient number of new female air traffic controllers to meet the 25% target within the specified timeframe.
Main Obstacles	To overcome the obstacles in the air traffic control sector, particularly in the selection of new air traffic controller students, further studies can be conducted to develop improved selection tools. These studies would focus on identifying methods and approaches that can enhance the selection process, making it more inclusive and conducive to attracting and retaining women candidates. By implementing better selection tools, the industry can increase the representation of women in air traffic control and work towards achieving gender balance in the sector.

SAFRAN

Data Gathering	<p>As shared by Safran, the French government collects annual data on the Gender Equality Index, which includes criteria such as the gender pay gap, distribution gaps in salary increases and promotions, and ensuring equal benefits for women returning from maternity leave. To promote gender equality in companies, the "Rixain" law establishes obligations for balanced representation between women and men in executive and governing bodies of large companies. These obligations include publishing disparities in representation, setting targets for gender diversity, and imposing financial penalties for non-compliance.</p> <p>Safran, as a company, publishes various indicators related to gender equality, including workforce distribution, recruitment numbers, and the representation of women in executive roles and the Board of Directors. Internally, data is collected periodically from HR systems and analyzed at both company and group levels. Externally, legal indicators are communicated on the company's website and shared with relevant platforms.</p> <p>Safran engages with aviation stakeholders and collaborates on joint initiatives to promote gender diversity in the industry. The data is updated based on management needs, ranging from monthly to annual updates. Challenges in collecting gender-related data include legal constraints regarding personal data protection and discrimination laws. Additionally, deploying unified systems across different countries and addressing gender pay gaps globally pose organizational and IT challenges for the company.</p>
Initiatives	<p>Both the government of France and Safran have launched initiatives to promote gender equality and women's empowerment in the aviation sector. The French government has implemented various initiatives through policies and different ministries. Safran has also taken numerous initiatives, including actions in schools, training programs, establishment of Women@Safran networks, co-sponsorship of surveys, implementation of mentoring programs, awareness-raising activities, development of a feminization plan, and certification of entities for gender equality.</p> <p>The main objectives of these initiatives are to foster inclusion and diversity, develop female leadership, promote talent development, engage students in STEM fields, expand employee involvement, and increase the representation of women</p>

	<p>in decision-making and leadership roles. Safran's initiatives involve the renewal of the Women@Safran network, Talent Boost training, group mentoring programs, collaboration with associations like "Elles bougent" and "CGenial," and expanding partnerships internationally.</p> <p>Safran has implemented actions to promote women in leadership positions, such as the leadership development program "Formation Boost" and the development of mentoring programs. The company recognizes the importance of mobility in advancing women into decision-making and leadership positions. Their objective for 2023 is to reach 19% of women in executive positions.</p> <p>These initiatives also entail organizing regular events, workshops, and other awareness-raising opportunities to increase awareness and continuously improve the programs. Safran collaborates with various aviation stakeholders, including industry associations, trade unions, academia, civil society organizations, and government-supported events like the Assises de la Parité and the Sommer de l'Inclusion économique. Partnerships have been established with associations, schools, universities, and educational institutions to enhance opportunities and promote gender diversity in the aviation sector.</p>
<p>Targets and Potential Obligations</p>	<p>The French government has implemented legislation to promote gender equality and women's empowerment in the aviation sector. The "Coppé Zimmerman" law sets quotas for women on boards of directors and supervisory boards, requiring a minimum representation of 40%. The aviation sector in France has also taken initiatives, such as the "25by2025" campaign by IATA to increase female representation in aviation by 25% by 2025. The GIFAS has created the "Feminizing Aerospace Jobs" label, involving various stakeholders committed to promoting gender diversity in the aerospace industry.</p> <p>Some mechanisms that can be envisaged to promote gender equality according to Safran, include implementing training programs on biases and unconscious biases, enhancing the attractiveness of engineering schools and scientific career paths, affirming an inclusive culture, increasing visibility of women's representation and careers in media, evaluating processes to prevent discrimination, and creating stronger connections between education and businesses. Safran has a multi-year action plan based on driving cultural change, accelerating women's professional development, and enhancing the company's attractiveness for women. They employ mechanisms such as awareness-raising, improving gender equality scores, promoting "women and science" initiatives, and identifying and addressing barriers to gender equality.</p> <p>Safran believes that a common framework aligning objectives with stakeholders can be established, along with a monitoring body to track progress. Facilitating exchanges between companies and educators can inspire and foster shared discourse and ambition. Safran supports such initiatives through measures like detecting high-potential women employees, supporting their career paths, ensuring inclusion in succession plans, promoting professional development, and encouraging innovation.</p>
<p>Promoting Career Opportunities</p>	<p>Safran has taken initiatives to promote career opportunities in aviation to young women and girls. They actively combat stereotypes and inspire women's vocations in scientific and technical fields through various programs. Safran is involved in the "Elles bougent" association, where more than 450 employees promote</p>

	<p>women's roles in the aerospace industry among students at different educational levels. They participate in forums, workshops in schools, and organize visits to Safran sites. Safran is also a partner of the CGénial Foundation, introducing Safran professions to classrooms and schools. The company has ambassadors who engage in school and university forums, speak at conferences, and participate in initiatives like the Women in Aviation & Aerospace Charter in the United Kingdom.</p> <p>Safran implements various policies to promote the access of young women and girls to highly technical skills used in the aviation sector. They participate in the diversity month campaign, including interventions in classrooms to present educational paths and professional careers. Safran also collaborates with the education sector through partnerships with schools and educational chairs for higher studies. They have a collaborative agreement with the national education system, specifying the relationships within the secondary education network.</p> <p>In terms of role models, Safran highlights the profiles of their successful female employees through regular communication both internally and externally. They create profiles for events such as the World Day of Women and Girls in Science and International Women's Day, which are shared on platforms like LinkedIn. These efforts aim to inspire and showcase the achievements of women in aviation as role models for aspiring young women and girls.</p>
Main Obstacles	<p>The main obstacles identified by Safran include the low participation of women and girls in scientific and engineering studies, as well as a lack of awareness about the industry and its professions starting from middle school.</p> <p>To overcome these obstacles, collaboration with ministries and associations is important to promote aviation professions and raise awareness in schools from primary to higher education. Efforts should focus on breaking gendered roles by addressing stereotypes, prejudices, and unconscious biases. This can be achieved through educational programs that challenge traditional gender norms and promote inclusivity in schools and companies.</p>

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