

**57th CONFERENCE OF
DIRECTORS GENERAL OF CIVIL AVIATION
ASIA AND PACIFIC REGIONS**

*Incheon, Republic of Korea
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**AGENDA ITEM 6: ECONOMIC DEVELOPMENT OF
AIR TRANSPORT**

**PROMOTION OF INDUSTRY INITIATIVES THAT SUPPORT
ICAO'S ASPIRATIONAL GOAL OF GENDER EQUALITY
BY 2030**

Presented by the International Air Transport Association (IATA)

SUMMARY

Women are still heavily under-represented across the aviation sector, particularly as senior executives, pilots, aerospace engineers, and air traffic controllers. Globally, aviation supports 65.5 million jobs across travel and tourism, and it has a vital role to contribute towards achieving the United Nations 2030 Agenda for Sustainable Development, including Goal No. 5 'Gender Equality and Empowerment of Women'. Recognizing this, the 39th Session of the ICAO Assembly endorsed Resolution A39-30.

This paper presents a high-level overview of 25by2025, an industry-wide gender diversity initiative and explains how it may be used and promoted by States and other stakeholders as a key enabler towards ICAO's aspiration goal of gender equality by 2030.

PROMOTION OF INDUSTRY INITIATIVES THAT SUPPORT ICAO'S ASPIRATIONAL GOAL OF GENDER EQUALITY BY 2030

1. INTRODUCTION

1.1 Aviation and diversity and inclusion (D&I) are inextricably linked. Diversity is about recognizing, respecting, and valuing differences based on, amongst other things, ethnicity, gender, age, race, religion, sexual orientation, and disability. Aviation provides the vital connectivity that drives social and economic benefits for individuals, communities, and nations.

1.2 One of the most visible elements of D&I is gender, and by tackling this, it is possible to build a comprehensive approach that results in better business performance, improved access to talent and better employee wellbeing (McKinsey).

1.3 The issue is clear: despite more than 80% of airline cabin crew being women, only 5.1% of the world's airline pilots are women (source: ISWAP), and women represent only about 26% of air traffic controllers; 18% of flight dispatchers; and less than 9% of aerospace engineers (source: Korn Ferry). Also, women are still under-represented in senior management positions at airlines with only 22 of IATA's 290 member airlines being led by women¹.

1.4 As a global industry that supports 65.5 million jobs across travel and tourism, aviation has a vital role to contribute towards the achievement the United Nations 2030 Agenda for Sustainable Development, including Goal No. 5 '*Gender Equality and Empowerment of Women*'.

1.5 In 2016, the ICAO Assembly resolution urged "States, regional and international aviation organizations and the international aviation industry to demonstrate strong, determined leadership and commitment to advance women's rights and to take the necessary measures to strengthen gender equality by supporting policies, as well as the establishment and improvement of programs and projects, to further women's careers within ICAO's governing and technical bodies, the ICAO Secretariat and the global aviation sector."

1.6 The restart and recovery from the COVID-19 pandemic offers the opportunity for aviation to build back better with D&I at its core. D&I are essential to aviation's industry's recovery as the search for the best and brightest must be broad in its scope. This is critical because research shows the pandemic has adversely impacted women far more than men, as they struggled to balance their work lives with other tasks such as home-schooling and caring for others.

1.7 IATA's 25by2025 initiative is an industry-wide diversity and inclusion project that aims to increase the number of women in senior positions by either 25% against currently reported metrics or to a minimum representation of 25% by 2025.

1.8 This paper presents key details of the 25by2025 initiative and explains how it may be used and promoted by States and the wider industry as a key enabler towards ICAO's aspiration goal of gender equality by 2030.

2. DISCUSSION

2.1 D&I metrics mentioned in 1.1 show that women are under-represented in aviation. Statistics clearly show there is room for improvement to drive greater D&I within an industry that safely connects the world and brings people together.

2.2 During IATA's 2019 World Air Transport Summit, the former CEO of Air New Zealand challenged the airline industry to advance gender diversity and urged them to do more to address issues that women are facing today.

¹ As of 30 May 2022

2.3 Improving [gender diversity](#) throughout the industry is needed not just because it is "the right thing to do", but also importantly it makes business sense. According to the McKinsey report "[Women in the workplace 2021](#)", "when women are well represented at the top, companies are 50 percent more likely to outperform their peers." Investors, consumers, and workers are also increasingly demanding that organizations put greater emphasis on gender and other aspects of D&I.

2.4 While some progress is being made regarding gender equality, there is a lot more that needs to be done. There is a need to provide women with equal opportunities to advance their careers. 25by2025 aims to do just that – by providing the industry with an opportunity to set achievable targets, share best practices, lessons learned and success stories.

2.5 The initiative is open to all airlines and aviation-related organizations (including civil aviation authorities, etc.). Currently there are 111 Signatories of which 99 are IATA Member airlines, five non-members and seven non-airline participants. 19 airline signatories are from the Asia-Pacific region.

2.6 By joining 25by2025 airlines and other aviation organizations commit to:

- Report annually on key diversity metrics
- Increase the number of women in senior positions² and under-represented areas by 25%, or up to a minimum of 25% by 2025
- Increase female nominations from their airlines for IATA governance roles to a minimum of 25% (IATA members only)

2.7 In addition to the commitments of member airlines, IATA itself has committed to increase the representation of women in its own senior management, in governance roles, and among speakers at its conferences, commits to:

- Create a forum for sharing best practices on D&I and collate industry metrics in an annual update
- Increase the number of women participating at events, panels, and conferences to a minimum of 25%
- Increase the number of women appointed to IATA governance roles to a minimum of 25%
- Increase the number of women in top senior positions to a minimum of 25%

2.8 The purpose of 25by2025 is for the aviation industry to advance much-needed change and showcase the actions taken to change the status quo. IATA convenes quarterly 25by2025 teleconference calls with all signatories, where latest guidance and information is provided, and participants share what issues they are facing and examples of good practice that may inspire even greater efforts from other organizations that will drive change.

3. ACTION BY THE CONFERENCE

3.1 The Conference is invited to:

- a) Note the practical role that 25by2025 can play in helping States and the global aviation industry to achieve ICAO’s aspirational goal of gender equality by 2030;
- b) Urge States to support the participation by aviation stakeholders in 25by2025 in their jurisdiction as an important stepping-stone towards gender equality in the global industry.

— END —

² The definition of “senior positions” is determined by each signatory and then provided to IATA