

DIVERSITY & INCLUSION

25by2025 driving better female representation across the industry

When 25by2025 was launched in 2019, it was a rallying call for the industry to look at the gender imbalances and to take steps to redress them. Three and a half years after the launch, there are improvements across the industry against the key metrics.

At the end of 2022, there were 176 signatories to the pledge,

including 23 from Africa /Middle East. 36 from the Americas, 25 from Asia-Pacific, 12 from North Asia and 80 from Europe.

As part of the ongoing effort to monitor diversity, equity and inclusion, IATA continues to collect data from all the 25by2025 signatories on a yearly basis. As the number of signatories has increased, so too has the available



data, giving a more robust picture of the shape of the industry.

Collected data shows that the overall number of women in aviation increased 42% in 2022 and the number at senior levels is at 28%, a near 15% increase on 2021. The most visible change is in technical roles where 18% of jobs are occupied by women compared with 12% in 2021. The percentage of women on the flight deck is now at 5%, which represents a 23% increase over last year.

As a result of the changing paradigm, in 2022 five female CEOs were appointed, at Austrian Airlines, El Al, Hahn Air, KLM Royal Dutch Airlines, and Pegasus Airlines. As a result, the total number of women CEOs among IATA member airlines reached 28. These changes at the leadership level prove the value of diversity and inclusion and are a beacon of change for the entire industry.

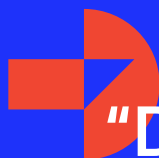
To help the industry become diverse and inclusive and to make its commitment to reaching—or exceeding—25by2025 targets a reality, IATA continues to organize quarterly calls with all the signatories where they share best practices and discuss the business benefits of making the industry more diverse. The focus

of those meetings is to inspire others to make bold decisions and not shy away from becoming a driving force for a diverse and inclusive industry.

In addition to quarterly calls, IATA is committed to the annual Diversity & Inclusion Awards that focus on recognizing female leadership in the industry. The 2022 winners included the CEO of Pegasus Airlines, Güliz Öztürk (Inspirational Role Model Category), Kanchana Gamage, Founder and Director

of The Aviatrix Project (High Flyer Category) and airBaltic (Diversity & Inclusion Team category).

To further strengthen the importance diversity and inclusion plays in the industry, IATA partnered with PWC to showcase best practices and inspire the aviation value chain to drive diversity and inclusion initiatives. During 2023, this partnership will be complemented with a maturity assessment that airlines can take to benchmark themselves against their peers.



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