



Australian Government

Department of Infrastructure, Transport,
Regional Development, Communications and the Arts

Women in the Aviation Industry Initiative

Next Phase Strategic Action Plan

September 2023



Connecting Australians
Enriching Communities
Empowering Regions



Minister's foreword

The Australian Government is committed to supporting a strong and thriving aviation industry which boasts a great working environment for all Australians, including women. Improving women's workforce participation can contribute to Australia's future economic prosperity and resilience.

Demand for technicians and professionals across aviation is strong. Having a pipeline of skilled workers to meet this demand will be critical for the sector, now and into the future.

Now, more than ever, it is important that the aviation industry recognises and embraces the contribution that Australian women can make toward meeting future skills demand and securing a better and brighter future for the industry.

By attracting, training and retaining women across the industry we can ensure that sector continues to thrive.

Since 2019 the Women in the Aviation Industry Initiative has worked alongside industry partners to promote and generate awareness about the diverse and rewarding careers that aviation offers young women and girls.

The Barriers to the Pipeline research project, funded by the Initiative and led by Aviation/Aerospace Australia and released in 2022, found that in 80 per cent of respondents agreed that male domination of the industry was one of the most significant barriers for women in the industry.

Equality for women is at the heart of what the Australian Government is doing, and we are committed to driving progress on women's representation across the aviation industry. Both business and the Australian Government will play a vital role in increasing female representation. It will be critical the government and industry work together to increase the retention, participation and contribution of women in the industry.

The Australian Government's Women in the Aviation Industry Initiative can help drive this change, and this Strategic Action Plan will provide the necessary guidance and focus.

Extensive consultation across the industry has informed this plan. I would like to thank all of those involved for their valuable and meaningful contributions, and look forward to seeing what the Initiative can achieve.



The Hon Catherine King MP

Minister for Infrastructure,
Transport, Regional
Development and
Local Government



There are so many aspects
that keep me connected to
aviation, primarily the people,
the career opportunities, and the
wonderful life-long experiences
aviation keeps giving.

Sonya Ashcroft

Vice President, Training and Talent
Development, Menzies Aviation

Executive summary

The aviation industry is central to Australia's economic and social wellbeing. It connects the nation to critical goods and services and the people of Australia to each other. Through the Women in the Aviation Industry Initiative (the Initiative), the Australian Government is supporting the sustainability of the aviation industry, by encouraging women to participate in the career opportunities the industry offers.

Through engagement with the sector, the Initiative will respond to the aviation industry's challenges accessing the skills required to sustain the industry now and into the future. The Initiative recognises the value of increasing the participation of qualified and experienced

women in non-traditional roles in aviation, such as engineering and technical roles, in the industry.

The Initiative aims to address the gender imbalance and alleviate skills shortages in the industry caused by factors such as an ageing workforce and the impact of the COVID-19 pandemic, whilst promoting access to diverse and exciting career opportunities that strengthen women's employment and economic security.

The Australian Government is also working internationally including through the International Civil Aviation Organization (ICAO), to advance gender equality in the aviation industry.

The Strategic Action Plan (the plan) outlines four strategic priorities for the next phase of the Initiative:



Leadership and culture

Tap into the power of leaders to drive change and to realise a culture of inclusion that promotes and supports diversity within the industry.



Visibility and awareness

Increase the visibility of the aviation industry and the career opportunities it offers women.



Collaboration

Strengthen networks and collaboration across the aviation industry to drive innovation, share learning and optimise impact by aligning the industry's efforts.



Continuous improvement

Improve the outcomes of the Initiative by continuously monitoring, evaluating, and adjusting activities conducted under the Initiative.

The plan presents a range of opportunities and key action areas that the Australian Government could pursue to address the gender imbalance and respond to workforce and skills shortages across the aviation sector. The government is committed to partnering with the aviation industry to deliver the plan to secure the skills needed by the industry and to enhance career outcomes for Australian women.

Establishing robust systems and procedures to track and report on the impact of the Initiative and activities funded under the Initiative will be important to continuously improving and measuring the impact of the plan over time.

Continuous refinement of the plan will enhance its impact, as will the participation of the aviation industry in its delivery. This is particularly critical to delivering an inclusive culture that values diversity and inclusion.

The plan is a living document that will evolve over time, responding to changing needs, demands and opportunities. This will allow it to accommodate outcomes and insights learned through the ongoing monitoring of the Initiative and the environment it operates in.

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Introduction

The Women in the Aviation Industry Initiative (the Initiative) was launched by the Australian Government in 2019 and is funded until June 2026. The Initiative intends to encourage women to enter and remain in the aviation industry. The objective of the Initiative is to support the aviation industry to:



Increase female representation across the aviation workforce



Attract and retain more women in careers such as aviation engineering, airport operation and piloting



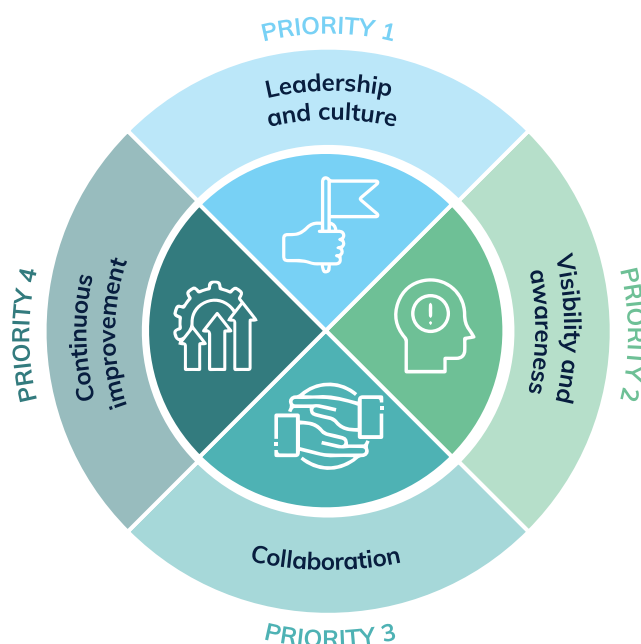
Develop resources and strategies to help women build their careers in the industry and improve their economic security



Leverage the largely untapped pool of potential talent and skills held by women and direct them to where they are needed within the industry

The purpose of the Next Phase Strategic Action Plan, (the plan) is to outline a range of key action areas for the government to guide the Initiative over the next four years. The plan has been informed by findings and insights gained over the first four years of the Initiative, as well as extensive consultation with representatives from across the aviation industry.

Based on these lessons and consultations, four separate yet interrelated priority areas have been identified:



Phase one of the Initiative commenced in March 2019, and a total of \$4 million was allocated to support activities to raise awareness of aviation careers amongst young women and girls. Working with aviation-focused organisations, including the Women in Aviation International Australian Chapter, Aviation/Aerospace Australia, Flightdeck Crewing and Western Sydney Women, funding was provided toward campaigns, social media, websites, a research survey, school experience days, student resources and parent packs, career fairs and expos, industry networking summits, and panel discussions.

Collectively, these priorities address foundational barriers, as well as fundamental capability and cultural issues identified by stakeholders. They also have the potential to positively influence the industry's ability to attract and retain women in the aviation industry.

The plan is ambitious outlining action areas that can deliver the step change needed to increase the participation of women in the industry. Developed in consultation with government and the sector, the plan is designed to foster collaboration and to build a sustainable workforce pipeline for the aviation industry.

The plan was developed at a point in time and circumstances and needs may change over the course of its delivery. To achieve its ambitions,

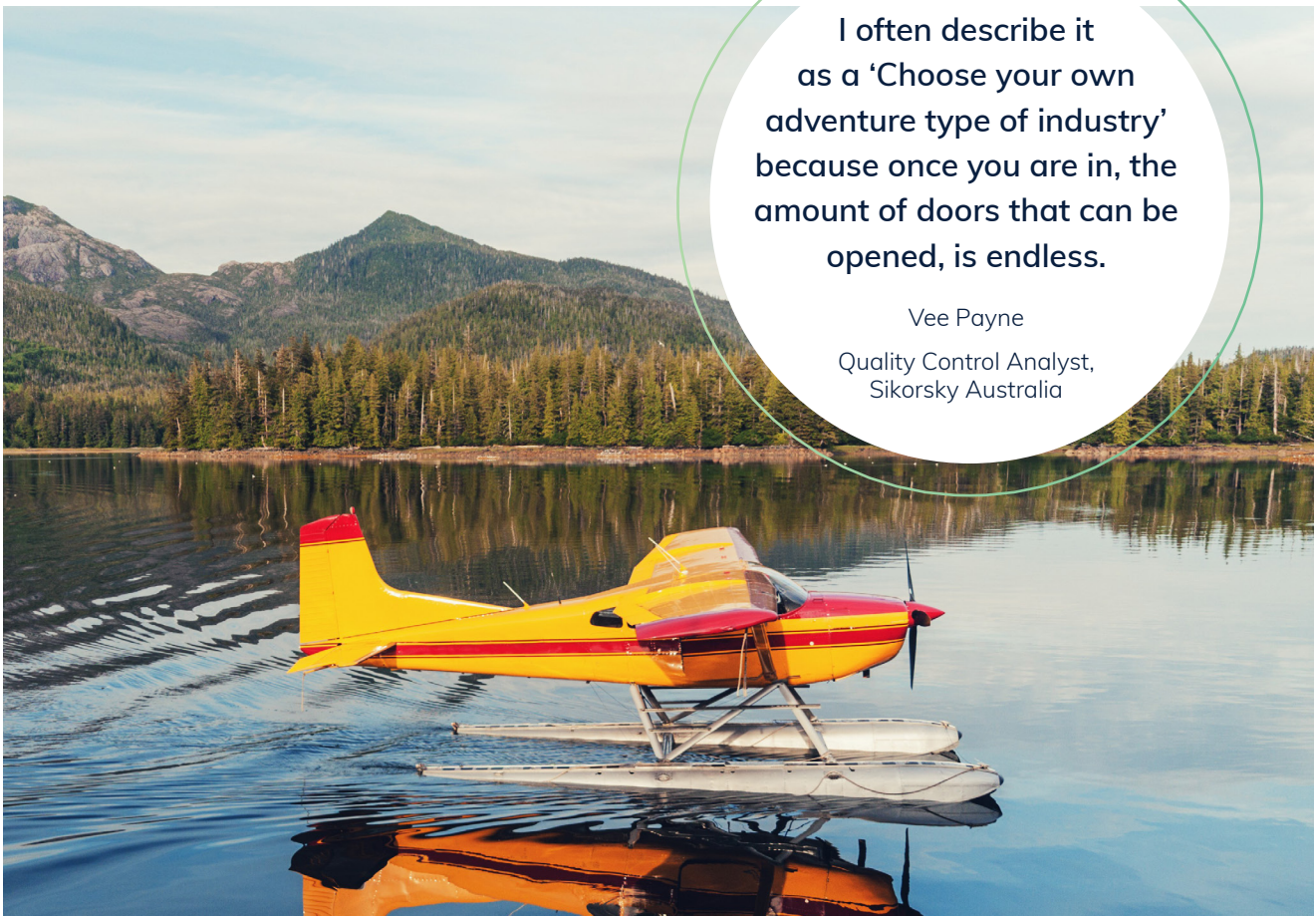
the Initiative and the plan, will need to respond by adapting and changing as required over the next phase.

The Government has committed to an Aviation White Paper that will examine the policy and economic reforms necessary to promote efficiency, safety, sustainability and competitiveness of the aviation sector out to 2050. There will be opportunities for the Women in the Aviation Industry Initiative' to leverage outcomes from the White Paper and further explore relevant issues following the White Paper's release in 2024.



I often describe it as a 'Choose your own adventure type of industry' because once you are in, the amount of doors that can be opened, is endless.

Vee Payne
Quality Control Analyst,
Sikorsky Australia



Background

The Australian aviation industry is critical to the nation's economic and social wellbeing.

The Women in the Aviation Industry Initiative's action plan builds on the first four years of the Initiative. The plan responds to the four strategic priorities identified through the 2019-22 review and the consultations conducted to inform the plan.

Over the last 50 years the participation of women in the Australian labour market has significantly increased, improving Australia's economic and social wellbeing. As Australia's skill demands

evolve and grow, a more sophisticated approach to attracting, developing, and deploying women with the right talents and skills is needed. This is an important challenge for the aviation industry, which is under increasing pressure to access skilled workers, due to factors such as an ageing workforce and the COVID-19 pandemic. In this environment, accessing highly qualified and talented women has the potential to significantly contribute to the aviation industry's sustainability.

34% of woman aged 15 – 74 in Australia hold a bachelor's degree or above, compared to 28% of men. This increases to 50% for women aged 25 – 34 years.

ABS Gender Indicators, May 2021



34%
of women have
a bachelors
degree



<https://www.abs.gov.au/statistics/people/people-and-communities/gender-indicators-australia/latest-release>

The aviation industry offers a diverse array of career opportunities across many roles, functions, and professions. Research by the Workplace Gender Equality Agency (WGEA), however, shows that in 2020-21 only 4.5% to 22.8% of employees in technical roles such as air traffic control, pilots, mechanics, and engineers in aviation were women.

This highlights the opportunity and importance of attracting and retaining women, and of increasing the participation of girls studying science, technology, engineering, and mathematics (STEM) subjects, the foundation of many critical roles in the aviation sector.

Around 462,000 people were studying for a non-school qualification in a STEM field. Of these 28% were female.



<http://www.abs.gov.au/statistics/people/education/>



28%
of students
were female

The opportunity for women to support the aviation industry in fields that require a STEM qualification is strong. Encouraging more women and girls to pursue a qualification in a STEM field will provide opportunities for women to become

part of the aviation industry to both hone their skills as well as make a significant contribution to the long-term sustainability of one of Australia's most important industries.





The Australian Government is working internationally to advance gender equity in the aviation industry.

Australia is working in the Asia Pacific region to encourage women into the aviation industry. Under the Indonesia Transport Safety Assistance Package (ITSAP), Australian aviation (and maritime) transport agencies collaborate with their Indonesian counterparts to implement gender equity activities focusing on providing mentoring and leadership opportunities for women. Activities to date have included:

- Establishing a locally based Gender and Institutional Research Analyst in Indonesia to provide advice to transport agencies on how gender equity can deliver outcomes that improve organisational performance, diversity and human capital.
 - Delivering a hybrid webinar on 'Embracing Equity in the Aviation Sector: Promoting Inclusive Leadership', in partnership with Airnav Indonesia with over 650 participants across Indonesia and Australia.
 - 20 officers from Indonesian transport agencies, including aviation, search and rescue and accident investigation, participating in an 'Inclusive and Transformative Leadership' course in partnership with the Queensland University of Technology.
- Airservices Australia and the Civil Aviation Safety Authority (CASA) providing targeted mentoring and networking opportunities for women in their Indonesian counterpart agencies (Airnav Indonesia and the Directorate General of Civil Aviation respectively).
 - In Papua New Guinea (PNG), under the Transport Sector Safety Program (TSSP) Australia is supporting an ongoing twinning program which gives women in PNG transport sectoral agencies an opportunity to work side-by-side with Australian Government officials and engage with senior PNG transport officials on policy, program and organisational management issues. The program also supports attendance at the annual APEC Transportation Working Group meeting as PNG's representative at the Women in Transport Network.

The Australia Government is working internationally including through the International Civil Aviation Organization (ICAO) to advance gender equality in the aviation industry.

At the ICAO Assembly in October 2022, Australia, with Member States, affirmed the commitment to ICAO's Gender Equality Programme which promotes gender equality and the participation of women in the global aviation sector while acknowledging the challenges women continue to face. ICAO reiterated the need for Member States to consider gender equality when proposing candidates for ICAO positions and strengthen gender equality policies and programs in their aviation sectors.



The government recognises that the key to the Women in the Aviation Initiative's success will be collaboration between all levels of Government, the aviation industry, and the education and training sector.

To support this, the government will continue to encourage the aviation industry and its intermediaries to address barriers that may be hindering the participation of women.

The opportunity

Almost half of the Australian workforce are women. Industries that do not fully take advantage of this talent pool are missing a significant opportunity and are likely to face continuing labour and skill shortages in a competitive labour market.

This highlights the need to confront the tasks of both increasing the proportion of women choosing a career in aviation and encouraging women already in the industry to stay.

In the short term there are opportunities to attract women from the global talent pool and from other industries and to retain women who are currently working in the industry. To effectively attract women the industry will need to promote opportunities, improve study and career pathways, and design and implement appropriate support tools. On the other hand, to retain women, the industry must build an understanding of why women choose to leave the industry.

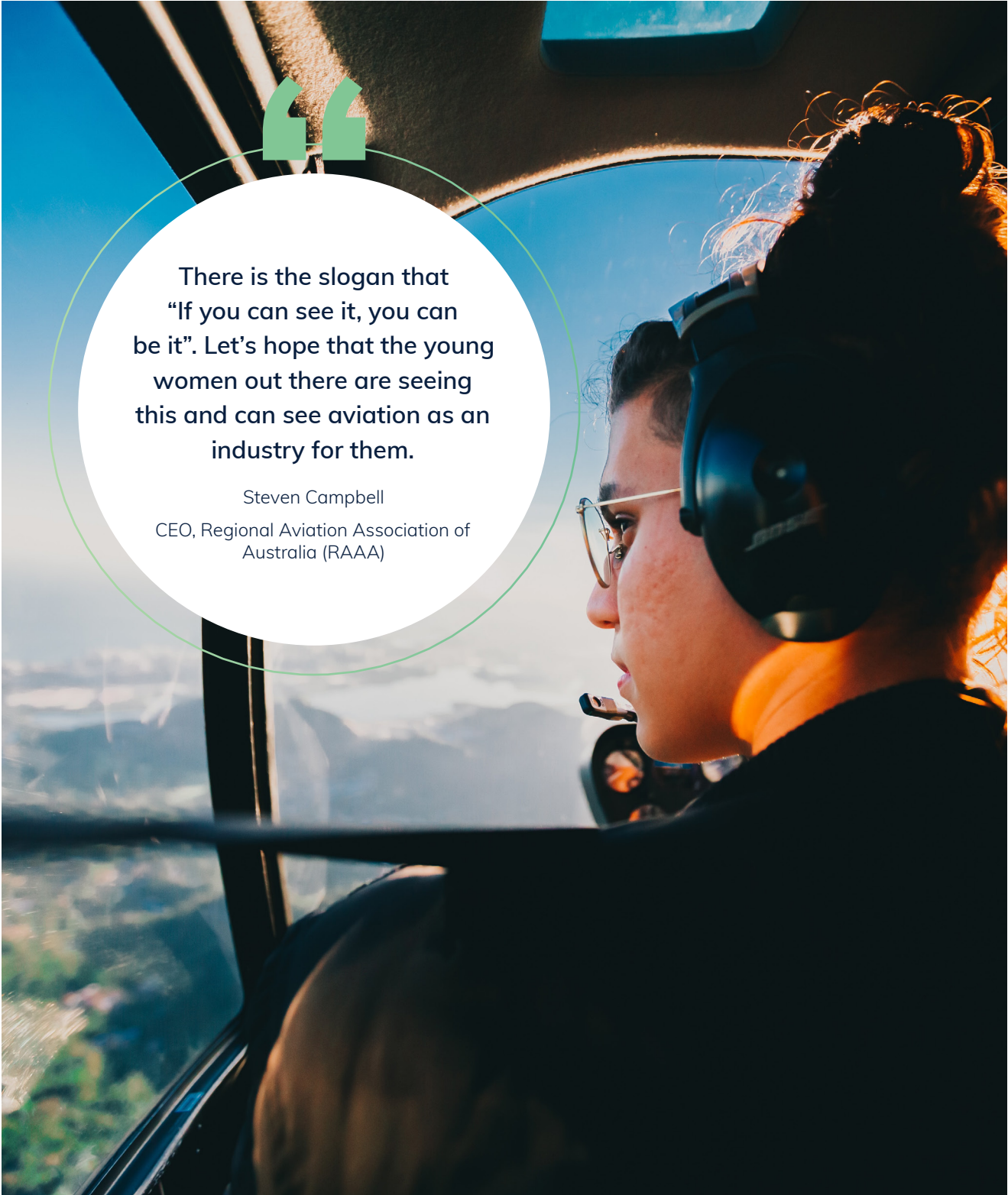
The longer-term goal is to increase interest among women and girls in a career in the aviation industry. To do this it will be vital to ensure there are women in the industry who are willing to act as mentors, coaches or role models. Additionally, targeting girls and young women at critical points in their education and early career journeys to raise awareness of the opportunities the aviation industry offers will help to drive higher participation rates.

The opportunity for women to access diverse career opportunities offers significant earning potential and employment security. While women's participation in the labour market has increased significantly over the past 50 years, the gap between employment security and income between men and women is yet to be closed. Closing this gap requires encouraging and providing opportunities to women, from all walks of life, to participate in professions and industries that have traditionally been male oriented. This aligns with the Government's broader intent to ensure women have equal access to quality employment opportunities.

Increasing the participation of women will need a strong foundation. The immediate task is to respond to the barriers that the plan's consultation process identified. This includes the need for the industry to come together to drive cultural change to create an inclusive environment that taps into all sources of talent, as well as raising the profile of the industry by communicating the exciting opportunities it offers.

The plan recognises that the Initiative cannot, and should not, act in isolation. There are other initiatives, funded by the Government and the industry, that focus on encouraging girls to consider STEM courses and careers. These initiatives aim to improve diversity and representation, and encourage women's participation in the labour market. A combined effort will help to enhance the initiative's reach and influence, including identifying new opportunities.

Establishing an appropriate governance framework for the Initiative will position it for success by embedding a commitment to transparency, accountability and continuous learning and improvement.



There is the slogan that
“If you can see it, you can
be it”. Let’s hope that the young
women out there are seeing
this and can see aviation as an
industry for them.

Steven Campbell
CEO, Regional Aviation Association of
Australia (RAAA)



The strategic action plan

Laying the foundation

This plan will inform the next phase of the Initiative. It lays out a clear set of priorities and key action areas that will guide programs and activities over the course of the next phase.

Insights and observations from the first four years of the Initiative include:

Significant commitment and effort were dedicated to activities

The reach and level of successful engagement with target groups varied across activities

Limited data was collected making it difficult to assess the impact of most activities

Some programs had higher per capita costs raising questions about long-term sustainability

There is an opportunity to broaden the focus of the program from female students to include professional women

There is a need to develop an inclusive culture that values diversity

Consultation for this plan included workshops, interviews, and focus groups involving:



a cross section of aviation industry businesses



organisations representing the industry



labour market experts



women pursuing aviation careers



government representatives



aviation-related union representatives



organisations who delivered activities during the first phase of the Initiative

The consultation reinforced the need to prioritise cultural change and collaboration across the industry to secure the critical skills and capacity into the future. Stakeholders also acknowledged that there continues to be a need to increase awareness of the aviation industry and the opportunities it offers. Additionally, consultation participants emphasised the vital role of the Government in helping the industry to achieve positive cultural change.

The Department of Infrastructure, Transport, Regional Development, Communications and the Arts is developing a communication strategy that will support this plan.

The vision

A thriving and sustainable aviation industry where both women and men can thrive and flourish.

Delivering the vision



Through the Initiative, the Government commits to:

- establishing a better understanding of the barriers that are holding women back from participating in the aviation industry;
- supporting responses that address those barriers; and,
- monitoring and evaluating activities to continuously improve over the duration of the Initiative.

The Australian Government will partner with the aviation industry to design and deliver grassroots programs that engage and support women already working in the aviation industry, girls and women studying or training for a career in aviation, and women who may be considering a transitioning into the industry.

Female primary, secondary, and tertiary students will be empowered through a range of dynamic career and training pathways to consider non-traditional roles in the aviation industry.

The aviation industry has an important role, working with the Government to deliver and adapt the plan over time and actively participate in programs and activities funded by the Initiative.

The goal



Over the next phase, this plan will continue to support efforts to create an environment where women increasingly choose a career in aviation and are welcomed into an inclusive and supportive industry.



An inclusive culture is required to reduce barriers that women face in the aviation industry. In order to retain and encourage women on this career pathway, they will need support from positive role models who have influenced the next generation of female aviation professionals.

Captain Cathy Brown

Safety and Technical Director
AusALPA (Australian Airline
Pilots Association)

About the plan



The plan will bring together the aviation industry and its partners, industry bodies and aviation-focused education and training organisations, to increase the retention, participation, and contribution of women in the industry. It will also support a more coordinated approach toward collaborating on, and communicating, industry-wide initiatives and providing opportunities to share resources and experiences.

The plan's priorities and key action areas are informed by an understanding of the opportunities and barriers women face choosing or continuing an aviation career. The plan sets out a variety of key action areas that the Australian Government could focus the Initiative towards to positively contribute to a more diverse and inclusive aviation workforce.

For the plan to succeed it must focus on both short-term approaches to drive more immediate outcomes and foundational programs and activities that will deliver sustained, generational change over the longer term. This recognises that while some early results may be realised, it is over successive generations that change to the norms associated with career choice will be fully realised.

To support this, the plan will prioritise:

- laying the foundations that will increase the number of women choosing a career in aviation
- targeting more immediate opportunities to retain and attract women, and
- strengthening the pipeline of young women studying or training for a career in aviation.

The success indicators included in this plan are purposely high level and directional. As required over time, the Government will work with the industry to co-design indicators to measure the success and impact of individual programs and activities. A program logic model, key evaluation questions and an evaluation framework will be developed for the Initiative, as well as for each individual programs and activity. This will allow both the monitoring of the influence and/or impact of individual programs and activities, as well as providing an aggregate view of the impact of the Initiative.

Success indicators


The high-level indicators for the plan are based on the Initiative's objectives. Consideration has also been given to each of the activities outlined in the plan.

Objectives

Success indicators

- | | | | | |
|---|---|---|---|--|
| 1 | Increase female representation across the aviation workforce. | > | ✓ | Representation increases between baselined measurement and June 2026. |
| 2 | Attract and retain more women into critical careers in aviation (e.g., aviation engineering, airport operations and piloting). | > | ✓ | Resources are developed and targeted at women currently working in the aviation industry, women pursuing an aviation career, including those with relevant skills in lateral industries, as well as girls currently studying in aviation-related pathways. |
| 3 | Develop and provide resources and strategies that help women build careers in the industry and improve their economic security. | > | ✓ | The number of women in critical skills areas increases between baselined measurement and June 2026. |
| 4 | Leverage the largely untapped pool of talented and skilled women and direct them to where they are needed within the aviation industry. | > | ✓ | Critical skills are identified, the untapped pool baselined, and where skills are directed is monitored and reported. |

All indicators should be baselined, monitored and reported at regular intervals over the next phase.



“
By encouraging
women to pursue a career
in aviation we will be helping
relieve pressure on the system due
to the current skills shortage, but more
importantly a gender diverse workforce
brings with it different points of view and
approaches, supporting productivity
and innovation.

Pip Spence

Director of Aviation Safety and
CEO, Civil Aviation Safety
Authority (CASA)

PRIORITY 1:

Leadership and culture



Intent	Tap into the power of leaders to drive change and to realise a culture of inclusion that promotes and supports diversity within the industry.			
Rationale	While the Government can act as a facilitator, active leadership from within the industry is essential to address the fundamental barriers to increasing women's participation in the industry. Creating an inclusive culture that interacts with, and rewards, people on an equal basis must be a clear priority of industry leaders if they are to attract talented women.			
Key Action Areas	1.1. Engage industry leaders in an Aviation Industry Diversity Alliance (AIDA) to guide and support the delivery of the plan	1.2. Support the AIDA to define and promote the cultural aspiration of the aviation industry	1.3. Identify and engage industry leaders and role models to promote cultural awareness and related behavioural change at the industry and organisational level	1.4. Develop and disseminate resource material, and target opportunities across the industry and within organisations to promote cultural change
Success indicators	<ul style="list-style-type: none">• AIDA established with senior and representative membership• Meetings held on an agreed cycle and are well attended	<ul style="list-style-type: none">• Cultural aspiration is established and promoted across the industry and within organisations	<ul style="list-style-type: none">• Industry role models are identified, recruited and active	<ul style="list-style-type: none">• Resources are developed and disseminated

PRIORITY 2:

Visibility and awareness



Intent	Increase the visibility and awareness of the aviation industry and the unique and diverse career opportunities it offers women.			
Rationale	Continuing to build awareness and promoting the opportunities that the industry offers women is fundamental to improving the participation of women in the industry.			
Key Action Areas	<p>2.1. Establish and deliver a multi-channel communication strategy to guide effective and consistent branding, tone and messaging</p> <p>2.2. Review and consolidate resources developed in the first phase of the Initiative</p>	<p>2.3. Engage partners to deliver grassroots programs that target girls and women across their education or career journey and are aligned with the communication strategy</p> <p>2.4. Recruit and promote women who are role models in the industry</p>	<p>2.5. Promote the aviation industry's inclusion and benefits to career advisors</p> <p>2.6. Provide career advisors materials on the aviation industry</p>	<p>2.7. Identify 2-3 critical roles within the aviation industry and target ways to improve the attraction and retention of women in these roles</p> <p>2.8. Map and identify opportunities to improve lateral movements into aviation</p> <p>2.9. Monitor what drives the exit of women from aviation</p>
Success indicators	<ul style="list-style-type: none"> Multi-channel communication strategy established and distributed 	<ul style="list-style-type: none"> Delivery partners in place and programs delivered Women recruited to promote careers in aviation 	<ul style="list-style-type: none"> The Initiative is represented at major industry events Career advisors aware of and promoting aviation careers 	<ul style="list-style-type: none"> Critical roles identified Lateral industries identified and targeted Drivers of exit of women from aviation careers identified Retention approach established and active

PRIORITY 3:

Collaboration



Intent	Strengthen networks and collaboration across the aviation industry to drive innovation, share learning and optimise impact by aligning the industry's efforts.			
Rationale	The success of the plan is highly dependent on the active involvement of the industry. How potential candidates view an industry is as important as the brand reputation of individual organisations. Through effective collaboration, the aviation industry can drive a consistent identity, share learning, and maximise investments in attracting and retaining talent. There is also a significant opportunity to collaborate across government to include a focus on other relevant initiatives.			
Key Action Areas	3.1. Create and manage an online site to share leading practices and resources that will boost women's participation in non-traditional roles (e.g. engineering, and technical)	3.2. Identify and engage stakeholders across the industry and identify opportunities to promote and support communities of practice	3.3. Extend the reach of the Initiative by mapping and engaging with related government and industry programs to identify opportunities to include a focus on women in aviation	3.4. Optimise the focus on intersectionality through the identification of partners experienced in reaching and engaging broader underrepresented groups such as First Nations People, those living with a disability and LGBTQIA+
Success indicators	<ul style="list-style-type: none"> Online site is launched to share learning with resources identified, promoted and managed 	<ul style="list-style-type: none"> Resources and learning are actively shared across the industry 	<ul style="list-style-type: none"> Complementary initiatives are identified across government and industry Opportunities to include a focus on women in aviation are established and active Reach of program and impact extended through collaboration 	<ul style="list-style-type: none"> Partners are identified and engaged to promote and support their target audiences to consider opportunities in the aviation industry

PRIORITY 4:

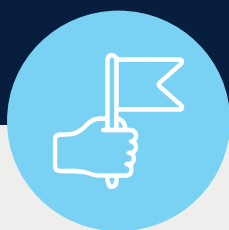
Continuous improvement



Intent	Improve the outcomes of the Initiative by continuously monitoring, evaluating, and adjusting activities conducted under the Initiative.			
Rationale	<p>To realise the full potential of the Initiative there needs to be a focus on continuous improvement. To achieve this, the effectiveness of each individual programs and activity should be assessed and evaluated against its agreed objectives.</p> <p>Developing a clear approach to evaluation for both the Initiative and each individual programs and activity will help to guide this process by establishing an evidence base for decisions at the program and activity, key action area, and initiative level.</p>			
Key Action Areas	4.1. Establish a clear evaluation approach that includes: a monitoring strategy, program logic model, key evaluation questions, monitoring and reporting frameworks, and measures of success	4.2. Establish a shared understanding and commitment to the monitoring and reporting of progress, data sharing, and data protocols across and between the industry, providers, and key stakeholders	4.3. Co-design a monitoring framework for the Initiative and for each program and activity, including a feedback loop to support the Initiative	4.4. Review outcomes of the overall Initiative and adjust the plan annually 4.5. Review program outcomes at agreed intervals and at completion
Success indicators	<ul style="list-style-type: none">• Monitoring strategy and related mechanisms in place and supported	<ul style="list-style-type: none">• Commitment to continuous learning established across AIDA members and delivery partners	<ul style="list-style-type: none">• Individual programs and the overarching Initiative are reviewed and evaluated at established times	<ul style="list-style-type: none">• Learning incorporated into the plan and disseminated to industry and delivery partners

Women in the Aviation Industry Initiative

Next Phase Strategic Action Plan



PRIORITY 1: Leadership and culture

Tap into the power of leaders to drive change and to realise a culture of inclusion that promotes and supports diversity within the industry.

- 1.1** Engage industry leaders in an Aviation Industry Diversity Alliance (AIDA) to guide and support the delivery of the plan
- 1.2** Support the AIDA to define and promote the cultural aspiration of the aviation industry
- 1.3** Identify and engage industry leaders and role models to promote cultural awareness and related behavioural change at the industry and organisational level
- 1.4** Develop and disseminate resource material and target opportunities across industry and within organisations to promote cultural change
- 1.5** Design and execute an industry-wide culture survey to baseline the culture and monitor the change over time



PRIORITY 2: Visibility and awareness

Increase visibility and awareness of the aviation industry and the unique and diverse career opportunities it offers women.

- 2.1** Establish and deliver a multi-channel communication strategy to guide effective and consistent branding, tone and messaging
- 2.2** Review and consolidate resources developed in the first phase of the Initiative
- 2.3** Engage partners to deliver grassroots programs that target girls and women across their education or career journey and are aligned with the communication strategy
- 2.4** Recruit and promote women who are role models in the industry
- 2.5** Promote the aviation industry's inclusion and benefits to the career advisors
- 2.6** Provide career advisors materials on the aviation industry
- 2.7** Identify 2-3 critical roles within the aviation industry and target ways to improve the attraction and retention of women in these roles
- 2.8** Map and identify opportunities to improve lateral movements into aviation
- 2.9** Monitor what drives the exit of women from aviation

KEY ACTION AREAS INTENT

The objective of the Initiative

To support the aviation industry to:

- increase female representation across the aviation workforce
- attract and retain more women in careers such as aviation engineering, airport operations and piloting
- develop resources and strategies to help women build their careers in the industry and improve their economic security
- leverage the largely untapped pool of potential talent and skills held by women and direct them to where they are needed within the industry



PRIORITY 3: Collaboration

Strengthen networks and collaboration across the aviation industry to drive innovation, share learning and optimise impact by aligning the industry's efforts.

- 3.1** Create and manage an online site to share leading practices and resources that will boost women's participation in non-traditional roles (e.g., engineering, and technical)
- 3.2** Identify and engage stakeholders across the industry and identify opportunities to promote and support communities of practice
- 3.3** Extend the reach of the Initiative by mapping and engaging related government and industry programs to identify opportunities to include a focus on women in aviation
- 3.4** Optimise the focus on intersectionality through the identification of partners experienced in reaching and engaging broader underrepresented groups such as First Nations People, those living with a disability and the LGBTQIA+ community

The strategic action plan vision

A thriving and sustainable aviation industry where both women and men can thrive and flourish

The strategic action plan goal

To create an environment where women increasingly choose a career in aviation and are welcomed into an inclusive and supportive culture over the Next Phase of the Initiative



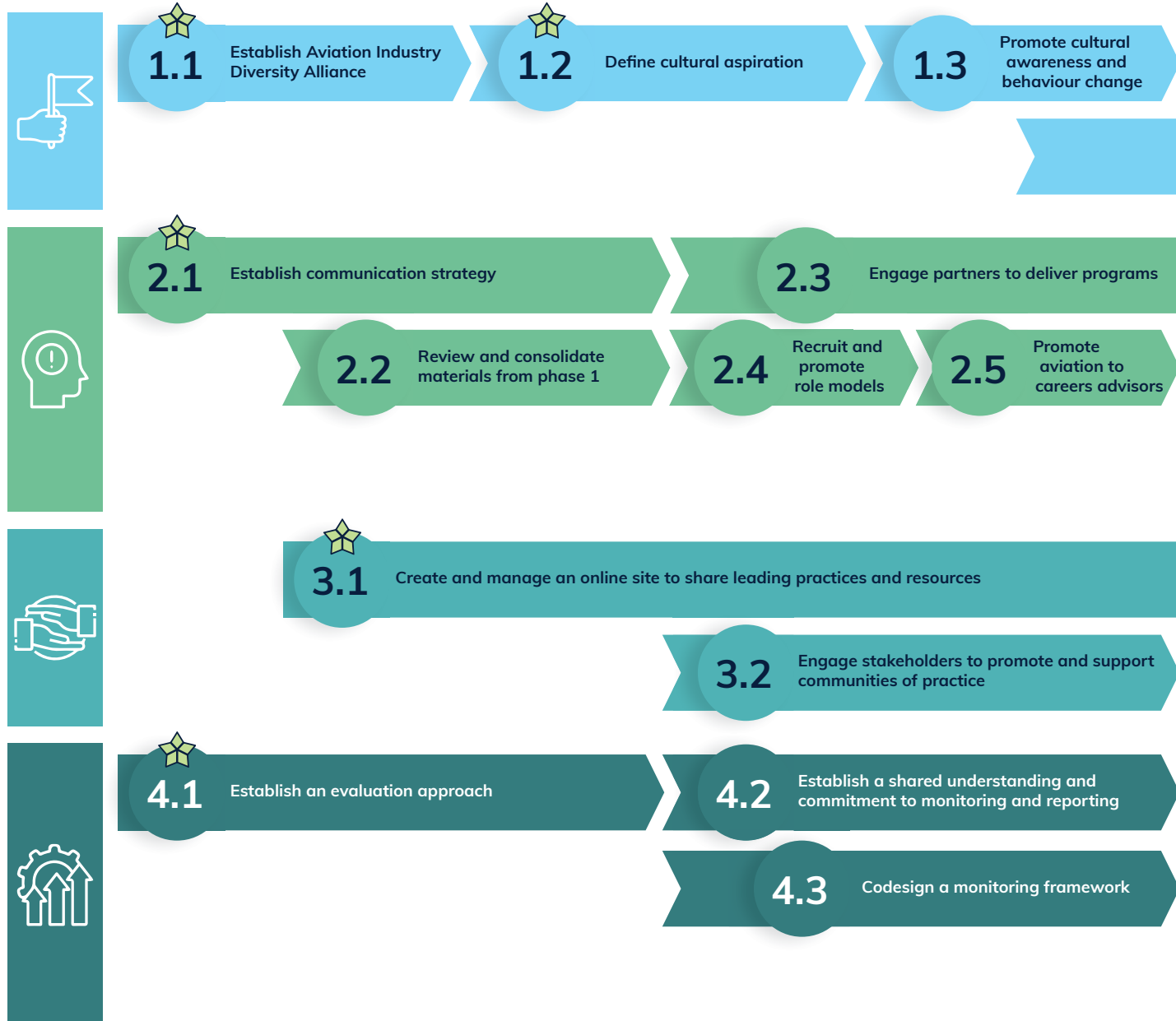
PRIORITY 4: Continuous improvement

Improve the outcomes of the Initiative by continuously monitoring, evaluating, and adjusting activities conducted under the Initiative.

- 4.1** Establish a clear evaluation approach that includes: a monitoring strategy, program logic model, key evaluation questions, monitoring and reporting frameworks, and measures of success
- 4.2** Establish a shared understanding and commitment to the monitoring and reporting of progress, data sharing, and data protocols across and between the industry, providers, and key stakeholders
- 4.3** Co-design a monitoring framework for the Initiative and for each individual program and activity, including a feedback loop to support continuous improvement
- 4.4** Review outcomes of the overall Initiative and adjust the plan annually
- 4.5** Review program outcomes at agreed intervals and at completion

Strategic action plan roadmap

YEAR 1 September 2023 – June 2024



Strategic priorities key

1. Leadership and culture

3. Collaboration

Key activities



2. Visibility and awareness

4. Continuous improvement

YEAR 2 July 2024 – June 2025

YEAR 3 July 2025 – June 2026

1.4 Develop and disseminate resource materials

1.5 Design and execute a culture survey

2.6 Distribute material on the aviation industry to career advisors

2.9 Monitor what drives the exit of women from aviation

2.7 Identify critical roles

2.8 Map roles for lateral attraction

3.3 Map related government programs to identify opportunities

3.4 Identify partners to focus on intersectionality to engage underrepresented groups

4.4 Review outcomes of the Initiative and adjust the plan annually

4.5 Review program outcomes at agreed intervals and at completion

