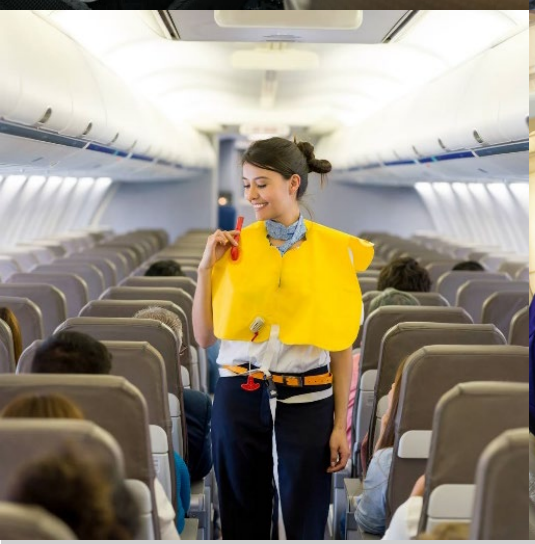
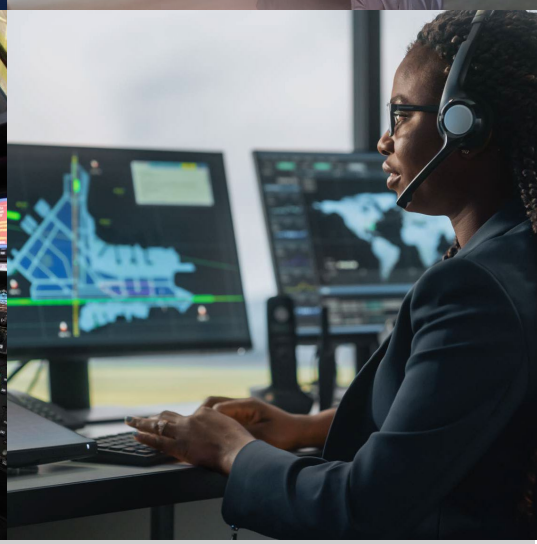
25by2025 initiative

A snapshot of 2024 results

September 2025





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1. Background

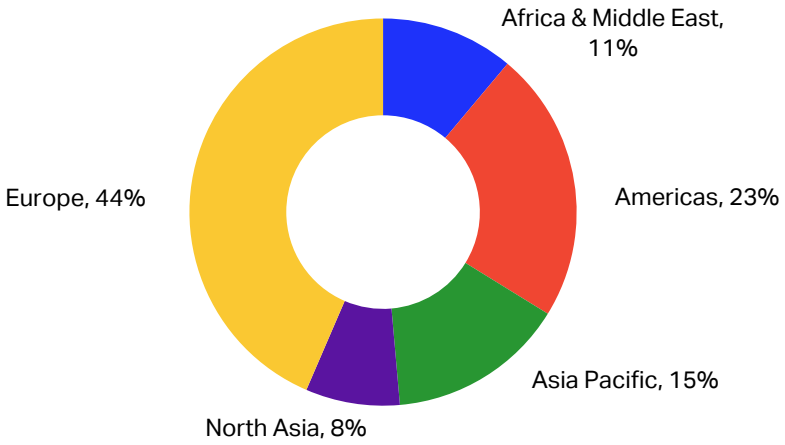
Following the 2025 data release (relating to calendar year 2024) from our signatories, this update provides a revised assessment of progress toward the stated goals of the 25by2025 initiative based on the latest available figures provided by signatories on a voluntary basis.

Between 2019 and 2025, a total of 216 signatories joined IATA's 25by2025 initiative. As Table 1 (below) shows, participation grew steadily each year, peaking with almost 80 new signatories added in 2022.
Insert original table of number of signatories

Signatories to the 25by2025 initiative come from all regions across the globe. As of June 2025, the geographical distribution of signatories is as follows: Europe 44%, the Americas 23%, Asia Pacific 15%, Africa & Middle East 11%, and North Asia 8% (Figure 1).

In terms of absolute numbers, this translates to 24 signatories from Africa & Middle East, 49 from the Americas, 32 from Asia Pacific, 17 from North Asia, and 94 from Europe (Figure 1).

Figure 1: Regional distribution of IATA 25by2025 signatories (as of June 2025)



Source: IATA (Note: percentage totals may not add to 100% due to rounding)

Airlines account for the majority of signatories (80%) to the initiative. However, there is engagement and representation from organizations from across the industry value chain, including service providers, associations/ governments, ground handlers, air navigation service providers (ANSP), aircraft lessors, airports, manufacturers, and travel agencies (Table 2).

Table 1: IATA 25by2025 signatories by organization type (as of June 2025)

Type of signatory	Number of signatories	% of total signatories
Airline	173	80.1%
Service providers	15	6.9%
Associations/ Government	11	5.1%
ANSP	4	1.9%
Manufacturers	4	1.9%
Airports	3	1.4%
Ground handlers	3	1.4%
Travel Agencies	2	0.9%
Aircraft leasing companies	1	0.5%
Total signatories	**216**	**100%**

Source: IATA 25by2025 survey

Of the 173 airline signatories to the initiative in June 2025, 168 are IATA members.

Among the 142 entities who voluntarily reported statistics for full-year 2024, 119 were airlines, with 2 ANSPs, 3 airports, 3 ground handlers, 1 manufacturer, 6 associations/governmental agencies, 7 service providers and 1 travel agency. The respondents represent all five regions: Africa & Middle East (10 entities), the Americas (35), Asia Pacific (23), North Asia (12) and Europe (62).

In terms of Revenue Tonne-Kilometre (RTK) scheduled traffic for 2024, the 173 airlines signatories of the 25by2025 IATA initiative represent 60% of the total industry RTK. The 119 airlines who reported on data in 2024 represent 41% of the total industry RTK.[1] 23 non-airline organizations also reported data in 2024.

2. Survey Results

The following section presents the results of the 2025 survey, which collects data on key developments from signatory organizations across the aviation industry. Participation in the survey is entirely voluntary, and responses reflect the information provided by signatories as of 31 December of the year they are reporting on. Participants provide their data through a form in which they are asked:

- Total number in population and total number of women
- Population in under-represented roles and number of women in those roles (they can self-define the category but must hold it consistent across the reporting years. Recommended roles to report on are pilots, technicians, engineers, maintenance, etc.)
- Population in senior roles and number of women in those roles (they can self-define the category but must hold it consistent across the reporting years. On average, senior roles represent less than 6% of employees amongst respondents)

It is important to note that the results presented here are not directly comparable to those reported in last year's edition. This report provides a snapshot of the 2024 data; it is not restricted to the (smaller) sample of signatories who submitted data in all survey years, but on the data of 142 airlines that reported for the year 2024. This ensures a more representative view of recent developments, even though the respondent sample may vary from year to year.

2.1. 2024 snapshot of survey results

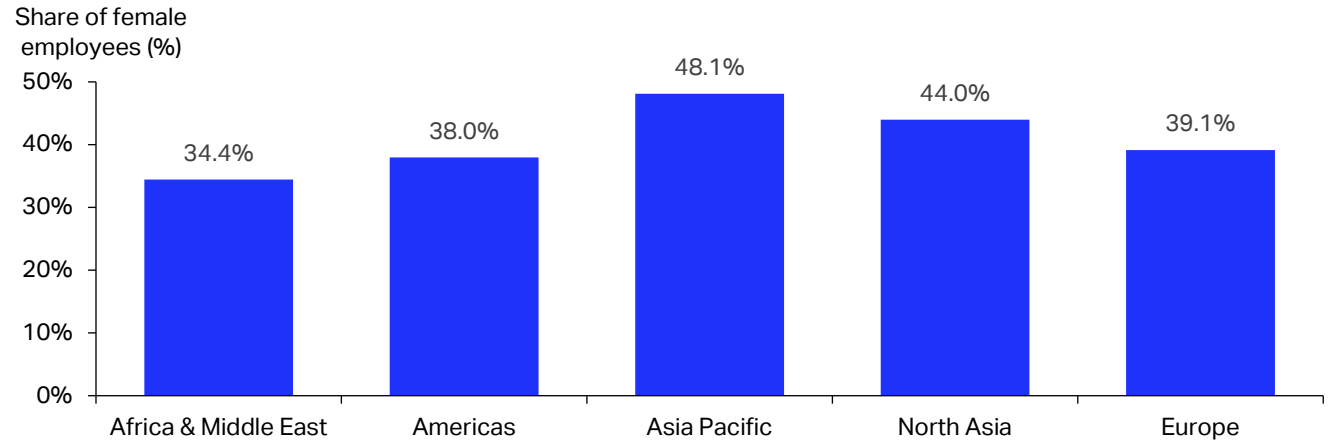
The 142 survey respondents in 2024 represent a total workforce of 1,003,128 employees, of which women make up 41.6% (417,360).

The 119 airlines signatories who responded to the data survey in 2024 represent a total workforce of 871,935 employees, of which 375,155 (43%) are women.

Based on the overall data shared by airlines and non-airline signatories, there are significant regional variation (Figure 2), with a range between 34.4% and 48.1%. While noting that these figures may not be representative of the overall industry in the regions, the differences nevertheless highlight the importance of region-specific strategies to foster gender balance across the global aviation sector.

[1] Revenue Tonne Kilometre (RTK) is a measure of air traffic to estimate the efficiency of an airline. For example, kilograms per Revenue Tonne Kilometre (kg/RTK) measures the fuel needed to carry one tonne of payload one kilometre. The RTK together with other measures helps airlines track their performance, evaluate cost-saving opportunities, and compare results with those of other airlines across the industry (IATA - Fuel Efficiency in Aviation: Why it Matters More Than Ever).

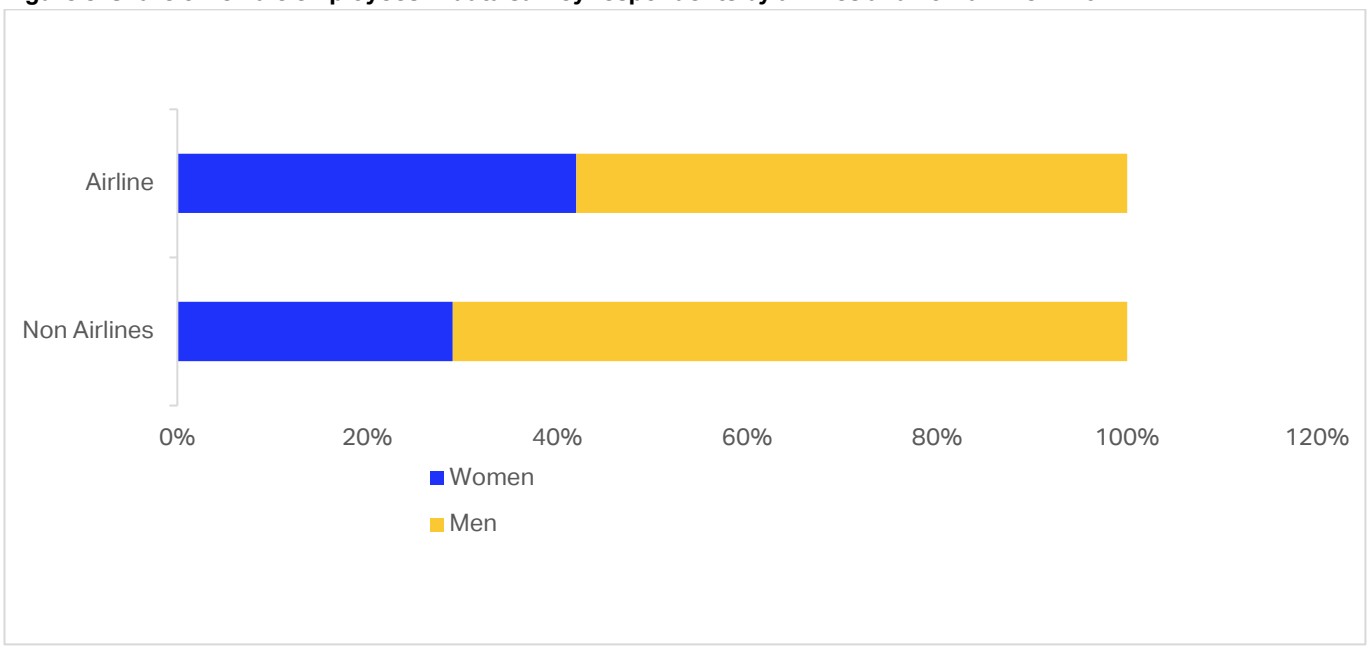
Figure 2: Share of female employees for data survey respondent by region in 2024



Source: IATA 25by2025 survey

As airlines represent the most significant number of organizations who responded to the data survey, it's difficult to draw conclusions about female representation in other sectors (Airports, ANSP, Association/Government, Ground Handlers, Manufacturers, Service Providers, Travel Agencies). However, for completeness, the table below shows the data split by airlines and non-airlines signatories.

Figure 3: Share of female employees in data survey respondents by airlines and non-airline in 2024

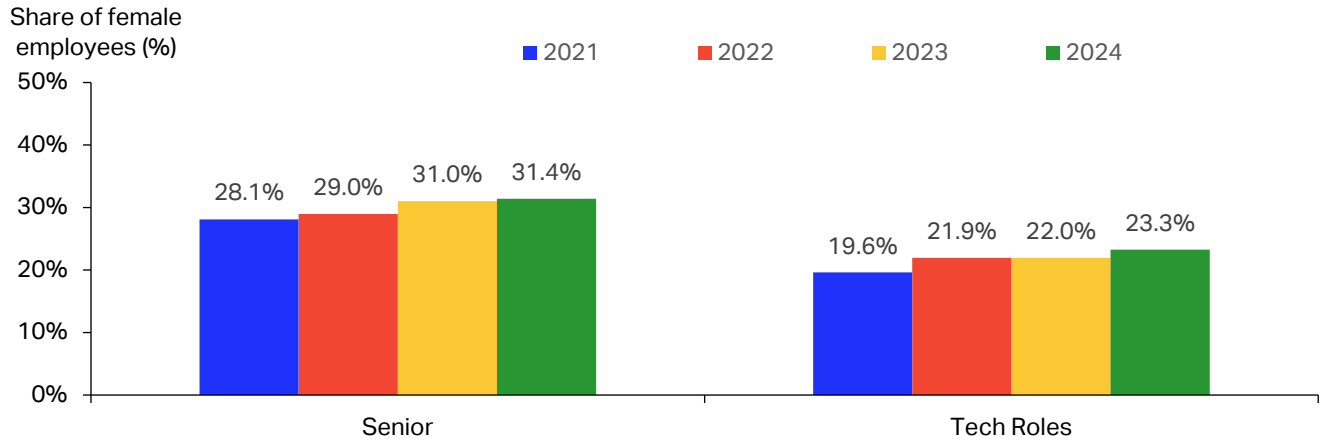


Source: IATA 25by2025 survey. Sample size varies across the wider value chain and may not be representative.

As in the broader value chain, the representation of women continues to vary significantly across key occupational categories for all respondents. However, over the years of the 25by2025 initiative, the representation of women has steadily increased within each of the key occupation categories for survey respondents. While part of the year-to-year change can reflect the shifting composition of the respondent group, there is nonetheless a clear and positive underlying trend visible.

Based on the latest data survey for all respondents, women now represent 31.4% of total employees in senior positions, and 23.3% across technical roles (Figure 4). This represents a solid increase of 3.3 and 3.7 percentage points, respectively, in the two categories over the four reporting periods.

Figure 4: Evolution of female employees in senior and technical roles for all respondents, 2021-2024

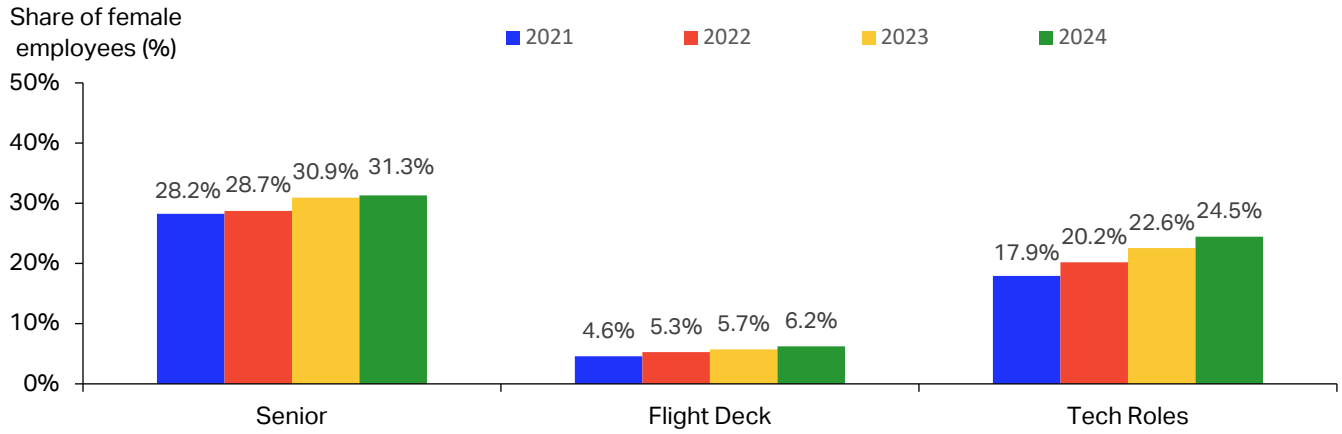


Source: IATA 25by2025 survey. Sample size varies year on year to reflect the shifting composition of the respondent group. For organisation type the sample of respondents each year may not be representative.

Given the very high proportion of total respondents accounted for by airlines, the shares of women in senior and tech roles in airlines are little different to those of the total group of respondents depicted above.

For senior roles, women account for (an essentially unchanged) 31.3% of the total and for technical roles, the share of women in airlines is around 1¼ percentage points higher than the total, at 24.5%. The share of women in flight deck roles is considerably lower than in other key occupation categories, at 6.2% in 2024, but this represents a notable 1.6 percentage point uptick over the past four years (Figure 4).

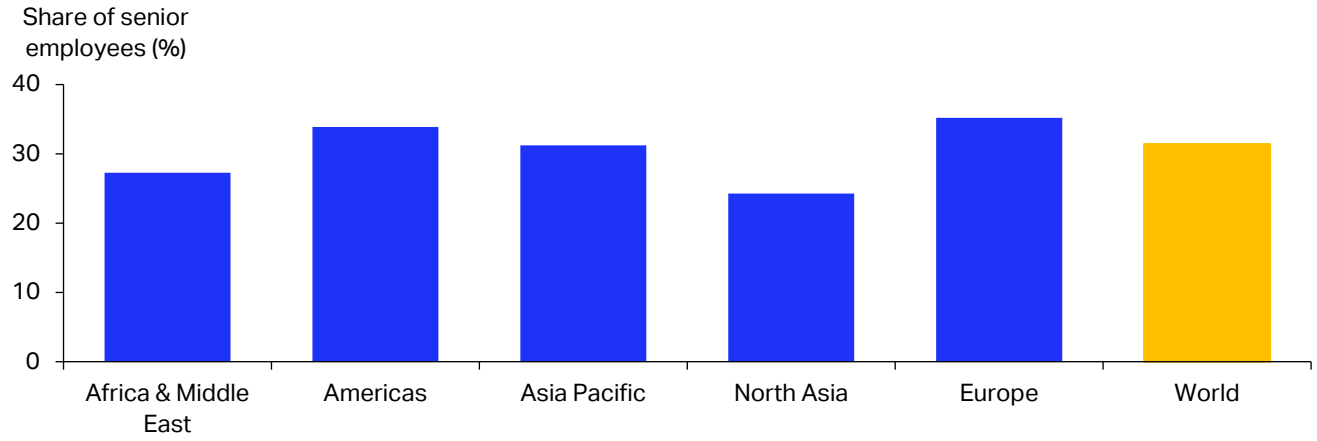
Figure 5: Evolution of female employees in senior and technical roles for airlines respondent only (119), 2021-2024



Source: IATA 25by2025 survey. Sample size varies year on year to reflect the shifting composition of the respondent group. For organisation type the sample of respondents each year may not be representative.

Returning to the data for the full sample of respondents (119 airlines and 23 non-airlines), in senior roles, the female share ranges between 24.3% (North Asia) and 35.2% (Europe) of the total employees in this category (Figure 6), with the global total at 31.4%.

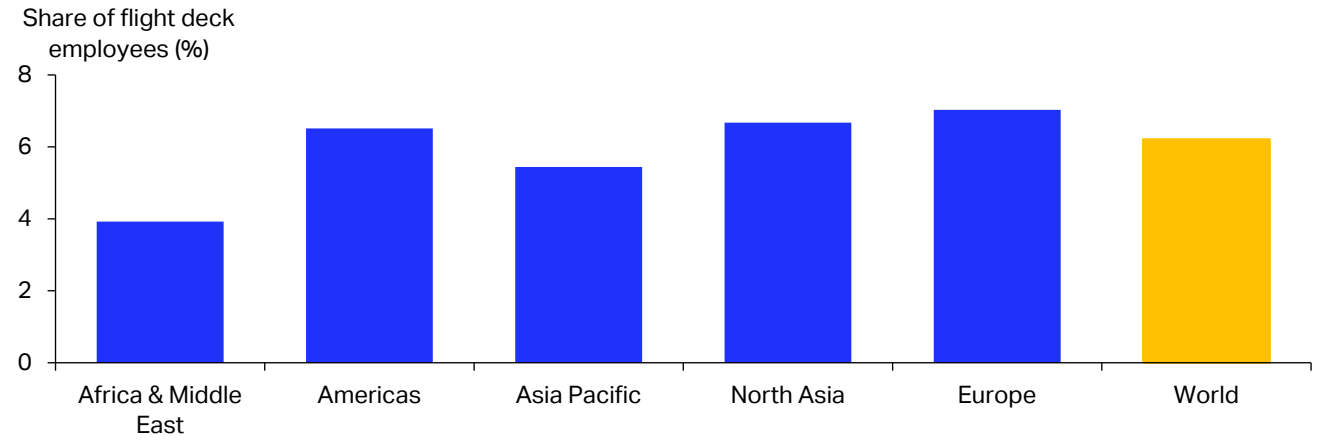
Figure 6: Share of female senior employees in data survey respondents, airlines and non-airlines, by region in 2024



Source: IATA 25by2025 survey. Sample size varies across regions and may not be representative.

On average, 6.2% of all flight deck personnel employed were women based on survey responses from 95 airlines. Once again, regional disparities persist, with female representation ranging from around 4% in Africa and the Middle East to 7.0% in Europe (Figure 7).

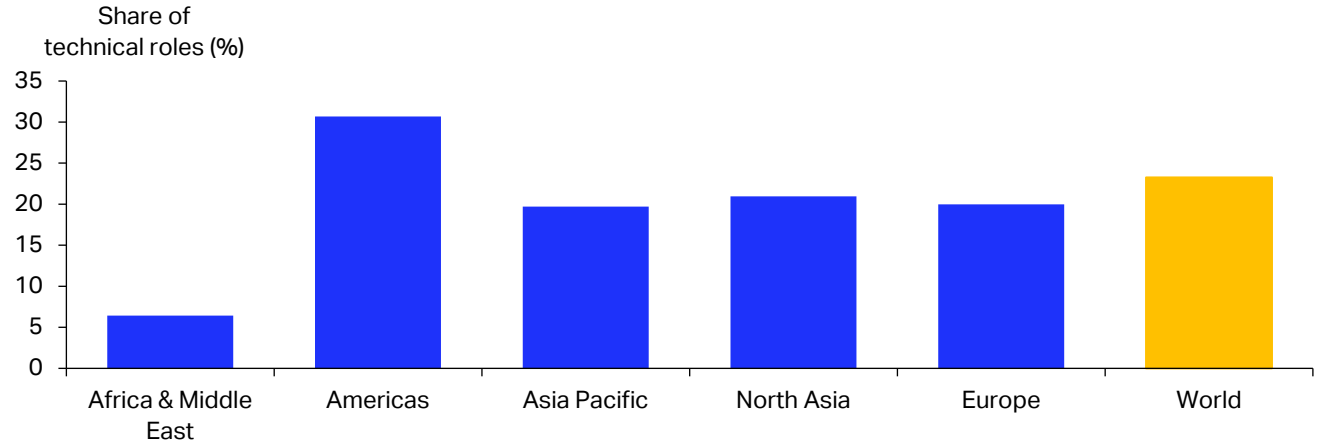
Figure 7: Share of female flight deck employees in survey respondents (95 airlines) by region in 2024



Source: IATA 25by2025 survey. Sample size varies across regions and may not be representative.

Finally, female representation in technical roles also remains uneven in respondents (96 airlines and non-airlines) across regions and organizations, exhibiting a much wider range than in other occupational categories. Globally, almost one quarter (23.3%) of technical positions are filled by women. The Americas region has around 30% female representation in such roles, marking the highest share among all regions. (Figure 8).

Figure 8: Share of female employees in technical positions in survey respondents (96 airlines and non-airlines) by region in 2024



Source: IATA 25by2025 survey. Sample size varies across regions and may not be representative.

2.2. Employment trends in 2024

This section analyses the employment trends observed in 2024 compared to 2023 for survey respondents, and it is therefore limited to those organizations which responded in both 2023 and 2024 (138 airlines and non-airlines).

Table 3: Total work force represented by survey respondents in 2024 (138 airlines and non airlines)

Type of organization (number of respondents for 2023 and 2024)	Number of employees reported	Percentage
Airline (116)	905,409	87,4%
Airport (2)	2,390	0,2%
ANSP (2)	2,228	0,2%
Association/Government (6)	6,781	0,6%
Ground handler (3)	74,527	7,2%
Manufacturer (1)	21,005	2%
Service Provider (7)	23,842	2,3%
Travel Agency (1)	420	0,04%
Grand Total (138)	**1,036,602**	

2.3. Achieving the 25by2025 goals

Through 25by2025, signatories are committing to boosting female representation in both senior positions and roles where women are traditionally under-represented, typically in the flight deck, maintenance, and engineering. This initiative is open to all airlines and aviation-related organizations. Specifically, signatories to the 25by2025 initiative seek to improve female representation by aiming to achieve at least one of the following two objectives:

a) Growth goal: To increase the share of female employees by 25%, or

b) Level goal: To achieve a minimum 25% share of female employees.

These latest data allow for the measurement of progress towards achieving the 25by2025 objective goals. The assessment based on the main occupational categories is shown in Figure 10. The growth goal was calculated using the data from the first and most recent report from the organization, while the level goal was evaluated using the most recent available data.

Note that the most recent data for any individual organization may not be 2024. This approach captures the largest number of results possible from the survey data provided over the full duration of the 25by2025 initiative, however, it does not provide a comprehensive snapshot as at the end of 2024 for all signatories. In this regard, the numbers are not directly comparable to previous updates.

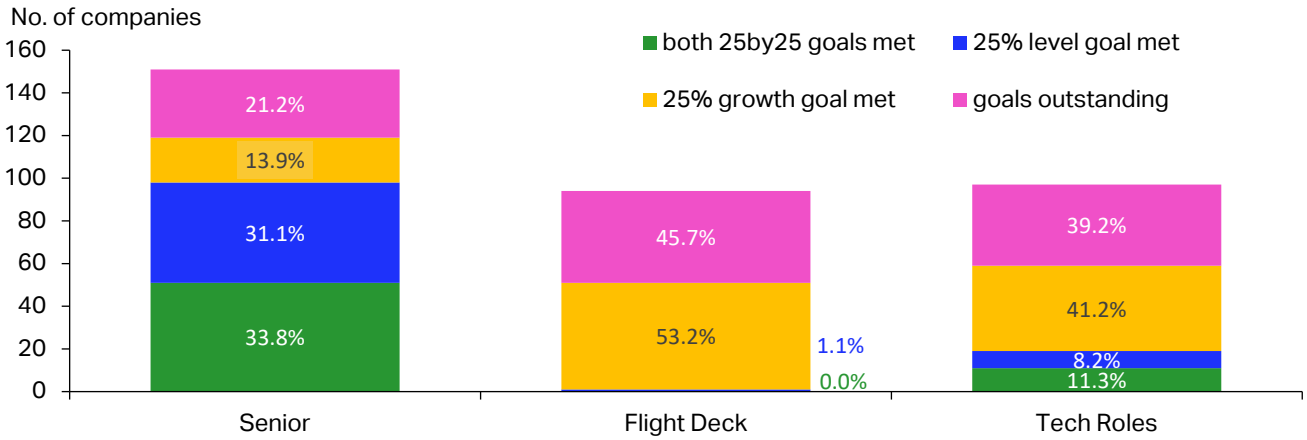
Overall, 181 signatories have submitted data in at least one year over the period. It is important to note that not all occupational categories are relevant for every signatory, and therefore, some respondents did not report information for each category. Additionally, for signatories that reported on a particular occupational category in only one year, the growth goal could not be assessed.

By occupation, the most complete data was available for the share of women in senior positions, with 174 signatories providing (at least some) data over the period. For such roles, around one-third (33.8%) of signatories met both the growth and level goals; i.e. increasing the proportion of women by at least 25% and achieving at least 25% female representation. An additional 31.1% met only the level goal, and 13.9% achieved only the growth goal.

For both flight deck and technical roles, more than 50% of signatories met at least one of the goals, predominantly the 25% growth goal.

Overall, these results are encouraging, with many signatories having already achieved their 25by2025 goals by the end of 2024. While the progress is a cause for celebration, the results also make clear both the opportunities – and need – for continued progress and improvement.

Figure 9: Distribution of surveyed signatories achieving IATA 25by2025 goals (as of 2024)



Source: IATA 25by2025 survey

Note: Figure 10 includes only signatories that reported on the respective employment category in at least one year. Consequently, an assessment cannot be provided for all signatories across all categories due to due to insufficient or incomplete data.

Appendix – Signatories to IATA's 25by2025 initiative

Appendix: Ensuring Integrity in Data Reporting

Table 2: New IATA 25by2025 signatories and reporting by year

Year	Number of new signatories each year (Total)	Number of signatories voluntarily reporting data	Number of signatories reporting consistently across years (airlines)
2019	51	First year – no data collected	N/A
2020	17 (68)	Covid – No data collected	N/A
2021	35 (103)	161	N/A
2022	77 (180)	170	157
2023	29 (209)	160	143
2024	7 (216)	142	127 (119)
2025	0 (216)	-	-

Source: IATA

Maintaining the integrity of data reporting for the 25by2025 initiative is fundamental to the credibility and usefulness of the annual survey results. The following practices and principles are applied to ensure robust, consistent, and transparent reporting year after year:

1. Voluntary Participation

- All data is provided voluntarily by signatory organizations, with clear instructions on the categories and definitions to be used.
- Each year, the number of signatories reporting data and those reporting consistently across years is tracked and published (see Table 1)

2. Consistent Survey Design

- The survey requests data on total workforce, gender breakdown, under-represented roles (e.g., pilots, technicians, engineers), and senior roles, with guidance to maintain consistency in role definitions across reporting years.

- Organizations are encouraged to self-define categories but must hold definitions consistent across years to enable meaningful year-on-year comparisons.

3. Sample Representation and Disclosure

- The report clearly states when results are based on the full sample of respondents for a given year versus the subset of signatories who have reported consistently across multiple years.
- Any changes in the respondent sample or methodology are disclosed, and the limitations of comparability between years are explained.

4. Data Validation and Review

- Submitted data is reviewed for completeness and consistency. Where discrepancies or anomalies are identified, organizations may be contacted for clarification.


IATA