



Let's Fly Fair

A toolkit for women on addressing gender bias in aviation.

About

Purpose of the toolkit

This Toolkit is designed to support women in the aviation industry. The aviation industry has a vision for a thriving and sustainable industry where all people can thrive. A more diverse aviation industry allows for better equality as well as addressing labour and skills shortages in a competitive labour market. The aviation industry also contributes to Australia's broader economic and social wellbeing through connection of critical goods, services and people to each other.

Despite these clear benefits of a more gender diverse industry, significant gaps and barriers exist for women in the industry. The Women in Aviation Initiative aims to address the gaps through focussing on attracting and retaining women in the aviation workforce and building understanding of barriers to this. In the long-term, the goal is to increase the interest of women and girls in aviation through mentorship, targeting, and awareness. These goals are underpinned by female participation in the industry, supported by cultural change.

Who this toolkit is for

This toolkit is designed primarily for women, to increase understanding and provide practical tools and actions to manage bias, including stereotyping, sexist comments and harassment.

Sustained shifts in attitudes, mindsets, and behaviours only come through deliberate, repeated intervention in our day-to-day activities. Therefore, this kind of culture change must show up in our daily interactions, routine ways of working, and how colleagues and teams interact with one another. Women can only do so much when the behaviour change needs to come from those who hold the discriminatory bias, so we encourage you to amplify the conversation and share what you're learning with your colleagues, family, and friends.

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How to use this toolkit

The toolkit content has been presented in a clear, succinct, and engaging way, using simple wayfinding iconography, and each page is designed to support your ease of understanding as you move through each section.

Within each of the sections, a concept is explained and then supported by a practical resource. The resources are labelled as either an activity, advice, a technique, a case study, or a conversation you can have.

Activity



Activity

An **activity** refers to an exercise that can be done by yourself or with a peer. Each activity is usually accompanied by instructions.

Advice



Advice

Advice refers to practical recommendations, tips, and general guidance about a particular concept.

Technique



Technique

A **technique** refers to a proven approach, with an indication of how this might be applied in your work setting.

Case study



Case study

A **case study** is a success story or learning moment from a relevant context. These are intended to inspire and provoke new thinking about how these resources might be skilfully applied to your own work study.

Conversation



Conversation

A **conversation**, although perhaps similar to advice or a technique, is designed to inspire you to have hard conversations about gender equality.

Structure

The toolkit is divided into two main sections: Survive and Thrive, each focusing on distinct aspects of navigating and excelling in the aviation industry.

Survive | Equips women with essential tools and insights to navigate challenges in the male-dominated aviation sector, promoting resilience and proactive strategies for success.

Thrive | Provides strategies for long-term success in aviation, empowering women to excel as leaders, challenge institutional biases, and leverage opportunities for growth through networking and mentorship.



01

Understanding bias in aviation

- Gender bias in aviation
- Key gender terms
- Gender bias as workplace culture

Gender bias in aviation: A barrier to progress

Despite making significant contributions, women continue to be markedly underrepresented across professions within the aviation industry. This disparity not only underscores issues of equity but also poses a barrier to addressing skill shortages and achieving economic and financial sustainability within the sector.

The stats

Data paints a clear picture of the gender gap in aviation. According to the international society of women airline pilots (ISAWEP), only around 5% of commercial airline pilots globally are women. While figures vary across sectors, women in aviation international (WAI) estimates that women hold less than 10% of jobs in aviation maintenance and engineering.

Lack of diversity is hurting aviation

Aside from the impacts of gender bias on an individual, it is hurting the entire aviation industry:

- **Limited talent pool:** the aviation industry faces a growing skills shortage in Australia and globally. Excluding women restricts access to a broader talent pool, which limits growth and innovation.
- **Diminished safety culture:** diverse teams have better decision-making and problem-solving. Gender bias can limit the valuable perspectives women bring to safety protocols and procedures, potentially impacting safety standards.
- **Economic loss for the industry:** research demonstrates that companies with greater gender diversity outperform those with less. By failing to tap into the full potential of women, the aviation industry suffers significant economic losses.

By acknowledging and addressing the issue of gender bias, the aviation industry can ensure a more balanced and prosperous future. We have a collective responsibility to create an environment where all people can thrive and contribute their full potential, which supports the industry as a whole.

Key gender terms

Gender

A social and cultural construct that defines expectations of behaviour, attitudes, and roles associated with being a man or a woman. It's distinct from biological sex.

Sex

A biological classification based on physical and physiological characteristics, typically male or female.

Gender bias

Preconceived notions or preferences about a person's capabilities or behaviours based on their gender.

Gender discrimination

Unequal treatment or opportunity based on a person's gender identity.

Bystander

Someone who witnesses a situation of bias or discrimination.

Microaggression

Subtle, often unintentional, verbal or nonverbal behaviours that communicate hostile or dismissive messages about a person's race, gender, or other identity.

Unconscious bias

Implicit preferences or attitudes that influence our judgments and behaviours without our conscious awareness.

Inclusive workplace

A work environment where everyone feels valued, respected, and supported, regardless of gender, race, ethnicity, sexual orientation, or other factors.

Ally

Someone who actively supports and advocates for the rights and inclusion of a marginalized group, even if they are not part of that group themselves.

Gender identity

A person's internal sense of being male, female, or something else. It can be the same or different from a person's sex assigned at birth.



**“I had a bad day because I
was treated like a girl.
I just want to fix planes”**

>>

**Let's work together to
hear less of this**

Gender bias as workplace culture

While this toolkit is designed for women, it's important to acknowledge that gender bias is also a reflection of workplace and industry culture.



Gender bias can manifest in subtle and sometimes unintentional ways, creating a system of microaggressions and unconscious biases that create barriers for women. This can include everything from formal decisions on hiring and promotion to social interactions and events.

Psychological safety

Creating psychological safety within the workplace is a critical step in reducing gender bias and creating an inclusive work environment. Psychological safety allows individuals to feel confident in expressing their thoughts, concerns, and ideas without fear of retribution or marginalisation. This involves creating a team environment where feedback is encouraged and valued, and where mistakes are viewed as opportunities for growth rather than points of failure. Leaders play a crucial role in modelling this behaviour by demonstrating vulnerability, showing empathy, and actively listening to their team members. By prioritising psychological safety, aviation organisations can ensure that all employees, regardless of gender, feel supported and empowered to contribute fully to their professional environment.

How to incorporate gender inclusivity in your workplace

Aviation organisations can reduce gender bias in technical roles by implementing diversity and inclusion strategies. These include unbiased recruitment processes like blind resume reviews and diverse hiring panels, regular training on unconscious bias, and inclusive leadership for all employees. Promoting mentorship and sponsorship programs supports women's career advancement. Regularly reviewing policies and fostering an inclusive workplace culture where diverse perspectives are valued will further help eliminate gender bias in aviation.

Responsibilities that the workplace has to you

All companies including those like us in the aviation and aerospace industry have obligations to our employees. For more information, refer to the following:

- [Fair Work Ombudsman](#)
- [International Civil Aviation Organization \(ICAO\) Gender Equality Program](#)
- Relevant sections of the Fair Work Act 2009
- Equality and Human Rights Commission

A large, stylized silhouette of an airplane in flight, positioned on the right side of the slide. The airplane is light purple and set against a dark purple background. It is angled upwards and to the left, suggesting forward motion.

02

Survive: Setting yourself up for success

- Personal strategies for success
- Navigating policies
- Building allies
- Practicing everyday inclusion
- Assertiveness and advocacy

02 Survive: Setting yourself up for success

In the male-dominated field of aviation, women face unique challenges that demand proactive strategies for success. The ‘Survive’ section of this toolkit equips you with essential tools and insights to navigate and thrive in this environment.

Equip yourself with knowledge, resilience, and a proactive mindset to navigate the complexities of aviation. Embrace these insights and tools to not only survive but excel, ensuring your journey in aviation is marked by resilience, achievement, and continuous advancement.

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Personal strategies for success

Achieving personal success involves developing effective strategies that enhance your growth, productivity, and well-being. Personal strategies are essential for navigating challenges, maximising your potential, and reaching your goals.

Activity



Self-assessment and goal setting

Self-assessment is a crucial initial step in understanding your strengths, weaknesses, and areas for improvement. This activity will help you reflect and identify key areas to focus on and develop clear and actionable goals that will help you grow.

1 | List your strengths and weaknesses

Spend 10-15 minutes writing down your personal and professional strengths and weaknesses, these can be soft or hard skills.

2 | Analyse your strengths

Review the strengths you listed. Choose 3 strengths and write a specific example of when you successfully used this strength. Consider how you can leverage these strengths more frequently to enhance your success.

3 | Identify areas for improvement

Look at the weaknesses you listed. For 3 weaknesses, write down how they have impacted you. Then, brainstorm 2-3 actions you could take to improve these weaknesses.

4 | Seek feedback

Reach out to trusted friends, family and colleagues and ask for their input on your strengths and weaknesses. Compare their feedback with your self-assessment to gain a more comprehensive understanding.

Goal setting is a valuable tool for setting ambitious targets and navigate towards them effectively. They can be based on your self-assessment or on other goals you have but should always remain SMART. See the *SMART goals template* on page 12.

Technique



Strategies for managing stress and building resilience

Managing stress and building resilience are crucial skills for maintaining mental and physical well-being. Stress can impact all areas of life, and developing strategies to handle it effectively can improve your overall quality of life.

Cognitive	Physical
• Break large tasks into smaller ones. • Make small, daily decisions. • Write things down. • Give yourself permission to ask for help. • Say no to extra responsibilities (sometimes). • Engage in creative activities that help your mind relax. • Practice self-compassion, be kind to yourself and avoid harsh self-criticism. • Take mini-breaks.	• Aerobic exercise – dance, swim, walk, run, play sports, or something else fun. • Have a good sleep routine. • Eat well-balanced, regular meals. • Engage in physical luxuries: spa, massage, Remember to breathe – deeply. • Get medical care when needed. • Minimise caffeine, alcohol, and sugar. • Drink water. • Wear comfortable clothes. • Make time away from devices.

Your toolbelt – Setting SMART goals

Setting clear, actionable goals is vital for personal and professional growth. This activity will guide you through the process of defining and planning your goals. Try to create 3-6 SMART goals with a mixture of short- and long-term timeframes.

Activity



SMART goal

What is your goal?

What goal do you have in mind?

S

Specific

Describe your goal

What do you want to achieve? What will it look like? Why do you want to achieve this?

M

Measurable

Measures of success

How will you know you have succeeded? What evidence will prove you were successful?

A

Achievable

Actionable steps

What actions will you do to achieve your goal? Do you have the skillset to achieve this goal? Is this goal too easy/too hard?

R

Relevant

Identify the focus

Why are you setting this goal? How does this goal make a difference to you?

T

Time bound

Completion date

When will the goal be completed by? Are there checkpoints to monitor your progress?

SMART goal

Write your goal out using this format:

By the end of [time bound], I will [specific] [achievable][measurable]. So that [relevant].

Example | By the end of the month, I will complete a self-reflection and set 3 short term goals using this template. So that I can create achievable, future-focused work goals.

How will you feel once you have completed this goal? _____

Navigating policies

Workplace policies and procedures are established to provide clear guidelines on expected behaviour, actions, and standards for employees. These policies help the organisation and its staff operate efficiently and effectively by:

- Ensuring that you and your colleagues comply with laws, regulations and standards;
- Improving internal processes through consistency; and
- Helping you to navigate challenges.

A policy is a predetermined course of action that identifies key actions and guides decision-makers such as your boss, on how to handle issues as they arise. Policies can be confused with procedures, which outline how a policy will be carried out.

Examples of policies include safety policies, anti-discrimination and harassment policies, or code of conduct and ethics policies.

It is important to advocate for policies that become standing practice so that they are not vulnerable to new leaders with different priorities. Building in flexibility to account for individual's diverse situations supports longevity and equity.

Activity



Analysing your situation and policies

Analysing your situation and policies involves critically assessing factors such as company policies, procedures, and cultural dynamics that impact your day-to-day experiences and opportunities. This process not only empowers you to navigate challenges effectively but also enables you to leverage organisational frameworks to your advantage.

This activity aims to guide you through a structured analysis of your workplace situation and the pertinent policies, empowering you to make informed decisions, advocate for yourself confidently, and contribute positively to a thriving aviation environment. Below are some questions that can help you reflect.

Analysis questions

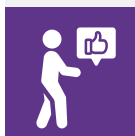
- How do the policies and resources in our organisation allow for flexibility in my career path? How about my family structure?
- How does this policy support or hinder my ability to perform my job effectively?
- How might I leverage this policy to enhance my professional development or address challenges I face?

If you have a family or caring responsibilities:

- Do my male colleagues feel comfortable asking for leave?
- Am I using the career flexibility policies?
- Do I feel guilty for using family-friendly policies?
- When I am on leave or utilising family-friendly policies, can I turn off from work?

Navigating policies *cont.*

Advice



Strategies for dealing with scheduling, rosters, and team dynamics in aviation

Navigating the intricate world of scheduling, rostering, and team dynamics is crucial for success in the aviation industry, especially for female professionals. These aspects not only impact operational efficiency but also influence workplace dynamics and career progression. Understanding how to effectively manage schedules, advocate for fair rostering practices, and foster positive team dynamics can significantly enhance your experience and contribution within aviation organisations. This tool provides insights and practical strategies to empower female professionals in handling scheduling challenges, navigating team dynamics, and advocating for equitable treatment.



Communicate proactively

Maintain open communication with your team and supervisors regarding scheduling preferences, availability, and any personal constraints. Be proactive in discussing potential scheduling conflicts early to find collaborative solutions.



Understand and advocate for your needs

Familiarise yourself with company policies and procedures related to scheduling and rostering. Advocate for fair and equitable treatment in roster assignments, ensuring your preferences and capabilities are taken into account.



Build strong relationships

Foster positive relationships with your colleagues and team members. Building trust and rapport can facilitate smoother interactions and enhance teamwork, making it easier to coordinate schedules and dynamic work environments.



Address challenges promptly

If you encounter scheduling conflicts or issues with team dynamics, address them promptly and professionally. Approach discussions with a problem-solving mindset, seeking mutually beneficial resolutions.



Advocate for inclusivity and equity

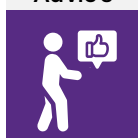
Advocate for inclusivity and equity in scheduling practices. Encourage fair distribution of responsibilities and opportunities among team members, promoting a supportive and respectful workplace culture.

Building allies

In the male-dominated field of aviation, building allies – both male and female – is instrumental in challenging gender bias and promoting a culture of inclusivity and support. Allies play a pivotal role in advocating for women's voices, addressing bias, and creating opportunities for professional growth.

Allies are individuals who actively support and advocate for gender equality and inclusivity in the workplace. They recognise the importance of diversity and work to create an environment where everyone, regardless of gender, can thrive. In aviation, allies might include colleagues, supervisors, mentors, and leaders who are committed to challenging biases and promoting a level playing field.

Advice



Recognising allies

Finding allies in the workplace is important for challenging gender bias and feeling safe to do so. Look for colleagues, supervisors, mentors, and leaders who:

- 1. Listen actively:** They genuinely listen to women's perspectives and appreciate their contributions.
- 2. Advocate for inclusion:** They support gender-equitable policies and speak up against biases.
- 3. Acknowledge contributions:** They ensure female colleagues receive credit for their ideas and achievements.
- 4. Show empathy and self-awareness:** They reflect on their own privileges and strive to understand diverse experiences.
- 5. Engage in education:** They are open to learning about gender issues and sharing knowledge on the importance of diversity.

Connecting with these individuals can help build a supportive network, creating a more inclusive and empowering workplace.

Activity



Building awareness through empathy video

In the journey towards fostering inclusive workplaces and combating discrimination, empathy serves as a powerful catalyst for change. By actively listening to and understanding the experiences of others, particularly those facing discrimination, we not only increase awareness of issues like gender bias in sectors such as aviation, but also cultivate a deeper connection to the challenges individuals may encounter. Empathy not only informs our actions but also inspires meaningful behaviour change as we strive to dismantle stereotypes and promote inclusivity. Through empathy-driven initiatives, such as creating awareness videos where individuals share their stories, we not only educate but also foster a community of allies committed to advocating for equality and fairness in the workplace.

The tool/guide on page 17 will help you produce a compelling video aimed at increasing empathy and understanding of gender discrimination and bias in the aviation industry. The video will feature female employees sharing their experiences in response to thoughtful questions posed by a manager behind a camera.

Building allies *cont.*

Advice



Building effective allies

If you have identified an ally in the workplace, it could be worth asking them if they are open to a conversation about what women need from their allies. Some men do a good job, but could appreciate a gentle conversation on what makes them an effective ally.

Often, the first step is education, and as men do not have the lived experience of being a woman, it could be worth having a conversation about your experience as a woman in the aviation industry.

The United Nations Population Fund's menengage has shared ways men can be better allies for gender equality¹. Here are some steps the men around you can do to become an effective ally:

1. **Actively listen to women's perspectives**

Women are the experts on their own life experience, so seek out opportunities to hear women's stories – and take their concerns seriously, without interrupting or trying to downplay incidents of sexism. Amplify women's voices, acknowledge their experiences – and take on the role of educating other men – in a way that inspires trust and respect; these are fundamental commitments men can make.

2. **Reflect on your own biases as a man**

Being an effective ally starts with self-awareness: How has your gender influenced the opportunities you've had in life? What are you able to do only because you are a man? Beyond gender, listening to individuals with different backgrounds from your own – in terms of race, sexual orientation, religion or ability – is crucial to understanding how our intersecting identities impact our lived experience.

3. **Credit your female co-workers' ideas fairly**

Emphasising the good ideas of female co-workers, mentioning them in front of higher-ups, and correcting colleagues who misattribute credit isn't giving special treatment to women – it's treating them with fairness.

4. **Advocate for gender-equitable policies in the workplace**

Speak up for policies that remove bias and advance equality, including pay transparency, parental leave, and confidential reporting structures for sexual harassment.

5. **Challenge sexism, and speak up when you hear sexist language.**

Men calling each other out sends a powerful message that sexist language and actions will no longer be tolerated.



Your toolbelt – Building awareness through empathy video

This guide will help you produce a compelling video aimed at increasing empathy and understanding of gender discrimination and bias in the aviation industry. The video will feature female employees sharing their experiences in response to thoughtful questions posed by a manager behind the camera.

The purpose of the video is to:

- Raise awareness of gender discrimination and bias in the aviation sector.
- Foster empathy and understanding among employees.
- Encourage dialogue and reflection on gender-related issues in the workplace.

Instructions

Preparation

- ☐ Identify willing female employees who are comfortable sharing their experiences on camera.
- ☐ Schedule a suitable time and location for filming, ensuring privacy and comfort for the participants.
- ☐ Prepare a list of questions that are respectful, insightful, and promote meaningful discussion. Example questions are on the following page.

Filming setup

- ☐ Position the manager behind the camera to ask questions. The manager's voice should be clear but not intrusive. Alternatively, it could have an increased effect if the person asking the questions is a female.
- ☐ Another questioning approach could be to have the questions written on a piece of paper that the interviewee picks up and reads out loud.
- ☐ Ensure proper lighting and sound quality for clear video and audio recording.
- ☐ Consider using a neutral background or a setting that reflects the aviation industry to maintain relevance.

Questioning Approach

- ☐ Begin each segment with a brief introduction of the participant (name, role in company).
- ☐ Ask open-ended questions that encourage participants to share personal experiences and insights.
- ☐ Maintain a respectful and supportive atmosphere throughout the filming process.

Editing and compilation

- ☐ Edit the video segments together, ensuring a smooth transition between each participant's responses.
- ☐ Keep the video concise yet comprehensive, focusing on key messages and impactful moments.

Distribution

- ☐ Consider hosting a watch party within the organisation or within smaller teams.
- ☐ Share the final video with all employees through appropriate channels.
- ☐ Encourage feedback and discussion after watching the video to promote learning and awareness.

Your toolbelt – Building awareness through empathy video

Question list

Here is a suggested list of questions to ask during the filming process:

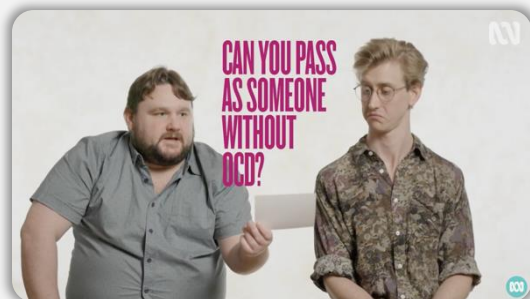
1. How did you get into the aviation industry? When did you know you wanted to work in the industry?
2. What do you wish your male colleagues knew about your experience in the aviation industry?
3. Can you think of any examples or things that have been said to you that highlight the gender bias in the industry?
4. What advice would you give to young women aspiring to join aviation?
5. How can male colleagues be more supportive to women in aviation?

Other questions you may ask:

1. How do you think gender stereotypes impact career opportunities in our industry?
2. Have you ever felt the need to prove yourself more than your male counterparts in the field?

Inspiration

We encourage you to watch the following videos to gain inspiration and understand how you might approach making this video.



[How can you spot someone with OCD? | You Can't Ask That](#)



[Opening up about postnatal depression | You Can't Ask That](#)

Note about anonymous entries

Some individuals may not feel comfortable sharing their stories publicly. It is crucial to emphasise that participation in this video is voluntary, and the content should only be shared internally within the organisation. For those who prefer anonymity, consider providing a forum where individuals can share their experiences confidentially. For example, one approach could involve having a designated person reading out the responses of those who wish to remain anonymous. Respecting individuals' privacy ensures a safe and inclusive environment for all participants involved in raising awareness about gender discrimination and bias in the aviation sector.

Everyday inclusion

Everyday inclusion is about the small actions we take to foster fairness, respect, and representation in our workplaces and communities. Rather than relying on sweeping changes alone, this approach encourages us to look at the power of small, conscious actions that support equity and challenge bias. In aviation—a field where women continue to navigate a traditionally male-dominated environment—embedding these small, inclusive behaviours into our day-to-day work can lead to meaningful cultural shifts and a stronger, more supportive professional culture

Technique



Ways we can practice inclusion every day

Everyday inclusion is about the small acts and comments we make on the day-to-day, here are some small actions you can take²:

- ❖ **Amplification:** Ensuring that women's voices are heard by repeating their ideas and giving credit for their contributions in professional settings.
- ❖ **Intentional inclusion:** Actively inviting women to participate in discussions, projects, and decision-making processes.
- ❖ **Supportive communication:** Using language that avoids gender stereotypes and promotes an inclusive environment.
- ❖ **Challenging bias:** Politely calling out biased language or behaviour when observed and offering constructive alternatives.
- ❖ **Celebrating achievements:** Recognising and celebrating the successes and accomplishments of women colleagues and peers.

Some examples

- Address the women in the room before the men. Ask women questions directly, such as “Jess, what do you think about this?”
- Stop saying ‘sorry’ when you have nothing to apologise for
- Put a woman's name before a man's, or refer to a couple as ‘wife and husband’
- If a man interrupts you or another woman, continue speaking

Technique



Communicate confidently³

Especially in aviation, effective communication is essential for operational success but critical in challenging gender discrimination. Communicating confidently is a powerful form of everyday inclusion – a practice that empowers women to assert their knowledge, ideas, and contributions with clarity and conviction.

Instead of...	Try...
I'm not sure if this is right, but...	Based on my understanding, this approach could work because...
I just wanted to...	I want to discuss...
Does that make sense?	I'm confident this approach will work, let's discuss any questions you might have.
Sorry to bother you, but...	I need a moment of your time to discuss...
I think this might be a good idea...	I believe this is a good idea because...

Assertiveness and advocacy

Combatting gender bias and addressing discrimination in the workplace requires courage and determination. Being assertive and advocating for yourself and others is crucial in challenging unfair treatment and fostering a respectful, inclusive environment. This sends a clear message that such conduct is unacceptable, promoting a workplace where everyone feels valued and respected

Advice



Standing up for yourself and others

Standing up to gender bias can be scary and intimidating, but taking no action can communicate that inappropriate behaviour is acceptable. Effectively challenging discrimination involves being assertive yet respectful, clearly articulating the inappropriate behaviour, and maintaining a calm demeanor to facilitate constructive dialogue.

It can be hard to speak up... in situations where harassment or discrimination occurs. The awkwardness of the moment, the potential social costs, and the challenge of addressing someone more senior can all make intervention feel daunting.

... but don't let it fly. Speaking up is essential to create a safe and respectful environment for you, your colleagues, and everyone.

Technique



Challenging discriminatory behaviours and actions effectively

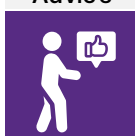
How and when we challenge discrimination varies depending on the circumstances of the inappropriate behaviour. It is important you feel safe when challenging inappropriate behaviours and its important to:

Be assertive – Be polite and respectful but firm about the situation and your feelings.

Be clear – Highlight the specific behaviour that is inappropriate, clarity can help the individual realise their actions are not acceptable.

Be calm – Talking with a calm and respectful tone to prevent the conversation becoming defensive or hostile.

Advice



Speaking with managers

Addressing gender issues and discrimination with your manager is important but can be challenging. Here are some steps you can take to prepare for a conversation to help you remain grounded and clear in your approach:

- 1. Document specific incidents:** Prepare specific examples of the behaviours or incidents that have impacted you, focusing on facts and their effects on your work and the team environment
- 2. Set a positive tone:** you can start the conversations by acknowledging positive aspects of your work environment or expressing your commitment to the team's success, setting a collaborative tone. You could also highlight the positive outcomes of addressing these issues, such as fostering an inclusive and productive workplace. For example, "I would like to work better with x, but I find it challenging when he talks over me."
- 3. Practice your delivery:** Rehearse what you plan to say with a trusted colleague or friend to stay calm and articulate. Using 'I' statements can help you avoid sounding accusatory, such as "I felt marginalised when my ideas were overlooked".
- 4. Anticipate reactions:** Consider possible responses from your manager and prepare how to address them.

Your toolbelt – The 5Ds

By using the 5Ds of Intervention—Direct, Distract, Delegate, Delay, and Document—you can find a method that suits the situation and your comfort level, and let's you to take action against bias effectively.

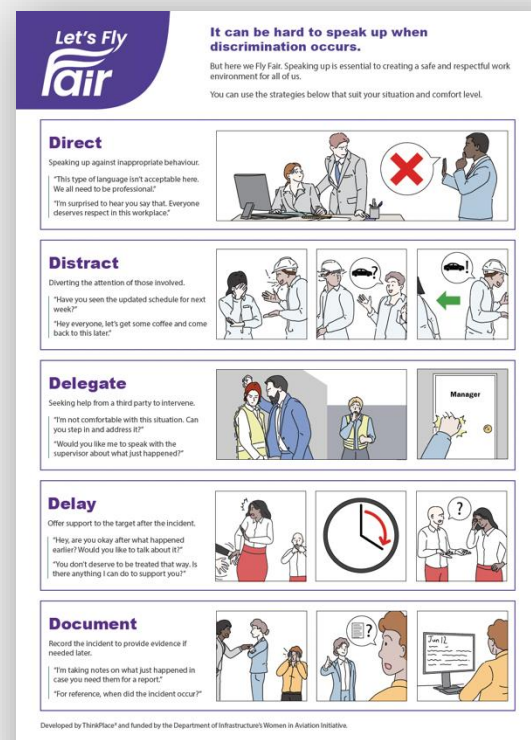
Direct involves addressing the situation head-on by speaking up against the inappropriate behavior.

Distract aims to defuse the situation by diverting the attention of those involved.

Delegate encourages seeking help from a third party, such as a manager, to intervene.

Delay suggests checking in with the target of the harassment after the incident to offer support.

Document focuses on recording the incident to provide evidence if needed.



D1 - Direct

The Direct approach involves confronting the harasser directly. This is a powerful way to challenge bias in the moment, but it's also the most potentially risky option. Use it when the situation feels safe and allows for a private conversation.

Principles of Direct Intervention:

Confidence and clarity: Speak with confidence and clarity, avoiding accusations or personal attacks. Focus on the behaviour, not the person.

Safety first: Assess the situation beforehand. If you feel unsafe, choose a different approach or enlist the help of others.

Be respectful: Even when challenging bias, maintain a respectful tone. The goal is to educate and promote change, not escalate the situation.

***Remember – direct intervention requires courage, but it can also be incredibly effective in stopping bias in its tracks.**

10 phrases for Direct Intervention:

1. "Hey, that comment wasn't appropriate. Women in aviation are just as capable as men."
2. "Let's not make assumptions based on gender. My/her skills are what matter most."
3. "I'm surprised to hear you say that. Everyone deserves respect in this workplace."
4. "Can we step aside and talk about this comment? It felt disrespectful." (**For a private conversation**)
5. "This type of language isn't acceptable here. We all need to be professional."
6. "I think you might not have realised the impact of your words. Women face a lot of challenges in this industry." (**Educational approach**)
7. "Perhaps we can rephrase that comment to be more inclusive." (**Suggesting a more appropriate way to speak**)
8. "Let's move on from this topic and focus on the task at hand." (**Redirecting the conversation**)
9. "I'm concerned about this behaviour. Is there something I can do to help?" (**Offering support**)
10. "If this continues, I will be forced to report it to HR." (**Last resort**)

D2 - Distract

The Distract approach aims to de-escalate or disrupt the situation subtly. This is a good option when directly confronting the harasser feels risky or the situation already seems heated. The goal is to divert attention and create a chance for the tension to dissipate.

Principles of distraction:

Subtle shift: Aim for a smooth transition that doesn't draw undue attention to the incident.

Focus elsewhere: Introduce a new topic of conversation or suggest an activity that takes everyone's attention away from the bias.

Create space: If possible, use the distraction as an opportunity to create space between the target and the harasser.

10 phrases for Distraction:

1. "Speaking of skills, did you see that incredible landing yesterday?" **(Shift the conversation to a neutral topic)**
2. "Hey everyone, let's get some coffee and come back to this later." **(Create a temporary break)**
3. "Oops, I just remembered I have a call coming up. Can we continue this later?" **(Excuse yourself and the target)**
4. "That report just came in - maybe we should take a look at it before moving on." **(Introduce a new task)**
5. "Have you seen the updated schedule for next week's flights?" **(Direct attention to a neutral document)**
6. "This reminds me of a similar situation I once encountered..." **(Share a relevant story to change focus)**
7. "Let's take a quick break and come back to this with fresh minds." **(Suggest a brief pause to cool down)**
8. "Hey, did anyone see [colleague's name]? We need their input for this." **(Introduce a reason to involve someone else)**
9. "There's some interesting news on the industry website - let's check it out together." **(Offer a joint activity)**
10. "It's getting late, maybe we should wrap this up for now and pick it up tomorrow." **(Suggest ending the current discussion)**

D3 - Delegate

The Delegate approach involves finding someone else in a position of authority to intervene. This is a good option when you don't feel comfortable addressing the situation directly or the harasser is someone with more power within the hierarchy.

Principles of Delegation:

Identify the right person: Choose someone with the authority and responsibility to address the issue (e.g., supervisor, HR representative, union official).

Provide context: Briefly explain the situation and the bias you witnessed, ensuring the target feels comfortable with your involvement.

Offer support: Let the target know you're available to provide any additional information or support needed.

By delegating the intervention to someone in a position of authority, you ensure a more formal and potentially impactful response to the situation.

10 phrases for Delegation:

1. "Excuse me, but I think this might be a good time for HR to get involved."
2. "I'm not comfortable with this situation. Can you step in and address it?" **(To a supervisor or colleague in a position of authority)**
3. "Perhaps our supervisor can mediate this conversation to ensure everyone feels heard."
4. "This seems like a matter for HR to handle. Would you like me to help you report it?" **(Offering assistance)**
5. "I think this situation could benefit from a more objective perspective. Can we involve someone from management?"
6. "I witnessed an incident that might violate our company's anti-discrimination policy. Should I report it to HR?" **(If you're unsure)**
7. "I'm concerned about what just happened. Would you like me to speak with [supervisor's name] about it?" **(Offering to advocate)**
8. "Maybe we should take a break and come back to this when someone else is available." **(Suggesting a delay while seeking help)**
9. "Is there a specific protocol for addressing situations like this? Can you point me in the right direction?" **(If unsure of reporting channels)**
10. "I can't intervene directly, but I'm happy to be a witness if you decide to report this." **(Offering support for a potential report)**

D4 - Delay

Principles of Delayed Intervention:

Sensitivity and timing: Wait for a calm and private moment to approach the target. Let them know you're there to listen without judgment.

Offer support and resources: Acknowledge the bias they experienced and express your support. Offer to help them report the incident or connect them with relevant resources (e.g., HR, employee assistance program).

Even if you didn't intervene directly, offering delayed support can empower the target and create a sense of community within the workplace.

The Delay approach involves offering support to the target of bias after the incident has occurred. Even if you weren't comfortable intervening directly, you can still make a difference by acknowledging the situation and offering help.

10 phrases for Delayed Intervention:

1. "Hey, are you okay after what happened earlier? Would you like to talk about it?"
2. "I saw what happened, and I want you to know that's not okay. Do you need help reporting it?"
3. "That comment was disrespectful. Is there anything I can do to support you?"
4. "I understand that situation must have been difficult. I'm here to listen if you want to talk."
5. "You don't deserve to be treated that way. Would you like me to help you find resources?" (e.g., HR)
6. "I witnessed that incident, and I want you to know you're not alone. This doesn't reflect your capabilities."
7. "Is there anything specific you need right now? Maybe I can help you find some information or make some calls."
8. "Sometimes it helps to talk about these things with someone outside the situation. Would you like to vent?"
9. "I can't change what happened, but I'm here for you if you need anything."
10. "This might be a good time to utilize our company's employee assistance program. They offer confidential support for such situations."

D5 - Document

Principles of Documentation:

Accuracy and objectivity: Focus on factual details such as date, time, location, and what was said or done. Avoid subjective interpretations or opinions.

Confidentiality: Only share the documentation with the target's consent or with someone who needs it to address the situation officially (e.g., HR).

Safety first: Do not document if it puts you at risk or creates a hostile work environment.

By documenting the incident, you preserve evidence that can support and contribute to addressing the issue of gender bias in the workplace.

The Document approach involves recording details of the incident, if it's safe to do so. This can be helpful if the target decides to report the incident formally or if you need to report it yourself.

10 phrases for Documentation:

1. "I'm taking notes on what just happened in case you need them for a report."
2. "Can I get the names and contact information of everyone who witnessed this?" (If the target agrees)
3. "With your permission, I'd like to document this incident for future reference."
4. "I'm concerned about this situation and might need to report it. Would you be comfortable with me taking notes?"
5. "It might be helpful to have a record of what happened. Can I jot down some details?"
6. "For future reference, could you tell me the date and time of this incident?"
7. "Would you like me to record the key points of this conversation in case it needs to be addressed further?" (If appropriate)
8. "Is there a specific format you prefer for documenting this type of incident?" (If unsure of company protocol)
9. "I understand if you'd rather not document this, but I'm happy to do it if you change your mind."
10. "My main concern is your well-being. Let me know if there's anything specific you'd like me to document."



03

Thrive: Long-term success strategies

- Challenging institutional bias
- Leadership development
- Negotiation strategies
- Networking and mentorship

03 Thrive:

Long-term success strategies

Achieving long-term success in the competitive and rapidly evolving field of aviation requires strategic foresight, resilience, and a commitment to personal and professional growth. This section of the toolkit is dedicated to empowering women in aviation to navigate beyond mere survival, focusing on cultivating leadership skills, challenging institutional biases, mastering negotiation tactics, and leveraging the power of networking and mentorship. By equipping yourself with these essential strategies, you not only position yourself as a capable leader within your organisation, but also contribute to reshaping industry norms and fostering a more inclusive and equitable aviation sector.

What's covered in this chapter?

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	Advocacy strategies for driving organisational change Activity	27
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Challenging institutional bias

Challenging institutional bias is difficult but can lead to hugely beneficial changes in work environments, promoting fairness, inclusivity, and better organisational outcomes. Effectively addressing these biases requires a strategic approach to both identification and advocacy for change.

Activity



Approaches to identifying and addressing systemic bias

As an individual, you can play a crucial role in initiating conversations about unconscious gender bias in your workplace. Here are some steps and approaches you can suggest to help identify and address these biases effectively⁴:

Starting the conversation:

Initiating a discussion about unconscious bias can be challenging, but framing it as a constructive step towards a fairer and more inclusive workplace can help.

Here's how you can start:

"Hi [Manager/HR/Colleague], I've been thinking about how we can make our workplace more inclusive and equitable. One way to start is by assessing any unconscious gender biases that might exist within our organisation. I've come across some effective methods that we could implement."

Suggested approaches:

1 | Perception surveys

Conduct perception surveys to gather data on employees' experiences with bias. This can help identify areas where unconscious bias impacts individuals' career advancement and earnings.

2 | Language Analysis

Analyse job descriptions and communications for gendered language. Terms like "strong" and "driven" may favour male applicants. Use a gender decoder tool to assess and address gender bias: <https://gender-decoder.katmatfield.com/>

3 | Gender gap analysis

Examine gender gaps in career advancement, pay, and opportunities for professional development. Identifying these gaps can reveal systemic biases and inform targeted interventions.

4 | Experiments

Conduct controlled experiments to uncover biases in evaluation processes. For example, comparing perceptions of identical achievements attributed to different genders can reveal underlying biases.

Concluding the conversation:

"Implementing these methods can help us identify unconscious biases and take targeted actions to address them. It's a proactive step towards fostering a more inclusive and equitable workplace for everyone. I'd be happy to discuss this further and help develop a plan to get started."

Activity



Advocacy strategies for driving organisational change, a business case

Encouraging organisations to change requires strategic advocacy and clear communication. Using a business case can be a powerful tool for this. Here are some things you could include in a business case to show why gender equality is a beneficial strategy:

Show the current state | Use data and findings to show the gender gaps that exist in the organisation currently. It is much easier to make targeted interventions if you have information about the gaps.

Highlight the benefits of diversity | Present data and case studies that show how diverse teams lead to better decision-making, increased innovation, and improved financial performance.

Link to organisational goals | Connect the need for diversity and inclusion to the organisations mission, values and strategic objectives. Show how addressing gender bias aligns with the long-term goals and enhances overall performance.

Conversation



Gaining management and leadership buy-in

Effective advocacy begins with securing support from different people within the organisation. These are some people you should try to start conversations with:

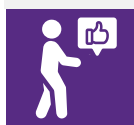
Engage top management | Advocate to senior leaders about the importance of gender diversity. Use evidence-based arguments to demonstrate the positive impact on business outcomes.

Example: “Hi [name], I’d love to chat about how gender diversity can boost our team’s performance. I’ve got some interesting data to share.”

Leverage influential champions | Identify and collaborate with influential figures who are passionate about gender equality. These champions can help drive change.

Example: “Hi [name], can we chat about teaming up on some gender equality initiatives?”

Advice



4 common missteps in gender equality initiatives

Despite significant progress over the past 50 years, workplace gender inequality faces ongoing challenges in addressing it effectively. Many initiatives aim to address gender equality, but not all are based on evidence or effective in practice. Here are some things to avoid:

1 | Relying solely on numbers

Counting the number of women in positions or leadership roles is only one data point. It is important to understand the context, experience and systemic barriers they face to truly address gender inequality.

2 | Trying to fix women instead of systems

Focusing on changing women’s behaviour or skills ignores systemic biases. Effective solutions must address the structures that perpetuate inequality.

3 | Being overly optimistic

While progress is worth celebrating, recognising ongoing challenges is crucial. Overestimating progress can lead to complacency and hinder continued efforts.

4 | Ignoring intersectionality

Treating women as a homogenous group overlooks the diverse experiences of different women. Initiatives must consider intersectional identities to be truly effective.

Leadership development

The first thing to understand about leadership is it is a practice, not a position or authority⁵. **Anyone can practice leadership.** When we separate leadership from a position or authority, we see it as an activity available to anyone who passionately cares about a problem and the people involved, regardless of their position, place or gender.

Leadership can be demonstrated in two formats:

Hidden leadership is when individuals lead through their actions and influence without having a formal position. They inspire and mobilise others by setting an example and actively contributing to solving problems.

Appointed leadership is when someone is in a formal position with recognised authority. These leaders have official titles and responsibilities, and their effectiveness depends on their ability to engage and influence their team.

Technique



Qualities that prepare you for appointed leadership positions

Depending on your goals, you may wish to pursue an appointed leadership position. This involves demonstrating your leadership qualities through hidden leadership and actively seeking opportunities to step into formal roles.

There is no such thing as being lucky, it is when preparedness meets opportunity. These are some ways you can prepare for leadership opportunities⁶:

Quality	What this looks like
Integrity Being honest, ethical, and consistent in actions. Building trust and fostering a reliable environment.	- Admitting mistakes. - Following through on commitments. - Being transparent in communications.
Empathy Building strong relationships and trust within the team by understanding and sharing the feelings of others.	- Listening actively to others. - Offering support when others face challenges. - Showing genuine interest in others.
Resilience The ability to recover quickly from difficulties and maintain a positive attitude.	- Being positive during tough times. - Encouraging peers to persevere. - Being adaptable to change.
Vision Having a clear, strategic vision for the future and being able to inspire others to follow it.	- Sharing ideas about future goals. - Helping align team efforts with the vision. - Motivating others to work towards it.
Communication The ability to convey information clearly and effectively, both verbally and non-verbally.	- Regularly updating the team on goals. - Providing clear instructions. - Encouraging open dialogue and feedback.
Self-Awareness Understanding one's strengths, weaknesses, and the impact of one's behaviour on others.	- Asking for feedback. - Reflecting on your own performance. - Being open to self-improvement.
Learning Agility The ability to learn quickly and adapt to new situations.	- Embracing new challenges. - Seeking out learning opportunities. - Applying new knowledge to improve work.
Collaboration Working well with others, valuing diverse perspectives and fostering a cooperative team environment.	- Encouraging team input. - Working together to solve problems. - Acknowledging the contributions of others.

Technique

Qualities that prepare you for appointed leadership positions *cont.*

Quality	What this looks like
Influence The ability to persuade and motivate others to achieve common goals.	• Building strong relationships and rapport. • Setting a positive example for others. • Effective communication and collaboration.
Courage Courage involves standing up for what is right and making bold decisions, even in the face of adversity.	• Speaking up about important issues. • Supporting colleagues in difficult situations. • Addressing conflict directly.
Gratitude Showing appreciation for the efforts and contributions of others. Gratitude can enhance team moral.	• Thanking colleagues regularly. • Recognising achievements. • Celebrating success.
Respect Valuing others' opinions and treating everyone with dignity.	• Listening to others. • Acknowledging diverse perspectives. • Promoting equity and inclusion.

Advice



Overcoming barriers to advancement

For women navigating gender-based obstacles or struggling to envision themselves in leadership roles, the journey can be daunting yet transformative. Here is some valuable advice and strategies to navigate challenges effectively⁷:

Build a support network – Develop a peer network of like-minded colleagues and friends who provide mutual support and encouragement. Having a network can offer moral support, share opportunities, and help navigate challenges together.

Engage outside your comfort zone – Participate in networks outside your usual circles to increase visibility and opportunities. Personal and professional growth often comes from stepping out of your comfort zone.

Say yes to opportunities – Embrace new opportunities and be willing to take risks. Accept opportunities that challenge you, even if they seem daunting at first. Opportunities can lead to invaluable experiences and career advancement.

Unfortunately, this problem is a systemic issue, so it is important to remember that encountering gender-based barriers is not a reflection of you or your abilities.



Advice



Woman-to-woman leadership advice

“For women in the aviation industry, my advice would be to stay confident, network with other women in the field for support and mentorship, continuously educate yourself, and do not be afraid to take on challenges and leadership.” - Aida Selimovic, Country Manager for Bosnia and Herzegovina⁸



Negotiation strategies

More and more women are advocating for fair pay and promotions at work. However, while women are boldly asking for what their teams and colleagues need, many are still nervous and reluctant to negotiate for themselves. Under stressful conditions our goals and motives may become short-term, so it is important to consider your goals and be prepared to discuss them confidently.

Technique



Tips for negotiating fair pay, promotions, and benefits⁹

1 | Be prepared (see below for how you can prepare)

Preparation is key to successful negotiations. Entering with a clear idea of what you want and how you will ask for it can boost your confidence and help counter any self-doubt. Preparation helps you present a strong case for your value and contributions, making your negotiation more effective and likely to succeed. If you feel unprepared, it is okay to ask for time and allow yourself the necessary space.

2 | Focus on the other side's needs

Frame your request to the employer and the benefit for them by focusing on your unique skills and how you can address their business needs. This approach aligns your goals with the organisation's objectives, making your case more compelling. This can increase the effectiveness of the negotiation and improve the likelihood of a favorable outcome.

3 | Lead the discussion

Research shows that those who make the first offer in negotiations often achieve better outcomes. When possible and comfortable, take initiative to lead negotiations about promotions, fair pay, new roles, or job offers. Leading allows you to set the agenda and frame the conversation around your strengths and value.

4 | Start high, plan to adjust

Avoid lowering your demands before the negotiation begins. It is common for women to underestimate their value, but asking for more initially puts you in a stronger position throughout the negotiation process. Plan with room to make concessions and be ready to concede during the discussion. Ensure you negotiate either face-to-face or on the phone to allow for the opportunity to make concessions effectively.

5 | Offer alternatives

Presenting multiple options can help reach an agreement. Offering choices that address the employer's interests can show your willingness to collaborate and find a mutually beneficial solution. This can lead to more productive negotiations and better outcomes for both parties.

Activity



How to prepare for and navigate crucial career conversations

Preparing for challenging conversations can be different for different people, you could sit down with a list of things to consider and think them through, write down your answers, or have mock-conversations to consider different perspectives. Some will work better for you than others so long as you consider these key points:

- Understand your motive
- Clarify your goal and priorities
- Information share
- Consider pay
- Consider options
- Consider their side

For a worksheet including all these topics see page 31.

Your toolbox – Negotiation preparation worksheet

This worksheet is a template you can use to prepare for crucial career conversations such as negotiating promotions or discussing job opportunities. It helps you explore your motive and goals for the future and cement what you want so that you feel prepared to enter career conversations.

Your perspective

Understand your motive

What are the reasons you want to engage in a negotiation? What really matters to you?

Clarify your goals and priorities

What are your goals and priorities?

Must –

Ideally –

Tradeable –

Information share

What would you like to share with them?

Consider pay

Target pay –

Reservation pay –

Starting pay –

Consider options

Identify different ways your goals can be met.

1. _____
2. _____
3. _____

Employers' perspective

Consider their motive

What are the reasons they are negotiating? What really matters to them?

Consider their goals and priorities

What are their goals and priorities?

Must –

Ideally –

Tradeable –

Information gather

What information do you need from them?

Consider pay

Pay range (if known) –

Estimated reservation pay –

Consider options

Identify different ways their goals can be met.

1. _____
2. _____
3. _____

Networking and mentorship

Connecting with other women in the aviation industry through networking and mentorship can significantly enhance your career journey. These connections provide invaluable support, guidance, and opportunities for professional growth. Whether you're seeking to expand your professional network, gain mentorship from experienced leaders, or cultivate sponsorship relationships, this section equips you with essential insights and resources to navigate and excel in the aviation industry. For a list of networks to join, refer to the resources provided at the end of this toolkit.

Activity



The importance of networking in career development

Networking is a great way to help women building professional connections that provide support, mentorship, and opportunities to learn from others' experiences. Through networking, you can gain insights on navigating gender bias, find allies, and access career opportunities.

Benefits to you include:

- ✓ **Personal and career growth:** Networking helps in building confidence and developing interpersonal skills. Engaging with a diverse group of professionals exposes you to different perspectives and ideas, enhancing your problem-solving abilities and creativity. It can also open doors to job opportunities, promotions, and collaborations that might not be available otherwise.
- ✓ **Mentorship and guidance:** Establishing relationships with experienced women in aviation can provide you with valuable advice, guidance, and mentorship.
- ✓ **Support system:** A strong professional network can give you a support system that can help you navigate workplace challenges, including gender bias. Allies within your network can advocate for you and provide emotional and professional support.

Activity



How to find and leverage mentorship opportunities

Here are some tips for how you can build your network and find mentors:

1. **Join industry associations:** Become a member of organisations like Women in Aviation Australia (WIAA) or Women in Aviation International (WAI) for networking and mentorship opportunities.
2. **Attend industry events:** Participate in conferences, seminars, and workshops to meet professionals and build connections.
3. **Use social media:** Engage with aviation groups on LinkedIn and other platforms to connect with peers and industry leaders.
4. **Seek mentorship programs:** Apply for formal mentorship programs offered by organisations to receive guidance and support.
5. **Network at work:** Get involved in employee groups and attend company events to connect with colleagues.
6. **Volunteer:** Join industry committees or projects to meet professionals and showcase your skills.
7. **Reach out:** Contact professionals whose careers you admire via email or LinkedIn for advice and connections.
8. **Leverage alumni networks:** Use your educational institution's alumni networks and career services to make industry contacts.

Activity



Get a sponsor

If you're looking at pursuing senior leadership or just want to make sure that you continue to progress in your career, a sponsor can help get you there faster. A sponsor is a career support person that is more senior than you that publicly acknowledges your achievements and advocates for you¹⁰.

The difference between a sponsor and a mentor

A sponsor	A mentor
A senior leader who is invested in your career success.	An experienced or trusted person who supports and advises someone more junior.
They can leverage their power, position and reputation to influence decisions and decision makers.	Works closely with you to share knowledge, help you manage challenges, and develop specific skills.
Helps you access more or higher-profile projects and opportunities that build your skills, experience and demonstrable evidence.	May offer opportunities for growth and development.

The benefits of a sponsor

Sponsorship programs designed for accelerating women's careers has been found to be very beneficial.

This is because with a sponsor you:

- Are more likely to feel that you are advancing your career;
- May be more comfortable to ask for a promotion or pay rise as your sponsor has provided you higher-profile opportunities for growth and development.

When the sponsors themselves are women in senior leadership positions, this shows you that women can be successful in your aviation career.

Conversation



Turn your boss into your sponsor

Your sponsor can be anyone more senior than you in your organisation or industry. However, your boss or manager is ideal as they know your skills, goals and are also judged on how well their team members perform. Here are some steps from Harvard Business Review, visit their website for more information and suggested wording¹¹.

- 1. Build credibility and trust** by delivering high quality work, taking initiative and regularly asking for feedback.
- 2. Understand your boss's expectations and goals** by connecting your work to your boss' and the business's priorities.
- 3. Make the ask.** After you've demonstrated your impact and commitment, give them a clear and specific action or request about becoming your sponsor.
- 4. Stay connected** by keep them updated on your work, progress and how you continue to bring value to the organisation

A large, stylized silhouette of an airplane in a lighter shade of purple, positioned on the right side of the slide, pointing towards the left.

04

Conclusion and resources

- Recap
- Further resources
- References

Recap and action plan

This toolkit serves as a resource to support and empower women in the aviation industry, addressing the barriers they face and fostering a more inclusive and equitable workplace. The aviation sector plays a pivotal role in global connectivity and economic growth, yet it continues to grapple with significant gender disparities. Women remain underrepresented across various professions within aviation, hindering industry progress and innovation.

The toolkit's primary goal is to equip women with knowledge, strategies, and tools to navigate and overcome these challenges. By understanding and challenging gender bias, fostering psychological safety, and advocating for inclusive practices, individuals can actively contribute to creating a more supportive and diverse aviation workforce.

Why gender diversity matters in aviation

Gender diversity isn't just about fairness; it's essential for the industry's sustainability and success. Diverse teams bring different perspectives and insights that drive innovation, improve decision-making, and enhance safety standards. Embracing gender diversity expands the talent pool, addressing critical skills shortages and promoting economic growth within the industry.

Moving forward

Remember that change begins with each of us. By challenging biases, advocating for inclusivity, and fostering supportive environments, we can collectively create a culture where everyone – regardless of gender – can thrive and contribute their full potential. This requires ongoing commitment from all levels of the aviation industry – from leadership to individual contributors – to ensure that policies, practices, and attitudes promote equality and fairness.

Take action

We encourage you to apply the insights and strategies from this toolkit in your daily interactions and professional endeavours. Together, we can create a more inclusive and equitable aviation industry that not only meets today's challenges but also anticipates and embraces future opportunities for growth and advancement.



Networks and associations

Below is a non-exhaustive list of potential networks and associations you could consider joining to grow your professional network.

Professional networks

Women in Aviation International (WAI)

wai.org

A global network offering support, resources, and events for women in all aviation fields.

Women in Corporate Aviation (WCA)

wca-intl.org

Focuses on the professional development and advancement of women in corporate aviation.

International Society of Women Airline Pilots (ISWAP)

isa21.org

Supports female airline pilots and promotes the profession to future generations.

International Aviation Women's Association (IAWA)

iawa.org

Provides leadership development, networking, and education for women in the aviation and aerospace industries.

Women in aviation Australia (WIAA)

wiaaustralia.org

networking, mentoring, and support

Aviation/aerospace Australia (a/aa)

aviationaerospace.org.au

programs and initiatives

The Ninety-Nines, Inc.

ninety-nines.org

An international organization of women pilots that promotes advancement and support for women in aviation.

Industry associations

Australian federation of air pilots (AFAP)

afap.org.au

support and representation for pilots facing discrimination or harassment.

Australian Licensed Aircraft Engineers Association (ALAEA)

alaea.asn.au

advocacy and support for licensed aircraft engineers

Social Media and Online Groups

Facebook Groups:

Women in Aviation: A private group for networking and sharing experiences.

Women in Aerospace and Aviation:

Focuses on supporting women in aerospace and aviation careers.

LinkedIn Groups:

Women in Aviation International (WAI):

Professional group for networking and support.

Women in Aerospace & Aviation:

Professional network for women in the industry.

Additional Resources

Aviation Gender Equality Network (AGEN)

aviationgender.com

A network focused on promoting gender equality in the aviation.

She Flies

sheflies.com.au

An initiative that promotes female participation in STEM fields.

Further resources

This Toolkit has provided several practical tools, tips and information to support women in aviation to manage gender bias.

If you or someone you know wants further information or needs support, here are more resources you can access.

Educational and training programs

Respect@Work hub

www.respectatwork.gov.au

Resources and support

Workplace gender equality agency (WGEA)

wgea.gov.au

education and training on gender equality and handling workplace bias.

Helplines and crisis support

1800RESPECT

1800respect.Org.Au

national sexual assault, domestic and family violence counselling service.

Lifeline Australia

lifeline.Org.Au

24/7 crisis support and suicide prevention services.

Government and regulatory bodies

Fair work ombudsman

fairwork.gov.au

advice on workplace rights and how to handle discrimination or harassment complaints.

Australian Human Rights Commission (AHRC)

humanrights.gov.au

information on sexual harassment, discrimination laws, and complaints processes.

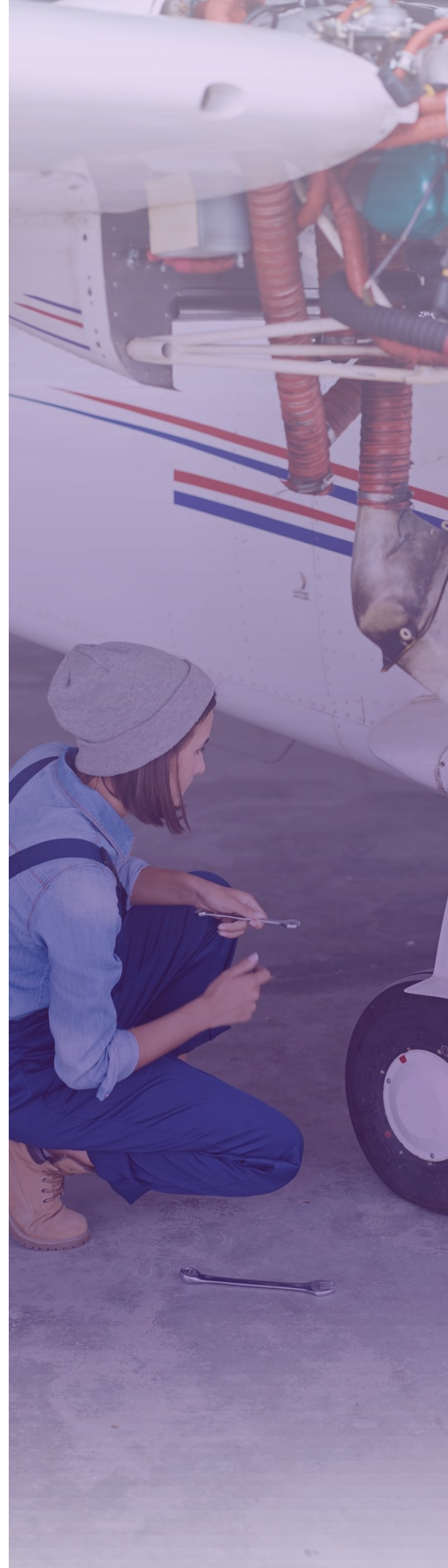
Civil Aviation Safety Authority (CASA)

casa.gov.au

safety regulations and reporting mechanisms for harassment or discrimination in the aviation sector.

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Let's Fly Fair

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