

March 21, 2022 Women in Aviation Advisory Board (WIAAB) Meeting

AGENDA

Heather Wilson, WIAAB Chair, and Angela Anderson, Designated Federal Officer

HOSTED AT: Virtual Platform (Zoom)

DATE: March 21, 2022

TIME: 9:00 AM to 12:00 PM Eastern Time

Time	Topic
9:00 – 9:05 am	Call to Order and Introduction of FAA Administrator
9:05 – 9:10 am	FAA Welcoming Remarks
9:10 – 9:15 am	DOT Opening Remarks
9:15 – 9:20 am	Federal Advisory Committee Act (FACA) Official Statement
9:20 – 9:25 am	Welcome/Opening Remarks
9:25 – 9:30 am	Approval of Minutes
9:30 – 10:30 am	Recommendations Report Discussion
10:30 – 10:40 am	Break-10 min
10:40 – 11:55 am	Recommendations Report Discussion
11:55 – 12:00 pm	Approval of Recommendations Report
12:00 pm	Adjourn

Draft WOMEN IN AVIATION ADVISORY BOARD COMMITTEE

RECORD OF MEETING

MEETING DATE: December 1, 2021

MEETING TIME: 9:00 a.m. – 12:00 p.m. ET

LOCATION: The Women in Aviation Advisory Board (WIAAB) Committee held a “virtual” meeting.

PUBLIC ANNOUNCEMENT: The Federal Aviation Administration (FAA) provided notice to the public of this WIAAB meeting in a *Federal Register* notice published on October 14, 2021 (86 FR 57244).

ATTENDEES:

Committee Members
Rene Banglesdorf
Crystal L. Barrois
Kassandra “Kandy” Bernskoetter
Maryanne DeMarco
Dr. Karrie Dixon
Dana Donati
Lindsey Dreiling
Elise Eberwein
Kathryn P. Fraser
Kate Gebo
Lauren Lacey Haertlein
Laura Jones
Kelly Jost
Dr. Rebecca Lutte
Jean Lydon-Rodgers
Suzanne Markle
Candace McGraw
Allison McKay
Tracy Miller
Martha Morris

Stacey Rudser
Kriya Shortt
Tammie Jo Shults
Amy Spowart
Bobbi Wells
Pam Williams
Beth Wilson
Dr. Heather Wilson, Chair
Constance von Muehlen
FAA
Lindsey Aaronson
Angela Anderson, <i>Designated Federal Officer</i>
Thuy Cooper
Steve Custer
Aliah Duckett
Jack Fino
Leslie Welch
Talisa White

The FAA live streamed this meeting on its social media platforms. As a result, the list of FAA and public attendees does not capture those individuals¹.

Welcome and Introduction

Ms. Angela Anderson, Designated Federal Officer (DFO), began the meeting at 9:00 AM ET by welcoming everyone to the WIAAB public meeting. She noted that all discussions are for background only and that a recording of the livestream will be

¹ A recording of the meeting can be found at: https://www.youtube.com/watch?v=FAmklV_T19M.

available on FAA's YouTube. She reminded the Board that the FAA renewed the WIAAB charter and that a copy of the charter can be found on FAA's website.

Ms. Anderson read the required press disclaimer and livestream statement, as the meeting was live streamed on the FAA's YouTube, Facebook, and Twitter accounts. She also read the Federal Advisory Committee Act (FACA), Title 5, United States Code (5 U.S.C.); Appendix 2 (2007) statement. She introduced Dr. Heather Wilson, WIAAB chair.

Dr. Wilson thanked Ms. Anderson and reviewed the tasking and work that has been done by the WIAAB since it formed. She noted that the meeting will highlight the main concepts of the recommendation report and determine the need for any continued work.

Ratification of Minutes

Dr. Wilson asked for a motion to accept the minutes from the May 25, 2021, meeting. Ms. Lindsey Dreiling motioned to accept the minutes, and Ms. Tracy Miller seconded the motion. The WIAAB voted to ratify the minutes with no objections.

Meeting Packet

The December 1, 2021, WIAAB meeting packet can be found at:
https://www.faa.gov/regulations_policies/rulemaking/committees/documents/media/WIAAB%20-%20December%202021%20Meeting%20Packet.pdf.

Review of Advisory Board Mission/Tasks

Vision of the Board

Ms. Amy Spowart reviewed the Board's mission, which is to explore opportunities for encouraging and supporting female students and aviators to pursue a career in aviation, with the objective of promoting organizations and programs that are providing education, training, mentorship, outreach, and recruitment of women for the positions in the aviation field. She noted the Board's duties include:

- a. Identifying industry trends that directly or indirectly encourage or discourage women from pursuing careers in aviation;
- b. Coordinating the efforts of airline companies, nonprofit organizations, and aviation and engineering associations to facilitate support for women pursuing careers in aviation;
- c. Creating opportunities to expand existing scholarship opportunities for women in the aviation industry; and
- d. Enhancing aviation training, mentorship, education, and outreach programs that are exclusive to women.

Ms. Rene Banglesdorf noted that the work of the Board is geared specifically to women but will help the industry as a whole. She read the WIAAB's vision statement:

The WIAAB seeks to lead future generations to an industry that has attracted and retained the best possible talent. The result is an industry on the leading edge of safety, innovation, and profitability. Our purposeful attention to workplace culture, recruitment, retention, and advancement of women will improve access to all those seeking opportunities for satisfying careers.

Ms. Kandy Bernskoetter reviewed the tasking from Congress. She noted the Board was formed in May 2020 and had its first meeting in August 2020. She reviewed a timeline of the formation of subcommittees and follow up meetings, including consulting with other industry organizations and subject matter experts.

Update on Report Status and Actions to Date

Ms. Lauren Lacey Haertlein described the status of the WIAAB's report. She described the data that was gathered and the collaboration of writing that was involved in the report. She stated that the final report will include:

- A history of the aviation industry, to include the breadth of opportunities for women;
- A description of the current state of the aviation industry as it relates to the underrepresentation of women and the efforts that have been made to address the gender gap within the industry; and
- The vision of the Board, which will include the main recommendations divided into three sections: recruitment, retention, and advancement.

Draft Report Review

Ms. Bobbi Wells noted that there have been many discussions around culture. She noted that culture has both internal and external elements. The external elements of culture can be visually seen, whereas the internal aspects of culture cannot be seen, like values or beliefs. She said that current reality is based on a system for men made by men.

Ms. Wells explained three reasons for the need to change culture:

1. It's the right thing to do;
2. Sustainability or the need for a pipeline between youth, specifically young girls, and aviation careers; and
3. Changes will drive safety.

She noted that research shows people succeed when they see others that look like them succeeding in a similar manner. Ms. Wells said that diversity of thought in aviation will be perpetuated with diversity of representation, and the work of WIAAB is the first step.

She noted that culture change takes years and decades, and it is important to address the external and internal aspects of culture.

Ms. Tracy Miller asked what the aviation industry can learn from other industries that have faced similar barriers, such as the technology industry. Ms. Wells noted that they have analyzed other industries and that data gathering and marketing play a huge part of getting the message out. She stated that disrupting current thinking and creating new messaging both highlights existing gaps within the industry and establishes a need for change.

Dr. Rebecca Lutte noted that the Board plans to include marketing and messaging information in their recommendation report. Dr. Lutte emphasized that it is important to create messaging that reaches youth at the different ages and stages of their lives. Ms. Stacey Rudser agreed and stated that diversification of representation (“if you can see it, you can be it”) will create a bigger appeal. Everyone agreed that changes in culture, messaging, and representation align with the Board’s recommendations and goals.

Dr. Wilson asked Ms. Wells if there are any specific areas that the Board should focus their attention as they review the draft recommendations. Ms. Wells stated that it is important to include ideas from all members, to capture the rich diversity of people on the Board. She emphasized that the report is the foundational first step, and the real change will come from the implementation of the recommendations after the report is submitted.

Dr. Wilson asked Ms. Dana Donati to frame the timeline for the rest of the Board’s work. Ms. Donati described the recruiting section of the recommendations. She explained that the recommendations lead into a call to action for the FAA. She noted that methods for funding opportunities are included in the recruiting section.

Ms. Donati asked Ms. Suzanne Markle to give a status update on the current draft. Ms. Markle asked for feedback or identified gaps in the draft recommendations. Ms. Beth Wilson asked if the current draft promotes informal education. Ms. Donati stated information on informal education including girl scouts, after school activities, and other organizations that promote confidence and engagement are included in the draft recommendations.

Dr. Wilson addressed the subject of associating aviation with STEM, and if that connection is helpful or harmful to recruitment. Ms. Miller agreed that the use of some language in job titles or descriptions can be intimidating.

Ms. Markle described the idea of the centralized one-stop shop of information and noted that one will be included in the draft recommendations. She suggested that this information should be available for all involved in the pipeline, to include students, educators, and the industry. Ms. Banglesdorf spoke to the use of marketing to reach more people and expose them to the various career paths in aviation.

Ms. Donati agreed and stated that a better pathway needs to exist. She said fourth to fifth grade is the prime time to recruit students, and middle school is a pivotal time when students start making decisions for themselves on the types of classes that they would like to take. Ms. Donati stressed the importance of the school system in the recruitment of more women in the aviation industry.

Ms. Haertlein stated that a lack of women in the industry stems from the lack of knowledge surrounding the opportunities that are available in aviation. Ms. Markle stated that it is important to consider the implementation of the recommendations, not just the recommendations themselves. She asked the Board to consider what they wanted to ask of the FAA and the actions that can be taken outside of the agency. Ms. Miller agreed and added that other government agencies, beyond FAA, can and should be involved through inter-agency agreements.

Ms. Kelly Jost reminded the Board to consider different strategies to reach children at younger ages, noting that many do not have personal exposure to flights, airplanes, or airports. She said it is important to think of other ways to expose aviation to the youth. She spoke on her personal experience, comparing it to the bigger picture of retention of women in the industry.

Ms. Jost noted that poor work life balance and/or a poor work culture are the top two reasons women do not stay in their positions. Ms. Jost stressed the importance of family-friendly policies and noted that these factors were considered when writing the recommendations in the WIAAB report.

Ms. Jost explained factors that contribute to retention. She talked about the importance of mentorship, employee resource groups, addressing negative culture, and overall company support.

Ms. Crystal Barrios agreed and emphasized the importance of retention, particularly after putting in significant efforts to recruit. She noted that momentum can significantly increase when women get together, even in small groups like the WIAAB, and that the Board should encourage strategies that involve gatherings of women together. She noted that culture does not need to just be changed, but the perspective of culture, and what people see when they think of aviation, needs to change. Ms. Barrios suggested that openly talking about being in a career and being in a family (as a mom) is possible. She said it is important that young women can see themselves as able to do both.

Ms. Wells asked the Board if they felt the need to address the culture and industry as male dominated, or if a different approach should be considered. Ms. Barrios suggested not to be afraid to say that this is a male-dominated industry. She said that messaging should promote aviation career opportunities for women and girls despite the industry being historically male-dominated. She said acknowledging the reality can help girls know that they can be considered and successful in the same roles that men are.

Dr. Lutte reminded the group that culture change does not just help women; it helps everyone, and messaging should reflect that. She noted that having males in ally and mentor roles should be considered. Ms. Wells noted that culture change often comes with actual policy change. Ms. Barrios agreed and suggested policy changes include removal of policies that are obvious barriers toward a woman's success. She emphasized that the recommendations will be implemented through policy.

Dr. Karrie Dixon asked the Board if they felt it would be a good idea to include a personal example or anecdote in the recommendations to act as a personal narrative the reader can relate to in the report. Ms. Jost and others agreed that this would be a favorable idea to show evidence beyond data and statistics.

Ms. Pam Williams asked the Board to consider addressing mental health as barriers for women in the recommendations. Ms. Barrios noted that mental health is covered in the draft, under the family policy area of the retention section.

Ms. Beth Wilson stated that the advancements section of the report addresses women in the workforce from early to mid-career onto post career development opportunities. She noted that barriers between balancing work and family commitments are addressed in this section. Ms. Wilson stressed the importance of professional development and training specific to the type of careers that a person has an interest. She highlighted training programs that have been successful and noted that the recommendations follow those models. Ms. Wilson said the advancement section also addresses suggestions on how to tackle issues and barriers women face. She stressed the importance of mentorship and sponsorship programs.

Ms. Lindsey Dreiling highlighted the relationship between a woman's career and family, suggesting the need to create spaces where they can succeed. Ms. Wilson noted that there has to be efforts made by the government, private companies, and the collaboration of the two. Ms. Barrios agreed and stressed the need for women to get involved without feeling like they must be trailblazers to work in the industry.

Ms. Wilson stated that she believes most of the recommendations in the report focus on industry over government/FAA. Ms. Spowart added that the participation from local organizations is vital. She stated that making connections, in person, online, and via social media, helps connect the pieces together to create a pipeline into aviation.

Ms. Wells suggested recommendations that can help and encourage companies to modernize their best practices to be as accommodating to women as they are to men. Others agreed with this sentiment, as well as with the importance of sponsorship and mentorship opportunities to recruitment, retention, and advancement. Ms. Jost noted that pieces of professional development (for example, networking and confidence) should be addressed specifically for women.

Dr. Wilson asked Ms. Maryanne Demarco to discuss the data collection area of the report. Ms. Demarco gave some background on how data is reported and how

improvements can be made. She noted that data involving women sometimes doesn't exist or is skewed, and it is imperative to collect accurate data to identify and fill gaps in underrepresented groups.

Dr. Lutte agreed and stressed the importance of accurate data to evaluate data and identify issues. Dr. Wilson asked who should fund this research. Ms. Demarco stated that the National Transportation Safety Board (NTSB) currently collects some of this data, but the Board's goal is to expand the data that is being collected. She noted that the FAA and other agencies collect similar data.

Dr. Wilson explained the two areas under data: collecting/gathering data and driving a culture/policy change based on the data. Ms. Beth Wilson mentioned the need to collect data on students (while still maintaining their privacy) in influential ages (middle school) to see how many students are interested in aviation and at what stage they become uninterested.

Ms. Spowart asked for clarity surrounding the complexities of addressing culture through data. Dr. Lutte stated that, through data and case studies, gaps such as negative workplace culture can be identified. She said that data is important to identifying what specific cultural or other problems exist. Ms. Barrios said that it is important to incentivize companies to report data. Ms. Eberwein suggested linking with certain companies to gather data and change practices as part of the board's mission. Ms. Kate Gebo agreed and stated that community (including unions) and governmental organizations should collectively be involved in reporting and in filling gaps.

Dr. Lutte asked the group to look at what the industry is currently doing and to focus recommendations on successful existing strategies.

Open Discussion

Ms. Jean Lydon-Rodgers summarized the meeting. She reminded the group of the mission and vision that structures the overall recommendations in the report. Ms. Lydon-Rodgers reviewed the three parts of the report, culture, recruitment, retention, and advancement. She emphasized the importance of culture, both external and internal elements.

Ms. Lydon-Rodgers reviewed information regarding funding, the role of the FAA and of the industry, education (mentioning aspects beyond STEM), efficient marketing, retention, personal experiences, family friendly policies, mentoring, and culture. She spoke on the importance of advancement in professional and personal development and changing negative workplace culture.

Ms. Miller pointed out, that while this effort is geared towards women, there is a shortage of people in the aviation industry overall, and the impact of the Board's work will help achieve a larger goal.

Dr. Wilson thanked everyone for their work and technical support in the virtual environment. She stated that she believes that the report is in good shape, but there is still a lot of work to be done. Dr. Wilson asked each individual on the Board to focus on parts of the report that are their area(s) of expertise and to hone in on editing those sections. Dr. Wilson noted that the Board intends to submit the recommendations report after the final WIAAB public meeting in February. Others acknowledged and agreed on strategy and timeline.

Ms. Haertlein reminded the Board that if they have a recommendation that they do not see a place for in the current draft of the report to message her. Ms. Wilson offered notes for the executive summary section.

Adjournment

Ms. Anderson thanked the Board for their continued dedication through this process, particularly in a virtual environment. She reminded everyone that all meeting packets can be found on the committee website. Dr. Wilson adjourned the meeting at 11:43 AM ET.

Breaking Barriers for Women in Aviation:

A FLIGHT PLAN FOR THE FUTURE

2022 Women in Aviation Advisory Board Report





Vision Statement

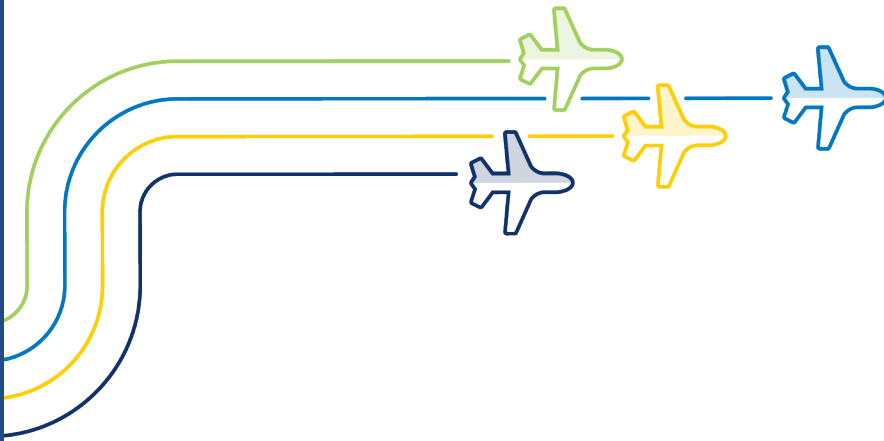
The Women in Aviation Advisory Board seeks to leave to future generations an industry that has attracted and retained the best possible talent. The result will be an industry on the leading edge of safety, innovation, and profitability. Purposeful attention to workplace culture, recruitment, retention, and advancement of women will improve access to all those seeking opportunity for satisfying careers.

Who are the Women of the WIAAB?

- WIAAB was established by an Act of Congress
- Tasked with addressing the significant underrepresentation of women in aviation
- Comprised of 30 experts with diverse backgrounds to create a balanced approach to meet statutory strategies and objectives

Why does this work matter?

- Aviation connects people in a unique and essential way
- U.S. aviation is the safest, largest, most varied, and most technologically innovative transportation industry in the world
- **Attracting, retaining, and advancing** women in aviation is critical to the industry's **safety, sustainability, profitability**, and ability to **innovate**



Our History

- In order to look forward, we need also to look back

Our Reality

- Gender Gap Data
- Costs of Status Quo: Compromising Excellence
- Factors that Attract Women to and Deter Women From Aviation Careers

Our Vision

- Barriers Timeline Model
- Creating an Inclusive Culture
- Barriers to Recruitment
- Barriers to Retention
- Barriers to Advancement
- Data and Continuing Research

Our Reality:

Understanding the Problem

In most aviation occupations, women make up **less than 20%** of the workforce

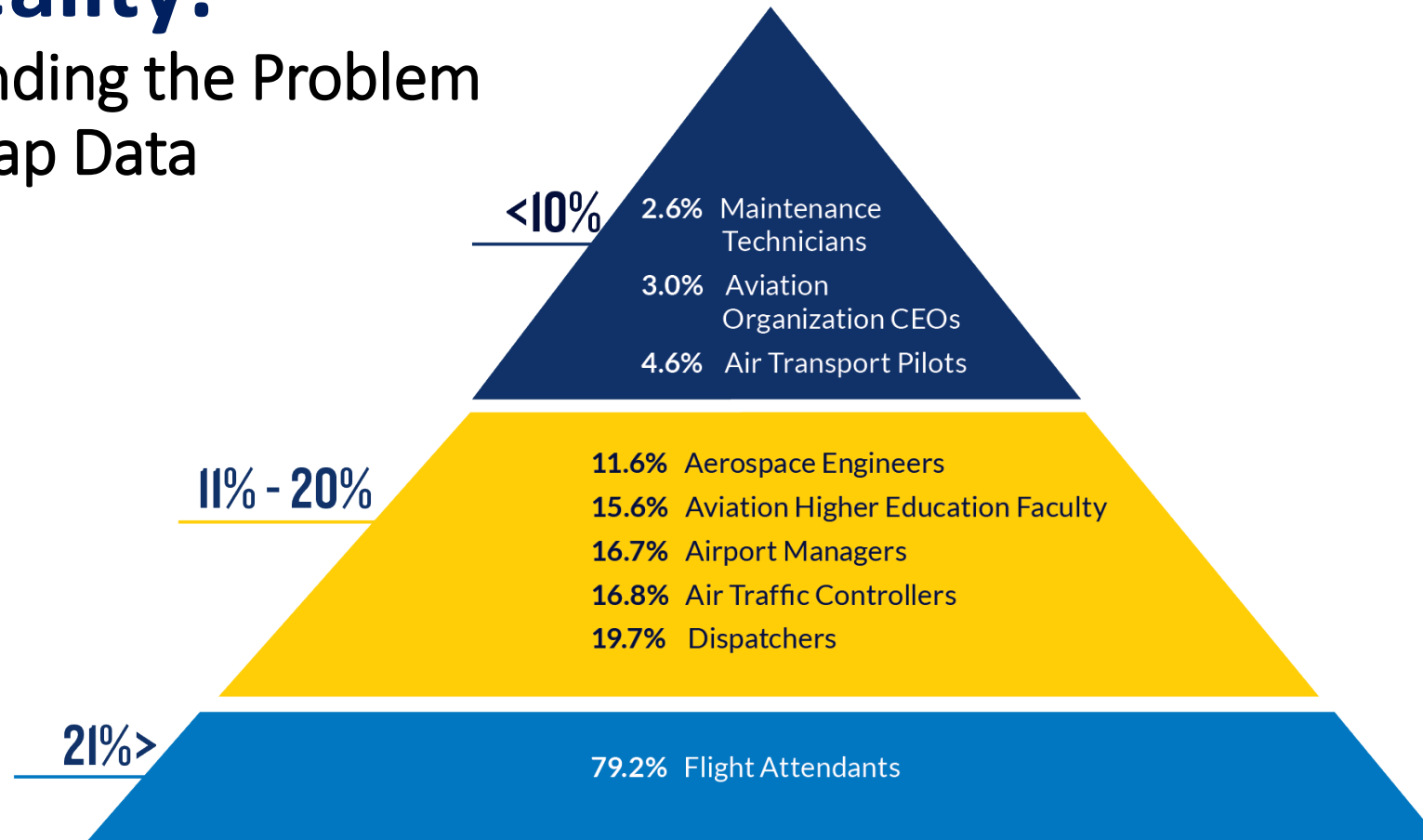
For the last 60 years, the introduction of women into aviation—in nearly every functional specialty—has been **stagnant**

Women who belong to additional underrepresented groups face unique barriers and often even greater challenges

Our Reality:

Understanding the Problem

Gender Gap Data



Our Reality: Understanding the Problem

Gender Gap Data

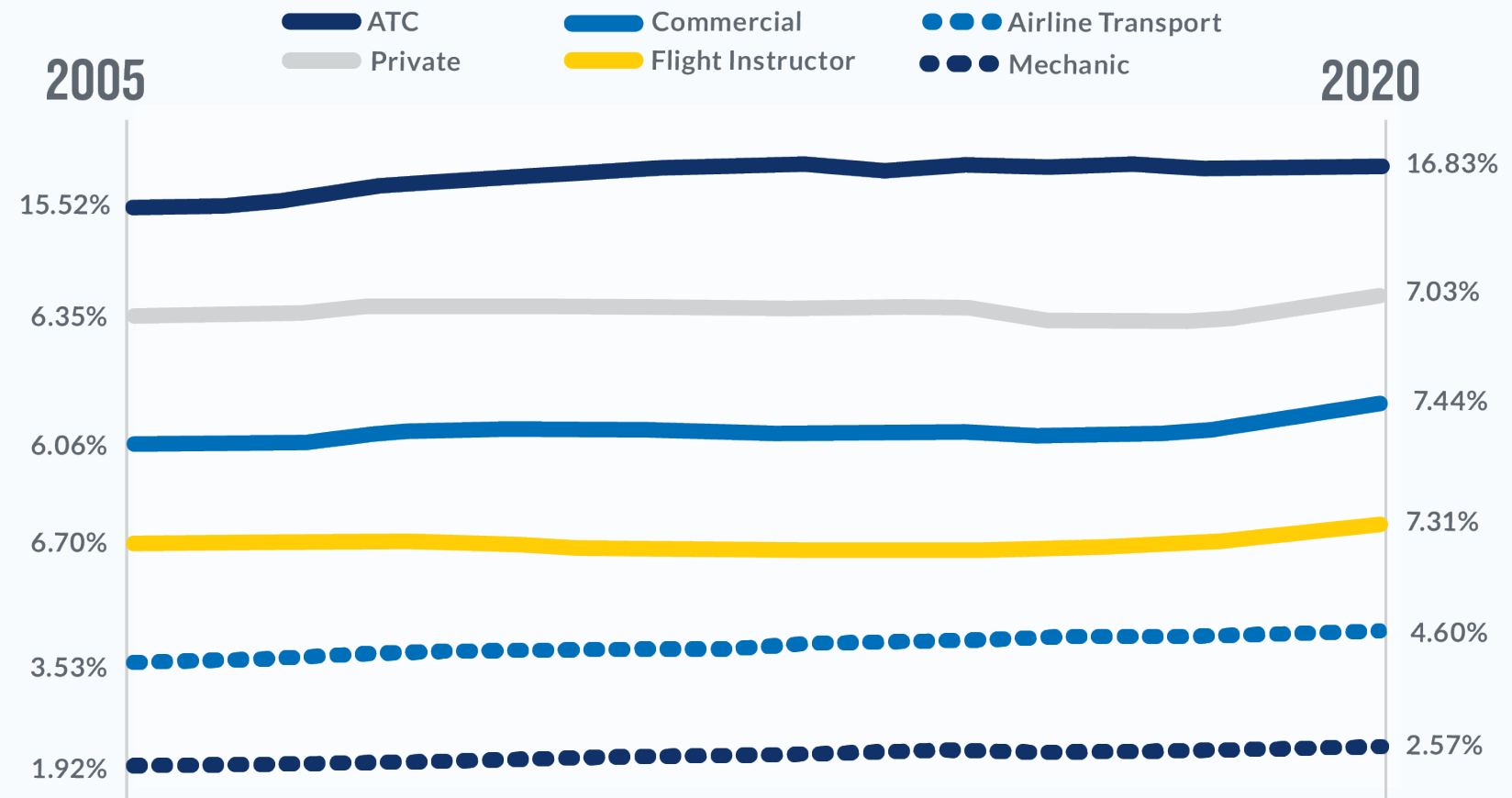
Historical Data Women FAA Certificate Holders

Total number of women certificate holders | % of total certificate holders who are women

	Private		Commercial		ATP		Flight Instructor		Mechanic	
1960	3,425	2.5%	738	0.8%	25	0.1%	425	1.4%	110	0.1%
1970	11,409	3.8%	1,897	1.0%	79	0.2%	589	1.6%	302	0.2%
1980	21,554	6.0%	3,993	2.2%	480	0.7%	2,079	3.4%	890	0.4%
1990	17,301	5.8%	5,210	3.5%	2,082	1.9%	3,239	5.1%	3,333	1.0%
2000	14,544	5.8%	5,807	4.8%	4,411	3.1%	5,193	6.4%	5,047	1.5%
2010	13,566	6.7%	8,175	6.6%	5,580	3.9%	6,359	6.6%	7,215	2.2%
2020	11,316	7.0%	7,724	7.4%	7,549	4.6%	8,592	7.3%	7,860	2.6%

Our Reality: Understanding the Problem

Gender Gap Data



Our Reality: Understanding the Problem

Gender Gap Data

Occupation	Total Employed	% White	% Black or African American	% Asian	% Hispanic or Latino
Pilots	155,000	94%	3.4%	2.2%	5%
Aircraft Mechanics & Service Technicians	153,000	84.3%	10.8%	3.2%	23%
Aerospace Engineers	129,000	83.3%	6.8%	9.1%	10.5%
Flight Attendants	81,000	65%	19.3%	10.6%	10.3%
Air Traffic Controllers	18,082	77.9%	7.2%	3.6%	9.2%

Notes: Pilots, aircraft mechanics, aerospace engineers, and flight attendant data obtained from BLS (2020). For BLS data, estimates for the above race groups (White, Black or African American, and Asian) do not sum to totals because data are not presented for all races. Persons whose ethnicity is identified as Hispanic or Latino may be of any race. ATC data obtained from DOT (2021).

Our Reality: Addressing Culture

- 38% of surveyed women in aviation reported considering leaving and identified **poor family and work-life balance as the top reason, followed by negative workplace culture**
- Because of a less inclusive culture, women are disproportionately **pushed out of aviation**
- Gender bias, discrimination, & sexual harassment are significant issues



Our Reality: Recruitment and Retention Barriers

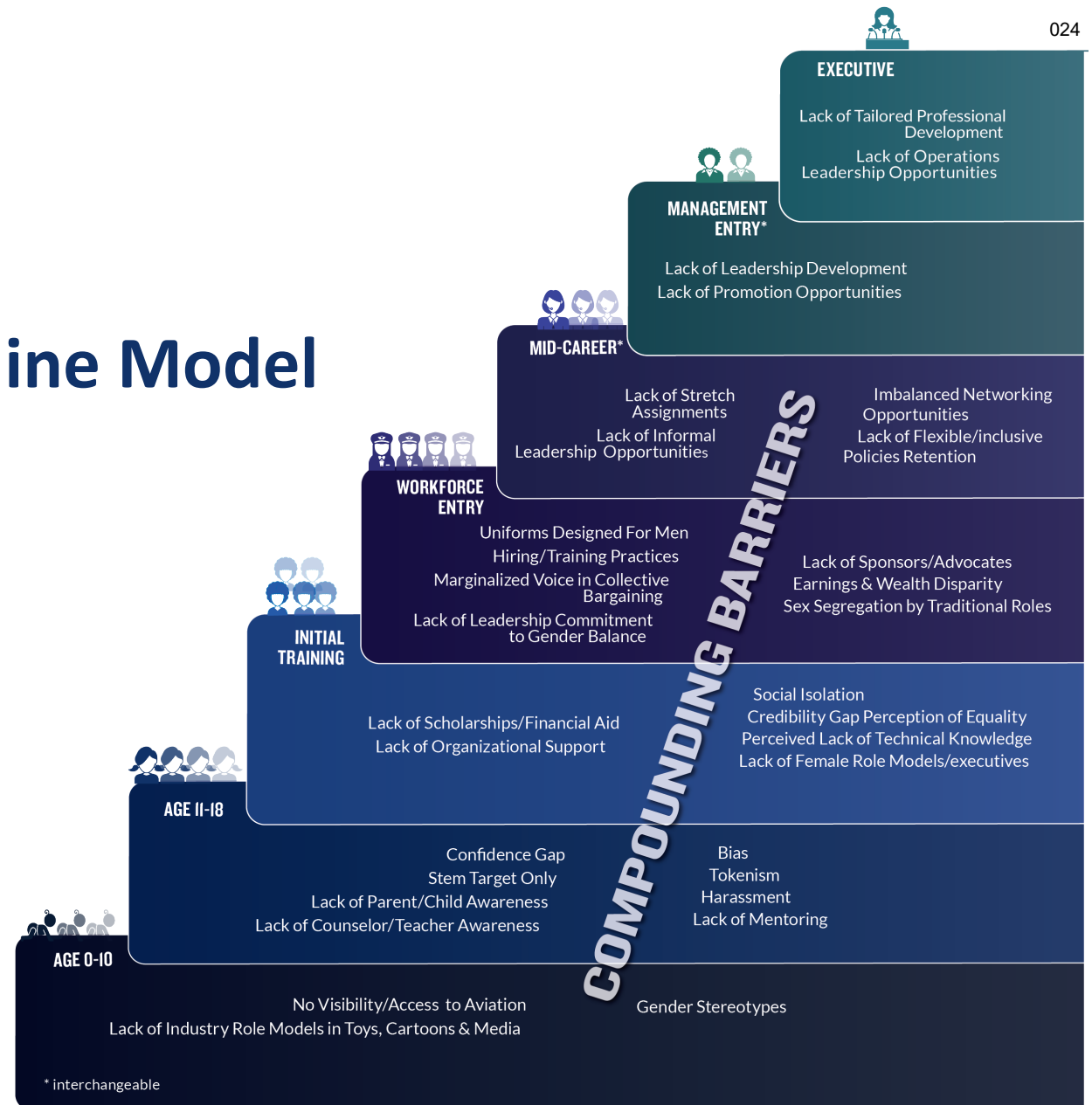
- Economic factors, including cost of entry—particularly for flight training
- Family and work balance challenges
- The need for additional outreach about career options and pathways
- Lack of women in leadership positions
- Need for leadership commitment to diversity and inclusion
- Navigating workplace culture including gender bias and sexual harassment

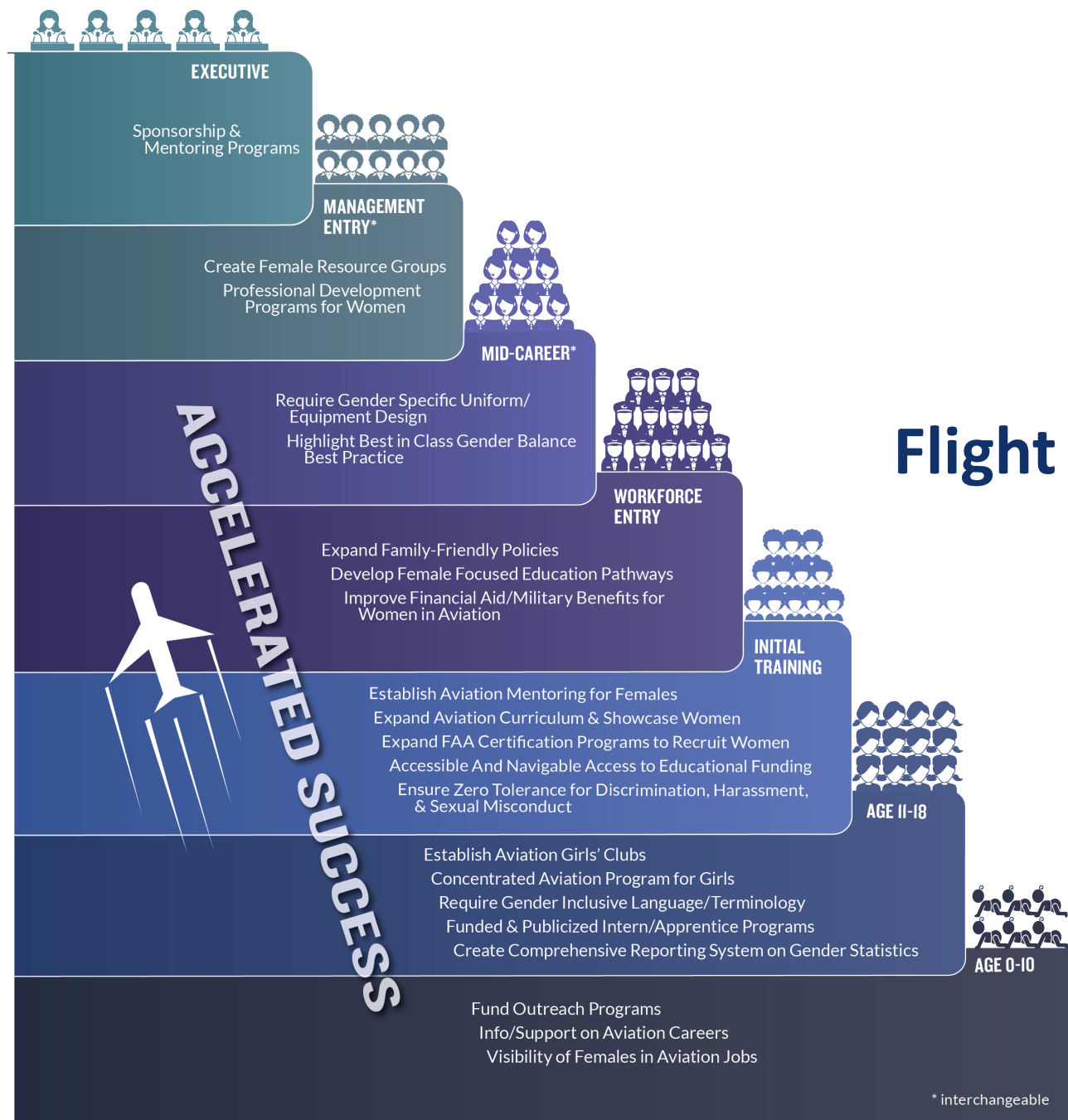
The Barriers Timeline Model

A Systems Redesign Approach



The Barriers Timeline Model





55 Recommendations Grouped into 5 Areas:



CULTURE

overarching
throughout
each stage of
the journey



RECRUITMENT

at early phases
of a woman's
journey



RETENTION

through initial
training and
workforce entry



ADVANCEMENT

into mid-career
and leadership/
executive
opportunities



DATA

identifying and
addressing gaps
in data and
publication

A Call to Action

The Board's recommendations require **sustained focus and coordination** among many organizations






Recommendations in this Report are specifically addressed to:

- Congress
- Department of Transportation*
- Federal Aviation Administration
- Industry, which includes companies, non-profits, trade associations and labor unions

*and all other pertinent agencies to make necessary inter-agency agreements for implementation

A Call to Action

KEY

-  Congressional Recommendations
-  DOT Recommendations
-  FAA Recommendations
-  Industry Recommendations
-  Combined Recommendations

Improving Workplace Culture

-  Coordination of Non-profit Organizations #1
-  Annual Summit #2
-  Industry Certification Program #3
-  Aviation Careers Awareness #4
-  Visual Representation of Women #5
-  Words Matter #6
-  Uniforms That Fit for All #7
-  Leadership Commitment to Culture Change #8
-  Safety Management Systems #9
-  Industry-Wide Reporting Program to Address Gender Bias, Discrimination, and Sexual Harassment #10
-  Enhanced FAA Medical Process Information and Reporting Procedures for Inappropriate Medical Exam Actions #11
-  Investigation into Inappropriate Medical Exam Actions #12
-  Mental Health Services #13
-  Permanent Advisory Committee for Continued Focus on Cultural Change #14

Recruitment Recommendations

- Virtual Resource Center #15
- Social Media and Influencer Network #16
- Train the Workforce Trainers #17
- Curriculum Development #18
- High School to Post-Secondary Pathways #19
- Transportation and Logistics Career Cluster #20
- Volunteer Role Models #21
- Immersive Aviation Confidence Camps #22
- Internships and Field Experiences #23
- Airport Recruitment Offices #24
- High Demand Occupation List #25

Recruitment Recommendations

- State Industry Recognized Certification List #26
- Transition from Military to Aviation Opportunities #27
- Federal Financial Aid #28
- Federal Grant Program for Minority Serving Institutions #29
- FAA Workforce Development Grant #30
- Grant Funding for Female Faculty and Staff #31
- GI Bill Benefits #32
- High School Cadet Program #33
- Scholarship Program Toolkit for Aviation Industry to Create Their Own Program #34
- Mentoring App Program #35

Retention and Advancement

-  Paid Parental and Family Leave #36
-  Joint Responsibility for Change #37
-  Schedule Flexibility and Accommodations #38
-  Childcare #39
-  Nursing Mother's Accommodations #40
-  Aviation in Federal Benefit Enhancements #41
-  Mentoring Programs for Women #42
-  Enhanced Airline Pilot Mentoring Programs #43
-  Support for Established Professional Development #44
-  Create Professional Development Programs #45
-  Communities of Support #46
-  Sponsorship #47



Congressional
Recommendations



DOT
Recommendations



FAA
Recommendations











Industry
Recommendations



Combined
Recommendations

Data Recommendations

-  Expand FAA U.S. Civil Airmen Statistics #48
-  Industry Annual Public Reporting/Tracking of Data #49
-  Department of Transportation Annual Report on Workforce Data and Pay Parity #50
-  Department of Transportation Reporting Requirements #51
-  Transportation Research Board Report #52
-  Department of Labor Data Collection #53
-  Call for Further Research #54
-  FAA Report to Congress #55

WIAAB Members

CHAIR

- Dr. Heather Wilson – President, The University of Texas at El Paso and Former Secretary of the U.S. Air Force

BOARD MEMBERS

- René Banglesdorf – Founder and CEO, The Aviation Collective
- Crystal L. Barrois – First Officer & Manager – Fleet Transactions, Delta Air Lines
- Kandy Bernskoetter – National Membership Committee Chair, ALPA, Captain, FedEx Express
- Maryanne DeMarco – Executive Director, Coalition of Airline Pilots Associations
- Karrie Dixon, PhD – Chancellor and Chief Executive Officer, Elizabeth City State University
- Dana Donati – CEO, United Aviate Academy
- Lindsey Dreiling – Executive Director of Aviation Strategy, Kansas State University
- Elise Eberwein – Executive Vice President of People & Communications, American Airlines
- Kathryn P. Fraser – Director, Safety Assurance, NetJets
- Kate Gebo – Executive Vice President, Human Resources and Labor Relations, United Airlines
- Patricia Gilbert – Executive Vice President Americas Region of IFATCA and Former Executive Vice President, NATCA
- Lauren Lacey Haertlein – Aviation Regulatory Counsel, Zipline International
- Laura Benson Jones, ATP, M. Ed – Founder and Board Chair, Flight Club 502

WIAAB Members

- Kelly Jost – Managing Engineer, Aviation, C&S Companies
- Rebecca Lutte, PhD – Associate Professor, The University of Nebraska at Omaha Aviation Institute and Texans for GA
- Jean Lydon-Rodgers – President & CEO, GE Aviation Services (retired)
- Suzanne Markle – President and Chief Executive Officer, Pittsburgh Institute of Aeronautics
- Candace McGraw – Chief Executive Officer, Cincinnati/Northern Kentucky International Airport
- Allison McKay – CEO and President, Women in Aviation International
- Tracy Miller – President, Mid-Atlantic Aerospace Complex
- Martha Morris – Colonel, Civil Air Patrol
- Constance von Muehlen – Executive Vice President & Chief Operating Officer, Alaska Airlines
- Stacey Rudser – National Board of Directors, Association for Women in Aviation Maintenance
- Kriya Shortt – Senior Vice President, Global Parts Distribution, Textron Aviation
- Tammie Jo Shults – Navy Pilot, Southwest Airlines Captain (retired), Author
- Amy Spowart – President and CEO, National Aviation Hall of Fame
- Bobbi Wells – Vice President, Safety, Environmental & Regulatory Compliance, American Airlines
- Pamela D. Williams – Director Academy Services, United Aviate Academy; Board of Advisors, OBAP
- Beth Wilson – Education Specialist, Smithsonian Institution, National Air and Space Museum

Congressional Recommendations

- Industry-Wide Reporting Program to Address Gender Bias, Discrimination, and Sexual Harassment #10
- Investigation into Inappropriate Medical Exam Actions #12
- Permanent Advisory Committee for Continued Focus on Cultural Change #14
- High Demand Occupation List #25
- Federal Financial Aid #28
- Federal Grant Program for Minority Serving Institutions #29
- Grant Funding for Female Faculty and Staff #31
- GI Bill Benefits #32
- Transportation Research Board Report #52
- Department of Labor Data Collection #53
- FAA Report to Congress #55

Department of Transportation Recommendations

- Airport Recruitment Offices #24
- Department of Transportation Annual Report on Workforce Data and Pay Parity #50
- Department of Transportation Reporting Requirements #51

FAA Recommendations

- Coordination of Non-profit Organizations #1
- Aviation Careers Awareness #4
- Safety Management Systems #9
- Enhanced FAA Medical Process Information and Reporting Procedures for Inappropriate Medical Exam Actions #11
- Virtual Resource Center #15 (In collaboration with other entities)
- Social Media and Influencer Network #16
- Curriculum Development #18
- Transition from Military to Aviation Opportunities #27
- FAA Workforce Development Grant #30
- Scholarship Program Toolkit for Aviation Industry to Create Their Own Program #34
- Nursing Mother's Accommodations #40
- Enhanced Airline Pilot Mentoring Programs #43
- Support for Established Professional Development #44
- Expand FAA U.S. Civil Airmen Statistics #48
- Call for Further Research #54

Industry Recommendations

- Annual Summit #2
- Mental Health Services #13
- Volunteer Role Models #21
- Internships and Field Experiences #23
- Mentoring App Program #35
- Paid Parental and Family Leave #36
- Joint Responsibility for Change #37
- Schedule Flexibility and Accommodations #38
- Childcare #39
- Mentoring Programs for Women #42
- Create Professional Development Programs #45
- Communities of Support #46
- Sponsorship #47
- Industry Annual Public Reporting/Tracking of Data #49

Combined Recommendations

CONGRESSIONAL AND DOT RECOMMENDATION:

- Aviation in Federal Benefit Enhancements #41

CONGRESSIONAL AND INDUSTRY RECOMMENDATION:

- Industry Certification Program #3

DOT AND FAA RECOMMENDATIONS:

- Immersive Aviation Confidence Camps #22 (OR Department of Education)
- Train the Workforce Trainers #17
- Transportation and Logistics Career Cluster #20
- State's Industry Recognized Certification List #26
- High School Cadet Program #33

FAA AND INDUSTRY RECOMMENDATIONS:

- Visual Representation of Women #5
- Words Matter #6
- Uniforms That Fit for All #7
- Leadership Commitment to Culture Change #8
- High School to Post-Secondary Pathways #19