

WOMEN EMPOWERMENT is part of our culture



Ms Poppy Khoza
Director of Civil Aviation



For the SACAA women empowerment is not just about representation, it's about creating opportunities, removing barriers, **and building a culture where every woman can thrive, lead and make an impact.**

At the SACAA this is a deliberate commitment, Diversity and inclusion is one of our culture pillars, and at the heart of that pillar is women empowerment.

We are committed to fostering an inclusive workplace where every voice is valued, every contribution matters, and every individual can succeed.

“When women are empowered, our people, our organisation, our communities all grow stronger.”

WOMEN EMPOWERMENT IS MORE THAN A COMMITMENT

It is embedded in how we operate

Our Legislation and policies are the cornerstone

At **the SACAA** our approach is guided by the **Employment Equity Act**, which provides the foundation for advancing gender equity. In line with this legislation, we have an **Employment Equity Policy and three-year plans** with clear representation targets for women across all occupational levels.

Planning alone is not enough. We turn our commitments into action through inclusive recruitment and selection, succession planning, and targeted development initiatives that create opportunities for women to grow and lead. Through our policy.

Ms Babalwa Ndandani
Executive: Legal and
Aviation Compliance

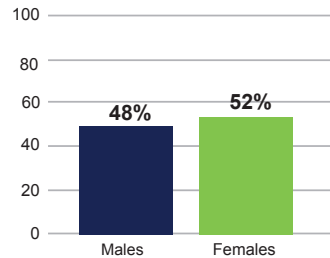


Progress is rigorously **tracked and monitored at every level**, from Management and the Executive Committee to the Board and right through to the Minister. We also report annually to the Department of Employment and Labour on our progress. We have an established Committee which looks at amongst many issues, barriers impacting the attraction and retention of women in our workplace, including issues of salary equity.

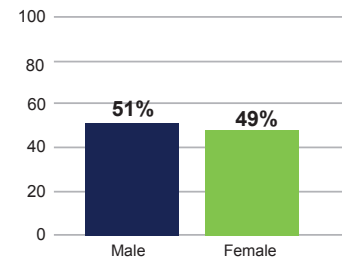
Most importantly, **accountability drives results**. Our executives have specific Employment Equity targets built into their performance contracts, ensuring that women empowerment remains at the heart of our Diversity and Inclusion culture pillar.

Our progress reflects this commitment. Today women make up 52% of our workforce, while 49% of our management positions are held by women, a testament to our deliberate efforts to build a more inclusive organisation.

Gender Profile: All Staff



Gender Profile: Management



Ms Nivashnee Naraindath
Company Secretary

Leadership Development

Through its Leadership Development Programme, the SACAA is intentionally building a strong pipeline of capable women leaders. The programme creates opportunities for women to strengthen their leadership confidence, expand their strategic thinking, and prepare for greater responsibility across the organisation. By investing in women as decision-makers and change agents, the SACAA is helping to shape a workplace where leadership is inclusive, visible, and future-focused.

Multiple programmes that have been implemented include the leadership toastmasters programme, the change leadership masterclass, and various internal learning programmes on people management processes.

56 female employees have been beneficiaries of this programme since its inception.





Women Mentorship

Every woman's journey is unique, yet many of the challenges we face in the workplace are shared. Our Women's Mentorship Programme creates a space where women uplift women through honest conversations, shared experiences, and meaningful connections.

Whether in group mentorship sessions or one-on-one engagements, participants gain guidance from accomplished women who have walked the path before them, while building the confidence, skills, and networks needed to grow.

“Together, we are breaking barriers, opening doors, and empowering women to lead with courage, purpose, and the knowledge that they never have to navigate their journey alone.”

Ms Tembisa Maphike
Executive: Aviation Safety Infrastructure

Skills Development

Through its skills development programmes, the SACAA is making a meaningful contribution to the development and advancement of women in aviation.

The **Traineeship, Internship, and Bursary Programmes** are opening doors for young women by giving them access to education, workplace exposure, practical experience, and scarce skills in critical aviation fields.

These opportunities are not only helping women enter the sector; they are helping them grow, compete, and build sustainable careers.



TO DATE

61% of the beneficiaries in the Traineeship Programme are female

The Bursary Programme has funded **51** young women, representing **45% of bursary beneficiaries**, in learning areas such as Pilot Training, Cabin Crew, Aeronautical Engineering and Aircraft Maintenance Engineering since its inception in 2013.

Ms Phindiwe Gwebu
Executive: Corporate Services

Succession Planning

The organisation is committed to ensuring long-term sustainability through a robust succession planning process that strengthens leadership continuity and organisational resilience. A key focus of this process is advancing transformation by promoting gender equity and increasing the representation of women in leadership and critical roles. To support this commitment, the organisation continues to strengthen gender representation through its succession planning process.

In support of succession planning, 68 potential successors have been identified.

30 ARE WOMEN

“These outcomes demonstrate the organisation’s deliberate commitment to strengthening female representation in future leadership positions while maintaining a sustainable pipeline of capable talent for critical roles.”

Ms Thobile Masooa
Executive: Human Capital