



**Virtual Keynote Remarks by the
Secretary General of the
International Civil Aviation Organization (ICAO)
Mr. Juan Carlos Salazar
to the Aerospace, Security and Defence Industries Association of Europe (ASD)
Spring Convention
23 May 2025**

1. Thank you for inviting me to address the ASD's Spring Convention. While I cannot be with you in person today, I appreciate this opportunity to discuss critical aviation security challenges with Europe's aerospace, security, and defense industry leaders.
2. Two weeks ago, the Aviation Security Committee of the ICAO Council reviewed our global Aviation Security Risk Overview. The findings are concerning.
3. We are witnessing unprecedented challenges, including sharp increases in geopolitical tensions, widespread GNSS radio-frequency interference *including* GPS jamming and spoofing, the proliferation of military and weaponized unmanned aircraft systems, targeted cyber-attacks against aviation assets, and missile strikes on civilian airports and facilities.
4. In this environment, we cannot afford complacency.
5. I am here today not only to reaffirm ICAO's commitment to enhancing aviation security and cybersecurity, but also to seek your partnership.
6. Innovation and evolution are imperative to address both existing and emerging threats.
7. The technical expertise of your industries is crucial for developing the standards, guidance, and training materials that ICAO and its Member States require.

8. Your dedication to developing protective technologies and resilience solutions enables aviation to fulfill its role as a catalyst for global socio-economic development while ensuring the sector remains secure and appropriately resourced.
9. For those less familiar with ICAO, we foster cooperation between governments and industry to develop and implement strategies for safe, secure, and sustainable international air transport.
10. We develop internationally recognized Standards and Recommended Practices as Annexes to the 1944 Convention on International Civil Aviation. When adopted, these become obligations for our Member States.
11. Our role also includes engaging with stakeholders worldwide to secure the political and financial support needed for States to implement these standards effectively.
12. For 80 years, our mission has remained clear and now perhaps more relevant than ever: to leverage aviation to "create and preserve friendship and understanding among the nations and peoples of the world" while ensuring air transport contributes to global prosperity.
13. This decades-long collaboration between ICAO, governments, and industry has created the stable, predictable environment that enables global aviation to flourish.

The ICAO Long-term Strategic Plan

14. This September, we will convene our 193 Member States for the 42nd ICAO Assembly in order to strengthen our common path forward.
15. A key focus will be securing support for ICAO's Long-term Strategic Plan for 2026-2050. This plan aspires for zero fatalities in international aviation, net-zero carbon emissions, and thriving, accessible air services for all, ensuring *No Country is Left Behind*.
16. This vision will be realized through six strategic goals, which I'll outline now.
17. Our first and paramount goal is ensuring every flight is safe and secure. As aviation embraces new technologies and airspace users, we must develop standards that foster innovation while maintaining rigorous safety and security.

18. This goal comes as we mark several significant milestones as an organization: 50 years of preventing acts of unlawful interference through the Convention's Annex 17 on Aviation Security, 75 years of improving the international flight experience and preventing illegitimate transport through Annex 9 on Facilitation, and ICAO's own 80th Anniversary.
19. These milestones were celebrated during ICAO Security Week 2024 held last year in Oman, where States renewed their commitment to aviation security, cybersecurity, and infrastructure protection in the Muscat Declaration.
20. I know these security matters are paramount to ASD members, as concerns about civil aviation cybersecurity continue to escalate.
21. ICAO is fully conscious of the fact that while we celebrate our past achievements, we must remember that aviation remains an attractive target for malicious actors and faces increasing risks in conflict zones.
22. Our second strategic goal focuses on environmental sustainability.
23. Success here requires global agreements reached through ICAO that recognize and protect aviation's essential economic role.
24. Through harmonized policies and continued investment in new technologies by both public and private sectors, we will advance toward net-zero carbon emissions for international aviation by 2050, while minimizing aircraft noise and non-CO2 emissions.
25. This will require significant adaptation of our aviation operations and infrastructure.
26. Our third strategic goal promises seamless, accessible, and reliable mobility for all.
27. Working with industry, we will develop regulations and procedures that streamline air navigation and border processes, reducing operational complexity and costs.

28. We are focusing on enabling highly efficient and reliable flight operations, including advancing airspace management amid rapid technological and geopolitical change while enhancing aviation resilience and crisis preparedness.
29. The Facilitation Conference held in Qatar last April resulted in the Doha Declaration, establishing a framework for transforming global air travel in preparation for unprecedented growth.
30. Our fourth strategic goal promotes air transport's economic development as a driver of global prosperity.
31. Together, we will foster an economically viable and affordable aviation system that delivers measurable benefits to all people while expanding commercial opportunities for operators and manufacturers.
32. The fifth strategic goal ensures our legal and regulatory frameworks remain robust and relevant.
33. We will continuously adapt international aviation law to address current and emerging challenges, providing the certainty needed for long-term planning and operations.
34. Our sixth strategic goal embodies our commitment that No Country is Left Behind.
35. Through collaboration and partnerships, we will support States in the need of implementation assistance.
36. Working together, we can help overcome resource limitations in developing countries, ensuring aviation's benefits reach every corner of the globe.

Enabling Success

37. ICAO has identified several critical enablers for our 2050 plan.
38. First is our ongoing organizational improvement. We have implemented new digital platforms and modernized internal processes for greater efficiency and effectiveness.

39. Second is addressing the global aviation talent shortage. We are working with industry partners to attract new talent, particularly women, who currently represent only 5% of the global aviation workforce.
40. Third is building strong partnerships while ensuring sustainable resource mobilization and financial stability.
41. This third point is crucial, as achieving our strategic goals depends on sustained commitment to ICAO's framework.
42. Today, I ask for your support in ensuring continued government backing for ICAO's mission.
43. As we prepare for the 42nd ICAO Assembly in Montréal later this year, we must demonstrate our collective commitment to the highest levels of aviation security.
44. This is especially important given current global instabilities and the growth from 4.5 billion passengers this year to the projected 12.4 billion by 2050.
45. Your industry expertise, innovation, and commitment are essential to everything I've discussed today.
46. Your engagement with governments in support of ICAO's mission will be crucial to our success.
47. I value your partnership and look forward to strengthening our collaboration
48. Thank you once again for the opportunity to address this ASD Spring Convention 2025 and share ICAO's vision, opportunities and challenges with you.
49. I'm confident our partnership will help shape the future of global aviation, and the industries you represent.
50. I look forward to hearing your perspectives on the way forward.
51. Thank you.