



**ASSEMBLY — 42ND SESSION**

**PLENARY**

**Agenda Item 5: Election of Member States to be represented on the Council**

**CANDIDATURE OF THE REPUBLIC OF SINGAPORE**

(Presented by Singapore)

**EXECUTIVE SUMMARY**

This paper presents Singapore's candidature for re-election to the Council of the ICAO, in Part II, and seeks the support of all ICAO Member States.

<i>Strategic Goals:</i>	This working paper relates to all Strategic Objectives.
<i>Financial implications:</i>	Not applicable.
<i>References:</i>	<i>A42-WP/2, Supporting Documentation for the Election of Member States to be represented on the Council</i>

**1. CONTRIBUTING TO ADVANCING INTERNATIONAL AVIATION**

1.1 An ICAO Member State since 1966, Singapore stands committed to ICAO's vision of safe, secure, efficient, and sustainable international civil aviation. Singapore is honoured to serve on the ICAO Council since 2003. We remain steadfast in contributing to the development and implementation of ICAO's policies and plans, and working with ICAO, Member States and stakeholders to advance international aviation for the benefit of all. We contribute actively as a member of the ICAO Council and the Air Navigation Commission (ANC). We currently serve on 17 ICAO panels and close to 100 expert bodies, holding 21 leadership positions.

1.2 Air passenger volume is expected to double by 2040, promising tremendous opportunities for people, businesses and countries. To embrace this growth, Singapore will further strengthen our connectivity and invest in the provision of facilities for international civil aviation to better serve the global community in the coming years. Changi Airport is a key international hub, serving about 67.7 million passengers in 2024, with the national carrier Singapore Airlines, a world-class airline. The Civil Aviation Authority of Singapore (CAAS) managed over 685,000 aircraft movements in 2024 in the airspace where Singapore provides air traffic services - one of the busiest and most complex in the Asia-Pacific. We aim to grow our network to over 200 city links to better connect Singapore to the region and the world. We are developing a new terminal at Changi Airport (Terminal Five), which will increase Changi Airport's

capacity by around 50 million passengers per annum, on top of the current capacity of 90 million passengers per annum when it commences operations from the mid-2030s.

## **2. NURTURING AVIATION LEADERS AND PROFESSIONALS OF TOMORROW**

2.1 As an ICAO TRAINAIR PLUS Platinum Training Centre of Excellence, Singapore remains committed and continues to provide aviation training opportunities to ICAO and Member States to equip the aviation workforce with the necessary knowledge, expertise and skills. Since 1958, the Singapore Aviation Academy has awarded over 9,500 fellowships and scholarships and trained more than 160,000 aviation professionals from over 200 States and territories through flagship programmes like the ICAO-Singapore Directors-General of Civil Aviation Programmes, Aviation Foundation Programme and Directors Programme in Aviation Management. This year, the Singapore-ICAO Developing Countries Training Programme was extended for another three years. The Academy has been renewing its curriculum to cater to the new generation of aviation professionals, including attachment and mentorship opportunities.

2.2 Singapore provides various platforms to foster and facilitate the exchange of experience and best practices among policy makers and industry leaders. In February 2024, Singapore hosted over a hundred global aviation leaders at the second Changi Aviation Summit. Together with the Flight Safety Foundation, we held the Asia-Pacific Summit for Aviation Safety on an annual basis since 2023, which is a significant regional aviation safety conference, to discuss emerging aviation safety challenges. In May 2025, Singapore hosted the International Accident Investigation Forum, which is dedicated to enhancing global aviation safety through open dialogue and collaboration on emerging challenges in an evolving aviation landscape. Singapore also convened the Global Aviation and Maritime Symposium in July 2025, which brought together 603 participants from governments, regulators, industry and other stakeholders from 67 States and 68 international and industry organisations to exchange views on navigating the future of global transport in a changing world.

2.3 Singapore and ICAO have also collaborated to develop and deliver programmes for Directors-General of Civil Aviation (DGCA). To date, 11 runs of the ICAO-Singapore DGCA Programme on Aviation Safety, three runs of the ICAO-Singapore DGCA Programme on Aviation Security and four runs of the ICAO-Singapore DGCA Programme on Aviation Resilience have been conducted. A new Singapore-ICAO Next Generation of Aviation Professionals Scholarship Programme was established in 2024. In July 2025, we hosted the first ICAO-Singapore Asia-Pacific Youth for Aviation Programme to bring together youth leaders from across the region to discuss the future of aviation, and the inaugural ICAO Asia-Pacific Regional Training Symposium to provide a platform for stakeholders in the region and beyond to foster dialogue and enhance collaboration in workforce development and capability building to address the industry's evolving needs. Singapore will also work with ICAO and the International Maritime Organization (IMO) to develop and deliver training courses for the aviation and maritime sectors.

## **3. COLLABORATING ON AVIATION SAFETY AND SECURITY**

3.1 Singapore remains resolute in ensuring safe, secure and efficient air transport operations, including enhancing the operational readiness of aviation personnel, fostering a stronger safety culture, collaborating with key partners to streamline regulatory processes, and contributing actively to various international initiatives and developments. Singapore launched a tripartite framework between the regulator, airlines and their staff unions in March 2023 to support the mental wellness of pilots and air traffic officers. To strengthen positive safety culture, we developed and published, together with industry partners, a Handbook on Aviation Safety Culture in 2024. In a first-of-its-kind initiative in the Asia-Pacific region, Singapore and four States collaborated and shared de-identified safety data and information to

identify hazards and trends, and develop mitigating measures to better manage risks. As co-chair of the Asia-Pacific Regional Aviation Safety Team, we partnered Member States to implement their Asia-Pacific Regional Aviation Safety Plan and strengthening aviation safety in the region. We also continue to participate actively in the Cooperative Development of Operational Safety and Continuing Airworthiness Programme-Southeast Asia.

3.2 Singapore chairs the ICAO Facilitation (FAL) Panel and its Working Group on Guidance Material, as well as the Aviation Security Panel's (AVSEC) Working Group on Annex 17 to develop FAL and AVSEC policies, SARPs and guidance materials. We play an active role in the development of FAL and AVSEC policies and practical approaches for stakeholders to address facilitation issues and threats. Singapore contributed by providing subject-matter experts to ICAO as auditors and instructors for the Universal Security Audit Programme – Continuous Monitoring Approach audits, AVSEC and Facilitation (FAL) training, and in ICAO's Combined Action Team for technical assistance missions across the region. Singapore assumed Chairmanship of the ICAO Cooperative Aviation Security Programme – Asia-Pacific in June 2025 and continues to play an instrumental role to advance regional capacity-building efforts. In the ICAO FAL Panel, we helped to develop new guidance materials to address new and emerging FAL needs. To facilitate the safe integration of emerging technologies, Singapore convened two meetings of Asia-Pacific Regulators on Advanced Air Mobility (AAM) and Unmanned Aircraft System, and together with 23 States and Administrations, published the Asia-Pacific reference materials for regulators to facilitate AAM operations in July 2025.

#### **4. FACILITATING SEAMLESS AIR NAVIGATION**

4.1 Singapore is committed to facilitating seamless air navigation through implementing new air traffic management (ATM) concepts and cutting-edge technologies. To advance regional progress towards seamless air navigation, Singapore actively facilitates trials and implementation of concepts that support efficient use of airspace and flight paths, such as air traffic flow management, user preferred routes, and building blocks for trajectory-based operations. Singapore is also developing and investing in next generation air navigation services systems to enhance the safety and efficiency of our services to meet growing air traffic demand. The new systems will incorporate state-of-the-art technology such as artificial intelligence and big data analytics.

4.2 Singapore participates actively in the ANC's technical panels to review and enhance guidance materials, Procedures for Air Navigation Services, and SARPs. As Rapporteur of the Obstacle Limitation Surfaces (OLS) Task Force since 2017, Singapore contributed to the development of revised Annex 14 OLS SARPs and ICAO implementation support initiatives to help States transit to the revised OLS SARPs which will benefit States facing land constraints. At the regional level, Singapore serves as the Vice-Chair of the ICAO Asia-Pacific Air Navigation Planning and Implementation Regional Group, and Chair of the Asia and Pacific Air Navigation Service Provider Committee.

#### **5. BUILDING SUSTAINABLE AVIATION**

5.1 Singapore strongly supports ICAO's leadership in addressing international aviation emissions and continues to contribute actively to ICAO and its technical bodies, including the Committee on Aviation Environmental Protection. Through ICAO's Assistance, Capacity-building, and Training programmes, Singapore also collaborates with partner States to exchange knowledge and experience on Sustainable Aviation Fuels (SAF) and the Carbon Offsetting and Reduction Scheme for International Aviation.

5.2 Singapore remains committed to contributing to ICAO's sustainable aviation initiatives, including ICAO's long-term aspirational goal of net zero carbon emissions for international aviation by 2050. We launched the Singapore Sustainable Air Hub Blueprint and submitted it as our updated State Action Plan to ICAO in February 2024. The Blueprint sets out twelve initiatives across the airport, airline and air traffic management domains to decarbonise Singapore's aviation sector while supporting its sustainable growth. Singapore is kickstarting its adoption of SAF by requiring flights departing Singapore to use SAF from 2026, starting with a 1% SAF target with the goal to raise this to 3 – 5% by 2030, subject to global developments and the wider availability and adoption of SAF.

5.3 Singapore is working to strengthen international partnerships to accelerate sustainable aviation. In July 2025, we established an Asia-Pacific Sustainable Aviation Centre to develop capabilities for sustainable aviation policy research and promote understanding of regional SAF feedstocks as well as support capacity building efforts. Singapore has worked with regional partners to trial green air traffic management operations, including continuous climb and descent procedures and optimal altitude assignment.

## **6. ESTABLISHING AN INNOVATIVE AVIATION ECO-SYSTEM**

6.1 Aviation operations are inherently complex, involving a vast network of interdependent systems, technologies, and human expertise. Given this complexity, no single entity can address the challenges alone and collaboration is essential to co-create and scale impactful solutions to meet future needs and maintain a safe, secure and efficient operating environment.

6.2 Singapore launched initiatives to foster collaboration across research institutes, industry and government. In January 2024, Singapore set up the International Centre for Aviation Innovation to bring together governments, industry and research institutes to share risk and pool resources and expertise to leverage on innovation to support the anticipated phenomenal growth in international aviation. In September 2024, we established the International Aviation Lab, an eco-system partnership involving the world's two major aircraft manufacturers (Boeing and Airbus), airport operators (Changi Airport Group and Narita International Airport Corporation), ground handler (SATS), airline (Singapore Airlines) and research institute (Singapore University of Technology and Design). This first-of-its kind collaboration will provide a platform for multiple parties to marshal their combined expertise and build an international business case to provide truly transformative solutions to global challenges. In February 2025, Singapore established an Aviation-Meteorological Programme to drive research and innovation involving the intersection of aviation and weather. This initiative addresses a critical need as weather patterns become increasingly unpredictable, affecting airport and airspace operations.

## **7. SINGAPORE'S CANDIDATURE TO THE ICAO COUNCIL IN PART II**

7.1 Singapore is privileged to contribute as an ICAO Council Member since 2003. We are grateful for the support of ICAO Member States for our ICAO Council membership over the years and seek Member States' support for our re-election to the ICAO Council in Part II of the elections at the 42nd ICAO Assembly in September 2025. We look forward to our continued partnership with the international aviation community to take aviation to greater heights for the benefit of all.