



ASSEMBLY — 42ND SESSION

REPORT OF THE EXECUTIVE COMMITTEE ON AGENDA ITEM 21

The attached report on Agenda Item 21 has been approved by the Executive Committee. Resolution 21/1 is recommended for adoption by the Plenary.

Note.— After removal of this covering sheet, this paper should be inserted in the appropriate place in the report folder.

Agenda Item 21: Next Generation of Aviation Professionals (NGAP) initiative

21.1 The Executive Committee reviewed WP/21 Revision No. 1 presented by the ICAO Council, which provided a progress report on activities undertaken to support the ICAO NGAP programme, and proposed the adoption of a revised ICAO Assembly Resolution on the Next Generation of Aviation Professionals (NGAP) and Aviation Talent Development. The revised Resolution, supersedes Assembly Resolution A39-29 by expanding its scope beyond youth and licensed professionals to cover all aviation workers, at all career stages, including mid-career and unlicensed personnel, as well as transitioning workers from other industries and further places emphasis on reducing barriers to entry, including through enhanced access to affordable education, the provision of scholarships, and flexible training options.

21.2 The Committee also reviewed the Call to Action adopted at the ICAO NGAP Global Summit 2025 (Durban, South Africa, 12–14 August 2025), contained in Appendix A of WP/21 Revision No. 1. This Call to Action identified priority areas for collective action by States and stakeholders and complements the revised Resolution by highlighting the need to strengthen leadership and coordination, integrate future skills and innovation into training systems, ensure widespread access to aviation careers, promote ethical mobility, elevate the voice of the next generation, and mobilize resources for long-term sustainability. The Committee called for intensified action at all levels to implement the NGAP Global Summit 2025 Call to Action and the updated Resolution, including through the integration of aviation workforce strategies into national aviation plans, regional frameworks, and global cooperation platforms.

21.3 The Committee reviewed WP/154 presented by Brazil and supported by 20 Latin American Civil Aviation Commission (LACAC) Member States, which highlighted the “Wings for All” programme as a national initiative promoting diversity, equity and inclusion in the aviation sector. The Committee recognized its relevance in light of current and projected workforce shortages, underscoring the critical role of investments in high-quality education and training in driving economic growth. The Committee further acknowledged the programme’s alignment with the NGAP Strategy, ICAO’s Gender Equality Programme, and the United Nations 2030 Agenda for Sustainable Development, in particular Sustainable Development Goals (SDGs) 4, 5, 8, 9 and 10, and encouraged its dissemination through ICAO channels as an example of good practice. The Committee also invited Member States to consider similar initiatives tailored to local contexts, and to expand outreach initiatives aimed at eliminating barriers faced by underrepresented groups.

21.4 The Committee reviewed WP/407 presented by Chile and supported by 18 LACAC Member States, which underscored the importance of the professional development of current and future generations of professionals in the CNS/ATM system. The Committee recognized that, given the shorter technical-operational career span of these professionals relative to the normal retirement age, sustainable career pathways are required to retain expertise and facilitate transitions into leadership and decision-making roles. It encouraged Member States to collaborate with academia to promote continuous professional development at all stages of working life, and requested them to collect and share with ICAO information on the benefits of retaining and leveraging experienced CNS/ATM human capital. The Committee further requested Member States to assist ANSPs in supporting such transitions through managerial and leadership training and encouraged ICAO to promote sustained CNS/ATM professional development as a fundamental pillar of global air navigation, including for medium and long-term decision-making.

21.5 The Committee reviewed WP/151 presented by Japan, which outlined comprehensive national efforts to secure and utilize aviation human resources across technical, operational and managerial domains. It noted the initiatives of the Japan Civil Aviation Bureau to address workforce shortages affecting aircraft mechanics, pilots, ground handling personnel and air traffic controllers, including reforms to the licensing system, improved working conditions, and measures to promote greater participation of women, with a target of 10 per cent for pilots and mechanics within the next decade. The Committee further recognized the importance of attraction, retention and development of skilled personnel to sustain aviation growth, supported enhanced collaboration through ICAO's NGAP Programme and the Global Aviation and Aerospace Skills Task Force (GAAST), and encouraged the sharing of best practices among States.

21.6 The Committee reviewed WP/152 presented by South Africa, which presented a wide range of national initiatives in response to NGAP challenges, including outreach campaigns such as the Joint Aviation Awareness Programme and International Civil Aviation Day activities, STEM tutoring initiatives, and funding mechanisms in the form of bursaries, sponsorships, trainee and learnership programmes that collectively reach more than 70,000 learners annually. The Committee supported measures on youth outreach, financial support, gender-inclusive initiatives, and the promotion of public-private partnerships, and encouraged the exchange of best practices among States. The Committee further urged ICAO, in collaboration with Member States, to ensure that gender equality and the empowerment of women and girls are addressed and incorporated into all NGAP initiatives. One State emphasized the need to ensure that the empowerment of women and girls remains merit based. It further encouraged ICAO to adopt precise terminology that acknowledges biological realities, while upholding the highest standards in safety-critical roles.

21.7 The Committee reviewed WP/153 presented by the United Kingdom, the African Civil Aviation Commission (AFCAC), Brazil, France, Japan, South Africa, the United Arab Emirates, Airports Council International (ACI), Airport Services Association (ASA World), the International Air Transport Association (IATA), the International Coordinating Council of Aerospace Industries Associations (ICCAIA), JAA Training Organisation (JAA TO), the Royal Aeronautical Society (RAeS), and the International Air Cargo Association (TIACA), which emphasized the importance of expanding the scope of ICAO's NGAP Programme beyond youth and licensed professionals to encompass all categories of aviation workers, including unlicensed personnel, mid-career staff and transitioning professionals, and expressed its support for the revised Assembly Resolution on NGAP that reflects this approach. The Committee highlighted the risk that current and projected workforce shortages pose to aviation safety, security and resilience. It further emphasized the need for stronger collaboration among States, academia and industry, and encouraged ICAO to collaborate with industry and State-led programmes to share resources, information and good practices, through the creation of a working group on NGAP. The Committee also noted the role of the Global Aviation and Aerospace Skills Taskforce (GAAST) in providing a platform for data sharing, mutual recognition of qualifications and dissemination of best practices, and noted the call for States, educational institutions and industry to support ICAO's efforts through technical expertise, data sharing, and voluntary financial or in-kind contributions.

21.8 In light of its deliberations, the Committee agreed to recommend to the Plenary to:

- a) adopt the revised Resolution on NGAP and Aviation Talent Development and to endorse the Call to Action from the ICAO NGAP Global Summit 2025;

- b) request ICAO to consider establishing a working group on NGAP to foster collaboration among all stakeholders; and
- c) stress the importance of mobilizing additional resources, including voluntary financial and in-kind contributions, technical expertise and data sharing, to support ICAO's NGAP Programme and sustain the collective efforts required to ensure the resilience and sustainability of the global aviation system.

21.9 The Committee noted Information Papers WP/504 presented by Pakistan; WP/503 presented by Portugal; WP/278 presented by the Global Aviation & Aerospace Skills Taskforce (GAAST); WP/412 presented by Hermes Air Transport Organization and WP/674 presented by the International Forum for Aviation Research (IFAR).

Resolution 21/1: ~~NGAP: Next Generation of Aviation Professionals~~ - Global Aviation Talent Development

Recognizing that aviation is a growing industry that is critical for promoting global connectivity while supporting economic development and growth around the world;

Recognizing that in order to support growing aviation needs and ensure the safe and efficient operation of the air transportation system, qualified and competent aviation professionals, ~~as well as~~ encompassing a diverse aviation workforce, are required;

Noting that workforce shortages may impact safety, security, and the ability to achieve ICAO's strategic goals,

Considering the importance of attracting, training, and retaining talent across various roles in aviation, including licensed personnel, professionals, and general aviation workers, it is crucial to comprehensively address the industry's needs;

Considering that, to meet current and future human resources needs, it is important for States and industry to engage with ~~next generation of aviation professionals~~ not only young entrants but also to adopt an age-agnostic approach that values the contributions of workers from all generational cohorts, and attracts and train talents from other industries,

Recognizing that Developing States are facing peculiar challenge in losing aviation professionals with faster rate than replacement due to high demand of skilled aviation professionals in the international market, it is crucial to comprehensively understand the situation and address it through setting strategic initiatives under NGAP,

Recognizing that improving the perception of the aviation sector is critical to attracting and retaining a sustainable talent pipeline, requiring targeted strategies to promote aviation as a career of choice that is competitive and rewarding at all levels;

Noting that partnerships between ~~government~~ Member States, regional organizations, industry and educational organizations are important to attracting, educating and retaining the next generation of aviation

professionals, ~~considering gender equality~~ recognizing the importance of promoting equal opportunities and the empowerment of women in aviation workforce development;

The Assembly:

1. *Urges* Member States to work with the ~~aviation community~~ relevant stakeholders to identify long-term human resources needs and establish strategies to attract, educate and retain ~~in the sector aviation professionals talents; aviation professionals, considering professionals talents; aviation professionals, considering equality;~~ aviation professionals, with due regard to inclusion, and equal opportunities, ensuring that women are fully empowered to participate and advance in the aviation sector;
2. *Encourages* Civil Aviation Authorities to communicate and cooperate with government education and labour bodies, the TRAINAIR PLUS Programme (TPP) network, the network of Aviation Security Training Centres (ASTCs) aviation academic institutions and research centers, and the aviation industry to develop strategies for promoting aviation and developing competent aviation professionals and general workers and retaining them within States the sector; encouraging early engagement initiatives in schools and communities to inspire youth, including girls, to pursue careers in aviation.
3. *Encourages* Member States to facilitate, through internationally agreed upon guidance and assessment practices for mutual recognition of qualifications and licenses, administrative procedures to allow for the seamless movement ~~free flow~~ of professionals across borders;
4. *Urges* Member States, academia, and industry to implement targeted initiatives that reduce barriers to entry, including enhancing access to affordable education, providing scholarships, and offering flexible training options;
5. *Urges* Member States, academia, and industry to collaboratively develop and implement clearly defined initiatives, such as knowledge exchange programmes, joint training projects, capacity-building workshops, and technical advisory support, aimed specifically at strengthening training capabilities within Developing States. These efforts should aim to mitigate challenges arising from the retention difficulties of skilled aviation professionals, thereby contributing positively to the sustainable development and resilience of aviation workforces in these regions;
6. *Recommends* that the scope of the NGAP Programme be expanded to attract, develop, and retain aviation talent from all generations, backgrounds, and experience levels;
7. *Encourages* Member States to promote best practices that focus on meeting the evolving needs and values of aviation talents ~~the next generation of aviation professionals to,~~ thereby enhancing ~~enable~~ employee attraction and retention, productivity, performance, ~~recruitment,~~ and safety;
8. *Encourage* Member States to consider actively leveraging initiatives such as the ICAO Global Ambassadors Programme, with the objective of increasing global interest and participation in the aviation sector;
9. *Instructs* the Council to ensure a continued leadership role for ICAO, in facilitating communication and collaboration with States and industry to support the development of forecasts, strategies, sharing of best practices, planning tools, and guidelines for engaging and cultivating the next generation of aviation professionals; and

10. *Encourages* Member States, international and regional organizations, academia and industry to support the NGAP Programme, as one of the integral elements of capacity building, by providing technical expertise and guidance, and resources (human, financial and data) to help achieve the Programme's objectives.

CALL TO ACTION FROM THE NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP) GLOBAL SUMMIT 2025

(Durban, South Africa | 12–14 August 2025)

In response to the growing global need to build a resilient, inclusive, non-discriminatory and future-ready aviation workforce, and consistent with ICAO's Strategic Goals and the Global Strategy on the Next Generation of Aviation Professionals (NGAP), the NGAP Global Summit 2025 calls upon all stakeholders, at the global, regional and national levels, to take collective action across the following priority areas:

1. Strengthen leadership and coordination on aviation workforce planning

- Integrate NGAP and talent development priorities into National Aviation Plans and national development agendas, covering skills monitoring, education, capacity building, and outreach as core pillars.
- Adopt NGAP strategies with clear targets, budget allocations, and accountability mechanisms to ensure sustained action on talent development.
- Appoint NGAP focal points in every State and relevant entity to coordinate stakeholders and track progress.
- Encourage harmonized workforce monitoring and forecasting frameworks, such as national aviation workforce observatories to collect and analyze data on jobs, demographics, and future skills demand, supported by stronger alignment of policies and leadership structures.

2. Align education and training with industry needs and future skills

- Ensure education and training systems reflect evolving industry needs through structured collaboration between academia, training institutions, industry, and Civil Aviation Authorities (CAAs), aligning curricula, certification models, and future skills with operational realities, while ensuring every graduate has access to hands-on experience, apprenticeships, internships, and clear pathways to employment.
- Encourage twinning programmes and peer-learning networks among academic institutions, training centres, and CAAs to strengthen capacity, foster knowledge transfer, and expand access to quality aviation education globally.
- Support innovation in workplace design, training methodologies, and certification models to align with industry transformation and ensure non-discriminatory and equitable implementation across regions.
- Encourage the adoption of flexible, technology-enabled learning approaches, including micro-credentials, hybrid formats, and AI-driven instruction, responsive to the

expectations of new generations of learners, the evolving needs of the aviation industry, and the requirement for equitable access across regions and groups.

- Promote investment in applied research, pedagogical innovation, apprenticeships, and cross-sector experimentation to modernize aviation education and training systems.

3. Remove barriers to entry and ensure widespread access to aviation careers

- Commit to reducing financial, geographical and social barriers through targeted scholarships, outreach campaigns, and funding mechanisms.
- Consolidate and expand ICAO's Developing Countries Training Programme (DCTP), scholarships and fellowship programmes to ensure access not only for young professionals but also for students, providing equitable opportunities for specialized training and early industry exposure.
- Promote pathways to ensure meaningful access for qualified individuals from underrepresented groups, including empowerment of girls and women, youth and people in underserved regions so no country is left behind.
- Mobilize cross-sectoral partnerships to ensure that fair education and funding mechanisms are embedded into national and regional workforce development strategies.
- In line with ICAO's Global Ambassadors Programme, nominate aviation outreach ambassadors and champions at the national and regional level to increase visibility of aviation careers, particularly for youth and women.

4. Promote mobility and mutual recognition of competencies across borders

- Encourage States and regulators to facilitate the portability of competencies and credentials by promoting the validation of licenses, mutual recognition of qualifications, and streamlined credentialing and visa procedures through regional and bilateral cooperation. to support fair and ethical mobility of professionals, particularly from and within developing countries, and to strengthen resilience and sustainable workforce development
- Expand and harmonize mechanisms such as ICAO's TRAINAIR PLUS Programme and networks of academic aviation institutions to enhance recognition and comparability of aviation training quality, and advance regulatory alignment.
- Promote balanced workforce strategies that combine developing local talent with fair mobility frameworks, ensuring aviation continues to serve as a driver of social mobility and development, especially in less privileged regions.
- Develop practical, region-specific initiatives (e.g., in Africa and Asia) to address the lack of harmonized frameworks for licence recognition and professional mobility.

5. Elevate the voice of the next generation

- Recognize the essential role of young professionals and students in shaping the future of aviation, and commit to systematically integrating their perspectives into policymaking, programme design, and governance structures.
- Create formal mechanisms such as youth councils, advisory roles, and consultative seats to ensure the meaningful participation of youth in decision-making, and to strengthen intergenerational dialogue and shared leadership.

- Launch youth mobility initiatives to provide opportunities for international and regional training, exchanges, and career exposure, and encourage structured internships within Civil Aviation Authorities, ICAO Regional Offices, and industry partners.
- Support youth research and innovation by funding projects, hubs, hackathons, and youth-led enterprises, and organize annual competitions to address real-world aviation challenges.
- Establish structured youth-to-industry mentorship pipelines to facilitate effective career entry and long-term professional development.

6. Rebrand aviation as a purpose-driven, non-discriminatory, and sustainable career sector

- Encourage coordinated communication strategies to reposition aviation as a sector of innovation, sustainability, economic growth, connectivity and societal development.
- Promote national and regional outreach campaigns, employer branding initiatives, and early engagement in schools and communities, including role models, aviation ambassadors, mentorship, and immersion programmes.
- Leverage social media and knowledge-sharing platforms to enhance visibility and attractiveness of aviation careers for all.
- Foster supportive work environments and promote work-life balance to increase retention and attractiveness of aviation professions.
- Encourage comprehensive evaluations of salaries, compensation, and career options to ensure competitive packages and progression pathways.
- Promote equal opportunities and non-discriminatory practices in recruitment, retention, and career progression across the aviation sector.

7. Enhance regional and global partnerships for talent development

- Strengthen cooperation among governments, CAAs, industry, academia, and training organizations to align workforce strategies and share good practices.
- Support the joint development of planning tools, funding models, mutual recognition frameworks, and resource-sharing mechanisms.
- Promote regional centres of excellence, cross-border capacity-building hubs, and peer-learning networks.
- Encourage partnerships with youth-led organizations, NGOs, and education advocacy groups to amplify outreach and expand grassroots aviation engagement.
- Promote inclusion of workforce priorities in regional economic integration agendas to secure long-term policy and funding support.
- Strengthen regional cooperation platforms (through ICAO and regional organizations) to share forecasts, exchange good practices, and jointly plan for workforce capacity.

8. Expand knowledge transfer, mentorship and succession planning

- Establish global and regional frameworks for mentorship, knowledge transfer, and succession planning across aviation professions.
- Encourage retired and experienced professionals to participate in mentorship and training to preserve institutional knowledge.

- Leverage technology to create global mentorship networks, virtual apprenticeships, and intergenerational knowledge-sharing platforms.
- Adopt policies embedding succession planning into organizational strategies to ensure continuity of expertise.
- Develop systems to recognize and reward mentorship as a professional responsibility across aviation disciplines.

9. Mobilize resources and investment for workforce development

- Encourage States, industry, and development partners to allocate funding for NGAP initiatives, including scholarships, training infrastructure, and research.
- Mobilize multilateral development banks, donors, and philanthropic institutions to support workforce initiatives through innovative financing mechanisms.
- Establish public-private partnerships to sustain long-term investment in aviation workforce development.
- Prioritize investments in underserved regions to bridge training gaps, ensuring no country is left behind.
- Expand international cooperation to channel resources into training centres, simulation facilities, and digital platforms.
- Mobilize voluntary contributions from States and industry stakeholders to support ICAO's NGAP Global Strategy and implementation tools.

10. Ensure follow-up and accountability

- Encourage Member States and stakeholders to report on NGAP actions during ICAO Assemblies, regional events, and stakeholder forums.
- Establish mechanisms to monitor progress and share lessons learned at global and regional levels.

The Summit calls upon all stakeholders to translate these commitments into concrete actions at the national, regional, and global levels, and to ensure effective follow-up, accountability, and continued cooperation. It further encourages the mobilization of adequate resources and voluntary contributions in support of the implementation of this agenda, with a view to securing a resilient, inclusive, and sustainable global aviation workforce, ensuring no talent and no generation is left behind.

— END —