



People & Culture Transformation

Enabling an inclusive, ethical, coherent and sustainable workplace



Digital Transformation

Enabling efficient, transparent, simplified and connected digital tools and security



Operational Transformation

Enabling strengthened accountability, sustainability, operational excellence and a results-based culture

Contributing States



Find Out More



www.icao.int/icao-transformational-objective

transformation@icao.int



Building
Our Future
Together



ICAO

**TRANSFORMATIONAL
OBJECTIVE**

fit for future



Transformational Objective (2023-2025)

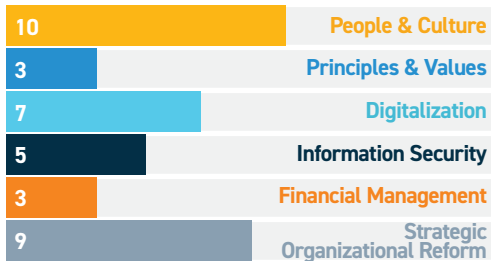
BENEFITS REALIZED

The Transformation Journey

After the endorsement of the ICAO Business Plan 2023–2025, the Transformational Objective had developed into three core pillars of work and embarked upon a three-year transformation journey. By the end of 2025, ICAO had built strong momentum through these core pillars—People & Culture, Digital and Operational Transformation—advancing a values-driven culture, operational excellence, and collaboration. Having completed 37 projects, the organization is now more modern, digital and adaptive, able to deliver an enhanced service for Member States.

The TO Portfolio

The TO Portfolio encompassed over 37 projects and related portfolio and process management initiatives.



Selection of Benefits Realized



People & Culture Transformation

- 20% increase in staff mobility
- Over 40%-time gain in key HR processes
- 10% reduction in costs of Informal Conflict Resolution
- 10% uplift of staff engaged in training



Digital Transformation

- 80% increase in cloud applications
- 46% increase in digitalized processes
- 10% increase in efficiency of Translation Services
- Information Security maturity increase of over 155% and ISO 27001 certification



Operational Transformation

- Top 40% status on Innovation in the UN achieved
- 46% maturity achieved on Enterprise Business Process Management
- 20% increase in Enterprise Risk Management & Results Based Management maturity

Sustaining the Transformation

Since ICAO completed its 2023–2025 Transformational Objective, the journey of innovation continues. The progress, skills, and momentum gained over these three years have laid a strong foundation for the next phase.

Work is already underway to shape the 2026–2028 triennium through the **Continuous Organizational Improvement (COI)** programme—an essential high priority enabler in ICAO's Business and Strategic Plans. The newly established **Strategic Portfolio Management Office (SPMO)** is:

- Overseeing COI implementation
- Aligning planning, prioritization, and reporting across ICAO

In parallel, ICAO will offer Transformation Advisory Services to Member States and Civil Aviation Authorities.

