



**Keynote by the  
Secretary General of the  
International Civil Aviation Organization (ICAO)  
Mr. Juan Carlos Salazar  
to the  
3<sup>RD</sup> APAC SUMMIT FOR AVIATION SAFETY (APSAS)**

*Tuesday, 15 July 2025 | 0900-0945*

1. It is my great pleasure to be here in Singapore for this Third APAC Summit for Aviation Safety.
2. Singapore's commitment to hosting this gathering reflects the collaborative spirit that is essential to advancing aviation safety across this region and beyond.
3. The momentum we can build together over these three days will contribute not only to regional safety improvements, but to the global deliberations that lie ahead.
4. The critical importance of preserving public confidence means we must prioritize the most significant global safety issues.
5. The ICAO Global Aviation Safety Plan provides the path forward and is the global strategy for the continuous improvement of aviation safety.
6. The plan aims to achieve “zero fatalities in commercial operations by 2030 and beyond.”
7. This is also the first aspiration in ICAO’s long term strategic plan for 2026-2050.
8. The recent accidents remind us of the vital importance of making this vision a reality.
9. By moving forward with purpose and determination, we honour the lives lost and affected by these tragedies.
10. At this year’s ICAO Assembly, we will update the plan for the period of 2026-2028.

11. The revised plan is the outcome of over two years of work by many aviation stakeholders, including safety experts from States and industry, the ICAO Air Navigation Commission, and the ICAO Council.
12. This new edition also responds to the recommendations of the Fourteenth ICAO Air Navigation Conference, held last year in Montreal.
13. It maintains our zero-fatality vision and provides regional targets to structure and encourage accelerated progress.
14. The clear global safety strategy it contains will assist States, Regions and Industry in developing, revising, and implementing *meaningful* national and regional aviation safety plans.
15. We have identified key global safety issues through data analysis and discussions with subject matter expert groups.
16. Our analysis revealed the following global high-risk categories of occurrence:
  - Controlled flight into terrain;
  - Loss of control in-flight;
  - Mid-air collision;
  - Runway excursions; and
  - Runway incursions.
17. Addressing the outcomes of these types of accidents remains our top priority.
18. In addition, we identified other risk categories that present concerning trends, including:
  - Abnormal runway contact, which involves events such as tail strikes and hard landings;
  - System or component failure or malfunction, other than those concerning the powerplant; and

- Turbulence encounters, which have resulted in a lot of public concern and media attention over the past years.
19. We also identified what we call “Organizational Challenges.”
  20. These are systemic issues which impact safety, and which should be addressed at the international level.
  21. These include:
    - Safety oversight authorities being unable to meet national and international obligations due to insufficient financial resources;
    - Not enough qualified technical personnel concerning primarily aircraft accident investigators and aerodrome inspectors;
    - Inadequate regulatory process to address the resolution of safety issues, primarily related to aerodrome operations;
    - The low level of state safety programme implementation at the global level; and
    - Deficiencies in safety data and safety information collection, analysis and exchange, which are needed to support safety management activities.
  22. These challenges are considered of the utmost priority, in the international context.
  23. This is because they impact States’ safety oversight and safety management capabilities, affecting aviation safety at the global level.
  24. Taken together, this is why the new edition of the ICAO GASP addresses global safety issues more effectively than ever before.
  25. The ICAO Global Aviation Safety Plan establishes global strategic goals and targets for continuously improving aviation safety.
  26. Our global action plan to achieve them is set forth in the Global Aviation Safety *Roadmap*.
  27. The GASP and GASR will inform the development and implementation of regional aviation safety plans, like Asia Pacific’s regional aviation safety plan, and the national aviation safety plans of States.

28. Now, before concluding today, I would like to invite all of you to consider what you and your organizations can do to promote a more proactive approach in safety management.
29. I am pleased to share that the ICAO Council recently adopted the Second Amendment to Annex 19 – Safety Management last month.
30. It becomes effective in November of this year, and applicable in November 2026.
31. This important update has been developed on the basis of the expertise and experience gained across our community when implementing safety management principles.
32. The Amendment is furthermore complemented by a new ICAO Safety Intelligence Manual.
33. This Manual will support the leveraging and sharing of data and other information to gain actionable insights for further improving aviation safety.
34. It will be another crucial tool as we work together to address the challenges I have outlined today, recognizing that they cannot be effectively eliminated by any single State or organization acting alone.
35. Achieving zero fatalities will require a real commitment to collective action, in the spirit of this important Summit.
36. We will have a very significant opportunity to deepen our collaboration over the next three days.
37. The ministerial panel will examine high-level strategies to support safe aviation growth.
38. Then, the sessions on Safety Management Systems and State Safety Programme implementation will directly support our goals for the ICAO global aviation safety plan.
39. The panels on data-driven safety management and artificial intelligence will also advance the safety intelligence capabilities that our new Manual seeks to promote.
40. Discussions on maintenance, weather hazards, and cyber safety will help us stay ahead of emerging risks while reinforcing our fundamental safety principles.
41. The Asia Pacific region has consistently demonstrated leadership in aviation safety, and the insights generated here will contribute to both regional and global safety improvements.

42. As we work toward our vision of zero fatalities, gatherings like this Summit are essential.
43. They transform global strategies into regional action, and regional collaboration into real safety improvements in States and air transport operations.
44. The outcomes of this Summit will directly inform national aviation safety plans across the Asia Pacific region.
45. They will also contribute to the global deliberations at the ICAO Assembly in September.
46. The diversity and depth of experiences represented in this region—from mature aviation markets to rapidly developing ones—will no doubt be extremely useful to States in other regions, where many of the same challenges exist.
47. These are among the reasons why ICAO is looking forward with great interest to the outcomes of this important summit.
48. Thank you again to our generous hosts, the government of Singapore.
49. *Thank you.*