



**Closing Remarks by the
Secretary General of the
International Civil Aviation Organization (ICAO)
Mr. Juan Carlos Salazar
to the A42 Assembly**

3 October 2025

President of the Assembly,
President of the Council,
Excellencies, distinguished delegates, dear colleagues,

1. Let me begin by expressing my sincere gratitude to His Excellency Engineer Naif Ali Hamad Al Abri, President of the 42nd Session of the Assembly, for your leadership throughout our discussions.
2. Your wise guidance has been instrumental in encouraging consensus throughout this Assembly and in achieving decisive resolutions that will shape the future of international civil aviation for years to come.
3. I would also like to extend my thanks to the ICAO Secretariat, the senior leadership and especially to all staff whose tireless efforts behind the scenes have made this Assembly not only possible, but successful, and dare I say it, enjoyable!
4. Over the past ten days, we have witnessed unprecedented participation, with 192 Member States represented and nearly 3,000 delegates, including over 2,400 official representatives from States. This is the highest level of engagement in the history of ICAO – a powerful reminder of ICAO's role as the global forum for cooperation and confirmation of our ongoing relevance. A strong recognition of the achievements as ICAO celebrated its 80th anniversary last December.
5. We have achieved significant progress towards our three essential aspirations as per our long-term Strategic Plan.

6. In the area of safety and air navigation:

- The Assembly endorsed the next editions of the Global Aviation Safety Plan and the Global Air Navigation Plan – to improve safety and air navigation.
- The Assembly addressed issues related to Global Navigation Satellite System radio frequency interference.
- You committed to continue studying a data-based approach to support raising the age limit for pilots.
- You agreed on the expedited development and implementation of measures to facilitate legally compliant and safe operations of remotely piloted aircraft systems, unmanned aircraft systems, and advanced air mobility.

7. In the area of security:

- The Assembly endorsed strategies for aviation security, building on the Muscat Declaration.
- You adopted two Resolutions on advancing aviation security and cybersecurity.
- You adopted a Resolution ensuring international civil aviation operations over and near conflict zones are protected.
- You reaffirmed your commitment to accelerating the pace of implementation of cyber protection and resilience measures.
- You recognized the essential role of ICAO safety and aviation security oversight and monitoring audit programmes. You agreed to further enhancements to better serve all Member States and adopted a Resolution reaffirming ICAO's strategic direction.

8. The Assembly has taken a decisive step forward and reaffirmed ICAO's leadership role in accelerating aviation's transition to cleaner energy towards net-zero carbon emissions by 2050:

- The Assembly further endorsed the ICAO Global Framework for Sustainable Aviation Fuels, Lower Carbon Aviation Fuels, and other cleaner energy sources. A collective target of a 5% CO₂ reduction by 2030 was endorsed.
- You called for the full operationalization of the ICAO Finvest Hub - a platform designed to connect decarbonization projects with public and private investors.

- You strengthened CORSIA, the world's only global market-based measure for international aviation. CORSIA is on track and continues to progress with enhanced participation and expanded coverage.
 - You advanced work on broader environmental issues, including aircraft noise, local air quality, and non-CO2 climate effects.
 - Finally, you acknowledged the urgent need for aviation infrastructure and operations to adapt to climate impacts.
9. The Assembly also reviewed policies and adopted resolutions to advance air transport modernization and strengthen international cooperation in legal, social, and economic dimensions of civil aviation.
- The Assembly endorsed a long-term strategy for air transport facilitation, building on the Doha Declaration – the strategic direction on facilitation.
 - We saw broad support on digital identity and innovation – advancing seamless travel through the global rollout of modern technologies.
 - You reinforced support for air crash victims and expanded cooperation to combat human trafficking and migrant smuggling.
 - The Assembly reaffirmed the importance of ICAO's No Country Left Behind strategic goal, the Next Generation of Aviation Professionals Programme, and the Gender Equality Programme
10. In the legal area, you strongly urged States to accelerate progress on Treaty ratification and reviewed the work programme of ICAO in the legal field.
11. You also adopted a new Resolution honoring 80 years of the Chicago Convention and its enduring work in advancing international air law. Member States also reaffirmed their commitment to advancing air transport as a driver of economic prosperity and societal well-being for all.
12. You have recognized the significant progress made on the transformation of the Organization and made a decision to continuously improve ICAO to address tomorrow's challenges and opportunities.
13. I want to express my particular appreciation to the Assembly's approval and broad support for ICAO's budget for the next triennium. Your continued trust in the efforts of the Secretariat ensures the continuation of essential work under ICAO's Long-Term Strategic Plan to fulfill our vision and

mission. It will be my distinct pleasure and honour, together with the entire Secretariat team, to work towards the implementation of our business and operating plans.

14. But we still need your support. During the Assembly, ICAO held its first-ever High-Level Pledging Event with the aim of appealing for voluntary contributions to meet the sector's most pressing challenges and support the organization's mission per our Business Plan. We also launched the new ICAO Strategic Fund to receive unearmarked contributions to support the implementation of the ICAO Strategic Goals, especially in safety, security and environmental sustainability.
15. I wish to thank all the Member States and industry partners who have announced significant contributions and look forward to more pledges of support that will help ensure that ICAO is equipped to serve the evolving needs of the sector. The Strategic Fund is now established and open to receive the first pledges of contributions.
16. Furthermore, in the margins of the Assembly, partnerships with our Member States were strengthened through over 25 new capacity development and implementation support agreements and over 60 bilateral meetings were held with Member States and organizations in this regard.
17. These achievements reflect your commitment and cooperation. The Secretariat looks forward to working closely with the new Council and all Member States on the effective implementation of these decisions. We have made significant strides in our transformation efforts, and together, we will continue to build on this momentum.
18. I would now like to take a moment to congratulate the newly elected Council Member States. I remain committed to working closely with you, upholding the same transparency and accountability, in support of the new Strategic Plan and Goals.
19. The entire Secretariat looks forward to working with all Member States to continue building on our transformation efforts.
20. The 42nd Assembly has sent a clear message: aviation's transition to a safe, secure, and sustainable aviation system is achievable. The decisions you have taken here will guide aviation for decades, with a positive impact that will benefit all nations and people. Safe skies; sustainable future, for all.

21. On behalf of my incredible Secretariat team, I thank you for your trust, your collaboration, contributions, and your dedication to ICAO. Thank you.