



**Virtual Remarks by the  
Secretary General of the  
International Civil Aviation Organization (ICAO)  
Mr. Juan Carlos Salazar  
to the 5<sup>th</sup> North Bund Forum**

*21 October 2025*

1. I am honoured to once again address this prestigious gathering.
2. I wish to thank the Ministry of Transport of the People's Republic of China, and the Shanghai Municipal People's Government, for their kind invitation to share the International Civil Aviation Organization's priorities at this Fifth North Bund Forum.
3. I would also like to acknowledge the strong partnership between ICAO and the North Bund Forum, which has grown steadily through our collaboration.
4. The North Bund Forum has become a leading platform for dialogue and innovation.
5. The insights shared here are key to how we shape international connectivity.
6. I commend the Forum's commitment to advancing green, low-carbon, and intelligent development, in line with China's strengthened international cooperation in these fields.
7. This year's theme will focus on pragmatic collaboration for sustainable aviation and global shipping.
8. Both sectors are critical to international trade, economic growth, and mobility, meaning we must offer a robust response to the challenges we face: cutting emissions, integrating new technologies, and building resilience in the face of rapid change.
9. As the Secretary General of ICAO, I am proud to highlight how aviation is embracing this transformation.
10. Our 2026-2050 Long-Term Strategic Plan commits us to net-zero carbon emissions from international civil aviation as the network grows to ensure inclusive access for all.

11. The 42nd ICAO Assembly, which concluded just days ago, has given us and the world, a clear and unified mandate to move forward.
12. For the first time, all Member States supported new environmental resolutions without reservation.
13. This is an unprecedented demonstration of unity.
14. The Assembly's decisions strengthened our global framework for net-zero carbon emissions.
15. The Assembly endorsed the ICAO Global Framework for Sustainable Aviation Fuels and cleaner energies, accelerating the operationalization of the ICAO Finvest Hub.
16. The Finvest Hub will facilitate climate finance, supporting investments in sustainable aviation fuel, clean energy, and infrastructure.
17. States also reaffirmed their commitment to the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), and advanced sustainability beyond carbon, embracing issues such as noise, air quality, and adaptation to climate impacts.
18. The Assembly also set foundations for universal access to air transport, with new agreements to build capacity and ensure that every nation and every person can benefit from safe, sustainable, and accessible aviation.
19. We are strengthening our partnerships with governments, industry, and international organizations. This includes our colleagues at the International Maritime Organization (IMO), to harmonize global standards and accelerate decarbonization.
20. Digital transformation is equally critical.
21. These innovations enhance safety, boost efficiency, and reduce environmental impact, delivering benefits for both aviation and shipping through simplified and accelerated procedures for crew, cargo, and people alike.
22. We recognize that sustainable financing models must meet the scale of projected growth needed for airports and air navigation services.
23. Finally, Infrastructure must also be managed more efficiently.

24. That is why ICAO is working closely with States to modernize economic regulation, enhance transparency, and expand collaborative mechanisms for sustainable growth.
25. Through our program-based approach, including air transport economic development, joint financing, and innovation, we are helping States reduce costs, expand access, and strengthen aviation's role as a driver of sustainable development.
26. I want to recognize China's leadership, and Shanghai's energy, in driving the global momentum on these priorities.
27. Shanghai continues to develop its role as a global hub for shipping and aviation while China pursues its commitment to delivering *and implementing* innovation, providing a model for the world.
28. Similarly, the North Bund Forum is a testament to China's vision for a more sustainable and prosperous shared future for all.
29. The Forum is an ideal platform for the intensified collaboration we need to meet our challenges.
30. This is a key opportunity to learn from the leaders of change.
31. Let us seize this opportunity to advance sustainable, innovative, and inclusive solutions, together.
32. *Thank you.*