



Closing Remarks by the Secretary General

Mr. Juan Carlos Salazar

to the EURNAT DGCA

10 June 2026

1. As we come to the close of this important meeting, I wish to express my sincere appreciation to all of you for your active participation, constructive engagement, and continued commitment to international civil aviation. I would also like to extend my warm thanks to Italy, whose generous hospitality and excellent organization have greatly contributed to the success of this EUR/NAT DGCA meeting.
2. Over the past days, our discussions have once again reaffirmed the central role of ICAO as the global forum for cooperation among States, and the importance of working together to ensure that civil aviation continues to develop in a manner that is safe, secure, efficient, economically sustainable, and environmentally responsible.
3. I am particularly encouraged by the open and collaborative spirit that has characterized our exchanges. Your interventions have highlighted both the progress achieved and the challenges that remain across the full spectrum of ICAO's work.
4. You have reaffirmed our shared responsibility to strengthen effective oversight, close remaining implementation gaps, and advance a risk-based and performance-driven approach to aviation.
5. Your discussions also emphasized the need to remain vigilant in the face of evolving threats, while at the same time facilitating the seamless movement of passengers and goods. The importance of dignity, non-discrimination, and universal accessibility in air transport was underscored. The effective and harmonized implementation of the provisions of Annex 17 and Annex 9, supported by

cooperation and information-sharing, remains fundamental to maintaining public confidence in air transport.

6. You also devoted considerable attention to environmental sustainability. ICAO remains firmly committed to its long-term global aspirational goal for international aviation. In this context, we highlighted the importance of State Action Plans as a key means of tracking progress, supported by a comprehensive basket of measures, including cleaner technology, smarter operations, sustainable aviation fuels, and the steady implementation of CORSIA.
7. Let me stress here that European countries are among the ICAO Member States that supported the unanimous approval of our global strategy towards net-zero.
8. This support for ICAO's work has avoided duplicative measures and ensured Europe's aviation stakeholders compete in a fair international marketplace as we continue to reduce emissions at the global level.
9. I am therefore calling upon European States to safeguard this progress, unity, and consensus by continuing to ensure that the European Emission Trading System remains fully aligned with the CORSIA framework. This will assure ICAO's ability to deliver a global solution to the global climate crisis, for our intrinsically international sector.
10. During this week's discussions, States were also invited to make full use of ICAO's capacity-development and implementation-support solutions to advance effective and sustainable implementation of ICAO Standards and Recommended Practices, and to communicate their priority needs and implementation gaps to the ICAO EUR/NAT Office in order to enhance regional coordination.
11. Continued human capacity development remains essential. I therefore echo the call for States to proactively assess whether your aviation authorities can attract, train, and retain qualified and experienced technical personnel, commensurate with the level of aviation activity.
12. States are also invited to consider voluntary financial contributions under the No Country Left Behind framework and to promote the participation of qualified experts in the delivery of capacity-development initiatives.

13. I wish to assure you of the Secretariat's continued support and dedication to serving your needs, guided by the decisions of the ICAO Council and Assembly, and by the priorities you have articulated during this meeting.
14. Allow me to also take this opportunity again to extend a warm invitation to all participants to join our upcoming Seventh Worldwide Air Transport Conference from 16 to 20 November 2026 in Montreal. Your continued engagement in these discussions will be of critical importance to define the future of air transport.
15. Before concluding, I wish to commend ICAO's Paris Office for designing and facilitating the EURNAT DGCA Meeting in a manner that encouraged a high level of interactivity, constructive exchanges, and active participation from all attendees. The format greatly contributed to the quality of the discussions and the sharing of perspectives and experiences.
16. Excellencies, the true measure of this meeting will not be found in the words we have exchanged, but in the actions we now take. I ask you to carry this momentum home — to turn conversation into commitment, and commitment into concrete results — and to keep working closely with ICAO and with one another in the spirit of partnership that has defined these days.
17. With that, I wish you safe travels and every success in your continued efforts to advance international civil aviation.
18. Thank you.