Closing Remarks by the ICAO Secretary General,

Mr. Juan Carlos Salazar,

at the ICAO Security Week 2026

Astana, Kazakhstan 20-22 October 2026

1. Throughout the last three days you have generously shared your insights and expertise. We will now leave Astana with much clearer approaches to getting ahead of the threats we face.

2. Let me share my personal key take aways from these talks.

3. The first is that anticipation *must* become a habit.

4. Whether we were discussing conflict zones, cybersecurity or unmanned aircraft, the message was consistent. The strongest systems are those that share information early, assess risk on the basis of the best available intelligence, and act before an incident forces them to.

5. Foresight is not a luxury for those with the most resources. It is a way of working that every State and every operator can adopt.

6. The second takeaway is that security is a system, and this system is only as strong as its weakest link.

7. We heard it in cargo and mail, where one chain depends on many actors.

8. We heard it in cybersecurity, where one compromised system can create risk across the whole network.

9. And we heard it in the discussion on audits: the value of a finding comes once corrective action addresses the root cause.

10. Strengthening the aviation security system requires deeper cooperation within and between States, across government and industry, and with our partners in the United Nations family.

11. It also requires us to be realistic about resources, so that the improvements we make today are still in place tomorrow.

12. The third key takeaway is that security is about people.

13. Technology and regulation set the framework, but people make it work.

14. This week we heard about competency, culture and leadership; about how human factors and the perspective of women strengthen how threats are recognized and how teams respond; and about how the NGAP AVSEC Strategy can attract and develop the next generation of professionals.

15. If we want a global aviation security system that anticipates, we must invest in the people who do the anticipating.

16. As we bring ICAO Security Week 2026 to a close, let's remember that effective security also helps aviation operate reliably, with fewer disruptions and greater certainty. That reliability builds confidence among passengers. And confidence helps aviation grow, connecting people and markets, supporting trade and tourism, and opening opportunities for our communities.

17. Your efforts to enhance the global aviation security system will drive real and measurable progress towards ICAO's strategic vision of air transport for all, with zero fatalities and net-zero carbon emissions.

18. This is why we must sustain that confidence for the years and decades to come.

19. We must be able to anticipate, easily adapt both our processes and our tools, and strengthen cooperation and collaboration with each other.

20. This way we can ensure our measures remain effective, resilient and sustainable in order to "future-proof" aviation security to address evolving threats and risks.

21. This will be key to the strategic and transformational decisions that need to be taken at next year's Third High-level Conference on Aviation Security.

22. ICAO will now take your expertise and insights back to Montreal to enrich our preparations for those talks.

23. In parallel, you must ensure follow-up on the expertise shared here within your States, businesses, and organizations.

24. Allow me to close with words of thanks.

25. To the Government of the Republic of Kazakhstan, to His Excellency Minister Sauranbayev and to you, Vice-Minister Lastayev; to the Civil Aviation Committee and its Chair, Ms. Tompiyeva, and to the Aviation Administration of Kazakhstan: your hospitality, your organization and your commitment have made this week a success. Thank you.

26. To our keynote speakers, moderators and panellists, thank you for your expertise and your candour.

27. To our partners from industry, from regional organizations and from the United Nations family, thank you for showing once again that security in aviation is a shared effort.

28. To our Masters of Ceremonies, the interpreters, the technical teams and the ICAO colleagues who tirelessly worked behind the scenes with our Kazakh hosts, thank you.

29. And to all of you, the participants, thank you for your engagement and for the open exchanges that made these discussions so valuable.

30. Twenty-five years of shared effort have given us a strong foundation. Astana has helped us see what must be built on it next. Let us carry that forward together, on the road to the High-Level Conference and beyond.

31. I wish you all a safe journey home.

32. *Rakhmet.* Thank you.