



**Address by the  
Secretary General of the  
International Civil Aviation Organization  
Mr. Juan Carlos Salazar  
to the Conseil des relations internationales  
de Montréal (CORIM)**

*(Montréal, 25 October 2022)*

***“Innovation in Aviation : Strengthening global sustainability,  
resilience and partnership”***

Mesdames et Messieurs,

1. Je suis très heureux de prendre la parole au CORIM aujourd’hui.
2. Je souhaiterais en premier lieu remercier le directeur principal Alexandre Perron de m’avoir aimablement invité.
3. Aviation and ICAO are at a crossroads. Today, I would like to explore some of the challenges and opportunities this turning point presents, and discuss this within the context of what countries prioritized at our 41<sup>st</sup> Assembly held earlier this month.
4. First and foremost, ICAO Member States have adopted a long-term global aspirational goal (LTAG) for international aviation of net-zero carbon emissions by 2050.
5. They agreed to achieve this objective through multiple measures, including innovative aircraft technologies, streamlined flight operations, and the production and deployment of sustainable aviation fuels (SAF).
6. Clear trends and dynamics in aeronautics, materials sciences, renewable energy storage and propulsion, and many other related disciplines justify the very realistic expectation that emission-free powered flight will become technologically and commercially feasible within the next few decades.

7. In this context, I wish to express ICAO's appreciation for Aero Montreal's initiative, launched during the International Aerospace Week last month, to bring together more than 50 aerospace stakeholders to explore and address the labour skills and shortage challenges associated with this evolution.
8. The 2050 target will help assure a harmonized regulatory and policy framework globally that is both supportive *and* dependable.
9. As we work together toward this objective, parallel offsetting under the ICAO Carbon Offsetting and Reduction Scheme for International Aviation (CORSA) and the increasing roll-out of SAF will be critical to our near- and mid-term objectives.
10. All States will need to ramp up their local production and distribution of these fuels. The new ICAO assistance, capacity-building and training programme for SAF will help.
11. **The resilience of the air transport system** in the post-COVID-19 era was another important focus at this year's ICAO Assembly.
12. The outcomes of ICAO's 2021 High Level Conference on COVID-19 factored importantly into States Assembly decisions in this area, for example on the need for a contactless digital passenger experience.
13. Countries agreed to promote the global adoption of internationally interoperable health certificates and other related technologies supported by ICAO's technical specifications.
14. They also identified a need for a new strategy to better prepare the world for future public health and other types of emergencies. They directed ICAO to develop this through our Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation, and to establish a comprehensive crisis management framework.
15. The crucial importance of ICAO's global plans for air navigation, safety, and security were also acknowledged by the Assembly. This endorsement will help ICAO to continue to bring the aviation community together around common targets and pathways to achieve an agile, safe, secure, sustainable, high-performing and interoperable global air transport system. We were particularly encouraged to see cyber resilience underscored as a key priority.
16. In tandem, States formally recognized aviation as a powerful enabler of social and economic recovery.

17. They underscored the need for increasing liberalization of air services, and agreed to improve access to funding for the modernization of aviation infrastructure and air navigation services worldwide.
18. They further acknowledged the value-added aspects of ICAO's technical cooperation and assistance resources, as well as our portfolio of products and services to support the recovery, resilience and sustainable development of international aviation.
19. This includes the invaluable assistance to Member States and industry provided through ICAO's global aviation training activities and programmes.
20. On the point of capacity building for the global aviation workforce, I would like to take the opportunity to highlight the overwhelming confirmation by the Assembly of the importance of women's empowerment, and the need to mainstream gender equality in our sector. For aviation, achieving gender equality is both a moral and operational imperative.
21. The pandemic brought countries and stakeholders in aviation closer together through new coordination and planning mechanisms, while also greatly improving the links between civil aviation and public health authorities within States as well.
22. As we embark on the challenges and opportunities which lie ahead, it's important to keep the gravity and excitement of the possibilities for future aviation firmly in perspective.
23. For almost 80 years, aviators have harnessed innovation, and a bold spirit of adventure, to make possible what was impossible.
24. And so when challenges confront humanity on a truly global scale, as they most certainly do today, there is an expectation for aviation to be at the leading edge of our collective global response.
25. That global response is determined here in Montréal. The global vision for international air transport emerges through ICAO, at the Assembly and throughout the Secretariat's activities to implement its decisions.
26. As Monsieur Paquet highlighted in his very kind introduction, one of the reasons the founding states selected Montréal to host ICAO was and is the city's leading role in aerospace technologies and operations.

27. As the World Capital of Civil Aviation, and as host of ICAO, Montréal continues to attract globally influential leaders representing all elements of the air transport value chain. We welcome traditional and new players alike. Did you know, for example, that this cooperation here in Montreal is helping countries like Rwanda leapfrog in the deployment of drone technologies? Or that artificial intelligence applications for aviation are helping the city's emergence as a leader also in that area?
28. This points to the very significant and appreciated reciprocal benefits between ICAO and the Montréal aerospace cluster. The vast and myriad opportunities associated with the post-pandemic, carbon-neutral transformation of air transport will provide our local innovation ecosystem with the chance to push even further forward on the international stage.
29. ICAO itself will also need to transform in order to fully support regulators and other stakeholders as this evolution takes place.
30. I am committed to delivering a more agile and responsive multilateral solutions provider, and we will be working closely with States and industry as this process continues.
31. Only in this way can we assure that we are fully fit for purpose for the exciting future of aviation which lies ahead of us.
32. Our transformational vision has been fully detailed and formalized in ICAO's 2023-2025 Business Plan, and underpinned by a sound results-based management (RBM) framework and approach.
33. It includes Transformational Objective Outputs which will drive much needed organizational change at ICAO, in the areas of human resources, ethics, digitalization, information security, and financial and operational management.
34. The regular budget for the Organization to implement its Business Plan has been adopted by the 41<sup>st</sup> Assembly, but what countries have agreed to will not be sufficient to achieve everything we're aiming for.
35. We are therefore also undertaking a comprehensive resource mobilization strategy, and developing new partnerships in a number of key areas, to support and deliver on these ambitious outcomes.
36. In concluding today, I would like to draw attention to the fact that aviation is as worldwide as worldwide gets, and that our network remains vast, dependable, and extremely influential.

37. It's no wonder then that the world expects a lot from our international air transport community, or that it looks to us to evolve and adapt faster and better than other industries.
38. It's also not surprising that we're expected to leverage our very mature and distinguished history of consensus and cooperation, and meet our biggest challenges together.
39. This cohesion was clearly on display throughout the pandemic, as exemplified by the multi-stakeholder agreement among States and industry and others on the ICAO Council's Aviation recovery taskforce, and through its recommendations and guidance, the many contributions of air transport that helped to make the effects of the global pandemic much less serious than they may have otherwise been for global economies and societies.
40. ICAO is proud to be the platform for this international aviation cooperation, and we look forward to fulfilling that role more efficiently and productively than ever in the very exciting period ahead.
41. Thank you.