



**Closing remarks by the  
Secretary General of the  
International Civil Aviation Organization (ICAO)  
Mr. Juan Carlos Salazar  
to the ICAO Security Week 2023: AVSEC & CYBERSEC**

*ICAO HQ, Montréal, Canada, 23 to 27 October 2023  
Closing Remarks on 27 October, 12.15pm*

1. As we bring this busy and very productive week to a close, I would like to take this opportunity to thank Mr. Al Abri for his remarks.
2. We are grateful that the State of Oman will host the first ICAO Global Aviation Security Symposium to be organized outside of our Headquarters, and scheduled to take place next year in October.
3. I would also like to acknowledge and express our gratitude to all the moderators, speakers, and facilitators of the technical workshops, who have made key contributions to the discussions and made this ICAO Security Week 2023 such a great success.
4. I also want to thank the distinguished Delegates from States, including State Representatives to ICAO and the ICAO Council, international organizations, and from the industry, especially those industry organizations that helped us organize the Industry Day.
5. I hope this Security Week has inspired you with fresh ideas that catalyze new thinking towards aviation security and cybersecurity. That is essentially the objective of this event, which has been designed to be a forum of presentation and information exchange on best practices and innovative approaches.

6. I am very impressed by the level of discussions, which have highlighted the current challenges and opportunities in addressing the resilience of civil aviation's critical infrastructure against all kinds of threats, including emerging ones.
7. This event has created a strong momentum that will help us work together more effectively in preventing acts of unlawful interference against civil aviation.
8. I am confident that our renewed synergy will lead to continued aviation security performance improvements by States worldwide.
9. I now wish to briefly go through some of key messages we have heard over the course of the week:
  - Senior leaders discussed innovative processes and solutions, while at the same time strengthening cooperation across different governmental agencies responsible for critical infrastructure protection, aviation security and cybersecurity;
  - We also heard how threats to critical infrastructures are growing in complexity, and how the civil aviation sector can contribute to counter-terrorism frameworks at national and international levels;
  - We must continue to foster dialogue and knowledge sharing to develop effective and adaptable aviation security policies that align with the rapidly changing security landscape;
  - Stakeholders should take into account the increasing digitalization and interconnectedness in the air transport sector. One example is the different experiences of States and stakeholders in achieving aviation cybersecurity coordination from regulatory and operational perspectives;
  - We also heard best practices in assessing and mitigating risk to civil aviation operations over or near conflict zones, as conflicts emerge or evolve, and witnessed the launch of the new edition of the ICAO manual dedicated to this important matter, Doc 10084;
  - We were reminded that we must not forget the human element in the protection of air transport, which requires proper consideration of human factors and human performance,

as they are **both** critical in the design and implementation of security policies, processes, procedures, systems and equipment;

- While we noted that the proliferation of unmanned aircraft systems (UAS) continues to rise, for the benefit of all, emphasis was put on the need for effective countermeasures to mitigate the growing risk their misuse poses to aviation operations;
- We highlighted that the impact of disruptions to airports and airlines operations amidst growing unlawful civil dissent and cyber threats cannot be overstated, and that therefore there is a need for renewed efforts and new strategies for safeguarding the safety and continuity of operations; and
- Finally, examples and best practices showcased by those leveraging artificial intelligence (AI) in other sectors gave us a better understanding towards its practical application in the security sector.

10. It has been a sincere pleasure for us to host so many brilliant speakers and engaged participants, and I'm sure that the vibrant discussions we've heard this week will leave a lasting impression.

11. I will take this opportunity to thank the ICAO Secretariat team and the many others involved in the organization and the delivery of this Security Week, through a very efficient management and results-driven collaboration.

12. I wish you all safe travels home, and hope to see you again for our next Global Symposium AVSEC2024 in Oman.

13. Thank you.