



**Welcoming Remarks by the
ICAO Secretary General
Mr. Juan Carlos Salazar
to the IAEG Annual Meeting 2025
3 April 2025**

1. It is my pleasure to host this gathering of aerospace sustainability leaders in these very dynamic times for aviation. I am grateful for this opportunity to speak to you this morning about how ICAO sees the future of our industry and how we plan to bring all stakeholders together to deliver our vision.
2. I would like to begin by recognizing the exceptional work of IAEG in bringing together global leaders across the aerospace sector, and in fostering collaboration on some of the most pressing environmental and sustainability challenges we are facing.
3. Your presence here is a powerful reminder that our future in aviation must be built together.
4. ICAO and industry have collaborated for 80 years, and while our foundation lies in the 1944 Chicago Convention, our partnership has continuously evolved to meet emerging challenges.
5. Looking forward, ICAO deeply values the IAEG's contributions to the shaping of a more sustainable aerospace industry. You are delivering exactly the kind of leadership the global aviation community needs at this pivotal time.
6. As you all know, in 2022, ICAO's 193 Member States came together in a moment of historic consensus to adopt our Long-Term Global Aspirational Goal of net-zero carbon emissions from international aviation by 2050, the LTAG.
7. We are now in the implementation phase and we have to make LTAG a reality.
8. To that end, the adoption of the ICAO Global Framework for Aviation Cleaner Energies by States has provided a strategic foundation for scaling up the production and deployment of sustainable

aviation fuels, lower-carbon aviation fuels, and other cleaner energy sources essential to achieving net-zero emissions.

9. Likewise, the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), our global market-based measure, remains a cornerstone of aviation's climate response and States have continued to strengthen it. It offers a robust monitoring, reporting and verification framework and clear sustainability criteria for emissions reductions.
10. I am particularly encouraged by the relevance of the themes being addressed here at your meeting. Your focus on accelerating progress is directly aligned with ICAO's activities, including the support we deliver through the ICAO Assistance, Capacity-building and Training for Sustainable Aviation Fuels, known as the ACT-SAF Programme.
11. ACT-SAF provides tailored support for States in various stages of SAF development and deployment, including across the SAF value chain. As of today, the programme engages over 100 States and brings together more than 120 partner organizations, including many of you here today.
12. Through ACT-SAF, ICAO is helping States carry out feasibility studies tailored to their context, prepare business case analyses, and receive support for developing regulations that ensure SAF production and use are safe, sustainable, and traceable.
13. The results speak for themselves: States that previously had little exposure to SAF are now laying the groundwork for domestic production and integration into their air transport systems. This is global momentum, and we are proud to help catalyze it.
14. At ICAO, we have also recognized that a robust and responsive financing ecosystem is key to effective, comprehensive, and inclusive decarbonization. This is why we are working on the ICAO Finvest Hub, which is a global platform designed to bridge the gap between aviation sustainability projects and the capital they require.
15. But more than just a matchmaking mechanism between project developers and financial institutions, Finvest will offer a structured way to identify investment-ready opportunities, provide technical assistance where needed, and build trust between the public and private sectors.

16. Your final discussion today on sustainability reporting — including early experiences under the Corporate Sustainability Reporting Directive — is also of great interest to ICAO.
17. ICAO recognizes the growing importance of robust, consistent, and transparent data across the sector. In this sense, ICAO has recently agreed on a methodology to monitor progress toward the LTAG.
18. LTAG Monitoring and Reporting has been developed from the strong technical work undertaken in the ICAO Committee on Aviation Environmental Protection. It is absolutely crucial that we foster trust, accountability, and alignment across States, industry, and the broader climate community.
19. But looking more broadly, I would like to talk about ICAO's central mission, which is to lead international civil aviation as a key driver of social and economic development. Our governing Council recently approved a long-term Strategic Plan for the period 2026-2050 to allow ICAO to enhance aviation safety, security, and environmental sustainability within a growing global system.
20. To operationalize our vision and mission, the ICAO Long Term Strategic Plan establishes six interconnected goals. These goals translate our aspirations into concrete objectives, creating a framework that ensures *No Country is Left Behind* as aviation continues to evolve. Let me share these goals and how they relate to our partnership with industry.
21. First, every flight is safe and secure. This calls on ICAO to develop standards and recommended practices that fosters innovation and guarantee continuous safety improvement, and help States build their oversight capabilities.
22. Second, aviation is environmentally sustainable.
23. We fully realize that success in all the initiatives I mentioned earlier depends not only on the unique agreements reached by States through ICAO's consensus-building processes, but also on the critical partnership between public and private sectors. It is only by working together that we can accelerate progress towards net-zero carbon emissions for international aviation by 2050, minimize aircraft noise, and reduce non-CO2 emissions to the lowest levels possible.
24. Third, aviation delivers seamless, accessible, and reliable mobility for all.

25. ICAO continues to collaborate with industry in developing standards and recommended practices that facilitate smooth air navigation and travel through airports and borders.
26. We are also coordinating global efforts to modernize and rationalize airspace management. This work is a central part of our response to the rapid evolution in areas like autonomous flight and unmanned traffic management.
27. Fourth, *No Country Left Behind*. This foundational goal recognizes that a global aviation system only functions effectively when all Member States can develop to participate fully.
28. ICAO leads collaboration and cooperation efforts for continuous capacity building, enabling the achievement of safety, security, efficiency, and sustainability goals worldwide. This ensures the benefits of aviation are enjoyed by all people, regardless of where they live.
29. Fifth, we will ensure the Chicago Convention and other treaties, laws and regulations address all of the challenges aviation is facing. This goal recognizes that our legal foundations must evolve alongside our rapidly changing industry.
30. Sixth, the economic development of air transport assures the delivery of economic prosperity and societal well-being for all. This goal emphasizes aviation's role as a critical driver of global economic growth and human development.
31. Together, we will build a resilient economically viable, and affordable civil aviation system that brings measurable benefits to all people, supporting every Member State and expanding commercial opportunities for operators and manufacturers. Your innovations in sustainability directly contribute to this goal by making air transport more viable and beneficial worldwide.
32. But we are doing all this against the backdrop of a significant challenge we must address together. We face a severe funding shortfall at ICAO that directly threatens the \$3.5 trillion global aviation ecosystem at a time of unprecedented market expansion and technological revolution.
33. This funding gap affects our core safety programmes, including our Universal Safety Oversight Audit Programme, which is our early warning system for safety risks. It hampers our ability to develop standards for Advanced Air Mobility and coordinate responses to GNSS interference. The gap also

impacts our environmental initiatives, including our Long-Term Global Aspirational Goal, ACT-SAF, and the FINVEST Hub. These are just some examples.

34. For emerging economies seeking to leverage aviation for economic development, ICAO's capacity to provide implementation support and technical guidance is essential. Without it, we risk creating a widening gap between established and emerging aviation markets, effectively denying many regions aviation's benefits, just as technological innovations could accelerate their development.
35. As we look ahead to the 42nd ICAO Assembly this September, I ask for your partnership in three specific ways:
36. First, I would like to you to advocate for continued political and financial support for ICAO's ambitious 25-year vision among governments worldwide. Your relationships with governments and regulators position you well to amplify our message and highlight the value of our frameworks.
37. Secondly, I ask you to find ways to ensure that your valuable discussions here in Montreal inform and strengthen our Assembly deliberations. Your work demonstrates industry's commitment to aviation's sustainable future and provides the technical foundation for State decision-making.
38. Finally, please help us identify innovative funding solutions to meet the industry's evolving needs, and ICAO itself. The Finvest Hub is just one example of what we can achieve together.
39. In closing now, I want to emphasize that our industry partners are integral to everything I have discussed today. From now until the Assembly, I encourage all of us to consider how we can deepen our cooperation to ensure these deliberations translate into meaningful action for air transport's future.
40. Thank you once again for this opportunity – it is much appreciated.