24th session of the Committee of Experts on Public Administration

Written statement by International Aviation Innovation Organization and Norm Airlift Resources Development Organization （IAIO-NARDO）

Agenda item 9: Leveraging key advances in building strong institutions and governance for climate action, focusing on clean energy transition

---

The United Nations has formally signed the Act of Donation to IAIO-NARDO to provide material support. IAIO-NARDO is composed of two organizations, the International Aviation Innovation Organization and the Norm Airlift Resources Development Organization. IAIO-NARDO is an international academic organization created in the spirit of the United Nations Charter to support and care for the needs of the United Nations Sustainable Development Goals (SDGs) at all stages of their advancement through the development of innovative pathways in civil aviation, tourism, science, and technology. IAIO-NARDO therefore enjoys a special consultative status from the Economic and Social Council of the United Nations.

This statement is based on the academic study on the sustainable development of global civil aviation entities for 2024-2025.

I. ACADEMIC OVERVIEW

In response to climate action, the civil aviation sector is advancing the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), a carbon offsetting and reduction scheme applied to international air travel. Therefore, the IAIO-NARDO has launched a CORSIA Applied Academic program with SDGs as its core theoretical foundation in connection with the social responsibility and institutional governance of air tourism enterprises, promoting and popularizing the use of the ESGAcode. Systematic, market-oriented, and scientific financing capacity to promote climate action in the field of civil aviation.

At present, IAIO-NARDO has evaluated and studied the ESG samples of 350 aviation companies around the world, of which only 65 aviation companies are eligible for ESGAcode, and it is worth mentioning that only 2 aviation companies have obtained 5A ratings in the ESG samples of 350 airlines, they are Emirates Alines and Qatar Airways, accounting for 0.57% of the overall sample. A total of 10 aviation companies have obtained 4A+, 4A, and 4A-, accounting for only 2.85% of the overall sample, which is still relatively low. A total of 26 airline companies have obtained 3A+, 3A, and 3A-, accounting for 7.4% of the overall sample, which is still lower than expected. Therefore, IAIO-NARDO calls on global civil aviation passengers and civil aviation organizations to pay attention to climate action and take effective actions to protect the planet[1].

II. RATINGS AND CASES

Reference source:

[1] ESGAcode Committee,Instituto internacional de inovação aeronáutica IAIO-NARDO,
Official website http://www.iaio-nardo.com/nd.jsp?id=57
[2] Sustainability Report Cathay Pacific Airways Limited,
Official website https://www.cathaypacific.com/cx/en_HK/about-us/sustainability/sustainability-reports.html
[3] Sustainability Report ITA Airways,
Official website https://www.ita-airways.com/en_en/fly-ita/ita-world/sustainability.html

Table I - List of the top 1% of global civil aviation entities

in the ESGAcode rating for 2024-2025

Qatar Airways Group	Level：AAAAA	ESGAcode：QA002
The Emirates Group	Level：AAAAA-	ESGAcode：EG001
Cathay Pacific Airways Limited	Level：AAAA+	ESGAcode：CP061
JAL Group	Level：AAAA+	ESGAcode：JA041

Data Source: Instituto internacional de inovação aeronáutica IAIO-NARDO

The top 1% of global civil aviation entities, such as Qatar Airways Group and the Emirates Group, have all maintained stable performance in this year's ESGAcode evaluation. These entities have demonstrated outstanding planning, organizational, and execution capabilities in their SDGs strategies. At the same time, they all operate SDGs-related creative projects through systematic strategic planning and consistently achieve annual progress in ESG.

Academic sharing of advantage cases based on a List of the top 1% of global civil aviation entities in the ESGAcode rating for 2024-2025

Cathay Pacific Airways has strategically aligned its operations with the United Nations Sustainable Development Goals (SDGs), demonstrating leadership in environmental, social, and governance (ESG) practices, and advancing Sustainable Aviation Fuel (SAF) adoption.

SDG 5 (Gender Equality):
Cathay Pacific aims for no more than 65% single-gender representation in management by 2025 and 70% in its board by 2027. In 2023, women held 27% of management roles, with gender parity achieved in the Executive Committee. Initiatives include leadership programs (54% female participation) and support for IATA's "25by2025" gender equality campaign.

SDG 8 (Decent Work & Economic Growth):
The airline prioritizes local employment (85% Hong Kong-based staff) and added 3,000 roles in 2023. Employees received 144 training hours annually (HK$235 million total investment) and access to flexible benefits, including customizable healthcare and leave options.

SDG 12 (Responsible Consumption):
Cathay targets reducing passenger single-use plastics from 7.7 to 1.5 items by 2025. Circular economy efforts include lightweight metal cutlery, recycling 47,000 damaged meal trays (25% reuse rate), and joining the Global Plastic Treaty coalition.

SDG 13 (Climate Action):
Committed to net-zero emissions by 2050, Cathay reduced carbon intensity by 12% (vs. 2019) through fleet modernization (11 new fuel-efficient aircraft in 2023), optimized operations (e.g., AI-driven flight planning), and carbon offset programs (26,465 tonnes offset in 2023).

SDGs 14 & 15 (Life Below Water & Land):

Reference source:

[1] ESGAcode Committee,Instituto internacional de inovação aeronáutica IAIO-NARDO,
Official website http://www.iaio-nardo.com/nd.jsp?id=57
[2] Sustainability Report Cathay Pacific Airways Limited,
Official website https://www.cathaypacific.com/cx/en_HK/about-us/sustainability/sustainability-reports.html
[3] Sustainability Report ITA Airways,
Official website https://www.ita-airways.com/en_en/fly-ita/ita-world/sustainability.html

The airline bans shark fin and ivory transport, sources 73% sustainable seafood (315 tonnes in 2023), and partners with TRAFFIC to combat wildlife trafficking. It also supports Hong Kong Airport's biodiversity initiatives.

ESG Leadership:
Cathay integrates TCFD-aligned climate risk assessments, recycles 1,939 tonnes of waste annually, and donates 210 tonnes of surplus food. Employee well-being programs include mental health training and hybrid work policies. Governance is strengthened by board-level ESG oversight and audited sustainability disclosures.

SAF Innovation:
Cathay aims for 10% SAF usage by 2030, collaborating with SPIC on SAF production in China and completing SAF trials in Singapore and Los Angeles. Its corporate SAF program, Asia's first, partners with logistics firms to scale adoption[2].

Conclusion:
Cathay Pacific exemplifies aviation sustainability through SDGs integration, ESG rigor, and SAF innovation. Future priorities include expanding SAF infrastructure, data-driven decarbonization, and biodiversity conservation, reinforcing its role as an industry pioneer.

Table II - The fastest growing civil aviation entity

in the ESGAcode rating for 2024-2025

British Airways	Level：AAAA	ESGAcode：BH057
China Southern Airlines Company Limited	Level：AAAA	ESGAcode：CL065
ITA airways	Level：AAAA	ESGAcode：AZ064
Korean Air	Level：AAAA	ESGAcode：KA015
Lufthansa Group	Level：AAAA	ESGAcode：LG009
Southwest Airlines	Level：AAAA	ESGAcode：SA036

Data Source: Instituto internacional de inovação aeronáutica IAIO-NARDO
The names of the organizations in the above list are arranged in alphabetical order by their first letter.

Fastest-Growing Entities Airlines like China Southern Airlines Company Limited, Lufthansa Group, and British Airways demonstrated rapid ESG progress through fleet upgrades, SAF adoption, and governance reforms (e.g., updated ethics codes, and anti-corruption measures).

Academic sharing of advantage cases based on the fastest growing civil aviation entity in the ESGAcode rating for 2024-2025

ITA Airways has made significant strides in aligning its operations with the Sustainable Development Goals (SDGs) and enhancing its Environmental, Social, and Governance (ESG) contributions in 2023. ITA Airways has prioritized reducing its carbon footprint through the adoption of Sustainable Aviation Fuel (SAF). The airline signed its first SAF procurement agreement with Scheater Italia, enabling the use of SAF to cut emissions and support carbon offset initiatives. The airline also modernized its fleet, introducing 28

Reference source:

[1] ESGAcode Committee,Instituto internacional de inovação aeronáutica IAIO-NARDO,
Official website http://www.iaio-nardo.com/nd.jsp?id=57
[2] Sustainability Report Cathay Pacific Airways Limited,
Official website https://www.cathaypacific.com/cx/en_HK/about-us/sustainability/sustainability-reports.html
[3] Sustainability Report ITA Airways,
Official website https://www.ita-airways.com/en_en/fly-ita/ita-world/sustainability.html

new-generation Airbus aircraft (e.g., A320neo, A330-900), which reduce fuel consumption and emissions by 20% compared to older models. The average fleet age was reduced to 4 years, further enhancing fuel efficiency. ITA Airways is committed to EU ETS compliance and the Fit for 55 plan, aiming to increase SAF usage to 2% by 2025 and 70% by 2050. Operational efficiency improvements, such as upgrading to the Amadeus PSS platform and achieving a 72% on-time departure rate, have also contributed to reduced fuel waste. The airline has invested in employee development and gender equality, providing health and safety training to 3,735 employees and increasing female representation in management roles to 35%. ITA Airways also enhanced customer experience through initiatives like the "Lounge Fantasia" for unaccompanied minors and partnerships with organizations like Save the Children and Action Aid. The airline supports regional economies by operating public service routes to remote areas and offering discounted fares to Sicilian residents. ITA Airways strengthened its governance framework by updating its Code of Ethics and establishing an independent oversight body to combat corruption[3].

Conclusion:
ITA airways is a civil aviation entity with a rich cultural history. At present, ITA airways has gradually completed the reorganization of the company's equity. The newly launched ITA airways is very focused on SDGs, ESG, SAF and other strategic layout opportunities in the future. It can be seen that ITA airways is currently making efforts to this end.

III. SUMMARY AND LIMITATION

The 10 civil aviation entities featured in this statement demonstrate global industry leadership in SDGs strategic planning and innovative use of SAF fuels to drive carbon reduction. Therefore, this statement also looks forward to more academic research and sharing of the outstanding results of the above-mentioned entities. There may be some limitations in the comprehensiveness of the research samples collected in this statement. If relevant parties have successful cases to recommend, they can contact IAIO-NARDO for academic communication through the contact information below. Please note that the outcome cases recommended by the relevant parties must pass the comprehensive demonstration of the ESGAcode Committee, so the outcome cases that cannot pass the demonstration will not be included in the ESGAcode system.

Reference source:

[1] ESGAcode Committee,Instituto internacional de inovação aeronáutica IAIO-NARDO,
Official website http://www.iaio-nardo.com/nd.jsp?id=57
[2] Sustainability Report Cathay Pacific Airways Limited,
Official website https://www.cathaypacific.com/cx/en_HK/about-us/sustainability/sustainability-reports.html
[3] Sustainability Report ITA Airways,
Official website https://www.ita-airways.com/en_en/fly-ita/ita-world/sustainability.html