

Sustainability Report

2025

Jazeera Airways K.S.C.P.

FLYING RESPONSIBLY.
GROWING SUSTAINABLY.

الجزيرة
Jazeera
20 عامًا YEARS

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01

INTRODUCTION

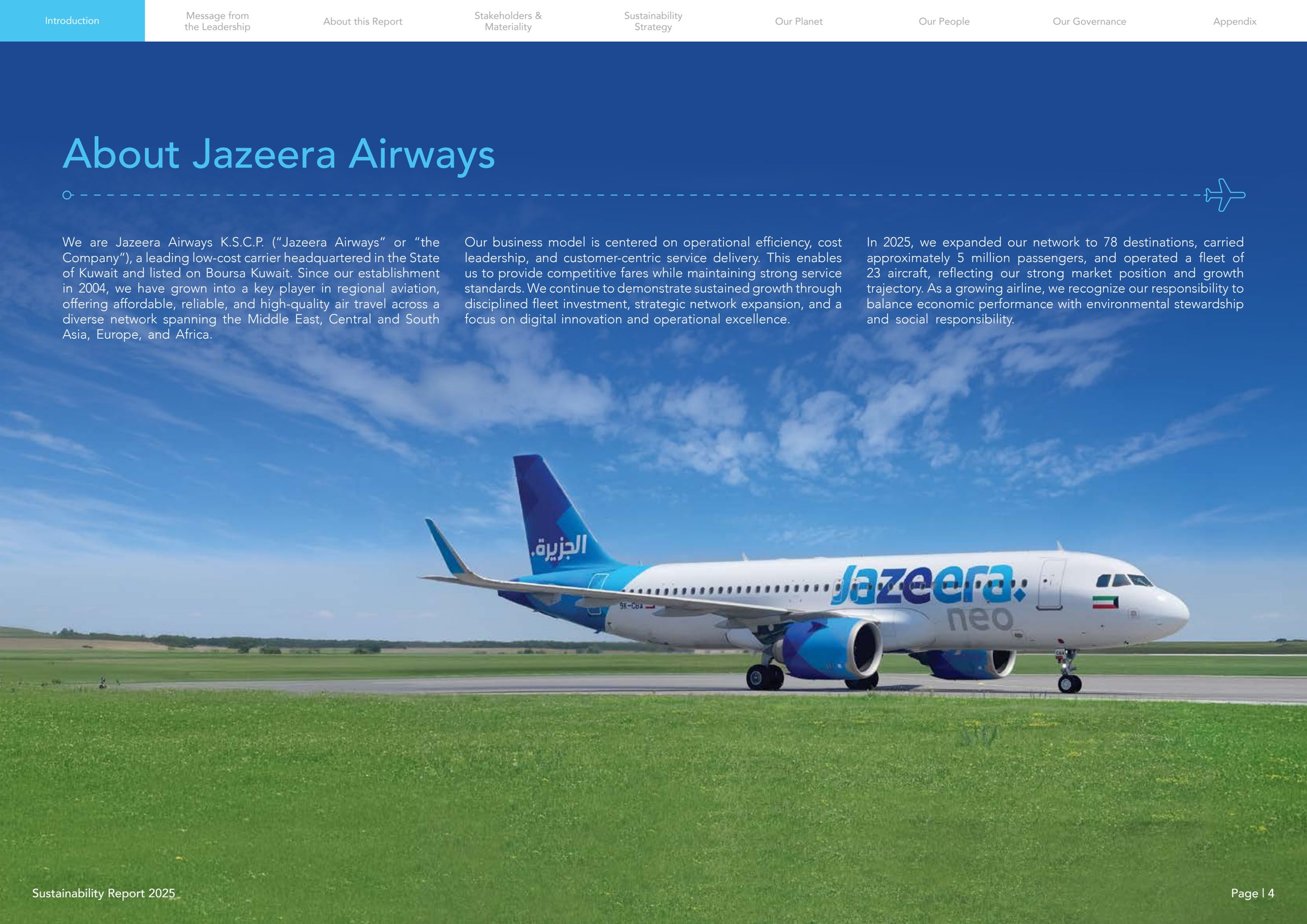


About Jazeera Airways

We are Jazeera Airways K.S.C.P. ("Jazeera Airways" or "the Company"), a leading low-cost carrier headquartered in the State of Kuwait and listed on Boursa Kuwait. Since our establishment in 2004, we have grown into a key player in regional aviation, offering affordable, reliable, and high-quality air travel across a diverse network spanning the Middle East, Central and South Asia, Europe, and Africa.

Our business model is centered on operational efficiency, cost leadership, and customer-centric service delivery. This enables us to provide competitive fares while maintaining strong service standards. We continue to demonstrate sustained growth through disciplined fleet investment, strategic network expansion, and a focus on digital innovation and operational excellence.

In 2025, we expanded our network to 78 destinations, carried approximately 5 million passengers, and operated a fleet of 23 aircraft, reflecting our strong market position and growth trajectory. As a growing airline, we recognize our responsibility to balance economic performance with environmental stewardship and social responsibility.



Map of Operations & Network

We operate an extensive and continuously expanding route network connecting Kuwait to key regional and international destinations. Leveraging Kuwait's strategic geographic location, we serve as a connector between high-demand travel corridors across the Middle East, Asia, Europe, and Africa.

Our network strategy focuses on optimizing route performance, increasing frequency on high-demand routes, and selectively expanding into new destinations to capture emerging opportunities. Through this approach, we enhance connectivity, improve passenger convenience, and strengthen our competitive position within the low-cost carrier segment.

By continuously expanding and optimizing our network, we support economic connectivity, tourism development, and cross-border mobility, while aligning with our broader sustainability and growth objectives.



This map reflects scheduled operations only and excludes non-scheduled (charter) flights serving Hajj and Umrah.

Fleet Overview

We operate a modern and fuel-efficient fleet primarily composed of Airbus A320 family aircraft, including the next-generation A320neo. These aircraft are equipped with advanced engines and aerodynamic features such as sharklets, enabling improved fuel efficiency, reduced emissions, and lower noise levels.

As of 2025, our fleet consists of 23 aircraft, including 11 A320neo aircraft, which contribute significantly to our environmental performance by reducing fuel consumption and carbon emissions.

Fleet modernization remains a core pillar of our long-term strategy. We continue to invest in newer, more efficient aircraft to support both capacity growth and our commitment to sustainable aviation practices.

Key Operational Highlights 2025

37,480
Total number of international flights

5 Million
Total number of passengers

78
Number of destinations flown to

23
Number of aircraft in fleet



Terminal 5

We manage and operate Jazeera Terminal 5 (T5) at Kuwait International Airport, a dedicated terminal designed to enhance both operational efficiency and passenger experience. Terminal 5 enables us to offer a streamlined and integrated travel journey, including efficient check-in processes, faster immigration, and reduced transfer times.

This facility is a key component of our operational model, allowing us greater control over ground operations and service delivery. In 2025, Terminal 5 supported significant passenger volumes while continuing to undergo enhancements to accommodate future growth.

Beyond operational efficiency, Terminal 5 supports our sustainability objectives through improved resource management and optimized passenger flow.

Mission, Vision, and Values



Mission

Constantly seeking better ways to energize and excite our customers – raising the bar every day.

Vision

To be the region's best loved value airline.

Values

Our operations are guided by a set of core values that shape our culture and decision-making:

01 Integrity

We uphold the highest standards of ethics, transparency, and accountability

02 Personal Ownership

We take responsibility for our actions and deliver on our commitments

03 Teamwork

We collaborate effectively to achieve shared goals

04 Excellence

We strive for continuous improvement and superior performance

These values underpin our approach to governance, stakeholder engagement, and long-term value creation, and reinforce our commitment to responsible and sustainable business practices.

02

MESSAGE FROM THE LEADERSHIP



Message from the Leadership

At Jazeera Airways, sustainable growth means creating long-term value while operating responsibly. As Kuwait's leading low-cost carrier, we connect people, businesses, and communities across our network, while remaining focused on our environmental, social, and governance responsibilities.

In 2025, we continued to strengthen our position in the market. We served approximately five million passengers across more than 78 destinations, expanded our network, and enhanced our operational capabilities. These achievements reflect the resilience of our business, the dedication of our people, and our commitment to delivering safe, reliable, and affordable travel.

Sustainability remains a key part of our strategy. During the year, we continued to modernize our fleet and implemented initiatives to improve operational efficiency, reduce fuel consumption, and lower emissions. We also continued to support industry efforts that advance sustainable aviation and future decarbonization solutions.

Our commitment extends beyond environmental performance. We invest in our people, promote a safe and inclusive workplace, and continue to enhance the customer experience through digital innovation, accessibility, and service excellence.

Strong governance underpins everything we do. We uphold high standards of ethics, transparency, accountability, and risk management to ensure sustainable and responsible growth.

Looking ahead, we remain focused on embedding ESG principles across our business. We will continue to strengthen our sustainability practices, align with global standards, and contribute to the long-term advancement of the aviation industry.

The progress highlighted in this report reflects the collective efforts of our employees, partners, and stakeholders. Together, we are building a stronger, more resilient airline that creates lasting value for our shareholders, customers, employees, and the communities we serve.

Barathan Pasupathi
Chief Executive Officer
Jazeera Airways



03

ABOUT THIS REPORT



About this Report

Overview

Jazeera Airways' ESG (Environmental, Social, and Governance) Report marks an important step in our ongoing commitment to responsible growth and sustainable aviation. This report provides a comprehensive overview of our environmental, social, and governance performance, outlining the policies, initiatives, and priorities that guide our operations. As a Kuwait-based airline connecting regional and international destinations, we are committed to creating long-term value while supporting national and global sustainability objectives.

Scope and Coverage

This report presents our sustainability performance across Jazeera Airways' airline operations and associated activities, including our managed and operated Jazeera Terminal 5 at Kuwait International Airport. It outlines the environmental, social, and governance impacts of our operations within our defined organizational and operational boundaries.

While previous sustainability reports focused primarily on emissions from fleet operations, this report expands the scope of our disclosures to include emissions across the broader organization, incorporating facilities as well as Engineering and Maintenance divisions. This enhanced boundary provides a more comprehensive view of our overall carbon footprint and reflects our commitment to improving the completeness and transparency of our ESG reporting.

Reporting Period

Unless otherwise stated, the data disclosed in this report covers the period from 1 January 2025 to 31 December 2025.

Data Collection and Accuracy

The information presented in this report has been compiled through internal management systems, operational data tracking processes, and departmental reporting mechanisms. We remain committed to continuously enhancing data accuracy, consistency, and traceability as we further develop our ESG reporting capabilities.

Reporting Standards and Frameworks

We are committed to transparency and accountability in our sustainability disclosures. This report has been prepared with reference to internationally recognized frameworks, including:

1. The Global Reporting Initiative (GRI) Standards
2. The United Nations Sustainable Development Goals (SDGs)
3. Relevant regulatory expectations, including those of Boursa Kuwait

We will continue to strengthen our alignment with evolving global standards and regulatory requirements in future reporting cycles.

Stakeholder Engagement and Feedback

We value the perspectives of our shareholders, customers, employees, suppliers, partners, and the wider community. Stakeholder engagement remains central to our sustainability journey, and we welcome feedback that supports continuous improvement in our ESG performance and reporting practices. Further information about our operations can be found on our corporate website. For all queries, stakeholders may contact us through our official communication channels.

External Assurance

This ESG Report has not been externally assured. As our sustainability reporting practices continue to evolve, we will assess opportunities to enhance verification processes and strengthen the credibility of our disclosures.

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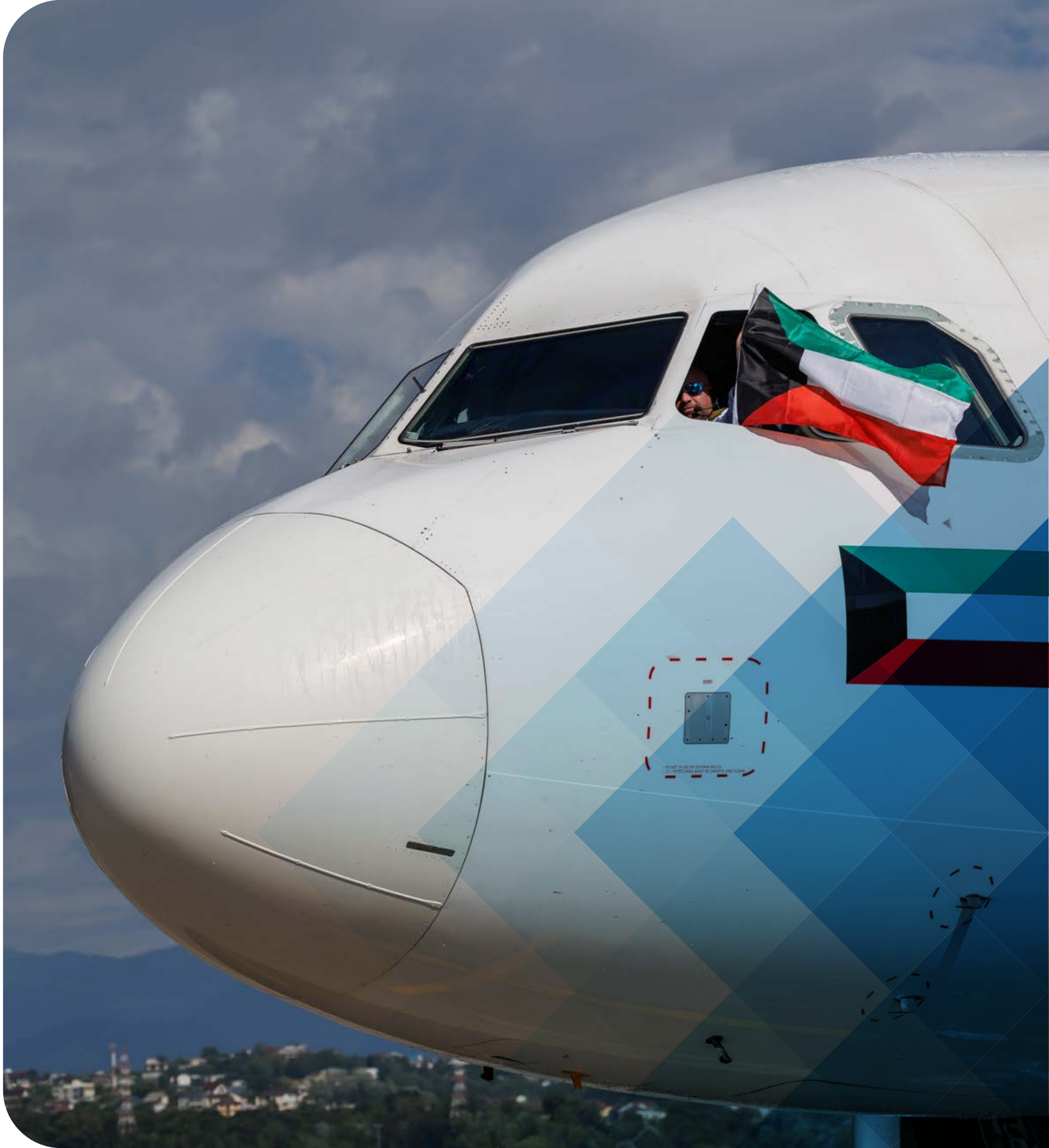
STAKEHOLDERS & MATERIALITY



Key Stakeholder Groups

We recognize that our long-term success depends on building strong and transparent relationships with our stakeholders. We engage with a diverse range of stakeholders who are directly or indirectly impacted by our operations and who influence our ability to create sustainable value.

Our key stakeholder groups include

Shareholders and Investors:
who provide capital and expect sustainable financial and ESG performance

Customers:
who rely on us for safe, reliable, and responsible travel experiences

Employees:
who drive our operational performance and service delivery

Regulators and Government Authorities:
who oversee compliance with aviation, environmental, and corporate regulations

Suppliers and Business Partners:
including fuel providers, ground handlers, and service providers

Airport Authorities and Operators:
critical partners in our operational ecosystem

Local Communities:
where we operate and contribute to economic and social development

We continuously assess our stakeholder landscape to ensure that our engagement remains relevant and responsive to evolving expectations.

Stakeholder Engagement Approach

We maintain an ongoing and structured approach to stakeholder engagement to better understand stakeholder priorities, address concerns, and incorporate feedback into our decision-making processes.

Our engagement is conducted through a variety of formal and informal channels, including:

Regular investor communications and disclosures, including financial and ESG reporting.

Customer feedback mechanisms, such as surveys, digital platforms, and service interactions.

Employee engagement initiatives, including internal communications, training programs, and performance reviews.

Regulatory reporting and compliance interactions with relevant authorities.

Supplier and partner engagements, including performance reviews and contractual arrangements.

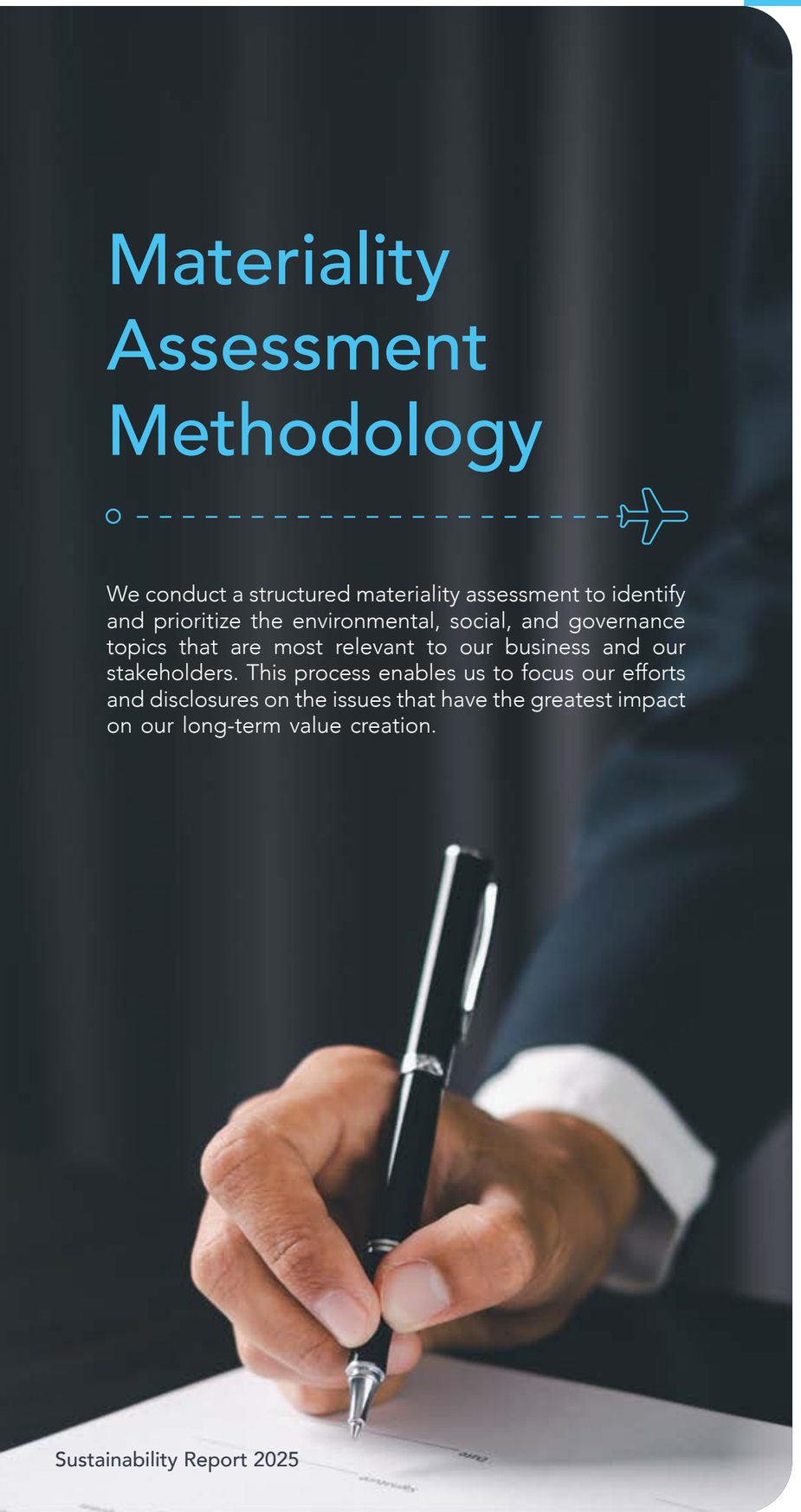
Community engagement activities, including social initiatives and partnerships.

Through these channels, we aim to foster transparency, strengthen trust, and ensure that stakeholder perspectives are reflected in our operational and strategic priorities.



Materiality Assessment Methodology

We conduct a structured materiality assessment to identify and prioritize the environmental, social, and governance topics that are most relevant to our business and our stakeholders. This process enables us to focus our efforts and disclosures on the issues that have the greatest impact on our long-term value creation.



01 Identification of ESG Topics
We identify a comprehensive list of potential ESG topics based on industry standards (including GRI and aviation-specific frameworks), peer benchmarking, regulatory expectations, and internal risk assessments.

02 Stakeholder Input and Prioritization
We gather input from key stakeholder groups through engagement channels to understand their perspectives on the importance of various ESG topics.

03 Internal Evaluation
We assess the significance of each topic from a business perspective, considering factors such as operational impact, risk exposure, regulatory relevance, and strategic alignment.

04 Scoring and Validation
ESG topics are scored and prioritized based on their importance to stakeholders and their impact on our business. The results are reviewed and validated by management to ensure alignment with our strategy and risk framework.

05 Materiality Matrix Development
The outcomes of the assessment are presented in a materiality matrix, highlighting the most significant ESG topics that guide our disclosures, strategy, and performance tracking.

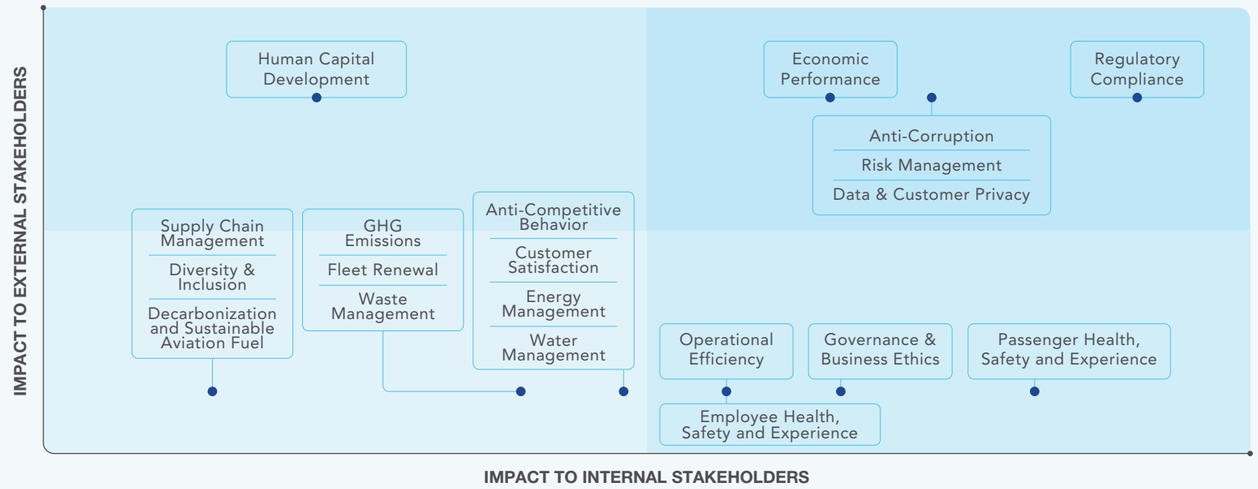
Materiality Matrix

The materiality assessment highlights the environmental, social, and governance (ESG) topics that are most significant to Jazeera Airways and its stakeholders, based on their impact on both business performance and external stakeholders. The results show a clear prioritization of governance-related topics, with Regulatory Compliance, Risk Management, Anti-Corruption, Data & Customer Privacy, and Economic Performance ranking as the most material. This reflects the highly regulated nature of the aviation industry, where strong governance, ethical conduct, and financial resilience are critical to maintaining stakeholder trust and ensuring long-term business continuity.

Social topics also emerge as key priorities, particularly those related to employees and customers. Human Capital Development, Passenger Health, Safety and Experience, Employee Health and Safety, and Customer Satisfaction highlight the importance of delivering a safe, high-quality travel experience while investing in workforce development and well-being. In parallel, operational efficiency and fleet modernization remain essential to supporting performance and service delivery, reinforcing their importance within the Company's overall strategy.

Environmental topics such as Energy Management, GHG Emissions, Waste Management, and Sustainable Aviation Fuel are recognized as important, though relatively lower in ranking compared to governance and social factors. This indicates that while environmental sustainability is a growing focus area, it is still evolving within the sector. Overall, the materiality matrix reflects a balanced ESG approach, with a strong foundation in governance, supported by a focus on people, operational excellence, and a progressive commitment to environmental performance.

Materiality Matrix

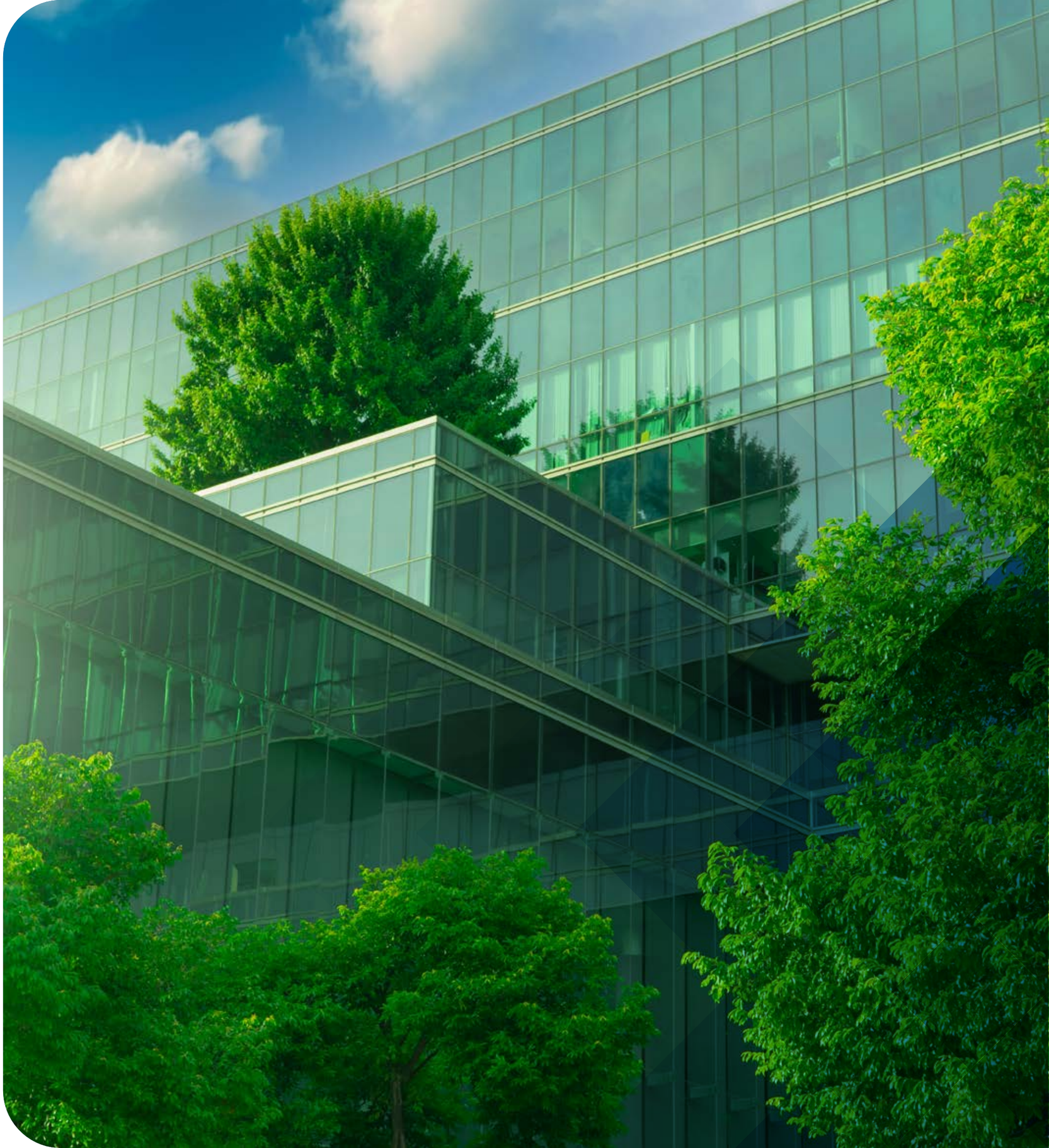


Material Topics

Regulatory Compliance	2.99
Risk Management	2.96
Anti-Corruption	2.96
Data & Customer Privacy	2.96
Economic Performance	2.95
Human Capital Development	2.88
Passenger Health, Safety and Experience	2.81
Governance & Business Ethics	2.78
Employee Health, Safety and Experience	2.77
Operational Efficiency	2.77
Energy Management	2.76
Water Management	2.76
Anti-Competitive Behavior	2.76
Customer Satisfaction	2.76
GHG Emissions	2.74
Waste Management	2.74
Fleet Renewal	2.74
Diversity & Inclusion	2.71
Decarbonization and Sustainable Aviation Fuel	2.71
Supply Chain Management	2.71

05

SUSTAINABILITY STRATEGY



ESG Vision & Approach

At Jazeera Airways, we are committed to conducting our business responsibly, with a strong focus on creating long-term value for our stakeholders while minimizing our environmental impact and contributing positively to society. Our ESG vision is centered on building a resilient and future-ready airline that integrates sustainability into its core operations and strategic decision-making.

We recognize that environmental, social, and governance considerations are essential to managing risks and unlocking opportunities across our business. As highlighted in our ESG strategy, investors and customers are key drivers of our sustainability journey, encouraging us to adopt more responsible and transparent practices.

Our approach is guided by three key priorities:

Environmental Responsibility:
reducing emissions, improving fuel efficiency, and adopting cleaner technologies

Social Impact:
ensuring the safety, well-being, and development of our employees and communities

Strong Governance:
maintaining high standards of ethics, transparency, and accountability

By embedding ESG considerations into our operations, we aim to enhance performance, mitigate reputational and operational risks, and contribute to a more sustainable aviation industry.



Sustainability Framework

Our sustainability framework is built on the integration of ESG principles across all levels of the organization. We adopt a structured and holistic approach that aligns our sustainability priorities with our business strategy, operational processes, and stakeholder expectations.

At the core of our framework is the integration of ESG into governance and decision-making, supported by Board-level oversight and dedicated committees responsible for risk management, audit, and remuneration. Although our executives are not formally incentivized to perform on sustainability, this structure ensures accountability and strengthens transparency across our operations.

We focus on:

Operational integration:
Embedding ESG considerations into flight operations, ground handling, and customer services.

Risk and opportunity management:
Identifying ESG-related risks and leveraging opportunities to improve performance.

Stakeholder alignment:
Ensuring that our sustainability priorities reflect stakeholder expectations and regulatory requirements.

Continuous improvement:
Regularly reviewing and enhancing our ESG practices as our business evolves.

This framework enables us to systematically manage our environmental footprint, strengthen our social impact, and uphold robust governance standards while supporting long-term growth.

Key ESG Policies

To support the effective implementation of our sustainability strategy, we have established a comprehensive set of ESG-related policies that guide our operations and define expected standards of conduct across the organization. These policies are mandatory for all relevant stakeholders and form the foundation of our governance framework.



Code of Conduct:
guiding ethical behavior, integrity, and professional standards

Privacy Policy:
ensuring the protection and responsible use of stakeholder data

Whistle-blowing Policy:
enabling transparent reporting of unethical practices

Conflicts of Interest Policy:
preventing and managing potential conflicts

Stakeholder Rights Protection Policy:
safeguarding the rights of shareholders and stakeholders

Remuneration Policy:
aligning compensation with performance and governance principles

Corporate Social Responsibility (CSR) Policy:
guiding our community engagement and social initiatives

Human Resources (HR) Policy:
supporting employee well-being, diversity, and development

Safety Policy:
defining the Company's commitment to maintaining the highest standards of safety, quality, and security through proactive risk management, Just Culture principles, safety reporting, continuous improvement, human factors integration, regulatory compliance, and environmental responsibility.

Related Parties Policy and Archival Policy:
strengthening governance, transparency, and record management

Collective Bargaining:
we currently do not support collective bargaining agreements at Jazeera Airways

These policies collectively enable us to maintain strong governance practices, ensure compliance with regulatory requirements, and reinforce our commitment to ethical and sustainable business conduct.

Alignment with UN Sustainable Development Goals

Jazeera Airways aligns its sustainability strategy with the United Nations Sustainable Development Goals (UN SDGs) by integrating environmental, social, and governance considerations into its core operations and decision-making processes. Our initiatives focus on reducing environmental impact through fuel efficiency and emissions management, supporting economic growth through local job creation and talent development, and promoting employee well-being, safety, and inclusion. Through this approach, we contribute to global sustainable development priorities while creating long-term value for our stakeholders and the communities in which we operate.

- 03 Good Health and Well-being
- 05 Gender Equality
- 08 Decent Work and Economic Growth
- 09 Industry Innovation and Infrastructure
- 13 Climate Action

06

OUR PLANET

At Jazeera Airways, we recognize that aviation has a significant environmental footprint, particularly through fuel consumption and emissions. We are committed to minimizing our impact through operational efficiency, fleet modernization, and responsible resource management. Our environmental strategy focuses on reducing emissions intensity, optimizing fuel usage, and improving resource efficiency across our operations.

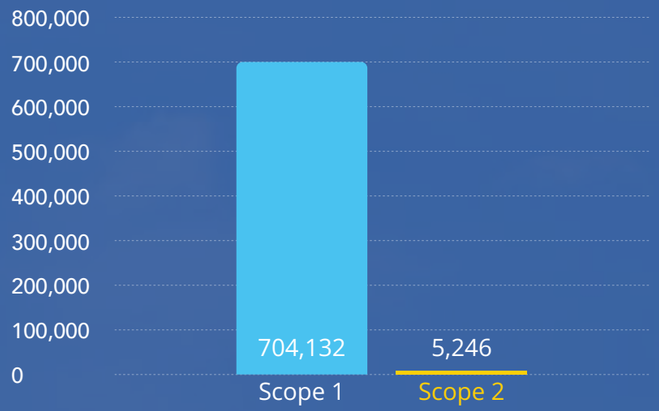


Climate & Emissions

Managing greenhouse gas (GHG) emissions remains a core priority for Jazeera Airways. Emissions from jet fuel combustion represent the largest component of our environmental impact, and we actively monitor and manage these emissions across our operations.

In 2025, our total carbon emissions amounted to approximately 709,378 tons of CO_2 equivalent, reflecting increased passenger demand and network expansion. Approximately 99% of these emissions are attributed to fleet operations, which remain the primary source of our environmental impact. The majority of emissions fall under Scope 1, driven by fuel consumption in aircraft operations, while a smaller portion relates to Scope 2 emissions from electricity consumption supporting our day-to-day operations.

While we do not currently quantify Scope 3 emissions, we recognize their importance and are assessing opportunities to enhance our emissions reporting framework over time.



Scope 1 includes fuel consumption in flight operations as well as ground logistics while Scope 2 includes purchased electricity.

To improve emissions intensity, we track key operational metrics, including:

Carbon emissions per passenger / per ASK: monitored to improve efficiency as passenger volumes grow

Available Seat Kilometers (ASK): over 8.6 billion, reflecting network scale and efficiency

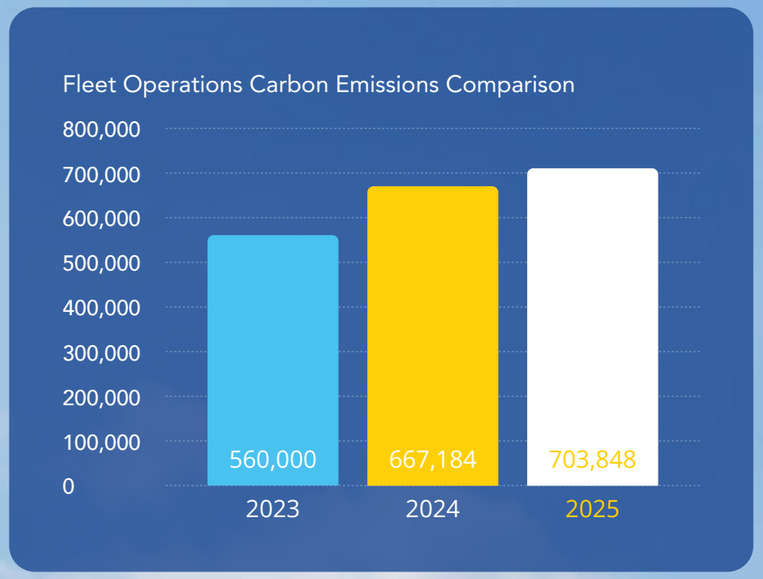
Passenger numbers: over 5 million annually, supporting improved emissions per passenger through higher load factors

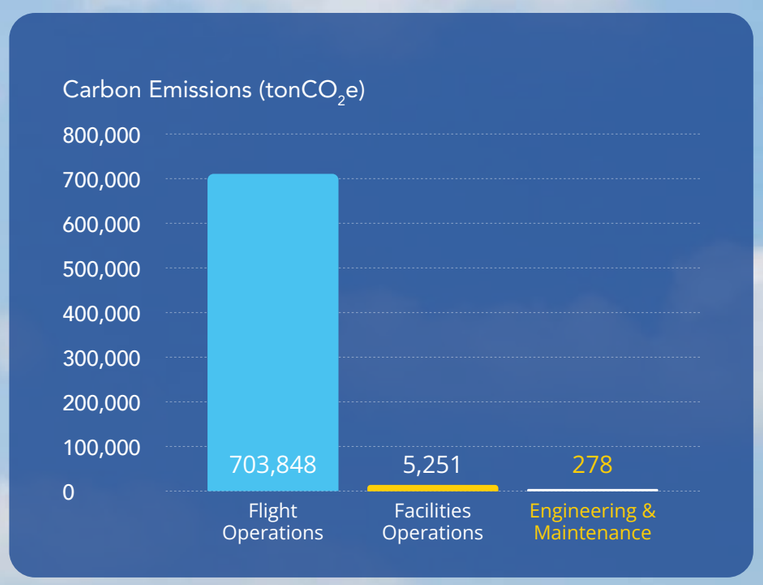
01 | Emissions from our Fleet Operations

We conduct periodic carbon footprint assessments to quantify greenhouse gas (GHG) emissions generated from our aircraft operations, ground handling, maintenance activities, and terminal operations. In alignment with ICAO environmental frameworks and CORSIA principles, which we have adopted since 2019, we continuously monitor and manage our operational emissions to support sustainability planning and improve environmental performance.

In 2025, we reported total operational carbon emissions of approximately 703,848 tons, associated with 37,480 international flights, as part of our ongoing ESG reporting and transparency efforts.

We have implemented a Carbon Reduction and Mitigation Plan focused on lowering emissions through a combination of operational efficiency measures, fleet modernization, fuel optimization initiatives, and climate compensation programs. Our environmental strategy supports long-term sustainability objectives by integrating fuel-efficient technologies and adopting industry best practices, enabling us to minimize our environmental impact while maintaining safe, reliable, and efficient operations.





02 | Emissions Intensity

Monitoring carbon emissions intensity is a key metric for assessing Jazeera Airways' environmental performance and progress toward more sustainable operations. Emissions intensity provides insight into the efficiency of our operations by measuring emissions relative to passenger volumes.

In 2025, Jazeera Airways reported total carbon emissions of approximately 709,378 tons, serving around 5 million passengers. This translates to an emissions intensity of approximately 0.142 tons of CO_2 per passenger (or 142 kg CO_2 per passenger).

This metric reflects the carbon footprint associated with transporting each passenger and is influenced by factors such as fleet efficiency, route optimization, load factors, and operational practices. As part of our ongoing sustainability strategy, we aim to further improve emissions intensity through continued investment in fuel-efficient aircraft, operational optimization initiatives, and the adoption of industry best practices.

By tracking emissions intensity alongside total emissions, we are better positioned to monitor efficiency improvements, support informed decision-making, and drive progress toward lower-carbon aviation operations.



Fuel and Flight Efficiency

Improving fuel efficiency is a key priority for Jazeera Airways, as it directly impacts both operational performance and environmental outcomes. On an average, the fuel burnt per flight is about 52 barrels. We adopt a multi-faceted approach that combines advanced technology, operational optimization, fleet modernization, and stakeholder engagement to reduce fuel consumption and associated emissions across our operations.



Sustainable Aviation Fuel (SAF) Passenger Contribution Program

We have introduced the CHOOOSE™ climate compensation initiative, enabling passengers to voluntarily offset the carbon emissions associated with their journeys. Through our booking platform, customers can assess their flight emissions and contribute to certified climate solutions aligned with the United Nations Sustainable Development Goals (SDGs). This initiative reflects our commitment to promoting sustainable aviation and encouraging stakeholder participation in decarbonization efforts.



Aircraft Fuel Efficiency Monitoring System

We leverage advanced fuel monitoring and analytics tools, including SkyBreathe Analytics, to continuously track and optimize fuel consumption. These systems provide insights into fuel burn, route optimization, and aircraft performance, enabling us to identify and implement fuel-saving opportunities. Operational measures such as engine-out taxiing, optimized flight dispatch planning, and reduced acceleration procedures further enhance efficiency and reduce emissions.

Aircraft Fleet Renewal with Next-Generation Fuel-Efficient Aircraft

Fleet modernization remains a cornerstone of our fuel efficiency strategy. We continue to expand our fleet of Airbus A320neo aircraft, equipped with CFM LEAP-1A engines and sharklet technology. These next-generation aircraft deliver significant environmental benefits, including approximately 18% lower CO_2 emissions, improved fuel efficiency, reduced NOx emissions, and lower noise levels.



Continuous Descent Operations (CDO) Implementation

We have implemented Continuous Descent Operations (CDO) to optimize aircraft approach profiles. By allowing aircraft to descend with minimal engine thrust, CDO reduces fuel consumption, lowers emissions, minimizes engine wear, and decreases noise levels during landing.



Continuous Climb Operations (CCO) Implementation

We support Continuous Climb Operations (CCO) by minimizing level-off segments during the climb phase of flights. This improves fuel efficiency, reduces emissions, and enhances overall flight performance through optimized use of airspace and flight management systems.

Airport Collaborative Decision Making (A-CDM) Participation

We actively participate in Airport Collaborative Decision Making (A-CDM) at Kuwait International Airport, working closely with airport authorities, ground handlers, and air traffic management. Enhanced coordination improves turnaround efficiency, reduces ground delays and taxiing times, and ultimately lowers fuel consumption while improving the passenger experience.

Engineering & Maintenance Initiatives

We continuously enhance our engineering and maintenance practices to improve operational efficiency, reduce fuel consumption, and minimize environmental impact. Through targeted technical interventions and infrastructure optimization, we aim to support both cost efficiency and emissions reduction across our operations.

These initiatives demonstrate our commitment to integrating engineering excellence with environmental responsibility, ensuring that maintenance practices actively contribute to improved fuel efficiency, reduced emissions, and sustainable aviation operations.

01

Reduced APU Utilization through Ground Power Solutions

We minimize the use of Auxiliary Power Units (APUs) during long aircraft layovers by utilizing standalone Ground Power Units (GPU) and Fixed Electrical Ground Power (FEGP) available at aerobridges. This reduces fuel consumption and associated emissions, as APUs are typically powered by jet fuel. By shifting to ground-based electricity sources, we improve energy efficiency and reduce noise and air pollution at the airport.

02

External Aircraft Washing for Drag Reduction

We conduct regular external aircraft washing to remove dirt, dust, and other surface contaminants that increase aerodynamic drag. A cleaner airframe improves airflow efficiency, enabling aircraft to operate with lower fuel consumption. This initiative contributes directly to reducing fuel burn and carbon emissions while maintaining optimal aircraft performance.

03

Operational Support Building (OSB) Consolidation

We have centralized our Engineering & Maintenance operations within a dedicated Operational Support Building (OSB), bringing together teams, spare parts, equipment, and engines into a single location. This consolidation reduces the need for frequent transportation across multiple airside locations, improving operational efficiency, reducing vehicle fuel use, and enhancing coordination across maintenance activities.

04

Aircraft Seat Retrofit and Weight Reduction Program

We have implemented a seat retrofit program across 16 aircraft, introducing lighter-weight seats and standardizing configurations to 180 economy class seats. This initiative has reduced aircraft weight by an average of 500 kg per aircraft, leading to lower fuel consumption and emissions per flight. Additionally, increased seating capacity improves efficiency by reducing the carbon footprint per passenger, supporting more sustainable operations.

05

Aircraft Engine Compressor Washing

We perform regular engine compressor washing to clean the internal gas path of engines and remove accumulated debris, dust, and sediments. This maintenance activity restores engine efficiency, improves airflow, and reduces fuel burn. By maintaining optimal engine performance, we enhance fuel efficiency, extend engine life, and reduce overall emissions.

Energy Management

Energy consumption is a key component of Jazeera Airways' operational footprint, primarily driven by aviation fuel usage, while also encompassing energy consumption across ground operations and facilities, including Terminal 5. We actively monitor and manage both direct (fuel-based) and indirect (electricity-based) energy use to improve efficiency and reduce our environmental impact.

Energy Consumption Profile

Direct Energy Consumption (Scope 1)

Our direct energy consumption is predominantly derived from fuel used in flight and ground operations. In 2025, this included:

Jet A-1 fuel

1,936,866
barrels

Diesel

55,915
Liters

Motor gasoline

52,031
Liters

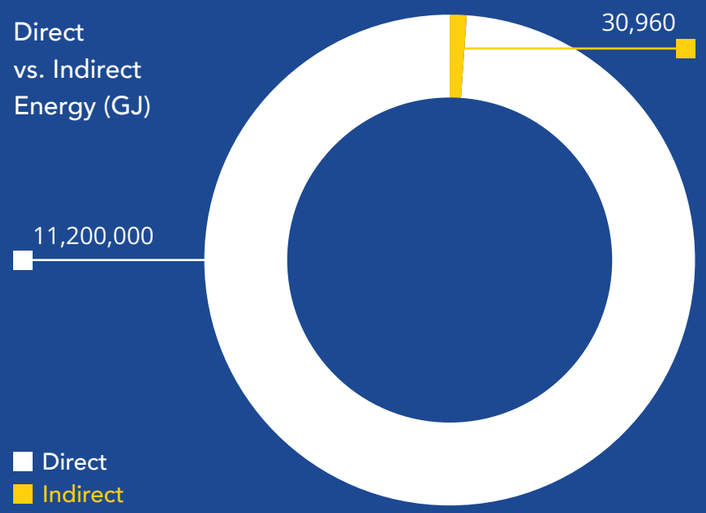
This translates to an estimated total direct energy consumption of approximately 11.2 million GJ, with aviation fuel representing the vast majority due to the energy-intensive nature of airline operations.

Indirect Energy Consumption (Scope 2)

Indirect energy consumption relates to electricity used in our facilities and operational infrastructure. In 2025, electricity consumption in Kuwait amounted to:

8.6 million
kWh equivalent to approximately 30,960 GJ

While comparatively smaller than direct energy use, electricity consumption remains a key focus area for efficiency improvements across our ground operations.





Energy Management Approach

Our approach to energy management focuses on integrating efficiency across both flight and ground operations through a combination of operational, technological, and infrastructure initiatives, including:

Fleet modernization, transitioning to more fuel-efficient aircraft to reduce energy intensity per flight.

Operational fuel optimization, supported by continuous monitoring of fuel consumption and efficiency metrics.

Reduced APU usage and increased reliance on Fixed Electrical Ground Power (FEGP) to lower fuel consumption on the ground.

Digital transformation initiatives, such as paperless cockpit solutions (e.g., NAVBLUE), reducing resource use and improving operational efficiency.

In-house maintenance capabilities, minimizing third-party logistics and associated energy consumption.

Energy efficiency measures across facilities, particularly within Terminal 5 operations.

By embedding energy efficiency into both our operational and infrastructure strategies, we aim to reduce our overall energy footprint while supporting sustainable growth and maintaining high levels of operational performance.

Energy Intensity

Energy intensity is a key metric used to assess the efficiency of Jazeera Airways' operations by measuring energy consumption relative to operational output. Tracking this metric enables us to evaluate how effectively energy is utilized as we expand our operations and passenger volumes.

In 2025, total energy consumption was primarily driven by direct fuel use in flight operations, complemented by electricity consumption across ground facilities. Based on total energy consumption of approximately **11.2 million GJ (direct)** and **30,960 GJ (indirect)**, and a total of 5 million passengers, our overall energy intensity is estimated at approximately **2.25 GJ per passenger**.

This metric reflects the energy required to transport each passenger and is influenced by factors such as fleet efficiency, aircraft load factors, route optimization, and operational practices. Given the energy-intensive nature of aviation, improving energy intensity remains a key focus area within our sustainability strategy.

We aim to enhance energy efficiency through continued fleet modernization, operational fuel optimization, and infrastructure efficiency initiatives, enabling us to decouple energy consumption growth from passenger growth over time.

Water Management

Water is a critical resource across aviation operations, including aircraft maintenance, cleaning, and passenger services. We adopt a structured approach to water management across both aircraft and terminal operations.

Jazeera Airways' water usage is primarily associated with our Terminal 5 operations, where water is sourced mainly through third-party tanker supply and stored in on-site facility tanks, with a minimal portion supplied through the Ministry of Electricity and Water (MEW) network. Water is used for general domestic and operational purposes, including sanitation, cleaning, pantry use, and drinking water, with minor usage for landscaping and firefighting systems. Wastewater generated from these activities is discharged into the municipal sewage network, with no significant direct water-related environmental impacts identified.

Total wastewater discharge is estimated at approximately 7.6 megaliters annually, primarily consisting of domestic and facility-related wastewater. While Total Dissolved Solids (TDS) data is currently unavailable, we continue to monitor water usage and discharge as part of our broader resource management and sustainability efforts.

In 2025, our total water consumption was approximately 8 megaliters. No water was reclaimed during 2025 for our operations.

Water Management Approach

We manage water usage through strategic partnerships:

National Aviation Services
responsible for potable water supply to aircraft

United Facilities Management
responsible for water management across terminal and infrastructure

Our approach focuses on:

Ensuring efficient water usage across operations

Monitoring water consumption and identifying reduction opportunities

Ensuring safe treatment and disposal of wastewater

At Terminal 5, water management is further integrated into infrastructure planning, including drainage, supply optimization, and environmental compliance.

8 MEGALITERS
total water consumption



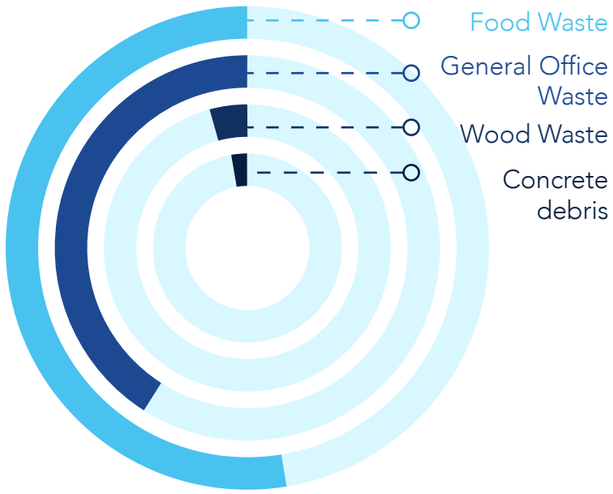
Waste Management

Waste management is an emerging priority in the aviation sector, where operations generate a variety of waste streams across in-flight services, maintenance activities, and airport facilities. At Jazeera Airways, waste-related impacts arise from our own operations as well as from upstream supplier activities and downstream waste handling processes across our value chain. We recognize the importance of managing these impacts effectively to minimize environmental footprint and improve resource efficiency.

The composition of waste reflects the nature of our operations, with food and general waste forming the majority due to passenger services and terminal activities.



Waste Segregation (Tons)



In 2025, Jazeera Airways generated approximately 537 tons of waste, comprising:

282.4 TONS
Food Waste

218.5 TONS
General Office Waste

21.9 TONS
Wood Waste

14.3 TONS
Concrete Debris

01 | Waste Management Approach

We adopt a structured and compliant approach to waste management, ensuring that all waste is handled in accordance with EPA standards and relevant regulatory requirements. Our approach includes:

Partnering with specialized third-party contractors for waste collection, treatment, and disposal

Actively overseeing and supervising contractor performance to ensure alignment with defined service level agreements (SLAs) and key performance indicators (KPIs)

Managing waste across both aircraft operations and Terminal 5 facilities, ensuring consistency in handling practices

Promoting responsible waste practices across our value chain, including supplier and contractor engagement

Supporting the development of standardized aviation waste management practices at an industry level

02 | Monitoring and Data Management

We maintain a robust process for tracking and monitoring waste generation and disposal. Waste-related data is collected through:

Internal tracking systems and operational records maintained at site level

Periodic reporting from third-party waste contractors

Consolidation of data based on collected volumes and site-level documentation

This approach enables us to improve data accuracy, enhance traceability, and identify opportunities for waste reduction over time.

03 | Operational Focus Areas

At Terminal 5, waste volumes are higher due to increased passenger activity. We are therefore prioritizing:

Improved waste segregation practices

Enhanced recycling and diversion initiatives

Increased awareness among staff and service providers

Jazeera Airways implements waste management practices based on the principles of Reduce, Reuse, and Recycle (3R) across our operational facilities and Terminal 5 operations. We actively manage operational, industrial, and process waste generated from aircraft operations, maintenance activities, terminal services, and administrative functions to minimize landfill disposal, enhance resource efficiency, and improve our overall environmental performance.

04 | Future Focus Areas

Enhancing waste segregation and recycling programs

Reducing onboard and operational waste generation

Aligning with emerging industry standards for aviation waste management

Our "Our Planet" strategy reflects a comprehensive approach to environmental stewardship, focused on emissions reduction, operational efficiency, and responsible resource management.

While we do not currently have dedicated investments in climate risk mitigation projects, we recognize that aviation is inherently carbon-intensive. We are addressing this through targeted investments in modern fuel-efficient aircraft, operational fuel optimization, carbon offset initiatives, and infrastructure efficiency. These efforts position us to progressively reduce our environmental footprint while supporting sustainable growth.

07

OUR PEOPLE



At Jazeera Airways, our people are at the core of our success. We are committed to fostering a safe, inclusive and high-performance workplace while delivering exceptional experiences to our customers and creating positive social impact across the communities we serve.

Our approach focuses on empowering our workforce, investing in talent development, ensuring safety, and strengthening stakeholder engagement across employees, customers and communities.

Workforce & Diversity

Jazeera Airways is an Equal Opportunity Employer and is committed to diversity across our business. We promote inclusion and diversity, going beyond age, ethnicity, gender, abilities, marital status, social class, and religion to foster an environment that welcomes all forms of differences.

75+ nationalities

Employees represent over 75+ nationalities, fostering a multicultural workplace

Crew + Non-Crew Representation

Strong representation across operational and support functions

Fair Hiring & Growth

Commitment to equal opportunity in hiring, promotion, and compensation

Diversity, Equity & Inclusion (DEI)

In 2025, Jazeera Airways employed 1,615 people all of which were full time employees. There are no part time or contractors employed by Jazeera Airways. Of the 1,615 employees, 504 were female comprising 31% of the company workforce.

Our DEI strategy is embedded within our HR policies and organizational culture. Key initiatives include:

Participation in IATA's 25by2025 initiative, targeting increased female representation in leadership and underrepresented roles

Promoting women in aviation, including pilots, engineers and leadership roles

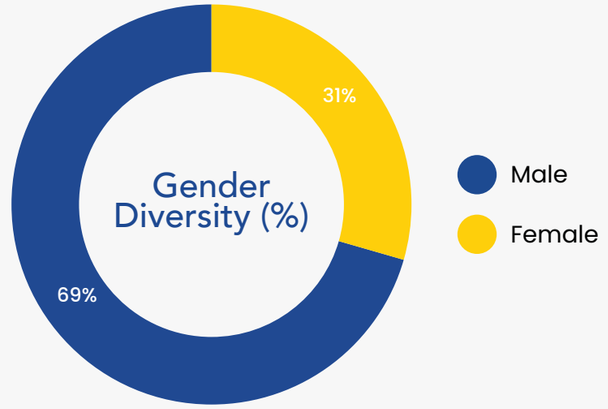
Celebrating Diversity Day and cultural events to promote inclusion

Structured onboarding and induction programs to support employee integration

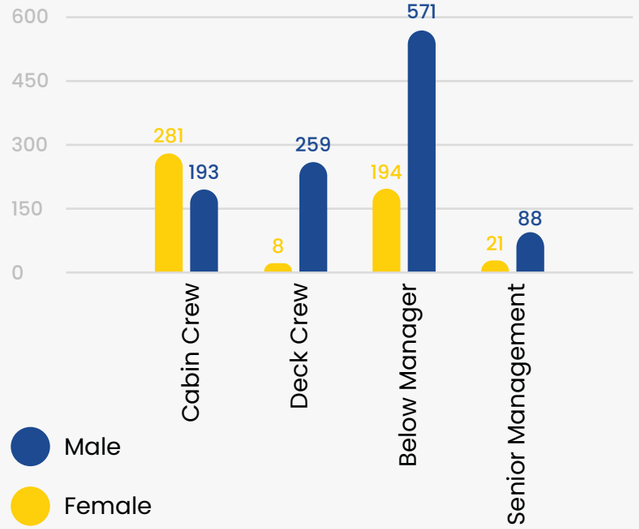
DEI training conducted across the organization to promote inclusion and belonging in the workplace

As part of our commitment to delivering an inclusive and accessible passenger experience, our Ground Operations team has introduced dedicated check-in counters for passengers with special needs at Terminal 5. These counters are designed to provide a more comfortable and supportive environment by enabling passengers to bypass crowded queues and access priority assistance.

This initiative enhances the overall departure experience by offering a faster, more streamlined process, while reducing stress and congestion for passengers requiring additional support. By creating a calmer and more accessible check-in environment, we aim to ensure that all passengers can travel with dignity, ease, and confidence.



Gender Diversity (Employee Category)



We maintain a zero-discrimination approach, ensuring all employees are treated fairly regardless of gender, nationality or background.

Commitment to People

At Jazeera Airways, we are committed to upholding the highest standards of human rights, ethical labor practices, and fair treatment across our operations and value chain. Our approach is guided by compliance with Kuwait Labor Law and the human rights principles embedded within applicable regulatory frameworks, ensuring that all employees are treated with dignity, respect, and fairness.

We maintain a strong stance against any form of child labor, forced labor, or exploitation, and these principles are embedded within our policies and operational practices. Our commitment extends beyond our direct workforce to include our suppliers and vendors, ensuring that responsible labor practices are upheld across our value chain.

By integrating human rights considerations into our governance and operational frameworks, we aim to foster a safe, inclusive, and ethical working environment. We continue to reinforce these principles through policy implementation, oversight mechanisms, and engagement with our stakeholders, supporting a culture of accountability and respect across all aspects of our business.



Nationalization & Local Employment

Jazeera Airways remains committed to supporting national workforce development and contributing to local economic growth in Kuwait. We actively promote the employment and development of national talent as part of our broader human capital strategy.

10.4%
total workforce

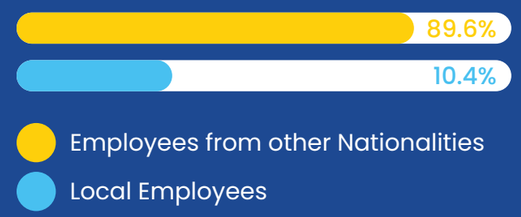
In 2025, national employees represented 10.4% of our total workforce, consistent with 2024 levels. While maintaining a stable level of national representation, we continue to explore opportunities to enhance localization through targeted recruitment, training, and development initiatives. Notably, 38.7% of national employees participated in training and development programs, reinforcing our commitment to building local talent capabilities.

Our contribution to the local economy is also reflected in our job creation efforts. In 2025, we supported 336 direct and indirect local jobs, a significant increase from 195 in 2024, driven by the expansion of our operations and Terminal 5 activities. This growth underscores our role in generating employment opportunities and supporting the broader aviation ecosystem in Kuwait.

We remain focused on strengthening nationalization efforts by investing in local talent, fostering skills development, and creating sustainable employment opportunities aligned with Kuwait's economic and social development objectives.

30%
of Senior Management is locally hired

Nationalization



Employee Turnover

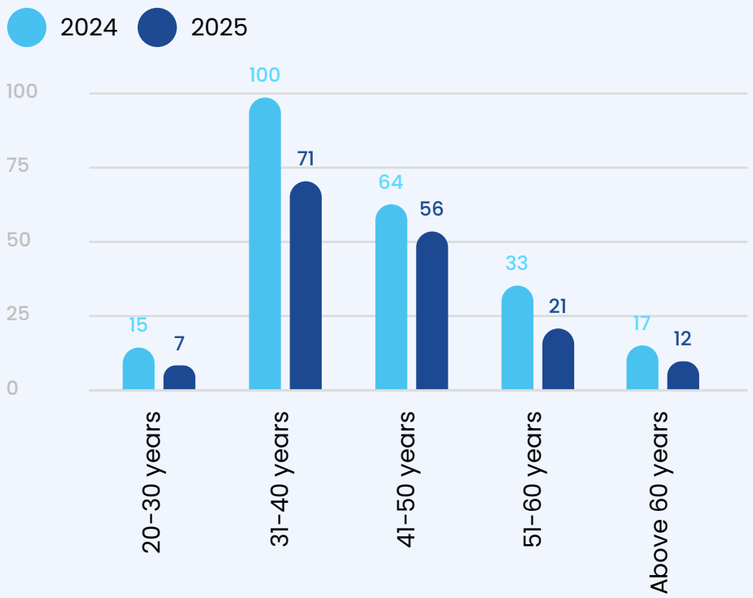
Managing employee turnover is a key focus area for Jazeera Airways, as we continue to scale our operations while maintaining workforce stability and engagement. We closely monitor attrition trends to identify underlying drivers and implement targeted retention strategies.

In 2025, our overall attrition rate decreased to 10%, compared to 16% in 2024, reflecting improved workforce retention despite an increase in total headcount. This improvement indicates the effectiveness of our ongoing initiatives to enhance employee engagement, workplace culture, and career development opportunities.

Attrition trends show that workforce movement is primarily concentrated within core working-age groups, particularly employees between 31 and 50 years, which is typical for a dynamic and operationally intensive industry such as aviation. From a gender perspective, attrition remains proportionally aligned with workforce composition, while geographically, the majority of turnover continues to occur within Kuwait-based operations, reflecting the concentration of our workforce.

We remain committed to strengthening employee retention through continued investment in talent development, employee well-being, and a supportive work environment, ensuring we attract, develop, and retain the talent required to support our long-term growth.

Age Based Attrition



Attrition Rate Year over Year

16% in 2024 | 10% in 2025

Gender Based Attrition

66% Male | 34% Female

Location Based Attrition

91% Kuwait | 9% Outstation

Employee Engagement, Well-being & Benefits

At Jazeera Airways, we are committed to fostering a positive, inclusive, and engaging workplace that supports employee well-being, recognizes performance, and enhances overall employee experience. Our approach focuses on creating a strong organizational culture through engagement initiatives, comprehensive benefits, and structured well-being programs.

Employee Benefits

We offer a competitive and comprehensive benefits package designed to support employee financial well-being and work-life balance. This includes:

Annual incentives and bonus programs, including long-term incentive plans (LTIPs)

Travel benefits, supporting both professional and personal mobility

Comprehensive health and life insurance coverage for all employees

Education Allowance for children of eligible employees as per company policy.

We also provide practical support through transport services, including carpooling for cabin crew and shuttle services to Terminal 5, improving accessibility and convenience for employees.

Employee Engagement and Culture

We actively promote employee engagement through a variety of initiatives designed to strengthen collaboration, celebrate diversity, and recognize employee contributions. Throughout 2025, we organized a range of events, including World Diversity Day, International Women's Day, and our 20th Anniversary celebrations, fostering a sense of community and belonging across the organization.

Employee engagement is further supported through informal initiatives such as "Chai with HR" sessions, enabling open dialogue between employees and leadership, and cultural events such as J9 Ghabka and seasonal celebrations.

We also recognize and reward employee performance through structured programs such as:

GEM Awards
A semi-annual recognition program for employees demonstrating exceptional performance and embodying company values

Value Ambassador Program
A program that recognizes employees who consistently demonstrate integrity, collaboration, and positive workplace behaviors

These initiatives reinforce a culture of appreciation, motivation, and shared values across the organization.

Fair and Transparent Employment Practices

We are committed to maintaining a fair, transparent, and merit-based recruitment process. All vacancies are publicly advertised through official channels, with clearly defined roles, responsibilities, and qualification requirements. Candidates undergo a structured selection process, ensuring equal opportunity and consistency in hiring practices.

Employee Well-being and Health

Employee well-being remains a key priority, supported by a structured annual calendar of initiatives addressing physical, mental, and emotional health. Key programs implemented in 2025 include:

Awareness campaigns such as Stress Awareness Month, Mental Health Awareness Month, and World Mental Health Day

Wellness initiatives including fitness, nutrition, yoga, and sound healing sessions

Employee Assistance Program (EAP) in partnership with Kuwait Counselling Center, offering up to three fully funded therapy sessions for employees

Health awareness programs, including breast cancer and anti-vaping initiatives

We also provide regular health check-up programs, including dental screenings, general medical assessments, and specialized health sessions in collaboration with healthcare providers.

In addition, we encourage active lifestyles through employee-led initiatives such as football and basketball tournaments, promoting physical well-being and team engagement.

Through these initiatives, we continue to strengthen employee engagement, enhance well-being, and provide a supportive work environment that enables our people to thrive and contribute to the long-term success of Jazeera Airways.

Training, Development & Digitization

We are committed to developing a highly skilled, future-ready workforce through structured talent development, continuous learning, and digital innovation. Our approach focuses on building both technical and leadership capabilities while fostering a strong culture of learning and knowledge sharing across the organization.

Training Infrastructure & Capabilities

We maintain robust internal training capabilities and are certified as an Approved Training Organization by the Kuwait DGCA, enabling us to deliver specialized aviation training programs in-house, including:

- A320 Type Rating
- Cross Crew Qualification (CCQ)
- Safety & Emergency Procedures training

Employee Development and Career Progression

As part of our Talent Management and Career Development framework, we conducted structured career check-ins across departments to assess employee strengths, potential, and development areas. Employees participated in formal assessment centers, and based on the outcomes, Individual Development Plans (IDPs) were developed to support their growth and prepare them for future opportunities.

These initiatives enable employees to progress through vertical, lateral, and diagonal career pathways, supporting both individual development and organizational capability building.

Learning and Development Programs

We reinforced a strong learning culture through a portfolio of over 40 training and development programs delivered in 2025, covering key functional, technical, and leadership competencies. Employee participation remained high, with 94% of employees attending training programs, demonstrating strong engagement and commitment to continuous professional development.

Our training framework includes:

- Awareness training on policies, compliance, and safety
- Leadership and business communication programs
- Customer experience training initiatives
- Operational and digital training systems

Average hours of training that the organization's employees have undertaken during the reporting period, for females:

1 HOUR 30 MIN

Average hours of training that the organization's employees have undertaken during the reporting period, for males:

1 HOUR

Average Training Hours

- **Cabin Crew:** 5 hours
- **Below Manager:** 8 hours
- **Senior Management:** 21 hours

Knowledge Sharing and Employee Engagement

We promote continuous learning through structured knowledge-sharing platforms and initiatives, including:

Learner's Lounge, providing regular updates and insights on workplace practices and industry developments

Runway platform, enabling communication of key organizational updates and operational insights

Off-Job Training Programs, enhancing employee knowledge of industry trends and best practices

Think Tank Project, encouraging employees to contribute innovative ideas to improve processes, services, and customer experience

These initiatives foster collaboration, innovation, and a culture of continuous improvement across the organization.

Educational Sponsorships

We support employee development beyond internal training through educational sponsorship programs, providing financial support and flexibility for external training and professional development opportunities across various departments.



Performance and Talent Management

We maintain a structured approach to performance management, including regular performance and career development reviews across the workforce. These processes support talent identification, succession planning, and the development of both local and international talent.

21%

Percentage of total female employees who received a regular performance and career development review during the reporting period

79%

Percentage of total male employees who received a regular performance and career development review during the reporting period

65%

Percentage of total employees in Operations who received a regular performance and career development review during the reporting period

35%

Percentage of total employees in Support who received a regular performance and career development review during the reporting period

Digital Transformation Initiatives

As part of our broader digitization efforts, we successfully transitioned key operational processes to digital platforms in our Ground Operations department. Notably, the Load Distribution Form, a mandatory document for every flight, has been fully digitized and integrated into our Ground Operations Statistics and Tracking System (GOST).

This transition enables seamless access, completion, and submission of flight documentation, improving operational efficiency, accuracy, and real-time data availability. It also significantly reduces paper consumption, supporting our commitment to environmental sustainability and operational excellence.

Through these initiatives, we continue to strengthen our workforce capabilities, enhance employee engagement, and leverage digital solutions to support innovation and sustainable business growth.

Health & Safety

Ensuring the health and safety of our employees and passengers is a fundamental priority at Jazeera Airways and is embedded across all aspects of our operations. We maintain a comprehensive Occupational Health & Safety (OH&S) Management System that spans flight operations, ground handling and ramp activities, maintenance functions, and terminal and facilities management. This integrated approach enables us to proactively identify, assess, and mitigate safety risks across our operational environment.

Safety Culture and Capability Building

Safety remains Jazeera Airways' highest operational priority. The Company promotes a positive safety culture through voluntary and mandatory reporting systems, Just Culture principles, hazard identification programs, safety investigations, safety risk assessments, and ongoing safety awareness campaigns. Employees are encouraged to report safety concerns without fear of reprisal, enabling proactive identification and mitigation of operational risks.

Jazeera Airways maintains a DGCA-approved Safety Management System (SMS) that supports the proactive identification of hazards, management of operational risks, monitoring of safety performance, and continuous improvement of safety outcomes. Safety performance is overseen through established governance forums, including the Operational Management Committee (OMC) and Safety Action Group (SAG), ensuring effective management oversight and accountability across all operational areas.

The Company further supports safety through safety promotion activities, management of change processes, emergency response preparedness, fatigue risk management, human factors integration, and continuous engagement with employees to strengthen safety awareness and operational resilience.

Cabin Services Safety:

We are committed to strengthening safety awareness and operational readiness through continuous training and engagement initiatives. Key programs include:

01 Initial and recurrent safety training programs support the continuous development of employees by maintaining current safety knowledge, technical proficiency, regulatory compliance, and the competencies required to perform their responsibilities safely and effectively.

02 Safety promotion initiatives, including the issuance of 53 safety circulars in 2025, reinforcing critical safety information, procedural updates, and operational awareness

03 Lessons learned dissemination, where insights from recent airline accidents, incidents, and industry developments are shared with crew to enhance situational awareness and preparedness, contributing to improved onboard safety

These initiatives are complemented by mandatory safety training cycles, first-aid training for a significant portion of the workforce, and ongoing investment in advanced simulators and training facilities to enhance operational capability.



Safety Management Framework

Our safety management approach is aligned with industry best practices and is built on four core pillars:

01 I Safety Policy and Objectives:
establishing clear governance and accountability for safety outcomes

02 I Safety Risk Management:
systematic identification and mitigation of operational risks

03 I Safety Assurance:
continuous monitoring and evaluation of safety performance

04 I Safety Promotion:
fostering a strong safety culture through awareness and communication

Risk Management and Oversight

We maintain a proactive approach to safety through robust governance and oversight mechanisms, including:

Comprehensive hazard identification and reporting systems enabling employees to report and escalate risks

Regular audits and inspections to ensure compliance with internal standards and regulatory requirements

Continuous monitoring of operational risks across all business functions

Oversight by the Safety & Quality Committee, ensuring accountability at the highest levels of the organization

1.06
per million hours worked

Through this structured and proactive approach, we aim to continuously enhance safety performance, prevent incidents, and maintain a secure operating environment. Our commitment to health and safety underpins operational reliability and reinforces trust among our employees, customers, and stakeholders.

Our Customers

Delivering a seamless and high-quality customer experience is central to our business model.

Customer Experience Strategy

Our approach focuses on:

Delivering personalized and real-time experiences

Enhancing customer touchpoints across the journey

Strengthening brand loyalty through service excellence

Customer Engagement

We actively engage with customers to understand their needs and continuously improve our services:

Conduct monthly customer satisfaction surveys to gather feedback

Use insights to enhance service delivery, operational efficiency and product offerings

Leverage digital platforms such as mobile apps and WhatsApp services for improved accessibility

Customer Satisfaction

Delivering a high-quality and consistent customer experience remains a core priority for Jazeera Airways. We continuously monitor customer feedback and performance metrics to enhance service delivery and strengthen customer loyalty. One of our key performance indicators is the Net Promoter Score (NPS), which measures customer satisfaction and their likelihood to recommend our services.

In 2025, we recorded a significant improvement in our NPS specific to our Inflight Experience, increasing from 9 to 38 within five months, reflecting a substantial enhancement in customer experience. This improvement indicates that a growing number of passengers are leaving their journey with a positive perception of our services and are more likely to act as brand promoters. This progress has been driven by a strong focus on service quality, consistency, and customer-centric culture, particularly through the performance of our cabin crew. Customers have increasingly recognized:

Warmth and professionalism in service delivery

Improved consistency across customer touchpoints

Attention to detail and personalized service

Enhanced overall onboard experience

We continue to build on this momentum by reinforcing service excellence, leveraging customer insights, and embedding a culture of continuous improvement across all customer-facing functions. Through these efforts, we aim to further elevate customer satisfaction and deliver a seamless, reliable, and differentiated travel experience. These initiatives support our ambition to be a customer-centric airline and improve satisfaction and retention.

Terminal 5 Operations

Jazeera Airways operates and manages Terminal 5 (T5) at Kuwait International Airport, providing a differentiated and efficient travel experience.



Operational Excellence

T5 is designed to deliver convenience and efficiency through:

- Dedicated check-in and immigration processes
- Centralized security screening
- Short transfer distances
- 24/7 customer service center
- Self-service kiosks & digital solutions

Customer Centric Enhancement

- Continuous upgrades to improve passenger experience
- Enhanced retail, food & beverage and lounge offerings
- Complimentary Wi-Fi and improved passenger amenities

Employment & Social Impact at T5

- Provides employment opportunities for local workforce and youth
- Offers part-time roles for students and unemployed youth
- Focus on training and capability building within terminal operations

Terminal 5 plays a critical role in strengthening our service offering while contributing to local economic development.

Community Engagement

Jazeera Airways is committed to creating long-term social value in the communities where we operate through targeted community investment, local talent development, and social engagement initiatives. Our approach focuses on supporting youth, strengthening local employment, and contributing to the broader socio-economic development of Kuwait.

Community Development Focus Areas

Our community engagement strategy is centered around:

- Youth development and employability, through internships, graduate programs, and early career opportunities
- Local workforce development, supporting the recruitment and advancement of Kuwaiti nationals
- Education and career awareness, promoting opportunities within the aviation sector

Youth Development and Talent Pipeline

We actively engage with educational institutions to support the development of future talent. In 2025, we partnered with leading universities and organizations, including AUM, AUK, LOYAC, and INJAZ, to provide internship opportunities and practical industry exposure. We also participated in major career fairs, including Kuwait's largest recruitment event, Watheefti 2025, as well as university-led career initiatives, to promote aviation careers and attract local talent.

To further strengthen our national talent pipeline, we continue to invest in structured programs such as:

- **Graduate Development Program**
  providing fresh graduates with hands-on experience and career progression opportunities

- **Cadet Pilot Program**
  aimed at developing a dedicated pool of future Kuwaiti pilots

Local Hiring and Economic Contribution

We remain committed to increasing local participation in our workforce, with Kuwaiti nationals representing approximately 10% of total employees. Our targeted development programs support young professionals through structured training and accelerated career pathways, enabling long-term growth within the aviation industry.

In addition, we actively support the local economy by collaborating with local businesses, suppliers, and vendors, including during major milestones such as our 20th Anniversary celebrations, where partnerships were prioritized with local stakeholders.

Employee Volunteering and Social Initiatives

We encourage employee participation in community and social initiatives to strengthen our connection with society. In 2025, key initiatives included:

- "Go Together" initiative, where Head Office employees supported operational teams during peak periods, fostering collaboration and teamwork

- Blood donation campaigns organized at our headquarters to support community health and well-being

- These initiatives reflect our commitment to promoting a culture of social responsibility and employee engagement beyond the workplace.

Through these efforts, we continue to contribute to community development, support local talent, and strengthen our role as a responsible corporate citizen.

08

OUR GOVERNANCE



Strong governance is fundamental to Jazeera Airways' long-term success and sustainability. We are committed to maintaining the highest standards of corporate governance, ethical conduct, transparency and accountability across all aspects of our operations.

Our governance framework ensures effective oversight, robust risk management and alignment with regulatory requirements, while safeguarding stakeholder interests and supporting sustainable value creation.



Board Structure

Jazeera Airways maintains a well-defined governance structure led by an experienced and diverse Board of Directors responsible for strategic oversight and decision-making.

Board Composition

Jazeera Airways maintains a structured and balanced Board composition designed to ensure effective oversight, independence, and accountability. The Board comprises a majority of non-executive members, providing independent supervision of management and supporting objective decision-making. Independent directors represent 22.2% of the Board (2 out of 9 members), reinforcing governance integrity and oversight.

Board members are elected by the shareholders at General Assembly meetings, ensuring transparency and alignment with shareholder interests. The Company also maintains a clear separation between the roles of Chairman and Chief Executive Officer, with the CEO prohibited from serving as Board Chair. This separation strengthens governance practices by reducing potential conflicts of interest and enhancing checks and balances within leadership structures.

In terms of diversity, the Board currently comprises 88.9% men and 11.1% women, while all committee chair positions are held by male members. While the current composition reflects existing leadership structures, the Company recognizes the importance of diversity and continues to evaluate opportunities to enhance board diversity over time.

88.9% **Percentage of Male Board Members**

11.1% **Percentage of Female Board Members**

Overall, this governance framework supports robust oversight, effective decision-making, and alignment with leading corporate governance practices.

Board Committees

To enhance efficiency and accountability, the Board operates through specialized committees:

Audit Committee:
Oversees financial reporting, internal controls and audit processes

Remuneration & Nomination Committee:
Oversees executive compensation, talent selection and succession planning

Risk Committee:
Monitors enterprise risk management and risk appetite

These committees support informed decision-making and reinforce governance standards across the organization.

Board Responsibilities

The Board is responsible for:

Approving corporate strategy, business plans and financial objectives

Monitoring management performance and organizational effectiveness

Ensuring regulatory compliance and ethical conduct

Safeguarding shareholder and stakeholder interests

Our Policies

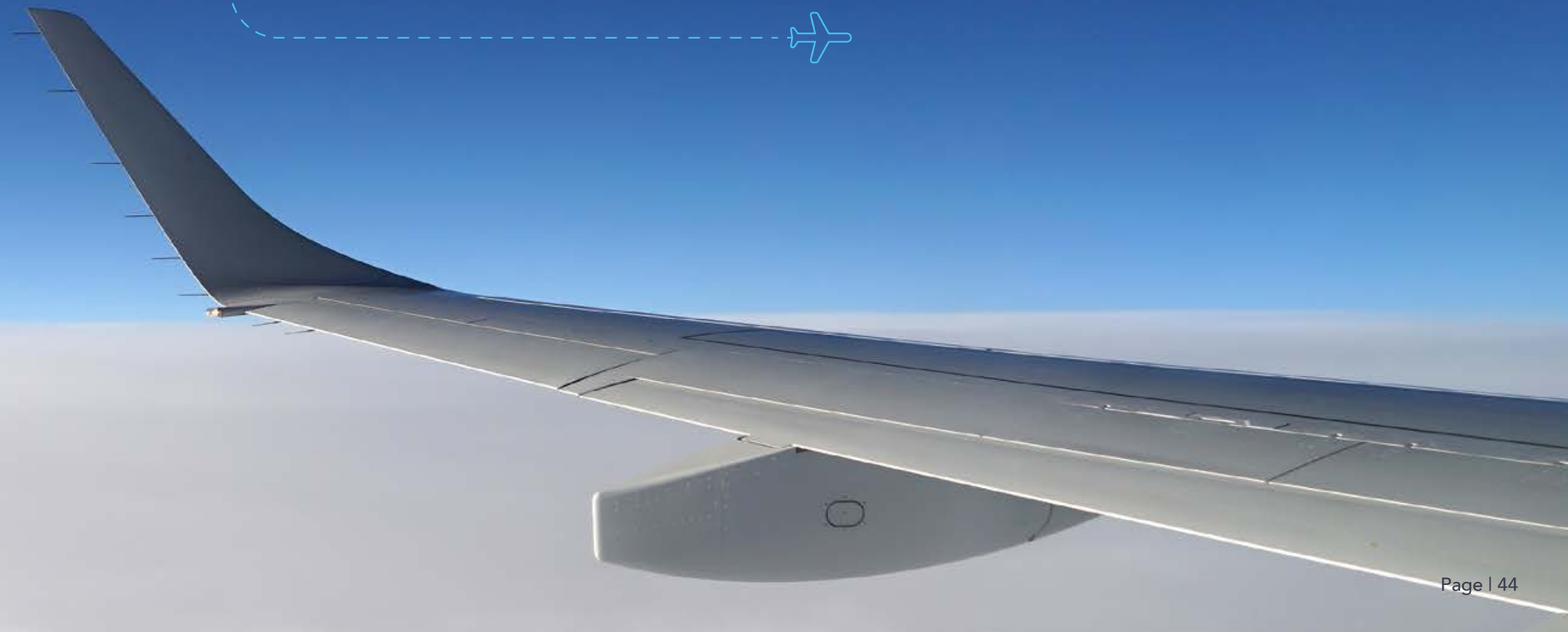
Our governance framework is supported by a comprehensive set of policies that guide decision-making and ensure compliance with legal and ethical standards.

These policies provide a structured framework for managing risks, ensuring accountability and embedding ESG principles into daily operations.

We regularly review and update our policies to ensure alignment with evolving regulatory requirements and international best practices.

Key Policies:

- Code of Conduct
- Privacy Policy
- Whistle-blower Policy
- Remuneration Policy
- Conflict of Interest Policy
- Stakeholder Rights Protection Policy
- CSR Policy
- HR Policy
- Safety Policy



Ethics & Compliance

At Jazeera Airways, we are committed to conducting our business with the highest standards of integrity, transparency, and accountability. Ethical behavior is embedded in our corporate culture and supported by a comprehensive framework of policies, governance structures, and oversight mechanisms designed to ensure compliance with applicable laws, regulations, and industry standards.

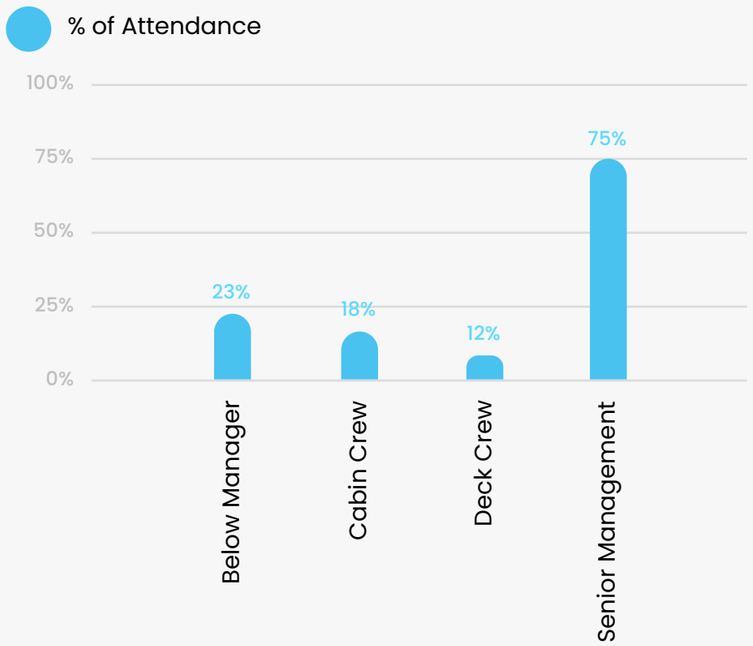
Code of Ethics and Conduct

Our Code of Ethics and Conduct establishes clear expectations for professional and ethical behavior across the organization. It applies to all employees and reinforces our commitment to lawful and responsible business practices.

The Code outlines key principles including:

- Integrity and accountability in all business dealings
- Respect, diversity, and equal opportunity, ensuring a workplace free from discrimination, harassment, and bullying
- Confidentiality and data protection, safeguarding employee, customer, and company information
- Prevention of conflicts of interest, ensuring decisions are made in the best interest of the Company
- Anti-bribery and anti-corruption, prohibiting any form of improper payments or personal gain

Anti-Corruption Training (%)



100%

Total percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to and trained on

All employees are required to adhere to these principles, act in the best interests of the Company, and report any suspected breaches. Non-compliance may result in disciplinary action, including termination or legal consequences.

Whistleblowing Mechanism

We maintain a formal Whistleblowing Policy that promotes a culture of openness, accountability, and ethical responsibility. The policy provides a structured framework for reporting and investigating concerns related to unethical conduct, regulatory violations, fraud, or other improper activities. To ensure compliance internally all employees are required to attend a mandatory compliance training as part of the process.

Our whistleblowing mechanism:

01 Enables employees, contractors, and external stakeholders to report concerns confidentially or anonymously

02 Covers a broad range of issues, including financial misconduct, legal breaches, health and safety risks, and environmental concerns

03 Ensures protection against retaliation, safeguarding whistleblowers who report concerns in good faith

04 Provides clear reporting channels, including escalation to senior management and the Board

All reported concerns are investigated in a timely and confidential manner, with appropriate corrective actions taken where necessary.



Regulatory Compliance

We operate in a highly regulated environment and are committed to full compliance with all applicable legal and regulatory requirements. These include regulations set by:

Capital Markets Authority (CMA)

Boursa Kuwait

Directorate General of Civil Aviation (DGCA)

Our compliance framework is supported by regular employee training, internal controls, and monitoring mechanisms to ensure adherence to evolving regulatory expectations. Employees are required to remain informed of their compliance obligations and uphold the highest standards of professional conduct in all aspects of their work.

Through this structured approach, we aim to foster a strong ethical culture, ensure regulatory compliance, and maintain the trust of our stakeholders.

Risk Management

Effective risk management is integral to Jazeera Airways' ability to achieve its strategic objectives, safeguard assets, and maintain operational resilience.

We have established a comprehensive Operational Risk Management Framework that is embedded across all levels of the organization and aligned with our long-term business strategy.

Risk Management Framework and Governance

Our risk management framework is designed to systematically identify, assess, monitor, and control risks across all business activities. Governance oversight is provided by the Board of Directors, supported by the Risk Management Committee (RMC), which is responsible for implementing risk management policies, systems, and procedures in line with strategic objectives. The Risk Officer (RO) supports senior management in executing the framework, while business heads are accountable for managing risks within their respective functions.

Operational aviation safety risks are managed through Jazeera Airways' Safety Management System (SMS), while strategic, financial, compliance, cybersecurity, and business risks are managed through the Enterprise Risk Management (ERM) framework. This integrated approach ensures that risks are assessed and managed through appropriate governance structures while supporting informed decision-making across the organization.

Risk Identification, Assessment and Monitoring

We follow a structured, continuous risk management process comprising:

- Risk identification across strategic, operational, financial, and regulatory areas
- Risk evaluation and prioritization based on likelihood and potential impact
- Risk mitigation and control implementation
- Ongoing monitoring and review of risk exposure

Risks are assessed based on their potential impact on financial performance, operational continuity, regulatory compliance, and reputation. High-priority risks are subject to immediate management attention and mitigation planning, while lower-risk items are monitored to ensure they remain within acceptable tolerance levels.

To support this process, we maintain a Risk Register at both departmental and entity levels, enabling structured tracking, reporting, and escalation of key risks.

Internal Controls and Risk Mitigation

We maintain robust internal control systems to mitigate risks and ensure operational integrity. Key elements include:

- Clearly defined policies, procedures, and approval authorities
- Segregation of duties and formal authorization processes
- Automated systems to enhance data accuracy and transaction control

Risk mitigation strategies are tailored based on the nature and severity of risks and may include risk avoidance, reduction, transfer, or acceptance, depending on cost-benefit considerations.

Risk Categories and Coverage

Our framework addresses a broad range of risk categories, including:

- Strategic risks, related to market dynamics, business strategy, and long-term growth
- Operational risks, arising from internal processes, systems, human factors, and external events
- Financial risks, including market, credit, liquidity, and financial reporting risks
- Regulatory and compliance risks, associated with aviation regulations and legal requirements

This holistic approach ensures that risks are managed consistently across all business functions and operational levels.

Business Continuity and Resilience

Jazeera Airways maintains comprehensive Business Continuity Management (BCM), Crisis Management, and Emergency Response Planning (ERP) arrangements designed to ensure resilience during operational disruptions. Regular exercises, simulations, and management reviews are conducted to validate preparedness, improve coordination, and strengthen the organization's ability to respond effectively to emergencies, cybersecurity incidents, airspace disruptions, Supply chain interruptions and other unforeseen events.

Risk Monitoring and Reporting

We have established a structured risk monitoring and reporting framework, supported by management information systems that provide timely insights into risk exposure and control effectiveness.

Risk monitoring is conducted through departmental and corporate risk registers that identify, assess, evaluate, and track strategic, operational, financial, and compliance risks across the organization. Assigned risk owners are responsible for implementing mitigation actions and monitoring risk treatment plans, while regular reviews ensure risks remain within established acceptable levels and are escalated where necessary.

Significant risk events, control deficiencies, and operational incidents are analyzed and reported to senior management to support informed decision-making and continuous improvement, ensuring the Enterprise Risk Management (ERM) framework remains effective, dynamic, and responsive to changes in the internal and external environment.

Through this integrated and proactive approach, we aim to strengthen risk awareness, enhance decision-making, and support sustainable business growth while maintaining strong governance and operational resilience.



Data Privacy & Cybersecurity



Protecting data and ensuring cybersecurity is a strategic priority for Jazeera Airways, particularly in an increasingly digital and data-driven aviation environment. We are committed to safeguarding the confidentiality, integrity, and availability of our information assets across all operational domains, including IT systems, operational technologies, and customer-facing platforms.

Data Protection Approach

We maintain a robust data protection framework supported by a comprehensive Information Security and Cybersecurity Policy, which aligns with internationally recognized standards including ISO/IEC 27001, ISO 31000, and ICAO Annex 17. Our approach integrates data governance, risk management, and security controls to ensure that sensitive information is protected throughout its lifecycle.

We are committed to compliance with applicable data protection regulations, including GDPR, and have implemented measures to ensure responsible handling of personal and operational data. Key elements of our data protection approach include:

- Secure data storage with strict access controls based on the principle of least privilege
- Encryption of sensitive data both in transit and at rest Regular access reviews and identity management controls to ensure only authorized users have access to systems and data
- Implementation of multi-factor authentication (MFA) for critical systems and remote access
- Defined data governance structures to ensure accountability and traceability

Cybersecurity Framework

Our cybersecurity framework is built on a risk-based approach, integrating enterprise risk management practices to identify, assess, and mitigate cyber threats. We apply layered security controls across our infrastructure, including:

- Continuous system monitoring and logging to detect and respond to anomalies
- Deployment of firewalls, intrusion detection and prevention systems (IDS/IPS), and anti-malware solutions
- Regular vulnerability assessments and penetration testing (VAPT) to proactively identify and address security gaps
- Implementation of a Cybersecurity Incident Response Plan (CSIRP) to ensure timely and coordinated response to security incidents
- Strong third-party risk management controls to ensure vendors meet our cybersecurity requirements

Security Awareness and Governance

We recognize that cybersecurity is a shared responsibility across the organization. All employees and contractors are required to comply with our cybersecurity policies and participate in regular security awareness and training programs. Clear roles and responsibilities are defined across senior management, IT teams, and operational staff to ensure accountability and effective governance.

Our cybersecurity program is overseen through structured governance mechanisms, ensuring alignment with regulatory requirements and industry best practices. This includes periodic reviews, policy updates, and continuous improvement to address evolving cyber risks.

Through this comprehensive approach, we aim to strengthen our resilience against cyber threats, protect stakeholder data, and maintain trust across our digital ecosystem.

Stakeholder Rights and Transparency

We prioritize transparency and stakeholder engagement to build trust and maintain strong relationships with investors, customers, employees and communities.

Our governance framework ensures that Jazeera Airways operates with integrity, accountability and transparency. By strengthening our Board oversight, enhancing risk management practices and embedding ethical principles across the organization, we continue to build a resilient and sustainable business that delivers long-term value for all stakeholders.

Shareholder Rights

We ensure equal and fair treatment of all shareholders by:

01. Providing access to key information and disclosures
02. Enabling participation in General Assembly meetings
03. Allowing voting on major decisions

Transparency & Disclosure

We are committed to timely and accurate disclosure of:

01. Financial performance
02. Governance practices
03. Material developments

This transparency strengthens investor confidence and supports informed decision-making.

Stakeholder Engagement

We actively engage with stakeholders through:

01. Regular investor meetings
02. Employee communication channels
03. Customer feedback mechanisms
04. Sustainability reporting

This approach enables us to understand stakeholder expectations, address concerns and continuously improve our performance.

Supplier Engagement

Jazeera Airways engages with its suppliers and vendors in accordance with applicable legal and regulatory requirements to support responsible business practices across its value chain. While the Company does not currently require suppliers to formally adhere to a standardized Code of Conduct or certify compliance with specific ESG criteria, it maintains oversight through contractual arrangements and operational controls. As part of its ongoing sustainability journey, the Company continues to evaluate opportunities to strengthen supplier engagement and integrate more structured ESG considerations into its procurement practices.

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APPENDIX



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METRIC	DESCRIPTION	LOCATION
ENVIRONMENTAL METRICS		
Greenhouse Gas (GHG) Emissions (Scope 1 & 2)	Total direct (Scope 1) and energy-indirect (Scope 2) GHG emissions, in tonnes of CO_2 equivalent. A core climate metric indicating the company's carbon footprint.	Page 21
GHG Emissions – Scope 3	Total indirect GHG emissions from the value chain (Scope 3), if significant (e.g. supply chain, product use). Indicates broader climate impact beyond operations.	Page 21
Emissions Intensity	GHG emissions intensity, e.g., tonnes CO_2 per output unit (product, revenue, or BOE for oil/ gas). Normalizes emissions relative to business size or activity.	Page 22
Energy Consumption	Total energy used: direct energy (fuels) and indirect energy (electricity/ steam) consumed (in MWh or GJ). Indicates the company's overall energy footprint.	Page 25
Energy Intensity	Energy intensity, e.g. energy consumed per unit output or per revenue. Measures energy efficiency of operations.	Page 26
Energy Mix (Renewables %)	The breakdown of energy sources used (e.g. % from renewable sources vs. fossil fuels). Shows transition to cleaner energy	Page 26
Water Usage	Total water withdrawn/consumed and water recycled or reclaimed (in cubic meters). Reflects the company's water footprint and conservation efforts.	Page 27
Environmental Policy & Management	Existence of formal environmental management policies and systems. For example: Does the company have an environmental policy? Are there specific policies on waste, water, energy, recycling? Is an energy management system (e.g. ISO 50001) in use? (Yes/No for each).	Page 18
Climate Governance and Risk Mitigation	Whether the Board or executive management explicitly oversees climate-related risks and opportunities (Yes/ No). Indicates if climate change is integrated into governance structures.	Page 29
Climate Risk Mitigation Investments	Annual investment (CAPEX or R&D spend) in climate change mitigation or adaptation projects – e.g. renewable energy, energy efficiency, climate-resilient infrastructure, low-carbon product development (in KD).	Page 29

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METRIC	DESCRIPTION	LOCATION
SOCIAL METRICS		
Employee Turnover	Annual employee turnover rate – e.g. percentage of workforce leaving the company over the year, typically broken out by employee type: S2.1 Full-time, S2.2 Part-time, S2.3 Contractors. Indicates retention and stability of the workforce.	Page 33
Gender Diversity (Workforce Composition)	Gender breakdown of employees at different levels: e.g. S3.1 % of total workforce that is female vs male; S3.2 % of entry/mid-level positions held by women; S3.3 % of senior/ executive positions held by women. Shows representation of women across the organization.	Page 31
Training and Learning	Average training hours per employee (by gender and employee category). 2) Total investment in training and development. 3) Percentage of employees receiving regular performance and career development reviews. 4) Qualitative summary of key programs	Page 35
Temporary & Contract Workers	Proportion of workforce on non-permanent contracts: S4.1 % of total employees who are part-time; S4.2 % who are contractors/ seasonal. Indicates reliance on contingent labor.	Page 31
Non-Discrimination Policy	Whether the company has a formal policy against discrimination and sexual harassment (Yes/No). Reflects commitment to equal opportunity and a safe workplace.	Page 31
Injury Rate (Health & Safety)	Work-related injury rate, e.g. Lost Time Injury Frequency Rate (LTIFR) – number of injuries per million hours worked (or similar). Indicates workforce health & safety performance.	Page 38
Occupational Health & Safety Policy	Whether the company has a formal occupational health and/or global safety policy in place (Yes/No). Shows if the company systematically manages employee health and safety	Page 37
Human Rights Policy	Whether the company has a formal human rights policy (Yes/No) and if it extends to suppliers/vendors (Yes/No). Broadly covers commitments to respect human rights (fair labor practices, community impact, etc.).	Page 32
Nationalization (Kuwaitization)	Percentage of the company's workforce that are Kuwaiti nationals, and qualitative info on local hiring initiatives. E.g. S10.1 % of total employees who are Kuwaiti. S10.2 Contribution to direct and indirect local job creation (e.g. via training, outsourcing to local firms).	Page 32
Community Investment	Total investment in community programs and initiatives that contribute to social, environmental, or economic development, expressed as a percentage of company revenues.	Page 41

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METRIC	DESCRIPTION	LOCATION
GOVERNANCE METRICS		
Board Diversity	Gender composition of the Board of Directors: e.g.:% of board seats occupied by women vs men; % of board committee chairs held by women vs men. Indicates gender diversity at the highest governance level.	Page 43
Board Independence & CEO/Chair Separation	Independence of the Board: Does the company prohibit the CEO from also being Board Chair? (Yes/ No). Percentage of board seats that are independent (per CMA definition). This reflects checks and balances in governance.	Page 43
Supplier Code of Conduct	Whether the company requires its suppliers/vendors to adhere to a Code of Conduct (covering ethics, labor, environmental standards) (Yes/ No), and if yes, what percentage of key suppliers have formally certified compliance. Shows how the company manages ESG risks in its supply chain.	Page 50
Ethics & Anti-Corruption	Whether the company has a formal Ethics and/ or Anti-Corruption policy (Yes/No), and if yes, what percentage of employees have formally certified compliance with it (e.g. via training or annual sign-off).	Page 45
Data Privacy	Policies and procedures in place to comply with GDPR or similar global data protection and information security awareness of global privacy standards and likely measures like data security, user consent mechanisms, breach response plans, etc.	Page 49
External Assurance of ESG Data	Whether the company's sustainability disclosures are assured or verified by an independent third party (Yes/ No). Assurance can apply to certain metrics (e.g. GHG emissions) or the whole report. (This is a recommended best practice.)	Page 12

GRI Index

Statement of use	Jazeera Airways has reported the information cited in this GRI content index for the period Jan 1st to Dec 31st 2025, with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	Page 4
	2-2 Entities included in the organization's sustainability reporting	Page 12
	2-3 Reporting period, frequency and contact point	Page 12
	2-4 Restatements of information	NA
	2-5 External assurance	Page 12
	2-6 Activities, value chain and other business relationships	Page 6
	2-7 Employees	Page 31
	2-8 Workers who are not employees	NA
	2-9 Governance structure and composition	Page 43
	2-10 Nomination and selection of the highest governance body	Page 43
	2-11 Chair of the highest governance body	Page 43
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 43
	2-13 Delegation of responsibility for managing impacts	Page 43
	2-14 Role of the highest governance body in sustainability reporting	Page 18
	2-15 Conflicts of interest	Page 46
	2-16 Communication of critical concerns	Page 46
	2-17 Collective knowledge of the highest governance body	Not disclosed
	2-18 Evaluation of the performance of the highest governance body	Not disclosed
	2-19 Remuneration policies	Not disclosed

GRI STANDARD	DISCLOSURE	LOCATION
	2-20 Process to determine remuneration	Not disclosed
	2-21 Annual total compensation ratio	Not disclosed
	2-22 Statement on sustainable development strategy	Page 18
	2-23 Policy commitments	Page 19
	2-24 Embedding policy commitments	Page 19
	2-25 Processes to remediate negative impacts	Not disclosed
	2-26 Mechanisms for seeking advice and raising concerns	Page 46
	2-27 Compliance with laws and regulations	Page 45
	2-28 Membership associations	Not disclosed
	2-29 Approach to stakeholder engagement	Page 14
	2-30 Collective bargaining agreements	Page 19
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 15
	3-2 List of material topics	Page 16
	3-3 Management of material topics	Page 16
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Page 21
	102-2 Climate change adaptation plan	Page 23
	102-3 Just transition	NA
	102-4 GHG emissions reduction targets and progress	Page 21
	102-5 Scope 1 GHG emissions	Page 21
	102-6 Scope 2 GHG emissions	Page 21
	102-7 Scope 3 GHG emissions	Page 21
	102-8 GHG emissions intensity	Page 22
	102-9 GHG removals in the value chain	Page 23
	102-10 Carbon credits	NA
GRI 103: Energy 2025	103-1 Energy policies and commitments	Page 25
	103-2 Energy consumption and self-generation within the organization	Page 25
	103-3 Upstream and downstream energy consumption	Page 25
	103-4 Energy intensity	Page 26
	103-5 Reduction in energy consumption	Page 26

GRI STANDARD	DISCLOSURE	LOCATION
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 45
	205-2 Communication and training about anti-corruption policies and procedures	Page 45
	205-3 Confirmed incidents of corruption and actions taken	NA
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page 45
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 27
	303-2 Management of water discharge-related impacts	Page 27
	303-3 Water withdrawal	Page 27
	303-4 Water discharge	Page 27
	303-5 Water consumption	Page 27
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 28
	306-2 Management of significant waste-related impacts	Page 28
	306-3 Waste generated	Page 28
	306-4 Waste diverted from disposal	Page 28
	306-5 Waste directed to disposal	Page 28
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 31
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 34
	401-3 Parental leave	Not disclosed
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 37
	403-2 Hazard identification, risk assessment, and incident investigation	Page 37
	403-3 Occupational health services	Page 37
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 37
	403-5 Worker training on occupational health and safety	Page 37
	403-6 Promotion of worker health	Page 37
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 38
	403-8 Workers covered by an occupational health and safety management system	Page 38
	403-9 Work-related injuries	Page 38
	403-10 Work-related ill health	Page 38

GRI STANDARD	DISCLOSURE	LOCATION
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 35
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 36
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 36
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 31
	405-2 Ratio of basic salary and remuneration of women to men	Not disclosed
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page 31
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 19
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 32
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 32
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Page 32
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 41
	413-2 Operations with significant actual and potential negative impacts on local communities	Page 41
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Page 39
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 39
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 49