

Kenya Airways PLC Sustainability Report 2024





Our Mission

To propel Africa's prosperity by
connecting its people, cultures
and markets.



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Glossary

KQ	Kenya Airways
GRI	Global Reporting Initiative
SDG	Sustainable Development
UNGC	United Nations Global Compact
ABLC	African Business Leaders Coalition
KENAS	Kenya Accreditation Service
EASA	European Union Aviation Safety Agency
ISAGO	IATA Safety Audit for Ground Operations
NDT	Non-Destructive Testing
IOM	International Organization for Migration
IATA	International Air Transport Association
KATA	Kenya Association of Travel Agents
CCO	Chief Commercial Officer
CFO	Chief Financial Officer
CEO	Chief Executive Officer
eNPS	Employee Net Promoter Score
CBA	Collective Bargaining Agreement
KCAA	Kenya Civil Aviation Authority
KAA	Kenya Airports Authority
MOU	Memorandum of Understanding

NPS	Net Promoter Score
ESG	Environmental, Social, and Governance
FAO	Food and Agriculture Organization
EIA	Environmental Impact Assessment
GHG	Greenhouse Gas
CO₂e	Carbon Dioxide Equivalent
UNGPs	UN Guiding Principles on Business and Human Rights
OECD	Organisation for Economic Co-operation and Development
ILO	International Labour Organization
IFRS	International Financial Reporting Standards
ACMI	Aircraft, Crew, Maintenance, and Insurance
KAHL	Kenya Airfreight Handling Limited
JKIA	Jomo Kenyatta International Airport
BMM	Better Migration Management
UNODC	United Nations Office on Drugs and Crime
GTPCWU	General Transport, Petroleum, and Chemical Workers Union
AAIS	Africa Aviation Innovation Summit
WOCFA	Wings of Change Focus Africa (IATA Event)

About the Report

This report serves as the first stand-alone Sustainability Report for Kenya Airways PLC. The information is reported in accordance with the GRI Standards for the period, 1st January 2024 to 31st December 2024.

We provide transparent reporting, supplemented by externally assured data. Our coverage includes our approach to sustainability; environmental, social and governance impact considered material by our stakeholder views, our 2024 baseline, our future commitments and goals to progressively improve our sustainability performance. Through this report, we aim to disclose Kenya Airways' sustainability performance.

Reporting Frameworks



This report is prepared in line with the NSE guidelines on ESG reporting. The NSE manual recommends the adoption of the GRI Standards as the common framework for ESG reporting by listed companies in Kenya.



This report is in accordance with the GRI Standards for the period 1st January 2024 to 31st December 2024

The GRI Content Index, on page 83, summarises the GRI Standards used for reporting. It also provides the appropriate references in this Sustainability Report.



United Nations
Global Compact

Kenya Airways is a signatory to the Ten Principles of the UN Global Compact (UNGC)

KQ is a member of the African Business Leaders Coalition (ABLC) an initiative convened by UNGC. KQ is a signatory to the ABLC Gender Statement.



Kenya Airways is committed to advancing sustainable development goals (SDGs) through our operations, value chain and partnerships.

Kenya Airways contributes to the progression of SDGs. Within the report, we have mapped our advancement of other SDGs.

Reporting Boundary

This Sustainability Report covers Kenya Airways PLC, a publicly listed company on the Nairobi Stock Exchange (NSE), and headquartered in Nairobi, Kenya and its operations in the financial year 2024 from 1st January 2024 to 31st December 2024. This is the first standalone Sustainability Report, which will be published annually.

Kenya Airways PLC is primarily involved in the international, regional, and domestic transportation of passengers and cargo.

The airline also offers ground handling services for other carriers, manages import and export cargo operations, provides Maintenance, Repair, and Overhaul (MRO) services, and provides specialized training in aviation services.

The audited consolidated financial statements and financial information filed on public record includes KQ and all its subsidiaries, while this report only includes KQ (company) information.

The disclosures in this Sustainability Report provide comprehensive coverage of Kenya Airways' internal operations for the year 2024. While we strive for transparency and accountability in our sustainability efforts, it is important to note that third-party impacts are not included in this report for the stated period. Kenya Airways remains committed to advancing sustainability practices across all facets of our operations, including our interactions with external stakeholders. Kenya Airways is actively working towards enhancing our reporting mechanisms to encompass broader impacts in future assessments.

About Kenya Airways

We first took to the skies in January 1977 and our dedication to our people, guests, environment, and society in which we operate in has kept us grounded.

Kenya Airways takes pride in being at the forefront of connecting Africa to the World and the World to Africa through its hub in Nairobi at the Jomo Kenyatta International Airport (JKIA)

Our Mission

**To propel Africa's prosperity
by connecting its people,
cultures, and markets**

Our Vision

**To be Africa's preferred
sustainable aviation group**

Our Core Values

**Safety
Customer Obsession
Integrity
Accountability**



Introduction

Kenya Airways, the flag carrier of Kenya, plays a crucial role in the country's socio-economic landscape, with headquarters in Nairobi, Kenya. We serve over 45% of passengers travelling to and from Kenya, and 80% of domestic air transport passengers, playing a key role in the aviation sector and significantly contributing to the national development.

Kenya, like many African countries, faces substantial challenges related to poverty. As of recent statistics, approximately 36.1% of Kenya's population lives below the poverty line. In this context, Kenya Airways' operations are vital in reducing the economic inequality and alleviating poverty.

The airline connects Kenya to over 46 destinations across Africa, Europe, Asia, and the Americas, enhancing access to markets and facilitating trade and tourism. However, despite this positive economic impact, disparities in income, infrastructure, and education levels across Africa and within Kenya continue to pose significant challenges to sustainable development.

According to the AFRAA Q2 Report of 2024, air connectivity in Eastern Africa stood at just 40%, highlighting the unequal access to air travel that exacerbates these inequalities and impacts both demand and operations. To overcome these challenges, KQ applies innovative strategies, such as leveraging technology and fostering strategic partnerships, to drive inclusive growth and increase intra-Africa trade and connectivity.

Promoting Intra-Africa Trade

Kenya Airways promotes intra-Africa trade by connecting Kenya to 37 other African countries. This intra-continental connectivity makes it easier for Kenyan businesses to explore and penetrate new markets within Africa. This not only boosts the country's export potential but also fosters regional economic integration, which is crucial for sustainable development.

Facilitating Trade and Commerce

By connecting Kenya to major global markets, KQ facilitates the export of Kenyan goods, including agricultural products. These exports are vital for the country's economy, providing income for farmers and businesses. KQ experienced 25% increase in cargo tonnage. Increased trade opportunities lead to higher revenues and job creation, which in turn help reduce poverty levels.

Reducing Social Inequalities

Kenya Airways focuses on reducing inequalities through its operations and social investment. Its aim is to reduce inequalities by promoting stakeholder empowerment and inclusion, creating an enabling environment to access equal opportunities, reducing income disparities, and eliminating discriminatory practices.

Supporting Technological and Skills Development

Kenya Airways invests significantly in innovation, fostering an environment where Kenyans can transform their ideas into reality, thereby creating a value for the country's skills and knowledge. Through the Fahari Innovation Hub, owned by Kenya Airways we adopt

advanced operational systems to boost efficiency, sustainability, and safety. In addition, Kenya Airways offers extensive training and development programs for the community and its employees, equipping them with valuable skills that enhance their personal and professional growth.

Enhancing Economic Opportunities

Kenya Airways directly contributes to Kenya's economy by providing employment to more than 4700 women and men. The airline's workforce includes a diverse range of roles, from pilots and flight attendants to ground staff and administrative personnel. These jobs provide stable incomes and improve living standards for many families. Additionally, the airline indirectly supports tens of thousands more through its extensive network of suppliers, partners, and service providers.

Boosting Tourism

Tourism is a significant sector for Kenya's economy, contributing around 8.8% of the GDP and providing jobs to about 9% of the total employment. Kenya Airways plays a pivotal role in promoting tourism by offering direct flights to key destinations around the world. By making it easier for tourists to access Kenya's attractions, from the savannahs of Maasai Mara to the beaches of Mombasa, the airline helps generate revenue and create jobs in the tourism sector. This influx of tourists supports local businesses, from hotels and restaurants to craft markets and tour operators, thereby stimulating economic growth and reducing poverty.

Highlights

Employee Growth and Gender Diversity - By the end of 2024, Kenya Airways employed 4,705 women and men, an 8% increase from the previous year. Women now represent 44% of the workforce, a 2% increase from 2023.

Employee Satisfaction - The Employee Net Promoter Score (eNPS) improved to 40 in 2024, a significant increase from 21 in 2023, alongside an employee workplace rating of 80%.

Permanent Workforce - The proportion of permanent employees increased to 82.9%, up from 72.3% in 2023, demonstrating Kenya Airways' focus on job stability and long-term career development.

Employee Turnover - The company maintained a 4.82% employee turnover rate, showcasing a strong sense of belonging and unity across teams.

Workforce Age Distribution - 72% of Kenya Airways' workforce is in the 30-50 age group, offering a balance of experience and innovation within operations.

Social Investment - Kenya Airways continues to invest in community development, promoting social and economic empowerment with a focus on reducing inequalities, particularly for people with disabilities.

Single-use plastic - Kenya Airways has banned single-use plastics across all its facilities.

Sustainable Aviation Fuel (SAF) Investment - Kenya Airways is committed to developing Sustainable Aviation Fuel in Kenya as part of its efforts to reduce carbon emissions. The airline is actively exploring SAF projects to contribute to the global aviation industry's carbon reduction targets.

Energy Efficiency - KQ is advancing its efforts toward energy efficiency. In 2024, 12% of our ground services equipment were powered by renewable electricity sources.

Waste Management - Kenya Airways' waste management initiatives include recycling and reducing waste generation. The airline has managed to reduce its waste by 15% compared to 2023, with an emphasis on recycling paper, plastic, and electronic waste.

Passenger Traffic - Kenya Airways provided services to over 5.23 million passengers in 2024, with significant growth in regional and international routes. The airline connects 46 destinations worldwide, with 80% of them in Africa.

Cargo Growth - Kenya Airways saw a 25% increase in cargo tonnage, handling over 70,776 metric Tonnes of cargo in 2024. This growth was driven by increased trade opportunities, particularly in flowers, foodstuff and live animals.

Supplier and Partner Engagement - Kenya Airways continues to strengthen partnerships with suppliers and service providers, with 35% of procurement costs sourced from local suppliers in Kenya. The airline works closely with over 10,000 suppliers.

Financial Performance - In 2024, Kenya Airways reported an operating profit of Ksh 5.4 billion, marking the first time in seven years that the airline achieved such a positive financial result. This performance reflects strong recovery post-pandemic and efficient operational strategies.

Retirement benefits - 82.9% of the workforce is eligible for retirement benefits, which includes participation in an independently managed pension fund valued at Ksh. 25,937,200,000.

Conflict of Interest Management - Kenya Airways has implemented strict policies to manage and mitigate conflicts of interest. The Board Charter (2024) outlines mechanisms ensuring 100% compliance with conflict-of-interest disclosures across all levels of governance.

Board Diversity & Independence - The Board Charter mandates that 30% of the Board members are independent, ensuring unbiased decision-making. In 2024, 100% of board members completed assessments to evaluate independence during annual evaluations.

Board Training - In 2024, 100% of Board members and 100% of suppliers also completed the code of conduct training.

Whistleblowing and Ethics - Kenya Airways has a Whistleblowing Policy in place to encourage transparency and accountability. 100% of employees completed ethics and compliance training in 2024.

"At Kenya Airways, we believe that sustainability is not just a goal—it's a movement. A movement powered by innovation, driven by passion, and fuelled by our commitment to the communities and ecosystems we serve. As we soar towards a greener, more inclusive future, we know that every action we take today shapes a legacy of prosperity for generations to come. The sky is not the limit; it's only the beginning."

Hellen Mwariri, Chief Strategy and Innovation Officer, KQ

Message from Chairman

It is with great pride that I present to you Kenya Airways' first stand-alone Sustainability Report. As we continue to navigate through the complexities of a dynamic global environment, our focus on sustainable growth, economic resilience, and social responsibility has been unwavering.

Kenya Airways remains dedicated to fostering long-term value creation by integrating sustainability into every aspect of our operations. Through strategic investments in technology, sustainable aviation fuel, and environmental stewardship, we have reinforced our commitment to reducing our carbon footprint and promoting responsible consumption, aligning closely with the Sustainable Development Goals (SDGs), particularly in the areas of reducing inequalities and ensuring decent work and economic growth.

A central part of our sustainability journey has been our employees, the backbone of Kenya Airways. We continue to provide an inclusive workplace that nurtures talent, encourages innovation, and ensures safety and well-being. Our strong focus on promoting gender parity, offering comprehensive health and safety programs, and ensuring job stability reflects our commitment to building a workforce that can thrive both personally and professionally.

We also recognize the importance of partnerships in advancing our sustainability goals. By working alongside local communities, businesses, and international partners, Kenya Airways plays a key role in driving social and economic development across the regions we serve. Our recent partnerships and collaborations have provided us with invaluable insights and opportunities for further improvement, ensuring that we remain at the forefront of the aviation industry.

In closing, I am proud of the progress we have made and optimistic about the future. As we continue to grow and evolve, I remain confident that Kenya Airways will uphold the highest standards of sustainability and contribute positively to the development of our nation and the wider African continent.

"True sustainability is not just a goal but an integral part of our culture." These words guide us as we move forward with a vision to lead not just in the skies but also in sustainable development.

Thank you for your continued trust and support.



Michael Joseph

Chairman



"Sustainability is the heart of Kenya Airways' future. As we navigate the challenges of today, we remain committed to building a legacy of growth, innovation, and responsibility for generations to come."

Michael Joseph, Chairman, KQ Board of Directors



Allan Kilavuka

Group Managing Director and CEO

Message from the Group MD and CEO

As we unveil the Kenya Airways 2024 Sustainability Report, I take immense pride in sharing the remarkable strides we have made on our journey to embed sustainability into every aspect of our operations. This year marked a significant inflection point—one defined by tangible progress, deepened impact, and global recognition of our leadership in sustainable aviation.

In 2024, we took bold action to accelerate gender equality. Women now represent 44% of our workforce, and gender parity in training and development reached 85%. Our leadership development programs, inclusive policies, and recruitment reforms continue to expand opportunities for women, including in underrepresented technical and operational roles. We are firmly on track to achieve our 25% women in leadership target by 2025.

We have expanded our electric ground vehicle fleet, with 12% of ground handling equipment now powered by renewable energy—a testament to our commitment to decarbonize ground operations. Meanwhile, our investment in Sustainable Aviation Fuel (SAF) took a major leap forward, as we advanced Kenya's first SAF production facility in partnership with local stakeholders, paving the way for a cleaner aviation future and green jobs in Kwale County.

Our efforts earned us prestigious international recognition. At the 2024 Aviation Challenge in Jeddah, Kenya Airways won two global awards: Best

Scaled Catering Solution, for our plastic-free inflight service innovations, and Best Approach to Scaling SAF, highlighting our leadership in SAF development in Africa. These accolades affirm our bold approach to transforming sustainability ambition into impactful action.

This year's report also reflects our growing role in shaping inclusive development. From launching internship programs for neurodivergent youth to expanding disability-inclusive hiring and accessibility measures, we are building a workplace and passenger experience where everyone belongs. Our community investments—such as supporting Joy town Special School and our nationwide tree-planting drive—reflect our broader commitment to inclusive growth and ecosystem restoration.

At Kenya Airways, sustainability is not an initiative—it is how we lead. It defines how we innovate, how we collaborate, and how we serve. I am proud of our people, whose resilience and vision are powering our transformation. Together, we are reimagining the future of African aviation—one that is inclusive, climate-smart, and purpose-driven.

As we chart the path forward, we do so with deep resolve, renewed energy, and the unwavering belief that sustainability is not just our responsibility—it is our opportunity to fly further, together.



“Sustainability is not merely a strategy—it is the cornerstone of our operations. At Kenya Airways, every decision we make is guided by the goal of creating lasting positive impact for our people, our planet, and the communities we serve.”

Allan Kilavuka, CEO & MD KQ



Our Vision

To be Africa's preferred and sustainable aviation group.



2024 Awards



BEST SCALED CATERING
SOLUTION



BEST APPROACH TO
SCALING SAF



BEST REGIONAL AIRLINE



BEST AIR TICKETING
PLATFORM GOLD AWARD
(1ST PLACE)



BEST TRAVEL & HOSPITALITY
E-COMMERCE WEBSITE SILVER
AWARD (2ND PLACE)



BEST CABIN CREW
IN AFRICA 2024



AFRICA'S LEADING AIRLINE
2024



AFRICA'S LEADING AIRLINE
BRAND 2024



AFRICA'S LEADING AIRLINE -
BUSINESS CLASS 2024



AFRICA'S LEADING INFLIGHT
MAGAZINE 2024

External Assurance Statement

Impact Africa Consulting Limited was contracted by Kenya Airways to conduct an independent assurance of the Kenya Airways 2024 Sustainability Report. This assurance statement applies to the information described within the scope of work.

The report assurance statement is intended for use by Kenya Airways stakeholders, to assure that through the process conducted, the subject matter included in the report is accurate, reliable and objective. The information reviewed in this process was collated

and presented solely by Kenya Airways. Impact Africa as an Independent verifier was not involved in the collection of information or drafting of the report.

Impact Africa performed a Limited Assurance Engagement to the 2024 KQ Sustainability Report for the subject matter corresponding to the period 1 January 2024 to 31 December 2024

Objective

Through the assurance engagement, Impact Africa aimed to: -

- Obtain limited assurance on whether the subject matter information is free from material misstatement,
- Express a conclusion highlighting the outcome of the measurement or evaluation of the subject matter through this assurance report and the basis for the conclusion. The procedures performed in conducting the limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement; consequently, the level of assurance obtained in this engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Methodology

The methodology applied for this engagement entailed the following activities undertaken by Impact Africa in independent review of the subject matter: -

1. Identification and agreement of subject matter informed by KQ materiality assessment and key areas.
2. Assessment of risk of misstatement
3. Review of report data and sources to identify any material misstatement through analytical procedures such as validation and verification of correct calculations and formulas
4. Preparation of report.

Subject Matter

The agreed subject matter for which assurance was performed included: -

- Health and Safety
- Economic Performance
- Employment Practices
- Energy Sources
- Solid Waste Management
- GHG Emissions
- Water Management
- Corporate Governance
- DEI • Supplier
- Training and Professional Development

Excluded from the scope of work was assurance on: -

1. Text and written statements such as achievements within the report.
2. Activities outside the defined assurance period.
3. KQ entities outside the defined boundary of the report.

Summary of work performed

The subject matter information and data in the Sustainability Report was reviewed against the data sets and support documentation shared to verify what is indicated in the report is accurate and credible. The subject matter data was assessed against relevant standards to determine any material misstatements resulting from inaccurate or missing data and non-compliance.

Based on our assurance processes, procedures and evidence obtained regarding the subject matter, we conclude that:

The following subject matter areas are materially correct and are a fair representation of the data and information contained in the report:

- Economic Performance
- Employment Practices
- Energy Sources
- Solid Waste Management
- GHG Emissions
- Water Management
- DEI
- Supplier
- Health and Safety
- Training and Professional Development

Assessment Standards

The assurance procedures undertaken are based on the principles and methods of International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after December 15, 2015), issued by the International Auditing and Assurance Standards Board. The process also considered best assurance practices, other sustainability assurance standards, sustainability frameworks and standards to ensure that the subject matter aligned to the relevant sustainability standards.

Value Chain

Kenya Airways (KQ) integrates key activities to deliver value to customers while promoting stakeholder wellbeing and environmental stewardship. From flight operations and ground services to supply chain management and customer engagement, KQ's value chain is designed to optimize efficiency of resources, enhance customer experience, and drive economic and social impact.

Our Value chain has a strong focus on partnerships, innovation for sustainability, and continuous improvement, KQ aligns its operations with global best practices to create a resilient and forward-looking network.

Upstream Inputs

Natural Capital

- Fossil Energy
- Food Crops
- Water

Human Capital

- Employees
- Agricultural labour
- Suppliers

Manufactured Capital

- Fleet
- Food products
- Equipment
- Packaging

Financial Capital

- Capital providers
- Shareholders

Intellectual capital

- Copyright and Trademarks
- Licenses
- Contracts
- Technology
- Research and Innovation
- Source products from more than 129 countries
- 31% of our suppliers are local from Kenya
- 69% of our suppliers are foreign from the rest of the World

Downstream Outputs

Natural Capital

- GHG emissions
- Wastewater
- Solid waste

Intellectual capital

- Licenses
- Brand loyalty

Manufactured Capital

- Solid waste

Human Capital

- Employee loyalty, satisfaction and tenure
- Knowledge and skills

Financial Capital

- Revenue
- Profits
- Taxes
- Social Investments

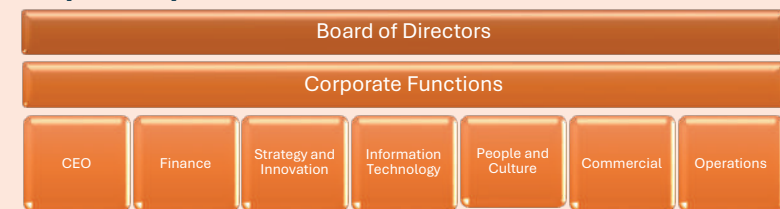
Global Distribution System

Travel Agents
www.kenya-airways.com

Customers

- 5,230,000 Passengers in 2024
- 70,776 metric Tonnes of Cargo in 2024

Kenya Airways



Services

- Cargo
- Passenger
- Aircraft maintenance
- Aviation training
- Medical services

Downstream Outputs

Downstream locations

- Connect 46 destinations
- 80% of which are in Africa
- 8% in Asia
- 6% in Europe
- 4% in Americas

End Users

- 12,204 million Revenue Passenger Kilometres (RPK)
- 3rd Party Service Providers,
- Product disposal and product recycling

Network & Fleet

Kenya Airways operates a diverse fleet of 39 aircrafts, strategically chosen to ensure optimal performance and passenger comfort. Our fleet comprises a mix of Boeing and Embraer aircraft, including Boeing 787 Dreamliners, Boeing 737s, and Embraer E190s.

KQ, in acquiring new aircraft makes energy efficiency and noise levels considerations. These aircraft are maintained by highly trained professionals and technicians, accredited and recognized worldwide within our Hub, adhering to the highest safety standards set forth by regulatory authorities.

In line with our dedication to expanding connectivity and serving our passengers' needs, Kenya Airways continually evaluates and adjusts its route network. KQ provides convenient connections to key destinations across Africa, Europe, Asia, and the Americas.

Kenya Airways connects Kenya to over 46 destinations worldwide, 37 of which are in Africa. We continuously assess market demands and technological advancements to enhance our fleet and network.

Fleet

B777-300ER	3
B787-8	9
B737-800	8
B737-300	1
B737-800SF	2
B737-300F	2
E190	14



Materiality

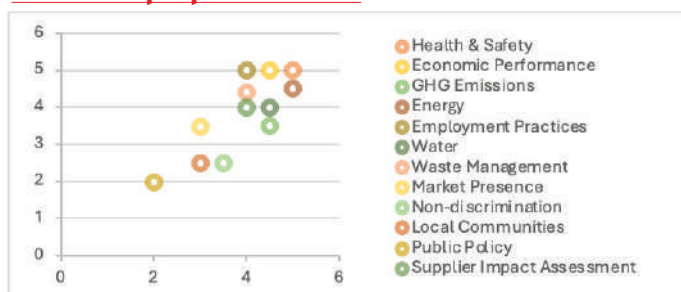
Kenya Airways governance principles within the board charter provide guidance on how KQ identifies and prioritizes impacts across its operations and business relationships. KQ determines its material topics by identifying key economic, environmental, and social impacts through risk management, stakeholder engagement, governance audits, and sustainability strategy reviews. Prioritization is guided by corporate performance analysis, regulatory compliance, and stakeholder feedback, ensuring transparency in reporting material issues.

Kenya Airways (KQ) plays a significant role in Kenya's economy, environmental regeneration, and social impact, with both positive contributions and potential challenges across these areas. Economically, KQ boosts GDP through tourism and trade, creates employment opportunities, and facilitates global connectivity. However, financial instability and high operational costs, pose challenges. Environmentally, KQ is investing in sustainable aviation fuel development in Kenya. Yet, carbon emissions, noise pollution, and resource consumption remain concerns. Socially, KQ provides fair employment, social investments, and high safety standards, but faces challenges such as labor disputes, supply chain risks, and operational disruptions.

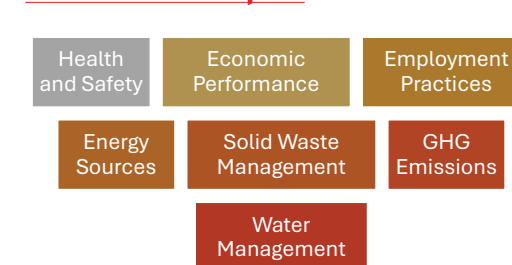
Through direct operations, KQ generates carbon emissions, relies on resource-intensive activities such as fuel and water consumption, and faces potential labour disputes related to collective bargaining agreements (CBAs).

In business relationships, KQ may be indirectly linked to human rights violations or environmental damage if suppliers fail to meet ethical labour and sustainability standards. Additionally, our role in tourism and trade promotion could contribute to over-tourism and strain local infrastructure.

Material topic prioritisation



List of material topics



Health and Safety	Economic performance	Employment Practices	Energy Sources	Solid Waste Management	Greenhouse Gases Emissions (GHG)	Water Management
Why is it important?	Why is it important?	Why is it important?	Why is it important?	Why is it important?	Why is it important?	Why is it important?
Safety is our license to operate. Occupational health and safety are critical to ensure safe operations. Prioritizing workplace safety, aircraft maintenance, and emergency preparedness minimizes risks, prevents accidents, and enhances operational reliability,	A strong financial position enables KQ to expand its route network, fostering global connectivity and sustainable development. Simultaneously, encouraging the growth of local SMEs enriches the local market.	A productive and engaged workforce is essential for delivering outstanding services. Diversity broadens perspectives, stimulates innovation, and improves decision-making. Equally important, employee satisfaction and retention drive operational excellence.	Availability, affordability, and reliability of energy is critical for operations, both now and in the future. By developing alternative energy solutions, we can mitigate climate change and environmental degradation.	Solid waste management, from generation, to disposal is important to optimize operations. Reducing, recycling, and responsibly disposing of waste supports sustainable growth.	GHG emissions exacerbate climate change, which can undermine reliable flight operations and resource availability, particularly in regions facing extreme weather. These disruptions also risk human rights implications, as communities we serve.	Increasing water scarcity emphasizes the need for its responsible management. By optimizing water consumption, careful management of our effluents, we can safeguard water as a shared natural resource.

CORPORATE GOVERNANCE



CORPORATE GOVERNANCE

GOVERNANCE

CONFLICT OF INTEREST

STRATEGY, POLICY AND PRACTICES

STAKEHOLDER ENGAGEMENT

PROGRESSION OF SDGs

ACHIEVEMENTS

The Board of Directors

The Kenya Airways Board of Directors consists of ten members: the Chief Executive Officer, and 9 non-executive members with representation from the Government of Kenya.

The Board of Kenya Airways Plc is committed to good governance and understands its oversight and foresight roles in leading the business for sustainable benefit of all its stakeholders. Sustainability is at the core of our governance and operational framework. Guided by our Board Charter, KQ recognizes the critical role of corporate governance in driving sustainable development, ensuring accountability, and delivering long-term value for all stakeholders. Our Board of Directors, through its commitment to ethical leadership, strategic oversight, and adherence to best practices, integrates environmental, social, and governance (ESG) considerations into decision-making processes. The Board ensures that sustainability aligns with our corporate strategy and is embedded in every facet of our operations.

Board Diversity

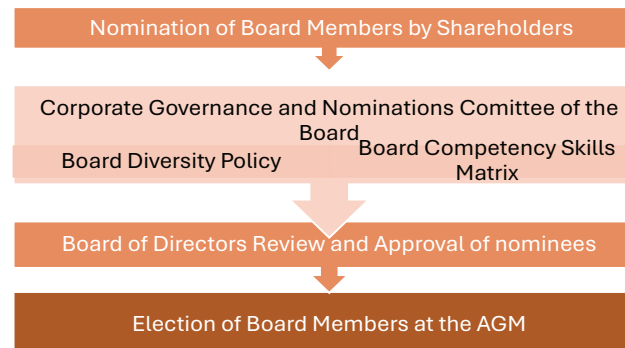
The Board Charter emphasizes the importance of diversity as a key enabler of effective decision-making and strategic oversight. This includes diversity in experience, skills, and cultural backgrounds, ensuring a balanced and comprehensive approach to leadership.

100%
of board members
completed code of
conduct

100%
of suppliers
completed code of
conduct

100%
of employees
completed employee
code of conduct

Nomination of Board Members



The Chairperson of the Kenya Airways PLC board is an independent, non-executive director, appointed by the board.

Board members have a tenure of (3) year term and are eligible for reappointment for two more terms of up to three years each. However, renewal of a Board member's tenure for another term is subject to an acceptable annual evaluation as determined during board evaluations. As part of the board evaluations, the Board also assesses the independence of the Non-Executive Directors.

The remuneration of all directors is governed by the Board Remuneration Policy. Board members receive fixed fees, while executives receive fixed and performance-based pay, subject to regular internal review to ensure that levels of remuneration and compensation are appropriate. The annual total compensation ration is of 19%, 2 percent points improvement from 2023.

The Board, through its Committee for Corporate Governance ensures that a competence needs assessment is conducted periodically and an annual development plan is put in place to address identified gaps. In 2024, the board focused competency development on enterprise risk management, cyber security, and anti-human trafficking

Decision making and oversight on management of impacts

<p>Board of Directors (The Government of Kenya and Kenya Airways lenders are represented)</p> <ul style="list-style-type: none"> • Strategic leadership • Oversight and accountability • Policy and compliance • Stakeholder engagement • Management support 	<p>Strategy and Business Development Committee</p> <ul style="list-style-type: none"> • Sustainability strategy oversight • Goal setting • Innovation for sustainability • Stakeholder engagement • Progress monitoring 	<p>Audit and Risk Committee of the board</p> <ul style="list-style-type: none"> • Risk management • Compliance oversight • Data and reporting integrity • Internal controls • Financial impact assessment of risks and opportunities 	<p>Executive Committee of Management</p> <ul style="list-style-type: none"> • Resourcing • Decision making • Accountability
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CORPORATE GOVERNANCE

GOVERNANCE

CONFLICT OF
INTEREST

STRATEGY, POLICY
AND PRACTICES

STAKEHOLDER
ENGAGEMENT

PROGRESSION
OF SDGs

ACHIEVEMENTS

Conflict of Interest

The Kenya Airways Board Charter (2024) outlines the mechanisms employed by the highest governance body to prevent and mitigate conflicts of interest. These processes are designed to ensure transparency, accountability, and ethical decision-making at all levels of governance.

Kenya Airways has a Whistleblowing Policy in place to ensure that employees, stakeholders, and the public can report unethical behavior, including conflicts of interest, fraud, corruption, and other governance violations. This policy is part of the company's commitment to transparency, accountability, and ethical corporate governance.

Our approach

Prevention and mitigation of conflict of interest

Conflict of interest and gifts policy & annual declaration

Code of conduct & ethical standards

Annual governance audits & register of conflict of interests

Disclosure of conflict of interest to stakeholders

Cross-board membership

Cross-shareholding with suppliers and other stakeholders

Existence of controlling shareholders

Related parties, their relationships, transactions, and outstanding balances

Whistleblowing Framework and Reporting Mechanisms

Confidentiality and protection of whistleblowers

Anonymous and secure reporting channels (Independent)

Whistleblower reports are investigated impartially

Governance audits & disclosure mechanisms

Corrective action is always taken

Disclosure of whistleblowing mechanisms to stakeholders

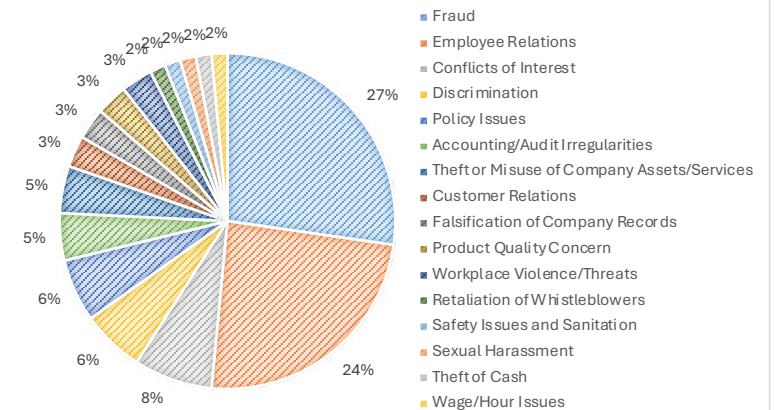
www.kenya-airways.com

Annual financial report

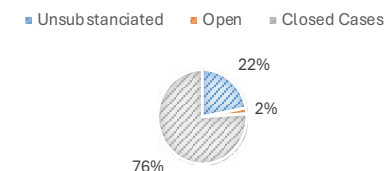
Stakeholder engagement

Whistleblowing Report

TYPES OF ISSUES REPORTED



STATUS OF CASES



At Kenya Airways, our sustainability depends on our ethical governance and responsible corporate conduct. By fostering a culture where stakeholders can report unethical behaviour without fear of retaliation, we strengthen trust, uphold best practices, and contribute to long-term business resilience.

Habil Waswani, KQ Company Secretary

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Strategy, Policies and Practices

Kenya Airways integrates sustainability into its operations through data management, performance rating, and innovation for continuous improvement of economic, social and environmental impacts. Ethical leadership, ensures transparency, and accountability. Guided by the Board Charter, KQ integrates sustainability goals with the corporate strategy, ensuring their prioritization.

Kenya Airways embeds responsible business conduct through Board oversight, strategic alignment, stakeholder engagement, and training, as outlined in the Board Charter. The Board and CEO allocate responsibility, integrating ethical policies into operations. Business relationships uphold governance standards, while ongoing training ensures compliance.

Policy Commitment

Policy commitments for responsible business conduct

KQ has aligned its governance to authoritative intergovernmental instruments

The Companies Act, 2015 (Kenya)
The Code of Corporate Governance for Issuers of Securities in Kenya
International Corporate Governance Standards
The Capital Markets Act, Cap 485A (Kenya)
UN Guiding Principles on Business and Human Rights (UNGPs)
OECD Guidelines for Multinational Enterprises
ILO Core Conventions on Labor Rights
International Financial Reporting Standards (IFRS)
United Nations Global Compact 10 principles

Commitments to conduct due diligence

Mandated risk assessment, internal control systems, and governance audits

Implementation of a risk management framework and internal controls to oversee corporate governance and accountability.
Mandated Risk Management Framework

to identify and manage key strategic and operational risks

Commitments to apply Precautionary Principle

Integrating sustainability goals long-term environmental and social objectives.

Implementation of processes that ensure compliance with financial, regulatory, and risk-related standards.

Specific Policy Commitment to Respect Human Rights

Internationally recognised Human Rights covered

ILO standards
Kenya's employment and labour laws
KQ Code of Business Conduct
KQ Anti-Human Trafficking Policy

At-risk or vulnerable groups considered

Workers, including contractual and outsourced staff
Women and marginalized communities
Communities impacted by KQ's operations

Extent of Policy Application

Applies to all activities of Kenya Airways, including:

- Employee relations and workplace standards
- Sustainability initiatives
- Risk management and corporate governance

Applies to business relationships, as stated in:

- Stakeholder Relations
- Subsidiary Governance
- Conflict of Interest Policy
- Suppliers and third parties

Communication of Policy Commitments

- Board training and awareness including continuous governance skills development.
- Employees receive training on ethics, governance, and compliance.
- Supplier & business Partner engagement
- Public disclosure through annual reporting

Remediation of negative impact

Kenya Airways addresses negative impacts through corrective actions. Negative impacts can be identified through grievance mechanisms, and stakeholder engagement. It provides employee, customer, and supplier complaint channels like the whistleblowing, and addresses them through alternative dispute resolution.

Governance audits, board reviews, annual audits and disclosures track effectiveness, ensuring fair, transparent, and continuous improvement in remediation efforts.

Mechanisms for seeking advice and raising concerns

Through the roles of the Company Secretary, various board committees, and established policies like whistleblowing and formal grievance procedures, KQ exercises transparency, and accountability.

These systems encourage active participation and communication from all stakeholders.

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Stakeholder Engagement

Kenya Airways (KQ) adopts a proactive, transparent, and structured stakeholder engagement approach. The board charter mandates active engagement with stakeholders. Engagement mechanisms include regular consultations, public disclosures, AGMs, social investments, and grievance mechanisms. The board ensures transparency through financial and sustainability reporting. Continuous improvement is driven by governance audits and stakeholder feedback.

KQ systematically identifies stakeholders through impact assessment, regulatory obligations, market engagement, and public consultations. This ensures the company's stakeholder engagement strategy aligns with governance, sustainability, and operational priorities.

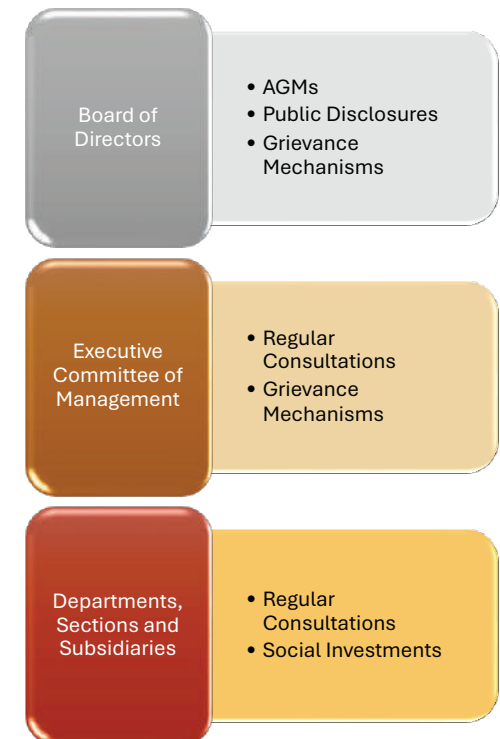
Categories of stakeholders that KQ engages

External Upstream Stakeholders	Purpose of engagement	Communication Channel	Frequency
Investors	Financial Performance Environmental and Social risk management	Annual General Meetings Annual reports Sustainability report	Periodic
Lenders	Business continuity	Financial statements	Periodic
Industry regulators	Safety compliance	Regulatory filing	Periodic
Government regulators	Legal compliance	Regulatory filing	Periodic
Policy makers	Legal compliance	Audits and regular updates	Periodic
Capital markets regulators	Regulatory compliance	Regulatory filing	Periodic
Non-Governmental Organisations partners	Environmental and Social risk management	Sustainability reporting	Periodic
Suppliers	Long term partnership Fair value of goods and services Ethical business	Website	Continuous
Industry Associations	Socio-economic contributions Sector Sustainability	Annual Reports	Continuous
Communities	Business continuity	Social media	Continuous
Social partners (Unions)	Harmonious employee relations	Regular meetings	Periodic

Internal Stakeholders	Purpose of engagement	Communication Channel	Frequency
Board of Directors	Sustainability stewardship	Quarterly reports	Periodic
Executive Committee	Sustainability stewardship Fiduciary responsibility	Weekly reports	Continuous
Section/ Department Heads	Sustainability stewardship Fiduciary responsibility	Weekly reports	Continuous
Employees	Sustainability stewardship Business continuity Ethical conduct	Townhalls	Continuous
Code-share Partners	Fiduciary responsibility	Regular meetings	Continuous

External Downstream Stakeholders	Purpose of engagement	Communication Channel	Frequency
Travel Management Companies	Business continuity	Website	Continuous
Guests & Customers	Value for money Safety and Health	Call centres. Social media Websites Passenger service desks Surveys	Continuous
Civil Society	Environmental protection Respect for human rights. Regulatory compliance	Sustainability reports	Annually
Media	Accountability Responsible Business	Media briefings Social media Websites Sustainability reports	Continuous
Community	Social and economic empowerment	Website Physical engagements	Continuous

Engagement with external stakeholders



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Governance Progression of SDGs



SDG 5: Gender Equality

Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership.

Indicator 5.5.2: Proportion of women in managerial positions.

- The Kenya Airways Board focuses on gender diversity, aligning with institutional effectiveness and inclusion.

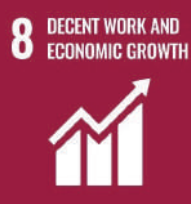


SDG 10: Reduced Inequalities

Target 10.2: Empower and promote the social, economic, and political inclusion of all.

Indicator 10.2.1: Proportion of people living below 50% of median income.

- KQ's stakeholder engagement ensures inclusivity. In addition, social investments focus on Reducing Inequalities in people with disability.



SDG 8: Decent Work and Economic Growth

Target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking.

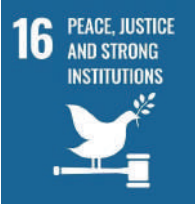
Indicator 8.7.1: Proportion of children aged 5-17 engaged in child labour.

- Kenya Airways adopts policies on human rights that ensures children are not engaged in operations, and ensures compliance with governance frameworks,

Target 8.8: Protect labour rights and promote safe and secure working environments for all workers.

Indicator 8.8.1: Frequency rates of fatal and non-fatal occupational injuries.

- Kenya Airways adopts policies on human rights that ensures a safe and secure working environment, and ensures compliance with governance frameworks,



SDG 16: Peace, Justice, and Strong Institutions

Target 16.5: Substantially reduce corruption and bribery in all forms.

Indicator 16.5.1: Proportion of persons who had at least one contact with a public official and paid a bribe.

- Kenya Airways' Whistleblowing Policy aligns focuses reducing corruption.

Target 16.10: Ensure public access to information and protect fundamental freedoms.

Indicator 16.10.1: Number of verified cases of killings, kidnappings, enforced disappearances, arbitrary detentions.

- Kenya Airways' Whistleblowing Policy aligns focuses on transparency and accountability.



SDG 12: Responsible Consumption and Production

Target 12.6: Encourage companies to adopt sustainable practices and integrate sustainability reporting.

Indicator 12.6.1: Number of companies publishing sustainability reports.

- Kenya Airways integrates sustainability into its operations, monitors, evaluates and reports its performance annually



SDG 17: Partnerships for the Goals

Target 17.16: Enhance the global partnership for sustainable development.

Indicator 17.16.1: Number of countries reporting progress in multi-stakeholder development effectiveness monitoring.

- KQ's stakeholder engagement ensures are monitored through governance audits,

CORPORATE GOVERNANCE

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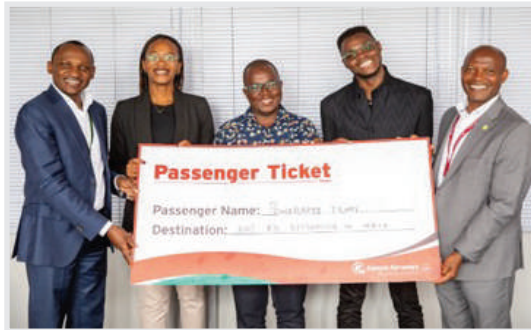
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Achievements



KQ's New Customer Support Hub

On December 31, Kenya Airways transitioned from Oracle's Customer Management Solution to its in-house Customer Support Hub thanks to the Technology and Commercial teams. This strategic move aims to boost efficiency and flexibility, catering to the airline's evolving business needs.

This shift encompasses critical aspects such as sales functions, customer management, and data management. The transformation includes a revamped guest engagement portal, now called "Customer Help," offering passengers a simpler and more user-friendly platform for inquiries and feedback.

Additionally, the Customer Management module, formerly Right Now, has also paved the way to the Customer Support Hub. This transition signifies KQ's commitment to superior customer service and cost optimization.

CEO's Courtesy Call to the Clerk of the National Assembly

On January 25, our Group MD & CEO, Allan Kilavuka, paid a courtesy call to the Clerk of the National Assembly, Mr. Samwel Njoroge, at Parliament Buildings. The purpose of the visit was to explore opportunities for enhancing collaboration between the National Assembly and Kenya's national carrier.

During the meeting, Mr. Kilavuka expressed gratitude for the support from the legislature and outlined various measures the airline is taking to improve service delivery, including enhancing efficiency, on-time performance, and expanding its route network.



In response, Mr. Njoroge acknowledged the significance of the visit, noting the National Assembly's role as one of the airline's major clients. He commended Kenya Airways for its efforts to overcome challenges and applauded recent achievements, such as being recognised as the second-most punctual airline in Africa.

Strengthening Commercial Partnerships in the South African Market

On 7-9 February, our Chief Commercial and Customer Officer, Julius Thairu, embarked on a market visit in South Africa, where he interacted with key stakeholders including The Kenya High Commission, South African Airways, and local trade partners.

Accompanied by Regional Manager, Southern African, Teboho Fihla, and other Kenya Airways staff based in South Africa, he held discussions with the newly appointed Ambassador, Her Excellency Jane Nduromo. These discussions revolved around trade, intergovernmental relations, and service delivery, resulting in valuable feedback and potential growth opportunities.



During the visit, the CCO also hosted a dinner for Asante Rewards Members, expressing appreciation for their loyalty. Additionally, he met with top Somali Agents in the market, who pledged support for the recent resumption of Nairobi to Mogadishu flights.

Kenya Airways and Virgin Atlantic Sign Codeshare Partnership



On March 21, Kenya Airways and Virgin Atlantic announced a strategic codeshare agreement. This collaboration aims to provide enhanced connectivity and convenience for travellers, offering expanded choices and seamless access to key destinations worldwide. Under the partnership, Virgin Atlantic will place its code

on Kenya Airways' London flights, granting passengers access to Africa and beyond, while Kenya Airways will reciprocate on Virgin Atlantic's Caribbean routes.

Both airlines will extend reciprocal benefits to their frequent flyer programme members, marking a significant milestone in their commitment to global connectivity and seamless travel

KQ Attains Accreditation for Expanded NDT Services

On April 23, delegates from the Kenya Accreditation Service (KENAS) visited KQ Base to present the accreditation certificate following Kenya Airways' recent attainment of NDT accreditation. CEO Allan Kilavuka, COO George Kamal, and Technical Director Gilbert Bett represented KQ leadership at the event.



This accreditation expands Kenya Airways' capabilities in Non-Destructive Testing (NDT) beyond aviation, ensuring strict adherence to quality standards during inspections. Furthermore, clients across various sectors can trust Kenya Airways' NDT services, as it signifies compliance with international standards.

This achievement underscores Kenya Airways' competency and reliability in conducting inspections, demonstrating expertise across diverse industries beyond aviation

KQ Enhances Inflight Services with EASA Certification

KQ has enhanced its cabin services by obtaining EASA certification for cabin crew, marking a pivotal step in its pursuit of exceptional inflight experiences. In response to customer feedback, the inflight team-initiated efforts to standardize cabin operations on recent wet lease ACMI flights, ensuring alignment with KQ standards.

Recognizing the importance of surpassing passenger expectations, KQ began the certification process for cabin crew under the European Aviation Safety Agency (EASA). This certification empowers cabin crew to adeptly manage safety and service functions on European-registered aircraft during ACMI flights.

The successful completion of EASA training by the first cohort of 32 cabin crew on April 18, 2024, underscores Kenya Airways' commitment to delivering outstanding cabin services. This achievement positions 120 cabin crew members to be licensed for future operations on European-registered aircraft, reinforcing our dedication to excellence in passenger experience.

KQ Achieves Zero Findings in the ISAGO Recertification Audit

From 20th - 24th May, KQ underwent the ISAGO recertification audit and achieved an impressive milestone: zero findings. This marks the first time in 17 years of ISAGO certification that KQ has accomplished this feat without any discrepancies.

KQ has been ISAGO-certified since 2007, with safety at the core of all its operations. The airline holds two types of ISAGO certifications: MHQ (headquarters) and STN (station) for both Nairobi and Mombasa stations.

This certification underscores our commitment to safe ground operations, both as an airline and a ground handler, enhancing the airline's reputation as the ground handler of choice. The current ISAGO MHQ certificate is valid until November 14, 2024.

Congratulations to all teams involved for their exemplary preparation and dedication in executing the audit.



Marking Internal Audit Awareness Month

Throughout May, the internal audit team led Internal Audit Awareness Month, dedicated to educating staff about the role and significance of internal audit. The team undertook various efforts to educate staff on the role and importance of Internal Audit. These included introducing the team, sharing fun facts about internal audit, and highlighting its future trajectory.

The month-long initiative concluded on 31st May with a cake-cutting ceremony. CFO Hellen Mathuka was in attendance representing leadership and was joined by representatives from various departments, including Risk, IT security, and HR.

Notably, representatives from KPMG, an international audit network, and the Institute of Internal Auditors were present to show their support for the team.

A Recap of the Africa Development Bank AGM

From 27th to 31st May, the African Development Bank AGM took place in Nairobi. The event saw the attendance of various dignitaries, including His Excellency, President William Ruto. Also, in attendance representing KQ leadership was CFO Hellen Mwariri, GM Sales for East, Central, and Southern Africa, Rose Kiseli, Head of Ground Operations, John Nalanyia; and Head of Government Affairs, Dalmas Okendo.

Under the theme “Africa’s Transformation: African Development Bank Group and Reform of the Global Financial Architecture”, key discussions focused on financing infrastructure developments across the continent, such as the East Africa Standard Gauge Railway, and climate initiatives to address the adverse impacts of climate extremes like cyclones, flooding, and drought.

Delegates also reviewed the considerable progress made by different African economies compared to the previous fiscal year and discussed future growth projections.

Finally, after the event concluded, KQ organized two special flights on 2nd and 3rd June to fly back the dignitaries who had attended the event

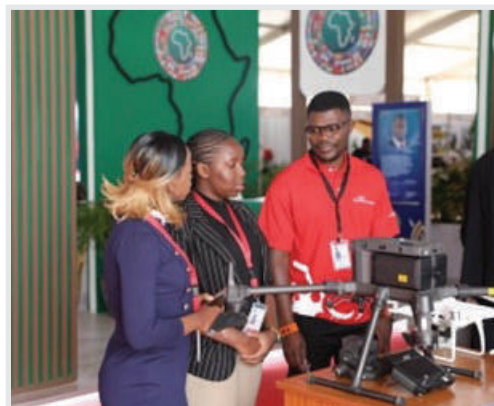
KQ Holds 48th Annual General Meeting



Earlier today, we hosted our 48th Annual General Meeting (AGM) bringing together shareholders to review the airline's performance for the fiscal year ending December 31, 2023. The AGM was presided over by Board Chairman Mr. Michael Joseph, who presented a comprehensive overview of the audited financial results and business performance.

During the meeting, shareholders approved all resolutions in accordance with the company's Articles of Association, the Companies Act, 2015, the Capital Markets Act, and its Regulations. Key among the resolutions passed were those related to the election of Directors, including retirements.

Highlighting the financial achievements, Mr. Michael Joseph remarked, “The ongoing recovery and strategic initiatives have enabled KQ to achieve an operating profit of Ksh 10.5 billion. This marks a significant milestone, reflecting the first time in over seven years that the airline has achieved such financial success, signalling a positive trajectory for KQ's future.”



Highlights from the KATA AGM

From 7th - 8th June, the 2024 Annual KATA Convention and General Meeting was held at Sarova Whitesands Beach Resort & Spa, Mombasa. The event brought together over 200 travel agents and industry leaders for learning, networking, and business opportunities.

In attendance representing leadership was Group MD & CEO, Allan Kilavuka, CCCO Julius Thairu, and other senior managers. A major highlight was the signing of an MOU between KATA and KQ, aimed at increasing KQ's market share in Kenya to 35% with KATA's support.



This event underscored the importance of collaboration between Kenya Airways and the travel industry to drive growth and strengthen partnerships.

Elevating Leadership Excellence, Made in Africa Leadership Conference



From June 12th - 13th, the Made in Africa Leadership conference was held at the Argyle Hotel in Nairobi. This event served as a dynamic platform for leaders across various sectors to come together, share insights, and challenge one another to achieve higher levels of leadership performance.

The conference featured industrial site visits, which included our very own Pride Centre; peer learning sessions, sponsor exhibitions and a round table discussion that saw the participation of our Group MD & CEO, Allan Kilavuka.

The event highlighted our commitment to fostering leadership excellence and collaboration across the continent.

KQ Leadership Complete Sustainability Training

On 21st June, the Executive Committee and department heads participated in a comprehensive training focused on sustainability. The session featured in-depth exploration of sustainability principles, the airline's specific sustainability strategies and goals and its role in our long-term success. Participants also reviewed global trends and best practices within the aviation sector and engaged in detailed discussions on current and future sustainability initiatives. Additionally, the training fostered awareness on disability inclusion.



Reflecting on the day's events, our Group MD & CEO noted, "Our dedication to sustainability is not just about compliance but about leading the way in creating a more sustainable and inclusive future for the aviation industry."

This training marks a significant step in ensuring that KQ remains at the forefront of sustainable aviation practices, committed to both environmental stewardship and social responsibility.

KQ and IOM Kenya Unite to Combat Trafficking in Persons

Earlier today, KQ and the International Organisation for Migration (IOM) Kenya signed a Memorandum of Understanding (MOU) in Nairobi. This strategic partnership aims to intensify the fight against trafficking in persons and enhance the protection of migrants.

The collaboration combines IOM Kenya's expertise in migration governance with KQ's extensive aviation network to implement measures that identify, prevent, and combat trafficking while promoting regular migration pathways.



Our Group MD & CEO Allan Kilavuka emphasised the airline's commitment to corporate social responsibility, stating, "We are committed to providing our staff with the necessary training and resources to assist migrants, particularly those in vulnerable situations."

Key initiatives under the MOU include specialized training for KQ staff, policy development to create a safer travel environment, and a framework for sharing information between the airline and IOM.

This partnership is a significant step toward ensuring the well-being and rights of migrants, contributing to a more inclusive and supportive society.

IATA Wings of Change Focus Africa 2024

From 2nd - 3rd July, the IATA Wings of Change Focus Africa (WOCFA) took place in Johannesburg, South Africa. Under the theme, "Towards a More Resilient and Sustainable African Aviation," the event brought together aviation leaders, regulators, and experts to discuss the significant challenges and opportunities facing the regional air transport industry.



It also highlighted the importance of strengthening the aviation sector for economic and social development across Africa. In attendance representing KQ was CCCO Julius Thairu and CCO George Kamal accompanied by the South Africa team, led by GM Southern Africa Teboho Fihla among other senior managers.

As a platinum sponsor, KQ garnered significant attention, emphasising our commitment to advancing aviation excellence across Africa.

Diplomatic Cargo Charter from Johannesburg to Lagos

On 9th July, KQ Cargo successfully operated a diplomatic cargo freighter from Johannesburg, South Africa, for the government of Nigeria.

Despite challenging winter weather conditions of 4 degrees Celsius and various airport obstacles, KQ and Swissport teams, led by Cargo Manager for South Africa, Patrick Mulei and Station Manager, George Ochieng delivered on their promise.

This special charter flight was piloted by Captain Eric Lugalia, First Officer Calton Mwangi, Engineer Ezekiel Yator, and Loadmasters Mathew Ngatia and Eddy Githaiga. Well done to the KQ and Swissport teams for a successful mission.

A Recap of the Process-Mapping Workshop For Enhanced Corporate Documentation

From 10th -12th July, the Knowledge Hub and Operational Excellence teams came together for a collaborative workshop aimed at enhancing corporate documentation. Over a three-day course, the participants focused on honing their process mapping skills under the guidance of the Operational Excellence team.

The workshop also sought to ensure that all corporate manuals comply with regulations; that they are standardised, relevant, accurate, and complete.

Highlights from the IATA Enterprise Risk Management Training



From 15th -18th July, the Enterprise Risk Management unit coordinated a comprehensive Enterprise Risk Management training facilitated by IATA. The four-day training took place at Ole Sereni Hotel in Nairobi and saw the participation of 18 staff members from various business units, including Jambo Jet and Fahari Aviation.

Participants are now expected to apply these skills in their roles and induct their colleagues, enhancing the organisation's overall risk management practices.

Prior to this session, a similar training session was held for KQ Board members, senior management, and departmental heads to ensure that leadership is well-prepared to support and implement effective risk management strategies across the organisation.

A Recap of the KQ-Safaricom MOU Signing

On August 2, 2024, Kenya Airways and Safaricom, a leading Kenya telco, unveiled a strategic partnership aimed at enhancing the airline's operations, cybersecurity, and customer experience. The collaboration will focus on improving connectivity, offering in-flight Wi-Fi, and advancing various areas such as infrastructure inspection, security, loyalty programs, data science, software development, and agricultural aviation.



Kenya Airways, represented by Fredrick Kitunga, Chief Information and Data Officer, while Safaricom was represented by Head of Business, Cynthia Kropac.

Habil Waswani Honoured as One of East Africa's Top Legal Leaders



On 14th August, our Company Secretary & Director of Legal, Risk, and Compliance, Habil Waswani, was recognised at The Legal 500 GC Powerlist East Africa event held at Villa Rosa Kempinski, Nairobi. Habil was one of only two individuals in East Africa to receive this prestigious award.

The Legal 500 GC Powerlist is an annual publication that honours the most influential and innovative in-house legal teams and general counsels (GCs) across various regions and industries globally.

In an interview, Habil expressed his gratitude for the recognition, attributing his success to the exceptional work of his team.

KQ CCCO Visits KICC CEO Ahead of Asante Executive Hub Launch

On 9th September, our Chief Commercial and Customer Officer (CCCO), Julius Thairu, paid a courtesy visit to James Mwaura, CEO of Kenyatta International Convention Centre (KICC) located in the heart of Nairobi. This visit was a precursor to the upcoming launch of the Asante Executive Hub, our new Government Travel Management Centre, scheduled to take place on 23rd September.

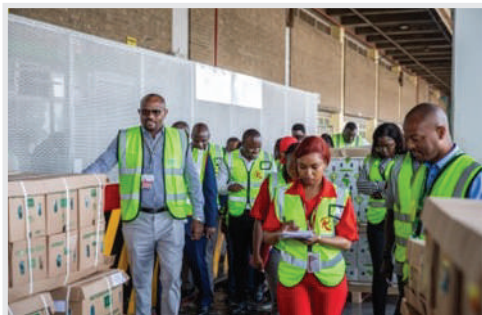
Key discussions included a review of the signed Memorandum of Understanding (MOU), our achievements so far, detailed plans for the launch and a visit to the Hub.

Also present representing KQ, was Rose Kiseli, GM Sales for East, Central, and Southern Africa; and Beatrice Nandwa, Project Manager - Travel Management Unit.



The Hub is designed to enhance the travel experience for government officers by offering tailored executive services and solutions for their travel needs. It will also strengthen KQ's position as a trusted partner for government travel, solidifying our long-standing relationship with the Government of Kenya.

KQ Hosts 3rd Edition of the Aviation 101 Media Lab



From 30th September to 4th October, the Corporate Communications team hosted the third edition of the Aviation 101 Media Lab, a collaborative platform designed to bridge the knowledge gap between the aviation sector and the media. The workshop brought together aviation experts and journalists from across Africa, equipping them with essential information for balanced and accurate reporting on the industry.

This year's event extended beyond Kenya Airways, partnering with key stakeholders such as Tourvest, the Kenya Civil Aviation Authority (KCAA), Kenya Airports Authority (KAA), NAS Servair and other industry analysts. The weeklong programme featured interactive sessions, presentations, facility tours, panel discussions, and networking opportunities, providing attendees with a comprehensive understanding of the aviation landscape.

The first three days featured tours of Kenya Airways and Jomo Kenyatta International Airport facilities. The final two days, hosted at Emara Ole Sereni in Nairobi, included comprehensive workshops led by KQ's top leadership, along with our subsidiaries like KQ Cargo and Kenya Airfreight Handling Limited (KAHL), providing participants with valuable insights into airline operations and the wider aviation industry.

This initiative underscores our commitment to fostering transparency and collaboration with the media by empowering them with the knowledge and resources to promote accurate and insightful reporting about KQ and the aviation sector.

Insurance Services Team Pays Courtesy Visit to the CEO

On 25th September, the Insurance Services team visited our Group MD & CEO, Allan Kilavuka, to express their gratitude for his leadership and continued support.

The visit highlighted the CEO's significant role in ensuring the team's success, particularly during critical periods such as the annual Aviation insurance renewals, securing the necessary dispensation letter, and meeting government requirements.

This visit underscored the importance of the CEO's guidance in the smooth functioning of our operations.



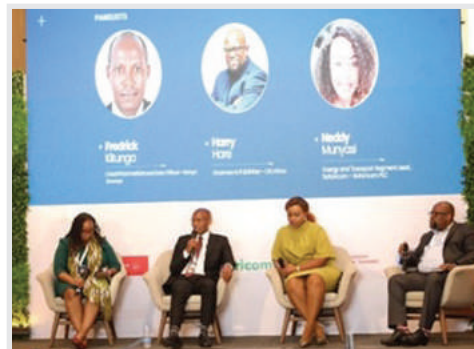
KQ and Ghana Union Sign Memorandum of Agreement

On 1st and 2nd October 2024, we hosted union officials from the General Transport, Petroleum, and Chemical Workers Union (GTPCWU), Ghana, at Base. Led by Deputy Secretary General Captain Francis Sallah and Country Manager Ruth Maweu, the team met with our Group MD & CEO, Allan Kilavuka: CPO Tom Shivo and the Employee Relations Team.

During the visit, a significant milestone was achieved with the signing of a Memorandum of Agreement (MOA), marking the successful conclusion of the 2024 wage reopener negotiations. This agreement strengthens the ongoing partnership between Kenya Airways and GTPCWU, reflecting both parties' commitment to fostering positive industrial relations and improving the welfare of employees.



KQ Hosts the 3rd Edition of the Africa Aviation Innovation Summit (AAIS)



From 17th -18th October, we hosted the 3rd Edition of the Africa Aviation Innovation Summit (AAIS) at the Hyatt Regency in Nairobi. The event spearheaded by the Fahari Innovation Hub, brought together aviation professionals, innovators and thought leaders from across Africa and beyond.

Under the theme "Diversification: Reaching New Customer Segments," the summit aimed to explore cutting-edge strategies, technologies and best practices shaping the future of the aviation industry. It featured panel discussions, keynote speeches and masterclasses on a wide range of topics.

In attendance representing leadership was our Group MD & CEO Allan Kilavuka, CSIO Hellen Mwariri and CIDO Fred Kitunga.

The summit served as a platform to showcase our commitment to driving forward-looking solutions and ensuring the continued evolution of aviation across the continent.

Kicking Off Fraud Awareness Month

In November, we will be marking Fraud Awareness Month, led by our Ethics & Integrity team in partnership with the Audit and Risk Control teams. This initiative will feature several activities focused on enhancing the detection, prevention and reporting of fraud.

On 23rd October, a fraud awareness training for the supply chain team took place kicking off the series of workshops planned across the business in the coming weeks.

Stay tuned for more opportunities to participate and strengthen our collective efforts against fraud!

Strengthening Our Commitment to Combating Human Trafficking

From 16th - 18th October, we took part in a national specialized inter-agency workshop organized by the United Nations Office on Drugs & Crime (UNODC) as part of their Better Migration Management (BMM) program in Naivasha, Kenya.



This workshop brought together a diverse group of stakeholders committed to combatting Trafficking in Persons (TiP) and Smuggling of Migrants (SoM) by air. It aimed to equip airport actors with the necessary skills to detect, investigate and prosecute offenders involved.

In attendance, led by Head of Corporate Security, Bernard Oganga, was Manager Quality Control & Integrity, Adelaide Amaro; Manager Airport Security Operations, James Ng'eno and Manager Travel Document Unit, Anthony Wamati.

KQ has been recognized by esteemed organizations for our exemplary leadership in combatting human trafficking across Africa. This acknowledgment highlights our commitment to being at the forefront of this crucial battle.

KQ Emerges Top in Global Airline Rankings

In a recent global airline ranking by AirHelp, we emerged as the leading carrier in Africa, securing the highest AirHelp Score in the region. AirHelp, known for evaluating airlines based on on-time performance, customer opinions and claim processing efficiency, ranked 109 of the world's top airlines after surveying travellers from over 54 countries and collecting nearly 20,000 responses.

The rankings were based on data from flights operated between January 1 and October 31, 2024, with over 800 airlines worldwide considered in the evaluation. We received an impressive AirHelp Score of 6.71, placing us 39th globally. Our customer opinion score stood out with a solid 8.2, highlighting our strong reputation for service.

This recognition further solidifies our position as "The Pride of Africa" while underscoring our ongoing commitment to enhancing our service delivery and overall customer experience.



A large herd of wildebeest is captured in the middle of a migration. They are crossing a wide, shallow river, with many animals already in the water and others on the muddy, rocky banks. The herd extends up a steep, eroded bank in the background, where the animals are silhouetted against a bright, hazy sky. The scene is filled with dust and movement, emphasizing the scale and intensity of the event.

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SOCIAL IMPACTS

EMPLOYMENT PRACTICES

HEALTH AND SAFETY

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TRAINING AND PROFESSIONAL DEVELOPMENT

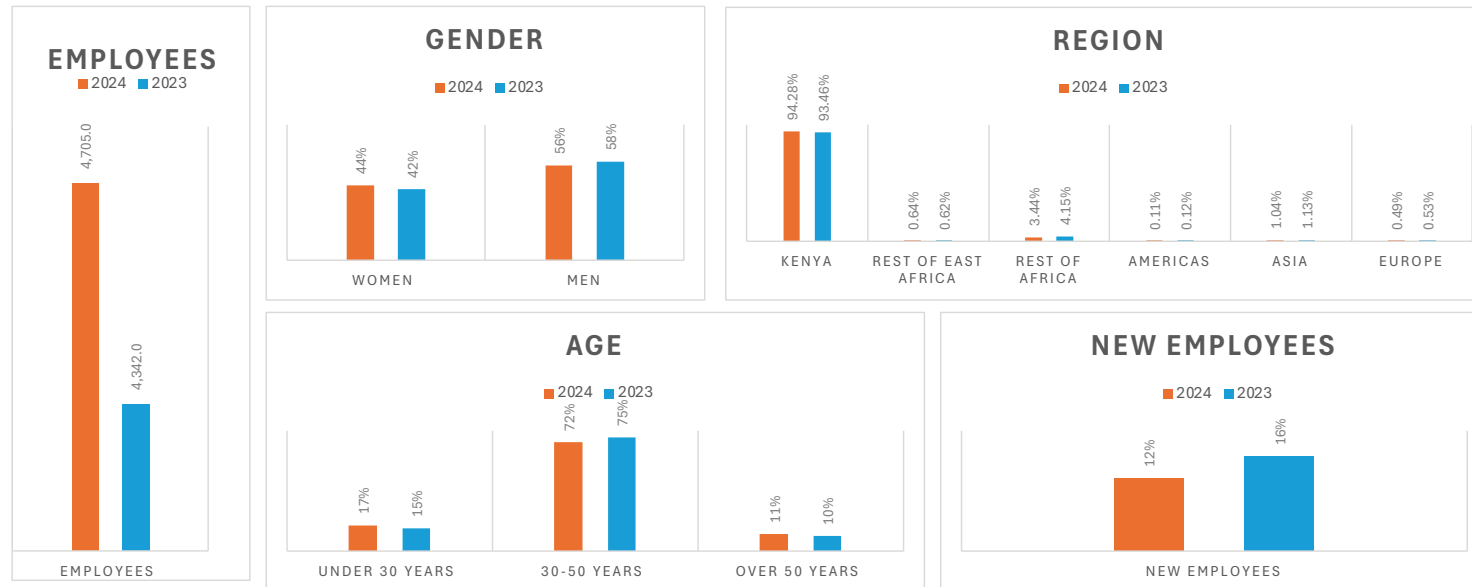
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Employees

By the end of 2024, Kenya Airways proudly employed 4,705 talented women and men, an 8% increase from the previous year, demonstrating our commitment to growth and opportunity creation. Women represent 44% of our workforce, a 2% increase from 2023, reflecting our dedication to promoting gender diversity, while permanent employees now account for 82.9%, ensuring job stability and long-term career development.

Our workforce is predominantly in the 30-50 age group (72%), bringing a balance of experience and energy to our operations. Despite a modest employee turnover rate of 4.82%, we welcomed 12% new hires in 2024, contributing to innovation and fresh perspectives.



I am proud to affirm Kenya Airways' unwavering commitment to an inclusive, equitable, and supportive workplace where our employees can thrive both professionally and personally.

Tom Shivo, KQ CPO

Remediation of negative impact

With an employee turnover rate of 4.82%, we have cultivated a strong sense of belonging and unity across our teams. Notably, women now represent 44% of our workforce, up from 42% in 2023, highlighting our dedication to gender inclusivity. Additionally, the proportion of permanent employees increased to 82.9%, compared to 72.3% in 2023, reflecting our focus on providing stability and long-term career opportunities.

Our commitment to employee satisfaction is evident in the improved Employee Net Promoter Score (eNPS), which rose to 40 in 2024 from 21 in 2023. This positive trend reflects the success of initiatives to enhance the workplace experience, ensuring every team member feels valued, supported, and motivated to contribute to our shared success.

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Employment Practices

We nurture strong relationships with employees and social partners across all our operational countries. We respect the right of every employee to join or not join a trade union and to band together for common objectives. Eighty-one percent of employees are represented by Collective Bargaining Agreements (CBAs).

Where legal restrictions hinder freedom of association and collective bargaining, we strive to empower them through alternative, independent consultation channels. Employees in unionable roles are entitled to union representation as outlined in the recognition agreement between the airline and the union(s). Kenya Airways adheres all employment

laws and regulations, including the Employment Act, the Pensions Act, the Work Injury Benefits Act, and other relevant legislation in Kenya and other regions we have employees. A considerable number of Kenya Airways employees are based at our Hub, Nairobi. All employees are provided healthcare and parental leave benefits. In addition, permanent employees are also provided with retirement benefits. Suppliers of Kenya Airways and their employees be they temporary, or permanent, agents and subcontractors must comply with all Kenyan laws relating to labour, employee health and safety and wages. Kenya Airways carries out joint audits and site visits to assess and continuously review performance and compliance status.

Impacts

Fair hiring and diversity

Employee training and development

Competitive salaries and benefits

Work-life balance

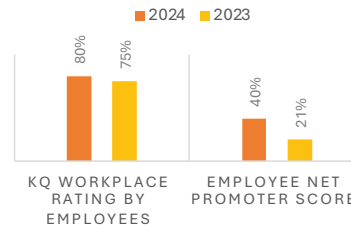
Labour relations and compliance

Career advancement opportunities

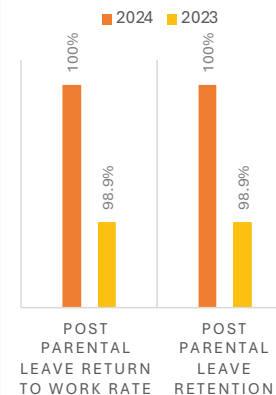
Contract disputes and strikes

Job security and outsourcing risks

EMPLOYEE NPS



RETURN TO WORK RATE AFTER PARENTAL LEAVE



EmpowerHer - a women empowerment programme

Pride Centre - to provide Training and Development services to staff and the community

Work-life balance activities like running, hiking, swimming, bike riding

Strong labour relations and compliance through CBAs

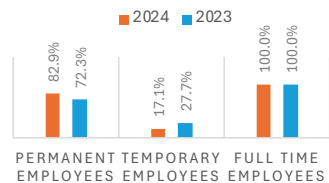
Integrity code and whistleblowing policy

Resource management to reduce overwork and fatigue

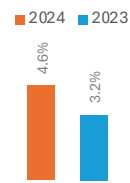
Fair contract negotiations

Transitioning temporary employees to permanent employment

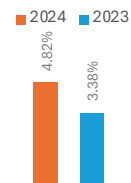
EMPLOYMENT TYPE



EMPLOYEES WHO LEFT



EMPLOYEE TURNOVER



The employee data is compiled using head count methodology. Head count includes all employees, regardless of their work hours. Assumptions include standard work hours and consistent reporting across departments for accuracy.

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Customer Health and Safety

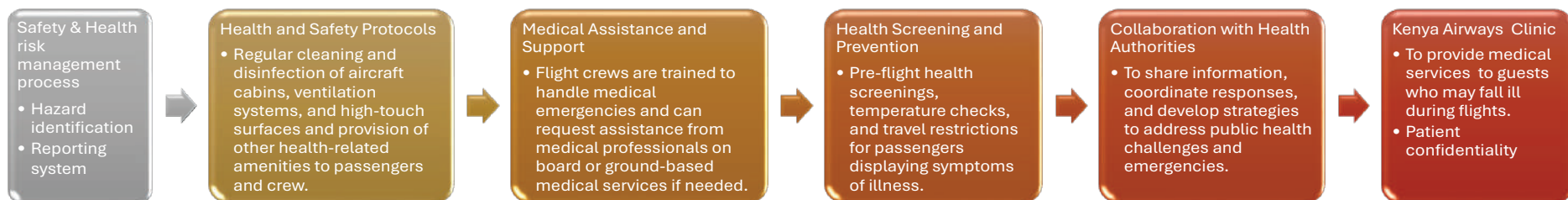
Kenya Airways adheres to rigorous safety standards and regulations set by the International Civil Aviation Organization (ICAO), Kenya Civil Aviation Authority (KCAA) and other related health and safety regulations. We have invested in advanced safety systems, and continuous pilot training to ensure the safety of passengers, crew, and cargo during flights.

KQ has emergency response protocols in place to handle various in-flight emergencies, such as medical emergencies, turbulence, and mechanical failures. Flight crews are trained to respond quickly and effectively to emergencies, and aircrafts are equipped with medical kits, defibrillators, and other emergency equipment to provide immediate assistance to passengers in need.

Impacts



Measures to ensure compliance



Kenya Airways conducts joint audits and site visits with suppliers to assess and continuously review performance and compliance status, ensuring that all partners adhere to health and safety regulation.

Kenya Airways has enhanced the passenger experience, such as improved service delivery, operational efficiency, and customer engagement. The NPS methodology in 2024 changed in scale from 10 to 5. We are focused on progressively improving through innovation in passenger experience.

Kenya Airways (KQ) has maintained a record of compliance regarding the health and safety impacts of flights, with zero incidents of non-compliance in both 2023 and 2024. Our adherence to international aviation safety regulations and continuous audits ensures that all health and safety measures are strictly followed.

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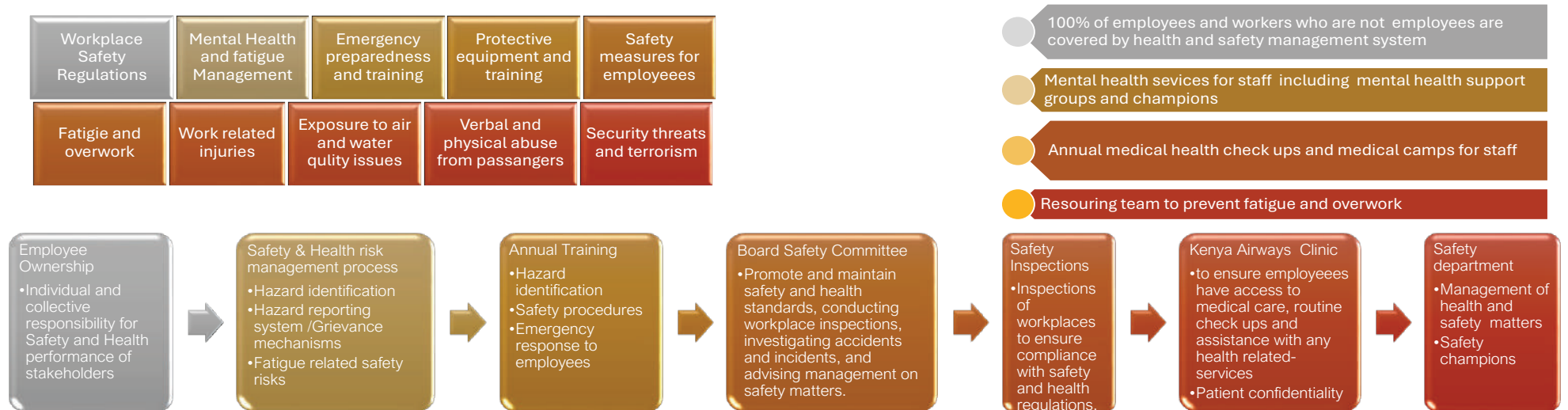
Occupational Health and Safety

Kenya Airways (KQ) has maintained a record of compliance regarding the health and safety impacts of flights, with zero incidents of non-compliance in both 2023 and 2024. Our adherence to international aviation safety regulations and continuous audits ensures that all health and safety measures are strictly followed.

We inform our employees about workplace hazards, participate in safety training, report unsafe conditions, and refuse to perform work that poses an imminent danger to their

health or safety. Our Health and Safety Policy applies to all activities carried out on behalf of Kenya Airways. Health and safety matters are addressed in a systematic, proactive, and transparent manner to ensure that they are an integral part of the day-to-day business of the organisation.

Impacts



Kenya Airways is compliant with international standards such as the IATA Operational Safety Audit (IOSA) and the IATA Safety Audit for Ground Operations (ISAGO), which provide rigorous frameworks for operational safety and quality management. Annual Audits are carried out to ensure compliance.

At Kenya Airways, employee safety remains a top priority. In 2024, we recorded 85 non-fatal injuries, which we are actively managing through enhanced training, risk prevention, and regular safety audits. By strengthening compliance, fostering a safety-first culture, and continuously improving workplace practices, we are committed to achieving a zero-harm workplace and ensuring a safer, healthier, and more resilient work environment for all. Through proactive measures and employee engagement, we aim to minimize incidents, learn from each case, and uphold the highest safety standards across our operations, reinforcing our dedication to the well-being of our workforce.

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Security

Our commitment to security is fundamental to our sustainability. Safeguarding our passengers, crew, aircraft, facilities, and operations from security threats is paramount. At Kenya Airways, security is woven into all our operations.

Ensuring security is not just a priority, but a quality that defines Kenya Airways

Physical Security

Aircraft Security

Cybersecurity

Personnel
Security

Cargo and Supply
Chain Security

Regulatory
Compliance

Emergency
Preparedness
and Response

Collaboration and
intelligence
sharing

Continu-
ous risk
identifica-
tion and
assessment

Periodic
due
diligence

Periodic
strategy
review

Periodic
policy
review

Stakehold-
er
engagement

The Pride Centre

At Kenya Airways 's Aviation Security Training Centre, we offer specialized training for aviation security personnel, ensuring their proficiency in national and international aviation security regulations and standards. Our comprehensive curriculum covers risk assessment, threat recognition, and crisis management to effectively mitigate security risks. The Pride Centre functions as a central hub for sharing knowledge and promoting best practices. As security threats evolve, the Pride Centre continuously develops and delivers training programs to address emerging challenges. K-9 Unit

Our K-9 unit bolsters our security measures, discourages potential threats, and offers a flexible and proactive approach to ensuring security at Kenya Airways. These trained canines possess the ability to detect an extensive array of substances, showcasing versatility in adapting to diverse scenarios for non-intrusive screening purposes.

Partnerships

Through strategic partnerships, we aim to leverage collective expertise, resources, and intelligence to effectively mitigate security risks and uphold the highest standards of security.

Human trafficking

Human trafficking is one of the greatest atrocities of the 21st century. With as many as 24.9 million people sold into prostitution, domestic servitude, or other forced labour around the globe. Kenya Airways recognises the considerable moral and economic harm of human trafficking in our communities and nation. Kenya Airways is vigilant and proactive in identifying and reporting potential cases of human trafficking by training staff.

Zero Tolerance

- Kenya Airways strictly condemns all forms of human trafficking and modern slavery, reinforcing its commitment to human rights and ethical business practices.

Legal
Compliance &
Enforcement

- KQ adheres to all anti-trafficking laws and collaborates with authorities to prevent, detect, and report any instances of trafficking within its operations.

Industry &
Partner
Collaboration

- The airline works with aviation stakeholders to prevent trafficking and ensure its systems are not misused for unlawful activities.

Awareness &
Reporting

- KQ educates employees on trafficking indicators, encourages open reporting without retaliation, and enforces whistleblowing mechanisms.

Strict
Consequences

- Any breach of this policy leads to disciplinary action, termination of business relationships, and potential legal prosecution.

Wildlife Trafficking

Wildlife trafficking is a crime that threatens biodiversity and ecological balance worldwide. Wildlife trafficking in East Africa poses significant threats to both the region's biodiversity and its socio-economic well-being.

Kenya Airways is a member of the United for Wildlife Transport Taskforce. The Taskforce brings together global transport and freight industry experts including airports, shipping companies, and airlines with law enforcement and other agencies to identify and facilitate action led by the private sector.

united
for
wildlife

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Gender Equity

Kenya Airways is dedicated to promoting a diverse, equitable, and inclusive workplace. Our commitment to gender equality is evident through leadership development programs and inclusive recruitment strategies aimed at promoting equal representation. We also prioritize the inclusion of persons with disabilities by assessing workplace accessibility and providing employment to Persons with Disability (PWD). Furthermore, we have integrated Diversity, Equity, and Inclusion (DEI) considerations into our human resources policies, training programs, and performance assessments to cultivate a culture of equity.

Kenya Airways recognizes that traditional hiring practices and industry-wide gender imbalances pose challenges to achieving full DEI integration. Additionally, working with partners who may not fully align with DEI principles presents potential reputational and operational risks. To address these issues, KQ is actively refining recruitment strategies, improving workplace inclusivity, and engaging partners to align with its DEI values.

Gender Inclusion

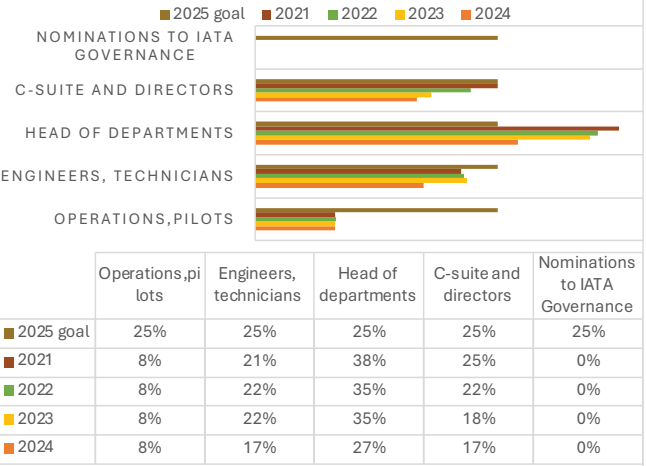
Women in leadership and other underrepresented positions

Equal pay and flexible work policies

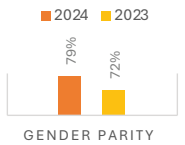
Anti-harrassment policies and training

Work-life balance

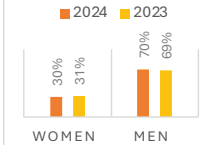
PROPORTION OF WOMEN IN UNDERREPRESENTED POSITIONS TO 25% BY 2025



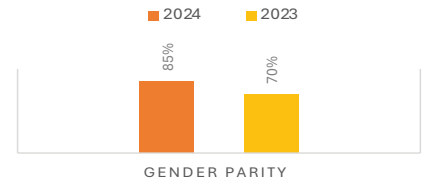
GENDER PARITY



SALARY RATIO



TRAINING AND DEVELOPMENT GENDER PARITY



Kenya Airways continues to make notable progress in gender equality, particularly in increasing representation and opportunities for women. The overall gender parity has improved from 72% in 2023 to 79% in 2024, reflecting ongoing efforts to enhance workplace inclusivity. Furthermore, training and development gender parity has risen significantly from 70% in 2023 to 85% in 2024. Gender parity in training and development has also improved, rising from 70% in 2023 to 85% in 2024, there are more women gained access to skill-building opportunities, reinforcing KQ's commitment to inclusivity.

Despite positive trends in gender parity, women's salary proportion remains at 30% in 2024, slightly lower than 31% in 2023. The fluctuations in employment types show a 37% increase in permanent employment for women, temporary employment for women has decreased by 29%, due a transition to permanent roles.

Kenya Airways has made significant strides in gender parity and training development for women, ensuring greater access to skills and career growth. However, gaps remain in leadership positions and technical roles, with underrepresentation still evident in key operational areas. Strengthening mentorship programs, recruitment policies, and leadership pathways will be essential to achieving the 25% representation target by 2025 and fostering a more balanced workforce.

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Persons with Disability (PWD)

Kenya Airways is dedicated to promoting a diverse, equitable, and inclusive workplace. Our commitment to gender equality is evident through leadership development programs and inclusive recruitment strategies aimed at promoting equal representation. We also prioritize the inclusion of persons with disabilities by assessing workplace accessibility and providing employment to Persons with Disability (PWD). Furthermore, we have integrated Diversity, Equity, and Inclusion (DEI) considerations into our human resources policies, training programs, and performance assessments to cultivate a culture of equity.

Kenya Airways recognizes that traditional hiring practices and industry-wide gender imbalances pose challenges to achieving full DEI integration. Additionally, working with partners who may not fully align with DEI principles presents potential reputational and operational risks. To address these issues, KQ is actively refining recruitment strategies, improving workplace inclusivity, and engaging partners to align with its DEI values.



Kenya Airways (KQ) has made commendable strides in promoting disability inclusion through strategic initiatives and partnerships. However, the representation of persons with disabilities (PWD) within the workforce remains minimal, with a slight decline from 0.07% in 2023 to 0.06% in 2024. This indicates a need for enhanced recruitment and retention strategies to ensure greater workplace inclusivity.

Despite this, KQ has actively engaged in meaningful efforts to foster a more accessible environment. Additionally, KQ has improved accessibility for passengers by introducing tested Braille-transcribed inflight safety booklets and sign language features in select aircraft, ensuring a more inclusive travel experience. While these initiatives reflect positive progress, there is still a need for targeted efforts to increase PWD employment, enhance workplace accommodations, and provide career development opportunities. By strengthening these areas, Kenya Airways can further solidify its position as an industry leader in disability inclusion.

Partnership with Sightsavers to create awareness and inclusion for PWD.

KQ is a member of The Value 500 commitment and supports

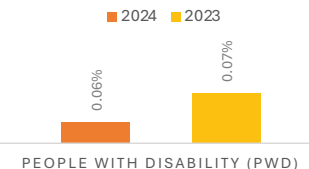
10 KQ were staff trained on accessibility auditing of facilities by Sightsavers

KQ headquarters facilities were audited for accessibility

Partnership Strathmore University to offer PDW students professional development

Inflight safety booklet - Braille Transcription and sign language in some of the aircrafts

PWD AT KQ



KQ is committed to inclusive travel, increasing our facilities and aircraft accessibility for the elderly and people with disability.

Tom Shivo, KQ CPO

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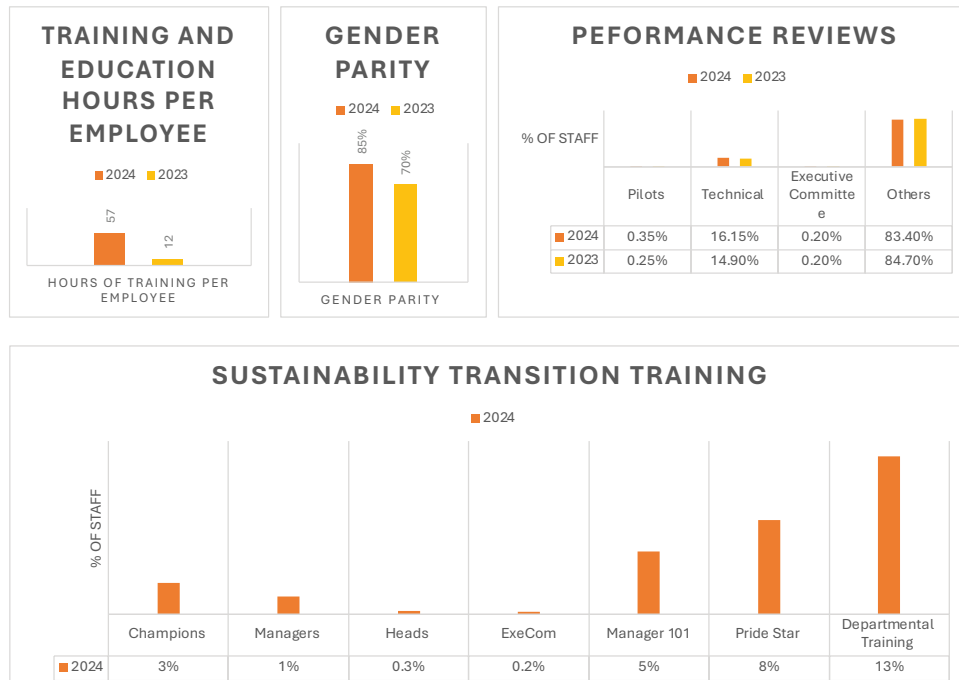
Training and Development

We are committed to supporting our employees' growth by providing continuous development opportunities, ensuring they are equipped to meet evolving industry demands. Our training programs align with documented standards, industry guidelines, sustainability transition requirements and performance management plans, and are offered at no cost to our employees.

In 2024, 65% of Kenya Airways employees participated in bi-annual performance and career development reviews. Compliance training, covering areas such as flight operations and ground handling, remains mandatory to meet regulatory requirements, while non-

compliance training is self-driven, empowering employees to take charge of their own development. To enhance accessibility and engagement, Kenya Airways has invested in a digital Learning Management System (LMS), allowing employees across multiple locations to learn anytime, anywhere. Additionally, we are encouraging a culture of self-driven learning by providing digital learning journeys focused on skills for a sustainable transition.

To future-proof capabilities, Kenya Airways has integrated Mobile Learning, Micro Learning, Gamification, and Social Learning, ensuring employees remain agile and well-equipped to meet evolving industry demands.



The average training hours per employee increased significantly, from 12 hours in 2023 to 57 hours in 2024, indicating a substantial investment in learning and professional growth.

31% INCREASE
In sustainability transition training

Sustainability Transition Training

Sustainability transition training by 31% in 2024. The training is focused on providing knowledge and skills to integrate ESG impact analysis into KQ's operations and governance instruments.

Social Impact Environmental Impact Economic Impact Governance

16 AVERAGE HOURS
for training per employee

Kenya Airways iLearn

A digital learning platform designed exclusively for Kenya Airways, tailored to meet our skill and knowledge needs on career management, skill development and sustainability transition. In 2024, employees averaged 16 hours of training through iLearn.

ethics for new employees sexual harrassment integrity

41 AVERAGE HOURS
for training per employee

Pride Centre

Kenya Airways Pride Center offers a place to train for a career in hospitality whether in the air or on the ground. The courses are open to anyone who is already employed in the Aviation and Hospitality industry, in addition to secondary school and college graduates.

Dangerous Goods Regulation Safety and Emergency Passengers with Reduced Mobility Modified Basic Life Support Safety Management Systems Leadership Programs

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Social Progression of SDGs



Goal 3: Good Health and Well-being

Target 3.8: Achieve universal health coverage, including financial risk protection

Indicator 3.8.1: Coverage of essential health services

- KQ holds health camps, mental health awareness initiatives, medical evacuation services

Indicator 3.8.2: Proportion of population protected against health risks

100% of KQ staff have access medical services and screenings from KQ Health Clinic. It is also accessible to passengers and the community



Goal 5: Gender Equality

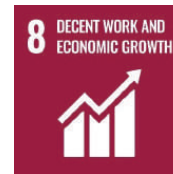
Target 5.5: Ensure women's full participation in leadership and decision-making

Indicator 5.5.1: Proportion of seats held by women in national parliaments and local governments

- EmpowHer summit for women's leadership development, recognizing and celebrating women's achievements in the workplace and encourages them to take up leadership positions at work and in the community.

Indicator 5.5.2: Proportion of women in managerial positions

- 17% of the executive committee and 26% of head of departments are women.
- KQ's gender parity in training and development programs is at 85%



Goal 8: Decent Work and Economic Growth

Target 8.5: Achieve full and productive employment and decent work for all women and men

Indicator 8.5.1: Employment rate by sex, age, and persons with disabilities

- KQ provides employment to 4,705 staff, 44% are women and 58% are men. 17% of staff are aged below 30, 72% between 30 and 50 and 11% over 50. In addition 0.06% are people with disability

Indicator 8.5.2: Unemployment rate, by sex, age, and persons with disabilities

- KQ offers Internship programs, training, employee well-being initiatives like wellness camps and sports events.
- 100% of KQ women are in full-time employment.
- On average KQ employees spent 57 hours in training for professional development



Goal 10: Reduced Inequalities

Target 10.2: Empower and promote the social, economic, and political inclusion of all

Indicator 10.2.1: Proportion of people living below 50% of median income, by sex, age, and persons with disabilities

- KQ focuses on disability inclusivity through training and partnerships with NCPWD, and promoting accessible travel and employment.
- 0.06% of KQ employees are men and women with disabilities, workplace accessibility improvements.
- KQ reduces inequalities in people with disability through JoyTown Secondary School for the Physically impaired by investing in physical therapy equipment and equipment for Computer studies.

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Goal 12: Responsible Consumption and Production

Target 12.5: Reduce waste generation through prevention, reduction, recycling, and reuse

Indicator 12.5.1: National recycling rate, tons of material recycled

- KQ banned Single use plastic at all its facilities and engagements
- KQ offers its employees webinars on day to day waste management tips to encourage reducing, reusing and recycling waste.

Goal 16: Peace, Justice, and Strong Institutions

Target 16.2: End abuse, exploitation, trafficking, and all forms of violence against and torture of children

Indicator 16.2.1: Proportion of children aged 1-17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month

- Anti-human trafficking training, collaboration with IOM to enhance security protocols

Indicator 16.2.3: Number of victims of human trafficking per 100,000 population, by sex, age, and form of exploitation

- KQ offers training sessions on human trafficking, through mandatory Aviation Security Training.

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Achievements

Kenya Airways Strengthened Governance Through Collaboration with Internal Auditors

On January 25, KQ Internal Audit hosted a team from the Institute of Internal Auditors (IIA) for a collaborative session at Base. As an international professional association, the IIA played a pivotal role in providing educational conferences and developing standards, guidance, and certifications for the internal audit profession.

In attendance was Joyce Omina, the CEO, alongside top IIA officials, while KQ's leadership team was represented by Moses Ng'ang'a, the Head of Internal Audit.

The engaging session provided a valuable opportunity for the KQ internal audit team to explore IIA's offerings and address any concerns they had. The meeting aimed to establish a meaningful relationship between Kenya Airways and the Institute of Internal Auditors.



Kenya Airways Reintroduced Nonstop Flights to Mogadishu



On February 15, KQ resumed nonstop flights to Mogadishu. The reintroduction of the three weekly flights marked a renewed focus on streamlining travel between Nairobi and Mogadishu, prioritizing reduced travel time and enhanced accessibility.

The inaugural flight event, held at JKIA's Terminal 2, was attended by various industry stakeholders, including Hon. Murkomen Kipchumba, CS of Roads and Transport, Hon. Aden Duale, CS Ministry of Defence, H.E. Ambassador Jabril Ibrahim Abulle, Somalia's ambassador to Kenya,

and representatives from the Ministry of Foreign and Diaspora Affairs.

Assuring customers of the route's connectivity, Group MD and CEO, Allan Kilavuka, stated, "The introduction of thrice-weekly flights will enhance trade and economic opportunities between our connected regions, stimulate tourism, and strengthen cultural and social ties."

Kenya Airways Sustainability Champions Training

In the last week of January, KQ hosted more than 80 sustainability champions from across the KQ Group, including Kenya Airways, Jambojet, and Fahari Innovation. The training emphasized the critical role of sustainability in the aviation sector, addressing key areas essential for the industry's future.

The sessions focused on strategic themes such as economic sustainability, achieving net-zero emissions by 2050, reducing operational footprints, and enhancing stakeholder well-being. These themes aligned with Sustainable Development Goals (SDGs), including SDG 8 (Decent Work and Economic Growth), SDG 13 (Climate Action), SDG 7 (Affordable and Clean Energy), and SDG 10 (Reduced Inequalities).

Throughout the training, participants gained valuable insights and strategies to drive sustainability initiatives within their respective departments. By equipping them with the necessary knowledge and tools, the program ensured the seamless integration of sustainability practices across all areas of operation. This approach reinforced the aviation sector's commitment to creating positive economic, environmental, and social impacts in line with global sustainability goals.

The training was attended by Group MD and CEO Allan Kilavuka, CPO Tom Shivo, and CSIO Gerold Tumulka, underscoring the organization's leadership support for sustainability efforts.



Celebrated Love: KQ Valentine's Day Highlights

On Valentine's Day, KQ spread love and joy to its valued guests, both on the ground and in the air. Across various stations, dedicated team members surprised passengers with heartfelt gestures, including roses and candy, ensuring that love was truly in the air for all who travelled with the airline.

As part of the celebrations, the Customer Excellence Team (CEC) embraced the spirit of the day, coming together to appreciate each other's efforts in prioritizing customer needs. This initiative reinforced KQ's commitment to enhancing passenger experiences and fostering meaningful connections.



Kenya Airways Sponsored the 9th Lagos City Marathon



Kenya Airways was once again the official airline sponsor of the 9th Access Bank Lagos City Marathon, held in Lagos, Nigeria, on February 10th, 2024.

The event, which attracted participants, partners, and sponsors from across the continent, saw KQ provide tickets to officials, marathoners, and athletic enthusiasts attending the one-day affair. A special acknowledgment went to the KQ Nigeria team, who were on the ground to represent the airline and enhance its brand visibility throughout the event. This

sponsorship reinforced KQ's commitment to promoting sports and fostering community engagement.

KQ Sports Initiative: Made Waves and Pedaled Forward

As part of Kenya Airways' ongoing culture transformation journey, Re-ignite, the KQ Swimming Club and KQ Cycling Team hosted separate sporting events on February 18, marking another milestone in the airline's commitment to employee wellness and team building.



The swimming team gathered at Syokimau's 777 Recreation Centre, while the cycling team embarked on a 72km group ride from Ruiru Dam to Githunguri in Kiambu County, Kenya.

These activities reinforced KQ's commitment to promoting fitness, teamwork, and employee well-being, fostering a positive work culture through sports and outdoor engagement.

Kenya Airways Sponsored the 55th Magical Kenya Open

Kenya Airways was once again the official airline sponsor of the 55th edition of the Magical Kenya Open, held at Muthaiga Golf Club, Nairobi, from March 22 to 25.

On the final day, KQ captivated attendees with a spectacular fly-past featuring a Boeing 737-800 freighter, executed by the flight operations team led by Capt. Lawrence Kinyanjui and First Officer Fredrick Tangai.



As part of the closing activities, an awards session took place, where Darius van Driel claimed the DP World Tour title. His rhino-carved trophy was presented by Cabinet Secretary of Sports, Creative Economy, and Youth Affairs, Ababu Namwamba.

KQ Staff Participated in the Annual Kilimanjaro Marathon



On February 25, a team of 34 Kenya Airways staff from various departments participated in the renowned Kilimanjaro Marathon in Moshi, Tanzania. The team competed in both the 21km and 42km races, showcasing their dedication to fitness and teamwork.

The team was flagged off on February 23 by Chief Information Technology Officer, Frederick Kitunga, and Head of Partnering-HR, Grace Wamiti.

This initiative reinforced KQ's commitment to employee wellness, physical fitness, and team spirit, aligning with the airline's broader focus on health and well-being in the workplace.

KQ Celebrated International Women's Day with Empowerment and Social Investment



Kenya Airways marked International Women's Day with a series of impactful initiatives, demonstrating its commitment to women's empowerment, entrepreneurship, and social inclusion.

On March 6, a dedicated team of KQ women visited the Wamama Wetu artisans in Kibera, engaging in mentorship sessions and a community tour. The initiative recognized and supported the skilled women behind KQ's cabin crew headgear, highlighting the

airline's support for women-led enterprises.

On March 7, KQ hosted a leadership summit at Pride Centre, themed "Executive Presence from a Man's Perspective." The event featured discussions on professional growth, with KQ leaders sharing insights on career advancement.

On March 8, KQ operated an all-women crew flight from Nairobi to London, with women handling check-in, ground services, engineering, security, and in-flight operations. Additionally, an open market day at Base showcased handcrafted items from Wamama Wetu, promoting women's entrepreneurship.

KQ also hosted Hope Kibera Kids at Pride Centre, providing educational experiences through aircraft visits and simulator training. Two winners of a coding competition were sponsored with tickets to China, supporting STEM education.

A special engagement with human trafficking survivors reinforced KQ's advocacy for social justice and inclusivity.

Kenya Airways Honored 35 Years of Service by Paul Surtan

On March 1, Kenya Airways celebrated the retirement of Paul Surtan, recognizing his remarkable 35-year contribution to the airline's technical operations.

A farewell event was held at the Old Canteen-Base, where colleagues gathered to honour his dedication and expertise. As a symbolic tribute, he was driven in a tug master, seated in the co-driver's seat, and escorted off the gate, signifying the deep respect and admiration for his service.



The event, attended by Director Technical Gilbert Bett, highlighted KQ's commitment to valuing and appreciating long-term employee contributions in shaping the airline's success.

KQ Staff Conquered Mount Kilimanjaro, Showcasing Teamwork and Resilience

From March 3-8, a team of 60 Kenya Airways staff embarked on a remarkable journey to summit Mount Kilimanjaro, demonstrating resilience, teamwork, and determination. Led by Group Managing Director and CEO, Allan Kilavuka, and Chief People Officer, Tom Shivo, the five-day expedition symbolized the airline's commitment to pushing boundaries and fostering a culture of excellence.



Representing various departments, the team successfully reached multiple peaks, with Uhuru being the highest point conquered. Their journey highlighted perseverance, physical endurance, and unity-values that align with KQ's vision of overcoming challenges and achieving new heights.

Upon their successful descent, the HR-People department and Corporate Communications team organized a celebratory welcome, acknowledging their achievement. The hikers enjoyed a well-deserved dinner, received certificates, and reflected on their experiences, which reinforced the airline's commitment to employee engagement, wellness, and personal growth.

Kenya Airways Honored 37 Years of Service by Susan Manyasi



On March 6, the Kenya Airways technical team gathered at the Old Canteen in Base to celebrate the remarkable 37-year career of Susan Manyasi. Joining KQ at 23, Susan began as an administrative assistant in the Cargo department and progressed through various roles, ultimately serving in the Technical Workshops' upholstery shop.

During the heartfelt celebration, Susan reflected on her journey, expressing gratitude for the opportunities and growth she experienced at KQ. She highlighted dedication, respect, and integrity as the values that guided her throughout her career.

KQ recognized her invaluable contributions, thanking her for her service and wishing her a fulfilling retirement. Her legacy remains an inspiration, reinforcing the airline's commitment to honoring long-term dedication and excellence.

Kenya Airways Supported WRC Safari Rally 2024 as Official Airline Partner



From March 28-31, Kenya Airways served as the official airline partner for the WRC Safari Rally 2024, reinforcing its commitment to sports tourism and global motorsport excellence.

The event began with a vibrant flag-off ceremony at KICC, followed by an exhilarating Super Stage leg at Kasarani, attended by enthusiastic KQ staff. The rally then proceeded to Naivasha, covering 19 special stages, with Kalle Rovanperä and

Jonne Halttunen emerging as winners, while Toyota Gazoo Racing WRT successfully defended its manufacturer title.

KQ-sponsored FIA rally star Hamza Anwar also triumphed in the WRC-3 category, further highlighting KQ's role in supporting emerging talent in motorsport.

To enhance guest experience, KQ set up a hospitality tent, welcoming corporate partners, staff, and senior leadership, led by the CEO, to witness the thrilling action. The airline's involvement demonstrated its continued investment in sports, tourism, and national prestige, aligning with its vision to connect and promote Kenya's global presence.

KQ Sales Team Supported Students' Educational and Sports Journey in Comoros

Kenya Airways' Sales team in Comoros recently facilitated five students from the Henri-Matisse Institute, an international school, by providing flight ticket support to enable their participation in the 12th edition of the AEFE Zone finals. The academic and sports competition, organized by Mauritius-based Lycée des Mascareignes, offered students a platform for international exposure and personal growth.



This initiative reinforced KQ's commitment to supporting education, youth development, and sports engagement. Through this partnership, KQ also showcased the benefits of the Kool Flyer's Club, ensuring young travellers access affordable, seamless, and enriching travel experiences.

By investing in youth empowerment, Kenya Airways continues to enhance opportunities for students, strengthening its role as a socially responsible airline.

KQ Employee Relations and Medical Teams Empowered Staff in Mombasa

On March 22, Kenya Airways' HR and Medical teams conducted an employee empowerment session at the Mombasa station, focusing on staff wellness, benefits, and ongoing Reignite activities.

As part of the initiative, the KQ Medical team set up a medical camp to provide complimentary basic health tests, while service provider partner, Zamara, offered insights into the staff medical cover.

A Q&A session allowed employees to engage directly with the teams, addressing concerns about personal well-being and workplace benefits.

This initiative reinforced KQ's commitment to employee health, engagement, and overall workplace wellness, ensuring that staff remain informed and supported in their professional and personal growth.

Kenya Airways Fostered Creativity at Innovation Week 2024

From April 16-19, Kenya Airways hosted the second annual KQ Innovation Week at the Fahari Innovation Hub, under the theme "Innovation Ignited: Cultivating an Innovative Culture." The event aimed to drive success by fostering a culture of creativity and problem-solving among KQ employees and stakeholders.

Participants engaged in discussions, presentations, and innovation showcases, with active members rewarded through giveaways, goodie bags, and an opportunity for two individuals to win a trip to Cape Town for submitting the top 10 most innovative ideas.

The event concluded with an awards ceremony and a summary of key insights shared during the week. Through this initiative, Kenya Airways reaffirmed its commitment to innovation, ensuring that creativity and collaboration remain central to its long-term growth and success.

Kenya Airways strengthened Community Ties Through Iftar Dinners

In honour of the holy month of Ramadhan, Kenya Airways hosted Iftar dinners on April 5th in Mombasa and April 8th in Nairobi, bringing together Muslim staff, community leaders, and trade partners in a spirit of unity and inclusivity.

The Nairobi dinner, led by Group MD & CEO Allan Kilavuka and Chief People Officer Tom



Shivo, provided an opportunity for staff and their families to pray, reflect, and share a meal while exchanging insights from the Quran.

Similarly, the Mombasa dinner fostered connections with the Muslim community, partners, and industry stakeholders. Attended by KQ managers Ruth Mayaka, Ibrahim Rehema, and Hamo Mohammed, alongside trade partners and KATA officials, the event reinforced KQ's commitment to cultural inclusivity and community engagement.

Beyond strengthening relationships, these Iftar gatherings enhanced goodwill and brand awareness, particularly in light of KQ's recently launched Mombasa-Dubai and Mogadishu routes. By embracing diversity and fostering inclusivity, Kenya Airways continues to promote meaningful connections with its employees, customers, and business partners.

Kenya Airways Recognized Technical Team's Excellence at Luncheon



On April 17, Kenya Airways' COO, George Kamal, hosted a luncheon at Hangar 1 to celebrate the Technical Department's contributions and achievements. The event was attended by key leadership, including Group MD & CEO Allan Kilavuka, CFO Hellen Mwariri, and Technical Director Gilbert Bett.

The gathering highlighted individual and team achievements, recognizing outstanding performance and contributions to operational efficiency. A Q1 performance

review was also presented, reinforcing KQ's commitment to continuous improvement and excellence in technical operations.

The event concluded with a Q&A session, where employees had the opportunity to engage directly with leadership before enjoying a shared meal. Through this initiative, Kenya Airways demonstrated its appreciation for the Technical Team's role in maintaining safety, efficiency, and sustainability in operations.

KQ Riders Club Explored Tigoni, Promoting Fitness and Teamwork

On April 6, the KQ Riders Club embarked on a 70-kilometer cycling adventure through the scenic terrain of Tigoni, Limuru. The ride provided members with a thrilling and rewarding experience, reinforcing the airline's commitment to employee wellness and teamwork.



After completing the circuit, participants gathered for a well-deserved lunch, offering an opportunity for relaxation, bonding, and shared experiences.

These cycling events, part of KQ's Reignite culture transformation journey, promote fitness, resilience, and camaraderie among employees. Kenya Airways continues to support such initiatives, fostering a healthy and engaged workforce. Future rides will be announced, encouraging more staff to participate.

Kenya Airways Celebrated 100 Days to Paris 2024 Olympics

On April 17, Kenya Airways joined global celebrations marking 100 days to the Paris 2024 Olympics, reinforcing its commitment to supporting Team Kenya. The milestone event, organized by the National Olympic Committee of Kenya (NOC-K) at Uhuru Park, brought together athletes, event partners, and the public in anticipation of the upcoming games.



As an essential partner in Team Kenya's Olympic preparations, KQ showcased an experiential booth, offering attendees a firsthand experience of the business class seat and meal service on the Nairobi-Paris route. The event successfully highlighted KQ's role in facilitating sports excellence and international representation, underscoring the airline's dedication to empowering athletes and enhancing Kenya's presence on the global stage.

KQ Football Teams Excelled at Nairobi Corporate Challenge Tournament



On April 20, Kenya Airways' football teams showcased their skill and teamwork at the Nairobi Corporate Challenge Football Tournament, held at the Nairobi Polo Club. Representing KQ leadership was Company Secretary & Director Legal, Risk, and Compliance, Habil Waswani.

In an exciting display of sportsmanship and determination, the Men's team secured the 1st Runner-up title, finishing with a 2:1 victory in the final match. The Women's team also

impressed, securing a commendable 4th place finish.

This performance demonstrated KQ's commitment to employee wellness, teamwork, and excellence, reinforcing sports as a key pillar of team building and engagement within the organization.

KQ Staff United to Support Embakasi Fire Victims



On April 5, Kenya Airways employees came together to support 11 Creative staff members affected by the Embakasi fire explosion. The initiative, led by Head of Business Performance & Reporting, Mary Mwenga, and Head of Partnering, People & Culture, Grace Wamiti, aimed to provide essential relief to those impacted. KQ staff generously donated clothing, household essentials, and dry foods, demonstrating solidarity, compassion, and a strong sense of community. This act of

kindness reflected KQ's culture of support and resilience, reinforcing its commitment to employee well-being and social responsibility in times of crisis.

KQ Hosted Annual Crew Forum in Accra to Enhance Employee Engagement

On April 26, Kenya Airways held its annual Crew Forum at The Labadi Beach Hotel in Accra, Ghana, providing a platform to discuss workplace matters and share business updates.

The event was attended by Group MD & CEO Allan Kilavuka, COO George Kamal, and a team led by Head of Inflight Services and Catering, Pauline Khari, and Inflight Performance Manager, Kataka Hanningtone.



KQ received strong support from its partner, Tourvest Travel Service, whose representatives graced the occasion. The forum culminated in a prize-giving ceremony, recognizing Dennis Akuteye, Elorm Ameu, and Grace Emade for their outstanding contributions. This initiative reinforced KQ's commitment to employee engagement, operational excellence, and continuous improvement in inflight services.

KQ Pilots Engaged in Annual Roundtable to Strengthen Collaboration

On April 23, Kenya Airways hosted its annual Pilots' Roundtable at Pride Center, Summit, providing a platform for updates on company growth, business developments, and operational challenges.

The session facilitated open discussions on industry challenges and mitigation strategies, reinforcing KQ's commitment to enhancing pilot engagement and operational efficiency.

CEO Allan Kilavuka and COO George Kamal attended the event, highlighting the significance of pilot contributions to the airline's success. The roundtable concluded with a shared meal, fostering camaraderie and collaboration among pilots.

This initiative demonstrated KQ's dedication to creating a supportive work environment while ensuring continuous engagement and professional development for its pilots.



Kenya Airways Honored Captain Inder Sokhi's 28 Years of Service



On May 3, Kenya Airways celebrated the retirement of Captain Inder Sokhi, marking 28 years of dedicated service to the airline. The ceremony, attended by Group MD & CEO Allan Kilavuka and COO George Kamal, recognized his remarkable contributions to aviation.

Described as an exemplary leader and a delight to fly with, Captain Sokhi was praised for his professionalism and mentorship. His final flight from New York to Nairobi was shared with his family, who later joined the

retirement celebrations.

During the event, colleagues and family members paid tribute to his career, while Retired Captain Constant Oteri symbolically passed a baton, signifying his transition into retirement. Captain Sokhi's illustrious career spanned over 26,000 flight hours and four and a half decades in aviation, leaving a legacy of excellence at KQ.

KQ Hosted the 2024 International Airports Conference in Mombasa

From May 17-19, Kenya Airways held its 2024 International Airports Conference in Mombasa, focusing on enhancing customer experience and operational efficiency under the theme "In the Guest's Shoe." The conference brought together operations staff from various stations to review performance and strategize improvements.

Group MD & CEO Allan Kilavuka and COO George Kamal attended the event, emphasizing leadership's commitment to



service excellence. The COO led a walkabout, assessing improvements and gathering feedback on operations. Key activities included measuring on-time performance, participating in turn-around processes, inspecting ground operations offices, and servicing ground operation machines.

The conference provided a platform for collaboration and learning, reinforcing KQ's commitment to operational excellence and continuous service improvement.

KQ Partnered with FC Nisi Football Academy for International Tournament

Kenya Airways, through its Madagascar sales team, partnered with FC Nisi Football Academy to support the club's participation in the Mondial Pupilles de Plomelin under-13 international football tournament in Plomelin, France.

This collaboration reinforced KQ's commitment to youth sports development while providing a platform to position Kenya Airways as the carrier of choice for the upcoming Summer Olympic Games in France. By facilitating global opportunities for young athletes, KQ demonstrated its dedication to empowering future talent and strengthening its presence in international sports partnerships.



KQ Promoted Employee Well-being During Mental Health Awareness Month



In recognition of Mental Health Awareness Month, Kenya Airways Medical team organized a series of initiatives to promote mental well-being and create a supportive workplace environment.

Throughout the month, staff engaged in wellness activities every Wednesday, including deep breathing sessions, dance and stretching exercises, a fun twinning challenge, mental health check-in corners, and a webinar.

Additionally, mental wellness talks were conducted across various departments, including Cargo, IT, CEC, Fahari Aviation, and Ground Operations, providing employees with tools and insights to support their mental health.

These efforts underscored KQ's commitment to fostering a healthy work culture, ensuring that mental well-being remains a priority. Special appreciation was extended to all staff who participated, contributing to a positive and inclusive work environment.

Finance Department Launched People Champions Initiative to Enhance Workplace Culture

On May 24, Kenya Airways' Finance Department introduced the Finance People Champions initiative, aimed at creating a positive and productive work environment. The launch event was attended by leadership representatives.

The initiative focuses on four key areas:

- ✓ Safety - Ensuring a secure and risk-free workplace.
- ✓ Operational Excellence - Streamlining processes and improving efficiency.
- ✓ Strategic Initiatives & KQ Values - Aligning team efforts with organizational goals and core values.
- ✓ Facilities - Maintaining a comfortable and productive work environment.

This collaborative effort reinforces KQ's commitment to employee engagement, workplace safety, and operational excellence, driving long-term success for both the Finance team and the organization.

Cycling Club Embarked on an Adventurous Ride in Limuru County

On June 1, Kenya Airways' Cycling Club took on an exhilarating ride through Limuru County, promoting fitness, teamwork, and endurance.

The club partnered with Joyriders Kenya, a group of professional cyclists, to motivate participants and provide technical support. Their role included assisting with minor repairs, manning water points, and offering chase car services, ensuring a seamless experience for all riders.



A total of 70 participants took part, with the ride divided into three categories—38 km, 56 km, and 84 km. After completing their challenging routes, cyclists gathered for a well-earned lunch, sharing experiences and celebrating their achievements.

This initiative reinforced KQ's commitment to employee wellness, teamwork, and community engagement, fostering a healthy and active lifestyle among participants.

KQ Honored Capt. Taher Butt for His Dedicated Service



On June 11, Kenya Airways bid farewell to Capt. Taher Butt with a heartfelt retirement event at the Crew Center in JKIA, marking the end of a distinguished career. His final flight landed at 5 A.M., closing an era of dedicated service to the airline.

The ceremony was attended by senior leadership, including Group MD & CEO Allan Kilavuka and Chief People Officer Tom Shivo, along with colleagues and family members who gathered to celebrate his achievements.

Speeches from leadership and messages from colleagues highlighted his professionalism, mentorship, and the positive impact he had on the airline.

As Capt. Butt embarks on retirement, Kenya Airways expressed gratitude for his contributions, wishing him the best in this new chapter of life.

KQ Unveiled Miss Knowle, Celebrating Knowledge and Engagement

On June 28, Kenya Airways staff gathered at The Pride Centre for the exciting unveiling of Miss Knowle, a campaign led by the Corporate Library Section to promote knowledge sharing and engagement.

The month-long initiative featured an interactive treasure hunt, engaging employees in uncovering Miss Knowle's identity. The campaign culminated in a red-carpet event, attended by COO George Kamal and CFO Hellen Mwariri, highlighting the importance of corporate learning and knowledge management.



The event included presentations from the Knowledge Hub team, showcasing their role in driving innovation and supporting organizational growth. The KQ Choir delivered captivating performances, adding to the celebratory atmosphere.

The festivities concluded with a ceremonial cake-cutting, reinforcing KQ's commitment to fostering a culture of learning, collaboration, and professional growth within the organization.

KQ Inflight and Catering Team Brought Hope to Dreams of Hope Children's Home

On June 28, Kenya Airways' Inflight and Catering team visited Dreams of Hope Children's Home in Donholm, Kenya, as part of Social Investment. The team donated essential items, including baby clothes, food, and household supplies, to support the well-being of the children.



The visit reinforced KQ's commitment to sustainable development and community empowerment, reflecting the airline's dedication to positively impacting lives beyond aviation.

In addition to the donations, the team spent quality time bonding with the children, some as young as four days old, demonstrating care, compassion, and a deep sense of social responsibility.

This initiative underscored Kenya Airways' ongoing efforts to support vulnerable communities, ensuring a brighter and more hopeful future for those in need.

KQ Unveiled Refurbished Asante Lounge at Terminal 1C



Kenya Airways officially re-opened the Asante Lounge at Terminal 1C, Jomo Kenyatta International Airport (JKIA), reaffirming its commitment to enhancing customer travel experiences.

Presided over by Group MD & CEO Allan Kilavuka, the event highlighted the airline's focus on delivering superior comfort and convenience. The refurbished lounge offers an upgraded experience, ensuring that passengers enjoy a seamless and relaxing journey.

This initiative reflects KQ's dedication to customer-centric service, aligning with its customer obsession value by continuously improving travel facilities and services.

KQ Welcomed New Cabin Crew Cohorts to Enhance Passenger Experience



Kenya Airways recently introduced new cabin crew members, bringing fresh energy and dedication to the team. After rigorous training in in-flight service, emergency procedures, and customer care, they are now fully equipped to ensure passenger safety and comfort.

So far, 185 new crew members have joined, with a target of 263 by the end of 2024. Their professionalism and attention to detail are expected to enhance the passenger

experience, reinforcing KQ's commitment to exceptional service and operational excellence.

KQ Concluded Duty-Free Product Selection for November Catalogue

On July 16, Kenya Airways' inflight team successfully completed the Duty-Free Product Selection event, a biannual exercise aimed at curating top-tier products for the November duty-free catalogue. The event, held in partnership with Tourvest, ensured that passengers continue to enjoy world-class shopping experiences onboard.



A team comprising top-selling cabin crew, inflight management, and Tourvest representatives carefully selected luxury fragrances, exclusive gadgets, and premium timepieces to enhance the duty-free offering. COO George Kamal presided over the event, sharing insights on innovative strategies to boost duty-free sales and reinforcing KQ's commitment to providing premium inflight retail experiences.



KQ Football Team Prepares for Corporate Wellness Challenge

The Kenya Airways football team has been actively training for the 2nd Edition Corporate Wellness Challenge, a 7-A-Side Football Tournament scheduled for August 3, 2024, at Kenya Harlequins Grounds.

In preparation, the team engaged in friendly matches to enhance skills and teamwork:

- July 13, 2024 - 2-2 draw against County Pension Fund FC at Camp Toyoyo Stadium.
- July 21, 2024 - 1-0 victory against Nyati Wazoefu FC at Karagita Stadium.

With strong performances and continuous improvement, the team looks forward to competing in the tournament, aiming to demonstrate their talent and teamwork. Stay tuned for updates and support KQ as they strive for excellence.

The Making of "Safari" in Partnership with KQ Kicks Off

On 24th July, the cast members of the Nigerian/Kenyan Netflix film "Safari", paid a courtesy visit to KQ headquarters. The delegation, which included MD of the Nigerian Film Corporation, Ali Nuhu; prominent star actress Osas Ighodaro among other actors, was warmly received by COO George Kamal and Head of Corporate Communications, Henry Okatch.



"Safari" is currently being shot in Kenya, and KQ is a key partner in this production, underscoring its commitment to fostering creativity and cultural exchange on the continent. By facilitating the seamless travel of film crews and cast members, Kenya Airways not only boosts local tourism but also strengthens its role as a major supporter of the arts in Africa. Additionally, KQ provided a product set for the movie, further supporting the production.

KQ continues to champion initiatives that celebrate and nurture African creativity, ensuring that the continent's vibrant cultural narratives reach a global audience.

KQ Leadership Engaged Security Team to Strengthen Operational Excellence

On July 19, Kenya Airways' Security team held its Annual General Meeting (AGM) at the KQ Cargo Centre, focusing on enhancing security operations and efficiency. The event was attended by KQ leadership, including the CEO, COO, and Corporate Head of Security. Discussions centered on current operational practices, identifying areas for improvement, and implementing efficiency-enhancing strategies. Additionally, outstanding team members were recognized for their contributions, reinforcing a culture of excellence and accountability.

A Q&A session provided an open platform for security personnel to engage directly with senior management, addressing key concerns and sharing insights.

This engagement underscored KQ's commitment to upholding high security standards, operational excellence, and continuous improvement in ensuring a safe and efficient working environment.

World Day Against Human Trafficking Event 2024



On July 31, 2024, the World Day Against Human Trafficking event took place in Namanga, with Kenya Airways as a key partner. This year's theme, "Leave No Child Behind in the Fight Against Human Trafficking," emphasised accelerating actions to end child trafficking. The event also involved children from local schools, highlighting their role in efforts to combat human trafficking. The focus was on strengthening child protection systems to support victims and hold perpetrators accountable.

The event was attended by notable figures, including Social Protection Principal Secretary Joseph Mogasi Motari, US Embassy Political Officer Claire Thomas, and IOM Migration Officer Victoria Kajja.

Kenya Airways was represented by its leadership team, including Chief People's Officer Tom Shivo, Head of Corporate Security Bernard Oganga, and Manager of Quality Control and Integrity Adelaide Amaro.

KQ Strengthened Commitment to Combat Human Trafficking at 2024 Awareness Event

On July 31, Kenya Airways participated as a key partner in the World Day Against Human Trafficking event in Namanga, reinforcing its commitment to combating child trafficking. This year's theme, "Leave No Child Behind in the Fight Against Human Trafficking," focused on accelerating efforts to protect vulnerable children and strengthen accountability measures.

The event engaged local school children, emphasizing the importance of education and awareness in preventing human trafficking. Discussions centered on enhancing child protection systems, supporting victims, and holding perpetrators accountable.

Key dignitaries, including government representatives, international organizations, and diplomatic officials, attended, highlighting the global effort to address human trafficking. Kenya Airways was represented by its leadership team, reaffirming its role in raising awareness and strengthening anti-trafficking measures in aviation.

Through this initiative, KQ continues to champion human rights, ensuring safe and ethical travel while contributing to global anti-trafficking efforts.

KQ Health Strengthened Medical Tourism Through Critical Evacuation Services

Kenya Airways Health demonstrated its commitment to medical tourism by successfully coordinating two critical medical evacuations in recent months.

In July, KQ Medical managed the evacuation of a patient from JFK to Cape Town, ensuring temporary care at the airport clinic during a layover.

On August 4, KQ facilitated the evacuation of 1-year-old conjoined twins with Total Vertical Craniopagus from Lagos to Dubai. During their layover at JKIA, the team provided ambulance and nursing services, ensuring a safe and smooth transfer to their destination. Both operations required meticulous planning, coordination, and specialized care, highlighting KQ Health's expertise in medical evacuation and patient support.

These efforts underscore KQ Health's role in medical tourism, ensuring safe, comfortable, and efficient medical travel for patients in need of specialized care while setting high standards for healthcare support in aviation.

KQ Hosts Youth Day Fireside Chat at Pride Centre



On 12th August, KQ led by Group MD & CEO Allan Kilavuka, hosted a special Youth Day Fireside Chat at Pride Centre. The event brought together youth, young leaders, and industry experts for an engaging discussion on youth inclusivity in commerce, investment, leadership and mentorship opportunities.

During the event, Mr. Kilavuka encouraged the youth to embrace hard work as a foundation for future opportunities and urged leaders to genuinely listen to the youth and view them as solution providers.

In attendance was Paul Russo, CEO of KCB Group; Brenda Mbathi, CEO of TRIFIC; Eugene Mbugua, CEO of D&R Studios among other notable leaders.

KQ Launched Internships for Neurodivergent Youth in Celebration of Disability Pride Month

In recognition of Disability Pride Month, Kenya Airways welcomed its first cohort of neurodivergent interns, reinforcing its commitment to inclusivity and workplace diversity. This initiative, launched in partnership with Strathmore University ILAB and Next Step Foundation, provides opportunities for talented youth specializing in software development, cybersecurity, and content creation.

By integrating neurodivergent individuals into its workforce, KQ embraces diverse perspectives that drive innovation and creativity. This program aligns with the airline's broader mission to foster an inclusive work environment, ensuring that talent and skills are recognized and nurtured, regardless of neurological differences.

Through such initiatives, KQ continues to lead in workplace inclusion, championing accessibility and equal opportunities in aviation and beyond.

KQ Champions Diversity and Inclusion for Sustainable Growth



Kenya Airways reinforces its commitment to diversity and inclusion, embedding these principles into its sustainability strategies to advance Africa's prosperity.

Aligned with the Sustainable Development Goals (SDGs), KQ's initiatives focus on reducing inequalities, supporting communities, and enhancing employee well-being. By fostering an inclusive workplace and equitable opportunities, the airline promotes social impact while driving long-term sustainability.

Through these efforts, KQ continues to create a diverse, inclusive, and empowered workforce, ensuring that its operations contribute positively to society while strengthening its global leadership in aviation.

KQ Medical Relunched JKIA Clinic to Enhance Healthcare Services

On August 9, Kenya Airways Medical officially relaunched its newly renovated JKIA clinic, reinforcing its commitment to providing quality and affordable healthcare services for the entire JKIA ecosystem.

The upgraded facility, located on the ground floor of the parking garage opposite the KDF offices, now offers specialized services, including:

- Commercial medical evacuation
- Onboard oxygen and stretcher services
- Passenger medical clearance
- Airside and landside ambulance services



The opening ceremony featured discussions led by the KQ Medical team on enhancing operational efficiency, promoting mental wellness, and celebrating the contributions of healthcare professionals.

This relaunch demonstrates KQ's dedication to ensuring accessible and efficient medical support, further strengthening passenger and employee well-being within JKIA.



KQ Football Team Excelled at Nairobi Corporate Challenge

On August 10, 2024, Kenya Airways' Football Team delivered an outstanding performance at the Nairobi Corporate Challenge, held at Harlequins Grounds in Nairobi.

The Men's team secured the 1st runner-up position, while the Women's team finished as 2nd runner-up, showcasing remarkable skill, dedication, and teamwork.

This achievement highlights KQ's commitment to employee wellness, teamwork, and sports excellence, reinforcing a culture of collaboration and resilience both on and off the field.

KQ and NCPWD Strengthen Commitment to Disability Inclusion

On August 14, Kenya Airways Group MD & CEO Allan Kilavuka hosted a delegation from the National Council for Persons with Disabilities (NCPWD) to discuss strategies for enhancing disability inclusion.

Led by NCPWD Executive Director/CEO Harun M. Hassan, the visit focused on strengthening partnerships and promoting the rights of persons with disabilities. Discussions covered key areas, including:

- Implementing disability-friendly policies
 - Improving accessibility for passengers and employees
 - Promoting inclusive education and employment opportunities
- KQ reaffirmed its commitment to supporting NCPWD initiatives and ensuring a more accessible and inclusive travel experience. Both parties agreed to maintain ongoing collaboration, reinforcing their shared vision of advancing disability inclusion across all sectors.



KQ Team Brought Social Impact to Narok County



On July 5, Kenya Airways' CEC staff embarked on a meaningful social investment trip to Ereteti in Ololulunga, Narok County, focusing on environmental sustainability, education, and community support. The initiative began with a tree-planting activity, reinforcing KQ's commitment to environmental conservation. The team then engaged students at Olmusakwa Primary School through motivational talks, inspiring both primary and junior high learners.

To further connect with the students, a mini soccer tournament was organized, bringing excitement and fostering teamwork. The trip concluded with the distribution of food and essential items to teachers and the local community, demonstrating KQ's dedication to social responsibility.

This initiative highlighted the airline's ongoing efforts to support education, sustainability, and community well-being in Kenya.

KQ Strengthened Efforts to Combat Human Trafficking Through Specialized Training

On August 15, Kenya Airways, in collaboration with the International Organisation for Migration (IOM) Kenya and CIVIPOL, launched specialized training for its security personnel to enhance their ability to identify and respond to human trafficking incidents. This mandatory training is part of KQ's broader initiative to strengthen security measures across its operations.



The recent session builds on ongoing efforts, following the joint training of pilots and cabin crew on July 1, 2023, which was integrated into Aviation Security Training programs to equip frontline crew members with the skills to detect and report trafficking cases.

Reinforcing these initiatives, KQ signed a Memorandum of Understanding with IOM on July 5, 2024, underscoring its commitment to capacity building in Trafficking in Persons (TIP) and Smuggling of Migrants (SoM).

The current training includes members of the Travel Document Unit, Rapid Response Team, Passenger Services, Investigation Team, Aviation Security Trainers, Cargo Security Team, and Security Standards Team, all playing a critical role in passenger safety and global security compliance.

This initiative demonstrates KQ's leadership in combating human trafficking, ensuring enhanced vigilance and protection within the aviation industry.

KQ Cargo Marked International Dog Day with Pet Transport Awareness



On August 25, Kenya Airways Cargo participated in the International Dog Day Festival in Karen, Nairobi, celebrating canine companions and raising awareness about safe pet transport solutions.

At the event, KQ Cargo showcased "KQ Live," a specialized product for transporting live animals, demonstrating the Animal (AVI) uplift process and reaffirming its commitment to safe, reliable, and comfortable pet transport across its global network.

To further engage attendees, KQ Cargo sponsored awards in various categories, including Best Groomed Pet, Best Trained Tricks, Best Scavenger, Best Bomb Hunter, and Most Beautiful Pet.

Beyond the celebrations, the event provided an opportunity for KQ Cargo to connect with new clientele, expanding its market reach and reinforcing its reputation as a trusted pet transport provider.

KQ Sponsored Nairobi Hockey Masters Tournament, Supporting Sports Excellence

On August 31 and September 1, Kenya Airways sponsored the Nairobi Hockey Masters Tournament at Sikh Union Club, bringing together teams from Nairobi, Kisumu, and Nakuru.



As part of its sponsorship, KQ awarded two Economy Class tickets within East Africa to the winners of the tournament's raffle, reinforcing its commitment to supporting local sports development.

This event served as a precursor to the upcoming Hockey World Cup in October, where KQ will be the official carrier for Team Kenya. Among the national team members is Captain Joshi, a KQ staff member, who will proudly represent Kenya at the competition.

By supporting such initiatives, KQ continues to champion sports tourism and athlete development, strengthening its role as a key partner in regional and international sporting events.

Charity Wambalasa Excelled at Uganda Masters Aquatics Championship

On September 7, Kenya Airways Flight Attendant Charity Wambalasa represented Kenya at the Masters Club Championship in Uganda, competing alongside 32 Kenyan swimmers against top international athletes. Charity competed in four events:

- 50m Backstroke
- 50m Freestyle
- 50m Breaststroke
- Mixed Medley Relay

Her outstanding performance earned her gold medals in three of the four events, showcasing exceptional skill and dedication.

The Kenya Aquatics Masters Team secured an impressive second place overall, reinforcing Kenya's strong presence in international swimming competitions.

Charity's achievements highlight KQ's commitment to employee excellence beyond aviation, supporting talent development and national representation in sports.



KQ Cycling Club Completed 260km Ride in Preparation for Arusha Challenge



On September 14-15, the Kenya Airways Cycling Club embarked on a two-day endurance ride from Base to Naivasha, covering 260 kilometres in preparation for their upcoming ride to Arusha, Tanzania.

This milestone ride, the club's first to include an overnight stay, provided a valuable training opportunity for long-distance cycling. The group camped at Fisherman's Camp, fostering team bonding and camaraderie while preparing for the ultimate challenge ahead.

This initiative reflects KQ's commitment to employee wellness, resilience, and teamwork,

encouraging a culture of adventure and physical endurance. The team now sets its sights on conquering the Arusha ride later this year.

KQ Enhancing In-Flight Dining with Customer-Centric Product Selection

On October 1, Kenya Airways hosted an exclusive Product Selection event at the Pride Centre, aimed at redefining the in-flight dining experience. The event brought together select customers and culinary experts, offering them a chance to sample and provide feedback on a curated range of meals and beverages.

Speaking at the event, Group MD & CEO Allan Kilavuka reaffirmed KQ's commitment to transforming in-flight dining into an experience passengers can look forward to.



As part of KQ's sustainability efforts, the airline plans to source ingredients responsibly by supporting local producers, ensuring that its culinary offerings contribute to both passenger satisfaction and environmental goals.

This interactive session highlighted KQ's dedication to passenger engagement, ensuring customers feel valued and included in shaping onboard experiences as part of continuous service improvement.

KQ Promoted Inclusivity and Empowerment at Joytown Special School



On September 28, Kenya Airways staff visited Joytown Special School to support students and promote inclusivity, reinforcing the airline's commitment to social impact and empowerment.

The visit began with a showcase of students' artistic talents, highlighting their remarkable creativity and skills. The team then donated gym equipment and yoga mats, enhancing physical wellness opportunities for the students. In the computer lab, they unveiled the school's revamped website and donated

laptops, improving access to digital learning.

Additionally, KQ provided essential supplies, including adult diapers, dry foodstuffs, and clothing, ensuring continued support for students' needs.

Representing leadership, CSIO Hellen Mathuka emphasized how the initiative aligns with KQ's Environmental, Social, and Governance (ESG) principles, particularly in diversity and inclusion.

The event, attended by representatives from various departments and partners, marked a day of community, empowerment, and meaningful engagement, reinforcing KQ's role in creating a more inclusive society.

KQ Celebrated Customer Service Week with Appreciation and Engagement

Kenya Airways joined the global celebration of Customer Service Week, embracing the theme "Caring Beyond the Journey." The week was filled with special initiatives recognizing both customers and staff, reinforcing KQ's commitment to exceptional service.

Key highlights included:

- ✓ Heartfelt Staff Appreciation - On October 7, KQ kicked off the celebrations with a cake-cutting ceremony at the Customer Excellence Centre and various stations, recognizing staff contributions and fostering a sense of unity.
- ✓ Customer Engagement - Ground Operations and Passenger Services teams enhanced the passenger experience, offering seat upgrades, branded merchandise, special boarding announcements, and interactive raffle draws across KQ's network.
- ✓ Appreciating Travel Agents - KQ surprised top travel agents with certificates and branded gifts, expressing gratitude for their loyalty and partnership.
- ✓ Wellness Wednesday - On October 9, KQ Medical provided free health checks and consultations at the Cargo Centre, prioritizing employee well-being.
- ✓ Leadership in Action - KQ's Group MD & CEO, COO, and CFO actively engaged in frontline roles, assisting with passenger check-in and onboard services.

This celebration reinforced KQ's dedication to delivering outstanding customer experiences and recognizing the people who make it possible.



KQ Proudly Flew Team Kenya to the 2024 World Masters Hockey World Cup



On October 9, Kenya Airways served as the official carrier for Team Kenya, ensuring a seamless journey to Cape Town for the 2024 World Masters Hockey World Cup.

As the team set out to represent Kenya on the global stage, KQ demonstrated its commitment to supporting national sports and fostering international participation.

Among the traveling delegation was Captain Joshi Aseem, a KQ team member, who is competing in the tournament, further reinforcing KQ's dedication to employee excellence beyond aviation.

This initiative highlights KQ's role in promoting sports tourism and strengthening Kenya's global presence in athletics.

KQ Celebrated Operational Excellence with White Belt Certification Event

On October 25, Kenya Airways marked a significant milestone in its journey toward Operational Excellence by recognizing team members who completed their White Belt training. This certification equips employees with Lean Six Sigma skills, enabling them to drive efficiency improvements and align with KQ's values and operational goals.



The event featured project presentations, where certified team members shared real-world applications of problem-solving techniques, highlighting successful process improvements across the airline. A certification ceremony followed, with CSIO Hellen Mwariri presenting certificates to six White Belt graduates, acknowledging their commitment to continuous improvement. The celebration concluded with a cake-cutting ceremony, reinforcing the spirit of achievement.

The presence of COO George Kamal and CIDO Fred Kitunga emphasized KQ's commitment to equipping employees with the tools to drive meaningful change, strengthening efficiency, performance, and innovation across operations.

KQ Staff Participated in the Standard Chartered Nairobi Marathon, Promoting Health & Wellness



On October 27, 300 Kenya Airways staff proudly took part in the Standard Chartered Nairobi Marathon, joining over 25,000 participants in Kenya's largest road race.

Led by the Employee Relations team, this participation was part of KQ's culture transformation journey, Re-ignite, reinforcing the airline's commitment to employee well-being, teamwork, and fitness.

To enhance the experience, KQ set up a hospitality tent, offering participants a space to relax and recharge after their runs. Additionally, an activation tent provided Asante Rewards enrollments and showcased KQ's products and services, engaging both employees and the public.

This initiative demonstrated KQ's dedication to fostering a culture of wellness and inclusivity, encouraging staff to embrace fitness as part of their lifestyle while strengthening the airline's presence in community-driven events.

KQ Empowered Women at the EmpowHer Work-Life Integration Summit

On October 25, Kenya Airways hosted the EmpowHer Work-Life Integration Summit, providing a transformative platform for women to enhance leadership skills and professional development.

Under the theme “Balancing Career and Personal Well-being,” the summit offered networking opportunities, expert insights, and experience-sharing sessions, reinforcing the importance of harmonizing career aspirations with personal wellness.

Key highlights included:

- ✓ A keynote speech on strategies for managing well-being while excelling professionally.
- ✓ A panel discussion, featuring Head of Cargo Commercial Peter Musola, exploring career growth, mental health, and organizational development.
- ✓ Participation from KQ leadership, with COO George Kamal and CSIO Hellen Mwariri, underscoring the airline's commitment to fostering an inclusive work environment.
- ✓ Encouragement for attendees to join EmpowHer's five mentorship circles—Executive Presence, Personal Branding, Work-Life Integration, Health & Wellness, and the Book Club—supporting continuous growth.

This initiative demonstrated KQ's dedication to empowering women, ensuring they have the resources and support needed to thrive in both their personal and professional lives.

KQ Enhanced Guest Experience with Refreshed Buffet and Live Cooking at Pride Lounge



On October 30, Kenya Airways unveiled the newly refurbished buffet, kitchen, and bar at the Pride Lounge, introducing an exciting live cooking experience designed to elevate the customer journey.

The ribbon-cutting ceremony, attended by KQ's senior leadership and departmental heads, marked a significant milestone in enhancing guest hospitality.

The upgrade was driven by guest feedback, which highlighted the need for greater variety and dietary-specific options. In response, the new menu now offers expanded selections catering to religious, vegetarian, and health-conscious preferences, ensuring a more personalized dining experience.

A key highlight is the interactive live cooking station, where guests can enjoy freshly prepared, customized meals, adding an engaging and dynamic element to the lounge experience.

KQ Strengthened Compliance with SVAN Simulation and Associate Auditors Training



On October 31, Kenya Airways hosted a milestone event at the Pride Centre, simulating the handling of Special Visually and Aurally Needy (SVAN) passengers in accordance with U.S. Department of Transport (DOT) regulations. This session capped off a Quality Assurance workshop held from October 22-30, aimed at enhancing staff awareness and compliance with accessibility standards.

The simulation trained staff across multiple departments on DOT requirements for SVAN passenger handling, from ticket sale to arrival, ensuring seamless and inclusive travel experiences. The session also included hands-on training for Quality Assurance associate auditors, reinforcing KQ's commitment to operational excellence and regulatory compliance.

Representing leadership at the event was Captain Haig Anyonyi, Director of Safety, Quality & Environment (DSQE), who emphasized the airline's focus on maintaining high standards in safety, service, and regulatory adherence.

The graduation ceremony for associate auditors who successfully completed the workshop is scheduled for December 6, celebrating their commitment to upholding safety and service excellence at KQ.

KQ Cycling Club Completed Historic 546km Ride from Nairobi to Arusha and Back

From November 6-10, Kenya Airways Cycling Club achieved a historic milestone, completing a 546km round-trip ride from Nairobi to Arusha and back. With 17 determined riders, the team became the first amateur corporate group to accomplish this feat, showcasing endurance, teamwork, and resilience.



The cyclists were flagged off by CPO Tom Shivo, alongside representatives from HR Employee Relations and Staff Welfare. Upon their return, they were warmly welcomed back to Base and honored with a celebratory dinner and cake-cutting ceremony, recognizing their remarkable achievement.

This initiative reinforces KQ's commitment to employee wellness, adventure, and teamwork, encouraging a culture of perseverance and pushing boundaries.

KQ Strengthened Industry Expertise Through White & Case and Bowmans Training



On October 31 and November 1, Kenya Airways hosted a collaborative training session at the Pride Centre, facilitated by White & Case LLP and Bowmans, bringing together specialized knowledge across key departments.

The training aligned with Legal Awareness Week by the Law Society of Kenya (LSK) and engaged teams from Legal, Data Protection, Risk, Fleet Development, Insurance, Corporate Communications, Finance, and Jambojet Quality Assurance.

Key topics covered included:

- Data protection
- Aircraft operating lease agreements
- Aircraft financing
- Competition law
- Financial restructuring of airlines

Director Legal, Risk & Compliance, Habil Waswani, alongside departmental heads and managers, attended the sessions, reinforcing KQ's commitment to industry best practices.

Participants gained valuable insights, emphasizing the importance of future collaborations to strengthen expertise and regulatory compliance. This initiative demonstrates KQ's dedication to continuous learning, ensuring teams remain well-equipped to navigate the complexities of the aviation industry.

KQ Celebrated International Men's Day with Health, Sports, and Community Engagement

On November 19, Kenya Airways marked International Men's Day with activities centered around the theme "Men's Health Champions." Leading up to the day, two impactful Mental Health Webinars were held, focusing on mental wellness for men. The main celebrations included two key events.

Interdivisional Football Tournament

Held at Arena One Football Turf, Valley Arcade, Nairobi, approximately 300 male employees participated in a spirited football competition, led by Company Secretary & Director of Legal, Risk and Compliance, Habil Waswani.



Community Outreach at Kabete Rehabilitation School

A group of 30 KQ representatives visited the Kabete Rehabilitation School for Boys, where they donated foodstuff, footballs, and personal items. The team also held mentorship sessions with the boys, followed by a friendly football match.

These activities highlighted KQ's commitment to promoting men's health, wellness, and community involvement, fostering a culture of support, teamwork, and empowerment.

Preparing for the Next Chapter: Pre-Retirement Training

On November 8, Kenya Airways held a pre-retirement seminar at Emara Olesereni in Nairobi, designed to equip members nearing retirement with essential tools for a smooth transition into the next phase of life. Sponsored by Provident Fund Managers Sanlam and GenAfrica, the seminar featured engaging presentations on key topics such as managing financial freedom through budgeting, debt management, and wealth generation; exploring retirement income solutions including annuities and income drawdowns; and understanding the benefits of a post-retirement medical fund.

Attendees also had the opportunity to learn from a seasoned retiree who candidly shared insights on the challenges and rewards of retirement. Leadership was represented by CPO and Trustee Tom Shivo, along with Fund Administrator and Trust Secretary Obed Gwaro. Targeting staff within three years of retirement, the initiative underscored KQ's commitment to supporting employees during significant life transitions. Plans are underway to extend such retirement training to all staff in the coming year, ensuring everyone is well-prepared for a fulfilling life beyond Kenya Airways.

Highlights from the Fire Drill and Safety Debrief

On November 27th, Kenya Airways conducted a fire drill at Hangars 1 and 2 to evaluate staff readiness in case of emergencies. The drill was organized by Lead AMO Safety, Christopher Sawari, with the safety team observing staff responses during and after the evacuation at the designated assembly points.



After the fire alarm, all personnel gathered at Hangar 1 for a debrief session led by Technical Director Bett Gilbert and Director of Corporate Quality, Safety & Environment, Haig Anyonyi. Both leaders emphasized the critical importance of vigilance and adherence to safety protocols to maintain a secure workplace.

The event featured speeches from senior leadership and an engaging Q&A session, which allowed staff to clarify doubts and further understand safety measures. Participants who excelled in the safety trivia were rewarded with engineering souvenirs, adding a fun, interactive element to the day.

The event concluded with a celebratory cake cutting and a lunch at the cafeteria, reinforcing team spirit. This fire drill demonstrated Kenya Airways' continued commitment to ensuring a well-prepared and informed workforce, with safety at the forefront of operations.

Highlights from the ICAO 80th Anniversary Run



On November 22nd, 75 Kenya Airways staff participated in the global celebration of the International Civil Aviation Organization's (ICAO) 80th Anniversary by taking part in a spirited run at Karura Forest. The event brought together aviation professionals from around the world to commemorate this milestone in the aviation industry.

One of the standout performances came from Gordon Okeyo Ochieng, a Customer

Excellence Agent, who secured 1st runner-up in the competitive 21KM race. His impressive achievement not only demonstrated his athleticism but also showcased the incredible talent and determination within the Kenya Airways team. As a reward for his performance, Gordon won a trip to Zanzibar, adding a special recognition to his success.

A Recap of the Mental Health Awareness Training

On November 26th, KQ Medical, in collaboration with Minet, hosted a transformative two-day Mental Health Awareness Training for 44 managers. The training aimed to shift traditional leadership perceptions by focusing on self-awareness, emotional intelligence, and human-centered leadership.



Attendees were equipped with practical tools and insights to better understand and support their teams, fostering a culture of empathy and resilience. The training encouraged managers to become more attuned to the mental well-being of their colleagues, creating a ripple effect that will positively impact the entire organization.

This initiative aligns with KQ leadership's vision to reignite and empower the workforce, emphasizing growth, support, and resilience. By prioritizing mental health and creating an environment where employees feel valued, this program reflects Kenya Airways' commitment to building a workplace culture that motivates individuals to thrive and reach their full potential.

Celebrating 20 Years of Diversity and Inclusion with NCPWD



Kenya Airways recently joined the 20th Anniversary celebrations of the National Council for Persons with Disabilities (NCPWD) at the Kenya Institute of Curriculum Development (KICD). This milestone commemorates two decades since the enactment of the Persons with Disabilities Act, No. 14 of 2003, championed by the late President Mwai Kibaki.

The event celebrated NCPWD's unwavering advocacy for disability inclusion in Kenya, highlighting significant achievements in economic empowerment, accessible education, healthcare, public awareness, and infrastructure development for persons with disabilities.

In his address, our Group MD & CEO, Allan Kilavuka, reaffirmed Kenya Airways' commitment to accessibility and disability inclusion. He emphasized the airline's inclusive hiring practices and workforce diversity, showcasing the opportunities KQ has created for persons with disabilities in departments such as IT and inflight services.

The event also acknowledged the rise in wheelchair assistance requests at Jomo Kenyatta International Airport (JKIA), with a 5% annual increase, reflecting growing mobility among persons with disabilities and KQ's ongoing efforts to enhance accessibility services. These accomplishments have been made possible through strategic partnerships with organizations like NCPWD, Sight Savers, and Light for the World, underscoring our shared dedication to fostering inclusivity in the workplace and beyond.

A Recap of the KQ Thanksgiving Event 2024

On December 11th, staff from across the business gathered at Hangar 1, Base, for this year's Thanksgiving event to reflect on our achievements and celebrate the journey of the past year.

The day began with an uplifting praise and worship session, followed by interdenominational prayers and a performance by the KQ Choir.



Group MD & CEO, Allan Kilavuka, delivered the keynote address, highlighting major milestones achieved in 2024, including the prestigious awards received, and shared the outlook for the year ahead.

A key highlight was the much-anticipated 2024 CEO Recognition Awards, which honoured staff who demonstrated exceptional performance in their roles. The awards recognized achievements in categories such as safety, innovation, customer obsession, integrity, and sustainability.

The pinnacle of the awards ceremony was the Employee of the Year recognition, with staff members acknowledged for their outstanding contributions. Additionally, the Leader of the Year award was presented to the Head of Ground Operations for their leadership and commitment.

Special mentions were awarded to staff who have made exceptional contributions in their respective areas, recognizing their continuous dedication and hard work. The event concluded with a powerful closing sermon by the guest speaker, offering words of encouragement and inspiration. This occasion not only celebrated the triumphs of the past year but also reinforced our collective commitment to excellence as we look ahead to a promising 2025.

Supporting the Fight Against Human Trafficking and Migrant Smuggling

From December 3rd to 5th, Kenya Airways participated in the Inter-Regional Conference on Trafficking in Persons (TIP) and the Smuggling of Migrants (SoM) by Air. Representing KQ, Manager Quality Control & Integrity, Adelaide Amaro, joined a coalition of stakeholders committed to combating these serious global issues.

The conference brought together representatives from airlines, civil aviation authorities, and criminal justice practitioners from over 19 countries across the Middle East, North Africa, and Eastern and Southern Africa. Organized by UNODC Eastern Africa and the UNODC Regional Office for the Middle East & North Africa, the event was supported by AIRCOP, the Governments of Canada and Austria, and the Better Migration Management Programme (BMM), funded by the European Union and BMZ.

Human trafficking and migrant smuggling are pressing global challenges requiring coordinated cross-border efforts. Our participation reaffirms Kenya Airways' commitment to protecting human rights and ensuring safe travel corridors. As a responsible corporate entity, we stand firm in the fight against trafficking and smuggling, helping to create a safer, more humane aviation environment.

The conference ended with a strong call to action to enhance intelligence-sharing, strengthen inter-regional cooperation, and hold traffickers and smugglers accountable for their actions.

KQ Health Leads a Transformative Health & Wellness Medical Camp at JKIA

From November 26th to 29th, Jomo Kenyatta International Airport (JKIA) became a focal point for wellness as KQ Health, in partnership with various stakeholders, hosted a highly successful joint health and wellness medical camp. Located outside Terminal 1E, the event offered essential healthcare services to 1,314 attendees.

The camp, led by Dr. Salat, Manager Medical Services, facilitated numerous health checks, including cancer screenings, blood pressure and sugar tests, BMI assessments, and dental and eye care. It also provided doctor consultations and educational sessions focused on nutrition, exercise, and mental health, highlighting the importance of preventive care and wellness.

Participants, including travellers, airport staff, and their families, expressed deep gratitude for the free and accessible healthcare services. For many, the camp offered a rare opportunity to prioritize their health in the midst of a busy work environment.

This wellness initiative demonstrated Kenya Airways' commitment to the well-being of the communities we serve and reinforced the significance of collaboration in improving healthcare access. It also reaffirmed our ongoing dedication to promoting a culture of health and wellness among our employees and customers.

ECONOMIC IMPACTS



ECONOMIC IMPACTS

ECONOMIC PERFORMANCE

CLIMATE RELATED-RISKS AND OPPORTUNITIES

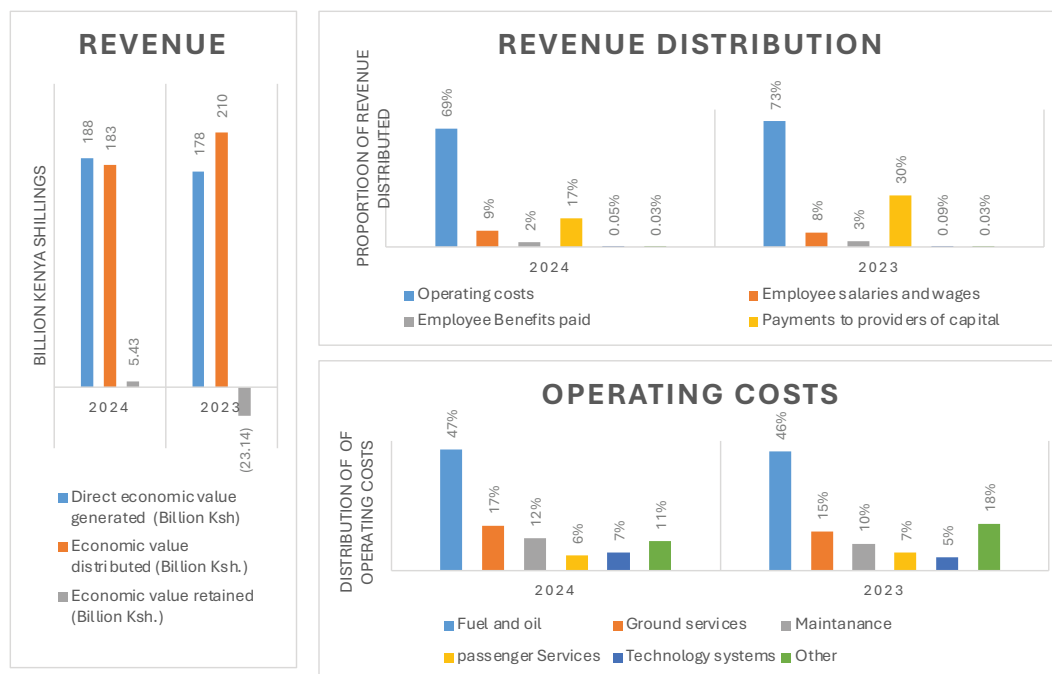
PROGRESSION OF SDGs

ACHIEVEMENTS

Direct Economic Value Generated and Distributed

Economic performance is a material topic for Kenya Airways (KQ) as it directly influences our ability to invest in infrastructure, provide employment, support local businesses, contribute to government revenues, and ensure affordability and accessibility of air travel for small and medium enterprises (SMEs) and travelers. Strong financial performance enhances our operational sustainability and stakeholder confidence, while financial instability can adversely affect route capacity, pricing, employment, and SME partnerships.

Kenya Airways upholds economic integrity by adhering to IFRS standards, maintaining transparency through audited reports, promoting inclusive economic development, and balancing cost efficiency with social impact. Economic performance is managed by the Group Finance Division in coordination with business units and under Board oversight. The airline also provides multiple grievance channels, including investor meetings, employee and supplier forums, and a whistleblower hotline to address financial concerns and stakeholder feedback.



In 2024, Kenya Airways increased its direct economic value generated by 6%, rising from KES 178 billion in 2023 to KES 188.5 billion. At the same time, economic value distributed declined by 13%, dropping from KES 210 billion to KES 183.1 billion, highlighting improved financial efficiency and resource optimization.

Operating costs were reduced by KES 4.3 billion, improving from 73% of revenues in 2023 to 69% in 2024. Payments to capital providers significantly dropped by KES 24.5 billion, from 30% to 17%, signaling improved debt and financial management. Employee salaries increased marginally by 1 percentage point (from 8% to 9%), while employee benefits decreased by 1 point (from 3% to 2%). Payments to government declined from 0.09% to 0.05%, and social investments remained steady at 0.03% of economic value generated.

As a result of these shifts, economic value retained improved by KES 27.5 billion, turning from a negative -13% in 2023 to a positive 3% in 2024, underscoring enhanced financial management and recovery.

A closer look at operating expenses shows that fuel and oil remained the highest cost at 47%, up slightly from 46%. Ground services increased by 2 percentage points (from 15% to 17%) and maintenance rose by 2 points (from 10% to 12%). Meanwhile, passenger service costs dropped by 1 point (from 7% to 6%), and technology investments increased by 2 points (from 5% to 7%). Notably, other costs were reduced significantly by 7 points, declining from 18% to 11%, reflecting strong cost control measures.

ECONOMIC IMPACTS

ECONOMIC PERFORMANCE

CLIMATE RELATED-RISKS AND OPPORTUNITIES

PROGRESSION OF SDGs

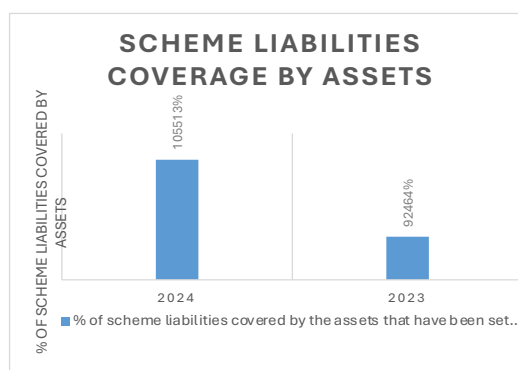
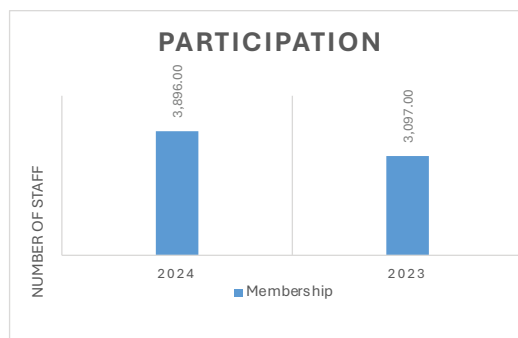
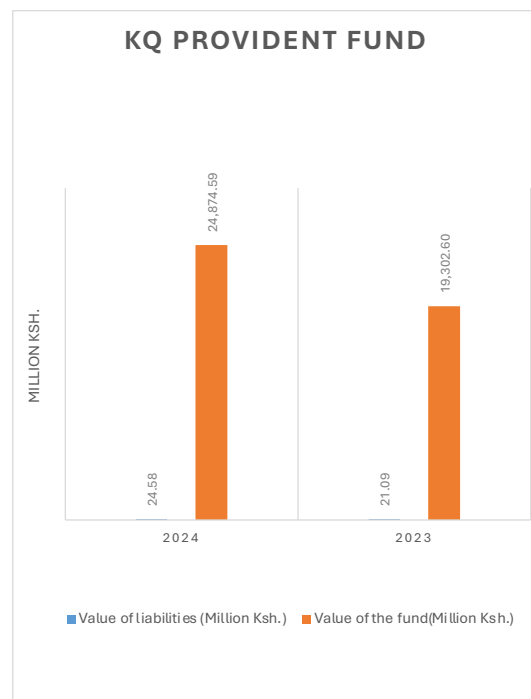
ACHIEVEMENTS

Defined Benefit Plan Obligations and other Retirement Plans

Kenya Airways identifies retirement benefits as a material topic under its social and governance priorities, recognising their role in attracting talent, fostering employee well-being, and ensuring long-term economic security for staff. The retirement program is implemented through a structured and independently managed Staff Provident Fund, which operates as a defined contribution scheme.

Participation is mandatory for all permanent employees, with an option for additional voluntary contributions. Both employer and employee contribute a fixed percentage of

gross salary in compliance with Kenyan pension regulations. Oversight of the scheme is carried out by the airline's Finance, Audit, and Investment Committee to ensure prudent investment, accountability, and sustainability. To evaluate the effectiveness of this approach, Kenya Airways conducts; annual actuarial and financial audits, investment performance reviews and membership monitoring. Results from these assessments guide improvements and uphold the Fund's integrity, contributing to workforce stability and corporate resilience. membership monitoring.



Coverage Summary

100% of the Fund's pension liabilities were covered, highlighting the scheme's financial strength and reliability.

	2024	2023
Net Fund Assets (Million Ksh.)	25,937.20	19,496.94
Total Liabilities (Million Ksh.)	24.58	21.09
Liabilities as % of Fund Assets	0.09%	0.11%
Coverage Ratio (%)	105513%	92464%

Contribution Structure

The retirement plan is a defined contribution scheme. Employer and employee contributions are 10%

Participation Level

Participation increased by 26% year-on-year

Key Performance

- Net assets increased by 33% in 2024, from Ksh 19.50 billion to Ksh 25.94 billion, driven by member growth and enhanced contributions.
- The Fund recorded a significant increase in net investment returns, from Ksh 32.1 million in 2023 to Ksh 5.48 billion in 2024, signalling strong portfolio performance and improved market positioning.
- The investment portfolio grew by 29%, reaching Ksh 24.87 billion in 2024, reflecting disciplined asset allocation and long-term investment planning.

ECONOMIC IMPACTS

ECONOMIC PERFORMANCE

CLIMATE RELATED-RISKS AND OPPORTUNITIES

PROGRESSION OF SDGs

ACHIEVEMENTS

Climate-related risks and opportunities

Kenya Airways has committed fly net-zero by 2050, aligning Paris Agreement's goal of limiting global warming to well below 2°C, with efforts to reach 1.5°C. To support this goal, KQ aims to increase its Sustainable Aviation Fuel (SAF) blend use to at least 10% by 2030, reducing reliance on conventional fossil fuels and lowering carbon intensity.

Strategy

Kenya Airways integrates climate considerations into its business model, financial planning, and investment strategy. The main impact on the business, strategy and financial planning as a result of:-

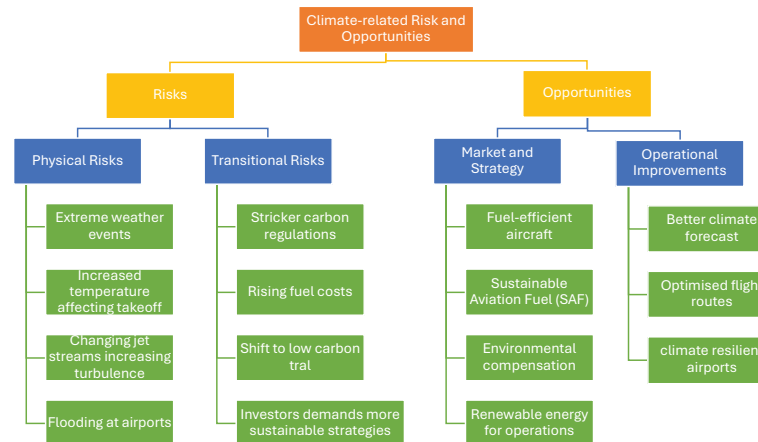
- Aircraft Fleet Modernization - Investing in more fuel-efficient aircraft to reduce operational emissions and long-term fuel costs.
- Operational Efficiency Initiatives: - implementing AI-driven route optimization and fuel consumption reduction programs.
- Environmental compensation - development of carbon removal projects, like restoration of ecosystems and development of SAFs.

KQ employs scenario analysis to assess the impact of climate change on its long-term business model. The airline has tested three scenarios:

- High-Emission Scenario - if no action is taken, fuel costs will rise, carbon taxes and operational restrictions will increase.
- Moderate-Transition Scenario- gradual adoption of SAF, fleet modernization, and increased fuel efficiency programs.
- Net-Zero Scenario - full compliance with global net-zero commitments, investment in SAF, electrification, and renewable energy-powered aviation infrastructure.

Our long-term strategy aligns with the Moderate-Transition Scenario, prioritizing development of SAF production locally, energy-efficient operations, and investment in permanent carbon removal projects.

We are actively in ecosystem restoration in Kenya, with a commitment to planting one million trees annually. This large-scale reforestation initiative is designed to restore degraded land, arid and semi-arid land, provide for environmental compensation and enhance biodiversity.



Risk Management

Kenya Airways identifies and assesses climate-related risks through its Enterprise Risk Management (ERM) framework, integrating them into its corporate risk register. To mitigate these risks, KQ implements fuel efficiency initiatives, invests in sustainable aviation fuels (SAF).

Climate risks are fully integrated into financial planning, compliance, and strategic decision-making.

Governance

KQ integrates climate-related risks and opportunities into its corporate governance framework, with oversight provided by the Board of Directors through the Sustainability and Risk Committees. The Board ensures compliance with international environmental policies, integrates sustainability into strategic planning, and reviews climate risk assessments twice a year to align with industry standards such as IATA's Fly Net Zero Commitment and CORSIA.

At the management level, the Group MD & CEO leads the execution of climate strategies, supported by a dedicated Sustainability Committee. The Chief Strategy and Innovation Officer oversees sustainability performance and operational integration. Corporate Risk Team assess climate risks and embeds mitigation measures into risk management. Climate-related goals are linked to corporate performance reviews and management incentives.

ECONOMIC IMPACTS

ECONOMIC PERFORMANCE

CLIMATE RELATED-RISKS AND OPPORTUNITIES

PROGRESSION OF SDGs

ACHIEVEMENTS

Economic Progression of SDGs



Goal 8: Decent Work and Economic Growth

Target 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation

Indicator 8.2.1: Annual growth rate of real GDP per employed person

- KQ revenue increased by 5.6%
- KQ's improved economic performance is expanding trade
 - KQ transported 70,776 metric tonnes of Cargo in 2024
 - KQ connected 5.23 men and women to the world in 2024
- KQ's improved economic performance contributing to job creation.
 - 8% employee growth in 2024
 - 4705 men and women employed in 2024



Goal 9: Industry, Innovation, and Infrastructure

Target 9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all

Indicator 9.1.2 Passenger and freight volumes, by mode of transport

- KQ transported 5.23 million passengers in 2024, an increase of 4% in 2023.
- KQ transported 70776 metric tonnes of cargo an increase of 25% from the previous year

Target 9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries

Target 9.2.1 Manufacturing value added as a proportion of GDP and per capita

- 30% of KQ staff are in manufacturing, through KQ water plant, a KQ owned water purification, packaging and distribution brand, our maintenance, overhaul, and repair workshops.

Target 9.3 Increase the access of small-scale industrial and other enterprises, in developing countries, to financial services, including affordable credit, and their integration into value chains and market

Indicator 9.3.1 Proportion of small-scale industries in total industry value added

- 39% of KQ's suppliers are local, xx% of these are small and medium enterprises (SMES)

Target 9.a Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States

Indicator 9.b.1 Proportion of medium and high-tech industry value added in total value added

- KQ has a dedicated full-time staff as a resource for the development of SAF production in Kenya, providing market knowledge, sustainability experience and market access to local feedstock producers.
- KQ invested over USD 10,000 in developing a Plastic Made Diesel (PMD) plant, to recycle plastic waste, generate revenue for local community.
- KQ has an innovation staff who dedicates 50% of their time on the Plastic Made Diesel (PMD) plant.



Goal 10: Reduced Inequalities

Target 10.4: Adopt policies, especially fiscal, wage, and social protection policies, and progressively achieve greater equality.

Indicator 10.4.1: Proportion of the population covered by social protection systems, by sex, age, and disability.

- Kenya Airways promotes investment and supports local economies. It fuels global trade and access to markets for African SMEs, encouraging financial flows to developing nations: -
 - 15,000 tons Flower deliveries to Europe
 - 12,000 tons Foodstuffs to Europe & Middle East
 - 18% year on year growth in Valuable Cargo, Live Animals, and other special products

Target 10.b: Encourage official development assistance and financial flows, including foreign direct investment, to states where the need is greatest, especially least developed countries, African countries, small island developing States, and landlocked developing countries, in accordance with their national plans and programmes.

Indicator 10.b.1: Net official development assistance and total support to South-South cooperation as a percentage of OECD/ DAC donors' gross national income.

- KQ invests in gender-balanced leadership (17% of C-suite roles held by women) and 85% gender parity in training, fostering capacity building within Africa.
- Through comprehensive health coverage, including both work-related and non-work-related illnesses and access to the KQ clinic, the airline models national-level resilience and employer-supported social infrastructure.
- KQ provides a fully funded retirement scheme with over 100% coverage of liabilities,
- As a Pan-African airline, KQ serves as a regional enabler, connecting African markets and supporting intra-African trade and mobility, core principles of South-South cooperation.

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Dedication of the Newly Acquired Cargo Freighter



On January 23, Kenya Airways conducted its inaugural prayer and dedication service for the recently acquired cargo freighter at the Cargo Terminal, JKIA.

The event was attended by Director of Cargo, Dick Murianki, along with key personnel involved in cargo operations.

The B737-800SF aircraft, which arrived on January 20, offers an extended range, enhancing connectivity between vital cargo hubs. This expansion is expected to create new

opportunities for cargo services, improve service delivery for Kenya Airways customers, and meet the demands of the evolving market.

KQ Cargo Expands Route Network to Sharjah and Mogadishu

Kenya Airways Cargo expanded its route network to include direct cargo flights between Sharjah, UAE, and Mogadishu, Somalia. The new route commenced operations on February 9, with weekly flights and plans to increase to two weekly frequencies by April. In this expansion, Kenya Airways Cargo partnered with Global GSA Cargo LLC, a global cargo sales and service agent based in the UAE, to serve as the cargo logistics partner for this route



The expansion followed Kenya Airways Cargo's recent increase in freighter capacities through the introduction of a B737-800F, which offers extended-range capabilities.

Kenya Airways Cargo Director, Dick Murianki, indicated that the new route aligns with the airline's mission to drive Africa's prosperity by connecting people, cultures, and markets, while also positioning Kenya Airways Cargo as Africa's preferred cargo carrier.

KQ Cargo Launches Direct Freight Services from Sharjah



Kenya Airways Cargo launched direct freighter services from Sharjah to Nairobi via Mogadishu. To commemorate the occasion, Kenya Airways hosted a dinner on February 27 at Palazzo Versace, Dubai, bringing together key stakeholders from the UAE.

On February 28, the freighter was officially flagged off at Sharjah International Airport, with Group Managing Director and CEO Allan Kilavuka in attendance to mark the occasion.

Kenya Airways Receives Tractors

On March 20, Kenya Airways received six Case IH tractors. The partnership with CFAO enables KQ to serve various sectors, including agriculture, commercial, and industrial fields. Beyond acquiring the tractors, collaboration fosters a culture of teamwork and innovation to address cargo movement needs.



KQ Cargo welcomes another freighter



Kenya Airways marked the beginning of April with the arrival of its second freighter, a Boeing 737-800. This expanded cargo operations across Africa, the Middle East, and Asia.

The addition of the new freighter increased KQ Cargo's fleet to four, significantly enhancing its freight capacity on a global scale.

Good News! Half Year Investor Briefing Highlights

On August 19, Kenya Airways announced a significant milestone in its journey towards profitability, marking the first time the airline had reported a profit after tax since 2013.

For the first half of the financial year ending June 30, 2024, the airline recorded a profit after tax of Kshs 513 million, an improvement from the Kshs 21.7 billion loss reported in the same period the previous year.



KQ Renews Codeshare Agreement with China Eastern Airlines



Kenya Airways renewed its codeshare agreement with China Eastern Airlines, marking a significant step in enhancing intercontinental connectivity. The partnership opens up access to key destinations across China, including Shanghai, Kunming, Hangzhou, and Nanjing, operated by China Eastern Airlines. Similarly, China Eastern Airlines' passengers will now have easier access to various African cities through Nairobi, further expanding their travel options.

Kenya Airways and Virgin Atlantic Sign Codeshare Partnership

On March 21st Kenya Airways and Virgin Atlantic entered into a strategic codeshare agreement. As part of the partnership, it was reported that Virgin Atlantic would place its code on Kenya Airways' London flights, allowing passengers greater access to destinations in Africa and beyond. Similarly, Kenya Airways would add its code to Virgin Atlantic's



Caribbean routes, facilitating expanded travel opportunities.



Kenya Airways Receives KENAS Accreditation, Expands NDT Services Beyond Aviation

On April 23, Kenya Accreditation Service (KENAS) presented the NDT accreditation to Kenya Airways. The accreditation expanded its Non-Destructive Testing (NDT) capabilities beyond aviation, ensuring compliance with strict quality standards during inspections. Additionally, it was noted that clients across various sectors could now rely on Kenya Airways' NDT services, as the accreditation signified compliance with international standards.

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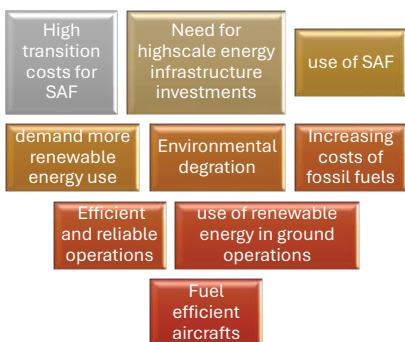
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Energy Management

Kenya Airways complies with the Energy Act of Kenya and other regulations, focusing on energy efficiency, conservation, and renewable energy adoption. Additionally, we are transitioning our ground equipment to less carbon intense alternatives like plastic made diesel and electricity and enhancing energy efficiency in buildings through renewable energy use and energy efficient appliances and fixtures.

Impacts

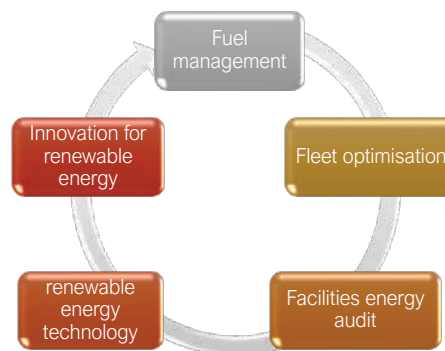


Currently, 23% of our fleet consists of Boeing 787 Dreamliners, known for their advanced aerodynamics and fuel efficiency, while 33% comprises Boeing 737 aircraft, offering enhanced operational efficiency and lower fuel consumption.

Currently, 12% of KQ's GSE is electric and powered by renewable energy, reducing reliance on fossil fuels and lowering operational emissions.

In 2024, Kenya Airways established a Plastic-Made Diesel (PMD) production plant at its Head Office. PMD, a diesel alternative derived from plastic waste through pyrolysis, presents a solution to overreliance on conventional fossil fuels. With a production potential of 700 litres, this initiative will support up to 25% of GSE energy needs.

Approach



Kenya Airways mitigates negative energy-related impacts and enhances sustainable energy use by: -

- **Fuel Efficiency & Fleet Optimization** - we optimize flight planning, aircraft maintenance, and route efficiency to reduce fuel consumption. We are transitioning to more fuel-efficient aircrafts and are aligning route capacity with demand.
- **Alternative Aviation Fuel** - KQ is developing local production of less carbon intense fuels like SAFs to provide for transition towards flying carbon next zero by 2050.
- **Renewable Energy Adoption** - At JKIA, 90% of KQ's electricity comes from renewable sources.
- **Energy Audits** - Bi-annual energy audits help identify efficiency improvements and optimize consumption.
- **Fleet Management** - We optimise motor transport energy use by optimizing routes and schedules, implementing fuel monitoring systems, conducting preventive maintenance, and electrifying ground support equipment.

Through CORSIA, KQ uses carbon emissions reductions as the main indicator of fuel efficiency, to track the effectiveness of our energy related impacts. KQ is committed to achieving net-zero emissions by 2050 by increasing Sustainable Aviation Fuel (SAF) adoption, modernizing its fleet, and implementing fuel-saving measures.

Additionally, KQ enhances operational efficiency tracking systems through fuel management and continuous monitoring, using insights from flight reports and energy audits to refine policies and improve energy efficiency measures.

Kenya Airways collaborates with government agencies, industry stakeholders, and local partners to advance Sustainable Aviation Fuel (SAF) production in Kenya. In partnership with regulatory bodies, KQ has played a pivotal role in establishing the National SAF Committee, ensuring the integration of SAF into renewable energy policies.

Through strategic alliances with local producers and Kenya Forestry, KQ is actively engaging stakeholders to facilitate the production of locally sourced SAF by 2025. The airline's renewable energy advocacy is strongly backed by the Board of Directors, the Group Managing Director, and CEO, reinforcing its commitment to sustainable aviation and carbon reduction.

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Energy Sources

Fleet

Summary of Energy Use

- Total Energy Consumption: 20,282,199.73 GJ
- % from Non-Renewable Sources: 99.91%
- % from Renewable Sources: 0.09%

Ground Services Equipment

Energy Source Breakdown

- Jet Fuel: Dominates the energy mix (99.52% of total), primarily used for aircraft propulsion.
- Electricity: Although a small contributor in absolute terms (0.1%), it is the sole source of renewable energy due to Kenya's cleaner grid mix.
- Diesel & Petrol: Used in ground operations, making up 0.38% of total consumption combined.

Motor Transport

ENERGY INTENSITY
1.66 MJ/RPK

Facilities

The energy intensity ratio is based on Revenue Passenger Kilometres (RPK), totalling 12.2 billion during the reporting period—a standard performance measure in the aviation sector.

It includes all energy consumed within the organization, covering non-renewable fuels (jet fuel, diesel, petrol) and purchased electricity (90% renewable grid mix).

Component	Fuel/Energy Type	Original Unit	Energy Consumed (GJ)	Non-renewable	Renewable	Primary Use	Conversion Factor
Non-renewable fuels	Jet Fuel	kg	20,184,509.16	20,184,509.16		Aircraft propulsion	0.0462 GJ/Kg
	Diesel	litres	75,933.63	75,933.63		GSE, generators, maintenance degreasers, laundry	0.0391 GJ/litre
	Petrol	litres	2,371.69	2,371.69		Light-duty vehicles, mobile GSE	0.0346 GJ/litre
Electricity purchased	KPLC Grid-sourced (90% renewable)	kWh	19,385.24	1,938.52	17,446.72	MRO, IT systems, Facilities	1 kWh = 0.0036 GJ
	TOTAL ENERGY CONSUMPTION		20,282,199.73	20,264,753.01	17,446.72		
				99.91%	0.09%		

KQ Energies Plant

Kenya Airways in 2024 built a plant produce Plastic-Made Diesel (PMD) diesel at the KQ Head Office. PMD is a diesel alternative, produced from plastic waste in a process called pyrolysis.

1 metric tonne of plastic recycled daily

to produce 700 litres of Plastic Made Diesel (PMD) daily

Kenya Airways in 2024 built a plant produce Plastic-Made Diesel (PMD) diesel at the KQ Ground Services Equipment is Kenya Airways' second-largest energy consumer, with just 12% of it powered by electricity. The PMD will primarily replace diesel-powered equipment produced from plastic waste in a process called pyrolysis.

25% supply of diesel sources will be substituted by Plastic-made Diesel (PMD)

Methodology

Kenya Airways collects energy consumption data across flight operations, ground support equipment, motor transport, and facilities. Data sources include fuel uplift records, utility bills, and internal usage logs. All energy is reported in Gigajoules (GJ) for consistency. Energy is classified as renewable or non-renewable based on supplier disclosures, with grid electricity partially attributed to renewable sources. Consumption is linked to operational areas to support planning and efficiency tracking. Data accuracy is ensured through historical checks, internal audits, and real-time validation. Third-party assurance is applied for external reporting. Transparency is maintained by documenting data sources, conversion factors, and periodic updates aligned with KQ's sustainability policies.



Established the National SAF Committee to update the Renewable Energy Policy to include SAF.



Defined a strategy to develop local SAF production and secure competitive pricing for KQ.



Partnered with a local company for regulatory, market, and technological expertise in SAF production.



Collaborated with Kenya Forestry to allocate non-agricultural land for growing energy crops.



Provided resources towards a Local SAF production plant, supporting initial production, testing, and certification.



Signed an MoU with the local producer for favorable SAF pricing, with production set to launch in 2025.

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Solid Waste Management

Kenya Airways is committed to promoting responsible consumption and production through the 5 Rs of waste management—Refuse, Reduce, Reuse, Repurpose, and Recycle—introduced in 2023. Our Environmental Management Policy highlights our respect for local communities' rights to a clean and safe environment. Additionally, we adhere to international and local environmental standards, ensuring compliance with Kenya's Sustainable Waste Management Act of 2022 across our operations.

At Kenya Airways, recycling and upcycling drive sustainable value by reducing waste, lowering our environmental footprint, and reducing resource needs. However, we recognize that waste from daily operations—from general to hazardous and electronic—poses risks if not properly managed. Additionally, partners, suppliers, and service providers may indirectly contribute to these negative impacts if their practices do not follow established environmental standards. Consequently, under the oversight of our Board's Audit and Risk Committee, Kenya Airways ensures that these risks are effectively managed.

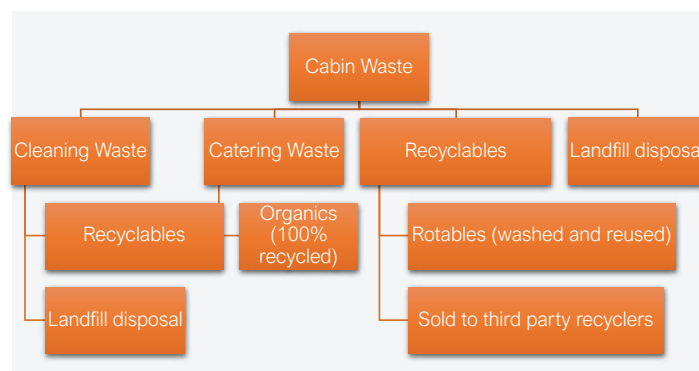


JKIA, Nairobi

Waste generated at the Airport, JKIA through our operations is collected and managed by Kenya Airports Authority (KAA). KAA has implemented measures, set objectives and a target to prevent pollution by managing waste at source. Kenya Airways, in partnership with KAA is applying the 5 Rs (Refuse Reduce Reuse Repurpose Recycle) Practice of waste management at JKIA.

Partnership with Nas Sevier.

Cabin waste is a material category of the waste we generate. Cabin waste at our main hub, JKIA, is collected by our catering supplier, Nas Sevier. The third-party contractor collects, transports, recovers, and disposes our waste. 100% of organic waste is recycled. Other waste categories, such as polythene, aluminum, paper, and carton are sold to licensed waste recyclers.



Hazardous waste management

2% of KQ waste was hazardous waste, including medical waste, and engineering waste. Kenya Airways adheres to National Environmental laws and regulations by securing the necessary permits for hazardous waste generation, storage, and disposal.

Stakeholder engagement

We engage internal stakeholders through training and reach out to customers via surveys, our website, and media. We work with local communities to foster innovation and address waste management challenges, and we collaborate with regulatory bodies, environmental NGOs, and business partners to promote sustainable practices. This ongoing dialogue informs the development and refinement of our policies and mitigation strategies, while regular feedback sessions and public reporting help us continuously assess and improve our measures.

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Solid Waste Metrics

Cabin Waste

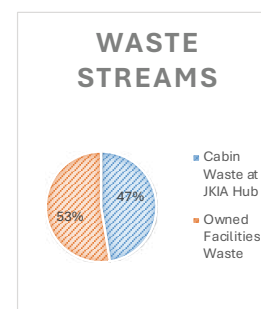
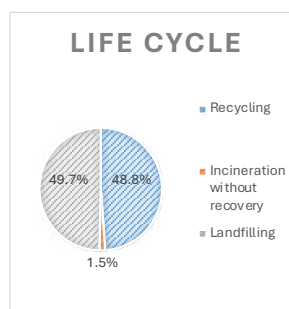
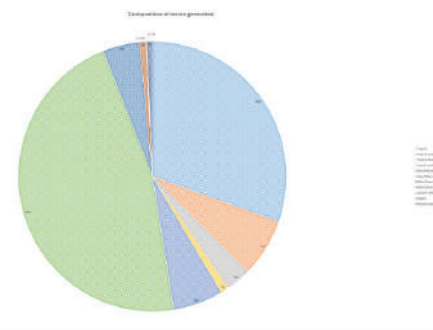
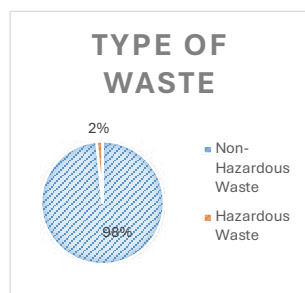
Facilities Waste

Waste Generated

Metric Tonnes	
Total Waste Generated	836.48
Non-Hazardous Waste	823.63
Hazardous Waste	12.85
Organic	254.89
Paper/Cardboard	57.86
Plastics/Polythene	25.89
Aluminium/Scrap Metal	7.98
Wood/Pallets	50.34
Mixed Waste	389.60
White Paper Waste	37.08
Rotten Food stuff	6.34
Used Air Filters	0.05
Apples	1.00
Medical Waste	5.46
Cabin Waste at JKIA Hub	396.96
Owned Facilities Waste	439.52

Waste Diverted from landfill

Metric Tonnes	
Preparation for Reuse	12.85
Recycling	408.15
Total Diverted (Offsite)	433.85



Methodology

Kenya Airways (KQ) compiles solid waste data from cabin operations, facilities, and ground services using internal waste records, weighbridge data, and recycling facility reports. Data validation involves cross-checking reports with actual disposal records and conducting periodic audits to ensure accuracy. Discrepancies are reviewed through waste tracking reports and supplier invoices, with adjustments made based on waste composition changes.

Reporting follows ISO 14001 for environmental management and circular economy principles to promote material reuse and minimize landfill waste. Transparency is maintained through documented data sources, conversion factors, and periodic updates in line with KQ's sustainability policies.

Plastic waste waste reduction measures

- Single use plastic ban at KQ facilities
- Recycled Wine Cork Amenity Kits for business class scaled to all long-haul flights
- Upcycling old blankets into headset covers and blanket ribbons
- Biodegradable waste collection bags eliminating.
- Aluminum food packaging in economy
- Reusable plastic hot drink cups
- Bamboo cutlery
- African baskets replace single-use plastic bread packaging

Recycling approach



Organic waste from the cabin recycled using the BSF technology convert organic waste into protein-rich feed and biofertilizer.



Office paper waste was shredded and pulped at our recycling facility.



Wooden pellets was recycled into everyday items like furniture

KQ Upcycling Studio



10Kgs of retired aircraft seat covers upcycled



216 Kgs to glass waste recycled

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Water Management

Kenya Airways recognizes water as a critical shared resource essential for both our operations and the well-being of communities and ecosystems worldwide. With increasing water demand for activities such as aircraft maintenance and in-flight services, we prioritize the protection of water quality, safeguarding reservoirs from pollution and depletion, and strictly adhere to all national water regulations and laws.

Kenya Airways conducts Environmental and Social Impact Assessments (EISAs) and Water Footprint Assessments (WFAs) to identify risks and quantify water consumption. To address water related challenges, KQ enforces strict wastewater management to prevent water pollution and ensure compliance with effluent water management regulations. Additionally, Kenya Airways manages water filtration plants, providing clean water for employees, passengers, and stakeholders.

Impacts



Water Interactions

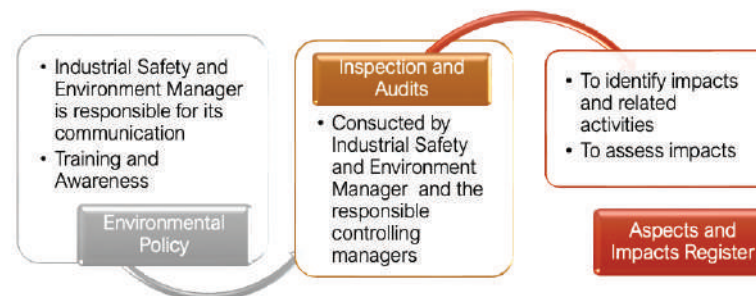
Indirect water interactions upstream and downstream are managed through our business relationship, while direct water interactions at our Hub, in Nairobi is directly managed by Kenya Airways.



Plastic waste waste reduction measures

Kenya Airways continuously checks water usage and quality, using data from EIAs and water footprint assessments to refine its management strategies. Lessons learned are integrated into policies, enhancing water conservation and pollution prevention measures.

Our approach to water management



Effluent Treatment and Management	physical, chemical, and biological treatment processes to remove pollutants and contaminants before discharge.
Pollution Prevention Measures	implementing spill prevention and response measures during refueling operations properly managing waste materials to prevent contamination of water sources
Collaboration with Regulatory Agencies	obtaining permits for effluent discharge, submitting regular monitoring reports, and participating in regulatory inspections and audits.
Employee Training and Awareness	training on proper handling and disposal of wastewater, spill response procedures, and the use of water-saving technologies and practices.

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Water Sources

Owned Facilities

Water Withdrawal (Mega Litres)

Source Type	All Areas (ML)	Freshwater (ML)	Water-Stressed Areas (ML)	Freshwater (ML)
Groundwater	140.22	140.22	0.14	0.14
Third-party Water	1,166.66	1,166.66	1,120.00	1,120.00
Total Withdrawal	1,306.87	1,306.87	1,120.14	1,120.14

Water Consumption (Mega Litres)

Location Category	Total Water Consumption (ML)
All Areas	1,306.87
Areas with Water Stress	1,120.14

Facility-Level Consumption (Mega Litres)

Facility Name	Groundwater (ML)	Third-party Water (ML)	Total Consumption (ML)
KQuench Water Filtration Plant		78.96	78.96
KQ Base Water Filtration Plant	50.10	601.52	651.62
Pride Centre	90.12	40.15	130.27
KQ Base Facilities		446.03	446.03
Total	140.22	1,166.66	1,306.87

Water conservation measures

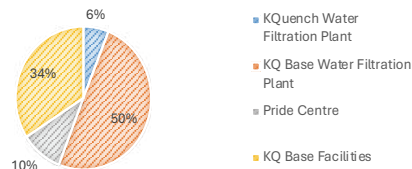
Optimised Water Loading

Refilling water stations

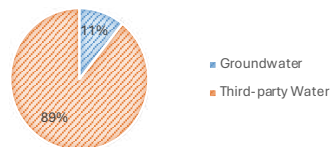
Smaller (350ml) water bottles inflight

Progressively introducing low-flow faucets & toilets

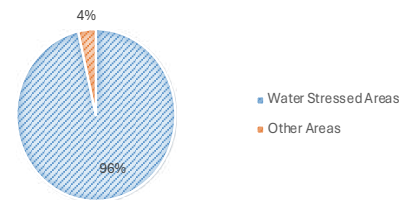
FACILITY LEVEL CONSUMPTION



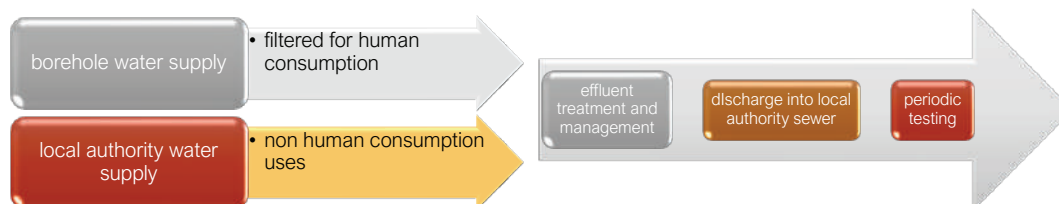
WATER WITHDRAWAL



WATER WITHDRAWAL



Approach



Methodology

The water data presented is compiled using a combination of direct measurements. Water withdrawal figures are sourced from metered records at Kenya Airways (KQ) facilities, including borehole supply and third-party water sources. Data on consumption and discharge is collected through operational logs and supplier reports. Water quality assessments follow local regulatory standards and are periodically tested for compliance. Consumption intensity is calculated based on total usage divided by operational activities. Discharge data is estimated using effluent treatment reports and sector-specific water consumption factors.

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Emissions Management

The aviation industry accounts for roughly 2.5% of global carbon dioxide (CO₂) emissions. When factoring in non-CO₂ impacts on climate, such as other greenhouse gases and pollutants, the sector's total contribution rises to about 3.5%.

Kenya Airways (KQ) is committed to managing and reducing greenhouse gas (GHG) emissions as part of its Environmental, Social, and Governance (ESG) strategy. Our approach aligns with the International Air Transport Association (IATA) Net-Zero by 2050 commitment and Kenya's Nationally Determined Contributions (NDCs). KQ adopts a multi-faceted approach to emissions management, focusing on operational efficiency, sustainable aviation fuel (SAF), fleet modernization, and carbon offset programs.

Emission Reduction Strategies

- Operational Efficiencies: Route optimization, single-engine taxiing, and reduced onboard weight.
- Sustainable Aviation Fuel (SAF): KQ is actively involved in advocating for local SAF production and has established a national SAF committee.
- Fleet Modernization: Transitioning to fuel-efficient aircraft to reduce carbon intensity.
- Ground Support Electrification:
- Increasing the use of electric ground support equipment (GSE) and reducing reliance on fossil fuels.

Industry-Level Regulations

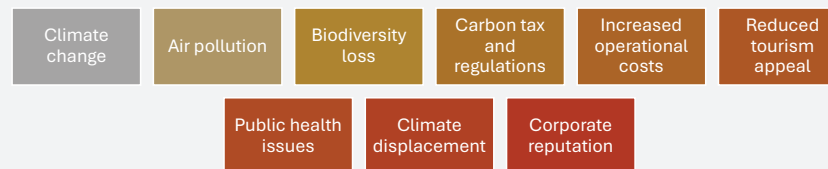
Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)

- KQ adheres to CORSIA, established by the International Civil Aviation Organization (ICAO), which requires airlines to monitor, report, and offset CO₂ emissions for international flights.
- The airline submits annual emission reports under CORSIA's pilot and mandatory phases.

IATA Net-Zero 2050 Commitment

- KQ aligns with IATA's industry-wide goal to achieve net-zero carbon emissions by 2050 through a mix of operational efficiencies, SAF, fleet modernization, and offset programs.

Impacts



GHG Emissions Targets

During the 77th IATA Annual General Meeting, member airlines collectively pledged to attain net-zero carbon emissions from their operations by 2050, aligning with the goals of the Paris Agreement to curb global warming to well below 2°C. As a member airline, Kenya Airways is committed to this initiative.

Kenya Airways' strategy towards achieving net zero encompasses various tactics such as developing SAFs, embracing new technologies, investing in electric infrastructure, enhancing operational efficiencies, carbon sequestration and capture.

National and Regional Regulations

Kenya's Nationally Determined Contributions (NDCs) under the Paris Agreement

- Kenya has committed to reducing GHG emissions by 32% by 2030, and KQ contributes through reforestation.

Kenya Civil Aviation Authority (KCAA) Environmental Regulations

- KCAA mandates emissions monitoring, aircraft fuel efficiency tracking, and environmental impact reporting for airline operations.
- KQ complies with local air quality standards and sustainability reporting requirements.

Purchase and Use of Emissions Certificates

CORSIA Compliance

- KQ purchases emission offset credits under CORSIA's approved carbon offset projects, ensuring compliance with ICAO regulations.

Investment in Sustainable Aviation Fuel (SAF)

- KQ is actively working with government agencies and private partners to set up a local SAF production facility.
- Feasibility studies and early-stage investment for SAF infrastructure are part of KQ's sustainability budget.

Emission Control Technologies Strategies

- Regular aircraft engine washing and maintenance to improve fuel burn efficiency.
- Route optimization technologies to reduce fuel consumption and emissions.

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Emissions 2024

Operational Control Boundary

Composition of Emissions

	%	2024
CO2 Emissions (mt)	99%	1,404,257
CO2e Emissions from CH4 Source (mt)	0.37	5,243
CO2e Emissions from NO2 Source (mt)	0.78	11,011

Scope 1 & 2 Emissions

	%	2024
CO2 Emissions (mt)	99%	1,404,257
CO2e Emissions from CH4 Source (mt)	0.37	5,243
CO2e Emissions from NO2 Source (mt)	0.78	11,011

Sources of Emissions

	%	2024
CO2 Emissions (mt)	99%	1,404,257
CO2e Emissions from CH4 Source (mt)	0.37	5,243
CO2e Emissions from NO2 Source (mt)	0.78	11,011

Summary

Kenya Airways has undertaken a baseline assessment of its carbon footprint for the year 2024. The total gross emissions recorded for the year were 1,420,511 tCO₂e, with no offsets currently applied. This translates to net emissions of 1,420,511 tCO₂e, and an intensity factor of 116 grams of CO₂e per Revenue Passenger Kilometre (gCO₂e/RPK) across 12,204 million RPKs.

Scope 1 and 2 Emissions Overview

The bulk of Kenya Airways' emissions fall under Scope 1, accounting for 99.96% of total emissions (1,419,988 tCO₂e), arising directly from fuel combustion in aircraft and support vehicles. Scope 2 emissions, attributed to purchased electricity, constituted a marginal 0.04% (522 tCO₂e),

Primary Sources of Emissions

A breakdown of emission sources shows that: -

- Jet fuel use in mobile sources (aircraft) is by far the dominant contributor at 99.58% (1,414,552 tCO₂e).
- Diesel consumption in stationary sources (e.g., ground equipment) accounted for 0.36% (5,108 tCO₂e).
- Other contributors include mobile diesel (168 tCO₂e), petrol use across stationary and mobile sources (19 tCO₂e combined), and indirect emissions from electricity (522 tCO₂e).

Emissions Composition

In terms of greenhouse gas composition:

- Carbon dioxide (CO₂) is the predominant emission, making up 99% of the total at 1,404,257 tCO₂e.
- Methane (CH₄) and Nitrous Oxide (N₂O) account for a smaller proportion, contributing 5,243 tCO₂e and 11,011 tCO₂e respectively. Despite their lower volumes, these gases have a higher global warming potential and must be monitored closely.

Methodology

This inventory was compiled in accordance with the GHG Protocol Corporate Standard and guided by ICAO and IPCC AR5 methodologies. The inventory includes Scope 1 emissions from direct fuel combustion in aircraft and ground operations (Jet A1, diesel, and petrol), and Scope 2 emissions from the purchase of electricity used in buildings and operational facilities.

Data was sourced directly from operational records, including aircraft fuel uplift logs, ground vehicle fuel consumption data, and utility bills for electricity use. Emissions were calculated using internationally recognized emission factors, with global warming potentials (GWPs) derived from the IPCC's Fifth Assessment Report. All emissions are reported in metric Tonnes of carbon dioxide equivalent (tCO₂e), ensuring consistency with global reporting standards.

Scope 3 emissions were not included in this baseline but are under consideration for future inclusion as part of our roadmap toward more comprehensive climate reporting. No carbon offsets were applied for the reporting year, meaning gross and net emissions are equivalent.

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KQ's Efforts towards Land restoration, desertification, and drought resilience

Between 2007 and 2013, Kenya Airways (KQ) spearheaded an ambitious reforestation project that has transformed the landscape of Ngong Forest in Kajiado County, Kenya. Partnering with KLM, Rolls Royce, the Kenya Wildlife Service, the Kenya Forestry Service, and the Kenya Defence Forces, KQ planted one million trees, achieving a remarkable 80% survival rate. This effort not only restored the ecosystem but also revitalized local water sources and wildlife populations, including buffalos, hyenas, and lions. The project's success is a testament to the resilience of nature when nurtured and protected. Initially, the trees were sourced externally, specifically the highlands regions of Kenya, but after the first year, seedlings were grown from the forest soil, significantly boosting their survival rates. The indigenous acacia trees, in particular, thrived, demonstrating their adaptability to the local environment.



This afforestation initiative has done more than just replant trees; it has rejuvenated an entire ecosystem. The dense forest that now stands in Ngong has become a sanctuary for various species, creating a balanced habitat where flora and fauna coexist harmoniously. The

return of water to the rivers signifies the restoration of natural water cycles, vital for both wildlife and the local communities.

The community's involvement has been crucial to this project's success. Local residents, including the area chief, played an active role in nurturing the young forest, highlighting the importance of communal effort in environmental conservation. This sense of ownership and responsibility has ensured that the forest remains protected and thriving and has been instrumental in preventing deforestation. By actively safeguarding the newly planted trees and the existing forest, the community has created a sustainable model for forest preservation and environmental stewardship.

Kenya Airways is not resting on its laurels. Inspired by the success in Ngong Forest, KQ is embarking on a renewed journey to plant 1.2 million trees annually in collaboration with staff and its stakeholders. This ambitious plan includes extending the existing forest and introducing beekeeping within the forest. The beekeeping initiative aims to provide sustainable livelihoods for the local community, thereby reducing economic inequalities. Bees will not only help in pollination, enhancing the forest's health, but also offer honey production, which will be a significant source of income for the residents.

This project represents a holistic approach to environmental conservation, integrating ecosystem restoration with economic development. By promoting beekeeping, KQ is ensuring that the benefits of the forest extend beyond environmental gains to tangible economic opportunities for the local community. This dual focus on ecological and economic sustainability sets a precedent for future conservation efforts.

The collaboration between various organizations shows the power of partnerships in achieving environmental goals. The involvement of entities like KLM, Rolls Royce, and the Kenya Defence Forces highlights a shared responsibility across sectors to address climate change and environmental degradation. Their combined resources and expertise have been instrumental in the success of this project.

The transformation of Ngong Forest stands as a powerful example of what can be achieved through dedicated reforestation efforts and community engagement. Kenya Airways' commitment to planting millions of trees annually and integrating economic initiatives like beekeeping ensures that this forest will continue to flourish and benefit both the environment and the local people. KQ is keen to replicate this model of sustainable development in other regions grappling with deforestation and economic disparities, through the right partnerships and community involvement, lasting positive change is possible.



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Piloting Tree Growing With Drones

Kenya Airways (KQ) has made a commitment to plant 1.2 million trees annually to offset carbon emissions, specifically targeting 10% of emissions associated with its European flights. To achieve this, the company will need approximately 1,200 hectares of land every year, which translates to around 6 million seedlings annually—currently, these seedlings are not readily available, and their cost is financially unsustainable. To address this, KQ is exploring the use of seedballs, which could reduce the cost of planting by more than 90%. However, the seedball concept is still in its early stages and requires piloting to assess its feasibility.

KQ's carbon offsetting project involves a multi-step process, starting with the registration of the project. Kenya Forestry will allocate 50,000 hectares of gazetted forest land for

this purpose. Fahari Aviation, in partnership with community associations, will broadcast seedballs to grow trees and oversee their care and monitoring. In addition to tree planting, KQ plans to introduce beekeeping as an initiative to empower communities and reduce economic inequalities.

To ensure accountability, KQ will measure and track the amount of carbon sequestered and employ an independent third-party to verify the carbon emissions offset. Once all these steps are completed, KQ will offset its carbon emissions, continuing its efforts to reduce its environmental impact.

Impact of Pilot

Location: Maragoli Hills, Kenya

Activity: Seedball Broadcasting

Area Covered: 1.29 acres

Payload: 16 kg of seedballs

- Cenchrus Ciliaris Grass
- Sesbania Sesban
- Acacia Xanthophloea

Coordinates: -0.005796, 34.650695

Partners

Kenya Forestry: Allocation of Gazette forests

Community Forest Association (CFA)

- Collection of tree seeds from exiting forests (ensure high success rate)
- Take care of trees
- Beekeeping to reduce economic inequalities

Seedballs Kenya: Make seedballs in collaboration with CFA

Fahari Aviation:

- Broadcast Seedballs
- Monitoring and Evaluation



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Environmental Progression of SDGs



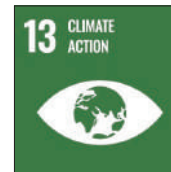
SDG 6: Clean Water and Sanitation

Target 6.3: Improve water quality by reducing pollution, eliminating dumping, and minimizing release of hazardous chemicals and materials. **Indicator 6.3.1:** Proportion of wastewater safely treated

Kenya Airways ensures safe wastewater treatment, preventing pollution, and managing hazardous materials responsibly.

Target 6.4: Substantially increase water-use efficiency across all sectors. **Indicator 6.4.1:** Change in water-use efficiency over time.

Kenya Airways improves water-use efficiency through filtration for human consumption and wastewater treatment prior to discharge.



SDG 13: Climate Action

Target 13.2: Integrate climate change measures into national policies, strategies, and planning. **Indicator 13.2.2:** Total greenhouse gas emissions per year.

KQ's emission intensity is 116 gCO₂e/RPK

Indicator 13.3.1: Number of countries that have integrated mitigation, adaptation, impact reduction, and early warning into primary, secondary, and tertiary curricula.

Target 13.3: Improve education, awareness, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.

In 2024 KQ increased Sustainability and climate literacy of 31%. These training are aimed at empowering employees to transition KQ to be more sustainable by integrating impact management into operations



SDG 7: Affordable and Clean Energy

Target 7.2: Increase the share of renewable energy in the global energy mix. **Indicator 7.2.1:** Renewable energy share in the total final energy consumption. Electric energy at KQ's Hub, in Nairobi is 90% renewable.

Target 7.3: Double the global rate of improvement in energy efficiency. **Indicator 7.3.1:** Energy intensity measured in terms of primary energy and GDP. KQ's energy efficiency is 1.66 MJ/RPK



SDG 15: Life on Land

Target 15.1: Ensure the conservation, restoration, and sustainable use of terrestrial and inland freshwater ecosystems. **Indicator 15.1.1:** Forest area as a proportion of total land area.

- Kenya Airways supports Ngong Forest restoration by growing trees, enhancing biodiversity, and promoting ecosystem conservation efforts.

Target 15.2: Promote sustainable management of forests, halt deforestation, and increase afforestation and reforestation. **Indicator 15.2.1:** Progress towards sustainable forest management

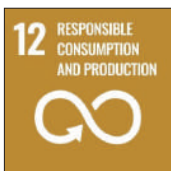
- Kenya Airways piloted tree growing with drones, enhancing reforestation, accelerating planting, and supporting Kenya's forest cover restoration goals.



SDG 9: Industry, Innovation, and Infrastructure

Target 9.4: Upgrade infrastructure and retrofit industries to make them sustainable. **Indicator 9.4.1:** CO₂ emission per unit of value added.

- KQ's emission intensity is 116 gCO₂e/RPK



SDG 12: Responsible Consumption and Production

Target 12.5: Substantially reduce waste generation through prevention, reduction, recycling, and reuse. **Indicator 12.5.1:** National recycling rate, tons of material recycled.

- 48% of KQ waste is diverted from landfill for recycling

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Achievements

Emergency Training at Pride Centre: Highlights from a Milestone Session



On January 12, the flight operations team, led by Director of Operations Capt. Njoroge, conducted an emergency response training session at The Pride Centre. This session marked a significant milestone as the first to utilize a retired Embraer E190-100 aircraft, which had been upcycled for training purposes.

The aircraft, relocated to the Pride Centre in November of the previous year, was repurposed to enhance training programs at the facility. During the session, cabin and

flight deck crew members participated in hands-on exercises focused on responding to cabin smoke emergencies. By incorporating practical scenarios using retired aircraft, the training provided a realistic and immersive experience, reinforcing essential emergency response skills.

KQ Engineering & Maintenance Secures NDT Accreditation, Advancing Environmental Impact

The Engineering & Maintenance Division recently reached a significant milestone by obtaining Industrial Non-Destructive Testing (NDT) accreditation from the Kenya Accreditation Service (KENAS). This achievement not only enhanced the division's technical capabilities but also reinforced its commitment to environmentally responsible maintenance practices.



By securing this accreditation, the division expanded its NDT applications beyond the aerospace industry, reducing material waste and promoting sustainable inspection methods. The ability to conduct precise, non-

invasive testing contributed to minimizing resource consumption and environmental impact across various industries.

With this milestone, Kenya Airways extended its NDT expertise to sectors such as Petrochemical and Gas, Power Generation, Steel, and Railway industries—sectors where sustainable and efficient maintenance solutions play a crucial role in reducing environmental footprints.

KQ Joins SkyTeam Alliance Members in Tree Planting Initiative, Strengthening Environmental Impact



Kenya Airways participated in a tree-planting initiative alongside fellow SkyTeam Alliance member airlines in the UK, reaffirming its commitment to environmental sustainability. Together, the teams planted 500 trees at Ockwells Park, contributing to the restoration and expansion of ancient woodlands. This collaborative effort played a vital role in enhancing the natural environment,

supporting biodiversity conservation, and strengthening carbon sequestration efforts.

KQ Safety Week 2024: Integrating Safety and Environmental Sustainability

From April 22nd to April 26th, Kenya Airways hosted its annual Safety Week, culminating in a grand event on Friday, April 26th. Themed "Safety First, Climate Conscious," the week-long initiative underscored the link between safety protocols and environmental conservation, reinforcing KQ's commitment to both operational excellence and sustainability.

The event featured keynote addresses



from Captain Haig Anyoyi, Director of Corporate Quality, Safety, and Environment; Dick Murianki, General Manager Cargo; and Habil Waswani, Company Secretary & Director of Legal, Risk, and Compliance, who served as the chief guest.

Throughout the week, participants actively engaged in two key challenges—the Tree Naming Challenge and the Plastic Cup Challenge—which recognized outstanding contributions from various departments, including Technical, Security, and Finance. The event also featured several prestigious awards, celebrating excellence across various categories:

- Free Route Airspace - Flight Operations
- Excellence in Waste Management - Knowledge Hub
- Safety Excellence Award 2024 - Pride Centre
- IOSA and ISAGO Champions

By integrating sustainability into safety initiatives, KQ Safety Week fostered a strong safety culture while emphasizing the importance of environmental responsibility in aviation.



KQ Recognized as 1st Runner-Up in the National Safety Awards

On April 28th, Kenya Airways was honoured at the National Safety Awards held in Nakuru, securing the 1st Runner-Up position in the service category. This recognition reaffirmed KQ's unwavering commitment to maintaining the highest safety standards across its operations.

The award-winning station, Mombasa, exemplified KQ's dedication to ensuring safety excellence throughout its network. Representing the airline at the event were Joan Bisonga, Quality Manager AOC, Operations, and Ruth Mayaka, Regional Manager, Domestic, highlighting KQ's strong leadership and focus on safety compliance.

This achievement reinforced KQ's ongoing efforts to uphold industry-leading safety protocols, reflecting its mission to prioritize passenger and operational safety at every level.

KQ Marks World Environment Day with Land Restoration and Conservation Initiatives

On June 5th, Kenya Airways celebrated World Environment Day with a series of impactful activities under the theme "Accelerating Land Restoration, Building Drought Resilience, and Halting Desertification Progress." These initiatives reinforced KQ's commitment to environmental stewardship and sustainable development.

The day began with a tree-planting event at CITAM Kiserian, contributing to the broader goal of planting 2 billion trees across Africa by 2030.

Additionally, the Fahari Aviation team showcased the use of drones for environmental monitoring, demonstrating innovative technology in conservation efforts.

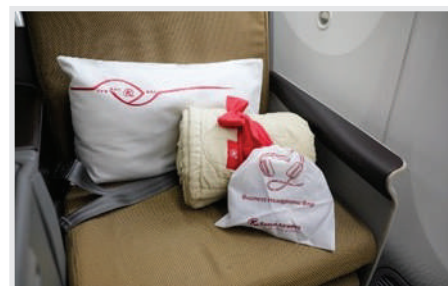
The team then travelled to Olteyani, Kajiado County, where they donated beehives to the local school and community, promoting biodiversity conservation and sustainable



livelihoods.

The celebrations concluded with a treasure hunt and a Reclaim the Forest ceremony, further highlighting KQ's ongoing dedication to restoring ecosystems and fostering environmental sustainability.

KQ Takes Off in the Third Edition of The Aviation Challenge 2024



On September 6th, Kenya Airways officially launched its participation in the third edition of The Aviation Challenge (TAC) 2024, formerly known as The Sustainable Flight Challenge. The airline marked the occasion with its first showcase flight using the Boeing 787 Dreamliner, renowned for its fuel efficiency. This milestone reinforced KQ's commitment to advancing sustainability in aviation as part of the global challenge.

Building on past achievements—including the Best Partnership Award in 2022 and the Most

Breakthrough SAF Category in 2023—KQ continues to integrate innovative sustainability measures. The airline has taken significant steps to reduce single-use plastics, conducting a comprehensive audit and replacing various in-flight materials with eco-friendly alternatives.

Additionally, KQ has transformed its Business Class menu, now featuring 100% locally sourced ingredients from sustainable, non-GMO, and organic farming practices. These initiatives reflect KQ's dedication to pioneering responsible aviation practices while enhancing passenger experience and environmental stewardship.

KQ Partners with Konza Technopolis for Environmental Conservation

On September 6th, Kenya Airways partnered with Konza Technopolis for a tree-planting initiative at the Konza Green Zone, reinforcing its commitment to sustainability and environmental conservation. Together, the teams planted over 200 indigenous trees, contributing to ecosystem restoration and biodiversity preservation.

Representing KQ leadership at the event was Chief Strategy & Innovation Officer, Hellen Mwariri. The initiative also included a tour of various Konza Technopolis facilities, providing KQ staff with insights into the region's innovation and sustainability projects.



As the official airline partner for the upcoming 41st IASP World Conference, taking place from September 24th - 27th, KQ is offering exclusive discounts to all delegates flying with KQ or SkyTeam network airlines. This collaboration not only strengthens KQ's sustainability commitments but also underscores the airline's active role in promoting environmental conservation and green innovation.

KQ Partners with Kenya Forest Service to Develop Sustainable Aviation Fuel (SAF)



On September 13th, Kenya Airways initiated a strategic partnership with the Kenya Forest Service (KFS) to advance the local production of Sustainable Aviation Fuel (SAF). This collaboration aims to leverage renewable resources such as yellow oleander, croton, and castor seeds to produce SAF, reducing carbon emissions and decreasing reliance on imported fuel.

Led by Susan Nambusi, Sustainability Specialist, the team engaged in discussions on adopting forest lands for cultivating high-energy seed trees dedicated to SAF production. This approach not only promotes reforestation but also supports Kenya's transition to green energy solutions. This initiative aligns with KQ's Decarbonization Agenda, reinforcing its commitment to sustainability and innovation in the aviation sector while contributing to Kenya's climate resilience and energy independence.

KQ Launches Strategic Sustainability and Operational Efficiency Projects

On October 1st, Kenya Airways launched three key projects aimed at enhancing sustainability and operational efficiency. These initiatives include the Pyro-Diesel Plant, the expansion of the Water Bottling Plant, and the transformation of Msafiri House into a centralized Operations Control Centre (OCC).



The launch event was attended by KQ leadership, including several board members and executives, led by the Group MD & CEO. Among the distinguished guests was Mohamed Daghar, Kenya's Principal Secretary for Transport.

The transformation of Msafiri House into a centralized OCC is set to streamline flight crew coordination, inflight management, and fleet operations, reducing travel time between departments and fostering improved collaboration.

These projects reinforce KQ's commitment to sustainability, with the Pyro-Diesel Plant promoting waste-to-energy conversion and the Water Bottling Plant expansion supporting reduced plastic use. By integrating innovative solutions, KQ continues to drive environmental responsibility, operational efficiency, and long-term business sustainability, ensuring the airline's continued growth and resilience.

KQ Sponsors the 2024 International Tourism Investment Forum

On November 4th, Kenya Airways proudly partnered with and sponsored the prestigious International Tourism Investment Forum (ITIC) in London. Themed "The Evolving Landscape of the Hospitality Sector: Embracing Green and Sustainable Investments," the forum convened global leaders and industry stakeholders to explore sustainable growth in tourism and hospitality.



Representing KQ at the event were Commercial Manager UK & IE, Chetan Borkatria, and Key Account Manager UK, Puneeta Abreo, who engaged with key dignitaries, including Kenya's Cabinet Secretary for Tourism, Rebecca Miano.

A key highlight of the event was Chetan Borkatria's participation in a panel discussion, where he shared insights on tourism within the evolving global economic landscape. KQ's sponsorship and active involvement in ITIC reinforced its commitment to sustainable investments, fostering strategic partnerships that drive tourism growth while strengthening its global presence in the aviation and hospitality sectors.

KQ Hosts SkyTeam Sustainability Golf Event

On 9th November, in collaboration with Delta Airlines, KLM Royal Dutch Airlines/Air France, and NCBA Bank, we hosted the SkyTeam Sustainability Golf event at the prestigious Muthaiga Golf Club, Nairobi. Themed "SkyTeam Sustainability Golf," this was a unique initiative aimed at engaging top corporate clients while reinforcing the importance of sustainability. The event drew an impressive turnout of 100 attendees; all coming together to participate in the golf tournament and support the shared values of sustainability and corporate partnerships.



In attendance representing leadership was CPO Tom Shivo and Company Secretary & Director of Legal, Risk and Compliance Habil Waswani alongside Senior Manager for Express Cargo & e-Commerce Cargo, Daniel Salaton; Head of Cargo Commercial, Peter Musola, and GM Sales for East, Central and Southern Africa, Rose Kiseli.

As a highlight of the day, we sponsored a raffle draw and awarded one lucky attendee with a ticket to any African destination within our network. Such engagements not only strengthen relationships with clients but also underscore our dedication to promoting sustainable practices in all facets of our operations.

GRI content index

Statement of use	Kenya Airways PLC. has reported in accordance with the GRI Standards for the period 1st January 2024 to 31st December 2024					
GRI 1 used	GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)	N/A					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION [PAGE NO.]	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	5	reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	2-2 Entities included in the organization's sustainability reporting	5				
	2-3 Reporting period, frequency and contact point	0				
	2-4 Restatements of information	N/A				
	2-5 External assurance	N/A				
	2-6 Activities, value chain and other business relationships	21,6,4				N/A
	2-7 Employees	30	1. Total Numbers of workers who are not employees. 2. Methodologies and assumptions used 3. Significant fluctuations	Information unavailable/incomplete	This data was incomplete. Systems are being implemented to make this data available in future	
	2-8 Workers who are not employees					
	2-9 Governance structure and composition	11				
	2-10 Nomination and selection of the highest governance body	11				
	2-11 Chair of the highest governance body	11				
	2-12 Role of the highest governance body in overseeing the management of impacts	11				
	2-13 Delegation of responsibility for managing impacts	11				
	2-14 Role of the highest governance body in sustainability reporting	11				
	2-15 Conflicts of interest	11				
	2-16 Communication of critical concerns	11				
	2-17 Collective knowledge of the highest governance body	11				
	2-18 Evaluation of the performance of the highest governance body	11				
	2-19 Remuneration policies	11				
	2-20 Process to determine remuneration	11				
	2-21 Annual total compensation ratio	11				
	2-22 Statement on sustainable development strategy	19				
	2-23 Policy commitments	19				
	2-24 Embedding policy commitments	22				
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	2-26 Mechanisms for seeking advice and raising concerns	22				
	2-27 Compliance with laws and regulations	22				
	2-28 Membership associations					
	2-29 Approach to stakeholder engagement	23				
	2-30 Collective bargaining agreements	31				
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	16	Reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	3-2 List of material topics	16				
Economic performance						
GRI 3: Material Topics 2021	3-3 Management of material topics	59				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	59				
	201-2 Financial implications and other risks and opportunities due to climate change	61				
	201-3 Defined benefit plan obligations and other retirement plans	60				
	201-4 Financial assistance received from government	N/A				
Energy						
GRI 3: Material Topics 2021	3-3 Managemen of material topics	68				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	69				
	302-2 Energy consumption outside of the organization		a. Energy consumption outside of the organization, in joules or multiples. b. Standards, methodologies, assumptions, and/or calculation tools used. c. Source of the conversion factors used.	Information unavailable/ incomplete	3rd Party information is not yet available, plans are in place to begin disclosing this ingormation in 2030	
	302-3 Energy intensity	69				
	302-4 Reduction of energy consumption		a. Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples. b. Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all. c. Basis for calculating reductions in energy consumption, such as base year or baseline,including the rationale for choosing it. d. Standards, methodologies, assumptions, and/or calculation tools used.	Information unavailable/ incomplete	2024 is the baseline year	
	302-5 Reductions in energy requirements of products and services		a. Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples. b. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it.	Information unavailable/ incomplete	2024 is the baseline year	
			c. Standards, methodologies, assumptions, and/or calculation tools used.			

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Water and effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	72				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	72				
	303-2 Management of water discharge-related impacts	72				
	303-3 Water withdrawal	73				
	303-4 Water discharge		Total water discharge to all areas in megaliters, and a breakdown of this total by the following types of destination, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Third-party water, and the volume of this total sent for use to other organizations, if applicable. a. A breakdown of total water discharge to all areas in megaliters by the following categories: i. Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids); ii. Other water ($> 1,000$ mg/L Total Dissolved Solids). b. Total water discharge to all areas with water stress in megaliters, and a breakdown of this total by the following categories: i. Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids); ii. Other water ($> 1,000$ mg/L Total Dissolved Solids). c. Priority substances of concern for which discharges are treated, including: i. how priority substances of concern were defined, and any international standard, authoritative list, or criteria used; ii. the approach for setting discharge limits for priority substances of concern; iii. number of incidents of non-compliance with discharge limits. d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	Information unavailable/incomplete	Service Providers do not provide this information.	
	303-5 Water consumption	73				
Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	74				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	75				
	305-2 Energy indirect (Scope 2) GHG emissions	75				

GRI content index

	305-3 Other indirect (Scope 3) GHG emissions		<p>a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO₂ equivalent.</p> <p>b. If available, the gases included in the calculation</p> <p>c. Biogenic CO₂ emissions in metric tons of CO₂ equivalent.</p> <p>d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation.</p> <p>e. Base year for the calculation, if applicable, including:</p> <ul style="list-style-type: none"> i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. <p>f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. g. Standards, methodologies, assumptions, and/or calculation tools used.</p>	Information unavailable/incomplete	In accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard, certain emission sources have been excluded from this Scope 3 inventory due to their irrelevance, data unavailability, or regulatory exclusion.	
	305-4 GHG emissions intensity	75				
	305-5 Reduction of GHG emissions		<p>a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO₂ equivalent.</p> <p>b. Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.</p> <p>c. Base year or baseline, including the rationale for choosing it.</p> <p>d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).</p> <p>e. Standards, methodologies, assumptions, and/or calculation tools used</p>	Information unavailable/incomplete	2024 is the Baseline Year	
	305-6 Emissions of ozone-depleting substances (ODS)		<p>a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent.</p> <p>b. Substances included in the calculation.</p> <p>c. Source of the emission factors used.</p> <p>d. Standards, methodologies, assumptions, and/or calculation tools used</p>	Information unavailable/incomplete	In alignment with the GHG Protocol Corporate Standard and international climate reporting frameworks, emissions from ozone-depleting substances (ODS) such as CFCs, HCFCs, and halons have been excluded from this greenhouse gas inventory. While ODS have global warming potentials, they are regulated under the Montreal Protocol and are not included in the basket of gases covered by the Kyoto Protocol or the GHG Protocol. Accordingly, these emissions are not accounted for under Scope 1, 2, or 3 GHG emissions reporting.	

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	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	75			
Waste					
GRI 3: Material Topics 2021	3-3 Management of material topics	70			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	70			
	306-2 Management of significant waste-related impacts	70			
	306-3 Waste generated	71			
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GRI 3: Material Topics 2021	3-3 Management of material topics	30.31			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	30			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	31			
	401-3 Parental leave	31			
Occupational health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	33			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	33			
	403-2 Hazard identification, risk assessment, and incident investigation	33			
	403-3 Occupational health services	33			
	403-4 Worker participation, consultation, and communication on occupational health and safety	33			
	403-5 Worker training on occupational health and safety	33			
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NOTES

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