

Kenya Airways PLC

Sustainability Report **2025**

Kenya Airways
The Pride of Africa

JOURNEY TO 50

Glossary

Abbreviation	Full Form
ABLC	African Business Leaders Coalition
ASK	Available Seat Kilometres
CBA	Collective Bargaining Agreement
CCO	Chief Commercial Officer
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIDO	Chief Information & Digital Officer
COO	Chief Operating Officer
CPO	Chief People Officer
CSIO	Chief Strategy & Innovation Officer
CO_2	Carbon Dioxide
CO_2e	Carbon Dioxide Equivalent
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
EASA	European Union Aviation Safety Agency
EIA	Environmental Impact Assessment
eNPS	Employee Net Promoter Score
ESG	Environmental, Social, and Governance
FAO	Food and Agriculture Organization
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
GSE	Ground Support Equipment
IATA	International Air Transport Association
IFRS	International Financial Reporting Standards
IFRS S1	General Requirements for Disclosure of Sustainability-related Financial Information

Abbreviation	Full Form
IFRS S2	Climate-related Disclosures
IOM	International Organization for Migration
ISAE 3000	International Standard on Assurance Engagements 3000
ISAGO	IATA Safety Audit for Ground Operations
KAA	Kenya Airports Authority
KATA	Kenya Association of Travel Agents
KCAA	Kenya Civil Aviation Authority
KENAS	Kenya Accreditation Service
KQ	Kenya Airways
ML	Megalitres
MJ/RPK	Megajoules per Revenue Passenger Kilometre
MOU	Memorandum of Understanding
MRO	Maintenance, Repair and Overhaul
NDT	Non-Destructive Testing
NPS	Net Promoter Score
Pax	Passengers
PWD	Persons with Disabilities
RPK	Revenue Passenger Kilometres
SAF	Sustainable Aviation Fuel
SDG	Sustainable Development Goals
TAC	The Aviation Challenge
tCO_2e	Tonnes of Carbon Dioxide Equivalent
UNGC	United Nations Global Compact
YoY	Year-on-Year

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About the Report

This report is the second stand-alone Sustainability Report of Kenya Airways PLC, presenting information for the reporting period 1 January 2025 to 31 December 2025.

The report provides decision-useful information on Kenya Airways' sustainability-related governance, strategy, risks, opportunities, and performance, with a focus on matters that influence the Company's long-term resilience, operational efficiency, and enterprise value.

Reporting Standards and Frameworks

This Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, which remain the primary framework for disclosure of Kenya Airways' environmental, social, and governance impacts.

In addition, the report references the IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2) to enhance the quality, consistency, and comparability of sustainability-related information for investors, lenders, and other capital providers.

Kenya Airways continues to monitor the evolving sustainability reporting landscape and will progressively strengthen alignment with global financial-grade disclosure standards as data maturity and regulatory requirements evolve.

Kenya Airways does not yet claim full compliance with IFRS S1 or IFRS S2.

Other Referenced Frameworks

Kenya Airways is: -

- A signatory to the United Nations Global Compact (UNGC) and aligns its operations with the Ten Principles on human rights, labour, environment, and anti-corruption
- Listed on the Nairobi Securities Exchange (NSE) and reports in line with applicable ESG guidance
- Supportive of the United Nations Sustainable Development Goals (SDGs), which are referenced in this report through mapping to relevant initiatives rather than standalone narrative disclosure

Data Assurance and Limitations

The report includes a combination of internally generated data and externally assured information where available. While Kenya Airways seeks to provide comprehensive and transparent disclosures, certain third-party and value-chain impacts are not fully captured in the current reporting cycle.

The company continues to strengthen its data systems, controls, and methodologies to enhance completeness, consistency, and assurance readiness in future reporting periods.

Reporting Period and Boundary

This report covers the operations of Kenya Airways PLC, headquartered in Nairobi, Kenya, for the financial year 1 January 2025 to 31 December 2025.

The disclosures primarily relate to the Company's: -

- Passenger and cargo airline operations
- Ground handling activities
- Maintenance, Repair and Overhaul (MRO) services
- Aviation training services

Unless otherwise stated, information relates to activities under the operational control of Kenya Airways PLC.

Framework	Role in this report
GRI Standards	Primary sustainability reporting framework
IFRS S1 & S2	Referenced for decision-useful climate and sustainability disclosures

Framework	Role in this report
UN Global Compact	Commitment framework
SDGs	Initiative mapping only

This report may include forward-looking statements, including targets, ambitions, and planned initiatives. These statements are based on management expectations at the time of reporting and are subject to uncertainty and change as external conditions evolve.

The Reporting Period and Boundary

REPORTING PERIOD & BOUNDARY

This report covers Kenya Airways PLC (the Company) for the financial year **1 January 2025 to 31 December 2025.**

Kenya Airways PLC is headquaretered in Nairobi, Kenya.

The sustainability reporting boundary covers the operations, facilities and activities over which Kenya Airways PLC has **operational control.**

The boundary primarily includes:

- **Passenger and cargo airline operations,** including flight operations undertaken by Kenya Airways PLC
- **Ground handling activities** undertaken under the Company's operational control
- **Maintenance, Repair and Overhaul (MRO) services**
- **Aviation training services,** including activities undertaken through the Pride Centre where data is available
- **Kenya Airways-operated offices, facilities and other operational locations** under the Company's operational control
- **Employees and other workers,** where applicable to the specific sustainability disclosure or KPI

OPERATIONAL CONTROL APPROACH

Kenya Airways PLC applies an operational control approach in determining the reporting boundary for its sustainability disclosures.

An operation or activity is considered within the reporting boundary where Kenya Airways PLC has the authority to direct its day-to-day operations and implement relevant Company policies, procedures and management controls.

Accordingly, sustainability data is consolidated for activities and facilities under the Company's operational control, irrespective of whether particular assets or facilities are owned or leased, where applicable.

BUSINESS RELATIONSHIPS AND OTHER PARTIES

Impacts associated with suppliers, contractors, service providers and other business relationships are reported where they are relevant to a specific disclosure and where reliable information is available.

Their activities and performance data are not automatically consolidated with Kenya Airways PLC's operational data unless they fall within the defined scope of the relevant KPI.

Where contractor or third-party data is reported separately, this is identified within the relevant disclosure.

EXCLUSIONS AND KPI-SPECIFIC BOUNDARIES

There are **no material exclusions** from Kenya Airways PLC's operational reporting boundary, unless specifically identified in the relevant sustainability disclosure.

Where information is unavailable, incomplete, or excluded from the calculation of a particular KPI, the specific limitation or exclusion is disclosed alongside that KPI.

Such KPI-specific exclusions do not change the overall organisational reporting boundary described above.

About Kenya Airways

Since first taking to the skies in January 1977, Kenya Airways has remained grounded in its commitment to its people, guests, the environment, and the communities it serves. Today, the airline is an active member of leading global and regional aviation and sustainability platforms, including the United Nations Global Compact, SkyTeam, International Air Transport Association (IATA), and the African Airlines Association, reinforcing its alignment with international standards and its role in advancing a more sustainable and connected aviation industry.

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 PLC, the national carrier of Kenya, plays a strategic role in enabling connectivity, trade, and economic activity within Kenya and across the African continent. Headquartered in Nairobi, the Company operates an extensive passenger and cargo network linking Kenya to regional and global markets.

As an aviation operator in a cost-sensitive and highly regulated sector, Kenya Airways' sustainability approach focuses on operational resilience, responsible growth, workforce capability, and regulatory readiness. These factors are central to the Company's ability to manage risk, deliver reliable services, and support long-term value creation.

Economic and Social Value Creation

Through its core operations, Kenya Airways contributes to economic activity and social outcomes primarily by: -

Connecting Markets and Enabling Trade

The Company operates scheduled passenger and cargo services across Africa, Europe, Asia, and the Americas, supporting the movement of people, goods, and services. Cargo operations facilitate the export of Kenyan products, including agricultural goods, contributing to trade flows and market access.

Supporting Employment and Skills Development

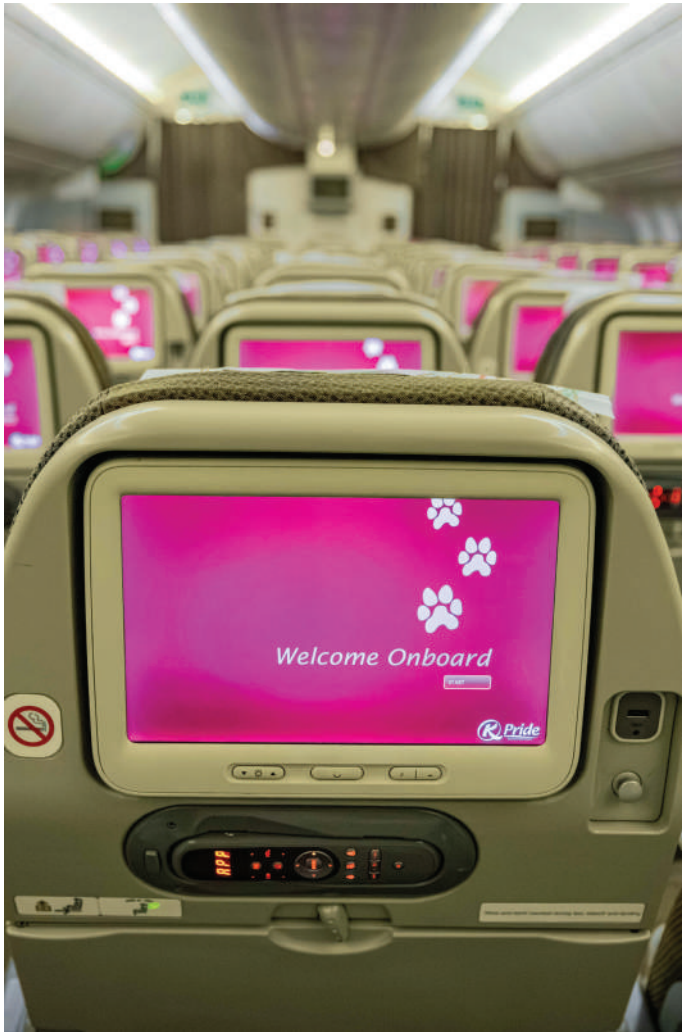
Kenya Airways directly employs a diverse workforce across flight operations, engineering, ground handling, customer service, and corporate functions. In addition, the Company supports indirect employment through its supply chain, service providers, and partners. Training and skills development remain critical to maintaining safety, operational efficiency, and service quality.

Strengthening Regional Connectivity

By expanding and maintaining intra-Africa routes, the Company supports regional integration and connectivity, which are essential for trade, tourism, and business mobility across the continent.

Enabling Tourism and Related Industries

As a key transport provider into and out of Kenya, Kenya Airways supports the tourism value chain by facilitating access to major destinations, contributing to activity in hospitality, transport, and related services.



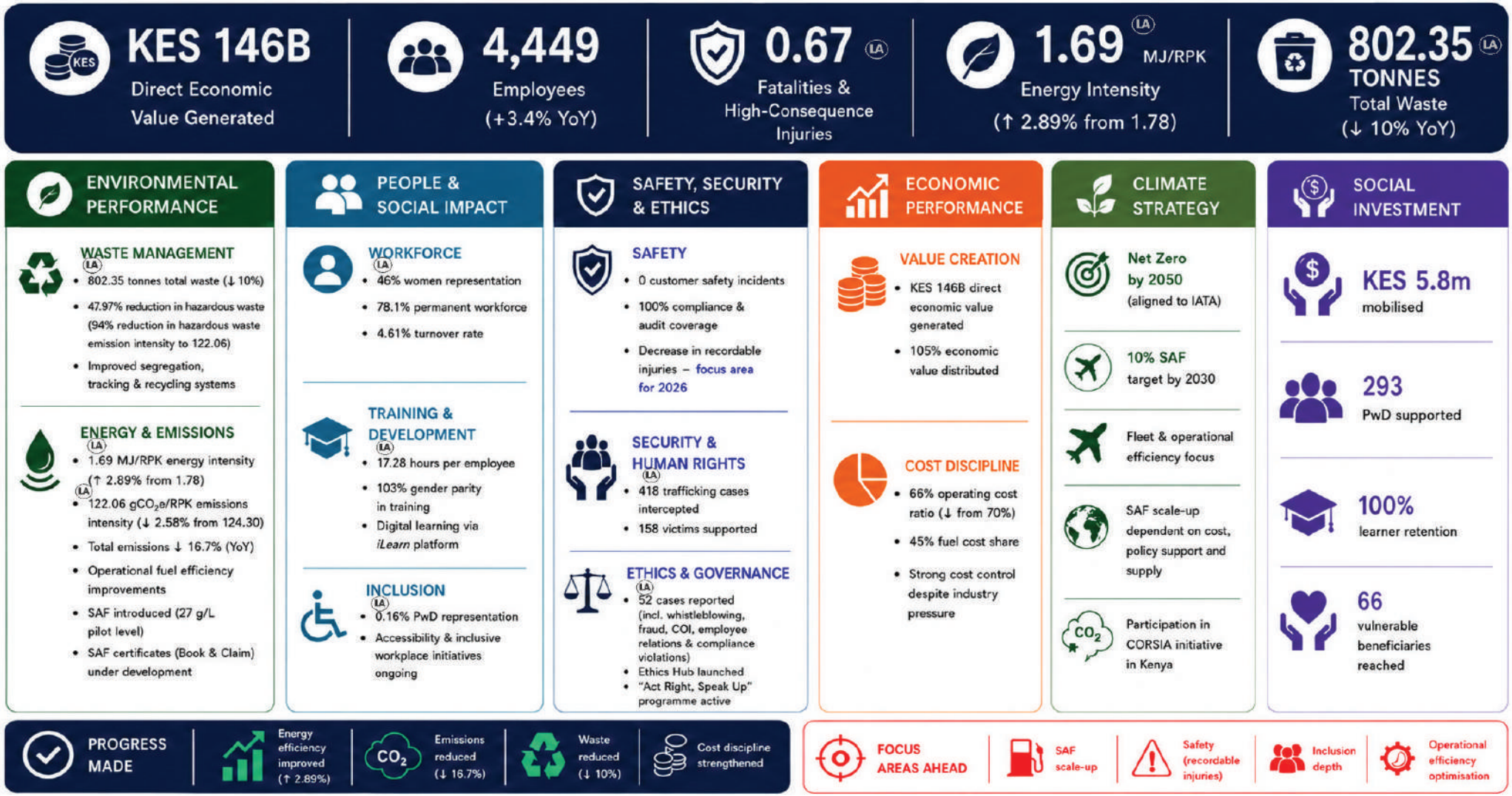
Sustainability Focus

Kenya Airways' sustainability strategy prioritises areas where the Company has direct operational control and measurable influence, including: -

- Climate and energy efficiency
- Operational safety and reliability
- Workforce development and wellbeing
- Ethical business conduct and governance
- Responsible engagement with customers, suppliers, and communities

These focus areas guide the disclosures presented in this report.

Highlights



"In 2025, we strengthened our focus on operational efficiency, inclusion, and climate action, embedding sustainability as a core driver of resilience, cost discipline, and long-term value creation across Kenya Airways."

Hellen Mwariri, Chief Strategy and Innovation Officer, KQ

Message from Chairman

At Kenya Airways, our responsibility as a Board is to ensure that sustainability is not treated as an aspiration, but as a disciplined business priority anchored in governance, risk management, and long-term value creation.

The operating environment for Kenya Airways in 2025 remained constrained, reflected in a reduction in network capacity and operational activity. RPKs declined by 19% year-on-year, while passenger numbers decreased by 16%. This was further evidenced by a 15% reduction in block hours, indicating scaled-back operations. Cargo volumes also declined by 8%, while turnover reduced by 16%, reflecting the combined impact of capacity adjustments and revenue pressures. These dynamics highlight the challenging operating context and reinforce the need for disciplined capacity management, cost control, and strategic resilience.

During the year, the Board deepened integration of sustainability into the Enterprise Risk Management framework, with particular attention to: -

- Climate-related transition risks, including fuel exposure and SAF readiness
- Operational resilience, as reflected in reduced block hours
- Governance and ethics, with zero material non-compliance incidents recorded

We also oversaw improvements in transparency and reporting quality. The 2025 Sustainability Report reflects enhanced alignment with international frameworks, improved data accuracy, including restatements where required, and stronger articulation of material impacts and risks. This progression is essential in building credibility with investors, regulators, and partners.

From an environmental standpoint, the Board acknowledges measurable progress, including: -

- A 19% reduction in total waste
- A 94% reduction in hazardous waste

At the same time, we recognize that not all trends are linear. Ongoing emissions exposure and operational constraints highlight areas where further discipline and investment are required.

The Board is particularly focused on ensuring that the transition to Sustainable Aviation Fuel (SAF) and other decarbonisation pathways is approached pragmatically balancing ambition with affordability, infrastructure readiness, and competitiveness.

Partnerships remain critical. Through platforms such as International Air Transport Association, SkyTeam, and African Airlines Association, Kenya Airways continues to contribute to shaping industry-wide solutions rather than acting in isolation.

Ultimately, sustainability at Kenya Airways is a governance issue before it is an operational one. It requires oversight, accountability, and consistency.

On behalf of the Board, I thank Management and our employees for their continued commitment, and our stakeholders for their trust as we navigate this transition.



Mr. Kiprono Kittony, EBS
Chairman

> ***Our responsibility as the board is to ensure that today's decisions support long-term competitiveness, responsible growth, and positive impact for the environment, communities and markets we serve.***
>
> ***Mr. Kiprono Kittony, Chairman, KQ Board of Directors***

Message from the Ag.Group Managing Director & CEO



Mr. Habil Waswani
Ag. Group Managing Director and CEO

Sustainability at Kenya Airways is ultimately about performance, how efficiently we operate, how we manage cost and risk, and how we position the business for the future. In 2025, we operated in a constrained environment. Passenger volumes declined to 4.6 million, and overall activity reduced across key metrics including block hours and cargo volumes. In this context, our sustainability focus has been on efficiency, discipline, and targeted progress, rather than broad commitments without delivery.

We made measurable progress in operational efficiency: -

- Waste reduced to 802.35 tonnes (↓19%), with stronger segregation systems
- Hazardous waste reduced by 94%, improving compliance and risk management

These improvements are not abstract, they directly support cost control, operational efficiency, and regulatory readiness.

On emissions, our approach remains structured but realistic. Aviation decarbonisation cannot be solved through efficiency alone. Our priorities include: -

- Strengthening emissions data accuracy and reporting
- Advancing SAF readiness, including local supply chain development

Preparing for compliance frameworks such as CORSIA and evolving disclosure requirements
We are clear that SAF adoption will depend on affordability, availability, and partnerships, not just ambition.

Our people remain central to delivery: -

- Workforce of 4,449 employees, with 46% women representation
- 100% performance review coverage, strengthening accountability
- Continued investment in training, with 17.28 hours per employee on average

Safety remains a core priority. While we recorded zero fatalities and zero high-consequence injuries, an increase in total recordable injuries indicates the need for stronger operational discipline, particularly in ground operations and equipment handling. Innovation continues to support our progress. Through the Aviation Challenge, we are translating sustainability into practical solutions, whether in waste reduction, operational efficiency, or customer experience. These initiatives demonstrate that sustainability must deliver measurable business value. We are also strengthening transparency. This report reflects improved data quality, clearer disclosures, and a more honest representation of both progress and gaps. Where data has been restated, it has been done to ensure accuracy and credibility.

Looking ahead, our priorities are clear:

- Scale operational efficiency measures
- Progress SAF implementation with credible partners
- Improve data systems and decision-making
- Strengthen integration of sustainability into day-to-day operations
- We are not where we need to be, but we are moving with intent and structure.

I thank our employees, partners, and stakeholders for their continued support as we build a more resilient and future-ready airline.

> ***"For Kenya Airways, sustainability isn't just about ambition, it's about doing the work every day. It's about being efficient, disciplined, and making real, measurable progress, even in a complex operating environment"***
>
> ***Mr. Habil Waswani, Ag. Managing Director & CEO, KQ***


Care that moves as fast
as you need it.
There When
It Matters
5Y-KZF
DREAMLINER
BOEING 787
AMBULANCE
Kenya Airways
Cares
Kenya Airways
Medical Centre
DANGER!
KEEP FEET CLEAR OF CRUSH ZONE
miles
Kenya Airways
The Pride of Africa
JOURNEY TO
50

Awards

THE AVIATION CHALLENGE
PRESENTED BY SKYTEAM



1 BEST SCALED CATERING SOLUTION

For reducing inflight single-use plastics by introducing traditional African bread baskets and aluminum food containers.

IMPACT: Projected to cut
24 TONNES
of plastic waste annually.

1 BEST APPROACH TO SCALING SUSTAINABLE AVIATION FUEL (SAF)

For partnering with a local producer to establish **Kenya's first SAF production plant.**

- Supplies affordable SAF for the future
- Creates jobs in Kwale County
- Increases tree cover through energy seed plant cultivation
- Utilises degraded land, driving restoration

ADDITIONAL RECOGNITIONS

BEST TEAM COLLABORATION

Recognised for the Sustainability Champions programme that drives cross-functional engagement and collective impact.

BEST CLIMATE LITERACY

Recognised for multi-level sustainability training programs that build awareness, knowledge and capability across the airline.

SPECIAL RECOGNITION

- Scaling SAF Leadership
- Best Catering Solution
- Airline Participation & Impact

"These recognitions affirm that sustainability at Kenya Airways is not a parallel agenda, it is embedded in how we operate, innovate, and create value. Through The Aviation Challenge, we have demonstrated that when frontline insight meets leadership commitment, sustainable solutions can scale and deliver measurable business impact."

Hellen Mwariri, Chief Strategy and Innovation Officer, KQ

External Assurance Statement

Independent Practitioner's Limited Assurance Report
To the Directors of Kenya Airways PLC
Report on the selected key performance indicators in the Sustainability Report

Conclusion
We have performed a limited assurance engagement on whether the selected key performance indicators ("selected KPIs"), as described in the table below, of Kenya Airways PLC ("the Company") and disclosed in the Sustainability Report for the period ended 31 December 2025 ("the Report") have been prepared in accordance with the Global Reporting Initiative ("GRI") Sustainability Reporting Standards ("GRI Standards") referred to as "the reporting criteria".

The reporting boundary for the selected KPIs is limited to Kenya Airways PLC ("the Company"). Accordingly, the selected KPIs have been prepared and reported solely on the basis of information relating to the Company.

The following selected KPIs are marked with a 'LA' on the relevant pages in the Report.

Category	Selected KPI	Unit of measure	Reported value	Page No.
GHG emissions	Scope 1 emissions	tCO2e	1,161,139.49	83, 84, 86
	Scope 2 emissions	tCO2e	235.40	83, 84, 86
	Passenger Activity - Revenue passenger kilometers - Passenger activity (RPK)	RPK	9,515,000,000	76, 83, 84
	Emissions intensity	(gCO2e/RPK)	122.06	8, 63, 83, 84, 86
Waste management	Total waste generated	Metric tonnes (t)	802.35	8, 79
	Waste diverted from disposal	Metric tonnes (t)	341.99	79
	Waste directed to disposal	Metric tonnes (t)	460.36	79
Water management	Total water withdrawal	Megaliters (ML)	171.95	74
Energy consumption	Total energy consumption	Giga-Joules (GJ)	16,081,252.73	74, 75, 76, 77
	Sustainable Aviation Fuel (SAF) consumed	Giga-Joules (GJ)	27,063.59	75, 76, 77
	Energy Intensity	MJ/RPK	1.69	8, 63, 74, 75, 76, 77
Safety and security	Total recordable injury rate (TRIR)	Injuries per 200,000 work hours	0.67	8, 40
Employment practices	Employees by gender - Women in workforce	%	46	8, 37, 42
	Women Chiefs and Board Members	%	15	42
	Women Head of Departments	%	26	42
	Women Engineers	%	21	42
	Woman Pilots	%	13	42
	Persons with disability (PwD representation)	%	0.16	8, 43
Training and development	Training hours per employee per year	Hours per employee	17.28	8, 44
Ethics and compliance	Total cases reported	Cases	52	8, 22, 23
Security and human rights	Potential trafficking/smuggling interceptions	Cases	418	8, 41

External Assurance Statement

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the selected KPIs of Kenya Airways PLC for the period ended 31 December 2025 are not prepared, in all material respects, in accordance with the reporting criteria.
Our conclusion on the selected KPIs does not extend to any other information that accompanies or contains the selected KPIs and our report.

Basis for conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), ***Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*** issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under this standard are further described in the "***Our responsibilities***" section of our report.
We have complied with the independence and other ethical requirements of the ***International Code of Ethics for Professional Accountants (including International Independence Standards)*** issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, ***Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements***, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical, requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other matters

Comparative information

During the current year engagement, misstatements were identified and appropriately addressed in relation to:

- outdated emission factors applied for scope 1 emissions and scope 2 emissions; and
- misalignment of recordable injuries per the GRI 403-9 definition that impacted the calculation of total recordable injury rate (TRIR);
- in addition, training hours per employee for the current year the was determined with the exclusion of Pride Centre training hours due to the unavailability of complete training-hours data from Pride Centre.

The comparative information has not been restated for these matters, and this may potentially have a material impact on the comparability of the relevant selected KPIs for the current period and comparative period.

The selected KPIs for the period ended 31 December 2024 were subject to a limited assurance engagement by another practitioner whose report dated 24 June 2025 expressed an unmodified conclusion on such information.

Website

The maintenance and integrity of the Company's website is the responsibility of the Company management. Our procedures did not involve consideration of these matters and, accordingly, we accept no responsibility for any changes to either the information in the Report or our independent limited assurance report that may have occurred since the initial date of its presentation on the Company's website.
Our conclusion is not modified in respect of these matters.

Responsibilities for the selected key performance indicators

The directors of the Company are responsible for:

- Designing, implementing and maintaining internal control relevant to the preparation of the selected key performance indicators such that it is free from material misstatement, whether due to fraud or error;
- Selecting or developing suitable criteria for preparing the selected key performance indicators and appropriately referring to or describing the criteria used, including who developed them, when not readily apparent from the engagement circumstances;
- Making the suitable criteria available to intended users;
- Identifying and describing any inherent limitations in the measurement or evaluation of the subject matter information in accordance with the applicable reporting criteria.

External Assurance Statement

Inherent Limitations

GHG emissions quantification is subject to inherent uncertainty due to incomplete scientific knowledge used to determine emission factors and the values needed to combine emissions of different gases. In addition, methodologies, assumptions, and emission factors are periodically updated by relevant authorities and reporting frameworks. Consequently, reported emissions may be affected by changes in the underlying data, assumptions, and emission factors applied during quantification.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the selected KPIs in the Company's Sustainability Report for the period ended 31 December 2025 are free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Directors of the Company.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional scepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the selected KPIs that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the selected KPIs and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- interviewing management to obtain an understanding of the internal control environment, risk assessment process and information systems relevant to the sustainability reporting process;
- inspecting documentation to corroborate the statements of management in our interviews;
- obtaining an understanding of the processes and systems to generate, collate, aggregate, monitor and report the selected KPIs;
- inspecting supporting documentation on a sample basis;
- performing analytical procedures to evaluate the data generation and reporting processes against the reporting criteria;
- evaluating the reasonableness and appropriateness of significant estimates and judgements made by the directors in the preparation of the selected KPIs; and
- evaluating whether the selected KPIs are consistent with our overall knowledge and experience of sustainability management and performance at the Company;

The procedures performed in a 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 a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

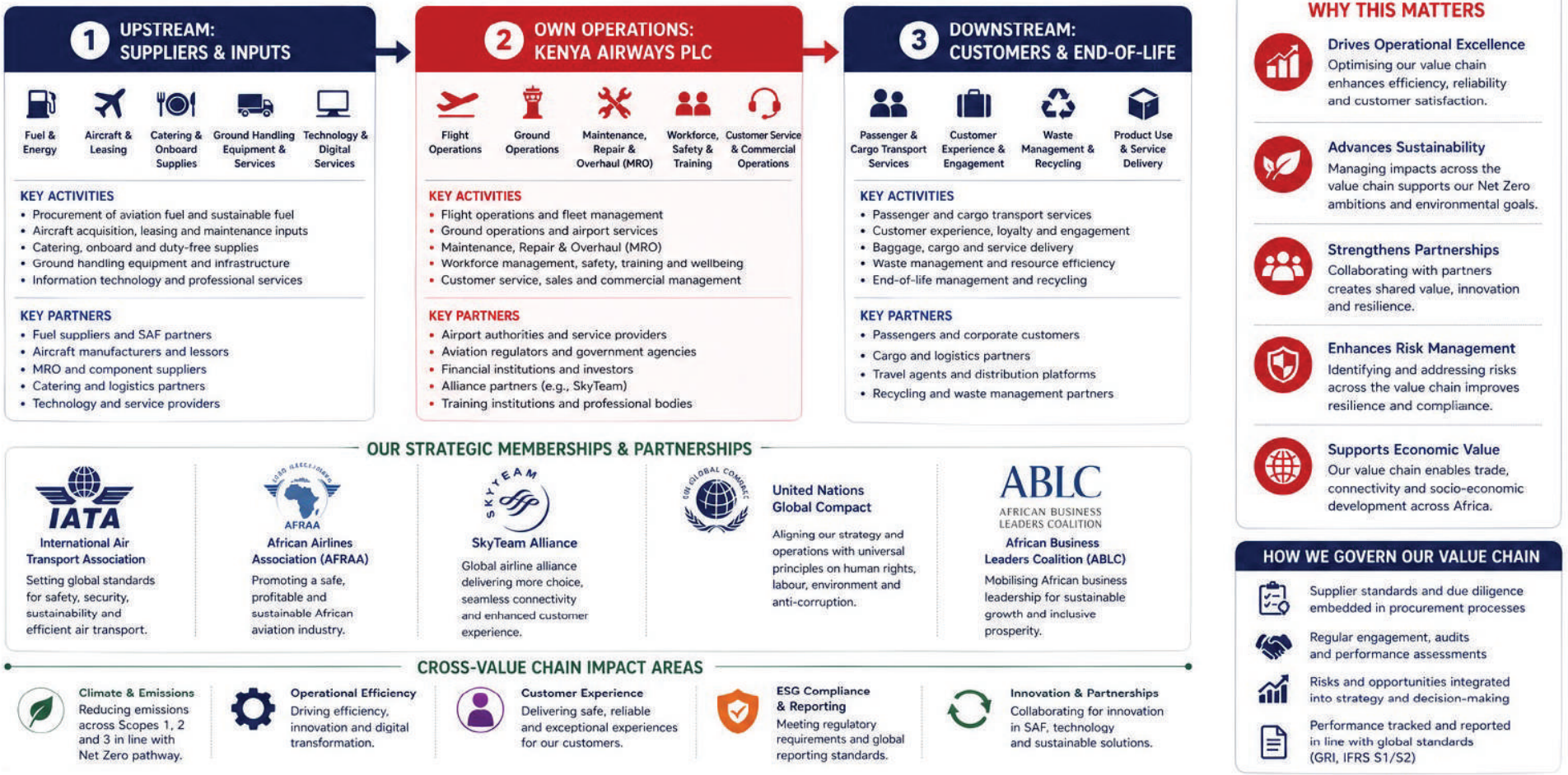
The Engagement Partner responsible for this limited assurance report is CPA Maurice Gachuhi practicing certificate number P/2699.

For and on behalf of
KPMG Kenya
Certified Public Accountants (Kenya)
PO Box 40612 – 00100
Nairobi

Value Chain

Kenya Airways PLC's value chain reflects the sequence of activities through which the Company creates value and manages sustainability-related risks and opportunities across its upstream supply chain, own operations, and downstream activities.

Understanding the value chain enables the Company to identify where sustainability factors influence costs, operational resilience, regulatory exposure, and long-term enterprise value, in line with global sustainability disclosure expectations.



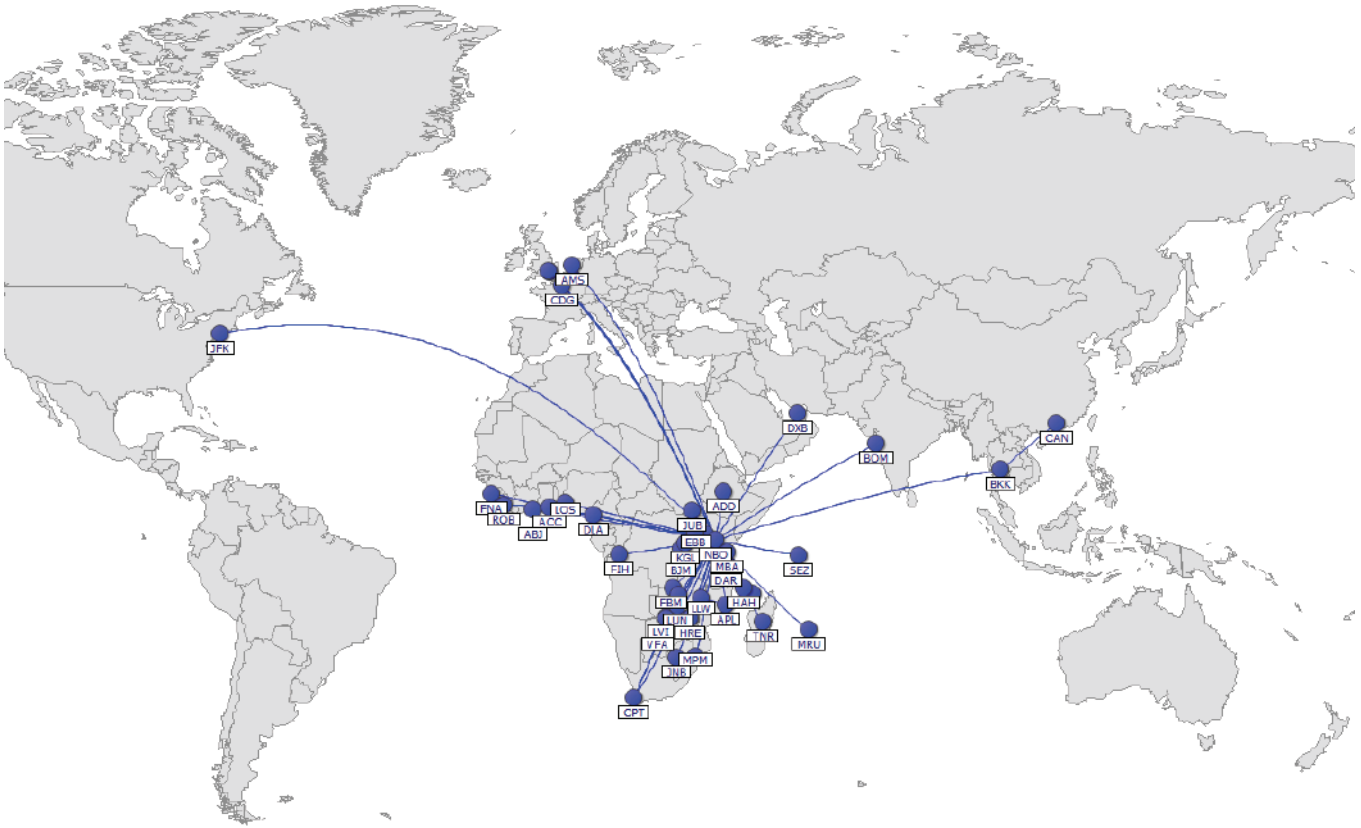
Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 2-6 | GRI 3-1 | GRI 3-2 | GRI 3-3	S1 – Material risks and opportunities | S2 – Climate-related risks (GHG emissions, energy)	SDG 3 | SDG 6 | SDG 8 | SDG 12 | SDG 13	Principles 1– 10

Network & Fleet

Kenya Airways operates a modern and diverse fleet of 40 aircraft, strategically configured to support passenger and cargo operations across regional and intercontinental markets. The fleet is composed of a mix of Boeing and Embraer aircraft, enabling the airline to efficiently serve both high-capacity long-haul routes and regional connectivity.

Kenya Airways continuously evaluates its fleet composition to enhance fuel efficiency, operational performance, and environmental impact. New aircraft acquisitions prioritise improved energy efficiency, lower emissions, and reduced noise levels, while existing aircraft are maintained to the highest international safety and operational standards through Kenya Airways' maintenance, repair, and overhaul capabilities.

The airline currently connects Kenya to more than 46 destinations worldwide, including 37 destinations within Africa, supporting regional integration, tourism, and international trade. Through continuous evaluation of market demand, technological advancements, and sustainability considerations, Kenya Airways regularly optimises its network and fleet strategy to ensure efficient operations and enhanced customer experience.





Materiality

Kenya Airways PLC identifies and prioritises material sustainability-related topics through a structured process aligned with the Company's governance framework, enterprise risk management processes, and stakeholder engagement

Material topics are those that reflect the Company's most significant impacts on the economy, environment, and society, influence stakeholder decision-making, and represent risks and opportunities that may affect the Company's financial performance and long-term enterprise value.Each material topic is actively managed through defined policies, targets, and performance indicators, as outlined in the respective sections of this report.

OUR MATERIALITY PROCESS

1 IDENTIFY
Identify a broad list of topics from global standards (GRI, IATA, ICAO), peer benchmarking, regulatory requirements and internal risk registers.

2 ENGAGE
Engage key stakeholders through surveys, interviews and workshops to understand their priorities and concerns.

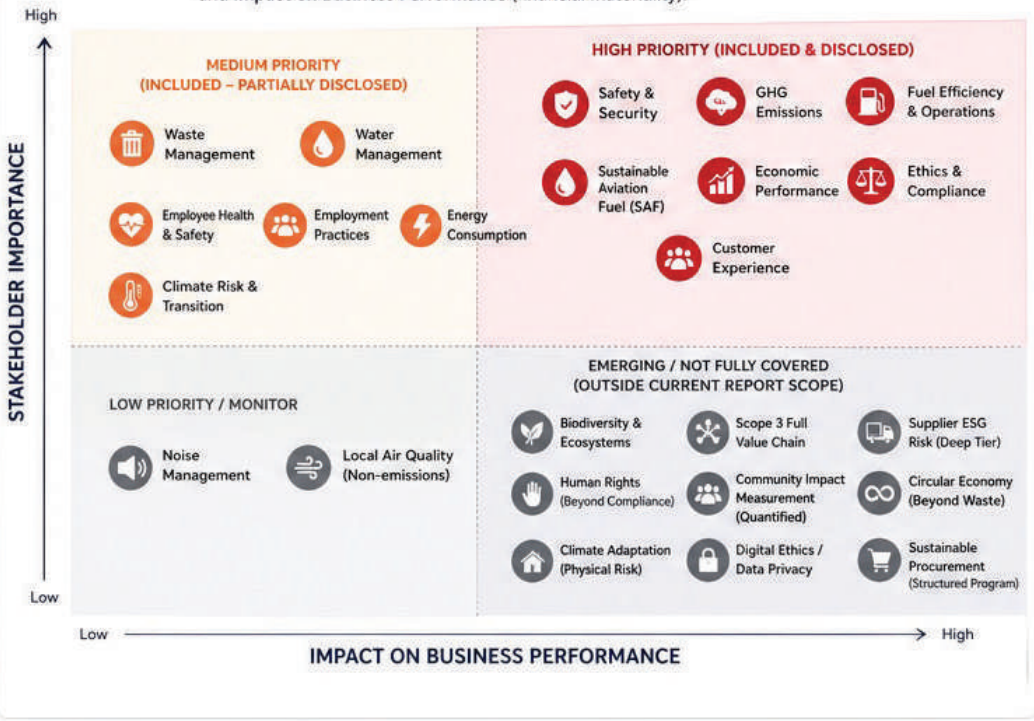
3 ASSESS
Assess topics based on impact significance and financial risk/opportunity to the business.

4 PRIORITISE
Prioritise topics based on their position on the materiality matrix (impact and financial materiality).

5 VALIDATE
Review and validate the results with Management and seek approval and oversight from the Board.

MATERIALITY MATRIX

Topics are plotted based on Stakeholder Importance (impact materiality) and Impact on Business Performance (financial materiality).



WHAT MATTERS TO OUR STAKEHOLDERS

Weighted Importance Score

3.7 / 5

Sustainability is increasingly influencing airline choice, with strongest emphasis on safety, environmental performance and operational responsibility.

Top stakeholder drivers

- Safety
- Environmental Performance
- Operational Responsibility

WHAT WAS LEFT OUT AND WHY

Topics in the emerging quadrant were assessed as having lower current significance or limited data maturity.

Biodiversity & Ecosystems	Limited impact data available
Scope 3 Full Value Chain	Incomplete data from value chain partners
Supplier ESG Risk (Deep Tier)	Supplier ESG program still maturing
Climate Adaptation (Physical Risk)	Physical risk assessments in early stages
Digital Ethics / Data Privacy	Program development in progress
Others	Lower current priority based on assessment

High Priority · Medium Priority · Low / Emerging

HOW WE MANAGE MATERIAL TOPICS

Embedded in Governance
Board oversight and clear accountability

Integrated into Strategy & KPIs
Linked to business plans and targets

Monitored & Measured
Regular tracking and performance management

Reported & Reviewed
Transparent reporting and continuous improvement

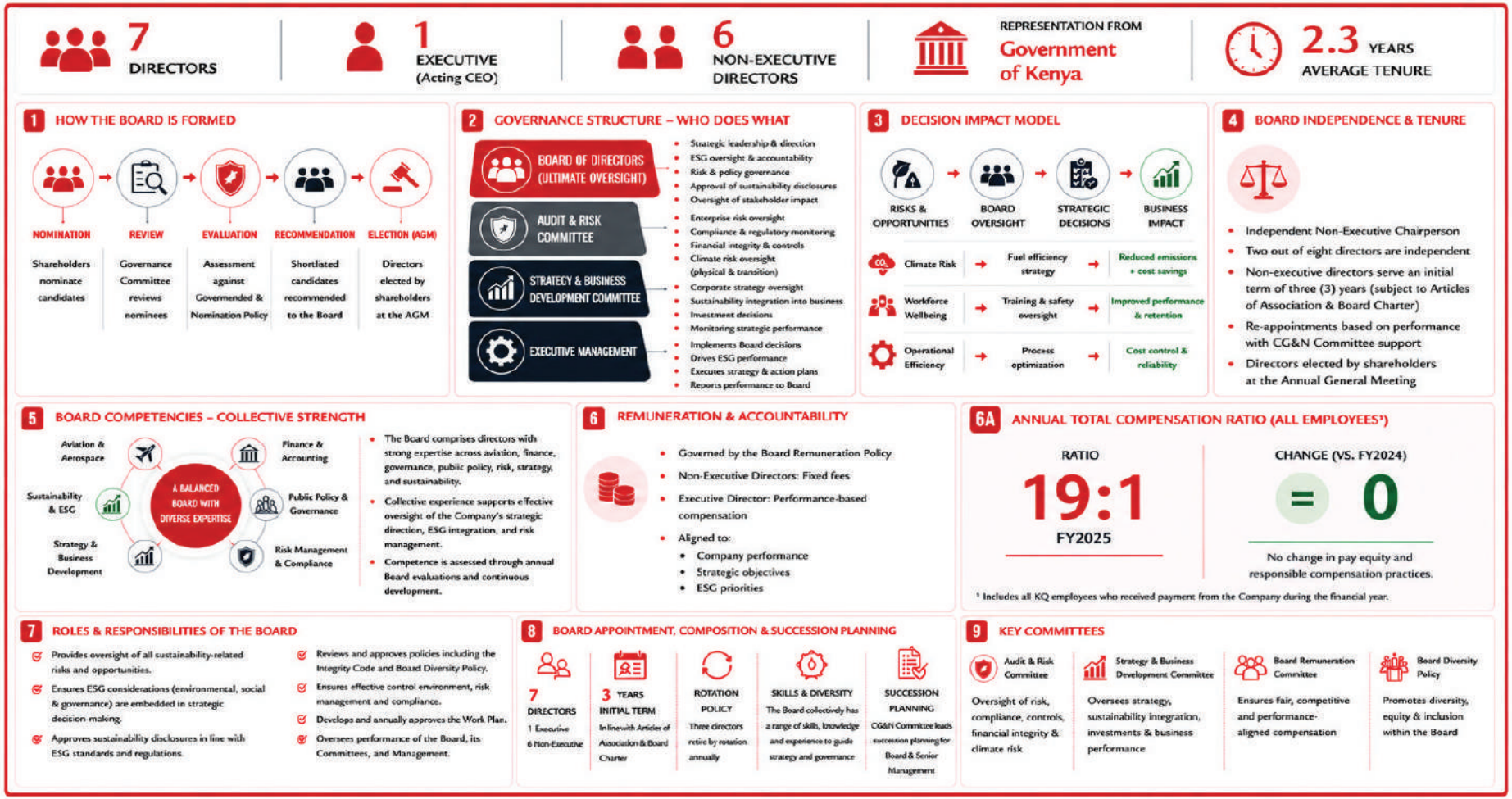
Our material topics influence decision-making, resource allocation and long-term value creation for our stakeholders and the planet.



CORPORATE GOVERNANCE

The Board of Directors

As of 31st December 2025, The Kenya Airways Board of Directors consisted of seven (7) directors; the acting Chief Executive Officer, and six (6) non-executive members with representation from the Government of Kenya.



Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 2-9 | GRI 2-10 | GRI 2-11 | GRI 2-12 | GRI 2-13 | GRI 2-14 | GRI 2-17 | GRI 2-18 | GRI 2-19	S1 (Governance), S2 (Climate-related Governance)	SDG 5 | SDG 8 | SDG 13 | SDG 16	Principles 1–10

Ethics and Integrity

Kenya Airways is committed to maintaining the highest standards of integrity, transparency, and ethical conduct. The Company recognises that risks such as conflicts of interest, fraud, corruption, and misconduct can have significant financial, operational, legal, and reputational impacts. Accordingly, ethics and integrity are embedded as a core priority within its governance and risk management framework. In FY2025, Kenya Airways recorded no significant incidents of non-compliance with applicable laws and regulations.

Through its Integrity Code and Business Partner Code of Conduct, Kenya Airways establishes clear principles and expectations to guide responsible decision-making by directors, management, employees, and third parties. The Company is committed to preventing, identifying, and addressing unethical practices by embedding strong governance structures, enforcing accountability, and promoting a culture of openness and ethical responsibility.



Our Approach



Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 3-3 | GRI 2-15 | GRI 2-26	S1 – Governance and risk management	SDG 16 | SDG 8	Principles 3-6

Ethics and Integrity

52 (LA) TOTAL CASES REPORTED

23% REDUCTION YoY (66 → 52)

38% CASES CLOSED

31% OPEN CASES UNDER INVESTIGATION

WHAT THIS MEANS

Increased reporting and ongoing investigations reflect a more transparent and accountable culture.

1 IDENTIFY & ASSESS RISKS

Identify ethical risks (fraud, COI, misconduct) and integrate into ERM

52 (LA) total reported cases

- Fraud **29.41%** (15 cases)
- COI **7.84%** (4 cases)
- Employee relations **13.73%** (7 cases)

Fraud remains the primary ethical risk.

2 SET POLICIES & EXPECTATIONS

Code of Conduct, COI Policy, Supplier Code

- Ethics Hub launched (central policy access)
- 100% Board COI declarations
- Related party transactions disclosed in audited financials

Full governance alignment achieved.

3 TRAIN & BUILD AWARENESS

Ethics training and awareness

- Ethics Hub platform deployed (company-wide access)
- "Act Right, Speak Up" programmes active
- Awareness campaigns across employees
- Ethics training embedded in internal communications and onboarding

Culture shift enabled through access and awareness.

4 REPORT & SPEAK UP

Whistleblowing & reporting mechanisms

52 (LA) cases reported (evidence of active speak-up culture)

2 (3.92%) Whistleblower retaliation cases

Multiple reporting channels (HR, hotline, Ethics Hub)

Strong and active speak-up culture.

5 INVESTIGATE & TAKE ACTION

Investigation and disciplinary action

38% case closure rate

31% unsubstantiated cases (screening effectiveness)

31% open cases (timeliness indicator)

Average days to close cases: **Not disclosed**

Increased investigations lead to a longer resolution cycle.

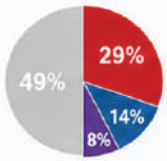
6 MONITOR & IMPROVE

Tracking, audits, continuous improvement

- Total cases reduced **23% YoY** (66 → 52)
- Fraud cases reduced **17% YoY** (18 → 15)
- Employee relations cases reduced **56% YoY** (16 → 7)
- Increase in open cases (2% → 31%) reflecting improved reporting and ongoing investigations

Transparency improving, not risk increasing.

SUMMARY OF ALL ETHICAL CONCERNS RECEIVED – 2025



- Fraud – 29.41% (15 cases)
- Employee Relations – 13.73% (7 cases)
- Conflicts of Interest – 7.84% (4 cases)
- Other Issues* – 49.02% (25 cases)

*Includes discrimination, theft, customer relations, workplace violence, sexual harassment, etc.

DETAILS AND STATUS OF CASES

38% CLOSED CASES — Cases resolved through investigation and action

31% UNSUBSTANTIATED CASES — Not substantiated after screening and review

31% OPEN CASES — Under active investigation at year end

YEAR-ON-YEAR OVERVIEW

	2024	2025	CHANGE
Total Cases	66	52 (LA)	↓ 23%
Fraud Cases	18	15	↓ 17%
Employee Relations Cases	16	7	↓ 56%
Open Cases	2%	31%	↑ 29 pp

Standards Alignment

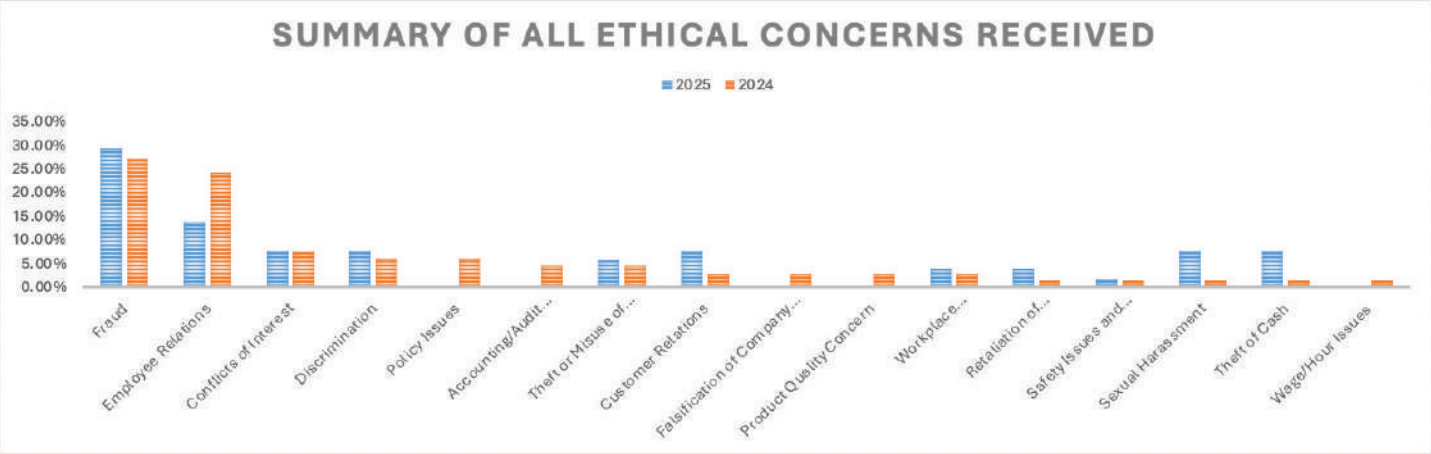
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 3-3 | GRI 2-15 | GRI 2-26 | GRI 2– 27	S1 – Governance and risk management	SDG 16 | SDG 8	Principles 3-6

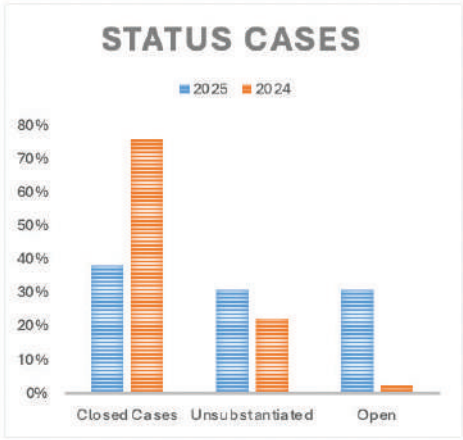
Ethics and Integrity

Kenya Airways monitors the effectiveness of its ethics and compliance framework through structured case management, enabling the identification of trends, timely resolution of cases, and continuous improvement of controls.

The revived Integrity Code governs the development of an ethical culture in the organization and forms the company's commitment to transparency, accountability, and ethical decision-making at all levels of governance. Included in the Integrity code are clear frameworks for the management of gifts and entertainment, conflict of interest and whistleblowing. Conflict of interest is managed by a process of annual declaration and employees are equipped on how to mitigate potential conflicts of interest while whistleblowing is encouraged across the organization. Action taken on reported cases is aligned to the new Consequence Management policy and the Disciplinary Policy.

Performance indicators							
52 (LA)	cases reported	31%	Case closure rate	7.58%	conflict of interest cases	31%	open cases





Ethics Hub launched New Business Partner Code of Conduct **93%** Board and Employees COI declarations **Related party transactions** disclosed in audited financials	**"Act Right, Speak Up"** programme active **Awareness campaigns** for all levels of employees **89%** employees trained	**48 days** - Average days to close cases Whistleblower retaliation cases: 2 **(3.92%)** Multiple reporting channels **(HR, hotline, Ethics Hub)**

Standards Alignment			
GRI Standards GRI 3-3 | GRI 2-15 | GRI 2-26 | GRI 2-- 27	IFRS Sustainability Standards S1 – Governance and risk management	Sustainable Development Goals SDG 16 | SDG 8	UN Global Compact Principles 3-6

Strategy, Policies and Practices

Kenya Airways integrates sustainability into its core business strategy to drive long-term value creation, operational resilience, and responsible growth. Guided by its Board-approved Sustainability Policy, which defines governance structures, roles, and performance controls, the Company embeds environmental, social, and economic considerations into decision-making across all operations and subsidiaries.

Kenya Airways' Sustainability Policy establishes the governance, processes, and controls for embedding sustainability across all business units and subsidiaries. It is implemented through integrated environmental, social, and governance practices, focusing on emissions reduction, energy efficiency, and waste management; promoting fair labour practices, employee development, diversity, and community engagement; and ensuring strong oversight, ethical conduct, and ESG risk management. A structured governance framework supports accountability at all levels, with continuous monitoring, reporting, and improvement, aligned to national and international standards. Performance against these pillars is monitored through defined ESG KPIs and targets, aligned with enterprise risk and reporting frameworks.

How Our Strategy Works in Practice

Our sustainability strategy is anchored on four interconnected pillars that drive long-term value creation and impact. These priorities are operationalised through the following strategic pillars



Our Sustainability Commitments

Environmental, Social & Governance Commitments
The Sustainability Policy formalises Kenya Airways' commitments to environmental stewardship, responsible business conduct, human rights, and sustainable economic development.

Grievance & Whistleblowing Mechanisms
The Company maintains grievance and whistleblowing mechanisms to identify, address, and remediate sustainability-related impacts.

Financial Planning Integration
Sustainability considerations are integrated into financial planning, influencing cost optimisation, revenue diversification, and long-term value creation.

Risk & Opportunity Management
aligned with enterprise risk and opportunity management frameworks.

Commitment to UN Global Compact
The Company aligns its operations with the Ten Principles of the United Nations Global Compact across human rights, labour, environment, and anti-corruption.

Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals (SDGs)	UN Global Compact
GRI 2-22 | GRI 2-23 | GRI 2-24 | GRI 2-25 | GRI 2-26 | GRI 2-27 | GRI 2-28 | GRI 3-1 | GRI 3-2 | GRI 3-3	S1: Governance | Strategy | Risk Management | Metrics & Target, S2: Climate-related Governance | Strategy | Risk Management | Metrics & Targets	SDGs: 8 | 9 | 10 | 12 | 13 | 16 | 17	Principles 1–10

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 KO ENGAGES

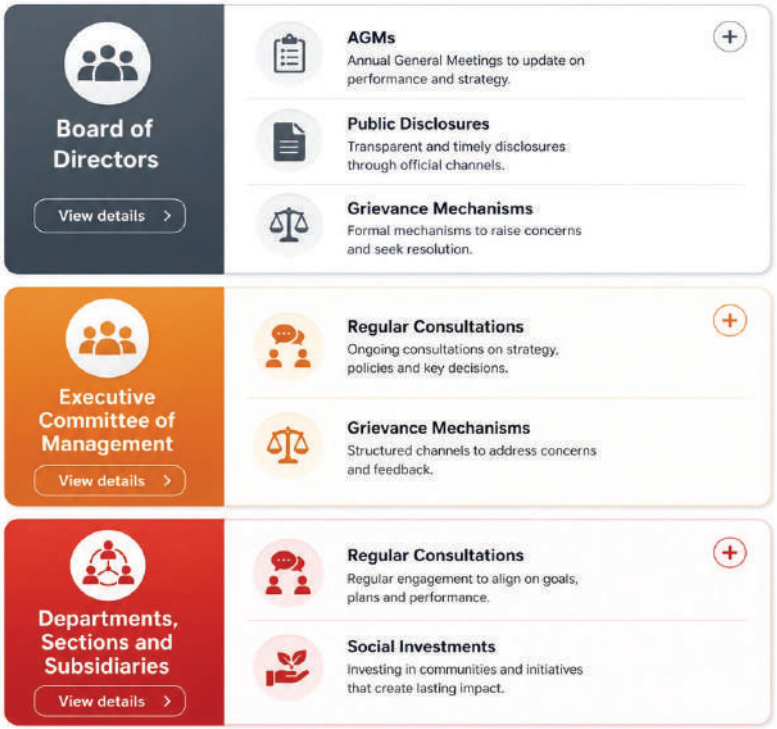
EXTERNAL UPSTREAM STAKEHOLDERS	Purpose of engagement	Communication Channel	Frequency
Investors	Financial Performance Environmental and Social risk management	Annual Meetings Annual reports Sustainability report	Annual General Periodic
Lenders	Business continuity	Financial statements	Periodic
Industry 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 Social partners (Unions)	Business continuity Harmonious employee relations	Social media Regular meetings	Continuous Periodic

INTERNAL STAKEHOLDERS	Purpose of engagement	Communication Channel	Frequency
Board of Directors Executive Committee	Sustainability stewardship Fiduciary responsibility	Quarterly reports Weekly reports	Periodic Continuous
Section/Department Heads	Sustainability stewardship Fiduciary responsibility	Weekly reports	Continuous

OTHER STAKEHOLDERS WE ENGAGE

CODE-SHARE PARTNERS	Purpose of engagement	Communication Channel	Frequency
	Sustainability stewardship Business continuity Ethical conduct Fiduciary responsibility	Townhalls Regular meetings	Continuous

EXTERNAL DOWNSTREAM STAKEHOLDERS			
Travel Management Companies Guests & Customers	Business continuity Value for money Safety and Health	Website 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



Standards Alignment

GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals (SDGs)	UN Global Compact
GRI 2-12 | GRI 2-13 | GRI 2-16 | GRI 2-17 | GRI 2-21 | GRI 2-22 | GRI 2-23 | GRI 2-25 | GRI 2-26 | GRI 2-29 | GRI 3-3	S1: Governance | Strategy | Risk Management (Stakeholder-informed risks & opportunities)	SDGs: 8 | 10 | 12 | 13	Principles 1–10

Achievements

KQ Engages SADC Heads of Mission to Strengthen Regional Partnerships



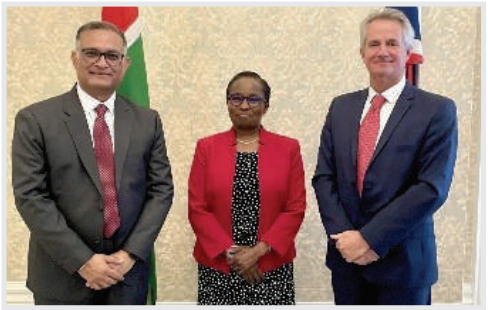
On 3rd March, the commercial team, led by Senior Country Manager Kenya and South Sudan, Rehema Ibrahim, engaged with the Southern African Development Community (SADC) Heads of Mission in Nairobi. The meeting, attended by High Commissioners from Zimbabwe, Zambia, South Africa, Malawi, Angola, Botswana, Tanzania, and the Democratic Republic of Congo, provided a valuable platform to explore collaboration opportunities.

Discussions focused on strengthening partnerships to better serve the SADC expatriate community living in Kenya and identifying commercial growth opportunities. Key areas explored included MICE (Meetings, Incentives, Conferences, and Exhibitions), corporate contracts, KQ Holidays, cargo services, charter flights, and Asante Rewards enrollment.

The SADC Heads of Mission expressed their appreciation for KQ's commitment to the region and the essential air services provided. Additionally, they requested consideration for flights to Luanda, Angola, and Gaborone, Botswana, underscoring the demand for expanded connectivity within Southern Africa.

This engagement reaffirms KQ's dedication to fostering regional partnerships and strengthening air travel networks, ensuring we continue to serve the evolving needs of our customers across Africa.

Kenya Airways Strengthens Ties with Kenya High Commission in the UK



On April 1, 2025, we held a strategic meeting with the Kenya High Commission in the United Kingdom at the Commission's offices in London. The meeting was attended by H.E. Catherine Karemu, Kenya's High Commissioner to the UK, alongside Tom Reeves, General Manager – UK & Ireland, and Chetan Borkhatria, Commercial Manager – UK.

The session focused on reinforcing the long-standing collaboration between the two institutions, with a particular emphasis on corporate travel and the diaspora market. Discussions centered on strengthening strategic partnerships to grow our footprint in the UK and support mutual objectives.

Kenya Airways and the Kenya High Commission continue to collaborate on various initiatives in the UK, demonstrating a shared commitment to promoting Kenya's presence abroad and supporting the wider Kenyan community through aviation and diplomacy.

Principal Secretary Pays Courtesy Call to our Group MD & CEO

On 23rd April, we had the honour of welcoming Mrs. Teresia Mbaika, the Principal Secretary of the State Department for Aviation and Aerospace Development, for a courtesy call to our Group MD & CEO, Allan Kilavuka. This meeting, held at Base, marked an important introduction following Mrs. Mbaika's recent deployment to her new role from the State Department for Devolution, where she had previously held a similar position.

They engaged in a productive conversation about Kenya's aviation sector and the integral role Kenya Airways plays in driving economic, social and cultural development in the country. Mrs. Mbaika commended the airline's recent positive performance, particularly the successful turnaround led by Mr. Kilavuka. She expressed her support for the continued success of Kenya Airways and pledged her commitment to further enhancing the airline's contributions to the national economy.

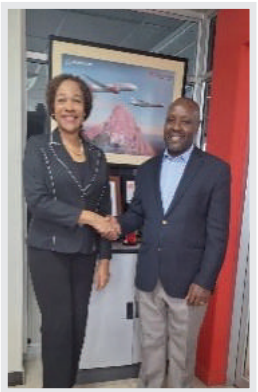
As part of the visit, Mr. Kilavuka guided Mrs. Mbaika on a tour of key facilities, including the innovation hub, the Customer Excellence Centre, the technical department and the Pride Centre. At the conclusion of the tour, Mr. Kilavuka invited the PS to schedule a more in-depth visit to further explore the various facets of our operations.

This visit underscores the growing collaboration between the government and the national carrier, reinforcing the shared commitment to strengthening Kenya's aviation sector.





CEO Hosts Cuban Ambassador for Talks on Future Opportunities



Our Group MD and CEO, Allan Kilavuka, recently hosted H.E. Inés Fors Fernández, the Ambassador of the Republic of Cuba to Kenya, during a courtesy call at his office. The Ambassador was accompanied by Head of Chancery, Mr. Ibrahim Ortega Oquendo.

The meeting focused on exploring potential collaboration between KQ and the Republic of Cuba, with discussions centering on the possibility of launching operations to Havana, Cuba's capital city. Ambassador Fernández shared insights into Cuba's economy, which is driven by plantation agriculture and the export of key commodities such as cigars, sugar, coffee and tobacco highlighting a promising opportunity for KQ Cargo.

Mr. Kilavuka expressed KQ's openness to exploring the cargo opportunity in the near term and affirmed our interest in assessing prospects for direct passenger services to Havana in the future.

Also present at the meeting were CSIO Hellen Mathuka and Head of Government Affairs, Dalmas Okendo. Mr. Kilavuka extended a warm invitation to Ambassador Fernández to attend the upcoming Africa Aviation Innovation Summit scheduled for October, which we will be hosting.

This engagement reflects our continued commitment to exploring strategic opportunities that expand our network and support trade and connectivity across new and emerging markets.

KQ Hosts Sierra Leone High Commissioner for Courtesy Visit



On 10th July, our Group MD and CEO, Mr. Allan Kilavuka, welcomed H.E. Lt Gen. (Rtd) Peter K. Lavahun, the High Commissioner of the Republic of Sierra Leone to Kenya, for a courtesy visit at our headquarters.

The visit provided an opportunity to reflect on the longstanding relationship between KQ and Sierra Leone. Both parties expressed mutual appreciation for the partnership that has grown over the past 20 years. The High Commissioner commended KQ for maintaining high service standards and reaffirmed that the airline remains a trusted and valued partner for Sierra Leone.

Discussions highlighted the positive impact of KQ operations in the region, particularly through Freetown, with both sides acknowledging the airline's critical role in enhancing West Africa's connectivity.

Mr. Kilavuka reaffirmed KQ's commitment to strengthening our presence in Sierra Leone and the broader region. He also emphasized the airline's continued focus on improving the travel experience and expanding access to meet the evolving needs of customers.

Government Spokesman Visits KQ to Explore Strategic Collaboration



We recently had the honour of hosting the Government Spokesman, Hon. Sen. (Dr.) Isaac Maigua Mwaura, who paid a courtesy call to our Group MD & CEO, Allan Kilavuka. He was accompanied by his Deputies, Hon. Mwanaisha Chidzuga and Mr. Gabriel Muthuma.

The meeting focused on our strategic role in national development, with key discussions around our contributions to economic growth, trade, tourism, and regional connectivity. Our CEO expressed appreciation for the government's continued support and reaffirmed our growth plans, including doubling our fleet, expanding routes, and increasing cargo capacity in the next five years.
During the visit, the delegation toured several of our key facilities including the Fahari Innovation Hub, Customer Excellence Centre, Hangar, and Technical Operations. He commended our role in connecting cities and continents and enabling the free flow of goods, people, capital and ideas which are critical components of Kenya's economic transformation.

Accompanying our Group MD & CEO was Head of Government Affairs, Dalmas Okendo; and Senior Manager Strategy, Emmanuel Mwaniki. This engagement reaffirmed the importance of strong partnerships between public institutions and the national carrier in achieving Kenya's development goals.

KQ and KenInvest Explore Partnership to Boost Investment Opportunities



On 12th August, the CEO of the Kenya Investment Authority (KenInvest), Mr. John Mwendwa, OGW, paid a courtesy call to our Group Managing Director and CEO, Allan Kilavuka, to initiate a partnership focused on promoting Kenyan investments and fostering investment-related collaborations.

The discussion marked the beginning of a closer working relationship between KQ and KenInvest, aimed at unlocking mutual benefits and contributing to Kenya's economic growth. The partnership will explore synergies that leverage both organizations' strengths to attract investors, support trade, and enhance Kenya's global business profile.

KQ Deepens Engagement with State Under Fly Kenya Policy



On 4th August, as part of the Fly Kenya implementation drive, our General Manager for Kenya and East Africa, Rose Kiseli, alongside Florence Wamatu, Commercial Manager of the Asante Executive Hub, paid a courtesy call to the Principal Secretary, State Department for Labour and Skills Development, Hon. Shadrack M. Mwadime, CBS.

They were received by the PS and his team, including Chief Finance Officer Mr. Stephen Njoroge and Head of Procurement Mrs. Marie Orinda. During the meeting, the KQ team expounded on the airline's offerings under the Government of Kenya (GoK) framework and presented a proposal for the provision of air ticketing services under the Fly Kenya policy.
Fly Kenya is a strategic initiative designed to promote exclusive travel benefits and value-added services for all government MDAs, strengthening partnerships while supporting the national carrier's role in connecting Kenya to the world.

Exploring Partnership Opportunities with Mexico



On 16th April, our Group MD & CEO, Allan Kilavuka, met with Jorge Rosas, Chargé d'Affaires of the Embassy of Mexico in Nairobi, to explore potential opportunities for expanding Kenya Airways operations between Kenya and Mexico. Also, in attendance representing leadership was Head of Government Affairs, Dalmas Okendo.

The discussions focused on strong cargo prospects and the broader goal of enhancing connectivity to support trade, tourism and economic growth between the two countries. Mr. Kilavuka reaffirmed our commitment to pursuing these opportunities and highlighted the importance of unlocking new routes in alignment with national and global development priorities. He also referenced the existing Bilateral Air Services Framework between Kenya and Mexico, initialed in 2011, which provides a foundation for passenger, cargo, and mail operations.

With this groundwork in place, we are optimistic about the potential to advance direct air services between Kenya and Mexico, contributing to stronger bilateral ties and wider access for our customers.

KQ & Qatar Airways Sign Strategic MoU to Boost Connectivity



On 1st July, we took a bold step toward expanding our global footprint by signing a Memorandum of Understanding (MoU) with Qatar Airways. The agreement sets the stage for a strategic partnership that includes a comprehensive codeshare arrangement and enhanced connectivity between Kenya and Qatar Airways' Doha hub, Hamad International Airport.

The MoU was signed in Doha by our Group MD and CEO, Allan Kilavuka, and Qatar Airways Group CEO, Engr. Badr Mohammed Al-Meer.

As part of the partnership, Qatar Airways will introduce a third daily flight between Doha and Nairobi, operated in codeshare with Kenya Airways. In addition, new Kenya Airways-operated flights between Mombasa and Doha, marketed by Qatar Airways, are expected to launch during the coming winter season. These developments will significantly expand travel options for customers, offering seamless connectivity across both carriers' networks.
"This partnership perfectly aligns with our airline's robust turnaround strategy, which saw

Kenya Airways' return to profit for the first time in over a decade earlier this year," said Allan Kilavuka. "It also supports our ambitions to grow tourism and air cargo activities, turning them into key drivers of economic growth for Kenya and the East Africa region."
Beyond passenger services, the partnership will explore cooperation in areas such as cargo, airport and ground services, loyalty programmes, procurement and maintenance, repair and overhaul (MRO).

KQ and WestJet Sign Interline Agreement to Boost North American Connectivity

On 24th July, we entered into a new interline partnership agreement with WestJet, significantly expanding travel options for guests across both carriers' networks. The partnership enables Kenya Airways customers to enjoy seamless, single-stop access to Canadian cities including Calgary, Halifax, St. John's, and Toronto with connections to 69 destinations across North America.

Commenting on the agreement, our CCO Julius Thairu, stated, "We are excited about this interline partnership that allows us to provide our customers with more options for connectivity across the Atlantic and especially in Canada. Our goal of connecting Africa to the World and the World to Africa remains a key component of our mission of propelling the prosperity of Africa by connecting its people, cultures, and markets."

Guests can now book a single ticket that includes both Kenya Airways and WestJet flights, with the added convenience of a single point of check-in and through-checked baggage making travel between Africa and North America easier and more efficient than ever.

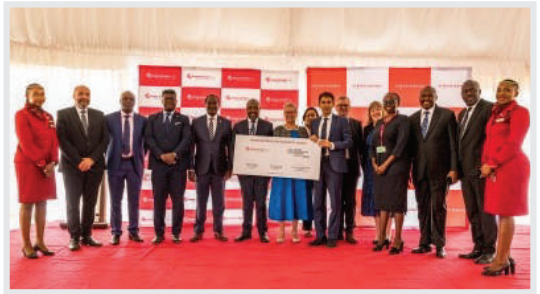
KQ Expands Connectivity Through New Codeshare Partnership

On 15th October, we took a major step in strengthening our global network by signing a new codeshare partnership with Qatar Airways, enhancing connectivity between Africa, the Middle East, Asia and beyond.

This agreement builds on the strategic partnership signed between the two national carriers in July and marks its first key milestone. The rollout coincides with the introduction of Qatar Airways' third daily flight between Doha and Nairobi, further reinforcing the vital air bridge between Kenya and the Gulf region.

Through this new partnership, our customers can now enjoy seamless travel to 11 new global destinations via Doha, including Kuala Lumpur (Malaysia), Singapore, Male (Maldives), and Tokyo (Japan), among others.

KQ and London Metropolitan University Forge Groundbreaking Partnership



Earlier today, we formalized our partnership with London Metropolitan University through a Memorandum of Understanding (MoU) signing ceremony at the Pride Centre. The ceremony brought together representatives from the Ministries of Education, Transport and Foreign Affairs; industry regulators and the British High Commission, highlighting the significance of this partnership.

Speaking at the event, our Group MD & CEO Allan Kilavuka, emphasized the transformative potential of collaboration stating, "This partnership is a testament to our commitment to innovation, excellence, and the development of human capital. By investing in education and skills development, we are empowering our employees and shaping the future of aviation in Kenya and beyond."

CHRO Tom Shivo also highlighted the focus on employee growth and development noting, "Our people are the backbone of our success. This partnership will equip our employees with the tools and knowledge they need to excel in their careers and contribute to the continued success of Kenya Airways. It's an investment in our most valuable asset, our talent."

As part of this collaboration, London Met will offer a 70% scholarship for KQ employees pursuing aviation-related bachelor's and master's degrees. Additionally, the university will provide essential training resources, workshops, and certificates, with the potential for scholarship benefits to extend to employees' family members.
We are committed to fostering a culture of continuous learning, innovation, and excellence.

Strengthening Regional Ties



On 28th July, we signed a Memorandum of Understanding (MoU) with Air Tanzania to strengthen cooperation and enhance air connectivity across East and Southern Africa.
This agreement marks a strategic step forward in building regional partnerships that support sustainable growth and greater access across the continent. Through this MoU, we will collaborate closely in areas such as route and network development,

cargo, maintenance and repair operations (MRO), safety, innovation and human resource development.

As two national carriers committed to excellence, our joint efforts will focus on delivering seamless and efficient services that connect our customers to more destinations while driving socio-economic development in the region.

KQ and HAART Kenya Launch Landmark Partnership to Support Survivors of Human Trafficking



On 25th July, we marked a significant milestone in the global effort to combat human trafficking with the signing of a Memorandum of Understanding (MOU) with Awareness Against Human Trafficking (HAART) Kenya. The partnership pioneers a first-of-its-kind initiative in the aviation industry, offering discounted flights for survivors of human trafficking returning from Southeast Asia to East Africa.

This initiative addresses a crucial gap: survivors often face financial barriers that prevent their safe return home. By facilitating affordable travel, the collaboration reinforces our commitment to our 2023 Trafficking in Persons Policy and aligns with HAART Kenya's victim-centered approach.

The event featured the official signing of the MOU, symbolizing a shared commitment to safe migration and survivor empowerment. Keynote speakers from both Kenya Airways and HAART Kenya underscored the importance of cross-sector collaboration and highlighted the partnership's alignment with the UN's Four P's Strategy i.e Prevention, Protection, Prosecution and Partnership.

This partnership not only reflects Kenya's leadership in regional anti-trafficking efforts but also sets a global precedent for how airlines can play a direct role in supporting survivors and promoting dignified repatriation.

KQ and Standard Chartered Bank Partner to Enhance Customer Benefits

On 3rd February, we signed a strategic partnership with Standard Chartered Bank aimed at enhancing customer value by offering exclusive travel benefits. Through this collaboration, Standard Chartered Affluent clients and Asante Rewards Members will enjoy:

- Discounts on flights and holiday packages
- Double 360° reward points on Kenya Airways tickets
- Status matching for the Asante Rewards program



Speaking at the event, CCCO Julius Thairu, reaffirmed our commitment to delivering seamless and rewarding travel experiences. He highlighted how this collaboration leverages both brands' strengths to provide tailored benefits that meet the evolving needs of travelers.

Also in attendance representing leadership was GM Digital Brand & Marketing, Martin Gitonga; GM, East, Central and Southern Africa, Rose Kiseli; and Marketing Manager – Rest of the World, Clinton Muema.

As this partnership evolves, we look forward to expanding into sustainability initiatives, staff benefits and technology integrations to further enhance the customer experience.

KQ Partners with Kenya Rugby Union to Elevate the Simbas' World Cup Dream



On 24th May, we officially signed a new partnership agreement with the Kenya Rugby Union, becoming the official sponsor of the National Men's 15s Team, the Simbas, as they prepare for the Rugby World Cup 2027 Qualifiers.

Through this one-year, KES 15 million in-kind sponsorship, we reaffirm our commitment to nurturing homegrown talent and supporting the growth of sports in Kenya. The partnership will provide critical support as the Simbas gear up for one of their biggest sporting milestones yet.

Speaking at the signing ceremony held on Ngong Road ahead of the Simbas' warm-up game against the UAE national team, CCCO Julius Thairu, noted, "This partnership is grounded in shared values of teamwork, tenacity, and transformation which is the very spirit that defines both rugby and our journey as the Pride of Africa. It demonstrates our commitment to uplifting local talent and empowering African champions to rise."
GM Digital Brand and Marketing, Martin Gitonga, was also in attendance representing leadership.

As we walk alongside the Simbas in their quest to qualify for the 2027 Rugby World Cup, we remain proud to play a role in shaping Kenya's sporting future. Through such partnerships, we aim to further strengthen Kenya's position as a global sporting powerhouse.

We're the Official Airline Partner for the Magical Kenya Open 2025



On 12th February, we renewed our partnership with Kenya Open Golf Limited (KOGL) as the official airline partner for the Magical Kenya Open (MKO) 2025, reaffirming our commitment to sports tourism and positioning Kenya as a premier golfing destination.
As the official airline partner, we will facilitate seamless travel for participants, officials, tourists, and spectators, leveraging our extensive global network to connect Nairobi with the world. This collaboration highlights our dedication to promoting sports tourism and showcasing Kenya as a top golfing and holiday destination.

"Our partnership with the Magical Kenya Open reflects our commitment to supporting sports tourism in Kenya," noted Group MD and CEO, Allan Kilavuka. "We are honored to play a role in bringing together world-class golfing talent and enthusiasts to experience Kenya's rich culture and natural beauty."

Reinforcing Our Commitment to the 'Fly Kenya' Initiative

On 7th February, we engaged key government stakeholders to drive the seamless adoption of the Fly Kenya policy for government travel. This initiative strengthens our partnerships, enhances government travel management, and integrates innovative solutions for policy adoption.
"Our goal is to position ourselves as the go-to partner for government travel," noted CCCO Julius Thairu. "We remain dedicated to enhancing services, providing efficient air travel solutions, and strengthening collaboration with the Government of Kenya."

Since its introduction in 2016, the Fly Kenya policy has faced low compliance due to enforcement challenges. To address this, we are working towards integrating the Financial and Operational Travel Information Management System (FOTIMS) to improve transparency, efficiency, and adherence.



Further demonstrating this commitment, we launched the Asante Executive Hub at KICC in September 2024. This dedicated travel center provides tailored solutions for government officials, including flexible booking options, competitive fares, priority ticketing, and dedicated customer support.
By strengthening collaboration with the government, we aim to streamline policy implementation, enhance tracking and reporting, and drive the growth of our airline while supporting economic development.

Strengthening Public Sector Travel: KQ Integrates with FOTIMS



On 16th April, we took a significant step in reinforcing our alignment with national priorities by participating in a strategic meeting on the integration of Kenya Airways into the Government of Kenya's Foreign Travel Information Management System (FOTIMS). This meeting focused on aligning with the expanded scope of the system, which now includes all public service staff, supporting the Fly Kenya policy and moving closer to centralized government travel.

The session was graced by Leah Kasera, MBS – Head, Public Policy and President's Priority Initiatives, and Mathew Rotich – Director, President's Priority Initiatives, from the Office of the President. Our Group MD & CEO, Allan Kilavuka, warmly hosted the delegation at our headquarters.

As part of this collaboration, we have set up a dedicated check-in counter at Terminal 1A to exclusively serve Senior Government of Kenya officials, ensuring seamless and personalized service. This initiative is being spearheaded by Commercial Manager Key Accounts, Jennifer Njuguna; with strategic oversight from GM Kenya, East & North Africa, Rose Kiseli.

This integration marks a major milestone in strengthening our relationship with the public sector and positions Kenya Airways as the preferred airline for government travel by offering efficient, accountable, and tailored travel solutions.

KQ Engages Trade Partners on 'Fly Kenya' Policy Implementation

Last week, our Kenya Sales team held a session at The Park Inn by Radisson with key trade partners to discuss the rollout of the 'Fly Kenya' policy and the pivotal role travel agents play in its success.



Leading the discussion, Mathew Rotich, Director of Monitoring & Evaluation at the Executive Office of The President, provided an in-depth overview of the Foreign Travel Management Information System (FOTIMS). This system, operational since August 1, 2024, streamlines foreign travel approvals for public servants, ensuring efficient use of resources and enhancing transparency.

Our team highlighted the 'Fly Kenya' policy's significance in bolstering national pride and economic growth. By prioritizing Kenya Airways for government travel, the policy enhances our connectivity to international markets, facilitating trade, tourism, and diplomatic relations. In an interactive session led by Ms. Rose Kiseli, GM East, Central and Southern Africa, travel agents shared valuable feedback and insights. Their contributions are essential as we collaborate to ensure the policy's effective implementation.

The government's directive, reissued on 6th December 2024, mandates all government officials to prioritize Kenya Airways for official travel. This move underscores our airline's crucial role in connecting Kenya to the world and driving economic development.

Half Year 2025 Investor Briefing Highlights

On 26th August, we announced our half-year 2025 financial results to investors and shared our progress on our recovery journey. We reported an operating loss of KShs 6.2 billion and a net loss of KShs 12 billion, largely driven by the grounding of three Boeing 787-8 Dreamliners, which reduced available capacity and passenger numbers.

These numbers also reflected the impact of temporary fleet constraints and global supply chain challenges. Despite these headwinds, the management emphasized ongoing efforts in cost optimization, operational efficiency and capital raising to strengthen the company's recovery trajectory.

On 27th August, a Corporate Staff Townhall was held to update employees on the company's performance and recovery plans. Led by our Group MD & CEO, Allan Kilavuka, the session provided staff with the opportunity to hear directly from leadership, ask questions and engage on the company's next steps.

KQ Leads the Way with NDC Content on Amadeus



On 25th April, we made history as the first airline in Sub-Saharan Africa to distribute NDC sourced content via the Amadeus Travel Platform, marking a major step forward in modernizing our retailing and distribution capabilities.

The launch of this New Distribution Capability (NDC) content is a significant milestone in our digital transformation journey. Local Amadeus connected travel sellers are now among the first to access Kenya Airways' NDC offers, following our adoption of Altéa NDC. By integrating Altéa NDC with the Amadeus Travel Platform, we benefit from a more agile and seamless implementation process. This reduces time to market, enhances productivity for travel sellers and delivers a better experience for our passengers.



"This is a significant milestone for Kenya Airways as we continue to innovate and enhance our travel retailing capabilities," said CCCO Julius Thairu at the launch event that took place at Villa Rosa Kempinski, Nairobi. "Amadeus has been at the forefront of driving NDC adoption across the global travel ecosystem and was therefore the natural choice for this step on our distribution journey. We are very happy to be able to offer our full range of NDC content through Amadeus' leading technology and to its travel sellers' network."

With NDC, we are building the foundation for more personalized, dynamic and flexible offers that strengthen our position in the global aviation marketplace.

Kenya Set to Host the IATA Ground Handling Conference



On 12th February, we held an initial planning meeting with a team from IATA in preparation for the upcoming annual IATA Ground Handling Conference (IGHC), which will be held in Africa for the first time and specifically in Nairobi. The meeting, chaired by our COO, George Kamal, also set the stage for an MOU signing to solidify our role as the host airline.

As the host airline, we will play a key role in the success of this global event. Our responsibilities will include hosting a gala dinner, driving marketing efforts both before and during the conference and providing support to ensure seamless engagement with stakeholders.

This underscores our leadership in ground handling and aviation excellence, offering a platform to showcase our capabilities and highlight Kenya as a key player in the global aviation industry. It is a milestone not only for us but for the entire region, reinforcing our commitment to advancing aviation standards and fostering industry collaboration.

Kenya Airways and IOM Mark One Year of Global Partnership Against Human Trafficking

On Thursday, 16th October 2025, Kenya Airways was honoured to host John McCue, Chief of Mission, IOM, and Linda Kola, National Resilience Officer, to mark one year of a groundbreaking partnership in the global fight against human trafficking.

Our Group MD & CEO, Allan Kilavuka, alongside Adelaide Amaro, Manager, Quality Control & Integrity (Security), led discussions highlighting the remarkable progress and tangible impact achieved through this first-of-its-kind collaboration between IOM and an airline anywhere in the world.

Looking ahead to 2026, IOM reaffirmed its commitment to deepening this partnership, with key focus areas proposed, including:

- Expansion of global advocacy and awareness initiatives
- Enhanced training and certification of frontline staff – now a mandatory standard across the aviation industry
- Institutionalisation of survivor referral pathways to support victims
- Greater investment in innovation and data-driven security solutions



At Kenya Airways, we remain unwavering in our commitment to combat trafficking in persons, protecting the vulnerable, and upholding human dignity on every journey we make.

Kenya Airways Partners with ODPP to Combat Trafficking



On the 24th November, our Group Managing Director & CEO, Allan Kilavuka, met with the Director of Public Prosecutions, Renson Ingonga, CBS, OGW, to explore a joint strategy aimed at combating drug trafficking and human trafficking through aviation channels. The discussions focused on creating a structured operational framework to support early detection and reporting of trafficking cases, enhance coordination during investigations, and improve evidence-handling processes. This partnership underscores our commitment to security, accountability, and protecting vulnerable individuals across our operations.

COO George Kamal Recognized Among Top 10 Transformational Leaders

We are pleased to announce that our very own COO George Kamal, has been recognized as one of the Top 10 Transformational Deputy MDs, COOs, and VPs of the Month – January 2025 by The Governance & Business Boardroom. This prestigious recognition highlights his exceptional leadership and his pivotal role in driving operational excellence, innovation and transformation within Kenya Airways.

The award honors visionary leaders who have made significant strides in optimizing operations, fostering a culture of excellence, and demonstrating strategic leadership in their respective industries.

Under his leadership, our company has not only streamlined processes but also embraced new innovations that position Kenya Airways at the forefront of the aviation industry. This recognition is a testament to his relentless pursuit of excellence and reflects the hard work and commitment he brings to his COO role every day.

Please join us in congratulating George Kamal on this well-deserved achievement!



Celebrating Our Company Secretary's Recognition in the GC Powerlist



On 3rd September, the second edition of the GC Powerlist: East Africa 2025 took place at the Nairobi Serena Hotel, bringing together and honoring top General Counsel, Chief Legal Officers, Legal Directors, and senior in-house legal professionals from across Kenya, Uganda, Tanzania, and Rwanda.

We are proud to share that our Company Secretary and Director of Legal, Risk & Compliance, Habil Waswani, was recognized in this prestigious list. His recognition reflects his exemplary leadership, dedication to excellence and impactful contribution to strengthening governance within the aviation industry.

This milestone is not only a remarkable achievement for Habil but also a proud moment for all of us as it reinforces our position as a leader in corporate governance and compliance. Congratulations, Habil!

KQ Leadership Undergoes Media Training to Enhance Preparedness

On 18th February, our leadership team participated in an intensive media training session aimed at refining their communication skills and strengthening their role as company spokespersons. The session brought together CHRO Tom Shivo, CSIO Hellen Mwariri, COO George Kamal, CIDO Fred Kitunga, Acting CFO Mary Mwenga, and Director Corporate Quality, Safety & Environment, Haig Anyonyi.



Organized by the Corporate Communications team, the training was designed to equip our leaders with the skills to navigate media interactions with confidence, effectively communicate our key messages, and manage high-pressure interviews.

A key highlight of the session was an engaging presentation by seasoned journalist Eric Latiff. His dynamic approach and industry expertise sparked thought-provoking discussions, providing participants with real-world insights and best practices drawn from both local and international media landscapes.

Through this training, they gained valuable techniques to enhance how they engage with media, ensuring they are well-prepared to represent the airline with clarity, credibility, and impact.

KQ ExCom Participates in Flight Simulator Leadership Experience



On 9th June, our Executive Committee took part in the Flight Simulator Leadership Experience (FSLE), an intensive leadership development program held at the Pride Centre.

The FSLE program immersed them in high-stakes, real-time scenarios modeled on critical decision-making moments in airline operations. Through a combination of flight simulation exercises and an Operations Command Center (OCC) experience, the session provided a unique platform to strengthen leadership agility, crisis response and strategic thinking under pressure.

The experience reinforced the importance of swift, coordinated decisions in dynamic environments and highlighted the operational realities faced by frontline teams. By stepping into the cockpit and OCC, ExCom members gained valuable insights that will inform their leadership approaches across the business.

Allan Kilavuka Inspires Graduating Class at Africa Nazarene University



Our Group MD & CEO, Allan Kilavuka, served as Chief Guest at the graduation ceremony of Africa Nazarene University a proud moment that marked the beginning of new journeys for the Class of 2025.

In his keynote address, Mr. Kilavuka posed a reflective challenge to the graduates: "What is your purpose?" He emphasized the importance of leading with values, making meaningful contributions to society and embracing purpose-driven leadership as they step into the next chapter of their lives.

The ceremony was a celebration of achievement and a call to action encouraging the graduates to not only succeed, but to serve, impact, and inspire.

A Recap of the Trafficking in Persons and Smuggling of Migrants Training



From 24th – 28th March, we participated in a crucial training on Trafficking in Persons (TIP) and Smuggling of Migrants (SOM), reinforcing our commitment to combating human trafficking. This training aligns with ICAO Annex 9 regulations, which requires airline and airport personnel to be equipped with awareness on human trafficking prevention. In attendance, representing leadership was COO George Kamal alongside Head of Security, Bernard Oganga.

Generously funded by the European Union (EU) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the training brought together industry experts and key organizations, including the United Nations International Organization for Migration (UN-IOM), the technical cooperation operator of the French Ministry of the Interior (CIVIPOL), the Office of the Director of Public Prosecutions (ODPP), and the Counter Trafficking in Persons Secretariat (CTIP).

Led by the Security Department, the week began with a Training of Trainers from 24th – 26th March that saw 27 participants from KQ, Kenya Civil Aviation Authority (KCAA) and Kenya Airports Authority (KAA) engage in in-depth discussions and capacity-building sessions. This was a groundbreaking initiative, marking the first of its kind in the region.

On 27th and 28th March, the focus shifted to Awareness Training, aimed at equipping staff with the skills to identify, protect and assist victims of trafficking. Staff from various departments including Security, Travel Document Unit, Ground Services, Legal, Flight Operations, Cargo, Communications, Brand & Sustainability and Training took part, ensuring a widespread understanding of the issue across key touchpoints.

This training is a significant step in strengthening our vigilance and preparedness against human trafficking. A big thank you to all participants and partners who made this initiative a success! Together, we remain committed to ensuring safe and secure skies for all.

Legal Department Hosts Training on Employment Disputes and Disciplinary Processes



On 12th September, the Legal Department, in collaboration with Mohammed Muigai LLP, conducted a specialized training session at Pride Centre for the HR and Security Departments. The session, held under the Legal Mashinani Programme, focused on building knowledge and skills in handling employment disputes, investigations, and disciplinary processes.

The training was designed to be both practical and interactive, equipping participants with real-world insights, case studies and best practice guidelines. The session strengthened collaboration in managing sensitive workplace matters while ensuring compliance with labor laws and internal policies. Many participants commended the session for its relevance to their day-to-day responsibilities and appreciated the open discussions that enhanced their understanding of key legal procedures.

The session also highlighted the importance of risk management, compliance, and fair process in sustaining a positive workplace culture. Through this initiative, the Legal Department reinforced its commitment to making legal expertise more accessible across the business.

Strengthening Crisis Response Through Collaboration

On 17th July, we were honoured to host a Crisis Management and Emergency Response Benchmarking Training session in collaboration with the Kenya Civil Aviation Authority (KCAA).



The session, facilitated by our Director of Safety, Quality and Environment, Captain Haig Anyonyi, created an important forum for industry peers to share insights, benchmark best practices, and enhance coordination in managing aviation-related crises.

Attending the training were members of the KCAA Crisis Management Team, led by Salim Baraka, Head of Corporate Communications at KCAA. Representing Kenya Airways was our Head of Media and Public Relations, Henry Okatch.

The discussions focused on the vital role of effective crisis communication in aviation, particularly the need for swift, clear, and coordinated responses to safeguard lives, maintain public confidence, and support business continuity during disruptions.

Strengthening Partnership Under The Better Migration Management Programme

On Thursday, 4th December 2025, we had the honor of hosting Mr. Marco Bufo, CIVIPOL Regional Coordinator & Team Leader for the Better Migration Management (BMM) Programme, funded by the European Union and the Government of Germany, together with Ms. Michelle Koinange, National Coordinator (Kenya).



This engagement further strengthened our partnership under the BMM Programme, reinforcing our shared commitment to enhancing collaborative efforts in the fight against human trafficking within the aviation industry.

In attendance were our Group MD & CEO, Allan Kilavuka, alongside Ms. Adelaide Amaro, Manager Quality Control & Integrity (Security), led discussions centered on promoting safe, secure, and dignified travel across our network.

SOCIAL IMPACTS

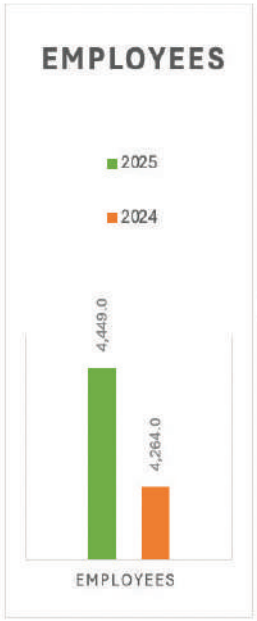


Employees

Kenya Airways employed 4,449 employees in 2025, representing a 4% increase year-on-year, reflecting continued organisational growth and operational resilience. Women constitute 46% of the workforce, demonstrating steady progress toward gender balance, while 78.1% of employees are in permanent roles, reinforcing workforce stability and long-term capability development.

The workforce is predominantly mid-career, with 73% of employees aged between 30–50 years, providing a strong foundation of experience and operational capability. Workforce stability remains high, with a low turnover rate of 4.2%, while 7% new hires in 2025 continue to introduce new skills and perspectives into the company.

Performance indicators					
+4.3%	YoY growth	73%	30-50 years	46% (LA)	women













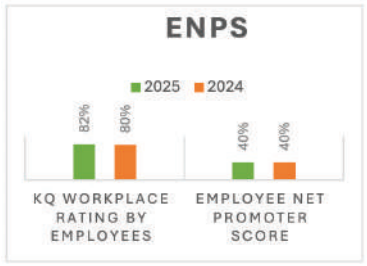
Standards Alignment			
GRI Standards GRI 2-7 | GRI 2-8 | GRI 2-19 | GRI 2-20 | GRI 2-21 | GRI 3-3 | GRI 401-1 | GRI 401-2 | GRI 401-3 | GRI 404-1 | GRI 404-2 | GRI 404-3 | GRI 405-1 | GRI 405-2	IFRS Sustainability Standards IFRS S1 (Governance, Strategy, Risk Management, Metrics &	Sustainable Development Goals (SDGs) SDG 4 | SDG 5 | SDG 8 | SDG 10	UN Global Compact Principles 1–6

Employment Practices

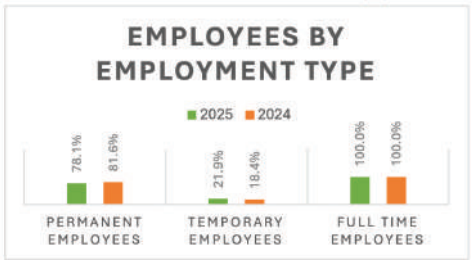
We nurture strong relationships with employees and social partners across all our operational countries. We respect the right of every employee to join or not join a trade union and to band together for common objectives. Sixty-Four (64%) percent of employees are represented by Collective Bargaining Agreements (CBAs).

Kenya Airways upholds the right of employees to freedom of association and collective bargaining, with union representation governed through formal recognition agreements. All employees are protected under applicable Kenyan labour laws, including the Employment Act and the Work Injury Benefits Act. The Company provides comprehensive healthcare and parental leave benefits across the workforce, supporting employee wellbeing and stability. In addition, suppliers are required to comply with labour, health, and safety regulations, reinforcing responsible business practices throughout the value chain.

Performance indicators					
82%	workplace rating	78.1%	permanent workforce	4.61%	employee turnover rate











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.



Standards Alignment			
GRI Standards GRI 2-7 | GRI 2-8 | GRI 2-24 | GRI 2-25 | GRI 3-3 | GRI 401-1 | GRI 401-2 | GRI 403-6 | GRI 404-1 | GRI 405-1	IFRS Sustainability Standards S1 (Governance, Strategy, Risk Management, Metrics & Targets)	Sustainable Development Goals SDG 8 | SDG 10 | SDG 3	UN Global Compact Principles 1–10

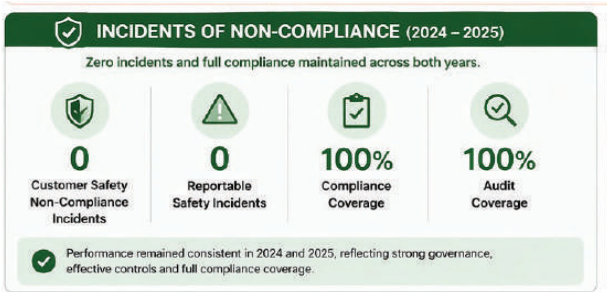
Customer Health and Safety

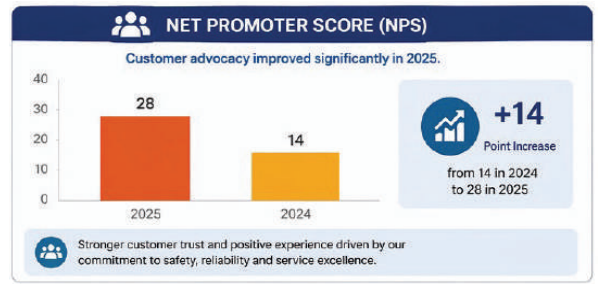
Kenya Airways maintains rigorous health and safety standards aligned with ICAO, KCAA, and applicable national regulations. Through the integration of Safety Management Systems (SMS) and Occupational Safety and Health (OSH) frameworks, the Company proactively manages risks across its operations.

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.

Performance indicators							
0	Customer Safety Non-Compliance Incidents	0	Reportable Safety Incidents	100%	Compliance Coverage	100%	Audit Coverage







Standards Alignment

GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals (SDGs)	UN Global Compact Principles
GRI 2-22 | GRI 2-23 | GRI 2-24 | GRI 3-3 | GRI 403-1 | GRI 403-2 | GRI 403-5 | GRI 416-1 | GRI 416-2	S1 (Governance, Strategy, Risk Management, Metrics & Targets)	SDG 3 | SDG 8	Principles 1–6 (Human Rights and Labour)

Occupational Health and Safety

Kenya Airways adheres to the Occupational Safety and Health Act (OSHA) of 2007 and its subsidiary legislation, aligned with International Labour Organization (ILO) conventions. The Company integrates Occupational Safety and Health (OSH) frameworks with its Safety Management System (SMS) to proactively identify, assess, and mitigate risks across all operations.



Performance indicators	
0	Work-related Fatalities
30	Recordable injuries
0	High-consequences injuries
5	Recordable injuries

TRIR DEFINITION & METHODOLOGY

Recordable injuries: All work-related injuries are recorded in the OSH incident register. Recordable injuries used for TRIR include fatalities, lost-time injuries, restricted work/job transfer, medical treatment beyond first aid, loss of consciousness and significant diagnosed injuries.

Contractors: Contractor injuries are disclosed separately and are not included in the Employee TRIR numerator or hours-worked denominator.

Calculation: Employee TRIR = Employee recordable injuries × 200,000 ÷ Total employee hours worked

Data source: OSH incident register.

Hours worked: Calculated using a full-year working-hours assumption for the reporting period.

Review and validation: Reviewed by the Health and Safety function.

Reporting boundary: Covers all Kenya Airways PLC operations and employees.

Exclusions: No employee injury categories are excluded from the reporting process.

Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 2-22 | GRI 3-3 | GRI 403-1 | GRI 403-2 | GRI 403-5 | GRI 403-9 | GRI 403-10	S1 (Governance, Strategy, Risk)	SDG 3 | SDG 8	Principles 1–6

Security, Safety & Human Rights

Security is a foundational pillar of Kenya Airways' sustainability strategy. We safeguard passengers, employees, assets, and operations while actively preventing human trafficking, wildlife crime, and other security risks through intelligence, partnerships, and operational excellence.

Performance indicators							
418 (LA)	Potential trafficking/ smuggling interceptions	158	Victims supported through repatriation	1,000	Blankets donated to survivor Shelters	2	Internal misconduct cases addressed – prosecuted

1. OUR SECURITY FRAMEWORK

OPERATIONAL SECURITY
- Physical, aircraft, and personnel security
- Cargo and supply chain integrity

DIGITAL & INTELLIGENCE SECURITY
- Cybersecurity systems
- Intelligence-sharing and risk monitoring

COMPLIANCE & GOVERNANCE
- Regulatory compliance (ICAO, national authorities)
- Internal controls and enforcement

EMERGENCY PREPAREDNESS
- Crisis response systems
- Incident management and recovery

2. COMBATING HUMAN TRAFFICKING – OUR FLAGSHIP HUMAN RIGHTS PRIORITY

OUR APPROACH
- Zero tolerance for trafficking and modern slavery
- Embedded Counter Trafficking in Persons (CTIP) Policy
- Staff training across all operational touchpoints
- Collaboration with governments

OUR IMPACT
- suspected cases identified and escalated
- victims safely repatriated
- First airline globally with UNODC-aligned CTIP policy
- First airline to sign MoU with IOM

ACCOUNTABILITY
- Strict enforcement including termination and legal prosecution
- Confidential reporting and whistleblowing mechanisms

3. WILDLIFE PROTECTION

united for wildlife

Kenya Airways supports global efforts to combat illegal wildlife trade through the **United for Wildlife Transport Taskforce,** working with industry partners and authorities to prevent trafficking across aviation networks.

4. SECURITY CAPABILITY & PARTNERSHIPS

PRIDE CENTRE
Specialized aviation security training hub advancing skills, standards, and best practices.

K-9 UNIT
Detection of narcotics and prohibited items, enhancing non-intrusive screening and overall security effectiveness.

STRATEGIC PARTNERSHIPS
- UNODC • IOM • ICAO
- SkyTeam
- Government and law enforcement agencies

5. CHALLENGES

Limited intelligence and passenger profiling
Limited access to real-time intelligence or watchlists reduces our ability to identify risks early.

Training gaps
Need for advanced and specialized multi-agency training to recognise and respond to subtle signs of trafficking.

Public awareness & joint campaigns
Strengthen co-branded awareness and ensure reporting hotlines are prominently promoted and accessible.

Operational support at points of entry
Need for specialized officers and secure spaces at airports to assist and protect potential victims.

6. 2026 FOCUS AREAS

- Expand intelligence-sharing systems and risk profiling capabilities.
- Strengthen joint enforcement with national and global authorities.
- Enhance public awareness and reporting mechanisms.
- Improve airport-level intervention capacity and survivor support infrastructure.

Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI: 2-23 | GRI 2-24 | GRI 2-25 | GRI 2-26 | GRI 2-27 | GRI 3-3 | GRI 406-1 | GRI 409-1 | GRI 410-1 | GRI 414-1	S1 (Governance, Strategy, Risk)	SDGs: 5 | 8 | 10 | 16	Principles 1, 2,4,5 and 10

Gender Equity

Kenya Airways is committed to advancing gender equity and inclusive workforce participation through targeted recruitment, leadership development, and workplace accessibility initiatives. In 2025, women represented 46% of the workforce, with continued progress in training parity and inclusion. Diversity, Equity and Inclusion (DEI) principles are embedded across recruitment, development, and performance management processes to support a balanced and resilient workforce.

Performance indicators													
46% (LA)	Women in Workforce	85%	Gender Parity	29%	Women Salary Share	13% (LA)	Women Pilots	21% (LA)	Women Engineers	15% (LA)	Women Chiefs and Board Members	26% (LA)	Women Head of Departments

Workforce gender balance continues to improve
Overall gender parity increased from 72% in 2023 to 79% in 2024, with women representing 44% of the workforce, reflecting steady progress toward balanced representation.

Women now exceed parity in training and development
Gender parity in training reached 103%, indicating that women are slightly overrepresented in learning and development programmes, strengthening the future leadership pipeline.

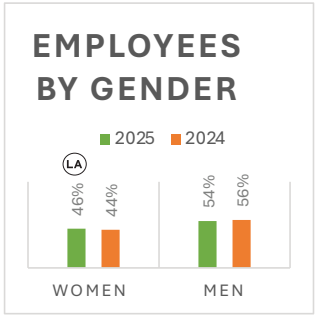
Gender pay gap remains a structural challenge
Women's salary share stands at 29–30%, below their workforce representation, highlighting role distribution imbalances and concentration in lower-paying job categories.

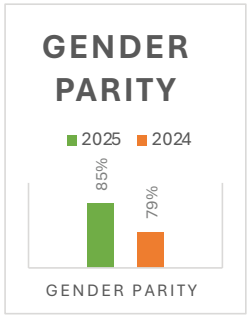
Shift toward more stable employment for women
Permanent employment for women increased by 37%, while temporary roles declined by 29%, reflecting a positive transition toward workforce stability and long-term career development.

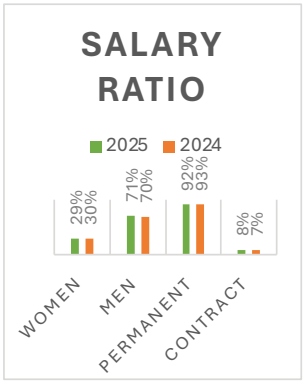
Underrepresentation persists in technical roles
Women account for only 9% of pilots and 17% of engineers, highlighting critical gaps in core aviation and technical functions.

Leadership representation improving but uneven
Women represent 31% of Heads of Departments (strong progress) but only 15% at Board level, indicating pipeline progress but slow conversion to top leadership.

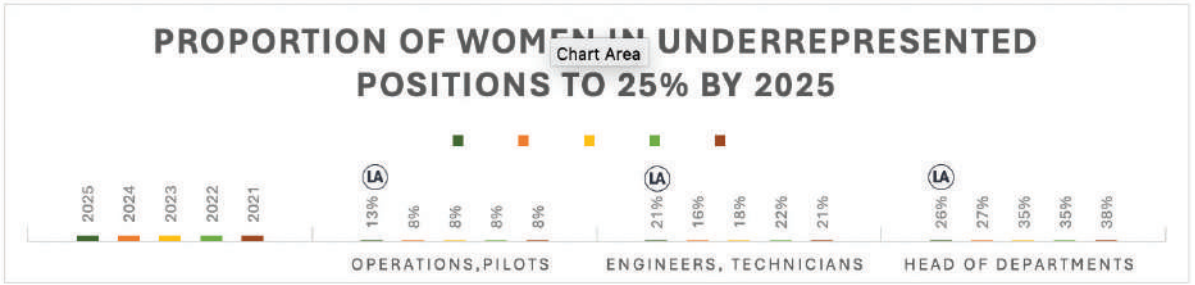
Pipeline is strong, but leadership conversion remains a gap
While access to training and employment stability is improving, women remain underrepresented in leadership and technical roles, requiring targeted action in mentorship, recruitment, and succession planning.











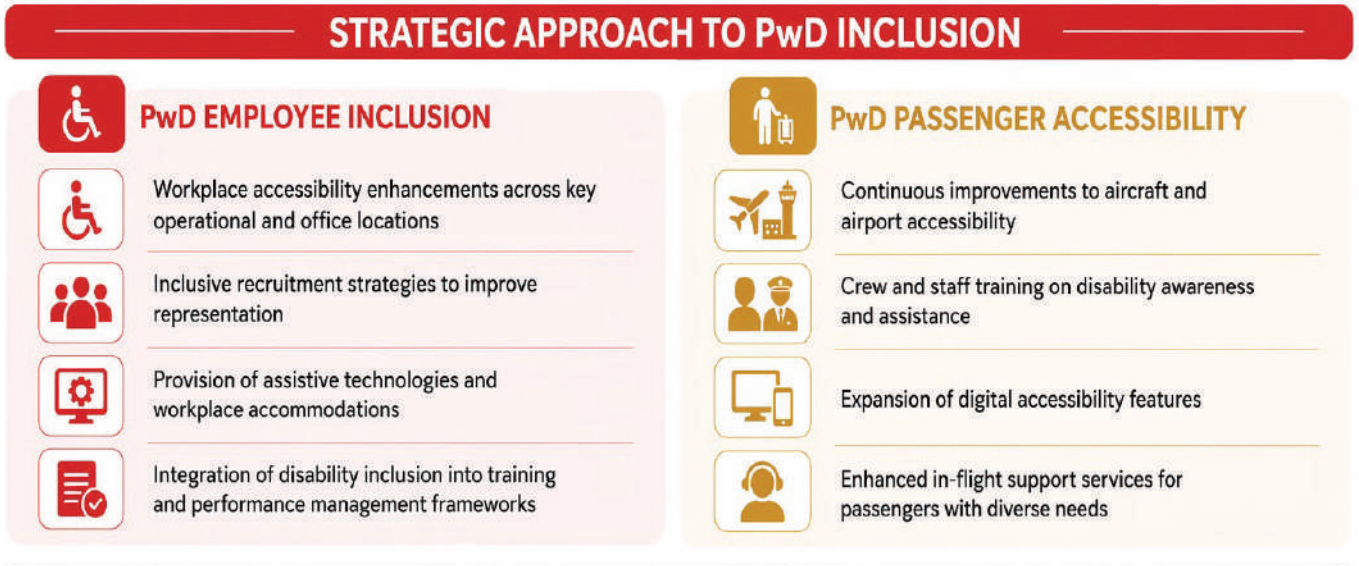
Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact:
GRI 2-7 | GRI 2-19 | GRI 2-20 | GRI 401-1 | GRI 404-1 | GRI 405-1 | GRI 405-2	S1 (Governance, Strategy, Risk) | S2 (Climate)	SDGs: 8 | 10 | 12 | 13	Principles 1–10

Persons with Disability (PWD)

Kenya Airways is committed to fostering a diverse, equitable, and inclusive workplace by advancing the inclusion of Persons with Disabilities (PwD) across its operations, workforce, and customer experience. This commitment is embedded within the Company's Diversity, Equity, and Inclusion (DEI) strategy, which integrates inclusive recruitment, accessible workplace design, and equitable career development opportunities.

In 2025, Kenya Airways continued to strengthen its approach to disability inclusion by enhancing accessibility across facilities and aircraft, embedding inclusive practices into employee training programmes, and expanding partnerships to support awareness and professional development for PwD. These efforts contribute to building an inclusive culture that supports equal opportunity, dignity, and participation for all.

Performance indicators					
0.16% (LA)	PwD Representation	29% / 71%	Women/Men Gender Split	3 - 7	PwD workforce increase





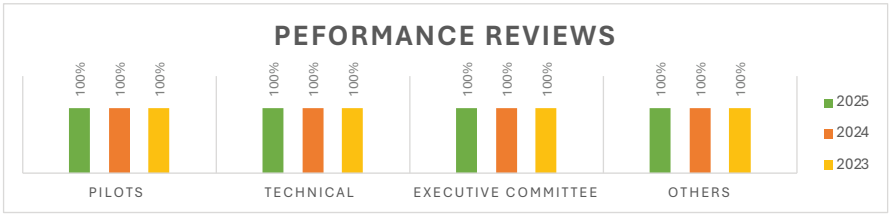
Standards Alignment			
GRI Standards GRI 2-7 | GRI 2-22 | GRI 3-3 | GRI 401 | GRI 405 | GRI 406 | GRI 416	IFRS Sustainability Standards S1 (Governance, Strategy, Risk)	Sustainable Development Goals SDGs: 5 | 8 | 10 | 11	UN Global Compact Principles: 2 & 6

Training and Development

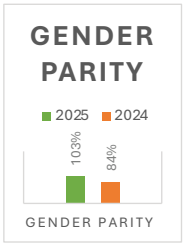
Kenya Airways continues to strengthen employee capability through structured and accessible training programmes aligned to operational excellence, sustainability transition, and career development.

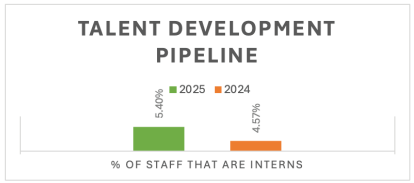
In 2025, average training hours per employee were 17.28 hours, compared to 72 hours in 2024, reflecting a transition from intensive foundational training in 2024 to more targeted, role-specific and digital learning in 2025. Gender parity in training improved significantly to 103% in 2025, up from 84% in 2024, demonstrating equitable access to learning opportunities across the workforce. The Company continues to leverage its Learning Management System (iLearn) and specialised programmes such as Pride Centre and sustainability transition training to build technical, leadership, and ESG capabilities across all employee levels.

Performance indicators					
17.28 (LA)	Training hours per employee per year	103%	Gender Parity on Training and education	100%	Employees who received performance reviews









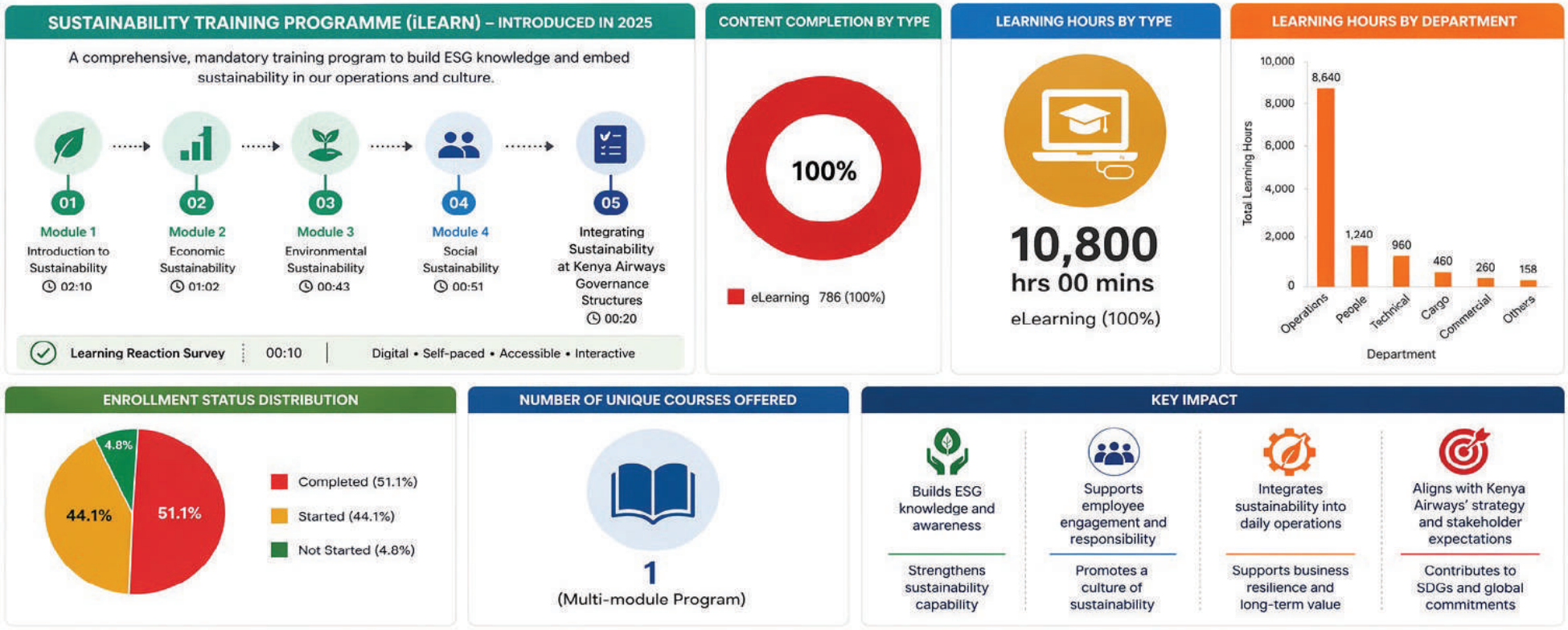
Training Value and Impact



Standards Alignment			
GRI Standards GRI 404-1 | GRI 404-2 | GRI 404-3	IFRS Sustainability Standards S1 (Governance, Strategy, Risk) | S2 (Climate)	Sustainable Development Goals SDG 4 | SDG 5 | SDG 8 | SDG 9 | SDG 13	UN Global Compact Principles 1–6

Sustainability Training

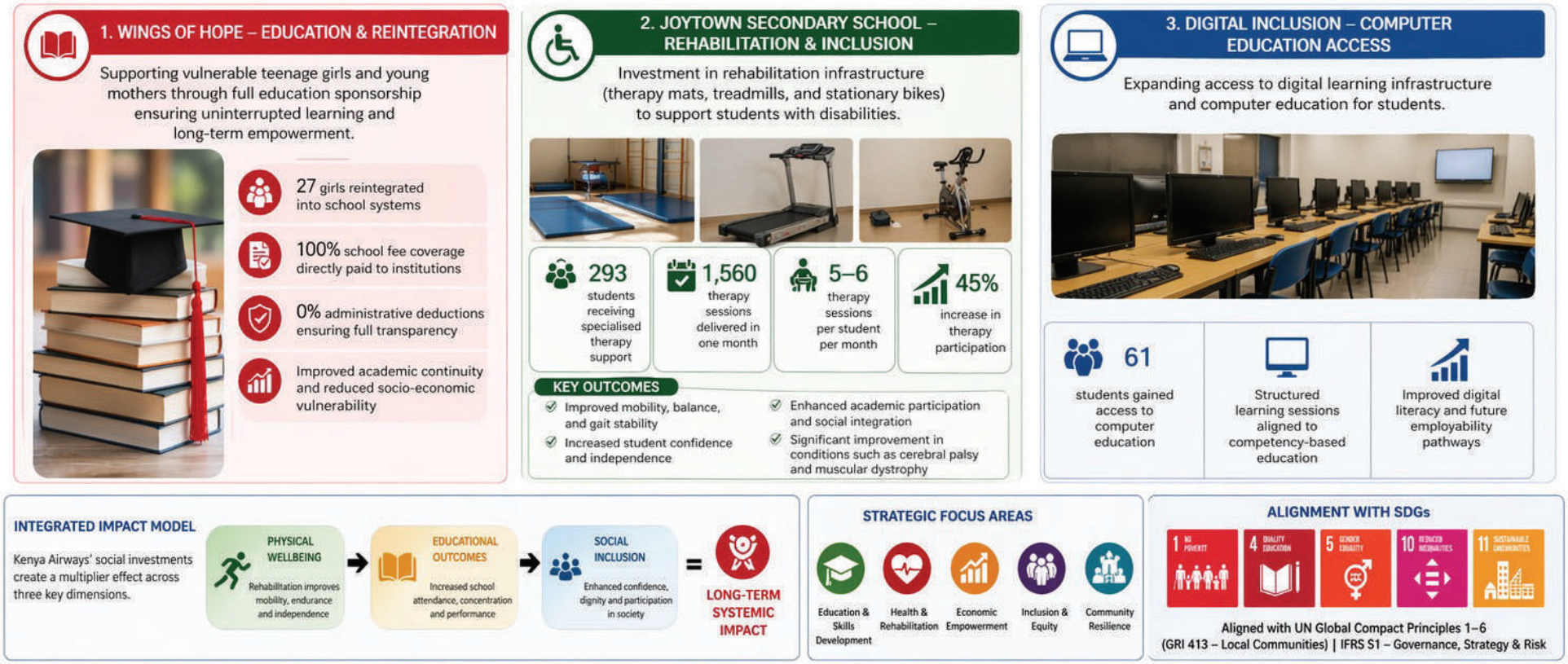
Performance indicators							
2025	Digital Sustainability Training Course Launched	1.09	Training hours per employee per year	31.6%	Employees who enrolled for the Course	55.3%	Course completion rate



Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 404-1 | GRI 404-2 | GRI 404-3	S1 (Governance, Strategy, Risk) | S2 (Climate)	SDG 4 | SDG 5 | SDG 8 | SDG 9 | SDG 13	Principles 1–6

Social Investment Council

Performance indicators							
KES. 5.8 Million	Mobilised for education support	293	Students with disabilities supported through rehabilitation programmes	38	Learners retained in school (100% retention)	66	Vulnerable beneficiaries supported



Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact P
GRI 404-1 | GRI 404-2 | GRI 404-3	IFRS S1 (Governance, Strategy, Risk) | IFRS S2 (Climate)	SDG 4 | SDG 5 | SDG 8 | SDG 9 | SDG 13	Principles 1–6

Achievements

KQ Staff Conquer Kilimanjaro International Marathon



On 23rd February 2025, 43 staff took on the Kilimanjaro International Marathon in Moshi, Tanzania, flying the KQ flag high at one of the region's biggest sporting events. With over 20,000 participants in attendance, our team competed in three race categories: 5km, 21km, and 42km.

This initiative is part of our employee wellness program, which encourages staff to stay active while fostering bonding, networking, and team spirit. Beyond the race, the team took time to celebrate one of their own—Cynthia Thiongo, a running club member who marked her birthday on the same day.

This is just the beginning of an exciting calendar of events for the various sports clubs now thriving within KQ.
We look forward to even more participation and achievements in the future!

KQ Hikers Conquer Mt. Meru with CEO Allan Kilavuka at the Helm



From April 2nd to 5th, members of the KQ Hikers Club embarked on an exhilarating expedition to Tanzania's second-highest peak—Mount Meru. Leading the climb was none other than our Managing Director and CEO, Allan Kilavuka, who joined the team every step of the way.

The multi-day trek was not only a physical challenge but also a powerful demonstration of resilience, teamwork, and leadership in action.

Covering over 3,800 meters in elevation, the group navigated through lush forests, dramatic ridgelines, and sweeping alpine landscapes—each step a testament to their determination and unity.

The experience also highlighted the importance of work-life balance and pushing personal limits—principles we continue to champion at Kenya Airways.

Congratulations to all the 45 hikers who took on Mt. Meru and made it to the summit. Your spirit of adventure is truly inspiring!

A Recap of Recent Re-ignite activities.

As part of our ongoing culture transformation journey, the Re-ignite clubs continue to bring staff together through exciting activities that foster teamwork, wellness and engagement. The past few weeks have seen several clubs in action, creating spaces for staff to connect, learn and unwind.
These include:

- The **Darts Club** which officially kicked off attracting over 40 staff, who joined in for a fun and competitive session.
- The **Chess Club** which also had its inaugural meeting concurrently with the Dancing Club attracting over 20 staff members eager to test their skills.



Through these initiatives, we continue to create opportunities for staff to build connections beyond the workplace.

We saw several Reignite activities bringing staff together for fun, competition and camaraderie. On Friday, March 14th, the Darts Club held a tournament at Base, where Stephen Mwangi (Facilities), Gabriel Njihia (Technical), Antony Ndwiga (Facilities), and Angelo Sang (Technology) emerged as winners.



On 15th March, the Cycling Club, featuring different categories of riders from beginners to elites, embarked on a 100km ride to Ole Polos in Kajiado County. This ride was particularly special as a farewell ride for a departing member.

Through sports, games, & shared interests, our various Re-Ignite initiatives are all about staying active, connecting with colleagues, and embracing new challenges. If you're interested in joining any club, keep an eye out for communications pertaining to upcoming activities.

A Round up of Recent Re-ignite Activities



Last year was full of Reignite energy as our Swimming, Football, and Running Clubs made waves through outstanding participation and achievement across various events.

Football Club
On 28th and 29th June, our Women's Football Team dominated the EASA grounds with back-to-back wins i.e 2-0 over Nairobi Women's Hospital, another 2-0 over NYS Ladies and a nail-biting 3-2 victory on penalties in the final. This stellar display of teamwork and determination truly captured the spirit of Reignite!

Running Club
Meanwhile, on 29th June, 22 runners from the KQ Running Club took on the wild trails of the Lewa Safari Marathon. Every participant completed their race and one of our own, Bilha Amadi, stood out with an impressive 11th place finish in the women's 42km category. Our Running Club continues to inspire through monthly runs and quarterly out-of-town events. Click HERE to join the running club WhatsApp group for updates on upcoming events.

Swimming Club
Lastly, on 5th July, the KQ Swimming Club proudly took part in the inaugural Masters Developmental Swimming Championship at Swim Africa MLC School. Represented by a team of 9 swimmers and a spirited cheer squad, our team competed in both 25m and 50m race events.



Special kudos to Lillian Njoroge for finishing first in Backstroke, Freestyle, and Individual Medley! Our women's relay teams also performed exceptionally, clinching first in the Medley Relay and second in the Freestyle Relay. The women's team finished second overall with 428 points.

KQ Running Club Takes on Ngong Hills



On 24th May, a group of approximately 80 staff and their families gathered for an energizing run organized by the running club at Ngong Hills, just adjacent to Kibiko Forest.

The event, open to both walkers and runners, featured various distance categories: 5km, 10km, 15km, 20km, 25km and even a challenging 30km, catering to all fitness levels. Beyond the physical challenge, the run offered an opportunity to bond outside the workplace, fostering teamwork, camaraderie and a healthy competitive spirit.

The club organizes one event each month and the next one is scheduled for 21st June 2025. Keep an eye out for more details pertaining this ride.

KQ Running Club Conquers Olkiramatian Trails



On 31st August, 41 determined members of the KQ Running Club travelled to Kajiado County to take on the rugged running trails of the Olkiramatian Conservancy.

Despite the scorching sun of the South Rift Valley and the rugged terrain, our runners pressed on with resilience and teamwork. Each participant successfully completed their chosen distance, proving that discipline and determination can overcome even the toughest challenges.

The run was a reminder of the importance of wellness and active living, values we continue to embrace as part of Reignite, our culture transformation journey. For tips on fitness and updates on upcoming runs, join the KQ Running Club WhatsApp group

For fitness tips and updates on upcoming events, join the KQ Running Club WhatsApp group here***: https://chat.whatsapp.com/CEoCvggXKEmCOqM7VGXOEB***

Cycling Club Conquers 502km from Nairobi to Diani



Part of the Cycling Club recently wrapped up their 2025 cycling season with an epic 502km ride from Nairobi to Diani. The team of five, four riders and one medic/support, took on the 3-day challenge, testing months of training and endurance. On Day 1 they covered 163km to Kibwezi; pushed through 217km of tough headwinds and traffic to Mackinnon Road on Day 2; and finally wrapped up their ride covering 122km to the Diani beaches, completing the journey on 6th November.

The group logged over 23 hours of moving time, facing challenges with determination and teamwork, and finally earned some well-deserved rest and relaxation after a remarkable achievement. Congratulations to the team for achieving this remarkable feat.

Driving Wellness and Team Spirit Through Golf



Since 21st June, a dedicated group of staff members has been stepping onto the greens at Mudanyi Golf Academy for an engaging and enriching golf training programme. Guided by renowned golf professional Nelson Mudanyi, the sessions have gone beyond basic lessons becoming a powerful blend of learning, connection, and wellness.

From first-time golfers to those fine-tuning their skills, participants have received personalised coaching in key areas such as grip, swing mechanics, putting, stance and overall golf etiquette. The serene training environment has provided a refreshing change from office life, giving staff the chance to unwind while challenging themselves to master a new sport.

Since the inception of the golf club, 90 staff members have signed up for golf membership at Vetlab Sports Club, Machakos Golf Club and Kenya Railway Golf Club.

KQ Golf Club Marks First Cohort Graduation with Tournament at Muthaiga



On 31st August, the KQ Golf Club hosted a special tournament at the Muthaiga Golf Course to celebrate a major milestone; the graduation of its first cohort of golf trainees. The event recognized the commitment and progress of staff who have been developing their skills through the club's training program.

The day's competition saw outstanding performances, with Ruth Mwaura, Alex Migwi, Billy Odera, Margaret Gatibaru, Nelima Wamalwa, and Francis Maina emerging as the top winners. Their achievements stood as a testament to the spirit of focus and sportsmanship that defined the tournament.

Beyond the scores, the tournament offered an opportunity for colleagues to come together, celebrate growth, and strengthen camaraderie within the Club. A big thank you to everyone who made this graduation and tournament a resounding success.

CEO Hosts Special Iftar Dinner in Honor of Ramadhan



In the spirit of Ramadhan, our Group MD & CEO, Allan Kilavuka, hosted a special Iftar dinner for Muslim staff and their families on 12th March at Arabian Cuisine in Nairobi. He was joined by Chief People Officer, Tom Shivo, and Chief Operating Officer, George Kamal, in an evening dedicated to reflection, unity and togetherness.

The gathering provided a moment for attendees to join in prayer, exchange insights from the Quran, and break their fast together in a spirit of harmony. The evening featured speeches from KQ leaders, emphasizing unity, accountability, and the shared values that define the KQ family. In his remarks, our Group MD & CEO highlighted the importance of togetherness, emphasizing that our collective strength lies in unity.
This Iftar dinner was a celebration of community, faith, and inclusivity.

Coming Together in the Spirit of Ramadan



On 18th March, we hosted a special Iftar dinner for our travel partners in Mombasa to celebrate the holy month of Ramadan and strengthen our ties with the local Muslim community. The event provided an opportunity to engage with over 50 travel agents and KATA officials as well as generate goodwill ahead of the upcoming Gatwick route launch. In attendance were Domestic Airports Manager, Ruth Mayaka; Senior Country Manager KE & South Sudan Rehema Ibrahim; and Commercial Manager Coast Region Hamo Mohammed.

Similarly, on 19th March, following the successful Iftar dinner held in Nairobi last week, we extended the celebration to our Mombasa-based colleagues with an Iftar dinner at Hotel Sapphire. Representing leadership was CPO Tom Shivo, alongside Commercial Manager Coast Region, Mohammed Hamo; and Domestic Airports Manager; Ruth Mayaka. In his address, Tom Shivo shared key updates, including ongoing plans to facilitate Hajj travel for Muslim staff and the upcoming release of FY24 financial results. He also addressed several concerns raised by staff present.

As the evening came to a close, he reminded everyone of the importance of supporting one another, noting that while we come from different backgrounds, our shared values bring us together. These Iftar dinners reinforced our commitment to unity, inclusion, and the strong bonds that define our KQ family.

A Sweet Surprise for KQ Staff and Customers on Valentine's Day



This Valentine's Day was filled with an extra dose of love and appreciation, thanks to thoughtful surprises from various teams across the business including the Passenger Services, HR and Corporate Communications teams.

The Corporate Communications Department embarked on a week-long activity to spread love to both staff and customers across various stations.

But the surprises didn't stop there. As staff arrived at Base this morning, they were greeted by Gladys Biwott, a representative from the HR Employee Relations & Staff Welfare team, who handed out chocolates and flowers at the entrance. The surprise gesture brought smiles to faces and set a positive tone for the day ahead, reminding everyone of the simple acts of kindness that make a workplace special. Similarly, the Passenger Services team went above and beyond to engage with passengers and staff alike at various touchpoints.

The Joint | Healthy Men, Strong Communities



On 15th August, we held the first in-person session of The Joint, our ongoing wellness series dedicated to supporting the holistic growth of KQ Men. Centered on four priorities i.e Spirituality, Mental Health, Relationships, and Finances, this initiative aims to create spaces that reflect the realities of modern manhood while promoting inclusion, openness and self-leadership.

The session focused on "Relationships: Fatherhood & Connections," offering an environment where men could speak candidly about identity, fatherhood and emotional well-being. Led by CPO Tom Shivo, the discussion featured a powerful panel of colleagues who shared authentic experiences that resonated deeply with the audience.

Themes such as redefining masculinity, strengthening bonds and embracing vulnerability as a form of strength were at the heart of the dialogue. These conversations challenged traditional perceptions and encouraged participants to build confidence through authenticity.

This session reaffirmed our commitment to wellness and creating spaces where employees can thrive both personally and professionally. KQ men are encouraged to stay on the lookout for communications regarding upcoming sessions in the series.

KQ Men Celebrate International Men's Day



On 19th November, KQ Men came together for a wholesome and energising retreat at Karura Forest to mark International Men's Day. The day kicked off with a guided wellness walk and jog, followed by inspirational conversations on mental health, leadership, and work-life balance. They also took part in interactive challenges and later settled down for a relaxed picnic where they connected, shared experiences and enjoyed some good laughs.

CPO Tom Shivo and Project Director Dick Murianki joined the group for the session, showing leadership support for the wellbeing of men across the organisation. The retreat served as a meaningful reminder of the value of creating supportive spaces for men to connect, recharge, and grow.

Highlights from the Mom & Baby Fair



On 16th August, KQ Medical proudly hosted the much-anticipated Mom & Baby Fair, a day dedicated to celebrating parenthood while promoting maternal, child, and family wellness. The event brought together more than 150 participants, including staff, their dependents among other members of the community.

One of the standout moments of the day was the free nanny first aid training, which empowered 46 nannies with critical life-saving skills. This training focused on giving caregivers the confidence to respond effectively when it matters most.

The fair is part of our ongoing wellness agenda, a commitment to creating awareness, offering preventive health services, and giving families access to specialist advice in a warm, supportive environment. Some of the services that were offered included nutrition consultations, dental and eye checks, vaccinations, gynaecologist consultations, Lamaze classes and occupational therapy support.

The event reaffirmed our mission to keep wellness at the heart of our community. As we look ahead, we are excited to build on this momentum and continue creating opportunities that support the health and happiness of every family in the KQ community.

Peer Mentors refresher and launch of the pro sobriety club



On 29th and 30th October, the Wellness Department hosted a Peer Mentors refresher session and officially launched the Pro Sobriety Club at The Summit. The launch was presided over by NACADA Vice Chairperson Anne Mathu, alongside clinical wellness partners and the KQ Health team led by Dr. Judith Maye and Dr. Dennis Amanya.

The Pro Sobriety Club provides a supportive platform for employees on recovery journeys to connect, share experiences, and access professional guidance. Jambojet representatives were also in attendance as part of group-wide wellness collaboration.

CEC Gala Night 2024



On 20th December 2024, the Customer Experience and Contact team (CEC) gathered for their annual gala dinner, hosted at the Pride Center. This event was purposely held to reflect on the team's achievements over the past year, foster meaningful connections as well as celebrate the invaluable contributions of several team members in a vibrant and joyful atmosphere.

The evening's highlight was the presentation of awards that embodied the spirit of the CEC team. These included:

- Collins Bichange – Awarded for Most Improved in Attendance
- Justin Kiprotich – Recognized as Best Dressed Male
- Miriam Kinyanjui – Honored as Best Dressed Female

The dinner also provided an opportunity to reaffirm the team's dedication to delivering exceptional service as they set their sights on new goals for 2025.

Celebrating Our Top Referrers for Q3





On 13th November, we celebrated the outstanding performers of our Staff Referral Programme for Q3, an initiative that empowers employees as key ambassadors in driving talent acquisition across the organization. This quarter recorded an impressive 373 total referrals, showcasing the dedication, teamwork, and belief our staff have in the KQ brand.

Their collective effort demonstrates the strength of staff-driven impact, and this quarter's top contributors truly stood out.

A Recap of the Staff Appreciation Day



On 19th September, we came together at the Masshouse, Ngong Racecourse, for a vibrant Staff Appreciation Day, headlined by an electrifying live performance from Bien and his band. Courtesy of our ongoing partnership with Bien that began in 2023, the event was both a celebration of this collaboration and a heartfelt thank-you to you, our staff, for your dedication and support.

Leadership was also present to mark the occasion, with Group MD & CEO Allan Kilavuka, CCCO Julius Thairu, and COO George Kamal joining in the celebrations. From the powerful music that had everyone on their feet to the moments of recognition for our top performers, the day was filled with energy, pride, and togetherness. We extend our heartfelt congratulations to all the awardees and thank all staff for turning up in large numbers to make the day unforgettable.

Honouring a Legacy of Excellence: Celebrating Tiren Rowland's 36-Year Journey

On 21st November, we celebrated Tiren Rowland as he retired after an exceptional 36-year career marked by dedication, technical excellence and humility. Guided by his mantra, "An aircraft cannot fix itself," Tiren rose from a young technician in 1989 to Head of Line Maintenance, earning deep respect across the organisation. His farewell gathering was a heartfelt tribute to his resilience, curiosity and unwavering commitment to safety throughout his journey.

Tiren's leadership has shaped generations of engineers through teamwork, discipline and calm guidance, qualities that were especially vital during the COVID-19 recovery period. Beyond his remarkable service, he is known for his love of Nyama Choma, country music and supporting his children in their diverse careers. As he steps into retirement, he leaves behind a legacy of excellence, mentorship and pride in keeping the Pride of Africa safely in the skies.



Honouring a Sales Maverick, The Remarkable Mohamed Hamo



On 6th December, we came together to celebrate the remarkable career of Mohamed Hamo as he prepares for retirement ahead of his official exit on 25th December 2025. Hosted by the Mombasa Sales team, a special celebration held in Mombasa brought together over 120 guests, including senior leadership, trade partners, long-serving guests and colleagues who have walked closely with Hamo throughout his journey.



His team praised him as a mentor and steady leader whose calm guidance and generosity shaped careers, strengthened collaboration, and set a high bar for excellence. In his remarks, Hamo reflected on the privilege of working alongside talented colleagues and valued stakeholders, acknowledging their collective role in the success of his distinguished career.

As he steps into the next chapter, we thank Mohamed Hamo for his outstanding service, lasting impact and the legacy he leaves behind at Kenya Airways.

A Heartfelt Moment of Thanksgiving at the Town Office

On the 6th of November, our Town Office hosted a special thanksgiving celebration marking a year of monthly corporate prayers and fellowship under the stewardship of Christ Is the Answer Ministries (CITAM). Organized by Jennifer Njuguna, Commercial Manager, Key Accounts (East, Central and Southern Africa), the event brought colleagues together in gratitude to reflect on God's faithfulness. It was graced by CPO



Tom Shivo, CSIO Hellen Mwariri, and guest speaker Rev. Patrick Kuchio, Africa Director at Living on The Edge (LOTE).



Rev. Kuchio inspired the team with a powerful message on thanksgiving and purpose, emphasizing transformation through faith and leadership. The celebration was a meaningful time of worship, reflection, and gratitude, highlighting the unity and strength within the KQ family.

New Thai Cabin Crew Inducted into the KQ Family



We recently onboarded a group of new Thai Cabin Crew members who have joined the Kenya Airways team. Their induction, held in Bangkok, was an essential step in welcoming them into the KQ family.

The newly inducted crew members were introduced to the key prerequisites for being airline staff and the foundational principles of becoming warm, caring and efficient KQ cabin crew. This training ensures they are equipped to deliver the exceptional service that KQ is known for.

Among those in attendance were Thailand Country Manager, Chaichan, and HR Officer, Joseph Alulu, who were on hand to provide guidance and support.
The new cabin crew members bring fluent language skills in English, Mandarin and Thai, which will enhance our ability to serve passengers on the Nairobi-Bangkok-Guangzhou route.

Sharpening Precision: Avionics Team Completes Advanced Calibration Training with Fluke Corporation



The Avionics Workshop team, led by Lead Avionics Engineer Leah Andeso, recently undertook a specialized calibration training hosted by Fluke Corporation—a global authority in precision testing and calibration equipment.

Held from March 11 to March 13, 2025, the session was facilitated by Pradeep Ravindranathan, Regional Product Manager – Fluke Calibration (Middle East, Africa & Turkey). The training was designed to strengthen the team's expertise in high-precision calibration of critical measurement tools used in avionics maintenance.

The hands-on session equipped participants with a deeper understanding of the latest testing and diagnostic technologies. This knowledge will significantly boost the team's ability to conduct more accurate diagnostics, improve troubleshooting processes, and ultimately, enhance safety in electrical systems.

Armed with new skills and a refined understanding of Fluke's advanced calibration solutions, the team is now better positioned to ensure measurement accuracy, uphold product quality, and maintain strict compliance with both internal protocols and global aviation standards.

At Kenya Airways, continuous learning is central to our maintenance excellence. This collaboration with Fluke Corporation marks another step forward in our commitment to staying ahead in precision measurement and aviation safety.

KQ Alumni Association Officially Launches at Pride Centre



On 14th November, we officially launched the KQ Alumni Association, led by our Group MD & CEO, Allan Kilavuka. Built around the theme "Once KQ, Always KQ," the initiative creates a warm and meaningful space for former colleagues to reconnect, mentor, collaborate and continue shaping the KQ story even after their time with us. Over 500 alumni returned to Pride Centre for what truly felt like a homecoming full of reunions, shared memories, and the pride that continues to define the KQ family.

We were also honoured to have the support of ICEA LION Group, NCBA Bank, and Wanandege Sacco, whose partnership added to the significance of the day. As we open this new chapter, the Alumni Association stands as a testimony that the KQ spirit remains as vibrant as ever.

EmpowHer Hosts Personal Branding Summit

On 31st January, EmpowHer kickstarted the year with a Personal Branding Summit at the Pride Centre under the theme 'Values-Driven Branding: Be True, Be You.' The event focused on empowering KQ women to build strong, authentic personal brands aligned with their values.



The summit featured a keynote session on 'Aligning Values with Your Brand,' emphasizing clarity, consistency and visibility as key pillars in shaping a professional identity. A panel discussion on brand resilience and adaptability explored how agility and strategic positioning are crucial for long-term success in a dynamic world.
Speaking at the event our CSIO & EmpowHer Patron, Hellen Mwariri, reiterated the initiative's commitment to supporting women in taking control of their narratives and amplifying their influence within the workplace and beyond.
This summit marked a significant step in our commitment to the growth and development of KQ women, providing them with insights and a clear roadmap for building strong, bold and future-ready personal brands.

A Recap of the International Women's Day Celebrations

We marked this year's International Women's Day with a strong focus on long-term empowerment, community support and celebrating the incredible women of Kenya Airways. The highlight of the celebrations was the Walk for HOPE, a 10-kilometer fundraising walk on 8th March, dedicated to supporting Wings of Hope Rescue Home, a center that helps teenage mothers return to school while caring for their children.

Throughout the week, we spotlighted the incredible women of KQ, sharing their stories across various platforms. A key highlight was the recognition of outstanding women leaders in three categories:

- Change Management Award – Nelly Mbaya, Customer Service Supervisor, Passenger Services
- Team Building Award – Gladys Biwott, HR Officer, Employee Relations & Staff Welfare
- Mentorship Award – Margaret Ochieng, Customer Service Supervisor, Passenger Services



Additionally, we run a donation drive to support Wings of Hope Rescue Home, and thanks to your generosity, we raised an astounding Ksh. 3M through monetary and leave day donations. Staff also contributed foodstuffs, clothes, bedding, books and other essential items.
Adding a competitive touch to the celebrations, a football match was held on 7th March in honour of International Women's Day. The KQ Women's Football Team triumphed over the KQ Pride Centre Team with a resounding 10:3 victory.

On 8th March, after the Walk for HOPE, KQ Women, led by CSIO and EmpowHer Patron Hellen Mwariri, visited Wings of Hope Rescue Home to celebrate with the children and hand over the donated items.
This year's celebration was a testament to the power of teamwork and the KQ spirit of giving. Thank you for stepping forward, making a difference and proving that small actions can create big change.

A Bold Step toward Transformative Women's Leadership at KQ

On 25th April, the Pride Centre came alive as EmpowHer hosted the Executive Presence Summit under the powerful theme: "The Power of Presence: Inspire, Influence, and Lead." The event gathered Kenya Airways women professionals and allies for a day of inspiration, connection, and bold leadership conversations.



The summit kicked off with a thought-provoking keynote, "The Silent Language of Leadership," which delved into how authenticity, confidence, and non-verbal communication shape perceptions of leadership. Attendees were encouraged to embrace presence not as a performance, but as a true reflection of their identity and purpose.

EmpowHer Patron and Chief Internal Security Officer, Hellen Mwariri, delivered a moving address, reiterating Kenya Airways' commitment to advancing women into impactful leadership roles. Her message empowered participants to lead with intention and actively contribute to shaping an inclusive and equitable workplace.

A key highlight was the panel discussion, "Presence with Purpose," where experienced leaders unpacked the importance of resilience, strategic branding, and self-awareness in today's fast-paced professional environment.

The summit marks another important milestone in EmpowHer's journey to equip women at KQ with the tools and support needed to thrive. Through such forums, EmpowHer continues to champion a future where women lead with confidence, clarity, and conviction.

EmpowHer Summit | Thriving in Every Season

KQ ladies gathered at CITAM – Pride Center for the much-anticipated EmpowHer Summit, held under the inspiring theme "Thriving in Every Season." The event brought together over 350 colleagues from across the business for a morning of reflection, connection and empowerment.



The Summit, spearheaded by the EmpowHer Patron and CSIO Hellen Mwariri, kicked off with a warm welcome from EmpowHer Leads Acting CFO Mary Mwenga and Head of KQ Medical, Dr. Judy Maye, who set the tone for a day dedicated to celebrating the resilience and brilliance of KQ women.

The highlight of the morning was a powerful keynote address by Catherine Musakali, a distinguished leader and advocate for women's empowerment. Her message on balancing work-life integration and embracing holistic wellness resonated deeply, offering practical strategies while inspiring confidence and grace in everyday life.

This was followed by an engaging panel conversation featuring thought leaders who shared personal stories and practical insights into navigating professional and personal responsibilities with elegance. Their candid reflections sparked meaningful conversations and provided invaluable takeaways for all in attendance.

The Summit is not only a celebration of KQ women but also a reminder to all of us about the value of resilience, balance and confidence in our professional and personal journeys.

KQ Health Hosts Open Day in Support of Persons with Disabilities

In continued commitment to promoting diversity, equity, and inclusion, the KQ Medical team marked World Autism Awareness Day by hosting a special Open Day for families with Persons with Disabilities (PWDs) at the KQ Medical Centre.



The event, held on April 5, 2025, aimed to raise awareness about the medical support services available for PWDs, including assessments, interventions, counseling, and developmental care. It also created a safe space for caregivers to engage, learn, and connect—laying the foundation for a long-term support group for families.
The Open Day was graced by Paralympic champion and inspirational speaker Henry Wanyoike, alongside representatives from the National Council for Persons with Disabilities. The session drew a diverse audience of KQ staff, their dependents, and members of the wider community.

Key remarks were delivered by Dr. Maye, Head of KQ Health, and DEI Champion Linda Okolo, both of whom reaffirmed KQ's dedication to inclusive healthcare and support.
Attendees benefited from a wide array of services offered by on-site specialists, including:

- Occupational Therapy
- Nutrition and Dietetics
- Physiotherapy
- Counseling and Mental Wellness Support
- Eye and Dental Checkups
- Insurance Consultations

Activities throughout the day included wellness assessments, play therapy sessions for children, and a powerful caregiver forum where families shared their experiences and received guidance on navigating support services and registration with the National Council.

The feedback received was heartfelt and insightful, highlighting the importance of such initiatives in building a more inclusive and supportive work environment. Moving forward, KQ Health is focused on expanding awareness and enrollment for staff with dependents living with disabilities.

PWD Training & Our Voice at the Inclusive Africa Conference 2025



On 29th May, staff from various departments took part in the first cohort of the Persons with Disabilities (PWD) training held at the Summit, Pride Centre. Facilitated by Light For The World in partnership with the Mastercard Foundation, the session offered more than just practical knowledge. It provided a space for deep reflection, open dialogue and shared commitment to building a more inclusive workplace.

Participants stepped away from their regular duties to listen, learn and engage in meaningful conversations grounded in real stories and experiences. The session served as a powerful reminder of the culture we strive to achieve i.e. one that champions belonging, dignity and respect for all.

Our inclusion journey continued beyond the training room. We proudly participated in the Inclusive Africa Conference 2025, a premier regional platform dedicated to advancing disability inclusion. In attendance representing KQ was Head of Ground Operations, John Nalianya; Head of Technology Risk & Security, Anastasia Chege; Head of Media & Public Relations, Henry Okatch; Senior Manager Employee Relations, Moses Ombokh; as well as PWD Champions Justinah Mutinda and Linda Okolo.

Our team contributed to key roundtable discussions on topics such as accessibility in air travel, inclusive brand communication, digital accessibility standards, employment and creating enabling environments for persons with disabilities to thrive.

With each engagement, training and conversation, we strengthen our commitment to creating an environment where everyone feels seen, supported, and valued.

Inspiring the Next Generation at Girls in Aviation Day



On 20th September, we joined hands with Women in Aviation, Kenya Chapter; Kenya Airports Authority (KAA), Kenya Civil Aviation Authority (KCAA), Jambojet and Fahari Aviation to host young girls at JKIA for this year's Girls in Aviation Day.

The girls enjoyed a hands-on experience of the aviation world from check-in and boarding an aircraft to engaging directly with professionals who keep the skies safe and moving. They listened to inspiring career stories from First Officer Christina

Mati, Cabin Crew Lenah Nasaka, and Jambojet Engineer May Dingo, while Agnes Wanjira from Fahari Aviation shared insights into the exciting world of drone technology and innovation.

Through these experiences, the girls not only learned about aviation careers but also saw first-hand that opportunities in the industry are limitless.
We are proud to be part of this global initiative, nurturing curiosity and inspiring the next generation of aviators to dream big.

Advancing Disability Confidence Through Inclusion Training



On 9th December, we took an important step in strengthening our inclusion journey by hosting a Disability and Inclusion training aimed at building disability confidence across the business. The session underscored the importance of understanding the different dimensions of disability and fostering inclusive mindsets that positively influence our people, our customers and the way we work.

With strong support from our executive leadership, this initiative reflects our commitment to embedding inclusion into our organisational culture. By the end of December 2025, more than 1,700 Kenya Airways employees will have completed the training, marking a significant milestone in our inclusion efforts. We also recognise our Disability Champions, Justinah Mutinda (People Division) and Linda Okolo (Commercial Division), for their role in driving this important agenda.

World Disability Day at JKIA



On Dec 3rd we marked World Disability Day at our hub, the Jomo Kenyatta International Airport (JKIA), celebrating real progress in making Kenya a more accessible and inclusive travel destination.

Through our KQ Ezesha programme, we continue to support travellers with disabilities with discounted fares and smoother, more comfortable journeys, ensuring that every guest feels seen, supported, and able to travel with dignity.
We were proud to stand alongside partners who share our commitment to inclusion, including the Kenya Airports Authority, Kenya Wildlife Service, Accessible Travel Kenya, Light for the World, and the Tourism Regulatory Authority.

KQ Marks International Migrants Day 2025

On 16th December, we proudly participated in the International Migrants Day celebrations held at the National Museum of Kenya in Nairobi. The event brought together key stakeholders advocating for the rights, welfare, and inclusion of migrants. It was preceded by a symbolic walk from Nyayo House to the museum, celebrating the resilience and contributions of migrants in Kenya and around the world.



As part of the day's programme, Manager Security Standards, Adelaide Amaro, took part in a panel discussion themed "My Great Story: Cultures and Development," which focused on protecting migrants' rights, expanding regular migration pathways and enabling migrants to contribute meaningfully to their communities. Our participation reaffirmed our commitment to inclusive engagement and partnerships that promote dignity, opportunity and shared progress.

Enhancing Patient Care with Refurbished Waiting Bay at Embakasi Health Centre

On 26th March 2025, the finance team officially handed over a newly refurbished waiting bay at Embakasi Health Centre, providing a safer and more comfortable space for patients and caregivers. Previously, the waiting area was flooded and had a leaking roof, making it unusable, especially for burn survivors receiving treatment following the Embakasi gas explosion in February 2024.



This project, successfully completed with support from Facilities and Supply Chain teams, is part of our continued commitment to supporting the affected communities. Early last year, KQ staff also provided medical supplies, food and transport assistance for St. John Ambulance volunteers, as well as in-kind donations to displaced victims.

These efforts, led by KQ Leadership, have strengthened community trust while reinforcing our commitment to making a meaningful impact.

A heartfelt thank you to all KQ staff who contributed to this initiative.

Pricing and Revenue Team Spreads Easter Warmth



On 17th April, the Pricing and Revenue team visited Wings of Dove Children's Home in Ruai as part of their Corporate Social Responsibility (CSR) efforts.

The visit, led by Head of Pricing & Revenue Management, Jackson Kamande; and Inventory Manager and RM Welfare Association Chairlady, Lauryn Dorcas, saw the team donate essential items including clothing, food supplies, and monetary support. In the spirit of Easter, the team also took time to prepare and serve meals to the children, creating a warm and memorable experience.

It was a touching moment of connection and giving back, reinforcing our shared values of compassion and community.

Inspiring the Next Generation: Joytown Secondary School Visits Kenya Airways



On Saturday, 29th March 2025 we had the privilege of welcoming students from Joytown Secondary School to our premises. Known for its dedication to educating and empowering children living with disabilities, Joytown brought a group of bright and enthusiastic students for an immersive experience into the world of aviation.

The visit kicked off with an exciting tour of our hangar and operational areas, where students got a close-up view of aircraft and a behind-the-scenes look at how our teams keep the airline running smoothly. For many, it was their first time in such a space, and the curiosity and excitement were palpable.

A key highlight of the day was an inspirational talk by First Officer Mark Muita, who captivated the audience with his personal journey to the cockpit. His story of perseverance and passion resonated deeply, encouraging the students to aim high and believe in their potential.

Adding to the momentous occasion was the presence of several senior leaders from Kenya Airways: Hellen Mwariri (Chief Strategy & Innovation Officer), Fred Kitunga (Chief Information and Data Officer), and Mary Mwenga (Acting Chief Finance Officer). Their participation underscored the airline's strong commitment to inclusion and community engagement.

KQ Supports Shelters for Human Trafficking Survivors



In line with our commitment to sustainability and social impact under the ESG agenda, we marked the upcoming World Day Against Trafficking in Persons (30th July) with a meaningful donation to support survivors of human trafficking.

On 23rd July, our team donated gently used JC blankets to selected shelters that offer critical care and protection for trafficking survivors. The donation was carried out by Manager Quality Control, Adelaide Amaro, and Designer, Innovation & Sustainability, Sinaida Azina.

This act of compassion provides warmth and comfort to individuals who often arrive at shelters with nothing. More than meeting a physical need, it reinforces dignity and sends a strong message of care and solidarity.

By tying this initiative to World Day Against Trafficking in Persons, we aim to raise awareness about the importance of standing together against modern slavery and supporting the journey of survivors toward healing and reintegration.

Marking World Day Against Trafficking in Persons

On 30th July, we joined the global community in commemorating the World Day Against Trafficking in Persons during a national celebration at the ASK Showground in Nakuru. The event brought together various stakeholders to raise awareness and strengthen the fight against human trafficking.



CSIO Hellen Mwariri participated in a symbolic tree planting ceremony, highlighting our dual commitment to human dignity and environmental sustainability. As part of our contribution, 400 recycled Business Class blankets were donated to selected shelters supporting survivors of trafficking. This gesture reflects our Environmental, Social, and Governance (ESG) agenda and our ongoing efforts to offer warmth and comfort to those rebuilding their lives.

Also present at the event were Manager Security Operations, James Ngeno, and Manager Quality Control & Integrity, Adelaide Amaro.

Since launching the industry's first Counter Trafficking in Persons (CTIP) Policy in March 2023 in partnership with UNODC, we have continued to lead with action. With certified trainers and trained frontline staff, we remain committed to identifying and disrupting trafficking networks.

Through initiatives like this, we reaffirm our stand with survivors and our pledge to help make air travel safe for all.

KQ Teams Spread Joy in Children's Homes





In the spirit of compassion and community, several teams recently extended acts of kindness to children's homes in Nairobi, reaffirming our commitment to uplifting those in need.

On October 25th, our Finance Department, led by Ag. CFO Mary Mwenga, carried out a heartwarming Corporate Social Responsibility (CSR) visit to Mama Elizabeth Children's Home in Korogocho, a home the team has lovingly supported since 2022. The team donated toiletries, food items, stationery, clothing as well as KES 250,000 which was channeled towards paying school fees for the children at the home. Beyond the donations, the team joined hands with the home's caregivers in a community feeding program, serving meals and sharing moments of warmth and joy with the children. Through this initiative, the Finance Department showcased our commitment to giving back and uplifting the communities we serve.

Staff from Security, Engineering, and Flight Operations, led by Head of Corporate Security, Maj (Rtd) Bernard Oganga, visited St. Charles Lwanga Children's Home in Ruai ahead of the students' final examinations. The visit aimed to inspire and motivate learners through messages of resilience, discipline, and self-belief. In line with our ESG commitments, the team donated recycled business-class blankets, promoting sustainability while offering comfort to the children.

Pricing and Revenue Team Brings Hope to Wings of a Dove Children's Home



The Pricing and Revenue team carried out a CSR visit to Wings of a Dove Children's Home in Ruai on 24th October, marking their fourth outreach since November 2023. During the visit, the team shared food items, a celebration cake, and spent time with the children.
Through joint fundraising, KES 135,358 was raised to purchase iron sheets, cement, and machine-cut blocks to support ongoing facility improvements at the home, which cares for 69 children and 10 caregivers.

KQ Hands Over Donated Aircraft to Mang'u High School to Inspire Future Aviators

On 16th June, we officially handed over a Boeing 737 airframe to Mang'u High School, transforming the retired aircraft into a unique and immersive learning space for students. This donation Reflects our commitment to investing in the future of aviation by sparking curiosity and providing practical exposure to young learners at an early stage.



The handover ceremony was led by CPO Tom Shivo, who reaffirmed our dedication to supporting education and nurturing the next generation of aviation professionals. Also in attendance was Head of Ground Operations, John Nalianya and Technical Director, Gilbert Bett, whose presence underscored the significance of this partnership.

We are proud to support Mang'u High School and stand alongside them in creating pathways that will inspire and prepare future aviators. Together, we are laying the foundation for a stronger and more skilled aviation workforce in Kenya and across the region.

How Going the Extra Mile Turned an Unfortunate Incident into a Positive Experience

On 25th January, we demonstrated exceptional service recovery when a guest arriving on KQ101 from London, encountered an unfortunate incident. During the flight, another passenger fell ill, accidentally soiling her jacket.

Upon arrival, she sought assistance and our teams swiftly stepped in to resolve the situation. The Laundry & Blankets Team, alongside Duty Service Managers and the Motor

Transport Team, ensured her jacket was laundered and returned to her ahead of her connecting flight, KQ704 to Lusaka. Onboard, Flight Pursers Sepjune and Asha led further service recovery efforts, ensuring she felt valued and cared for.



Expressing her gratitude, the guest remarked, "I never anticipated such a considerate and efficient reaction. This truly reflects the spirit of Kenya Airways. A team that genuinely cares for its passengers. Thank you, Kenya Airways."

This act of service excellence highlights the power of teamwork and going the extra mile to enhance the guest experience. Congratulations to everyone involved for exemplifying service excellence and outstanding teamwork!

A Warm Welcome to Msafiri House



On 20th December 2024, the Integrated Operations Control Center (IOCC) team hosted an office-warming lunch to celebrate their move to Msafiri House. This provided an opportunity to reflect on their 2024 achievements, share aspirations for 2025 and foster stronger bonds among team members.

In attendance representing leadership was COO George Kamal, CPO Tom Shivo as well as several heads of departments. Addressing the team, both leaders emphasized the importance of teamwork and collaboration in the new space as pivotal to achieving operational excellence.

Celebrating Excellence at the CEC Reward & Recognition Awards

On 8th September, the Customer Excellence Centre (CEC) held its Reward & Recognition Awards ceremony at Base, bringing the team together to celebrate dedication, talent and passion. The event provided an opportunity to pause, reflect and appreciate the remarkable efforts that continue to elevate the customer experience. In attendance, representing leadership was CCCO Julius Thairu.

From top performers and rising stars to those recognized for their resilience, teamwork and commitment to quality, the awardees embodied the spirit of excellence that defines CEC. Their achievements underscored the importance of collaboration and consistency in delivering customer delight.

While only a few took home awards, the celebration served as a reminder that every team member plays a vital role in shaping our success story. The CEC team continues to stand as a testament to what can be achieved when talent and teamwork come together in pursuit of shared goals.



Customer Service Week Highlights

From 6th October, we proudly joined the world in celebrating Customer Service Week under the theme "Mission: Possible." This week was dedicated to recognizing both our loyal customers and the teams that deliver outstanding service every day.



Across our network, the Customer Service Week spirit came alive through special engagements with our guests. The Ground Operations and Passenger Services teams delighted passengers with thoughtful gestures such as special boarding announcements, KQ branded merchandise and sweet treats. A few lucky customers received surprise seat upgrades, creating memorable moments that reflected our care beyond the journey. The KQ Choir also added a special touch to the celebrations at JKIA, serenading passengers with uplifting performances that brightened the terminals.

At Base, staff came together to celebrate one another through appreciation sessions and cake-cutting moments that highlighted teamwork and the shared pride in serving our customers.

This Customer Service Week was a fitting reminder that our excellence is powered by our staff who go above and beyond and our customers who continue to inspire us to serve with heart.

Pride Lounge Wins 2025 TripAdvisor Traveller's Choice Award

We are delighted to announce that on 25th September, the Pride Lounge earned the prestigious 2025 TripAdvisor Traveller's Choice Award. This global recognition places our lounge among the top 10% of hospitality experiences worldwide, based on reviews from millions of travellers.

The award is a testament to the outstanding service, comfort and warm Kenyan hospitality that our teams consistently deliver to guests. It reflects the dedication of our staff in creating a space that truly embodies the spirit of The Pride of Africa.

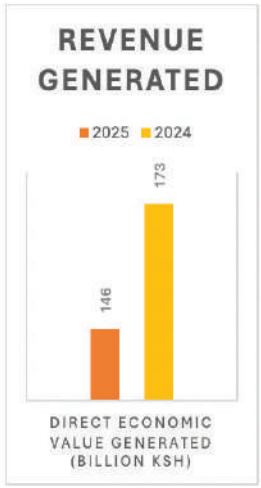

ECONOMIC
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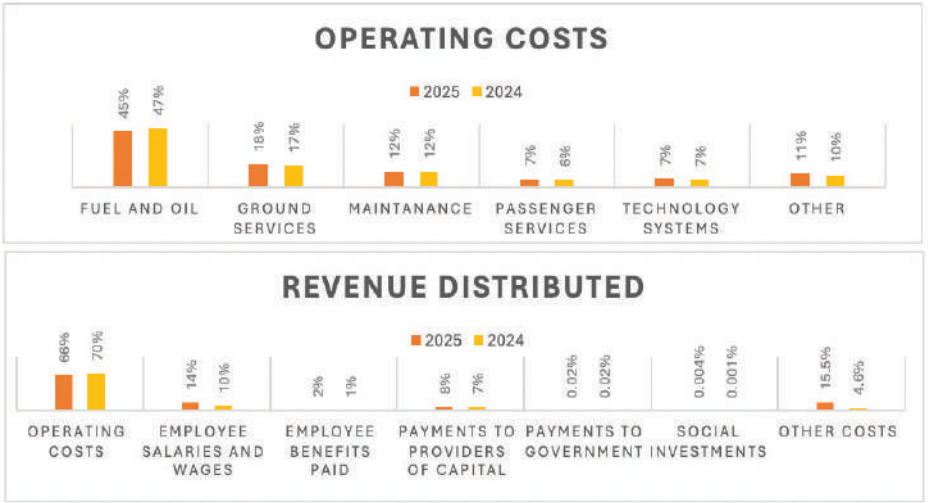
Direct Economic Value

Economic performance remains a material priority for Kenya Airways as it underpins the Company's ability to sustain operations, support employment, and contribute to national economic development. As a key enabler of Kenya's economy, Kenya Airways supports over 4,449 direct jobs and 460,000 indirect jobs across aviation, tourism, and supply chains, facilitates the movement of more than 3.3 million passengers annually, and enables the export of over 64,000 tonnes of cargo to global markets, reinforcing its role as a critical driver of trade and connectivity.

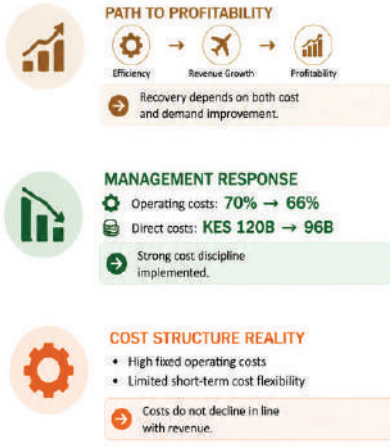
Economic performance is managed through cost control, revenue optimisation, and targeted operational investments, with oversight by the Board and Executive Management. Performance is tracked through key financial indicators and supported by annual financial reporting and independent audits, while climate-related risks are integrated into enterprise risk management and capital planning. During the year, Kenya Airways improved cost efficiency, reducing operating costs from 70% to 66% of revenue, with fuel and oil remaining the largest cost driver at 45%. The Company continued to create and distribute economic value through investment in its workforce and contributions to government, suppliers, and communities.

Performance Indicators											
KES 146 Billion	Direct Economic Value Generated	**105%**	Economic Value Distributed	**-5%**	Economic Value Retained	**66%**	Operating Costs (% of Revenue)	**45%**	Fuel Cost Share of Operating Costs	**KES 96 Billion**	Direct Operating Costs









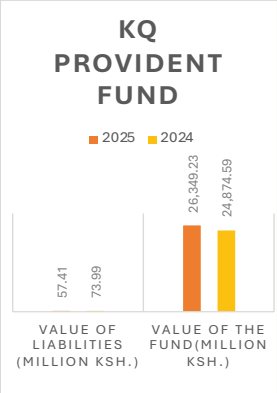
Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 404-1 | GRI 404-2 | GRI 404-3 | GRI 3-3	IFRS S1 (Governance, Strategy, Risk) | IFRS S2 (Climate)	SDG 8 | SDG 9 | SDG 13	Principles 1–10

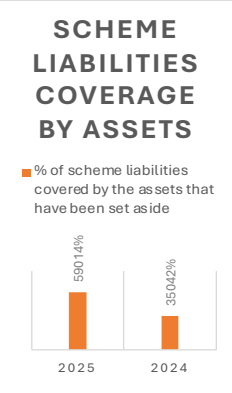
Defined Benefit Plan

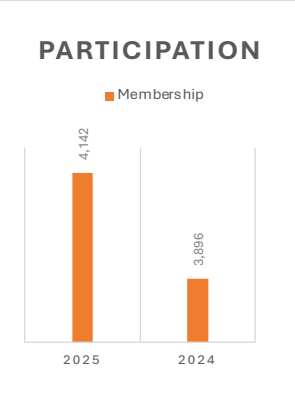
Kenya Airways continues to prioritise employee financial security through a well-structured and independently managed Staff Provident Fund for permanent employees, operating as a defined contribution scheme. The Fund plays a critical role in supporting long-term employee wellbeing, talent retention, and organisational resilience. In 2025, the Fund demonstrated strong growth, with total assets increasing by 31% to KSh 33.94 billion, driven by improved investment performance and increased membership. Net returns on investments rose significantly by 29% to KSh 6.62 billion, reflecting disciplined portfolio management and favourable market conditions.

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Performance Indicators					
31%	Increase in Fund Assests Y-o-Y	**KSh. 1.4 Billion**	Increase in investment returns	**59%**	Coverage Ratio







	2025	2024
Net Return on Investments	6,616,833,840	5,133,380,586
Membership	4,142	3,896
Total Assets (KSh)	33,938,628,511	26,001,534,829
Investment Portfolio (KSh)	26,349,228,775	24,874,589,148
Fund Net Assets (KSh)	33,881,216,025	25,927,544,583
Total Liabilities (KSh)	57,412,486	73,990,246



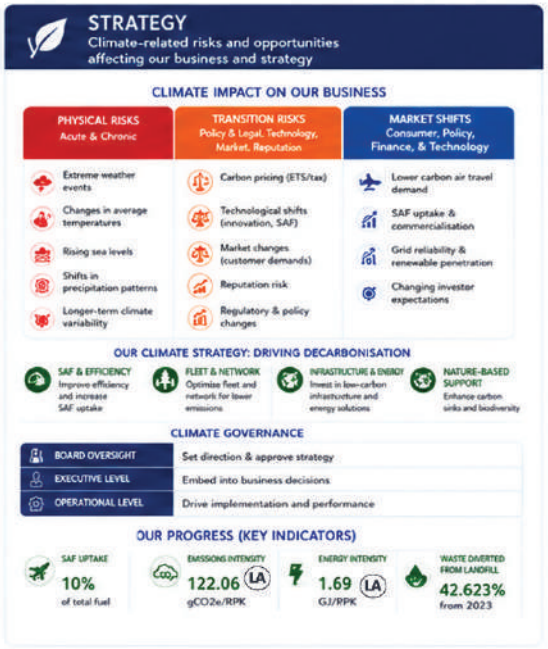
Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 404-1 | GRI 404-2 | GRI 404-3 | GRI 3-3	IFRS S1 (Governance, Strategy, Risk) | IFRS S2 (Climate)	SDG 8 | SDG 9 | SDG 13	Principles 1–10

Climate-related risks and opportunities

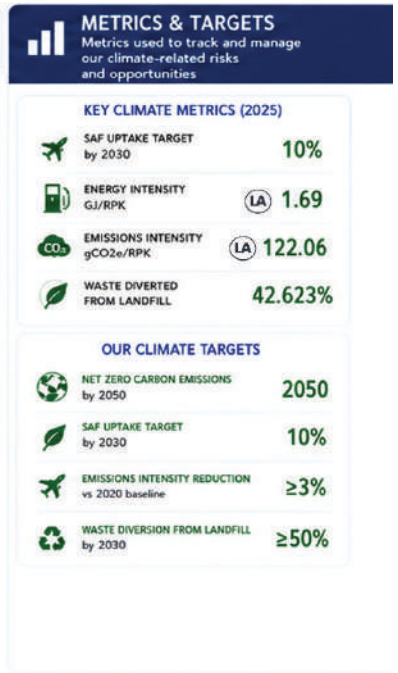
Kenya Airways has committed to achieving net-zero by 2050, aligning Paris Agreement's goal of limiting global warming to well below 2°C, with efforts to reach 1.5°C. To support this goal, KQ aims to increase its Sustainable Aviation Fuel (SAF) blend use to at least 10% by 2030, reducing reliance on conventional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

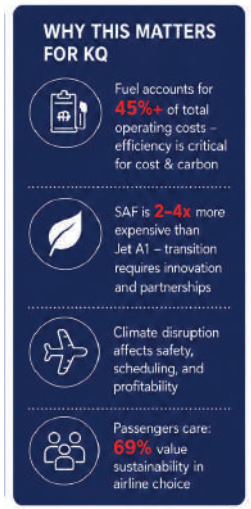
We are actively in ecosystem restoration in Kenya, with a commitment to planting one million trees annually. This large-scale reforestation initiative is designed to restore degraded land, arid and semi-arid land, provide for environmental compensation and enhance biodiversity.













Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 2-22 | GRI 2-23 | GRI 2-24 | GRI 2-25 | GRI 3-3	IFRS S1 (Governance, Strategy, Risk) | IFRS S2 (Climate)	SDG7 | SDG 9 | SDG 12| SDG 13 | SDG 17	Principles 1–10

Achievements

Highlights from our 49th Annual General Meeting (AGM)



We hosted our 49th Annual General Meeting (AGM) bringing together shareholders to review the airline's performance for the fiscal year ending 31st December 2024. 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 the retirement of Chairman Michael Joseph having attained the maximum tenure under the Board Charter.

Highlighting the financial achievements, Mr. Michael Joseph remarked, "Despite the mix of challenges and opportunities, our Airline emerged stronger. We delivered a historic turnaround with a net profit of KSh 5.4 billion, starkly contrasting to the prior year's loss of KSh 22.7 billion. This resilience should reassure our stakeholders of our ability to weather industry storms."

Half Year 2025 Investor Briefing Highlights

On 26th August, we announced our half-year 2025 financial results to investors and shared our progress on our recovery journey. We reported an operating loss of KShs 6.2 billion and a net loss of KShs 12 billion, largely driven by the grounding of three Boeing 787-8 Dreamliners, which reduced available capacity and passenger numbers.

These numbers also reflected the impact of temporary fleet constraints and global supply chain challenges. Despite these headwinds, the management emphasized ongoing efforts in cost optimization, operational efficiency and capital raising to strengthen the company's recovery trajectory.

On 27th August, a Corporate Staff Townhall was held to update employees on the company's performance and recovery plans. Led by our Group MD & CEO, Allan Kilavuka, the session provided staff with the opportunity to hear directly from leadership, ask questions and engage on the company's next steps.

KQ Expands Global Reach with Air India Codeshare Partnership



We recently signed a new codeshare partnership with Air India, India's leading global carrier, aimed at enhancing seamless travel between India, Africa and beyond. This collaboration builds on our existing interline agreement with Air India, further expanding our network and providing more travel options for our passengers.

With this new codeshare agreement, KQ and Air India passengers can enjoy convenient access to a wide range of destinations across both airlines' networks. The partnership allows travelers to book a single ticket and enjoy a unified baggage policy, ensuring a hassle-free travel experience.

Our CCCO Julius Thairu, expressed his enthusiasm for the new venture noting, "We are delighted to expand our partnership with Air India. This codeshare agreement opens up significant opportunities for our passengers, offering them seamless connections to a wider range of destinations across both airlines' networks, making travel easier and more convenient."

Through this expanded collaboration, the interline agreement enables travelers to journey on a single itinerary between 28 points across Africa—including cities like Accra, Addis Ababa, Dar es Salaam, Johannesburg, and Mombasa—and 15 key destinations in India, such as Delhi, Bengaluru, Goa, and Kolkata, among others.

A New Aircraft Joins Our Fleet!



On 19th February, we celebrated a significant milestone in our fleet expansion strategy with the official inauguration of a newly acquired Boeing 737-800 aircraft. This addition brings our total fleet to 35 aircraft, reinforcing our dedication to enhancing connectivity, increasing capacity and delivering world-class service across our network.

During the commissioning event at Jomo Kenyatta International Airport (JKIA) in Nairobi, our Group MD & CEO Allan Kilavuka noted, "The addition of this B737-800 marks a pivotal moment in our fleet expansion journey. It will increase our seat capacity and is a demonstration of our ability to adapt and grow in a challenging operating environment, even as the global aviation industry faces challenges in aircraft availability."

The ceremony was graced by esteemed industry leaders, including Hon. Caleb Kositany, Chairman of the Kenya Airports Authority; Firoz Tarapore, CEO of Dubai Aerospace Enterprise (DAE); and Emile Arao, Director General of the Kenya Civil Aviation Authority. Their presence underscored the importance of collaboration in strengthening Kenya's aviation sector and positioning KQ as a key player in global air travel.

The aircraft embarked on its inaugural flight from Nairobi to Mombasa, successfully completing the journey under the command of Captain Alex Migwi. This marks the beginning of its service within our network, poised to offer guests more travel options and flexibility.

KQ Launches Direct Flights to London Gatwick

On 2nd July, we achieved a key milestone in our growth strategy with the official launch of direct flights from Jomo Kenyatta International Airport (JKIA) to London Gatwick Airport (LGW). This marked the beginning of a new chapter in our UK operations and reinforced our role as a bridge between Africa and the world.



The addition of Gatwick to our network increases our weekly flights to London to ten, offering customers more flexibility, convenience and access to one of the world's busiest travel corridors. Gatwick has now become our second gateway into London, complementing the current services to Heathrow Airport (LHR).

Speaking at the launch, Group MD and CEO Allan Kilavuka noted, "This inaugural flight to Gatwick is not just about adding a new destination; it's about opening more doors for trade, tourism, education, and strengthening the vital connections between Kenya and the UK."

The launch event was graced by notable guests including Cabinet Secretary for Tourism and Wildlife, Rebecca Miano; Permanent Secretary for the State Department for Aviation and Aerospace Development, Teresia Mbaika; and Deputy High Commissioner at the British High Commission, Ed Barnett MBE.

With this expansion, we continue to enhance global connectivity and affirm our commitment to providing world-class service while strengthening Kenya's position as a leading aviation hub.

Return of Aircraft to Commercial Service



On 19th December, our Embraer E190 aircraft, FFK, successfully returned to service and resumed scheduled commercial operations. This follows thorough routine checks and careful preparation to ensure it meets all required operational and safety standards. It also marks the beginning of the phased return to service of several aircraft that have been undergoing maintenance, all of which are expected to rejoin the fleet before the end of December 2025.

This is a positive step in stabilizing and enhancing our operations, and we extend our appreciation to all teams whose dedication and collaboration made this achievement possible.

Connecting the World to the Wild

On 25th April, Kenya Airways marked another strategic milestone with the launch of a new codeshare partnership with Safarilink Aviation. This collaboration unlocks seamless access to some of Kenya's most iconic safari destinations, with connections to nine new domestic airstrips.

Under this one-way codeshare agreement, travelers flying with Kenya Airways can now book their international flight along with domestic safari connections in one go. This means guests headed to Kenya's breathtaking wildlife havens can enjoy a streamlined

travel experience without the hassle of multiple bookings or separate tickets.



The partnership links our expansive international network with two daily Safarilink-operated flights to key locations in the Maasai Mara, as well as Amboseli, Nanyuki and Samburu. These direct connections to remote airstrips eliminate ground travel time, allowing tourists to get closer to nature faster and more comfortably.

Speaking at the launch event, Group MD and CEO Allan Kilavuka emphasized the impact of the partnership noting, "This partnership exemplifies smart innovation, bridging Kenya Airways' global reach with Safarilink's expertise in last-mile connectivity to key safari destinations. Together, we are optimizing aircraft use, reducing ground delays and offering our guests more flexibility and smoother journeys."

Kenya Airways Showcases at World Travel Market Africa 2025



We recently joined tourism stakeholders at the World Travel Market (WTM) Africa 2025, held in Cape Town. The annual event brings together key players across leisure tourism, luxury travel, MICE/business travel, sport tourism, investment, responsible tourism, and travel technology—offering a valuable platform for networking and collaboration in the African tourism industry.

This year's edition was a joint initiative between the Kenya Tourism Board and its partners, with Kenya Airways playing a pivotal role in positioning Kenya as a preferred travel destination—promoting seamless connectivity aboard Kenya's pride in the skies.

Representing Kenya Airways at the event were Kenneth Kenei, Country Manager – Southern Africa, and Gamiet Mymona, Sales Executive – Cape Town. The Kenya booth attracted significant interest, including a courtesy visit by His Excellency Emmanuel Hategeka and Commercial Attaché Ms. Viviane Waide Kamanzi, along with several of our key trade and travel partners.

The event was an opportunity to reinforce our commitment to supporting Kenya's tourism agenda while showcasing our expanding network and excellent service offering to the African and global travel markets.

KQ at Meetings Africa 2025



We recently participated in Meetings Africa 2025, a premier Business Events Trade Show held in South Africa, bringing together international and local buyers, African associations and corporate planners. Organized by South African Tourism, the event served as a crucial platform for enhancing market access for African business events and contributing to the continent's economic growth.

Representing KQ at the event were Kenneth Kenei, Country Manager South Africa and Lynnette Murua, who engaged in networking opportunities at the Airline Pavilion, connecting with key buyers and industry colleagues from around the world.

Our presence at Meetings Africa 2025 underscores our commitment to strengthening business travel connections, showcasing KQ as the preferred airline for corporate and MICE (Meetings, Incentives, Conferences, and Exhibitions) travelers.

KQ at the Forefront of Medical Tourism

On March 26th, we had the privilege of participating in the Kenya Medical Tourism Forum 2025. Hosted at The Nairobi Hospital, the forum attracted government officials, medical experts, and international delegates keen on exploring Kenya's advancements in specialized healthcare.



The discussions reinforced Kenya's growing reputation for world-class medical services, with speakers highlighting the country's highly trained professionals, cutting-edge technology and competitive healthcare costs.

A major highlight of the forum was the integral role of aviation in medical travel, with Kenya Airways at the center of discussions. As the national carrier, we facilitate seamless travel for over 5,000 medical travelers annually, providing vital services such as in-flight oxygen and commercial stretcher accommodations.

Our very own Dr. Ahmed Salat, Aviation and Passenger Health Manager, contributed valuable insights as a panelist in a discussion that covered accreditation and quality assurance, investment in medical infrastructure, and the role of telemedicine in expanding healthcare access.

The event concluded with a strong call to action to strengthen policies, invest in healthcare infrastructure and enhance sector collaboration to make Kenya a premier medical tourism hub.

KQ Strengthens China-Africa Ties as Official Partner at CAETE 2024



From 12th – 15th June, we proudly served as the official partner at the 4th China-Africa Economic and Trade Expo (CAETE), held in Changsha, Hunan Province, under the theme "China and Africa Together Toward Modernization."

The Expo provided a vital platform to advance bilateral trade and investment between China and Africa, with Kenya Airways at the forefront of fostering deeper connectivity and collaboration.

Representing KQ at the event was our CCCO Julius Thairu, alongside Regional Manager Asia Pacific, Chris Wang. During the Cultural Silk Road "Heart to Heart Connection" Conference, Mr. Thairu reflected on our two-decade presence in China, underscoring the strength of our airline partnerships and the important role we continue to play in enhancing cultural and economic exchange between the two regions.

Our participation reaffirms our commitment to connecting Africa to the world and contributing to the continent's growth through meaningful partnership

KQ Showcases at Zambia Travel Expo 2024 (ZATEX)



From 5th – 7th June, we proudly took part in the Zambia Travel Expo (ZATEX) held at the Mulungushi International Conference Centre in Lusaka. The Expo brought together over 50 exhibitors from across the region, including National Tourism Organizations, travel agencies, conservation groups, government agencies and SMEs, with the shared goal of promoting regional tourism and strengthening business ties.

ZATEX offered a platform to spotlight our expansive network, promote destination Kenya in partnership with the Kenya Tourism Board and engage with key stakeholders to position KQ as the airline of choice for regional and international travel.

The event was graced by high-level dignitaries including Angola's Minister for Culture, Tourism and Environment, Marcio De Jesus Lopes Daniel, who represented Zambia's President H.E. Hakainde Hichilema and Zambia's own Minister of Tourism, Hon. Rodney Sikumba.

In attendance representing KQ was our Zambia Sales Executive, Dalitso Zulu, alongside the Marketing Team, who engaged visitors and partners throughout the three-day event, reinforcing our commitment to growing Africa's tourism and connectivity.

We're the Official Airline Partner for the Magical Kenya Open 2025

On 12th February, we renewed our partnership with Kenya Open Golf Limited (KOGL) as the official airline partner for the Magical Kenya Open (MKO) 2025, reaffirming our commitment to sports tourism and positioning Kenya as a premier golfing destination.

As the official airline partner, we will facilitate seamless travel for participants, officials, tourists, and spectators, leveraging our extensive global network to connect Nairobi with the world. This collaboration highlights our dedication to promoting sports tourism and showcasing Kenya as a top golfing and holiday destination.



"Our partnership with the Magical Kenya Open reflects our commitment to supporting sports tourism in Kenya," noted Group MD and CEO, Allan Kilavuka. "We are honored to play a role in bringing together world-class golfing talent and enthusiasts to experience Kenya's rich culture and natural beauty."

A Recap of the Magical Kenya Open

From 20th – 23rd February, the Magical Kenya Open (MKO) 2025 took place at Muthaiga Golf Club. For the fourth consecutive year, we were the official Airline Partner for the tournament, reinforcing our commitment to sports tourism and positioning Kenya on the global stage.

We were well represented on the course during the Pro-AM tournament by Habil Waswani, Company Secretary and Director, Legal, Risk & Compliance; Capt. Paul Njoroge, Director of Operations; Hawkins Musili, GM Fahari Aviation; and Board Member John Wilson.



As the Official Airline Partner, our in-kind sponsorship ensured seamless travel for players, officials and caddies. This year, we provided:

- 25 air tickets for officials traveling for pre-planning and the main event.
- 300 discounted tickets at 15% off for players and caddies (130 players, 110 caddies, plus the technical team) from various locations across the world.
- Complimentary travel support for key tournament officials.

Our Group MD and CEO, Allan Kilavuka, attended the closing ceremony on the last day of the tournament, marking a grand conclusion to the event. KQ once again stole the show with a spectacular fly-past featuring our newest Boeing 737-800, thrilling attendees.
Jacques Kruyswijk of South Africa emerged as the winner of this year's tournament, recording his first-ever DP Tour series victory.

Throughout the tournament, our activation tent was a key attraction, featuring interactive experiences such as minigolf and virtual reality. Visitors also engaged with exhibitions from our various business units, which showcased their products and conducted live demos for curious guests.

Many thanks to all teams that made this a success!

KQ Safari Data is Officially Live!

On 9th September, we took a bold step forward in our digital transformation journey by officially launching KQ Safari Data through a contract signing with RoamBuddy at the Fahari Innovation Hub. The agreement was formalized by our CCCO Julius Thairu, and RoamBuddy CEO, Mandeep Birdi, marking a proud milestone born from our Open Innovation Challenge and brought to life by the Fahari Innovation Hub.

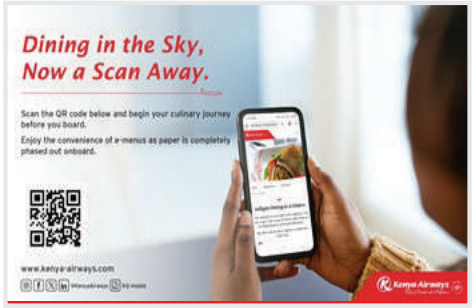


KQSafari Data is a customer-focused solution designed to solve a major challenge for international travelers expensive and unreliable data roaming. With over 2,250 affordable plans available across 180 countries, this innovation offers our guests seamless, reliable, and cost-effective connectivity, enhancing their travel experience from the moment they leave home to the time they return.

This partnership is more than a business agreement; it reflects our commitment to driving data-driven innovation that strengthens loyalty and reinforces our reputation as Africa's most customer-centric airline. By addressing real traveler needs, we are not only improving the end-to-end journey but also positioning ourselves as a trailblazer in digital solutions across the aviation industry.
Discover more about KQSafari Data and explore available plans here: www.kqsafaridata.com.

We're Going Digital with E-Menus

As part of our ongoing commitment to innovation, sustainability, and enhancing the guest experience, we're excited to introduce our Electronic Menus (E-Menus), a major step forward in our journey to becoming a more efficient and eco-conscious airline.



By replacing traditional paper menus with digital versions, we're not only aligning with global aviation trends but also significantly reducing paper waste, cutting down operational costs, and making it easier for our guests to access menu options.
Here's how the rollout is unfolding:

- Phase I: Menus are now available on our website
- Phase II: Access through the Crew Mobility Solution
- Phase III: QR code tent cards will be placed at Check-in, Lounges, and Boarding Gates
- Phase IV: QR code stickers will be added to Business Class seats and bulkheads

For our Business Class cabins, these QR code placements have been carefully designed to be visible, elegant, and compliant with aviation safety standards. No structural modifications are involved.

To support this shift, we're also phasing out physical menus:

- From 1st May 2025, all menus are fully accessible via QR codes
- By 1st June 2025, 50 percent of printed menus will still be available
- By 1st July 2025, only 10 percent will remain for reference or library use

This initiative is a great example of how we are embracing change to improve our operations, serve our guests better, and contribute to a more sustainable future.

KQ Partners with Capital Club East Africa



On 22nd January, we formalized a strategic partnership with Capital Club East Africa by signing a Memorandum of Understanding (MoU). This collaboration aims to enhance benefits for our Asante Rewards loyalty programme members and Capital Club East Africa members.

In attendance at the signing ceremony representing KQ was GM Digital Brand and Marketing, Martin Gitonga; accompanied by Marketing Manager for the Rest of the World, Clinton Muema.

Speaking at the event, our CCCO Julius Thairu emphasized, "This collaboration reflects our commitment to delivering personalized value and enriching experiences for Asante Rewards members by leveraging the strengths of both organizations."

This partnership introduces status matching, enabling Capital Club members to seamlessly enjoy Asante Rewards benefits while fostering increased membership registrations for both programs.

KQ and Standard Chartered Bank Partner to Enhance Customer Benefits

On 3rd February, we signed a strategic partnership with Standard Chartered Bank aimed at enhancing customer value by offering exclusive travel benefits. Through this collaboration, Standard Chartered Affluent clients and Asante Rewards Members will enjoy:

- Discounts on flights and holiday packages
- Double 360° reward points on Kenya Airways tickets
- Status matching for the Asante Rewards program

Speaking at the event, CCCO Julius Thairu, reaffirmed our commitment to delivering seamless and rewarding travel experiences. He highlighted how this collaboration leverages both brands' strengths to provide tailored benefits that meet the evolving needs of travelers.



Also in attendance representing leadership was GM Digital Brand & Marketing, Martin Gitonga; GM, East, Central and Southern Africa, Rose Kiseli; and Marketing Manager – Rest of the World, Clinton Muema.

As this partnership evolves, we look forward to expanding into sustainability initiatives, staff benefits and technology integrations to further enhance the customer experience.

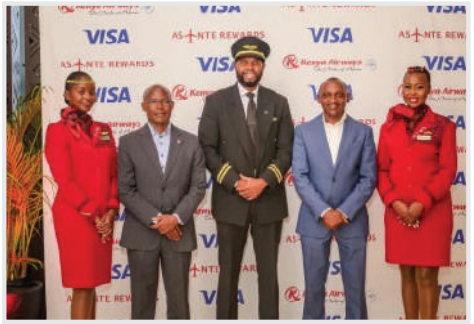
KQ and Visa Unveil Co-Branded Credit Card to Elevate Customer Experience

On 24th June, we marked a key milestone in our digital transformation journey with the official launch of the KQxVisa co-branded credit card, a product designed to offer greater convenience, exclusive travel benefits and seamless payment experiences for our customers.



The event brought together industry stakeholders to celebrate a partnership that aligns with our mission to deliver innovative, secure and rewarding solutions throughout the travel journey.

The new credit and debit cards, powered by Visa and integrated with our Asante Rewards loyalty program, open a world of benefits including accelerated loyalty points to travel perks thus providing our passengers with value long after their booking and boarding experience.



CCO Julius Thairu, noted, "This partnership reflects our shared ambition with Visa to transform the future of travel through innovation and enhanced customer experience. By integrating Asante Rewards into this card, we're not only offering a payment solution but also creating a gateway to personalised and elevated travel."

In attendance representing KQ was Head of Customer Excellence and Loyalty, Yilma Goshu, accompanied by Senior Manager, Loyalty and CRM, Sunil Serrao, and Partnerships and Marketing Manager, Regina Njuguna, who played a key role in driving the initiative. The launch of the KQ–Visa co-branded card marks the beginning of a new chapter in how we engage with and reward our customers. It exemplifies the power of collaboration in shaping smarter, more connected and enriching travel experiences.

Travel Consultants Win Big in KQ & Travelport Promotion



The Kenya Sales Team, in partnership with Travelport (Galileo) Kenya, recently hosted an engaging Facebook Live session to announce the winners of the second monthly draw in their ongoing joint sales promotion. The initiative, which launched on February 1st, aims to drive increased Kenya Airways segment sales through the Travelport platform.

The Facebook Live draw recognized three outstanding travel consultants who had actively participated in the March leg of the campaign. This followed the inaugural draw in March, which celebrated top performers from February.

So far, winners have walked away with a variety of exciting rewards, including branded gift hampers from Kenya Airways and Travelport. The first set of winners also received a memorable two-night stay and domestic flight to a destination of their choice—an added incentive to continue championing KQ bookings.

The promotion has been brought to life through joint visits by KQ and Travelport account managers to travel agencies across the country, fostering stronger relationships and reinforcing product knowledge on the ground. The campaign is set to conclude on April 30th with a grand prize draw. Five lucky travel consultants will be selected via a lucky dip to win an all-expenses-paid familiarization and sightseeing trip to Bangkok—complete with return flights and a 2-night/3-day stay.

This collaborative campaign continues to strengthen trade partnerships while celebrating the vital role travel consultants play in connecting customers to the world with Kenya Airways.

KQ Cargo Welcomes New Director

On 6th April, the Cargo team came together for a townhall meeting aimed at officially welcoming our new Cargo Director, Fitsum Abadi.

The session was attended by Group MD & CEO Allan Kilavuka, who expressed the importance of leadership presence and support as the team enters a new chapter. In his address, our Group MD & CEO reassured the team of our leadership commitment to supporting the cargo business, noting that efforts are underway to ensure the three grounded wide-body aircraft return to service in time for the peak season.



In his first address to the wider team, Fitsum Abadi, emphasized the importance of collaboration and dedication. He outlined his immediate priorities, stating "We must improve on-time performance and ensure cargo is flown as booked. That's how we build trust with our customers and deliver on our promises." Fitsum further highlighted the values he believes will help the team succeed includin trust, accountability, commitment, teamwork and open communication.

Also in attendance was Head of Cargo, Peter Musola, who noted, "We've seen moderate growth in Q1 2025 compared to the same period last year, which is a positive sign." He went on to announce upcoming plans to expand the cargo network, saying, "In May and June, we are looking to launch new routes to Karachi, Bombay and Jeddah, which aligns with our broader strategy to increase freight utilization and tap into high-demand markets."

The town hall set the tone for what promises to be a pivotal period for KQ Cargo, combining a renewed leadership vision with a unified team ready to deliver results.

KQ Shines at Air Cargo Africa 2025

From 19th - 21st February, the Sarit Expo Centre in Nairobi hosted the Air Cargo Africa 2025 event, a premier gathering of global air cargo leaders focused on innovation, connectivity and the future of African logistics.



Our Group MD & CEO had the distinct honor of inaugurating the event with a ribbon-cutting ceremony, marking the event's return after a 14-year hiatus. In his opening remarks, he urged industry leaders to rethink logistics in Africa, stating, "We have the resources, the talent and the potential—but we must collaborate, innovate and build sustainable solutions to unlock new opportunities. With the right infrastructure, policies and partnerships, Africa can compete on a global scale."

Notably, during the conference KQ Cargo was honored as the African Air Cargo Airline of the Year, reaffirming our leadership and commitment to excellence in cargo operations across the continent. This recognition highlights our dedication to providing innovative, efficient and reliable cargo solutions that drive trade and economic growth.

Head of Cargo Commercial, Peter Musola, also contributed to a panel discussion addressing the challenges and opportunities in African air cargo, focusing on infrastructure, connectivity and strategies to enhance the continent's share in global air transport.

This event underscores our dedication to leading the transformation of African logistics through innovation and collaboration.

KQ Hosts Coca-Cola Leadership to Discuss Partnership Opportunities



On 3rd September, our leadership team, led by Group MD & CEO Allan Kilavuka, hosted a high-level delegation from Coca-Cola at Base. The visiting team was led by James Bowmaker, Managing Director – Coca-Cola Beverages Kenya, alongside Simon Mwangi, Senior Director, Franchise Operations for Kenya, Tanzania, Mayotte, and Comoros – The Coca-Cola Company.

The meeting served as a platform to explore opportunities for deepening collaboration between our two globally recognized brands. Discussions focused on how best to combine our strengths to deliver unique value and enhanced experiences to our customers.

This engagement underscored our continued commitment to building strategic partnerships that not only drive innovation but also enhance customer experiences across our network and support our long-term growth.

KQ Explores Logistics Collaboration with DHL Express

On 11th September, our Group MD & CEO, Allan Kilavuka, welcomed Mr. Anthony Beckley, Vice President Network Operations & Aviation Sub-Saharan Africa at DHL Express, alongside Director Cargo, Fitsum Abadi, and Senior Manager Express Cargo and eCommerce, Daniel Salaton. The engagement reflected our commitment to reinforcing Nairobi's status as a premier logistics hub for Sub-Saharan Africa.



The discussions centered on our growing role in express and e-commerce logistics, an area where our airline has become a trusted partner for DHL. This collaboration was a driving factor in DHL's decision to establish its regional hub in Nairobi; a move that not only boosts the competitiveness of JKIA but also solidifies our position as a critical enabler in Africa's logistics and cargo ecosystem.

This engagement is a reminder of the pivotal role we play in connecting Africa to the world. By partnering with global logistics leaders such as DHL, we continue to expand opportunities for trade, enhance cargo services and reaffirm our airline's role as a key driver of economic growth in the region.

KQ Welcomes Turkish Airlines to Mombasa as Ground Handling Partner



On 27th October, Turkish Airlines' inaugural flight touched down at Moi International Airport, Mombasa, marking an exciting milestone as we officially welcomed the airline to our Ground Handling portfolio. The onboarding process was a collaborative effort involving teams from Management, Ground Services, Safety, and Security, all working seamlessly to ensure a smooth and efficient launch.



This partnership not only strengthens Mombasa's connectivity but also introduces new revenue streams for us through cargo handling, ramp, and passenger operations. Turkish airlines joins other customer airlines we support in Mombasa which include Jambojet, Ethiopian Airlines, Smart Wings, LOT Polish, Copenhagen Taxi for passenger operations, and Discover Airlines, Fly Dubai, Condor, TUI, Neos, and Uganda Airlines for cargo operations.

KQ at the Dubai Airshow 2025



This week, we took part in the Dubai Airshow 2025, one of the world's leading trade events for aerospace and defence, held at Dubai World Central. The airshow brought together more than 1500 exhibitors, with over 200 aircraft on display and a wide range of conferences and networking sessions. Our COO George Kamal, joined a panel discussion where he highlighted how innovations in maintenance and predictive technologies are helping us improve on-



time performance, reduce turnaround times and strengthen operational efficiency across our network.

During the event, we also renewed our Boeing Airplane Health Management agreement, reinforcing our commitment to building a more reliable and efficient Dreamliner fleet. This system provides real-time insights into aircraft health, enabling smarter, data-driven maintenance decisions. These engagements reflect our ongoing focus on safety, operational excellence, and continuous improvement as we invest in stronger partnerships and smarter technology.

Kenya Airways Deepens Strategic Partnership with RwandAir Through Engineering Excellence

Our Engineering & Maintenance team continues to play a key role in strengthening regional collaboration after successfully completing heavy maintenance and full paint refurbishment on a RwandAir aircraft. The operation, led by Engineer Dennis Kamau, took approximately 30 days and included complete removal and reinstallation of primary flight controls to ensure optimal safety and performance.



This marks the third RwandAir aircraft to undergo heavy maintenance at our facilities, reinforcing confidence in our technical expertise. The partnership now includes a Wheels and Brakes shop set up in Kigali, as well as ongoing staff exchange and on-the-job training for RwandAir engineers at our base.

New High Loaders Boost Ground Operations

On 2nd April, we took another step forward in strengthening our ground handling operations with the introduction of two new high loaders. These additions mark a significant investment in efficiency, safety, and service capacity, ensuring we continue to meet the growing demands of our operations.

In attendance, representing leadership was COO George Kamal, CSIO Hellen Mathuka, Director Flight Operations, Capt. Paul Njoroge and Head of Ground Operations, John Nalianya. Their presence underscored the importance of this milestone in enhancing our cargo and baggage handling capabilities.



With these high loaders in place, we are better equipped to provide seamless service to our customers and partner airlines. Innovation and efficiency remain at the heart of our operations, and this investment reinforces our commitment to delivering world-class ground handling services.

The K9 Unit Welcomes New Detection Dogs

Our K9 Unit has expanded with the addition of seven highly trained detection dogs, enhancing our security screening measures. Established in 2005, the K9 Unit plays a crucial role in detecting narcotics, explosives and other prohibited substances.

To ensure a steady supply of trained dogs, the unit launched a breeding program in 2023, successfully raising and certifying its first batch of working dogs. Following intensive training and evaluation, three of the new recruits specialize in narcotics detection, while four focus on explosives detection. This initiative has saved the airline over USD 50,000 in acquisition costs.

Enhancing their effectiveness, the unit has also introduced a state-of-the-art dog van and trailer, custom-designed by our K9 handlers to optimize the dogs' comfort and mobility. Notably, this is the first vehicle of its kind in Kenya, marking a significant milestone in our security innovations.

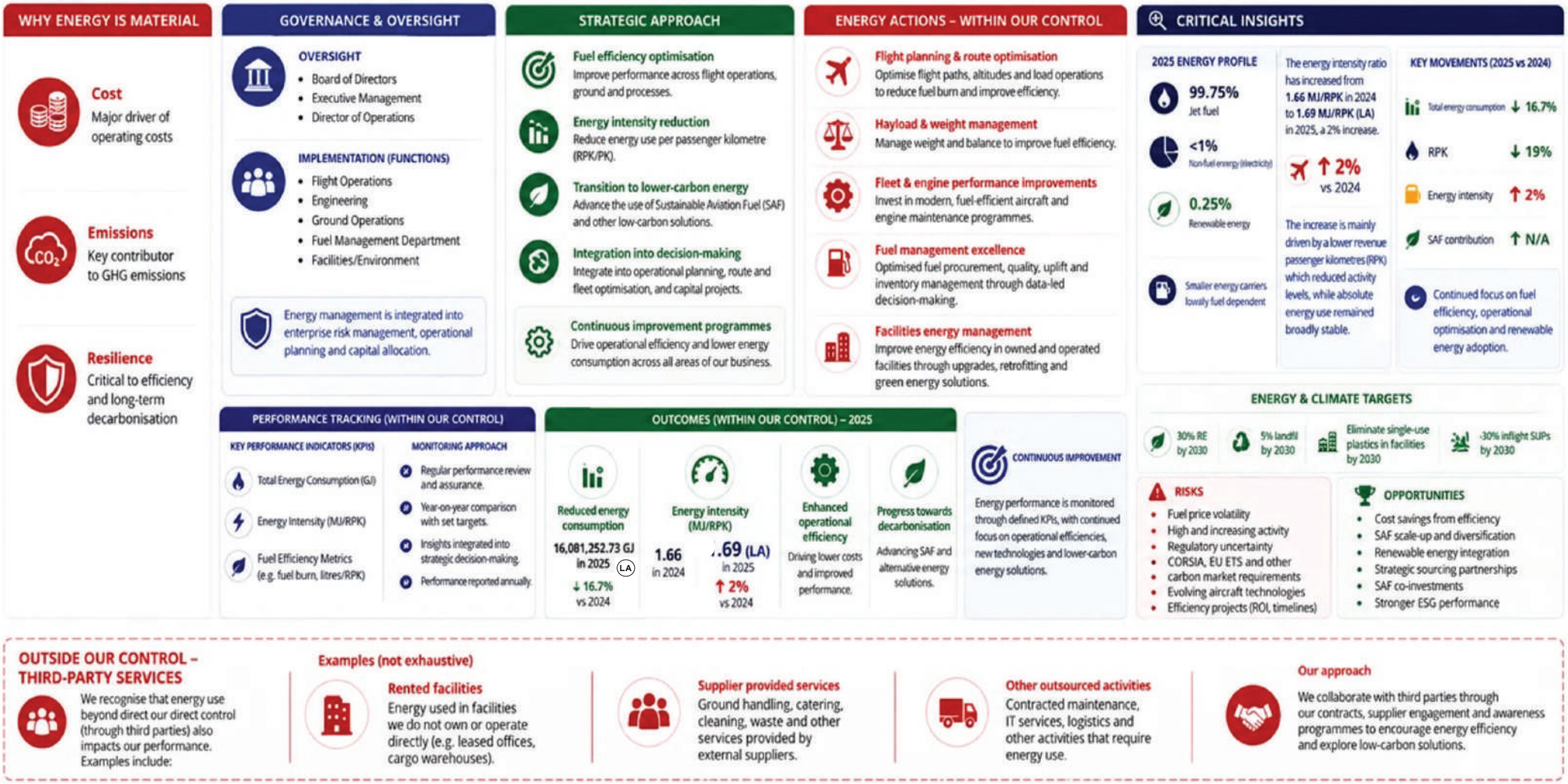


The K9 Unit plays a critical role in secondary screening at JKIA, covering baggage, cargo, courier and mail, aircraft and high-risk departure gates for KQ flights reinforcing our commitment to operational safety.

ENVIRONMENTAL IMPACTS



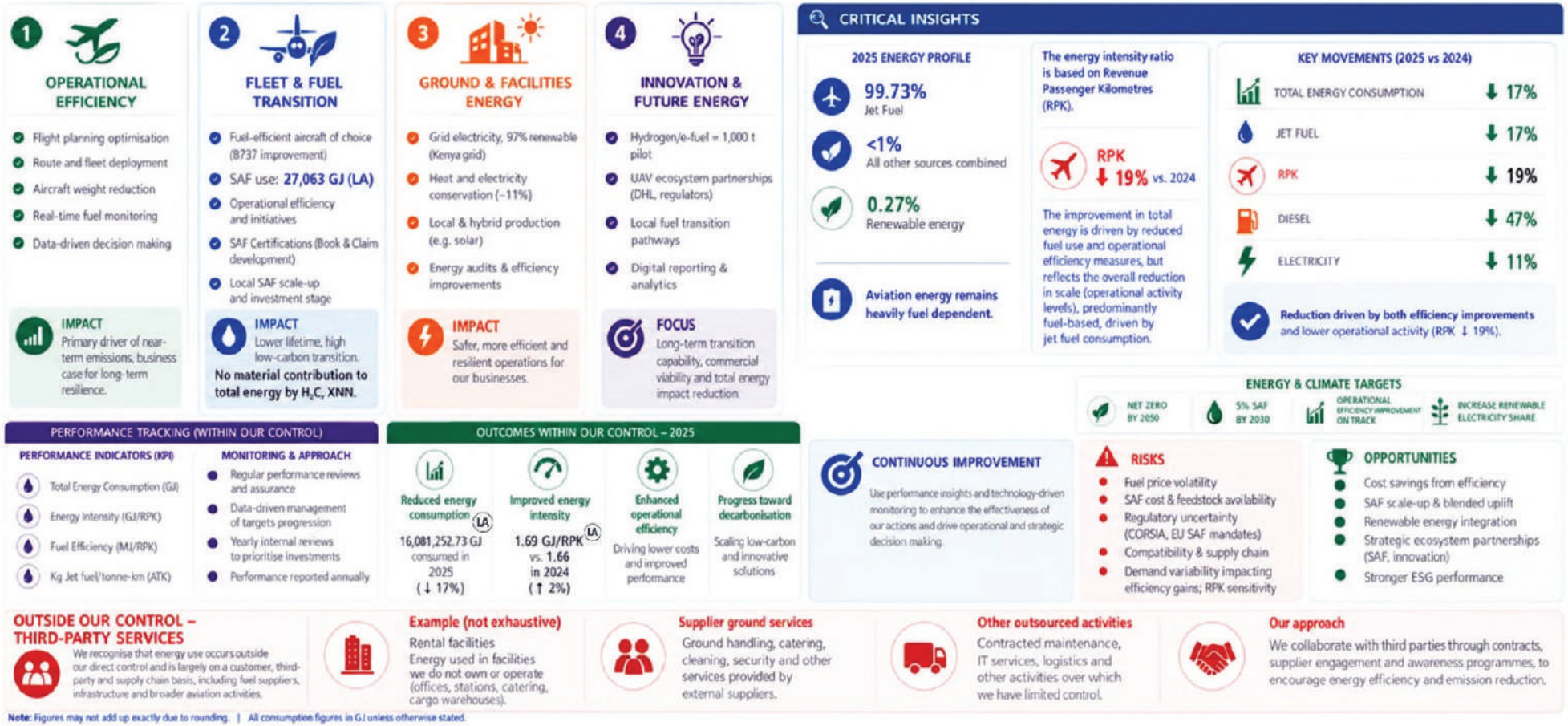
Energy Management



Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 3-3 | GRI 302-1 | GRI 302-4 | GRI 305-1 | GRI 305-4	S2 (Climate)	SDG 7 | SDG 12 | SDG 13 | SDG 9 | SDG 17	Principles 7–9

Energy Management

Kenya Airways continues to strengthen its energy management approach by improving fuel efficiency across operations and advancing its long-term transition to lower-carbon energy sources. While aviation remains inherently energy-intensive and largely dependent on fossil fuels, the Company is prioritising interventions across flight operations, ground handling, and facilities to optimise energy use and reduce emissions intensity.



Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
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Energy Sources

Total Energy Consumption	16,081,252.73 GJ (LA) from 19,290,830.75 GJ	↓ 16.6%
Non-Renewable Energy	99.73% (2024: 99.91%)	
Renewable Energy	0.27% (2024: 0.09%)	
Energy Intensity (MJ/RPK)	1.69 (LA) (2024: 1.64597532)	↑ 3%
RPK	9,515 Million (LA) (2024: 11,720 Million)	↓ 19%

Energy reduction driven by lower fuel consumption and improved operational efficiency.

- **Jet Fuel** dominates the energy mix (99.75%), reflecting the aviation sector's structural reliance on fossil fuels.
- Electricity (grid-supplied) contributes a small share, with ~90% sourced from renewable energy in Kenya.
- Diesel and petrol account for <1% of total energy, primarily used in ground operations.
- Sustainable Aviation Fuel (SAF) recorded 27,063.59 GJ, representing pilot-level adoption.

Energy mix remains heavily fossil-based despite early transition efforts.

ENERGY INTENSITY

1.69
MJ/RPK
(2025)

↑ 3% vs. 1.64597532 MJ/RPK (2024)

3% increase in intensity due to lower activity (RPK ↓ 19%).

The energy intensity ratio is based on Revenue Passenger Kilometres (RPK).

RPK
9,515 Million
↓ 19% vs. 2024

The improvement in total energy is driven by reduced fuel use and operational efficiency measures, but reduced operational activity, while the overall energy mix remains predominantly fossil fuel-based, driven by jet fuel consumption.

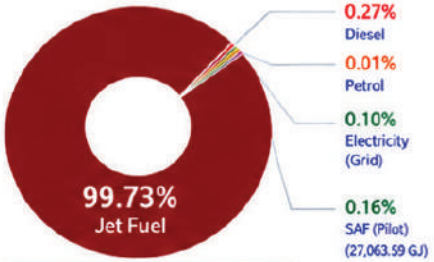
METHODOLOGY

Energy data is collected across flight operations, ground support equipment, motor transport, and facilities.

All energy is reported in Gigajoules (GJ) using standardised conversion factors (Defra/DECC energy sources and conversion summaries) or most-recent data, with electricity partially attributed to renewable energy based on Kenya's national grid mix.

Data is validated through internal controls, audits, and operational tracking systems.

VARIANCE 2025 vs 2024	COMPONENT	2025 ENERGY CONSUMED (GJ)	2025 % SHARE OF TOTAL	2025 FUEL TYPE	2024 ENERGY CONSUMED (GJ)	2024 % SHARE OF TOTAL	2024 FUEL TYPE
↓ 17%	Jet Fuel	15,998,212.30	99.61%	Non-renewable	19,185,989.93	99.46%	Non-renewable
↓ 47%	Diesel	43,636.66	0.27%	Non-renewable	83,083.88	0.43%	Non-renewable
↓ 15%	Petrol	2,007.40	0.01%	Non-renewable	2,371.69	0.01%	Non-renewable
NEW	Sustainable Aviation Fuel (SAF)	27,063.59 (LA)	0.16%	Renewable	-	-	-
↓ 11%	Electricity (Grid)	17,290.41	0.10%	96% Renewable, 10% Non-Ren.	19,385.24	0.10%	90% Renewable, 10% Non-Ren.
↓ 16.6%	TOTAL	16,081,252.73 (LA)	100.00%		19,290,830.75	100.00%	



Renewable Energy 0.27%

Breakdown:
- Grid electricity (mostly renewable)
- SAF (pilot-level, international standard)

KEY MOVEMENTS (2025 vs 2024)

- Jet Fuel ↓ 17% (Main driver)
- Diesel ↓ 47%
- Petrol ↓ 15%
- Electricity ↓ 11%

Reduction driven by both efficiency improvements and lower operational activity (RPK ↓ 19%).

Total energy consumption decreased by 16.6%, led by a 17% reduction in jet fuel.

SAF use of 27,063.59 GJ recorded in 2025, representing pilot-level adoption.

ENERGY & CLIMATE TARGETS

- NET ZERO BY 2060
- 50% SAF BY 2030
- CONTINUOUS FUEL EFFICIENCY IMPROVEMENT (NEOICL)
- INCREASE RENEWABLE ELECTRICITY SHARE

RISKS
- Fuel price volatility
- SAF cost & limited availability
- Regulatory uncertainty (CORSIA, EU SAF mandates)
- Geopolitical & supply risks
- Demand variability impacting future fuel needs and traffic seasonality

OPPORTUNITIES
- Core aviation from efficiency
- SAF value chain development
- Renewable energy integration
- Strategic ecosystem partnerships (SAF, innovation)
- Stronger ESG performance

Standards Alignment

GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 302-1 | GRI 302-4 | GRI 305-1 | GRI 305-4	S1 (Governance, Strategy, Risk) | S2 (Climate)	SDG7 | SDG 12 | SDG 13 | SDG 9 | SDG 17	Principles 7–9

Reduction of Energy Consumption

1 AMOUNT OF REDUCTION ACHIEVED

Amount of reduction in total energy consumed achieved as a result of lower activity levels and operational efficiency improvements, in GJ.

2024 (Baseline)	2025	Reduction (2024 vs 2025)
19,290,830.75 GJ	16,081,252.73 GJ (LA)	3,209,578.02 GJ

↓ 16.64%

KEY DRIVERS OF REDUCTION

- Lower jet fuel consumption
- Lower operational activity
- Improved operational efficiency
- Fuel and resource optimisation

Reductions reflect both lower operational activity and improved efficiency.

2 TYPES OF ENERGY INCLUDED

Energy sources included in the reduction assessment.

Jet Fuel	Primary driver of total energy use.	15,998,212.30 GJ — 99.61% of 2025 total energy
Diesel		43,636.66 GJ — 0.27% of total
Petrol		2,007.40 GJ — 0.01% of total
Electricity (Grid)	~90% renewable and 10% non-renewable.	17,290.41 GJ — 0.10% of total
Sustainable Aviation Fuel (SAF)	Renewable, pilot-level adoption.	27,063.59 GJ — 0.16% of total (LA)

Energy use remains overwhelmingly jet-fuel based, with renewable energy still a small but growing share.

3 BASIS FOR CALCULATING REDUCTIONS

Baseline Year	Reporting Year
2024	2025

Reduction calculated as the difference in total energy consumed between 2024 and 2025.

SUPPORTING INDICATOR: ENERGY INTENSITY (MJ/RPK)

2024	2025 (LA)	Change
1.65 MJ/RPK	1.69 MJ/RPK	↑ 3% increase vs 2024

ACTIVITY CONTEXT

Operational activity decreased in 2025. RPK: undisclosed

↓ 19% vs 2024

While total energy fell, energy intensity increased slightly because operational activity declined faster than total energy consumption.

4 METHODOLOGIES, STANDARDS, ASSUMPTIONS & CALCULATION TOOLS

STANDARDS & SOURCES

- Energy data collected across flight operations, ground support equipment, motor transport, and facilities.
- All energy reported in Gigajoules (GJ).
- Standardised conversion factors used (DEFRA/DECC energy sources and conversion summaries or latest available sources).

METHODOLOGY

- Total energy consumption compared between 2024 and 2025.
- Energy intensity calculated as total energy consumption divided by RPK.
- Component analysis includes jet fuel, diesel, petrol, electricity and SAF.

ASSUMPTIONS

- Grid electricity attributed as approximately 90% renewable based on Kenya's national grid mix.
- SAF recorded as pilot-level adoption.
- No double counting of energy sources.

BOUNDARY

- Includes emissions/energy within flight operations, ground support equipment, motor transport, and facilities under operational control.
- Excludes third-party outsourced services and rented facilities.

ENERGY INTENSITY OF OUR SERVICES

2024	2025	
1.65 MJ/RPK	1.69 (LA) MJ/RPK	↑ 3% increase vs 2024

ACTIVITY CONTEXT: ↓ 19% in RPK vs 2024 (undisclosed)

Meaning: In 2025, energy consumed per unit of service delivered increased slightly due to lower activity.

The intensity movement reflects reduced activity levels more than a deterioration in efficiency.

DRIVERS OF EFFICIENCY IMPROVEMENT

- Lower jet fuel consumption
- Improved operational efficiency
- Fuel and resource management
- Early SAF adoption
- Reduced activity levels

BASIS FOR CALCULATING REDUCTIONS

- Metric used: total energy consumed and energy intensity (MJ/RPK)
- Baseline year: 2024
- Reporting year: 2025
- Reduction reflects energy required to deliver core passenger transport services

METHODOLOGY, STANDARDS & ASSUMPTIONS

- Same methodology and conversion approach used for 2024 and 2025
- Total energy divided by RPK to determine intensity
- Results consistent with the operational control boundary

CONTINUOUS IMPROVEMENT

Energy performance is monitored through defined KPIs and reviewed regularly to assess the effectiveness of actions and inform operational and strategic decision-making.

RISKS

- Fuel price volatility
- SAF cost and limited availability
- Regulatory uncertainty
- Demand variability affecting intensity metrics
- Geopolitical or supply risks

OPPORTUNITIES

- Cost savings from efficiency
- SAF value chain development
- Renewable energy integration
- Strategic ecosystem partnerships
- Stronger ESG performance

OUTSIDE OUR CONTROL – THIRD-PARTY SERVICES

We recognise that energy use occurs outside our direct control through third parties. We engage with them to promote efficiency improvements and lower energy use.

Rented facilities
Energy use from facilities we do not own or operate directly.

Supplier ground services
Ground handling, catering, cleaning, security and other external services.

Other outsourced activities
Contracted services, logistics and other activities that require energy use.

Third-party transport or support services
Energy outside direct operational control.

Our approach
We collaborate with third parties through contracts, supplier engagement and awareness programmes to encourage efficiency improvements and lower energy use.

Standards Alignment

GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 302-1 | GRI 302-3 | GRI 302-4 | GRI 302-1 | GRI 305-1 | GRI 305-4 | GRI 2-4	S1 (Governance, Strategy, Risk) | S2 (Climate)	SDG7 | SDG 12 | SDG 13 | SDG 9 | SDG 17	Principles 7–9

Solid Waste Management

Kenya Airways is committed to responsible consumption and production through structured waste management guided by the 5Rs: Refuse, Reduce, Reuse, Repurpose and Recycle. The approach supports compliance with environmental requirements while reducing waste-related risks across cabin operations, facilities, suppliers and service providers.

In 2025, KQ strengthened waste segregation, recycling partnerships and hazardous waste handling controls. Total waste generated reduced by 19%, from 985.45 tonnes in 2024 to 802.35 tonnes in 2025, while hazardous waste reduced by 94%, reflecting improved disposal controls and better waste stream management. Waste management is overseen through internal environmental controls, third-party waste handlers and Board-level risk oversight. Priority areas for improvement include reducing mixed waste from facilities, increasing source segregation, improving recycling traceability and expanding circular economy solutions such as upcycling, recycling partnerships and waste-to-value initiatives.











Standards Alignment

GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 3-3 | GRI 306-1 | GRI 306-2 | GRI 306-3 | GRI 306-4 | GRI 306-5	S1 (General Requirements) S2 (Climate)	SDG 12 | SDG 13 | SDG 9 | SDG 17	Principles 7–9

Solid Waste Metrics

WASTE GENERATED

Category	2025 (Metric Tonnes)	2024 (Metric Tonnes)	Change (2025 vs 2024)
Total Waste Generated	802.35 (LA)	985.45	↓ 19%
Non-Hazardous Waste	792.62	823.63	↓ 4%
Hazardous Waste	9.73	161.82	↓ 94%
BREAKDOWN OF WASTE (TOP STREAMS)			
Organic	232.16 (28.94%)	252.89 (25.87%)	↓ 8%
Paper / Cardboard	43.66 (5.44%)	57.86 (5.87%)	↓ 25%
Plastics / Polythene	13.75 (1.71%)	25.89 (2.63%)	↓ 47%
Aluminium / Scrap Metal	30.39 (3.79%)	7.98 (0.81%)	↑ 281%
Wood / Pallets	6.77 (0.84%)	50.34 (5.11%)	↓ 87%
Mixed Waste	450.63 (56.16%)	389.60 (39.53%)	↑ 16%
White Paper Waste	15.26 (1.90%)	37.08 (3.76%)	↓ 59%
Rotten Food Stuff	1.54 (0.19%)	33.19 (3.37%)	↓ 95%
Other Streams (combined)	8.19 (1.02%)	128.63 (13.07%)	↓ 94%

Other streams include: Medical Waste, Syringes & Sharps, Chemical Waste, Liquid Waste, Lab Waste, Used Air Filters, Apples, Hazard Waste, Expired Drugs, Expired Reagents, Food Stuff, Assorted Food Stuff, Assorted Waste and Bio Medicals.

Waste Diverted from Disposal: 341.99 t (42.62%) (LA)

Waste Directed to Disposal: 460.36 t (57.38%) (LA)

METHODOLOGY
Waste generated is reconciled to waste diverted from landfill and waste directed to disposal.

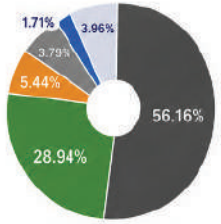
TYPE OF WASTE (2025)



99% Non-Hazardous Waste (792.62 t)

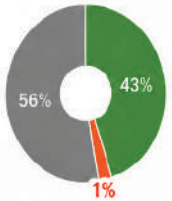
1% Hazardous Waste (9.73 t)

COMPOSITION OF WASTE GENERATED (2025)



- Mixed Waste (56.16%)
- Organic (28.94%)
- Paper / Cardboard (5.44%)
- Aluminium / Scrap Metal (3.79%)
- Plastics / Polythene (1.71%)
- Other Streams (3.96%)

LIFE CYCLE OF WASTE (2025)



- 43% Recycling (341.99 t)
- 1% Incineration without energy recovery (9.73 t)
- 56% Landfilling (450.63 t)

• Landfill disposal is at government-designated disposal sites.

WASTE STREAMS (2025)



WASTE DIVERTED FROM DISPOSAL
42.6%
341.99 t
• Recycling / recovery route

WASTE DIRECTED TO DISPOSAL
57.4%
460.36 t
• Includes mixed waste and hazardous waste
• Landfilling 450.63 t at government-designated disposal sites; incineration without energy recovery 9.73 t

Reporting boundary: Kenya Airways PLC (the company) cabin waste collected at JKIA and facilities owned by Kenya Airways PLC (the company).

PLASTIC WASTE REDUCTION MEASURES

- Single-use plastic ban across KQ facilities (2024)
- Recycled wine cork amenity kits for business class scaled to all long-haul flights
- Upcycling old blankets into headrest covers and blanket ribbons
- Biodegradable waste collection bags
- Aluminium food packaging transition
- Reusable plastic not drink cups
- Bamboo cutlery
- Local basket alternatives to single-use plastic bread packaging

RECYCLING APPROACH

- Organic waste from cabin converted via BSF into protein-rich animal feed and biofertilizer.
- Paper waste shredded, pulped and recycled.
- Aluminium and scrap metal recycled by SMEs.
- Wood pallets reused and repurposed.
- Hazardous waste incinerated through licensed processes.

WASTE DIVERTED FROM DISPOSAL (2025)

WASTE DIVERSION SUMMARY

PATHWAY	METRIC TONNES	% OF TOTAL WASTE
Preparation for Reuse	6.77	0.8%
Recycling	335.22	41.8%
Other Recovery Operations (Onsite) (Pyrolysis, upcycling studio)	–	–
Total Diverted (Offsite)	341.99 (LA)	42.6%

About 42.6% of total waste is diverted from disposal, with recycling as the primary recovery pathway.

MATERIALS DIVERTED

- Organic
- Paper/Cardboard
- Plastics/Polythene
- Aluminium/Scrap Metal
- Wood/Pallets
- White Paper

RECOVERY OPERATIONS

Organic	→	BSF production for animal feeds
Paper/Cardboard	→	Recycled
Plastics/Polythene	→	Recycled
Aluminium/Scrap Metal	→	Recycled by SMEs
Wood/Pallets	→	Reuse / repurpose by SMEs
White Paper	→	Sold to paper mill to make paper products

TOTAL WASTE GENERATED (2025): 802.35 Metric Tonnes (LA)

TOTAL DIVERTED (OFFSITE): 341.99 Metric Tonnes (LA)

% OF TOTAL WASTE DIVERTED: 42.6%

PRIMARY DIVERSION PATHWAY: Recycling (41.8% of total waste)

WASTE DIRECTED TO DISPOSAL (2025 vs 2024)

DISPOSAL METHOD	2025	2024	CHANGE (2025 vs 2024)
Waste directed to disposal	460.36 tonnes (LA)	415.48 tonnes	↑ 11% Increase

DISPOSAL METHODS AND CLASSIFICATION

DISPOSAL METHOD	HAZARD CLASSIFICATION	ON-SITE / OFF-SITE	DISPOSAL LOCATION
1 Landfilling – 450.63 tonnes	Non-hazardous waste	Off-site disposal	Government-designated disposal sites
2 Incineration without energy recovery – 9.73 tonnes	Hazardous waste	Off-site disposal	–

Although total waste generated reduced by 19%, waste directed to disposal increased by 11%, mainly due to a higher proportion of mixed waste from owned facilities. Disposal includes off-site landfilling at government-designated disposal sites and off-site incineration without energy recovery.

METHODOLOGY

Data sourced from internal waste tracking systems, contractor waste transfer notes and recycling facility records. Data is verified against disposal records and compiled in line with GRI 306 reporting requirements, with periodic updates based on waste composition changes.

OPERATIONAL REALITY (2025)

✓ CABIN WASTE

- Segregated at source
- Strong recycling and recovery performance
- Lower volumes

⚠ FACILITIES WASTE

- Not fully segregated
- Only paper waste and hazardous waste segregated
- Remaining waste is mixed and sent to landfill

Standards Alignment

GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 306-1 | GRI 306-2 | GRI 306-3 | GRI 306-4 | GRI 306-5 | GRI 3-3	S1 (General Requirements) S2 (Climate)	SDG 12 | SDG 13 | SDG 9 | SDG 17	Principles 7–9

Water Management

WHY IT MATTERS

Water is essential for our operations, people and communities. As all our operations are in water-stressed areas, responsible management protects business resilience, reduces environmental impact and supports community wellbeing.

OUR MANAGEMENT APPROACH

	1 IDENTIFY & ASSESS IMPACTS	2 PRIORITISE & PLAN ACTIONS	3 IMPLEMENT CONTROLS & INITIATIVES	4 MONITOR, MEASURE & REPORT	5 REVIEW & CONTINUOUS IMPROVE
What we do	Conduct materiality review to identify water-related impacts, dependencies, risks and opportunities across all operations, with focus on water-stressed areas.	Prioritise material impacts and integrate water management into business planning. Actions are aligned to operational needs, regulatory requirements and risk mitigation.	Implement efficiency measures, source optimisation, responsible discharge management, and awareness initiatives across all facilities.	Monitor performance, ensure compliance, and report transparently in line with GRI Standards and regulatory requirements.	Review performance and lessons learned to strengthen controls, address emerging risks and drive continuous improvement.
Who is responsible	Sustainability & Facilities Departments.	Executive Management with oversight from the Audit & Risk (ARC) Committee of the Board.	Sustainability & Facilities Departments.	Executive Management with oversight from the Audit & Risk (ARC) Committee of the Board.	Executive Management.
How we track effectiveness	Annual KPIs and trend analysis.	Annual KPIs to track performance against key water indicators.	Annual KPIs and performance monitoring.	Annual KPIs, compliance tracking and reporting.	Annual KPIs and management reviews.
Key policies	Environmental Policy Sustainability Plan (YTT) Supplier Code of Conduct	Environmental Policy Sustainability Plan (YTT) Supplier Code of Conduct	Environmental Policy Sustainability Plan (YTT) Supplier Code of Conduct	Environmental Policy Sustainability Plan (YTT)	Sustainability Plan (YTT)

The increase in total water consumption in 2025 is primarily due to production and packaging of KQuench water used by passengers in our aircraft. Previously, this water was provided by a third-party supplier. The increase also reflects improved measurement accuracy and higher operational activity levels.

* Increase in consumption is attributed to improved measurement accuracy and operational activity levels.

Standards Alignment			
GRI Standards GRI 3-3 | GRI 303-1 | GRI 303-2 | GRI 303-3 | GRI 303-4 | GRI 303-5	IFRS Sustainability Standards IFRS S1 (General Requirements) IFRS S2 (Climate)	Sustainable Development Goals | SDG 6 | SDG 12 | SDG 13	UN Global Compact Principles Principles 7–9

Water Management

WATER CONTEXT

100% of our operations are in water-stressed areas*

Key locations: Nairobi and regional stations

OUR DEPENDENCIES

- Water is essential for aircraft cleaning, catering, facilities, sanitation and cooling.
- We rely mainly on municipal and groundwater sources supplied by third parties.
- Limited local water availability increases competition for this shared resource.

POTENTIAL IMPACTS

- Withdrawal of water from local sources may affect availability for other users.
- Generation of wastewater requiring treatment before discharge.
- Indirect impacts through energy use and chemical management.

STAKEHOLDER ENGAGEMENT

We engage with key stakeholders to understand water-related expectations and support responsible water stewardship.

Regulators & Authorities | Water Utilities & Suppliers | Communities & Neighbours | Employees | Industry Partners

OUR APPROACH TO WATER STEWARDSHIP

Responsible sourcing
Source water responsibly from licensed and authorised suppliers.

Efficient use
Improve efficiency across operations to minimise water withdrawal.

Reduce impacts
Prevent pollution and ensure responsible discharge of wastewater.

Collaborate
Work with stakeholders for collective action in water-stressed areas.

Monitor & disclose
Track water performance annually and disclose transparently.

SCOPE OF THIS DISCLOSURE

This disclosure covers water use within Kenya Airways' owned and operated facilities only (e.g., offices, hangars, workshops, catering units, employee facilities, water bottling plant).

It excludes: (1) water carried on aircraft for passenger and cabin use, and (2) water provided by third-party service providers (e.g., concessionaires, tenants and drinking water suppliers).

PRIORITY SUBSTANCES OF CONCERN

Defined based on applicable national regulations and international best practice lists (e.g. WHO Guidelines).

Discharge limits are set in accordance with regulatory requirements of municipal sewer authorities.

No significant hazardous industrial effluents are generated.

OUR COMMITMENT

To manage water use responsibly within our facilities by improving efficiency, monitoring consumption and discharge, and ensuring compliance with environmental regulations in all locations where we operate.

HOW WE MANAGE DISCHARGE IMPACTS

- Wastewater routed to licensed municipal treatment systems.
- Regular monitoring to ensure compliance with discharge permits and regulatory requirements.
- Good housekeeping and spill prevention to avoid contamination.
- Appropriate storage and handling of chemicals and materials.
- Training and awareness for employees on pollution prevention.

OUR DISCHARGE PROFILE

- All wastewater is discharged to third-party municipal sewer systems.
- No direct discharge to surface water, groundwater or seawater.
- Wastewater consists of domestic and light industrial effluent only.

COMPLIANCE PERFORMANCE (2025)

0	0
Non-compliance incidents	Discharge exceedances

IMPACTS

Water scarcity in operational regions
100% operations in water-stressed areas

High dependence on third-party water
Reduced reliance on third-party water by 84%

Increased water demand from operational growth

Wastewater discharge management requirements

Climate-related water stress risks

100% of Kenya Airways operations are located in water-stressed areas, increasing exposure to physical climate risks.

Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals |	UN Global Compact Principles
GRI 303-1 | GRI 303-2 | GRI 303-3 | GRI 303-4 | GRI 303-5 | GRI 3-3	S1 (General Requirements), S2 (Climate)	SDG 6 | SDG 12 | SDG 13	Principles 7–9

Water Management

TOTAL WATER WITHDRAWAL
171.95 ML (LA)
0.48% vs 2024

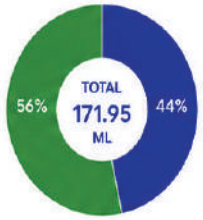
TOTAL WATER CONSUMPTION
42.99 ML
71% vs 2024

TOTAL WATER DISCHARGE
128.97 ML
4% vs 2024

OPERATIONS IN WATER-STRESSED AREAS
100%
of operations are located in water-stressed areas.
56% of total water withdrawal (95.88 ML) is withdrawn from water-stressed areas; the balance is supplied by third-party municipal water.

1. WATER WITHDRAWAL BY SOURCE

- Groundwater: 95.88 ML, 16.88%
- Third-Party Water: 76.07 ML, 36.38%
- Surface Water: Not applicable



All operations are located in water-stressed areas; however, only 56% of total water withdrawal is withdrawn from water-stressed sources. The remaining 44% is supplied by third-party municipal water, reducing dependence on self-extracted groundwater.

2. WATER CONSUMPTION

TOTAL CONSUMPTION
42.99 ML
71% vs 2024

Key Drivers of Increase
- Increased operational activity
- Higher potable water demand across facilities
- Improved monitoring and measurement of water use

Water consumption is calculated as the difference between total withdrawal and total discharge (GRI 303-5).

3. WATER DISCHARGE

- 100% of wastewater discharged through licensed third-party systems
- No direct discharge to the environment

COMPLIANCE PERFORMANCE
0 Non-compliance incidents
0 Discharge exceedances

TOTAL DISCHARGE
128.97 ML
4% vs 2024

Discharged in line with regulatory requirements and environmental standards.

4. WATER-STRESSED AREA CONTEXT

Operations in water-stressed areas	Withdrawal in stressed areas	% of total withdrawal in stressed areas
100%	95.88 ML	56%

Balance of withdrawal is supplied by third-party municipal water.

5. WATER SOURCE PERFORMANCE

Source	2025 (ML)	2024 (ML)	Δ (ML)	% Change
Groundwater	95.88	115.35	(19.47)	-16.88%
Third-Party Water	76.07	55.78	20.29	36.38%
Surface Water	Not applicable	Not applicable	–	–
TOTAL	171.95 (LA)	171.13	0.81	0.48%

6. PERFORMANCE DRIVERS

Increased operational demand	↑
Increased third-party water procurement	↑
Reduced groundwater abstraction	↓
Greater reliance on municipal water supply	↓

7. TARGET TRACKING

Target	2025	2024	Target 2026	Status
Reduce groundwater abstraction	–	–	–	On Track
Maintain 100% compliant wastewater discharge	–	–	–	On Track
Reduce withdrawal from stressed areas	–	–	–	On Track
Improve water efficiency	–	–	–	Monitoring

8. COMPLIANCE SUMMARY

- 0 non-compliance incidents
- 0 discharge exceedances

All wastewater discharged through licensed third-party treatment systems in accordance with applicable environmental regulations.

1. WATER-STRESS ASSESSMENT

- Methodology: WRI Aqueduct Water Risk Atlas
- Scope assessed: KQ-owned facilities in Nairobi within the reporting boundary
- Conclusion: 100% of KQ-owned operations are located in water-stressed areas

This measure refers to the location of operations.

2. HOW TO READ THE WATER-STRESS METRICS

100% of operations are in water-stressed areas.



- 56% of total water withdrawal (95.88 ML) is directly abstracted from Nairobi boreholes in water-stressed areas.
- 44% (76.07 ML) is supplied by third-party municipal water

Note: These figures measure different things and are therefore not inconsistent.

3. DISCHARGE METHODOLOGY

- Water discharge is estimated using a 75% municipal sewer assumption.
- The 75% factor is applied to all water withdrawn.
- Basis: utility guidance / management estimation.
- No direct discharge to the environment.
- Wastewater is discharged through licensed municipal / third-party sewer systems.

4. CALCULATION FLOW

Total water withdrawal (LA) 171.95 ML → Estimated water discharge 171.95 ML × 75% = 128.97 ML → Water consumption 171.95 ML − 128.97 ML = 42.99 ML

5. CLASSIFICATION & LIMITATIONS

- Discharged wastewater is classified as "other water" for GRI 303-4.
- Water discharge is estimated rather than directly metered.
- Water consumption is therefore partly derived from estimated data.
- Minor rounding differences may occur in reported figures.

6. DATA SOURCES & CONTROLS

- Utility invoices for municipal water
- Groundwater (borehole) meter data
- Internal reconciliation and review controls
- Reporting boundary and methodology documentation

Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals |	UN Global Compact Principles
GRI 303 -1	S1 (General Requirements), S2 (Climate)	SDG 6 | SDG 12 | SDG 13	Principles 7–9

GHG Emissions Management

Kenya Airways manages emissions through a multi-layered approach aligned to IATA's Net Zero by 2050 commitment, Kenya's Nationally Determined Contributions, CORSIA requirements, and emerging climate disclosure expectations under IFRS S2. Our focus is on reducing fuel and energy demand, improving operational efficiency, supporting SAF adoption, strengthening emissions data quality, and preparing for carbon market and compliance obligations.

OUR KEY FOCUS AREAS

OPERATIONAL EFFICIENCY
Reduce fuel burn through route optimisation, single-engine taxiing, reduced APU use, and continuous fleet flight planning improvements.

Update: Fuel efficiency initiatives continued despite reduced operational activity levels.

FLEET & AIRCRAFT EFFICIENCY
Fleet modernisation, aircraft performance monitoring, maintenance efficiency and fuel-burn reduction initiatives to lower emissions.

Update: Continued fleet optimisation, engine performance monitoring, and operational efficiency initiatives.

GROUND OPERATIONS TRANSITION
Enhancing ground support equipment efficiency, electric ground vehicles, opportunistic and reducing reliance on fossil fuels.

Update: Reduced diesel and electricity consumption through improved operational efficiency initiatives.

SUSTAINABLE AVIATION FUEL (SAF)
Continued SAF advocacy, supplier engagement, feasibility studies and early SAF certificates use to support decarbonisation.

Update: SAF initiatives contributed to lower lifecycle emissions, including ~30 tCO_2e abated through SAF certificates.

CARBON MARKETS & COMPLIANCE
CORSIA readiness, carbon credit evaluation, SAF certificate tracking and emissions assurance preparation.

Update: Strengthened CORSIA readiness, emissions assurance preparation and carbon market alignment activities.

DATA QUALITY & DISCLOSURE
Strengthening emissions accounting (Scope 1 and 2 track), inventory quality and alignment with IFRS S2 requirements.

Update: Improved emissions data governance, reporting controls and IFRS S2 alignment processes.

OUR COMMITMENT

- Actively reduce emissions across our operations and value chain.
- Improve fuel efficiency and operational performance.
- Scale Sustainable Aviation Fuel and low-carbon solutions.
- Collaborate with partners to drive innovation and build climate resilience.
- Ensure accurate reporting and transparent stakeholder communication.
- Contribute to global decarbonisation and a net-zero future.

PERFORMANCE HIGHLIGHTS (2025 vs 2024 baseline)

Total Scope 1 & 2 Emissions (Net)	Scope 1 Emissions (Net) (LA)	Scope 2 Emissions (Net) (LA)	Passenger Activity (RPK) (LA)	Intensity (RPK) (LA)	Cargo Activity (RTK)
1,161,374.89 tCO_2e	1,161,139.49 tCO_2e	235.40 tCO_2e	9,515 million	122.06 gCO_2e/RPK	165.2 m
↓ 16.7%	(99.98% of total) ↓ 16.7%	(0.02% of total) ↓ 10.1%	↓ 19.0%	▲ 2.6%	▲ 70.7%

OUR APPROACH TO EMISSIONS MANAGEMENT

A structured, multi-layered approach to manage and reduce emissions across our operations.

01 MEASURE
Measure and track Scope 1 and 2 emissions.
- Operational data capture
- Emissions inventory
- Quality assurance

02 ANALYSE
Analyse material sources and performance drivers.
- Hotspot and trend analysis
- Benchmarking
- Root cause assessment

03 ACT
Implement reduction actions and efficiency initiatives.
- Operational efficiency
- Fleet optimisation
- SAF and low-carbon fuel integration

04 MONITOR
Monitor performance and track progress.
- Ongoing emissions monitoring
- KPI tracking
- Continuous improvement

05 REPORT & DISCLOSE
Report transparently in alignment with global standards.
- IFRS S2 alignment
- Public disclosure
- Stakeholder engagement

06 ENGAGE & IMPROVE
Engage stakeholders and strengthen governance and capabilities.
- Stakeholder collaboration
- Capacity building
- Governance and oversight

Our integrated approach supports credible, data-driven climate action through operational efficiency, emissions transparency, SAF adoption, and strengthened governance aligned with Kenya Airways' long-term decarbonisation objectives.

Standards Alignment

GRI Standards | GRI 305-1 | GRI 305-2 | GRI 305-4	IFRS Sustainability Standards IFRS S1 (General Requirements) IFRS S2 (Climate)	Sustainable Development Goals | SDG 6 | SDG 12 | SDG 13	UN Global Compact Principles Principles 7–9

GHG Emmissions

PERFORMANCE SUMMARY

Indicator	2025	2024 (Baseline)	Change
Gross Emissions (tCO_2e)	1,161,139.49 (LA)	1,394,339	↓ 16.7%
Net Emissions (tCO_2e)	1,161,139.49 (LA)	1,394,339	↓ 16.7%
Passenger Activity (RPK)	9,515 Million (LA)	11,720 Million	↓ 19.0%
Emissions Intensity (gCO_2e/RPK)	122.06 (LA)	119.00	↑ 2.6%
Cargo Activity (RTK)	165.2 m	96.8 m	↑ 70.7%

Kenya Airways achieved a **16.7%** reduction in total Scope 1 and 2 emissions in 2025, decreasing from 1,394,339 tCO_2e in 2024 to 1,161,139.49 tCO_2e,(LA) primarily driven by lower operational activity and reduced fuel consumption. Emissions intensity increased by **2.6%** due to lower passenger activity levels.

NOTE ON RESTATEMENT: The 2024 baseline intensity has been restated due to a change in the RPK basis used for comparability.

Scope 1 & 2 Overview

	2025	2024
Scope 1	1,161,139.49 tCO_2e (99.98%)	1,394,339 tCO_2e (99.98%)
Scope 2	235.40 tCO_2e (0.02%)	258 tCO_2e (0.02%)

Emissions remain overwhelmingly driven by fuel combustion in aircraft operations.

Primary Sources (2025 vs 2024)

Jet Fuel
1,158,141 tCO_2e (99.76%)
vs 1,388,910 tCO_2e

Stationary Diesel
1,289.49 tCO_2e (0.11%)
vs 4,870 tCO_2e

Electricity (Scope 2) (LA)
235.40 tCO_2e (0.03%)
vs 258 tCO_2e

SAF Contribution
267 tCO_2e
+ 29.86 tCO_2e abated via certifications

Emissions Composition

	2025	2024 (LA)
CO_2	1,147,725	1,378,382
CH_4	2,015	4,870
N_2O	4,256	11,012

CO_2 remains the dominant greenhouse gas (>99%).

Sources of Emissions (% of Total Net Emissions)

	2025	2024
Jet Fuel	99.76%	99.61%
Stationary Diesel	0.11%	0.35%
Electricity	0.03%	0.02%
Other (combined)	<0.21%	<0.1%



OUR COMMITMENT

- Actively reduce emissions across our operations and value chain.
- Improve fuel efficiency and operational performance.
- Scale Sustainable Aviation Fuel and low-carbon solutions.
- Collaborate with partners to drive innovation and build climate resilience.
- Ensure accurate reporting and transparent stakeholder communication.
- Contribute to global decarbonisation and a net-zero future.

Standards Alignment

GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 305-1 | GRI 305-2 | GRI 305-3 | GRI 305-4 | GRI 305-5 | GRI 3-3	S1 (General Requirements), S2 (Climate)	SDG 6 | SDG 12 | SDG 13	Principles 7–9

GHG Emissions Methodology

1 Reporting Boundary & Consolidation Approach



- **Boundary:** Company only
- **Consolidation approach:** Operational control
- **Scope 1 and Scope 2 are reported** using the operational control basis
- **Included:** Company-operated aircraft, Company vehicles, generators, ground-support equipment, facilities and other Company-controlled operations
- **Excluded:** subsidiaries, associates, joint ventures, contractors and other entities outside the Company-only boundary

The GHG inventory covers activities under the operational control of the Company for the period 1 January – 31 December 2025.

2 Emission Factors, Scope 2 Basis & GWP

Emission source	Source	Year
Jet fuel / Jet A-1	UK Government GHG Conversion Factors for Company Reporting (DEFRA/DESNZ), Condensed Set	2025
Diesel	UK Government GHG Conversion Factors for Company Reporting (DEFRA/DESNZ), Condensed Set	2025
Petrol	UK Government GHG Conversion Factors for Company Reporting (DEFRA/DESNZ), Condensed Set	2025
Purchased electricity	Energy and Petroleum Regulatory Authority (EPRA), Kenya, Statistics Report June 2025	2025

- Scope 2 calculation basis: Location-based
- GWP source: IPCC AR5, GWP100
- GWP rates applied: CO_2 = 1, CH_4 = 28, N_2O = 265
- Emission factors are reviewed annually
- A factor register is maintained for consistency across reporting periods

3 KPI Definition – Scope 1 & Scope 2 Gross GHG Emissions

Scope 1: direct emissions from jet fuel, diesel, petrol and Sustainable Aviation Fuel (SAF) from Company-operated aircraft, vehicles, generators, ground-support equipment, and other stationary or mobile combustion sources under operational control.

Scope 2: indirect emissions from purchased electricity consumed by the Company (**location-based**).

Sustainable Aviation Fuel (SAF): SAF consumed is included within Scope 1. Emissions are calculated using applicable SAF emission factors. Any SAF-related emissions avoided/abatements are disclosed separately and are not deducted from gross Scope 1 or Scope 1 + 2 emissions.

Unit of measure: tCO_2e

Calculation methodology: Activity data × applicable emission factor

Assumption: purchased electricity uses the applicable EPRA **location-based** factor

Exclusions: Scope 3 emissions; activities and entities outside the Company's operational control; independent third parties; carbon offsets; and SAF certificates/environmental attributes (abatements disclosed separately).

4 Calculation Methodology & Emissions Intensity

Formula 1:
GHG emissions = Activity data × Applicable emission factor

Formula 2:
Emissions intensity (gCO_2e/RPK) = [(Gross Scope 1 + Gross Scope 2) × 1,000,000] ÷ RPK

- **Numerator:** gross Scope 1 + gross Scope 2 emissions
- **Denominator:** Revenue Passenger Kilometres (RPK)
- **Unit of measure:** gCO_2e/RPK
- **Comparative figures:** calculated using the same methodology; recalculated only if historical figures are restated
- **SAF treatment:** SAF-related abatements are disclosed separately and are not deducted from gross Scope 1, gross Scope 1 + 2, or the intensity numerator

5 Base Year, Data Sources & Sustainability Policy

Base year: 2024

Restatement assessment: 2024 base-year emissions do not require restatement. Previously reported methodology remains appropriate and consistent.

Data sources: aircraft fuel-consumption and uplift records; fuel supplier invoices; vehicle, generator and ground-support equipment fuel records; electricity utility bills and meter readings; operational and financial records.

Reporting frequency: activity data is collected throughout the year and consolidated annually.

Sustainability Policy: the emissions methodology and reporting approach are aligned with the Company's Sustainability Policy.

Governance: emission factors and methodology are reviewed annually; methodology changes are documented and approved through the Company's reporting governance.

Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals	UN Global Compact
GRI 305-1 | GRI 305-2 | GRI 305-3 | GRI 305-4 | GRI 305-5 | GRI 3-3	S1 (General Requirements), S2 (Climate)	SDG 6 | SDG 12 | SDG 13	Principles 7–9

Reduction of GHG Emissions

1 AMOUNT OF REDUCTION ACHIEVED

Amount of reduction in total Scope 1 and 2 emissions achieved as a direct result of lower operational activity levels and operational efficiency improvements, in tCO_2e.

2024 (BASELINE)	2025	REDUCTION (2024 vs 2025)
CO_2e	CO_2e	↓
1,394,339 tCO_2e	1,161,139.49 tCO_2e	233,199.51 tCO_2e
		↓ 16.73%

KEY DRIVERS OF REDUCTION

- Lower passenger activity / lower operational activity
- Lower jet fuel consumption
- Improved operational efficiency
- Fleet optimisation and resource management

Reductions reflect both lower operational activity and improved operational efficiency.

2 TYPES OF EMISSIONS INCLUDED

Types of emissions included in the reductions.

SCOPE 1 EMISSIONS (LA)

Jet fuel and stationary fuel use. Primary driver of total emissions.

1,161,139.49 tCO_2e (LA) (99.98% of total emissions)

SCOPE 2 EMISSIONS

Purchased electricity (market-based / reported electricity emissions).

235.40 tCO_2e (LA) (0.02% of total emissions)

Nearly all reported emissions are Scope 1, with Scope 2 contributing a very small share.

3 BASIS FOR CALCULATING REDUCTIONS

BASELINE YEAR 2024

REPORTING YEAR 2025

Reduction calculated as the difference in total Scope 1 and 2 emissions between 2024 and 2025.

SUPPORTING INDICATOR: EMISSIONS INTENSITY (gCO_2e/RPK)

2024	2025 (LA)	
119.00 gCO_2e/RPK	122.06 gCO_2e/RPK	↑ 2.6% increase

RPK CHANGE

Passenger activity undisclosed; activity decreased by 19% in 2025 versus 2024.

↓ 19% reduction

The increase in emissions intensity reflects lower passenger activity levels.

4 METHODOLOGIES, STANDARDS, & CALCULATION TOOLS

STANDARDS & SOURCES	• GHG Protocol Corporate Standard • Relevant emission factors and electricity factors applied
METHODOLOGY	• Scope 1 and Scope 2 emissions calculated using activity data and approved emission factors • Intensity calculated as total Scope 1 and 2 emissions divided by RPK
ASSUMPTIONS	• No double counting of emission sources • 2024 baseline used for comparability
BOUNDARY	• Includes emissions within Kenya Airways' operational control • Excludes third-party services and rented facilities

EMISSIONS INTENSITY

Change in emissions intensity during the reporting period.

EMISSIONS INTENSITY (gCO_2e/RPK)

2024	2025 (LA)	
119.00 gCO_2e/RPK	122.06 gCO_2e/RPK	↑ 2.6% increase

ACTIVITY CONTEXT
Passenger activity decreased by 19% in 2025.

Reason for note:
RPK remains undisclosed.

The intensity increase reflects lower passenger activity levels.

2 DRIVERS OF REDUCTION

- Lower jet fuel consumption
- Improved operational efficiency
- Fleet optimisation and resource management
- Strengthened emissions data management

3 BASIS FOR CALCULATING REDUCTIONS

- Metric used: total Scope 1 and 2 emissions, and emissions intensity (gCO_2e/RPK)
- Baseline year: 2024
- Reflects the emissions required to deliver passenger air transport services
- Passenger activity is undisclosed; change indicated qualitatively and by percentage

METHODOLOGY, STANDARDS & ASSUMPTIONS

- Same methodology, standards, assumptions and conversion factors used for 2024 and 2025
- Total Scope 1 and 2 emissions used to determine reduction performance
- All calculations are consistent with the operational control boundary

CONTINUOUS IMPROVEMENT

Emissions performance is monitored through defined KPIs and reviewed regularly to assess the effectiveness of our actions and inform operational and strategic decision-making.

RISKS

- Fuel price volatility
- SAF cost and limited availability
- Regulatory uncertainty
- Demand variability affecting efficiency metrics

OPPORTUNITIES

- Cost savings from efficiency
- SAF value chain development
- Renewable energy integration
- Strategic ecosystem partnerships
- Stronger ESG performance

OUTSIDE OUR CONTROL – THIRD-PARTY SERVICES

We recognise that some emissions occur outside our direct control through third parties. We engage with them to promote efficiency improvements and lower emissions.

Rented facilities
Emissions from facilities we do not own or operate directly

Supplier ground services
Ground handling, catering, cleaning, security and other external services

Other outsourced activities
Contracted services, logistics and other activities that require energy use

Our approach
We collaborate with third parties through contracts, supplier engagement and awareness programmes to encourage energy efficiency and emissions reduction.

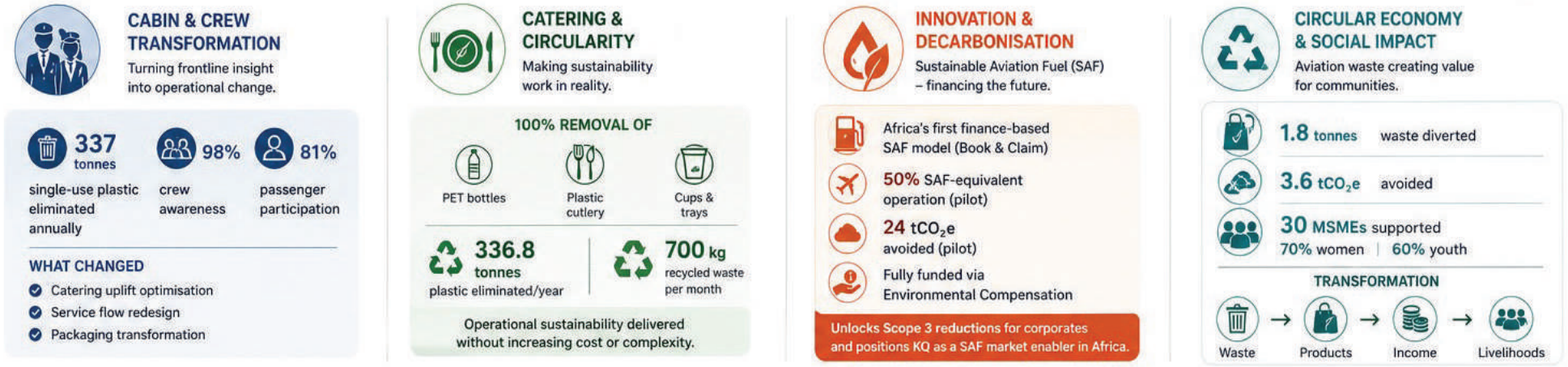
Standards Alignment			
GRI Standards	IFRS Sustainability Standards	Sustainable Development Goals |	UN Global Compact
GRI 305-1 | GRI 305-2 | GRI 305-3 | GRI 305-4 | GRI 305-5	S1 (General Requirements) S2 (Climate)	SDG 6 | SDG 12 | SDG 13	Principles 7–9

The Aviation Challenge (TAC)

Aviation contributes approximately 2.5% of global CO_2 emissions, making emissions management a critical priority for both climate responsibility and business performance.

Through The Aviation Challenge (TAC), Kenya Airways is accelerating the transition from pilot initiatives to embedded operational solutions, delivering measurable reductions in emissions, improved efficiency, and cost savings. Our approach focuses on fuel efficiency, SAF adoption, operational optimisation, and high-quality emissions data, while strengthening readiness for CORSIA, carbon markets, and IFRS S2 climate disclosures.







Achievements

KQ Launches First-Ever Stand-Alone, Externally Assured Sustainability Report in Africa





On 24th June, we marked a major milestone by launching our first-ever stand-alone and externally assured Sustainability Report for the financial year ending 31st December 2024, becoming the first organization on the continent to do so.

The report reflects our ongoing commitment to transparency, accountability, and credible ESG performance. It provides verifiable insights into how we are embedding environmental stewardship, social equity and responsible governance into every facet of our operations.

The launch event, held at Pride Centre, featured a panel discussion moderated by CSIO Hellen Mathuka and included CPO Tom Shivo, CIDO Fred Kitunga, CCCO Julius Thairu, and Director of Operations, Captain Paul Njoroge. Together, they unpacked the report's key highlights, shared progress made and reaffirmed our future commitments under the KQ sustainability strategy.

The 2024 report captures several key achievements:

- We served 5.2 million passengers.
- Our workforce grew by 8%, with women now making up 44% of staff.
- We reduced waste by 15% and expanded the use of Sustainable Aviation Fuel.
- 12% of our ground support equipment now runs on renewable energy.

"Sustainability is not just a strategy," said our Group MD and CEO Allan Kilavuka during his remarks. "It is embedded in our vision, forming the foundation of everything we do, from addressing environmental impact, enhancing operational efficiency, to empowering communities."

The event was also graced by Principal Secretary for Aviation and Aerospace Development, Teresia Mbaika and Secretary Administration for Environment and Climate Change, John Elungata, an important show of support for our industry's role in national and continental sustainability goals.

With bold action, strengthened governance, and a shared vision, we are committed to leading the way in sustainable aviation in Africa.

KQ Wins at The Aviation Challenge 2024



On 15th January, we were honored at The Aviation Challenge 2024 (TAC2024) awards event held in Jeddah, Saudi Arabia. Organized by the SkyTeam Alliance, the awards recognized member airlines for successfully scaling sustainability solutions within their operations.

Kenya Airways received two prestigious awards:

- Best Scaled Catering Solution for reducing inflight single-use plastics by introducing traditional African bread baskets and aluminum food containers in economy class, a move set to reduce plastic waste by 24 tonnes annually.
- Best Approach to Scaling SAF (Sustainable Aviation Fuel) for our partnership with a local producer to establish Kenya's first SAF production plant. This initiative will supply affordable SAF, create jobs in Kwale County, and increase Kenya's tree cover by cultivating energy seed plants on degraded land.

Additionally, we received recognition in other categories including Best Team Collaboration for the Sustainability Champions programme; Best Climate Literacy for the multi-level sustainability training programs; and special recognition in Scaling SAF, Best Catering Solution, and Airline Participation.

Our subsidiary, Jambojet, also received the Best Collaboration in Customer Engagement award for their innovative and personalized approach efforts to engage passengers. The airline was particularly noted for incorporating sustainability into their annual survey,

organizing a sustainability quiz, distributing seedlings on Mazingira Day, conducting tree planting activities and offering organic menu tasting.

As we celebrate this recognition, we remain committed to driving impactful, innovative practices in aviation.

KQ Operates Africa's First Verified Low-Carbon Flight





On 21st October, we marked a historic milestone as we operated Africa's first verified low-carbon flight from Nairobi to Cape Town, powered by 50% Sustainable Aviation Fuel (SAF) attributes certified under the CORSIA and IATA Book & Claim systems.

This pioneering flight demonstrates our continued commitment to leading the region's transition toward sustainable aviation. The SAF, produced from waste-based feedstocks such as used cooking oil, achieves up to 85% lower greenhouse gas emissions compared to conventional jet fuel, a significant stride in our journey toward net-zero aviation.
Beyond the fuel, sustainability guided every detail onboard. From upcycled blanket bags and recyclable, reusable cutlery to locally sourced Kenyan coffee and tea, the Nairobi–Cape Town showcase flight reflected our effort to reduce reliance on single-use plastics and champion responsible travel.

Marking World Safety Month 2025

Throughout April, we marked World Safety Month with a series of impactful activities designed to strengthen our safety culture and reinforce our shared responsibility for maintaining the highest standards across the organization.



Safety awareness sessions were held across departments, with a focus on risk management, reporting, and accountability. These sessions encouraged staff to take ownership of safety within their roles. In addition, interactive Kikaos



created a platform for open dialogue between safety and operational teams, helping to improve hazard identification and strengthen collaboration.

The month-long activities culminated in a vibrant World Safety Day celebration on 28th April at Jomo Kenyatta International Airport (JKIA) graced by our Group MD & CEO, Allan Kilavuka, along with other key attendees.

The top performers were also recognized for their exceptional contributions. The winners included:
Safety Award of the Year:
- 1st Place – Caroline Ndonga
- 1st Runners Up – Benedict Muteti
- 2nd Runners Up – Elsie Beckie Munyendo

Safety Section of the Year: Cyber Security Section, Technology Department
Safety Leader of the Year: Fredrick Kitunga, Chief Information and Data Officer
Master of Safety Knowledge (Treasure Hunt):
- 1st Place – Geoffrey Murimi
- 2nd Place – Gladys Mumo
- 3rd Place – Jacob Simon

These awards reflect our ongoing efforts to drive excellence in safety and celebrate those who lead by example.

KQ and KDF Special Forces Conduct Joint Security Drill to Boost Aviation Safety



On 22nd May, we teamed up with the Kenya Defence Forces (KDF) Special Forces for a joint security exercise aimed at enhancing threat preparedness and response in the aviation industry.

The high-impact drill took place at the Pride Centre and brought together our Security Management Team and KDF's elite Special Forces. The collaboration was designed to sharpen tactical readiness, intelligence sharing and coordinated response techniques across a range of simulated threat scenarios.

"This joint initiative reflects our deep commitment to ensuring safety across our operations. Working closely with the KDF allows us to enhance our capabilities in risk assessment, rapid response and crisis management," said Head of Corporate Security, Bernard Oganga.



The simulation highlighted the value of inter-agency collaboration in maintaining aviation safety and demonstrated the importance of continuous training in an evolving security environment.

As Kenya continues to position itself as a regional aviation hub, such partnerships set a strong precedent for public-private partnerships in safeguarding national and aviation security.

Marking World Environment Day with a Tree-Planting Milestone

On 5th June, in celebration of World Environment Day, we reaffirmed our commitment to environmental stewardship with the launch of a community-managed tree seedling nursery in Maragoli Hills Forest, Vihiga County.



This initiative, driven in partnership with the Community Forest Association and the Kenya Forestry Service, will support the reforestation of 258 hectares of forestland under our stewardship. Beyond environmental restoration, the nursery is designed to promote income-generating opportunities for the local community, ensuring long-term sustainability.



Our team, led by Head of Training at the Pride Centre, Elisha Ochimbo, joined H.E. Dr. Wilber Otichilo, Governor of Vihiga County, in planting a commemorative tree to mark the occasion. The gesture represented a united front in the effort to regenerate Kenya's ecosystems and combat climate change.

The project aligns with our wider ESG agenda, anchoring our efforts in sustainable land management and community-driven climate actions. Through initiatives like this, we continue to grow impact one tree, one community at a time.

KQ Joins Ol Pejeta Conservancy to Mark 20 Years of Impact

On 31st May, the fairways of Nanyuki Golf Club became a symbol of purpose and partnership, as we joined Ol Pejeta Conservancy in celebrating two decades of wildlife protection and community empowerment.



In attendance representing KQ was CPO Tom Shivo and Head of Technology, Kellen Kinyua, who participated in a tree planting initiative led by Ol Pejeta Conservancy. The activity served as a powerful reminder of the role we all play in securing a sustainable future.

We are proud to stand with partners like Ol Pejeta as we continue to champion environmental stewardship and create lasting impact, one tree and one partnership at a time.

Regional Safety Leadership Conference

On 24th & 25th July, we hosted the Regional Safety Leadership Conference which brought together aviation professionals from across East Africa for two days of dialogue, collaboration, and renewed commitment to strengthening safety culture in the region.



The conference opened with remarks underscoring the urgent need for unified efforts to strengthen compliance and drive innovation in safety practices. A keynote address provided a timely overview of aviation safety in East Africa, acknowledging existing challenges while highlighting opportunities for alignment across the sector.



Day one featured a thought-provoking panel discussion on safety leadership, led by Captain Haig Anyonyi. Panelists emphasized the role of leadership in fostering a safety-first mindset, encouraging accountability, and building collaborative networks across the industry. Later, participants engaged in an open forum on what it takes to lead on safety in Africa. Drawing on real-world experiences, speakers shared the hurdles they encounter ranging from resource constraints to communication breakdowns while also proposing practical solutions, including executive-level support, ongoing capacity building, and open communication.

On the second day, attendees joined focused breakout sessions addressing safety issues across four critical domains: flight operations, quality and compliance, maintenance, and ground handling. These sessions created a space to reflect on current risks, share best practices, and explore emerging tools. A key highlight was the Safety Management System

(SMS) masterclass, which encouraged participants to take a fresh look at root cause analysis and safety event investigation through multiple lenses.

The conference closed with a plenary session that distilled key insights from across the two days, emphasizing the importance of sustained collaboration, regulatory alignment, and leadership that actively champions a robust safety culture throughout the aviation value chain.

KQ Reinforces Commitment to a Safe and Healthy Workplace





On Monday, 11th August 2025, Kenya Airways conducted an Alcohol Testing Exercise in line with the HR Policy Manual, Medical Health and Occupation Manual, Health and Safety Manual, and regulatory requirements.

The initiative, which included participation from all staff cadres including senior management led by our CEO Allan Kilavuka, CPO, Tom Shivo, Director Flight Operations, and Director Safety as well as randomly selected personnel across locations such as Msafiri House, offices, hangar floors, and entry checkpoints, underscores our commitment to maintaining an alcohol-free workplace.

By promoting workplace health and serving as a deterrent against reporting to work under the influence of alcohol or drugs, these exercises play a vital role in ensuring safety and compliance. They are carried out periodically, at random, and sometimes in response to specific incidents.

Airside FOD walk and Fire Safety Awareness event

On 30th October, we joined aviation partners in a joint Airside Foreign Object Debris (FOD) Walk and Fire Safety Awareness event at JKIA. The initiative sought to reinforce operational safety and emergency preparedness across the airport environment.



The event included a safety site walk and live demonstrations by the Kenya Airports Authority Fire Team on response and suppression techniques. Participants included KQ, Jambojet, KAA, KLM, Qatar Airways, RwandAir, Ethiopian Airlines, NAS, Swissport and other key stakeholders.

Strengthening Our Safety Culture: AMO Fire Emergency Response Drill





On 1st December 2025, the AMO Safety team conducted a fire emergency drill in the Technical Department, simulating a fire in the aft cargo compartment of aircraft 5Y-KYD. The exercise tested our Emergency Response Plan, staff readiness, communication, coordination, evacuation procedures, medical response, and overall preparedness.

The drill brought together key internal and external partners including KAA, Medswift Kenya, Technical leadership and staff, AMO Safety, Ground Safety, Quality Assurance, KQ Medical, First Aiders, Fire Marshals, KQ Security & Command Center, Emergency Training School, Facilities, Administration, and Corporate Communications.

A Flying Tribute to Leadership: KQ Names Aircraft After Safety Champion



At Kenya Airways, safety is the foundation of our operations and behind every safe flight are the people who quietly uphold this standard every day. One such individual is Caroline Ndonga, Burundi Station Manager, whose leadership and resilience have left a lasting mark on our organisation.

On 29th April, we proudly named one of our Boeing 737 aircraft after Caroline in a ceremony held at Jomo Kenyatta International Airport (JKIA). The gesture reflects more than just recognition. It honours the spirit of commitment, courage and quiet excellence that she has demonstrated over her 20-year journey with the airline.

Starting out as a Security Agent, Caroline steadily rose through the ranks, navigating the complexities of one of our most challenging stations. In Burundi, she has faced everything from limited access to regulatory training to shifting local dynamics and language barriers.

When systems faltered, she filled the gaps. When her team needed support, she became their coach. Her impact has gone beyond process and performance. She has inspired a true shift in safety culture.



"This is not just a name on a fuselage. It is a story of impact," said Group MD and CEO Allan Kilavuka at the ceremony. "Caroline reminds us that true leadership is found in action, especially when no one is watching. Naming this aircraft after her is a tribute to that kind of integrity."

COO George Kamal added, "Caroline's contribution to operational continuity and safety in one of our most complex stations is truly exceptional. She embodies the spirit of resilience, discipline and excellence that defines Kenya Airways."

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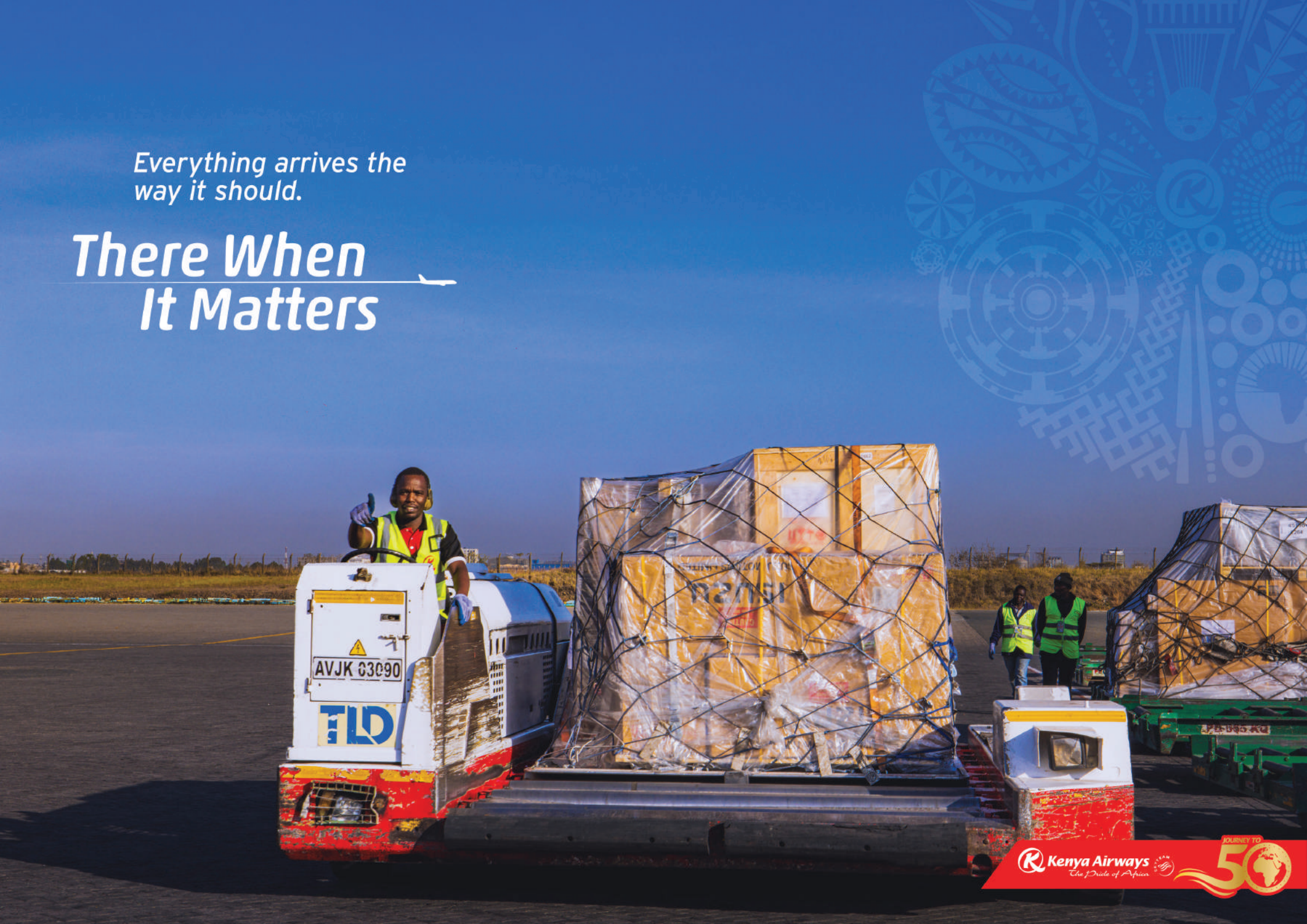


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Everything arrives the way it should.

There When It Matters



GRI content index

Statement of use		Kenya Airways PLC. has reported in accordance with the GRI Standards for the period 1st January 2025 to 31st December 2025				
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	
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GRI 2: General Disclosures 2021	2-1 Organizational details	5-6, 15	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
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	2-3 Reporting period, frequency and contact point	Cover, 4-5				
	2-4 Restatements of information	76				
	2-5 External assurance	13				
	2-6 Activities, value chain and other business relationships	14-15				N/A
	2-7 Employees	34				
	2-8 Workers who are not employees		1. Total Numbers of workers who are not emplyees. 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	
	2-9 Governance structure and composition	19				
	2-10 Nomination and selection of the highest governance body	19				
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	2-21 Annual total compensation ratio	19				
	2-22 Statement on sustainable development strategy	9-10				
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	2-30 Collective bargaining agreements	35				

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GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	54				
	201-2 Financial implications and other risks and opportunities due to climate change	56				
	201-3 Defined benefit plan obligations and other retirement plans	55				
	201-4 Financial assistance received from government	N/A				
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GRI 3: Material Topics 2021	3-3 Management of material topics	66-67				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	68-69				
	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	68-69				
	302-4 Reduction of energy consumption	69		Information unavailable/ incomplete	2024 is the baseline year	
	302-5 Reductions in energy requirements of products and services	69		Information unavailable/ incomplete	2024 is the baseline year	
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GRI 3: Material Topics 2021	3-3 Management of material topics	72-73				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	72-73				
	303-2 Management of water discharge-related impacts	72-73				
	303-3 Water withdrawal	74				
	303-4 Water discharge	73-74		Information unavailable/ incomplete	Service Providers do not provide this information.	
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GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	75-77				
	305-2 Energy indirect (Scope 2) GHG emissions	75-77				
	305-3 Other indirect (Scope 3) GHG emissions		a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent. b. If available, the gases included in the calculation c. Biogenic CO2 emissions in metric tons of CO2 equivalent. d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation. e. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculationsof base year emissions. f. Source of the emission factors and the global warming potential (GWP) rates used, or areference to the GWP source. g.Standards, methodologies, assumptions, and/or calculation tools used.	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	75-78				
	305-5 Reduction of GHG emissions	78				
	305-6 Emissions of ozone-depleting substances (ODS)		a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent. b. Substances included in the calculation. c. Source of the emission factors used. d. Standards, methodologies, assumptions, and/or calculation tools used	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.	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions					

GRI content index

Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	70-71				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	70-71				
	306-2 Management of significant waste-related impacts	70-71				
	306-3 Waste generated	71				
	306-4 Waste diverted from disposal	71				
	306-5 Waste directed to disposal	71				
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	34-35				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	34-35				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	35				
	401-3 Parental leave	35				
Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	37				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	37				
	403-2 Hazard identification, risk assessment, and incident investigation	37				
	403-3 Occupational health services	37				
	403-4 Worker participation, consultation, and communication on occupational health and safety	37				
	403-5 Worker training on occupational health and safety	37				
	403-6 Promotion of worker health	37				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	37				
	403-8 Workers covered by an occupational health and safety management system	37				
	403-9 Work-related injuries	37				
	403-10 Work-related ill health	37				
Training and education						
GRI 3: Material Topics 2021	3-3 Management of material topics	41-42				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	41				
	404-2 Programs for upgrading employee skills and transition assistance programs	41-42				
	404-3 Percentage of employees receiving regular performance and career development reviews	41				
Customer health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	36				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	36				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	36				
Topics in the applicable GRI Sector Standards determined as not material						
TOPIC				EXPLANATION		
N/A						


Kenya Airways
The Pride of Africa
16
Here whenever you need
a moment to yourself.
There When
It Matters
Kenya Airways
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JOURNEY TO
50

Environmental Compensation

Turning Business Travel into Meaningful Climate Action

We work with our customers to support the use of Sustainable Aviation Fuel (SAF), helping to reduce the lifecycle emissions associated with business travel.



Why Sustainable Aviation Fuel?

- Made from more sustainable feedstocks
- Safe for use in today's aircraft
- Can reduce lifecycle emissions by up to 80%
- A key solution for net-zero aviation by 2050

Not a carbon offset.
Not tree planting.
A real solution within aviation.

Business Travel
Connects people, markets and opportunities.

+

Your Contribution
A voluntary contribution towards Sustainable Aviation Fuel (SAF).

=

Lower Emissions
Measurable impact for your business travel (Scope 3 Category 6).



How Environmental Compensation Works

A simple, transparent process with real impact.

1 Define your travel scope
Agree routes, travel period and participation level.

2 Choose a contribution model
e.g. % of ticket value, corporate agreement, events or employee travel programme.

3 Agree terms
Confirm commercial arrangements and reporting requirements.

4 Support SAF
Your contribution is allocated towards Sustainable Aviation Fuel (SAF).

5 Track and verify
We maintain traceability through recognised processes.

6 Receive your Impact Statement
Get documented evidence of SAF supported and estimated emissions avoided.

Your Environmental Compensation Impact Statement

- **SAF used** — Quantity of Sustainable Aviation Fuel
- **Estimated emissions avoided** — Lifecycle CO_2e
- **Reporting period** — Timeframe covered
- **Methodology** — Allocation approach
- **Certificate / reference number** — For transparency and assurance

Who can participate?

- Corporate travel agreements
- Employee business travel
- Conferences and events
- Strategic partnerships
- Campaigns and customer engagement

Benefits for your organisation

- Support SAF adoption
- Address Scope 3 (Category 6)
- Strengthen ESG reporting
- Engage employees and stakeholders

Business travel that makes a difference.

Environmental Compensation

Turning Business Travel into Climate Action

A simple way for organisations to support the use of Sustainable Aviation Fuel (SAF) through their Kenya Airways travel.



BUSINESS TRAVEL
Connects people, markets and opportunities

\+

SUSTAINABLE AVIATION FUEL (SAF)
Your contribution supports the use of SAF

=

LOWER EMISSIONS IN AVIATION
Helps reduce the lifecycle emissions from business travel

WHY SAF MATTERS

- Made from more sustainable feedstocks
- Safe for use in today's aircraft
- Can reduce lifecycle emissions by up to 80%
- A key solution to reach Net Zero by 2050

How It Works

From your contribution to real impact

1. **Define your travel** — Identify your travel scope and participation level
2. **Choose a contribution model** — E.g. percentage of ticket value, corporate package or event travel
3. **Agree and activate** — Confirm commercial terms and reporting needs
4. **SAF is used** — Your contribution supports the use of Sustainable Aviation Fuel
5. **Track and verify** — Through our traceability process
6. **Receive your impact statement** — With SAF supported and estimated emissions avoided

What You Receive

A clear and transparent impact statement



- SAF used (quantity)
- Estimated lifecycle CO_2e emissions avoided
- Reporting period
- Methodology and allocation approach
- Unique reference number and SAF certificate

Who Can Participate?

- Corporate travel programmes
- Employee business travel
- Conferences and events
- Strategic partnerships

Benefits for Your Organisation

- Support SAF adoption
- Address Scope 3 emissions
- Strengthen ESG reporting
- Engage employees, customers and stakeholders

Together
for a more sustainable tomorrow



Contact Us

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JOURNEY TO 50