flydubai

fly forward



Sustainability Report
2025

fly forward

flyforward is our sustainability strategy - built around six pillars that guide how we grow responsibly, reduce our impact and support the communities we connect.

Since 2008, flydubai has transformed regional connectivity from our home in Dubai. With a commitment to removing barriers to travel, creating free flows of trade and tourism and opening up underserved markets, we create journeys that connect people, cultures and opportunities.

Our growing fuel-efficient fleet brings together environmental responsibility, passenger comfort and in-flight entertainment, along with seamless global partnerships, dedicated lounges, check-in facilities and digital innovations that create an elevated travel journey at every touchpoint.

Powered by passionate people and efficient operations, we believe value, service excellence and sustainability can go hand-in-hand.

Our values

- Dynamic
- Efficient
- Reliable
- Human

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ABOUT THIS REPORT

Welcome to our Sustainability Report

Welcome to flydubai's inaugural Sustainability Report, marking a significant milestone in our journey towards transparent and accountable operations.

Our reporting approach

This report covers the period from 1 January 2025 to 31 December 2025 and focuses on flydubai's operations within our direct control. We have structured this report around the six strategic pillars that guide our approach to sustainable aviation:

- Climate-ready operations
- Environmental stewardship
- People at our core
- Stronger together
- Excellence in safety, compliance and service
- Intelligent aviation

Our materiality assessment, conducted in 2025, helped us identify the issues that matter most to our stakeholders and our business. These insights have informed a new five-year sustainability strategy with clear KPIs to drive our ambitions forward.

Reporting standards

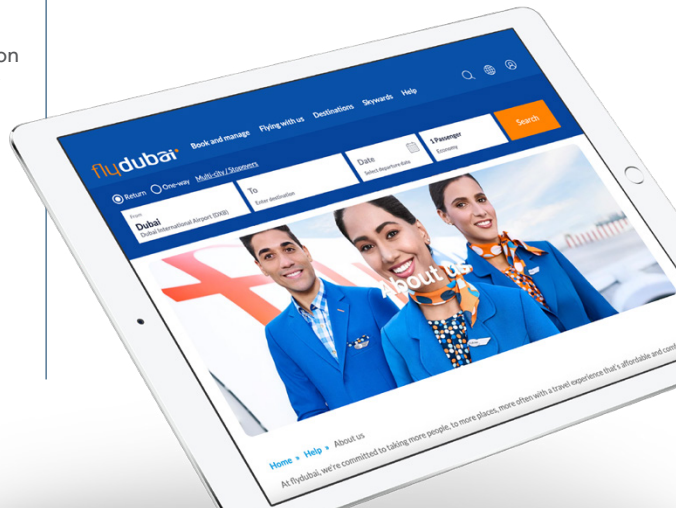
This report is 'in reference' with the Global Reporting Initiative (GRI) Standards 2021. The GRI Content Index can be found in the Appendix, providing references on how we have addressed each disclosure.

Where relevant, we've also considered guidance from the International Air Transport Association (IATA), the International Civil Aviation Organization (ICAO), and the UAE's Net Zero by 2050 strategic initiative.

Looking ahead

This report represents the beginning of our sustainability reporting journey, not the end. We're committed to continuous improvement in both our performance and our disclosures. Your feedback helps us improve, so please share your thoughts and feedback at sustainability@flydubai.com

For more information visit
www.flydubai.com/en/help/about-flydubai/



ABOUT THIS REPORT CONTINUED

Contributing to the UN Sustainable Development Goals

The UN's 17 Sustainable Development Goals (SDGs) provide a global framework for addressing the world's most pressing challenges. We have identified 8 SDGs where our activities have the most significant and direct impact.



SDG 4

We invest in continuous learning through structured training programmes, leadership development and digital learning platforms, building capability across all levels of our organisation.

SDG 8

We offer structured career development, competitive benefits and equal opportunities to our diverse workforce. Our growing network contributes to economic development and tourism.

SDG 9

Our fleet modernisation programme, digital innovations and strategic partnerships demonstrate our commitment to building resilient infrastructure and fostering innovation in aviation.

SDG 11

We connect previously underserved destinations to Dubai's aviation hub, opening up economic opportunities and strengthening regional connectivity.

SDG 12

We're embedding circular practices across our operations, reducing waste and improving resource efficiency. Our LEED-certified campus demonstrates responsible resource management from design to daily operations.

SDG 13

Through our climate-ready operations pillar, we are actively working to reduce emissions through fuel efficiency programmes, fleet modernisation and exploring sustainable aviation solutions.

SDG 15

Our wildlife protection initiatives and zero-tolerance policy on illegal wildlife trafficking contribute to protecting terrestrial ecosystems.

SDG 17

We work collaboratively with industry bodies, regulatory authorities, airports, suppliers and communities to advance sustainability across the aviation ecosystem.

CHAIRMAN'S STATEMENT

His Highness Sheikh Ahmed bin Saeed Al Maktoum



His Highness Sheikh Ahmed bin Saeed Al Maktoum
Chairman of flydubai

"To lead a forward-thinking airline is to carry a responsibility that extends beyond the markets we serve to the generations who will inherit the outcomes of today's decisions. This inaugural Sustainability Report reflects that responsibility and flydubai's commitment to embedding it at the core of how the airline is governed. Guided by the UAE's vision for a net-zero, resilient future, we are determined to pursue growth that reflects the ambitions of our nation and honours the legacy we are shaping together."

CEO'S STATEMENT

Supporting Dubai as a global aviation hub

"Sustainability will continue to guide our strategic direction as we build a resilient and responsible future."



Ghaith Al Ghaith
Chief Executive Officer

At flydubai, we continue to play a key role in strengthening Dubai's position as a leading global aviation hub. This first Sustainability Report marks an important milestone, reflecting the progress we have made and the clear direction we have set for responsible growth.

In 2025, we completed our first comprehensive sustainability assessment and established a focused five-year strategy, enabling us to prioritise the areas where we can deliver the greatest impact.

We remain committed to minimising our environmental footprint through ongoing investment in modern, fuel-efficient aircraft, operational efficiency, and the adoption of advanced technologies across our network.

Beyond environmental performance, we are investing in our people, supporting the communities we serve, and enabling greater connectivity across markets. These efforts are essential to building a resilient organisation that can adapt to evolving industry and regulatory demands.

As we expand our fleet and network, including the introduction of widebody aircraft, we are strengthening our ability to enter new markets while maintaining a disciplined approach to growth and sustainability.

Collaboration across the aviation ecosystem remains critical. By working closely with our partners and stakeholders, we will continue to advance sustainable aviation and deliver long-term value for all those we serve.

ABOUT FLYDUBAI

Delivering an elevated travel experience for our passengers

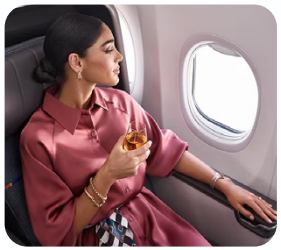
At flydubai, we're committed to attracting more visitors and reinforcing Dubai's position as a gateway for trade, tourism and opportunity - delivering a travel experience built around comfort, reliability and care.

Since our inception, we have carried more than 137 million passengers, connecting communities and creating vital links across our ever-growing network.

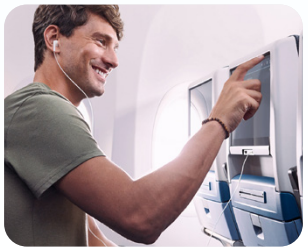
15.7
million passengers*

6,763
employees*

The flydubai experience



flydubai Business Class
offers a more relaxed and personal flying experience.



flydubai Economy Class
offers a full-service and relaxing journey. All our fares include a delicious meal, with the option to select your dietary preference ahead of your flight.



flydubai Cargo
offers a flexible, cost-effective and highly efficient service which uses SkyChain - a fully-integrated air cargo management solution.



flydubai Holidays
is designed to make planning and booking your holiday easier, which puts you in control of your entire holiday experience.



* Numbers as of 31 December 2025.

ABOUT FLYDUBAI CONTINUED

Connecting more than 140 destinations in 2025

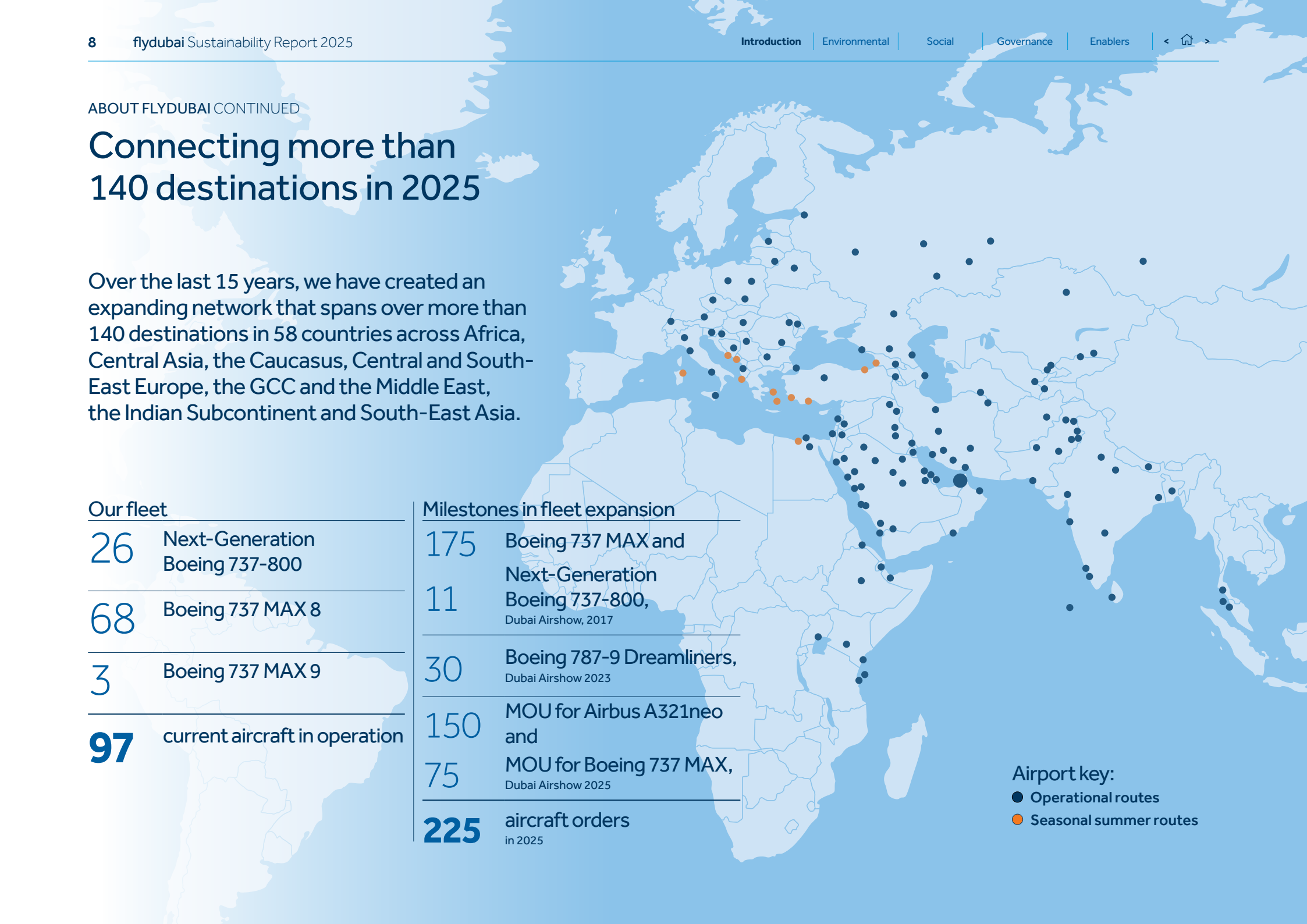
Over the last 15 years, we have created an expanding network that spans over more than 140 destinations in 58 countries across Africa, Central Asia, the Caucasus, Central and South-East Europe, the GCC and the Middle East, the Indian Subcontinent and South-East Asia.

Our fleet

26	Next-Generation Boeing 737-800
68	Boeing 737 MAX 8
3	Boeing 737 MAX 9
97	current aircraft in operation

Milestones in fleet expansion

175	Boeing 737 MAX and
11	Next-Generation Boeing 737-800, Dubai Airshow, 2017
30	Boeing 787-9 Dreamliners, Dubai Airshow 2023
150	MOU for Airbus A321neo and
75	MOU for Boeing 737 MAX, Dubai Airshow 2025
225	aircraft orders in 2025





Elevating every journey

As customer expectations evolve, we want to ensure our onboard experience matches your ambitions whilst advancing our commitment to the UAE's Net Zero by 2050 strategic initiative.

flydubai has made substantial investments across every stage of the customer journey. In 2024, we launched a multimillion-dollar retrofit programme covering 25 Boeing 737-800 aircraft with lie-flat Business Class seats, new-generation Economy Class seats, and inflight entertainment systems. We also inaugurated a dedicated Business Class check-in area and new Business Class Lounge at Terminal 2, Dubai International, setting a new standard for our Business Class passengers.

From November 2025, we enhanced our Economy Class offering across all flights to include meals and inflight entertainment, a significant evolution in how we serve our customers. Our inflight entertainment system offers more than 1,000 films, TV shows, interactive games, music and podcasts in multiple languages, giving passengers a richer experience from the moment they board.

Looking ahead to our fleet of 30 Boeing 787-9 Dreamliners on order, we've selected Panasonic Avionics' Astrova inflight entertainment systems, featuring 4K OLED HDR10+ displays, premium Bluetooth audio and up to 67W USB-C charging at every seat.

We've also announced Starlink as our inflight connectivity partner, bringing complimentary high-speed internet to 100 of our Boeing 737 aircraft with installment commencing from 2026.

Underpinning these improvements is a significant digital infrastructure upgrade. Our new Modern Airline Retailing Platform, rebuilt on a hybrid cloud foundation, has transformed how we process bookings, ticketing and check-in - delivering faster transaction and data processing for a smoother customer experience.

As we prepare to welcome the highly fuel-efficient Boeing 787-9 Dreamliner to our fleet, we're transforming our ability to deliver exceptional experiences whilst supporting our sustainability ambitions.

WHAT SHAPES OUR APPROACH

Rising to global sustainable aviation challenges

The aviation industry is navigating unprecedented transformation. Global passenger traffic is projected to double by 2040, while regulatory frameworks evolve rapidly to address climate commitments.

Airlines face mounting pressure to decarbonise operations, strengthen safety systems, and modernise fleets amid supply chain constraints. At flydubai, we're addressing these challenges through operational innovation, strategic investments, and active participation in shaping industry standards for sustainable aviation.



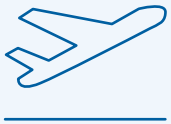
Operational safety

The challenge

Air traffic is growing 4 per cent annually, increasing airspace congestion and pressure on safety systems. Evolving cybersecurity threats add further complexity. Whilst 2025 was one of aviation's safest years on record, maintaining this performance requires continuous safety investment as our industry scales.

Our solution

flydubai's Safety Management System earned an 'Effective' rating from the UAE General Civil Aviation Authority (GCAA) in 2024 with our next audit scheduled for 2026. We strengthened our safety infrastructure with COMPASS (powered by Intelex), a real-time analytics platform that acts as a central hub for all safety processes. In November 2025, we also partnered with GE Aerospace to deploy their advanced Flight Data Monitoring system across our entire fleet by Q2 2026. Safety training runs year-round across all departments, keeping our people current on procedures and prepared to respond to evolving operational requirements.



Fleet modernisation and efficiency

The challenge

Aviation contributes approximately 2-3% of global CO_2 emissions - around 900 million tonnes annually. Achieving IATA's net-zero by 2050 target depends heavily on fleet renewal, with new aircraft often being more fuel efficient than their predecessors. However, ongoing delivery delays across the industry are slowing this transition.

Our solution

flydubai operates one of the industry's youngest fleets - average age 5.5 years. Our 737 MAX 8 aircraft deliver 14% better fuel efficiency compared to the previous generation 737-800. Pilots use AI-powered fuel efficiency tools to apply single-engine taxi at our Dubai base, achieving a 95 per cent application rate compared to the 35 per cent industry average.



International regulatory compliance

The challenge

Regulatory requirements are intensifying globally. Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) sets a carbon-neutral growth target for international aviation, requiring airlines to offset emissions above 85 per cent of 2019 levels from 2024 through to 2035. The European Union Emissions Trading Scheme (EU ETS) now captures aviation emissions and ReFuelEU Aviation sets binding sustainable fuel targets for European routes.

Our solution

flydubai maintains compliance with CORSIA, ReFuelEU and EU ETS through established monitoring and reporting systems managed by our Flight Operations Technical team. We participate in the UAE Aviation Environment Working Group facilitated by the GCAA.



Sustainable Aviation Fuel (SAF)

The challenge

SAF can reduce lifecycle emissions by up to 80 per cent compared to conventional jet fuel, yet accounts for less than 0.2 per cent of global aviation fuel consumption. SAF challenges include limited production, infrastructure and costs of 2-4 times higher than traditional fuel. Meeting IATA's 2050 target requires SAF to reach 65 per cent of total fuel use.

Our solution

flydubai monitors SAF availability and its supply chain in the region and globally. We assess SAF integration opportunities as regional production infrastructure develops, working with stakeholders, including ADNOC and other UAE entities to understand supply chain maturation timelines. We hosted the IATA SAF Policy and CORSIA Compliance Workshop for the MENA region at flydubai Campus, convening 52 participants from across the industry to address implementation challenges.

WHAT SHAPES OUR APPROACH CONTINUED

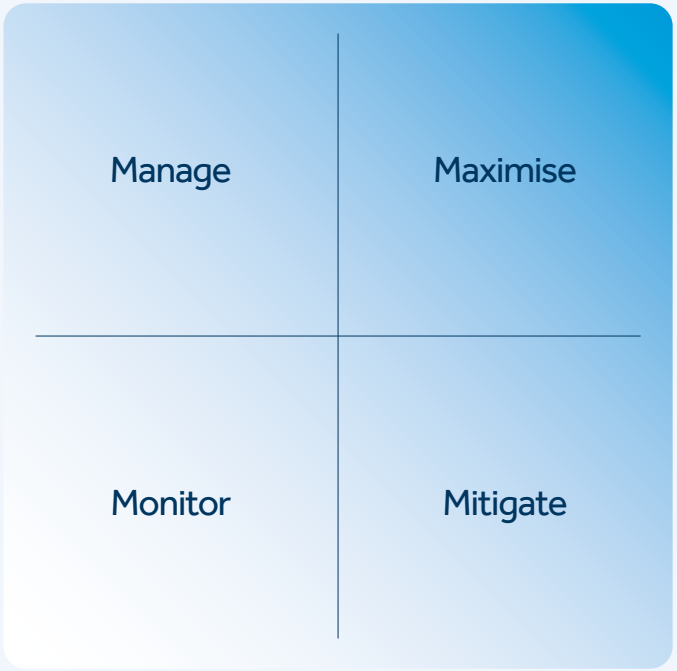
Identifying the most material sustainability issues for flydubai

Materiality

The materiality assessment we conducted in 2025 helped us identify the sustainability issues that matter most to our business, our stakeholders and the aviation ecosystem we operate in.

Using a double materiality approach, we examined both our impact on the environment, people and society and how ESG issues affect our long-term performance, resilience and licence to operate.

The results highlight where we need to:



Manage
Important issues where consistent operational management and continuous improvement maintain standards and deliver measurable results.

Maximise
High-priority issues requiring sustained focus and strategic investment where we have significant impact and face material business exposure.

Monitor
Developing issues that require ongoing attention as their significance to stakeholders or business impact may evolve over time.

Mitigate
Issues requiring proactive risk management and control measures to protect operations, reputation and compliance standing.

Our process

1 **Review of ESG standards, regulations and peer practices**
We began by creating a comprehensive list of potential material topics informed by the GRI Standards (2021), and the Sustainability Accounting Standards Board (SASB) requirements, and key aviation regulations, including ICAO, IATA and UAE GCAA guidance. This was strengthened by a peer review of regional and international airlines.

2 **Internal employee survey**
Employees provided their perspectives on the Company's environmental and social impacts, operational risks and opportunities for improvement.

3 **Leadership interviews**
Targeted interviews with senior leaders added strategic context, and the role ESG topics play in supporting resilience, competitiveness and future growth.

4 **Impact, risk and opportunity assessment**
Each topic was evaluated through expert analysis of its environmental and social impact, and its operational, financial and reputational exposure.

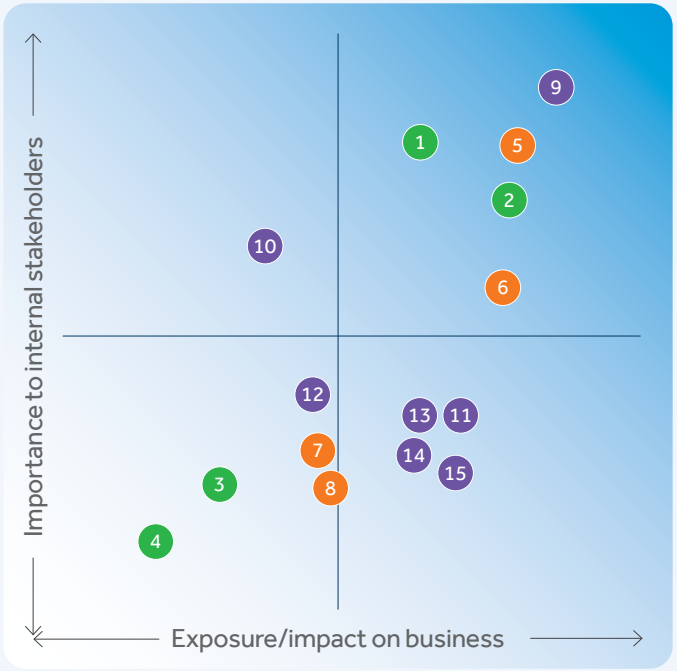
5 **Topic scoring and prioritisation**
All insights were consolidated to assess the significance of each issue to stakeholders alongside its impact on business performance.

WHAT SHAPES OUR APPROACH CONTINUED

Materiality matrix

After validating the results with senior management and reviewing the assessment findings, we identified the top five material issues that guide our sustainability strategy and reporting priorities.

Our materiality results



Environment

1. Energy and fuel efficiency
2. Climate change and GHG emissions
3. Waste and resource management
4. Biodiversity and ecosystem impacts

Social

5. Talent attraction and workforce development
6. Employee health, safety and wellbeing
7. Diversity, equity and inclusion (DEI)
8. Community engagement

Governance

9. Safety and security
10. Customer experience and service quality
11. Cybersecurity and data privacy
12. Sustainable supply chain management
13. Ethical conduct and anti-corruption
14. Business continuity and crisis management
15. Compliance with aviation and ESG regulations

These five topics represent where we're focusing our efforts - the issues that matter most to the people who work here, fly with us and the industry we're part of.

9 Safety and security

Safety encompasses the systems, procedures and culture that protect passengers and employees throughout every journey. It covers aircraft maintenance, employee training, emergency response and operational protocols. Safety performance affects regulatory standing, reputation and operational continuity.

5 Talent attraction and workforce development

The ability to attract, develop and retain skilled people determines whether we can deliver service and support growth. This topic covers recruitment, learning opportunities, career progression and what makes an employer one that people want to join and stay with.

1 Energy and fuel efficiency

Fuel consumption drives both costs and environmental impact. This topic covers how efficiently we operate flights, the technology and procedures that reduce fuel burn, fleet characteristics, and operational techniques that improve performance.

2 Climate change and GHG emissions

Aviation faces mounting pressure to address its climate impact. This topic encompasses emissions from operations, climate-related risks to infrastructure, evolving regulations, sustainable aviation fuel availability, and preparation for climate impacts, including extreme weather.

6 Employee health, safety and wellbeing

People's physical safety, mental health and overall wellbeing affect performance, retention and culture. This topic covers occupational health and safety, working conditions, benefits and support programmes across operational and office environments.

OUR SUSTAINABILITY STRATEGY

flyforward is our sustainability strategy, built around six pillars spanning environmental, social and governance priorities. Each pillar is supported by clear KPIs and a five-year action plan to track our progress and drive meaningful change.

flyforward

Environmental

1 Climate-ready operations

Improving energy efficiency and reducing emissions across all operations.

Key focus areas:

- Optimised flight efficiency
- Optimised maintenance operations
- Low-impact ground operations
- Climate resilience

2 Environmental stewardship

Reducing environmental impact by embedding circularity, responsible resource use and wildlife protection.

Key focus areas:

- Waste reduction and circular practices
- Wildlife protection and biodiversity impact reduction

Social

3 People at our core

Supporting, developing and protecting employees.

Key focus areas:

- Health, safety and wellbeing
- Talent development and capability building
- Cultural diversity and equal opportunity

4 Stronger together

Working with partners and suppliers, while supporting communities for shared progress.

Key focus areas:

- Community support and social contribution
- Responsible supply chain practices
- Strategic partnerships for shared progress

Governance

5 Excellence in safety, compliance and service

Ensuring safe, reliable operations and a consistent customer experience.

Key focus areas:

- Operational safety
- Inflight products and services
- Ground journey experience

6 Intelligent aviation

Using digital tools and innovation to improve performance and sustainability.

Key focus areas:

- Cybersecurity and data protection
- Technology-driven performance enhancement

Key enablers

Engaged leadership and business conduct

Balanced and adaptive ways of working

Business continuity, resilience and risk management

Regulatory compliance

Financial stability and responsible investment

Aligned to SDGs:



STAKEHOLDER ENGAGEMENT

How we engage with our stakeholders

Understanding what matters most to our stakeholders helps us deliver better service whilst building a more sustainable airline. From our colleagues and customers to regulators, communities and suppliers, we're committed to open dialogue and meaningful action. These conversations have shaped our priorities and informed our newly developed sustainability strategy.



People

Regular dialogue through accessible leadership, LinkedIn Learning platform, town halls, workshops and communications.

Key engagement and priorities

Priorities include ongoing communication of continuous learning, diversity and inclusion, health and wellbeing (including gym, recreational area and social events), compensation and benefits and work-life balance.

Link to strategy 3 Enablers



Customers

Business Class check-in area and lounge at Terminal 2, 24/7 Contact Centre, digital platforms (app, website), customer feedback channels, seat selection and real-time flight updates.

Key engagement and priorities

Priorities include service quality and consistency, flight safety, on-time performance, transparent communication, data privacy protection, and reducing our environmental footprint, starting with the elimination of single-use plastics onboard.

Link to strategy 5 6

STAKEHOLDER ENGAGEMENT CONTINUED



Government

Regular dialogue with UAE Government on national economic development, climate action initiatives and community-related initiatives, including the Emirates Red Crescent.

Key engagement and priorities

Active participation in compliance reporting, tourism promotion programmes and alignment with national sustainability goals.

Priorities include adherence to the UAE Net Zero by 2050 strategic initiative, economic development and diversification, tourism sector growth, regulatory compliance across the business, and combating illegal wildlife trafficking across our network.

Link to strategy 1 2 5 Enablers

United Arab Emirates

الهيئة العامة للطيران المدني
GENERAL CIVIL AVIATION AUTHORITY

Regulatory bodies

Regular safety audits and risk assessments, and active participation in ICAO and IATA working groups.

Key engagement and priorities

Priorities include maintaining the Safety Management System excellence and 'Effective' rating from the GCAA, operational safety standards across our operations, environmental compliance and emissions reduction, Sustainable Aviation Fuel development and training certifications.

Link to strategy 1 2 6 Enablers



Airports

Operational coordination meetings, joint sustainability initiatives including a biodiesel conversion programme, ground handling agreements, safety protocols and infrastructure planning across Dubai and our host airports.

Key engagement and priorities

Priorities include operational efficiency improvements, on-time performance targets, ground procedures standardisation, and sustainability initiatives, including biodiesel conversion of airside ground service equipment, emissions management and efficient aircraft turnaround processes.

Link to strategy 1 2 4 6

STAKEHOLDER ENGAGEMENT CONTINUED



Suppliers

Transparent procurement processes underpinned by our Code of Conduct, ESG criteria integration into supplier onboarding, supply chain risk profiling, and digital transformation of procurement workflows to improve transparency and traceability.

Key engagement and priorities

Priorities include responsible sourcing, ethical supply chain practices, supplier sustainability assessments, emissions reduction through procurement decisions, and continuous improvement in supplier performance and governance.

Link to strategy 4 Enablers



Investors

Communication delivered regularly through annual financial results reporting, regular performance updates, strategic briefings to financial institutions including roadshows to Tokyo and Seoul, quarterly Governance Committee meetings and ESG reporting.

Key engagement and priorities

Priorities include strong financial performance and growth, strategic fleet expansion including fuel-efficient Boeing 787-9 Dreamliners, risk management and operational resilience and a proactive approach to sustainability to meet increasing regulatory requirements globally.

Link to strategy 1 3 5 Enablers



Community

Volunteering programmes aligned with UAE's theme of the year, charitable activities through partnerships and local organisations, employee engagement in social initiatives and environmental awareness campaigns.

Key engagement and priorities

Priorities include charitable support and social contribution, environmental responsibility and conservation, local economic development through job creation and tourism, education and skills development and enhancing community wellbeing.

Link to strategy 4

OUR SUSTAINABILITY JOURNEY

2008

Airline established

flydubai

2009

First commercial flight from Dubai to Beirut

2012

50

Destinations reached in under three years

2014

Obtained Extended-range Twin-engine Operational Performance Standards (ETOPS) certification, enabling more efficient routing to destinations like the Maldives

2016

Implemented SkyBreathe AI-powered fuel efficiency platform

2019

First 'green turnaround' using only zero-emission ground equipment

2020-21

Launched Single Engine Taxi practice at our Dubai base

2023

30

Boeing 787-9 Dreamliners ordered, our first widebody fleet with advanced fuel-efficient engines

2024

Launched fleet retrofit project installing lie-flat Business Class and new Economy seats

Received APEX Four-Star rating and named 'Airline with the Best Connectivity in the Middle East'

2025

60

GEnx engines ordered to power the incoming Boeing 787-9 Dreamliner fleet

225

Aircraft purchase MOUs announced (150 Airbus A321neo, 75 Boeing 737 MAX)

Completed biodiesel transition for all airside vehicles at Dubai Airport

Solar panels installed on flydubai Campus, operational from January 2026

Environmental

How we measure progress: Our key KPIs

Pillar 1

Climate-ready operations

- Enroute distance savings
- Single Engine Taxiing application rate
- Reduction of maintenance-related fuel burn
- Ground operations fuel efficiency

Pillar 2

Environmental stewardship

- Reduction of landfilled office waste
- Circular waste management in airside operations
- Reduction in perishable cargo loss
- Preventing illegal wildlife transport incidents



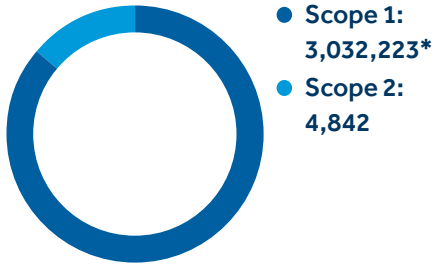
ENVIRONMENT PILLAR 1

Climate-ready operations

Improving energy efficiency and reducing emissions across our operations

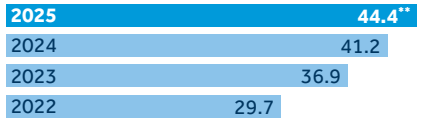
Climate action starts with what we do every day. Every flight we operate, every decision we make, and every innovation we pursue is an opportunity to reduce our environmental impact.

GHG emissions (tCO_2-eq)



* Scope 1 emissions include emissions from Jet A1, petrol, and biodiesel consumption.

Energy consumption (million GJ)



**The increase in energy consumption during the reporting period is primarily attributable to operational expansion.

Managing our approach

We're taking action across our operations. Our approach focuses on three areas: maximising flight efficiency through technology and Pilot engagement, minimising our ground footprint, and strengthening our resilience - each reinforcing the other as part of how we operate every day.

Guided by our five-part emissions reduction strategy, we're aligned with ICAO's carbon-neutral growth objectives and the UAE's Net Zero by 2050 strategy.

Carbon intensity ($kgCO_2$-eq/RPK)

0.083

Our five-part emissions reduction strategy:

- S1 Improving Operational Efficiency
- S2 Fleet Management
- S3 Adopting Innovative Technologies
- S4 Exploring Sustainable Aviation Fuel Opportunities
- S5 Carbon Offsetting and Removals



ENVIRONMENT PILLAR 1 CONTINUED

Optimised flight efficiency

Our flight operations represent our largest climate impact and our greatest opportunity for reduction. With the support of AI-powered analytics to monitor and review flights, combined with Pilot engagement and continuous innovation, we've achieved recognition as one of the world's most fuel-efficient airlines.

In 2025, Cirium ranked us in the top 20 most fuel-efficient airlines globally - the only UAE carrier to earn this distinction.

Single-engine taxiing

Our single-engine taxi (SET) programme delivers immediate impact on every flight. When conditions permit and following manufacturer recommendations, Pilots shut down one engine three minutes after landing whilst taxiing to the gate. Before departure, aircraft taxi to the runway using just one engine. This practice reduces fuel burn and cuts emissions.

At our Dubai base, we achieve a 95 per cent application rate. Across our network of outstations, we maintain a 74 per cent application rate, more than double the 35 per cent industry average.

Fleet modernisation

Fleet modernisation underpins our efficiency strategy. We're phasing out Boeing 737 NG aircraft for the newer Boeing 737 MAX models, which are 14 per cent more fuel efficient. In addition, we've replaced steel brakes with carbon brakes across our fleet, reducing weight and improving efficiency. We've digitised our cockpit operations, markedly reducing paper-based documentation and the weight that comes with it. We consider fuel contingency carefully, safely reducing aircraft weight whilst maintaining full compliance with minimum fuel requirements.

Route optimisation

Technology has enabled us to more efficiently plan flight routes. We use sophisticated flight planning software that analyses weather, winds, airspace restrictions and traffic patterns in real time, and our ETOPS certification enables shorter, more efficient routing. The system identifies the most efficient routing for every flight, balancing fuel efficiency with safety and operational requirements.

Our Pilots are trained to recognise fuel-saving opportunities with air traffic control always within the bounds of our safety standards. We have developed a systematic approach to using operational data to understand which routes consistently offer efficiency gains. We are exploring advanced technologies that provide real-time, position-aware recommendations directly to Pilots during flight, using AI to analyse aircraft position and conditions to trigger notifications when fuel-saving opportunities become available.



Our BOEING 737 MAX 8 aircraft.

1

Optimised maintenance operations

Engineering and Maintenance (E&M) activities are critical to ensuring aircraft operate efficiently and reliably, which also contributes to reduced environmental impact. Using existing digital systems, including the Resource Management System (RMS), supports effective maintenance planning and provides real-time visibility of manpower, task allocation and aircraft status. This enables more efficient maintenance operations, timely allocation of qualified engineers, and proactive resolution of technical issues, reducing unnecessary aircraft ground time and engineering-related delays before departure. By improving maintenance efficiency, avoidable operational delays are reduced, and extended use of aircraft systems such as the auxiliary power unit (APU) is limited, directly supporting lower fuel consumption during ground operations.

Reduced ground emissions and energy consumption

Effective maintenance planning and close coordination across E&M teams help minimise extended ground running and APU usage. Tasks are completed within planned windows, reducing aircraft ground time and supporting earlier APU shutdown, increased use of ground power where available, and fewer engine run-ups. Digital planning tools, including RMS, support this coordination, contributing to lower fuel burn and emissions during maintenance activities, particularly at DXB.

Optimised maintenance task planning and execution

Timely execution of scheduled maintenance, combined with a proactive maintenance planning approach, helps identify and resolve defects sooner. This structured process helps reduce the likelihood of avoidable Aircraft On Ground (AOG) situations. For example, planning summer operations tasks in advance - such as inspections and maintenance of air conditioning systems - can prevent potential AOGs related to cabin cooling and reduce the need for extended APU use or external ground support equipment that consumes fuel during such events.

Data-driven decision-making and continuous improvement

Performance monitoring and operational data analysis enable E&M leadership to identify inefficiencies, repeat defects and resource constraints. These insights support proactive reliability improvements, reducing rework and unscheduled maintenance events that negatively impact aircraft performance and fuel efficiency. Digital tools, including AMOS and RMS, support continuous improvement initiatives aligned with climate-ready objectives.

Future-ready maintenance through digitalisation and AI

E&M continues to advance digitalisation initiatives and explore predictive and AI-driven maintenance capabilities. These technologies aim to anticipate maintenance needs, optimise resource deployment, and prevent operational disruptions. Earlier interventions will reduce unscheduled maintenance, aircraft downtime, and associated fuel and energy consumption, strengthening E&M's contribution to sustainable operations across the network.



We are committed to supporting the aviation sector through our upcoming state-of-the-art Aircraft Maintenance Centre, positioning Dubai as the leading global hub for aviation.

ENVIRONMENT PILLAR 1 CONTINUED



Case Study

SkyBreathe

Since 2016, we've partnered with OpenAirlines to power our fuel efficiency programme through their SkyBreathe platform.

The system analyses every flight we operate, collecting data from our aircraft and identifying specific opportunities for improvement based on our actual operations.

We have built comprehensive Pilot engagement around the platform. New joiners receive an introduction to fuel efficiency tools during onboarding. Pilots going through the Command Upgrade programme complete a Fuel Efficiency Awareness session, covering the different practices implemented and how the data is used to drive business decisions. In 2025, we integrated trainers into the process to reinforce fuel efficiency messages throughout ongoing training.

Approximately 60 per cent of our Pilots actively use the platform regularly, and Pilots have direct access to the technical team to request features, provide feedback and share ideas.

1

Low-impact ground operations

Ground operations represent a significant opportunity to reduce emissions. We've achieved LEED certification for our campus, converted our entire airside fleet to biodiesel, and implemented systematic weight reduction across our catering operations.

Airside fleet decarbonisation

In 2025, Dubai Airport initiated a major initiative to convert all diesel vehicles operating airside to biodiesel. The biodiesel transition, completed within 2025, delivered an immediate reduction in Scope 1 emissions from our ground operations.

Our landside fleet consists of hybrid vehicles where hybrid technology is technically feasible. Some vehicles cannot use hybrid technology due to technical constraints of heavy-duty equipment, and these maintain standard petrol or diesel engines. We calculate fuel consumption across our vehicle fleet and track usage regularly.

Minimised loading weights

Our catering operations have focused on weight reduction and material efficiency. We've introduced 440 new lightweight meal carts across our fleet – 240 full carts and 200 half carts. Business Class cutlery now features hollow handles, reducing weight without compromising quality. We've optimised beverage loading based on data-driven analysis of actual consumption patterns, therefore minimising unnecessary weight on low-demand routes.

ENVIRONMENT PILLAR 1 CONTINUED

Case Study

flydubai Campus purpose-built for sustainability

When we built our campus in Dubai, sustainability was intrinsically embedded into the design. In 2016, the campus achieved LEED Silver certification. Our full flight simulator building followed in 2025, achieving LEED Gold certification with 60 points under LEED v4 BD+C.

The certifications reflect comprehensive sustainable design across six key areas: sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality and innovation. We achieved maximum points in water efficiency and innovation in design, demonstrating that careful planning during the design phase delivers environmental performance.

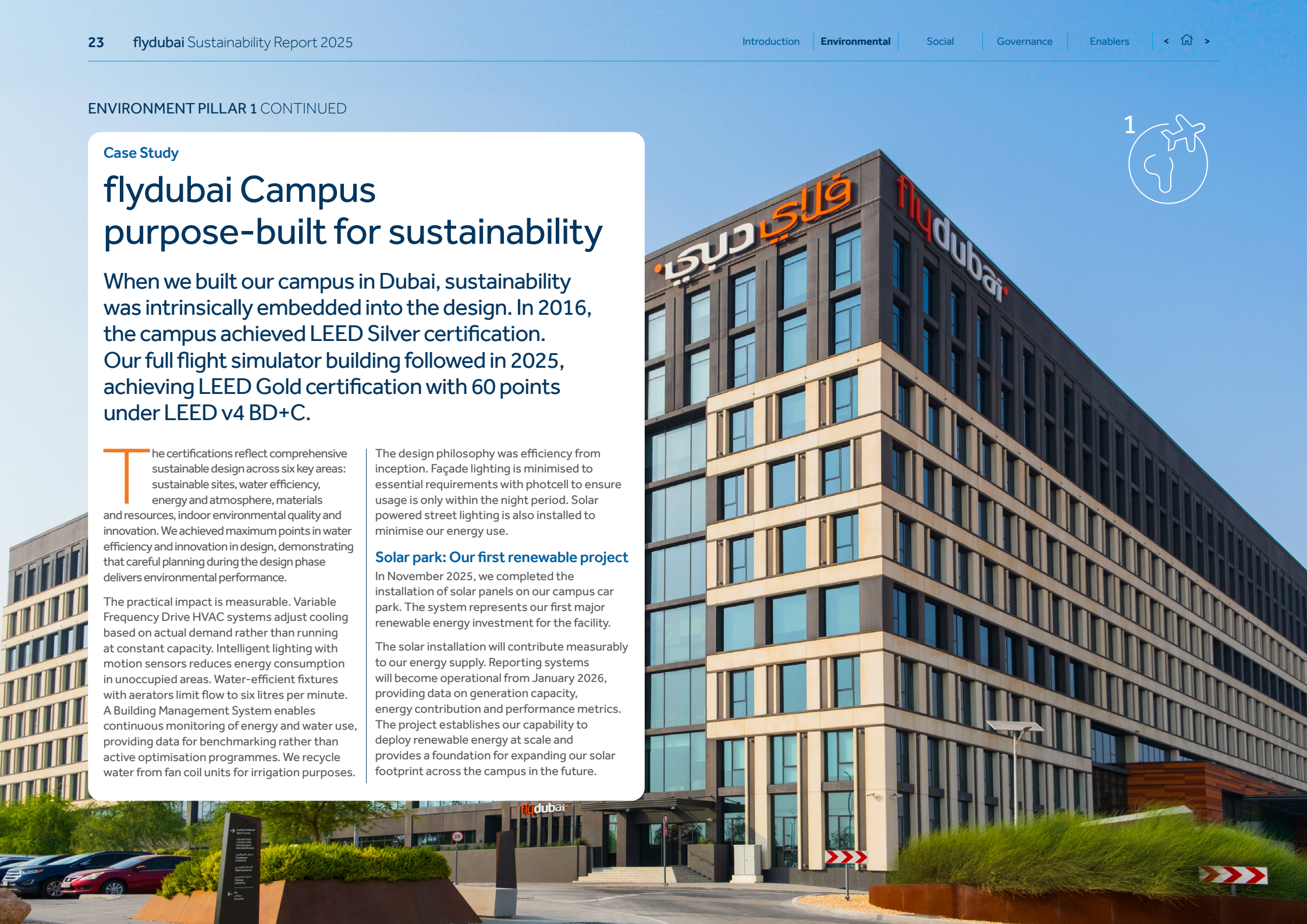
The practical impact is measurable. Variable Frequency Drive HVAC systems adjust cooling based on actual demand rather than running at constant capacity. Intelligent lighting with motion sensors reduces energy consumption in unoccupied areas. Water-efficient fixtures with aerators limit flow to six litres per minute. A Building Management System enables continuous monitoring of energy and water use, providing data for benchmarking rather than active optimisation programmes. We recycle water from fan coil units for irrigation purposes.

The design philosophy was efficiency from inception. Façade lighting is minimised to essential requirements with photcell to ensure usage is only within the night period. Solar powered street lighting is also installed to minimise our energy use.

Solar park: Our first renewable project

In November 2025, we completed the installation of solar panels on our campus car park. The system represents our first major renewable energy investment for the facility.

The solar installation will contribute measurably to our energy supply. Reporting systems will become operational from January 2026, providing data on generation capacity, energy contribution and performance metrics. The project establishes our capability to deploy renewable energy at scale and provides a foundation for expanding our solar footprint across the campus in the future.



ENVIRONMENT PILLAR 1 CONTINUED

Climate resilience



Climate change presents both risks and opportunities for our operations and long-term strategy. As a carrier operating primarily in the Middle East, we face distinct climate challenges. These include extreme heat, evolving regulatory frameworks, and the emerging transition to lower-carbon aviation technologies.

We have conducted an initial assessment of climate-related risks across our operations, identifying seven material risks spanning physical impacts, regulatory transitions, and supply chain considerations. Our assessment focuses on the short- to medium-term (0-5 years), aligning with our business planning cycle and enabling practical integration into operational and capital allocation decisions.

For each identified risk, we have outlined mitigation measures. Those highlighted in orange are flydubai's current activities. We have also identified additional potential measures that could strengthen our operational resilience in the medium to longer term.

As we develop our approach to climate risk management, we will expand our scenario analysis, refine quantification of financial impacts, and further integrate climate considerations into our risk management approach. As our understanding of climate-related risks deepens, we will develop a longer-term action plan.

Climate-related risks and opportunities

Type	Time horizon	Description	Potential financial impact	Implemented/Potential mitigation measures	Related opportunity if risk mitigated
Risk: Extreme heat impacting operations					
Physical (acute/ chronic)	Short to medium term	• Extreme heat reduces aircraft lift capacity, requiring payload restrictions • Extended ground operations increase turnaround times due to cabin cooling • Ground support equipment failure rates increase at high temperatures • Ground crew productivity impacted by prolonged heat exposure • Cabin discomfort and crew injuries due to increased turbulence • Extreme heat increases cooling load and risk of overheating in on-site servers, affecting systems' operations	• Increased operating costs from delays and cooling requirements • Higher maintenance costs for heat-affected equipment • Lost revenue from flight delays/cancellations	• Introduce heat-specific standard operating procedures for the Network Control Centre (NCC) and ground operations • Optimise workforce shifts during peak heat • Develop hot-weather procedures for cabin and ground services • Enhance shade and cooling infrastructure at stands • Implement proactive turbulence alerts and turbulence data analytics • Invest in heat-resistant ground support equipment and infrastructure • Migrate to cloud systems and use modern heat-resistant IT infrastructure	Operational resilience through improved turnaround efficiency and reliability during summer peaks
Risk: Extreme weather events					
Physical (acute)	Short, medium and long term	• Severe storms, fog and dust storms disrupt flight operations • Airport infrastructure damage from extreme weather • Supply chain interruptions for fuel, parts and catering	• Revenue loss from cancellations and delays • Passenger compensation and reaccommodation costs • Infrastructure repair and emergency response costs	• Enhanced weather monitoring and forecasting systems • Network routing diversification with alternate airports • Robust operational contingency plans • Infrastructure resilience assessments at key airports	Competitive advantage through superior schedule integrity and reliability

ENVIRONMENT PILLAR 1 CONTINUED



Climate-related risks and opportunities continued

Type	Time horizon	Description	Potential financial impact	Implemented/Potential mitigation measures	Related opportunity if risk mitigated
Risk: Carbon pricing and compliance costs					
Transition (regulatory)	Short to medium term	• Increasing carbon pricing through CORSIA and potential regional Emissions Trading Scheme (ETS) • Introduction of aviation carbon taxes in key markets • Rising costs of compliance and carbon offset requirements	• Direct increase in per-flight operating costs • Carbon pricing volatility complicating financial planning • Potential competitive disadvantage if inefficiently managed	• Monitor regulatory developments across operating markets • Integrate internal carbon pricing into fleet decisions and financial planning • Implement fuel efficiency improvements through operational measures • Develop comprehensive carbon management strategy	Cost leadership through superior fuel efficiency and lower carbon costs relative to competitors
Risk: SAF mandates and availability					
Transition (technology/ regulatory)	Medium term	• UAE and regional SAF mandates expected from 2030 • Limited SAF availability in Middle East region • SAF price premium 2-4x conventional jet fuel • Supply uncertainty affecting operational planning	• Significant fuel cost increases (fuel is largest operating expense) • Supply constraints potentially affecting operations • Competitive pressure if carriers secure SAF more effectively	• Engaging with regional SAF development initiatives • Early engagement with fuel suppliers to secure SAF supply agreements • Build SAF environment attribution requirements into long-term fuel procurement • Explore SAF partnerships	Regional leadership through first-mover advantage in securing cost-effective SAF supply

ENVIRONMENT PILLAR 1 CONTINUED



Climate-related risks and opportunities continued

Type	Time horizon	Description	Potential financial impact	Implemented/Potential mitigation measures	Related opportunity if risk mitigated
Risk: Technology and fleet transition					
Transition (technology)	Medium to long term	• Uncertainty over next-generation aircraft technology (hydrogen, electric, advanced SAF) • Timing risk: investing too early vs. falling behind • Infrastructure requirements for new propulsion technologies	• Significant capex for new technology aircraft • Increased operational costs during transition • Competitive disadvantage if technology adoption delayed	• Active monitoring of technology developments and industry pathways • Participation in industry coalitions and technology demonstrations • Maintain fleet procurement flexibility and optionality • Regular engagement with manufacturers on regional readiness • Scenario-based fleet planning with multiple technology pathways	Innovation leadership positioning as regional technology leader with potential cost savings
Risk: Supply chain disruption					
Transboundary (physical and transition)	Short to medium term	• Climate-driven disruptions to parts, fuel and ground support equipment supply chains • Regulatory changes and geopolitical factors affecting supplier access • Original equipment manufacturer (OEM) production constraints impacting aircraft and engine deliveries • Critical spare parts availability during extreme weather	• AOG hours from parts unavailability • Higher inventory holding and procurement costs • Fuel price volatility and spot-purchase premiums • Revenue loss from operational delays	• Strengthen strategic partnerships with OEMs and key vendors • Diversify suppliers and logistics routes where feasible • Increase safety stock for critical components • Develop long-term fuel and Ground Support Equipment (GSE) procurement agreements • Integrate climate resilience into supplier evaluation	Operational excellence through enhanced resilience and reliability advantage over competitors

Notes:

- Mitigation measures highlighted in orange are actions that flydubai has already implemented
- Time horizons: Short term (0-2 years), Medium term (2-5 years), Long term (5-10+ years)
- Risk ratings based on likelihood and potential financial impact; quantification requires detailed scenario analysis
- This assessment will be reviewed annually and updated based on regulatory developments, technology advances and climate science

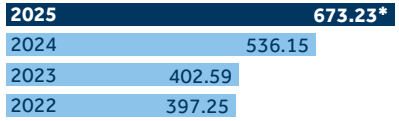
ENVIRONMENT PILLAR 2

Environmental stewardship

Managing environmental impact through circularity, responsible resource use and wildlife protection

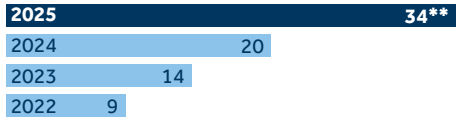
Environmental stewardship requires systematic management across our operations. Our approach integrates waste reduction, circular economy principles and biodiversity protection into decision-making.

Waste generation (tonnes)



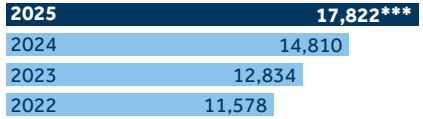
*The waste data presented in this report covers the Maintenance Centre, corporate office facilities, cargo operations and the Airline Operations Centre only.

Waste recycling (tonnes)



**The recycled waste data presented in this report covers corporate office facilities only.

Water consumption (m³)



***The increase in water consumption and waste generation during the reporting period is primarily attributable to operational expansion.

Managing our approach

We track environmental performance through cross-functional teams that monitor waste, energy, water and fuel consumption. This data collection supports our operational efficiency focus and enables data-driven decision-making for waste reduction and resource management across our operations.

Our biodiversity efforts focus on wildlife strike monitoring, habitat consideration in our operational planning, and collaboration with airport authorities on conservation measures.

1,680kg
of plastic eliminated every month by removing plastic lids on hot beverages

Waste reduction and circular practices

Waste management starts with understanding what we generate and where we can improve. We've established comprehensive waste tracking across our operations, measuring volumes by category and weight.

The data provides visibility into our waste streams and identifies opportunities for reduction and diversion.

Single-use plastic and reusable equipment

We have eliminated purely virgin plastic from the catering products that we procure. All disposable catering equipment now incorporates recycled content, currently operating at a 70 per cent virgin, 30 per cent recycled PET blend.

As supply chains develop capacity, we'll continue increasing the proportion of recycled material.

In November 2025, we removed plastic lids from hot beverage cups in Economy, eliminating an estimated 1,680kg of plastic per month. We've also optimised loading quantities based on actual consumption data, reducing unnecessary weight and waste on every flight.

From January 2026 metal cutlery will replace disposable plastic across 99.9 per cent of flights serving hot meals, eliminating an estimated 7,200kg of plastic per month, with biodegradable alternatives used where metal isn't operationally feasible. Economy Class bowls and main course dishes will also transition from disposable to reusable items where operationally feasible.



Our Business Class uses metal cutlery, which we redesigned in 2025 with hollow handles to reduce weight whilst maintaining quality.

ENVIRONMENT PILLAR 2 CONTINUED

2

Food waste

Since November 2025, we have collected detailed consumption data and analysed meal uptake patterns by route, time of day and passenger profile.

Late night and early morning flights show consistently lower food uptake. This information will be used to reduce loading on specific flights without compromising passenger service.

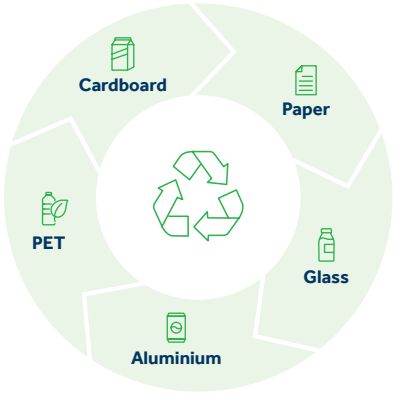
We also gather data on dining patterns in our Terminal 2 lounge and onboard meal consumption to better understand passenger preferences. These insights allow for more tailored loading, to reduce waste.

Our Ramadan 2025 approach demonstrated the value of thoughtful loading. We reduced meal quantities on routes where passengers were fasting and reinvested the savings into Iftar products so passengers could break their fast appropriately. The initiative aligned operational efficiency with cultural requirements.

On ground waste management

Our recycling programme covers the materials we generate in significant volumes. We collect and measure PET, paper, cardboard, glass and aluminium. Segregation happens at source, with clearly marked bins and staff training to ensure proper sorting. We track both volume and weight, providing accurate data on our waste diversion performance.

Our recycling programmes



We're exploring a partnership with a waste management consultant to develop a comprehensive zero waste roadmap. The engagement would assess our current waste streams, identify additional diversion opportunities and establish targets for waste reduction across our operations. The roadmap would provide structure for our long-term waste management strategy and help us understand where we can achieve the greatest impact.



Data-driven decisions help us serve passengers better while reducing food waste onboard.

ENVIRONMENT PILLAR 2 CONTINUED

2

flydubai is taking practical steps to protect the ecosystems across its network.

Wildlife protection and biodiversity impact reduction

Aviation operations intersect with wildlife and ecosystems at every destination we serve. Our responsibility is to prevent harm whilst maintaining safe operations and contributing to broader conservation efforts.

CITES compliance and illegal wildlife trafficking prevention

We maintain a zero-tolerance policy against the commercial transport of endangered species and species threatened with extinction and illegal wildlife activities. We achieved 100 per cent compliance to the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) requirements throughout 2025, ensuring that every CITES-related shipment met all applicable standards.

Our cargo Special Handling Desk team reviews all special cargo requests, including live animals, and provides approvals or rejections based on regulatory requirements and compliance with the IATA Live Animal Regulations. Documentation is verified before acceptance. Staff training ensures our teams understand their responsibilities in preventing illegal wildlife trade. We report irregularities to the appropriate authorities and take immediate action when deviations are observed.

Wildlife hazard management

During operation wildlife hazards are primarily bird strikes, these represent the most direct interaction between our operations and biodiversity.

As well as causing harm to wildlife populations, these incidents pose safety risks to aircraft and passengers. We track all wildlife strikes through our Safety Management System, recording species, location, flight phase and circumstances. The data helps us understand patterns and implement preventive measures. We collaborate with airport authorities who manage wildlife programmes that balance safety requirements with ecological considerations. These programmes may include habitat modification, active monitoring and humane deterrent systems. Our participation and data contribution helps airports respond effectively whilst minimising disturbance to wildlife.

Ground staff are trained to recognise and report wildlife presence, particularly in areas where activity could create safety concerns or indicate habitat management needs. This reporting enables appropriate responses from airport environmental teams.

Conservation partnerships

We collaborate with the UAE Civil Aviation Youth Council to reinforce our commitment to wildlife conservation and environmental sustainability.

Starting in 2024, we have introduced ecosystem preservation initiatives by planting Ghaf trees at our campus, honouring the UAE's national tree whilst reinforcing our commitment to sustainability. In addition, we have also launched a mangrove tree planting initiative.



Ghaf trees planted at our campus reflect our commitment to preserving the UAE's natural heritage.

ENVIRONMENT PILLAR 2 CONTINUED

Case Study

Buckingham Palace Declaration - United for Wildlife

In November 2025, flydubai signed the Buckingham Palace Declaration at the Dubai Airshow, joining United for Wildlife's global Transport Taskforce.

Founded by Prince William and The Royal Foundation, the initiative tackles illegal wildlife trade and protects endangered species by disrupting trafficking routes and strengthening supply chain security.

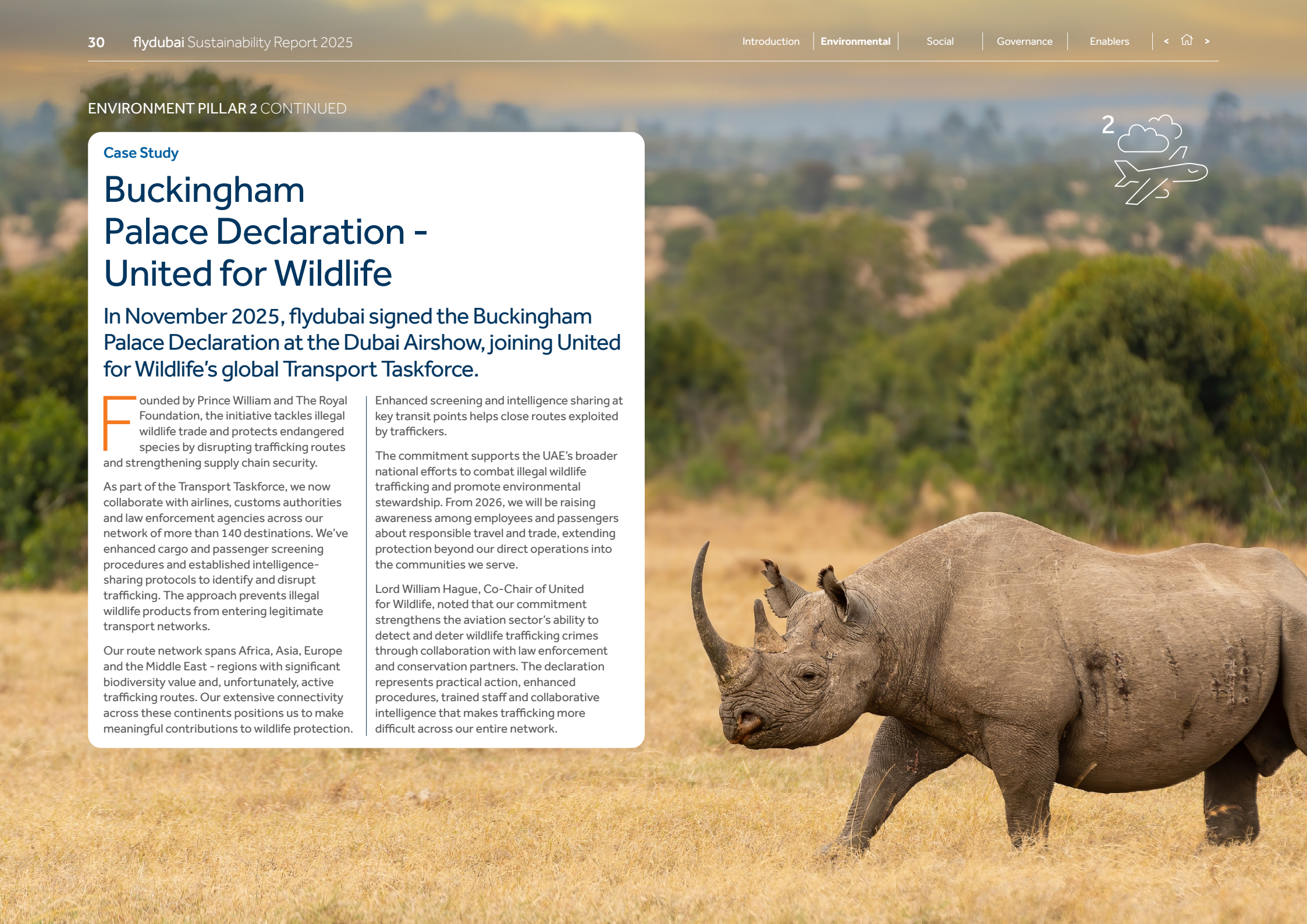
As part of the Transport Taskforce, we now collaborate with airlines, customs authorities and law enforcement agencies across our network of more than 140 destinations. We've enhanced cargo and passenger screening procedures and established intelligence-sharing protocols to identify and disrupt trafficking. The approach prevents illegal wildlife products from entering legitimate transport networks.

Our route network spans Africa, Asia, Europe and the Middle East - regions with significant biodiversity value and, unfortunately, active trafficking routes. Our extensive connectivity across these continents positions us to make meaningful contributions to wildlife protection.

Enhanced screening and intelligence sharing at key transit points helps close routes exploited by traffickers.

The commitment supports the UAE's broader national efforts to combat illegal wildlife trafficking and promote environmental stewardship. From 2026, we will be raising awareness among employees and passengers about responsible travel and trade, extending protection beyond our direct operations into the communities we serve.

Lord William Hague, Co-Chair of United for Wildlife, noted that our commitment strengthens the aviation sector's ability to detect and deter wildlife trafficking crimes through collaboration with law enforcement and conservation partners. The declaration represents practical action, enhanced procedures, trained staff and collaborative intelligence that makes trafficking more difficult across our entire network.



Social

How we measure progress: Our key KPIs

Pillar 3

People at our core

- Occupational injury reduction
- Increasing training hours per employee
- Management upskilling coverage
- Equal opportunity support

Pillar 4

Stronger together

- Community support initiatives
- Supplier Code of Conduct compliance
- Strategic partnerships

SOCIAL PILLAR 3

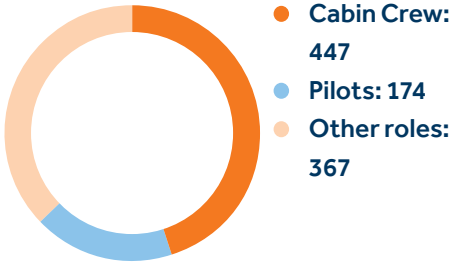
People at our core

3

Supporting, developing and protecting our employees

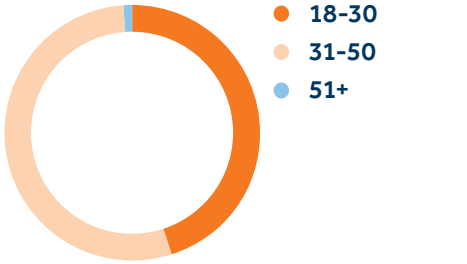
Our people are the foundation of our operations. We've built a culture that prioritises employee wellbeing, professional development and equal opportunity from the moment someone joins flydubai.

New hires in 2025



988
new hires in 2025

Age



Managing our approach

Our approach centres on three principles: protecting our employees through comprehensive health and safety programmes, developing their capabilities through structured learning and growth opportunities, and fostering an inclusive environment where 150 nationalities work together as one team.

We maintain an open-door culture with accessible leadership. The approach creates direct lines of communication between all levels of the organisation and empowers individuals to influence decisions regardless of their grade level. A focus on our employees has shaped our unique culture.

3.7%
voluntary turnover in 2025, our lowest on record

Health, safety and wellbeing

Under our Occupational Safety Management System, employee wellbeing is embedded as a core pillar. We implement a comprehensive framework of supportive and responsive initiatives designed to safeguard the health of our workforce.

Occupational safety and peer support

Our Employee Assistance Programme (EAP) provides confidential counselling, legal and financial advisory services, and crisis intervention support to employees and their dependants at no cost. This ensures timely access to professional assistance when needed.

Through our Communicable Diseases Management Programme we proactively identify and mitigate health risks associated with workplace environments and duty travel. These measures protect employees from potential outbreaks and unsafe living conditions, reinforcing our commitment to preventive risk management.

Our Psychoactive Substance Management Programme not only acts as a deterrent programme for alcohol and drug abuse, it also enables employees to confidentially raise substance-related concerns and seek appropriate support, promoting both individual wellbeing and collective workplace safety.

Additionally, we strengthen resilience through our Emergency Preparedness Programme, supported by a trained network of 135 fire wardens and 160 first aiders in 2025.

Together, these initiatives demonstrate our Health & Safety team's commitment to fostering a safe, supportive work environment for both employees and our customers.

CARE - our peer support programme - stands for Calm, Approachable, Respectful and Empathetic.

- **C** Calm
- **A** Approachable
- **R** Respectful
- **E** Empathetic

Our Company-wide initiative provides peer-to-peer support. We have 390 peer supporters who speak over 60 languages, attend yearly training, and receive micro-learning pieces monthly. CARE offers personal support to colleagues facing issues in their private or professional lives, creating a network of trained colleagues who provide emotional first aid. The Flight Crew Support Programme, also under CARE, provides support to our flight crew community.

SOCIAL PILLAR 3 CONTINUED

3

Employee wellbeing

Our EAP provides confidential support from licensed professionals for employees navigating personal or work-related challenges. We complement the EAP with dedicated monthly Health & Wellness sessions, interactive webinars and practical tools that support employees across the five pillars of wellbeing: physical, financial, emotional, social and community.

In addition, our comprehensive health insurance coverage reinforces our commitment to holistic employee wellbeing. It supports our people throughout their health journey, helping them feel cared for, and engaged.



Employee benefits

Our total rewards package reflects our commitment to employees. Comprehensive salary structures include basic salary, housing allowance and transportation allowance. Role-dependent allowances include: flying pay for Cabin Crew, and flight allowances for Pilots. Our compensation package is competitive with regional carriers and aligned with the Middle East market standards.

Travel benefits extend to employees, spouses, children, parents and siblings across our network and partner airlines. Employees receive approximately 30 'buddy tickets' annually, to extend their benefits to friends and family.

Employee experience insights

We launched the Happiness Meter, a real-time employee feedback platform providing continuous, data-driven insights. Over 17,000 employee insights have been collected year-to-date, enabling real time action planning. Monthly department-level standardised reporting improves data accuracy and accountability.

85%
of employees received a performance review in 2025



Investing in our people and listening to what matters most.

SOCIAL PILLAR 3 CONTINUED



Case Study

Building community through fitness

The flydubai Corporate Games, held throughout November 2025, aligned with Dubai Fitness Challenge's 30x30 initiative, reinforcing the citywide commitment to active lifestyles and embedding wellbeing into flydubai's workplace culture.

The Games brought employees together from across the organisation through structured physical activity and friendly competition. Colleagues participated in a diverse range of activities including: cricket, football, badminton, basketball, padel, table tennis, volleyball, cycling and esports. The variety of sports ensured broad participation and accessibility, encouraging employees of different interests and fitness levels to get involved.

Beyond physical activity, the programme created meaningful opportunities for collaboration and connection outside of daily operations. Teams formed across departments and grades, strengthening relationships and fostering a sense of healthy competition and shared achievement.

A key highlight of the initiative was the final Corporate Games event, which extended participation beyond employees to include families and friends. This inclusive celebration strengthened our sense of community, encouraged social connection, and reinforced belonging across teams and departments.

An awards ceremony recognised both individual and team contributions, celebrating commitment, sportsmanship and engagement. These recognitions reinforced behaviours aligned with flydubai's values of wellbeing, teamwork and inclusivity.

The Corporate Games form part of a broader calendar of employee engagement initiatives delivered throughout the year, including flydubai Social Day, which brings employees and their families to campus for a shared celebration in a relaxed and welcoming environment. Together, these initiatives reflect flydubai's commitment to holistic wellbeing - physical, social and emotional.

By providing opportunities for employees to stay active, connect, and build meaningful relationships, events like the Corporate Games and Social Day enhance engagement, strengthen community, and support a more connected and resilient workforce.

SOCIAL PILLAR 3 CONTINUED

3

LinkedIn Learning achievements

200,113
videos completed

95%
login rate

12,268
courses completed

4hrs 48mins
average training hours per employee

Talent development and capability building

We invest in employee development from the day of joining. Our philosophy emphasises broad exposure over narrow specialisation. Employees gain cross-functional experience and build a range of skills as they progress through the organisation. This approach, combined with our empowerment culture and accessible leadership, creates an environment where people can build meaningful long-term careers.

Learning platforms

New joiners receive a LinkedIn Learning subscription with personalised training plans aligned with our core values and have access to over 25,000 courses and certifications.

The platform's adoption has exceeded our expectations. Our activation rate reached 65 per cent by the end of October 2025, which is significantly above LinkedIn's benchmark of 40 per cent for similar-sized organisations. Employees have completed 12,268 courses and viewed 232,563 videos across the platform since implementation. Video completions reached 200,113, demonstrating strong and growing engagement. With a 95 per cent login rate, over 950 learners actively use AI-powered features for personalised learning path creation and career progression suggestions.

Adoption extends across all departments. Operational staff including Cabin Crew, Pilots and Engineers actively engage with the platform, demonstrating that accessibility to learning resources matters regardless of role. Weekly reporting to senior management tracks utilisation and impact, ensuring learning remains a visible organisational priority.

To further enhance our learning opportunities, we use Axonify, a microlearning platform that uses AI-driven adaptive learning to ensure each employee receives the most relevant content. The platform integrates gamification and reinforcement learning techniques, making learning a continuous and enjoyable experience. Axonify delivers bite-sized learning modules, that are typically eight to 10 minutes long, to enhance knowledge retention and on-the-job application. The platform is used across multiple departments for real-time knowledge updates, compliance training and competency development.

Leadership development

We offer structured development programmes tailored to different career levels. Leadership essentials provides emerging leaders with critical management skills. Functional training delivers targeted programmes for specialised roles, ensuring employees have the expertise needed for operational excellence. Soft Skills & Business Acumen programmes enhance communication, teamwork, emotional intelligence and decision-making skills. Upskilling & Reskilling Initiatives equip employees with digital skills, innovation-driven thinking and future-ready capabilities.

These programmes are supported by classroom training, e-learning, and practical application through mentorship and on-the-job experiences.

In 2026, we're launching a leadership development initiative. Our Junior Leadership Journey will develop select managers and senior managers through a six-month programme. These initiatives prepare leaders for our organisational expansion whilst supporting succession planning across all levels.



Building the skills and leaders that will carry flydubai forward.

SOCIAL PILLAR 3 CONTINUED

3

Talent acquisition

We recruit globally across all continents using agile international teams and data-driven targeting strategies. Our recruitment approach combines LinkedIn Recruiter for professional searches, our career page for direct applications, and employee referrals to amplify reach through our existing diverse workforce.

Our assessment process ensures Company cultural fit alongside technical capability. All candidates undergo competency-based evaluations and cultural fit scoring before technical interviews begin.

For every job we recruit for we maintain a structured interview process with three to five candidates chosen for the final stage, ensuring a competitive and fair selection.

Recent recruitment activities demonstrate our global reach. Throughout 2025, teams travelled to Brazil, South Africa, Italy, the Philippines, Malaysia, India, Korea, Belarus, Tunisia and Egypt for Pilot recruitment, and for second officer recruitment in the UK. We target geographic hubs where specific skill sets concentrate, using LinkedIn Recruiter data to identify talent hotspots and professional movement patterns.

Our workforce planning approach reflects long-term thinking. We're investing in training that creates loyalty and supports over 10-year career trajectories, reducing turnover through internal development and building our Company culture from inception.

Emirati talent

We support national development through UAE-focused talent initiatives. We employ 164 UAE nationals across departments, including inflight operations, engineering and office-based roles, with strong representation of Emirati women in leadership and operational positions. We offer engineering apprenticeships as well as cadet, Multi-Pilot Licence (MPL), flight dispatcher and graduate programmes. We also provide workplace opportunities and internship programmes to attract young Emirati talent and support the UAE's aviation vision.



We offer Aircraft Maintenance and Engineering apprenticeships to attract young Emirati talent.

SOCIAL PILLAR 3 CONTINUED

3

Cultural diversity and equal opportunity

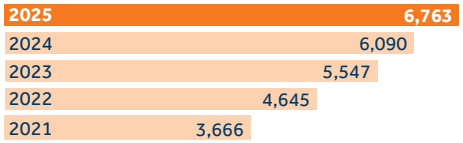
We employ more than 6,000 employees from 150 different nationalities. We deliberately maintain a multinational workforce that reflects the global network we serve.

Equal opportunities

We are an equal opportunity employer committed to diverse hiring across all roles. Our recruitment team actively builds diverse candidate pools, regularly reviews departmental composition, and monitors nationality and gender distribution to ensure balanced representation.

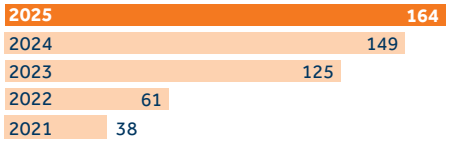
We assess all candidates using standardised competency-based processes developed with external vendors. These assessments evaluate alignment with our values and culture, ensuring selection decisions are based on merit and capability rather than demographic characteristics.

Total workforce



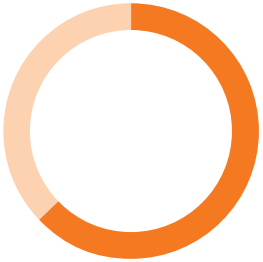
85%
increase in workforce over five years

Emiratisation



331%
increase in national representation across seniority levels

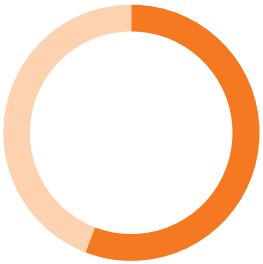
Diversity



- Men: 63%
- Women: 37%

18%
females in senior or executive positions

New hires in 2025



- Men: 56%
- Women: 44%

44%
of new colleagues joining in 2025 were female



We maintain a multinational workforce that reflects the global network we serve.

Case Study

Multi-Pilot Licence Programme - growing our own talent

We're building talent pipelines that reduce market dependency. In November 2025, we welcomed our first intake of 34 cadets to our Ab Initio Pilot Training programme. The initiative marks a significant milestone in our workforce strategy, enabling us to meet the growing demands of our expanding fleet and network over the next decade.

The programme provides all necessary training to enable young people over 17 years old, who have graduated from high school, to become commercial airline Pilots. It's designed to identify and train passionate individuals and prepare them to operate as second officers on our growing fleet of Boeing 737 aircraft. The rigorous programme is a structured journey that takes cadets from foundational theory to commercial flight readiness in approximately 18 to 24 months.

Whilst academic excellence forms the foundation of the programme, we equally value leadership, teamwork and decisiveness - core attributes of any successful Pilot. Candidates undergo rigorous screening, including aptitude, cognitive and psychomotor assessments during the initial phase, along with medical clearances. The programme includes ground school training, simulator and flight instruction, line training and final integration into our flight operations.

We're building talent from scratch rather than competing for Pilots in a constrained market. Our target is to train 200 Pilots annually through the MPL programme, creating a sustainable pipeline that supports our growing business. Developing our own talent creates loyalty whilst reducing market dependency.

The programme opens doors to homegrown Emirati talent as well as residents and international applicants who are passionate about aviation and want to pursue a career in one of the world's most thriving aviation hubs. We're developing similar in-house programmes for other operational roles, including Engineering and Maintenance, extending the model that makes our workforce strategy sustainable for long-term growth.



SOCIAL PILLAR 4

Stronger together

4

Working with partners and suppliers, while supporting communities for shared progress

Our commitment to shared progress extends beyond our operations. We support communities where we operate, work with suppliers who share our values, and partner with organisations that create positive social impact.

Managing our approach

Our approach centres on responsible engagement across three areas: supporting communities through structured volunteering and social initiatives, building responsible supply chain practices that embed sustainability into procurement decisions, and developing strategic partnerships that amplify our collective impact.

We've expanded working relationships with not-for-profit organisations, allowing us to engage in more structured, impactful partnerships that support broader community needs. Cross-functional collaboration between HR, Facilities, Compliance and Safety & Sustainability ensures alignment when delivering community support initiatives.

Responsible supply chain practices

Sustainability influences the procurement decisions we make. In 2026, we intend to integrate ESG criteria into supplier onboarding, embed risk profiling into contract management, and make governance transparency a requirement across our supply chain.

Supplier engagement and evaluation

We are integrating ESG criteria into our supplier onboarding process, fostering partnerships with vendors committed to sustainable practices.

Digital transformation

We've accelerated the digital transformation of our procurement processes through the adoption of tools that improve reporting, streamline processes and eliminate paper-based workflows. The digitalisation of critical approval documents replaces manual, paper-intensive processes with automated workflows that improve traceability whilst significantly reducing paper usage across the procurement cycle. Every digital approval eliminates paper consumption, reduces storage requirements, and creates an auditable trail that strengthens governance and improves efficiency whilst also supporting our environmental objectives.

This is supported by the addition of a new dashboard that enhances our data analytics and demonstrates our commitment to improving procurement performance.

37%
of non-aircraft spend on local suppliers



flydubai introduced smart gates at its Airport Operations Centre, using biometric technology and AI-driven verification to streamline immigration processes for Pilots and Cabin Crew.

SOCIAL PILLAR 4 CONTINUED

4

Community support and social contribution

We delivered multiple community initiatives in 2025, aligning with the UAE's Year of Community and demonstrating our commitment to supporting communities.

Environmental stewardship

We continue to build on our Mangrove Tree Planting initiative. Employees volunteer to plant native mangroves at Al Zorah Nature Reserve, enhancing carbon sequestration, protecting coastlines and restoring biodiversity. The initiative raises awareness among employees about conservation and the importance of restoring marine ecosystems.

Employee-driven volunteering

Strong employee participation in community initiatives highlights our people's commitment to supporting the community and representing flydubai, demonstrating a shared dedication to giving back.

During Ramadan, our employees came together to distribute meals - purchased through employee contributions - across local mosques to support those less fortunate.

In addition, we collaborated with the Dubai Health Authority and the GCAA Youth Council to deliver a blood donation drive, which saw a total of 120 employees generously donate blood.

Strategic partnerships for shared progress

We build long-term partnerships with not-for-profit organisations to deliver structured volunteering programmes with measurable impact.

Our partnership with the Emirates Red Crescent demonstrates this approach, combining regular coordination to plan initiatives, direct employee engagement through CSR activities, and post-event reviews to assess outcomes. We work exclusively with licensed organisations operating from the UAE, ensuring accountability whilst maintaining programme flexibility.

In 2026, we'll launch an annual CSR calendar aligned with national priorities, including the UAE Year of the Family. By expanding our network of not-for-profit partners, we'll diversify volunteer opportunities and deliver greater measurable social and environmental impact.



Employees plant native mangroves at Al Zorah Nature Reserve as part of flydubai's ongoing volunteering programme to enhance biodiversity.

Governance

How we measure progress: Our key KPIs

Pillar 5

Excellence in safety, compliance and service

- Safety report management
- Check-in and boarding time

Pillar 6

Intelligent aviation

- Dubai Cyber Index score
- IT process automation

GOVERNANCE PILLAR 5

Excellence in safety, compliance and service

Ensuring safe, reliable operations and a consistent customer experience

Safety, compliance and service excellence define our operations. Our approach integrates systematic safety management with consistent customer experience delivery across every touchpoint of a customer's journey.

Flight crew completed safety-related trainings



- 855 Pilots and Cabin Crew upgrade training sessions completed
- 674 classroom safety sessions for Cabin Crew
- 200 Airport Services colleagues received safety training
- 428 Engineering and Maintenance personnel completed SMS training
- 183 Ground Operations colleagues completed online awareness training
- 165 colleagues completed COMPASS training

Managing our approach

Service delivery is shaped by continuous investment in products, infrastructure and training that support reliable operations and passenger satisfaction whilst ensuring safety is embedded in the delivery of our products and services.

Our commitment extends across Cabin Operations, Ground Operations and Engineering and Maintenance. We've introduced digital safety systems, enhanced our Business Class offering, and equipped our fleet with inflight entertainment to ensure a cohesive travel experience.

2,505
colleagues completed safety training in 2025

Operational safety

Safety is deeply integrated into our operations and guides every decision we make. Our risk management approach is proactive and predictive.

Our Flight Data Monitoring programme is a critical pillar of this framework, delivering comprehensive analysis of flight performance. Through enhanced data analytics and trend monitoring, the programme strengthens early risk identification and enables informed, data-driven decision-making.

Safety Management System (SMS)

Our SMS, which was awarded an 'Effective' rating by the UAE Civil Aviation Regulator, the GCAA - positioning our organisation as a recognised benchmark for safety excellence and regulatory compliance, ensures all the necessary policies, processes and practices are in place to mitigate risks and promote a culture of safety. It involves hazard identification, risk management, continuous monitoring and improvement of safety performance. Our SMS complies with UAE GCAA CAR SMS Regulations, ICAO Annex 19 SARPS, along with IATA ISARPS and industry best practices.

Our Safety Management System is governed by an established Management Review Board, which provides strategic oversight and governance through the Safety Action Group and its domain-specific Action Groups, ensuring coordinated change management, risk mitigation and continuous improvement in the areas of Flight Operations, Engineering and Maintenance, Cabin Operations and Airport and Ground Services.

In 2025, we continued to nurture our safety culture through SMS training across the organisation:

- **Flight Crew**: 855 crew members trained, including:
  - 104 Pilots in Command Upgrade
  - 177 Pilots in Type Rating and Operator Conversion Courses
  - 90 Cabin Crew in Senior Member Upgrade
  - 418 Cabin Crew in Initial Course
  - 66 Cabin Crew in Requalification Course
- **Cabin Crew:** 674 colleagues completed additional classroom sessions.
- **Engineering and Maintenance:** 428 colleagues completed classroom training.
- **Airport Services:** 200 colleagues completed classroom sessions - 87 in Dubai and 113 at outstations.
- **Ground Operations:** 183 colleagues completed online awareness training.
- **COMPASS:** 165 colleagues completed classroom training on our safety and compliance platform.

Innovation in safety

In July 2025, we introduced COMPASS (powered by Intelex), a cutting-edge software solution that acts as a central hub for all compliance and safety processes. The platform signifies a shift from conventional-based methods to a fully integrated digital system.

The software streamlines and unifies all safety and compliance processes, allowing for comprehensive analysis across all SMS and Compliance activities. Dynamic dashboards and advanced analytics provide real-time insights to enhance decision-making, whilst its flexibility ensures the tool can evolve alongside our changing operational needs.

GOVERNANCE PILLAR 5 CONTINUED

Our Safety Policy

At flydubai, safety is a fundamental, Company-wide value that reinforces our mission to deliver safe, secure and reliable air transport, connecting people and supporting economic growth. Our commitment to safety goes beyond regulatory compliance - it is a shared responsibility embraced by every employee of our workforce.

We are committed to continually enhancing our safety performance, adhering to all regulatory standards and cultivating a strong and transparent safety culture across all areas of the business. We ensure the provision of appropriate resources, infrastructure and tools that enable our employees to implement and maintain our safety policies effectively.

Our Safety Policy is guided by five core principles:

Just culture: We recognise that human error is inevitable. We support honest reporting and learning from mistakes, whilst maintaining that intentional breaches of safety rules are unacceptable.

Human factors: We incorporate human factors principles into our Safety Management System to better understand operational risk and reduce the likelihood of error.

Empowerment: We ensure all personnel are aware of their safety responsibilities and are equipped with the necessary information, training and access to relevant safety information.

Proactive risk management: We systematically identify, assess and mitigate hazards and risks through our Safety Management System.

Continuous improvement: We review and enhance our Safety Policy periodically to ensure alignment with current regulations, industry best practice and our organisational objectives.



Case Study

Empowering our Pilots

As we expand our network to more than 140 destinations, we're committed to equipping our Pilots with technology that further enhances safety and performance.

In November 2025, during the 19th edition of the Dubai Air Show, flydubai partnered with GE Aerospace to deploy their advanced Flight Data Monitoring system across our entire fleet by Q2 2026.

This partnership reflects our continued focus on safety and operational excellence. By using advanced analytics, we're not only strengthening flight safety and efficiency but also empowering our Pilots with the tools they need to deliver safe, reliable air travel across our growing network.

GOVERNANCE PILLAR 5 CONTINUED

Case Study

Championing safety from the top

In November 2025, flydubai pledged commitment to the IATA Safety Leadership Charter, reinforcing our responsibility to build a safety culture that runs through every level of the organisation.

The IATA Safety Leadership Charter is a global initiative developed in collaboration with aviation industry stakeholders. It promotes safety through active leadership engagement, empowering airline leaders to build safety awareness, trust and accountability at every level of their organisation.

By signing the charter, our Chief Executive Officer, Ghaith Al Ghaith, made a visible, public commitment to embed safety principles across decisions taken by the executive team to the actions of colleagues on the ground and in the air.

We stand alongside more than 150 airlines worldwide that have made this commitment - demonstrating a powerful, industry-wide resolve to drive meaningful change.

GOVERNANCE PILLAR 5 CONTINUED

Airline with the Best Connectivity in the Middle East from Business Traveller Middle East Awards.

Trailblazer Award for Outstanding New Service Launch from Aviation Achievement Awards.

Four-Star Major Airline from APEX Awards.

Ghaith Al Ghaith, Chief Executive Officer, was honoured with the Executive Leadership for the Africa and Middle East award at the prestigious 2025 Airline Strategy Awards held in London.

Industry leadership and engagement

We play an influential role across key aviation regulatory and safety platforms, actively shaping dialogue, sharing operational insights, and contributing to best practices through our engagement in national and international industry forums led by the GCAA, regulators, aircraft manufacturers and international organisations.

We also maintain periodic coordination with airport and airspace key stakeholders, including Dubai Airports, Dubai Air Navigation Services, Emirates and dnata.

Through these engagements, flydubai not only participates but actively contributes to policy discussions, risk mitigation strategies, and collaborative safety enhancements across the aviation sector.

We are currently finalising additional aircraft type training programmes to further enhance our in-house technical capabilities, reinforce regulatory compliance and drive excellence in aviation training standards.



Ghaith Al Ghaith receives the Executive Leadership Award for the Africa and Middle East accolade at the 2025 Airline Strategy Awards.

GOVERNANCE PILLAR 5 CONTINUED



Case Study

Building better customer connections

As we expand and enhance our operations, we are investing in technologies that transform how we serve our customers. In December 2025, we announced a collaboration with Amazon Web Services (AWS) to advance our digital capabilities through cloud computing and artificial intelligence.

Through this partnership, AWS supports flydubai with structured innovation engagements focusing on generative AI for airline operations, data analytics, and customer experience enhancement. By leveraging AWS's comprehensive cloud platform, we are accelerating the delivery of production-ready solutions that enhance operational efficiency and create greater value for our customers.

This collaboration allows us to develop and scale high-impact digital and AI use cases across our operations and customer journey. From more personalised travel experiences to smarter operational decisions, we're using technology to reimagine the future of aviation.

The initiative reinforces our commitment to innovation and aligns with Dubai's vision for forward-thinking digital transformation, ensuring we remain agile as we continue to grow.

5

Inflight products and services

As we expand our service offering to meet the needs of a broader passenger base, we have invested significantly in enhancing customer experience throughout 2025. Our focus on infrastructure improvements, service quality enhancements and sustainable operations supports our transition to a full-service carrier whilst maintaining the operational efficiency that defines our business model.

Fleet enhancements

All aircraft in our fleet were equipped with inflight entertainment, ensuring a cohesive and consistent travel experience for passengers across our network. We implemented menu enhancements that reflect passenger preferences and dietary requirements, whilst expanding inflight entertainment content to provide greater choice. Passengers now have access to more movies, television programmes and music selections that refresh regularly throughout the year.

Business Class experience

In the second half of 2024, we inaugurated our dedicated Business Class check-in area and new Business Class Lounge at Terminal 2, Dubai International. The facilities provide Business Class passengers with a premium ground experience before boarding, including dedicated check-in counters that reduce wait times and a comfortable lounge environment with food and beverage offerings. The significant investment underscores our commitment to enhancing customer experience from arrival at the airport through to boarding.

Sustainable service delivery

We're digitising operations to improve efficiency and reduce environmental impact. Paperless solutions now extend across multiple touchpoints – digital boarding passes streamline check-in, electronic menus in Economy Class eliminate printed materials, and the removal of sales summary printouts and transaction receipts reduces paper waste whilst improving operational efficiency for Cabin Crew.

These digital tools support environmental objectives whilst creating a smoother passenger experience and enabling Cabin Crew to focus on service delivery rather than administrative tasks. We're applying these efforts internally by digitalising and automating business processes to reduce printing, streamline workflows, and introduce efficiencies that support our employees.

Enhanced connectivity

In November 2025, we announced a partnership with Starlink to deliver high-speed, low-latency broadband internet across our entire fleet. The service will be rolled out to 100 Boeing 737 aircraft starting in 2026, providing passengers with connectivity capable of supporting streaming, video calls, social media and online gaming. Starlink's low-orbit satellites enable reliable, high-speed connectivity at altitude, delivering an experience similar to ground-based internet.

The introduction of Starlink represents a significant enhancement to our passenger experience, ensuring travellers stay connected throughout their journey.

GOVERNANCE PILLAR 5 CONTINUED

Ground journey experience

Expanded network reach

Growing our network of partnerships remains central to how we connect more passengers to more of the world. In 2025, our strategic partnership with Emirates enabled more than 2.5 million passengers to enjoy seamless connectivity across a joint network of 243 destinations in 103 countries via Dubai's global aviation hub.

During the year, we signed seven new interline agreements, expanding our portfolio to 40 interline partners and giving passengers access to more than 300 destinations across our combined networks. This is in addition to our three codeshare agreements with Air Canada, Emirates and United Airlines.

These partnerships extend our reach whilst providing passengers with simplified booking, coordinated schedules and smoother connections. Passengers can book a single ticket covering multiple airlines, check baggage through to their final destination, and benefit from coordinated customer service across the journey.

Digital customer experience

Our digital platforms enable passengers to manage their entire journey online. Mobile boarding passes, online check-in, seat selection and baggage tracking reduce airport processing time whilst giving passengers greater control over their travel experience.

The flydubai app provides real-time flight updates, gate information and boarding notifications, ensuring passengers stay informed throughout their journey.



Seven new interline partnerships in 2025 expand our global reach to more than 300 destinations.

GOVERNANCE PILLAR 6

Intelligent aviation

Using digital tools and innovation to improve performance and sustainability

Innovation drives our operations. We use digital tools, artificial intelligence and data analytics to improve fuel efficiency, enhance safety and reduce environmental impact whilst maintaining operational excellence.

Managing our approach

Our approach centres on agile technology adoption, Pilot-centric engagement and strategic partnerships with technology providers. We test innovations, implement proven solutions quickly, and maintain direct feedback loops with operational teams to ensure tools deliver measurable results.

Senior management actively monitors emerging technologies, evaluates vendor solutions and networks with other airlines to identify best practices.

0
data breaches in 2025

Cybersecurity and data protection

We are committed to complying with applicable cybersecurity and data protection laws and regulations. We focus on establishing strong policy frameworks, delivering training to our staff, and promoting awareness on cybersecurity and data protection. We implement security by design practices and proactively identify and manage security-related risks.

Our Enterprise Information Security Programme maintains compliance with Dubai Government Information Security Regulation. We uphold the principles of confidentiality, integrity and availability, protecting information assets continuously and proactively through people, process and technological controls.

In October 2025, we hosted a successful Cybersecurity Awareness Event featuring professional talks moderated by regulatory and industry leaders, alongside interactive sessions showcasing real-time cybersecurity threats and mitigation strategies. We are pursuing ISO 27001 certification to establish a solid Information Security Management System for flydubai.

We regularly review our processes and procedures alongside global cybersecurity and data protection laws and regulations to ensure compliance and maintain our customer-facing Privacy Policy. Our multi-departmental Data Privacy Working Group meets regularly to discuss ongoing issues and review updates to applicable data privacy legislation.

Technology-driven performance enhancement

Aviation is a data-intensive industry where marginal gains compound into significant outcomes. A one-per cent improvement in fuel efficiency across thousands of flights translates to substantial emissions reductions and operational savings. Technology enables us to identify these opportunities, engage our Pilots systematically, and measure results with precision.

We use artificial intelligence, real-time data analytics and position-aware systems to optimise taxi operations, takeoff performance and flight planning - turning the vast amount of data our fleet generates every day into practical, actionable insight. The result is smarter decisions in the cockpit, measurable gains in fuel efficiency and better outcomes for both our operations and the environment.



We use artificial intelligence, real-time data analytics and position-aware systems to optimise our performance.

GOVERNANCE PILLAR 6 CONTINUED



Case Study

Advanced AI trials

In 2025, we trialled advanced AI capabilities that represent the next frontier in aviation efficiency - bringing artificial intelligence directly into the flight deck to support real-time Pilot decision-making.

How it works

The system integrates iPads with aircraft systems, operating in the background whilst Pilots use other applications such as navigation charts and flight documents. Position-aware technology monitors the aircraft's location and analyses flight data in real time. When statistical analysis identifies a fuel-saving opportunity - such as a commonly approved route change or optimal altitude change - the system delivers a notification at the precise moment it is most useful to the Pilot.

This isn't about replacing Pilot judgement. It's about enhancing it with timely, data-driven insights drawn from thousands of previous flights on the same route.

Results and next steps

Pilot feedback has been overwhelmingly positive. The technology delivers relevant information without creating distraction, and Pilots appreciate the statistical foundation behind each recommendation. The system proved technically successful during the trial period.

Full implementation awaits commercial resolution with our technology partners, but the trial represents our commitment to positioning flydubai as an industry leader in AI-powered operations. We are not just testing technology, we're preparing our Pilots for the digital copilot capabilities that will define the next generation of aviation.

6

Operational excellence through innovation

Technology and Pilot engagement drive measurable performance improvements across our operations. Throughout this report we highlight a number of our digital innovation enhancements including:

SkyBreathe fuel-efficiency platform

Operational since 2016, the AI-powered system processes flight data to identify optimisation patterns and deliver predictive notifications. Approximately 60 per cent of our Pilots actively engage with the platform - significantly higher than industry benchmarks. For further details see page 22.

Route optimisation

Multi-channel notification systems deliver fuel-saving opportunities through iPad notifications, ACARS messages and in-flight alerts at optimal times. For further details see page 20.

Digitalisation initiatives

Electronic library systems and digital documentation markedly reduce paper from the cockpit, contributing to weight reduction and a lower environmental footprint. For further details see pages 20, 21 and 48.

Strategic partnerships

Strategic partnerships with technology providers enable rapid innovation through agile testing and mutual development, moving from trial to operational deployment within months.
For further details see page 48 and 49.

Our enablers



OUR ENABLERS

Robust corporate governance

Enablers

The foundations matter as much as the ambitions. Our sustainability commitments rest on governance systems, business practices and organisational capabilities that enable consistent delivery. Strong governance underpins every commitment we make.

These enablers are not separate from our sustainability strategy; they're the infrastructure that makes it possible.

Clear accountability structures ensure decisions consider environmental and social impacts. An open, empowering culture encourages innovation and continuous improvement. Business continuity planning protects operations during disruption. Financial discipline allows us to invest in long-term improvements whilst maintaining competitive operations.

This section outlines the governance, culture and resilience that underpin what we do.

Engaged leadership and business conduct

flydubai is owned by the Investment Corporation of Dubai. Our Chairman is HH Sheikh Ahmed bin Saeed Al Maktoum, whose leadership has guided the airline since its founding. This ownership structure provides long-term strategic stability, enabling us to invest in sustainability initiatives and infrastructure improvements that deliver value over years rather than quarters.

Governance Committee

flydubai's governance structure encompasses the behaviours and responsibilities that lay the foundation of our strategy and approach to leadership, with roles, responsibilities and accountabilities clearly defined.

Our Governance Committee meets quarterly and considers business continuity, information security, sustainability, corporate governance best practices, compliance programmes, awareness and training, as well as reviewing the effectiveness of our internal control and risk management systems. The committee report to the Chief Executive Officer.



Hamad Obaidalla
Chief Commercial Officer



Mohammed Hareb AlMheiri
Chief Procurement & Technology Officer



Francois Oberholzer
Chief Financial Officer



Mick Hills
Chief Operations Officer



Tom Mtine
SVP Internal Audit



Michelle Johnson
SVP Legal



Nasser Binkherbash
SVP Human Resources

OUR ENABLERS CONTINUED

Enablers

ESG governance framework

Our Compliance, Safety and Sustainability department plays a crucial role in centralising ESG reporting, ensuring data consistency, and providing valuable insights. Our leadership team guides flydubai's ESG strategy and long-term goals through an inclusive framework that brings together key internal stakeholders to ensure the accuracy and reliability of our ESG data.

This framework includes a structured reporting process that is clearly defined for our stakeholders. By centralising sustainability data and fostering cross-departmental collaboration, we are aligning across functions to achieve our sustainability goals and ensure meaningful dialogue and progress.

We have synchronised our key performance indicators with reference to the GRI where applicable. This marks the beginning of our continued dedication to transparency, accountability and sustainable growth.

Balanced and adaptive ways of working

Our culture differentiates us from larger carriers. We maintain an open-door policy where engagement from the executive management to department leaders remains accessible to employees. Our largely open office concept reinforces this approach and our non-hierarchical structure.

This encourages collaborative and open operations. Individual employees can influence decisions regardless of grade level, with empowerment extending throughout the organisation rather than concentrating at senior levels.

Family-oriented values form our cultural foundation. We emphasise human connection alongside operational excellence, creating an environment where employees feel valued beyond their functional contributions.



Our on-campus gym gives colleagues access to fitness facilities that support an active and healthy lifestyle.

OUR ENABLERS CONTINUED

Enablers

Business continuity, resilience and risk management

Demonstrated resilience

Founded in June 2009 during the global recession, when airlines were economising, we succeeded from startup to a reputed carrier. Over the 17 years, we have successfully navigated the 737 MAX grounding, weathered COVID-19, managed severe weather disruptions and complex regional airspace challenges, all whilst maintaining continuous operations.

We operate at a state of readiness, maintaining a fully developed Crisis Management Centre (CMC) and associated response framework to support recovery in increasingly dynamic global events, demonstrating our ability to respond and normalise during unexpected challenges.

Our Business Continuity Management (BCM) remains compliant with the International Organization for Standardization (ISO), National Emergency Crisis and Disasters Management Authority (NCEMA) and the Business Continuity Institute (BCI) standards and best practices, delivering comprehensive protocols for all types of potential disruption. Since their introduction in 2022, we've continued to meet all regulatory safety performance targets for Business Continuity and Emergency Response Planning.

Emergency Response Planning

Throughout 2025, our Business Continuity and Emergency Response team conducted 64 exercises, culminating in "Exercise Skyfall" - a three-day full-scale corporate exercise designed to validate and improve flydubai's response to a significantly disruptive event.

These exercises were complemented by training sessions across the year, with 1,125 participants taking part through a combination of online and in-person sessions.

Our Emergency Response awareness training is tailored for specific audiences, including outstations, Family Assistance teams, the Network Control Centre and Crisis Management responders. Training, exercises and familiarisation at outstations strengthens our collaboration with ground handling agents, airport authorities, operational teams, commercial teams and support staff.

Outstation training provides opportunities to meet our teams, understand the environments they work in, and discuss emergency response in the destinations we serve.

To deepen engagement and strengthen relationships, a series of targeted training and engagement initiatives were undertaken with external stakeholders such as Abu Dhabi Police, Dubai Air Navigation Services (DANS), Rashid Hospital, ICAO and, the US National Transportation Safety Board (NTSB).

Our capabilities continue to be recognised globally, reinforcing our position as a leader in aviation emergency response planning.

64
Emergency Response training sessions completed

Family Assistance Programme

Family Assistance is a volunteer-based programme embedded within our corporate Emergency Response Plan. We continued to deliver a modular based Family Assistance programme in 2025 through a series of workshops, exercises, training and promotional connections. This saw our Family Assistance volunteers increase to 142 participants from over 30 nationalities.

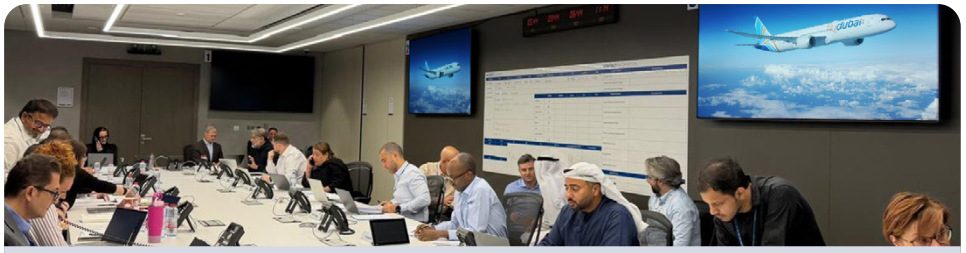
A recent horizon scan has identified a need to prepare other crisis teams to a similarly high standard and align crisis processes across the organisation. Relationship development and management are key to achieving the desired alignment, with an internal customer-focused mindset.

142
Family Assistance volunteers

Risk management

We've implemented a comprehensive risk assessment process within our ESG framework, focusing on the identification of environmental risks across our operations.

In addition, through our Enterprise Risk meetings and risk assessment methodology, we identify, assess and treat risks to ensure they remain within organisational appetite levels.



Our teams during "Exercise Skyfall" - a three-day corporate exercise designed to improve flydubai's response to a significantly disruptive event.

OUR ENABLERS CONTINUED

Enablers

Case Study

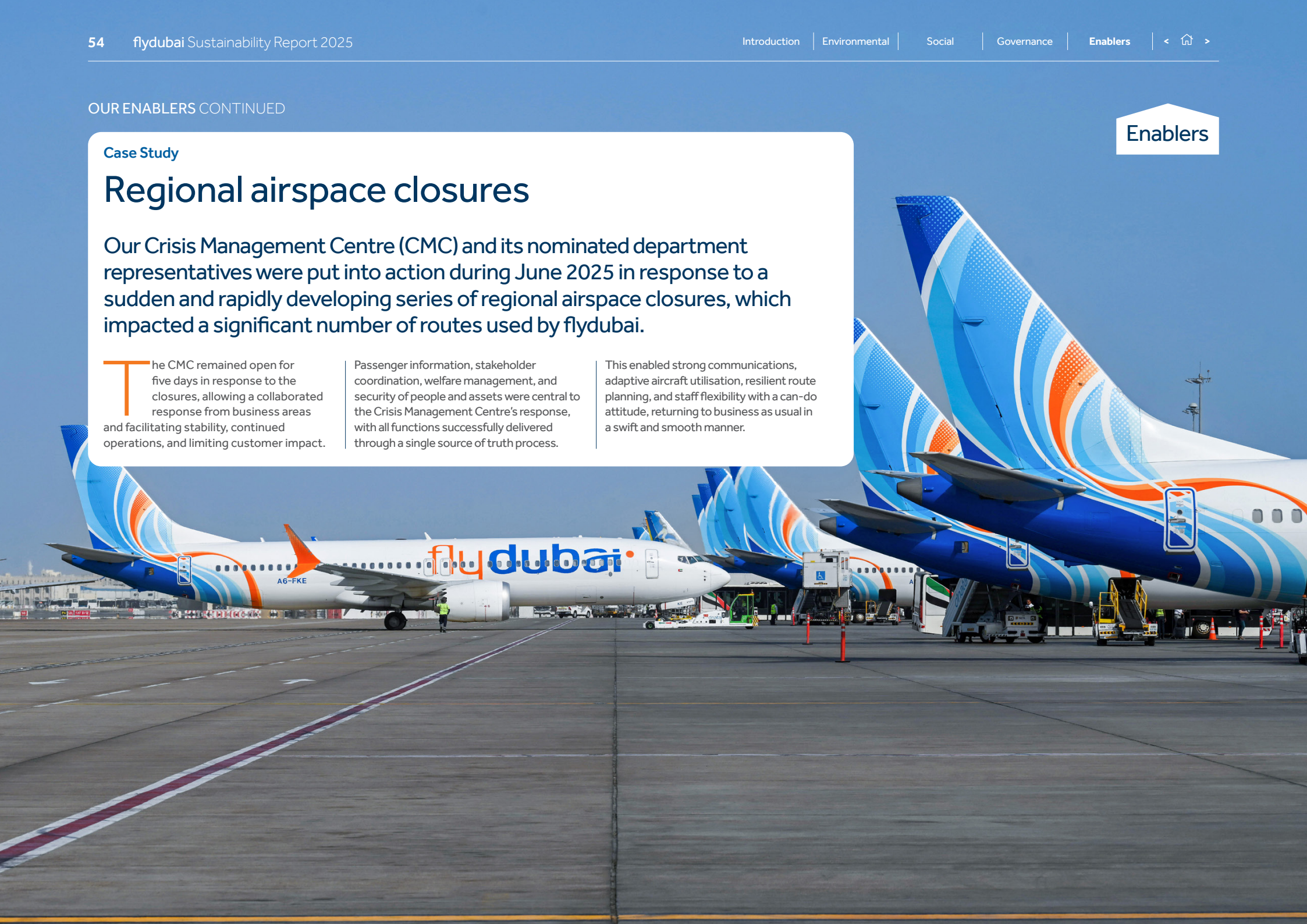
Regional airspace closures

Our Crisis Management Centre (CMC) and its nominated department representatives were put into action during June 2025 in response to a sudden and rapidly developing series of regional airspace closures, which impacted a significant number of routes used by flydubai.

The CMC remained open for five days in response to the closures, allowing a collaborated response from business areas and facilitating stability, continued operations, and limiting customer impact.

Passenger information, stakeholder coordination, welfare management, and security of people and assets were central to the Crisis Management Centre's response, with all functions successfully delivered through a single source of truth process.

This enabled strong communications, adaptive aircraft utilisation, resilient route planning, and staff flexibility with a can-do attitude, returning to business as usual in a swift and smooth manner.



OUR ENABLERS CONTINUED

Enablers

Regulatory compliance

Policies and standards

We maintain comprehensive policies to mitigate identified risks and safeguard responsible business practices, available to all employees through our intranet. Policies and procedures cover, but are not limited to, safety management, asset management, information security, employment practices, business ethics and supply chain management.

Implementation and knowledge cascading is managed by departmental champions who ensure standards are understood and applied consistently across their functions.

All policies and procedures are reviewed regularly, with training reinforced through mandatory in-person and online programmes. This systematic approach ensures our workforce remains informed of current standards and regulatory requirements.

Compliance Monitoring Programme

flydubai has implemented a comprehensive Compliance Monitoring Programme that provides independent oversight across all operational, engineering, and ground domains to ensure compliance with all applicable UAE Civil Aviation Regulations. The programme is aligned with IATA Standards and Recommended Practices and strengthened through active participation in the IATA Fuel Quality Pool, reinforcing best practices and fuel quality assurance.

With more than 400 audits and inspections conducted annually, the programme delivers systematic regulatory assurance and continuous improvement. Its scope is routinely updated based on safety data analysis, evolving operational risks, regulatory changes, and feedback from frontline personnel, ensuring a risk-inclusive and adaptive compliance framework.

Code of Conduct

Our Code of Conduct serves as a guideline for all flydubai employees on appropriate professional behaviour. It sets out flydubai's ethical and behavioural framework, ensuring all employees are aware of the principles and values expected of them in the workplace and when representing flydubai externally. The Code reaffirms our core values and establishes clear standards for professional conduct.

Anti-Bribery and Corruption

We maintain zero-tolerance positions on bribery, corruption, modern slavery and human trafficking.

We've implemented restrictions surrounding the giving and receiving of gifts, entertainment and hospitality to avoid the appearance of impropriety. Violations can be reported confidentially through our ethical reporting system.

Harassment and discrimination

We are committed to treating others with dignity and respect. We will not tolerate harassment or bullying, whether occurring in the workplace, on business trips, at down-route locations, at events or work-related social functions, from employees or third parties, including customers, suppliers and visitors.

Allegations of harassment or bullying are investigated, with disciplinary action, including dismissal taken when appropriate.

Employees are encouraged to report suspected instances of harassment or bullying, with all communications treated confidentially.

Conflict of interest management

We maintain a robust process to monitor conflicts and potential conflicts of interest. Levels of management and relevant departments operate under an affirmative obligation to notify the Company of any conflict and, on an annual basis, to certify the presence of any potential conflict of interest. Results are screened by members of the Governance Committee, with corrective action taken when appropriate.

Sanctions and export controls

flydubai is committed to ensuring compliance with applicable sanctions and export controls. We've implemented policies, procedures and appropriate screening tools to maintain compliance with regulatory requirements.

Key risks and mitigation strategies include:



Supply chain and OEM delivery

Supply chain disruptions and the ability of original equipment manufacturers to deliver aircraft on schedule present ongoing challenges. We have developed mitigating actions alongside contractual remedies when suppliers cannot deliver on time, protecting our fleet expansion plans and operational continuity.



Regulatory compliance

Evolving regulations, including CORSIA, RefuelEU, data privacy laws and AI regulations require continuous monitoring and adaptation. We proactively track regulatory developments, participate in industry discussions, and implement systems to ensure compliance readiness as requirements take effect.



Information security and cybersecurity

We identify and assess information security and cybersecurity risks through dedicated Enterprise Information Security department processes, treating identified risks to maintain confidentiality, integrity and availability of information assets.



Operational continuity

Business continuity risks are managed through our comprehensive emergency response framework, training programmes and crisis management capabilities, ensuring we can maintain operations or recover rapidly during disruption events.

OUR ENABLERS CONTINUED

Enablers

Case Study

Speaking up with confidence

Our Ethical Reporting System provides employees and external stakeholders with a confidential and anonymous platform to report unethical or illegal activities, ask questions, or express concerns about our Code of Conduct.

The system is available to everyone: employees, customers, suppliers and other stakeholders who interact with flydubai.

For those who prefer direct communication, employees can raise concerns with their line manager, another senior manager, or their HR business partner. This dual approach recognises that different people feel comfortable using different channels – some prefer anonymity, whilst others value face-to-face conversation.

How it works

When a concern is submitted through the Ethical Reporting System, it is received confidentially. Concerns are addressed and investigated accordingly, with information shared strictly on a need-to-know basis. This protects both the reporter and the integrity of any investigation that follows.

The system handles a range of concerns, including potential Code of Conduct violations, suspected fraud or corruption, safety issues, harassment or discrimination, conflicts of interest, and regulatory compliance matters. No concern is too small to report, and no retaliation is tolerated against those who raise issues in good faith.

By maintaining multiple reporting channels, ensuring confidentiality, and treating all reports seriously, we are building a culture where speaking up is seen as a professional responsibility.

OUR ENABLERS CONTINUED

Enablers

Financial stability and responsible investment

Strong financial foundation

In 2025, we achieved record revenue of AED 13.6 billion (USD 3.7 billion), a 6 per cent increase year-on-year, and reported a profit before tax of AED 2.2 billion (USD 591 million), our fifth consecutive year of strong profitability.

We carried a record 15.7 million passengers across a growing network of 140 destinations, whilst expanding our fleet to 97 aircraft.

This financial performance provides the foundation for strategic investments in sustainability initiatives, infrastructure improvements and technological advancement. Strong revenue growth enables us to absorb upfront costs associated with environmental improvements whilst maintaining competitive operations.

Strategic investment approach

Our order book represents one of the most significant fleet expansion programmes in our history. At the Dubai Airshow in November 2025, we announced orders for 150 Airbus A321neo and 75 Boeing 737 MAX aircraft, diversifying our narrow-body fleet and strengthening our long-term strategy.

In 2023, we placed our first widebody order for 30 Boeing 787-9 Dreamliner aircraft valued at USD 11 billion, with deliveries expected to begin from the fourth quarter of 2027 or the first quarter of 2028.

In November 2025, we diversified our fleet strategy by signing an MoU for 150 Airbus A321neo narrowbody aircraft, marking our first order with Airbus and contributing to fuel efficiency improvements and reduced emissions per passenger kilometre.

We announced a partnership with Starlink in November 2025 to deliver high-speed broadband internet across our entire fleet, with rollout to 100 Boeing 737 aircraft starting in 2026. Infrastructure investments included our dedicated Business Class check-in area and new Business Class Lounge at Terminal 2, Dubai International, alongside a multi-million dollar retrofit project bringing a consistent product across our fleet.

Balancing sustainability and financial viability

We take a disciplined approach to sustainability investment, ensuring that initiatives are supported by a clear business case that weighs environmental benefits against financial viability. This ensures we direct capital to deliver measurable improvements whilst maintaining the financial strength needed for long-term operations.

We invest where technology enables meaningful impact and continuously evaluate emerging solutions as they mature. Our financial resilience supports our operational resilience - strong balance sheet management and disciplined capital allocation mean we're well-positioned to navigate disruptions and maintain investment in our fleet, infrastructure and people.



Appendix

RECOGNITION

Our Sustainability Taskforce

This report is the result of a collective effort across flydubai. We'd like to thank everyone who contributed their time, expertise and commitment to making our inaugural Sustainability Report possible.

Sustainability Leadership

The team who shaped our sustainability strategy and drive our progress.

Francois Oberholzer
Chief Financial Officer

Khalid Alhumaidan
Senior Vice President – Compliance, Safety & Sustainability

Majed Obaid Almujaini
Manager – Aviation Environment Affairs

Fatima Ghalban
Officer – Aviation Sustainability and ESG Project Lead

Senior Management

The leaders who shaped our sustainability priorities, engaged with our stakeholders and steered our direction.

Hamad Obaidalla
Chief Commercial Officer

Mohammed Hareb AlMheiri
Chief Procurement & Technology Officer

Mick Hills
Chief Operations Officer

Francois Oberholzer
Chief Financial Officer

Ahmad Bin Huzaim
Senior Vice President – Flight Operations & Crew Training

Andrew Glover
Senior Vice President – Engineering & Maintenance

Daniel Kerrison
Senior Vice President – Inflight Operations

Ghanim Belgaizi
Senior Vice President – Facilities & Projects

Khalid Alhumaidan
Senior Vice President – Compliance, Safety & Sustainability

Michelle Johnson
Senior Vice President – General Counsel & Legal Affairs

Mohamed Hassan Ali Salem
Senior Vice President – Airport Services & Cargo

Nasser Binkherbash
Senior Vice President – Human Resources

Tom Mtine
Senior Vice President – Internal Audit

Ammar Alnasseri
Vice President – Rewards, Manpower Planning & HR Policy

Justin O Donnell
Vice President – Aircraft Maintenance Centre

Nahed AlKheily
Vice President – Corporate Brand, Marketing & Communications

Nawaf Alawadhi
Vice President – Procurement and Contracts

Nivas Ramanathan
Vice President – Financial Planning & Analysis

Paul Smylie
Vice President – Flight Operations Technical

Rajendra Kandari
Vice President – Corporate Treasury

Rashid Albashri
Vice President – Cargo

Wejdan Alhajaj
Vice President – IT Strategy & Capabilities

Key department contributors

The people across our business who provided the data, insights and expertise that bring this report to life.

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Senior Manager – Airport Training & Compliance

Ahmad Rashed Amiri
Manager - Airport Services (DXB & DWC)

Jhonnaz Anonuevo
Officer – Cargo Special Handling Desk

Compliance, Safety & Sustainability

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Senior Manager – Safety

Ayesha Khan
Senior Manager – Compliance Monitoring & Regulatory Affairs

Margarita Spielmann
Senior Manager – Occupational Safety & Peer Support

Richard Drennan
Senior Manager – Business Continuity & Emergency Response

Brian Owade
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Majed Obaid Almujaini
Manager – Aviation Environment Affairs

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Senior Specialist – Safety Programmes

Pamela McNaughton
Senior Specialist – Safety (Inflight Operations)

Ahmed Elzubier
Specialist – Occupational Health and Safety

RECOGNITION CONTINUED

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Fatima Ghalban
Officer – Aviation Sustainability and ESG Project Lead

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Manager – Advertising

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Specialist – Digital Communications

Kutaiba Haddad
Specialist – Artwork

Mohamed Elsaadany
Specialist – Artwork

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Sara Belshalat
Officer – Marketing Advertising & Branding

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Senior Manager – Facilities

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Radha Shah
Senior Manager – HR Business Partner

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Manager – Talent Acquisition

Elisabeth Soares
Manager – Employee Engagement & Wellbeing

Shanon Mallier
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Dinesh Khan
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Officer – Digital Learning Support

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Senior Manager – Business Effectiveness

Princy Kurien
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Payal Shah
Specialist – Commercial Systems

APPENDIX

GRI content index

Statement of use: flydubai has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards 2021. This is flydubai's inaugural Sustainability Report.

GRI used: GRI 1: Foundation 2021

GRI Standard	Disclosure	Page/Location	Additional Information
GRI 2: General disclosures			
2-1	Organisational details	p.7 – About flydubai	
2-2	Entities included in the Sustainability Report	p.3 – About this Report	Report covers flydubai operations within direct control
2-3	Reporting period, frequency, and contact point	p.3 – About this Report	1 Jan 2025 – 31 Dec 2025; Annual; sustainability@flydubai.com
2-4	Restatements of information		No restatements; inaugural report
2-5	External assurance		This report has not been externally assured
2-6	Activities, value chain, and markets served	p.7 – About flydubai; p.8 – Fleet & Network	
2-7	Employees	p.37 – Cultural diversity and equal opportunity	6,763 employees; 150 nationalities
2-8	Workers who are not employees		Not disclosed
2-9	Governance structure and composition	p.51 – Engaged leadership and business conduct	
2-10	Nomination and selection of the highest governance body	p.51 – Engaged leadership and business conduct	
2-11	Chair of the highest governance body	p.51 – Engaged leadership and business conduct	Chairman: HH Sheikh Ahmed bin Saeed Al Maktoum
2-12	Role of the highest governance body in overseeing ESG topics	p.52 – ESG governance framework	
2-13	Delegation of responsibility for managing ESG impacts	p.52 – ESG governance framework	Compliance, Safety and Sustainability department
2-14	Role of the highest governance body in sustainability reporting	p.52 – ESG governance framework	
2-15	Conflicts of interest	p.55 – Conflict of interest management	
2-16	Communication of critical concerns	p.56 – Speaking up with confidence case study	Ethical Reporting System available to all stakeholders
2-17	Collective knowledge of the highest governance body	p.51 – Engaged leadership and business conduct	
2-18	Evaluation of the highest governance body's performance	p.51 – Engaged leadership and business conduct	
2-19	Remuneration policies	p.33 – Employee benefits	
2-20	Process to determine remuneration	p.33 – Employee benefits	
2-21	Annual total compensation ratio		Not disclosed – confidentiality
2-22	Statement on sustainable development strategy	p.6 – CEO Statement; p.13 – flyforward strategy	
2-23	Policy commitments	p.55 – Regulatory compliance; Policies and standards	
2-24	Embedding policy commitments	p.55 – Regulatory compliance	
2-25	Processes to remediate negative impacts	p.53 – Risk management	
2-26	Mechanisms for seeking advice and raising concerns	p.56 – Speaking up with confidence case study	

GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page/Location	Additional Information
2-27	Compliance with laws and regulations	p.55 – Regulatory compliance	
2-28	Membership associations	p.14–16 – Stakeholder engagement	IATA, ICAO, UAE Aviation Environment Working Group, UAE SAF Committee
2-29	Approach to stakeholder engagement	p.14–16 – Stakeholder engagement	
2-30	Collective bargaining agreements		Not disclosed – trade unions are not applicable in the UAE
GRI 3: Material Topics			
3-1	Process to determine material topics	p.11 – Materiality process	Double materiality approach; 5-step process
3-2	List of material topics	p.12 – Materiality matrix	Top 5: Flight safety & security; Talent attraction; Energy & fuel efficiency; Climate change & GHG; Employee health, safety & wellbeing
3-3	Management of material topics	Throughout report by pillar	
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	p.57 – Financial stability and responsible investment	AED 13.6bn revenue; AED 2.2bn profit before tax; 6% growth YoY in 2025
201-2	Financial implications and other risks and opportunities due to climate change	p.24–26 – Climate resilience	To be completed after risk assessment
GRI 302: Energy 2016			
302-1	Energy consumption within the organisation	p.19–26 – Climate ready operations	44.4 million GJ (2025)
302-4	Reduction of energy consumption	p.19–26 – Climate ready operations	
302-5	Reductions in energy requirements of products and services	p.8 – Fleet; p.21 - Optimised flight efficiency; p.23 – flydubai Campus case study	737 MAX 8 delivers 14% better fuel efficiency vs 737 NG
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	p.19–26 – Climate ready operations	3,032,223 tCO_2-eq
305-2	Energy indirect (Scope 2) GHG emissions	p.19–26 – Climate ready operations	4,842 tCO_2-eq
305-5	Reduction of GHG emissions	p.19–27 – Climate ready operations; Environmental stewardship	Single-engine taxi: 95% application rate at Dubai base vs 35% industry average
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	p.27–28 – Waste reduction and circular practices	
306-2	Management of significant waste-related impacts	p.27–28 – Waste reduction and circular practices	Single-use plastic elimination; food waste tracking; on-ground recycling

GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page/Location	Additional Information
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource	p.23 – flydubai Campus case study	Water-efficient fixtures; water recycled from fan coil units for irrigation
GRI 308: Supplier Environmental Assessment 2016			
308-1	New suppliers screened using environmental criteria	p.39 – Responsible supply chain practices	ESG criteria to be integrated into supplier onboarding
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	p.37 – Cultural diversity and equal opportunity	988 new hires; 3.7% voluntary turnover
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	p.33 – Employee benefits	Comprehensive salary package; ~30 buddy tickets annually; travel benefits
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	p.32 – Health, safety and wellbeing	Occupational Safety Management System in place
403-2	Hazard identification, risk assessment, and incident investigation	p.32 – Health, safety and wellbeing; p.42 – Flight safety	
403-3	Occupational health services	p.32–33 – Health, safety and wellbeing	
403-4	Worker participation, consultation, and communication on occupational health and safety	p.32 – Health, safety and wellbeing	CARE peer support programme; 390 peer supporters
403-5	Worker training on occupational health and safety	p.32 – Health, safety and wellbeing; p.42 – Flight safety	135 fire wardens; 160 first aiders trained in 2025
403-6	Promotion of worker health	p.32–33 – Employee wellbeing	EAP; monthly Health & Wellness sessions; comprehensive health insurance
GRI 404: Training and Education 2016			
404-2	Programmes for upgrading employee skills and transition assistance programmes	p.35 – Talent development and capability building	LinkedIn Learning (65% activation rate); Axonify; Leadership Essentials; MPL Pilot programme
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	p.37 – Cultural diversity and equal opportunity	

GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page/Location	Additional Information
GRI 413: Local Communities 2016			
413-1	Community investment and stakeholder engagement	p.39–40 – Community support and strategic partnerships	Mangrove planting; Emirates Red Crescent partnership; Ramadan meal distribution; blood donation drive
GRI 414: Supplier Social Assessment 2016			
414-1	New suppliers screened using social criteria	p.39 – Responsible supply chain practices	Code of Conduct requirements covering ethical, social and environmental responsibility
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	p.48 – Cybersecurity and data protection	0 data breaches in 2025; Multi-departmental Data Privacy Working Group; pursuing ISO 27001 certification
GRI 205: Anti-corruption 2016			
205-2	Communication and training about anti-corruption policies and procedures	p.55 – Anti-Bribery and Corruption	Zero-tolerance; confidential ethical reporting system



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