

SUSTAINABILITY REPORT 2025 ●



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About This Report

(GRI 2-1, GRI 2-5, G7, G8, G9)

This is **Abu Dhabi Aviation (ADA)** Group's Sixth sustainability report since publishing our inaugural report in 2020.

The report has been developed in full accordance with the Global Reporting Initiative (GRI) sustainability standards and provides an important platform on which to build our sustainability strategy in the coming years, in line with the UAE government's sustainability drive as well as global frameworks such as the Sustainable Development Goals (SDGs).



Reporting Scope and Boundary

The reporting boundary is limited to ADA's operations for the period January 1 to December 31, 2025.

The 2025 Sustainability Report focuses on the operations and activities of Abu Dhabi Aviation (ADA), encompassing its commercial helicopter and fixed-wing operations, along with its key subsidiaries and affiliates. These include:

GAL

GAL



AMMROC



Etihad
Engineering
(EYE)



Abu Dhabi
Aviation
Training Centre
(ADATC)



Abu Dhabi
International
Real Estate
(ADAIRE)

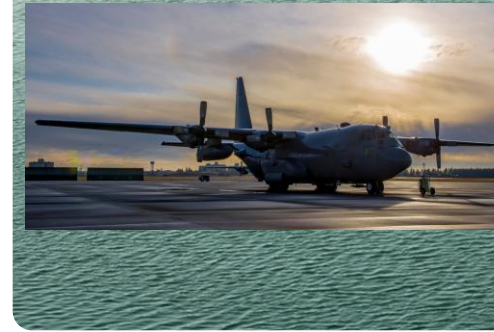
Although ADA holds a 50% stake in Royal Jet L.L.C., this entity is excluded from the scope since 2024 reporting due to a loss of control over its operations during the year. Additionally, GAL, AMMROC, and EYE were acquired in 2024.

This report is prepared in accordance with the Global Reporting Initiative (GRI) Standards, ensuring transparency and alignment with international best practices. We have adopted an operational control-based approach to define the boundaries of our reporting, focusing on the areas where we have direct control over operations and decision-making.

The report identifies our key stakeholders, highlights the topics that are most material to our business, and outlines our comprehensive approach to sustainability. By prioritizing these material topics, we aim to address the expectations of our stakeholders while driving long-term value creation for our organization and the communities we serve.

It details our commitment to operational excellence and health and safety, our talent management strategy, how we manage our environmental footprint, how we add value to the community, and our commitment to responsible business practices.

All ADATC data in the report has been consolidated into ADA's, unless stated otherwise.



Assurance

The report gathers and analyses information provided by all relevant departments of ADA. Data has been validated for accuracy internally to ensure the accuracy and reliability of the disclosures.

Forward-looking statements



Forward-looking statements involve uncertainty given the many external factors that could impact ADA's business operations. To that end, the company has no obligation to publicly update or revise forward-looking statements except as required by applicable laws and regulations.

Communication and feedback



Compiling this report is a collaborative process involving many internal stakeholders throughout ADA. We welcome all feedback and suggestions that may help us to improve future reports.

To submit feedback or for any queries please
contact us at:
ir@ada.ae /
s.bahammed@ada.ae

Climate Action

As per the International Civil Aviation Organization (ICAO) the aviation sector is responsible for around 2% of total global Green House Gas (GHG) emissions. However, the sector's share of emissions is expected to grow in the coming years as demand for air travel continues to rise.

ADA is committed to supporting the UAE's goal of achieving **Net Zero emissions by 2050**, which can only happen if all private sector companies are fully on board and taking action to reduce their emissions.

Climate action is also a priority for ADA from a risk management perspective. These include physical climate risks resulting from changes in weather patterns which could disrupt air travel and damage infrastructure, denting demand for air travel.

As for transitional climate risks, the aviation sector is one of those hard to abate business sectors given that it still relies heavily on fossil fuels while alternatives are yet to reach commercial maturity and alternative aircraft technologies are still in the **development phase**.

As a result, the aviation sector has mostly had to rely on other methods to reduce its carbon footprint, including investing in more fuel-efficient aircraft and implementing more efficient flight patterns, measures which are unlikely to deliver the level of emissions reductions required.

ADA's approach moving forward will be to quantify the impact of climate change on our operations and ensure we have the right strategy in place to adapt and to mitigate this risk. We will look to dynamically be involved in sourcing solutions with our peers and most importantly to ensure that we equip ourselves with the necessary tools to align with the UAE's commitment to net zero by 2050.



Key ESG Highlights



ZERO
identified
leaks, thefts, or
losses of
customer data



ZERO
fatalities over
1,000,000
helicopter
flight hours



90%
Employee
Engagement
Rate



Over **119,971**
Training Hours
or **~14 hours**
per employee



21.12%
Emiratization
rate or **1,859**
Nationals



95
Total volunteer
hours



ESG Invest
By **SUSTAINABILITY**
EXCELLENCE

88%

Overall ESG Score for 2024

92% Environmental

89% Social

84% Governance



Our Approach to Sustainability

Covering the triple bottom line

The Triple Bottom Line (TBL) of People, Planet, and Prosperity is a sustainability model that shows that companies that commit to environmental and social responsibility alongside the pursuit of profit are better equipped to achieve sustainable value for all stakeholders, including investors, customers, employees, suppliers, and the wider communities in which they operate. True sustainability can be achieved only when societal needs (People), environmental protection (Planet) and economic prosperity overlap. Innovative, forward-thinking companies that recognize and address the importance of People and Planet and integrate these considerations into their business models can ultimately deliver greater prosperity as well as returns for shareholders. In other words, it is possible to do well by doing good.



People



Generating shareholder value is not the only measure of business success. Firms can create value for all people impacted by their business practices, including customers, employees, and community members. Companies serve society through their employment practices, the services they deliver for customers, and through community initiatives such as philanthropy and volunteerism.

Planet



Not only do businesses have a responsibility to minimise their negative impact on the environment, but they also hold the key to driving positive change by adopting more sustainable business practices to reduce emissions and consumption of resources. By harnessing the power of innovation and adopting more advanced technologies, companies can have a positive impact on the environment while also improving operational performance and cost optimisation.

Prosperity



Purpose-driven companies that leverage their businesses to create positive environmental and social impacts can achieve this while maintaining strong financial performance. Indeed, by embracing sustainability they can manage risks and drive business success as stakeholders, including shareholders, increasingly turn towards those companies that can demonstrate genuine social and environmental credentials. Financial success, in turn, generates prosperity not only for investors but also for everyone working at the company and their families, which has a knock-on benefit for the communities they live in.

ADA's integrated approach to safety offers the clearest example of how we create value for all stakeholders by delivering prosperity in addition to benefits for people and planet. It is essential for preserving our good reputation in the market and protecting shareholder value while also protecting the interests of our customers, employees, the environment, and the community. By prioritising safety above all else we deliver cross-cutting benefits that hit the sweet spot where people, planet and prosperity converge.

3



GOOD HEALTH
AND WELL-BEING

8



DECENT WORK
AND ECONOMIC
GROWTH

13



CLIMATE ACTION

4



QUALITY EDUCATION

12



RESPONSIBLE
CONSUMPTION AND
PRODUCTION

ADA's ESG Materiality Assessment

(GRI 2-29, GRI 2-30, GRI 3-1, GRI 3-2)

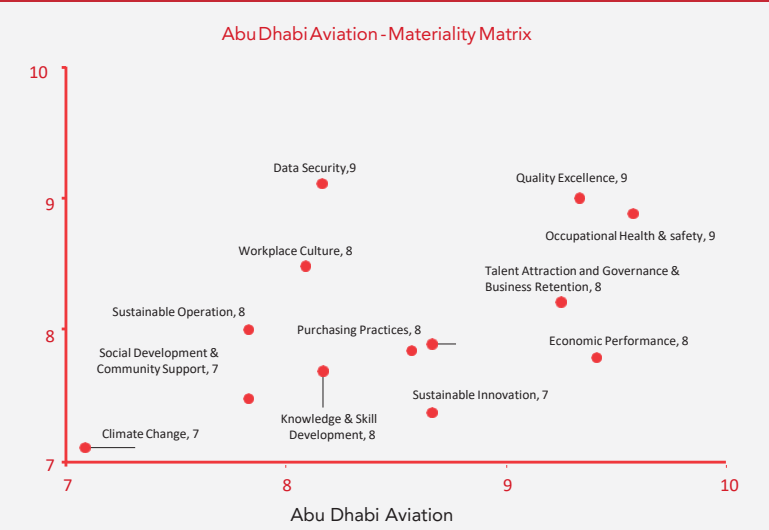
To effectively determine the economic, environmental, social and governance (ESG) topics that are most material to ADA, we conducted an assessment involving a dual materiality approach which included-

- 1) a stakeholder engagement process and
- 2) assessing our impact.

It's through peer analysis, and the expertise of a sustainability consultant that we defined the initial list

of material topics. The below chart was developed as a result of an internal stakeholder engagement exercise, mainly through a survey, to assess the opinion of our key internal stakeholders in relation to the impact of our business on the economy, environment, and people.

We will be continuously enhancing and updating the below matrix by involving other key external stakeholders in the materiality assessment process.



1. Stakeholder Engagement & Business Model

ADA's sustainability approach begins with regular engagement with key internal and external stakeholders across subsidiaries to understand what issues matter most to them. The feedback we receive from them provides significant input for our materiality assessment which gives us a clearer picture of how various ESG topics impact our business. It also allows us to map and assess the relative importance of each material topic.

Below we list those stakeholders and explain why they matter to our business, how we engage with them, and which issues matter to them.

Employees		Government/ Regulators (i.e., SCA, ADX)	
Customers		Aviation regulatory bodies	
Board of Directors		Shareholders	
Suppliers/ Service Providers		Community	





Employees

Why they matter to us

As a highly technical business our success depends on our ability to attract and retain staff, such as pilots and engineers, with core competencies and qualifications that are in high demand globally. We continuously strengthen our employee value proposition by listening to their needs, enhancing working conditions, offering competitive remuneration, and providing ongoing training & development opportunities.

What matters to them

- Remuneration and reward
- Professional training & development
- Opportunities for progression
- Strategy direction and growth
- Employee engagement
- Health, safety and wellbeing
- An empowering culture
- Inclusion and diversity

How we engage with them

- Employee forums and meetings
- Regular internal updates
- Regular training
- Access to independent whistleblowing process
- Senior management and Board visits
- Confidential employee support helpline



Customers

Why they matter to us

Our business depends on nurturing close, long-term relationships with select clients that are leaders in their core markets. Often operating at the highest levels of business and government and in strategically important sectors, they depend on us to deliver reliable and safe service. Our keen understanding of their needs enables us to support them with major challenges and to add significant value to their operations.

What matters to them

- Safety
- Operational excellence
- Innovation and expertise
- Efficiency and reliability
- Value for money
- Deep understanding of their current and future needs
- Sustainability performance and agenda

How we engage with them

- Regular ongoing relationship engagement at all levels
- Contract negotiation and execution
- Strategic Partnership Programme
- Collaborating on joint initiatives
- Attendance at key industry events and forums





Board of Directors

Why they matter to us

The Board of Directors is responsible for overseeing the strategic direction of the company on behalf of shareholders, forming the executive team, setting its remuneration, supporting with guidance, and ensuring that the team executes the strategy in accordance with the governance framework.

What matters to them

- Economic impact
- Operational excellence
- Strategic direction and growth
- Health, safety, wellbeing
- Ethical business conduct
- Sustainability agenda

How we engage with them

- Board of directors' meetings
- Committee meetings
- Annual General Meetings
- Regulatory reporting (i.e., financial statements, corporate governance reports, ESG reports, etc.)
- More regular engagements when required



Shareholders/Investors

Why they matter to us

The continued support of our investors and access to capital provides financial stability and enables us to execute our long-term growth plans. In accordance with stock exchange regulations, we regularly update the market with transparent information that allows investors and potential investors to make informed decisions regarding our business.

What matters to them

- Shareholder value
- Financial and operational performance
- Strategy and business development
- Capital structure
- Dividend policy
- Transparent communication
- Corporate governance
- Sustainability strategy

How we engage with them

- AGM, Annual Report and Financial Statements
- Stock exchange announcements and press releases
- Investor relations team
- Treasury team with banks and noteholders and credit rating agencies
- Dedicated investor section on our website





Suppliers

Why they matter to us

Our business and good reputation depend on operating and maintaining state-of-the-art assets. For this we have built long-standing trusted relationships with suppliers of best-in-class technology as well as spare parts. Our supply chains are therefore vital to our performance and to ensuring we deliver reliable service to our customers, thus minimising risks to our business and our customers.

What matters to them

- Good working relationships
- Prompt payment and predictable supplier cash flows
- Access to opportunities

How we engage with them

- Regular open and honest two-way communications
- Supplier Code of Conduct
- Supplier conferences and tradeshows
- Supplier due diligence



Regulators

Why they matter to us

ADA operates in highly regulated sectors of strategic national importance including aviation, oil & gas and defense. Compliance with all regulations, especially where safety is concerned, is of the utmost importance. We maintain positive and constructive relationships with regulators to ensure we always operate in accordance with regulations as well as to share our expertise and advise on enhancements to existing policies and regulations that could benefit the sectors that we operate in.

What matters to them

- Compliance with regulations
- Strong governance policies and standards
- Transparency
- Trust and ethical behaviour
- Safety
- Sustainability

How we engage with them

- Regular engagement at the local and national level
- Briefing on key issues
- Investor relations team
- Dedicated compliance teams
- Response to direct queries
- Co-ordinated safety improvement programmes





Community

Why they matter to us

We are committed to serving not only our customers but also adding value to the communities we operate in, both economically and socially. We contribute to the local and national economy by providing high value add services and good jobs for skilled local workers as well as training & development opportunities.

What matters to them

- Employment and economic contribution
- Health, safety and wellbeing
- Sustainability and protecting the local environment
- Community engagement

How we engage with them

- Sponsorship and donations
- Employee volunteering
- University partnerships
- Engagement with local community programmes



2. Our Impact

To understand how our business activities impact society and the environment, we started by conducting a thorough peer analysis. The Sustainability Accounting Standards Board's (SASB) materiality map allowed us to further incorporate material sustainability topics that are specific to the sectors we operate in. In alignment with our strategic goals and following the expertise of our leadership team, the list of topics was prioritized.

The outcomes of our materiality assessment and the dual materiality approach are depicted in the matrix below.

Material Topics		GRI Standards	ADX Disclosures
Governance & Economic			
1	Economic Performance	GRI 201 - Economic Performance	
2	Governance & Business Ethics	GRI 205 - Anti-Corruption	S1: CEO Pay Ratio S9: Child & Forced Labour S10: Human Rights G1: Board Diversity G2: Board Independence G3: Incentivized Pay G5: Ethics & Prevention of Corruption
3	Data Security	GRI 418 - Customer Privacy	G6: Data Privacy
4	Sustainable Innovation	N/A	
Social			
5	Knowledge & Skill Development	GRI 404 - Training and Education	
6	Occupational Health & Safety	GRI 403 - Occupational H&S	S7: Injury Rate S8: Global Health & Safety
7	Talent Attraction & Retention	GRI 401-Employment	S3: Employee Turnover S5: Temporary Worker Ratio
8	Workplace Culture	GRI 405-Diversity and Equal Opportunity GRI 406 - Non-discrimination	S2: Gender Pay Ratio S4: Gender Diversity S6: Non-Discrimination

Material Topics		GRI Standards	ADX Disclosures
Governance & Economic			
9	Purchasing Practices	GRI 204 - Procurement Practices GRI 308- Supplier Environmental Assessment GRI 414- Supplier Social Assessment	G4: Supplier code of Conduct
10	Quality Excellence	GRI 416 - Customer Health & Safety	
11	Social Development & Community Support	GRI 202 - Market Presence GRI 413 - Local Communities	S11: Nationalization S12: Community Investment
Environmental			
12	Climate Change		E1: GHG Emissions E2: Emissions Intensity E3: Energy Usage E4: Energy Intensity E5: Energy Mix E6: Water Usage
13	Sustainable Operations	GRI 302 - Energy GRI 303 - Water and Effluents GRI 305 - Emissions GRI 306 - Waste	E7: Environmental Operations E8: Environmental Oversight E9: Environmental Oversight E10: Climate Risk Mitigation



Aligning With The SDGs

The United Nations adopted the Sustainable Development Goals (SDGs) in 2015 as a call to action for all countries to end poverty, promote prosperity, protect the planet and ensure that by 2030 all people everywhere can live safe and healthy lives while accessing education.

SDG 13 'Climate Action' recognises that efforts to achieve all the SDGs will be undermined without a unified, global approach to addressing the threat of climate change through the Paris Agreement.

The UAE has aligned the principles of these two important global commitments with local and national government strategies such as the Abu Dhabi 2030 and the UAE 2031 visions, which embrace the pillars of sustainable development and set the agenda for the development of the UAE over the next decade. All stakeholders across government, the private sector, civil society, and academia, must collaborate and form partnerships to achieve the goals.

The role of aviation

Aviation is a crucial driver of economic and social growth and plays an essential role in supporting the UN SDGs. Some of the SDGs on which the aviation sector has a direct impact include:



SDG13

Affordable and clean energy – Aviation companies are working to reduce their impact on the environment by increasing their use of alternative fuels such as Sustainable Aviation Fuel, while working collaboratively through various sustainability specific alliances on finding more technological solutions to decrease the sector's carbon footprint. One such initiative is the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) which is playing a key role in getting companies to action their carbon reduction plans.



SDG8

Decent work and economic growth – The aviation industry globally directly employs around 3 million people and hence contributes to the economic development of many countries.



SDG11

Sustainable cities and communities: The aviation industry is one of the key elements allowing for interconnectivity of communities and enabling people to travel and trade thereby contributing to the development of sustainable cities and communities.



Our SDG Impact

3 GOOD HEALTH
AND WELL-BEING



SDG 3 – Good Health and Wellbeing

Ensure healthy lives and promote well-being for all at all ages

ADA contributes to SDG 3 through our uncompromising approach to safety in every facet of our operations. This is the most material SDG for us because it is what all our stakeholders care about the most and it is where we can have the biggest impact, by ensuring the safety of customers, employees, the environment, and surrounding communities. (see Safety-First Culture on P130)

4 QUALITY
EDUCATION



SDG 4 – Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

ADA contributes to SDG 4 by training & developing specialist pilots and ground staff, not only for our own operations but for other operators, through our wholly owned training company ADATC, thus contributing to capacity building in the local and global aviation sector. (see Case Study on P144)

8 DECENT WORK AND
ECONOMIC GROWTH



SDG 8 – Decent Work and Economic Growth

Foster sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

ADA contributes to SDG 8 by providing quality, well paid jobs for hundreds of highly skilled employees which brings benefits for their families as well as the local business community. Through our people management strategy, we attract talented individuals from all over the world to Abu Dhabi where we provide further training and development opportunities. (see Our People on P139)

12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



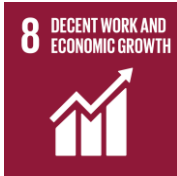
SDG 12 – Responsible Consumption and Production

Ensure sustainable consumption and production patterns

ADA contributes to SDG 12 through our responsible waste management practices which include meticulous separation and disposal of all waste materials, especially hazardous materials. We take a five- step approach to waste management based around the Reduce–Re-use–Recycle–Treatment–Disposal model. This delivers benefits for both the environment and public health. (see waste management on P158).



Operational Excellence



ADA is committed to delivering safe, timely, efficient, cost-effective, and reliable customer service across our operations.

Achieving this level of operational excellence depends on many different factors, the most important being:

Operating a fleet of modern, safe and reliable aircraft

01

Using the right aircraft for the right job

02

Having highly trained flight and ground crew to operate the aircraft according to best practices

03

Operating and maintaining the fleet in a safe and efficient manner

04

A focus on process optimisation and quality across all areas of our operations

05

Above all, the key to delivering operational excellence and customer satisfaction at ADA is our unwavering commitment to safety



A Safety-first Culture

At ADA, safety cuts across all levels of our operations. Maintaining the highest standards of safety performance is vital to protect the interests and wellbeing of our employees, customers, the environment and for the preservation of our good reputation. Safety is ADA's highest priority, and we never compromise on it under any circumstances.

Our offshore helicopters, for example, average a level of activity that demands elite flight, ground and maintenance crews supported by robust safety and compliance procedures. Thanks to our rigorous approach to safety, ADA has exceeded 1 million helicopter flight hours with an exemplary safety record.

Together with our employees, customers, regulators, business partners and other key stakeholders, we will continue to nurture a safety-first culture that is built on trust and accountability, with clearly defined roles and responsibilities.

ADA is the only **UAE operator** to have been granted Performance Class 2 with Exposure approval by the GCAA.

An Integrated Approach to Safety

Approved by the Abu Dhabi Department of Transport (DOT) and GCAA, ADA's Integrated Environmental, Occupational Health and Flight Safety (EHS) Policy integrates the management systems for flight safety, occupational health and safety, and the environment to create a single cohesive management system.

In addition to ensuring compliance with all legal requirements, this Policy reflects ADA's commitment to:

- Providing a safe and healthy workplace for employees
- Implementing best practice standards for protecting the health and safety of customers, employees and other stakeholders.
- Implementing best practice standards for protecting our direct and surrounding environment
- Integrating risk management into our operations and activities
- Achieving and promoting sustainable aviation industry standards
- Being an example of best practice in achieving sustainability for other operators in Abu Dhabi, UAE and beyond

Specifically, the Integrated EHSMS is designed to:

- 1) Create legal safeguards, promote continuous improvement and simplification by reducing complexity
- 2) Reduce costs and effort in the long-term through continuous process optimisation and by combining duties and competences
- 3) Support employees in the integrated implementation of processes
- 4) Guarantee the supply of employment-related information and requirements
- 5) Secure a positive corporate ranking (management quality)
- 6) Support managers and employees in the performance of their individual EHS responsibilities
- 7) Estimate ecological and economic opportunities and risks and thus ensure sustainability



Safety Management Systems

Our Safety Management System (SMS) and Environment, Occupational Health and Safety Management System (EHSMS) provide the basis for our systematic approach to safety.

They allow ADA to be a more resilient and agile organisation that can adapt and respond to change and manage inherent and emerging risks in a timely manner. They ensure that we meet all relevant environmental, occupational health and safety regulations and contain performance metrics based on established risk management principles.

Risk management is a core component of the Safety Management System (SMS) of the General Civil Aviation Authority (GCAA), the federal body that oversees and regulates all aviation-related activities in the UAE.

The SMS team is composed of five individuals including an EHS Director, and EHS/SMS Manager/Lead Auditor, a Flight Data Monitoring Manager, an Airside Quality and Safety Coordinator and Safety Support Coordinator.

Safety Performance Monitoring and Measurement (SPM)

ADA continuously monitors and measures its safety performance, as per GCAA regulations.

Safety Performance Monitoring and Measurement (SPM) is one of three elements that comprise the safety assurance component of the International Civil Aviation Organization’s (ICAO) SMS Framework.

Safety assurance allows ADA to determine whether the SMS is operating according to expectations. For the GCAA to approve ADAs SMS the regulator must be satisfied that our SPM is appropriate and pertinent to our activities.

The GCAA requires that Safety Performance Indicators (SPI), Safety Performance Targets (SPT) and Alert Levels:

- a. are appropriate, and relevant to the scope and complexity of the specific operational context; and
- b. use an appropriate measuring matrix dependent on the size and complexity of the organization.

ADA’s Safety Performance Objectives (SPOs), SPIs and SPTs are approved by the GCAA at the start of each year. We provide the GCAA with triannual performance reports along with statistical data required to monitor the Acceptable Level of Safety Performance (ALoSP). If an alert level or a target has been breached, ADA reports it to the GCAA and submits a corrective plan accordingly.

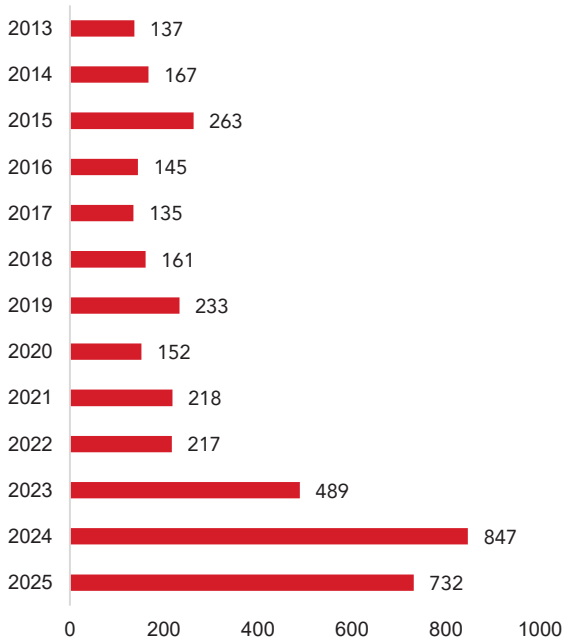
2025 Safety Performance Monitoring Data Summary Table

Engineer Regulatory Noncompliance	0
Maintenance Overrun	1
Line Maintenance Error	1
Base Maintenance Error	35
Airside Driving Non Compliance	1
Unauthorized DG	1
Flight Crew Regulatory Non-compliance (FW & RW)	0
Unauthorized Crane Movement (RW)	3
Overtorque (RW)	2



year and an outlook and plan for the following year which is approved and signed off by the Chairman of the Board of Directors.

Number of Internal Reports 2013-2025



Operational Risk Profile and Safety Objectives

ADA’s approach to preventing and mitigating EHS impacts and risk is through a formalised risk management process. This is an essential part of our EHSMS, enabling effective identification of hazards, risk probability and severity assessment, and the implementation and monitoring of risk reduction measures.

It addresses the causes of potential incidents, accidents, and occurrences before they occur, preventing harm to people, assets, environment, and business performance.

ADA has identified our Top Risks and Objectives based on safety data collected internally over the past decade as well as by observing industry trends and reference to safety intelligence sources.

	 Risk Profile	 Objectives
	Aircraft System and/or Component Failure or Malfunction	
1	Technical and system malfunctions, component deterioration, or damage resulting in operational delays or incidents.	Improve airworthiness systems and reliability to reduce technical malfunctions.
	Human Errors	
2	Human errors such as slips, lapses and mistakes that result in failure to achieve intended outcomes.	Optimize man-machine interface during aviation activities to reduce errors.
	Substandard Offshore and Onshore Facilities	
3	Operating in substandard offshore and onshore facilities.	Enhance safety collaboration mechanisms with external stakeholders (customers and industry) to address operational issues and improve safety.
	External Load Operations	
4	Inadequate controls during onshore and offshore external load operations resulting in incidents or accidents.	Reduce incidents or accidents during offshore helicopter external load operations.
	Violations and Non-compliance	
5	Non-adherence with regulations, policies, procedures and/or acceptable industry norms.	Improve knowledge of and enforce compliance with regulations and procedures.
	Commercial Pressure	
6	Commercial pressure resulting in flawed decisions and poor safety performance.	Improve and enhance awareness of organizational, personal, and systemic factors contributing to incidents and accidents.
	Internal Controls and Oversight	
7	Inadequate assurance programmes to monitor systems and processes to achieve acceptable level of safety.	Strengthen assurance and internal control capabilities at base and AFB locations.
	Safety Culture	
8	Lack of effective Safety Culture impacting efficiency, productivity, and overall performance.	Improve Safety Culture and develop action plans to address areas for improvement.
	Night Operations during HEMS and VIP Operations	
9	Loss of situational awareness during VFR night operations for VIP and HEMS flights.	Reduce night VFR incidents during HEMS and/or VIP flight operations.
	Communication and Consultation	
10	Ineffective sharing of safety information and lack of opportunities to consult with workforce on risk management and decision-making.	Exercise proactive safety leadership at all levels and facilitate a supportive and trustworthy environment where employees are empowered to exchange safety information.

1. Flight Operations SPIs

SPIs	Targets
Unstable Approach Events Rate (FW)	Four (4) events per 10,000 flight hours
Helideck contact with object events during arrival/departure (RW)	Two (2) events per 50,000 landings
Automation Error Events (FW)	Four (4) events per 5,000 flight hours
Continuation of unstable approach	
Flight Operations regulatory non-compliance (other than SPI/FOP/02/2025)	Three (3) events per year
Over Torque Events triggering a maintenance action (RW)	Three (3) events per 10,000 flights
AIRPROX/ TCAS RA (Resolution Advisory) Events (RW)	Three (3) Events per 15,000 flight hours
Flight Duty Period (FDP), qualifications and validity exceedances events	Three (3) FDP exceedances per 12 months
Landing on Wrong Helideck (RW)	Three (3) events per 20,000 flandings
Overdue GCAA and Internal Audit Non-Compliance Findings	Two (2) overdue audit findings per audit
Extensions for crew training and checking validity	Three (3) extensions
Non adherence to SOPs and checklists	Four (4) events per 50,000 flights
Non-compliance with PC2WE procedures	5% per total number of departures per year
Events and hazards being identified without report	5 unreported events per year
CRM deficiencies identified through incident investigations	4 events per year

2. Engineering SPIs

SPIs	Targets
Engine In-flight ShutdownEvents (FW)	Two (2) incidents per 24,000 flight hours
Base and Line Maintenance Error Events (FW & RW) (All Base & Line Maintenance which contribute to safety hazard and lead to diversion or return to stand/base)	Three (3) events per 25,000 man hours (Base) or 20,000 departures (Line)
Base and Line Maintenance Error Events (All Base & Line Maintenance which are reported post release to service)	Three (3) events per 20,000 man hours (Base) or 10,000 departures (Line)
Maintenance Overrun Events	Five (5) events per 24,000 flight hours
Staff regulatory or procedural non-compliance (culpability level 3 or below)	Three (3) Events per 45,000 man hours
Overdue GCAA and Internal Audit Non-Compliance Findings	Two (2) audits overdue
Issuance of parts from bonded store to work order with incorrectly generated GRN	Three (3) events per reporting period
Reports related to fatigue	Introduce fatigue related reporting and establish reporting culture

3. Ground Operations SPIs

SPIs	Targets
Unattended and/or Unescorted Passengers	4 (Four) per 25,000 flights
Unauthorized Dangerous Good Events in in-flight	Two (2) per 10,000 flights
Aircraft mishandling events by ground crew (damage to doors or equipment, HLO issues identified by crew)	5% of events per total number of landings annually
Load sheet non-conformances	3 per 20,000 flights
FOD Events	Four (4) events per reporting period
Non-adherence to Embarkation and Disembarkation SOPs	Three (3) events per 10,000 flights

Department of Transport & ADPHC EHS KPIs

ADA complies with mandatory KPIs as per Abu Dhabi Public Health Center’s (ADPHC) ADOSH Systems Framework and the Department of Transport’s (DOT) Environmental Health & Safety Management System (EHSMS) Regulations.

Our EHS performance is reported to ADOSH /ADPHC and DOT on a quarterly basis through the Al’Aada System.

The following “Safety Performance Targets and Objectives” are monitored:

- Lost Time Injury (LTI)
- Contractor Lost Time Injury (LTI)
- Passenger and Visitor Fatality and Injuries
- OSHAD Licensed EHS Employees
- Number of Corrective notices/fines/penalties/ enforcements

KPI	Date for 2025
Lost Time Injury (LTI):	16
Employee Contractor LTI:	0
Passenger and Visitor Fatality and Injuries:	0
OSHAD Licensed EHS Employees:	6



Safety in the Oil & Gas sector

Supporting clients in the offshore oil and gas sector is an essential part of ADA's operations. Abu Dhabi National Oil Company (ADNOC) is one of our main customers while in other territories we also work with international oil majors including Shell and ExxonMobil.

Taking off and landing from offshore oil facilities requires ADA to operate not only according to our own safety procedures but also to abide strictly by those of our customers. These procedures are designed to protect everyone onboard the aircraft as well as those on the ground or on the facility.

ADA works very closely with key clients to make sure we have a precise understanding of their safety rules and regulations. We hold regular joint safety meetings with ADNOC to review and discuss safety issues and determine the need for procedural changes, specific training requirements, or drills, etc.



Data Protection

ADA makes all possible efforts to protect our customer privacy and prevent any loss of confidential data they have entrusted to our safekeeping, as stipulated in our Information Security Policy (ISP).

The ISP is aligned with ISO 27001:2013 (Information Security), GCAA law and National Electronic Security Authority (NESA) UAE Information Security Standards. The policy clearly defines how our Information Security Management System (ISMS) has been set up, managed, measured, reported on and developed within ADA.

The ISMS is designed to protect ADA's information and supporting infrastructure, including assets critical to the operation of the business and information belonging to ADA's customers, suppliers and business partners. ADA has recently invested in upgrading IT systems and infrastructure to keep pace with the increasing demands of the business and the rapidly evolving cyber security landscape. This is critical for ADA, because protecting IT systems and data is directly linked to customer safety and security. With this in mind, we took the decision to transform and redesign our network infrastructure. After a thorough evaluation of the market, ADA invested in Next-Generation Firewalls (NGFWs) from a market leading vendor. The integrated solution means that all components - firewall, switches, and wi-fi access points - work in tandem to enforce a consistent security policy across the whole network, making the system simple to manage and providing real-time communication across the entire security infrastructure. Critical data flows are monitored and controlled through a centralised interface which provides logging and reporting, data analytics, and allows us to quickly identify and fix network performance issues. Combined, these solutions offer greater control and visibility and simplify our compliance processes.

An additional layer of cybersecurity is provided by aeCERT (United Arab Emirates Computer Emergency Response Team), which was established by the UAE Telecommunications and Digital Regulatory Authority (TDRA) to improve security in the UAE.

ADA has signed MoUs with aeCERT and other government entities to monitor our company server logs and report any external threat to our Head of IT Department and network team for validation. In line with its governance and risk management commitments, GAL maintains a comprehensive, multilayered information security framework designed to protect sensitive operational and personal data. The framework incorporates endpoint, network, and server security controls aligned with Zero Trust principles, supported by continuous monitoring through a SIEM-enabled 24/7 security operations capability for threat detection and incident response.

Robust identity and access management measures, including Privileged Access Management and multi-factor authentication, are implemented to safeguard system access. Data protection is further strengthened through secure email and web gateways, anti-phishing controls, data classification, data loss prevention mechanisms, and file activity monitoring. Encrypted backups, disaster recovery preparedness, secure enterprise storage systems, regular vulnerability assessments, periodic penetration testing, and secure file transfer protocols collectively enhance GAL's cyber resilience and ensure the confidentiality, integrity, and availability of information.



Digital Transformation & IT Modernisation

Etihad Engineering completed the migration of all on-premises services to a cloud-based data centre, reducing reliance on legacy infrastructure while improving scalability, strengthening security controls and enhancing cost efficiency. Oracle Analytics was further enhanced to establish a secure and scalable enterprise analytics platform, enabling real-time data analysis, reporting and informed decision-making across the organisation. In addition, the introduction of BMC Helix for IT Service Management modernised the ITSM environment, strengthening incident, request, change and service management processes and improving overall service delivery and operational resilience.

Privacy Management

AMMROC has implemented a comprehensive Data Protection and Privacy Management System designed to safeguard the confidentiality, integrity, and availability of information. The system incorporates role-based access controls, multilayered cybersecurity measures, endpoint protection, and encrypted data storage both at rest and in transit.

Customer and stakeholder data are accessed strictly on a need-to-know basis and are continuously monitored through audit logs and automated alerts. Ongoing compliance with international data protection standards is supported through periodic risk assessments, vulnerability scanning, system hardening activities, and robust backup and disaster recovery arrangements to ensure data resilience and continuity.

Privacy Management

At GAL, Data protection and information security form an integral part of the New Employee Orientation Programme (NEOP), ensuring that employees are aware of their responsibilities from the outset. Ongoing awareness is reinforced through periodic data protection and cybersecurity communications, including targeted awareness posters shared via email and displayed as screen savers on all employee laptops and desktops. These initiatives are part of a broader, continuous security awareness campaign aimed at strengthening a culture of data protection and cyber resilience across the organisation.

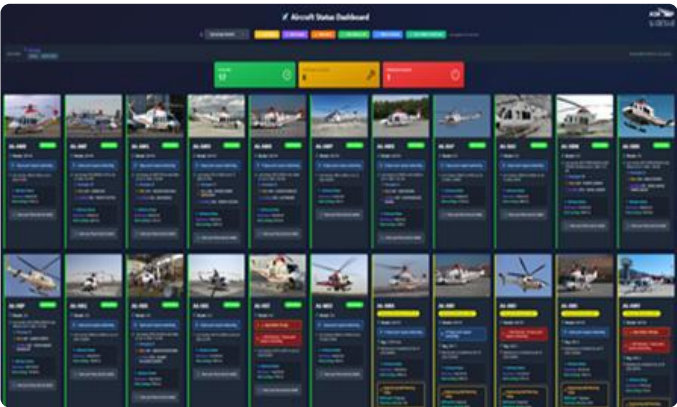


Digitalization and Innovation

Abu Dhabi Aviation Group is dedicated to fostering digital transformation and operational excellence through innovation. We continuously evaluate the need for new technology solutions based on our business requirements. Our goal is to unify all systems on a single platform, streamlining operations and reducing reliance on multiple vendors, although this remains an ongoing process.

Aircraft Status Dashboard

A real-time Aircraft Status Dashboard has been developed internally that provides comprehensive visibility into fleet operations, maintenance schedules, spare parts tracking, and daily flight journeys.



This innovative solution enables users to access aircraft related data in real time, significantly reducing the time required to access critical operational information. The dashboard offers dual-view functionality, an internal operational view for ADA staff and a secure customer-facing portal that allows clients to monitor their fleet status independently. By digitizing and centralizing aircraft data that was previously scattered across multiple systems, this initiative reduces manual reporting efforts, improves decision-making efficiency, and enhances transparency with customers, supporting ADA's commitment to operational excellence and sustainable business practices

Enterprise Financial Intelligence Dashboard

We are nearing completion of implementing a comprehensive Enterprise Financial Intelligence Dashboard that transforms how Abu Dhabi Aviation accesses and analyses financial data.

This innovative web-based platform integrates directly with the ADA's financial system and aims to eliminate manual report generation by providing on-demand access to financial insights through an intuitive, self-service interface with interactive charts, data export capabilities, and drill-down functionality from summary views to individual transactions. The dashboard with appropriate access empowers management and department heads to make data-driven decisions. Currently being refined based on Finance Department requirements, the platform will soon be rolled out company-wide, enabling all departments to monitor their cost centre spending and budget performance centrally.

Enterprise Supply Chain Dashboard

An Inventory Optimization Dashboard is underway to enhance supply chain visibility and decision-making.

This tool provides real-time tracking of inventory across multiple bases, warehouses, and part categories, with capabilities including inventory aging analysis, demand forecasting, slow-moving stock identification, and criticality assessment. By enabling data-driven inventory management, the dashboard supports reduced waste and optimized stock levels aligned with ADA's sustainability goals. Currently being fine-tuned based on Supply Chain Department requirements, it will soon be launched for management and operational teams.

Oracle Analytics Platform with AI-Powered Chatbot (MOZA)

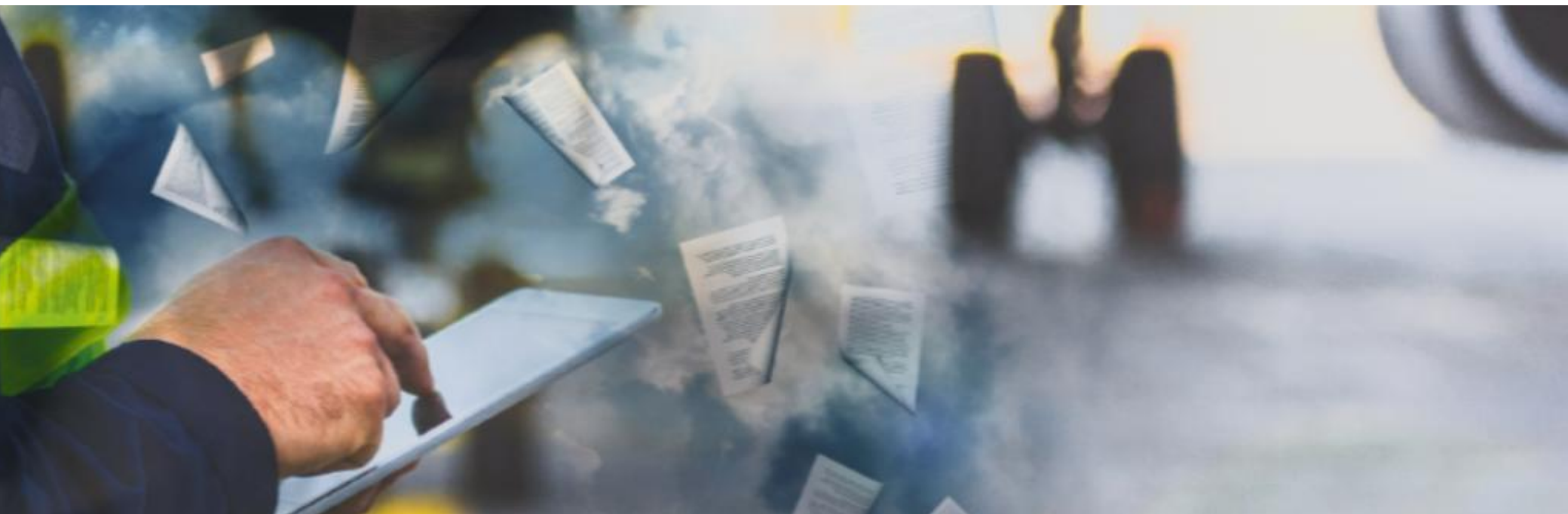
ADA has developed a comprehensive Analytics Platform that consolidates critical business intelligence across Finance, Supply Chain Management (SCM), and Human Resources. The platform provides real-time visibility into key performance indicators including vendor delivery performance, inventory optimization, supplier lead times, workforce analytics, and financial metrics across all ADA Group entities. A standout innovation is MOZA, an AI-powered conversational assistant featuring a digital avatar that delivers spoken responses, enabling users to interact naturally through voice and text queries across key business domains including financial performance, supply chain operations, and workforce management. This human-like interaction makes strategic insights accessible to leadership and decision-makers, empowering faster, data-driven decisions that support operational excellence and long-term organizational goals.

Paper Reduction and Process Digitisation

GAL has implemented a range of initiatives to reduce paper consumption and advance the digitisation of business processes across the organisation. These include the deployment of digital HR self-service through the iGAL platform for leave management, payroll, attendance, and employee records; the integration of electronic procurement workflows with Oracle and Quantum; and the adoption of digital document management solutions using SharePoint, ECM, and secure file transfer tools. GAL has also implemented digital signature (eSign) solutions for internal approvals and digitised maintenance documentation and operational forms through AADMIS and RPA-enabled automation. In addition, the reduction of printed audit forms, safety checklists and onboarding documents has contributed to improved operational efficiency and reduced environmental impact. Collectively, these initiatives have resulted in an estimated reduction of approximately 120,000 sheets of paper since 2022.

Technology Modernisation and Innovation

GAL implemented a series of technology modernisation and innovation initiatives to boost operational efficiency, digital readiness, and cybersecurity. Key efforts included upgrading Oracle E-Business Suite (HR, payroll, finance, supply chain) with self-service and integrations, modernising IT infrastructure (Dell, VMware, VxRail, PowerFlex, Pure Storage) and strengthening cybersecurity through advanced controls, monitoring and privileged access management. IT service delivery improved via enhanced system monitoring, patch management, automation and ITSM tools. Document management was digitised with SharePoint workflows, while early adoption of automation and AI including UiPath RPA and chatbot pilots enhanced system stability, user experience, operational control and readiness for digital transformation.



Our People ●

3 GOOD HEALTH
AND WELL-BEING



4 QUALITY
EDUCATION



8 DECENT WORK AND
ECONOMIC GROWTH



Workplace Culture and Values ●

ADA nurtures a supportive and engaging working environment for all employees regardless of their role within the organisation. We recognise people as the lifeblood of our company who play an instrumental role in its day-to-day functioning and are critical to current and future success.

Code of Conduct

Our Code of Conduct sets out the rules around workplace behaviour and conduct for all employees. It ensures that employees know what is expected of them and what ADA expects in return.

ADA expects all employees to execute their duties according to the highest standards of professional and ethical conduct, regardless of their status within the company, where they are based, or their level of dealings with customers and colleagues.

All employees must represent ADA with honesty and integrity whether they are on or off duty and must act in accordance with our values of Safety, Quality, Customer Focus, Teamwork, Integrity & Ethics. Employees must treat each other in a respectful, dignified, and fair way, without prejudice.

The Code reaffirms our commitment to an inclusive workplace with fair and equal treatment for all employees regardless of race, ethnicity, gender, age, or physical capabilities. The policy governs all aspects of employment including selection, assignment, promotion, performance assessments, compensation, disciplinary action, termination and access to benefits and training.



If **employees** feel they are a victim of discrimination in the workplace they are encouraged to bring this to the attention of Heads of Department or HR.

In addition, the Code specifies rules related to:

Conduct related to sales, contracts, negotiations

01

Anti-bribery Policy and Personal Profit

02

Giving and accepting gifts

03

Compliance with all ADA policies

04

Compliance with all relevant rules and regulations

05

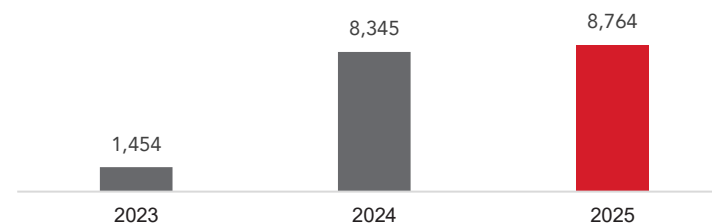
All employees are expected to familiarise themselves with the Code and are bound to report any breaches of it or any other ADA policies and procedures to their Head of Department, HR, legal or audit confidentially.

ADA has zero tolerance for workplace harassment or abusive behaviour of any kind and employees are encouraged to report instances of such to the relevant Heads of Department or HR so that they may be addressed promptly.

Our Harassment Policy details the proper procedures for submitting a complaint and how they are dealt with. Reports will be treated seriously, confidentially and without prejudice to the employee or their career.



Number of Employees



% Employees by Gender



Male %



Female %



Attracting, Retaining and Developing The Best Talent

ADA depends on being able to attract highly qualified, experienced, and skilled individuals to enable us to deliver the operational excellence our customers expect. This is especially important given our ambitious growth plans.

By offering attractive remuneration and benefits, an engaging place to work, and constant training & development opportunities, we provide the conditions for all employees to thrive and achieve their life and career ambitions at ADA.

Attraction and Retention

Due to the international nature of the aviation business, we are competing for talent with companies not only locally and regionally but globally. To ensure we lure the best prospects ADA offers attractive compensation packages in addition to other perks such as the quality of life in Abu Dhabi. We encourage workers with families to relocate and can offer family friendly accommodation with 5-star facilities with a health club and swimming pool.

In addition, we offer all permanent staff a range of benefits including:



Life insurance



Healthcare



Disability and
invalidity coverage



Parental leave



Retirement
provision



Employee Health and Well Being 2025

In 2025, ADA implemented a comprehensive **Employee Health and Wellbeing framework** designed to promote preventive care, raise health awareness, and support holistic employee wellbeing.

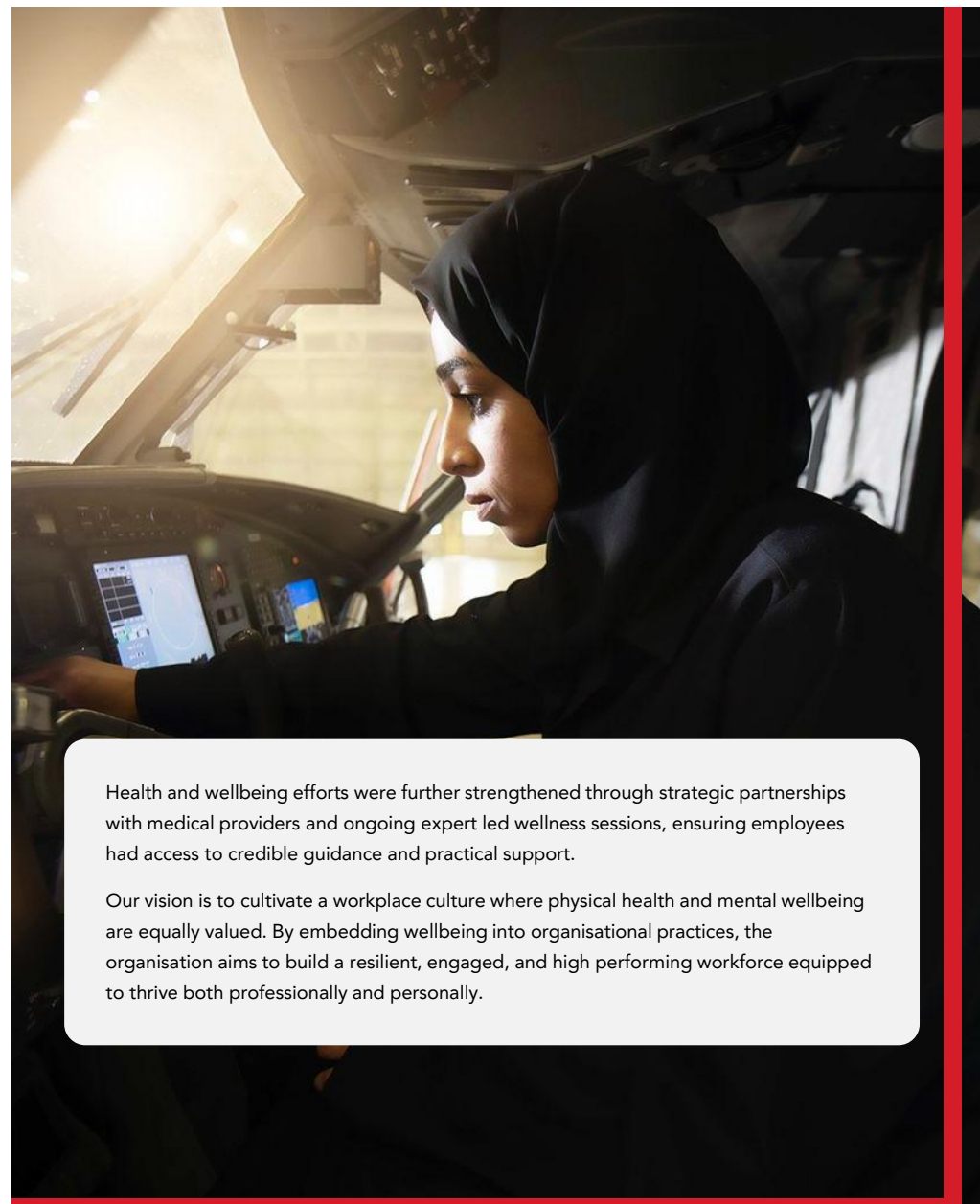
Key initiatives included nutrition focused activities such as mindful eating and healthy lifestyle practices during Ramadan, alongside targeted health awareness campaigns covering diabetes, cardiovascular health, endometriosis, ovarian cancer, breast cancer, and men's health.

Seasonal influenza vaccination drives were also delivered to support employee health and minimise illness related disruption.

Mental wellbeing remained a key priority through initiatives such as the Mind First programme and the Employee Assistance Programme, providing employees with access to confidential support and mental health resources.

Children's health and family wellbeing were also highlighted, recognising the broader factors that contribute to employee resilience and sustained performance.

The organisation also marked Pinktober and Emirati Women's Day through dedicated activations and engagement initiatives that celebrated women's health, achievements, and contributions. These activities reinforced awareness, encouraged participation, and demonstrated a strong commitment to inclusion, equity, and employee engagement through meaningful cultural and wellbeing focused celebrations.

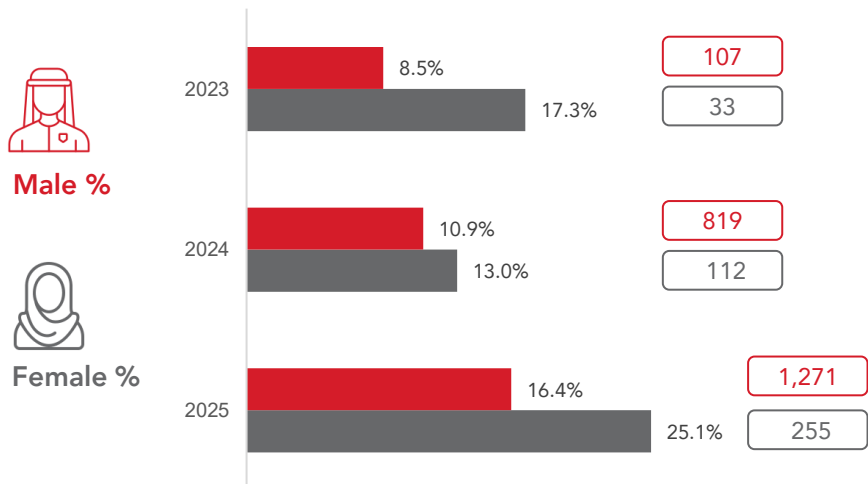


Health and wellbeing efforts were further strengthened through strategic partnerships with medical providers and ongoing expert led wellness sessions, ensuring employees had access to credible guidance and practical support.

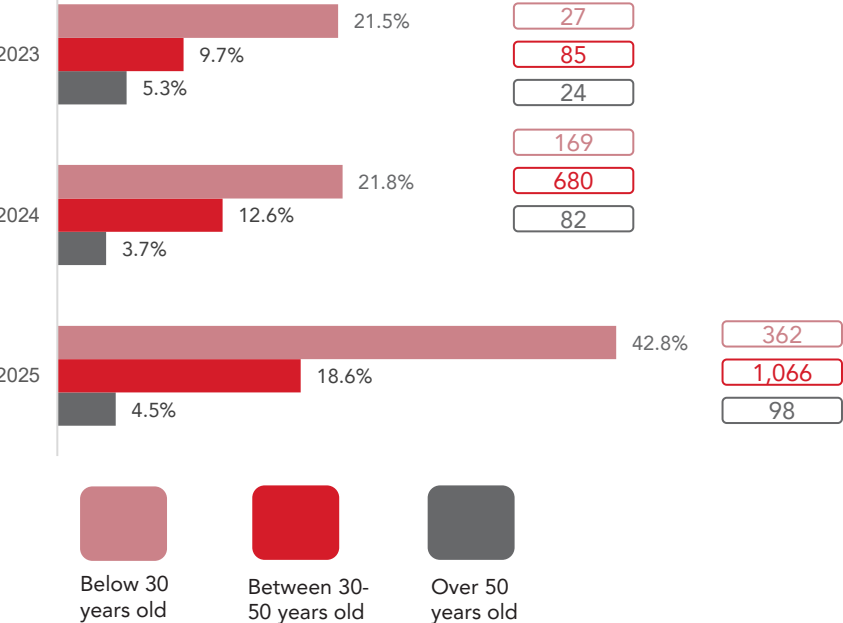
Our vision is to cultivate a workplace culture where physical health and mental wellbeing are equally valued. By embedding wellbeing into organisational practices, the organisation aims to build a resilient, engaged, and high performing workforce equipped to thrive both professionally and personally.

Employee Health and Well Being 2025

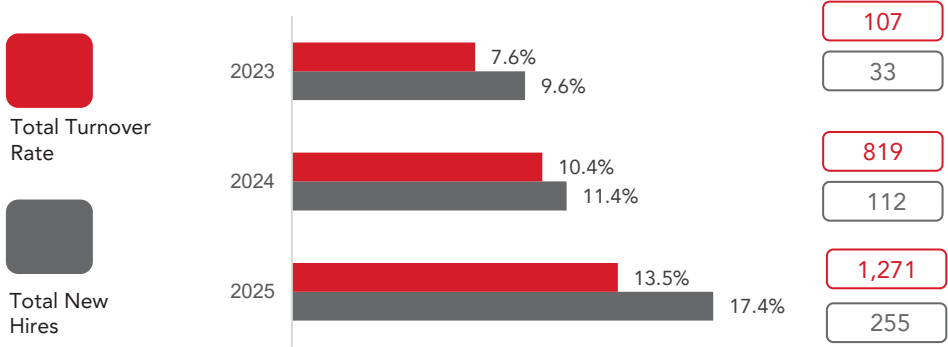
% New Hires by Gender



% New Hires by Age Group



% Turnover vs New Hire



Training & Development

The nature of our business and the critical importance of maintaining an exemplary safety record means ADA places great emphasis on ensuring that all employees can consistently execute their duties to the highest possible standards. This is particularly the case for flight crew and engineers. We keep our staff up to date with the latest innovations for the assets we operate and all relevant new regulations to ensure compliance.

ADA owns and operates a world class training facility and offers training for third parties as an important revenue diversification aspect of our business. However, we also use this facility to train our own flight staff and engineers.

In 2025, ADA group delivered over 119,971 training hours to our employees at all levels of the company, on par with the previous year. Most of these training hours were dedicated to mid-level employees who represent our skilled flight crews and ground staff.



Case Study

Because our people matter: Our Employee Assistance Programme

As part of our commitment to fostering a healthy, inclusive, and resilient workplace, the Company provides a comprehensive and confidential Employee Assistance Programme (EAP) to support the physical, emotional, and financial wellbeing of employees and their families. The program reflects our continued focus on employee care, engagement, and long-term workforce sustainability.

Programme objective

The Employee Assistance Programme is designed to provide employees and their eligible household members with confidential, professional support to help them manage personal, emotional, legal, financial, and work-life challenges. The programme enables early intervention and promotes employee resilience, productivity, and overall wellbeing.

What services do the EAP provide?

Mental health counselling

The Employee Assistance Programme is designed to provide employees and their eligible household members with confidential, professional support to help them manage personal, emotional, legal, financial, and work-life challenges. The programme enables early intervention and promotes employee resilience, productivity, and overall wellbeing.

Legal

A local legal expert is available for free 30 minute telephonic session, per issue, per person to discuss any personal legal issues, such as: divorce, contracts, estate planning, will and trusts.

Financial

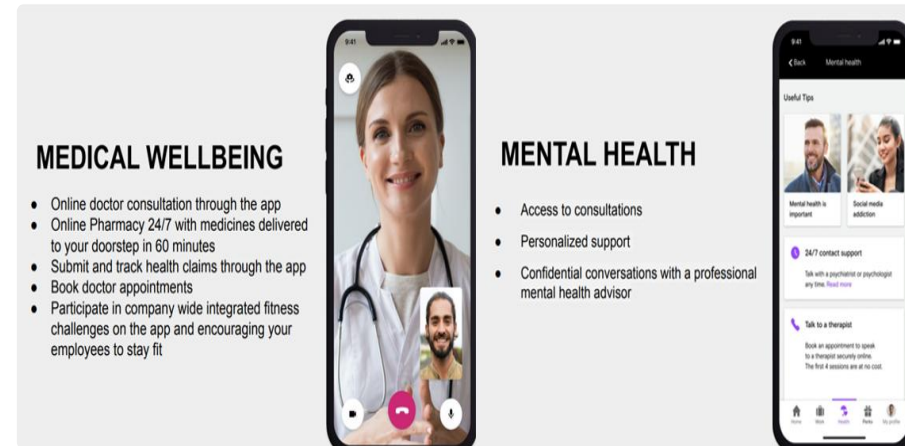
Local financial experts can assist with a wide range of issues. They offer a free 30 minute telephonic session per issue, per person for: retirement planning, taxes, relocation, mortgages, insurance, budgeting, debt, bankruptcy and more.

Promoting Employee Wellbeing: Bayzat's Commitment to Wellness

At Abu Dhabi Aviation (ADA), we prioritize the wellbeing of every employee, and our employee communication platform Bayzat is designed to support this initiative. This innovative platform enhances communication while promoting wellness through resources on mental health, physical fitness, and easy access to healthcare professionals.

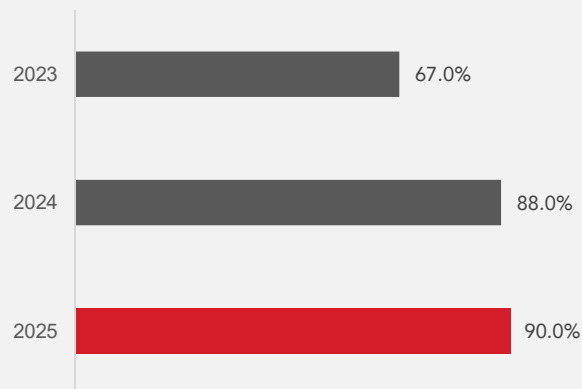
Key features of Bayzat include 24/7 online doctor consultations, a rapid delivery service for medications, and confidential support from mental health advisors. The platform also simplifies access to medical insurance information and enables employees to earn Bayzat coins through physical activities, which can be redeemed for gift cards.

With the inclusion of a 24/7 mental health hotline, Bayzat empowers employees to engage with wellness resources at any time, contributing to improved wellbeing and productivity. This initiative fosters a harmonious work environment that benefits everyone at ADA.



Through this initiative, the Company reinforces its commitment to responsible employment practices, sustainable workforce development, and long-term value creation for employees and stakeholders.

Total Employee Engagement Rate



We conduct quarterly employee surveys to gather insights on various aspects of our business operations and working conditions. This feedback helps us understand employee needs and implement improvements where necessary.

One example is surveys conducted through Bayzat, which enhances employee communication and engagement, reflecting our commitment to continuous improvement based on employee feedback.

ADA gives employees at all levels regular performance reviews to assess how well they are doing and identify needs for further training and development.

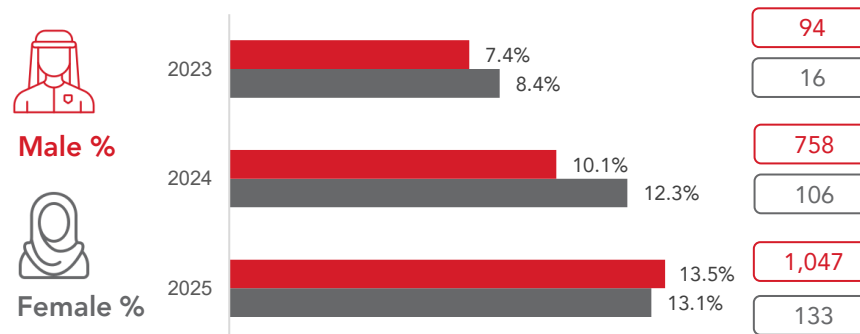
Retaining our most talented employees is vital for maintaining smooth and successful operations and underpins our future growth strategy. ADA engages with employees on multiple levels, through training & development programmes, events, and surveys.

We use a system called BAYZAT to engage with our employees in relation to all programmes and events and boast a gradually increasing engagement rate recently.

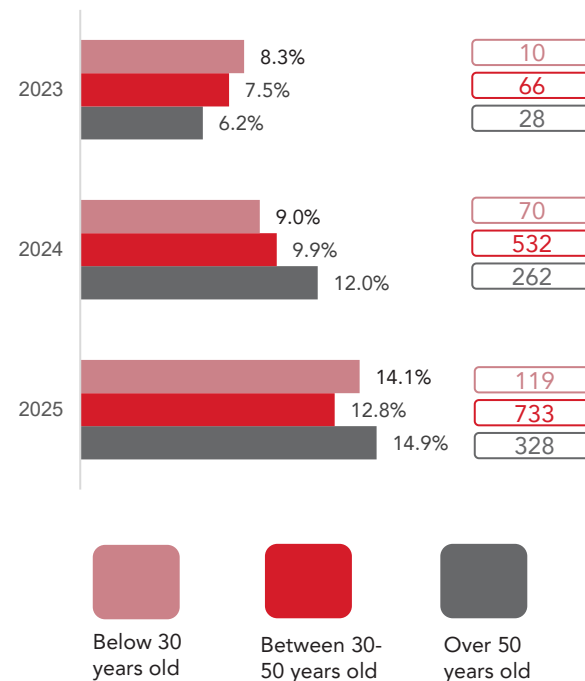
Due to our continued efforts to increase engagement and to maintain a high satisfaction rate ADA has a low turnover rate of employees.



% Total Employees that Left by Gender



% Total Employees that Left by Age Group



Below 30
years old



Between 30-
50 years old



Over 50
years old

ADA has Al Jeer Program that aims to develop a talent pool of Emirati talent with extensive MRO practical experience from which we will source future managers and technical experts. More details are available in the Community section of the report.

ADA further collaborates with HCT to provide students with practical work experience and training.



Diversity & Inclusion

ADA understands the value of being able to draw on a unique blend of experience and skills that comes with having a workforce comprised of people with diverse backgrounds.

As per our Code of Conduct, we provide equal employment and opportunities for advancement to all individuals based on merit, qualifications, and ability, regardless of gender, age, ethnic origin, nationality, religion, or disability.

Aviation is an international business and we are proud to be home to a truly diverse and global workforce.



ADA has Al Jeer Program that aims to develop a talent pool of Emirati talent with extensive MRO practical experience from which we will source future managers and technical experts. More details are available in the Community section of the report.

ADA further collaborates with HCT to provide students with practical work experience and training.

% Employees by Job Category and by Gender

	Labour		Entry-Level		Mid-Level		Senior-to-Executive Level	
	Female	Male	Female	Male	Female	Male	Female	Male
2023	8.7%	91.3%	26.7%	73.3%	6.5%	93.5%	5.06%	94.9%
2024	1.0%	99.0%	11.7%	88.3%	8.6%	91.4%	9.79%	90.2%
2025	10.5%	89.5%	12.0%	88.0%	11.0%	89.0%	12.50%	87.5%

% EMPLOYEES BY JOB CATEGORY AND BY AGE GROUP

	Labour			Entry-Level			Mid-Level			Senior-to-Executive Level		
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
2023	14.9%	65.3%	19.8%	68.0%	19.2%	3.2%	54.7%	42.1%	42.1%	42.1%	46.8%	53.2%
2024	7.1%	60.2%	32.7%	65.7%	18.9%	2.3%	64.1%	33.6%	33.6%	33.6%	59.2%	40.3%
2025	10.0%	62.5%	27.5%	66.2%	18.8%	2.5%	63.7%	33.8%	33.8%	33.8%	69.4%	30.1%

Health & Safety of our Employees

Our Occupational Safety and Health Policy (OHS) states our commitment to providing a safe and healthy working environment for our workers, and to foster an accident-free workplace while meeting all relevant occupational health and safety legislations.

Our OHS Management System provides a structured approach to the management of risks inherent to our activities and commits us to carrying out the following actions:

- Complying with all applicable local and federal OSH laws and regulations such as the Abu Dhabi Occupational Safety and Health Systems Framework (ADOSH SF) and Abu Dhabi Department of Municipal Affairs and Transport OSH requirements
- Establishing and implementing risk management processes to eliminate or mitigate risks associated with our business activities.
- Defining employee accountabilities and responsibilities for the delivery of safety.
- Ensuring all employees are provided with adequate and appropriate safety information and training to ensure they are qualified and competent to perform their functions.
- Establishing and maintaining an effective Safety Reporting System for reporting information concerning OSH issues.
- Establishing and measuring safety performance against realistic objectives and targets.
- Ensuring that contractors and service providers adhere to our OSH Policy, guidelines and procedures.
- Implementing audit and assurance programmes to monitor performance and compliance.
- Allocating the required human and financial resources to support this Policy and associated management programmes.
- Enforcing OSH as one of the primary responsibilities of management and employees.
- Conducting annual management reviews to ensure continual improvement, suitability, adequacy and effectiveness of our OSH Management System.



%	2023	2024	2025
Number of Fatalities	0	0	0
Number of Lost Time Injuries	3	37	16
Number of Workdays Lost Due to Injury	7	114	121
Number of Other Occupational Injuries	1	37	20
Number of High Potential Incidents	0	0	0
Number of Near Miss Incidents	1	19	1
Number of Hours Worked	3,276,149	16,367,631	18,551,312

ADA including all its subsidiaries have had zero number of fatalities as a result of work-related ill health and had no recordable work-related ill health in 2025.

The most common work-related illnesses and injuries that workers at ADA are likely to suffer from include minor injuries related to manual work or heat stress related to carrying out duties that require personnel to work outside during the summer months. ADA keeps a comprehensive register of hazards which is continuously reviewed and revised and regularly distributed to key personnel.

To address these safety hazards and keep them to a minimum, ADA runs annual safety awareness campaigns related to heat stress, manual handling, noise awareness, use of personal protective equipment, stress management, and more.

We survey groups of employees by sending them questionnaires to get their views on safety issues within their specific field at ADA. In the recent past we have carried out this process for engineering personnel followed by the same for flight crew and received a high response rate. We used the feedback to produce a comprehensive report that provides the basis for an action plan to improve safety.

All incidents are thoroughly investigated and analysed to understand what went wrong and to assess whether any learnings can be extracted from the experience and used to prevent future occurrences.



Flight safety

Operating a modern fleet of aircraft supports our efforts to maintain an impeccable safety record. Newer aircraft are equipped with sensors and smart technology to monitor the aircraft's systems. This leads to a reduced risk of sudden malfunctions as well as more advanced warning of any technical issues.

Safety Performance Measurement (SPM) is enhanced by being able to digitally gather data using advanced onboard systems. With around 60 flights per day ADA can gather and process large amounts of data and determine how pilots are operating the aircraft. This is a valuable tool for improving flight safety.

Health and Safety Training

ADA ensures that all employees receive appropriate, adequate and regular health and safety training needed to perform their duty to the highest standards.

Our training programme covers job hazards and work practices and procedures as required under the ADOSH and GCAA regulations.

Training needs are identified through a Training Needs Analysis (TNA) process carried out by Heads of Department and take account of the employee's duties and area of work. Identification of training requirements is also based on hazard identification and the risk assessment process.

We provide appropriate training for employees following the introduction of new technologies into our operations, new regulations, or any changes to our work processes.



Case Study

ADATC – A Talent Factory for the Aviation Sector

Launched in 2016, ADATC was conceived to train pilots to meet ADA's specific operational requirements as well as the local and regional aviation sector's demand for pilots qualified to fly niche aircraft.

The centre has exceeded all expectations. Pilots from 35 countries around the world have graduated from our elite training school equipped with state-of-the-art flight simulators.

In addition to working at ADA, pilots trained at ADATC currently work for some of the most prestigious private operators, government agencies, and armed forces.

Having our own training facility has delivered multiple benefits. It means we don't need to send our own pilots overseas which saves time and money, while locally based pilots benefit by being with their families during training. Bringing overseas candidates to Abu Dhabi for an extended period also has obvious benefits for the local economy.

Not only is the cost of training our pilots in-house significantly lower compared to using a third-party provider, but the business supports our bottom line with an additional revenue stream.

Having full control of the process means we can continuously assess and fine tune the quality of training while we often get to recruit the most talented pilots for our own operations.

ADA has invested in state-of-the-art simulators that can train pilots to fly in all weather conditions. With a lifecycle of 20+ years, the simulators can function almost non-stop without fatigue, giving us the capacity to train up to 2,000 people annually.

Simulators are housed in a humidity and climate-controlled building to prevent corrosion and preserve longevity. Fully powered by electricity supplied from the local grid, they produce no direct emissions, though we have backup power generators onsite in the unlikely event of a power outage.

ADA is very proud of what we have achieved in a short time with ADATC and the contribution we make to the local aviation sector and the wider economy.



Our Planet ●

12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



13 CLIMATE
ACTION



The Challenge Of Climate Change ●

The Future of Aviation

Achieving more sustainable operations, especially when it comes to **climate action**, is a major challenge for the aviation sector because of its current reliance on hydrocarbon-based fuels.

However, recent years have seen exciting developments in the sector, including the introduction of more sustainable aviation fuel (SAF), innovations in electric powered aircraft, and improvements in the fuel efficiency of aircraft engines.

Commercial airlines are currently leading the way when it comes to SAF and have already seen very promising results. The International Air Transport Association (IATA) estimates that production of SAF doubled to 2.4 billion litres in 2025 from around 1.3 billion litres in 2024. However, in 2026, SAF production growth is projected to slow down and reach 3 billion litres.

ADA is closely monitoring the evolution of electric aircraft. As a company that operates a majority rotary wing fleet of aircraft engaged mainly in short haul operations there is the potential for us to make the transition faster than larger commercial airlines.

While we are seeing rapid progress in the development of these innovations more investment is required to achieve greater impact. Commercial airlines have the scale to drive sustainable innovation in the aviation sector, which will eventually filter down throughout the industry. For now, due to the investments required smaller operators are facing significant hurdles to achieving quick progress.

For ADA, the major opportunity to become more sustainable in the coming years lies in the continued expansion and optimisation of our fleet with newer and more fuel-efficient aircraft, in line with commercial imperatives. This will not only gradually improve our environmental footprint but also deliver cost efficiencies and benefits for customers in the shape of cleaner, quieter, smarter, and safer aircraft.

ADA is focused on addressing climate change through managing and reducing emissions across its operations in addition to looking at direct emissions from its flight operations. We will continually look to harness new technology to manage our operations in the most efficient way, including our supply chains, thereby achieving fuel and emissions savings.

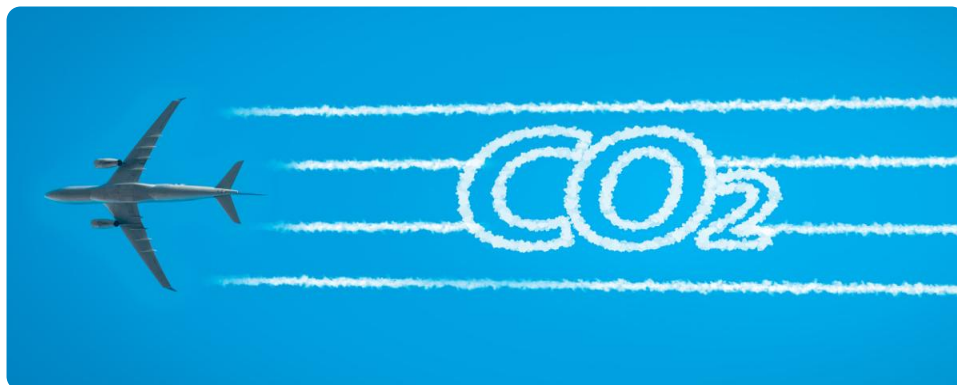
Our Environmental Footprint

ADA supports Abu Dhabi and UAE national initiatives and objectives when it comes to embedding sustainability and environmental protection within our operations.

- Our EHS Management System provides a structured approach to the management of risks inherent to our activities. As an integral part of this system, the Company is committed to:
- Complying with all applicable EHS laws, regulations and requirements
- Establishing a policy and philosophy of “zero harm” to people and prevention of damage to property
- Establishing a process of continual improvement with regards to the prevention of pollution and respect for the environment
- Establishing key performance indicators (KPIs) to monitor and improve our EHS objectives
- Ensuring that contractors adhere to the policy, guidelines and procedures of our EHS Management System
- The implementation of EHS training programmes to promote workforce awareness on EHS hazards and risk mitigation
- Conducting regular audits of the EHS Management System to demonstrate a clear commitment of continual improvement to customers and stakeholders
- Allocating the required resources to support this policy and programme

Measuring and managing our impact

ADA constantly reviews our operations for ways to better manage our environmental footprint by reducing energy and water consumption, cutting waste production, and reducing emissions.



Aviation Sustainability

Abu Dhabi Aviation is committed to conducting its helicopter operations with a deep sense of responsibility towards the environment. Our dedication to sustainability is reflected in our approach to evaluating, monitoring, and mitigating environmental impacts as follows:

- Conducting a thorough evaluation of potential environmental impact associated with offshore helicopter transport operations.
- Identifying key areas of concern such as noise pollution, air emissions, marine life disturbance, and carbon footprint.
- Implementing a robust monitoring system to regularly assess environmental indicators.
- Monitoring air quality, noise levels, and any other relevant parameters.
- Ensuring transparency and incorporate suggestions for better environmental practices.
- Investing in modern helicopters with reduced noise emissions and improved fuel efficiency.
- Minimising flight times and fuel consumption.
- Avoiding sensitive ecological areas and minimising disturbance to wildlife habitats.
- Enforcing strict protocols for waste management, ensuring proper disposal and recycling practices.
- Training and empowering employees to actively participate in reducing the ecological footprint of our operations.

The Impact of our Fleet on the Environment

The operation of our fleet is the element that contributes the most to our total GHG emissions. Thereby representing our largest impact on the Environment and is an essential factor that will need to be managed for us to decarbonize our operation.

There are different means to reduce the fleet’s impact on the environment including the use of Sustainable Aviation Fuel (SAF). As per a study by IATA, SAF could contribute around 65% of the reduction in emissions needed by aviation to reach net-zero in 2050. Other measures must be applied to further reduce emissions, and these include:

1. Choice of aircraft:

The choice of aircraft we operate has an important impact on our scope 1 emissions (as well as noise pollution). The number of emissions produced by an aircraft depends on a number of factors include the size, type, and the engine technology used. Modern aircraft are designed to be more fuel- efficient and produce fewer emissions.

2. How we operate our aircraft:

Flight planning and optimizing routes can allow for the reduction of fuel consumption and emissions. This could include avoiding headwinds, reducing flight altitudes, and reducing the number of flight maneuvers.

3. How we maintain our aircraft:

An airline can implement efficient maintenance practices to keep its aircraft in good condition, thereby reducing fuel consumption and emissions. The way an aviation company handles the waste from its maintenance operation can also have an important impact on scope 3 emissions.

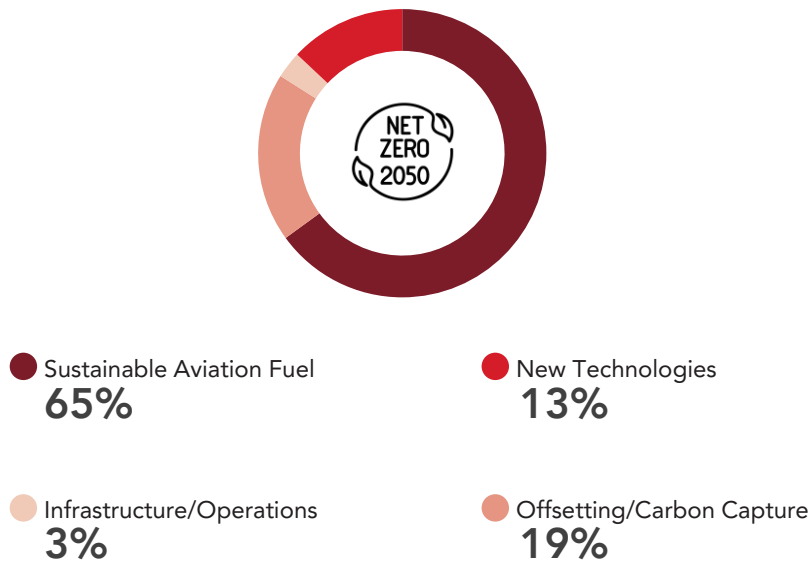
4. How we dispose of our aircraft:

It’s important to have a clear plan in that regard, as the disposal of aircraft has an important impact on our scope 3 emissions. When an aircraft reaches the end of its operational life, it’s usually scrapped for parts and material. The emissions generated from the process used for scrapping and recycling can vary depending on the method. Other factors include the transportation required to dispose of the aircraft. Properly recycling and repurposing the aircraft can help to reduce emissions.

5. Facility management:

Finally, facility management of aircraft hangars should also be considered to lower emissions. Factors to take into account include the proper management of the heating, ventilation and air conditioning systems, the implementation of energy- efficient lighting systems, the proper management of water consumption, among other.

Contribution to achieving Net Zero Carbon in 2050 (IATA)



Energy Consumption

Fossil Fuels

The vast bulk of ADA's energy consumption stems from the fuel we use for various types of aircraft that we operate. As this fuel represents one of our largest overheads as a business, we naturally make every effort to rationalise our consumption to be as efficient as possible, which has cost as well as environmental benefits.

Electricity

To reduce electricity consumption, we identified key actions to take and assigned roles and responsibilities for internal stakeholders for monitoring, measuring and managing our progress.

Actions include:

- Identify the amount of consumed electricity and gas through monthly electricity and gas bills
- Develop Corporate Agreement for Air
- Conditioning and Duct Cleaning
- Replace CFL bulbs with LED bulbs
- Develop energy conservation training and awareness programme for employees
- Explore options for alternative energy source for water heating (e.g. installation of solar panels, etc)
- Coordinate with the relevant authorities to discuss alternatives to make use of the day light during the day and reduce the need for lighting
- Develop a monitoring and audit schedule/ programme along with monthly energy consumption track sheet
- Coordinate provision of information on energy efficiency services, facilities, expertise, contractors, etc.
- Targets and Goals to be tracked on a monthly basis.
- Corporate management of energy consumption programme to be reviewed quarterly in order to achieve targets and goals and assess the effectiveness of programme.
- Monitor, review and report performance. Provide monthly report on reduction in energy consumption methods and procedure

Case Study

Advancing Sustainability Through Fleet Modernization

As part of Abu Dhabi Aviation's commitment to reducing the environmental impact of its operations, we are investing in fleet modernization initiatives across both our aviation and ground transport divisions. These efforts aim to improve fuel efficiency, lower emissions, and support a more sustainable future for our operations.

Introduction of New Fuel-Efficient Aircraft

ADA has taken significant steps toward enhancing the sustainability of its aviation fleet by incorporating 3 new AW139 helicopters, known for their improved fuel efficiency and lower emissions. These aircraft provide superior performance while reducing environmental impact. Additional AW139 helicopters are on order, ensuring our ongoing commitment to fleet modernization.

Sustainable Disposal of Aging Aircraft

In alignment with our sustainability strategy, ADA has initiated the phased retirement and sale of older aircraft. In 2025, several aging aircraft were successfully sold, reducing our overall environmental footprint while ensuring that our fleet remains at the forefront of operational efficiency.

Transport Fleet Modernization

ADA is making strides in sustainable ground transport by upgrading its vehicle fleet:

The Transport Department is acquiring new vehicles, prioritized for fuel efficiency and reduced emissions to support environmental sustainability.

We have updated our company buses to enhance group transportation for employees, reducing reliance on individual car commutes and thereby lowering our overall carbon footprint.

As part of our long-term sustainability roadmap, ADA is planning a transition to electric vehicles (EVs), further reducing carbon emissions and supporting our environmental objectives.

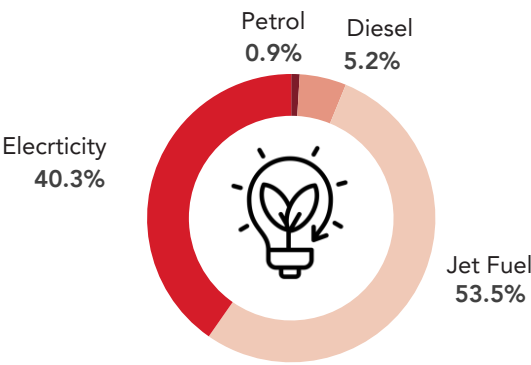
Through these initiatives, ADA continues to integrate sustainability into its operations, reinforcing its commitment to environmental stewardship.



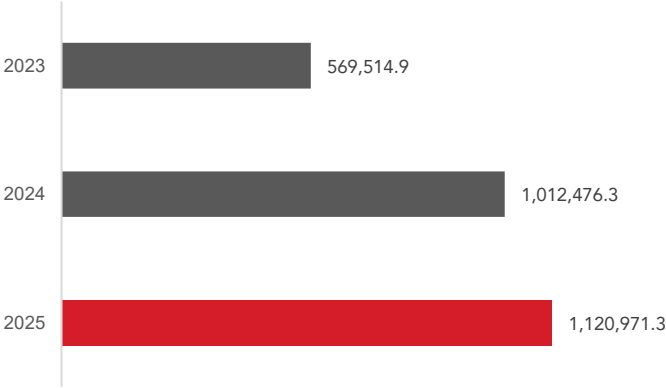
ADA at the Group Level:

Energy Consumption (GJ)		2023	2024	2025	
Energy Consumption	Direct Energy Consumption	Petrol	6,256.7	9,620.9	10,483.6
		Diesel	4,149.9	56,006.1	58,717.5
		Jet Fuel	497,638.7	508,495.8	599,694.7
	Electricity Consumption		61,469.6	438,353.6	452,075.5
Direct Energy Consumption		508,045.3	574,122.8	668,895.8	
Indirect Energy Consumption		61,469.6	438,353.6	452,075.5	

2025 Energy Mix



% Total Energy Consumption (GJ)



Energy Intensity (GJ/Employee)	2023	2024	2025
Direct Energy Intensity	349.4	68.8	76.3
Indirect Energy Intensity	42.3	52.5	51.6
Total Energy Intensity	391.7	121.3	127.9



Case Study

Driving Energy Efficiency: AMMROC participates in the Demand Response Pilot Project

As part of Abu Dhabi Aviation’s commitment to reducing the environmental impact of its operations, we are investing in fleet modernization initiatives across both our aviation and ground transport divisions. These efforts aim to improve fuel efficiency, lower emissions, and support a more sustainable future for our operations.

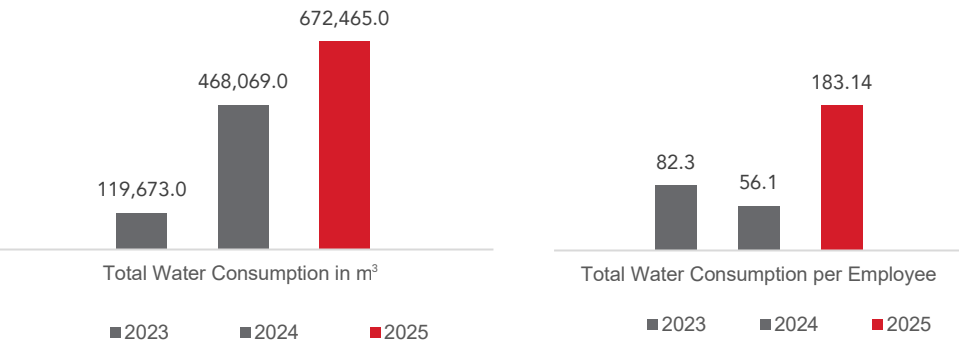
Demand Response is a method to balance demand on the electricity grid by encouraging customers to shift or adjust their electricity demand for compensation. As part of this initiative, the DOE, in conjunction with TAQA, launched a DR programme in Summer, aimed at large Commercial, Government & Industrial customers, to test whether the introduction of DR programmes that enable customers to adjust their electricity consumption in response to requests for flexibility can deliver benefits to customers, the energy sector and ultimately the wider Abu Dhabi economy.

Through its constructive participation in the project, AMMROC not only contributed to sustainability by lowering the carbon footprint (avoided approximately 3220 tons of CO2 emissions over 2024 and 2025), but also enhanced operational efficiency and aligned with UAE’s sustainability goals.



- Install water-saving equipment, including ultra- low-flush toilets, faucet aerators, and pressure-control valves
- Water conservation awareness programme for all staff and contractors working on our premises
- Evaluate the effectiveness of the reduction programme and opportunities for further efficiencies
- Monitor, review and report performance

% Total Water Consumption



Emissions

ADA uses the Greenhouse Gas Protocol to calculate our GHG emissions. The boundary of our computed emissions currently includes:

Scope 1: Direct emissions from sources owned or controlled by ADA, including our fleet of aircraft, as well as other vehicles, machinery and equipment, generators, among others.

Scope 2: Indirect emissions from consumption of purchased electricity or cooling from local suppliers.

Scope 3: In future, we will look to extend the calculation to include elements of Scope 3 emissions related to water, wastewater, waste, paper and tissue consumption. This represents an important step towards enhancing GHG reporting and monitoring. Currently, the data does not encompass all subsidiaries; however, we have made efforts to gather information from those available.

Scopes	Item	Sub-item	2023	2024	2025
Scope 1	Fuel Consumption	Petrol	417.3	622.5	679.6
		Diesel	33,230.6	33,799.4	39,861.4
Scope 2	Electricity	Jet Fuel	7,119.0	47,489.6	48,976.2
Scope 3	Water		1,268.5	1,271.3	1,826.4
	Wastewater		N/A	N/A	N/A
	Paper Consumption		87.9	18.3	18.6
	Waste		491.5	2,928.4	3,213.8
	Business travel		108.0	N/A	N/A
	Total Emissions (MTCO2e)		42,988.5	89,856.5	98,474.3
Total Emissions (MTCO2e)			2023	2024	2025
Scope 1			33,913.6	38,148.9	44,439.3
Scope 2			7,119.0	47,489.6	48,976.2
Scope 3			1,956.0	4,218.0	5,058.8
Total			42,988.5	89,856.5	98,474.3
Emissions Intensity (MTCO2e/Employee)			2023	2024	2025
Scope 1			23.32	4.57	5.07
Scope 2			4.90	5.69	5.59
Scope 3			1.35	0.51	0.58
Total			29.57	10.77	11.24

Waste Management

ADA manages and disposes of waste in a responsible and cost-effective manner in accordance with all relevant local and federal laws. The Centre of Waste Management (Tadweer) is responsible for regulating waste management across the emirate of Abu Dhabi.

ADA generates the following types of waste through its operations:

- General solid waste
- Construction and debris
- Waste from aircraft flights (deplaned waste)
- Compostable waste
- Hazardous and industrial waste
- Lavatory waste

Our Waste Management Policy forms an essential part of our Environment, Health and Safety Management System (EHSMS) and EHS Policy. This Policy aims to reduce the amount of landfill waste ADA generates and to ensure waste material is disposed of in an environmentally responsible manner, thereby reducing adverse environmental impacts.

We take a five-step approach to waste management based around the model



- **Reduce:** Through purchasing policy, operational activity and by raising awareness, reduce the waste that will be created for disposal.
- **Re-use:** Before discarding items, act to re-use in the first instance within the Company and if this is not applicable, with external nominated organizations and contractors. Every opportunity to reuse items must be explored before being discarded as waste
- **Recycle:** Where opportunities exist and where regulations apply, waste recycling must be encouraged and implemented to minimize the amounts of waste destined for landfill.
- **Treatment:** Where waste is sent for treatment to render safe or reduce hazardous properties prior to recycling or disposal the Company shall ensure that segregation, storage, handling, transport and treatment processes comply with legislation.
- **Disposal:** Where the production of waste is unavoidable the Company shall ensure that segregation, storage, handling, transport and disposal processes comply with legislation.

Our Waste Management Plan 2025 contains the following measures, as per Tadweer requirements:

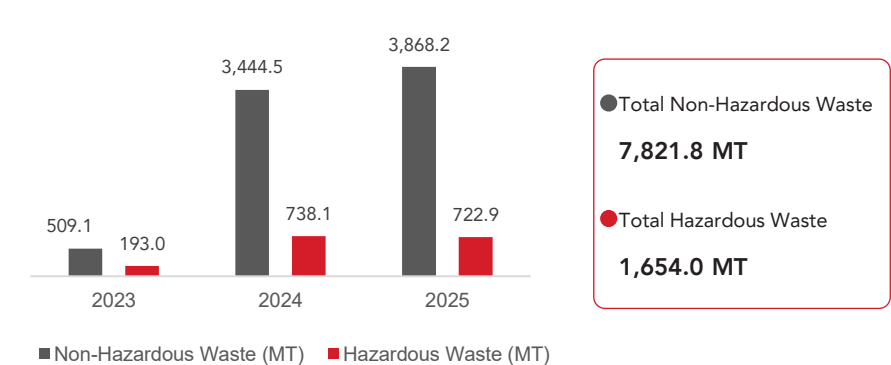
- A clear and visible commitment from top management for the execution of a compliant waste management system and implementation of 3Rs Programme (Reduce, Reuse and Recycle)
- An analysis of the current waste management situation, as well as the measures to be taken to improve current practice
- The type, quantity and source of waste generated by the Company and existing waste collection schemes and major disposal processes, including any special arrangements for waste oil, hazardous waste or waste streams in accordance with legislations
- The plan shall include future action plans for reduction
- The appointment of approved third-party Environmental Service Providers (ESPs) for the collection, segregation, transportation and disposal of waste
- The means to review, update and monitor the effectiveness of the Plan.

Hazardous waste

Hazardous substances require special treatment because they can interfere with municipal wastewater treatment operation, contaminate groundwater or contaminate surface waters.

ADA has strict management practices governing the collection, storage, treatment and disposal of wastewater generated from its aircraft paint stripping and cleaning activities. Wastewater generated by these activities is categorised as hazardous industrial wastewater.

Total Weight of Waste Generated (MT)



Our Responsibility Towards the Local Community



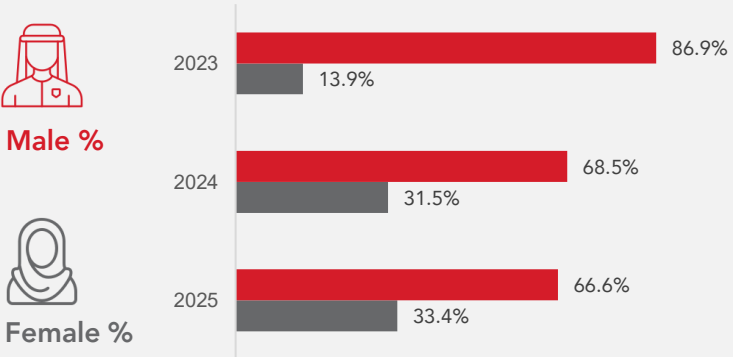
Emiratisation

ADA is committed to supporting the economic and social development of the UAE by increasing the proportion of UAE nationals in our workforce. Emiratis currently comprise more than 21% of our workforce, mostly at entry and mid level.

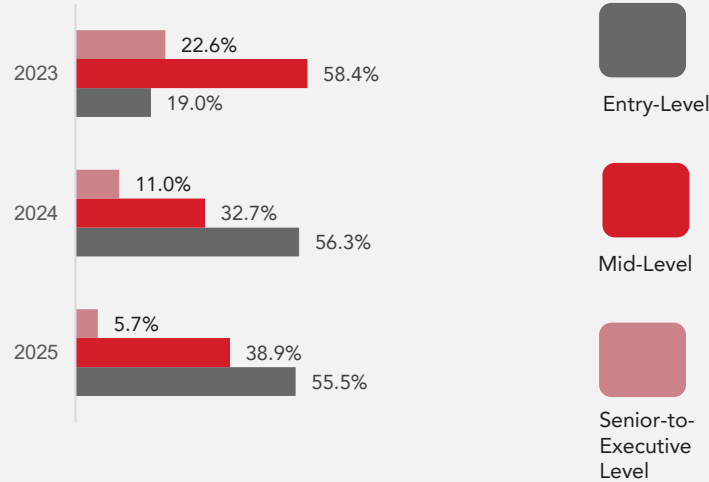
To address the skills deficit and recruit more Emiratis, ADA has introduced the Al Jeer Program.

In 2025, there were 621 female UAE nationals working at the group level, or around 33.4% of all UAE nationals employed at the group.

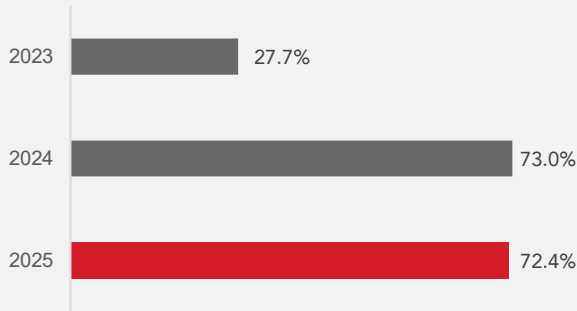
Total Number of UAE Nationals by Gender



Total Number of UAE Nationals by Job Category



Emiratization Rate



Case Study

Emiratization at the Core – GAL

GAL stands at the core of the UAE's defense ecosystem, ensuring aircraft supporting critical missions remain safe, ready, and reliable. Our workforce operates with exceptional precision, delivering world-class maintenance, logistics, augmented services and operational support.

Emirati talent remains central to this mission. GAL continues to expand its Emiratisation programmes, providing UAE nationals with specialised technical training, leadership development pathways, and hands-on skill-building opportunities across aviation engineering and operational disciplines. These initiatives are designed to build long-term national capability while enabling Emirati professionals to grow into highly skilled and leadership roles within the organisation.

Today, more than 30% of GAL's workforce comprises UAE nationals, reflecting the company's sustained commitment to developing local talent and supporting national workforce priorities.

Further, invited by the Ministry of Industry & Advanced Technology, GAL presented its UAE-made drone technology in the Make It In The Emirates (MIITE 2025), demonstrating the company's growing investment in sovereign capabilities, local industry development, and advanced technology solutions.



Community investment and volunteering

In addition to our commitment to hiring and upskilling local workers, ADA contributes to the local community through a variety of initiatives.

Aerial support for UAE Tour 2025

Abu Dhabi Aviation supported the U.A.E Tour 2025 through the provision of aerial filming services for both the Men's and Women's cycling events, enabling high-quality broadcast coverage while reinforcing ADA's commitment to community engagement, gender inclusion, and sustainable sports development. This initiative contributed to the promotion of healthy lifestyles, inspired community and youth participation, and aligned with ADA's broader sustainability and CSR objectives by leveraging its aviation expertise to deliver positive social impact beyond core commercial operations.



Khalifa University Student Trip – Delma Flight

ADA provided non-revenue flight from Abu Dhabi to Delma island for the educational site visit of students of Khalifa university



Participation in mangrove plantation drive

ADA employees participated in mangrove plantation drive organized by Dulsco Group at Jubal Mangrove Park in Abu Dhabi as part of the Year of Community.

This initiative reinforces our commitment to sustainability and climate action by supporting the UAE's national carbon sequestration project and protecting coastal ecosystems while enhancing biodiversity.



Case Study

Maximus Air's Humanitarian & Community Contributions

Humanitarian assistance, emergency response logistics, and community support remain core pillars of Maximus Air's operational responsibility and social impact commitment, reflecting the company's dedication to supporting communities, strengthening resilience, and contributing to sustainable development across the regions it serves.

Humanitarian Relief – Mayotte

Maximus Air supported a humanitarian relief operation for Mayotte, coordinated through XCR Airport in collaboration with multiple international airline partners. Through Reunion Island, more than 619 tonnes of humanitarian cargo were transported to support affected communities. Maximus Air contributed to this initiative through the deployment of its Antonov AN-124 aircraft, supporting the transport of essential relief supplies including tents, generators, vaccines, medical equipment, and food supplies.



United Nations Mission Support Operations

Maximus Air executed several charter missions in support of United Nations peacekeeping operations, transporting mission-critical cargo including helicopters, 20-foot containers, and power generators.

Notable operations included the airlift of Jordanian UN helicopters from Amman to Entebbe, Uganda, and a similar deployment from Tunisia to the Central African Republic.



Humanitarian Support – Comoros

In parallel with its airlift operations, Maximus Air supported humanitarian assistance to Comoros through the air transport of power generators, contributing to the restoration of essential infrastructure and strengthening community resilience.



Through its combined humanitarian airlift operations, peacekeeping mission support, humanitarian logistics assistance, and charitable contributions, Maximus Air continues to reinforce its role as a trusted partner to governments, international organizations, and humanitarian stakeholders, in alignment with Abu Dhabi Aviation Group's sustainability objectives.



Case Study

Empowering People, Enriching Communities - Etihad Engineering

As a part of its commitment to supporting the community and inclusiveness, Etihad Engineering invited members of the Emirates Down Syndrome Association to its annual Operational & People Safety Day in 2025. A dedicated stand of the Association at the staff event featured refreshments, handicrafts, and artwork by people of determination on sale. Members of the Association had a great time interacting with staff from around the world, touring the state-of-the-art facility, and being honoured on stage, where they were presented with a UHD TV by the company to support the institution’s infrastructure.

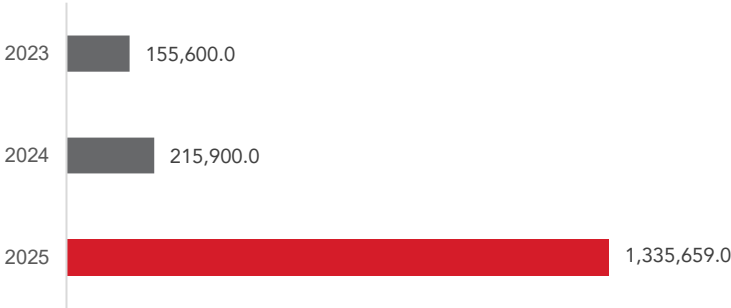


Further, Etihad Engineering Technical Sales purchased 200 handmade tote bags from the Emirates Down Syndrome Association, which will be gifted to customers during the annual customer iftar.



سعادة تُحقّل... وقصة تُروى

Community Investment Total Amount in AED



Case Study



Investing in UAE Aviation Future: The Al Jeer Program

The Al Jeer Program is a comprehensive initiative by Abu Dhabi Aviation Group aimed at promoting Emiratisation through the development of local talent.

In partnership with Higher Colleges of Technology, AD Polytechnic, DGE and Mawaheb Talent Hub, ADA Group aims to build a UAE Aviation sector powered by Emirati engineers, technicians and future leaders who set new standards in safety, innovation, and technical excellence.

In 2025, the Al Jeer Program marked a year of significant progress, reinforcing its role as a flagship national talent development initiative within the UAE aviation sector. A major highlight was the signing of a Sponsorship Memorandum of Understanding with DGE / Mawaheb, a government entity, securing 40% program funding alongside formal government endorsement.



The program also achieved a landmark regulatory milestone with the official approval of the Al Jeer Program by the General Civil Aviation Authority (GCAA). This positioned ADA Group as the first aviation organisation in the UAE to implement a fully approved, Group-wide national licensing pathway, setting a new benchmark for industry-led talent development.

A total of 18 awareness and engagement sessions were conducted across UAE Higher Colleges of Technology (HCT) and ADPoly campuses, generating significant interest among students. As a result, 118 students formally registered their interest in joining the program, followed by four Group interview rounds conducted with shortlisted candidates.

In addition, the program expanded its outreach to younger audiences through ATS Schools engagement, reaching 182 high-school students via targeted career awareness sessions aimed at inspiring early interest in aviation careers.

A high-quality Al Jeer media video was produced and showcased at the Dubai Airshow, highlighting the program’s vision, achievements, and contribution to the UAE’s future aviation workforce.



Responsible Business Practices ●

8 DECENT WORK AND
ECONOMIC GROWTH



Robust Governance ●

ADA maintains the **trust** of all stakeholders by rigorously applying the principles of responsible governance to ensure maximum oversight of all decision making as well as transparency and accountability at the highest

Board of Directors

The Board of Directors has ultimate responsibility for strategic planning and oversight at ADA. It provides appropriate guidance to the executive management team which is responsible for the implementation of the strategy within the authority delegated by the Board.



➤ The Board comprises nine non-executive members with extensive financial and business backgrounds



- Chairman of the Board
- His Excellency Nader Ahmed Mohamed Al Hammadi
- UAE National



- Vice Chairman
- His Excellency Sheikh Ahmed Mohammed Sultan Suroor Al Dhaheri
- UAE National



- Member
- His Excellency Homaïd Abdulla Ali Mohammed Al Shimmari
- UAE National



- Member
- His Excellency Mansour Mohamed Abdulqader Mohamed AlMulla
- UAE National



- Member
- Mr. Ahmed Salem Obaid Salem Aldhaheeri
- UAE National



- Member
- Mr. Abdulla Seddiq Mohamed Husain Al Khoori
- UAE National



- Member
- Mr. Mohamed Khalil Mohamed Sharif Foulathi Al Khouri
- UAE National

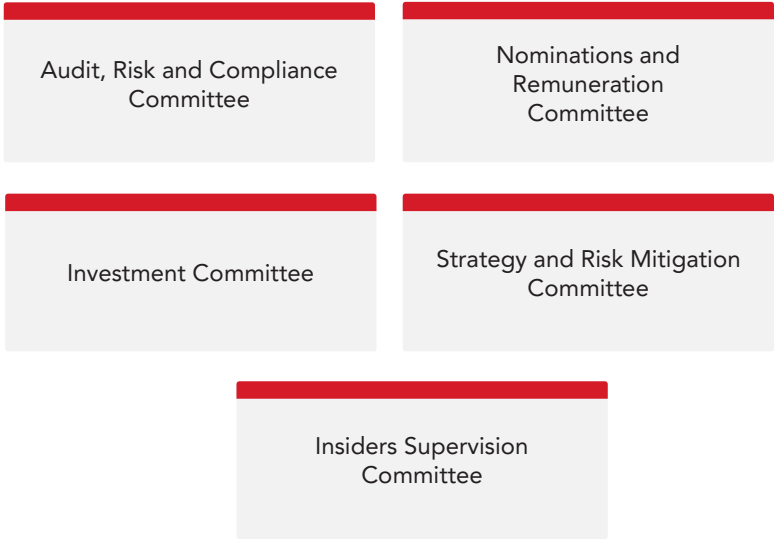


- Member
- Mr. Saeed Ali Saeed Hamed Albedwawi
- UAE National



- Member
- Ms. Elena Sorlini
- Italian

Board Committees



Internal Control System

The Board of Directors is responsible for overseeing the company’s internal control system and reviewing its effectiveness and efficiency. The system is designed to assess and manage risks, ensure that all internal policies and procedures are being adhered to, and ensure that ADA complies with all appropriate rules and regulations. The Internal Control Department is responsible for executing internal control processes and for reporting periodically to the Board.

Corporate Governance Audit

As part of our commitment to strong governance practices, Abu Dhabi Aviation (ADA) underwent a Corporate Governance Maturity Assessment conducted by ADQ. This assessment provided valuable insights into our governance framework, benchmarking our policies and practices against best-in-class standards. The evaluation reinforces our dedication to transparency, accountability, and continuous improvement in governance, ensuring that we align with the highest corporate standards to support long-term sustainability.



Sustainable Supply Chain

For ADA, it is vital to build and maintain strong, long-term relationships with key suppliers, particularly for high-value assets such as aircraft. We depend on these partners not only to supply the assets that are the bedrock of our operations but also spare parts and maintenance support for our fleet so that we can continue to deliver outstanding service for our customers.

ADA's supply chains are strengthened through strategic partnerships with key overseas suppliers. For example, AgustaWestland Aviation Services (AWAS), a joint venture (JV) between ADA (70%) and Leonardo Helicopters (30%), provides first class services to all Leonardo helicopters in the Middle East.

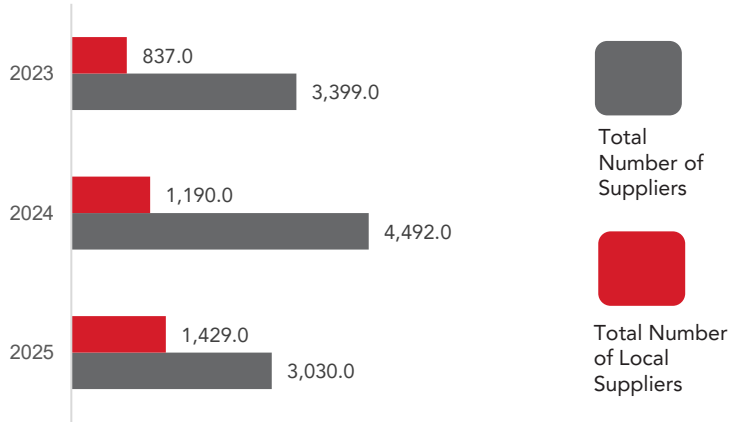
ADA is also the exclusive distributor of Honeywell's Multifunction Control Display Units (MCDU) products on Leonardo AW 139 helicopters worldwide, ex-US and Japan, while we are an authorised Bell helicopter customer service provider. These partnerships ensure that our own need for spare parts is always met while also strengthening our vertical offering and our contribution to local and regional supply chains. Our procurement for spare parts is automated and digitalised with an average estimated lead time of 24-36 hours including delivery.

The nature of our business means the vast bulk of our procurement is with overseas suppliers, however we look to the local market for support services wherever possible, which we do through the UAE's Tejari system. All our suppliers are required to sign a Code of Conduct.

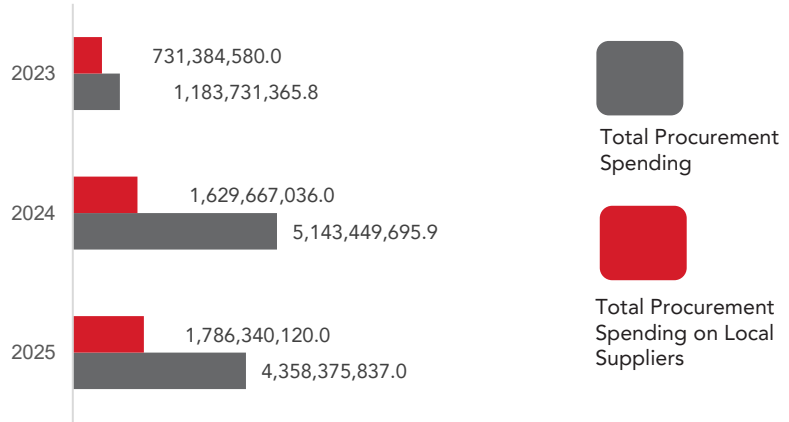


Our supply chain strategy integrates sustainability principles across key subsidiaries, including GAL, AMMROC, and EYE, ensuring responsible sourcing, operational efficiency, and adherence to ESG best practices. The business combination will foster the development of an advanced aviation ecosystem, supporting the sustainable transformation of Abu Dhabi and the UAE's long-term economy. Procurement spending as indicated below includes fleet enhancements, general purchases and other non-aviation procurements.

Total Number of Suppliers by Location



Total Spent on Suppliers by Location (AED)



Appendix

GRI & ADX INDEX

GRI 1: FOUNDATION 2021				
Statement of Use		Abu Dhabi Aviation (ADA) has reported the information cited in this GRI content index for the period 1 January – 31 December 2025 in accordance with the GRI Standards		
GRI 2: GENERAL DISCLOSURES				
GRI DISCLOSURE	CONTENT	ADX DISCLOSURE	REFERENCE SECTION	NOTES
The Organization and its Reporting Practice				
2-1	Organizational details			
2-2	Entities included in the organization’s sustainability reporting	G7: Sustainability reporting G8: Disclosure Practices G9: External Assurance		
2-3	Reporting period, frequency and contact point	G7: Sustainability reporting G8: Disclosure Practices		
2-4	Restatements of information			
2-5	External assurance	G10: External Assurance		
Activities and workers				
2-6	Activities, value chain and other business relationships			
2-7	Employees	S3: Employee Turnover S4: Gender Diversity		
2-8	Workers who are not employees	G4: Supplier Code of Conduct		
Governance				
2-9	Governance structure and composition	G1: Board Diversity		
2-10	Nomination and selection of the highest governance body	G2: Board Independence		
2-11	Chair of the highest governance body			
2-12	Role of the highest governance body in overseeing the management of impacts			
2-13	Delegation of responsibility for managing impacts			
2-14	Role of the highest governance body in sustainability reporting	G3: Incentivized Pay		

Appendix

GRI & ADX INDEX

2-15	Conflicts of interest	G6: Ethics & Anti-Corruption
2-16	Communication of critical concerns	
2-17	Collective knowledge of the highest governance body	
2-18	Evaluation of the performance of the highest governance body	
2-19	Remuneration policies	G3: Incentivized Pay S1: CEO Pay Ratio S2: Gender Pay Ratio
2-20	Process to determine remuneration	S2: Gender Pay Ratio
2-21	Annual total compensation ratio	G3: Incentivized Pay S1: CEO Pay Ratio S2: Gender Pay Ratio
Strategy, policies, and practices		
2-22	Statement on sustainable development strategy	G8: Sustainability reporting G9: Disclosure Practices E8 & E9: Environmental Oversight
2-23	Policy commitments	
2-24	Embedding policy commitments	
2-25	Processes to remediate negative impacts	
2-26	Mechanisms for seeking advice and raising concerns	
2-27	Compliance with laws and regulations	G6: Ethics & Anti-Corruption
2-28	Membership associations	S1: CEO Pay Ratio
Stakeholder engagement		
2-29	Approach to stakeholder engagement	
2-30	Collective bargaining agreements	

Appendix

GRI & ADX INDEX

GRI 3: MATERIAL TOPICS				
GRI DISCLOSURE	CONTENT	ADX DISCLOSURE	REFERENCE SECTION	NOTES
3-1	Process to determine material topics			
3-2	List of material topics			
3-3	Management of material topics			
GRI 200: Economic Standard Series				
GRI 201: Economic Performance 2016				
GRI 201 Topic Specific				
3-3	Management of material topics			
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