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4 June

Emirates, IATA and Airbus join forces to deliver an enhanced competency-based training and assessment programme for A350 aircraft type rating



6 June

ForsaTEK V2.0 fosters a trailblazing platform for innovation in aviation, featuring 35 showcases and 12 start-ups, inspiring hundreds of employees



121,223

GROUP EMPLOYEES



14 June

Graduates a cohort of 32 Emirati airline outstation managers from Anwar Gargash Diplomatic Academy (AGDA)

OUR PEOPLE

Our people are at the heart of everything we do. As we enter the next era of growth, we remain committed to our people vision: to be the best place to work in the aviation industry. We are building a workplace where talent is nurtured, diversity is celebrated, and people are equipped to deliver success.

Our people's journey with us extends far beyond a job – it is an experience shaped by meaningful contributions, continuous development, and a deep sense of belonging. From the moment someone first connects with us, to joining our world, growing within it, and eventually saying farewell, we focus on every stage of the employee journey. Through this holistic approach, we ensure that every one of our 121,223 employees experiences a career defined by purpose, impact and shared success.

Attracting and inspiring

Over the course of the year, we have made significant strides in attracting future talent and reinforcing our position as a global employer of choice. Through strategic partnerships, targeted outreach, and a strong presence at key industry events, we have continued to expand our talent pipeline and enhance our employer brand worldwide.

We enhanced our visibility globally and connected with diverse, high-calibre talent through 150+ international events – from job fairs and technology conferences to sporting events, roadshows and aviation-focused gatherings.

Attracting and inspiring talent is central to our success and our commitment to Dubai's Economic Agenda D33 and future growth plans. By partnering with key organisations such as the Department of Economy and Tourism (DET), Dubai Future Foundation, and Dubai Chamber of Commerce, we are aligning with the city's ambitious vision for growth and innovation.

Recruitment and onboarding

Our recruitment teams play a pivotal role in ensuring every hire not only fits but elevates our organisation. In 2024-25, we reviewed 3.7 million unique applications, shortlisted 450,000 candidates, and successfully placed over 10,300 individuals in key roles across Emirates and dnata in the UAE. In 90 countries and 220 cities, we conducted multiple recruitment campaigns, bringing exceptional talent, including 5,000+ new cabin crew members and 500+ pilots. To meet our future growth plans, we are continuously evolving through innovation and technology.

In January, we launched our futuristic employee services lounge, Wejhaty, at our Emirates Group headquarters. 'Wejhaty', meaning 'my destination' in Arabic, offers a game-changing experience for our people. Featuring state-of-the-art video, audio and technology for meetings, our lounge offers an integrated and stress-free experience for both internal and external candidates as they meet the Group's recruiters. New joiners enjoy a fully immersive, highly specialised space where they learn about the rich culture, robust values, and the shared vision of Dubai and the Emirates Group. A high-tech auditorium, mobile integration, self-service kiosks and more create a future-proof, dynamic and interactive environment, where our employees and their families can access a range of health, HR, finance and IT services.

5 July

Announces a raft of executive appointments, including 7 UAE Nationals, to support the organisation's growth and strengthen its leadership bench



Health and wellbeing

We prioritise the health and wellbeing of our employees, and their families, from the first day of their journey with us.

Sehaty, our wellbeing programme, promotes physical and mental resilience, equipping employees with the knowledge to maximise their medical benefits and health. Throughout the year, we supported global initiatives such as World Health Day, Breast Cancer Awareness Month and World Mental Health Day, alongside ongoing health promotion and prevention strategies. More than 15,000 employees participated in the Dubai Fitness Challenge, with more than 2,500 employees taking part in the Dubai Run – our largest sport activation to date.

We sponsor 39 active employee sports clubs, enabling members to participate in tournaments in the UAE and globally. The clubs promote healthy lifestyles, networking, and foster a strong sense of community and teamwork.

We continued to expand our healthcare services and benefits – establishing clinics in communities and extending medical provisions for employees and their families. We introduced a new, cutting-edge, inflight telemedicine system from Parsys, enhancing medical support for passengers and crew, and strengthening our commitment to safety and care.



4 September

Wins Digital Innovation award at the Mohammed Bin Rashid Al Maktoum Business Awards organised by Dubai Chambers



24-26 September

Participates in the country's leading career fair Ru'ya, offering UAE Nationals exciting opportunities across the Group



10 October

Emirates invests US\$ 48 million in full suites of cutting-edge equipment and systems to support A350 training for both pilots and cabin crew



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15-17 October

Emirates organises Aviation Future Week at the Museum of the Future in Dubai, driving industry discussion around innovation and future technologies

17 October

Emirates restructures and strengthens its global commercial team portfolios in readiness for the airline's next era of strategic growth and expansion



Learning, development and career growth

Growth – both professional and personal – is at the core of our employee journey. Over 20,000 employees participated in facilitated training sessions, either virtually or in person. From providing classroom-based courses at our training college to supporting new station start-ups, we ensure our people have access to world-class development opportunities.

We have developed and implemented a suite of bespoke digital learning solutions, equipping employees with the knowledge and skills to excel. Our digital learning initiatives have driven a high level of engagement, with 87,000 employees completing 1.5 million online courses and accessing over 1 million learning videos on LinkedIn Learning. These resources support our commitment to safety, compliance, operational excellence and strategic priorities, including data privacy, health and wellbeing, sustainability, diversity and accessibility.

Global programmes to embed future skills

- Emirates Global Operational Leadership Development (GOLD) programme: empowering airport services managers network-wide with essential business skills and knowledge to drive operational excellence, lead effectively and maintain best practices.
- Emirates New Retail Era: equipping frontline employees with a modern retail mindset.
- Emirates Outstation Finance Leadership Programme: strengthening future-focused leadership skills for global finance managers.
- dnata Play to Win Sales Programme: enhancing commercial capabilities across global teams.

- dnata Leadership Programme for Airport Operations and Catering: blending people-centred leadership with business acumen.
- Global Skills Development events: in-person workshops across key markets such as Australia, Germany, the UK and US.
- Future Skills Portal: continues to gain traction with over 140,000 views over the last financial year.

UAE National programmes

The Emirates Group is dedicated to nurturing UAE National talent through a diverse range of scholarships, graduate programmes, internships and professional development initiatives.

Early careers

This year, we introduced Khatwaty, a pioneering early careers programme that has transformed how we attract and develop high school graduates. Khatwaty offers career pathways across key departments, including airport services, Emirates SkyCargo, finance, security, dnata, Skywards and call centres.

We also launched the International Scholarship Programme, enabling Emirati students to pursue undergraduate studies at leading global universities. We continue to offer specialised scholarships in aviation, engineering, technology, supply chain, and finance through partnerships with Emirates Aviation University, the American University of Sharjah, University of Sharjah, and Rochester Institute of Technology.

Beyond scholarships, we provide hands-on learning opportunities through internships and apprenticeships. These include the Estedad National Ambassadors Programme, in collaboration with the UAE Ministry of Education, Summer Camp with the Federal Youth Authority, and Dubai Department of Economy and Tourism.

Graduate programmes

For fresh graduates, structured training initiatives such as the Fly-High Graduate Programme and other outstation programmes, help bridge the gap between education and employment.

To further support career progression, our UAE National Development Programmes offer tailored learning experiences in collaboration with top business schools and industry leaders. These include bridging, tailored and external programmes delivered by renowned training institutions. Through these initiatives, we continue to empower the next generation of Emirati professionals with the skills, knowledge and global exposure needed to drive ours and the UAE's success.

PROGRAMME	DESCRIPTION
Bedayaty	Bridge programme for new joiners that includes various topics, including speaking with confidence, personal effectiveness and teamwork.
Microsoft's Digital Experience Programme	More than 120 hours of technology courses such as digital transformation and AI, in addition to personal and leadership skills.
English Language Training with Eton Institute	Strengthens UAE Nationals' English language communication skills, mainly in operational roles.
Chartered Institute of Personnel and Development (CIPD) with PwC's Academy	Fully sponsored CIPD programme within Human Resources.
Rolls-Royce Leadership Programme	Two 5-day modules in the UK and Singapore. Develops personal impact, leadership style and business awareness.
Airbus Leadership Programme	Two 5-day modules in France. Equips current and future leaders with the knowledge and skills needed for their personal and professional development, and includes topics such as understanding body language and being agile.
GE Aerospace's Leaders, Future & Culture	Evolves core leadership skills and practices with a focus on how leadership behaviour can help shape culture and the future.
Dubai Business Associates	Combines practical work experience with hard and soft skills, and business and consulting expertise.
INSEAD Women Leaders Programme	Equips influential women leaders with tools they need to increase their leadership impact and create lasting personal and professional change.

22 October-22 November

More than 15,000 Group employees commit to health and wellbeing during the Dubai Fitness Challenge and more than 2,500 register to participate in the Dubai Run



21 November

Emirates Aviation University holds its 5th International Aviation Management Conference attended by global leaders, experts and researchers who help shape the industry's vision



20 November
22 extraordinary Group employees
honoured at the Najm Chairman's Awards



Executive leadership development

Investing in leadership development is key to sustaining our competitive edge and driving long-term success. By equipping our executives with world-class learning opportunities, we empower them to navigate complexity, foster innovation and shape the future of our industry.

We strengthened leadership development by launching LinkedIn Executive Gateway, offering a curated selection of over 21,000 courses across 7 key themes. This initiative ensures our senior leaders role model a learning culture, stay ahead in our fast-paced industry, and are ready to face the challenges of tomorrow.

We continue to strengthen our leadership through partnerships with INSEAD, London Business School, Warwick Business School, Rolls-Royce, Airbus, Microsoft, Dubai Business Associates, and General Electric. In 2024, we launched our first Executive Alumni Series, bringing together over 85 senior leaders from the Rolls-Royce programme, to share insights and drive thought leadership. Additionally, our Corporate Governance Programme with the Institute of Directors prepared nearly 100 executives for board positions, reinforcing our commitment to developing industry leaders who will shape the future of aviation.

Rewards and recognition

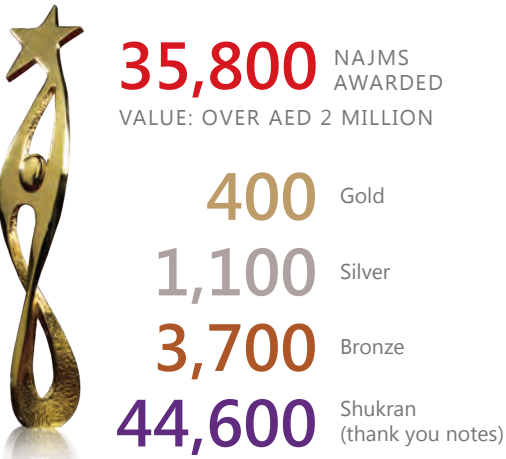
We remain committed to ensuring our remuneration structures are competitive and responsive to economic realities. Recognising the rising cost of living in the UAE and across our global network, we increased basic salaries and allowances to better align with real local costs to support our employees. Following a record profit year in 2023-24, we reinforced our commitment to sharing success by awarding all eligible employees a profit share payment of nearly 40% of their annual basic salary.

Recognition is at the heart of our culture, as is celebrating the dedication and achievements of our

people. Our flagship Najm Chairman's 2024 Awards brought together 69 global finalists. Our Chairman and CEO honoured winners across six categories – customer, innovation, safety, environment, social and governance – recognising those who best exemplify our values and service ethos, and make impactful contributions.

Throughout the year, our commitment to appreciation and recognition has remained strong.

NAJM - our reward and recognition programme



Our Emirates Platinum and FACE programmes continue to offer global discounts on retail, dining and leisure activities, benefiting more than 85,000 members and their dependants.

The Rehlaty Awards is a dedicated recognition programme for UAE Nationals, celebrating top performers across our scholarship, graduate and development programmes, recognising outstanding achievements in three categories – best student, fast tracker and best contributor. This year, we recognised 57 UAE Nationals.

We introduced the Excellence Awards, a prestigious recognition endorsed by our senior executives and which honours top achievements aligned with a department's values and strategic goals.

Globally, 16 teams received this award, which includes a charitable donation made in their name, combining the celebration of excellence with social commitment.

Transforming HR through technology, data and governance

We are revolutionising our HR technology landscape to be future-focused, globally consistent, reliable and intuitive, enhancing efficiency, performance and employee experience. By leveraging high-quality data, we enable data-driven decision-making for business leaders, while providing dynamic professional development opportunities for our workforce.

Our suite of advanced data and analytics products offers leadership actionable insights into critical areas such as diversity, recruitment, attrition, attendance and compensation. With an increased emphasis on predictive analytics, we are identifying trends in health and wellbeing and forecasting attendance patterns to optimise workforce planning.

We have embarked on a journey to align our processes and data with the highest standards of governance, quality and compliance. Empowered teams with advanced training on data privacy regulations and best practices are implementing rigorous data quality monitoring. Key initiatives include the introduction of robust data retention policies for various critical functions, and comprehensive process reviews to enhance efficiency, effectiveness and long-term sustainability.

Technology to empower our people

We invest extensively in technology that transforms collaboration, training, productivity, efficiency, and wellbeing for our people. This year, we unified our contact centres across the business using cloud-based technology, helping employees share best practices, gain efficiencies through cross-skilling, and drive revenue. New biometric crew gates at departures and arrivals at Group headquarters dramatically improved check-in and immigration processes, with up to 95% users going through within 5 seconds. A new, futuristic, 24/7 Crew Engagement Zone offers cabin crew tech support, educational workshops, a beauty and wellbeing hub, an interactive lounge area, and other support services. Both initiatives helped boost crew engagement and satisfaction. Smart generative AI solutions swiftly serve employees with relevant information, policies, processes and procedures, saving time and boosting effectiveness. Polly, our interactive GenAI chatbot solution to query HR policies, has streamlined access to information and improved efficiencies.

With us and beyond

We honour the contributions of our employees beyond their tenure, ensuring they remain valued members. Our off-boarding process is designed to facilitate a smooth transition and lasting connection to our community. We support our long-serving former employees with lifelong travel benefits and an option to continue their pension scheme membership. We celebrate their dedication through bespoke farewell events and retirement honours, ensuring their contributions are recognised in meaningful and lasting ways.

December

data continued to partner with ImInclusive to equip hiring managers with knowledge on inclusive practices

28 November

Emirates Flight Training Academy inks a strategic partnership with Egnatia Aviation, one of Europe's leading flight training organisations, for achieving European Union Aviation Safety Agency accreditation



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Material topic: Equal opportunities

Governance

We are committed to fostering an inclusive and diverse workplace where everyone has equal opportunities to thrive. Our approach to governance, strategy, risk management and performance metrics ensures that we continuously progress towards a more equitable future for all employees.

Equal opportunities across the group are overseen by our executive committee, senior leadership and dedicated employee resources groups.

The executive committee provides strategic oversight, ensuring our commitments align with national and international goals, including those set by the UAE Gender Balance Council (GBC) and IATA. Our Compensation & Benefits team also designs and implements policies that support equal opportunities across the Group.

Our employee-led GBC aligns with global best practices, champions gender diversity, represents our women employees and advances key initiatives. It also drives professional development, networking, targeted events and outreach.

To strengthen governance, GBC members participate in training that enhances awareness of diversity-related issues, including the UN Global Compact Target Gender Equality Accelerator and #IamRemarkable. As a founding member of Aurora50's Corporate Women's Network, Noora, we provide ongoing workshops and education to equip GBC members with the tools to cultivate inclusive workplaces, drive diversity in leadership and share best practices.

Quarterly reports keep our executive committee informed on workplace equity, tracking progress against KPIs, risk assessments and initiatives.

Strategy

Risks related to equal opportunities impact our ability to attract diverse talent, maintain engagement and uphold our reputation. In the short-term, industry-specific challenges in gender representation may impact recruitment. Medium-term risks include lower engagement and higher employee turnover, if career growth appears limited. Long-term, failing to ensure equitable opportunities could affect market positioning and regulatory compliance.

Diversity strengthens our workforce and creates competitive advantage through culturally aligned customer service. Across our value chain, equal opportunity risks affect recruitment, leadership development and customer engagement. Underrepresentation in specific departments or key roles can hinder innovation and problem-solving, and negatively impact supplier relationships. That's why our Supplier Code of Conduct ensures we collaborate with partners who share our commitment to ethical business practices and ESG standards, including fair treatment and non-discrimination.

Risk management

Our structured approach to highlighting and managing equal opportunity risks includes:

- identifying trends through internal reporting, industry benchmarks and external standards
- evaluating risks based on their potential impact on retention, recruitment and compliance
- reviewing monthly and quarterly reports on equal opportunities to ensure timely responses to evolving trends.

Initiatives aligned with our strategic priorities

- Identified opportunities via internal networks: Women in Leadership for example, and global best practices, such as UN Global Compact.
- Updated policies to support diverse talent: we increased parental leave from 5 to 10 working days, maternity leave from 60 to 90 days, and nursing hours from 1 to 2 a day for the first 6 months.
- Unconscious Bias & Inclusive Leadership workshops: delivered to dnata's senior leaders across the globe.

Metrics and targets

We track and measure progress to drive accountability.

With a global workforce of 121,223 employees across 85 countries and territories, representing more than 180 nationalities, diversity is one of our greatest strengths. This diversity represents an array of perspectives, experiences and cultures.

This year, we have enhanced our reporting approach for greater accuracy and integrity in measuring and tracking progress.* We exceeded our set target – increase women's representation in middle to executive management to 30% by 2025 – by 4% points. dnata also went above and beyond its commitment to the IATA 25by2025 initiative, with women now representing over 31% of management.

We are proud that our pay and benefits structures are free from gender bias, with remuneration based on role, skills and experience. In most non-operational roles, the basic salary gap between women and men is small. In mid-level and junior roles with a larger employee base, the gap has shifted in favour of women, who now earn on average up to 3% more than men. Women in leadership roles earn on average 4-5% less than men in the same grade, due to differences in tenure and experience. In operational roles, pay and benefit scales are based on experience and are free of gender discrimination.

We will continue to monitor and refine our approach to ensure equitable outcomes. Also refer to our people data table.

**figures in this section refer to employees working at Emirates airline (worldwide) and dnata (Dubai).*

EKFC

A commitment to people and growth

An experienced and dedicated workforce continues to drive EKFC forward – 38% of our team is over 50 years old, bringing invaluable knowledge and expertise, while 20% have been with us for more than a decade, helping to shape our culture and growth.

We also proudly welcomed 30% more UAE National talent to our workforce. New leadership strengthened our strategic direction.

We introduced extensive policy enhancements across education, housing and maternity, alongside a self-service medical scheme, fostering a supportive and empowered workplace. Women continued to break barriers across traditionally male-dominated roles, excelling as light-duty drivers.

We invested in significantly upgrading employee living spaces, incorporating landscaping, hair salons and an eLearning lounge, creating environments that match our ambitions.



10 January

Emirates Aviation University graduates a diverse and highly skilled class of 288 students who officially enter the rapidly evolving world of aerospace and aviation

18 December

Emirates Flight Training Academy's 5th graduation ceremony marks its biggest cohort to date with 85 new cadets, creating a steady pilot pipeline



22 January

Unveils a futuristic lounge at its iconic headquarters to serve global candidates, new joiners, employees, their families, and retirees



17 February

Emirates Aviation University's 8th Water Rocket Competition, held in collaboration with Boeing, inspires students across the UAE to consider joining STEM programmes



25 March

A new 24/7 ultra-modern Crew Engagement Zone at Group headquarters offers cabin crew a range of educational, tech and wellbeing support services



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EMIRATES: OUR PEOPLE IN NUMBERS

Priority	Performance indicator	Unit	2024-25	2023-24	Higher/ (lower) %	
Employees	Females	Under 30	persons	12,882	11,164	15.4
		30 to under 50	persons	13,244	12,552	5.5
		Over 50	persons	1,255	1,112	12.9
	Males	Under 30	persons	4,572	3,821	19.7
		30 to under 50	persons	18,136	17,236	5.2
		Over 50	persons	4,530	4,112	10.2
	Total		persons	54,619	49,997	9.2
	Female representation	Female representation in executive management		%	0%	0%
Female representation in senior management		%	18.0%	17.7%	0.3 pt	
Female representation in middle management		%	34.9%	34.3%	0.6 pt	
Female representation in the company		%	50.1%	49.7%	0.4 pt	
Emiratisation	UAE Nationals in executive management		%	45%	45%	0 pt
	UAE Nationals in senior management		%	28.4%	30.0%	(1.6) pts
New employees	Females	Under 30	persons	4,676	4,660	0.3
		30 to under 50	persons	573	812	(29.4)
		Over 50	persons	32	37	(13.5)
	Males	Under 30	persons	1,739	1,415	22.9
		30 to under 50	persons	1,445	1,677	(13.8)
		Over 50	persons	94	116	(19.0)
	Total		persons	8,559	8,717	(1.8)
Employee turnover	Females	Under 30	persons	1,612	1,175	37.2
		30 to under 50	persons	1,028	933	10.2
		Over 50	persons	105	83	26.5
	Males	Under 30	persons	354	259	36.7
		30 to under 50	persons	630	680	(7.4)
		Over 50	persons	246	210	17.1
	Total		persons	3,975	3,340	19.0

Notes:

- The table contains data for UAE-based and international permanent (full-time and part-time) Emirates employees. Excludes associated companies and separate entities (e.g. MMI, EKFC)
- Turnover numbers include voluntary and involuntary leavers.
- Executive management refers to Executive Vice Presidents (EVPs) or equivalent and above; senior management includes VPs and SVPs or equivalent. Senior and middle management numbers exclude operational employees.
- 2023-24 numbers for female representation in senior and middle management have been restated to reflect our revised manager definition.

DNATA, DUBAI: OUR PEOPLE IN NUMBERS

Priority	Performance indicator	Unit	2024-25	2023-24	Higher/ (lower) %	
Employees	Females	Under 30	persons	682	545	25.1
		30 to under 50	persons	1,563	1,543	1.3
		Over 50	persons	172	173	(0.6)
	Males	Under 30	persons	1,660	1,207	37.5
		30 to under 50	persons	8,352	7,947	5.1
		Over 50	persons	1,708	1,761	(3.0)
	Total	persons	14,137	13,176	7.3	
Female representation	Female representation in executive management	%	0.0%	0.0%	0 pt	
	Female representation in senior management	%	14.3%	11.1%	3.2 pts	
	Female representation in middle management	%	33.5%	35.1%	(1.6) pts	
	Female representation in the company	%	17.1%	17.2%	(0.1) pt	
Emiratisation	UAE Nationals in executive management	%	0%	0%	0 pt	
	UAE Nationals in senior management	%	14.2%	22.2%	(8.0) pts	
New employees	Females	Under 30	persons	226	265	(14.7)
		30 to under 50	persons	165	190	(13.2)
		Over 50	persons	7	3	133.3
	Males	Under 30	persons	562	559	0.5
		30 to under 50	persons	843	940	(10.3)
		Over 50	persons	21	24	(12.5)
	Total	persons	1,824	1,981	(7.9)	
Employee turnover	Females	Under 30	persons	81	129	(37.2)
		30 to under 50	persons	126	146	(13.7)
		Over 50	persons	9	7	28.6
	Males	Under 30	persons	113	172	(34.3)
		30 to under 50	persons	410	507	(19.1)
		Over 50	persons	74	62	19.4
	Total	persons	813	1,023	(20.5)	

Notes:

- Includes Dubai only employees, excluding dnata Logistics, associated companies and subsidiaries. Covers permanent employees (full-time and part-time).
- Turnover numbers include voluntary and involuntary leavers.
- Executive management refers to Executive Vice Presidents (EVPs) or equivalent and above; senior management includes VPs and SVPs or equivalent; middle management excludes operational employees.
- Emiratisation figures reflect representation within the UAE only.
- 2023-24 numbers for female representation in senior and middle management have been restated to reflect our revised manager definition.

