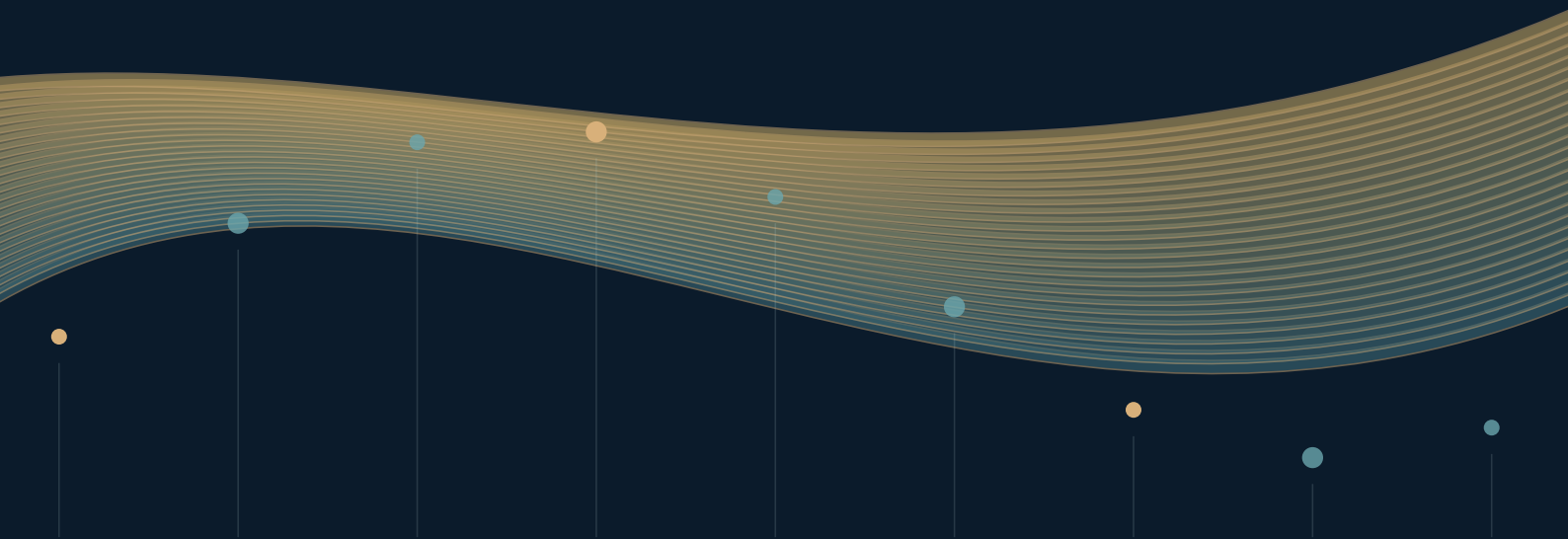




AVIATION & LOGISTICS

# AI across the movement of goods and people

A review of selected airlines, logistics groups and airport operators.



ORIGINAL MAYDEN GRAPHIC / EVIDENCE IN MOTION

## 01 / THE EXECUTIVE VIEW

# Start with the operating evidence.

A review of selected airlines, logistics groups and airport operators.

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**10**

selected entity records

**37**

recorded claims

**32**

eligible claims

**1**

unranked records

## 01 / WHAT THE RECORD SHOWS

Follow implementation through its rollout. Wiremind reports Qatar Airways Cargo's staged deployment of demand, inventory and overbooking tools. Ask which routes and decisions are covered, and what remains outside the system.

Claims: LOG-017

## 02 / WHAT THE RECORD SHOWS

Ask what model validation changed. Wiremind describes testing and iterating ML approaches with the cargo team. Request acceptance criteria and comparative results before inferring better commercial performance.

Claims: LOG-018

## 03 / WHAT THE RECORD SHOWS

Keep group claims within their operating scope. Emirates reports an IT AI gateway and structured software-delivery records. Examine active use and control operation within IT before extending conclusions across the airline or group.

Claims: LOG-004 / LOG-005 / LOG-006

Public-evidence review. Selected entity scopes. No company participation, population inference or independent assurance implied.

Read the argument, inspect the exhibits, then use the leadership questions to identify the next evidence your organisation should produce. All report bodies are in English; Arabic executive summaries are available online.

## EXHIBIT 01 / SCOPED CASE COMPARISON

# Match the logistics model to its unit of work

Three separate allocation and information workflows; coverage must follow the named operation.

## Cargo allocation / Demand, inventory and overbooking decision

**Source account.** Wiremind describes progressive rollout of optimisation tools within Qatar Airways Cargo.

**Boundary.** Cargo scope; complete network and module coverage unestablished.

**Mayden question.** Which decisions use the recommendation, and which exceptions revert to people?

Evidence: LOG-017

## Training allocation / Instructor and facility schedule

**Source account.** Microsoft describes Saudia Academy implementing AI-enabled scheduling in training management. **Boundary.** Academy workflow; not the airline's wider operating system.

**Mayden question.** How many eligible scheduling decisions use it, and what does a planner override?

Evidence: LOG-008

## Executive information / Live operational question

**Source account.** Gulf Air's FalconEye account combines flight, passenger and crew information for executive questions. **Boundary.** Airline information interface; not autonomous operational command.

**Mayden question.** Can the answer be traced to current data before an executive acts?

Evidence: LOG-033 / LOG-034

Source: selected claims in PE-2026.10-v4. Company and supplier reports are attributed accounts. The questions are Mayden editorial interpretations, not measured sector results or independent assurance.

## EXHIBIT 02 / PUBLIC EVIDENCE

# Inspect the operating profile, not only the total

Highest eligible anchor per theme; U = no qualifying evidence located

|                                       | Core | People | Partners | Interface | Lineage | Testing | Authority | Knowledge | Control | Points |
|---------------------------------------|------|--------|----------|-----------|---------|---------|-----------|-----------|---------|--------|
| Emirates Group                        | 2    | 3      | U        | U         | 3       | 2       | U         | U         | 3       | 48     |
| Qatar Airways Group                   | 3    | U      | 2        | U         | U       | 3       | U         | U         | 1       | 33     |
| DP World                              | 3    | 1      | U        | 3         | U       | U       | U         | U         | U       | 26     |
| Bahri                                 | 3    | U      | 1        | U         | U       | U       | U         | 2         | U       | 22     |
| Gulf Air Group                        | U    | 1      | U        | 3         | U       | U       | U         | 2         | U       | 22     |
| Saudia Group                          | 3    | U      | 2        | U         | U       | U       | U         | U         | U       | 19     |
| Makhazen (Agility Public Warehousing) | U    | U      | 1        | 2         | U       | U       | U         | U         | U       | 11     |
| Jazeera Airways                       | 2    | U      | U        | U         | U       | U       | U         | U         | U       | 7      |
| Milaha                                | 1    | U      | 1        | U         | U       | U       | U         | U         | U       | 7      |
| Bahrain Airport Company               | U    | U      | U        | U         | U       | U       | U         | U         | U       | U      |

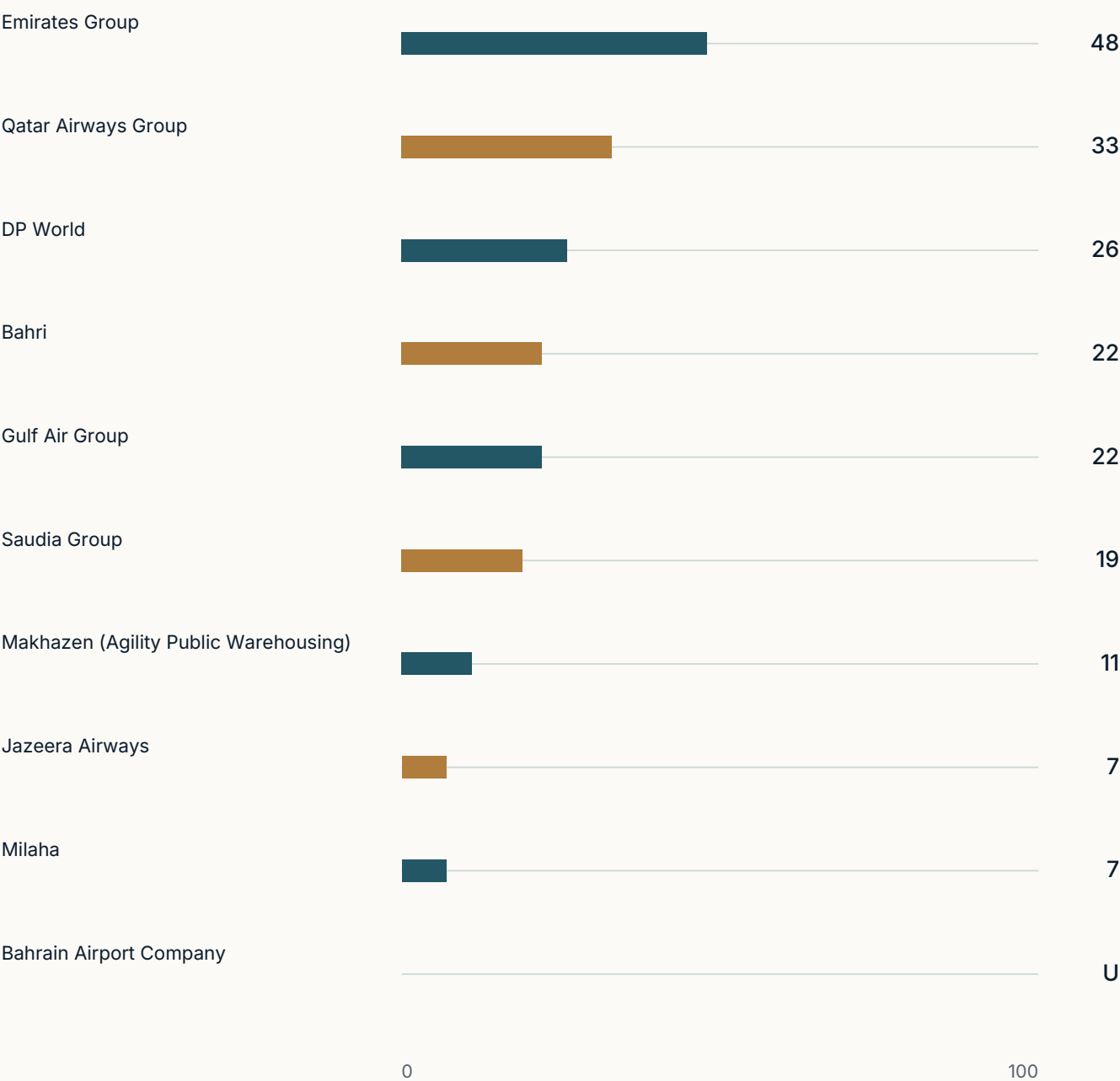
Unknown
Commitment / pilot
Implemented
Operating detail

Source: Mayden PE-2026.10-v4. Each row is a named entity scope. U does not mean absent capability. Anchors are ordinal evidence-specificity judgements; scopes and disclosure access differ.

EXHIBIT 03 / PUBLIC EVIDENCE

# Documented evidence points in the selected cohort

Fixed denominator of 27; normalized to 0-100; ties use unrounded totals



Source: frozen release calculation. These are public-evidence points, not a maturity percentage, operational audit or population ranking. No-evidence records stay unranked.

## 02 / ANALYSIS

Exploratory public-evidence research | Evidence cutoff: 10 October 2026 | Source claims challenged for the public evidence edition

The most informative question for aviation and logistics executives is where AI changes an operating decision. A passenger-facing assistant can attract attention, but a cargo forecast, instructor-allocation system or terminal workflow provides a more direct view into how a company works. This review examines ten entities headquartered in Saudi Arabia, the UAE, Qatar, Kuwait and Bahrain. It finds several specific operating cases and substantial unanswered questions about their reach, controls and results.

This is a purposeful research cohort, not a representative survey of the region. The observations mix airlines, a training business, shipping, ports and logistics groups. Countries identify headquarters. They do not identify the territory in which every application operates. The accompanying evidence file retains disclosure-specificity coding and separate claim-level challenges for all proposed top anchors. It does not certify organizational maturity or produce a national league table.

## The operating decision is the useful unit of analysis

Three kinds of implementation help make the concept of an AI-native enterprise concrete: improving allocation, connecting information to work, and governing how systems are developed. These are useful research categories rather than a new scoring system. The Mayden framework retains its nine established dimensions, and repeated announcements do not accumulate points.

Saudia Academy illustrates allocation in a training operation. Microsoft describes an implemented AI scheduling system delivered with Netways. The record identifies resources and workflow, rather than merely calling the organization digital. Its reported instructor and facility counts provide context. They do not establish adoption across Saudia Group, and the wider transformation

outcomes cannot be attributed to AI alone. An interview should ask who can override a schedule and how conflicts, fairness and utilization are evaluated. [Microsoft customer account](#)

Qatar Airways Cargo offers a commercial allocation case. Wiremind reports that CARGOSTACK Optimiser went live through a gradual rollout and describes model testing with airline staff. That combination makes the implementation more informative than a partnership announcement: a business process, deployment stage and validation activity are visible. The account still leaves important questions unanswered, including model-comparison results, acceptance criteria and the extent of live coverage. These would be appropriate requests for the proprietary questionnaire. [Wiremind implementation account](#)

Bahri reports vessel-data applications supporting maintenance and voyage-related decisions, alongside a shared enterprise information platform. The operational detail is concentrated in particular shipping businesses. It should not be turned into an assertion that every group function has the same capabilities. For executives, the useful follow-up is whether model recommendations change maintenance decisions and whether their contribution can be separated from sensor installation, process redesign and other investments. [Bahri 2025 annual report, printed pages 106-107](#)

## An interface matters when it connects to work

DP World describes its Jafza digital twin as part of an AI-driven operating suite, with real-time information connected to basic terminal processes. That supports a bounded internal operating case. It does not establish that all terminal decisions are autonomous or that the same implementation is present throughout DP World's international network. The next layer of evidence would specify actions the system can execute, exceptions requiring approval, fallback arrangements and safety evaluation. [DP World operating description](#)

Gulf Air's FalconEye is a different interface case: executives ask questions of live operational information and can use voice to open dashboards. Microsoft describes the airline example in its voice-agent publications. This is evidence about a particular managerial interface. It does not establish automated executive authority, universal answer accuracy or adoption by Bahrain Airport Company. A credible company report would investigate which answers require source references and how users handle conflicting information. [Microsoft voice-agent account](#), [related Microsoft account](#)

Interfaces should therefore be assessed through the work they support. Does an answer lead to a recommendation, a prepared transaction, or an executed action? Who remains responsible? Can the action be reversed? A public statement that a company has adopted a conversational tool rarely answers all four questions. Mayden's interview should.

## The organizational system is harder to observe

Emirates Group provides a useful IT example. Its September 2026 disclosure describes ARRIVE, an internal software-engineering framework, and staff onboarding through an AI gateway. The documentation connects AI-assisted development with recorded decisions and human accountability. This is valuable evidence about an operating mechanism. It remains bounded to the described IT context; it is not an enterprise-wide assurance finding. [Emirates ForsaTEK 2026 disclosure](#)

The distinction matters because an AI-native enterprise needs repeatable organizational practices, not simply a catalogue of applications. A strong diagnostic should ask how experimentation changes production standards, how staff know which tools they may use, and whether decision records survive across models and suppliers. The public cases suggest where to investigate these practices. They cannot settle the questions without direct evidence.

## Plans need to remain visible as plans

Milaha's annual report describes AI integration beginning at its logistics centre and outlines warehouse-related partnerships. Its Google Cloud announcement also identifies intended data and AI work. These are relevant signals of a named programme. The retrieved wording does not establish the production state, model configuration or operational coverage of every component. The dataset therefore preserves in-progress and planned statuses instead of converting a transformation narrative into completed deployment. [Milaha 2025 annual report](#), [Milaha cloud and AI announcement](#)

Jazeera Airways requires a different reading across time. Its supplier announced selection of an AI-enabled fuel-analysis platform in 2022. The airline's 2024 report subsequently refers to continued participation in that programme. Together these sources support a bounded implementation record. The supplier's fuel-efficiency comparison is not a Mayden ranking, and it is not evidence of the airline's overall AI maturity. Jazeera's separate customer-experience transformation agreement is recorded but does not, by itself, establish an internal operating capability. [Jazeera 2024 annual report](#), [OpenAirlines announcement](#)

## Scope and missing evidence change the interpretation

Makhazen demonstrates why corporate identity belongs in the research database. Historical Agility reporting and current group structures cannot be treated as interchangeable. The 2024 report lists an AI-enabled security control, but its consolidated perimeter predates the subsequent restructuring. Employee-AI disclosures from the separately listed UAE Agility Global entity are not automatically evidence for the Kuwait-headquartered company. Readers should be able to see the historical boundary beside the claim. [Historical Agility 2024 report on the current issuer domain](#), [Makhazen 2025 report](#)

Bahrain Airport Company exposes another measurement problem: accessible public evidence may be sparse. The identified town-hall coverage was only recoverable through indexed material and contained broad technology ambitions. It is excluded from scoring. The airport subsidiary also does not inherit the airline's FalconEye evidence. All unknown dimensions mean that this bounded search did not establish a qualifying case. They do not mean that the company lacks AI capability.

These limitations are part of the product's value. An executive should be able to correct an entity boundary, supply a missing source, or challenge an implementation status. That creates a better benchmark than presenting a precise-looking number with hidden assumptions.

## Questions for the operating team

The proprietary research should follow one live workflow from input to consequence. Six questions provide a practical starting point:

1. Which operating decision has changed, and who uses the system regularly?
2. What proportion of the relevant work does it cover, with what exceptions?
3. What can it recommend or execute, and who can override it?

4. Which evaluation or comparison justified deployment and continued use?

5. What evidence links the outcome to AI rather than the wider transformation?

6. How are errors, incidents and model changes recorded and resolved?

A company should be able to answer with examples and supporting artifacts, while protecting confidential operational information. The resulting report can distinguish a promising pilot from a repeatable organizational capability and identify the next useful improvement. That is a stronger engagement proposition than promising a maturity verdict from public announcements.

For publication, use the specific operating cases as the story. Preserve the separation between disclosure strength, implementation state and demonstrated benefit. The research supports a serious discussion about how work is changing; a representative claim about the whole GCC would require a different sampling design and direct company participation.

**Review transparency.** Extraction and source challenge in this edition were AI-assisted. Separate AI readers do not constitute human expert sign-off or independent assurance. Company claims, research findings and Mayden interpretations retain their distinct scope.

EXHIBIT 04 / INSPECT THE ASSUMPTION

# Separate a commitment from a deployed practice

Eligible claim records, n = 32; one practice may support multiple distinct themes

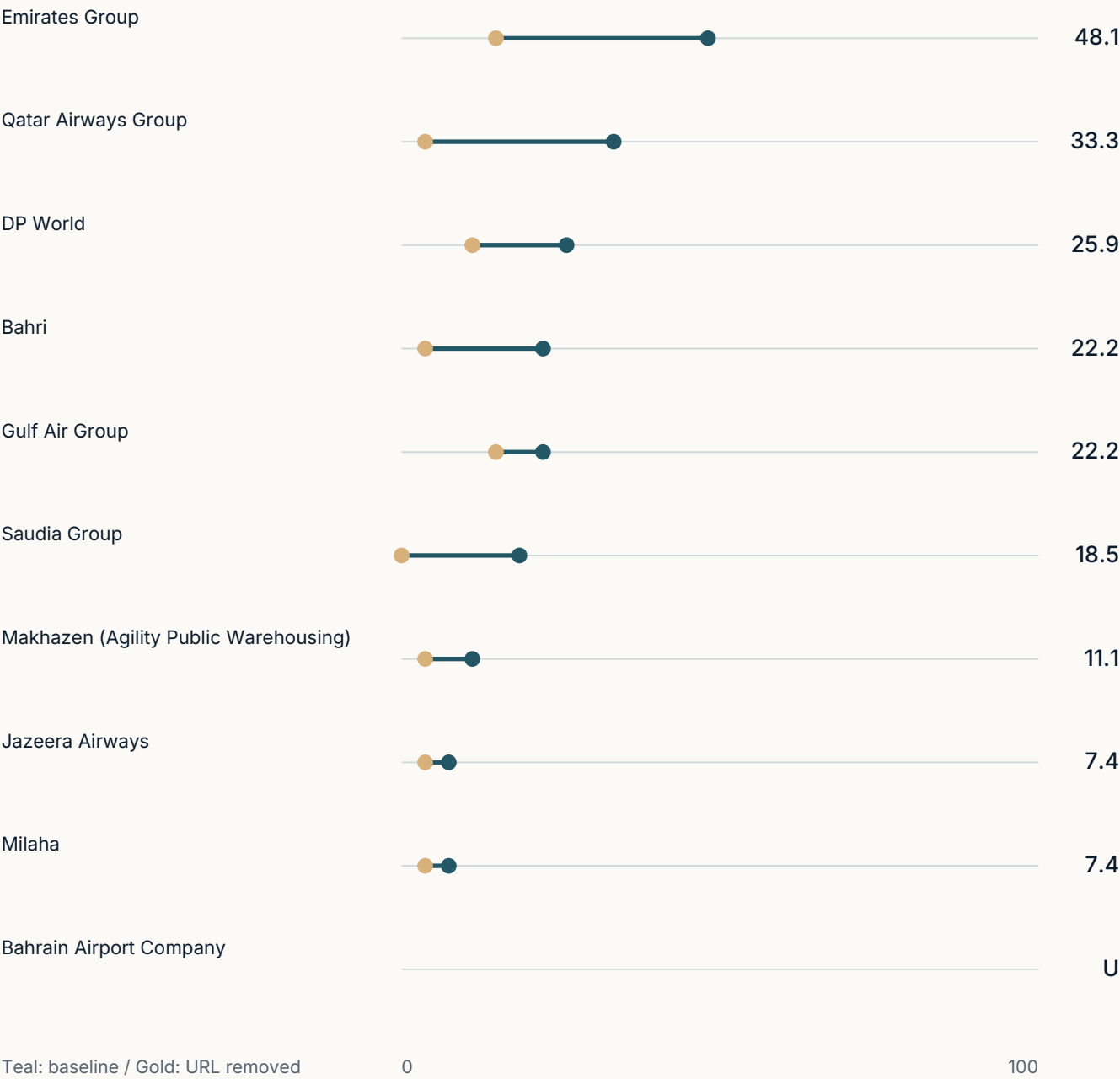


Source: claim ledger. 5 excluded records are outside these bars. Counts are claims, not independent systems, companies or estimates of adoption.

EXHIBIT 05 / INSPECT THE ASSUMPTION

# How much of the profile rests on one retained source URL?

Baseline points versus points after removing the most influential primary source URL



Source: deterministic URL-removal check. Remaining URLs can repeat the same disclosure; required corroborating-source dependencies are not removed. This is not a confidence interval or a test of source truth.

## 03 / A CLOSER LOOK

# Emirates Group

Emirates Group, including Emirates airline and dnata; claim-specific IT and Airport Services scopes

## ELIGIBLE ANCHOR 3 / LOG-004

More than 2,000 Group IT staff had joined its AI gateway by August 2026.

Boundary. Claim scope: Emirates Group, including Emirates airline and dnata; claim-specific IT and Airport Services scopes. IT subset only; total eligible staff, usage frequency and productivity effects undisclosed. Application: internal-operating-practice.

Locator. ARRIVE and AI gateway paragraphs near article end

[Inspect the source](#)

## ELIGIBLE ANCHOR 3 / LOG-005

ARRIVE records intent, scope, risk, evidence and decisions in AI-assisted software delivery.

Boundary. Claim scope: Emirates Group, including Emirates airline and dnata; claim-specific IT and Airport Services scopes. IT software-delivery scope; record completeness and audit results undisclosed. Application: internal-operating-practice.

Locator. ARRIVE software-engineering framework paragraph

[Inspect the source](#)

## The question for leadership

Follow one shipment or journey end to end.

IT gateway and software-governance evidence does not establish workforce-wide or dnata-wide deployment.

## 03 / A CLOSER LOOK

# Qatar Airways Group

Qatar Airways Group; cargo revenue-management implementation and group transformation plans

## ELIGIBLE ANCHOR 3 / LOG-017

Qatar Airways Cargo went live with CARGOSTACK Optimiser, gradually rolling out demand, inventory and overbooking optimization.

Boundary. Claim scope: Qatar Airways Group; cargo revenue-management implementation and group transformation plans. Cargo scope; staged rollout means no inference of complete network or module coverage. Application: internal-operating-practice.

Locator. Go-live paragraph and phased implementation details

[Inspect the source](#)

## ELIGIBLE ANCHOR 3 / LOG-018

The cargo team and Wiremind tested and iterated multiple machine-learning approaches during model validation.

Boundary. Claim scope: Qatar Airways Group; cargo revenue-management implementation and group transformation plans. Validation criteria, datasets and comparative performance results are not public. Application: internal-operating-practice.

Locator. Collaboration and model-development/validation paragraphs

[Inspect the source](#)

## The question for leadership

Follow one shipment or journey end to end.

Cargo implementation must not be generalized to passenger operations or all group functions.

## 03 / A CLOSER LOOK

# Bahrain Airport Company

Bahrain Airport Company W.L.L., operator of Bahrain International Airport and subsidiary of Gulf Air Group

EXCLUDED OR UNRESOLVED / LOG-037

Indexed town-hall coverage mentions ambitions involving AI alongside other digital technologies.

Boundary. Claim scope: Bahrain Airport Company W.L.L., operator of Bahrain International Airport and subsidiary of Gulf Air Group. No exact full-source passage read. Parent and airline implementations are not attributed to BAC. Application: excluded-inaccessible-and-generic. Exclusion: Explicit extraction-stage exclusion retained. No qualifying AI-specific operating anchor retained. Complete readable source support not established; indexed-only evidence cannot score.

Locator. Search-indexed article passage; full page unavailable

[Inspect the source](#)

## The question for leadership

Follow one shipment or journey end to end.

Overlaps the Gulf Air Group parent. Parent/airline AI evidence is not inherited by this subsidiary. Retrieved airport material does not establish a qualifying operating case.

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#### 04 / THE LEADERSHIP AGENDA

# Ask for evidence that changes the decision.

## 01 / Follow one shipment or journey end to end.

Evidence to request: The task, handoffs, route/site coverage and accountable operating team.

## 02 / Separate prediction from execution.

Evidence to request: Which decisions remain advisory and which actions the system can trigger.

## 03 / Test resilience under disruption.

Evidence to request: Fallback procedures, exceptions and time-critical performance under non-routine demand.

## Method and boundaries

This is an AI-assisted, bounded public-source review using a purposeful corpus. Nine themes retain their highest eligible anchor: 1 for a specific commitment or pilot, 2 for an implemented practice, 3 for implemented practice with operating detail. U means unknown. Points equal 100 times the sum of anchors divided by 27. Ordinal steps and equal weights are design assumptions, not validated importance estimates.

Reported outcomes, actual company capability and disclosure depth are different objects. Source-linked corporate or vendor statements are not independently assured operations. Deterministic sensitivity tests are not confidence intervals. Sector scopes, reporting periods and access differ; no national rankings, population prevalence or causal inference are made. The confidential company instrument remains a separate development track.

Dated sources run from 2021-10-31 to 2026-09-28. 9 of 32 eligible claim records have undated sources. Publication dates do not confirm continuing operation or a common observation period; undated does not mean stale.

[Inspect the full method](#) / [Reproduce the evidence](#)

## 05 / SOURCES &amp; PROVENANCE

## Follow the argument back to its source.

Sources below include eligible and excluded research leads. Inclusion in this list does not make a source eligible or independently verified. Exact claim decisions, source locators and limitations are retained in the online evidence ledger. Research cutoff: 10 October 2026.

### S01 / ForsaTEK 2025 offers platform for high-impact scalable innovation

Emirates Group / 2025-06-23 / corporate-disclosure

Locator: AI-powered solutions paragraph; fully launched Airport Services initiative

[Open source](#)

### S02 / Emirates Group collaborates with OpenAI to accelerate AI adoption and innovation

Emirates Group / 2025-11-21 / corporate-disclosure

Locator: Enterprise ChatGPT, training and internal champion network paragraphs

[Open source](#)

### S03 / Catalysing the next wave of innovation: ForsaTEK 2026 concludes successfully

Emirates Group / 2026-09-28 / corporate-disclosure

Locator: ARRIVE and AI gateway paragraphs near article end

[Open source](#)

### S04 / Qatar Airways Cargo goes live with CARGOSTACK Optimiser

Wiremind / 2024-11-06 / official-partner-publication

Locator: Go-live paragraph and phased implementation details

[Open source](#)

### S05 / Qatar Airways and Accenture embark on AI-powered partnership

Accenture / 2025-08-13 / official-partner-publication

Locator: Responsible AI and joint operating model paragraphs

[Open source](#)

### S06 / Is artificial intelligence the key to resilient supply chains?

DP World / Undated / corporate-disclosure

Locator: What does AI look like in action / Jafza and TOS+ paragraphs

[Open source](#)

### S07 / How AI is transforming global trade possibilities

DP World / Undated / corporate-disclosure

Locator: Digital twin and CARGOES TOS+ paragraphs

[Open source](#)

### S08 / Bahri Annual Report 2025

Bahri / Undated / corporate-disclosure

Locator: PDF page 54, printed pages 106-107, Digital Transformation

[Open source](#)

### S09 / Bahri partners with Aventura Group to accelerate digital transformation journey

Bahri / 2022-08-08 / corporate-disclosure

Locator: Partnership and platform-function paragraphs

[Open source](#)

### S10 / Gulf Air Group strengthens security and collaboration with Microsoft 365 E5

Microsoft / 2025-02-17 / official-partner-publication

Locator: Power BI Copilot future-development passage

[Open source](#)

### S11 / Public preview: Voice-native agents in Microsoft Foundry

Microsoft / 2026-03-16 / official-partner-publication

Locator: Customer example: Gulf Air FalconEye and Ahmed Naeemi statement

[Open source](#)

### S12 / What is new in Microsoft Foundry Agent Service at Build 2026

Microsoft / 2026-06-02 / official-partner-publication

Locator: Real-time voice / Gulf Air example

[Open source](#)

**S13 / Advancing speech innovation with Azure Speech in Microsoft Foundry**

Microsoft / 2025-11-20 / official-partner-publication

Locator: Gulf Air customer example and company statement concerning testing

[Open source](#)**S14 / Saudia Academy transforms aviation training with Dynamics 365**

Microsoft / 2024-06-20 / official-partner-publication

Locator: Technology implementation and instructor scheduling passages

[Open source](#)**S15 / Agility Annual Report 2024**

Makhazen / Undated / corporate-disclosure

Locator: PDF page 27, IT security controls list

[Open source](#)**S16 / Agility signs MOU with Huawei to transform logistics industrial parks to smart campuses**

Makhazen / 2021-10-31 / corporate-disclosure

Locator: Technology evaluation and Mina Abdullah campus paragraphs

[Open source](#)**S17 / Makhazen Annual Report 2025**

Makhazen / Undated / corporate-disclosure

Locator: Corporate governance and internal-control sections

[Open source](#)**S18 / Jazeera Airways chooses SkyBreathe 360 eco-flying platform**

OpenAirlines / 2022-06-14 / official-partner-publication

Locator: Platform selection and analytics-description paragraphs

[Open source](#)**S19 / Jazeera Airways Annual Report 2024**

Jazeera Airways / Undated / corporate-disclosure

Locator: PDF pages 5-6 and 11, SkyBreathe fuel-efficiency references; corroboration L-S14

[Open source](#)**S20 / Jazeera Airways partners with TCS to power AI-led transformation**

TCS / 2025-05-03 / corporate-disclosure

Locator: Digital customer experience and AI-led architecture paragraphs

[Open source](#)**S21 / Milaha Annual Report 2025**

Milaha / Undated / corporate-disclosure

Locator: PDF page 18, printed pages 30-31, Digital Transformation

[Open source](#)**S22 / Milaha enhances data and AI solutions with Google Cloud**

Milaha / 2024-11-24 / corporate-disclosure

Locator: Data and AI collaboration paragraphs

[Open source](#)**S23 / BAC hosts Journey to Excellence town hall and launches Tamayouz programme**

Bahrain Airport Company / 2024-03-05 / corporate-disclosure

Locator: Search-indexed article passage; full page unavailable

[Open source](#)

## About Mayden

Mayden connects senior judgement, research and engineering to help organisations move from strategic choices to working capabilities. This research programme examines how AI changes recurring work, decisions and accountability.

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