

# ESG Report 2025



# CEO UPDATE



## Strategic Vision and Resilience

2025 was a year of foundational progress for Aviator. We successfully established the frameworks necessary for a decade of sustainable, people-centered, and operationally excellent growth. In an evolving aviation landscape, Aviator has reaffirmed that long-term value is created through local empowerment and strategic listening.

Our refined strategy is anchored in the concept of "Every"—the principle that every person, every process, and every turnaround serves as a building block for long-lasting strategic partnerships. We enter 2026 as a more resilient organization, uniquely positioned to meet the demands of a rapidly decarbonizing industry.

## Our People: The Heart of Our Transformation

The core of our transformation lies in the dedication of our 3,500 colleagues across 15 stations. In 2025, we intensified our investment in human capital through structured development programs and modernized recruitment. This "people-first" mindset is the driver of our operational safety and agility.

At Aviator, we believe that the best decisions are made by those closest to the aircraft. By prioritizing frontline autonomy and equipping our teams with real-time digital tools, we are fostering a "Just Culture"—one where respect and well-being are the standard, not the exception. This isn't just about efficiency; it's about making sure every voice within Aviator is heard and valued. As we align with our Strategy 2030 framework, our focus on continuous learning ensures our people don't just keep pace with the industry—they lead it. Our collective success is, and always will be, a reflection of the pride our people take in their work.

# CEO UPDATE

## Safety: A Culture, Not just a Checklist

Safety is our non-negotiable promise to our partners and our teams. While our robust governance is anchored in international standards like ISO 9001, 14001, and 45001, the true strength of our safety record lies in our culture of accountability. In 2025, we took our operational performance to the next level by bringing leadership directly to the front line through Gemba walks and Kaizen initiatives. By walking the floor and solving problems alongside our teams, we've reduced downtime and standardized excellence. These aren't just technical improvements; they are the reasons why the world's leading airlines trust us to protect their passengers and their brand every single day.

## Digitalization and Sustainability: A Dual Transition

Digitalization is a primary driver of predictability across our network. The rollout of operational dashboards and mobile tools in 2025 has empowered our frontline employees with data-driven decision-making capabilities, significantly elevating our on-time performance.

In parallel, 2025 marked a new era of transparency. By aligning with the CSRD framework and completing our first Double Materiality Assessment, we have gained a granular understanding of the ESG risks and opportunities that will guide our 2030 Sustainability Roadmap.

## 2025 Sustainability Performance Highlights:

- Fossil-Free Operations: We achieved a landmark milestone in Sweden, reaching full fossil-free status through the transition to HVO100 and 100% renewable electricity.
- Fleet Transformation: We accelerated our electrification strategy, increasing our electric GSE share from 57% to 62% within twelve months.
- Environmental Stewardship: We implemented a unified chemical management system across all stations, enhancing risk management and reducing our chemical footprint.

## Looking Forward

As we move into 2026, our priorities are unwavering. We are focused on safety in every process, the empowerment of our local teams, and achieving measurable progress toward carbon neutrality by 2030. Our ambition remains to make travel safe and easy with a diminishing impact on the planet. I want to thank every Aviator colleague for the resilience and professionalism that made the achievements of 2025 possible. We look forward to a future of responsible, shared growth.

# Table of Contents

Page	Content	Coverage
5	Company Introduction & Business Model	ESRS 2 SBM-1 (Business model) and strategy
9	Double Materiality Assessment (DMA)	ESRS 2 IRO-1 (Process to identify material topics); ESRS 2 IRO-2 (Results of materiality assessment)
12	Strategy, Vision & Mission	ESRS 2 SBM-1 (Business model) and strategy
15	<b>Environmental (E)</b>	
17	Climate Roadmap 2030 & Methodology	ESRS E1-1 (Transition plan); ESRS E1-4 (Climate targets)
20	Scope 1 - Direct Emissions	ESRS E1-6 (Gross Scope 1 GHG emissions)
21	Scope 2 - Energy Consumption	ESRS E1-6 (Scope 2 GHG emissions); ESRS E1-5 (Energy mix)
22	Scope 3 - Value Chain Emissions	ESRS E1-7 (Scope 3 GHG emissions); ESRS 1 §52-53 (Use of estimates and limitations)
23	Waste Management & Circularity	ESRS E5-2 (Actions on resource use and waste); ESRS E5-3 (Targets related to circular economy)
25	<b>Social (S)</b>	
26	Safety At Operations	ESRS S1-6 (Health and safety); ESRS S1-1 (Workforce policies)
30	Diversity, Equality & Inclusion	ESRS S1-9 (Diversity and equal opportunity)
33	Working Conditions	ESRS S1-4 (Working conditions)
36	Training & skills development	ESRS S1-7 (Training and skills development)
38	Customer Engagement & Satisfaction	ESRS S4-1 (Impacts on consumers and end-users); ESRS S4-2 (Customer engagement)
42	<b>Governance (G)</b>	
44	Cybersecurity & Data Protection	ESRS G1-5 (Information security and data protection)
45	Human Rights & Supply Chain Due Diligence	ESRS G1-1 (Business conduct policies); ESRS G1-3 (Prevention and detection of misconduct)
46	Risk Management	ESRS G1-3 (Prevention and detection of misconduct)
47	Corporate Culture	ESRS G1-2 (Corporate Culture)

Aviator is a Nordic one-stop shop for all aviation services, built on decades of expertise to enable strategic partnerships.

Founded in 2010,  
dating back to

1962

>3 500

of employees

15 stations

4 Countries

200 000

turnarounds per year

17 400

de-icings per year

62%

of GSE electrified

Lounge

in CPH

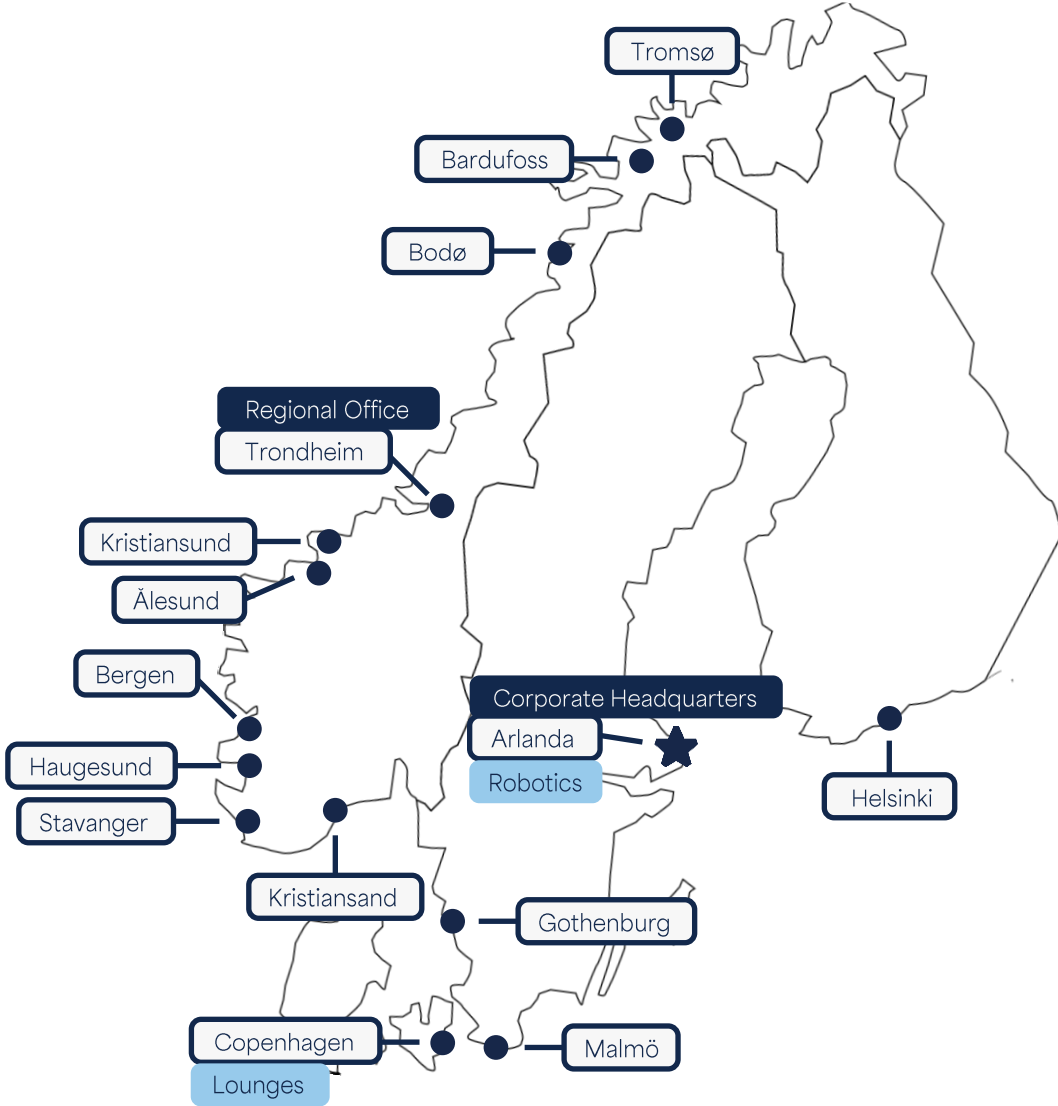
# Powering your every move

We are the largest independent aviation services provider in the Nordics, ensuring the highest service quality, safety compliance, and undivided attention to every customer's needs.

With local ownership, we ensure that decisions are made by station teams, shortening the time to action

Our just culture of learning, knowledge sharing and open feedback ensures safe and reliable service

Investment in training and infrastructure increases our capacity to consistently deliver the highest service quality



Aviator has a long experience with airlines around the globe, building lasting relationships built on trust and operational efficiency



# Aviator DNA

## Culture of Safety

Everything we do, we do with safety in mind. Every action supports a just culture, an environment where we feel safe to speak up, safe to be ourselves, and safe to deliver our best work.

## Local Mandate

Everywhere we are, we are an empowered local team. Every day, this gives us the autonomy to adapt, respond and deliver on any challenge faster and with greater precision.

## Nordic Excellence

Every day we learn and grow together to deliver the best outcome. Every moment is an opportunity to raise the bar. We strive for excellence, guided by our Nordic roots.

# Double Materiality Assessment

In 2025, Aviator conducted our first Double Materiality Assessment (DMA), establishing a foundation for long-term ESG strategy and aligning reporting with the European Reporting Standards.

The DMA helps identify and prioritize topics most relevant to our business, stakeholders, and the aviation ecosystem.

## Purpose

- Identify key sustainability topics across Aviator's operations and value chain.
  - Strengthen ESG governance and long-term risk management.
  - Establish the foundation for the 2030 Sustainability Roadmap.
  - Ensure compliance with the Corporate Sustainability Reporting Directive (CSRD).
  - Integrate stakeholder expectations into strategic decision-making.
- 

## Methodology

### 1. Identification of ESG topics

Based on ESRS standards, international frameworks (e.g., GHG Protocol, ILO, ICAO), EU regulations, internal risk assessments, and aviation-specific sustainability trends.

### 2. Stakeholder engagement

Input was collected from employees, airline customers, suppliers, owners, regulators, airports, and unions through interviews, workshops, surveys, and governance reviews.

### 3. Impact materiality assessment

Topics were evaluated based on the scale, scope, likelihood, and severity of Aviator's environmental and social impacts across operations.

### 4. Financial materiality assessment

Sustainability risks and opportunities were assessed in relation to operational risk, cost impacts, customer expectations, reputation, regulatory exposure, and access to capital.

# Turning DMA into Strategic Direction

## Outcomes and Strategic Prioritization

Our Double Materiality Assessment (DMA) identified material ESG topics to our business and stakeholders. These insights were directly integrated into our updated 2030 strategy.

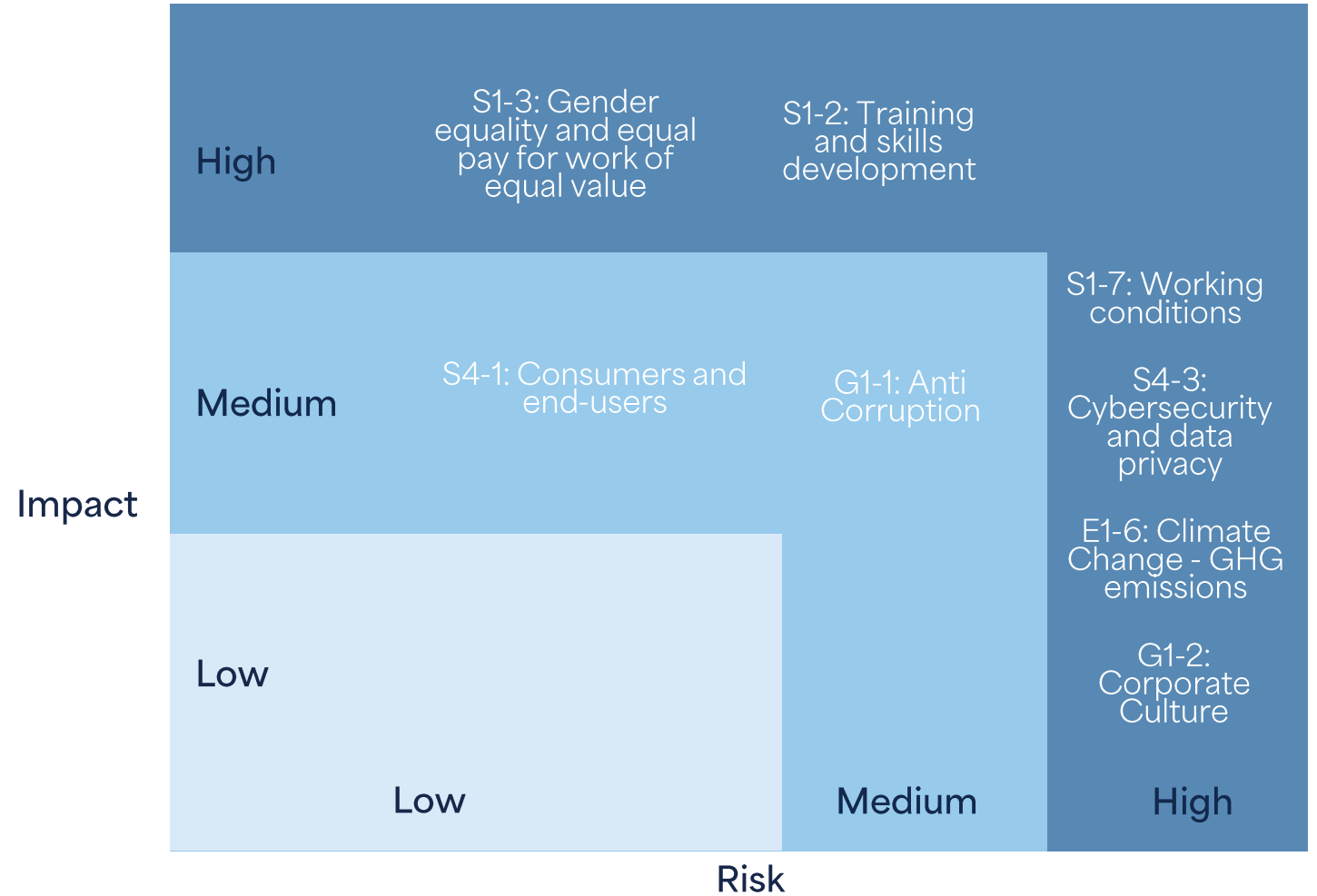
The DMA now forms the foundation for:

- Defining our strategic priorities across Environmental, Social, and Governance
- Strengthening risk management and compliance
- Setting measurable targets and long-term sustainability ambitions

By embedding material ESG topics into our strategic planning, we ensure that our strategy is:

- Risk-informed
- Stakeholder-driven
- Focused on long-term value creation

Grounded in this assessment and shaped by stakeholder insights, our updated 2030 strategy reflects the shared ambition to create measurable environmental and social impact while ensuring long-term sustainable value creation.



# Achievements of 2025

## Entered a New ESG Reporting Era

Took our first steps into the new era of ESG reporting aligned with the CSRD framework.

Initiated transparent reporting covering all three ESG pillars: Environmental, Social, and Governance.

## Double Materiality Assessment

Conducted our first DMA through stakeholder engagement, mapping key risks and opportunities.

Integrated findings into corporate strategy and objectives.

## Established ESG Governance Structure

Formed an ESG organization with a dedicated ESG Manager and ESG representatives in each country.

## 2030 Sustainability Roadmap

Developed a clear roadmap with concrete steps for carbon emission reductions.

Included plans for compensating residual emissions.

## Chemical Management System

Rolled out a unified chemical handling system across all stations.

Strengthened risk management related to chemical use and procurement.

## Achieved Fossil-Free Operations in SE

Reached full fossil-free operations in Sweden by the fourth quarter.

Achieved through phasing out fossil fuels, switching to HVO100, and sourcing 100% renewable electricity.

# Strategy 2030

Our renewed strategy for 2030 aims to elevate what we already do best – delivering the highest quality aviation services at airports across the Nordics.

We aim to build on our strengths, adding value for all customers, passengers, and employees.

From people to customer value – our success depends on empowered local teams, just culture, and care for employees.

## Vision

---

Preferred service provider and employer at airports around the world

## Mission

---

Making travel safe and easy with less impact on the planet – by delivering unmatched aviation services



We keep improving our service quality by focusing on safety, sustainability, and innovation. These principles are the north star that guides us.

### Safety in Every Process

Safety is everyone's responsibility, every day. We learn from experience, use better tools to spot risks, and act before incidents happen.

### Empowering Every Employee

We build a culture of trust and ambition with care for well-being, helping people grow, and communicating openly with everyone.

### Powering Customer's Every Move

We always go beyond industry standards, adding value in every detail and building customer relationships that grow into strategic partnerships.

### Sustainable Mindset in Every Action

Going carbon neutral in operations by 2030 requires everyone's input, awareness, responsible use of resources, and care.

### Innovation in Every Task

Every improvement makes work safer, every smart tool simplifies tasks, and every data-driven solution enhances service quality – empowering our people and partners.

### Open for Every Opportunity

Driven by the Aviator DNA and Nordic excellence, we explore new markets, create new services, and grow together with our customers.

# Connecting Our Strategic Priorities

Our six strategic focus areas form the foundation of our long-term value creation. They are fully aligned with our Environmental, Social, and Governance dimensions, and together, they guide how we operate, grow, and create sustainable impact.

## Environmental (E)

**Sustainable Mindset in Every Action** Highlights that Environmental responsibility is embedded in our strategy through our commitment to sustainability in every decision and process. Our ambition to reach carbon neutrality in operations by 2030 reflects a structured and measurable approach to reducing environmental impact.

## Social (S)

**Empowering Every Employee** reflects our commitment to creating a culture of trust, inclusion, well-being, and continuous development. We invest in leadership, competence development, diversity, and transparent communication to ensure that everyone has the opportunity to grow and contribute.

**Safety in Every Process** demonstrates our dedication to protecting people. Safety is a shared responsibility, embedded in daily operations through risk awareness, training, reporting systems, and proactive prevention. A safe working environment is fundamental to sustainable performance.

**Powering Customer's Every Move** highlights our responsibility in partnership with our customers. By delivering high-quality, reliable services and building long-term partnerships, we create shared value and contribute to safe and efficient aviation services. We aim to go beyond industry standards, ensuring trust and customer satisfaction.

## Governance (G)

**Innovation in Every Task** supports structured decision-making, data-driven improvements, and continuous development. By implementing smart tools and encouraging improvement initiatives, we strengthen operational control, compliance, and performance oversight.

**Open for Every Opportunity** reflects responsible leadership and strategic governance. By exploring new markets and services within a clear ethical and regulatory framework, we ensure sustainable growth.

# Environmental

## Strategic areas covered

- Sustainable mindset in every action

Page	Categorie Covered
17	Climate Targets
20	Scope 1 Emissions
20	Efficiency in Operations
20	Fleet renewal
21	Scope 2 Emissions
22	Scope 3 Emissions
23	Waste Management



# Sustainable mindset in every action

Our sustainability efforts play a part in our customers' sustainability journey. With sustainable mindset in every action, we treat it as an opportunity to improve our service, contribute to larger environmental goals, and drive innovation.

## Our approach

---

Empowering teams to make responsible choices – from energy and waste management to resource use efficiency. Every shift, every day.

## Our promise

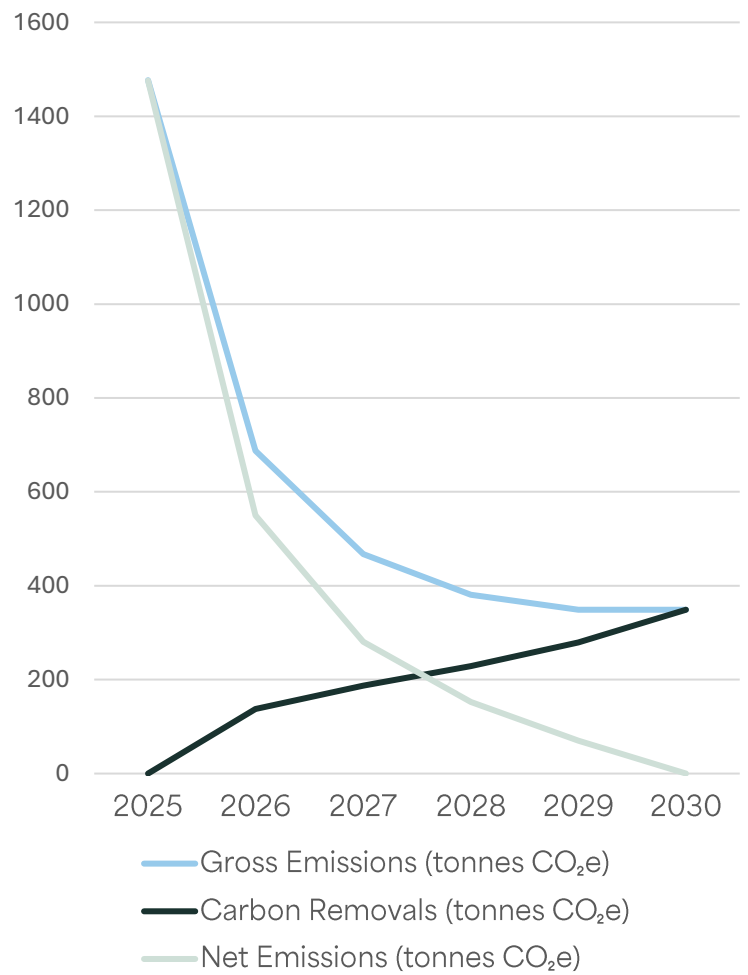
---

We are building a culture where sustainability means action – measurable progress, shared responsibility, and long-term value for our people, our partners, and the planet.



We aim to be carbon-neutral in operations by 2030, eliminating Scope 1 and Scope 2 emission and seeking reductions in Scope 3.

# Roadmap 2030



Reducing our own emission from 1481 tonnes in 2025 to 346 in 2030

\*Emission Calculation methodology explained on page 18

Increasing our electric fleet, eliminating fossil fuels and purchasing 100% renewable energy

Offset remaining emissions with high-quality credits from 20% in 2026 to 100% in 2030

# Methodology for the 2030 Roadmap

To isolate the impact of our energy transition, the 2030 roadmap is based on a steady-state analytical scenario. This approach separates the effects of decarbonization measures from changes in business activity.

The analysis assumes constant activity levels between 2025 and 2030, meaning the number of aircraft turns and operational stations remains unchanged. This reduces the influence of external market fluctuations on the results.

Emission reductions are modeled through fuel and energy substitution, including the gradual replacement of fossil diesel with HVO100 and the transition of facility electricity consumption to renewable energy sources, assuming a defined annual shift toward lower-carbon energy.

The scenario further assumes continued availability of HVO100 and reliable renewable energy alternatives suitable for our heavy-duty GSE fleet.

Using this steady-state approach allows stakeholders to clearly understand the emissions reductions resulting specifically from our fuel and energy transition measures, independent of business growth or contraction.

## Baseline and Recalculation

The 2025 baseline serves as the fixed starting point for the roadmap. If Aviator Airport Alliance undergoes a significant structural change—such as a major acquisition or a substantial change in operational footprint—the baseline will be recalculated to maintain consistency and comparability.



Our current achievements lay a foundation for further improvements – in reporting initiatives, listening to customer feedback, and working closely with partners along the value chain.

### Key achievements in 2025:

Helsinki

11%

Reduction in Scope 1 emissions from previous year

Sweden

20%

Reduction in Scope 1 emissions from previous year

Norway

69%

In Norway, our GSE fleet is now 69% electric

Copenhagen

60%

Reduction in Scope 1 and 2 emissions from previous year

---

Rolled out a unified chemical handling system across all stations.

Strengthened risk management related to chemical use and procurement.

---

Formed an ESG organization with a dedicated ESG Manager and ESG representatives in each country.

---

# Scope 1 - Deep dive

KPI	2025	2024
Scope 1 - t CO <sub>2</sub> e	993	1 043
Scope 1 - kg CO <sub>2</sub> e/T/A	5.22	5.64
Electric GSE	62%	57%
Percentage HVO100	54%	56%

## Key achievements in 2025

### Fossil-free operations in Sweden

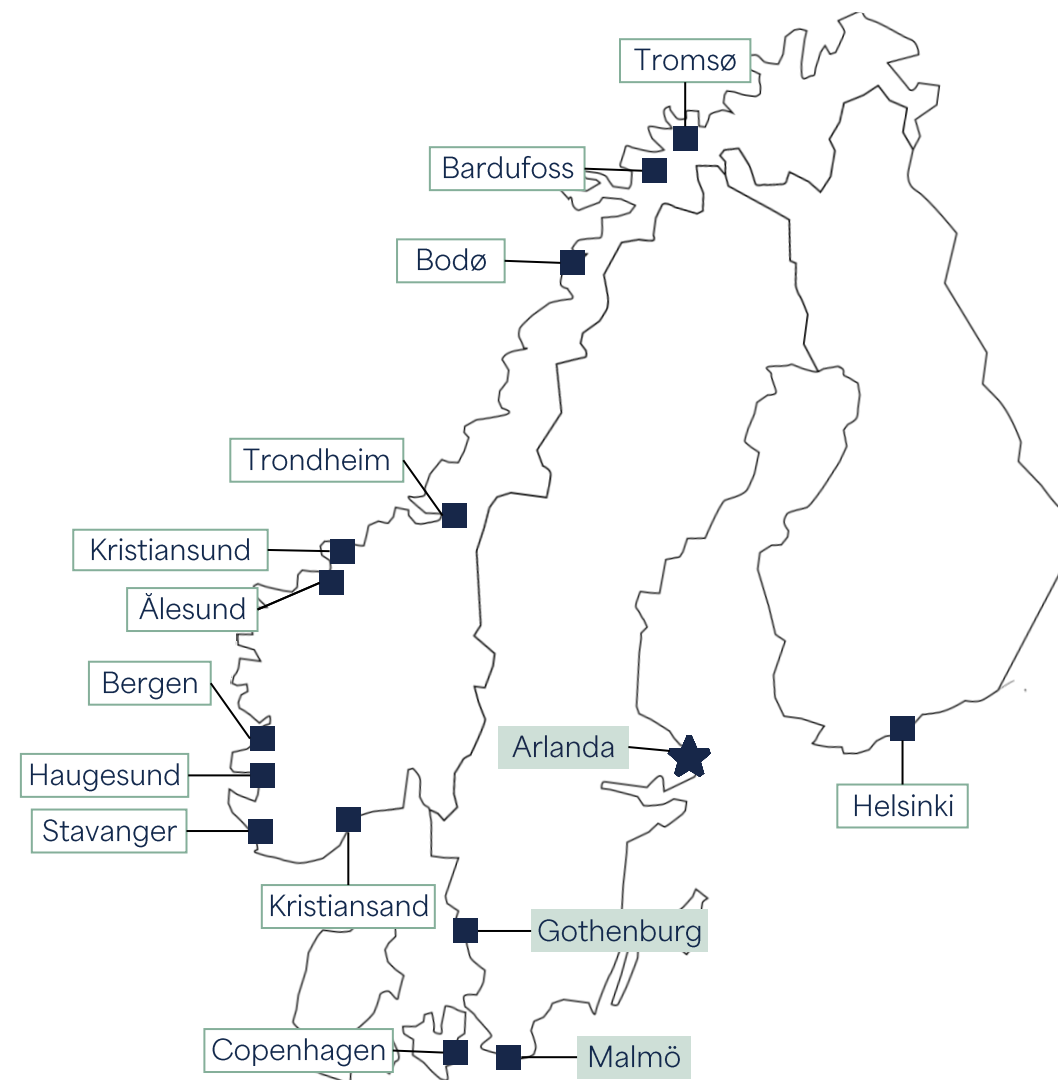
From the end of November 2025, we are proud to announce that our three stations in Sweden now operate 100% fossil free.

Our Swedish stations Ground Support Equipment (GSE) fleet is now 65% electric, powered entirely by renewable energy.

All remaining fuel-driven vehicles run exclusively on HVO100 - a 100% renewable fuel.

### Increased our electric GSE fleet to 62%

Across the Aviator Group, 62% of our Ground Support Equipment (GSE) fleet is electric, marking a significant step toward reducing our environmental footprint and building a more sustainable aviation industry.



# Scope 2 - Deep dive

KPI	2025	2024
Scope 2 - t CO <sub>2</sub> e (Market Based)	489	1292
Scope 2 - kg CO <sub>2</sub> e/T/A (Market Based)	2.57	6.99
Scope 2 - t CO <sub>2</sub> e (Location Based)	463	303
Scope 2 - kg CO <sub>2</sub> e/T/A (Location Based)	2.43	1.64

## Key achievements in 2025

### Copenhagen Powered by Clean Energy

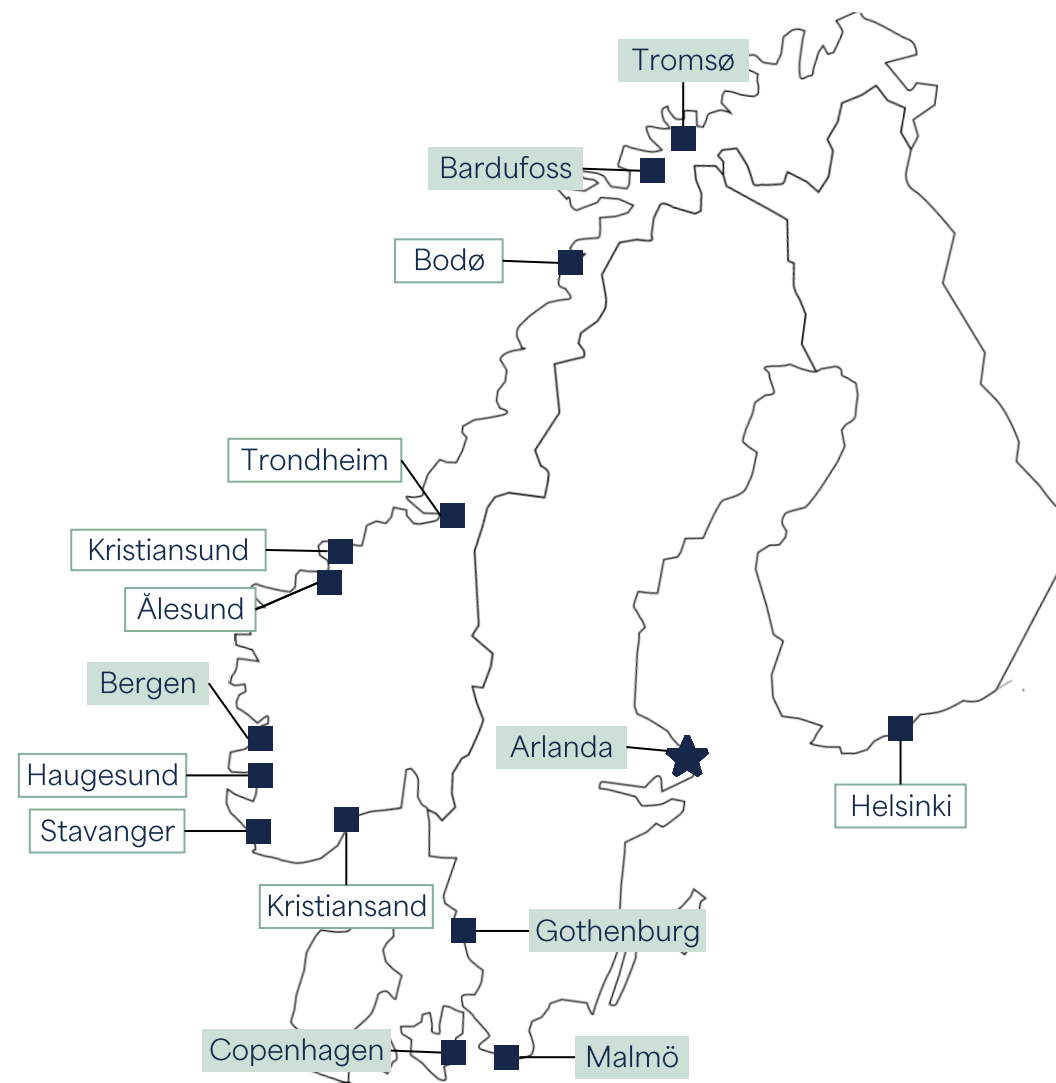
In 2025, our Copenhagen station transitioned to 100% renewable electricity.

This significant step contributed to a substantial reduction in our total Scope 1 and 2 emissions at the station - from 122 tonnes of CO<sub>2</sub>e to 48 tonnes of CO<sub>2</sub>e.

### Transition to Clean Energy in Helsinki

In Q4 2025, Our Helsinki station completed the transition to renewable electricity. Following this development, we are now fully prepared to power our operations at the airport using certified green electricity throughout 2026.

Green=100% Renewable energy



# Scope 3 - Deep dive

Total GHG	2025	2024
t CO <sub>2</sub> e - Business Travels	446	344
t CO <sub>2</sub> e - Purchased Good (Glycol)	3194	3863
t CO <sub>2</sub> e - Employee Commuting	3848	3836

Intensity	2025	2024
kg CO <sub>2</sub> e/FTE - Business Travels	222	152
kg CO <sub>2</sub> e/T/A - Purchased Good (Glycol)	17	21
kg CO <sub>2</sub> e/FTE - Employee Commuting	1659	1692

## Key achievements in 2025

### SAF Investment

As part of our ongoing climate efforts, we at Aviator have invested in sustainable aviation fuel (SAF) through Swedavia’s SAF auction. This investment means that we will offset approximately 50 percent of our Sweden-based business travel emissions in 2025, with the reduction taking place at source by fueling SAF at Swedish airports.

The investment in SAF is a concrete way for us to contribute to the development of more sustainable aviation - something we see as essential for the future of transportation.



## Future Prospects

### Reduce our Scope 3 footprint by 2030

As part of our commitment to reducing our Scope 3 footprint, we will focus on mapping and addressing two of our largest environmental impact areas outside our own operations: waste management and employee commuting.

#### Waste Management:

We will map 100% of our station waste management processes, covering waste generated in our own offices and workshops, as well as waste handled on behalf of airlines. This mapping will provide full visibility of waste streams, treatment methods, and associated emissions across all stations.

#### Employee Commuting:

We will conduct a station-level assessment of employee commuting patterns to collect reliable and credible data. This data will be used not only for emissions calculations but also to engage with airports, public authorities, and public transport providers in order to promote improved infrastructure and solutions that reduce our overall environmental footprint.

# Waste management – In Operations

We recognize that waste-related Scope 3 emissions are a material impact area where our current data is not yet sufficiently accurate or transparent. Strengthening measurement, governance, and control in this area is therefore a key priority.

In 2026, we will initiate a structured program to map and quantify waste-related emissions, covering both general and hazardous waste across relevant operations.

The initiative includes:

- Identifying and mapping key waste streams
- Ensuring compliant and environmentally responsible handling
- Implementing standardized data collection and reporting processes
- Providing guidance and training to employees

We will establish clear KPIs and governance structures to enable continuous follow-up and annual verification.

## Our 2030 ambitions are to include the following targets based on the baseline year of 2026:

- Reduce Scope 3 waste-related emissions
- Increase recycling and reuse rates
- Implement standardized reporting for all relevant Scope 3 waste categories

This initiative will improve emission control, strengthen ESG data quality, and increase organizational awareness and accountability.

# Waste management – Hospitality

Waste management practices are implemented in Aviator-operated hospitality and lounge environments where Aviator has direct operational influence. Food waste, packaging waste, recyclables, and residual waste streams are identified and managed in cooperation with catering partners and airport stakeholders.

In selected locations with full operational control over food & beverage services, food waste is segregated and measured as part of daily operations. Data is consolidated periodically and used internally to support operational improvements. Waste handling practices are subject to local airport infrastructure and shared responsibilities with landlords and service providers.

Future initiatives focus on CPH pilot-based and scalable measures within hospitality operations, including further optimisation of menu planning, increased use of vegetable-based offerings, collaboration with local and regional suppliers, reduction of packaging, and increased use of recyclable, reusable, or compostable materials.

Additional initiatives related to biodiversity, animal welfare, and circular resource use are evaluated in cooperation with catering partners. Implementation is dependent on operational control, supplier frameworks, and airport-specific waste handling capabilities.

# Emission Factors and Methodology Overview

To maintain transparency and consistency, this report utilizes specific emission factors and calculation methods.

## Scope 1 - Fuel Consumption

Emission factors (kg CO<sub>2</sub>e per litre) are as follows:

- Diesel: 2.66155
- Petrol: 2.33984
- HVO100: 0.529

Updated emission factors for diesel and petrol have been applied from 2024 onwards. Consequently, Scope 1 data may not be directly comparable to figures presented in our 2024 report.

## Emission Intensity

Intensity is assessed using the following KPIs:

FTE = Full Time Equivalent  
T/A = Turn Around

## Accuracy and Continuous Improvement

We are committed to achieving the highest accuracy in emissions reporting. The adoption of both location-based and market-based Scope 2 reporting, along with revised Scope 1 fuel emission factors, demonstrates our dedication to enhancing data quality, aligning with the GHG Protocol, and increasing transparency.

These methodological updates may cause year-on-year differences that do not solely reflect operational changes.

## Scope 2 - Energy Consumption

From 2025 onwards, we report Scope 2 emissions using both the location-based and market-based methods, in line with the GHG Protocol. This enhances transparency and accuracy compared to the previous year, when only one method was applied.

### Location-Based Method

Reflects the average emissions intensity of the electricity grid where energy consumption physically occurs.

Applied grid emission factors (kg CO<sub>2</sub>e per kWh):

- Sweden: 0.00662
- Denmark: 0.16283
- Norway: 0.50231
- Finland: 0.08285

### Market-Based Method

Reflects emissions from electricity contractually purchased, based on supplier-specific factors, renewable energy certificates (RECs), Guarantees of Origin (GOs), and Power Purchase Agreements (PPAs).

## Scope 3 - Other Indirect Emissions

### Glycol

During the 2025 de-icing season, higher-concentration glycol (MP I LFD Plus 88) was procured, increasing concentration by 10% compared to the previous 80% level and reducing transportation emissions by approximately 10%.

Emission factors (kg CO<sub>2</sub>e per litre):

- Type I: 1.4
- Type II/III: 1.1

**Employee Commuting** Emissions are calculated using a distance-based methodology. An internal survey determined commuting modes and distribution across our employees  
Calculated using a distance-based methodology:

Total distance travelled × Emission factor × Number of employees

### Business Travel

Emission factors (kg CO<sub>2</sub>e per km):

- Short-haul flights: 0.28
- Medium-haul flights: 0.2612
- Long-haul flights: 0.1758

# Social

## Strategic areas covered

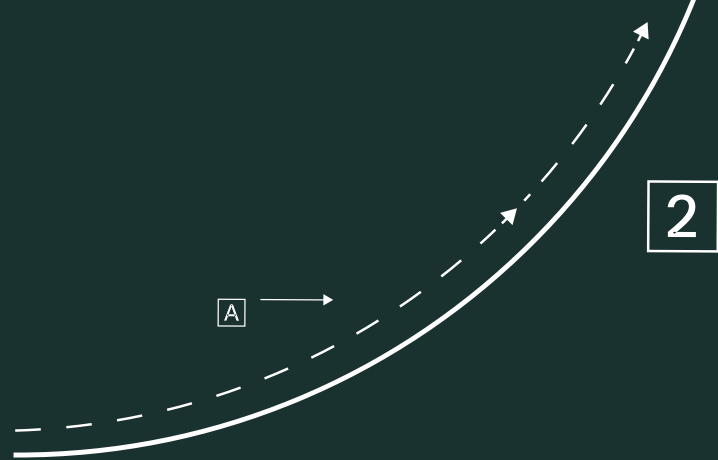
- Safety in every process
- Powering Every Employee
- Powering Customer's Every Move

Page	Categorie Covered
26	Safety at operations
30	Diversity, Equality & Inclusion
33	Employee Well-being
34	Social dialogue
35	Freedom of association and collective bargaining
35	Secure employment
35	Adequate wages and Working time
37	Training and skills development
38	Customer Engagement and Satisfaction
41	Corporate Social Responsibility



# Safety in every process

At Aviator, every service, task and action is evaluated through the Safety lens. With safety in every process, we make sure it is driven by everyone for everyone, reducing injuries and aircraft damage to avoid incidents and delays.



## List of Aviator manuals



Aviator Quality Management Manual QMM - ISO 9001 (Quality management systems) Certified



Aviator Safety Management Manual SMM - Compliant to ICAO SMM (Doc 9859) - ISO 45001 (Occupational health and safety management systems) certified

Both above manuals are also compliant to ISAGO standards



Aviator is ISO 14001 (Environmental management systems) certified

Aviator Ground Operations Manual AGOM - Compliant/copy of IGOM

Aviator Emergency Response Plan covering the entire network

# Safety Performance 2025

## Safety Performance Indicators (SPIs)

Our 2025 Safety Performance Indicators show a mixed but overall stable development:

- Aircraft Damage (ACD) decreased from 0.13 to 0.12. This reflects strengthened preventive measures and improved operational controls.
  - Personal Injury frequency increased from 0.56 to 0.62, highlighting the need for continued focus on workplace safety, behavioral safety programs, and proactive risk management.
  - Load Control (LC) decreased from 0.85 to 0.80, indicating improvement in operational accuracy and compliance within load control processes.
- These indicators provide critical insights into operational risk exposure and guide our continuous improvement initiatives.

## Reporting Culture and Oversight

A strong reporting culture remains fundamental to our Safety Management System (SMS).

- The Safety Office processed 13,022 reports during 2025.
- 10,839 reports were submitted by Aviator staff, demonstrating active employee engagement and a mature reporting culture.
- 5,053 cases were classified as Aviator as the responsible entity, enabling focused corrective and preventive actions.

In addition:

- 11,057 turnaround (T/A) inspections were conducted across our stations, achieving an average compliance rate of 98.28%.

- On behalf of the CEO, the Safety Office conducted 10 internal audits, all with satisfactory results.

- Three ISO audits were completed with support from the Safety Office, further validating our compliance framework and governance structure.

	Aircraft Damages	Personal injuries	Load Control Errors
Target 2030	<=0.04 per 100 departures	<=1.0 per 1 mil. worked hour	<=0.33 per 1k departures
2025	0.12	0.62	0.8
2024	0.13	0.56	0.85
2023	0.1	0.56	0.82



# Safety Governance 2025

## Strengthening Safety Governance and Systems

During 2025, we carried out a reorganization of the Safety Office to enhance accountability and leadership clarity. Safety Coordinators were formally retitled Safety Managers as of January, reinforcing ownership and governance responsibility. Adjustments were also implemented within national safety organizations to ensure clearer structures and stronger local oversight.

Recognizing limitations in the previous SMS system - particularly related to risk assessment processes—we initiated the implementation of a new Safety Management System platform.

After a structured evaluation, we selected our new provider.

- The risk assessment module was successfully implemented during 2025.
- The reporting module is scheduled for implementation in Q2 2026.

The new system enhances data transparency, traceability, risk analysis capabilities, and decision-making support, strengthening both operational safety and governance maturity.

## Continuous Improvement

While performance improvements are evident in certain areas, the increase in personal injuries underscores the importance of maintaining a proactive safety culture.

Our strengthened governance structure, high inspection compliance rate, and upgraded SMS platform provide a solid foundation for continued improvement toward our 2030 safety ambitions.

Safety remains a core element of our Social responsibility and Governance framework, ensuring protection of people, operational reliability, and regulatory compliance.



# Empowering every employee

By 2030, we will be recognized globally as the preferred employer in ground handling.

## Stakeholders

We will strengthen Aviator’s position as employer of choice through leadership growth, actionable insights, and inclusive tools. Reinforce the brand via targeted campaigns and align retention and recruitment with sustainability and diversity goals.

## Employees

We provide the conditions for growth and inclusion. Culture and motivation are everyone’s responsibility – and ownership starts with you. Culture is created, not given. Motivation is mutual. Ownership is personal.



# Gender Diversity and Equality

## Gender Diversity: Workforce and Leadership Overview

The table presents the gender distribution across Country Management Teams and the total workforce for 2025, compared to 2024.

In 2025, women represent 25% of the Executive Management Team compared to 27% in 2024. While the total number of management positions increased, the gender balance remains broadly stable, with a slight decrease in female representation percentage-wise.

Across the total workforce, women represent 26% in 2025, compared to 23% in 2024. Although the overall workforce expanded significantly during 2025, the gender distribution remains relatively consistent with the previous year. The operational nature of the industry continues to influence the overall gender balance.

Improving gender diversity, particularly in leadership and operational roles, remains a long-term strategic priority within our 2030 people and inclusion agenda.

Category	Total (FTE)	% Male	% Female
Executive management team	48	75%	25%
Total Workforce	2498	74%	26%

## Elevating women in Aviation

In celebration of International Women’s Day 2025, we joined forces with Lufthansa to deliver a fully all-women turnaround at our Gothenburg station. Women led every aspect of the operation - from flight crew to ground services and fueling - highlighting our commitment to diversity, inclusion, and equal opportunity across operations.



D-AINV

Lufthansa  
International Women's Day  
Elevating Women in Aviation

# Age Diversity

## Workforce and Leadership Overview

The table also presents the age distribution across management and the total workforce, compared to 2024.

Within the Executive Management Team in 2025, 5% are under 30, 68% are between 30-50, and 27% are over 50. In 2024, no managers were under 30, while 82% were between 30-50 and 18% were over 50. The broader age spread in 2025 reflects organizational growth and succession development, contributing to a more balanced leadership profile.

Across the total workforce in 2025, 45% are under 30, 40% are between 30-50, and 16% are over 50. In 2024, the corresponding figures were 42% under 30, 41% between 30-50, and 17% over 50. The continued strong representation of employees under 30 reflects ongoing recruitment in operational roles and supports long-term workforce sustainability.

Maintaining a balanced age structure is important for succession planning, knowledge transfer, and long-term organizational resilience.

Category	% Age <30	Age 30-50	Age >50
Executive management team	5%	68%	27%
Total Workforce	45%	40%	16%

# Employee Well-being

## Employee Turnover

Employee well-being is monitored through internal employee surveys and key people indicators such as employee turnover, sick leave and employee satisfaction.

Employee turnover is currently reported including fixed-term and seasonal employment, consistent with previous years. Given the Group’s seasonal workforce, contract completions among fixed-term employees significantly affect turnover levels. Going forward, the Group aims to further refine turnover reporting to provide clearer insight into retention among permanent employees.

KPI	2024	2025	Target 2030
Employee Turnover	22.4%	18.1%	TBD

## Sick Leave

In 2025, our short-term sick leave rate stands at 4.9%, with a target to reduce this to 3.5% by 2030. This reduction is a key priority and is closely linked to our focus on employee well-being.

Short-term sick leave is an important indicator of overall workforce health, work environment, and engagement. By actively investing in employee well-being through preventive health initiatives, supportive leadership, and a sustainable work environment, we aim to reduce absenteeism and improve both individual and organizational performance.

KPI	2025	Target 2030
Short-term Sick Leave	4.9%	3.5%

# Employee Well-being



## Engagement Survey

Employee well-being is also reflected in the Employee Satisfaction Index, which remained relatively stable at 63% in 2023, 64% in 2024 and 62% in 2025, with a long-term target of 75% by 2030. The company works actively to improve the work environment, leadership quality and employee engagement to strengthen employee health and well-being.

Leadership effectiveness is measured through the Leadership Index, which improved from 43% in 2024 to 44% in 2025, with a target of 75% by 2030. Leadership quality is closely linked to employee well-being and organizational culture.

### Employee survey results show that:

- 46% of employees agree or strongly agree that senior leaders provide a clear vision of the organization's direction
- 40% agree or strongly agree that their manager provides regular feedback

These results help identify development areas in leadership and management practices, which are key drivers of a healthy and supportive work environment.

KPI	2023	2024	2025	Target 2030
Employee Satisfaction Index	63%	64%	62%	75%
Leadership Index	51%	43%	44%	75%

## Adequate Wages and working time

---

Employee salaries are regulated through collective bargaining agreements, ensuring that wages follow agreed industry standards and comply with applicable labor regulations.

This framework ensures fair and transparent remuneration practices and contributes to maintaining equitable working conditions across the organization.

Working hours follow the provisions defined in collective bargaining agreements. These agreements ensure compliance with national labor regulations and promote balanced working conditions.

By adhering to collectively agreed working hours, the company supports employee well-being, work-life balance and fair labor practices.

## Secure Employment

---

Secure employment conditions are supported through collective bargaining agreements that regulate employment terms. These agreements contribute to predictable working conditions and fair employment practices across the organization.

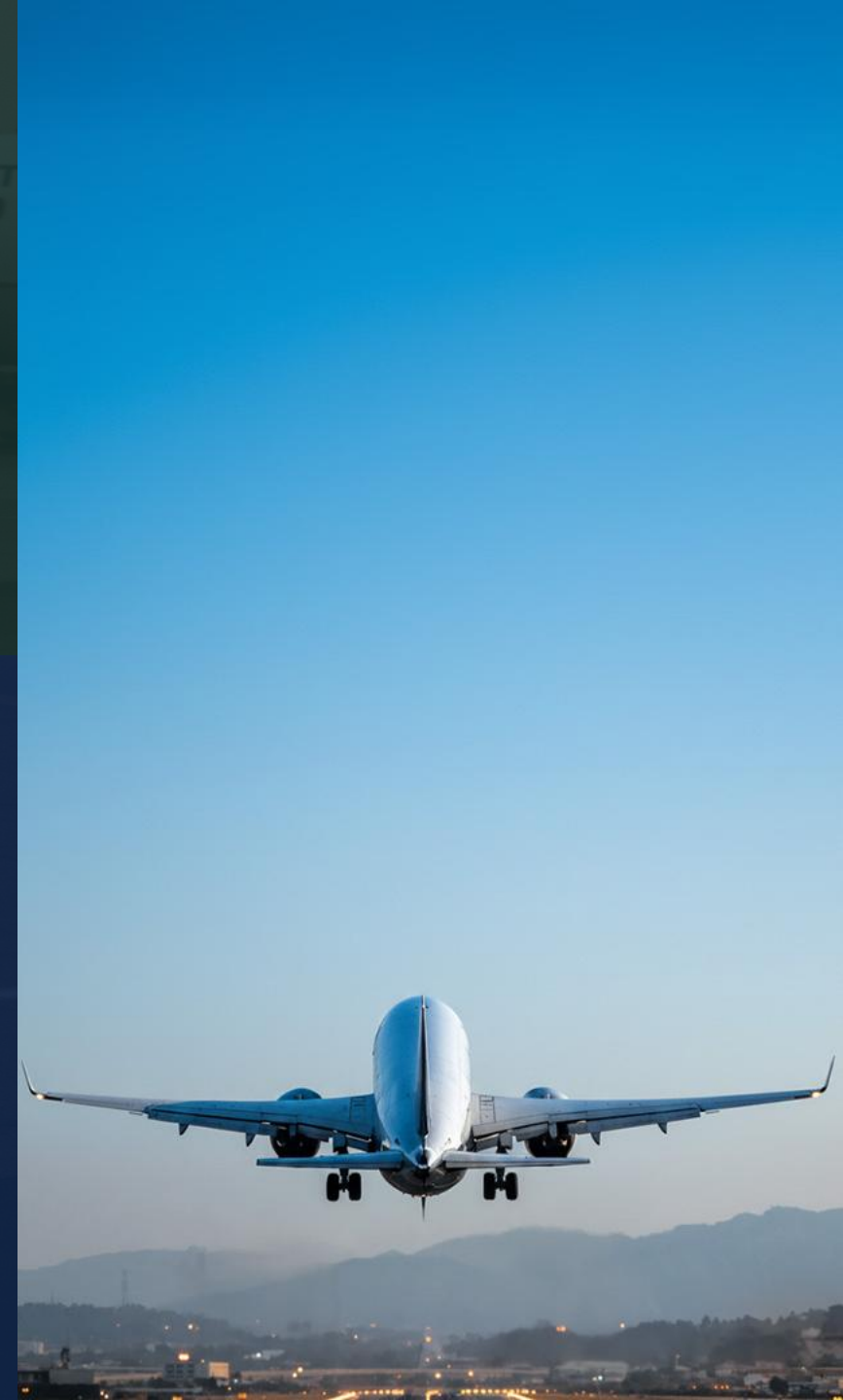
Monitoring employee turnover trends is also part of the company's approach to ensuring workforce stability and identifying areas where employee retention can be improved.

## Freedom of Association and Collective Bargaining

---

The company respects employees' rights to freedom of association and collective bargaining.

All employees are covered by collective bargaining agreements, with the exception of managing directors and a limited number of employees in top management roles. These agreements regulate key employment conditions, including wages, working hours and employment terms.



Our training programs are based on international regulations and recommendations, ensuring key aviation standards are thoroughly followed and implemented

### Airline training material

Regulations (main for Airline), EASA Regulation (EU) No 965/2012, ICAO DOC 9284 TI for safe transport of DGR, IATA AHM/IGOM/DGR

### Local training material

IATA AHM/IGOM, EASA Regulation (EU) No 139/2014, Other local regulations as applicable

### Corporate training material

IATA AHM Chapter 11 (AHM 1110/1111/1120), ISO 9001/14001/45001, IATA IGOM, IATA LAR/ULDR/DGR, ICAO Doc 9284 TI for safe transport of DGR, ICAO Doc 10147 Guidance on CBTA for DGR, ICAO Doc 9859 Safety Management, ICAO Doc 9683 Human Factors, SAE AS 6285,06286B, 6332, 6284, 6257, 9968, AMS1424/1428, EASA Regulation (EU) No 2025/20 (from 2028), EASA Regulation (EU) No 139/2014, EASA Regulation (EU) No 965/2012, EASA Regulation (EU) No 2015/1998

# Training in 2025

## Leadership Programs

The Aviator Leadership Program is fully established, with all current supervisors and managers trained. The next phase focuses on onboarding new leaders and ensuring continuous development. With the introduction of a Group HR function, governance and long-term ownership of the leadership framework have been strengthened, supporting consistent leadership quality and succession planning across all countries.

## Focus on Trainers

We have strengthened our training structure with increased emphasis on trainer competence. Train the Trainer programs and expanded support for on-the-job trainers and assessors ensure high-quality instruction and consistent competence development. This investment reinforces both safety culture and operational excellence.

## Training Inspections

Training Inspections are now fully implemented, improving oversight, documentation consistency, and compliance across stations. The process enables clearer performance follow-up and more structured corrective actions.

## Training Development: AI and Immersive Technologies

AI has been integrated into course development to enhance quality and accuracy. Pilot projects using VR training, particularly for operational skills, are underway to improve engagement, realism, and learning effectiveness while minimizing operational disruption.

# Powering Customer's Every Move

By 2030, we will be recognized as the preferred service provider at airports around the world

---

## Partnerships

By delivering unmatched services and building long-term partnerships, we create shared value and contribute to safe and efficient operations.

We always go beyond industry standards, adding value in every detail and building customer relationships that grow into strategic partnerships.

---

## Efficient decision making

Aviator aims to enhance customer service by standardizing access to key service level indicators (SLAs) and performance metrics (KPIs) for employees. By improving internal access to data, the organization promotes knowledge sharing, transparency and more efficient decision-making.

# For Every Take-Off

Aviator strives to turn every relationship into a strategic partnership: with every take-off, we grow and innovate together with our customers, ensure passenger experience, empower our people, and operate with strict commitments to safety and sustainability.

Strategic partner: we are a strategic partner that supports, co-innovates, and grows with customers.

Journey simplifier: we are a journey simplifier that delivers efficient and frictionless operations.

Growth enabler: we are a growth enabler that cares for employees, their work environment, and opportunities.

Culture of safety: we operate with safety-first mindset in every actions, empowered by our just culture.

Local mandate: we adapt, respond and deliver in any challenge with empowered local teams.

Nordic excellence: we learn and grow together, delivering the best outcome guided by our Nordic roots.

# Customer Satisfaction

As part of Aviator's ongoing commitment towards delivering quality and value-added services, we ask our customer for their feedback to help us improve our service delivery. We appreciate a most sincere and open feedback from our customers side in order to assist us to understand how we can take our partnership to the next level.

The survey question responses are built on a Net Promoter Score (NPS) approach with values from 1-10, so Aviator can track our NPS year by year. We are asking our customers to score Aviator in 10 different areas. Last year we added additional free text comment boxes at the end of the survey questions, allowing the customers to elaborate their answers/scorings and providing Aviator with valuable detailed customer feedback.

Year	NPS overall score
Target 2030	55
2025	44
2024	40
2023	52



# Corporate social responsibility (CSR)

## *Thank You for Your Support!*

On behalf of everyone at Mashimoni Children Center, we would like to sincerely thank you for your generous support.

Your contribution continues to make a meaningful difference in the lives of the children at Mashimoni. Thanks to your support, we are able to strengthen education, provide nutritious meals, and maintain a safe and caring environment where children can learn, grow, and feel supported.

We are deeply grateful for your trust and commitment to our mission. Your support helps us create lasting opportunities and a brighter future for the children we serve.


Thank you for being part of this journey with us.



Sara J. Østrem  
Mashimoni Children Center

 [mashimoni.no](http://mashimoni.no)

 Dagoretti Road, Westlands  
P.O. Box 76003 - 00508  
Nairobi, Kenya.

 [mashimoni@outlook.com](mailto:mashimoni@outlook.com)

## Partnership with Children's Centre

Our partnership with the Mashimoni Children Centre in Kenya is a key part of our social sustainability efforts. It provides a safe home and education for orphaned and neglected children. Today, 65 children between the ages of 2 and 18 receive quality education and a brighter future through this initiative.

### Mashimoni Visit 2025

In 2025, a team from Aviator had the chance to visit the Mashimoni Children Center in Kenya, an orphanage that offers a secure and nurturing environment for vulnerable children, along with access to education, healthcare, and important social services.

During their stay, they engaged meaningfully with the children and committed staff, sharing joyful experiences and exchanging knowledge. They also delivered necessary supplies and participated in community events that reinforced the spirit of unity and support.

# Governance

## Strategic areas covered

- Innovation in every task
- Open for Every Opportunity

Page	Categorie Covered
44	Cybersecurity and Data Privacy
45	Human Rights & Supply Chain Due Diligence
45	Anti Corruption
46	Risk Management
47	Corporate Culture



# Innovation in every task

Our digitalization strategy of innovation in every task is not isolated from improving customer experience - it ensures latest technologies are implemented to optimize operations, cybersecurity grants business continuity, and data solutions opens room for optimization.

---

## Digital transformation

We're creating a digital-first workplace where everyday tools and processes are streamlined and paper-free. By replacing manual tasks with smart, connected solutions, we make work easier, faster, and more collaborative - giving every team the right tools to stay efficient and engaged.

---

## Automation & process optimization

We are transforming how we work by reducing repetitive tasks and improving accuracy. From resource management to compliance, we are embedding intelligent automation into operations to deliver faster, more reliable services and free time for value-added work.

---

## Cybersecurity & risk management

Protecting data and systems is at the heart of our digital journey. We maintain strong security frameworks, unified infrastructure, and continuous monitoring to ensure resilience and trust - keeping our operations safe and compliant in an evolving digital world.

---

## Data management & analytics

Data is one of our most powerful assets. We are building a unified platform that turns information into actionable insights, enabling predictive analytics and real-time visibility. This empowers smarter decisions and drives operational excellence across the business.

---

## Innovation & emerging technologies

We are staying ahead with cutting-edge tools that make work smarter and safer. From AI-driven assistance to IoT-enabled equipment and immersive AR/VR training, we are equipping our teams with technologies that enhance communication, learning, and performance.

# Cybersecurity Performance & Governance

## Our Commitment

Cybersecurity and data protection are core elements of Aviator's governance framework and critical to safe and resilient operations.

---

### Targets

- Maintain **zero critical cybersecurity risks** affecting operational continuity
- Strengthen **preventive controls** through system and lifecycle management
- Improve **employee cybersecurity awareness and reporting maturity**
- Ensure **timely and controlled handling of identified risks and incidents**

### 2025 Performance Highlights

- Maintained **no critical cybersecurity risks** throughout the year
- Strengthened cybersecurity governance, including risk prioritization and oversight
- Continued reduction of system lifecycle and security exposure through targeted actions
- Expanded employee awareness initiatives supported by training and simulated exercises
- Further developed incident management processes to support resilience and learning

### Continuous Improvement & Resilience

Cybersecurity risks and controls are continuously reviewed as part of Aviator's Enterprise Risk Management framework, with lessons learned used to strengthen resilience and governance over time.



# Human Rights & Supply Chain Due Dilligence

We are firmly committed to upholding human rights throughout our operations and supply chain. All our business partners are required to comply with our Supplier Code of Conduct, which sets out clear expectations regarding human dignity, ethical labor practices, and adherence to international human rights standards.

The Code includes, among other commitments:

- Fair and competitive wages
- A zero-tolerance policy for harassment, bullying, and discrimination
- A strict prohibition of child labor and forced labor
- Voluntary employment, without retention of personal documents or recruitment fees
- Respect for freedom of association

It also requires that employment terms are transparent and that safe, respectful, and harassment-free working conditions are maintained. Suppliers must ensure equal opportunity and non-discrimination in the workplace.

Suppliers are screened on a yearly or bi-yearly basis through Aviator's Know Your Counterparty (KYC) processes and public-information reviews, which help identify potential human-rights violations. Any supplier linked to such issues is classified as high-risk and required to provide mitigation-related disclosures. However, disclosure alone does not guarantee continued cooperation.

Operational management teams (e.g., Managing Directors and Station Managers) may also conduct on-site observations or assessments. These routines continue to evolve, with local teams encouraged to document how supplier site checks are performed and on which criteria.

Supplier selection further follows the requirements in Aviator's Procurement Policy, emphasizing:

- Legal and regulatory compliance
- Ethical business conduct
- Adherence to the Supplier Code of Conduct

Aviator's due-diligence practices are integrated with group-wide governance frameworks and the Know Your Customer (KYC) and Know Your Supplier (KYS) processes, which remain mandatory prior to establishing a business relationship and at defined intervals thereafter. These processes support the prevention of unethical behavior, money laundering, terrorism financing, and other illicit activities.



# Risk Management

Aviator's Enterprise Risk Management (ERM) process ensures that risks across all business areas are identified, assessed, and managed in a consistent and proactive manner.

The process is guided by the *Risk Management Enterprise Policy and Framework*, which provides a unified structure, common terminology, and clearly defined roles for all participants — including Risk Owners, Risk Champions, and the Mother Company Enterprise Risk Manager.

ERM integrates risk considerations directly into strategic planning and operational decision-making. This enables the organization to anticipate potential issues, reduce negative surprises, and enhance overall performance.

## Risk Categories

Aviator's ERM framework categorizes risks across the following domains:

- Financial
- Operational
- Strategic
- Compliance
- Environmental
- Cyber / Data

A standardized scoring matrix is applied to evaluate risk severity and support effective prioritization.

---

## Risk Management Process

Risk management activities follow a structured and continuous cycle:

- Identification of risks relevant to operations
- Assessment of likelihood and impact
- Definition of mitigation strategies
- Ongoing monitoring of effectiveness

This cycle is supported by quarterly reviews and regular updates to the risk register, ensuring that risk levels, Key Risk Indicators (KRIs), and mitigation actions remain aligned with business priorities.

We implement various frameworks that help us to identify change opportunities, increase process transparency, and strengthen the organizational culture of continuous improvement

Expected benefits:

Higher Efficiency & Lower Costs

Consistent, reliable service

An engaged workforce

Improved Safety & Compliance

A culture of continuous improvement

Category	Objective
Lean Training & Development	Help managers and teams embrace Lean principles and build their skills.
Gemba Walks	Get managers to the shop floor to see processes in action and identify improvement opportunities.
Kaizen Blitz Events	Bring teams together to solve specific challenges quickly and collaboratively.
Visual Management System	Make work transparent and performance easy to track using simple tools.
Process Standardization	Ensure work is done consistently, with clear instructions for everyone.
Continuous Improvement (CIA2.0)	Inspire teams to keep improving and share their successes across countries.
Best Practice Sharing	Foster a culture of continuous improvement and cross-country learning.

Aviator's success depends on empowered people and continuous improvement - we integrate LEAN principles in our day-to-day operations and encourage everyone to seek improvements that benefit our customers

Target state: Operate more efficiently, strengthen customer relationships, protect our people, and foster a workplace where improvement is part of our DNA.

---

### Higher Efficiency & Lower Costs

Waste elimination, faster processes, and data-driven decisions reduce downtime and operational expenses.

### Consistent, reliable service

Standardized processes and real-time issue solving improve reliability and customer satisfaction.

### An engaged workforce

Broad employee involvement in daily problem-solving builds ownership, reduces turnover, and drives bottom-up improvements.

### Improved Safety & Compliance

5S, visual management, and SOPs reduce hazards and strengthen regulatory readiness.

### A culture of continuous improvement

Sharing best practices and learning from each success will keep us competitive and adaptable.

# Open for Every Opportunity

We stand as a global aviation partner rooted in Nordic excellence – united by our Nordic roots and driven by a shared passion to grow beyond borders. We seize every opportunity with courage and curiosity, shaping a world where travel is smoother, safer, and more sustainable. Together, we are the preferred partner and employer at airports around the globe.

