

# ESG Report

2024



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# 1. CEO Update

**In 2024, Aviator Airport Alliance experienced a significant return to a state of normalcy after several years of uncertainty. As the CEO of Aviator Airport Alliance, I can confidently say that this year has been the most normal in many years, characterized by more stable volumes, more stable staffing, and better predictability.**

One of the key highlights for Aviator in 2024 was securing numerous new contracts with existing operations. This achievement is a testament to our strengthened internal structures, which now enable us to handle larger projects more efficiently. Additionally, we had a successful de-icing season, which positively impacted our performance and resonated well within the airline industry.

We strengthened our ESG (Environmental, Social, and Governance) focus by appointing a Group ESG manager and improving our ESG processes in each of the countries where we operate. 2024 also marks a big milestone in our ESG journey, achieving ISO 9001, 14001, and 45001 certifications to ensure strong organizational structure, green operations, and employee welfare.

We continued investing in our green vehicle fleet and can now proudly present that we are 57% electric across the Group, with our stations in Norway setting a remarkable example at 67% electric. Sweden, just a few percentage points behind at 63%, received a Sustainability Award from Lufthansa Group at our Arlanda station. This award celebrates our efforts in achieving 100% fossil-free turnarounds using renewable energy at Arlanda. These achievements have taken us a huge step in the right direction towards our goal to be carbon neutral in our operations by 2030.

Looking ahead to 2025, sustainability remains a top priority for Aviator. We are committed to complying with CSRD reporting standards as this marks our first report in the new, transparent era of ESG reporting.

Sustainability is now a crucial factor in airline negotiations, and we aim to remain one of the most sustainable ground handlers globally. Our focus on sustainability is not just about meeting regulatory requirements but also about demonstrating our commitment to environmental improvement in our daily work.

We continue to focus on delivering an excellent customer experience and maintaining operational efficiency. This strategic approach ensures that we remain competitive and continue to provide high-quality services to our clients.

In conclusion, 2024 has been a year of stability and growth for Aviator Airport Alliance. As we move forward, our commitment to sustainability and operational excellence will remain at the forefront of our strategy, ensuring that we continue to lead in the ground handling industry.



**Jo Alex Tanem**  
CEO, Aviator

## 2. A Glance at Aviator

Aviator Airport Alliance (Aviator) is a full-range provider of aviation services at 15 airports across the Nordics and since 2020, a family member of one of the largest aerospace service groups, Avia Solutions Group. Aviator has a long history of providing aviation services to meet the demand from airlines and airports. We take care of our customer airlines' passengers and the aircraft while on the ground. This includes passenger and baggage handling, lounge services, de-icing, cargo and full freight handling, and PRM services. Our customer-oriented solutions can meet the highly varied service needs of five-star airlines, low-cost airlines, and cargo airlines.

Aviator is a Nordic one-stop shop for aviation services, taking care of passengers and equipment from Copenhagen to Tromsø. There is a continued focus on growing further in existing and adjacent business, all across the regions where we are present and beyond.

We want to deliver high-quality solutions to our customers, and we work proactively to anticipate customer needs and ensure our service meets them.



## 2.1 Delivering Quality Aviation Services Throughout the Nordic Region

Aviator was founded in December 2010, when Aviator acquired independent Swedish, Norwegian, and Danish ground handling providers. Looking back over the past few years, Aviator has strengthened its position as an independent Nordic ground handling company. We are continuously growing and committed to expanding further in order to deliver quality services to our current customers.

The Group started in Scandinavia and has now developed throughout the Nordics, becoming a full-range provider of aviation services. Even though ground handling, de-icing, and lounge are the largest service areas for Aviator, other related services are also part of our portfolio, such as workshops and PRM services.



### Ground handling



- Ramp handling
- Passenger services
- Load control
- Flight operations and crew administration
- Crew transportation
- Ticketing

### Cargo handling



- Freight handling
- Mail handling
- Load control
- Freight ramp services
- Document handling

### De-icing



- De-icing
- Anti icing / preventive de-icing
- Snow blower
- Fan blade heating
- External de-ice training and support

### Lounge



- Operating Aviator branded lounges
- Co-branded aviator lounges
- Membership collaborations
- Walk-in segment

### Other services



- Removal of de-icing fluid
- PRM services
- UM services
- General aviation handling
- Interior aircraft cleaning
- Exterior aircraft cleaning

# Among Our Valued Customers



# 3. Environmental, Social & Governance

## 3.1 Organization

As part of Avia Solutions Group, Aviator Airport Alliance aligns its sustainability governance framework with the group-wide ESG (Environmental, Social, and Governance) strategy, ensuring a consistent and structured approach across all business operations. Our governance structure is designed to integrate ESG principles at all levels, from strategic oversight to local execution, driving long-term value creation and responsible business practices.<sup>1 2</sup>



<sup>1</sup> ESRS G1-1: Corporate governance structures and ESG integration

<sup>2</sup> ESRS G1-2: Compliance with sustainability-related regulatory frameworks

<sup>3</sup> ESRS G1-3: Board-level oversight of sustainability matters

### Board-Level Oversight

The Board of Directors of Avia Solutions Group provides strategic guidance and oversight on sustainability matters, ensuring that ESG remains a priority in business decision-making.

### Executive Leadership

The CEO of Aviator Airport Alliance holds ultimate accountability for ESG strategy, ensuring that sustainability principles are embedded into the company's strategic objectives and operations.<sup>3</sup>

### Group-Level ESG Management

The Director of Business Excellence at Aviator is responsible for the strategic direction of sustainability, overseeing governance structures, ensuring compliance, and driving continuous improvement. The Group ESG Manager leads the implementation, coordination, and monitoring of sustainability initiatives, ensuring alignment with Avia Solutions Group's ESG framework.

### Country-Level ESG Implementation

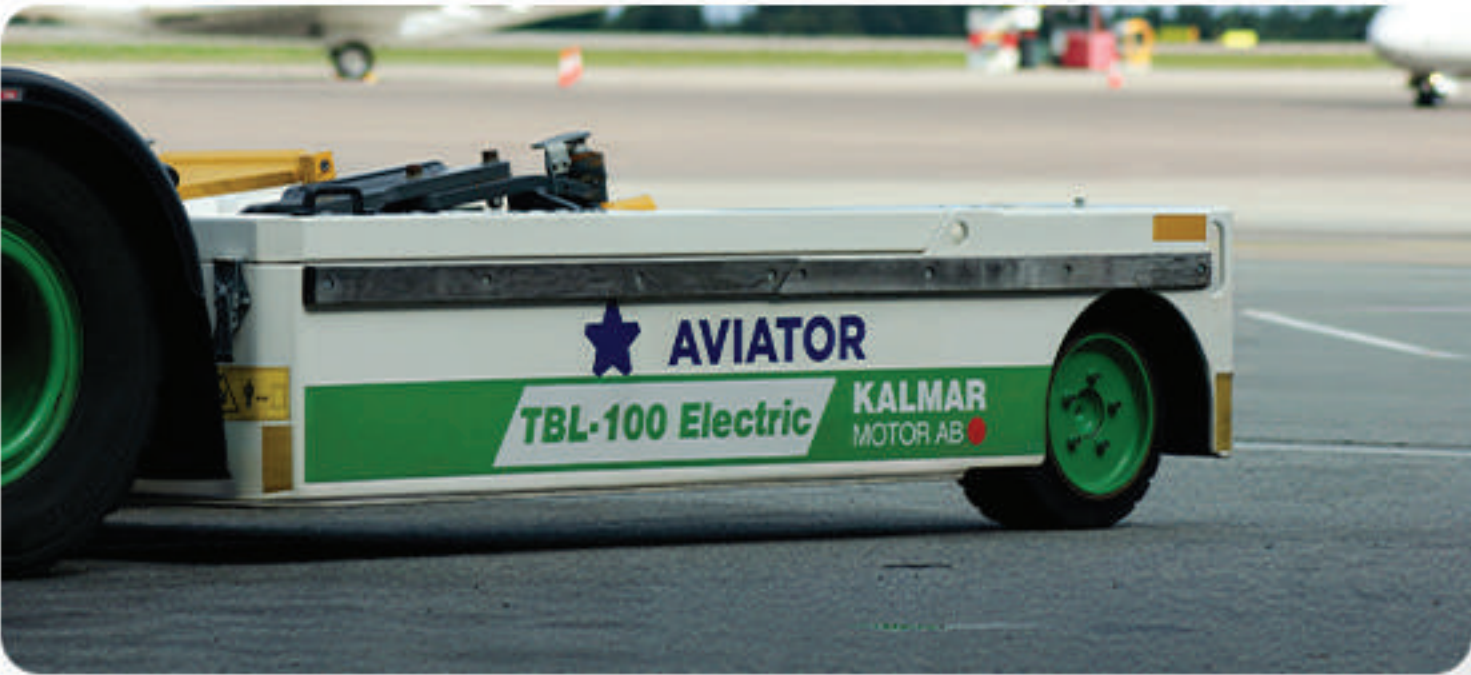
Country Managing Directors (MDs) are responsible for executing ESG strategies within their respective regions, adapting global priorities to local regulatory and operational contexts. Each country has a dedicated ESG representative responsible for driving local sustainability efforts, monitoring progress, and ensuring compliance with corporate ESG goals and management systems.

### 3.2 Corporate Sustainability Reporting Directive - Transition

As a subsidiary of Avia Solutions Group (ASG), Aviator is not required to comply with the Corporate Sustainability Reporting Directive (CSRD) on an individual basis. However, we have chosen to align our sustainability efforts with the directive’s principles to enhance transparency and accountability in our environmental, social, and governance (ESG) practices.<sup>4 5</sup>

We believe that adopting CSRD’s framework will strengthen our commitment to sustainability and provide greater clarity to our stakeholders about our progress and ambitions. By voluntarily working towards these standards, we aim to position Aviator as a leader in sustainable ground handling, setting a benchmark for responsibility and innovation in our industry.

In 2024, Aviator Airport Alliance took significant steps toward aligning our ESG reporting with the European Sustainability Reporting Standards (ESRS) under the Corporate Sustainability Reporting Directive (CSRD). As this is our first year preparing for the directive, we recognize that our current disclosures are in transition, and we are actively enhancing our sustainability data collection, risk management, and double materiality assessment processes.<sup>6 7</sup>



<sup>4</sup> ESRS G1-1: Corporate governance structures and ESG integration  
<sup>5</sup> ESRS G1-3: Transparency in ESG reporting and compliance with CSRD principles  
<sup>6</sup> ESRS G1-2: Compliance with sustainability-related regulatory frameworks  
<sup>7</sup> ESRS E1-6: Improved sustainability data collection and reporting structures

### 3.3 Companies Included in Aviator’s ESG Report

Aviator is a subsidiary of ASG, which includes us in their consolidated ESG report and will need to comply with the Corporate Sustainability Reporting Directive (CSRD). Despite this, Aviator prepares its own ESG report to provide a more detailed and company-specific view of our sustainability efforts across the countries in which we operate.

Country	Company Name	Comments
Sweden	Aviator Airport Alliance, AB	Parent company
Norway	Aviator Airport Alliance, AS	Operating company
Denmark	Aviator Airport Partner ApS	Operating company
Finland	Aviator Airport Services Finland, OY	Operating company
Sweden	Airport Services Sweden, AB	Operating company
Sweden	Aviator Airport Services, AB	Operating company
Denmark	Copenhagen Flight services, ApS	Operating company
Sweden	Nordic Dino Robotics AB (Aviator Robotics, AB)	Operating company
Norway	Aviator OSL, AS	Empty company
Denmark	Aviator Airport Alliance Danmark, A/S	Empty company
Sweden	Aviator Logistics, AB	Non-existent company, merged in 2024
Finland	Nordic Airport Services AB, OY	Non-existent company, merged in 2024

**Avia Solutions Group Consolidated Report:** ASG, as our parent company, includes Aviator’s operations and data in their consolidated ESG report.  
**Aviator’s Standalone ESG Report:** This report specifically covers the individual entities listed above, providing a detailed and localized perspective on our sustainability practices and performance.  
**By including these entities,** Aviator ensures that our ESG reporting remains transparent, comprehensive, and aligned with both national and international standards.

## 3.4 Next Steps

To take the next step into the new, transparent era of ESG reporting, Aviator will make further progress in 2025 to strengthen our ESG commitments and present a more comprehensive ESG report moving forward. We focus on improving our data collection, risk management, and assessment processes, all in line with ESRS and CSRD requirements.

- In 2024, we initiated the process of conducting a Double Materiality Assessment (DMA) to identify the most material ESG topics impacting our business and stakeholders. This assessment will be finalized by the second quarter of 2025 and integrated into our report for that year. The DMA will align with ESRS requirements and ensure a structured, transparent, and stakeholder-driven approach to ESG disclosures.<sup>8 9</sup>
- We will continue to enhance our carbon accounting, particularly for Scope 3 emissions, including upstream and downstream value chain emissions. In the 2025 report, we will introduce more detailed Scope 3 reduction targets and supplier engagement strategies.<sup>10 11</sup>
- We will clearly outline our Carbon Neutrality Strategy (2030 target) and introduce a structured decarbonation roadmap with clear sub-targets toward our 2030 carbon neutral target.<sup>12 13</sup>

<sup>8</sup> ESRS G1-3: Implementation of double materiality assessment

<sup>9</sup> ESRS E1-1: ESG risk identification and structured reporting

<sup>10</sup> ESRS E1-9: Scope 3 emissions management and reduction strategies

<sup>11</sup> ESRS E1-6: Disclosure of greenhouse gas emissions

<sup>12</sup> ESRS E1-2: Strategies for carbon neutrality and emissions reductions

<sup>13</sup> ESRS E1-5: Environmental management system implementation

## 3.5 Our Strategic ESG Goal

**Goal:** Integrate ESG into our daily work to achieve carbon neutrality in our operations by 2030.

Aviator is targeting carbon neutrality in our operations (Scopes 1 and 2) by 2030. We are also committed to including Scope 3 emissions by focusing on the 3-5 most critical categories, such as purchased de-icing fluid, employee commuting, and business travel, with measurable targets and milestones to ensure progress by 2026. Any residual emissions will be addressed through certified carbon removal initiatives, ensuring alignment with global net-zero standards.



# 4. AVIATOR CARES

In line with the European Sustainability Reporting Standards (ESRS), we have developed the Aviator Cares initiative to seamlessly incorporate our key ESRS points into this model. The Aviator Cares program focuses on four main areas: Care for You, Take Care, Care for Customers and Other Ways to Care.

## 4.1 Take Care

**Take Care** is dedicated to our environmental responsibilities. This includes our Carbon Neutrality Strategy, aiming for a 2030 target, and the implementation of ISO 14001 standards, which enhance operational efficiency by reducing waste, optimizing resource use, and lowering emissions.

In chapter 4, “**Take Care**,” the reader will find information on Aviator’s environmental impact in the following ESRS categories:

- ESRS-E1: Climate change
- ESRS-E2: Pollution
- ESRS-E3: Water and marine resources
- ESRS-E4: Biodiversity and eco systems
- ESRS-E5: Resource use and circular economy

## 4.2 Care for You

**Care for You** emphasizes our commitment to the well-being and development of our employees. We aim to create a supportive work environment that fosters growth, health, and safety using ISO 45001 as a guideline.

In Chapter 5, “**Care for you**,” the reader will find Aviator’s social impact on the following ESRS category:

- ESRS-S1: Own workforce

## 4.3 Care for Customers

**Care for Customers** focuses on providing exceptional service to our clients, ensuring that we meet their needs while adhering to sustainable practices. Additionally, our procedures for Know Your Customer (KYC) and cybersecurity ensure the safety and privacy of our clients' information. We also follow ISO 9001 standards to maintain high-quality management systems, ensuring continuous improvement and customer satisfaction.

In Chapter 6, “**Care for Customers**,” the reader will find information on Aviator’s governance structure, reporting under the following ESRS category:

- ESRS-G1: Business conduct

## 4.4 Other Ways to Care

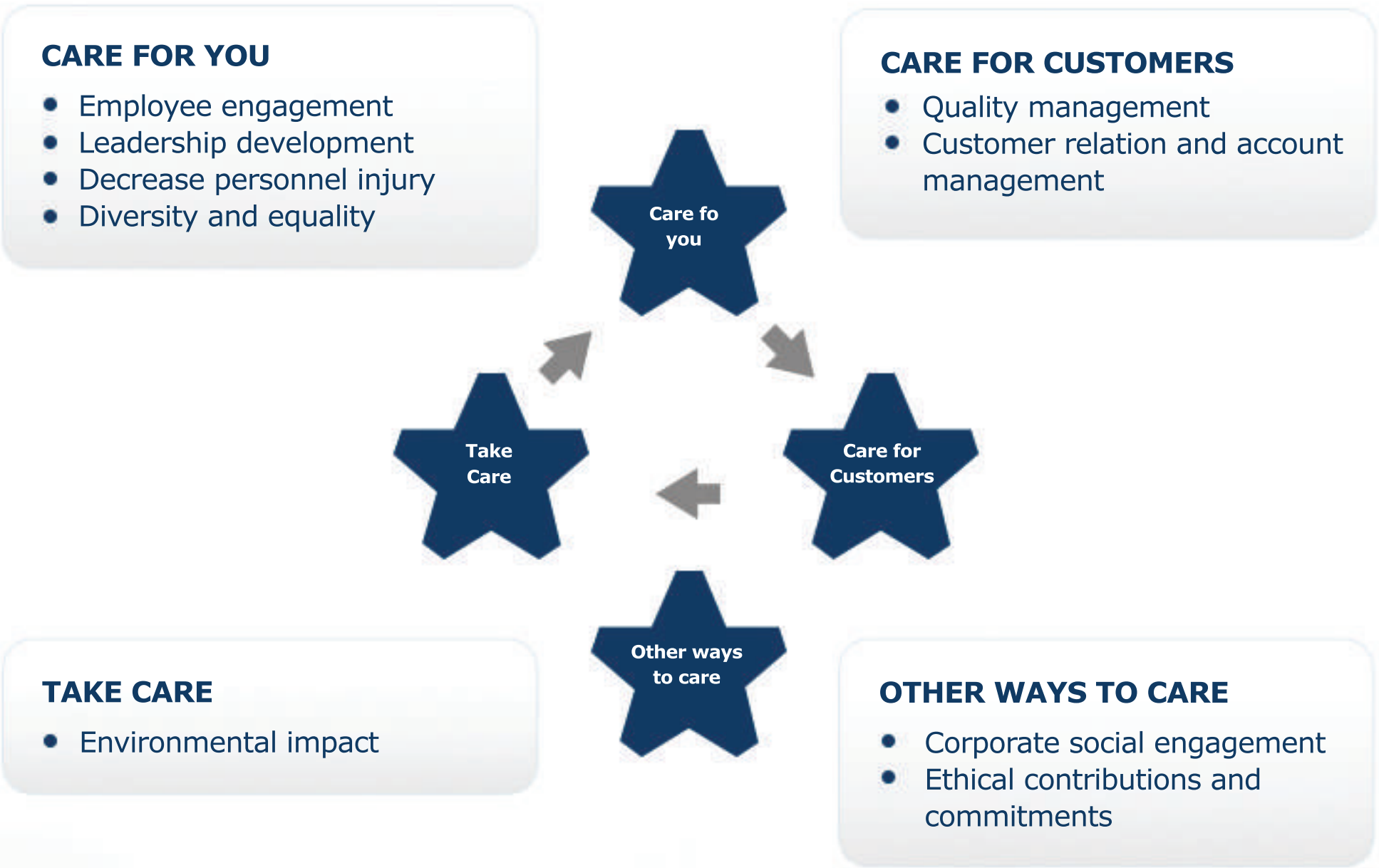
**Other Ways to Care** focuses on Aviator's commitment to social sustainability and ethics externally. Our main focus is our commitments and contributions to the Mashimoni Children Center. We aim to support the center through various initiatives, including educational programs, health services, and community development projects. By partnering with local organizations, we strive to make a positive impact on the lives of children and families in the community, promoting long-term social and economic development.

In Chapter 6, “**Other Ways to Care**,” the reader will find information on Aviator’s governance structure, reporting under the following ESRS category:

- ESRS-S3: Affected communities

# 4.5 Aviator Cares Summary

Together, these elements form a comprehensive approach to sustainability that aligns with our goal of achieving carbon neutrality by 2030 and ensures that we enhance our reputation, maintain a competitive advantage in the aviation sector, and progressively work towards the global sustainable development goals.



# 5. Take Care

## 5.1 ISO 14001 - Environmental Management

We are proud to announce that we received ISO 14001 certification in 2024. ISO 14001 is an internationally recognized standard for environmental management systems (EMS), helping organizations minimize their environmental footprint, comply with regulations, and improve sustainability. For a ground handling company, implementing ISO 14001 enhances operational efficiency by reducing waste, optimizing resource use, and lowering emissions.

Compliance with this standard not only ensures regulatory adherence but also strengthens the company's reputation with airlines and customers seeking environmentally responsible service providers. By systematically managing environmental risks and opportunities, ISO 14001 supports long-term sustainability, cost savings, and a competitive advantage in the aviation sector.

This certification is a significant milestone in our journey to integrate ESG into our daily work and to achieve our 2030 target of carbon neutrality in operations. <sup>14 15</sup>

## 5.2 Climate Change & Pollution

Aviator is targeting carbon neutrality in our operations (Scopes 1 and 2) by 2030. We are also committed to including Scope 3 emissions by focusing on the three to five most critical categories, with measurable targets and milestones to ensure progress by 2026. Residual emissions will be addressed through certified carbon reduction initiatives, ensuring alignment with global net-zero standards. <sup>16 17 18</sup>

In alignment with the CSRD standard and the goal of achieving carbon neutrality in our operations, our 2024 figures will establish a baseline for our Scope 3 emissions. Our analysis indicates that the most significant sources of Scope 3 emissions today are employee commuting, business travel, and purchased goods and services (particularly the purchase of de-icing fluid – glycol). <sup>19</sup>

<sup>14</sup> ESRS E1-5: Environmental management system implementation

<sup>15</sup> ESRS E1-2: Strategies for carbon neutrality and emissions reductions

<sup>16</sup> ESRS E1-6: Disclosure of greenhouse gas emissions

<sup>17</sup> ESRS E1-9: Scope 3 emissions management and reduction strategies

<sup>18</sup> ESRS E2-3: Pollution reduction through optimized resource use

<sup>19</sup> ESRS E2-5: Supply chain emissions



### 5.3 Our Vehicle Fleet

We continue to invest in electrical GSE to set a sustainable example within the ground handling community and reduce our carbon footprint with greater efficiency. In Norway, we invested 91 million NOK in new GSE in 2024. <sup>20</sup>

Expanding our Electric GSE fleet is challenging due to high initial costs, technology limits, and vehicle availability. We are also facing challenges with airport infrastructure and the lack of charging points at our biggest airports. To mitigate this, we're focusing on fueling our remaining fuel-driven fleet with HVO100 or similar fossil-free biofuel. In 2024, 56% of our fuel was HVO100. Where HVO100 is not yet available, we continue discussions with our airport facilitators to ensure progress and availability. <sup>21</sup>

Area	Percentage of Electric GSE (2024)
Norway	67%
Sweden	63%
Denmark	47%
Finland	29%
<b>Total</b>	57%

<sup>20</sup> ESRS E1-4: Transition plan

<sup>21</sup> ESRS E1-3: Climate change mitigation

### 5.4 Sustainability Award

We are delighted to announce our significant investments in our fleet, combined with our commitment to purchasing biofuel, which sets a new standard for our customers. In 2024, we proudly received the "Sustainability Award 2024" from the Lufthansa Group at our Arlanda station. This award celebrates our efforts in achieving 100% fossil-free turnarounds using renewable energy and operating a 60% electric GSE fleet.



## 5.5 Sustainable Ground Handling

Gothenburg and Malmö airports, marked in green, are our leading stars when it comes to environmental sustainability, where we have driven all our facilities and vehicles on fossil-free fuel and energy since 2023.

Following the work done in Gothenburg and Malmö, Arlanda (marked in light green) is progressing towards fossil-free operations. In 2024, the total scope 1 and 2 emissions were under 4,000 kg CO<sub>2</sub>, representing a 92% reduction from the previous year. The goal is to achieve fossil-free operations at Arlanda airport by November 2025.

We are also proud to present that our Norwegian stations Bardufoss, Bergen, and Tromsø (marked in yellow) have made the transition to purchasing only 100% renewable energy during 2024 and are closing in on our Swedish neighbors.

- **Green** - Fossil-free in operations, using 100% renewable energy and only HVO100 in fuel-powered vehicles
- **Light green** - Will be fossil free in operations during 2025
- **Yellow** - 100% Renewable energy



## 5.6 Climate Change & Pollution

Starting in 2024, our company will transition from reporting greenhouse gas emissions in CO<sub>2</sub> to CO<sub>2e</sub> (carbon dioxide equivalent) in line with the new Corporate Sustainability Reporting Directive (CSRD). This shift to CO<sub>2e</sub> reflects a more comprehensive life cycle perspective, offering a more accurate representation of our environmental impact. However, we have not conducted our own life cycle assessments. Instead, the calculations are based on the GHG Protocol methodology.

### This approach provides the following benefits:

- **Enhanced Transparency:** Reporting in CO<sub>2e</sub> accounts for all greenhouse gases, giving stakeholders a clearer view of total emissions.
- **Improved Decision-Making:** A standardized approach helps identify emission hotspots and implement targeted reduction strategies.
- **Regulatory Compliance:** Aligning with the CSRD ensures we meet evolving EU sustainability reporting requirements, promoting consistency and comparability across industries.

It strengthens our commitment to sustainability and ensures we adhere to internationally recognized standards. <sup>22 23 24</sup>

<sup>22</sup> ESRS E1-6: Disclosure of greenhouse gas emissions based on the GHG Protocol

<sup>23</sup> ESRS E1-9: Implementation of life cycle assessments and carbon footprint calculations

<sup>24</sup> ESRS E1-1: Alignment with CSRD reporting requirements for emissions transparency



## 5.6.1 Total GHG scope 1 & 2

Scope	KPI	2024	2023
Scope 1	KgCO2e/T/A	1,252,844	1,821,872
Scope 2	KgCO2e/T/A	232,501	286,653

\*T/A (turnaround)

## 5.6.2 Scope 1 & 2 carbon intensity

Scope	KPI	2024	2023
Scope 1	KgCO2e/T/A	6,78	11,05
Scope 2	KgCO2e/T/A	1,26	1,74

\*T/A (turnaround)

## 5.6.3 Total GHG scope 3

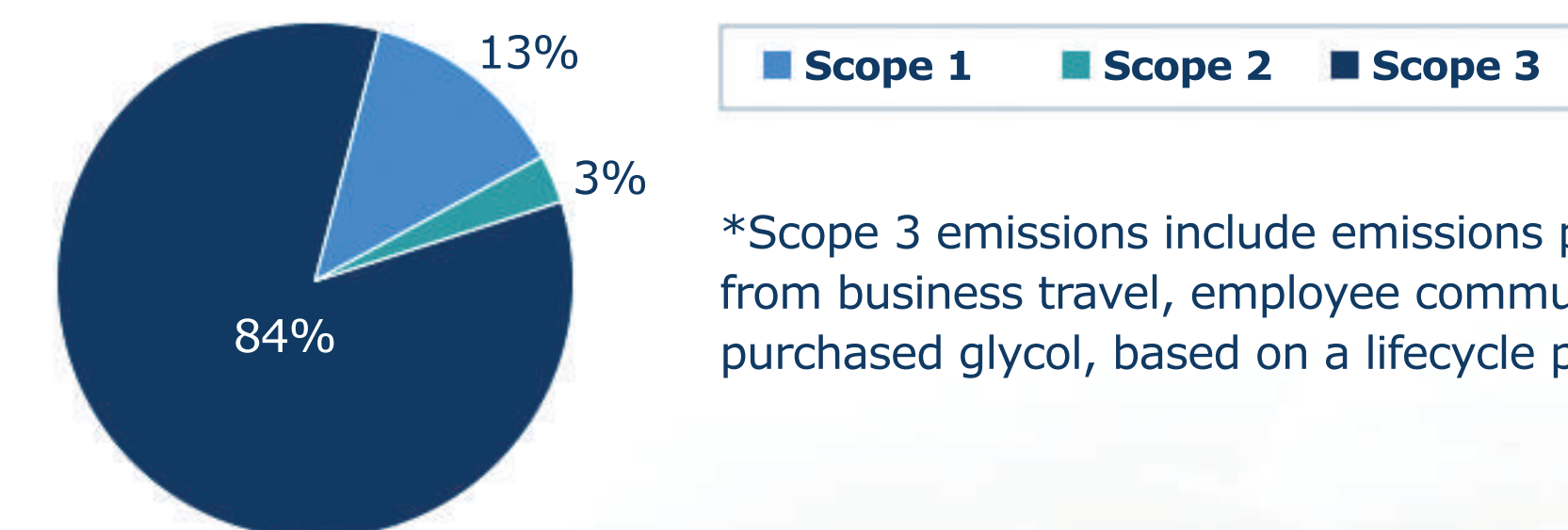
Scope 3	KPI	Result	Description
Employee commuting	Tons of CO <sub>2</sub> e	3,836	Survey
Business travels	Tons of CO <sub>2</sub> e	344	Manual Collection
Upstream purchased goods (Glycol)	Tons of CO <sub>2</sub> e	3,477	Data from suppliers
Scope 3 total	Tons of CO <sub>2</sub> e	8,034	Surveys, manual collections and data from suppliers

## 5.6.4 Scope 3 carbon intensity

Scope 3	KPI	Result	Description
Employee commuting	KgCO2e /FTE*	1,692	Survey
Business travels	KgCO2e /FTE*	152	Manual Collection
Upstream purchased goods (Glycol)	KgCO2e /T/A*	18,8	Data from suppliers

\*FTE (full time employee)  
\*T/A (turnaround)

## 5.6.5 Distribution of Emissions for Scope 1-3



\*Scope 3 emissions include emissions produced from business travel, employee commuting, and purchased glycol, based on a lifecycle perspective.

All scopes and calculations are in accordance with GHG protocol guidelines. CO<sub>2</sub>e factors for Scope 1 and 2 are based on data from the Swedish authority, Energimyndigheten.

Scope 3 CO<sub>2</sub>e factors follow the GHG Protocol. Glycol CO<sub>2</sub>e calculations are based on data from suppliers, using a lifecycle perspective.

# 5.7 Biodiversity, Resource Use, and Circular Economy

## 5.7.1 Lounges

**Food and Beverage:** We have worked intensively to reduce our meat consumption and increase the use of plant-based alternatives, aiming for an 80/20 split. We have also strengthened our collaboration with local suppliers and now offer over 40% organic products. <sup>25</sup>

**Food Waste:** We have made positive progress in our goal of reducing food waste by 10%. Our current result is an average reduction of 7%, and we continue to work towards our target. <sup>26</sup>

**Plastic Waste:** Our efforts to reduce plastic waste have been successful. We have eliminated all problematic plastics and now use only recyclable or compostable packaging in our lounges.

We aim to further reduce meat consumption and increase the share of organic and local products, with a goal of achieving over 50% organic products by 2025. We also plan to introduce additional measures to boost recycling and promote better recycling practices in our lounges, as well as developing new goals for biodiversity and animal welfare for 2025. <sup>27</sup>

<sup>25</sup> ESRS E5-2: Resource use and circular economy

<sup>26</sup> ESRS E4-3: Biodiversity and ecosystem services

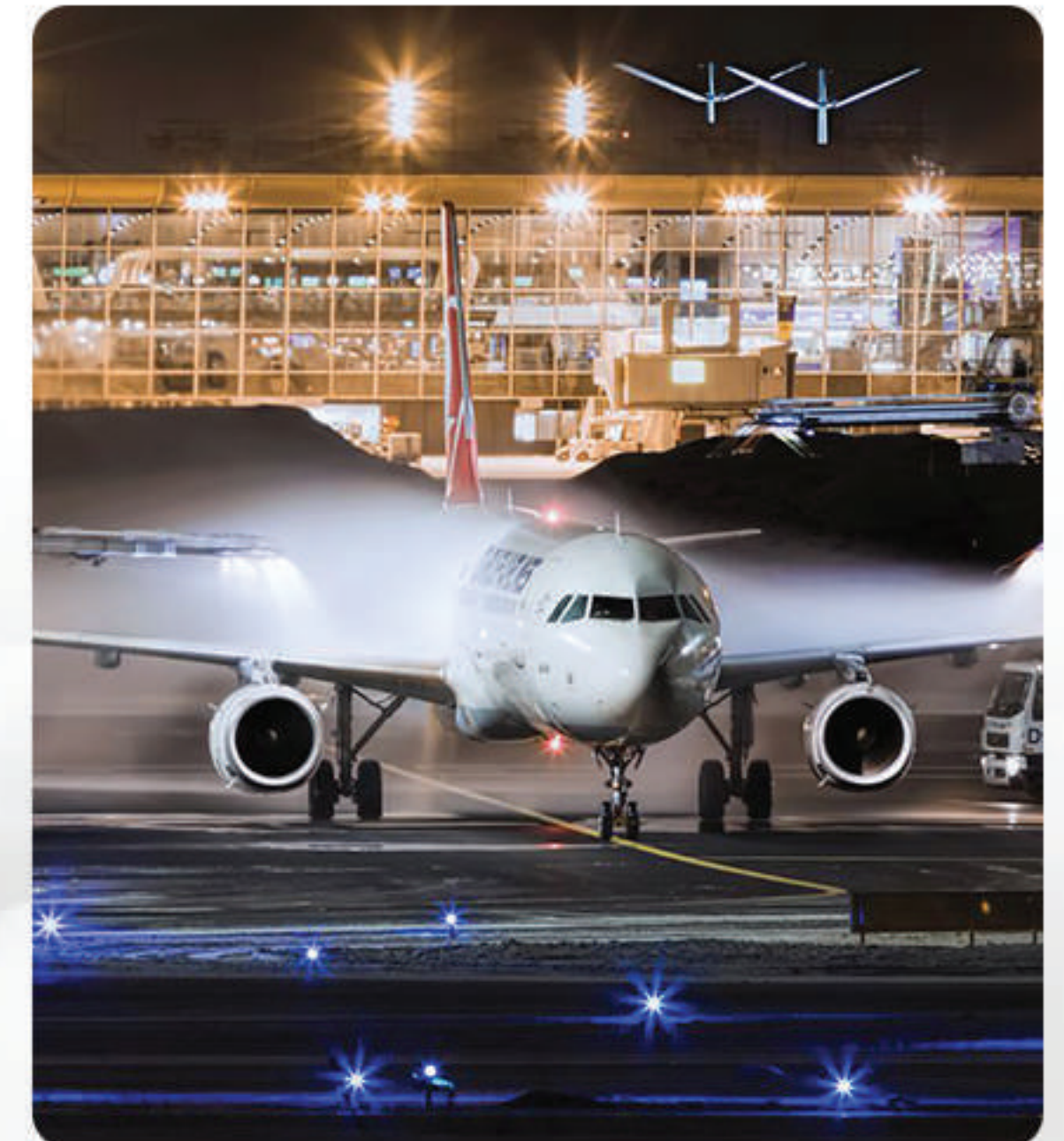
<sup>27</sup> ESRS E4-4: Biodiversity targets

<sup>28</sup> ESRS E4-3: Biodiversity and ecosystem services

## 5.7.2 Chemical Management

In 2024, we advanced safe and responsible chemical management by partnering with EcoOnline in Norway and Sweden. Their online system will enhance our chemical inventory management, risk assessments, and environmental impact tracking.

In 2025, we plan to implement this system across all our stations and work toward reducing our chemical inventory and usage by 10%, as well as cutting environmentally and safety-hazardous chemicals by 10%. <sup>28</sup>



## 6. Care for You

### 6.1 ISO 45001 - Occupational Health and Safety

In addition to ISO 14001, we also received ISO 45001 certification. ISO 45001 is the leading international standard for occupational health and safety management systems (OHSMS), designed to improve workplace safety, reduce risks, and enhance employee well-being. For a ground handling company, implementing ISO 45001 is crucial due to the high-risk nature of airport operations, including aircraft handling, baggage loading, and working in dynamic environments.

By identifying hazards, preventing workplace injuries, and ensuring compliance with health and safety regulations, ISO 45001 promotes social sustainability. A safer work environment increases employee morale, reduces absenteeism, and strengthens the company's reputation as a responsible employer, fostering long-term success in the aviation industry.



<sup>29</sup> ESRS S1-2: Employee engagement

<sup>30</sup> ESRS S1-1: Occupational health and safety

### 6.2 Own Workforce

Providing a safe work environment for our employees is our top priority. This includes safe equipment, well-defined and communicated procedures, instructions, and regulations. Together with training and a close relationship with supervisors, we continuously strive to maintain and improve our level of safety.

The information and regulations on occupational health and safety are contained in the Safety Management Manual (SMM) and the Quality Management Manual (QMM). These manuals structure our work to reduce the risk of injury, deviations, or incidents. These are reported in our deviation reporting system, which is also a way to measure our business success. We do not want Aviator's work environment to cause harm to any employee. It is, therefore, essential for us to ensure a high level of safety.

In Norway, our station manager at TOS was awarded "Game Changer" at the Avia Solution Group awards, and the station manager at BDU won "Personality of the Year" at the ASA Excellence Awards ceremony. <sup>29</sup>

At our HEL station, we dedicated over 25,000 hours to operational staff training and launched a "Safety Focus Campaign." Our KRS station won a safety award from Norwegian Airlines in February 2024. We also conducted a significant safety campaign to reduce load control errors, including live training sessions for loading supervisors from all stations. <sup>30</sup>

## 6.2.1 Accidents at Work

Ensuring the safety and well-being of our employees is our highest priority. In 2024, we faced a tragic incident at one of our stations, where a team member lost their life while performing their duties. Our deepest condolences go to the family, colleagues, and all those affected by this loss.

The incident is currently under police investigation, and while we are unable to disclose specific details, we, together with the Regional State Administrative Agency (Aluehallintovirasto), have conducted an internal accident investigation to identify contributing factors and implement corrective actions. As a result, we have taken immediate steps to enhance safety measures including the following:

- Strengthening operational risk assessments for all tasks
- Revising and clarifying work instructions to improve adherence to safety protocols
- Enhancing oversight and monitoring, especially during night shifts
- Reinforcing a culture of intervention and compliance with safety guidelines
- Exploring additional technical solutions, such as improved visibility measures and warning lights
- Strengthening our Health & Safety organization to improve risk management processes

We remain committed to continuous improvement in workplace safety and ensuring that lessons learned from this incident lead to lasting improvements. <sup>31 32 33</sup>

<sup>31</sup> ESRS S1-14 Occupational health and safety performance monitoring

<sup>32</sup> ESRS S1-13: Strengthening governance structures for workplace safety

<sup>33</sup> ESRS G1-1: Governance and strategic approach to safety management

<sup>34</sup> ESRS G1-2: Implementation of security protocols to protect sensitive information

<sup>35</sup> ESRS S4-4: Continuous monitoring and risk mitigation

<sup>36</sup> ESRS S1-14: Occupational health and safety performance monitoring

<sup>37</sup> ESRS G1-3: Risk management and continuous improvement in safety performance

## 6.2.2 Safety Performance Indicators

For safety-related matters, Aviator currently focuses on three SPIs (Safety Performance Indicators): personal injuries, load control errors, and aircraft damages. The SPI is based on incidents divided by 1,000 departures over the running 12 months. <sup>34 35</sup>

Year	SPI for Personal Injuries	SPI for Load Control Errors	SPI for Aircraft Damages
2023	0,56	0,82	0,10
2024	0,56	0,85	0,13

2024 was a challenging year, during which we saw a rise in both load control errors and aircraft damages. Aviator is determined to see this as an opportunity to learn and to grow. Our full focus is on achieving positive progress in these SPIs when we report on them again next year.

In early 2025, our Safety Office underwent restructuring. Our previously titled Safety Coordinators have now been promoted to Safety Managers. This change is intended to result in more precise responsibilities to ensure hands-on safety monitoring and assurance. Aviator is constantly looking for new and improved solutions and tools for all safety and quality assurance-related processes, and we aim to implement a new reporting and risk assessment tool in place during the first half of 2025. <sup>36 37</sup>

## 6.3 Diversity and Equal Opportunity

At Aviator, we believe that diversity and equal opportunity are fundamental to our success. We understand that the diverse perspectives and ideas of our team make us stronger together.

We proudly provide opportunities to individuals regardless of their ethnicity, religion, sexual orientation, gender, disability, or age. Our commitment to inclusivity reflects the diversity of the society we serve and the wide range of passengers we encounter every day.

### 6.3.1 Diversity KPIs

#### Employee Category - Gender Distribution

The table below shows the breakdown of employees by gender across two categories: Country Management Teams and all employees in total.

- Country Management Teams:** There are 33 individuals in the management teams, with 24 males and 9 females. This results in 73% male and 27% female representation in these roles.
- Employees:** The total number of employees is 2,338, with 1,789 males (77%) and 549 females (23%). This ratio reflects the overall gender balance in the workforce.

In 2024, the higher number of male employees hired, especially in non-management roles, has contributed to a greater percentage of males in the workforce compared to previous years.

Employee Category	Male	Female	Total	% Male	% Female
Country Management Teams	24	9	33	73%	27%
Employees	1 789	549	2 338	77%	23%



### 6.3.1 Diversity KPIs

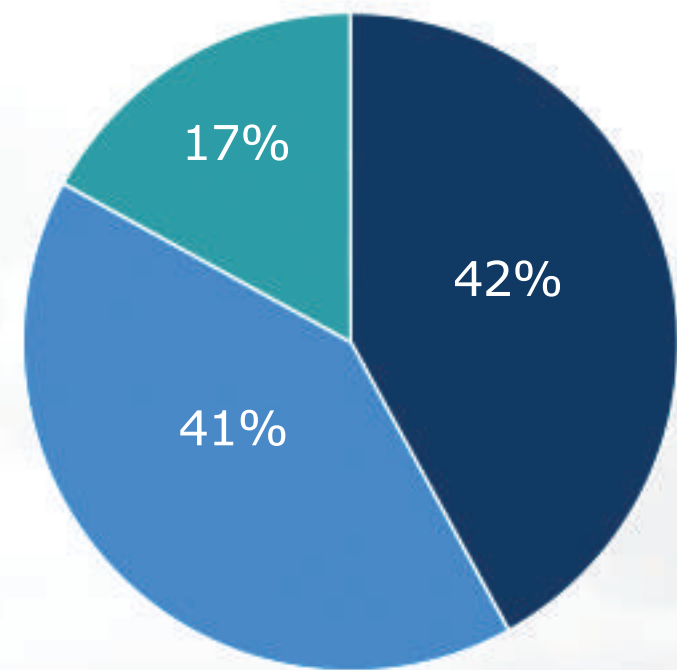
#### Employee Category - Age Distribution

The table below also provides a breakdown by age group, showing the number of employees in three categories: under 30, between 30 and 50, and over 50 years old.

- Country Management Teams:** In this category, the age distribution is predominantly between 30-50 years old, with 27 individuals in this group (82%). There are 6 individuals over 50 years old (18%), and none under 30 years old (0%).
- Employees:** For the total employee group, we have 984 individuals under 30 years old (42%), 955 individuals between 30-50 years old (41%), and 394 individuals over 50 years old (17%).

The large proportion of younger employees (under 30) within the broader employee category reflects significant hiring during 2024, particularly among individuals in this age group.

Age Diversity of Employees

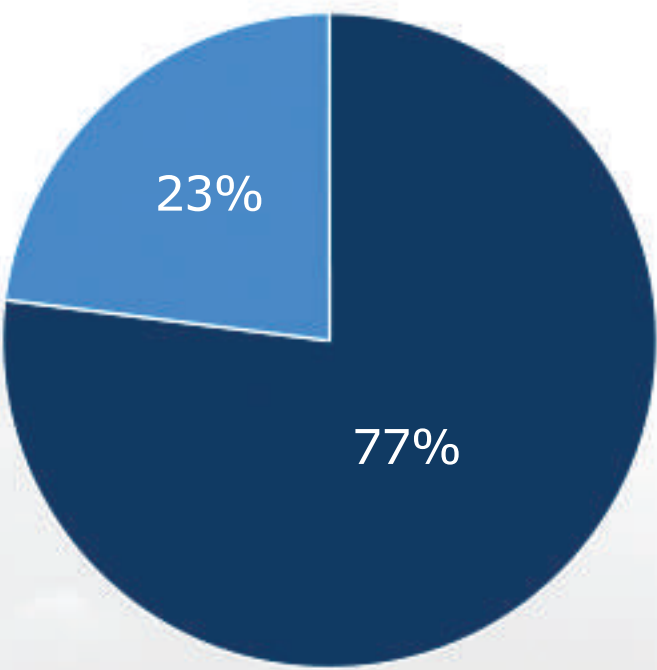


% Age <30

% Age 30-50

% Age >50

Employee Diversity



Male

Female



Employee Category	Age <30	Age 30-50	Age >50	Total	% Age <30	% Age 30-50	% Age >50
Country Management Teams	0	27	6	33	0%	82%	18%
Employees	984	955	394	2338	42%	41%	17%

### 6.3.3 Bridging the Gender Gap

We are proud to lead the way in creating a more inclusive aviation industry. At Gothenburg Landvetter Airport, women now represent 22% of our ramp staff — a remarkable achievement compared to the global average of just 4.9% in similar positions.

This progress reflects our dedication to fostering diversity, strengthening team dynamics, and championing women in aviation. By supporting initiatives such as our all-female aircraft turnaround team, we continue to drive a more inclusive and balanced future for the industry.



**Aviator Airport Alliance - Closing the Gender Gap in Ground Services**



## 6.4 Engagement Survey

The engagement survey results over the past four years show positive development in both the Leadership Index and the Employee Satisfaction Index. These figures reflect our ongoing efforts to create a supportive and motivating workplace, while also highlighting areas where we can continue to improve.

To maintain this upward trend, we must set clear and achievable yearly growth targets. By investing in leadership quality and fostering a positive work environment, we can ensure that both indexes reflect the evolving needs and well-being of our employees. Regularly analyzing survey feedback and implementing targeted action plans will be crucial to achieving our future goals.

Leadership Index				
2021	2022	2023	2024	Target
37,06%	54,38%	50,91%	43,00%	56%

Employee Satisfaction Index				
2021	2022	2023	2024	Target
30,56%	33,44%	63,45%	64%	69%

## 6.5 Employee Turnover and Absentee Rate

Employee turnover has shown notable improvement, decreasing from 26.6% in 2022 to 20.3% in 2023. However, the slight increase to 22.4% in 2024 signals a need for further action. To reach our target of reducing turnover, we will prioritize retention strategies such as enhanced employee engagement, clear career advancement paths, and improved workplace conditions.

Employee Turnover			
2022	2023	2024	Target
26,60%	20,30%	22,4%	Year-to-year Improvement

The absentee rate has also improved, decreasing from 6.44% in 2022 to 4.7% in 2023. Unfortunately, there was a slight rise to 5.2% in 2024, moving us away from our target of 4%. To address this, we will focus on employee well-being initiatives, flexible work arrangements, and proactive health support programs to minimize absenteeism.

Absentee Rate			
2022	2023	2024	Target
6,44%	4.70%	5,20%	4%

## 6.6 Training

### Leadership Programs

- Continuation of the leadership program for supervisors.
- Introduction of a dedicated leadership training program for managers.
- Strategic plan for further development through an extended program, reinforcing leadership capabilities across Aviator.
- This initiative contributes to workforce training and skills enhancement, ensuring employee development and leadership succession planning. <sup>38</sup>

### Focus on Trainers

- Strong emphasis on trainer development through multiple initial "Train the Trainer" courses, ensuring highly competent trainers.
- Introduction of specialized training programs for mentors and on-the-job trainers to strengthen the training framework.
- Further development of trainer programs with standalone modules, enhancing overall trainer competence.
- Investment in trainers ensures employees receive high-quality education, improving long-term employability and competence. <sup>39</sup>

### Training Inspections

- Implementation of training inspections ensures continuous monitoring and follow-up throughout the training process.
- Aim to enhance training efficiency and adaptability for all employees.
- Training inspections ensure the effectiveness of learning processes, optimizing workforce productivity and adaptability. <sup>40</sup>

### AI in Course Development

- Introduction of AI-powered tools in course development.
- AI, when used correctly, serves as an effective tool to improve and refine training materials.
- Integration of AI supports digital transformation and training optimization, aligning with sustainable workforce practices. <sup>41</sup>

<sup>38</sup> ESRS S1-1: Employee Training and Development

<sup>39</sup> ESRS S1-2: Skills development and employability

<sup>40</sup> ESRS S1-3: Employee performance and productivity

<sup>41</sup> ESRS S2-6: Innovation and digitalization in training

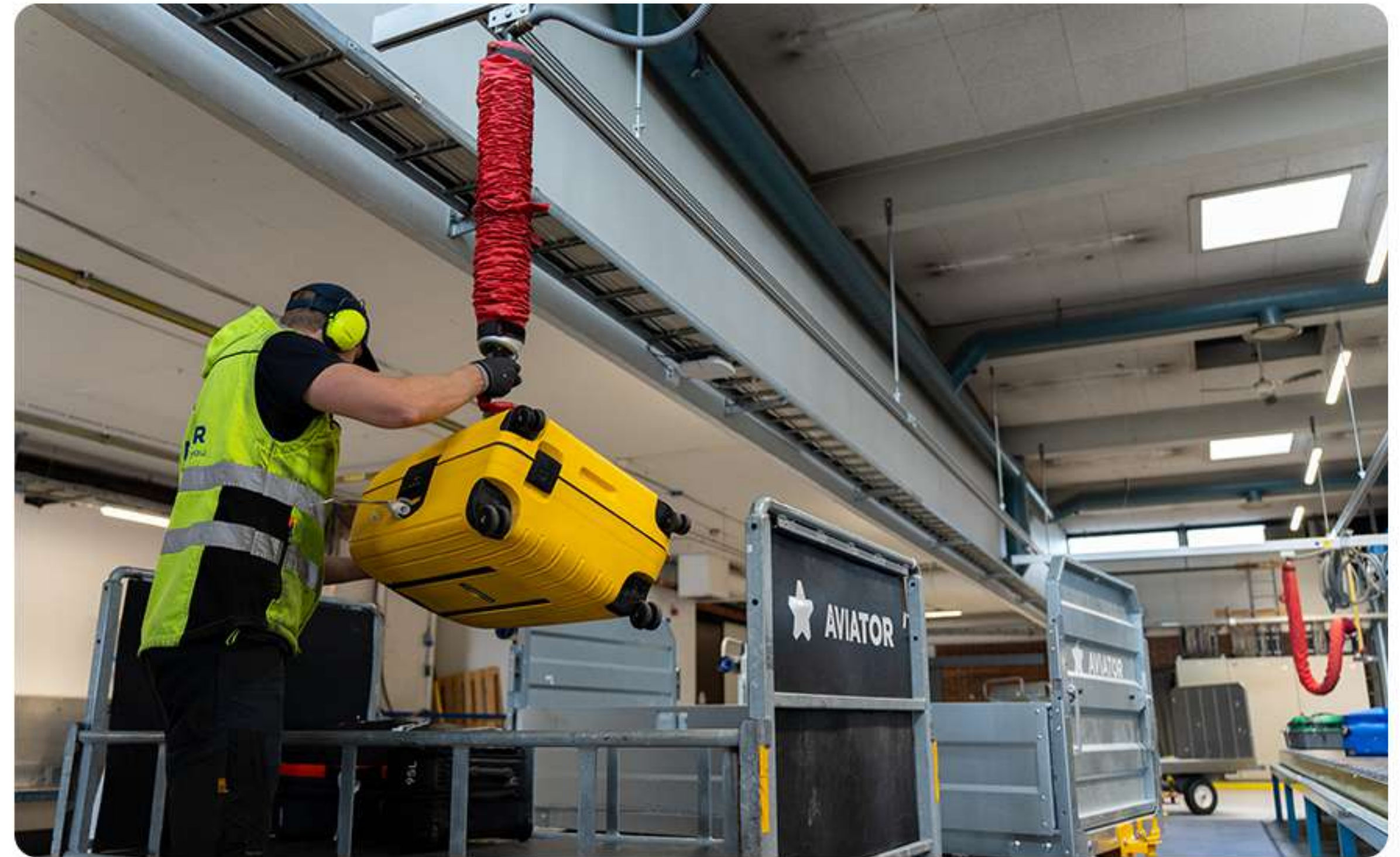
## 6.7 Human Rights and Supplier Responsibility

We are firmly committed to upholding human rights throughout our operations and supply chain. All our counterparties are required to adhere to our Suppliers Code of Conduct, which outlines clear expectations regarding human dignity, ethical labor practices, and compliance with international human rights standards.

The Code includes, among others, the following commitments: fair and competitive wages, prohibition of harassment, bullying, and discrimination, a strict ban on child labor and forced labor, voluntary employment without retention of personal documents or recruitment fees, and respect for freedom of association. It also requires that all employment terms be transparent and that safe and harassment-free working conditions be maintained. Suppliers must ensure equal opportunity and non-discrimination in the workplace.

Suppliers are evaluated through a Know Your Counterparty (KYC) process, which is updated periodically, especially for long-term partnerships. While we do not currently conduct formal supplier audits, we regularly review publicly available information that may indicate human rights violations. Any supplier associated with such issues is considered high-risk and required to disclose relevant mitigation measures. However, disclosure alone does not guarantee continued cooperation.

Supplier selection is guided by criteria outlined in our Procurement Policy, with a strong emphasis on legal compliance, ethical business practices, and adherence to our Code of Conduct.



Within our own operations, we are governed by various national labor laws, including the Swedish Co-Determination Act (MBL), and maintain several collective agreements reflecting our respect for the rights of employees and trade unions. Regular collaboration with union representatives occurs through 10 local and 4 central meetings annually. These partnerships ensure transparent dialogue and co-determination on matters affecting working conditions.

# 7. Care for Customers

**Our customers are the foundation of Aviator, and our collective efforts strive to meet their expectations and help them in their development by focusing on our contribution. A sustainable business depends on Sustainable Customer Relations, which is one of Aviator’s strategic focus areas. Aviator has a vision to be the leading aviation service provider in terms of customer satisfaction – today and every day.**

**At our HEL station, we were recognized as the "Outstanding Ground Handling Agent" by Sichuan Airlines and "Station of the Year" by Japan Airlines.** <sup>42</sup>

## 7.1 ISO Management Systems

For a ground handling company, strong governance means reduced operational risks, improved efficiency, and better regulatory alignment, all of which directly benefit airline clients. ISO 14001 ensures responsible environmental practices, reducing carbon footprints and improving sustainability efforts that align with airlines’ ESG goals. ISO 9001 guarantees high-quality service, minimizing errors and delays, which leads to increased customer satisfaction and trust. Meanwhile, ISO 45001 ensures a safer work environment, reducing accidents and disruptions that could impact airline operations.

By integrating these three standards, Aviator not only demonstrates commitment to responsible business practices but also provides reliable, safe, and sustainable services that positively impact airlines and passengers alike. This comprehensive governance approach strengthens partnerships, enhances reputation, and offers a competitive advantage in the aviation industry. <sup>43 44 45</sup>

### 7.1.1 ISO 9001 - Quality Management

ISO 9001 is a globally recognized quality management system (QMS) standard that enhances organizational efficiency, customer satisfaction, and regulatory compliance. For a ground handling company, ISO 9001 ensures a structured and consistent service delivery, reducing errors, improving safety, and meeting airline and regulatory requirements. It strengthens governance by providing a clear framework for risk management, continuous improvement, and process optimization.

By fostering a culture of quality, the standard enhances operational reliability, builds trust with clients, and improves overall service performance, ultimately leading to higher customer satisfaction and business growth. <sup>46 47</sup>



<sup>42</sup> ESRS S2-1: Customer relationships

<sup>43</sup> ESRS E1-4: Environmental management and carbon footprint reduction

<sup>44</sup> ESRS G1-1: Governance structures ensuring operational efficiency and compliance

<sup>45</sup> ESRS S1-14: Workplace health and safety improvements

<sup>46</sup> ESRS G1-1: Corporate governance and structured service delivery

<sup>47</sup> ESRS G1-3: Continuous improvement and risk management strategies

## 7.2 The Care for Customers Process

To ensure high customer satisfaction and strong partnership with Aviator’s customers, we follow our **Care for Customers Process**, which includes clear, decentralized contract ownership. Our Customer Care Process is a collective effort that begins with our number one priority — safety — and a local station ownership approach to contracts. This drives our operations to deliver a quality of service that meets or exceeds our customer expectations.

Aviator aims to differentiate itself in the market by establishing partnerships with strong personal relationships. Strengthening and maintaining close relationships with our customers is one of our core values and a key area of focus. Over the past few years, many of our customers have highlighted this aspect, reinforcing our approach. Aviator is more than just a service provider — we are a partner. <sup>48 49</sup>

- Contracts are owned by the stations, which are deeply involved in customer care, prolonging partnerships, and winning new customers. The stations are supported by Commercial Managers (CMs) and the Chief Commercial Officer (CCO), who are responsible for managing and maintaining customer relationships during and beyond the contract period.

Customers interactions have a personal touch. Internal follow-ups are structured, transparent, and coordinated across stations and countries.

## 7.3 Customer Experience Survey

As part of Aviator’s ongoing commitment to delivering quality and value-added services, we ask our customer for their feedback to help us improve our service delivery. We highly appreciate sincere and open feedback from our customers, as it helps us understand how we can take our partnerships to the next level.

The survey is based on the Net Promoter Score (NPS) methodology, using values from 1-10, so Aviator can track our NPS year over year. We ask our customers to rate Aviator in 10 different areas.

This year, we added additional free-text comment boxes at the end of the survey questions, allowing the customers to elaborate on their answers and scores. This provides Aviator with valuable, detailed customer feedback — an important part of Aviator’s constant strive to improve ourselves.

This year, we received 44 responses from 34 individual airline customers.

Year	NPS overall score	Description
2024	40	Survey
2023	52	Survey
2022	36	Survey

In our 2030 strategy, we have set an ambitious target of reaching a total NPS of 55, with no area scoring below 50.

<sup>48</sup> ESRS S1-8: Customer relations and decentralized contract ownership

<sup>49</sup> ESRS S4-1: Structured follow-up and long-term customer engagement

## 7.4 Business Conduct and Corporate Culture

In 2020, we introduced our Know Your Customer (KYC) process, a pivotal step in our ongoing journey. This process was further refined and fully implemented in 2022. It is a mandatory procedure for identifying and verifying the identity of our clients and suppliers before initiating collaboration and at defined intervals thereafter. This diligent client onboarding process not only enhances security but also helps detect and prevent money laundering, terrorism financing, and other illicit financial activities. Suppliers are also required to adhere to Aviator's Supplier Code of Conduct, which outlines ethical standards and practices, including labor rights, environmental regulations, and fair business practices. <sup>50</sup>

## 7.5 Management of Relationships with Suppliers

The aviation industry is highly competitive and carries a risk of corruption. Since corruption can involve many grey areas, Aviator addresses it clearly through an anti-corruption policy and the Code of Conduct. Additionally, all of Aviator's counterparties are subject to the KYC process and Aviator's Supplier Code of Conduct, reinforcing our commitment to combating money laundering, corruption, and the financing of terrorism.

In 2023, Aviator implemented a process and system for declaring and managing potential conflicts of interest. Throughout the year, we had no reported incidents of corruption. Nevertheless, we continuously train our governing body and employees on how to act in order not to get involved or be affected by corruption. <sup>51</sup>

<sup>50</sup> ESRS G1-8: Internal control processes

<sup>51</sup> ESRS G1-8: Internal control processes

<sup>52</sup> ESRS S4-4: Employee training and development

## 7.6 Continuous Improvement

We are focused on developing LEAN management, aiming to achieve a culture where employees are proactive, engaged, and committed to continuous improvement and safety. Implementing the 5S methodology, we have reduced wait times, optimized use of space and materials, and enhanced workplace safety in operational processes. Additionally, we have standardized processes to enhance operational consistency, improve efficiency, and ensure high-quality and safe service delivery across all ground handling activities.

Looking ahead, we plan to further embed LEAN thinking across various departments, fostering a culture of continuous improvement, safety, and efficiency. We are introducing comprehensive LEAN training programs, including e-learning and classroom sessions, to equip our employees with valuable skills and knowledge in LEAN methodologies. This training aims to enhance efficiency and operational excellence. <sup>52</sup>



## 7.7 IT projects & Cyber Security

### 7.7.1 Unified On/Off-Boarding Process

We have successfully unified the on/off-boarding process across different departments in Norway by developing a PowerApp platform. This platform enables managers to request all necessary actions during on/off-boarding through a single interface, with tasks automatically assigned to the relevant departments. It also provides real-time status updates, ensuring transparency and efficiency. <sup>53 54</sup>

### 7.7.2 Cyber Security Enhancements

Over the past year, we have focused extensively on enhancing our cyber security measures to protect against cyber threats. We have implemented Multi-Factor Authentication (MFA) for all systems containing confidential or personal data, ensuring secure access. Additionally, most of our systems now send logs to a centralized log management solution, which is continuously monitored by our Security Operations Center (SOC) team. We will continue to extend these security measures to the remaining systems in 2025. <sup>55 56</sup>

### 7.7.3 Modernizing Communication Systems

We have transitioned MMX from outdated legacy radio communication to a modern, digital communication system. This upgrade has significantly improved communication efficiency, collaboration capabilities, flexibility, security, and scalability. It also extends communication beyond previous range limitations, facilitating interaction with other stations and external customers. We plan to complete the migration for the remaining stations later this year (2025). <sup>57 58</sup>

### 7.7.4 CPH Arrival Services

The automation of arrival services in CPH which enabled the passenger to report their lost luggages through self service portal. The created portal have the communicated with CPH airport BRS solution and customs and checking all the required details automatically and sending necessary data to customs which is a requirement. <sup>59 60</sup>

<sup>53</sup> ESRS G1-1: Governance of IT systems and process optimization

<sup>54</sup> ESRS G1-3: Risk management and operational efficiency

<sup>55</sup> ESRS G1-2: Implementation of security protocols to protect sensitive information

<sup>56</sup> ESRS S4-4: Continuous monitoring and risk mitigation

<sup>57</sup> ESRS G1-1: Governance of communication infrastructure improvements

<sup>58</sup> ESRS S1-8: Employee accessibility and operational enhancements

<sup>59</sup> ESRS G1-3: Process efficiency and incident management

<sup>60</sup> ESRS S4-1: IT service impact on operational continuity and customer service

# 8. Other Ways to Care - The Mashimoni Initiative

## 8.1 Corporate Social Engagement

At Aviator, we are dedicated to making a real impact beyond our core business, and our partnership with the **Mashimoni Children Centre** in Kenya is a key part of our social sustainability efforts.

The initiative began in 2011 when two Norwegian teenagers visited Kibera, one of Africa’s largest slums, and became acutely aware of the stark contrast between their privileged upbringing and the hardships faced by children there. This inspired them to establish the **Mashimoni Children Centre**, providing a safe home and education for orphaned and neglected children. Since its inception, the center has grown significantly, relocating from Kibera to Malaa and, eventually, to Kitengela, a suburb of Nairobi. Today, 65 children, aged 2 to 18, receive quality education and a brighter future through this initiative. <sup>61 62</sup>

### A Sustainable Approach at the GHI Conference

As part of our ongoing commitment to sustainability, we took a different approach at the **GHI Conference**. Instead of distributing the usual branded corporate gifts, such as pens, notepads, and bags, we chose to make a donation to the **Mashimoni Children Centre** on behalf of every customer we met. This decision was driven by both environmental considerations and our strong social values. The response to this initiative has been overwhelmingly positive, and all participating airlines have now received letters of gratitude from Mashimoni. <sup>63 64</sup>

<sup>61</sup> ESRS S4-2: Description of how the initiative contributes to the well-being of affected communities and social cohesion.

<sup>62</sup> ESRS S1-1: Impact on children’s rights and access to education

<sup>63</sup> ESRS S4-1: Explanation of how corporate actions support affected communities

<sup>64</sup> ESRS G1-2: Corporate decision-making regarding ethical business practices

<sup>65</sup> ESRS S1-2: Impact of company-led initiatives on education and learning environments

<sup>66</sup> ESRS S4-3: Description of corporate philanthropy and targeted community investments

<sup>67</sup> ESRS S1-8: Employee involvement in corporate social initiatives

<sup>68</sup> ESRS G1-1: Ethical considerations and company culture regarding corporate engagement in social responsibility



### A Collective Gift for a Brighter Future

Every year, Aviator employees contribute to making a meaningful difference, and this Christmas, we once again increased our donation to support the construction of new classrooms for the Junior Secondary School at Mashimoni. These classrooms will provide students with a safe and nurturing learning environment in which they can excel academically. <sup>65 66</sup>

### Aviator Employees in Action

To further engage our team, we are offering two employees the opportunity to travel to Kenya in April (2025) to visit Mashimoni and witness firsthand the impact of our contributions. <sup>67 68</sup>

At Aviator, we believe that true sustainability is about taking action — both environmentally and socially. Our partnership with Mashimoni isn’t only about financial support, but about creating real opportunities for a better future.



# Thank you for your support!

**With appreciation, Sara J. Østrem, Mashimoni Children Center**

On behalf of myself, Sara, and everyone at Mashimoni Children Center, I want to express our heartfelt gratitude for your generous contribution. Your support plays a vital role in our mission to provide a safe and nurturing environment for children. This contribution will be used to build classrooms for our Junior Secondary School, ensuring that the children have access to quality education in a space where they can learn and thrive. Additionally, your generosity helps provide nutritious meals, warmth, and essential resources, giving these children the foundation they need to dream of a brighter future. Each step we take forward is made possible by you, and we are deeply moved by your kindness. Your contribution not only supports immediate needs but also creates opportunities that will have a lasting impact on their lives. Thank you for being part of this journey with us. <sup>69</sup>



**Service that moves you**

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