

# Sustainability Report 2021



## CEO's comments

**Even though the year was significantly impacted by the pandemic and 2021 was still one of the most challenging years in the history of the aviation industry Aviator has had an important year of growth and new and strengthened partnerships. As volumes increased gradually during the summer and fall of 2021 our outlook is bright although it is still uncertain. I am proud that numerous new and existing customers put their trust in Aviator which is a result of our team's amazing efforts and commitment.**

2021 was a successful year for Aviator, we extended and expanded several existing contracts with our long-term partners that include such well-known and respected names like Scandinavian Airlines, Finnair, EasyJet, FedEx, UPS, and many others. At the same time, our team managed to sign new partnership agreements with Ryanair, a new Norwegian airline Flynor, and a new Icelandic low-cost airline PLAY. Renewed as well as brand new contracts prove that industry professionals value our expertise and high-quality services. We are delighted to have such trusted industry giants working with us.

During the year Aviator has increased its focus on sustainability. For years, the aviation industry has been working to find ways to reduce its impact on nature. Aviator has been on a mission to aid in the efforts of making aviation a more sustainable and green industry, hence an increasing part of aircraft turnarounds are today carbon neutral. Gladly, our green ambitions are fueled by the need of new and existing clients' requirements for new and improved GSE. To meet the needs and demands of our clients, who expect quality and professionalism every step of the way, we have invested in a high amount of new equipment.

Through the acquisition of new equipment, Aviator not only addresses the needs of their clientele but also their impact on the environment. Currently, a large part of Aviator's GSE is already electric, yet we always strive to buy electric GSE when possible, which will increase the number of our sustainable machinery significantly over the years to come. The introduction of the new GSE marks Aviator's next step towards more sustainable and eco-friendly operations, under the company's sustainability plan with the target to be carbon neutral by 2026.

During the year we had several initiatives that will help the company operate in a more sustainable way, like strengthening the "Know your customer" (KYC) process in prevention of money laundering, corruption and the financing of terrorism, to the already mentioned Ground support equipment improvement, for example introducing Vestergaard electrical chassis and FB600EL electric tow tractor in our daily operations. Additionally, several of Aviator's ground handling stations are using renewable HVO Diesel (Hydrotreated Vegetable Oil).

This is our fifth consecutive sustainability report, we can present comparable numbers as well as our future goals and focus areas. We use this report not only to display the topics mentioned above internally and externally, but it is also a way to ensure we drive our sustainability work in a structured manner.



**Jo Alex Tanem**  
CEO, Aviator

# 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 aircrafts while on ground. This includes Passenger and Baggage Handling, Lounge Services, De-icing, Cargo and full Freight Handling, PRM Services and the Nordic Dino Aircraft Washing Robot. Our customer-oriented solutions can meet the highly varied service needs of five-star airlines, low-cost airlines and cargo airlines.**

## 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 on the last years, Aviator has strengthened its position as an independent Nordic Ground-handling company. We are continuously growing and willing to expand even more in order to deliver qualified services for our current customers.

Aviator actively employed more than 1 500 people in 2021. The group started in Scandinavia and has now developed throughout the Nordics, being a full-range provider for Aviation Services.

Even though Ground Handling, De-icing and Lounge are the largest service areas for Aviator, other adjacent services are also part of the service portfolio, such as Workshop and PRM Services.

| Ground handling  | Cargo handling   | De-icing   | Lounge   | Other services  |
|--|--|--|--|---|
|  <ul style="list-style-type: none"> <li>• Ramp handling</li> <li>• Passenger services</li> <li>• Load control</li> <li>• Flight operations and crew administration</li> <li>• Crew transportation</li> <li>• Ticketing</li> </ul> |  <ul style="list-style-type: none"> <li>• Freight handling</li> <li>• Mail handling</li> <li>• Freight ramp services</li> <li>• Document handling</li> <li>• Warehouse service</li> </ul> |  <ul style="list-style-type: none"> <li>• De-icing</li> <li>• Anti icing / preventive de-icing</li> <li>• Snow blower</li> <li>• Fan blade heating</li> <li>• External de-ice training and support</li> </ul> |  <ul style="list-style-type: none"> <li>• Operating Aviator branded lounges</li> <li>• Co-branded Aviator lounges</li> <li>• Membership collaborations</li> <li>• Walk-in segment</li> </ul> |  <ul style="list-style-type: none"> <li>• Removal of de-icing fluid</li> <li>• PRM services</li> <li>• UM services</li> <li>• General aviation handling</li> <li>• Interior aircraft cleaning</li> <li>• Exterior aircraft cleaning</li> </ul> |

Aviator is a Nordic one-stop shop for aviation services. We are a full-range provider of aviation services, taking care of passengers and equipment at 15 airports from Copenhagen to Tromsø. There is a continued focus to grow further, in existing and adjacent business, in 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 then ensure our service meets them.

## Some of our customers



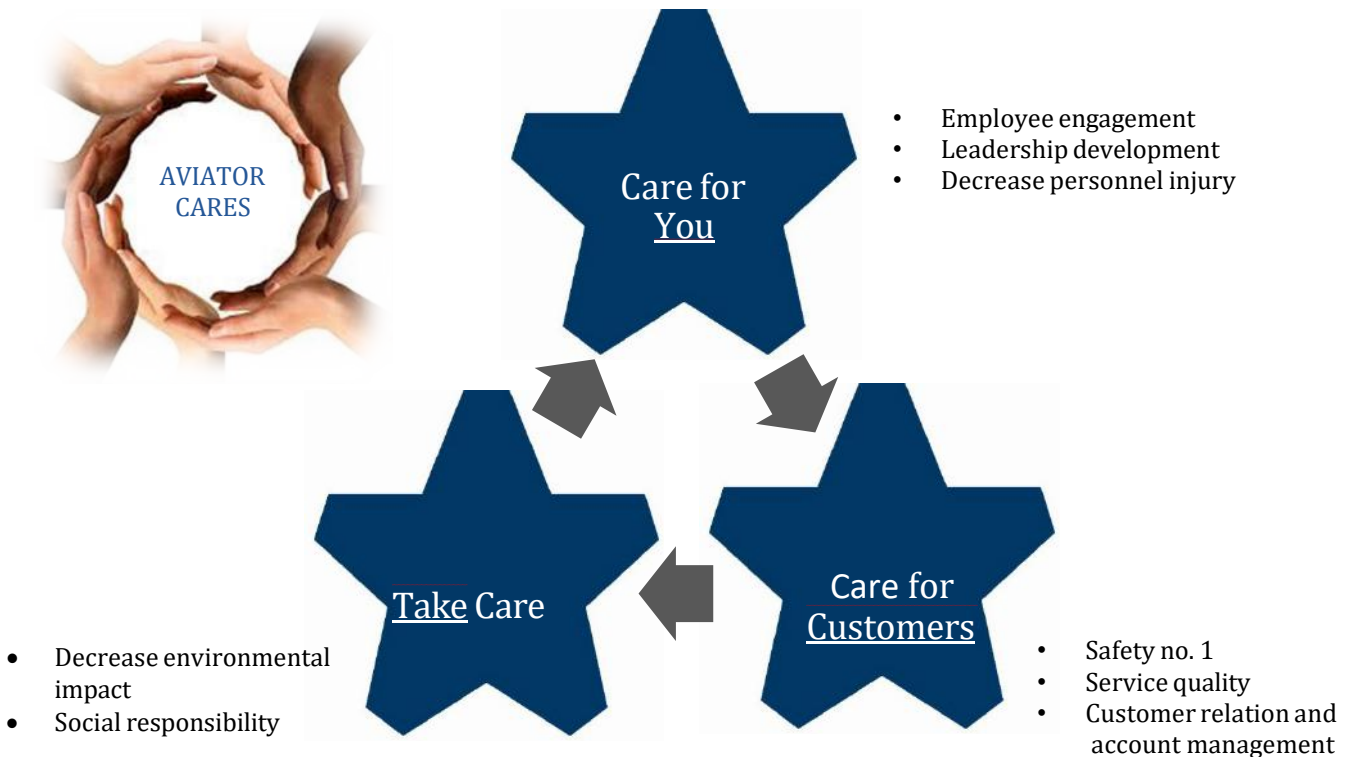
**"You are the only genuine and honest provider we have, and among our best performers"**

**- Customers**



# AVIATOR CARES

Aviator understands that how we manage our business has an impact on our staff, customers and the environment where we operate. A sustainable business is a prerequisite for Aviator to achieve success and continued growth. To formalize our sustainability work we have created something we call *Aviator Cares*. This includes the three areas; *Care for You*, *Take Care* and *Care for Customers*.

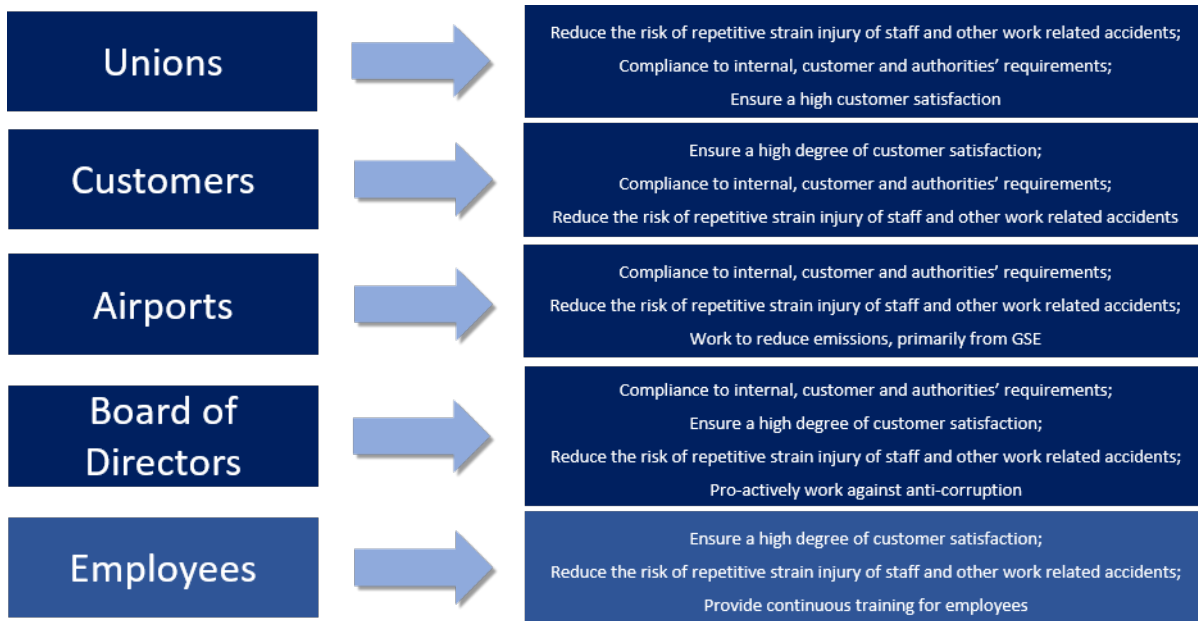


## Determining Material Aspects

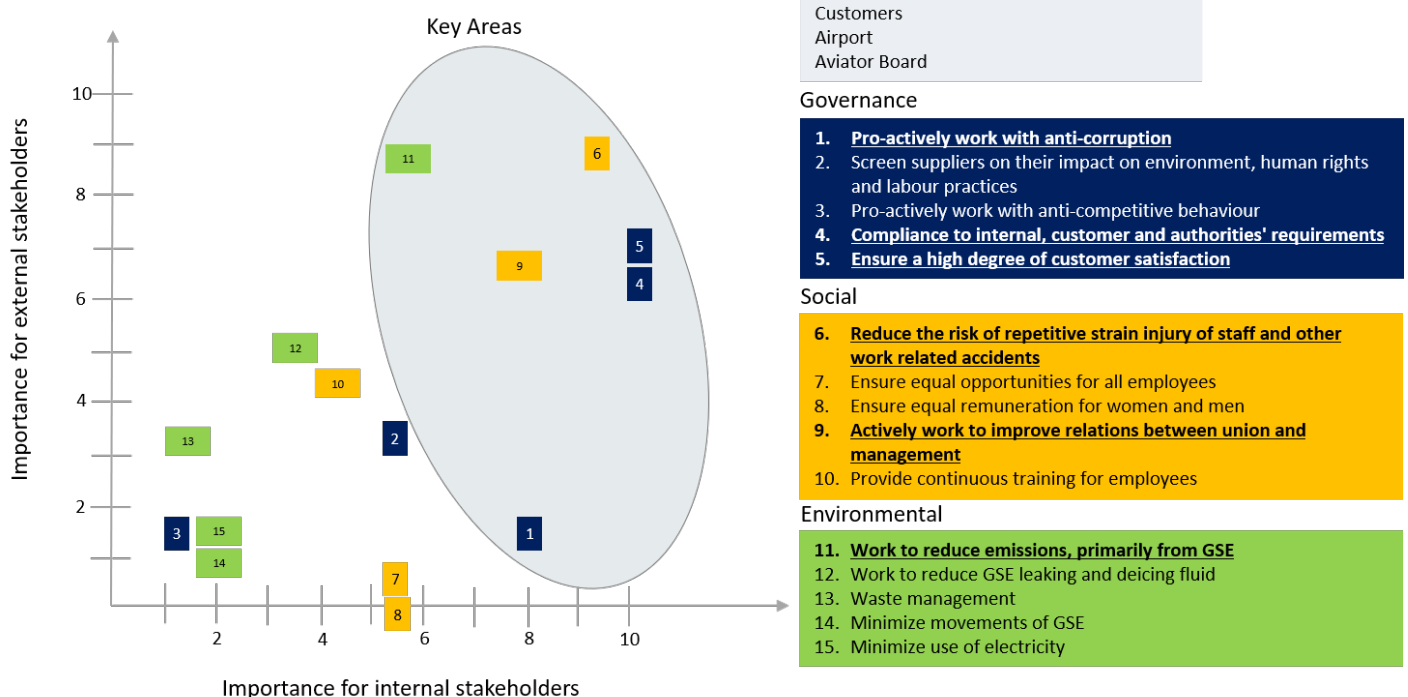
Four years ago, Aviator conducted a materiality analysis to understand what aspects matter the most to our key stakeholders. During 2021 we were guided by our materiality analysis from 2019 presented below but in the beginning of 2022, we updated the materiality analysis and aligned it with Avia Solution Group.

A stakeholder mapping identified which stakeholder groups that are mostly affected by or affect Aviator. An aspect list was then created through an analysis of aspects having a sustainability impact on our operation, a risk analysis was done as well as a benchmark with peers. Dialogues were then conducted with the key stakeholders using an electronic survey, combined with dialogue meetings, where stakeholders prioritized the aspect list. Aviator plans to conduct continuous dialogues with stakeholders to ensure that our sustainability efforts are in line with their expectations.

## Stakeholder groups and their top priority aspects




Based on the materiality analysis, the Group Management defined the materiality boundaries, which is shown below in the *Materiality Matrix*. Additionally, Aviator took the results of the 2018 and 2019 employee satisfaction surveys into account and included the results in the Stakeholder analysis. In the beginning of 2022, The Focus Areas for sustainability will be the aspects where Aviator will work the most to improve, whereby the priority aspects of our employees are converging with the previous determined ones. The result from the analysis forms the baseline for our future sustainability work. On top of this basis, we concentrate and improve on topics that are not explicitly covered by the Focus Areas, which however are key factors to our business. One major example for this is the training of our employees, which as well is a priority aspect, as seen above.



## Making Strategy Happen

Our strategy for the next years, includes the sustainability focus aspects connected to it as Key Success Factors under each Strategic Focus Area. Each country within Aviator has then created initiatives to deliver on the strategy with KPI's to follow-up on the progress. We use our "Continuous-Improvement-Aviator"- model (CIA) across countries to capture new, ongoing and completed projects, measure their progress and set our goals accordingly. In this way, sustainability is not a separate area to deliver on, but an integrated part of our business model with a monthly follow-up together with the rest of the business follow-up.

## Aviator Strategy Model

|  |   |  |  |   |   |
|--|---|--|--|---|---|
| <b>Vision</b>                            | <b>Aviator is the leading full-service provider of airport services, continuously exploring opportunities for growth. As a preferred employer and partner we are recognised for dedication to safety, proactivity, sustainability and exceeding customer expectations.</b>  |  |  |   |   |
| <b>Wanted Position 2030</b>              | <p>Aviator shall be the leading airport full-service provider in our geographical presence, in terms of customer satisfaction, sustainability and returns. This will be achieved by being the industry's preferred employer, having the most engaged and motivated staff as well as entrepreneurial managers that take extensive ownership together. Everyone providing a qualitative and consistent delivery with safety and efficiency focus at all levels.</p> <p>Aviator will grow profitably, organically and through acquisitions, with existing and new customers in ground handling, cargo and adjacent businesses.</p> <p>Aviator will generate returns above the industry average which will make it possible to invest in people and equipment thereby reinforcing its leading position and provide a good return to its owners.</p> |  |  |   |   |
| <b>Strategic Focus Areas</b>             | <b>A. Engaged Personnel</b>   | <b>B. Long term and close Customer Relations</b> | <b>C. Strong, entrepreneurial and proactive management</b> | <b>D. Continuous efficiency improvement</b> | <b>E. Profitable and sustainable growth</b> |
| <b>Key Success Factors &amp; Targets</b> | 1. ...<br>2. ...<br>3. ...  | 1. ...<br>2. ...<br>3. ...                       | 1. ...<br>2. ...<br>3. ...                                 | 1. ...<br>2. ...<br>3. ...                  | 1. ...<br>2. ...<br>3. ...                  |
| <b>Initiatives</b>                       |  <p><b>CIA Plans</b></p>  |  |  |   |   |
| <b>Follow-up</b>                         | <b>Follow-up at Business Rev. and quarterly in Board</b>  |  |  |   |   |
| <b>Core Values</b>                       | <b>Respect</b>  | <b>Flexibility</b>                               | <b>Customer Focus</b>                                      | <b>Passion</b>                              | <b>Responsibility</b>                       |

Management Principles

## Governance Structure

Sustainability governance goes hand in hand with Aviator's governance structure in general. Aviator's CEO has a strategically lead on sustainability under the guidance of the Board of Directors. The initiatives to drive towards the targets for the sustainability focus area is then delegated to country MD's and Group functions. The Business Improvement Director has a responsibility for the sustainability structure.

## Safety and Compliance management system review

We are an organization that is operating in a very competitive market and is actively taking steps to review and change the way we work, to improve the overall performance and protect the people and business from harm. Having grown from disparate organizations to a collegiate group that works together to deliver ground handling and support services to a range of customers, we are now part of a leading global aerospace services group. As part of reviewing and improving our work we had Baines Simmons to conduct an audit at one of our biggest stations, Arlanda, a couple of years ago and the result from the report still guides us in our safety and compliance. In addition, during 2020 we introduced our Know Your Customer process which was further developed during 2021. It is the mandatory process of identifying and verifying the client's or supplier's identity before starting a cooperation and periodically over time. The client-onboarding process helps prevent and identify money laundering, terrorism financing, and other illegal corruption schemes.

*"We have to build the awareness in our people, to help shift the mind-set of both the management and the workforce"*

# CARE FOR YOU

**As a ground handling company, we provide our service to customers. Our service is based on our employees, which are our most valuable asset. Together with the right tools, processes and leaders, they are the basis of our business model.**

## Health and Safety

Providing a safe work environment for our employees is our top priority. This relates to safe equipment, well defined procedures, based on clear communication of information, 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, any deviation 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 to cause harm to an employee. It is therefore essential for us to ensure a high level of safety.

## Retain and Develop Talent

Besides different existing trainings for our employees it is also important for us to train our supervisors and leaders in order to achieve the best possible result. The Aviator Leadership program was implemented in 2019 and was planned to be in focus during 2020. Due to the pandemic the program was postponed but it remains a key initiative to further strengthen our employees. The program is planned to be resumed in 2022. We want to retain and develop the talent that Aviator has in its workforce. Communication, training, strong leadership and a possibility to develop within the company, are defined as our key success factors in Engage Personnel and thus preserve the talent. It is also important to retain seasonal staff on long- term perspective, which can be more difficult. However, an example of an activity to retain seasonal staff is our incentive program for recurring seasonal staff.

Aviator invests in a variety of training programs to develop talent, whether physical or digital, because we want our employees to be confident in knowing their duties well. There has been and still is a major change in technology due to digitalization, where Aviator has transformed many courses into e-learning and is also exploring new digital possibilities, such as VR.

New generations have new and different demands towards their employer. It is no longer just salaries that make an applicant choose a job. There are also factors such as work environment, private benefits and flexibility. Here as well, Aviator gives its best to support its employees in order to be and remain an attractive employer.

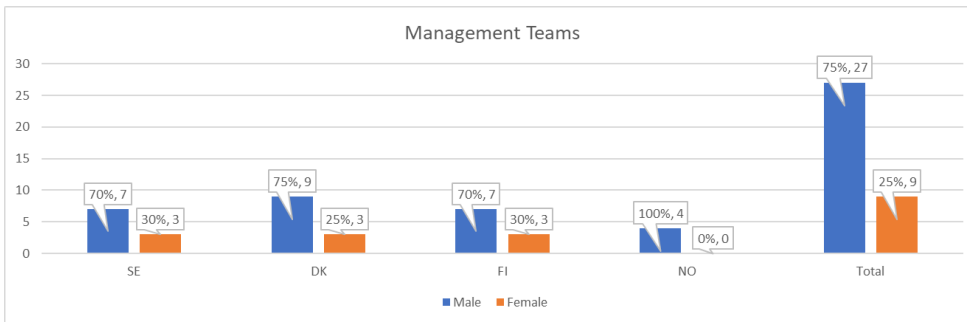




## Diversity and Equal Opportunity

Diversity and equal opportunity are integral in our business, where our success depends on everyone's unique ideas and thoughts; we are smarter together.

Aviator offers opportunities regardless of ethnicity, religion, sexual orientation, gender, disability or age. In this way we mirror the society and the variety of passengers we meet every day.



In comparison to last year, there has been a 6% increase of female in the countries management teams driven by Sweden and Denmark whereas Finland and Norway remain on last year's level.

The distribution of the country management shows that, the countries themselves, with a total distribution of 75% (male) and 25% (female) respectively, are dominated by males. The Executive Committee and Board of Directors consists of 100% male. The development in the countries is positive, but the disproportional level of males remains a concern as it potentially affects the diversity of Aviators Executive Committee since future members are likely to be recruited from these management teams.

The total distribution of the number of our female employees was 29% (30%) which is a decline with 1% compared to last year.

The general age distribution made a clearly visible turn towards "Age:30-50". In 2020, 54% of our employees were between 30 and 50 years old, 2021, 46% are between 30 and 50 years old, 33% are 30 years old and younger whereby in 2020 27% were "Age 30 and younger". In 2021 21% were 50 or older compared to 19% in 2020.

Our governing body was changed during 2020 because of our new ownership. The Board of Directors now consists of 3 male members, the majority of whom are older than 50 years. At the end of 2020, the Executive Committee consisted of 7 men. The majority were over 50 years old. There is a



highlighted focus to level out the gender mix in new recruitments to the governing bodies. Nevertheless, we give every applicant the same opportunities, without favoring or discriminating against anybody.

## Employee Satisfaction Survey

Aviator continuously perform an employee's satisfaction survey for their opinion on the topics of work content, work environment, safety, career development, goals, advantages, management, overall satisfaction, and sustainability. We use the results to measure our performance on different areas and to state our future focus areas and improvement fields. The results are being used to state future areas and improvement fields upon. The survey was not performed in 2021 and starting 2022 Aviator will adopt Avia Solution Group framework.



### Our Focus

Because of our *materiality analysis*, Aviator has selected two focus aspects for *Care for you*.

- 1: Aviator shall provide a safe and sound work environment for all employees
- 2: Aviator should have a collaborative and constructive union relationships

These focus aspects are also catered for as key success factors in our group strategy where each country has developed initiatives to drive towards these focus aspects. We will measure our delivery by the below KPI's.

The overall report rate (number of reports per 1000 departure) for 2021 was 42, this exceeds our target of 20 considerably. The report rate is essential to make sure that corrective actions are in place for incidents, such as updating procedures or training. The goal on injuries is of course zero, but for Personal Injuries an intermediary goal is set while approaching zero. The employee turnover for 2021 is not comparable as it is distorted due to COVID-19.

#### Focus KPI's for 'Care for You'

| Personal injury  |      |      |        | Absentee rate for employees                              |       |       |        | Employee turnover |      |       |                             |
|--|------|------|--------|--|-------|-------|--------|-------------------|------|-------|-----------------------------|
| 2019   | 2020 | 2021 | Target | 2019   | 2020  | 2021  | Target | 2019              | 2020 | 2021  | Target                      |
| 0,87   | 0,59 | 0,54 | <0,5   | 5,62%  | 6,25% | 4,26% | 4,0%   | 18,6%             | 4,2% | 12,4% | 1% point yearly improvement |
| Number of injuries leading to sick-leave per 1000 departures |      |      |        | Number of hours on sick-leave/<br>number of worked hours |       |       |        |                   |      |       |                             |

The number of personal injuries decreased about 0.05, which is positive. Lowering this number is one of our biggest goals, in order to, as stated above, provide a safe and sound work environment, with little or no risk of injury.

Against our goal of lowering the absentee rate to 4.0% it decreased about 1,99% from last year. This is off course an even better results than 2019 despite having COVID 19 pandemic around us.





# CARE FOR CUSTOMERS

Our customers are the base for being 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.

## The Care for Customers Process

In order to ensure high customer satisfaction and strong partnership with Aviator's customers, we work according to our *Care for Customers Process*, with a clear decentralized contract ownership. The strong and close relationship between Aviator and our customers is one of our major focusses and one of our core values. Throughout the last years, this is one of the things that has been mentioned by many of our customers, which strengthens us in our approach. Aviator is not only a service provider, we are a partner.

### GOVERNANCE

- ★ Contracts are owned by the stations who are deeply involved in caring for our customers, prolonging partnerships and winning new customers
- ★ The interactions with the customers have a personal touch. The internal follow-up is structured, transparent and coordinated across stations and countries

#### Care For Our Customers

- ★ Secure compliance and a strong operative delivery. Structured operative follow-up
- ★ Strive for partnership with our customers, with a transparent and personal touch
- ★ Proactive development and improvements of service to customers

#### Prolong Partnerships

- ★ Contract prolongations based on strong operative delivery, structured follow up and personal relationships with decision makers
- ★ A proactive approach to prolongation
- ★ Be fair – long relationships are based on mutual value gains and trust

#### Establish New Partnerships

- ★ Maintain broad relationships in the market
- ★ Be easy to work with in the tender process (proactive, fast, pleasant)
- ★ Structured hand-over of contracts to the stations, to secure operations





### Our Focus

Because of our materiality analysis, Aviator has selected three focus aspects for Care for Customers.

- 1: Ensure a high degree of customer satisfaction
- 2: Compliance to internal, customers' and authorities' requirements
- 3: Pro-actively work with anti-corruption

These focus areas are also incorporated into our group strategy, with linked initiatives. The KPI's below are set to measure our delivery and progress. Several initiatives are in progress to seek to improve on our selected focus aspects concerning customer satisfaction, safety, anti-corruption and sanctions compliance.

In connection with our new owners and the pandemic, the initiatives were slightly adjusted, but our focus aspects have stayed the same. The aviation industry is highly competitive and bears the risk of corruption. Since corruption can have many grey areas, Aviator has tried to make it very clear through an anti-corruption policy and in our Code of Conduct. During 2021 we continued to enforce our KYC procedures in connection to anti-corruption, fair competition and sanctions compliance. In 2021 we have not had any reported incident of corruption, nevertheless we continuously train our governing body, as well as our employees, on how to act in order not to get involved or affected by corruption.

#### Focus KPI's for 'Care for Customers'

##### On-time performance

| 2019          | 2020          | 2021          | Target           |
|---------------|---------------|---------------|------------------|
| <b>98,43%</b> | <b>93,57%</b> | <b>96,38%</b> | <b>&gt;98.5%</b> |

Percentage of flights that leave within 15 min of schedule

##### Safety Awareness

| 2019          | 2020          | 2021          | Target           |
|---------------|---------------|---------------|------------------|
| <b>97,91%</b> | <b>98,81%</b> | <b>98,61%</b> | <b>&gt;96.9%</b> |

Average score at performed internal inspections.  
3% of turn-arounds inspected.

We increased our On-Time performance by 2,81 % from 2020 and maintained good results in our Safety Awareness. Aviator is heavily involved in more extensive analysis of incidents and operational quality to find root causes and implementing risk assessment tools.

Aviator is known for the close relation towards customers. This is one of our core beliefs in making business. In 2019 Aviator performed a customer satisfaction survey where the results pointed out that Aviator is customer oriented and reliable in their processes and performance. Due to the pandemic we have not performed a survey during 2020 and 2021 but will perform one during 2022.

*"You are the only genuine and honest provider we have, and among our best performers."*

- Customer

*"We have a few very long-term providers we have excellent relationship with, and you are right up there among the best, and have gotten there in the shortest time."*

- Customer

# TAKE CARE

**"Take Care" means for Aviator to take responsibility for our environment, where "environment" refers to nature as well as to our fellow human beings. Our environmental footprint is mostly driven by fuel and electricity consumed by the Ground Support Equipment (GSE) used when delivering our service. Since 2017 we conduct a yearly *energy mapping* to identify how we best can move towards decreasing our environmental impact.**

## Move Less or Move Towards Electrical

Most Aviator's emissions come from usage of vehicles and other equipment when delivering ramp service or de-icing to airline customers. These are (Scope 1) emissions, derived from directly controlled sources. In general, our electricity usage in facilities at the airports are part of the rental agreements and the usage is not controlled by Aviator (scope 2), hence the focus is around the GSE.

The detailed *energy mapping* is continuously done at every station in Sweden, Denmark, Norway and Finland. On this data we want to measure and display our energy consumption from year to year on a comparable basis, to efficiently improve and meet our goals on sustainability.

We have focused on improving the usage of vehicles to minimize unnecessary driving. Improvement activities are to introduce a stricter parking regime, implement GPS' tracking on the GSE in order to optimize vehicle usage and minimize driving. Currently we are still evaluating the GSE tracking. This is combined with moving from diesel to electricity as energy source for the GSE. Aviator's replacement plan for GSE is based on electrical being first choice when applicable. The development of GSE has improved a lot and Aviator is already using several electrically powered GSE, as trucks, TBLs, stairs and smaller vehicles at stations like CPH, HEL and ARN. Aviator was the first in the world to push back A380 fully electric (Kalmar FB600). Besides that, we were also the first in the world with fully electric High Loader (JBT), and we were the first to order fully electric Container Transporter (Mulag).

Aviator has a large de-icing business at several airports. A focus for this business has been and still is to use the right amount of de-icing fluid (glycol) for each occasion and weather. This is done by extensive training, experienced de-icing staff and by using mainly proportional-mix vehicles that allow Aviator to use the correct mix between water and glycol, depending on the weather.

While working closely together with different airports and their providers, we are aware and interested in their work on sustainability as well. All the stations we operate at are certified after ISO14001. All the airport providers work closely together with the EU in order to reach the goal to have 100% carbon neutral airports in Europe by 2030 and some of our operating airports are already carbon neutral. In 2021 Aviator set the target to be carbon neutral by 2026 and our roadmap to achieve it will be finalized during 2022.

## Our environmental performance

### Ground handling and fueling fleet:

Aviator is currently working on a Vehicle Renewal Plan and Road Map respectively, which are mainly focus on the acquisition of more electric vehicles and addition of low-emission vehicles that will reduce the emissions in scope 1. Aviator's fleet is compounded by 954 vehicles, 47% are electric and there are 2 additional hybrids vehicles. The Road Map is fully focus on renewing the whole fleet by electric vehicles and pursuing to become CO2 neutral by 2026.

## Efficiency in operations

### Ground-handling operations:

Aviator is operating in the Nordic region, where sustainability focus has been high on the agenda of governing bodies for a long time. Four of the airports where Aviator operates have already achieved the certification of carbon neutrality or net zero CO<sup>2</sup>. Sweden has 10 airports operated by Swedavia, that have already achieved net zero carbon emissions, operating fossil-free since 2020 and Finland has 19 airports operated by Finavia which achieved carbon neutrality in 2019.

The majority of the Scandinavian airports are part of the Airport Carbon Accreditation (ACA) program where the progress is followed up. ACA is an industry scheme that airport operators can accredit themselves in. The purpose of the scheme is to reduce greenhouse gas emissions from airports worldwide.

#### Other emissions in scope 3: From conventional glycol to recycled glycol:

For safety reasons, aircraft wings must be free of ice and snow. For this purpose, our ground handlers use glycol for de-icing operations. Emissions are generated during the glycol production process. Aviator is actively working on reducing the CO<sub>2</sub> footprint related to the glycol used in the de-icing operation. During 2021, an initiative was launched to start sourcing recycling glycol in the coming years.

#### Our Focus

The identified focus aspect for *Take Care* is:

- 1: Reduce emissions from GSE
- 2: Reduce emissions from Deicing

Our sustainable work is not a project and our focus has not changed. The KPI's below measure our general use of energy per FTE as well as our CO<sub>2</sub> emissions per departure. The figures represent the energy consumption of Aviator Group, compared to last year.

| Focus KPI's for 'Take Care'      |             |             |               |                                      |             |             |               |
|----------------------------------|-------------|-------------|---------------|--------------------------------------|-------------|-------------|---------------|
| Energy Intensity                 |             |             |               | Emission Intensity *                 |             |             |               |
| <u>2019</u>                      | <u>2020</u> | <u>2021</u> | <u>Target</u> | <u>2019</u>                          | <u>2020</u> | <u>2021</u> | <u>Target</u> |
| <b>5,9</b>                       | <b>7,4</b>  | <b>8,2</b>  | -             | <b>17,2</b>                          | <b>24,2</b> | <b>20,7</b> | -             |
| Energy consumption (MWh) per FTE |             |             |               | Total kg CO2 emissions per departure |             |             |               |

(CO<sub>2</sub> emission per type: Diesel: 2 681gr./liter, HVO100: 695 gr/liter, Petrol: 2 859 gr./liter)

During 2021 our energy intensity increased by 0.8 MWh/FTE driven by our stations in Copenhagen and Helsinki whereas Emission Intensity was reduced by 3.5 kg CO<sub>2</sub> /departure. Unfortunately, the KPIs for 2020 and 2021 is not comparable as they are distorted due to COVID-19. However, they still provide important insights on our contribution to emissions in connection to our operations. The targets are still under development on group level, they are to be reasonable based on comparable data and the annual trend.

Even though reducing the usage of diesel and petrol is the focus aspect, as GSE is our main source for emissions, there is also a parallel focus on activities decreasing energy usage in facilities and decreasing the use of de-icing fluid.



#### Other Ways to Care - Mashimoni Children Centre

Following our tradition, Aviator has given a contribution to charity as a replacement for Christmas presents. Just as in previous years we supported the *Mashimoni Children Centre*.

*Mashimoni Children Centre is a project, started by two Norwegians, Sara Jorud Østrem and Andrea Solbrekke Lysaker, who started this orphanage in 2011 when they were only 11 years old.*

The goal with *Mashimoni Children Centre* is to give orphaned children in Kenya a worthy upbringing and a brighter future. The story started when the two girls visited Kibera in Kenya. Kibera is Africa's second largest slum. They quickly realized how fortunate they were to live in Norway. They therefore decided to start the orphanage, which they called the "*Mashimoni Children Centre*" in Kibera. In the fall of 2013, they moved the orphanage to Malaa which is a small town about 1 hour outside the capital Nairobi. Today they have the main responsibility for 67 orphans aged 0-17 years. Their aim is to give the current group of children better living conditions as well as making it possible for even more children to receive the help they desperately need.







# **AVIATOR**

service that moves you

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