

We unite Norway

- and Norway with the world

54 387 000

PASSENGERS

690 472

DEPARTURES AND LANDINGS

3 099

PERMANENT
EMPLOYEES

2.8 PER CENT

TRAFFIC GROWTH 2017-2018



• 83.5 PER CENT REGULARITY

Avinor's target is a punctuality rate of 88 per cent. Poor punctuality was primarily down to major traffic-related challenges in Southern Europe, as well as internal challenges among some key operators within Avinor's network.





Var oppmerksom
Attention please

Gate 5

e opplevelser
ått større plass
room for
experiences

VINOR

About Avinor

Avinor is a wholly state-owned limited liability company under the authority of the Norwegian Ministry of Transport and Communications and is responsible for Norway's state-owned airports and air navigation services for civilian and military aviation.

AIR TRAVEL IN 2018

A total of 54,387,000 passengers travelled to, from, or via Avinor's airports in 2018, which is an increase of 2.8 per cent compared to the previous year. This increase was due to growth in international traffic. 22.5 million passengers flew directly between Norway and a foreign country.

Norway's main airport, Oslo Airport, had more than 28.5 million passengers in 2018, which is an increase of 3.8 per cent compared to the previous year. Oslo Airport is the hub of Norwegian aviation and a transit airport for traffic between Norway and the rest of the world.

There was a total of 690,472 movements (take-offs and landings) at Avinor's airports in 2018, which is a slight decline of just over 1 per cent compared with the year before. The increase in passenger numbers is, therefore, relative to the number of passengers per flight (load factor) and not to the number of movements. We saw a similar trend in 2017 and 2016.

In 2018, there were 81,262 overflights using Norwegian airspace, which is a decline of 1.3 per cent compared with 2017.

The Norwegian Centre for Transport Research (TØI) has estimated that by 2040 air travel will grow by more than 60 per cent. This growth will primarily be due to increased numbers of people visiting Norway from abroad.

AVINOR'S AIRPORTS

Avinor's airports vary by size and traffic volume. Oslo Airport is by far the largest and accounts for more than half of Norway's air traffic and just over 70 per cent of the country's total international traffic. Stavanger, Bergen, and Trondheim also have a sizeable proportion of direct international traffic. Some other airports also

have international traffic: Tromsø, Bodø, Harstad/Narvik, Molde, Ålesund, Haugesund, Kristiansand, and Kristiansund, in addition to some international charter traffic at individual airports.

Oslo is the only Norwegian airport to have two parallel runways. Stavanger Airport, Sola has a secondary runway used during certain wind conditions. Traffic forecasts indicate that there will be a need for a third runway at Oslo Airport by 2030. Bergen Airport, Flesland will probably require a second runway by around 2040.

Oslo Airport's runways are 3,600 metres long. At the other large airports, the runways are between 2,600 and 3,000 metres long, which means they can be used by larger jet aircraft. 27 of Avinor's 43 airports have short runways of between 800 and 1200 metres. These are used by smaller aircraft types such as the Bombardier Dash 8, air ambulances, and private aircraft. These small airports are of huge importance in ensuring the habitation and economies of remote areas. In addition, a heliport is operated at Værøy.

Avinor co-operates with the Norwegian Armed Forces at eleven airports, nine of which are Avinor airports (Oslo, Stavanger, Bergen, Trondheim, Bodø, Andøya, Harstad/Narvik, Bardufoss, Lakselv). In addition, Ørland airbase has only military traffic, and Rygge airfield has only military activity and some general aviation. Co-operation with the Norwegian Armed Forces is expected to be extended to include several more airports in the future.

AIR NAVIGATION SERVICES

Air navigation services are provided by way of a separate company – Avinor Flysikring AS – which is wholly owned by Avinor. Avinor Flysikring AS provides services including en-route navigation services, approach control services, and control tower services, as well as flight navigation services and services relating to technical operations. Avinor Flysikring AS is

VISION

We create valuable relationships.

MISSION

Avinor will develop and operate a safe, efficient, and sustainable aviation system throughout Norway.

VALUES

- Open
- Accountable
- Dynamic
- Customer-focused

NOK MILLION	2018	2017	2016	2015	2014
Operating income airport operations	10 302.6	10 162.1	9 674.9	9 424.1	9 561.5
Operating income air navigation services	2 107.2	2 085.2	1 990.8	2 087.6	2 014.8
Total operating income group	11 724.0	11 526.0	10 788.1	11 989.4	10 671.0
EBITDA group	4 200.8	3 126.4	3 520.7	4 691.8	3 648.3
Profit after tax	1 169.7	499.3	1 028.6	2 449.0	1 398.7
Number of airline passengers (figures in 1 000)	54 387	52 885	50 803	50 025	50 107
Number of aircraft movements (figures in 1 000)	690	697	704	724	738

1) The Group uses EBITDA as an alternative performance measure (APM). This calculation is directly reconciled in the profit and loss account. EBITDA is used because it is an approximate calculation of free cash flow from operations.

responsible for air navigation in Norwegian airspace and provides services to both civil and military aviation. Commissioned by the Norwegian Ministry of Transport and Communications, a process commenced in 2017 to explore the possible separation of air navigation services from Avinor. This process will continue in 2019. It is unclear when a decision will be made regarding any such separation.

AVINOR IS SELF-FUNDING

Avinor is a self-funding business and its airport operations are run as a single unit, in which the financially profitable airports finance the financially unprofitable airports.

The primary sources of income are fees from airlines and passengers and income from the rental of space for retail operators, tax-free sales, food and drink, parking, and other passenger services. In addition, Avinor has income from the rental of space to airport hotels and parking facilities.

The shares in Avinor AS are wholly owned by the Norwegian state as represented by the Ministry of Transport and Communications. The Ministry of Transport and Communications manages the ownership by the Norwegian state and determines Avinor's financial framework. In addition, the Ministry of Transport and Communications regulates the aviation fees. The Ministry of Transport and Communications is the highest authority for Norwegian aviation and also lays down the Civil Aviation Authority's regulations that have consequences for Avinor's operations. Avinor's head office is located in Oslo.

SAFETY

Avinor's foremost priority is safety. The regulatory requirements in the area of flight safety follow from Norway's international obligations through the EEA and ICAO (the UN's International Civil Aviation Organisation). The Norwegian Civil Aviation Authority implements provisions that Avinor is required to comply with based on these obligations.

There were no aviation accidents with or without personal injury or serious aviation incidents in Norwegian aviation to which Avinor or Avinor Flysikring AS was a contributing party in 2018.

The threats facing aviation are unchanged from previous years and regular analyses are conducted at all airports to identify any vulnerabilities.

ON THE WAY TO BECOMING THE BEST IN EUROPE FOR CUSTOMER EXPERIENCE

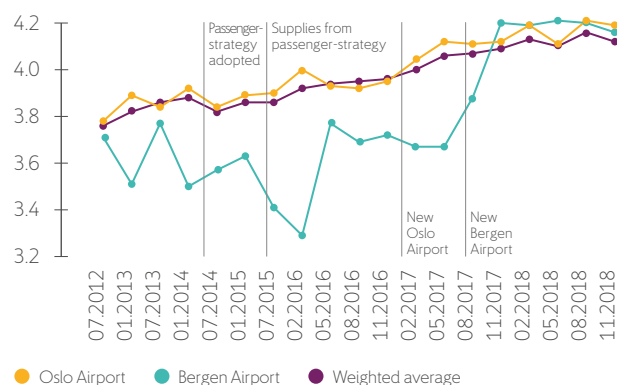
One of Avinor's core values is a focus on the customer, while one of its strategic primary objectives is providing a seamless customer experience. With this in mind, in 2018 Avinor took a step closer to becoming the best in Europe for customer experience.

In 2018, Oslo Airport and Bergen Airport were named "Europe's Best Airport" by Airport Council International (ACI) for customer satisfaction in their respective size categories. In addition, Bergen Airport was awarded the "biggest improvement" prize for customer satisfaction in its category. This demonstrates that passengers value Avinor's two largest investments in recent years. Namely the terminal expansions at Oslo Airport and Bergen Airport, Flesland.

These three awards also recognise the efforts of employees of all the companies that Avinor works with at its airports.

ASQ OVERALL SATISFACTION – AVERAGE 8 LARGEST AIRPORTS

Score for customer satisfaction on a scale 1-5, where the score 4 has the description "very good"





RUDOLF

Norway depends on aviation

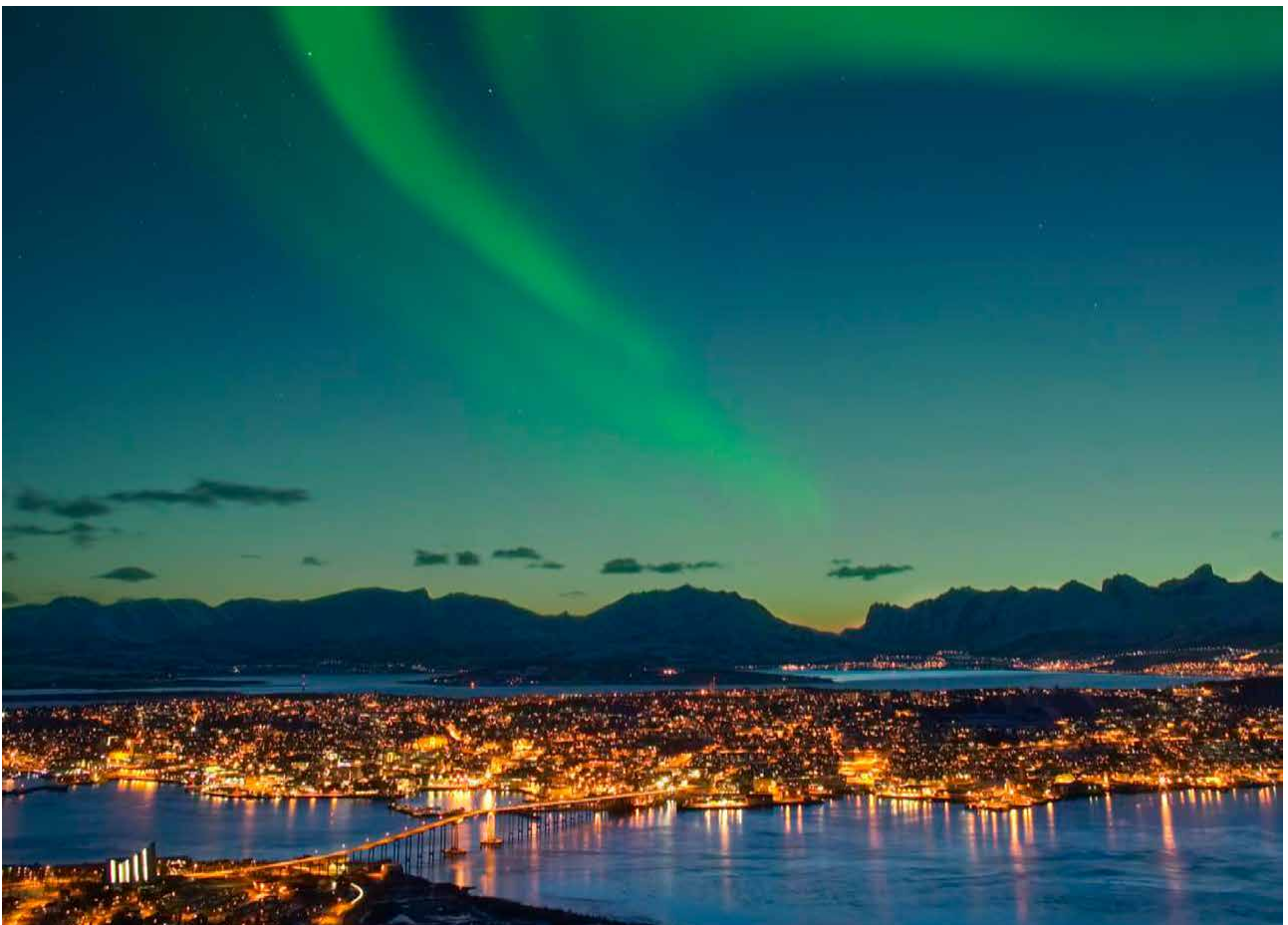
Norway is a vast country with challenging topography. Flying is the dominant means of travelling between southern Norway and northern Norway, as well as between Norway and overseas. Travelling by train, bus, or car often takes too long and is not a realistic option.

Flights cover relatively short distances along the coast of western Norway and northern Norway. Here fjords and mountains make land-based transport incredibly arduous. For this reason, the state purchases air route services for journeys of relatively short distances because of their importance to people and business alike. Even for short journeys in southern Norway, the proportion made by air is high. A journey between Stavanger and Oslo takes one hour by air and a total of an hour to and from the airport. Travelling by car or train takes between seven and eight hours.

Aviation is essential for habitation, tourism, healthcare, education, sport and culture, and the Norwegian Armed Forces.

Norwegian businesses are outward-looking and depend on aviation.

A survey conducted by Menon Economics on behalf of Avinor in 2017 proves the importance of aviation for tourism. It identifies that around 4.5 million foreign travellers flew to Norway in 2017. Together they contributed almost NOK 9 billion in direct value creation in the country, and sustained more than 20,000 jobs. Air travel accounts for a total of 70 per cent of all foreign commercial guest nights in Norway.



The world's foremost travel website Tripadvisor voted Tromsø as the world's third best destination for experiences in 2018. According to the website, Tromsø is the best adventure destination in Europe. (Image: Bård Løken - Visitnorway.com)

Aviation and the climate

In general, there is considerable understanding of the importance of aviation in Norwegian society, as well as concern about its impact on the environment and climate. Efforts relating to effective climate and environmental measures must be intensified. Avinor's goal is to be a leader in the aviation sector with regard to climate and the environment.

GREENHOUSE GAS EMISSIONS IN DOMESTIC AVIATION

According to Statistics Norway, greenhouse gas emissions from all domestic civil aviation in 2017 (most recent official figures) corresponded to 2.1 per cent of total domestic emissions (1.1 million tonnes out of a total of 52.7 tonnes of CO₂ equivalents). It is these emissions which are covered by the Kyoto Protocol and which are reported in Statistics Norway's statistics on greenhouse gas emissions from Norwegian territory. This principle is used in all countries.

GREENHOUSE GAS EMISSIONS IN INTERNATIONAL AVIATION

Greenhouse gas emissions from international traffic (i.e. from Norwegian airports to the first overseas destination) equated to 1.67 million tonnes of CO₂ equivalents in 2017. These emissions are reported annually by the Norwegian Environment Agency to the United Nations Framework Convention on Climate Change (UNFCCC).

GREENHOUSE GAS EMISSIONS FROM NORWEGIAN AVIATION AS A WHOLE

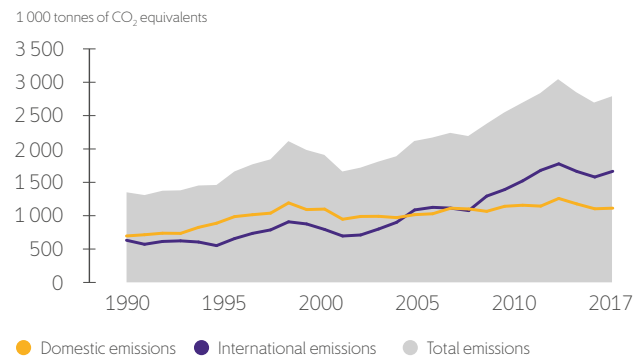
Total greenhouse gas emissions from all jet fuel for civil purposes sold at Norwegian airports in 2017 equates to just over 5 per cent of Norway's total emissions, in the order of 2.8 million tonnes of CO₂ equivalents. Emissions from domestic traffic were roughly the same as in 2016, while there was an increase in emissions from international traffic. Overall, there was a slight increase in emissions.

GREENHOUSE GAS EMISSIONS FROM INTERNATIONAL AVIATION

According to IATA, total CO₂ emissions from global aviation amounted to 859 million tonnes, or about 2 per cent of total global CO₂ emissions (36 billion tonnes) in 2017.

In addition, the fact that some of the emissions occur at high altitudes increases their climatic impact. CICERO estimates an additional factor of between 0.8 and 2.5, with a model average of 1.8. Only a limited amount of domestic traffic in Norway occurs at these altitudes.

GREENHOUSE EMISSIONS FROM NORWEGIAN AVIATION 1990-2017





Measures to reduce greenhouse gas emissions

The biggest source of greenhouse gas emissions at airports is aircraft landing and taking off, followed by ground transport (greenhouse gas emissions generated by passengers getting to and from the airport), and greenhouse gas emissions related to the running of the airports. By 2022, Avinor aims to halve its total greenhouse gas emissions as compared with 2012 and help to reduce emissions from ground transport and air traffic.

CLIMATE INITIATIVES IN AIRPORT OPERATIONS

In 2018, Avinor's own verifiable greenhouse gas emissions from airport operations totalled approximately 15,780 tonnes of CO₂ equivalents, which is roughly the same as in 2012. Avinor's biggest source of emissions is the consumption of fuel for its own vehicles, followed by energy consumption and business travel.

An important measure in reducing greenhouse gas emissions from Avinor's own operations is the introduction of advanced biodiesel, since around half of Avinor's greenhouse gas emissions come from its fleet of vehicles. The phasing-in of advanced biodiesel for vehicles and bio heating oil has meant that greenhouse gas emissions in 2018 are roughly the same as in 2012.

When procuring vehicles in Avinor, an assessment must always be made as to whether a vehicle powered by fossil fuel can be replaced with an electric vehicle. In order to further reduce Avinor's greenhouse gas emissions, renewable energy must be used wherever possible.

Efforts to increase the number of charging points at Avinor's carparks continued in 2018 and will continue in 2019.

A high proportion of journeys made to and from Avinor's airports are made by public transport. For example, Oslo airport has the highest such proportion in Europe. The proportion of such journeys has increased in recent years, and the goal is further growth. Avinor's most important contribution is to provide infrastructure at its airports and information about services to passengers.

CLIMATE INITIATIVES IN AIR TRAFFIC

More than 95 per cent of greenhouse gas emissions in aviation comes from aircraft. Greenhouse gas emissions from domestic aviation – taking into account expected energy efficiencies – will be roughly the same in 2030 as in 2016, despite the expected growth in traffic. Emissions from international traffic may increase as a result of significant traffic growth.

The most important emission-reducing measures for aviation are related to fleet renewal, airspace efficiency improvements, sustainable biofuel, the introduction of electric and hybrid-electric aircraft, CO₂ duties, and emissions trading.

FLEET RENEWAL

Airlines are continuing their energy efficiency and fleet renewal efforts. Since 2001, greenhouse gas emissions per seat kilometre in Norway have been more than halved as a result of fleet renewal. SAS's and Norwegian's fleet renewal is ongoing, and both operate only the latest generation aircraft. More energy-efficient engines, improved aerodynamics, lower weight, and more seats mean that the new Boeing and Airbus aircraft use substantially less fuel and have lower greenhouse gas emissions per seat-kilometre than previous generation aircraft.

AIRSPACE EFFICIENCY IMPROVEMENTS

Airspace efficiency improvements coupled with the optimisation of landings and take-offs are important measures through which Avinor can exercise considerable influence. Free Route Airspace was implemented in 2016, and improved navigation technology facilitates more accurate and flexible approach and departure procedures. The advantage of these approach procedures is that flights can pass around densely populated areas close to the airport, reducing noise for the airport's neighbours. In addition, aircraft can fly shorter routes, thus reducing their fuel consumption and greenhouse gas emissions. As at 31 December 2018, Oslo Airport had conducted approximately 25,000 flights since the new procedures were introduced. A calculated average fuel saving of 75 kilos per approach results in savings of 6,000 tonnes of CO₂. There are plans for Trondheim, Stavanger, and Bergen to announce similar procedures in December 2019.

JET BIOFUEL

According to both the industry and the International Civil Aviation Organization, the introduction of biofuels for aviation is considered to be a very important measure in reducing greenhouse gas emissions from aviation.

In January 2016, Oslo Airport – in collaboration with AirBP, Neste, SkyNRG, Lufthansa Group, KLM, and SAS – became the first international airport in the world to supply biofuel for all airlines refuelling there. This scheme was expanded in August 2017 to include Bergen Airport, Flesland. In 2018, a small volume of jet biofuel was blended with aviation fuel at Oslo Airport and Bergen.

Airport, Flesland. The biofuels sold to airlines in Norway are produced without palm oil or palm oil products.

There is currently only limited availability of biofuel for aircraft in the global market. Together with airlines and the Federation of Norwegian Aviation Industries (NHO Luftfart), Avinor has explored the potential for establishing the large-scale production of biofuels using biomass from the Norwegian forestry industry. The conclusion is that although this may come to fruition between 2020 and 2025, this is dependent on long-term and predictable framework conditions that do not reduce the competitiveness of Norwegian aviation.

In connection with the presentation of Norway's state budget for 2019, the government warned that a sales requirement of 0.5 per cent of advanced biofuels for aviation would be introduced from 2020. This requirement means that biofuels from problematic raw materials such as palm oil must not be used in aviation. The government's goal is for 30 per cent of aviation fuels to be sustainable by 2030.

ELECTRIFICATION OF AVIATION

One of the likely measures for reducing greenhouse gas emissions will be the electrification of every aspect of aviation, including the operation of infrastructure such as buildings and facilities, motorised transportation at airports, and air traffic itself.

Norway is in a unique position to utilise electric aircraft, thanks to its established short-haul market using small aircraft, considerable experience, great interest in transport electrification, and almost 100 per cent renewable electricity. Based on the information Avinor has obtained from aircraft manufacturers, a realistic expectation is that the first electric or hybrid-electric aircraft will enter domestic passenger service in Norway by around 2025.

Avinor has commenced work to map current and future capacity with a view to charging electric aircraft at the company's airports. Together with the Norwegian Civil Aviation Authority, Avinor has been commissioned by the government to develop a programme that paves the way for the introduction of electric aircraft in commercial aviation. Avinor's investment in the electrification of aviation has attracted considerable attention nationally and internationally, and several aircraft manufacturers are looking to Norway as a viable first market for electrified passenger aircraft, which are expected to be small and have a limited range.

CO₂ DUTIES AND EMISSIONS TRADING

Norway is one of the few countries in the world to impose CO₂ duties on domestic aviation. In 2018, this amounted to NOK 1.28 per litre of jet fuel, or around NOK 500 per tonne of CO₂. In accordance with international agreements, a CO₂ duty cannot be imposed on international traffic.

Since 2012, civil aviation has been part of the EU's emission trading system, in line with the energy and industry sectors. Around 75 per cent of flights within and from Norway are covered by the EU's emission trading system. The EU's goal is that emissions in sectors subject to quotas be 43 per cent lower in 2030 than in 2005.

Airlines must apply for and are allocated a certain number of free quotas based on their production in 2010. They must then either reduce their emissions or buy quotas for excess emissions. The quota price has varied. As at 1 March 2019, the quota price was roughly NOK 215 per tonne. The EU is expected to reduce the scope of available allowances in the lead up to 2030 to ensure that targets are achieved. This will increase quota prices and, in the longer term, result in higher costs for Norwegian aviation.

A passenger duty was introduced for all departures from Norwegian airports on 1 June 2016. From 1 April 2019, this will be NOK 200 for journeys outside Europe and NOK 75 for journeys within Europe.

The UN's International Civil Aviation Organisation (ICAO) has set a target of carbon-neutral growth in international aviation from 2020. At the ICAO general meeting in October 2016, it was agreed to introduce a quota system for greenhouse gas emissions from international aviation, which, along with other measures, will help to reach the target. The first six-year phase of the mechanism through to 2021 will be voluntary for the states. So far, 78 states, including Norway, have voluntarily participated in this phase. Air traffic between these states accounts for around 75 per cent of international air traffic.

THE FIRST AIRPORT IN THE WORLD TO BE COOLED WITH SNOW

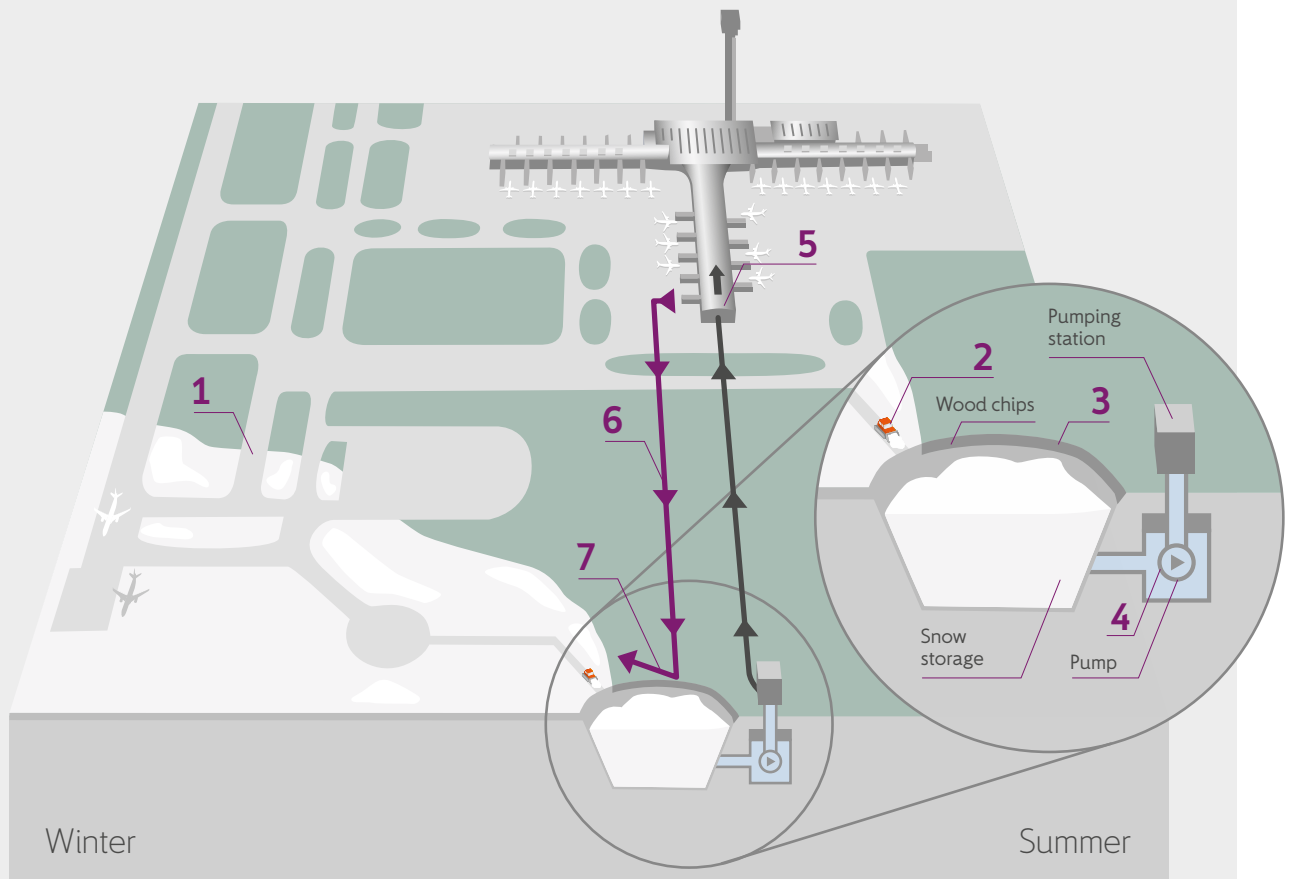
Every winter, huge amounts of snow are collected at Oslo Airport. The snow is divided into two categories – clean and unclean, i.e. with or without de-icing chemicals.

The unclean snow is collected and, once melted, the contaminated water goes to the municipal wastewater treatment plant and is pre-heated using reclaimed heat. The clean snow is allowed to melt naturally and sink into the ground. At Oslo Airport, this is important for maintaining the water balance in the ground and forms part of the licensing requirements for operating the airport.

The clean snow is first collected in a large snow storage area shaped like a basin. Once full, the basin is covered

with sawdust, which acts as an insulator to retain the cold of the snow and ice. The cold meltwater is recovered in a heat exchanger and transferred to the central cooling system, before being returned to the snow storage, where it is recharged by the cold of the snow and ice, and then going through the cycle again. The energy of the snow and the cold meltwater is used to cool Pier North on hot days.

As the snow and ice in the snow storage melt, there is an excess of clean meltwater, which is gradually released into the ground to help maintain the water balance.




1. Snow is collected from the whole airport area
2. Deposited in a snow storage
3. During spring the snow is covered by wood chips
4. During summer the snow will melt and the melt water is filtered and pumped to terminal 2
5. A heat exchanger transfer the cold water to the airport central cooling system
6. Return water is transferred back to the snow storage to keep the melt process going.
7. Excess water is spread over terrain (or infiltrated to the ground)

Corporate social responsibility

Avinor's corporate social responsibility is divided into four primary areas: ensuring good aviation services for the whole of Norway; being a driving force in climate and environmental efforts; being a professional and good employer; and ensuring that we run our business responsibly.

Goals and results for corporate social responsibility in 2018

Avinor shall ensure good aviation services for the whole of Norway

SDG	AVINOR'S GOAL	RESULTS IN 2018
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	Punctuality: 88 per cent within 15 minutes Regularity: 98 per cent	83,5 per cent 98 per cent
	All airports must be certified in accordance with the ISO 14001:2015 standard	<ul style="list-style-type: none"> · New environmental management has been established whereby Avinor's centralised environmental management and operations have been certified in accordance with the ISO 14001:2015 standard · From the beginning of 2019, all of Avinor's airports will be covered by a joint Avinor certificate
	Air transport must be accessible by everyone	<ul style="list-style-type: none"> · Avinor standards have been established for terminal and operational buildings. These standards cater for universal design requirements in construction projects · Avinor's airports universally designed by 2025
	Avinor must streamline, modernise, and invest in increased capacity	<ul style="list-style-type: none"> · Facilitating increased non-Schengen traffic at Avinor Oslo Airport · Planning of a seafood centre for air freight at Avinor Oslo Airport · Planning of a third runway at Avinor Oslo Airport · New Bodø airport being planned · Upgrading of Stavanger Airport, Sola, soon complete · Development of Tromsø Airport planned · Operation of Haugesund Airport made subject to competition · Centre for remotely operated towers under construction in Bodø · Digitalisation and automation of a number of services, including autonomous vehicles
	Avinor shall work to improve the customer experience	<ul style="list-style-type: none"> · Avinor's passenger satisfaction has never been higher than in 2018 (ASQ) · Hospitality project completed in Oslo and Bergen · New digital customer communication platform (CRM)
	Avinor shall prevent undesired incidents and ensure good emergency preparedness	<ul style="list-style-type: none"> · There were no aviation accidents with or without personal injury or serious aviation incidents in Norwegian aviation to which Avinor or Avinor Air Navigation Services was a contributing party in 2018



Avinor shall be a driving force in the work on climate and environmental challenges within aviation

SDG	AVINOR'S GOAL	RESULTS IN 2018
<p>13 CLIMATE ACTION</p> 	<p>By 2022, Avinor must halve its total controllable greenhouse gas emissions as compared with 2012 and help to reduce emissions from ground transport and air traffic</p>	<ul style="list-style-type: none"> • Avinor's own verifiable greenhouse gas emissions from airport operations totalled approximately • 17 500 tonnes of CO₂ equivalents, approximately the same as in 2012. • Greenhouse gas emissions from all jet fuels for civilian purposes produced 2.8 million tonnes of CO₂ equivalents • Electric aircraft delivered in the spring of 2018 • Advanced biodiesel at Oslo, Trondheim, Bergen, Ålesund, Molde, and Kristiansand airports. • 11 electric and 12 hybrid vehicles • Increase in the number of charging points • Number plate recognition at all airports • Share of public transport 71 per cent at Oslo Airport • 25,000 curved approaches at Oslo Airport • Sustainable jet biofuels at Oslo and Bergen airports
<p>7 AFFORDABLE AND CLEAN ENERGY</p> 	<p>Avinor must reduce purchased energy by 25 per cent by 2020 compared with the energy consumption of its buildings and facilities in 2012</p>	<ul style="list-style-type: none"> • Two 1,500-metre-deep geothermal energy wells at Oslo Airport • Snow disposal at Oslo Airport for cooling • Solar panel array expanded at Svalbard Airport • All airports energy management and energy monitoring system
<p>14 LIFE BELOW WATER</p> 	<p>Activities at Avinor's airports must not result in any new ground contamination or worsening of water quality</p>	<ul style="list-style-type: none"> • More de-icing chemicals than permitted were used by eleven airports • Measures/plans for removing PFOS at Harstad/Narvik, Fagernes, Oslo
<p>15 LIFE ON LAND</p> 	<p>Avinor shall work actively to reduce the impact of noise from aircraft and helicopter traffic on those living in the vicinity of 10 airports before 2020</p>	<ul style="list-style-type: none"> • Minimal increase in noise from aircraft despite significantly increased traffic at Oslo Airport • Compliance with the new departure corridors 95 per cent • Noise mapping undertaken at Bergen Airport, Flesland - new flightpaths for helicopters introduced • Noise mapping undertaken at Sandane, Båtsfjord, Sogndal, Hasvik, and Kirkenes

Avinor shall be a professional and attractive employer

SDG	AVINOR'S GOAL	RESULTS IN 2018
<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 	Create a Group-wide culture of improvement	<ul style="list-style-type: none"> 70 per cent of employees have a high or very high commitment to their jobs Negotiation process completed for new pension scheme Group-wide training framework implemented Digital maturity analysis conducted Avinor's leadership platform launched Project for reorganisation of training underway Programme developed for employees that excel 20 interns (target: 42)
<p>17 SAMARBEID FOR Å NÅ MÅLENE</p> 	Absence due to illness of 4.5 per cent or lower	<ul style="list-style-type: none"> 4.7 percent absence due to illness Inclusive Working Life committee created New procedures and courses introduced for following up absence due to illness
	H1 value < 2 H2 value < 10	<ul style="list-style-type: none"> H1 value: 3.8 H2 value: 5.1 11 injuries resulting in absence, of which 4 serious
	Reduce breaches of working hours provisions	<ul style="list-style-type: none"> Most units have reduced the number of violations, but some have endured unpredictable staffing challenges at times. Followed up closely by way of concrete measures
<p>5 GENDER EQUALITY</p> 	The percentage of women in the Group shall reach 25 per cent in 2020	<ul style="list-style-type: none"> The percentage of women among permanent employees is 22.5 per cent The proportion of women in managerial positions is approximately equal to the proportion of women in the company, with 20.5 per cent in the Group as a whole, 33.3 per cent in the executive management, and 50 per cent on the Board of Directors A women's network was established to assist HR in attracting and retaining skilled women
	Avinor is an Inclusive Working Life company, with the objective of preventing exclusion from the labour market	<ul style="list-style-type: none"> Adapted work agreements with 30 employees
	Avinor will help to increase employment for people with disabilities and reduced occupational opportunities	<ul style="list-style-type: none"> Several schemes were implemented for people with disabilities and reduced occupational opportunities
	Prevent HSE non-compliance, personal injuries, and work-related illness	<ul style="list-style-type: none"> HR, remuneration, and HSE committee established as a sub-committee to the Group's Board of Directors HSE action plans established for all local units Skills plan drafted as required by the Norwegian Work Environment Act

Avinor shall ensure that it conducts its business responsibly

SDG	AVINOR'S GOAL	RESULTS IN 2018
<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 	<p>Zero-tolerance policy in relation to all forms of corruption</p>	<ul style="list-style-type: none"> · Anti-corruption programme developed with a focus on prevention and control activities · Corruption risk monitoring element implemented within the Group's system for strategic risk management · Risk and vulnerability analysis implemented for corruption and misconduct in project management environments in development and IT · Identified risks addressed via compliance officer and professionals
<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 	<p>Employees, suppliers, and partners must be familiar with and comply with Avinor's ethics guidelines</p>	<ul style="list-style-type: none"> · Management teams and staff exposed to risk completed training tailored to those risks · Mandatory course for all employees and hired personnel · Avinor's contracting parties agree on responsible business practices · All employees are required to register their own external duties, second jobs, and other roles
	<p>Avinor shall have effective procedures for the management of reprehensible actions or situations in all parts of the organisation</p>	<ul style="list-style-type: none"> · Committee appointed for handling notifications of reprehensible conditions in all parts of the organisation · Fewer than 200 notifications received - all processed · Avinor's compliance function followed up the Group's compliance with external and internal regulations relating to corruption, misconduct, and ethics rules. Report to management/Board
	<p>Avinor will work to combat anti-competitive behaviour</p>	<ul style="list-style-type: none"> · Group-wide guidelines established to supplement public regulations to ensure competition in the conclusion of individual contracts
	<p>Avinor shall ensure that all parties to agreements have ethics guidelines and take their corporate social responsibility seriously</p>	<ul style="list-style-type: none"> · Co-operation agreement concluded with the Norwegian Tax Administration regarding the intensification of efforts to combat violations of labour market legislation · Follows public procurement regulations
	<p>Avinor shall ensure the responsible processing of personal data</p>	<ul style="list-style-type: none"> · Data protection officer appointed · System established for internal control · Data processing agreements concluded with subcontractors · No complaints received concerning breaches of customers' privacy in 2018

Executive management



DAG FALK-PETERSEN
CEO



ANDERS KIRSEBOM
Managing Director
Avinor Flysikring AS



ØYVIND HASAAS
Airport Director
Oslo airport



ANETTE SIGMUNDSTAD
Airport Director
Stavanger airport, Sola



MARIT HELENE STIGEN
Airport Director
Trondheim airport, Værnes



THORGEIR LANDEVAAG
Division Director national,
regional, and local airports



PETTER JOHANNESSEN
Executive Vice President
economy and finance



**MARGRETHE
SNEKKERBAKKEN**
Executive Vice President
strategy, safety, and the
environment



EGIL THOMPSON
Executive Vice President
communication and marketing



MARI HERMANSEN
Executive Vice President
HR, legal and business support



STINE RAMSTAD WESTBY
Executive Vice President
operations and infrastructure

Leif Anker Lorentzen stood down as Airport Director for Stavanger Airport, Sola on 1 March 2019 and was replaced by Anette Sigmundstad. Aslak Sverdrup stood down as Airport Director for Bergen Airport, Flesland on 1 March 2019. A recruitment process for a replacement will take place in March 2019.

Board of Directors



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operations management,
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employee representative
Team leader, Kirkenes airport



HEIDI ANETTE SØRUM
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employee representative
Head safety deputy



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Board member,
employee representative
Supervisor, Værnes TWR/APP
Avinor Flysikring AS

Avinor is responsible for the 43 state-owned airports and air navigation services for civilian and military aviation in Norway. This network links Norway together – and links Norway to the world.

Avinor is a driving force in environmental work in aviation and a driving force to reduce the combined greenhouse gas emissions from Norwegian aviation. The company has a leading role in the work on developing and delivering biofuel for aircraft and the electrification of aviation.

Every year, Avinor contributes to conducting safely and efficiently more than 50 million flights. About one half travel to and from Oslo airport

More than 3,000 employees are responsible for planning, developing and operating airports and air navigation services. Avinor is funded by aviation fees and commercial sales at the airports.



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