



Equality Report

Menzies Aviation (Oslo) AS

2025

People. Passion. Pride. Since 1833.

Equality Report 2025

Menzies Aviation (Oslo) AS is a company that provides ground handling services such as baggage handling, ramp services, and passenger services at Oslo Airport. One of the core values for Menzies Aviation (Oslo) AS is to be a workplace where everyone can feel respected and included.

As a wholly owned subsidiary of Agility Public Warehousing Company K.S.C.P, Menzies Aviation Group, and our Norwegian legal entity is expected to work actively to contribute to the group's vision of an inclusive workplace, and we therefore work systematically with mapping and measures to ensure such compliance. As required by the Norwegian Equality and Anti-Discrimination Act, the purpose of this report is to assess where the company currently stands in the work related to promotion of gender equality and prevent discrimination, as well as to identify where measures need to be implemented.

Part 1 focuses on the status of gender distribution per 31.12.2025 at Menzies Aviation (Oslo) AS, including temporary contracts, part timers, recruiting, parental leave, sick absence and finally comparison of wages and pension. Numbers are retrieved from the company's payroll system SD Worx per 31.12.2025, extracted and provided by the company's payroll provider Azets AS.

Part 2 is describing today's status in the work towards inclusion and equality and measures being taken to continue working towards our commitment to be a working place with focus on equality and anti-discrimination.

In addition, Appendix 1 is attached. The Appendix shows the current status in 2025 and development in comparison to previous years.



Part 1

Gender Balance

The job groups in the report are divided according to the company's departments/production units, which largely agrees with the division of the various union agreement areas in the company:

100 – Administration & Management

200 – PAX (Passenger service, front of house/check in staff/gate staff, arrivals)

300 – Ramp (Loading/unloading aircraft side)

400 – OPS (Operations Centre/dispatch services)

500 – PMZ (Baggage sorting & driving)

600 – De-Icing (De-icing operation of aircraft, only during winter season. Employees usually transfer here temporarily from other departments for the season)

	Gender balance		Temporary employees		Part time employees	
	Women	Men	Women	Men	Women	Men
Heads	154	419	9	21	57	54
%	26,9 %	73,1 %	30 %	70 %	51,4 %	48,6 %

Table 1.1 – Gender balance (total, temporary and part time), data extracted from SD Worx (payroll system)

Table 1.1, showing the overall gender balance in the company per 31.12.2025, indicates that the proportion of women has increased by 14% percentage points compared to the previous year. Men still constitute most of the workforce, which is primarily believed to be because the two largest departments involve exclusively physical labour.

The board of directors consists of two men. By the end of year 2025, there were five women and seven men in department leadership positions, representing a gender distribution in the leader group of 41% women and 59% men.

Temporary contracts and part time employees

The company's operations are based on the customers' schedules, resulting in shift-based staffing with production peaks and weekend work. Furthermore, the seasonal variations and unforeseen changes that have an impact on the operational demand are a natural part of the aviation industry. This leads to the need for hiring both part-time and temporary staff in the company.

There were 30 employees on temporary contracts in the company by the end of 2025. Of these, 9 women and 21 men were covering absence and other temporary need. In addition, the company has 2 apprentices on temporary contracts. The apprentice program is a voluntary measure for businesses, and is regulated through the county authority, who sets strict follow-up requirements of the apprentices for the company.



Part time staff	Men	Women
Dep 100		1
Dep 200	12	52
Dep 300	19	2
Dep 400	6	1
Dep 500	17	1
Dep 600		
Total	54	57

Table 1.2 – Part time employees, data extracted from SD Worx (payroll system) per 31.12.2025

In departments 300 and 500, all part time contracts are voluntary for both the men and the women. The full-time contracts are the norm for these departments due to a larger operation. As for departments 200 and 400, the complex requirements for training and competencies in different systems for the check-in and operations employees, in combination with the production peaks, create a bigger need for part time staff. The company is consecutively collaborating with the unions on optimizing the staffing of the operation, ensuring rosters are compliant with labour law requirements, and at the same time avoiding part time contracts where possible.

Out of 557 employees, 111 were on part-time contracts per 31.12.2025. 54 were men and 57 were woman.

Menzies Aviation (Oslo) AS is committed to taking care of its employees and works closely with the union representatives, discussing the need for part-time positions at minimum twice a year. Where possible, part-time employees are offered full-time positions.

Recruiting

It is still evident among applicants that more men than women are drawn to physically demanding positions, but we do have a increase from 2024 when the numbers of women where 29 and in 2025 the number increases to 70. Most of the female applicants showed interest for passenger service positions, in departments that had the smallest number of open positions. Out of 213 employees recruited in 2025, 70 were female. The previously mentioned apprentices are a part of these numbers, where 2 out of 2 are women. All the female apprentices are in department 200 with aim to obtain their craft certificate within Sales, Service and Tourism school program.



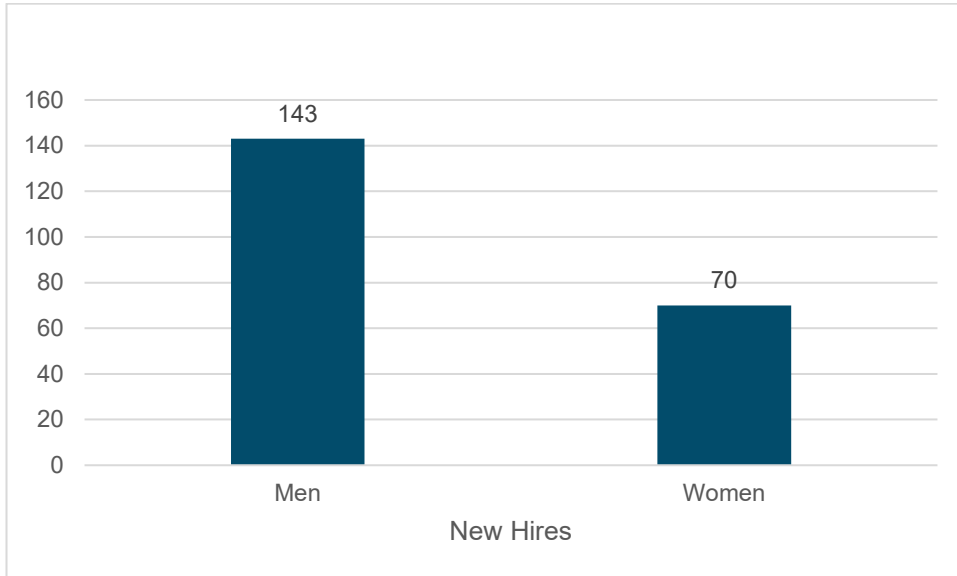


Table 1.2 – New hires

The recruiting need for departments 300 and 500 is normally between 2/3 and 3/4 of the total summer staffing demand. Even though women historically have been showing less interest in physical labour than service-related positions, there are still opportunities to focus on attracting more women to these departments.

Menzies Aviation (Oslo) AS is continuously encouraging individuals to apply for positions in the company regardless of their gender and background. Individuals with diverse nationalities need to fill the requirements from the Norwegian CAA for approval of their background check, which includes the condition of having resided in an EU/EEA country for the past 5 years.

Parental Leave

A total of 50 employees were on parental leave in 2025. The numbers show a slight decrease for women compared to previous year, being 27,07 weeks in 2025, compared to the 28,6 in 2024. A significant decrease is seen in parental leave for men, from 16,4 weeks on average in 2024 to 7,78 weeks in 2025. It may be argued that the decrease in men is related to individuals taking small amount of parental leave which affect the numbers.

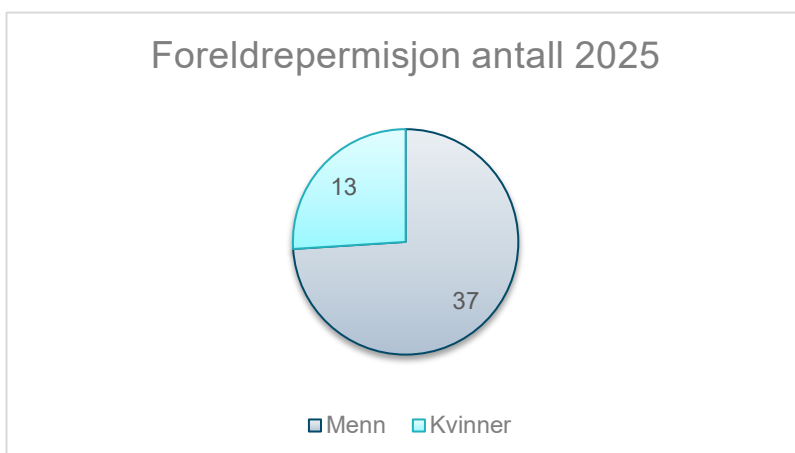


Table 1.3 – Parental leave by gender, data extracted from Simployer (HRM System)

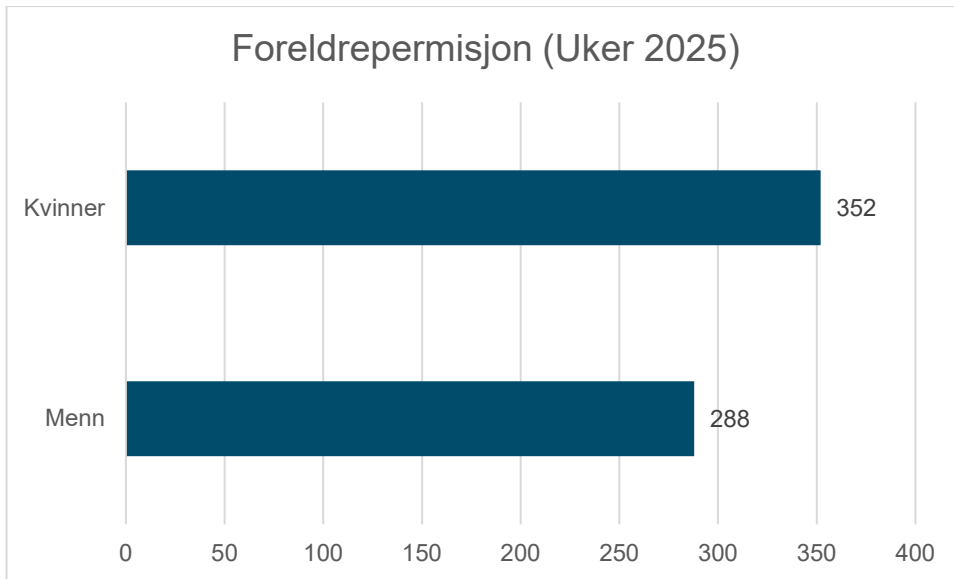


Table 1.4 – Parental leave weeks by gender, data extracted from Simployer (HRM System)

Parental leave covered by the Norwegian Labour and Welfare Administration (NAV) is paid out in advance by Menzies Aviation (Oslo) AS, making sure no holiday pay or pension benefits are lost while employees are on leave.

Sick absence

Norway has during the past years had an overall increase in sick absence on a national level. Menzies Aviation (Oslo) AS has since last year have had a reduction in sick leave combined.

	Sick Absence 2025		
	Own sickness	Sick child	Combined
Average	9,40 %	0,61 %	10 %
Men	9,39%	0,59%	9,9 %
Women	9,41 %	0,65 %	10 %

Table 1.4 – Sick absence on average and by gender, data extracted from SD Worx

The total absence due to own sickness in the company for 2025 was on average at 10%. This shows a small decrease by 2,1 percentage points when compared to the average of 2024.

Divided by gender, we see that the men had an absence of 9,9%, while 10% was the number for women in 2025. In comparison, the average was 12,2% for men and 10,1% for women during 2024. Unlike the previous years in 2025 it was the women that had the highest sick absence in the company during year 2025.

There are reasons to believe that the increase in sick leave may be explained by both the rising number of mental health problems today and the occurrences of musculoskeletal problems, and sickness due to pregnancy for women, the latter remaining a leading cause of sick leave in occupations with high physical workload.

Being absent from work due to sick children gives us an additional absence of 0,6%. For women the average is 0,65% and men 0,59%. This number is almost equal mean that there is an equal acceptance for both mothers and fathers to take care of their children during sickness.

The company continues working systematically with targeted follow up, and with minimizing the risk factors for sick absence.



Wages and pension

	Employees		Total salary average and differences			
	Men	Women	Men	Women	Women-to-men earnings ratio in %	Wage gap between women and men in %
Weighted average	413	144	643 571	644 481	100,14 %	-0,14 %
Dep 100	19	15	802 465	757 291	94,37 %	5,63 %
Dep 200	31	98	534 583	524 552	98,12 %	1,88 %
Dep 300	229	11	649 776	640 902	98,63 %	1,37 %
Dep 400	21	12	591 446	597 897	101,09 %	-1,09 %
Dep 500	78	6	627 942	665 654	106,01 %	-6,01 %
Dep 600	35	2	679 352	693 651	102,10 %	-2,10 %

Table 1.5 - Salary differences segregated by department groups and gender per 31.12.2025, data extracted from payroll system SD Worx

Table 1.5 presents the gender distribution in the company segregated by departments, as well as an overview of wage differences. The wage figures include base salary, variable allowances, overtime compensation, bonuses, and other benefits. The table shows the current differences in wages between men and women, both in NOK and as percentages, across the various job groups.

In departments regulated by collective agreements, wage differences are primarily explained by seniority within the company and the relevant agreement area.

In addition to the departments covered by collective agreements, Department 100 (admin and management), which is not bound by such an agreement, shows a wage difference of 5,63% between the genders. By comparison, the difference for this department was 5,9% in 2024.

At the company level, the overall wage gap between men and women has significantly decreased compared to last year's 4,6%. As of the end of year 2025, the gap stands at -0,14%. It is evident that the difference in wage between men and women continues to shrink and are now balanced. The business has had as its stated aim to ensure a local wage settlement that does not contribute to increasing the differences between the collective agreement areas in the business, as well as to work for a more even gender balance in the departments where the inequality is greatest. In the long run, this will result in smaller pay differences between the genders.

The company has the same pension scheme for all employees, which provides earnings of 5% up to 6 G. The contribution percentage has increased through the recent years, and the work of improvement continues.



Part 2

Personnel Policies

Menzies Aviation (Oslo) AS is subject to John Menzies Limited's management documents where equality, anti-discrimination, diversity, and inclusion form a central part, including the Code of Conduct:

“Our principles

Our operational performance and delivery of quality, safe and sustainable service and value for our customers and other stakeholders depends upon attracting and retaining a highly skilled, motivated and talented employee base. We are committed to having a diverse workforce and creating a workplace that promotes mutual trust and respect. Everyone should feel they are treated with dignity and empowered to reach their full potential. Employees with any concerns or issues are encouraged to discuss these with their Line Manager or a (HR) human resource representative to ensure prompt resolution.

A Workplace Free from Harassment and Intimidation

We all have a right to work free from intimidation and harassment and in an environment where we feel safe and comfortable. Any form of abuse or harassment is strictly forbidden, and this includes actions that might reasonably be considered to be offensive or discriminatory. We expect all employees to treat each other with courtesy, dignity, and respect.

- Help create a work environment free from harassment and intimidation.
- Report any incidents to your Line Manager or HR representative.

Diversity and Inclusion

We actively promote tolerance and diversity at every level of our business. As a global organisation, we aim for a workforce that is representative of the societies in which we operate. As such, we are committed to providing equal opportunities and avoiding any form of unfair discrimination in the workplace. We seek to create an environment of inclusion and acceptance.

Equal Opportunities

Our policies and procedures for recruitment, training, promotion, and reward promote equality of opportunity, regardless of background and personal circumstances.

- All work-related decisions are based on merit, not on race, colour, national origin, religion, gender, age, sexual orientation, gender identity, marital status, disability, or any other characteristic protected by applicable laws.
- Inappropriate behaviour such as offensive remarks, messages or jokes and inappropriate behaviour are never acceptable and will not be tolerated.”

All new employees undergo mandatory training in the document's content, and a refresher course is conducted every 3 years for all employees. The Code of Conduct was updated in 2024 with information regarding unconscious bias, encouraging employees to work on avoiding attitudes and stereotypes, treating all coworkers equally and with respect.

The company encourages employees to talk to their immediate supervisor about unwanted incidents and is also encouraged to report non-conformities in writing in the local non-conformance system. In addition, there is a notification system at group level. The business has not received notifications through the group's system in 2025. During the pandemic, home offices were introduced for a number of administrative functions. This offer has been continued to some extent after the pandemic, which helps employees to better adapt their everyday working life to their private lives. The vast majority of the company's tasks cannot be carried out from a home office and require physical presence.

For employees with special needs for adaptations, the company strives to offer adapted working time plans, as far as this is practically feasible. The company works closely with union representatives on such arrangements.

The company's aim is to integrate the equality aspect into all activities that take place in the business, recruitment, training, development, and promotion, as well as in the development of the physical and psychosocial working environment. This applies particularly in the departments where the proportion of women is the lowest.



Today's status

- There are very few women in departments with physically heavy work
- The parts of the business that have the highest proportion of women are the parts of the business that have the collective agreement with the lowest wages.
- There is a satisfactory proportion of women in the highest management group (around 40%), and a stable number of women in the mid-management.
- In general, there are significantly fewer female applicants for internal recruitment processes and promotions.
- There have been no reported incidents of sexual harassment in the company during 2025. This does not mean that it is not occurring, and measures are being taken immediately if HR and/or management are informed of such incidents. In addition, preventive campaigns are displayed frequently.

The business assumes that the reasons for the low proportion of women in the business as a whole, in some departments in particular, come from the following:

- A bigger proportion of the operation is mainly physically heavy work
- Historically traditional career choices
- High proportion of internal recruitment; from a population with a large proportion of men
- A large part of the working time is outside the opening hours for schools and kindergartens.

Human Resources (HR), the planning department, the Working Environment Committee (AMU), the business committee (BU) and contact meetings with shop stewards aim to facilitate that the business can be an attractive workplace for both genders. Contact meetings are held with the trade unions monthly, in addition to combined AMU/BU every two months. The occupational health service participates in every meeting of AMU/BU.

Menzies Aviation (Oslo) AS has a strong focus on good case management in cases of sexual harassment, and management works closely with HR to ensure that employees feel it is safe to report such cases. The business has mandatory training modules on equality and discrimination, as well as a separate recruitment manual that covers the topic for all employees involved in recruitment processes.

Menzies Aviation has committed to the UN's Sustainability Goals for equality and inclusion. The group has a goal to increase the proportion of women in senior management to 25% by 2026, and the proportion of women in middle management to 40% by 2033.

The Menzies Aviation group has its own management program for women "Thrive - Women in leadership", in which participants from the Norwegian unit have been able to take part. The program is aimed at women that are seen as potential leaders, helping them develop their leadership skills. The group attaches great importance to promotion of the business, including recruitment material and job advertisements, containing visual and verbal communication that supports the goal of diversity and equality.

The company carries out annual employee surveys and employee appraisals, which are good tools for uncovering systematic obstacles to the equality goal, as well as discrimination. The goal of conducting a bigger employee satisfaction survey during 2025 with help by the Occupational Health Service has been postponed and will be in focus for 2026.

Impairment of function

The essential parts of the business require employees with good physical conditions, as the work consists of handling, loading/unloading luggage, handling large machinery or vehicles.

In addition, there are a number of restrictions in the indoor infrastructure (terminal) which make it difficult even for salaried employees with disabilities to physically get to the workplace in order to perform tasks.



The business is at the mercy of infrastructure that is provided by Avinor or the customers (the airlines), and which can only be adapted to a small extent for functional impairments. This makes it challenging to facilitate the inclusion of employees with functional impairments.

An example could be check-in desks with narrow entrances, high work desks and the requirement that employees must be able to help passengers operate the airport's infrastructure (check-in kiosks, baggage belts, etc.)

The aim of the business is to be able to arrange for employees who have temporary functional impairments to be able to stay in work or possibly be permanently relocated, in order to prevent dropping out of working life. This is followed up through the company's follow-up program.

The business has had a separate project with the trade union to map adaptation options for the elderly in the company. Here, everyone over a certain age has been reviewed and the possibilities for less physical work have been looked at. The result of this exercise showed that over 90% of the elderly had positions that in one way or were adapted to be less physically demanding.

Ethnicity

The business has employees from many different cultures, countries and ethnic backgrounds, and is an attractive workplace for immigrants due to the working language (English) and the fact that the business operates in an international environment, which in this sense is a self-reinforcing factor.

The limitation lies in national requirements for security clearance, which excludes all persons who cannot document residence in the EU/EEA in the last 5 years before the start of the employment relationship.

Religion/view of life

Facilities and regulations at the business and in the infrastructure around the business (the airport) provide good facilities for employees with different religious affiliations, such as food offerings, flexibility in uniform regulations and prayer rooms. The business has good conditions for being able to adapt time off/holidays to the various holidays.

Sexual orientation, gender identity, and gender expression

The group attaches great importance to the individual employee's freedom of play when it comes to gender identity, including through flexible uniform rules and using visual expressions of support for Pride, including by painting flight stairs in Pride colours. It will also be marked with information letters, events etc.

Recruitment

The business attaches great importance to all visual and verbal expressions in connection with promotion and recruitment appealing to both sexes and often reinforces this by actively using images and videos that show the diversity that already exists in the business. There are good opportunities to create more diversity specific material used to promote the company in connection with employer branding and recruitment.

The company wishes to increase the proportion of newly recruited women in positions in the baggage handling and Ramp areas and is particularly attentive to female candidates' feedback and wishes, in order to be able to attract a higher proportion of women.

The company works to appeal to women during internal departmental changes, for example by concretely encouraging potential candidates to apply for positions. All departments are focused on making sure the internal and external recruiting processes are fair and that all potential biases are eliminated, using structured interviews for all candidates combined with case exercises.

Salary and working conditions

The business has ensured equal treatment of groups, regarding pay, through collective bargaining. The business sees it as a challenge that the various tariff areas have a gender imbalance, and that this indirectly results in lower wages for women. The company's first goal is to prevent wage growth in the future from reinforcing inequalities, as well as to strengthen the gender balance in departments where the representation of women is low.

The company is providing full advance payment in event of illness and parental leave, as well as paid paternity leave for fathers for 2 weeks during birth. There is no loss of benefits during maternity/paternity leave with this arrangement.

Promotion & development opportunities

The company works to appeal to women through internal announcements and encourages potential female candidates to apply. The business is concerned with diversity in all parts of the organization and seeks to put together teams that reflect the diversity in other parts of the business.



Combination of work and private life

Employees in administrative positions, which do not require physical attendance, have the option of a home office as well as flexible working hours. The company has made itself open to alternative working time arrangements for other staff but has so far been unsuccessful in finding an arrangement that the shop stewards have accepted. The business offers voluntary time shifts and shift changes where possible without significant consequences for the operation. As for couples who both are employed in the company, planning and department managers are working together to find solutions that meet their needs when it is possible.

Facilitation

Offers on individual arrangements for home offices, financial grants, and loan equipment, offers for employees who for physical/psychosocial reasons should not work from home. Discounted physiotherapy for all employees, with possibility of the company covering several sessions with aim to reduce sick absence.

Harassment, sexual harassment, and gender-based violence

There are good incident report systems in the Norwegian unit, as well as a group system for notification. All cases in 2025 are received and handled locally. Good dialogue with shop stewards around the issues that have arisen.

Measures

Menzies Aviation (Oslo) AS is committed to be an inclusive workplace, regardless of the employees' background, age, gender, sexual orientation, life situation and religion.

Measures to ensure more inclusion and diversity:

- Running recruiting campaigns to attract a more diverse pool of applicants and making sure both external and internal recruiting processes are being fair and inclusive.
- Increase the proportion of women in departments 300 and 500 over the next years. This may be achieved through active promotion of female role models, facilitation, and running recruitment campaigns with an aim of attracting women to physically active positions.
- Encouraging more women to develop leadership skills through Menzies' "Thrive – Women in Leadership"-programme.
- Ensuring gender balance and equality in leadership positions, meeting the Menzies Aviation Group's earlier mentioned global goal of having at least 40% women in mid-management positions before 2033.
- As from beginning of 2025, the company offers free period products for women in all departments, as a step towards more equality by helping women cover a basic need.
- Use appropriate channels to promote campaigns connected to the Pride-celebration and promotion of diversity and inclusion internally in the company, as well as on social media.
- Keep working to decrease the number of part-time contracts and involuntary part time where possible, especially in departments that have a higher proportion of women. This is to be done by introducing competency-based shift plans as a trial project.
- Equal pay for equal work, assured through union agreements and HR policies
- Continuously conducting employee surveys, appraisals and exit interviews to collect more feedback from employees. Use the results to map reasons for sick absence and turnover.

Results and Expectations

In conclusion, efforts are being made to further improve gender balance across departments, and the company continues to work more systematically on ensuring equality and prevent discrimination. The gender balance in the



company as a whole has improved compared to previous year. However, when segregated by departments, the gender balance in the male-dominated departments is the biggest potential improvement point as per today.

The wage gap between the genders has decreased further compared to 2024, whether this trend will continue is unclear. More resources from HR and the departments will be dedicated to improving follow up and facilitation quality in 2026.

Status for previous years can be followed in Appendix 1.

Menzies Aviation (Oslo) AS remain committed to practices and policies that promote equality and diversity - and will continue the work on minimizing the risk factors associated with potential discrimination through collaboration with the trade unions, in AMU/BU, and through better mapping tools in the future.



Appendix 1:

Status of previous years compared to 2024

Gender Balance

	Percentage of women relative to men			Goal 2025
	2024	2025	Development since 2024	
Gender balance total	26,2 %	34,9 %	8,7 %	Better gender balance
New hires	28,1 %	32,9 %	4,8 %	Increase proportion of women using recruiting campaigns
Temporary employment	50 %	43 %	-7%	Decrease use of temporary positions
Involuntary part time	67,9 %	50,5%	-17,4%	Decrease number of involuntary part time contracts

**Previous report does not differentiate between involuntary and voluntary part timers*

Wage Gap Development

Year	Wage gap between women and men			Trend
	2023	2024	2025	
Wage differences	15,6 %	4,6 %	-0,14	Gender gap shrinking and are balanced

Sick Absence Development

Sick absence	2023	2024	2025	Trend
Total absence due to own sickness	7,2 %	11,7 %	9,4 %	Decreasing
Men	7,1 %	12,2 %	9,3%	Decreasing
Women	7,5 %	10,1 %	9,4%	Decreasing

