

People

Our people are at the heart of our business and our success. We are committed to creating a diverse and inclusive culture where our employees can thrive. We want them to experience equity of opportunity, to feel respected and supported to learn and develop, and to be able to be themselves. Like many companies and societies, we can always do better but we are committed to improving our policies, practices and employee experiences that will benefit all our people, our business, and support our future success and sustainable growth.

We celebrate the great work and commitment of our employees with long term service awards as well as our annual We Are Menzies Awards. Read more on page 18.



OUR PEOPLE GOALS

Optimise training

Focus on the safety and wellness of our people.

Increase development

Retain talent and develop our people at all levels with a focus on our leadership.

Improve engagement

Enhance the way we communicate with our people, especially frontline colleagues.

Diverse & balanced workforce

Support our diversity forums to inform positive change across the business.

UN SDG Alignment



Equity for All

Our executive led Equity Inclusion and Belonging (EIB) working group was created to encourage conversation and participation from employees at all levels to understand what issues in this area are most important to employees, and to help identify changes and initiatives we can implement to progress positive change for all. The group applies an equity and inclusion lens to two main focus areas that correlate to our business risks and strategy for sustainable growth:

- Talent attraction and recruitment
- Retention and development

A survey of EIB group participants further identified the following topics for Menzies to consider when developing our plans under the two focus areas above:

- Gender
- Family friendliness
- Disability
- Race

We have since expanded our priorities to include engaging young people and supporting refugees.

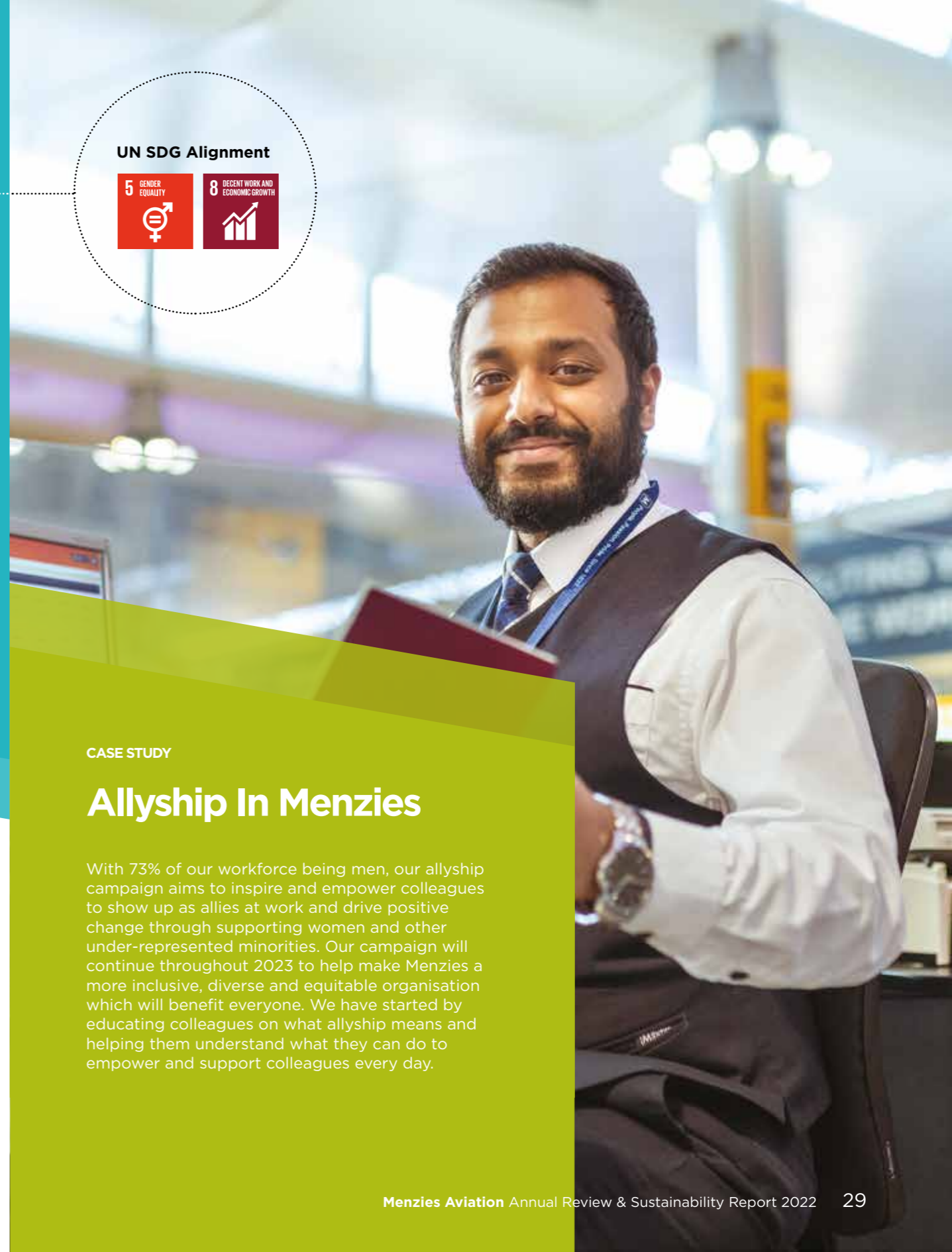
In 2022, we were delighted to welcome a guest speaker to our EIB group from Deloitte, sharing their experience and learnings as a diversity and inclusion champion. We look forward to learning from and sharing with more partners and peers, to advance our own equity, diversity and inclusion journey.

Our Code of Conduct and our suite of People policies cover many areas of human rights, employee rights and more. Our Equality Diversity & Inclusion Policy sets out our commitments and expectations and the accompanying online training is mandatory for all employees globally. We have also launched allyship and unconscious bias training.

CASE STUDY

Allyship In Menzies

With 73% of our workforce being men, our allyship campaign aims to inspire and empower colleagues to show up as allies at work and drive positive change through supporting women and other under-represented minorities. Our campaign will continue throughout 2023 to help make Menzies a more inclusive, diverse and equitable organisation which will benefit everyone. We have started by educating colleagues on what allyship means and helping them understand what they can do to empower and support colleagues every day.



People continued

We started tracking diversity metrics to enhance our recruitment and talent management processes and we are setting new targets beyond gender to be able to better track and measure our progress on our other priorities and inclusivity more generally.

Gender Equity

Following our participation in the UN Target Gender Equality accelerator programme in 2022, we recently became a signatory of the **UN Women's Empowerment Principles**, further demonstrating our commitment to advancing gender equity and inclusivity and the UN Sustainable Development Goals within our operations and by extension, in the wider societies of the geographies we operate.

Our **Women in Leadership** programme was launched in Q4 2021, with over 70 participants having completed the programme so far and more cohorts planned.

Supporting refugees

We were pleased to become a member of Tent in December 2022. Tent connects businesses with government agencies and organisations who work with people that have refugee status. With the support of Tent, we are setting up recruitment programmes and partnerships in Europe, UK, the US and Canada to recruit and support refugees into our business. We look forward to sharing our first targets with Tent in June.

During 2022, we successfully onboarded around 20 Ukrainian workers within our European operations who were displaced due to the conflict in Ukraine, providing them with additional support including local language training, to help them integrate into local communities and the workplace. Read more on page 35.

Supporting our veterans

We are proud to employ a large number of veterans across our global operations, with over 1,000 in Europe and well over 4,000 in our Americas region. As well as supporting the recruitment of ex-forces employees, we also support those who are active in a reserve capacity.

In recognition of our continued support of veterans we were delighted to be presented with our silver award under the Armed Forces Employer Recognition Scheme, one of the highest accolades for supporting the defence community in the United Kingdom. We look forward to continuing our journey towards achieving the gold standard.



Inspiring the next generation

Each year, we provide a number of internship and apprenticeship opportunities for young people across our business in a variety of roles and areas of expertise. As well as attracting new talent, we hope to inspire a new generation of aviation professionals. We are doing this through new partnerships with universities and we have great plans to expand our youth engagement in 2023.

“On behalf of Menzies Aviation, I am proud to officially show our commitment to advocating and progressing gender equality by signing the UN Women’s Empowerment Principles. We operate in a historically male dominated industry but I believe by empowering women and creating equity through opportunity, recognition and allyship, we can play our part in advancing positive societal change and creating a thriving and inclusive workplace where everyone can reach their full potential.”

Philipp Joeinig, CEO

Plans for 2023:

- Launch our equity, diversity and inclusion pulse survey for our senior leadership population with the aim of expanding this to a wider employee population later in 2023.
- Unconscious bias training will be mandatory for anyone involved in recruitment or promotion decisions within Menzies.
- Alumni from our Women in Leadership programme will be offered enhanced development training, to support the acceleration of their careers.
- Continue to develop our allyship campaign.
- Set new measures and goals globally and locally beyond gender.
- Develop recruitment, support mechanisms and partnerships for our refugee onboarding programme.
- Develop our aviation youth education and awareness campaign and community engagement.
- Develop and evolve our people and family friendly policies.
- Develop our Fair Labour programme by reviewing and enhancing policies and practices for our own employees and for within our supply chains.
- Develop the Menzies’ approach to the signature traits of inclusive leadership and weave into our Living Leadership programme from late 2023.
- Global employee engagement survey undertaken in Q1 2023.



People continued

Respect for Human Rights

As a signatory of the UN Global Compact, we fully support the United Nations Guiding Principles on Business and Human Rights and the International Labour Organisation Declaration on Fundamental Principles and Rights at Work.

We take a zero-tolerance approach to breaches of human rights and all forms of modern slavery and human trafficking, and respect the right to freedom of association and fair work and wages for our employees.

Our suppliers are expected to adhere to Menzies Third Party Code of Conduct and we incorporate contractual provisions relating to this, as well as specific clauses relating to modern slavery and other ethical conduct and legislation, such as anti-bribery.

No instances of modern slavery were identified in our own operations or supply chain during 2022.

We publish an annual statement outlining Menzies' response and steps taken to address modern slavery and human trafficking risks and ensuring that any form of slavery including forced labour bonded labour, child labour, and human trafficking do not occur anywhere in our global operations, or our supply chain. Our latest annual Anti-Slavery and Human Trafficking Statement is available on our website at menziesaviation.com/anti-slavery-statement

Our statement is published in both UK and Australian modern slavery statement registers, in compliance with the UK Modern Slavery Act 2015 and Australian Modern Slavery Act (Commonwealth).

In 2023, we are reviewing our Fair Labour Programme and modern slavery and human rights risks. This will include updating our existing Code of Conduct, Anti-Slavery and Anti-Human Trafficking Policy, and Fair Labour policies, training and tracking of measures and internal audits, to be completed in 2023. Alongside this, our new third party risk management system enables us to undertake more robust and auditable risks assessment of all our supplier population, and to undertake appropriate supplier due diligence assessing their approach to human rights, labour rights and modern slavery policies and controls. With this information, we can ensure the suppliers we work with are adhering to the standards we expect from them, aligned with our Third Party Code of Conduct.



Aligned with the International Air Transport Association's 25 by 2025 industry-wide campaign aimed at shifting key diversity and inclusion metrics across the aviation industry by 25%, or up to a minimum of 25% by 2025, we have committed to:

- Increase the proportion of females in our senior leadership population to at least 25% by 2025.
- Increase the proportion of females in our middle leadership population to at least 40% by 2033.

Females in our global population

27%

Females in our senior leadership

19%

Females in our middle leadership

31%

Females on our Executive Management team and Board

20%