

Safety

The safety and security of our operations and our people is our top priority, reflected in our purpose, our values and our strategy for sustainable growth.

UN SDG Alignment



OUR SAFETY GOALS

Zero injuries

Improve and increase hazards and near miss reporting by introducing frictionless reporting and loss time reporting.

Zero damage

Invest in technology to improve safety such as SmartDrive and immersive 360 degree videos. Engage employees through gamification and continually promote our Golden Rules.

Improve our safety culture

Continue to embed the MORSE code and charter across our network to create a positive safety culture. Focus on mentoring, improving supervision and oversight, and managing risk training.

We aim to have the best safety culture in the industry by delivering the highest health, safety and security risk standards everywhere we operate. We want our people to feel safe in their working environment by providing the training and tools required to do their job safely and securely. We want our customers to trust Menzies to deliver the safest and most reliable services and to know that we are committed to continually evolving and embedding our safety and security practices.

Our Safety Management Systems include our policies, procedures, training and manuals, designed to the highest industry best practices and standards for safety management, occupational health, security, training and quality assurance. We hold certifications in some operational locations for ISO14001 and ISO45001, however, our focus is on aligning with industry certification and standardisation.

We successfully renewed our IATA Safety Audit for Ground Operations (ISAGO) registration, entailing a audit of all central policies, procedures, training and quality management. Our most recent ISAGO HQ audit was successfully completed in Q1 2023 with zero findings.

We also maintained our IATA Ground Handling Partner (GHP) and IATA Strategic Partnerships membership that provides a platform to contribute to the development of solutions that impact safety and damage reduction, while promoting efficiency improvements initiatives as well as strengthen relationships with key industry stakeholders.



CASE STUDY

Managing risk from within

To address insider threat risk within our business policies, processes and controls, we undergo an annual assessment of our Insider Risk Mitigation Framework by the National Protective Security Authority (NPSA), part of the UK's MI5 security service. The assessment is based on the NPSA Personnel Security Maturity Model, focussing on seven core elements of effective personnel security processes:

- Leadership and Governance.
- Insider Risk Assessment.
- Employment Screening.
- Ongoing Personnel Security.
- Monitoring and Assessment of Employees.
- Investigation and Disciplinary Practices (Response).
- Security Culture and Behaviour Change.

Safety continued

In 2022, we began the roll out of all safety and security standards and processes to our former NAS locations, starting with Abidjan on the Ivory Coast, as part of the integration of our business and operations. The NAS teams embraced the new ways of working and standards. We look forward to further integrating and embedding our safety and assurance processes within all new operations providing the highest standards consistently across all new global operations.

We shared new wellbeing learning modules, hints, tips and internal online wellbeing resources for World Wellbeing Week.

Our European de-icing leads held a two-day workshop in Bucharest, Romania where the team covered safety and quality topics including amendments and updates to the Ground De-icing /Anti-icing Manual (GDAM) following SAE International Global De-icing Standard changes. New innovations and technology in the industry were also reviewed including new de-icing rig technology, fluid efficiencies and recycling.

Safety Culture

Our M.O.R.S.E. (Menzies Operating Responsibly, Safely and Effectively) Code and Charter, along with our Golden Rules, encapsulates our safety culture and how we embed it in everything we do, that sets us apart from competitors. The M.O.R.S.E. code sets the way we work every-day, ensuring our airline customers and the traveling public can trust every journey they take. It is embedded throughout our business, from our induction programmes, initial and refresher training, safety, security and environmental promotions, incorporated onto uniforms, and features regularly in our internal communications.

Our teams hold monthly M.O.R.S.E. forums to track progress, highlight key operational risks and emerging trends, review incidents and learnings, and identify improvement opportunities to reduce accidents and incidents.

In our recent employee engagement survey, 80% of responses to every safety question were positive, demonstrating not only our employees' commitment to safety, but also our ability as an employer to drive a culture of safety.

Our popular M.O.R.S.E. events held each year across our global operations, shine a light on the commitment to safety and security that our teams embody every day and recognise their achievements.

Quality and Assurance

We measure quality assurance and safety success through KPIs and internal audits.

- Menzies '8 Pillar' programme prescribes the minimum standards that are expected throughout our operations, against which we measure each station location.
- Our '5 Star' Programme allows us to audit on what matters most and drives improved compliance behaviour.

Both programmes provide the necessary oversight and assurance that operational risks are adequately managed, and continuous improvement is achieved.

In 2022, our operations were also subject to 1,058 external audits, an increase from 828 external audits in 2021.

External audits
in 2022

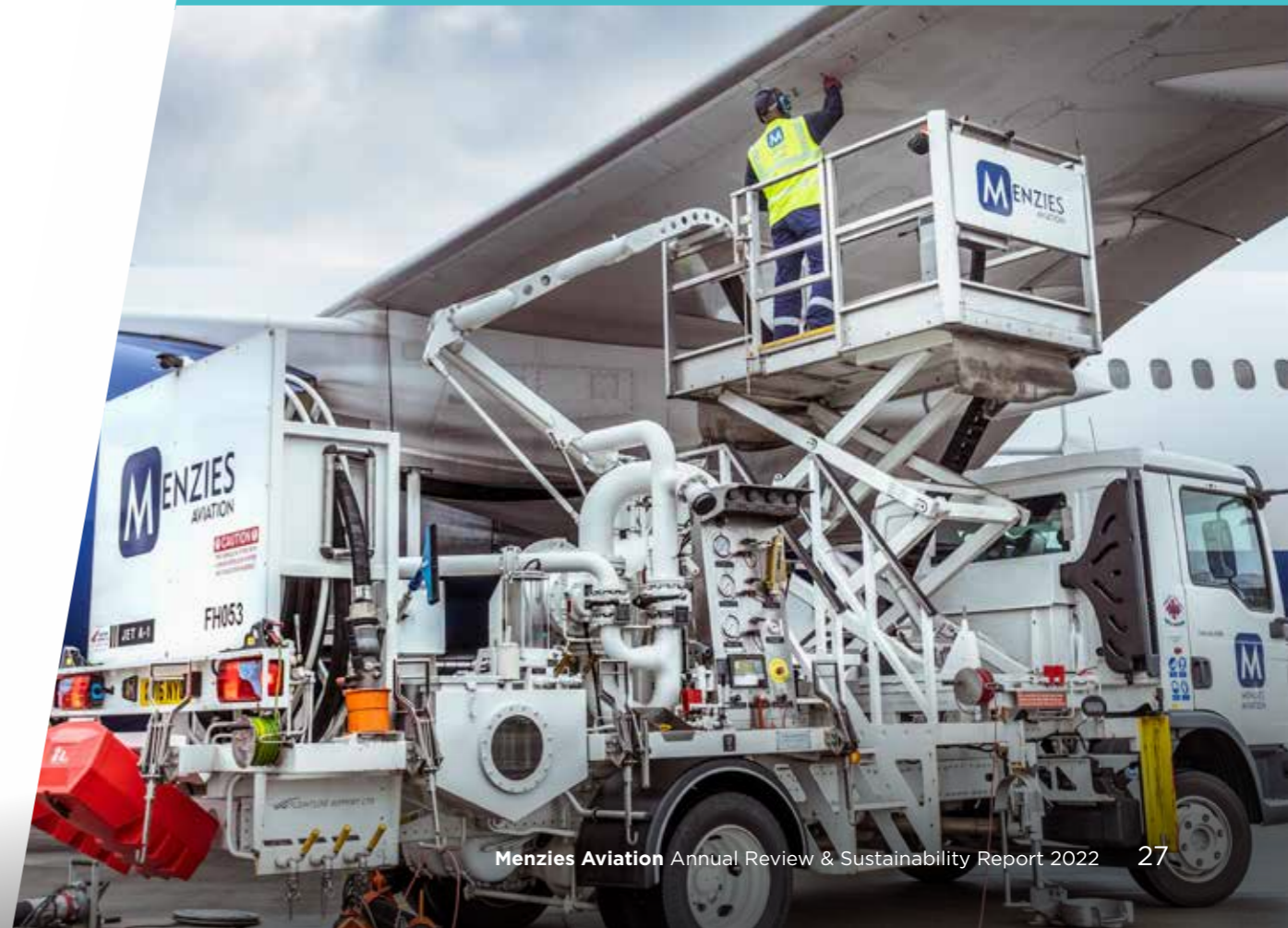
1,058

Employee Personal Injury Rate
(per 100 FTEs)

0.096

Operational training
compliance

97%



Safety continued

Strategy

We have a 3 x D strategy to help drive continual improvement.

- Diagnose areas that can be improved;
- Design to simplify, motivate and give people the ability to succeed; and
- Deliver in collaboration with stakeholders.

This strategy has contributed to the implementation of innovative tools such as:

1. The SMART app, an award-winning technology, enables quick inspection of tasks tailored to aircraft type and customer requirements, and allows us to recognise when people go above and beyond.
2. The SmartDrive program, which includes AI cameras and encourages responsible driving.
3. Gamification, a form of micro-learning, which enables higher recall for important safety messages in a fun and engaging way.
4. Frictionless reporting allows anyone to report a hazard swiftly on any mobile device and feedback is provided on their report.
5. We have also implemented our Tow Team Warning System with a connected wing walker to pushback driver alert systems to improve pushback safety.

2023 Priorities:

A key area of focus will be to simplify and automate KPIs to create transparency and improved insights for our managers. Examples include:

- Benchmarking Personal Injuries and Aircraft Ground Damage using incidents rates, enabling our managers to rank their performance against regional and global rates and provide their existing and prospective customers with real-time performance.
- Real-time Training Dashboard, enabling managers to better plan training resources and ensure optimum levels of skilled labour to meet growth demands now and into the future, giving our customers confidence and ensuring quality of service.
- Improving analysis and correlation of leading and lagging indicators to give early warning notifications and help managers stay on track, and provide a safe a secure service.
- Link incidents in M.O.R.S.E. with our Enterprise Risk Management system to always show the current more dynamic Operational Risk Register, assisting management teams to focus on areas that matter most.
- Reviewing and testing our Crisis Management Centre processes and tools.

