



Our people

Engaging our workforce

We engage with our workforce through a variety of channels and campaigns, including creating opportunities for interaction, to support company communications, to seek feedback and to recognise and celebrate their achievements. As we grow, it's important to ensure we're still improving the workforce experience.

Following our previous employee Let's Check In survey in 2023, our next survey runs Q1 2025 and we look forward to the results, which will include feedback from our many new colleagues we welcomed during 2024.

We have been using SAP SuccessFactors Learning solution since 2015, along with SAP SuccessFactors Performance & Goals for graded management across the business and have now rolled out SuccessFactors Employee Central as our core HR system to 53 countries, with more set to come on board. This is improving our employee data, insights and elevating the employee experience for managers and employees, with the focus now moving to consolidate more data for employees in one place and providing employee self-service capabilities.



25%

females in senior leadership

We achieved our target of 25% senior female leadership by 2025.

29%

females in middle leadership

Our target is to achieve 40% females in middle leadership by 2033.

Our goals

- Create equity and inclusion for all and an increasingly diverse and balanced workforce.
- Enhance our people systems and the way we communicate with our people.
- Invest in the development of our team at every level of the organisation.

Key people policies

- Code of Conduct
- Group People Policy
- Human Rights & Fair Labour Policy
- Equality, Diversity & Inclusion Policy
- Sexual Harassment Policy
- Speak Up Policy & Guidance
- Parental and Maternity Leave Policies
- Flexible Working Policies
- Station Managers Pledge
- Employee Handbooks
- Employee Accommodation Policy

People metrics

51,662

Headcount as at 31st December 2024

45,151

Headcount as at 31st December 2023

47,568

FTE as at 31st December 2024

42,471

FTE as at 31st December 2023

Data Point/Indicator	Female	Male	Total	Female %	Male %
Total full-time employees	10778	31323	42,101	26%	74%
Total part-time employees	4207	5314	9,521	44%	56%
Total contract/temporary workers	1813	5664	7,477	24%	76%

*contract workers not included in headcount figures.

2024 **25.7** **5.5%** improvement

2023 31.2

1% employee population recruited from refugees by end 2026

Voluntary Staff Turnover 2024



Our annual We Are Menzies Awards celebrate our values and recognise colleagues around the globe who are living them every day. There are six individual awards, with each aligned to one of our core values: safety & security, teamwork, integrity, agility, customer focus and sustainability. Our 2024 awards received 3,500 nominations (30% YOY increase) and our 2025 awards look set to surpass this.

Our Employee of the Year award was jointly awarded to Gabriel Sofronea and Will Bennett, London Heathrow.



Safety & Security

Gabriel Burke, London Luton, UK — for spotting and reporting suspicious suitcases leading to one of the largest customs seizures at London Luton.



Agility

Marc Merigot, Edinburgh Park, UK — for his proactive approach to reporting and for his ability to anticipate and adapt to potential challenges to get the job done right.



Teamwork

Gabriel Sofronea & Will Bennett, London Heathrow, UK — for performing life-saving CPR when their colleague suffered a cardiac arrest.



Customer Focus

JoAnn Kelleher, Denver, USA — for building relationships with other teams and using creativity and determination to find solutions to keep customers satisfied.



Integrity

Antoinette Tabet, Sydney, Australia — for consistently applying her knowledge to spot and report cargo irregularities to Australia Border Force.



Sustainability

Dallas Fort Worth Cargo — for working with the airport's Environmental Affairs Department to keep cardboard waste out of landfill during December.



We Are Menzies Awards Employees of the Year 2024

Our popular **#mymenzies** social media campaign continued in 2024 and recognises and raises the profile of colleagues in different roles across our global network, highlighting the diverse talent we are lucky to have in our business.

As part of our **Station Managers Pledge**, our Managers continuously engage with our operational teams through town halls and being a regular presence in the operation, and our M100 senior leaders participate in regular webinar communications and learning sessions.

During the year we launched our news feed using UKG Talk, a new edition to the UKG Pro® mobile app, providing a modern and interactive mobile-first platform to share news and interact with all colleagues around the globe. This new social media style of internal communication supports inline translations in more than 200 languages and has interactive features allowing colleagues to react to and comment on posts and vote in polls. Once

the roll-out is complete, both frontline employees across our 300+ locations and in our support team offices will be able to seamlessly receive updates, company news, and critical communications directly through the app improving opportunities for collaboration and on the spot recognition. We were delighted to be recognised with an Innovation Award at this year's UKG Aspire event in Las Vegas.

3,500
nominations received for We Are Menzies Awards 2024 (30% YoY increase)



Wear the future: Our new uniform

In 2024 we launched our new Front of House uniform for passenger facing colleagues, marking the next chapter in our sustainable growth journey. The new uniform will continue to be rolled out throughout 2025. We are also working on a new design for our back of house uniform.

The design process was shaped by direct feedback from our people, with comfort, functionality and sustainability at the forefront of the new design. Collaborating with a diverse cross-section of employees was a vital part of the design process. Our employees represent a diverse range of cultures, in more than 65 countries on six continents. Selecting a cross-section of employees globally ensured representation for all ethnicities, ages, religious beliefs and gender identities. Based on this feedback, we worked closely with our design teams to introduce materials to make the uniform lighter, more breathable and with greater stretch. Uniform options are offered for those colleagues working in environments that experience more extreme temperatures. In a first for the aviation services industry, we introduced a new footwear policy, allowing Front of House employees to wear trainers with their uniforms.

This significant change reflects our commitment to employee wellbeing and the importance of comfort in delivering a first-class service.

Sustainable and recycled materials have been incorporated into the design and distribution process reflecting our commitment to sustainability, ethical practices and social responsibility. We're proud to work with suppliers that are dedicated and focused on environmental, social, and ethical policies, and uphold

positive working conditions, fair labour practices, and ensure the protection of workers' rights throughout their operations. We encourage local production, and in addition to recycled fabrics, we removed single-use plastic bags from all our packaging. We are also partnering with specialist organisations to ensure old uniforms and repurposed and recycled responsibly. In the UK alone, CO₂e savings for recycling uniforms is expected to be approx. 6 tonnes compared with sending to landfill.



Diversity and inclusion

Our commitment to diversity remains as strong as ever and we fully believe in fostering a culture of equity, where every individual has opportunities for growth, advancement and success, regardless of their background.

We reviewed our approach to diversity and inclusion towards the end of 2024 and have been creating new plans for 2025-2026 focusing on deliverables that support our growing and increasingly diverse workforce, as well as actions that continue to attract new diverse talent. Our core focus areas remain:

- Gender
- Family friendliness
- Disability
- Race
- Engaging young people
- Supporting refugees

Our Diversity and Inclusion Policy was updated in 2024 to include references to unconscious bias, which also feature in our updated Code of Conduct. We aim to raise awareness and reduce occurrences of bias that may influence workplace behaviours and outcomes in ways we may not intend. This includes areas such as hiring,



performance evaluations, promotions, and daily interactions, potentially reinforcing inequities.

Offering a more accessible recruitment experience is firmly in line with Menzies' diversity strategy. Visitors to our Global Careers Hub can access a wide range of tools to customise their digital experience using the Recite Me assistive toolbar. This includes screen reading functionality, multiple reading aids, customisable styling options and an on-demand live translation feature that boasts over 100 languages, including 65 text-to-speech and styling options. All the functionality of Recite Me's assistive technology is also available on our Menzies Aviation corporate website.

“Every individual has opportunities for growth, advancement and success, regardless of their background.”

29

Total confirmed work-related discrimination and harassment incidents 2024

2

Other total confirmed work-related social and human rights incidents in 2024



Heritage Day in South Africa

Our Menzies management and administration office in Johannesburg, South Africa came together to celebrate Heritage Day and represent some of the many cultures. The day provided a sense of unity and shared traditions, recognising that we are always stronger together.



Harassment in the workplace

Menzies has zero tolerance for any violence or harassment of any kind in the workplace. We all have a right to work free from intimidation and harassment and in an environment where we feel safe and comfortable. We expect all employees to treat each other with courtesy, dignity and respect. In 2024, we introduced new Sexual Harassment Policy and training for employees, which supplements our existing Dignity and Respect learning module, and aims to educate and reduce the risk of any occurrences in the workplace.

Gender equity

We aim to improve the representation of females in aviation reflected by our targets aligned with the IATA 25 by 25 campaign, to reach 25% females in our senior leadership population by end 2025. We reached 24% in 2024 and are delighted to have since achieved our 25% target.

As a signatory of the UN Women's Empowerment Principles we are committed to advancing gender equality and fostering business practices that empower women.

We support equal pay for work of equal value, and publish gender pay gap reports for the UK and France.

We have supported over 125+ females through our Women in Leadership course so far and continue to adapt our people policies to support changes that benefit women, as well as other employees, through improved maternity and paternity leave policies and more flexible shift patterns. Our 2024 figures show that 44% of part-time employees are female, indicating that our flexible working and improved shift patterns may be encouraging more females into those roles.

We were proud to support Girls in Aviation Day 2024, in partnership with Women in Aviation International. We invited

girls from schools and colleges near our London Heathrow, United Kingdom, and Entebbe, Uganda, stations to visit our local teams to learn more about the exciting career options that exist in aviation, while our team in Budapest, Hungary, invited daughters of employees to take part in a bus tour at the airport and learn more about aviation careers. We were blown away by their enthusiasm.

Our Menzies Macau team participated in the We Care community event that recognises the significant role women play in undertaking unpaid family care work and aims to reflect this through support in the workplace.

125+

females supported through our Women in Leadership course so far

They advocate for gender equality in the workplace, taking a family friendly approach to policies, and promoting women's career growth.





Wellbeing

Doing our best to support our employees' wellbeing and mental health benefits our people and helps drive a more focused and happier workplace.

Our Wellbeing Hub is available online for all employees to always access and includes mental, physical and social wellbeing guides as well as varied country specific resources on topics such as financial wellbeing, mental and physical healthcare resources, as well as employee assistance programmes.

As an example of local action, our team in Budapest, Hungary, organises professional-lead workshops for employees teaching them how to deal with stress and challenging situations. Our Budapest team achieved an 'advanced rating' and the 'resilient shift worker' recognition award during a mental health audit in 2024.

We held our annual Wellbeing Week in June with the theme Move with Menzies focusing on physical wellbeing. Our colleagues embraced the challenge by finding exciting ways to focus on both their own wellbeing and that of those around them, and taking part in our 'Move with Menzies' competition.

Two of our Move with Menzies winners:

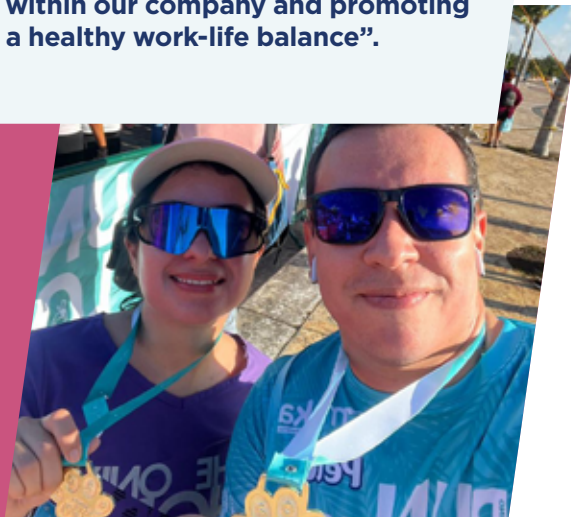
Lisette Morales, Cancun

Lisette has started running, cycling, and enjoys the challenge of open water swimming competitions. During Wellbeing Week 2024, Lisette invited her colleagues to participate in bike rides — even creating a -running competition for their team.

Hafizah Ahmad, Kuala Lumpur

Hafizah's team took a creative approach, embracing diversity and celebrating culture by wearing Batik clothing, as well as embarking on a guided hike to focus on wellbeing whilst exploring nature and tackling the diverse, often challenging, mountains and forests of Malay. Hafizah said:

“This event is not just about relaxation and fun, it's about fostering a supportive community within our company and promoting a healthy work-life balance”.



Training and skills development

2,000 of Menzies' Lead Agents, Supervisors and Duty Managers have now completed our Ready to Lead programme, designed to give our people the knowledge and skills they need to perform at their best. The course focuses on leadership behaviours, communication skills, coaching and handling setbacks, helping participants to foster high-performing teams. Run by more than 20 facilitators, the programme is due to be rolled out to a growing number of locations and regions over the course of 2025.

In 2024 a further 300 leaders completed our Living Leadership programme, taking our total completions to over 750. New for 2024, we introduced a series of Leadership 365 sessions centred on leading through change. We want to equip our leaders at all levels with the skills and knowledge to build and support change ready teams that can adapt and thrive as we rise to meet our ambitious growth plans.

- Sessions in 2024 included:
- Growth mindset in times of growth
 - Building individual and systematic resilience
 - Managing organisational dynamics
 - Leading by example

We launched the Menzies Go Team in 2023, an internal talent pool where colleagues will have the opportunity to complete stretch opportunity assignments in other areas of the business, supporting our growth journey. Our Go Team members have been deployed across our new start-up locations throughout 2024, supporting our growth strategy while developing core personal skills and building their experience.

We provide internships and graduate roles across our global operations, creating opportunities for young people to learn new skills and gain valuable aviation experience in a variety of departments. We aim to attract and nurture young talent into aviation, supporting our growth and inclusivity plans.

Our Menzies CNAC team were recognised at the Best HR Awards 2024, receiving awards for Best Graduate and Management Trainee Programme, Recruitment Team of the Year, and Graduate Recruitment Team of the Year.

6m+

Total number of training hours in 2024:





Working conditions & protecting human rights

At Menzies we take a zero-tolerance approach to all forms of modern slavery including child labour and forced labour and are committed to protecting and supporting human rights. We respect the right to freedom of association and fair work and wages for our employees.

As a signatory of the United Nations Global Compact and member of the UK Global Compact Network since April 2021, 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.

Menzies strives to compensate employees fairly, relative to the industry and local labour market. We are committed to complying with minimum or living wage requirements, work hours, overtime and benefits set forth under applicable local laws.

Well over 60% of our workforce are covered by collective bargaining agreements and we engage with Workers Counsels.

Our Code of Conduct, Human Rights & Fair Labour Policy, and

Third Party Code of Conduct specifically are clear on the expectation of zero tolerance to child labour in our own operation our supply chains. We adhere to local labour legislation in the areas where we operate and we never employ people younger than 16 anywhere in our operations and those between 16-18 are restricted in the activities they perform, including night-time working and working in hazardous conditions.

Risks of modern slavery practices occurring within our business, supply chains and operations may evolve as we enter new countries of operation, as employee practices change, or as we take on new suppliers and partners. There is also an increased risk due to more displaced peoples through conflict. We remain alert to potential new risks and external social factors and continue to monitor our operations and our supply chain where such risks are most likely to occur. We regularly review risks as part of our overall enterprise risk framework. Further details on our supply chain can be found in the Governance section of this report as well as our annual Anti-Slavery Statement published on our [website](#).

Employee accommodation

Menzies Aviation provides employee accommodation facilities in Mexico (Cancun, San José del Cabo and Puerto Vallarta) and Kuwait. We currently house around 1,168 individuals (14% female/86% male) across 9 facilities, with capacity for 1,479 inhabitants. Our Employee Accommodation Policy sets the minimum standards, controls and facilities that are expected to be in place for all employee accommodations to ensure health, safety, security, hygiene, protection of human rights, wellbeing and a comfortable space and environment for residents, and environmental sustainability. This is further supported by our Human Rights

& Fair Labour Policy and Speak Up Policy & Guidance. We completed physical internal audits of accommodations in 2024 identifying areas of improvement, and commit to repeating our audits at least annually, with spot checks and visits in between.

Putting modern slavery training into practice

All Menzies employees are required to participate in regular training sessions regarding human rights, fair labour and modern slavery, appropriate to their role. The purpose is to explain what constitutes human rights, fair labour and modern slavery, identify indications of possible risks or non-compliance and provide guidance as to what to do in such circumstances.

Modern slavery training in action

An amazing example of putting training into practice during 2024 was in Puerto Vallarta, Mexico, where a member of our passenger services team identified and prevented a human trafficking incident, not once, but on two separate occasions. Thanks to their diligence and ability to identify the risks and potential signs of trafficking, they were able to safely raise the alarm during the check-in process allowing authorities to intervene and prevent both cases of human trafficking from taking place. This further led to local authorities identifying and breaking up a wider network of human trafficking. We are honoured to have such an amazing person in our Menzies team.

During 2024, one other instance of human trafficking was detected and prevented in South Africa. No further instances of modern slavery were identified in our operations or supply chain.

Station Managers Pledge

Our Station Manager's Pledge is a global commitment from our station leadership community to improve working conditions for our colleagues, including break and restroom facilities, and greater visibility of their rosters.

My promise and commitment to my team:

- 1 You will receive the correct uniform on day one and it will always be renewed on time
- 2 I will hold a monthly townhall and Q&A
- 3 You will always receive your roster at least one month in advance
- 4 Holiday requests will always be actioned within 24 hours
- 5 I will provide the right training on a timely bases to support the team in their duties
- 6 Roster swaps and change requests will be actioned within 24 hours
- 7 I will supply good restrooms and breakout facilities that are clean and fit for purpose
- 8 Any grievance will be heard within 72 hours
- 9 You will see me in the operation every day
- 10 I will treat my team the way I want the Menzies Board to treat me