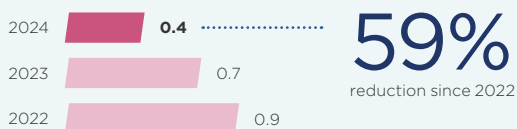




Workplace health, safety & security

Our safety performance

We outperform the industry average for ground handling aircraft damage, and we have made our workplace safer for our people. This is evidence that we are a reliable, high-quality partner with safety at the heart of our service. We have achieved a 59% reduction in personal injuries since 2022. Our rate for aircraft damage has remained consistently low and stable over the past three years, with only minor fluctuations, reflecting our sustained commitment to safety and operational excellence in ground handling.



significant personal injury (per 1,000 FTE)

100%

employees covered by our Safety Management System



Our safety goals

● **zero**

injuries

Continuously increase hazard and near miss reporting using frictionless reporting.

● **zero**

damage

Engage employees through our M.O.R.S.E. weeks and continually promote our Golden Rules.

Improve our safety culture

Continue to embed the M.O.R.S.E. code and charter across our network to create a positive safety culture. Focus on mentoring, improving supervision and oversight.

Key policies & manuals

- Health and Safety Policy
- Health and Safety Manual
- Quality Policy
- Quality Assurance Manual
- Emergency Response Procedures Manual
- Ground Operations Manual
- Menzies Cargo Handling Manual
- Security Policy
- Security Manual
- Fair and Just Reporting Culture Policy
- Learning and Development Policy

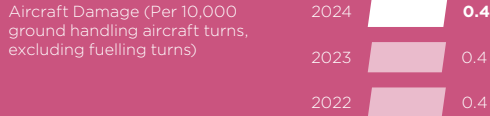
Our 2025 priorities

- Further leverage the safety data in our M.O.R.S.E. system.
- Simplify our reporting methodology based on opportunities identified following a 2024 review of our main risks using Bow Tie Methodology.
- Continue to enhance our dashboards through data integration from our safety, quality and learning systems, helping our operations monitor performance.
- Evolve our strategy to enhance our safety and quality systems, allowing us to better support business growth, whilst improving our safety performance.
- Investigate opportunities that AI can offer through development and enhancement of our Safety Management System software.
- Evaluate the results of our virtual reality training proof of concept being trialled early 2025 and progress next steps.



Our safety performance continued

Total recordable injury rate (TRIR) for direct employees on a 200,000 hour basis (TRIR 200,000 hrs)	0.4
Total recordable injury rate (TRIR) for contract workers on a 200,000 hour basis (TRIR 200,000 hrs)	0.4
Total number of reportable fatalities for direct employees as a result of work-related injuries	0
Total number of reportable fatalities for contract workers	0
Total number of reportable fatalities for direct employees as a result of work-related injuries	0
External Audits in 2024	937+
Internal Audits in 2024	386



Training

Training compliance for 2024	96.17%
Safety training hours delivered to our staff in 2024	2,169,175

96.17%

training compliance for 2024

2.1m+

safety training hours delivered to our staff in 2024

GSE safety excellence

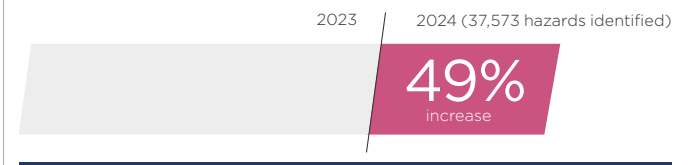
We were delighted that seven of our stations - Gothenburg Landvetter, Manchester, Chicago Rockford International, OR Tambo International (Johannesburg), Cape Town International, King Shaka International (Durban), Bloemfontein — were awarded the IATA GSE Excellence Certificate through IATA's Enhanced GSE Recognition Program. The certificate is awarded to stations where the ratio of ground support equipment fitted with damage avoidance systems such as anti-collision technology, results in meeting preset ground damage risk reduction thresholds. Three equipment types are currently in scope for assessment — belt loaders, ULD loaders and passenger steps — and risk ratings are based on the IATA

Ground Damage Report. This certificate is recognition of the steps we are taking to build safer ground operations.

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, which 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 travelling 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

Hazard reporting



our internal communications. Our senior management hold quarterly M.O.R.S.E. forums to track progress at a global level and hold regional risk review boards each month attended by our group risk team. This process provides a forum to review incidents and learnings, highlight key operational risks and emerging trends, and identify improvement opportunities to reduce accidents and incidents.

Our popular M.O.R.S.E. events, held twice a year across our global operations, generate a lot of engagement and demonstrate the commitment to safety and security that our teams embody every day. In 2024 our M.O.R.S.E. week topics were 'See something, say something' and 'Emergency Response'.

In 2024 we partnered with a third party to build a proof of concept for virtual reality training, ready for trial in early 2025. We look forward to evaluating the results from the stations involved. Virtual reality training allows us to practice and test learner's reactions to non-normal situations that can occur in the operation, in a safe and repeatable environment.

In 2024 we saw a continued focus on proactively identifying hazards across the globe. We identified 37,573, a 49% increase in reporting over 2023. This was greatly assisted by frictionless reporting in our M.O.R.S.E. system, using QR codes to make it easier for all colleagues to participate. Our stations also personalised our golden rules cards our people carry adding their local QR Code to further promote reporting. Our data shows that through simplified processes and promotion we increased hazard reporting, directly resulting in reducing the number of near misses.





Our safety standards

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 already hold certifications in some operational locations for ISO 14001 (Environmental Management Systems) and ISO 45001 (Occupational Health & Safety), and recently received certification of ISO 9001:2015 (Quality Management), ISO 10002:2018 (Customer Satisfaction) and ISO 45001:2018 for our Head Office administrative and support activities for ground handling and cargo operational services. More information on our environmental standards and are implementation and roll out

of IATA's IEnvA (Environmental Assessment) programme can be found on page 30.

We have fully adopted the IATA IGOM and ICHM as the basis for our procedures. We actively contribute in IATA to the development and promotion of these standards. We maintain our IATA Safety Audit for Ground Operations (ISAGO) registration; this requires an audit of all central policies, procedures, training and quality management every two years. Our most recent ISAGO HQ audit was successfully completed in Q1 2023 with zero findings. We participated in the trial for the revised ISAGO audit in 2024 and actively contributed to the IATA Training Passport project. The Training Passport project aims to recognise prior industry learning, aiding in the mobility of workers. We also achieved IATA CBTA (Competency Based Training Assessment) Accreditation for Dangerous Goods.

We 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.



“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 continued to promote and enrich our Risk Library, which allows our operational teams to quickly build risk assessments on the same taxonomy as our safety management system and uses data from our own events to help stations understand the potential outcome and likelihood.

This approach also allows us to share knowledge and station risk assessments within our Menzies network, so our stations can collaborate on ideas on potential risk mitigations.

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 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 2024, our operations were also subject to 937+ external audits globally.

Our safety assurance strategy

Our 3 x D strategy drives 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.

Our 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. Frictionless reporting allows anyone to report a hazard swiftly on any mobile device and feedback is provided on their report.
4. We implemented our Tow Team Warning System with a connected wing walker to pushback driver alert systems to improve towing safety.