

John Menzies plc 

Gender Pay Gap Report

March 2019



GENDER PAY GAP REPORT

John Menzies plc has made substantial structural changes to our business since reporting on our gender pay gap in 2018, selling our Menzies Distribution division and advancing the integration of our ASIG subsidiary. These changes are contributing factors to the movements in our performance between this year and last.

We have also acquired Airline Services Limited, a business which we are in the process of integrating, and thus are reporting its statistics for the first time this year.

In late 2018, we launched an Equality, Diversity and Inclusion policy which will support our efforts to encourage more women to apply for roles in what has traditionally been seen as a majority-male industry.

We continue to develop our approach in order to better promote diversity across all levels of our workforce, and are currently focusing on three distinct areas:

RECRUITMENT

- We continually review the performance of our online recruitment platform and track diversity statistics on applications received, to better understand where we can make changes which will broaden our appeal beyond our traditional recruitment pool.
- We are examining the phrasing of our job descriptions and adverts, to guard against the possibility that wording may unintentionally dissuade some applicants from applying.
- We are enhancing our training for managers, to ensure they take an unbiased approach to recruitment and have all the skills they need to conduct fair interview processes.
- We are working with our partners to ensure we have a diverse shortlist of candidates to consider for each of our roles.

TALENT MANAGEMENT

- We are making changes to the way we conduct Leadership Talent Reviews and succession planning to look at ways we can increase the diversity amongst holders of our senior roles.
- We are developing the awareness of opportunities on offer for our employees, to ensure we build suitable career paths which allow them to develop and realise their potential.
- We are committed to having more women fulfil our senior roles and are providing Women in Leadership development in 2019.

WIDER ENGAGEMENT

- We have become the first Independent Ground Handler to sign up to the Women in Aviation & Aerospace Growth charter. The charter reflects our industry's aspiration to see gender balance at all levels across aviation and aerospace – and recognises that a balanced workforce is good for every aspect of business.
- We are tailoring our external media to send a clear message that women are welcome and celebrated in our business; one example of this effort is our recent video for International Women's Day.

It is still our belief that there are no quick fixes for gender – and minority – representation in any business, but we remain committed to identifying barriers where they exist and reducing or removing them wherever possible. John Menzies plc is a place where everyone is welcome, and everyone has a fair chance to succeed: we are determined that our actions will send this message as clearly as our words.





**MENZIES
AVIATION**

GENDER PAY GAP

This table shows the mean and median gap in hourly pay and bonus pay within the three entities within the Aviation business along with the percentage of employees receiving a bonus payment.

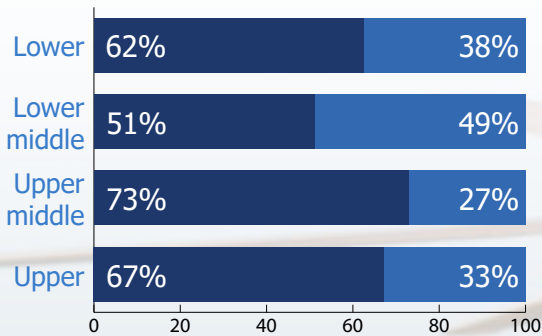
	Reportable Pay Gap %		Reportable Bonus Gap %		% Receiving Bonus	
	Mean	Median	Mean	Median	Men	Women
Menzies Aviation (UK) Ltd	2.4	3.7	33	42	31	40
Menzies Aviation (ASIG) Ltd	33.7	45.4	(18)	(25)	5	3
Airline Services Ltd	4.2	5.4	62	43	62	76

Note: Numbers appear in parentheses where the average pay for women is higher than men.

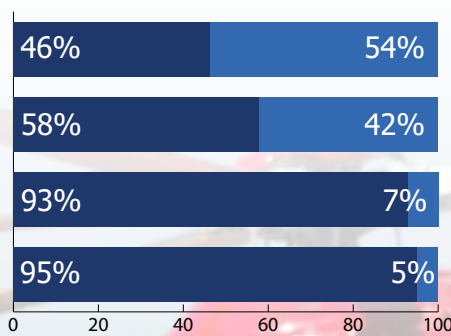
Representation in each pay band

These charts show how men and women are represented in each pay band. An even distribution across the quartiles would tend to minimise the gender pay gap.

**Menzies Aviation
(UK) Ltd**



**Menzies Aviation
(ASIG) Ltd**



**Airline
Services Ltd**

