

Policy name	Diversity, Equity, Inclusion and Belonging Policy
Policy updated	November 2025
Next review date	January 2027
Policy owner	People/DEIB Partner

Purpose:

Our DEIB Policy is based on the concept that Diversity (embracing difference), equity (the same opportunities as each other), inclusion (a place at the table) and belonging (feeling that your place at the table matters) are all central to our ethos. We want Menzies to be an employer of choice because it is a place where all can thrive and feel like they belong.

Core values:

Our core values underpin this way of interacting with each other:

- Inspire** By embracing our differences and valuing different perspectives, we aim to empower and motivate our employees so that we all prosper.
- Innovate** By trying new things, being prepared to fail and start again, we will determine the best way forward to make Menzies the best employer it can be for all individuals.
- Collaborate** By working together across differences and harnessing the very best ideas from every quarter, we will provide an enriching and stimulating place to work in unison.
- Empathise** By tapping into our natural inquisitiveness about people and asking authentic questions to learn and grow, we will find deeper ways of connecting and working together.
- INTEGRITY** Our bedrock of integrity will ensure that we conduct our work and our relationships guided by honesty and ethics.

What does DEIB mean to Menzies?

Diversity: focuses on creating a diverse workforce or community by actively seeking to recruit and retain individuals from a variety of backgrounds. It emphasises the importance of differences in perspectives, experiences, and identities.

Equity: involves ensuring that all individuals have access to the same opportunities, resources, and benefits, regardless of their background or identity. It aims to address systemic barriers and historical disadvantages that certain groups may face.

Inclusion: involves fostering a culture where all individuals feel welcomed, respected, and valued. It goes beyond mere representation and aims to create an environment where everyone can contribute their unique perspectives and talents.

Belonging: involves engendering an emotional and psychological experience of being accepted just how you are).

The Five Rs – the principles of our DEIB ethos: Our DEIB policy is founded on five guiding principles

1. **Recognise** – we’ll strive to understand who our people are and what they need as individuals to be successful at Menzies. We’ll run regular surveys and undertake data analysis to inform our strategy.
2. **Recruit** – we’ll work hard to welcome everyone and make the adjustments necessary to provide access to all in the recruitment process.
3. **Retain** – we’ll provide the best quality of work-life experience that we can in terms of environment, management, learning and development, benefits and terms and conditions of employment.
4. **Reward** – we’ll measure and monitor closely (e.g., Gender Pay Gap) to ensure there is no discrimination in our reward philosophy.
5. **Relate** – we’ll provide open lines of communication to ensure that employees’ voices are represented and their feedback is heard. We will encourage the growth and reach of our Employee Resource Groups to provide areas of focus and feedback on matters important to our diverse groups of employees.