



Every Journey Matters

MAG Equity, Diversity and Inclusion Strategy **2025**

Every Journey Matters

Contents

CEO introduction – Ken O’Toole	02
Who we are.....	03
Chief People Officer introduction – Emma Crossland	04
Our values	05
Our progress so far.....	06
Baselining our performance.....	07
Inclusion starts with us	08
Head of Equity, Diversity and Inclusion statement – Alicia McDonnell.....	09
Aligning our Strategy.....	10
Colleague Communities	11
Working together to drive progress	14
Measuring our success.....	16



CEO introduction – Ken O’Toole

Every Journey Matters: **Building an inclusive future** for the aviation industry



I am pleased to welcome you to MAG’s Equity, Diversity and Inclusion (EDI) Strategy: Every Journey Matters. At MAG, we know that our success is powered by our people, and that creating a safe and inclusive environment where everyone can thrive is not just important, but essential.

Our business plays a unique role in UK society. As the country’s largest airport group, we employ more than 7,000 people and support more than 40,000 jobs, acting as engines of growth and development across the North, Midlands and South. The scale of our impact means that we play a key role in to creating diverse and vibrant communities surrounding our airports.

Our evolved Strategy reflects the belief across MAG that diversity drives innovation, strengthens trust and delivers the best outcomes for our colleagues, passengers and communities. We are committed to making sure that everyone – regardless of their background, identity or experience – can succeed.

We have a clear and ambitious vision: to become a leader in inclusive excellence within aviation. This will be built on insight, shaped by lived experience and designed to embed inclusion into every part of our business – from how we lead and grow, to how we serve and connect.

We recognise that EDI is a continuous journey, one that requires ongoing commitment, reflection and action.

I am pleased with the progress MAG has made in enhancing the inclusivity of our business. I take personal pride in sponsoring EDI across the Group, ensuring that our programme of work addresses the issues which matter most to our colleagues and wider communities.

We know however, that there is more we must do. Every Journey Matters will be a catalyst for the changes we want to see. We will continue to invest in our people, empower our leaders, and hold ourselves accountable to deliver meaningful and measurable change. Our ultimate ambition is to make MAG an inclusivity leader in the UK aviation industry, and I am confident that our approach will lead us to that point.

We are committed to making sure that everyone feels that they belong at MAG. Every Journey Matters is a promise from MAG to lead the way on EDI with purpose, integrity, and inclusion at its core.

Ken O’Toole
Chief Executive Officer



Who we are

Manchester roots, **global branches**

At MAG, our role is to connect our customers to the world with great airport experiences and innovative travel services.

Manchester Airports Group (MAG) is unique as a business. Founded in Manchester more than 85 years ago, it has grown to become the UK's largest group of airports, with operations spanning the whole of the country and the wider world.

MAG operates Manchester, London Stansted and East Midlands airports and, through its digital division CAVU, trades travel services from lounges and car parks to hotels and insurance in all four corners of the world.

Our evolution has been made possible by our unique ownership model, which brings together public and private sector shareholders that have a shared long-term vision to grow our business in a sustainable and socially-responsible way.

MAG has a mission to make its airports and travel services the number one choice for travellers and airlines.

In 2024/25, we served more than 65 million passengers and facilitated travel to more than 270 destinations worldwide. With airport catchment areas spanning the length of the UK, approximately 70% of the population live within a two-hour journey of a MAG airport. The Group plays its role as a significant economic enabler, directly employing more than 7,000 people – in total supporting more than 40,000 on-site jobs – and contributing £11.4bn to the UK economy annually.



MANCHESTER AIRPORT

Manchester Airport is proud to connect the North with nearly 200 global destinations. Serving 31 million passengers a year, it is the only airport outside of London with two full length runways. With the airport's £1.3bn investment programme due for completion later this year, more than 70% of its passengers will travel through the transformed Terminal 2 facilities.

LONDON STANSTED AIRPORT

London Stansted Airport offers more links to European destinations than any other UK airport, serving more than 29 million passengers each year. It is the only airport in the South East with the capacity to grow sustainably over the coming decades, offering more passengers a broader choice of destinations and experiences.

EAST MIDLANDS AIRPORT

East Midlands Airport offers four million annual passengers an effortless and affordable travel experience at the same time as powering seamless trade as the home of the largest pure freight operation in the UK. It handles more than 394,000 tonnes of cargo each year, helping high value industries compete on the global stage through its connectivity.

CAVU

Founded in 2022, CAVU is MAG's travel services business. It delivers digital solutions and physical experiences that make air travel smoother and more enjoyable. From operating lounges in the UK, the USA and Australia, to implementing cutting-edge technology, CAVU works with hundreds of clients around the world, extending MAG's footprint internationally.

Chief People Officer introduction – Emma Crossland

Embedding inclusion through our values



‘People at our Core’ is a value which sits at the heart of MAG. We know our business thrives because of the diverse talents, experiences and perspectives of our colleagues.

That is why we are committed to building an inclusive culture which reflects the communities we serve across the UK and empowers everyone to reach their full potential.

Our evolved Equity, Diversity and Inclusion (EDI) Strategy: Every Journey Matters is our commitment to creating a workplace and industry where everyone – regardless of background or circumstances – can thrive and feel valued. We recognise that every journey is different. That’s why our approach is focused on creating the conditions for every colleague to have the best experience at MAG.

This Strategy is built on extensive consultation, and reflects the issues that matter most to people across our business.

Its four strategic pillars: Representation and Reach, Systems and Standards, Capability and Confidence and Trailblazing and Transformation, will guide our progress across EDI over the next five years. This progress will turn awareness to accountability, with our senior leaders playing a vital role in fostering a culture of inclusion that creates positive change.

I am proud of the direction of travel this Strategy represents and the role MAG is playing within the UK aviation sector to improve representation and remove bias. We understand that our journey is not complete, and that we must continue to make progress. Through the passion and commitment of colleagues, I am confident that we will continue to make meaningful progress and shape a more inclusive future. We can realise our ambitions and I look forward to the bright future ahead.

Emma Crossland
Chief People Officer



Our values

Delivering **excellence**

At MAG, our values guide our behaviours, shape our culture, and influence everything we do. They underpin our ability to deliver both our overarching business strategy and our Equity, Diversity and Inclusion Strategy. These values also reflect our commitment to creating meaningful experiences for our colleagues, passengers, and the communities we serve.

**PEOPLE AT OUR CORE**

We are all united by a shared purpose to connect people with the world, and we take the time to truly understand what's important to our customers and partners. We couldn't do all this without our colleagues. That's why we're committed to energising and inspiring people and continuously improving the colleague experience.

**THE POWER OF TEAMWORK**

We believe that we are more than the sum of our parts. That's why we continually seek to work together with our colleagues, partners and communities to reach the best solutions. We are inclusive, respectful, and open to different perspectives. We strive for the success of our teams, airports, passengers and the business.

**GROWING EVERY DAY**

We are performance-focused, with a commitment to excellence in the delivery of real, tangible results. We keep our finger on the pulse of the industry, responding to the evolving needs and expectations of all our stakeholders. This helps us to continually improve and deliver more value to our customers. We support colleagues in their personal growth journeys and celebrate their success.

**SAFE HANDS**

The safety and security of our colleagues, customers and service partners is our number one priority. We can be trusted to deliver on our promises, acting with the highest standards of honesty, integrity and responsibility. We care about each other's wellbeing and creating a safe space for people to do their best work.

**SUSTAINABLE FUTURE FOR ALL**

Sustainability is integral to MAG's vision. We are determined to lead the aviation industry toward a net zero future, with ambitious goals to reduce emissions and create a positive impact on the environment. Through collaboration with communities and partners, we invest in initiatives that benefit people and the planet, ensuring that our growth supports long-term progress.



Our progress so far

Highlights from the last **two** years

In the two years leading up to the publication of this Strategy, a number of initiatives have been delivered to advance our Equity, Diversity and Inclusion (EDI) agenda. Summarised below, they set us up to become industry-leading in this area.

 EDI LISTENING FORUMS Introduced EDI Listening Forums to hear directly from colleagues during moments of external social disruption – ensuring real-time support and inclusive response.	 COLLEAGUE RESOURCE GROUPS Launched Colleague Communities with refreshed branding, aligning with the MAG family to celebrate unity and inclusion. Membership of these groups increased 59% in the last financial year.	 STRATEGIC COLLEAGUE COMMUNITIES Created new tools and ways of working, to enable Colleague Communities at MAG to become critical business partners.	 TALENT ACCELERATORS Investing in Inclusion: empowering Colleague Community leads across MAG with CMI Level 4 Accreditation to champion EDI in the workplace.
 LEADERSHIP DEVELOPMENT Embedded inclusive leadership enablers – like cultural competence – into the ‘Your Journey’ development offer, empowering leaders to meet the needs of our diverse workforce.	 EDI BENCHMARKING Completed the Inclusive Employers Foundation audit and commissioned an end-to-end talent review across MAG, in partnership with the British Association of Supported Employment (BASE).	 EDI POLICY Launched MAG’s first EDI policy – internally and externally – to affirm our commitment to building an inclusive culture for every colleague.	 COMMUNITY ENGAGEMENT & VOLUNTEERING Enabled all MAG colleagues to use their volunteering days to support Colleague Community activity, strengthening the link between inclusion and our commitment to creating a sustainable future.



Baselining our performance

Knowing what's **important**

To maximise its impact, our Strategy focuses on the issues that matter most to our people.

It has been co-created through extensive engagement with internal and external stakeholders – from front line colleagues to our Executive Committee, alongside independent Equity, Diversity and Inclusion (EDI) experts. This has ensured that the Strategy recognises and values the priorities of our diverse colleague population, especially those who are underrepresented.

We have also drawn on independent research and benchmarking tools to assess our current performance and shape our future ambitions.

This inclusive and evidence-based approach has helped us build a Strategy that tackles our biggest challenges and strengthens our commitment to EDI, by recognising the value of each role and voice across the organisation.

TO INFORM OUR NEW STRATEGY WE INTERACTED WITH A RANGE OF STAKEHOLDERS AND SOURCES:



We conducted our 'Your Voice' colleague survey with an expanded scope, capturing a broader range of views and experiences to better engage underrepresented groups.



We assessed the findings of MAG's business culture study conducted by Caerus.



We completed an Inclusive Employers Foundation audit to benchmark our existing EDI practices.



We implemented feedback from surveys and listening sessions with our Colleague Communities*.



We analysed best practice research papers from a range of sources including but not limited to McKinsey, and ONS.



We assessed data from the MAG Customer Complaints team to inform future training priorities for frontline colleagues.

AS A RESULT OF THIS PROCESS, WE IDENTIFIED FIVE PRIORITY AREAS FOR OUR STRATEGY:

1. STRENGTHEN INCLUSION CAPABILITIES

Ensure leaders and colleagues alike feel confident and equipped to lead inclusively.

2. ENHANCE DISABILITY INCLUSION

Improve experience levels among disabled colleagues at MAG through targeted support and barrier removal.

3. FOSTER BELONGING FOR UNDERREPRESENTED GROUPS

Drive a stronger sense of belonging across all underrepresented groups at MAG.

4. INCREASE ETHNIC MINORITY REPRESENTATION

Grow UK Ethnic Minority representation across our leadership population.

5. STRENGTHEN EDI DATA & INSIGHT

Create consistency across our systems to capture meaningful EDI data – enabling us to measure impact and ensure all voices are heard.

* You can learn more about our Colleague Communities on pages 11 to 13.

Inclusion starts with us

The ambitions set out in our Equity, Diversity and Inclusion (EDI) Strategy can only be achieved through the active participation of every leader and colleague right across MAG, with each part of our organisation having a unique role to play in its success.

At MAG, we believe that our inclusive culture must begin with our leaders. Our Group CEO Ken O'Toole is the sponsor of MAG's EDI practices, demonstrating that inclusion is led from the highest level. Each of MAG's Colleague Communities is sponsored by members of our Executive Committee, and together they will work with the Group's Head of EDI to ensure that inclusion is embedded across the business.

Executive Committee

- Champion EDI as a strategic priority and embed inclusion into business decisions and governance.
- Role model inclusive leadership behaviours and drive long-term cultural change.
- Hold senior leadership teams to account.

Senior Leadership Team

- Take ownership of EDI deliverables and ensure your teams do too.
- Adapt leadership approaches to recognise that diverse teams require diverse support and leadership.
- Prioritise psychological safety to build high performing teams.
- Build diverse shortlisting into future talent pipeline strategies.

People Teams

- Design inclusive policies, systems and processes that remove barriers for minoritised groups.
- Strengthen data and reporting to drive targeted action and measure impact.
- Equip leaders with tools and training to embed inclusive practices confidently.

Managers

- Build inclusive, high-performing teams where psychological safety and belonging are prioritised.
- Ensure fair and transparent recruitment, development and recognition.
- Support inclusive onboarding and reasonable adjustments for all colleagues.
- Proactively seek opportunities to champion and value how diverse teams enrich MAG.

Colleague Communities

- Amplify underrepresented voices and co-design initiatives that reflect diverse lived experiences.
- Challenge the status quo and shine a light on the issues which matter most.
- Share insights to shape future practice and drive change from the ground up.

EDI Team

- Lead the delivery of MAG's EDI Strategy.
- Be a key strategic partner to the business.

Every Journey Maker

- Be curious, respectful and open to difference in every interaction.
- When safe, call out exclusion and bias in real time.
- Be active members or allies of our colleague communities.
- Keep our colleagues, passengers and communities at the heart of everything you do.

Trade Unions

- Serve as a constructive ally, offering both encouragement and challenge to strengthen outcomes.
- Act as a vital communication link, sharing EDI updates and opportunities with union members.



Head of Equity, Diversity and Inclusion statement – Alicia McDonnell

Putting **our commitments** into action

Every Journey Matters is MAG's bold five-year strategy to embed Equity, Diversity, and Inclusion (EDI) into the heart of how we lead, grow, and serve.

This Strategy creates opportunity for individuality while building a shared culture of inclusion across MAG. It takes a targeted approach which is focused on leveraging difference, removing barriers and enabling everybody to take their own journey – regardless of identity, belief, background, characteristics, or role.

I have seen first-hand the power of inclusivity when it is not just seen as an underlying value, but as a lived experience across every part of an organisation.

I am proud of the collaborative approach we have taken to develop this Strategy, which moves us from awareness to action, from ambition to accountability, and from isolated efforts to enterprise-wide impact.

By listening to colleagues, passengers and communities across MAG, we have created a Strategy that is for the people, by the people. It is grounded in lived experience and is designed to drive meaningful change to make EDI relevant to everyone across our business. Our Strategy will equip every colleague and leader across our organisation with the tools to embed inclusivity, and forge inclusive leadership practices into our culture and decision making.

MAG is already a brilliant and diverse team, and this Strategy is about unlocking that potential even further, helping us grow stronger together, whilst setting a new standard for inclusive excellence in UK aviation.

I invite current, new and future journey makers to join us in building an organisation where every journey matters.

Alicia McDonnell

Head of Equity, Diversity and Inclusion



Aligning our Strategy

Our EDI Strategy is a key enabler of MAG's overall strategic priorities.

It strengthens our ability to attract, retain and engage diverse talent. That, in turn, helps us deliver inclusive growth.

We have developed an EDI Strategic Framework based on insight and industry benchmarks. It has four pillars, which aim to equip MAG colleagues with the tools they need to operate effectively and inclusively.



Business Strategy

One of MAG's seven strategic priorities is: 'Develop a diverse and inclusive team of people who share our values.'



People Strategy

Doing the Right Thing: 'Acting with integrity to create a truly inclusive environment with supporting tools and resources.'



EDI strategic vision

Every Journey Matters: In five years we want to be able to say 'MAG is a leader for inclusive excellence in the aviation industry.'

EDI Strategic Framework



Representation & Reach

Target what matters and reimagine how we engage: to shape a more inclusive and representative MAG, where every voice shapes the journey and every community feels seen.



Systems & Standards

Embed inclusion into our how we work: integrating EDI into our data, systems, governance, compliance, policies and processes to ensure sustainable, systemic change.



Capability & Confidence

Equip and empower our people: upskilling colleagues and leaders to lead inclusively, with the tools and confidence to make inclusion part of everything they do.



Trailblazing & Transformation

Lead the sector and inspire progress: setting the pace for inclusive excellence in aviation through innovation, influence and measurable impact.

Colleague Communities

Championing underrepresented talent to deepen engagement

With more than 7,000 people working across MAG, our colleagues represent a rich and diverse cross-section of society. Their skills, talents and insights to make MAG a successful and inclusive business.

Under the Representation and Reach pillar of our EDI Strategy, we recognise the importance of creating space for underrepresented groups. This helps them feel heard, valued and empowered.

That is why MAG has set up six recognised Colleague Communities.

They offer deep insight into the lived experiences of our people and can play a critical role in shaping how we meet the diverse needs of everyone who interacts with our business.

They are now evolving into key strategic partners for our business, ensuring our Strategy remains relevant, responsive and impactful.

COLLEAGUE COMMUNITY PURPOSE

'Shine a light on the issues that disproportionately impact underrepresented groups, to inspire meaningful action and change.'

COLLEAGUE COMMUNITY MISSION

'Influence the business to dismantle bias and embed equity, so that belonging can flourish for all.'

COLLEAGUE COMMUNITY VISION

'Valued strategic partners at MAG, who play a critical role in advancing the EDI agenda, so that our business can truly represent the communities it serves.'



Chairs:
Kathy Morrissey
(Chair) and Paula
Roberts (Co-Chair)

"We're proud to represent and advocate for the diverse needs of women at MAG. We're committed to moving the dial on gender representation across our airports and industry."



Chairs:
Mike Grimes
(Chair) and Brian
Wood (Co-Chair)

"We aim to empower others and drive positive cultural change, creating a space where everyone feels safe to show up as their authentic selves."



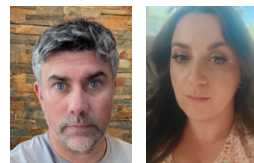
Chairs:
Faye Cochrane
(Chair) and Marlon
Osborne (Co-Chair)

"We're passionate about driving MAG to be truly representative of the communities we serve, which means encouraging the development of future leaders from UK ethnic minority backgrounds."



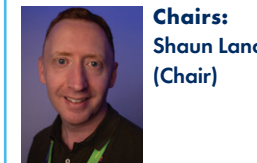
Chairs:
Joshua Clarke
(Chair) and Heather
Wilson (Co-Chair)

"We proactively partner with the business to remove barriers for our community because we understand that a neuroinclusive and disability inclusive MAG, is an environment where everyone can reach their full potential."



Chairs:
Ryan Forster
(Interim Chair)
Jess Smith
(Chair)

"We deliver unique opportunities for tailored training and foster connections through peer-to-peer support. Fundamentally, we care for those that care for others."



Chairs:
Shaun Lancaster Lewis
(Chair)

"Mind Matters is focused on the compassionate promotion of wellbeing across MAG, supporting members, colleagues and leaders to navigate mental health without judgement."

Colleague Communities continued

Establishing our Communities as **valued business** partners

COLLEAGUE COMMUNITY CHARTER

We want our Colleague Communities to be seen as a critical function of the business, just like any other department.

That is why we have developed a framework that ensures each of them can create its own Charter in a consistent way.

These Charters are innovative tools that set our Communities up for success. They mean the Communities have a clear purpose and deliver measurable impact that ultimately contributes to business objectives.

Through this approach, MAG is leading the way within aviation, redefining how inclusion is embedded at scale.



COLLEAGUE COMMUNITY CHARTER FRAMEWORK:

1 CLARITY OF MISSION AND GOALS

It defines the network's purpose, objectives, and how it supports the wider EDI Strategy – ensuring everyone involved understands the 'why' behind the work.

2 GOVERNANCE AND STRUCTURE

It outlines roles, responsibilities, and decision-making processes, helping networks operate effectively and with accountability.

3 ALIGNMENT WITH BUSINESS VALUES

It ensures the network's activities are aligned with the organisation's values and strategic priorities, reinforcing their relevance and impact.

4 CONSISTENCY AND SUSTAINABILITY

A charter provides a framework that supports continuity, especially as leadership or membership changes over time.

5 EMPOWERMENT AND RECOGNITION

It formalises the communities role within the business, giving it visibility and legitimacy, which can help secure resources, sponsorship, and senior support.

6 INTERSECTIONAL INCLUSION

It can embed principles of intersectionality ensuring the communities are inclusive of diverse identities and experiences, and work collaboratively with other colleague communities.



Promotional Plan – One pager



Colleague Communities continued

Building innovative tools to accelerate impact

COLLEAGUE COMMUNITY MATURITY SCALE

For our Colleague Communities to remain effective and impactful, they must continue to evolve alongside the needs of our people and our business.

That means being bold, adaptive and innovative. We need to develop new tools and ways of working to accelerate outcomes.

That is why we have introduced the Colleague Community Maturity Scale, a tool designed to measure each Community's progress and ensure their activities continue to meet the needs of both their members and the wider organisation.

This approach helps us maintain momentum, identify areas for growth, and ensure our communities remain a vital part of how we embed inclusion across MAG.

BENEFITS FROM THE MATURITY SCALE TO DRIVE DEVELOPMENT:

Provides a Clear Growth Path

Supports Strategic Planning

Encourages Consistency Across Networks

Enables Measurement and Impact

Promotes Sustainability and Resilience

Fosters Collaboration and Intersectionality

MATURITY SCALE

1 CONCEPTUAL

- A few of us are committed, and we meet monthly or less
- We don't have a clear mission, vision or purpose statement
- We don't have set objectives

3 PROGRAMMATIC

- We have clear objectives and have started to measure progress
- We have a defined purpose, vision and mission statement
- We have defined Colleague Communities ways of working
- We align our activity with the other Colleague Communities and find opportunities to work together

5 EMBEDDED

- We measure our progress against objectives and share this across the business in our annual Colleague Communities report
- We create member value for the underrepresented communities we serve
- We propose business wide strategy recommendations as a Colleague Communities
- We consider our operational colleagues within Colleague Communities event planning to maximise impact
- People leaders socialise Colleague Communities news and tools within their people meetings



2 DEFINED

- We have an executive sponsor
- We have terms of contract for chairs and sponsor roles
- We have a plan and some objectives but don't measure success
- We run a few events throughout the year

4 ESTABLISHED

- We measure our progress against all objectives and share this with our sponsor & EDI team
- We work cross functionally, sharing our plans and activities with the relevant teams across MAG
- We are known in the business and attract new members

6 OPTIMISED

- We accelerate internal EDI capabilities for colleagues and leaders
- We optimise member development to support the diverse talent pipeline
- We are utilised as a critical business tool, when defining the business wide strategy
- We are a catalyst for change across all facets of EDI because we're intersectional in our approach
- We share our progress internally and externally to inspire action across the industry

7

MAG Colleague Communities are critical business tools



Working together to drive progress

We recognise that our journey to realising MAG's Equity, Diversity and Inclusion (EDI) Strategy cannot be completed alone.

We must collaborate with external organisations to ensure we remain informed, responsive and ambitious in our approach.

That is why we have established several strategic partnerships focused on EDI. These collaborations provide valuable expertise, support and resources to our colleagues, creating new opportunities for engagement, learning and growth.

KEY EXTERNAL PARTNERSHIPS

 INCLUSIVE EMPLOYERS Supporting us to embed Equity, Diversity, and Inclusion (EDI) through a comprehensive and tailored approach.	 WE ARE POWER Advancing EDI through a combination of community-building, recognition, strategic collaboration, and practical resources.	 FANTASY WINGS Partners with MAG to inspire and support young people from underrepresented backgrounds into aviation careers.
 PURE INNOVATIONS Partners with MAG to create inclusive employment opportunities for people with disabilities and additional needs.	 AVIATION FOR ALL Founded by MAG as the industry's first cross-sector inclusion forum, created to bring aviation professionals together to drive EDI across the sector.	 BRITISH ASSOCIATION OF SUPPORTED EMPLOYMENT Partnering with BASE to build disability confidence and embed inclusive recruitment, ensuring every candidate has a fair and supported journey into MAG.



Working together to drive progress continued

KEY INTERNAL PARTNERSHIPS

MAG Early Talent Team



At MAG, our Early Talent programmes are integral to creating a pipeline for future workforce planning, reflecting our commitment to nurturing potential and creating long-term careers for colleagues.

Through strategic partnerships, we align our efforts with MAG's Equity, Diversity and Inclusion goals, ensuring that our programmes are inclusive and socially impactful. Our ambitions include evolving our recruitment to be based on potential rather than experience, attracting future leaders who reflect the diversity and dynamism of the aviation industry."

Melissa Parlour

MAG Early Talent Manager

MAG Sustainability Team



Bringing out the best in our colleagues and enabling them to be their authentic selves is one of the foundations for our Sustainability Strategy, "Creating a sustainable future for all". We are committed to nurturing a diverse pipeline of aviation talent from our local communities.

We work with our EDI colleagues to ensure that the talent emerging through our education and employment programmes – from Aerozones and Airport Academies to pre-employment training – is truly representative of the diverse communities surrounding our airports."

Neil Robinson

MAG Chief Sustainability Officer



To read more about MAG's commitment to Creating a Sustainable Future for All, read the Strategy [here](#):



MAG Communications Teams

MAG Talent Development Team

MAG Talent Acquisition Team

MAG Rewards and Benefits Team

MAG Transformation Office

MAG Operational Teams

Measuring our success

The framework for our EDI Strategy: Every Journey Matters has identified our key priority areas for the next five years, guided by the input of a diverse range of internal and external stakeholders.

These priorities allow us to set clear and measurable targets for our businesses, and we are committed to delivering them through a robust programme of collaborative work across our airports.

We will report on these targets transparently, and work to overcome challenges to success over this Strategy period.

These targets are not exhaustive but offer a snapshot of our strategic approach. As we continue to strengthen our EDI data and insight over the next five years, we will regularly review and evolve our Strategy – introducing new targets and ambitions that reflect the changing needs of our colleagues and the growth of our internal capabilities.

BY THE END OF 2030

50%

of all leaders will be female

BY THE END OF 2030

30%

of our senior level leaders will be female

BY THE END OF 2030

11%

of all leaders will be from UK ethnic minority backgrounds

BY 2030

7%

of our senior level leaders will be from UK ethnic minority backgrounds



Measuring our success continued

WE WILL ALSO WORK TO:

FY28

Achieve Bronze Accreditation in the Inclusive Employer Standard

FY31

Achieve Silver Accreditation in the Inclusive Employer Standard

FY34

Achieve Gold Accreditation for Inclusive Employer Standard

Participating in the Inclusive Employers Standard will enable us to benchmark our systems, standards, culture, and capabilities against similar UK organisations, providing valuable insights to monitor progress and drive continuous improvement in inclusion.

SOME OF OUR OTHER FOCUS AREAS INCLUDE:

Increase retention of colleagues across MAG – with close attention to those with lowest sentiment – disabled, UK ethnic minority, LGBTQIA+ communities

Improve colleague engagement scores for underrepresented groups

Increase promotion rate of internal underrepresented talent

Increase EDI resources, tools and training, and enhance EDI mandatory learning by creating role-specific training pathways

Integrate EDI accountability across senior leadership

Increase attraction and hire rates of external underrepresented talent

Increase colleague community membership and engagement





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