



Acquisition Q&A for Menzies & G2 employees

September 2025

People. Passion. Pride. Since 1833.



Introduction

The purpose of this document is to answer potential questions that employees may have about Menzies Aviation's acquisition of G2 Secure Staff.

We are committed to communicating regularly and transparently through a range of channels with G2 and Menzies colleagues when we have information to share. The aim of this Q&A document is to provide transparency and open communication during this pivotal time.

If you have any further questions regarding this transaction and how it will impact you or your teams, please speak to your local HR contact in the first instance. You can also ask a question via this [Microsoft form](#). You can find further information about the acquisition on wearemenzies.com.

As a matter of protocol, all Menzies and G2 employees should direct any media enquiries to the Menzies communications team using the email below at the earliest instance: internal.communications@menziesaviation.com

The acquisition deal

1. When did the deal complete?

Menzies Aviation acquired the entire G2 Secure Staff business on 26 August 2025.

2. How does the combination of Menzies and G2 create opportunities?

Together, Menzies and G2 is the largest aviation services company in the United States, by the number of airports served (110). Once combined, we will have a team of 20,000 employees providing a broader range of services across the U.S.

Globally, Menzies will have operations in 350 airports in 65 countries, powered by 65,000 employees. Over the past three years, Menzies has been scaling up and growing our business. Being part of this journey opens the doors to more career development and advancement opportunities in a larger, stronger and global business.

3. What is the ambition of the combined company?

Our ambition is to be the undisputed no.1 aviation services provider in the world. We are no.1 by countries, airports and aircraft turns. Every one of our 65,000 strong team across the globe will have an important role to play in helping us achieve our ambition.

4. Why is G2 Secure Staff being sold?

Since 2005, G2 Secure Staff has been building a reputable aviation services business across the U.S. market. Joining Menzies Aviation is the next chapter in their growth journey.

5. Are G2 Secure Staff now part of Menzies Aviation?

Yes. Now that the deal has completed G2 is part of Menzies. Integration of G2 into the Menzies brand, systems, operations and best practices will happen in a phased approach. The aim is to operate as one unified business as quickly as possible. For now, it is



business as usual, and our focus remains on providing the best quality and safest service to our customers.

6. What will the name of our company be?

G2 Secure Staff will rebrand as Menzies Aviation. You will see the G2 brand change to Menzies on Ground Support Equipment (GSE), uniform, stationery and signage. Menzies is proud of its rich heritage dating back to 1833 and proud of all the people and companies that have made it what it is today. G2 is now part of the Menzies story and legacy.

7. Tell me about G2 Secure Staff

G2 Secure Staff is a well-regarded aviation services company in the United States. It has 12,000 team members that provide a comprehensive range of reliable aviation services, including ground handling, cabin cleaning, passenger assistance, baggage service, cargo, and security solutions

The company has a presence in 87 domestic airports and serves nearly every major U.S. airline and many international carriers. Its track record of service excellence has helped G2 Secure Staff earn preferred provider status with several major airlines.

People, service, and integrity are at the core of G2 Secure Staff's culture. Its number one priority is safety, and it strives to provide a safe working environment for employees and to protect its customer's assets. G2 Secure Staff was founded in 2005 and is headquartered in Irving, Texas.

8. Tell me about Menzies Aviation

Menzies Aviation is the leading service partner to the world's airports and airlines. The company has operations on six continents, at 300 airports in 65 countries. It serves more than 4.8m flights per year and handles over 2.4m tonnes of cargo.

Menzies has 53,000 highly trained employees globally who provide complex and time-critical ground services. These services include passenger, lounge and ramp services; air cargo services, including handling, warehousing and wholesale freight forwarding; and fuel services, including fuel farm management and into-plane fuelling.

Menzies Aviation is recognized across the industry for delivering the safest, most secure and sustainable services tailored to its customers' needs and is essential to keeping passengers, aircraft and cargo moving.

The company is headquartered in London in the United Kingdom and since its founding in 1833, has become the largest aviation services group in the world by number of countries, airports and aircraft turns.

9. What are Menzies values?

Menzies has six company values:



People. Passion. Pride. Since 1833.

- a) **Safety & Security:** Safety & Security always comes first; that's why we never compromise.
- b) **Teamwork:** Building relationships with those around us makes us all stronger and more successful.
- c) **Integrity:** We're open and honest in all we say and do, creating trust, and growing our reputation for high standards.
- d) **Agility:** Every day is different; we have the energy and expertise to respond successfully to any situation.
- e) **Customer focus:** We deliver the best service for our customers and create relationships built on trust.
- f) **Sustainability:** We protect the environment, embrace sustainable business practices, and respect the rights and dignity of every individual to support a resilient and prosperous future for all.

10. Does Menzies adopt fair labor practices and respect human rights?

Menzies is committed to promoting human rights and ensuring it complies with all relevant laws. They respect employees' right to freedom of association; have a zero-tolerance approach to any form of modern slavery in their operations, including human trafficking, forced labour, and child labour; and expects their business partners to promote equivalent standards.

11. What happens next?

G2 will fully integrate into Menzies. This includes moving to Menzies systems, policies, standards, processes and uniform as soon as possible. As with any integration, we'll look to adopt the best of both businesses.

Employee roles and job security

12. What does this mean for employees at both companies?

Particularly for our operational colleagues, it will be business as usual, and there won't be big changes made to your day-to-day work life.

13. What does this mean for G2 employees who are joining Menzies?

As one of the world's leading aviation services businesses with global scale, Menzies provides all employees with best practice training and development, and access to innovative systems, standards and processes which will be rolled out across G2 stations. Employees will have enhanced career prospects as part of a global aviation services group and new opportunities through training and development programmes offered by Menzies.

14. Will there be restructuring at Menzies and G2 because of the deal and who will be affected?

Our airport operations teams will remain largely unchanged due to the complementary nature of our service offering. While there may be some changes in our corporate / support teams as we integrate the two businesses, we will be managing a much bigger business moving forward in the Americas and we will seek to retain the best talent.



Menzies fully recognizes the strength of the existing team and will carefully review the best structure moving forward.

15. Will there be secondment opportunities in the future to Menzies' other locations?

Menzies Aviation is a global company and has a strong track record for supporting employees to work across its global operations where opportunities allow. Access to global career opportunities is one of the many benefits we see arising from G2 joining the Menzies business.

16. How will G2 Secure Staff employees work under the Menzies brand, and will reporting lines change?

It will be business as usual for the team. While there may be some changes impacting reporting lines and functions over time, we will ensure transparency and provide clarity on any required changes as soon as possible.

Contracts, compensation, pension, benefits

17. Will Menzies / G2 employee pay and benefits be impacted?

At this stage, no changes are planned to contractual pay or benefits.

18. Will I still have access to airline flight privileges and discounts?

If you currently have access to airline staff tickets and discounts, there will no change to the current benefits offered.

19. I participate in a trade union / works council, have they been told about this process?

Yes, relevant trade unions and works councils will be notified.

Leadership team

20. Who will lead the combined business in the United States?

John Redmond, EVP Americas, Menzies Aviation, will continue to lead the Americas business as he has done for 18 years.

21. Why is there an Interim Americas Leadership Team?

Menzies current Americas leadership team will be joined by G2 management to ensure we have the strongest team possible to support a smooth integration of our two businesses. A permanent leadership team will be communicated once we have given the integration the focus it needs to ensure the long-term success of our combined business.

22. Are key members of G2 Secure Staff management staying within the business?

We will retain the industry's best managerial and operational talent. Menzies is committed to working closely with the current G2 management team as we navigate this new chapter together.



The G2 leadership team, including Julie Gostic, Chief Executive Officer, and Roger Zebroski, President, who are both Integration Co-Chairs and Mark DuPont, Chief Operating Officer, who is now SVP Operations West, will join the Interim Leadership Team and support the integration so we can start operating as one business under the Menzies Aviation brand as quickly as possible.

23. Will my manager change?

You will report into the same person. As part of the process to combine our businesses, we will share a formal operations management structure in early 2026.

24. Where will the U.S. head office be?

Colleagues based in G2's head office will move into Menzies' Dallas head office, which is a short drive away. This will take place during January 2026.

Integration plan

25. What does integration mean?

Integration is the process of G2 moving to the Menzies brand, operating processes, policies and IT systems.

26. How long will it take and when will my station be integrated?

Integration of G2 stations will kick off in four waves and take 9-12 months. Denver has been selected as the pilot station. We want to ensure a seamless transition for our employees, partners and customers with the goal of operating as one unified business as quickly as possible under the Menzies Aviation brand.

Wave	Menzies G2 overlapping stations		G2 stations	
Wave 1 - Central Integration starts late-September 2025	DEN (pilot)	MSY	MSP	HDN
	DFW		DSM	COS
	IAH		BIS	MTJ
	ABQ		LCH	LRD
	ELP		EGE	HRL
	ICT		SAT	GUC
	MCI		OKC	
Wave 2 - West Integration starts October 2025	LAX	SLC	HNL	PSC
	SFO		SJC	OGG
	SEA		SMF	FCA
	SAN		OAK	ITO
	PDX		BOI	KOA
	LAS		FAT	LIH
	SNA		GEG	
	ONT		RNO	



Wave 3 - Southeast Integration starts November 2025	CLT	BNA	MIA	GSP
	TPA	MEM	RSW	GTR
	MCO		DAB	VLD
	FLL		JAX	ABY
	PBI		CHS	BQK
	SRQ		RDU	DHN
	ATL		TYS	
Wave 4 - Northeast Integration starts January 2026	IND		BOS	HPN
	MKE		EWR	DTW
	PHL		PWM	STL
	BDL		BGR	MSN
	CLE		ORH	FNT
	DCA		BGM	LGA
	IAD		TEB	SDF

27. What will happen before integration starts at my station?

Local management will receive a blueprint document from Menzies' Integration Management Office (IMO) that covers what to expect during the process. Your local airport authority, airline customers and key suppliers will be provided with a formal notification.

28. Do we need to rebadge?

Not at this stage. If the airport approaches you about rebadging at your station please coordinate with Cindy Ford, SVP Compliance, cindy.ford@menziesaviation.com.

29. When will I get my Menzies uniform?

The transition to Menzies uniforms will start as your station integrates. Some items will be issued immediately, and other items will be distributed when available. This is being coordinated centrally and is part of the integration process.

30. When will G2 support functions be integrated into Menzies?

Support functions will be integrated in two phases.

- **Finance:** G2 will move to Menzies' finance systems, which includes an integrated billing solution, from 1 January 2026.
- **HR:** Menzies' HR policies and processes will be implemented this year, with a second phase planned for 2026.
- **Branding:** GSE and property will be rebranded according to the station integration timeline set out above, with uniforms to follow at a later stage. GSE decals, property signage and wheelchair placards are being ordered centrally and will be provided to stations.
- **Risk & training:** G2 will start moving to Menzies' risk & training policies, procedures and systems this year, with a second phase in 2026 rolling out further tools.



- **IT:** The bulk of IT migration will happen before the end of this year and some work will be carried out in a second phase in 2026.

Customers

31. How are customers being informed?

Menzies and G2 management both locally and regionally will ensure all customers are contacted directly about the deal closing and kept updated on the integration process.

32. What difference will customers see?

As always, our focus is on our customers' needs. It is business as usual for us, and we are determined to deliver the highest levels of customer service and outstanding operational performance. Menzies and G2 customers should see only positive changes in terms of their ability to access a broader range of services and support in more locations.

Suppliers and vendors

33. How are our suppliers / vendors being informed?

Suppliers/vendors will be contacted by their account managers directly.

34. What difference will supplier/vendors see?

It is business as usual for Menzies Aviation and G2 Secure Staff. All current contracts/purchase orders are still valid and will be honored.

35. Will we start using Menzies on invoices instead of G2?

At this stage, no change is required. As part of the support functions integration, G2 will move to an integrated billing system from 1 January 2026. When stations go live on the billing system (called RSMS), a Menzies branded invoice will be generated and sent to suppliers. The invoice will be branded Menzies but the legal entity will not change.

If you have any further questions regarding this transaction and how it will impact you or your teams, please speak to your local HR contact in the first instance. You can also ask a question via this [Microsoft form](#).

