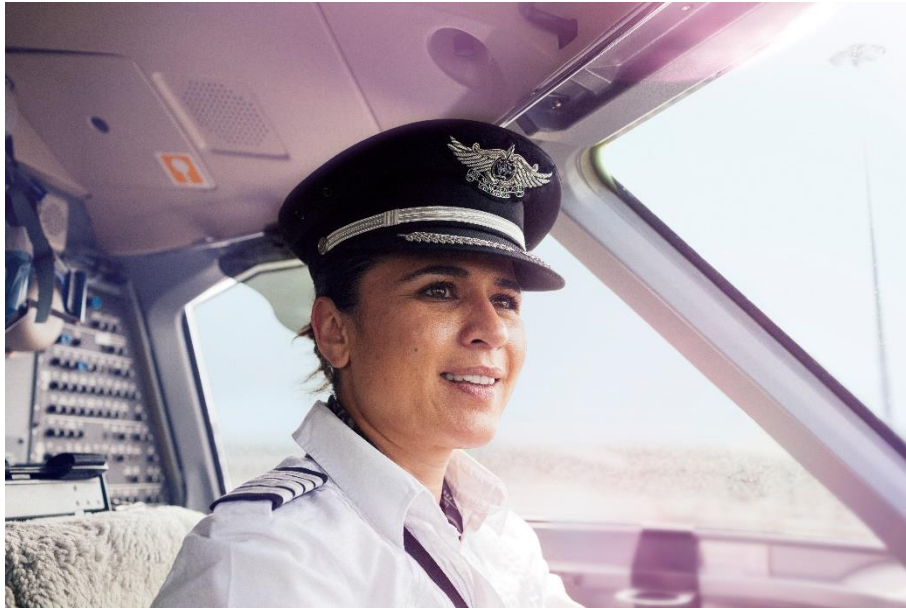


## Empowerment Award Entrant: Air New Zealand



Video link: <https://vimeo.com/album/4446506/video/229800441>

When Christopher Luxon was appointed as Chief Executive Officer at Air New Zealand in 2013, he sent a strong message to employees that by 2020, 40 percent of the airline's Senior Leadership Team (SLT) would be women.

The company has done well - back in 2013, just 16 percent of the approximately 80-strong SLT was female. Today it's more than double that and with the airline getting close to the 40 per cent target, it recently revised its goal: it's now aiming to achieve 50 percent female membership by 2020.

Air New Zealand operates a global network that provides air passenger services and cargo transport services to, from and within New Zealand to more than 15 million passengers a year. There are 4,900 women employed at Air New Zealand (43% of its workforce).

Air New Zealand's main strategy to increase female representation in its SLT has been the introduction and focus of metrics. The key objectives which have driven success include talent identification, assessment, development and movement of more women into leadership positions. Supporting this activity is the Air New Zealand Women's Network, which was established in 2014 and is open to all female staff.

The network inspires, develops and advances women through educational workshops, speaker sessions and conferences. In the past year alone more than 1,000 women have attended a career panel session led by women on Air New Zealand's SLT. The network also showcases and celebrates events that are important for female employees such as International Women's Day in March.

Air New Zealand has looked closely at leadership and developed a Women in Leadership (WIL) programme to prepare women for senior leadership roles and address barriers that prevent women attaining senior positions.

The goals of WIL are to attract, promote and retain talented women; increase the diversity at SLT level; build a diverse succession pipeline and develop strong female role models. As part of WIL, Air New Zealand sends two high-potential SLT women per year to attend the International Women's Federation course hosted at Harvard and INSEAD business schools.

The airline also sent 35 delegates to the World Women Conference in March 2017, and the Executive and SLT regularly host women at inspirational speaker sessions providing further learning opportunities.

Since January 2016, 10 women have been promoted into Senior Leadership Team roles. Six have moved into a bigger role within the SLT.

Air New Zealand has also looked at how it can attract women into the organisation at the start of their careers. A number of the airline's female pilots mentor aspiring young female pilot trainees in partnership with the Walsh Memorial Scout Flying School. Through another partnership with the Global Women TupuToa Māori & Pasifika Corporate Pathways Programme, the airline is also providing opportunities for Māori and Pasifika students and helps them transition into their first corporate roles. Three university students were placed with Air New Zealand over the summer holidays.

Air New Zealand has three measures for tracking their overall progress as a business - Commercial, Culture and Customer. This ensures the airline retains balance and prevents the organisational focus becoming overly skewed towards commercial results.

Since 2013, there has been a rise against all three and the company believes these results are correlated to the increase in female equality and empowerment.

Air New Zealand has enjoyed a record growth in Earnings Before Taxation, which has risen from \$255 million to \$806 million.

Culturally, engagement has risen from 67 per cent, when it was first measured in 2014, to 69 per cent in 2016. Manager Effectiveness scores have also risen by eight per cent.

Customer satisfaction has also increased. From 2013 to 2016 there has been a 2.7 per cent improvement in customer satisfaction, moving from 81 per cent to 83.7 per cent.

"We firmly believe that it's the importance on gender equality that is influencing these gains. Observing the benefits in an 'everyday' setting we are seeing an increase in different solutions to challenges, the way strategies are developed and how teams are led. These results demonstrate that diverse teams really do lead to better business results," says Diversity & Inclusion Manager Charlotte Downes.

"Whether it be on the ground or in the air, Air New Zealand has been working hard to create a culture that empowers, attracts, recognises, develops and engages women."