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AIR NEW ZEALAND

Gender Pay Report 2026

Gender Pay Report

Air New Zealand operates in a diverse environment, both in New Zealand and internationally, and is committed to a culture that values diversity and inclusion throughout the Air New Zealand Group. It recognises the importance of fostering a diverse workforce which leads to better innovation, stronger customer connections and better business outcomes.

As an Equal Employment Opportunity (EEO) employer, the Air New Zealand Group is committed to promoting equal opportunities for its employees. This commitment is upheld through our recruitment, talent management and remuneration policies and practices.

As part of our ongoing commitment to transparency and inclusion, Air New Zealand is formally disclosing its overall gender pay gap. As at 30 June 2026, the gender pay gap across our organisation is approximately **31.0%**[1], with men earning more than women on average. This gap reflects the structural composition of our workforce rather than unequal pay for equal work. A key contributor is tenure-based roles such as pilots and engineers, where pay progression is based on length of service for all employees, regardless of gender. These roles have historically been male-dominated and continue to influence our overall pay profile. We are consistently working to reduce this gap by increasing gender representation in operational and all leadership roles, strengthening career pathways for women, and embedding equity in all aspects of our employment and remuneration practices.

The following table shows the gender composition and the associated gender equity pay differentials for all New Zealand and international employees covered by Individual Employment Agreements (approximately 21.7% of the workforce). Overall, our men are paid 2.6% more than women. Air New Zealand is committed to continually reviewing and addressing this gap.

As well as monitoring pay outcomes, Air New Zealand is also focused on ensuring equitable representation in work levels and role types, as well as critically examining policies and programmes to ensure they promote equitable outcomes.

Gender Equity Pay Gap by Career Level

Air New Zealand Career Level	Number of Women	Number of Men	Average Pay Differential
Executives and General Managers			
Designs and drives business strategy for a major business division or Group-wide function	28	39	5.1%
Senior Managers			
Develops and implements the strategy and business plan for a division	143	198	3.2%
Operational Managers			
Inputs into the functional strategic plan, but focus is on operational management	360	418	4.4%
Specialists and Team Leaders			
Formally leads a team or an established specialist in a technical or professional discipline	645	506	1.7%
Support/Administration			
Work is routine in nature, with set patterns	178	89	-0.6%
Total	**1,354**	**1,250**	**2.6%**

Please note: Gender equity pay differences are calculated on averaged, annualised, full-time equivalent salaries. This means that all employees – part-time and full-time are included in the calculation and the salaries of those who are not full-time employees are converted to a full-time equivalent.

The analysis is broken down by Air New Zealand's career levels, enabling us to compare roles of similar complexity and provide insight into our population, highlighting opportunities for improvement.

The gender equity pay differential is expressed as a percentage of men's earnings. A negative value means that women's earnings are higher than men's.

Collective Covered Employees – Pay rates within Air New Zealand's collective agreements are skills, competency or service based, ensuring all employees with the same levels of service or skill in the same role will be paid the same. These employees are not included in the scope of the Gender Equity Pay Gap by Career Level table above.

1. The pay gap is calculated as the difference in median pay between women and men, including all roles at Air New Zealand.

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