



Wellbeing in the Workplace Award

**Name of
Nominee:**

Air New Zealand

**Name of
Person
Submitting
Application:**

Rachel Moon

Date of Entry: June 2021. Date of Commencement of Programme 2015

ALL ENTRIES MUST USE THEMHS ENTRY TEMPLATE AND ENTER INFORMATION IN THE RELEVANT SECTIONS TO BE ELIGIBLE FOR ENTRY. PLEASE UPLOAD AS A SINGLE PDF DOCUMENT.

Additional Information about Entry (1 x A4 page).

Please expand upon the brief description given in Part A.

Additional Information about Entry

The Air New Zealand Strategic Wellbeing Team works to supercharge how people feel and function everyday – not just while they are at work performing their role, but also when away from work, so they can participate in activities that are meaningful, have more good days than bad, experience psychological growth and connect with people who are important to them. This helps to create resilient people, who can thrive in all aspects of their lives.

In 2015 Air New Zealand identified Mental Ill-Health as one of our top-10 Critical Risks, partly due to the German Wings incident, giving it clear priority and focus across the business. This priority demands monthly and quarterly statistics to the board and the Executive as to risk control effectiveness and aggregate statistics.

But Air New Zealand doesn't just operate an aircraft fleet, we also ground handle our operations domestically and across our some of our pacific island ports, and have a range of employees managing shift work, pressures around on time performance, working in high-risk environments, and remote working or working across various time zones. These complexities, along with an increase in workload due to various crisis situations over the last 3 years (including the COVID-19 pandemic) mean that mental ill-health management and support is critical right across the operation to prevent the effects of mental ill-health on employee wellbeing.

Risk Management is only part of the equation to ensure that Mental health and wellbeing is strategically supported both proactively and reactively across the business. Our support structure needed to be multi-layered, collaborative with our people representatives and networks, sustainable and be able to be extricated out through our employee's families and community to ensure we have a robust thriving workforce and community going forward.

Individuals, leaders and the organisational as a whole are all equally responsible for the mental health and wellbeing of our workforce globally. Air New Zealand's strategy, resources and tools ensure that all layers of the organisation build competency and awareness for early intervention, identification of individuals that require support and enabling opportunities for all employees regardless of their culture, age, gender or position in the company to speak up and ask for help or empower themselves to improve their mental health and wellbeing.

This application outlines Air New Zealand's strategic approach to mental health through the organisation and our key deliverables:

- Ensure awareness of support available
- Inspiring Individuals to take control of their health and wellbeing
- Building capability of people leaders and peers to support their teams and support each other
- Embedding a risk management approach to mental health and wellbeing
- Developing wellbeing competency, growth and maturity

Address the following Criteria (max. 10 X A4 pages).

Judges allocate marks to each of the four criterion, and all criterion should be clearly addressed.

1. Evidence of mental wellbeing as a strategic organisational priority supported by clear goals. This includes evidence of the supporting interventions / initiatives developed and implemented to achieve the strategy.
2. Evidence of innovation and/or recognised best practice.
3. Evidence of co-design or collaboration with those with a lived experience of mental health challenges in the planning, implementation and evaluation of workplace wellbeing strategy.
4. Evaluation of the effectiveness of wellbeing interventions and the evidence of positive outcomes and impact to the organisation, workplace and community.

E.g Data collection and its use including graphs and tables, achievement of performance indicators (e.g attendance figures, outcome measures, number of document downloads, page views, click through rates).

1.0 Mental Health as a Strategic Priority/Development of the Strategy with Stakeholders and those with lived experience

The Air New Zealand Mental Health Strategy was developed in 2018 to ensure that all support for employee Mental Health was robust and provided multiple opportunities to ensure our diverse workforce identified with a way to seek support. It was important that this mental health strategy was easily identifiable by both managers and employees and all were able to see at a glance the support available both inside and outside of the organisation. Members from our employee networks, Health and Safety Representatives and our Unions had opportunity to contribute and feedback on this strategy.



Mental health covers a spectrum that can range from thriving and flourishing through to mental illness, and people move fluidly along this spectrum depending on a number of factors. It was acknowledged that at different times of the employee journey both work and personally, the support needed to be tailored to suit specific needs and provide multiple opportunities for employees of any age, gender, religion, culture and geographical location to speak up to ask for support or access the range of mental health and wellbeing tools and resources available.

Ultimately, we aim to create a culture where those who are thriving are empowered to maintain their wellbeing and help those who are struggling; and those who are struggling feel comfortable asking for and receiving support from their peers and the support options available.

Pre Covid our strategy was to support our employees in a very complex, busy environment whilst maintaining positive relationships and healthy lifestyle strategies outside of work also. Post COVID our strategic priorities have been to identify those at risk, provide a bridge to support services, enable connection within the team environment and nurture leadership literacy and capability in the mental health and wellbeing space.

The multi-layered three pillared approach (“Me, We, Us”) provided a structure to encompass opportunity, diversity of offering and coverage across the mental health spectrum.

- Me (the individual): Evidence-based tools and resources that enable individuals to take control of their own mental wellbeing.
- We (the team and leaders): Knowledge, tools and support to build a culture of positive relationships and support amongst peers, and help leaders and managers look after the mental wellbeing of their teams.
- Us (the organisation): Ensuring the Mental Health and Wellbeing strategy is applied and designed into roles, processes and environments across the organisation.

The Mental Health and Wellbeing Strategy acknowledges that mental illness does not necessarily imply a critical risk. This is dependent on the safety sensitivity of the role, the operational situation, the severity of illness, and what supports are in place for the individual.

Given how common mental health conditions are amongst the general population, our policy seeks to reduce the barriers to requesting and receiving appropriate support. By achieving this, Air New Zealand’s overall risk will be diminished as the prevalence and severity of mental ill-health among employees is reduced and resilience and wellbeing is enhanced.

2.0 & 3.0 Wellbeing Interventions demonstrating Innovation and Best Practice

ME

It was important that our range of “ME” tools were clinically-based with a proven impact, and were always both available for an employee to pick up no matter where they were on our global network.

The “ME” tools are available in a range of digital, physical, and workshops to ensure that the offerings cover a range of learning styles, literacy levels and sensitivity of content.

Tools and Resources

- [Wellbeing Hub](#)
The digital Wellbeing Hub is the central source of all wellbeing information and resources. It is free, open to all employees, and can be accessed on any device, from anywhere in the

world. As well as a great library of articles, video and infographics, it also includes features such the Wellbeing 360 online health assessment, workspace set-up videos and An Ask the Expert section where employees can consult with a expert in parenting, nutrition, exercise physiologist and family psychologist for a personalised response.

Our intent with the externally hosted digital hub was to create one place where employees can go to find all wellbeing resources in one central location with an enabled single sign-on process to ensure easy quick access from our intranet. Employees are able to book a session with our Employee Assistance Programme (EAP) or take a personalised online health assessment anytime or anywhere. The Hub also hosts our online curated Wellbeing and Resilience Toolbox for individuals and leaders.

- [Wellbeing Check In Tool](#)

In response to Covid-19, the Wellbeing Team collaborated with multiple stakeholders across the organisation, including the Executive and senior leaders, Unions, Digital, User Experience, People, Data Analytics, Privacy, Medical, Information Security and Communications to establish The Wellbeing Check-in tool. It was developed to provide trusted information and wellbeing support weekly via text and/or email to our 12,000 employees affected by the Covid-19 pandemic, many of whom were working remotely, stood down or forced to physically isolate due to their role. The three main goals:

- Provide people with trusted, timely information about Covid-19
- Check on the health and wellbeing of individuals and their immediate whanau
- Provide an opportunity for personal connection and support as needed



More than 29,000 Wellbeing Check-in responses were received from employees and 443 wellbeing check-in calls made to individuals. This was seen as a discrete, confidential way to reach out for support by people who may otherwise have been reluctant to do so.

Our goal was to ensure it was accessible to all, was secure and protected the privacy of individuals and that we had permission to send check-ins to personal mobile phones and company email addresses.

A Power BI dashboard was also created to ensure high-level aggregate results were quickly able to be reported to the Executive, Board and Senior Leaders to ensure they had an overview of the wellbeing of their employees and any high-risk groups could be identified.

The Wellbeing Check-in Tool continues to be an important way of providing support to Air New Zealanders today, no matter what their situation and is available for all to access.

- [Physical Vitality programmes and challenges](#)

Our regular challenges Activate on the Fly and Sleep like a Tiger support the 'Move' and 'Sleep' components of wellbeing that encourage regular physical strength and conditioning to support fitness for work, and prioritising sleep to ensure optimum recovery and a control for mental ill-health deterioration.

- [Wellbeing & Resilience Toolbox Handbook](#)

A downloadable and hardcopy handbook for individuals to help boost wellbeing and build resilience, including fatigue, mental health and resilience, support services and tools available.

- [Thrive Mental Health App](#)

Air New Zealand has partnered with Thrive in the UK to provide employees with a free mental wellbeing app for the prevention, early detection, and early treatment of common mental health conditions.

It includes various mindfulness techniques, stress relief strategies (including deep breathing and muscle relaxation techniques), and distraction therapy games, chat online with a clinician and is customised to include all our Air New Zealand support services. We are also able to provide employees with a friends and family code to pass on for free access.



Workshops & Training

- [The Good Day Project](#)

The Good Day Project introduces employees to 'Good Ideas', which bring together the latest research in resilience, positive psychology, neuroscience and physiology to build a happier, more resilient you.

- [Wellbeing, Resilience and Stress Management Workshop](#)

This workshop was designed to assist individuals to recognise signs when they were under stress, how to build their resilience and maximise their recovery for optimum living inside and outside of work.

Self-help & Professional Healthcare

- [Employee Assistance Programme \(EAP\)](#)

All employees and their immediate family globally have access to our Employee Assistance Programme (EAP) The programme is run by an external company – Instep Limited and is free, completely confidential, and available 24/7. Earlier this year we had employees step forward to be filmed to share their experience with EAP to break stigmas around access, confidentiality and promote the benefits of this vital service. This lived experience sharing allowed employees to be vulnerable and help encourage others to seek help.

- [Personal and Community Services](#)

Air New Zealand has a formed relationship with a number of community mental health, family services and social support services that provide tools and resources that are both face to face and digital. Our ongoing communication with these providers reassures us that

Air New Zealanders continue to make connection with these valuable programmes along with their whanau and close communities.

- The Journal – Online programme providing lessons on positive mental health, problem solving and how to make practical changes in your life.
 - Just a Thought – Online Therapy for people with mild to moderate depression.
 - Domestic Violence prevention – pages and sites to ensure our people can access the help they need for victims and perpetrators of family abuse.
- [Aviation & Occupational Health Unit](#)
Our Aviation & Occupational Health (AOH) team provide professional advice to employees on the interaction between health issues and the workplace.

WE

Our WE tools were designed to assist to establish and maintain positive relationships amongst teams and peers across the organisation. Building leader capability to support and nurture their team's wellbeing and role model good work/life balance will continue to have a positive impact on employee's mental health. Since the onset of COVID, this layer has been crucial in the 'survive' and 'revive' parts of our rebuild.

Leadership Capability

- [Mental Health, Wellbeing and Resilience Toolbox for Leaders](#)
A downloadable handbook and online library for managers and people leaders, covering health and wellbeing leadership, fatigue, mental health and resilience, strategies to support mental-health issues and proven support services and tools available.
- [Mental Health for Leaders Workshop](#)
This interactive workshop for managers and people leaders introduces a risk management approach to mental health and helps participants gain an understanding of mental health and it's effects in the workplace. It also outlines the signs to look for in your team, how to have a structured conversation with someone you are worried about and how to respond in a mental health crisis, along with the proactive things you can do to encourage team members to build resilience and look after their own mental health and wellbeing. a great way to guide a conversation when you're worried about someone or feel that the conversation may be getting a bit off track or needs some structure. It is also a good but simple way to get someone to come out of the conversation with some clarity, focus and planned next steps
- [Mental Ill-health gap analysis](#)
Our team of People Safety business partners work with our Health and Safety Reps and business leaders annually to identify gaps between the expectations and priorities outlined for best practice mental health culture and support and actual practice in the business areas.



Results are fed back to senior leaders and corrective actions and timeframes for implementation are established.

Team Culture & Connectedness

- [Internal Employee Networks and Communities](#)

At Air New Zealand, we're proud of our engaged and inclusive culture. with diverse perspectives, experiences, cultures, genders and age – no matter which area of our business you work in.

To support our well-established diversity and Inclusion strategy we have a number of employee networks open to all employees, supporting and celebrating the many diverse aspects of our Air New Zealand team. These internal communities provide a number of exciting new opportunities and cultural events for Air New Zealanders to take part in or support and connect with colleagues.

- [Awareness Campaigns across the year?](#)

Our White Ribbon Day, Pink Shirt Day and Are You Ok? campaigns encourage our people to stand up to Domestic violence, bullying and harassment, and check in with their colleagues, friends and family members how they really are to support mental wellbeing. Competitions and promotional material encouraging team get-togethers raise awareness and keep the conversation alive to support these social causes.



Peer-To-Peer Support

- [Bullying & Harassment Contact People](#)

Air New Zealand has a zero tolerance to workplace Bullying, Harassment and Sexual Harassment due to the negative impact on the health, wellbeing and performance of our people. In conjunction with strong policies, educational modules, we also provide a peer network of trained employees to provide confidential support and assistance to employees who believe they may be experiencing bullying and harassment in the workplace.

- [Peer Support Networks](#)

Air New Zealand has two peer support networks across the business.

The Pilot Assistance Network (PAN), established 20 years ago provides support across pilots, pilot unions, and air traffic control to assist with unique health and wellbeing issues experienced by the pilot community.

The Peer Support Network supports all other Air New Zealand employees throughout the operations and corporate environment to provide confidential support and connection to services in a trusted way. Air New Zealand's collaborative partnership with Lifeline ensures the training, ongoing support and supervision of our network protects the mental health and wellbeing of those stepping up to help others. A lot of our volunteers have lived experience with mental illness/health issues and psychological distress that they want to use this training to help others.



- [QPR Suicide Prevention Gatekeepers](#)

Air New Zealand has three trainers qualified in the QPR programme to train employees and leaders to identify and support those in mental health crisis or attempting suicide. Over the two years since training began at the airline, we have trained over 230 employees who have stepped forward to become 'gatekeepers' across the business. QPR is a practical and proven suicide prevention programme that empowers participants, regardless of their background, to become a QPR Gatekeeper and make a positive difference in the life of someone they know.

US

Our tools provide a foundation in which our Me and We tools can flourish. Organisational policies and support structures and strategy supports and individual within in a culture and the environment to thrive.

Our Mental-Ill health gap analysis tool was deployed in 2020 across all areas of the business in collaboration with our Health and Safety reps to identify strengths, weaknesses, and opportunities for business leaders to put action plans in place to support mental health and wellbeing.

Our Culture

- [Diversity & Inclusion](#)

There's no typical Air New Zealander, because we all have different backgrounds, experiences and working styles. Our commitment to diversity and strong strategy and objectives have helped create a vibrant working environment where everyone feels welcome.

[Awhina Support](#)

A fund established by donations from pay reductions of our exec leaders has supported many Air New Zealanders through financial hardship over the past 18 months. This programme is ongoing and will continue to support our people throughout our 'survive' and 'revive' phase of the rebuild.

- [Domestic Violence Support](#)

Air New Zealand has provisions for support, connection to vital community support, relocation support and access to leave for both victims and perpetrators of family abuse.

The support is confidential and discrete to ensure the safety of employees and their families.

Our Place

- [Health & Safety in Design](#)
Health and Safety in Design is the process of integrating risk management methods at the conceptual and planning phases of a project, rosters, programme or environment. This offers the greatest opportunity to prevent health and safety risk rather than protect from risk, consistent with the hierarchy of controls. Our Mental-ill health gap analysis results feed into this programme.
- [Employee Experience](#)
Employee Experience ensures we place our employees at the heart of all we do, in the same way we put customers at the core, as our people are the key to our success.

Policies & Procedures

- [People Safety policies](#)
Air New Zealand is committed to the promotion of positive mental health and reducing the organisational risks to employee health and wellbeing whilst in the work environment.

4.0 Evaluation of the effectiveness of outcomes and Impact to the organisation

It is important to the People Safety and Wellbeing team that we set outcomes for the programmes and resources that we deploy to support mental health and wellbeing. To meet our objectives, the measurement of uptake, utilisation and verbal feedback from our people and their representatives such as Health and Safety Reps and Unions is vital to evaluate the quality and impact of our programme and external providers.

The Wellbeing Hub was deployed in 2017 in the business, with an average of 3000 monthly page views across 2021. We see peaks and troughs with campaigns (e.g. 7599 in April 2020) but the Wellbeing Hub has quickly become a reliable single source of truth for our employees to access wellbeing tools and support.

The Wellbeing Check In tool provided vital support to our people when they needed it the most during Covid-19. Over the lockdown period in NZ, 99,000 messages were sent out to our employees. From these messages, 29,000 responses were received that resulted in 443 wellbeing calls made to employees that connected them with essential community and Air New Zealand services.

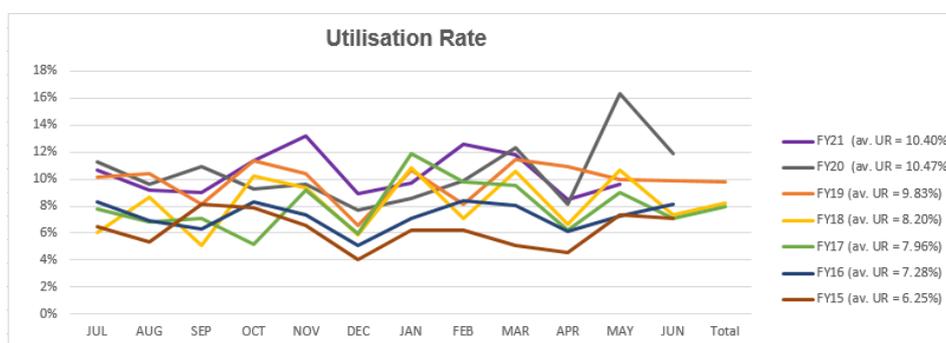
“Thank you for always checking in”

Messages sent	Responses	Check-in calls made
99,000	29,000	443

“Your call was exactly what I needed, and the timing could not have been more perfect. I have always believed our people come first and are the most important part of our business, and your call proved that our culture of taking care of our staff and their wellbeing, is alive and well.”

Our key wellbeing challenges Activate on the Fly and Sleep Like a Tiger draw great engagement and registrations from around the business. The 2020 6-week Activate on the Fly exercise challenge involved 631 employees, whilst 686 employees participated in the last 4-week Sleep Like a Tiger challenge. These programmes continue annually.

EAP utilisation up until 5 years ago was below 4% and the service was not well advertised through the organisation. Reactive ‘ambulance at the bottom of the cliff’ usage was the only mode of access. Our promotional campaign centred on using the service proactively, so employees could have strategies ready for upcoming stressful times in their lives, and to also access the service when stressful times begin rather than waiting until the problem was overwhelming. This has seen the utilisation rate sit consistently in double figures for the last 2-3 years. We are very proud of this in line with the EAP global guidelines for utilisation above 6% being seen as proactive in the wellbeing space.



The Thrive App was launched in 2019 with a promotional campaign. It continues to be promoted through the business through our various workshops and as a tool that can be used anytime anywhere. Like the Wellbeing hub, utilisation peaks and troughs but can sit as high as 880 users with approximately 100 employees using the tool on a weekly basis. The reporting allows us to identify issues that employees are using the tool for to seek help.

The following table depicts the coverage of Mental Health for Leaders training held across the business, along with peer assistance networks in place to support employee mental health and wellbeing.

We have gone to great efforts to ensure all business areas are supported from a cultural, gender, geographical and employee representative diversity. In doing this, we continue to provide optimum opportunity for employees to feel safe and comfortable to reach out for help when needed.

Training and recruitment is ongoing as the business moves through it’s recovery phase from Covid-19, and new employees and business groups enter the organisation.

Business Unit	Leaders Mental Health training	B&H Contact	QPR Gatekeepers	Peer Support
Corporate Services	-	1	2	0
Commercial, Strategy & Alliances	1	-	-	-
Customer and Sales	5	7	12	3

Cargo	1	5	9	3
Customer	2	-	1	-
Digital	1	1	3	1
Loyalty	-	-	-	-
Ops Integrity and Safety	1	5	11	-
People	1	-	27	-
Operations	18	67	172	30
Airports	4	34	56	9
Engineering and Maintenance	8	8	76	6
Cabin Crew	3	17	28	15
Operations and Infrastructure	-	6	-	-
Pilots	1	2	1	n/a
Supply Chain	2	-	10	-
Total		81	227	34

For further explanations and graphs, please see the appendix.

Conclusion (1/2 x A4 page).

He aha te mea nui o te ao

What is the most important thing in the world?

He tangata, he tangata, he tangata

It is the people, it is the people, it is the people

Air New Zealand's purpose is to 'Enrich our country by connecting New Zealanders to each other and New Zealand to the world'.

The symbol that appears on the tail of our aircraft is known across te ao Māori as the Mangōpare or the hammerhead shark. The famous characteristics of the Mangōpare are strength, tenacity, and resilience.

Air New Zealand's mental health and wellbeing strategy centres around nourishing and enriching the health and wellbeing of all employees globally. By supercharging how our employees feel and function both inside and outside of work has an impact on the lives of our people, their whanau and their communities.

By creating a thriving workforce, not only do individuals and teams flourish whilst performing their role, but it contributes to the success of the airline and to New Zealand. The aviation environment is complex presenting many challenges to the health and wellbeing of our people with traversing time zones, shift work and working in high-risk environments. By having a risk managed proactive and reactive multi-layered support structure, our wellbeing strategy enables employees' opportunities to empower their wellbeing through clinically researched tools and resources, or reactively access vital support to restore their normal when times are challenging. Our focus on the WE pillar of the strategy over the last two years has meant that peers and leaders are working towards competency and providing a culture of support within teams so that the workplace has vital elements of care and a culture of support.

Our Journey is sustainable, aims for the psychological safety of all employees and multiple opportunities for our people to put their hands up for help when support is required no matter how big or small.

Appendix of Support Material (max. 8 x A4 pages).

Wellbeing Check-in Tool

1. Overview

The Wellbeing Check-in tool was developed to provide trusted information and wellbeing support to our 12,000 employees affected by the Covid-19 pandemic, many of whom were working remotely, stood down or forced to physically isolate due to their role.

Throughout the heart of the pandemic, more than 29,000 Wellbeing Check-in responses were received from employees and 443 wellbeing check-in calls made to individuals who needed it most, as they went through unprecedented change, uncertainty and stresses. In many cases this was seen as a discrete, confidential way to reach out for support by people who may otherwise have been reluctant to do so. The Wellbeing Check-in Tool continues to be an important way of providing support to Air New Zealanders today, no matter what their situation.

2. Background

As an airline operating a global passenger services and cargo network to more 15 million passengers annually, Air New Zealand was one of the hardest hit organisations during the COVID-19 pandemic. We underwent a significant and rapid reduction of our workforce, operations, and flight schedules across the globe, which ultimately resulted in almost 4000 employees (1/3 of the workforce) losing their job.

Remote working was quickly established where possible, whilst those in operational roles were either part of skeleton crews with reduced working rosters, or at home waiting to hear if their roles were to be disestablished due to ceasing operation.

This sudden and dramatic closure of borders, changes to ways of working, reduction in operations and loss of jobs created a huge sense of shock, uncertainty, stress, anxiety, and financial concerns, which significantly impacted the mental health and wellbeing of our employees, and in turn their family and whanau from a mental, physical, emotional and financial wellbeing standpoint. Coupled with this was the loss of face-to-face support and connection from both work support networks and wider social support groups (whanau, friends, family and community), as individuals were forced into social isolation due to lockdowns and in some cases specific job requirements (e.g. Air Crew needing to self-isolate after a flight). Whilst some technology helped to bridge the gap, our people still felt lost and overwhelmed with uncertainty and a sudden loss of community and identity. In order to support our geographically spread workforce (both domestically and internationally) and help understand the immediate impact of the pandemic, we needed an effective solution.





3. Creation of the Wellbeing Check-in Tool

It was quickly established that we needed to do more than simply get information to people - we needed to offer them connection and support, particularly to our 'non-wired' employees or those at home on stand-down or in isolation, who may be feeling particularly disconnected from the organisation. With full support and endorsement from the Executive we were quickly able to bring together the necessary parts of the business and begin to develop the concept of the Wellbeing Check-in Tool.

The Air New Zealand Wellbeing Team collaborated with multiple stakeholders across the organisation, including the Executive and senior leaders, Unions, Digital, User Experience, People, Data Analytics, Privacy, Medical, Information Security and Communications to establish the best approach for the Wellbeing Check-in Tool, to ensure it was accessible to all, was secure and protected the privacy of individuals and that we had permission to send check-ins to personal mobile phones and company email addresses.

Within two weeks of New Zealand going into Level 3 Lockdown (March 23rd, 2020) the Wellbeing Check-in tool had been designed, optimised for user experience, tested, socialised with business groups and unions, promoted to employees and launched. This speed of development and activation was remarkable, given it was a completely new initiative and everyone was working remotely in the midst of a pandemic.

A Power BI dashboard was also created to ensure aggregate results were quickly able to be reported to the Executive, Board and Senior Leaders to ensure they had an overview of the wellbeing of their employees.

4. Offering Connection and Support



The Wellbeing Check-in Tool was deployed in the first week of April, with three main goals:

- Provide people with trusted, timely information about Covid-19
- Check on the health and wellbeing of individuals and their immediate whanau
- Provide an opportunity for personal connection and support as needed

Responding to the Wellbeing Check-in was completely voluntary, with employees able to opt out when and if they wanted.

The Wellbeing Check-in Tool asked people four simple questions:

- Are you well and in good health today?
- Are your friends/whanau/people you live with in good health today?
- Rate your overall wellbeing today (physical and mental)
- Would you like a wellbeing check-in call?

A key component of the Wellbeing Check-in was the opportunity to request a confidential call from Air New Zealand’s Wellbeing Team, or their manager. This request was triaged by the Wellbeing Team, with the call then being made or the relevant information provided to the manager to make the call. Individuals were also able to free-text a response and reach out for urgent help or support if needed (e.g. domestic abuse or mental health crisis). The need to reach out to employees who were leaving the business was also identified, as in many cases these people exited without any face-to-face contact with their manager or team due to the lockdown restrictions. With this in mind, a tailored message was also sent to these employees, reminding them of on-going support available and providing the opportunity to request a check in.

The check-in messages were initially sent weekly throughout April and May, with a change to fortnightly once the country moved down to Level 2 and finally Level 1 (8th June). The messaging was also updated in late May to focus on an individual’s current wellbeing and support (“How are you feeling today?” and “Do you have enough support right now?”), rather than personal and whanau health. These changes reflected the reduction in COVID-19 cases in the community, and encouraged people to take some time to reflect on how they were really feeling at that moment.



5. Wellbeing Check-in calls

Throughout the four months the Wellbeing Check-in Tool was proactively sent, 443 wellbeing calls were made to support the wellbeing of individuals, with additional follow-up calls providing ongoing support where necessary.

Messages sent	Responses	Check-in calls made
99,000	29,000	443

The wellbeing calls were made by trained members of the Air NZ Wellbeing Team, who used the Lifeline “Helping Conversations” framework and focused on connecting with the individual and listening to their concerns, relieving their distress and enabling personal coping strategies, and linking them to key support services and resources.

These resources included financial support (including the specially created Air NZ Awhina fund), budgeting advice, EAP, mental health support, career advice, remote working tips, stress management skills, and development of a personal resilience plan.

The most common reasons for requesting a wellbeing check-in call were for wellbeing support, help coping with the uncertainty of the situation, questions about an impending restructure or job loss, and financial concerns. Follow-up calls were made to individuals as needed.

In some cases, specific support was required by isolating individuals to access food or prescriptions, in which case members of Air New Zealand’s Special Assistance Team (SAT) were deployed to assist and drop off the required items. SAT members are Air New Zealand volunteers trained to assist and provide humanitarian support in an aircraft emergency situation.

In conjunction with the Wellbeing Check-in Tool, a dedicated communications plan was established, which included a weekly “Wellbeing Wednesdays” email newsletter that reminded employees about resources and services available to them, and regular live stream video sessions that employees could watch remotely and ask questions of a variety of subject matter experts across a variety of fields such as wellbeing, mental health, medical, career and financial. Yammer and Microsoft Teams were also utilised as a less formal but effective way to communicate with employees and encourage connection.

Whilst not all employees required a check-in call or responded to the messages, those that did found the support incredibly helpful, and were thankful for the chance to discretely reach out for help or advice. This was also reinforced in anecdotal comments and feedback from both Unions and Managers as they supported their people through the pandemic.

“Your call was exactly what I needed, and the timing could not have been more perfect. I have always believed our people come first and are the most important part of our business, and your call proved that our culture of taking care of our staff and their wellbeing, is alive and well.”

“I have done this today for you. But want to also say thank you for caring and I hope you are all doing well too.”

“Thank you for always checking in”

6. Increasing Manager Capability

A key component of Air New Zealand's wellbeing strategy is creating a culture of manaaki and growing the capability of managers to support their teams from a wellbeing perspective. The Wellbeing Check-in enabled this by providing managers who had been requested to contact one of their team members with a resource pack. This included information about the resources and tools available to Air New Zealanders, and a Mental ill-health guide that gave information about signs and symptoms that suggest someone may be struggling, steps for having an "Are you OK?" conversation, details on how to respond to various situations, and key support services available. Online training sessions were also held for people leaders to support with these conversations and connecting with their wider teams. Feedback from managers suggested the resources and training sessions were invaluable as they supported their people through the crisis from afar. Managers were also able to request a wellbeing check-in call to members of their team who they were concerned about, offering the individual a chance to speak confidentially to someone within Air New Zealand who was independent of their business area.

7. Reporting

As part of the development of the Wellbeing Check-in Tool, a Power BI dashboard was created to enable analysis and reporting of the results of the check-ins, with aggregate results provided weekly to the Executive, Board and Senior Leaders to ensure they had an overview of the wellbeing of their employees, and any specific trends or areas of concern could be identified and focused on.

The reporting dashboard enabled us to view aggregated results across date ranges and specific business units and identify any relevant correlations. The dashboard and associated data set was specifically created to ensure no individuals or their responses could be identified.



8. Evolution

The Wellbeing Check-in Tool was regularly sent to Air New Zealanders from April until July, at which time New Zealand was back into Alert Level 1 and people were able to connect with managers, peers and support networks much more readily. This was reflected in a decline in the number of individuals responding or requesting a wellbeing check-in call.

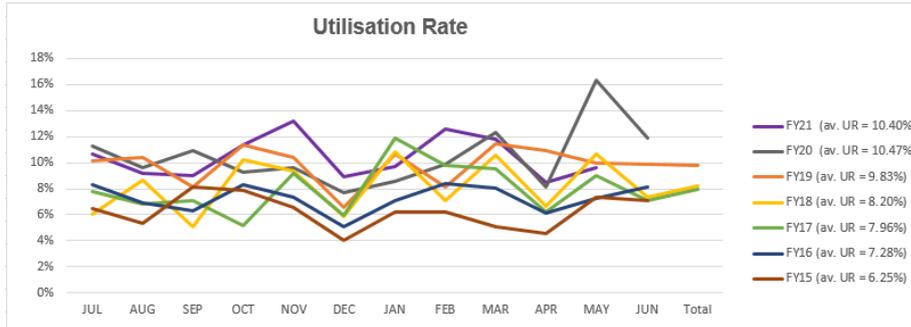
At this point a review of the tool was undertaken with the relevant stakeholders, and a user-initiated version was created. This version is a replica of the Wellbeing Check-in Tool in terms of layout and questions asked, but rather than being sent directly to people via SMS or email they are able to request a check-in via a link that sits on the Homepage of the Air New Zealand Intranet. This link is also regularly promoted in email communications, workshops and posters around the organisation. Business units are able to send this link to their teams via communications, or request for the Wellbeing Check-in to be sent proactively to their teams as needed.

The Wellbeing Check-in tool continues to be utilised as a key support option throughout Air New Zealand today, with requests coming from individuals across a variety of business areas on a regular basis, for a number of issues.

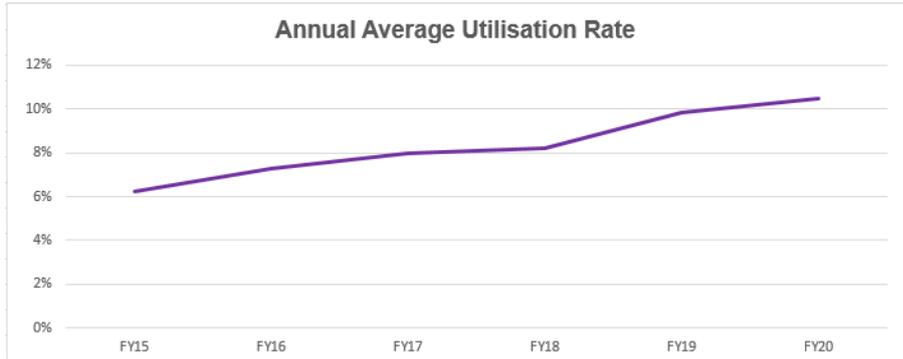


Additional Graphs and Impact Statistics:

EAP Data:



Demonstrates EAP utilisation rates since 2015



Demonstrates Average Utilisation rates since 2015

Business Unit	SAT members	B&H Contact	QPR Gatekeepers	Peer Support
Corporate Services	9	1	2	0
Commercial, Strategy & Alliances	1	0	0	0
Customer and Sales	20	7	12	3
Cargo	1	5	9	3
Customer	3	0	1	0
Digital	11	1	3	1
Loyalty	2	0	0	0
Ops Integrity and Safety	15	5	11	0
People	2	0	13	0
Operations	98	67	166	30
Airports	42	34	56	9
Engineering and Maintenance	14	8	76	6
Cabin Crew	22	17	27	15
Operations and Infrastructure	9	6	0	0
Pilots	6	2	1	0
Supply Chain	5	0	5	0
Total	158	81	207	34

Table depicting coverage of Assistance networks across the organisation (SAT members are a team of humanitarian response volunteers)

Air New Zealand: 01/10/2019 - 31/12/2019

Total Users:	888
Active Users:	112
Users With Depression:	18.75%
Mild Depression:	4.46%
Moderate to Severe Depression:	14.29%
Users With Anxiety:	27.68%
Mild Anxiety:	6.25%
Moderate to Severe Anxiety:	21.43%
Mild Depression Recoveries:	40%
Mild Anxiety Recoveries:	42.86%
Moderate to Severe Depression Recoveries:	37.5%
Moderate to Severe Anxiety Recoveries:	12.5%
Users Who Sought Help:	67.5%

CBT Results

Top Negative Situations	Top Negative Sub-Situations	Top Positive Situations
Work	Meeting	Relationship
Relationship	Balding	Health
Finances	Taken for granted	Going outside
Health	Unsupported	Family
Caring for family or a baby	Lack of intimacy	Hobbies and leisure

Thrive Reporting in 2019 to show uptake of App and issues for usage

SUPERCHARGING HOW WE FEEL AND FUNCTION

COMING UP IN 2021

FEBRUARY - MARCH
Sign up to our free 6-week training programme tailored to your fitness levels to help you become healthier, stronger and fitter.

ACTIVATE ON THE FLY

MAY
Stand together with other Air New Zealanders to stop bullying and celebrate and embrace diversity on May 21.

PINK SHIRT DAY

MAY - JULY
Fight the flu by receiving your free flu vaccination at our Air New Zealand onsite clinics or redeem your flu voucher at an applicable pharmacy.

FLU VACCINATIONS

JUNE - JULY
Join the Sleep Like a Tiger challenge to learn about the importance of sleep, understand your current sleep habits and patterns, and challenge yourself to better sleep.

Sleep like a Tiger

Visit the Wellbeing Hub at almz.vitality.co.nz for more programmes, tools and resources to support you and your team — no matter how you're feeling.

COMING UP IN 2021

JUNE - JULY
Join the Sleep Like a Tiger challenge to learn about the importance of sleep, understand your current sleep habits and patterns, and challenge yourself to better sleep.

Sleep like a Tiger

AUGUST
Join us for Sorted's Money Week (9 - 15 August) to learn more about your finances and the tools, resources and services available to support you.

sorted MONEY WEEK

SEPTEMBER
Mental Health Awareness Week (27 September - 3 October) encourages you to reflect on what keeps you mentally healthy and well, and check in on those around you.

MENTAL HEALTH AWARENESS WEEK
27 SEPTEMBER - 3 OCTOBER 2021

NOVEMBER
Join us for White Ribbon Day (25 November) to stand up and speak up against family violence, and learn what support is available to anyone experiencing domestic abuse.

White Ribbon

DECEMBER
Visit the Wellbeing Hub for tips and tools to help you look after yourself during the summer holiday peak season.

The Wellbeing Hub

Visit the Wellbeing Hub at almz.vitality.co.nz for more programmes, tools and resources to support you and your team — no matter how you're feeling.

Image showing calendar of events upcoming in 2021