

Press Communiqué

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Air Mauritius fixes the foundation first as CEO unveils its Future-Fit Game Changer Strategies to unions and employees

Chief Executive Officer Andre Viljoen is taking the airline's 10 Future-Fit Game Changer Strategies to unions, employees and stakeholders. The first, "Perfecting the Basics", sets the tone for the rest. The plan follows a comprehensive organisational review. Every function was asked what works, what does not, what great looks like and what must improve. Employees' own words are collected in a booklet, presented and distributed to every member of staff, including those at outstations.

"The strategies are sequential," says the CEO of Air Mauritius. "Fix the foundations. Rebuild the culture that rests on them. Remember why we exist. The plan is designed to address current challenges, reinforce the company's foundations and position it for sustainable, long-term growth."

The plan sets out 10 strategies, ranging from "Perfecting the Basics" to fleet modernisation, service quality and ESG. Andre Viljoen met with trade union representatives and staff on Wednesday and Thursday.

For Andre Viljoen, *"Whilst we perfect the basics, we can decide where we fly, what we fly, who we fly with, what it costs, how we serve, how we earn and what we leave behind. Each strategy sets out why it matters, what has been done so far and where we go next."*

Early numbers

All functions have completed a detailed diagnostic, and the overhaul is now underway. The first results are visible:

- Technical dispatch reliability reached 98.72% in July 2026, the best monthly result since 2020, marking a strong recovery after a twelve-month upward trend, which is above the benchmark of 98.5%. For an airline, dispatch reliability is the quiet measure of discipline. Aircraft that leave on time and without technical fault protect schedules, crew and connections.

- Customer satisfaction rose from 72.2% in September 2025 to 76.1% in August 2026.
- The Net Promoter Score (NPS) for the 12 past months rose from +9.4 to +23.1, compared to the previous period.

People first

The airline says operational gains depend on a stable workforce. Memoranda of Understanding (MoU) and collective agreements have been signed with unions. Four values were co-created with staff: accountability, integrity, respect and courage. Leadership, engagement and succession programmes are underway.

The wider purpose is captured in the phrase “We Are Mauritius”. *“It is not just a slogan,”* Andre Viljoen said. *“The airline supports the economy and is a major employer. After some tough years,”* he added, *“it is laying foundations to move as one team.”*

What comes next

With the basics under way, the plan turns to the harder questions of network, fleet and cost.

Seabury Aviation Partners LLC has completed a clean-sheet ten-year network review, and route-profitability criteria are being applied.

On fleet, the review recommends introducing narrow-body aircraft and reassessing three A350-900s on order. A request for proposals for up to five narrow-bodies is under way, alongside a proposed conversion of an ATR 72-500 to a medevac and cargo configuration for the Rodrigues route.

A Fuel War Room covers flight planning, weight reduction, auxiliary power unit management, and tankering. An Efficiency and Cost Control Office is being established. Over the period August 2026 to July 2027, the focus will be to revamp the onboard experience through transformational changes covering crew service for Business Class and Economy Class, mindset training, service procedures including dine-on-demand, and a reviewed food and beverage offering featuring new culinary concepts with the right dosage of Mauritian touch alongside initiatives to ensure consistency across the experience. It covers crew training, menu improvements, Communiqué and a sharper focus on passengers. Lounge upgrades and a refurbished Ebene ticket office have been delivered.

The airline has also helped bring phased aviation decarbonisation commitments into Mauritius's NDC 3.0. A 2026–2030 Sustainability Strategy is in development.

“Air Mauritius is at an important stage in its transformation journey,” said CEO Viljoen. “Achieving these ambitions will require a shared commitment across the organisation, disciplined execution and a continued focus on delivering lasting value for Mauritius.”

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Overview of the 10 Future-Fit Game Changer Strategies

Strategy 01

Perfecting the Basics: Rather than simply introducing new initiatives, Air Mauritius recognised the importance of first strengthening its core foundations. Sustainable transformation begins by ensuring that the basics are performed consistently, efficiently and to the highest possible standard. Constant focus is always given to our fundamental commitment of never compromising safety.

Strategy 02

Continuous organisational ‘Culture Transformation’ with values-based consequential leadership : Rather than simply introducing new initiatives, Air Mauritius recognised the importance of first strengthening its core foundations. Sustainable transformation begins by ensuring that the basics are performed consistently, efficiently and to the highest possible standard. Constant focus is always given to our fundamental commitment of never compromising safety.

Strategy 03

Relentlessly driving our strategic purpose (“We Are Mauritius”): For Air Mauritius, our purpose extends far beyond transporting passengers from one destination to another as its official ambassador. As the national airline, we play a vital role in connecting Mauritius to the world, supporting economic growth, strengthening tourism, facilitating trade and proudly representing our island wherever we fly.

Strategy 04

Developing a fit-for-purpose network to maximise revenue and future growth : For Air Mauritius, modernising the fleet is not simply about acquiring new aircraft. It is about building a fleet that is fully aligned with the airline's long-term network strategy, enabling sustainable growth while delivering an exceptional travel experience. This strategy ensures that Air Mauritius has the right aircraft, operating on the right routes, at the right frequency, to support both commercial success and national connectivity.

Strategy 05

Modernising our aircraft fleet: For Air Mauritius, modernising the fleet is not simply about acquiring new aircraft. It is about building a fleet that is fully aligned with the airline's long-term network strategy, enabling sustainable growth while delivering an exceptional travel experience. This strategy ensures that Air Mauritius has the right aircraft, operating on the right routes, at the right frequency, to support both commercial success and national connectivity.

Strategy 06

Deepening our airline partnerships to maximise revenue: In today's aviation industry, no airline succeeds alone. Strategic partnerships have become an essential part of modern air travel, allowing airlines to extend their global reach, improve customer convenience and create new commercial opportunities without operating every route themselves.

Strategy 07

Relentlessly improving efficiency, revenue recapture and cost reduction: In the aviation industry, operational efficiency is fundamental to long-term success. Airlines operate in one of the world's most competitive and cost-intensive sectors, where profitability depends on carefully balancing rising operational costs with sustainable revenue growth.

Strategy 08

Building remarkable service quality : For Air Mauritius, remarkable service quality is about creating memorable experiences at every stage of the journey. From the moment a customer books a ticket until they arrive at their destination, every interaction contributes to their overall perception of the airline.

Strategy 09

Continuous business model improvement: Continuous business model improvement is essential to remain competitive in an increasingly dynamic global marketplace. Customer expectations continue to evolve, technology is reshaping the way airlines operate, and new revenue opportunities are emerging across every aspect of the travel experience. To remain relevant and successful, Air Mauritius must constantly challenge the way it does business and embrace innovation as a continuous process rather than a one-time initiative.

Strategy 10

Continuous ESG Expansion: Mauritius is on the front line of climate change. Rising seas, shifting weather patterns and pressure on unique island ecosystems are existential risks for the country. As the national carrier of a Small Island Developing State (SIDS), the role of Air Mauritius is significant: every flight it operates touches the economy, the environment, local communities and the island's long-term future.