

Our 2017 gender pay report



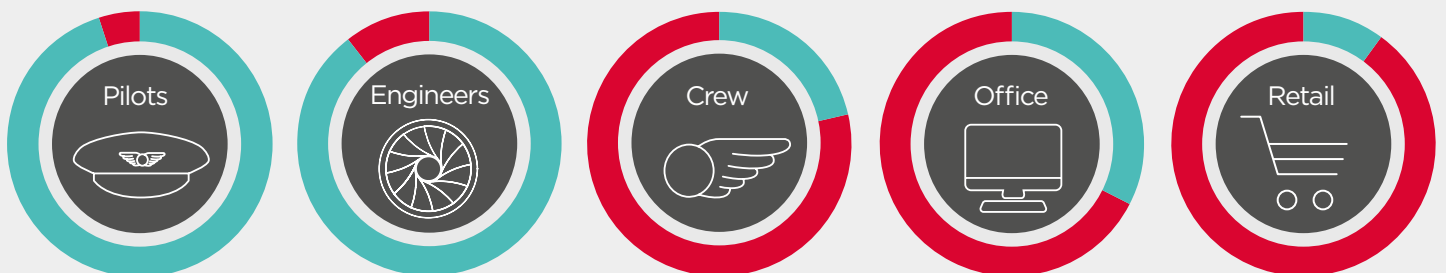
Our people are at the heart of everything we do and they are our greatest strength. So it's our top priority to be the best employer to them - regardless of gender. Our unique industry means we can't change things at a supersonic speed but we do have many initiatives taking off and more to come.

And we're committed to making a positive difference as soon as possible and for the long term to create an even more inclusive and fair culture at Virgin Atlantic and Virgin Holidays.

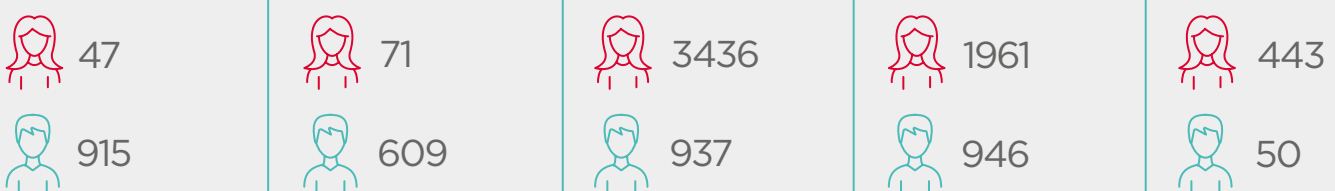
The gender make up of communities within our business significantly influences average salaries - with the vast majority of pilots and

engineers being male, more cabin crew being female and some gender imbalance in our leadership positions.

Total combined employees at Virgin Atlantic and Virgin Holidays = 9415



Current headcount





Gender pay gap
Hourly pay differential

median
28.4%

mean
57.9%



Gender pay gap
Annual bonus differential

median
44.7%

mean
61.5%

Median refers to the middle number in a set of statistics. The numbers are placed in order and then the middle number is the one used.
Mean refers to the average statistic number. All the numbers are added up then divided by the amount of numbers there are.

Percentage of women/men receiving a bonus

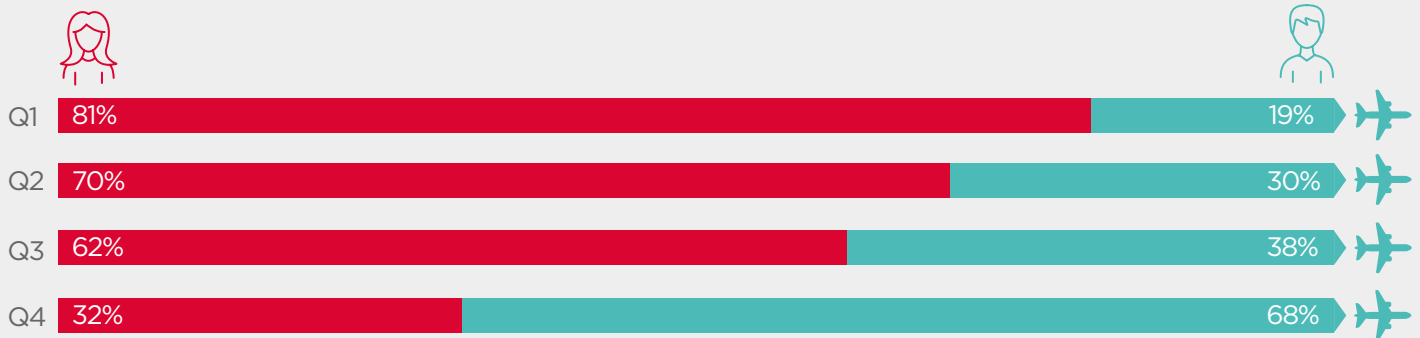
93%
received



94%
received

Percentage of women and men in 4 quartiles (Q) of the pay band

Q1 refers to lowest paid quartile and **Q4** refers to the highest paid quartile.



By 2022 we are committed to:

- A 50:50 balance of men and women in leadership roles.
- 12% BAME representation across our business to reflect the communities we work in and customers we serve.
- Both represent a 50% increase on our position today.



A more diverse workforce

Shifting the male/female imbalance which exists in some areas of our business, encouraging more women into these roles.

We aim to have at least one woman for every four shortlisted applicants for engineering roles and one for every 10 pilot roles.



An inclusive environment

Give all of our people the support they need to progress in their careers, through mentoring and development programmes.

We'll work with our employee networks and listen to their ideas for improvement.



Increased capability and awareness

Tackle unconscious bias through education.

All 2,000 of our people leaders will experience our 'Flourish' initiative, helping them create an inclusive environment for everyone to be at their best.