



Gender and Ethnicity pay report 2025

Virgin Atlantic Limited



Becky Woodmansee Chief People Officer

At Virgin Atlantic, it's our people that create the difference and we have always proudly created a culture that supports diversity, equity and inclusion.

Our gender and ethnicity pay gap report is an important measure of how effectively we are building a fair, sustainable and high-performing organisation. We want to provide a transparent view on our progress, which reinforces our accountability to deliver meaningful, measurable change.

Aviation offers dynamic, exciting career paths, but gender imbalances persist across the industry, and we are committed to playing our part to improve this. As with many airlines, our gender pay gap is significantly influenced by the structural composition of our workforce. Pilot and Engineering roles, which attract higher average pay, remain predominantly male, while cabin crew roles, which are majority female, represent a large proportion of our colleague population. Agreeing multi-year pay deals with our unionised workforces can mean the implementation date of our pay reviews vary, which can also impact on our reporting.

Addressing these challenges requires collective effort as an industry and sustained focus on attraction, development and progression pathways over the long term.

Since setting our representation ambitions in 2022, we have focused on the outcomes that matter most. Improving representation,

particularly at senior levels, remains critical to address our gender and ethnicity pay gap and deliver our long-term strategy.

Through strengthened talent pipelines and inclusive leadership development and succession, we are steadily addressing structural barriers and driving sustainable progress. By the end of 2025, we were proud to have achieved our targets of 47% female representation in leadership roles and 15% ethnic minority representation across our workforce. We are now reviewing our five-year targets to continue this momentum, with progress reviewed regularly at Executive Committee and Board level, with clear ownership and accountability.

Our median hourly gender pay gap in 2025 of 28% is the lowest level since reporting began, while our mean hourly gender pay gap of 58% is slightly higher than 2024. We know that more needs to be done to create a fairer workplace for all and drive real action. Our Be Yourself strategy sits at the heart of creating a workplace at Virgin Atlantic where everyone feels supported, able to belong and empowered to thrive.

We will continue to report transparently, embed inclusive practices and maintain focus on closing our gender and ethnicity pay gap, true to our purpose that everyone can take on the world.

Becky Woodmansee
Chief People Officer

Virgin Atlantic Limited

Gender pay gap 2025

🕒 Hourly Rate Differential

Median

28%

Mean

58%

£ Annual Bonus Differential

Median

54.2%

Mean

62.1%

The median represents the middle point of a population. If you lined up all the women and all the men in a company, the median pay gap is the difference between the hourly pay rate of the middle woman compared to the middle man.

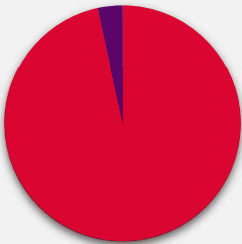
The mean pay gap is the difference in the average hourly pay for women, compared to men, within a company.

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Percentage of men and women receiving a bonus

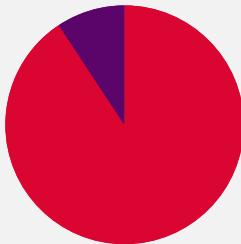
Women

96.6%



Men

90.7%



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Our gender proportions across pay quartiles

Men		Women
69.3%	Q1 (upper)	30.7%
34.6%	Q2 (upper middle)	65.4%
28%	Q3 (lower middle)	72%
23.4%	Q4 (lower)	76.6%

Snapshot data from 5th April 2025

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Ethnicity pay gap 2025

🕒 Hourly Rate Differential

Median

15.2%

Mean

36.2%

£ Annual Bonus Differential

Median

-8.1%

Mean

23.2%

The median represents the middle point of a population. If you lined up all the White colleagues in a company, and all those Ethnically Diverse, the median pay gap is the difference between the hourly pay rate of the middle White colleague compared to the middle Ethnically Diverse colleague.

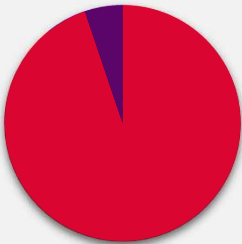
The mean pay gap is the difference in the average hourly pay for White colleagues, compared to Ethnically Diverse Colleagues, within a company.

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Percentage of White and Ethnically Diverse Groups receiving a bonus

White

94.8%



Ethnically Diverse

90.7%



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Our Ethnicity proportions across pay quartiles

Ethnically Diverse		White
7.5%	Q1 (upper)	92.5%
13.4%	Q2 (upper middle)	86.6%
11.8%	Q3 (lower middle)	88.2%
22.9%	Q4 (lower)	77.1%

Snapshot data from 5th April 2025

Communicating our Purpose with Love

At Virgin Atlantic, inclusion is not an aspiration, it is a principle that underpins how we lead, grow and succeed as a business. Creating an environment where everyone feels they belong is fundamental to delivering for our people and our customers. To drive meaningful and sustained progress, we continue to prioritise diversity, equity and inclusion education, ensuring the right learning, awareness and accountability sits at every level of the organisation.

Our five Belonging Networks remain central to accelerating change across Virgin Atlantic. DEN (Disability), Family First (Family & Carers), PRIDE (LGBTQIA+), Scarlet (Women's) and VALUED (Ethnicity) bring powerful lived experience, insight and advocacy. By working in partnership with these networks, we continuously review and evolve our policies, practices and ways of working to ensure they are inclusive, equitable and reflective of the society we serve, helping to create a culture where everyone feels valued, respected and able to thrive.

Today, almost 8,000 colleagues are members of our Belonging Networks, supported by committed executive allies. Together, they provide community, advocacy and allyship, while helping to shape business decisions and influence meaningful change. Over the past year, our networks have marked key moments in our cultural calendar, including PRIDE celebrations in Brighton, Swansea and Chester, a Ramadan Iftar gathering, Diwali celebrations and Black History Month, creating opportunities for connection, visibility, cultural awareness and education across our organisation.





Driving Our Long Term Strategy

At Virgin Atlantic, we know that building a diverse and inclusive workforce strengthens our business and supports our long-term strategy. Improving gender balance across our organisation is an important part of this, particularly in areas and roles where women have historically been underrepresented.

Creating fair and accessible opportunities begins with how we attract talent. We continue to work with external partners to enhance our recruitment tools and improve the digital experience throughout the candidate journey, ensuring candidates are assessed fairly on both mindset and skillset.

Supporting progression is equally important in addressing the gender pay gap. We are committed to providing development opportunities that help our people build skills, grow in confidence and advance their careers with us.

Over the past year we have continued to invest in programmes designed to strengthen leadership capability and support greater

representation of women across our organisation. These include Mindset to Growth, The Accountable Leader, the Springboard female empowerment programme and Elevating Women in Leadership.

In 2025, 115 women participated in our Springboard programme, and 15 colleagues completed Elevating Women in Leadership, supporting the progression of women into more senior roles. Since its launch, more than 585 women across our global workforce have completed Springboard, including colleagues from South Africa, India, the USA and the Caribbean.

Apprenticeships also play an important role in developing future talent and creating accessible pathways for career progression. We now offer more than 45 apprenticeship programmes, and in 2025, 29 colleagues graduated, strengthening the pipeline of skills and leadership across our business.



Business as a Force for Good

Passport to Change is Virgin Atlantic's flagship STEM education and community outreach programme, designed to inspire young people, particularly those from disadvantaged backgrounds, to consider future careers in aviation and STEM. By equipping students with insight, confidence and access to role models across our business, we aim to help close the equity gap and create pathways for social mobility.

In 2025, we expanded Passport to Change internationally, launching the programme in Barbados, our first Caribbean location. Across the UK and Barbados, we reached 2,220 young people through 55 schools and public events.

A total of 260 Virgin Atlantic volunteers dedicated 1,639 hours to mentoring, career engagement sessions and community activities. Colleagues from across our business, including engineering, pilots, cabin crew, cargo, airports, finance and sustainability, shared expertise and lived experience, helping students to build critical thinking, teamwork, leadership and communication skills.

Of those students who graduated from our 2024/25 Passport to Change programme, 45.8% were young women and 39% were from ethnically diverse backgrounds, demonstrating continued progress in engaging underrepresented groups in STEM pathways.

We continue to partner with STEM Learning, the UK's largest provider of STEM education and careers support. Through this partnership, we are expanding our reach further with the introduction of Passport to Change afterschool clubs and dedicated STEM days for our UK partner schools in Crawley, Heathrow and Swansea. Together, we remain committed to inspiring the next generation, particularly young women and underrepresented communities, to see aviation and STEM as careers where they belong and can thrive.