



# Gender and Ethnicity pay report 2024

Virgin Atlantic Limited





## Becky Woodmansee Chief People Officer

At Virgin Atlantic, we believe that diversity, equity and inclusion are not just values we uphold, but the foundation of who we are and how we succeed. Understanding and addressing our pay gaps is vitally important to us, and this report provides a transparent view of the work that's already been done and where we can further improve.

Aviation remains an exciting industry with opportunities for all. However, a long-standing gender imbalance in higher-paid roles such as Pilots and Engineering continue to be a significant factor in driving the gender pay gap. In addition, agreeing multi-year pay deals with our unionised workforces can mean the implementation date of our pay reviews vary, which can have a negative impact on our reporting.

Addressing these challenges requires collective effort, and we remain committed to playing our part.

As part of our pledge to improve the gender pay gap, we are committed to achieve 46% female representation within our leadership roles by the end of 2025. We are pleased to be on track to meet this target.

We have also introduced an ethnic diversity senior leadership target of 11%, to be achieved by 2027. We affirmed our commitment to this by signing the Parker Review in 2024 and committing to publish our progress annually. Additionally, we have an overall workforce ethnic diversity target of 15% to be achieved by 2025, which we are also on-track to meet.

While settling targets is a critical step, real change is driven by action. This is enabled through the delivery of our Be Yourself strategy, and our three pillars: Communicating our Purpose with Love, Driving Sustainable Profitability, and Business as a Force for Good, which you can read more about in this report.

By embedding inclusive practises, creating a culture of accountability, and continuously measuring our progress, we are committed to creating an environment where everyone can thrive, and driving progress toward a more equitable future for our people.

**Becky Woodmansee**  
Chief People Officer

# Virgin Atlantic Limited

## Gender pay gap 2024

### 🕒 Hourly Rate Differential

Median

28.4%

Mean

54.1%

### £ Annual Bonus Differential

Median

39.8%

Mean

68.4%

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.

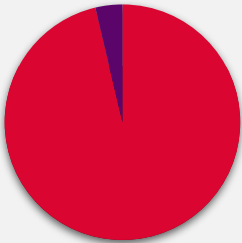
The mean pay gap is the difference in the average hourly pay for women, compared to men, within a company.

# Virgin Atlantic Limited

## Percentage of men and women receiving a bonus

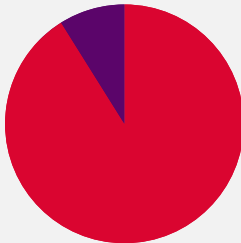
Women

96.3%



Men

91.1%



# Virgin Atlantic Limited

## Our gender proportions across pay quartiles

Men		Women
71.5%	Q1 (upper)	28.5%
35.1%	Q2 (upper middle)	64.9%
26.6%	Q3 (lower middle)	73.4%
23.8%	Q4 (lower)	76.2%

Snapshot data from 5<sup>th</sup> April 2024

# Virgin Atlantic Limited

## Ethnicity pay gap 2024

### ⌚ Hourly Rate Differential

Median

14.4%

Mean

32.8%

### £ Annual Bonus Differential

Median

-3.6%

Mean

22.7%

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.

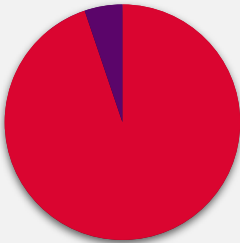
The mean pay gap is the difference in the average hourly pay for White colleagues, compared to Ethnically Diverse Colleagues, within a company.

# Virgin Atlantic Limited

## Percentage of White and Ethnically Diverse Groups receiving a bonus

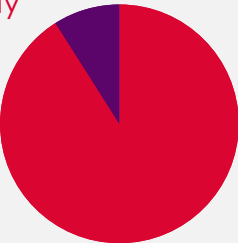
White

94.8%



Ethnically Diverse

91%



# Virgin Atlantic Limited

## Our Ethnicity proportions across pay quartiles

Ethnically Diverse		White
7.2%	Q1 (upper)	92.8%
10.9%	Q2 (upper middle)	89.1%
11.8%	Q3 (lower middle)	88.2%
21.7%	Q4 (lower)	78.3%

Snapshot data from 5<sup>th</sup> April 2024



## Communicating our Purpose with Love

At Virgin Atlantic, we are dedicated to creating an environment where inclusion is not just a goal, but a core principle that drives our success. To inspire change and cultivate an inclusive workplace, we must prioritise diversity, equity, and inclusion education and awareness at the right levels.

Our five Belonging Networks are fundamental to empowering change across the organisation. Together with our networks, DEN (Disability), Family First (Family & Carers), PRIDE (LGBTQ+), Scarlet (Women's) and VALUED (Ethnicity), we can leverage the power of their collective voices to continuously evaluate our policies and practices to ensure they are inclusive and reflective of society today, while helping us in creating a culture where everyone feels valued and respected.

Our network members (almost 8,000 of our colleagues) and their executive allies work together to provide support, advocacy and community. This year our networks have celebrated key events in our cultural calendar including PRIDE in Brighton and Swansea and created awareness on topics that are important to our people including Black History Month and Diwali.

Furthermore, our quarterly engagement survey provides us with another opportunity to hear collectively from our own people, enabling us to respond to changing sentiments, ensuring our support remains relevant and impactful.







## Driving Sustainable Profitability

At Virgin Atlantic, we recognise that a diverse workforce is not only essential for innovation and creativity but also for the long-term success and sustainability of our organisation.

We continue to work with external partners to refine our tools and optimise our digital experience throughout the candidate journey and recruitment process. Hiring for mindset as well as skillset ensures that every candidate is assessed on their unique strengths and potential.

Once we recruit, it is equally as important that we provide an environment where our people want to grow and develop with us. We recognise that a key driver of our team's performance and happiness is about investing in their skills and supporting them to reach their career aspirations. That's why over the last year we have been listening to our people to understand what they want from a career at Virgin Atlantic.

Using this insight, we now offer our people the most comprehensive learning and

skills development in our history. These programmes include Mindset to Growth, Springboard female empowerment programme, The Accountable Leader, and Elevating Woman in Leadership.

Since the launch of our Springboard Female Empowerment programme, over 470 women have had the opportunity to complete the programme. Last year we were also able to expand this offering to our global workforce, with people from South Africa, India, USA and the Caribbean taking part.

In addition to our internal development programmes, we now run over 40 different apprenticeship schemes for our people. We are proud that these programmes can act as an effective career accelerator, with over 40% of graduates being promoted or moving into a new role within 12 months of completing their apprenticeship. To date, 230 of our colleagues and leaders have either graduated or are currently on an apprenticeship scheme.





## Business as a Force for Good

Passport to Change is Virgin Atlantic's flagship STEM education programme, designed to inspire young people – especially those from disadvantaged backgrounds – to consider roles within STEM. By ensuring students are better informed about their future career decisions, we aim to close the equity gap and provide opportunities for social mobility.

In the 2023/24 academic year, 1,091 students successfully took part in our Passport to Change programme, where we delivered over 1,545 volunteer hours of inspiring career talks, interactive activities and mentoring. People from across our business contribute their STEM expertise, including engineers, pilots, cabin crew, and people from our cargo, airports, finance, and sustainability teams. Through this process, students learn critical thinking, teamwork, leadership, and communication skills.

Of those students who graduated, 46% of them were young women, and 50% of them were from ethnically diverse backgrounds.

From September 2024 onwards, we're delighted to be partnering with STEM Learning on Passport to Change. Their vision is to improve lives through STEM education. As the largest provider of STEM education and careers support in the UK, they are dedicated to empower young people with the skills and knowledge to thrive through effective teaching and learning. Through our partnership, we'll expand Passport to Change inspiring more young people and girls to consider futures in the aviation and STEM industries.