



# Gender Pay Reports 2020 and 2021

Virgin Atlantic and Virgin Holidays

virgin atlantic 





## Estelle Hollingsworth

### Chief People Officer

Our people have always been at the heart of Virgin Atlantic and we've felt this more in the past year than ever before. It's the reason we remain committed to being a fair, diverse, and inclusive employer that attracts the best talent in the industry, irrespective of gender.

The results of the last two years have been heavily skewed by the impact of the global pandemic and don't reflect the full picture, with respect to our Gender Pay Gap.

Despite the most challenging 20 months in our history, we continue to take action to support our female colleagues to thrive and develop their careers. We firmly believe this will create a fairer workplace, where our people can flourish and truly be themselves, regardless of gender or background.

A handwritten signature of Estelle Hollingsworth in black ink.

**Estelle Hollingsworth**  
Chief People Officer

I confirm that the data contained within these reports is accurate and meets the requirements of the Gender Pay Gap reporting regulations.

Virgin Atlantic and Virgin Holidays merged in 2020. The 2020 figures are reported as separate businesses, whilst the 2021 figures are combined.



## Looking behind our numbers

The last two years are heavily skewed by the impact of the global pandemic and don't reflect the full picture, with respect to our Gender Pay Gap.

The regulations require us to exclude from the calculations any colleague whose pay is reduced by a "reason of leave" during the period of time the calculation covers. Virgin Atlantic's operations were heavily impacted and we unfortunately had to furlough most of our people at some stage in 2020 or 2021. This means our 2020 calculation was based only on 17% of our people, and likewise, our 2021 calculation is based only on 37% of our people.

Based on this data, the median hourly gender pay gap for Virgin Atlantic for 2021 is 41.5%. VirginAtlantic's median Gender Pay Gap has reduced from 2020 to 2021.

As part of our restructuring plan, in July 2020, our people working for Virgin Holidays were transferred into Virgin Atlantic Airways. We therefore report separate statistics for these entities for 2020, but joint statistics for 2021.

The story that we have set out here, demonstrates our relentless commitment to creating a diverse and inclusive environment, sponsoring and enabling the progression of our female colleagues and investing in our community work to secure the diverse workforce of the future. We know that it will take time to see the positive impact this important work will have on our future Gender Pay Gap, but we remain focused and committed to the challenge in hand.



## Virgin Atlantic Airways

### Gender pay gap in 2020

#### ⌚ Hourly Rate Differential

Median

51.6%

Mean

66.4%

#### £ Annual Bonus Differential

Median

44.3%

Mean

61.4%

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

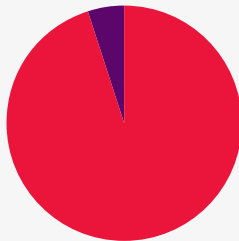
The mean pay gap is the difference in the average hourly pay for women, compared to men, within a company.

## Virgin Atlantic

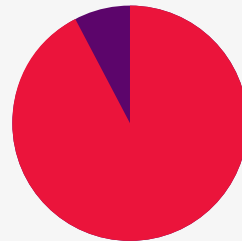
### Percentage of males and females receiving a bonus



94.3%



90.7%



## Virgin Atlantic

### Our gender proportions across pay quartiles



81.4%

Q1 (upper)

18.6%



63.4%

Q2 (upper middle)

36.6%

35.2%

Q3 (lower middle)

64.8%

24.9%

Q4 (lower)

75.1%

Snapshot data from 5<sup>th</sup> April 2020

# Virgin Holidays

## Gender pay gap in 2020

### ⌚ Hourly Rate Differential

Median  
44.6%

Mean  
37.4%

### £ Annual Bonus Differential

Median  
47.0%

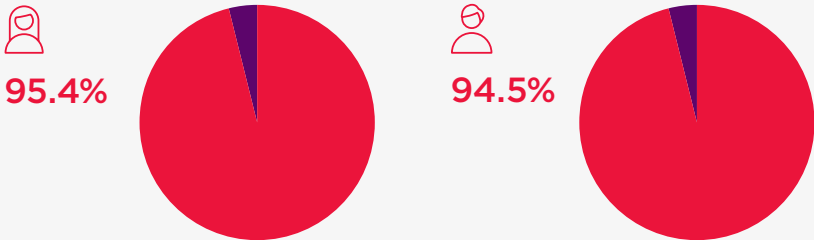
Mean  
64.8%

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

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

# Virgin Holidays

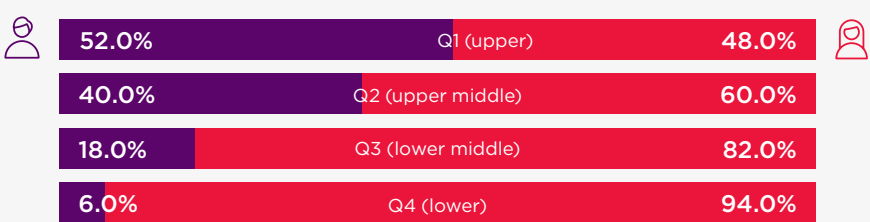
## Percentage of males and females receiving a bonus



Snapshot data from 5<sup>th</sup> April 2020

# Virgin Holidays

## Our gender proportions across pay quartiles



## Virgin Atlantic Airways & Virgin Holidays

### Gender pay gap in 2021

#### ⌚ Hourly Rate Differential

Median

41.5%

Mean

60.9%

#### £ Annual Bonus Differential

Median

27.8%

Mean

88.3%

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

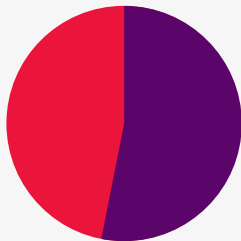
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## Virgin Atlantic

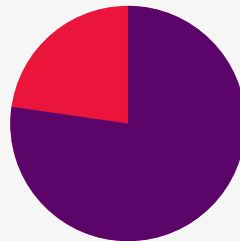
### Percentage of males and females receiving a bonus



47.9%



23.2%



## Virgin Atlantic

### Our gender proportions across pay quartiles



81.3%

Q1 (upper)

18.8%



59.4%

Q2 (upper middle)

40.6%

30.7%

Q3 (lower middle)

69.3%

31.6%

Q4 (lower)

68.4%

Snapshot data from 5<sup>th</sup> April 2021





## We remain committed to reducing our gender pay gap

We'd taken decisive action prior to the pandemic to **champion all of our people**, regardless of background, to develop and progress their careers and were making positive progress towards our 50/50 female leadership target. We were also strongly focused on reaching young women and girls and demonstrating the enormous career potential of science, technology, engineering and maths (STEM) subjects through our **apprenticeships and mentoring programmes**.

2020 was an unprecedented year, particularly for the aviation sector and it's the uniqueness of events brought about by the global pandemic that have had a strong bearing on this year's results. Whilst the pay gap outlined is higher than we'd like it to be, the figure only encapsulates 17% of our people and is a disproportionate snapshot.

**Aviation remains an exciting and dynamic sector to work in**, but still retains a historic gender imbalance in certain highly paid roles, such as piloting and engineering, which has a greater effect on the pay gap. There remains an industry-wide challenge to improve gender diversity and we're playing our role to tackle this.



## Encouraging the next generation of female talent

We are passionate about helping everyone develop their careers and excel in their areas of expertise through mentoring and personal development opportunities.

We proactively promote diversity and inclusivity at every stage of our resourcing process and target ourselves to achieve 50:50 gender diversity in all shortlists, with particular emphasis on creating gender balance within engineering, technology, pilots and our leadership teams, along with a commitment to having 50/50 men and women in leadership roles.

Following a year long hiatus in 2020, driven by the global pandemic, we are relaunching our **Springboard Programme** to help women in all roles develop clear career pathways into more senior positions. To date 220 women have taken part and out of those 21% have experienced career progression following their participation. Work is also underway to develop a parallel programme to support and develop our senior female talent, ensuring they have the tools and support in place to develop their career further.

We work with external partners to bolster our commitment to developing women's careers. We are a founding member of **Women in Aviation and Aerospace Charter**, which seeks to bring gender balance across all levels of the aviation industry, as well as a signatory of the Women in Hospitality, Travel and Leisure charter, which is devoted to increasing women's and ethnic minorities' representation.

Virgin Atlantic has developed its **mentoring programme**. Mentoring is where one person facilitates the development of another by sharing resources, expertise, values, skills perspectives, and proficiencies. We have 80 mentees across the business. In November 2018, we also launched a reverse mentoring programme.

In **reverse mentoring**, a colleague is mentored by a colleague from a different area of the business, who, from a diversity and inclusion perspective, is different from them in some way (gender, ethnicity, sexual orientation or disability) and who has a different experience of the organisation as a result.





## To provide increased flexibility for working women and parents returning to work

Our ambition over the next five years is for our fathers to receive the same level of paid time away from work after the birth or adoption of a child as our mothers. In the meantime, to better understand the needs of working parents and how we can adapt, we've introduced listening circles for maternity and paternity returners and we'll be launching our [Families@Virgin Atlantic network](#).

To reinforce our commitment to [flexible working](#), in 2021 we introduced new ways of working, designed to reflect the balance of happiness, productivity, collaboration and team spirit that make us uniquely Virgin.

We have built our approach on six core principles, recognising work as an activity, not a place. The focus is less on when and where people work, collaborate or learn, but on their performance and outcomes. These include choosing a work location that suits the demands of the day, with home working encouraged, if the role allows.

We also want flexible working patterns to be the norm, inspiring our people to learn and develop at a time that works for them. We provide self working spaces for all of our people, with cross functional working also nurtured.

Our women's network, [Scarlet](#), is open to all genders and is a fantastic space for networking, mentoring and career progression advice.

In 2019, we took part in a ground-breaking survey to understand the experience of the menopause in the workplace. This led to the introduction of a [menopause policy](#) in 2020, breaking the stigma and empowering our female employees going through this stage to have the resources and support they need.





## Inspiring STEM careers; includes mentoring and diversity

To help overcome longstanding historic stereotypes, and help address skills shortages in science, technology, engineering and maths (STEM), Virgin Atlantic is encouraging more young girls to aspire to **STEM careers**, including pilots and engineers.

We are relaunching our **Passport to Change** programme this September, to build our longer-term talent pipeline and attract young people from all backgrounds and demographics into careers in aviation. The programme highlights the spectrum of aviation careers available to young people. Volunteers from across the business – pilots, engineering, cabin crew, finance, IT, HR, cargo and airport teams – visit schools and share their experiences of the world of work.

Through a combination of career talks, workshops, mentoring and workplace visits, students facing socio-economic challenges are prepared for any career path and are inspired to reach their full potential. In 2019/20, 47% of Passport to Change students were female.

Research demonstrates that STEM outreach can and does work – for example, young people attending a STEM careers activity in the previous 12 months were **three times more likely** to consider a career in engineering than those who had not.

We recently announced a partnership with STEM-based educational charity, **The Smallpeice Trust**, using its educational resources to focus on increasing student engagement in STEM subjects, in particular engineering. In turn, Virgin Atlantic will sponsor scholars in The Smallpeice Trust's Arkwright Scholarship programme and sponsor a four-day residential programme in 2022, which explores the world of STEM.

Additionally, we are working with **Speakers for Schools**, a charity aiming to end educational inequality and level the playing field for all young people. As part of the collaboration, a first of its kind, pioneering year-long programme has been created to ensure young people from our three partner schools - Thomas Bennett Community College in Crawley, Pentrehafod School in Swansea and Luther J Price Middle School in Atlanta - see the entire breadth of the aviation industry.



Across the ten months of the full programme, students will be engaged through a mixture of in-person and online events with modules showcasing what happens behind the scenes of an airline, how planes fly, as well as exploring sustainable aviation and decarbonisation.

It is estimated that the economic benefit to communities served is over £29 million over the lifetime of the young people who have utilised the programme. Over time, the ambition is to increase our network of partner schools across the UK and international communities, bringing the programme to a wider audience of young people.

Our partnership with **Mattel/ Barbie** also supports our initiative, which aims to encourage more young girls to aspire to STEM careers, including becoming pilots and engineers. Research shows that starting at age 5 many girls develop self-limiting beliefs and begin to think they're not as smart and capable as boys. They stop believing their gender can do or be anything. This is called the Dream Gap. Our pilot Barbie doll was launched in 2019, as part of the Dream Gap project, to encourage young girls to aspire to a career in aviation.

Over the last few years, our **Future Flyers and Expert Engineers programme** has been a key component of our outreach activity. This has included installing flight simulators at airports during school holidays, so that children can try their hand at flying with coaching from our pilots; welcoming school children into our HQ buildings to experience our rig; conducting tours of our maintenance hangars; visiting local schools to discuss all things aviation.







## Attracting and retaining a diverse, talented workforce where everyone's individuality is celebrated

Our **Be Yourself** policy enables our people to be their true selves at work and create an inclusive environment where everyone's individuality is celebrated.

In March 2019 we updated our uniform and make-up standards so, all genders are now have the option of wearing make up or not wearing make up. Our female cabin crew are offered trousers as standard (previously only available upon request). Not only do the new guidelines provide more comfort, they empower our team with more choice on how they want to express themselves.

We also used the arrival of our new A350 aircraft as an opportunity to refresh our traditional Flying Lady by welcoming **five new Flying Icons** – a mixture of men and women representing modern Britain and the four continents that Virgin Atlantic flies to.

We have also operated the world's first **Pride flight for World Pride**, fully staffed by LGBT+ crew and pilots. We've also renewed our longstanding sponsorship Attitude awards, following a successful decade long partnership alongside our lead sponsorship of Manchester Pride.

More recently, in 2020 we entered a multiyear partnership with **Open for Business**, launching the Caribbean Local Influencer Programme to champion the business rationale for LGBTQ+ inclusion across the islands. Much of the Caribbean – Virgin Atlantic's heartland leisure destination – can be one of the least inclusive areas to visit, with many islands still enforcing colonial homophobic laws.

These laws are counterproductive to economic recovery and it's essential that the Caribbean attracts the widest demographic of travellers possible as the world reopens.



Our two-phased approach to our partnership with Open for Business consists of a research phase to understand business and socioeconomic impact of excluding the LGBTQ+ community, and a second phase to build a network of leaders from business and civil society, using the research to advance LGBTQ+ rights and inclusion. This work – despite being in its infancy – has seen Virgin awarded with the **Open for Business Global Equality Champion** for our support of one of the largest ever LGBTQ+ data collection programmes in the Caribbean.

Our employee networks form an important part of life at Virgin Atlantic and are extremely effective at promoting and celebrating diversity and inclusion. **Scarlet** is our women's networking group. Open to both men and women, it holds a variety of monthly networking sessions from skills development to guest speakers. It also helps promote key topics such as menopause awareness.

Our other networks - **Pride@VirginAtlantic** (for our LGBTQ+ people and allies), **DEN** (for our colleagues with a disability and allies), and **VALUED** (for our black and minority ethnic people, and allies) – all play a key part in championing diversity and inclusion across our business.

