



australia

Belonging Policy

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Belonging Policy

1. Purpose

Virgin Australia is committed to ensuring that our people and community are at the centre of everything we do.

This Policy outlines Virgin Australia's commitment to creating a culture that makes everyone feel safe, included, and valued. It is our ambition to always be Australia's most loved airline, and this starts with how we treat each other and work together every day. We recognise and celebrate the things that make each person unique, and we believe that our differences are a valuable asset because they spark conversations, big ideas, and new ways of doing things.

The purpose of this Policy is to explain Virgin Australia's processes for fostering diversity and inclusion within the workplace. This includes ensuring that our culture and values support diversity and inclusion at all levels, maintaining high performance, and implementing programs and processes that assist in the development of a diverse pool of skilled and experienced team members.



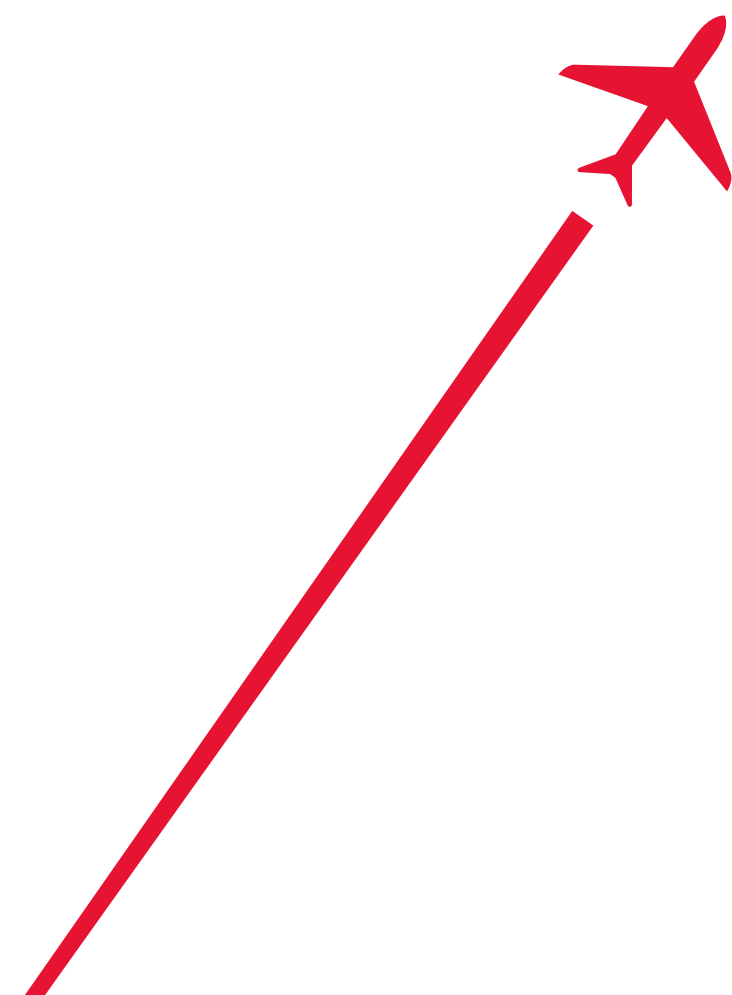
Belonging Policy

2. Who does this policy apply to

This Policy applies to Virgin Australia Holdings Limited, Virgin Australia International Holdings Pty Ltd, and each of their respective subsidiaries. This Policy uses the term “Virgin Australia” to describe all these companies unless otherwise indicated.

All Virgin Australia team members, officers, directors, contractors, and consultants (team members) must comply with this Policy, as amended from time to time.

This Policy also informs our relationships with suppliers, guests and community partners.



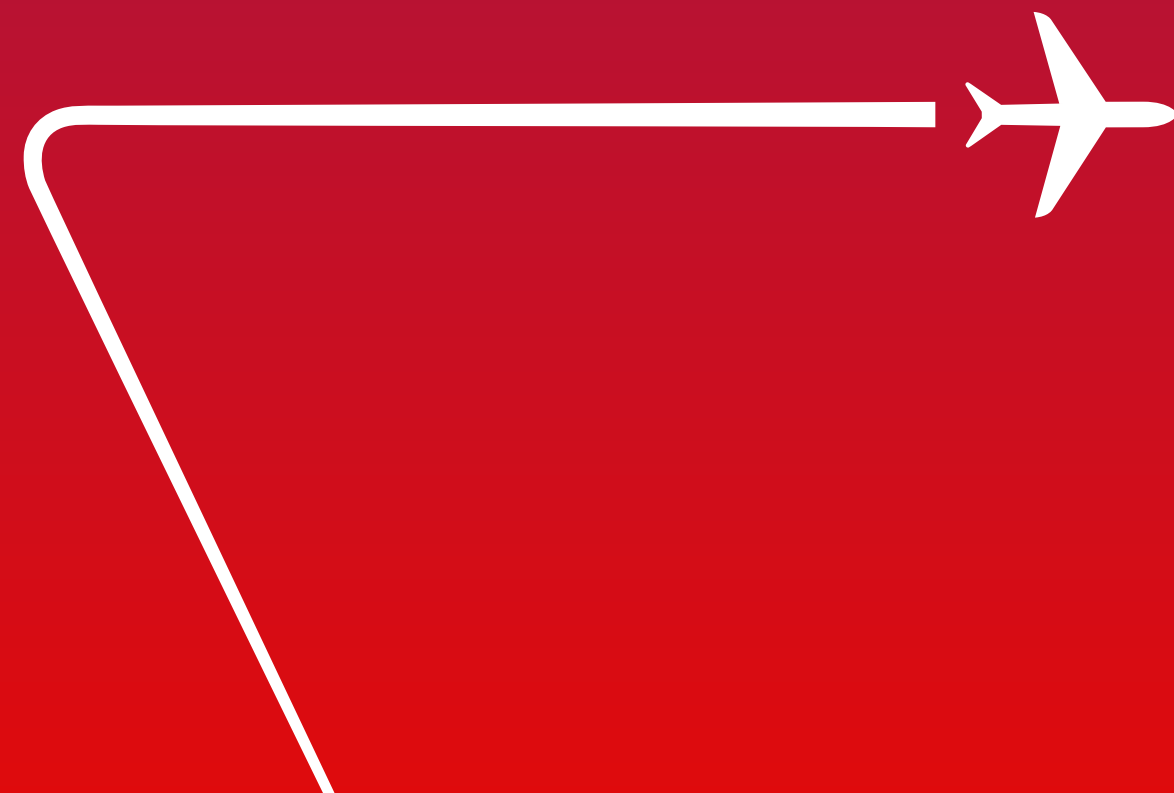
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3. Our values

This Policy is underpinned by our values. Our values guide our behaviour and apply to every aspect of our business.

The values are:

- **We put safety first** – we put the health and safety of our people, customers and communities above all else.
- **We have a big heart** – our customers live at the centre of everything we do.
- **We do the right thing** – everything we do for our people, our customers and our community is done with absolute integrity, always.
- **We own it** – we're different and that's not going to change. We all, in our own way, embody Virgin's flair and laid-back, authentic spirit.



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4. What you need to know

Policy Principles

Virgin Australia is committed to fostering a diverse and inclusive culture where all team members feel safe, respected, valued and able to fully participate. Virgin Australia is also committed to creating a working environment which does not tolerate unlawful conduct such as discrimination, harassment, bullying or victimisation.

Our Belonging Strategy is enabled by four diversity pillars: Ability, First Nations, Gender and Pride. Each pillar has its own yearly goals and actions, created and led by our Team Member Networks.

Team Member Networks

- **Ability:** Advocates for an inclusive and accessible environment for both team members and guests by identifying and removing barriers for people with disability. The group supports the development and implementation of inclusive policies, practices, and environments that promote equal opportunity, reasonable adjustments, and long-term career development for candidates and employees with disability. It also works to enhance accessibility and inclusion in the customer experience, ensuring all guests feel welcomed, respected, and supported.
- **First Nations:** Committed to advancing equity and opportunity for Aboriginal and Torres Strait Islander peoples through culturally safe practices, increased representation, and meaningful career pathways. The group supports engagement with First Nations communities and businesses, contributes to the organisation's Reconciliation Action Plan, and promotes cultural learning and celebration.
- **Gender:** Champions the creation of a gender-balanced and inclusive workplace aligned with the principles of the *Workplace Gender Equality Act 2012*. The group works to identify and address gender-based barriers to participation and progression, promote equitable policies and practices, and support initiatives that foster leadership, representation, and inclusion across all gender identities.
- **Pride:** Promotes LGBTQIA+ inclusion and visibility across the workplace by fostering a culture of respect, allyship, and psychological safety. The group actively contributes to policy development and awareness initiatives that address discrimination, support diverse identities and relationships, and uphold the organisation's commitment to an inclusive, harassment-free environment.



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4. What you need to know

Belonging Steering Committee

The Belonging Steering Committee is a diverse group comprising representatives from across the organisation, including Team Member Network sponsors and chairs, the Executive Leadership Team, and representatives from various functional areas. This committee provides governance to ensure efficient and effective decision-making, accountability, and sustained progress towards the company's diversity and inclusion goals.

Significant Events

Reviews and assessment of diversity objectives will be conducted by the Board to ensure progress and compliance.

The Belonging Steering Committee provides governance to ensure efficient and effective decision-making, accountability, and sustained progress.

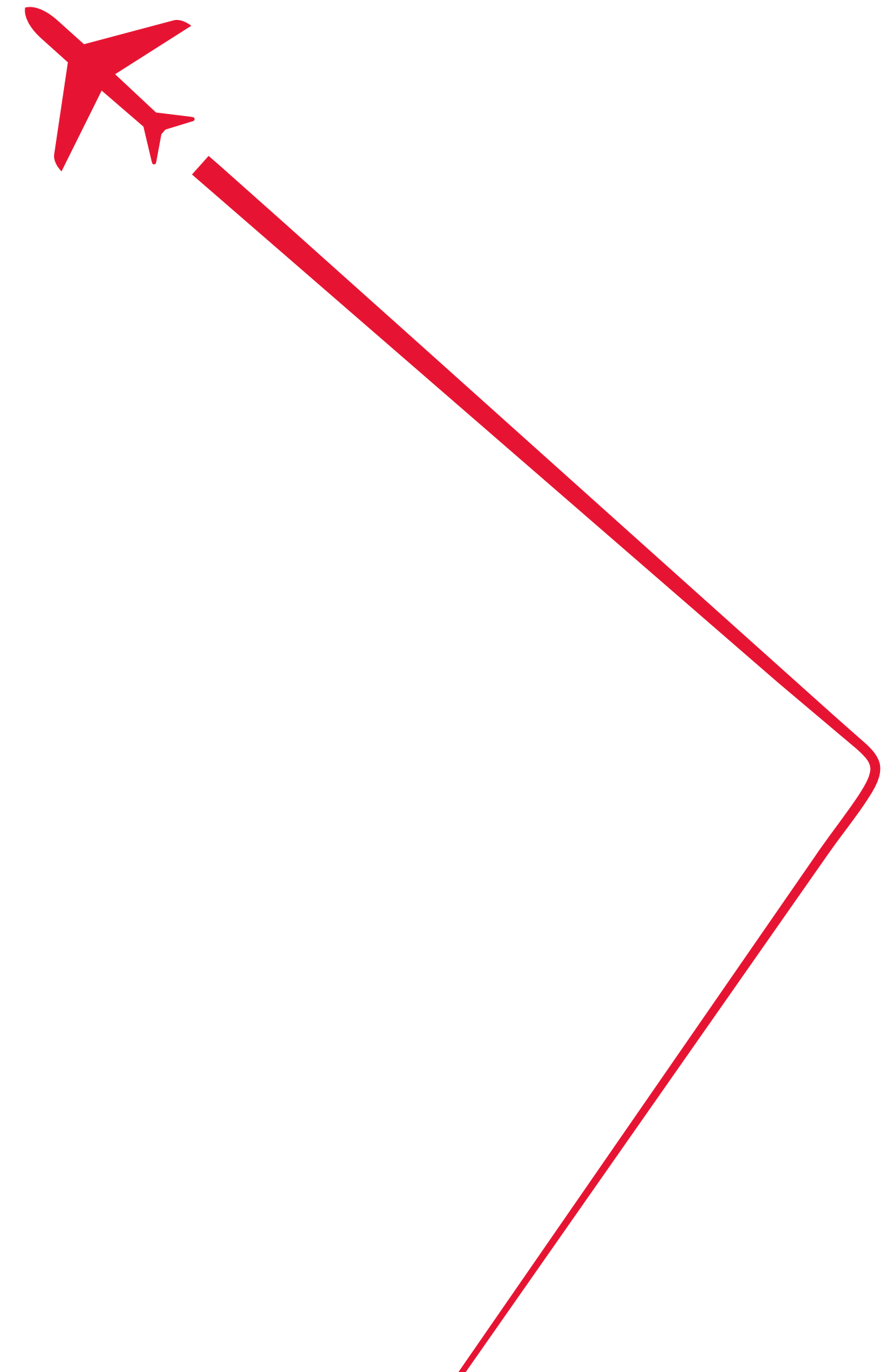
Things to Look Out For

Team members should be aware of and consider participating in the Team Member Networks to contribute to the diversity and inclusion progress.

Regular updates and communications regarding initiatives and progress will be shared with all team members.

Reporting Timeframes

The Board will assess and disclose Virgin Australia's progress in achieving its diversity objectives on an annual basis. Significant findings or changes in diversity metrics will be reported in Virgin Australia's Annual Report and through the organisation's annual submission to the Workplace Gender Equality Agency (WGEA).



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5. What you need to do

Contribute to an Inclusive Workplace

- Actively participate in creating and maintaining an inclusive environment where everyone feels safe, respected, valued and able to fully participate.
- Respect the diversity of others and demonstrate inclusion through Virgin Australia's values and adherence to the Code of Conduct and Workplace Behaviour Policy.
- Take positive steps to prevent harmful behaviours such as discrimination, harassment, bullying, or victimisation.

Engage with Team Member Networks

- (Optionally) join and contribute to the Team Member Networks that align with your interests and passions.
- When approached by a Team Member Network, actively collaborate with the network and support their objectives.
- Support the yearly goals and actions of the diversity pillars: Ability, First Nations, Gender and Pride.

Support Diversity Initiatives

- Participate in programs and processes designed to develop a diverse pool of skilled and experienced team members.
- Where operationally possible, support flexible work practices that assist team members in meeting their family or carer's responsibilities and workplace adjustments for disability.

Stay Informed and Compliant

- Keep up to date with Virgin Australia's diversity and inclusion initiatives and any related updates or communications.
- Ensure compliance with all relevant policies, including the Code of Conduct Policy, Workplace Behaviour Policy, and other related documents.

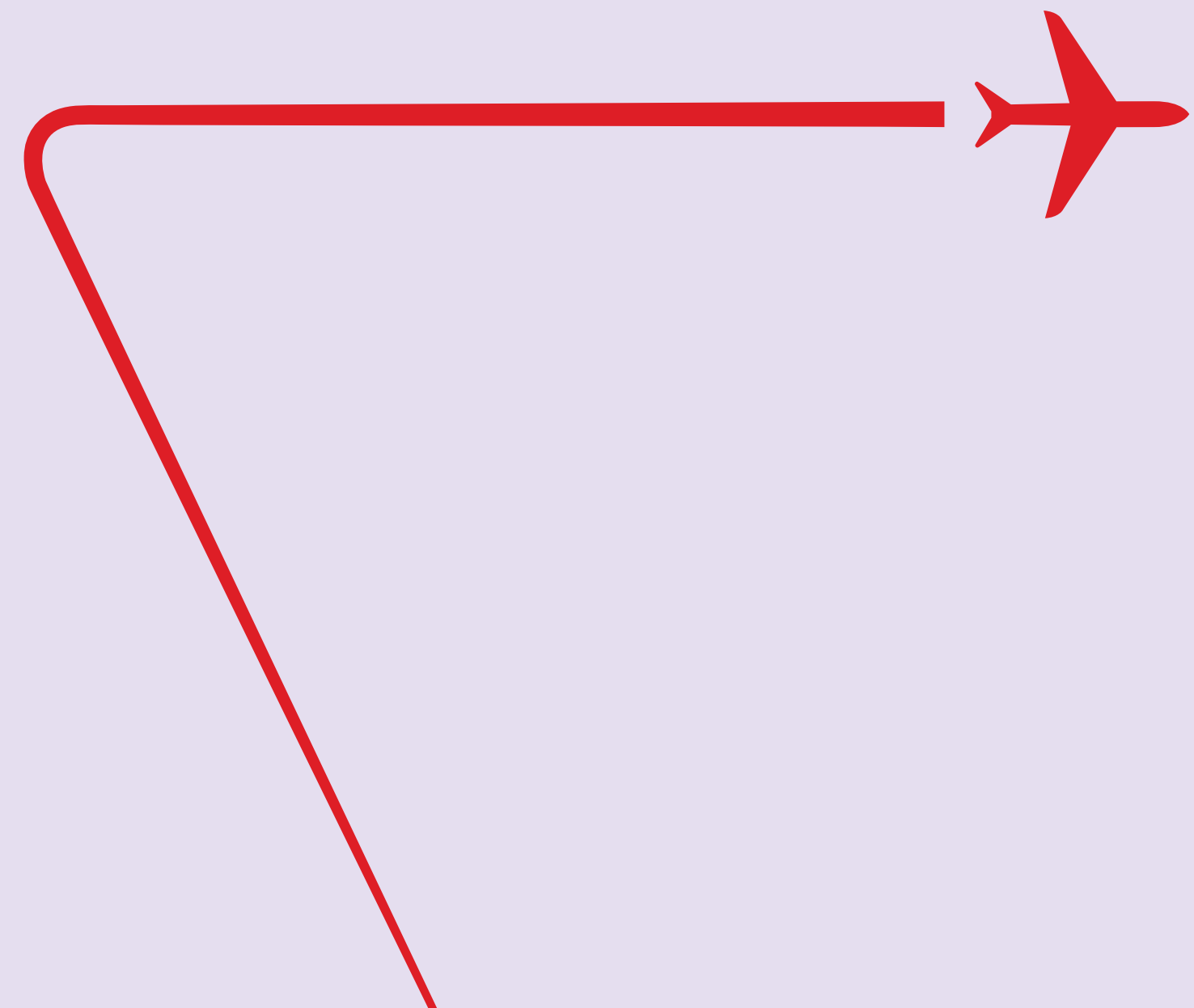
Report Non-Compliance

- Report any instances of non-compliance with this Policy to:
 - o your Leader;
 - o the People team on 1300 215 414 or at peopleteamqueries@virginaustralia.com;
 - o the Ethics and Compliance team at ethicsandcompliance@virginaustralia.com; or
 - o the Ethics Hotline on Australia 1800 829 466 (free call), or International +61 3 9278 1017.
- Understand that non-compliance may result in serious consequences, including disciplinary action or termination of engagement with Virgin Australia.

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6. Definitions

Term	Definition
Belonging Steering Committee	A cross-functional group that champions initiatives to enhance inclusion, equity, and belonging across the organisation, aligning with Virgin Australia’s Belonging policy. Virgin Australia Holdings Pty Ltd, Virgin Australia International Holdings Pty Ltd, and each of their respective subsidiaries.
Executive Leadership Team	The group of senior executives responsible for setting strategic direction, making key business decisions, and overseeing the day-to-day operations of the organisation.
Team Member Networks	Voluntary, employee-led groups that foster a diverse and inclusive workplace by supporting team members with shared identities, interests, or experiences.
Team Members / Our People	All Virgin Australia employees, officers, directors, contractors and consultants.
The Board	The governing body that provides oversight, strategic guidance, and accountability for the organisation’s performance and compliance with legal and ethical standards.
Virgin Australia	Virgin Australia Holdings Pty Ltd, Virgin Australia International Holdings Pty Ltd, and each of their respective subsidiaries.
Workplace Gender Equality Agency (WGEA)	An Australian Government agency that promotes and improves gender equality in workplaces through data collection, reporting, and advocacy.



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7. Roles and responsibilities

The Board

- Annually set measurable objectives for achieving diversity in the composition of senior management and workforce generally (Objectives).
- Assess annually Virgin Australia’s progress in achieving the Objectives.
- Disclose:
 - o The Belonging Policy on Virgin Australia’s website.
 - o The Objectives set for the relevant reporting period and Virgin Australia’s progress in achieving the Objectives in Virgin Australia’s annual report.
 - o The respective proportions of men and women in senior executive positions and across the whole workforce (including how the entity has defined “senior executive” for these purposes) or the entity’s Gender Equality Indicators, as defined in the *Workplace Gender Equality Act 2012* (Cth).
 - o Consider the results of any gender pay equity audit and any disclosure-related issues.
- Approve any key performance indicators for senior management in relation to any of Virgin Australia’s diversity objectives.

Leaders

- Eliminate biases in recruitment, performance evaluations, remuneration, development opportunities, talent identification, succession planning, and promotions.
- Incorporate diversity discussions into performance, remuneration, development, talent, and succession planning.
- Set clear, measurable diversity targets for their teams and ensuring accountability.
- Utilise diversity reports within Business Units and across the organisation.
- Address gender pay gaps by implementing relevant strategies and initiatives.
- Apply Virgin Australia’s policies relating to flexible working arrangements and workplace adjustments.
- Role model appropriate standard of behaviour relating to inclusion and respect for others, and the prevention of harmful behaviours.

Team members

- Contribute to, and maintain, an inclusive workplace.
- Respect the diversity of others and demonstrate inclusion through the Virgin Australia Values.
- Participate in training on prevention of harmful behaviours, inclusive behaviours and unconscious bias.
- Adhere to the Code of Conduct and Workplace Behaviour Policy.

Team Member Networks

- Create and lead yearly goals and actions for their respective diversity pillars.
- Engage team members to participate in shaping and delivering progress for their network.

The Belonging Steering Committee

- Provide governance to ensure efficient and effective decision-making, accountability, and sustained progress.
- Oversee the implementation of the Belonging Strategy and fostering a culture of inclusion.

[Belonging Policy](#)

8. Related documents

[Code of Conduct Policy](#)

[Workplace Behaviour Policy](#)

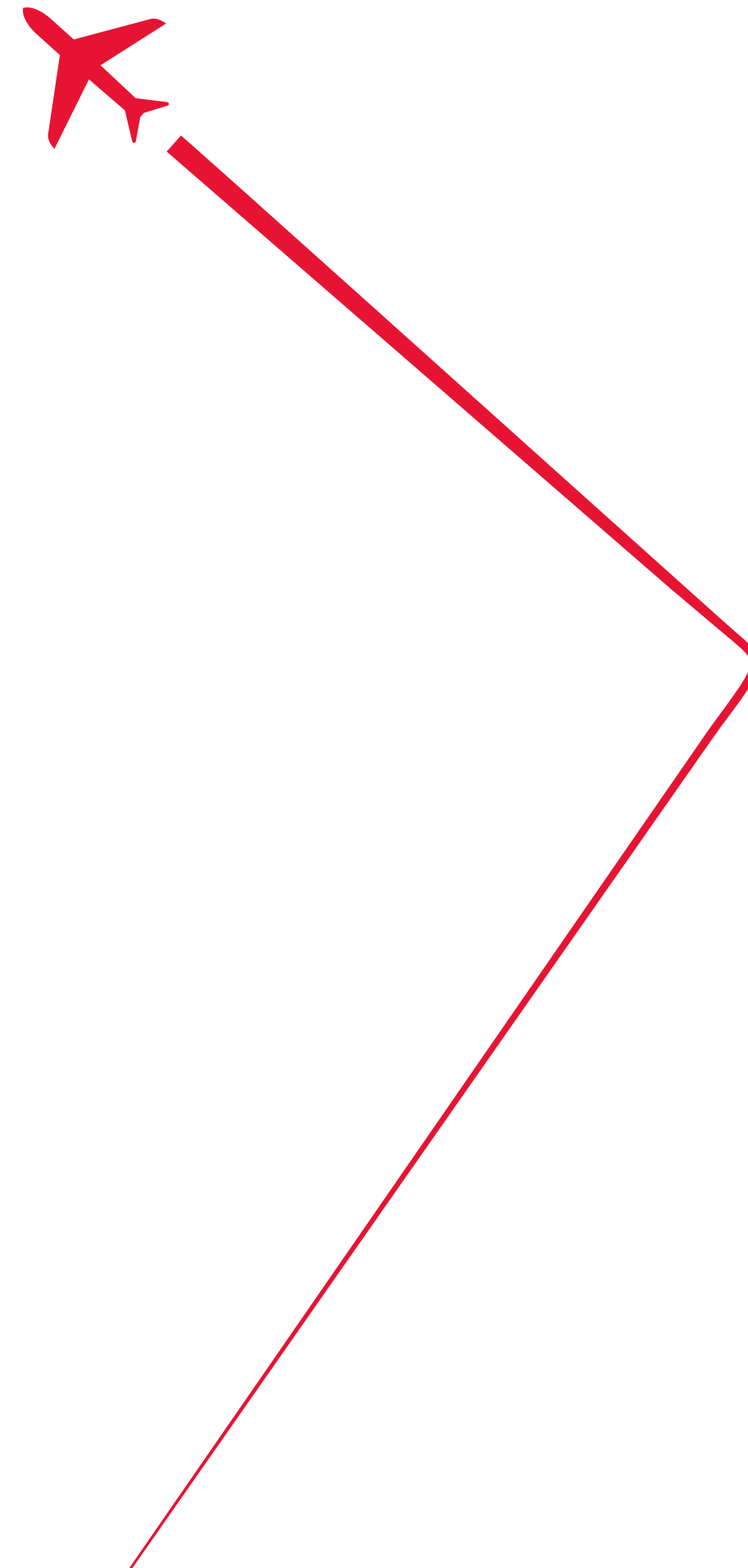
[Whistleblower Policy](#)

[Recruitment Policy](#)

[Flexible Working Arrangements Policy](#)

[Gender Affirmation Policy](#)

[Gender Affirmation Guidelines](#)



Document details

Version 5

Policy Owner

Chief People Officer

Policy Contact

Head of Diversity, Inclusion & Belonging

Approval Authority

VAH and VAIH Boards

Approval Date

April 2025

Last Amendment Date

April 2023

Revision Date

May 2025

Review Period

This Policy may be reviewed and amended from time to time and at least every two years.

Consequences

It's each team member's responsibility to comply with this Policy. Virgin Australia treats non-compliance seriously and resulting action could include suspension or termination of employment or engagement with Virgin Australia.

Governance, Monitoring and Reporting

The Chief People Officer is responsible for oversight and implementation of this Policy and for establishing reporting and compliance procedures designed to ensure that Virgin Australia's interests are appropriately protected. Compliance will be periodically reviewed by the Chief People Officer and the outcome reported to the Executive Leadership team and Audit Risk and Compliance Committee (as needed).

Further information and advice:

This Policy applies to all team members. For guidance and support relating to the application or interpretation of this Policy, please contact the People team via PeopleTeamQueries@virginaustralia.com.

This Policy is non-contractual. The Policy may be replaced or amended from time to time in accordance with legislative changes or operational requirements, or withdrawn.

