Virgin Australia Group
Impact Report 2026

Working towards a sustainable future

Virgin australia group

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Acknowledgement of Country

Virgin Australia acknowledges the Traditional Custodians of the lands, seas and waterways on which we fly and work. We recognise their spiritual, ongoing connection to Country and Community, and extend our deepest respects to Elders past and present.

A message from Dave Emerson

FY26 was another important year for Virgin Australia as we strengthened our business and invested for the long term. Advancing our sustainability goals is an important part of building a stronger and more resilient airline.

We remain focused on areas where we can make a meaningful difference, including fleet renewal, waste reduction, and positive outcomes for our people, guests and communities.

Delivering measurable progress on emissions reduction

We continue to make progress towards our greenhouse gas (GHG) emissions intensity reduction goals. In FY26, our net Scope 1 emissions intensity was 6.3% below our FY24 baseline[1].

Fleet renewal and operational efficiency remain our key short- to medium-term levers to reduce emissions intensity. We also continue to support the longer-term development of an Australian Sustainable Aviation Fuel (SAF) industry through partnerships and industry collaboration.

By year end, we had 21 Boeing 737-8 (MAX) aircraft and four Embraer 190-E2s in our fleet, improving fuel efficiency, emissions intensity and noise performance while supporting the guest experience. Operational fuel-efficiency initiatives also delivered an estimated annual fuel saving of approximately 62,300 barrels, equivalent to around 25,600 tonnes of CO_2e[1].

Making progress on waste reduction

Managing waste across a complex aviation operation is challenging and requires coordinated action onboard, at airports, in our lounges, and with our suppliers.

During FY26, we completed the rollout of organic waste separation and composting across all seven Virgin Australia lounges, and continued to expand inflight recycling, including on Adelaide services. Changes to products and packaging removed more than 350,000 pieces of plastic from our onboard napkins and approximately 800,000 plastic crew meal containers each year[2].

We continue to review our waste strategy and targets to ensure they remain appropriate and achievable.

Supporting our people, guests and communities

Our role as an airline is ultimately about connecting people, and I'm proud of the contribution our team continues to make for our guests and communities. Our Cabin Crew were recognised as the world's best for the eighth consecutive year[3], reflecting the care and service our people provide every day.

We also renewed our long-standing partnership with Starlight Children's Foundation for a further two years, continuing our support for sick children and their families across Australia.

The long-term sustainability of Virgin Australia depends on the capability, wellbeing and sense of belonging of our people.

Safety remains fundamental to this. During FY26, our enterprise-wide safety transformation program strengthened safety leadership, procedures, training, reporting and the use of safety data.

Our Future Aviators program expanded into regional Queensland, reaching 70 schoolgirls and encouraging more young women to consider careers in aviation. However, we recognise there is more work to do. Our median gender pay gap has reduced, but continues to reflect broader representation challenges across aviation. While change starts in the education system, we recognise our responsibility as an employer to take action, and we remain committed to doing so.

Looking ahead

We remain focused on building a stronger and more resilient Virgin Australia that creates long-term value for our people, our guests, and the communities we serve.

The scale and complexity of the sustainability challenge facing aviation means there is no single solution or pathway to change. Our approach continues to prioritise practical, commercially sustainable action, while working with our partners and the broader industry to support the development of longer-term solutions.

I'm proud of what our team has achieved during FY26 and thank them for their continued commitment to Virgin Australia.

Dave Emerson
CEO, Virgin Australia

[1] See the 'Climate change' section of this report for calculation methodology.
[2] See the 'Waste' section of this report for calculation methodology.
[3] By AirlineRatings.com at the 2026 Airline Excellence Awards.

FY26 Highlights

6.3% reduction

in net Scope 1 GHG emissions intensity from the FY24 baseline[1]

Fuel efficiency savings equivalent to ~25,600 tCO_2e[1]

Organic waste separation in place across all seven lounges

390,000+ containers diverted from landfill in QLD

through Containers for Change

Recognised as the World's Best Cabin Crew[2]

for the past eight years

OzHarvest donations equivalent to 90,000+ meals[3]

Awarded Australia's most trusted travel and tourism brand

by Roy Morgan[4]

More than 3,000 wishes granted

since 2010 through our partnership with Starlight Children's Foundation

350+ qualified mental health providers

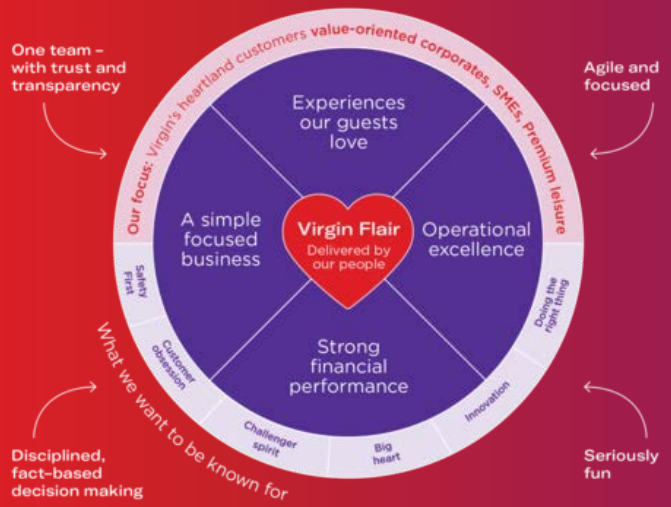
and Skilled Workplace recognition

[1] See the 'Climate change' section of this report for methodology and assumptions.
[2] By AirlineRatings.com at the 2026 Airline Excellence Awards.
[3] Through Containers for Change and meal donations. See the 'Waste' section of this report.
[4] By Roy Morgan at the 2026 Trusted Brand Awards.

About Virgin Australia Group

Virgin Australia's ambition is to be the most loved airline in Australia – by our people, our guests and our owners. With a focus on delivering great value and choice to customers, we aim to have a winning team that generates strong loyalty from guests and delivers outstanding results, with an unwavering commitment to safety. This strategy is guided by five key strategic pillars.

Figure 1: Virgin Australia key strategic pillars



Our Operations

Virgin Australia Holdings Ltd and its wholly owned subsidiaries (collectively, Virgin Australia or the Group) is the second largest airline group operating in the Australian aviation market.

Virgin Australia operates a fleet of more than 100 aircraft on 72 routes to 41 destinations across its domestic and short-haul international (SHI)[1] business. Additionally, we have a world-class suite of international airline partners that provide a comprehensive 'capital light' long-haul international (LHI)[2] network enabling Virgin Australia's customers to fly to more than 600 destinations globally[3].

These strategic partnerships form the foundation of Virgin Australia's airline partnerships portfolio which includes more than 50 interline partners within the Velocity program.

In addition, Virgin Australia Regional Airlines (VARA) operates a leading charter business primarily across remote and regional Western Australia that services major resources, energy and government clients with fly-in fly-out operations. Domestic cargo services are also provided on Virgin Australia's domestic regular public transport (RPT) network.

Virgin Australia's extensive flight network is supported by Velocity, Virgin Australia's award-winning loyalty program. Velocity is one of the largest loyalty programs in Australia. Active members increased by 9.0% compared to FY25, and approximately 800,000 new members joined the program in FY26. New partnerships, including QBE in insurance and Event Cinemas and Village Cinemas in entertainment, further expanded opportunities for members to engage with the program and are expected to support future growth.

Domestic

56
Routes

30 Ports
Serviced

International

16
Routes

11 Ports
Serviced

International Partners[3]

600+
Destinations

50+
Interline Partners

[1] SHI refers to short international flights that are usually between neighbouring or nearby countries and typically operated using narrow-body aircraft.
[2] LHI refers to long distance international flights, often connecting different continents and typically operated using wide-body aircraft.
[3] Destinations available on international partners as Virgin Australia codeshare flights on virginaustralia.com; or as Velocity redemptions on virginaustralia.com or via the Member Contact Centre. Based on partner schedules, correct at time of publication and subject to change.

About this Report

We’re proud to deliver Virgin Australia’s Impact Report.

This Impact Report, renamed from the Sustainability Report this year, reflects the period from 1 July 2025 to 30 June 2026, which is aligned with our financial reporting period. We have prepared this report with reference to the Global Reporting Initiative (GRI) Standards 2021, the Sustainability Accounting Standards Board (SASB) Airlines Sustainability Accounting Standards (version 2023-12) and the United Nations Sustainable Development Goals (SDGs).

Virgin Australia has also published its first mandatory Sustainability Report containing climate-related financial disclosures in accordance with the Australian Accounting Standards Board (AASB)’s Australian Sustainability Reporting Standards (ASRS) S2 Climate-related Disclosures (AASB S2), for our annual reporting period from 1 July 2025 to 30 June 2026. The Sustainability Report contains further information on Virgin Australia’s approach to managing climate-related risks and opportunities, decarbonisation strategies, and progress against climate-related targets. The Sustainability Report is available in the Annual Report on our website.

This report covers only those business activities for which Virgin Australia has complete control or ownership, except where otherwise stated (such as Scope 3 emissions). For example, it does not include facilities primarily controlled by others, such as airport terminal space, or outsourced or subcontracted facilities. We report our targets and progress on goals based on forward-looking information and statements of opinion, which may include statements regarding Virgin Australia’s climate transition strategies, the impact of sustainability issues in our business, actions of third parties, and external contributors such as technology development and commercialisation, policy support, market support, and energy and carbon offsets availability.

Restatements of prior-year information are clearly identified alongside the relevant metrics, with explanations provided for the changes.

Sustainability at Virgin Australia

Our sustainability strategy

At Virgin Australia, sustainability means more than just environmental stewardship. It's our ability to thrive in the long term through a holistic approach that considers our impact on people, the planet and communities.

Our Sustainability Strategy defines our key focus areas and helps direct financial and resourcing investments to be most efficient and impactful in achieving our sustainability goals.

Our approach is focused on managing our impact on people, the planet and communities, while supporting the long-term resilience and affordability of air travel.

Each year, we share the journey of our environmental and social impact through this report, detailing data, progress, learnings and stories.

We share where we're hitting our targets, areas for improvement and what we've learnt throughout the previous year.

Protecting our Natural World

Climate change

- Target 27% reduction in net Scope 1 greenhouse gas (GHG) emissions intensity by 2030, from a FY24 base year[1]
- Ambition of achieving net zero carbon emissions by 2050

Waste

- Targeted plans to reduce single-use plastics and general waste[2]

Caring for our People, Guests and Communities

Engaging and developing our people

- Inclusive, diverse and collaborative organisation
- Our people and customers are at the core
- Virgin Flair is visible and celebrated
- Motivated and empowered teams with momentum to innovate

Safety and wellbeing

- Trusted, safe operations. Safety is first and above all else
- On track with safety targets and maintaining industry best practice

Maintaining Customer Trust

Cybersecurity and privacy

- Building a resilient, collaborative, compliant, security-minded culture
- Building a strong culture of privacy
- Responsible use of data
- Maintaining customer trust

We aim to achieve our ambition with sustainability embedded at the core of our business.

[1] This replaces the previously reported target of a 22% reduction in net Scope 1 and 2 emissions intensity from an adjusted FY19 baseline. The updated target reflects the current structure of the business, improved measurement methodology and the regulatory environment. See the 'Climate change' section for further detail. The target applies to all Virgin Australia domestic and SHI flights. The LHI services operated under wet lease arrangements with Qatar Airways that commenced from June 2025 are excluded from this target.

[2] General waste excludes quarantine, aeronautical, liquid and hazardous waste.

Stakeholder engagement and materiality

Our material topics

We periodically conduct sustainability-focused materiality assessments that serve as the foundation of our strategy and disclosures.

We conducted our most recent assessment in early 2023, and its results have been used to develop this year's report. The assessment included defining Virgin Australia's key stakeholders, identifying potential impacts, conducting a business relevance assessment, undertaking stakeholder engagement and developing a final list of material topics.

We consider the 2023 assessment an appropriate basis for this report because the material topics identified continue to reflect the sustainability issues most relevant to our business and stakeholders. Our ongoing stakeholder engagement, changes in our operating environment, and annual reviews of our sustainability priorities provide opportunities to identify emerging issues and assess whether our material topics remain relevant.

No material changes have been identified that would require the current assessment to be replaced ahead of our planned update in FY27.

We have also mapped our activities under these material topics to the United Nations SDGs where relevant, as outlined in respective chapters throughout this report.

Stakeholder engagement

Each of our key stakeholder groups play a vital role in shaping the Group's trajectory, contributing to its success and ensuring its long-term sustainability.

We also acknowledge that our stakeholders are entitled to be informed in a timely and readily accessible manner of all major developments affecting Virgin Australia.

Our Stakeholder Communication Policy is available on our website and aims to promote effective communication with key stakeholders and to encourage and facilitate engagement in Virgin Australia's growth.

The most material topics relevant to our stakeholders and business:

- Climate Change
- Product stewardship and waste
- Employee engagement and development
- Safety and wellbeing
- Cybersecurity and privacy
- Inclusive and diverse workplace
- Business ethics and risk management

Our guests

We engage and communicate with our guests directly through our crew, airport and guest care teams. We communicate electronically via email, our website, text messages, media and our Virgin Australia mobile applications. We also monitor customer sentiment through post-flight surveys, monthly market pulses, Rate My Flight on the Virgin Australia app and other feedback mechanisms.

Our people

We communicate regularly with our team members through emails, updates on our internal intranet and our enterprise social-media channel Workvivo, frequent company and leadership updates through in-person and virtual town halls and team meetings, as well as through special interest groups and networks.

Communities

We support communities in urban and regional Australia to connect through our flights. We also partner with not-for-profit groups to accelerate our sustainability progress and support initiatives for the broader community.

Shareholders

The primary method for stakeholders to access information is via Virgin Australia's website and releases to the Australian Securities Exchange (ASX). Additional information may also be shared via annual and half-yearly reports, the Annual General Meeting and other general meetings, media releases, or presentations to investors and analysts.

Aviation and tourism industry partners

We regularly engage with aviation, travel and tourism bodies, at the national, state and territory, and international level to progress issues of importance to aviation.

Suppliers

We engage and communicate with suppliers and partners to drive our sustainability initiatives and deliver effective governance controls. Our Supplier Code of Conduct, Supplier Commitments and Procurement and Purchasing Policy articulate our expectations and obligations in relation to sustainability for both suppliers and the business.

Unions

Several trade unions represent many of Virgin Australia's staff members. Employees who are covered by Enterprise Agreements (EAs) include flight crew, cabin crew, ground crew and engineering. EA negotiations with trade unions and employees over renewal of employee terms and conditions (including pay and working conditions) take place on a regular basis.

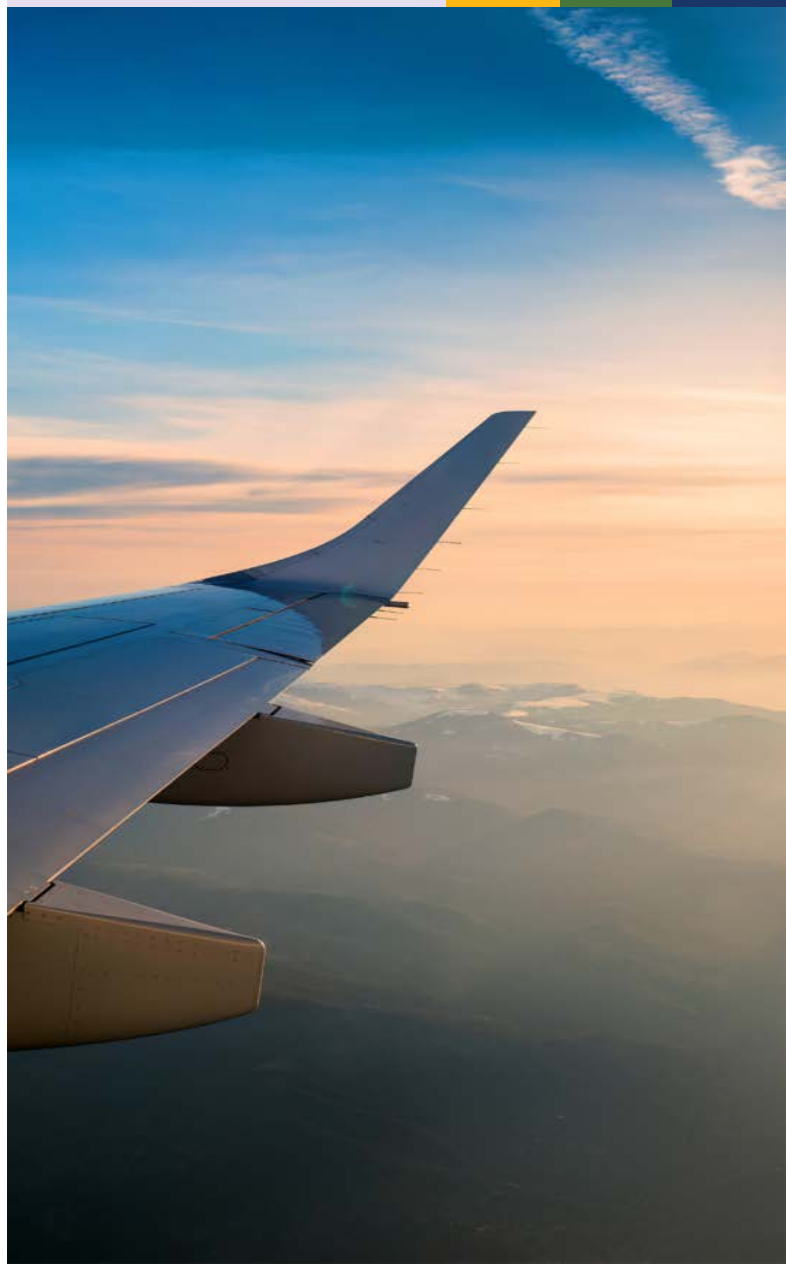
Government

We engage with federal, state and territory governments (and local councils where relevant) on international and local issues to ensure Virgin Australia's perspective is reflected in policy discussions.

Protecting our natural world

Climate change

Sustainable Development Goals relevant to this topic:



Virgin Australia recognises the importance of reducing aviation's emissions as part of the broader transition to a lower-emissions economy. Our approach focuses on reducing fuel use and emissions intensity while maintaining a commercially sustainable and affordable air travel offering.

As an airline, our most significant source of GHG emissions is jet fuel combustion. Virgin Australia's decarbonisation strategy to FY30 therefore aims to minimise net emissions through commercially and operationally viable levers across three pillars:

- reducing direct emissions from operations, through fleet renewal and operational efficiency programs;
- addressing residual emissions in compliance with the Safeguard Mechanism (SGM) and the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA); and
- collaborating with stakeholders.

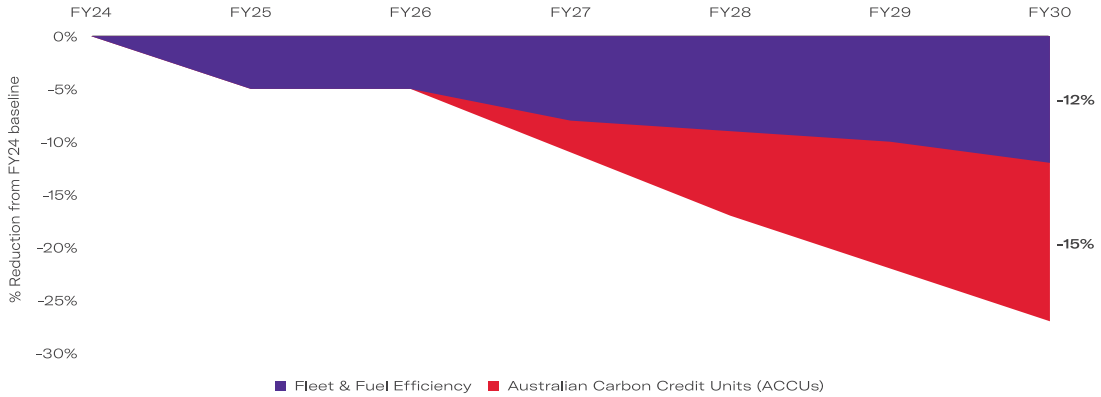
Reducing our emissions

Virgin Australia has an ambition of achieving net zero carbon emissions by 2050[1].

In FY26, we updated our emissions baseline (from FY19 to FY24) and our FY30 emissions intensity reduction target[2] to reflect the current structure of the business, improved measurement methodology, and the regulatory environment in which it now reports. Due to the amended baseline, this change in target percentage does not reflect an increase in the Group's underlying strategic ambition relative to the previous target, with fleet renewal remaining the Group's core decarbonisation lever (see our Annual Report for more detail).

Our FY30 target is to reduce net Scope 1 emissions intensity by 27% from an FY24 baseline, measured in grams of CO_2-e per revenue-tonne-kilometre (gCO_2-e/RTK). Of the 27% net reduction, 12% is expected to be achieved through fleet renewal and operational fuel efficiencies, and 15% to be met through the planned use of Australian Carbon Credit Units (ACCUs) required to meet compliance obligations (see below graph).

27% net Scope 1 emissions intensity reduction to FY30



Scope 1 and 2

In FY26, Virgin Australia's net Scope 1 emissions intensity was 6.3% below the FY24 baseline, reflecting continued improvements in fleet efficiency and aircraft operations. Gross Scope 1 emissions were 2,558,146 tCO_2e, while market-based Scope 2 emissions were 3,809 tCO_2e. Further information on our FY26 emissions profile can be found in our FY26 Annual Report.

Scope 3

Scope 3 emissions extend beyond our direct operations and control, and are assessed across the 15 categories defined by the GHG Protocol. Approximately 85% of the Group's Scope 3 emissions relate to the production, extraction and distribution of fuel and electricity consumed, including fuel combusted on wet lease flights. The remaining emissions primarily relate to purchased goods and services and the manufacture of owned aircraft and engines, waste, business travel and employee commuting. Categories 8–15 are not relevant to Virgin Australia.

In FY26, our Scope 3 emissions increased 75% compared to the previous year, primarily due to the inclusion of well-to-wake emissions from jet fuel consumed on Qatar Airways wet lease flights[3]. FY25 Scope 3 emissions have been restated using the FY26 methodology and emissions factors to support year-on-year comparability.

	FY25	FY26
Scope 3 emissions (tCO2e)	1,033,561	1,811,100

[1] Ambition: A high-level aspiration that reflects Virgin Australia's long-term intent or direction, which may not yet be fully defined, measurable, or supported by committed actions or targets.
[2] Target: A specific, measurable, and time-bound outcome that Virgin Australia is committed to achieving, with defined metrics, baseline, timeframe, and internal accountability, and which is monitored and reported on regularly.
[3] See the FY26 Annual Report for further detail on wet lease arrangements.

Fleet renewal and operational efficiency

Fleet renewal remains our primary short- to medium-term lever for reducing fuel consumption and emissions intensity.

During FY26, Virgin Australia continued to introduce more fuel-efficient aircraft, including the Boeing 737-8 (MAX), with 21 aircraft in the fleet by 30 June 2026. These aircraft are expected to deliver lower fuel consumption and emissions compared with the aircraft they replace. The Boeing 737-8 (MAX) is 20 per cent more fuel efficient than the Boeing 737-800NGs[1]. The Group also commenced the renewal of its VARA fleet with the first Embraer E190-E2 aircraft. The Embraer E190-E2 is expected to reduce emissions by approximately 30 per cent[2].

We also continued to implement operational initiatives including route optimisation, weight reduction, single-engine taxiing and data-enabled flight planning. During FY26, these initiatives delivered estimated annual fuel savings of approximately 62,300 barrels, equivalent to an estimated 25,600 tCO_2e reduction[3].

Virgin Australia is also progressing the electrification of ground support equipment (GSE). As at the end of FY26, 39% of the aircraft tow tractor and baggage tractor fleet was electric, following committed replacements and retirements.

Carbon offsets

Regulatory use of carbon credits

While we continue to prioritise direct emissions reduction through fleet renewal and operational efficiency, these measures alone are not expected to be sufficient to meet our regulatory emissions requirements. Regulatory carbon credits will be used to address residual emissions in compliance with the SGM and CORSIA, and to support achievement of our FY30 intensity reduction target.

Virgin Australia expects to begin surrendering carbon credits under the SGM from FY27, subject to emissions exceeding the applicable baseline. We are developing a commercially disciplined approach to carbon credit procurement to meet these compliance obligations[4].

Voluntary use of carbon credits

Separate from the Group's regulatory compliance obligations, Virgin Australia's Climate Action Program enables guests to make a voluntary contribution to support climate projects that are designed to reduce, avoid or remove greenhouse gas emissions, while delivering broader environmental and community benefits. These include both Australian and overseas projects, using methods such as native revegetation; cleaner cookstoves that reduce deforestation; traditional fire management that reduces wildfire risk and protects habitats, cultural sites and threatened species; and renewable energy projects that support the transition away from fossil fuels.

Sustainable Aviation Fuel (SAF)

SAF is expected to play an important role in aviation's longer-term transition, given the limited commercially viable alternatives to conventional jet fuel for most airline operations. However, the large-scale deployment of SAF remains subject to significant structural and economic challenges. Global SAF supply is currently limited, representing less than 1% of total aviation fuel demand, and is constrained by feedstock availability, competing demand from other sectors, and limited production capacity.

Virgin Australia's approach to SAF is anchored in maintaining commercial discipline, while positioning the business for long-term decarbonisation.

FY26 activities included the use of blended SAF for flights departing Proserpine from March 2025 to March 2026 through our agreement with Viva Energy, collaboration with Qatar Airways Group, and participation in industry and government initiatives supporting the development of Australia's SAF market.

We recognise that the availability, cost and scalability of SAF remain uncertain. We will continue to assess opportunities to increase SAF use as supply, infrastructure and policy settings develop. Recognising its limitations in the short term, utilisation of SAF is not part of Virgin Australia's strategy to achieve its FY30 net Scope 1 emissions intensity reduction target. The Group will continue to balance short-term pilot projects with longer-term transition requirements.

Managing climate-related impacts

Climate change may affect airline operations through both transition and physical impacts. Virgin Australia continues to manage these matters through its existing operational, risk management and business resilience processes, including weather monitoring, network planning and disruption response.

Our statutory climate-related financial disclosures, including our assessment of climate-related risks and opportunities, scenario analysis and potential financial implications, are contained in the FY26 Sustainability Report in the Annual Report. We have not repeated those detailed disclosures here.

[1] See 737 Max (https://www.boeing.com/commercial/737max). The emissions and noise reductions are based on the difference in fuel consumption between the Virgin Australia operated new generation Boeing 737-8 (MAX) aircraft and the Virgin Australia operated previous generation Boeing 737-800 aircraft.

[2] See Wonderful People Fly E2 (https://www.embraer.com/wonderful-people-fly-e2/en/). Based on comparison of Fokker F100 (https://fokkerservicesgroup.com/media/emccsdnm/fsg_fokker-100.pdf) and Embraer E190-E2 fuel burn on same sector length using the same assumptions.

[3] Calculated using the NGER Measurement Determination emission factors. The mass of fuel savings in kilograms is converted to litres using a standard density factor for Jet A1 at 15°C of 0.8 kg/L. Litres are converted to barrels using a standard conversion factor of 158.987 litres per barrel.

[4] Including prioritising use of lower-cost compliance units where available, while maintaining appropriate safeguards around integrity and regulatory eligibility.

Waste

Sustainable Development Goals relevant to this topic: 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Aviation waste is inherently complex, shaped by shared airport infrastructure, reliance on supplier arrangements, and strict hygiene and safety requirements. Virgin Australia generates waste across our network, with inflight and lounge operations accounting for 85% of the waste we produce. We continue to focus on practical opportunities to reduce waste at its source, improve separation and handling, and increase diversion from landfill.

Our Approach

Project Zero is Virgin Australia's waste program, focused on improving waste diversion from landfill and product sustainability. Since its launch in 2023, the program has delivered a range of initiatives across inflight, lounges, offices, hangars and ground operations. The program is built around three pillars:

1. **Reduce and redesign** – reducing waste at the source through product and packaging changes
2. **Separate and handle** – improving source separation and increasing opportunities for recycling and organics recovery
3. **Dispose responsibly** – supporting responsible end-of-life pathways for remaining waste streams

During FY26, we remained focused on delivery of new recycling streams, along with continued rollout and optimisation of existing streams. While progress continues, waste management outcomes in aviation are influenced by shared infrastructure, supplier capability, and operational safety and hygiene requirements.

1. Reduce and redesign

Reducing waste at the source remains a priority under Project Zero. In FY26, Virgin Australia continued to progress product and packaging changes designed to improve recoverability and reduce problematic materials used across our operations.

During FY26, we:

- Introduced recyclable paper packaging for our onboard napkins, removing more than 350,000 pieces of plastic per year[1];
- Replaced problematic plastic crew meal containers with foil, a more recyclable alternative, removing approximately 800,000 pieces of plastic per year[1];
- Optimised cutlery packs to reduce unnecessary waste, including introducing a spork and removing salt and pepper; and
- Moved all security seals to 100% recycled plastic and removed soft plastic packaging.

These changes reflect the role that product design can play in improving waste outcomes, particularly in high-volume operational environments.

In addition, we continued to work with suppliers to improve packaging recoverability and identify opportunities to increase recyclable materials across our supply chain.

2. Separate and handle

Waste separation in aviation is influenced by the involvement of multiple third parties across our operations, the range of packaging used with limited alternatives, and requirements regarding hygiene and safety. In FY26, we continued to focus on practical separation initiatives that could be implemented within these operating conditions.

Inflight

Our inflight recycling program continues to expand, including the launch of inflight recycling in Adelaide and expansion to our cabin catering facilities, improving waste separation across inflight operations.

Alongside these launches, we continued to monitor uptake and improve the performance of recently introduced inflight streams. This included working across operational teams and partners to identify opportunities for improvement with our cabin and ramp team members and external providers.

Lounges

In FY26, we achieved our target of rolling out organic separation and composting across all seven lounges[2], with the Gold Coast lounge the final site to come online. This rollout supports the separation of coffee grounds, kitchen scraps and guest food waste across the lounge network. A waste audit conducted at the Adelaide lounge after the reporting period showed ~75% of waste being diverted from landfill[3].

3. Dispose responsibly

In FY26, Virgin Australia continued initiatives that support more responsible end-of-life outcomes for materials collected across our operations.

Through our participation in Containers for Change, we estimate that more than 390,000 containers were diverted from landfill in Queensland during FY26. Refunds from these containers raised over $38,000, which was donated to OzHarvest (equating to approximately 77,500 meals).

In addition to the Containers for Change donations, OzHarvest collects surplus food from our inflight caterers and lounges that would otherwise have been destined for landfill. Over 13,350 meals were donated in FY26.

Virgin Australia also continued our partnership with Greenbox to support the responsible processing, reuse and recycling of IT assets. During FY26, more than 2,500 assets were processed in accordance with the R2v3 Responsible Recycling Standard[4].

Looking forward

Waste reduction in aviation remains a long-term challenge, particularly given the complexity of operations, dependence on suppliers, shared infrastructure, and limited availability of recovery pathways for some materials. We recognise that significant work remains to achieve our waste reduction goals. During FY26, we began reviewing our waste strategy and targets in the context of evolving waste management conditions and structural constraints in the sector. We will continue progressing initiatives to reduce waste to landfill and support circular outcomes.

Our focus in FY27 will therefore be on delivery of the following three programs:

Repurposing old uniforms:
Exploring reuse and recycling pathways with social enterprise partners.

Circular lounge concept:
Launching a pilot project at our Adelaide lounge for new recycling and sustainability initiatives, exploring future models for the lounge network.

Recycling streams at key sites:
Establishing recycling streams across key Virgin Australia managed sites.

[1] Number of pieces calculated based on conservative monthly consumption estimate.
[2] Includes domestic lounges and Beyond lounges.
[3] Waste was collected over a sample period of seven hours during September 2026. Diversion percentage figure calculated based on weight.
[4] R2v3 establishes guidelines for the responsible recycling of electronics.

Environmental protection

Our approach to environmental management focuses on understanding and managing the environmental impacts of our operations, meeting regulatory requirements and driving continuous improvement.

Our Environmental Management System (EMS), aligned with ISO 14001, provides the framework for managing environmental risks through policies, processes, training, monitoring, and continual improvement. Virgin Australia also meets relevant Commonwealth, State, and local environmental obligations through contractual arrangements with Australian airports, including the development and implementation of Operational Environmental Management Plans (OEMPs) where required.

Environmental risks and incidents are reported as required, reviewed and risk rated. Communication mechanisms (such as Safety First articles) are utilised to promote environmental information and performance. In FY26, environmental performance was communicated for the first time via selected Health and Safety Representative committees, with a focus on leaks and spills from aircraft, GSE and Foreign Object Debris (FOD). As part of Safe Work Month during the year, Virgin Australia also held a snake safety and awareness demonstration at our Melbourne maintenance hangar.

Virgin Australia demonstrates our commitment to continuous improvement through ongoing internal audits and risk assessments, as well as external, location-based landlord environmental inspections. The combined monitoring has identified location-specific fire system maintenance requirements, GSE risks of escape to drain, and requirements for chemical storage improvement and waste management improvements.

Aircraft noise

Virgin Australia is committed to working with airports, governments, communities and aviation stakeholders to responsibly manage aircraft noise.

All our aircraft comply with noise standards and recommended practices set out under the Convention on International Civil Aviation. Our fleet of aircraft are also certified by Airservices Australia and meet the noise management conditions set out in the *Air Navigation (Aircraft Noise) Regulations 2018.*

We understand the impact that aircraft noise can have on the communities in which we operate. Our noise management approach seeks to strike the right balance between the social, economic and environmental needs of communities and the efficient operations of airports. We comply with all published Noise Abatement Procedures (NAPs), ensuring that our operations minimise noise impact on surrounding communities. We adopt operational procedures that reduce noise during take-off, landing and inflight. We actively contribute to various technical and community forums to enhance understanding and awareness of noise management.

This engagement supports collaborative efforts to address noise concerns effectively. We are also investing in advanced technology to further minimise noise. For example, our Boeing 737-8 (MAX) aircraft are at least 50% quieter than the Boeing 737-800 NG fleet.[1]

1. See 737 Max (https://www.boeing.com/commercial/737max). The emissions and noise reductions are based on the difference in fuel consumption between the Virgin Australia operated new generation Boeing 737-8 (MAX) aircraft and the Virgin Australia operated previous generation Boeing 737-800 aircraft.

Caring for our people, guests and communities

Safety and wellbeing

Safety and wellbeing form the foundation of everything we do at Virgin Australia. Our commitment to putting safety first shapes how we manage risk, support our people and deliver safe operations for our team members, guests and contractors.

Our approach to safety

Creating a safe and healthy workplace goes beyond following protocols and procedures. It means fostering a culture where safety is a shared responsibility, and everyone feels empowered to speak up, identify risks and take action to address them. Virgin Australia proactively manages safety-related risks through our Safety Management System (SMS) and governance framework.

Safety governance

Our Safety Policy defines our approach to safety. The Board Safety Committee oversees safety, health and security, while the Executive Safety and Risk Review Committee provides leadership assurance and regulatory oversight. The Chief Risk Officer oversees Group risk identification, management and assurance, including People Safety, Group Security, Group Medical, Group Risk, Business Resilience and Internal Audit teams.

Safety Management System (SMS)

The SMS is our primary mechanism for managing and controlling operational risk across all business activities including flight operations, maintenance, ground handling and customer service. It covers all team members and extends to contractors, subcontractors and temporary workers under our direct control.

Team members are also governed by a suite of work health and safety documents aligned with the AS/NZS ISO 45001 standard. Our operational safety policies are aligned with international standards and industry best practice, as required through both our IOSA and Basic Aviation Risk Standard (BARS) accreditations.

Safety training

Completing safety training is required of all our team members to understand our protocols and maintain compliance. This training equips team members to identify hazards, handle emergencies and reduce workplace risks, forming a crucial pillar of our SMS alongside policies, education and promotion activities.

Continuous climb to safety excellence

During FY26, Virgin Australia progressed an enterprise-wide safety transformation program to strengthen operational safety, simplify procedures, enhance workforce capability and reinforce safety culture.

This program resulted in:

1. Improved access to Standard Operating Procedures (SOPs) through modern publication platforms.

2. A new Safety Policy and a Safety Leadership framework, with clearer expectations for safety-led decision making.

3. Strengthened training, competency and capability for Airport teams through redesigned training pathways, integration of human performance principles and updated training governance.

4. Modernised our SMS by strengthening investigation, audit, reporting, action management and safety data capabilities.

The transformation program also included an assessment to identify key risks across airworthiness, people safety and aviation safety. Work is underway to identify critical controls and assurance processes to manage these risks.

Together, these initiatives are helping to build a more proactive and resilient safety culture, while reinforcing safety as a core part of how we operate and perform as a business. By strengthening safety capability and fostering a culture of vigilance and continuous improvement, we support safe, secure and reliable experiences for our guests and team members.

Our performance

Safety performance improved year on year, with Lost Time Injury Frequency Rate (LTIFR) decreasing from 9.5 in FY25 to 8.8 in FY26, reflecting a reduction in injury frequency and the overall number of claims. Total Recordable Injury Frequency Rate (TRIFR) remained unchanged at 13.5, compared with 13.5 in FY25. Body stressing remained the most common work-related injury, with targeted actions underway across divisions to reduce injury risks.

Other workplace safety metrics are included in the Appendix.

Food safety

At Virgin Australia, the safety and wellbeing of our guests is our top priority. This extends to every aspect of their travel experience, including the food they enjoy on board.

We are committed to maintaining high standards of food safety from farm to fork. All our catering facilities maintain Food Safety Management Systems certified to either ISO 22000 or international HACCP standards. Our food safety experts periodically conduct laboratory testing, while our in-house catering team conducts extensive on-site facility audits to ensure required food safety standards are consistently met.

Sustainable Development Goals relevant to this topic:

3 GOOD HEALTH AND WELL-BEING

PROTECT safety campaign

The PROTECT campaign reinforces a proactive safety culture by encouraging vigilance, proactive hazard reporting, and adherence to SOPs.

P **Put safety first**
Safety is our compass.

R **Report all hazards**
Keep us informed for a safer environment.

O **Only begin a task if it is 100% safe**
Zero compromises.

T **Take extreme care at heights**
Safety in every dimension.

E **Ensure safe vehicle usage**
Responsible driving is key.

C **Cultivate safe behaviours**
Encourage safe practices daily.

T **Take ownership**
We all play a part in safety.

Health and wellbeing

Virgin Australia is committed to supporting the health and wellbeing of our team members, contractors, visitors and guests. Psychological safety is an important part of our approach, supported by a range of accessible pathways for team members, leaders and managers.

Wellbeing support pathways

People Safety and Group Medical

Our People Safety and Group Medical teams provide specialist support across aviation medicine, occupational health, allied health and workplace health and safety. They help team members, leaders and managers access appropriate support to maintain their physical and psychological safety at work. Group Medical provides input into several programs under our Workplace Wellbeing Strategy, including CONNECT peer support and health surveillance programs.

Employee Assistance Program (EAP)

Our EAP provides confidential support, trauma management services and critical incident response for team members and their immediate families experiencing personal or work-related concerns.

CONNECT Peer Support

CONNECT provides confidential peer support for team members experiencing personal or work-related challenges. Peer support volunteers are trained and supported by qualified mental health professionals, with refreshed training, monthly clinician-led debriefs and enhanced education introduced in FY26.

Non-Normal Event Support Sessions (NNESS)

NNESS provides specialist, evidence-based support for team members affected by serious incidents, emergencies or other non-normal events. Sessions help teams understand and manage potential psychological impacts and identify further support where needed.

Supporting health and recovery

Occupational Rehabilitation Service

In FY26, Virgin Australia introduced a dedicated in-house Occupational Rehabilitation service to support early intervention and sustainable return-to-work outcomes for team members experiencing non-compensable illness or injury.

Emerging Illness and Infectious Disease surveillance

Group Medical monitors emerging communicable disease threats and works with public health authorities and industry bodies to support preparedness. In FY26, a new Pandemic Management Framework was developed, setting out evidence-based protocols to support the health and safety of team members, contractors, visitors and guests during a potential pandemic event.

Mental Health First Aid

More than 350 team members are qualified Mental Health First Aid providers across Virgin Australia, supporting early intervention and access to appropriate assistance.
In FY26, Virgin Australia was recognised as a Skilled Workplace by Mental Health First Aid Australia.

Engaging and developing our people

Sustainable Development Goals relevant to this topic:

Engaging and developing our people means creating the conditions for performance and growth through visible leadership, meaningful recognition, open communication and access to learning and career pathways.

We listen to our people through our annual engagement survey and use these insights to shape our continued progress.

Listening to our people

Our team member listening approach is designed to turn feedback into action. In 2026, we transitioned to a new employee insights platform, providing faster access to results, consistent reporting, and AI-supported analysis to help leaders prioritise action. The transition preserved year-on-year comparability while introducing external benchmarking.

Our organisational development team leads survey design, governance and cadence, while leaders review results, engage with their teams, and follow through on agreed actions.

During FY26, almost 4,000 team members shared feedback through the engagement survey. Results indicate engagement was broadly stable, with Belonging remaining a foundational strength and important driver that should continue to be invested in.

Our Belonging strategy

Belonging is central to creating a safe, respectful and inclusive workplace where every team member can bring their authentic self to work.

Our Belonging Strategy is built around four pillars: Ability, First Nations, Gender and Pride (see the 'Belonging' section of this report). It is supported by practical policies, including workplace adjustments and gender affirmation support, and employee networks that give our people a voice in shaping an environment where everyone feels valued, respected and able to participate.

Developing our organisation

During FY26, our organisational development work focused on defining the culture required to deliver our strategy. We finalised our Culture Blueprint and a 12-month plan that is designed to shape our target culture.

It includes initiatives to strengthen leadership visibility and frontline connection, such as our Guest Ambassador program, which sees corporate team members work alongside frontline team members in airport check-in areas during peak travel periods.

Our Executive and Group Leadership Team members will also connect more regularly with frontline teams across our network through monthly town halls and work-related travel.

Looking ahead, in FY27 an enterprise-wide culture and engagement plan will connect our people's experience to our ambition, Culture Blueprint, values, and ways of working. Progress will be monitored through regular reporting, pulse surveys and the annual engagement survey, supporting shared accountability across our Executive Leadership Team (ELT), People team, leaders and internal communications.

Our Virgin Flair recognition program will be refreshed to make recognition easier and more accessible, including simpler in-the-moment mechanisms. These changes are designed to broaden participation and support more consistent and equitable recognition across workgroups.

Performance review processes will evolve to recognise not only what was achieved, but how it was achieved, including behaviours aligned with our values, and leadership development will be supported by the revised Leadership Capability Framework, which outlines the skills and behaviours expected of leaders at all levels.

We'll continue to offer blended learning programs, including the Leadership Learning Series and targeted pathways tailored to different levels of leadership experience. Participant feedback in FY26 indicates that these programs are practical, relevant and aligned to leadership needs. LinkedIn Learning will also continue to be offered, giving all team members access to more than 24,000 courses across business, technology, creative skills and personal development. In FY26, 34% of our workforce held an active account, and engaged users averaged more than one hour of learning each month.

Team member performance and remuneration

Our performance framework for team members not covered by Enterprise Agreements (EAs) uses Objectives and Key Results (OKRs) to align individual goals with company strategy. Performance against these goals and our corporate values is formally reviewed and directly influences annual remuneration and incentive outcomes. Transition programs for departing team members are administered by a third-party provider.

Our Cookie Jar includes benefits available to Virgin Australia's full-time team members, such as:

- Travel benefits;
- Various leave entitlements, including paid parental leave, purchased leave[1], special circumstances leave and gender affirmation leave;
- Novated car leases; and
- Fitness Passport, providing employees and their families with affordable, unlimited access to more than 1,600 fitness facilities across Australia.

The Take-off Grant introduced in FY25 remains active, with vesting scheduled for June 2027. Eligible team members have the opportunity to share in Virgin Australia's future success as a listed company through an equity-based reward.

The Achieving Wonderful program, launched in January 2025, recognises outstanding operational, customer and safety performance while encouraging engagement, collaboration and friendly competition across teams.

Workplace relations

Virgin Australia recognises freedom of association as an important element of fair, respectful and constructive workplace relations. We comply with applicable workplace laws, including the Fair Work Act, and engage with employees, unions and other nominated representatives through enterprise bargaining and consultation processes.

Across the Virgin Australia Group, 11 enterprise agreements cover approximately 77% of the workforce, including flight crew, cabin crew, ground crew and engineering employees. We negotiate with seven unions and support ongoing dialogue through forums such as workplace consultative committees. Our approach is underpinned by collaborative bargaining, effective consultation and positive relationships with employee representatives.

Career progression pathways are outlined in applicable EAs, with clear requirements for team members to understand their next steps.

Two of the Group's EAs were renegotiated in FY26: the Virgin Australia Regional Airlines Aircraft Engineers (Western Australia) Enterprise Agreement 2023 and the Virgin Australia Regional Airlines Pilots' Enterprise Agreement 2024. In FY27, eight EAs are being renegotiated for Cabin Crew, Flight Crew, Guest Services, Guest Contact Centre, Ramp, VTech Engineers, Integrated Operations Centre (IOC) and VTech Stores.

There was no lost time due to protected industrial action during FY26.

Workplace change and consultation

Where Virgin Australia proposes a workplace change that is likely to have a significant effect on our workforce, we consult with team members and their unions or other nominated representatives before making a final decision.

Most EAs require consultation to begin as soon as practical after change planning commences. Virgin Australia must discuss, and provide relevant information in writing about, the proposed change, likely effects, affected employees or classifications, measures to avoid or mitigate adverse effects, and other matters likely to affect employees.

The consultation timeframe varies with the complexity of the change. For major changes, consultation typically lasts two to four weeks, with longer periods possible for significant projects.

Policies

Virgin Australia has policies that set standards of behaviour and regulate conduct across Group employees and contractors in work-related contexts.

Our Respectful Culture Policy[2]:

- Sets expected standards of behaviour, including prohibitions on bullying, harassment, discrimination and retaliation;
- Provides clear processes for raising and addressing concerns; and
- Establishes how complaints are reviewed and investigated, including available support and resources.

[1] Available to non-EA workgroups and employees covered by the IOC EA.
[2] Formerly the Workplace Behaviour Policy.

Belonging

Sustainable Development Goals relevant to this topic:

What Belonging means to us

At Virgin Australia, our Belonging Strategy is central to creating a workplace where people feel safe, respected, valued and able to participate fully. It reflects our belief that when people can be themselves at work, they can contribute more fully, collaborate better, and help create the distinctive Virgin Flair that sets us apart. Organised around four pillars — Ability, First Nations, Gender and Pride — the strategy is supported by practical policies, including workplace adjustments and gender affirmation support.

Strategic direction is set by our Organisational Development team, with delivery shared across business units and leaders. Our employee networks help bring the strategy to life and act as a consultation panel, providing insight and feedback to inform its development and delivery. Oversight is provided by the Belonging Steering Committee, which brings together network sponsors and chairs, members of the ELT and representatives from across the business. This shared model reflects our belief that creating a workplace where everyone feels they belong is a collective responsibility.

Progress against our targets

Virgin Australia has set workforce diversity targets through to FY28 to support a more representative workforce and strengthen the future talent pipeline. See our FY26 performance against these targets below.

These results show steady progress in some areas, while reinforcing that representation requires sustained focus on attraction, development, progression and retention. This is particularly important in roles with long qualification pathways and constrained talent pipelines, where structural change can take years.

42.9%[1]
Women in Leadership

89.4% of target met

48%
Target

6.1%[2]
Women Pilots

93.8% of target met

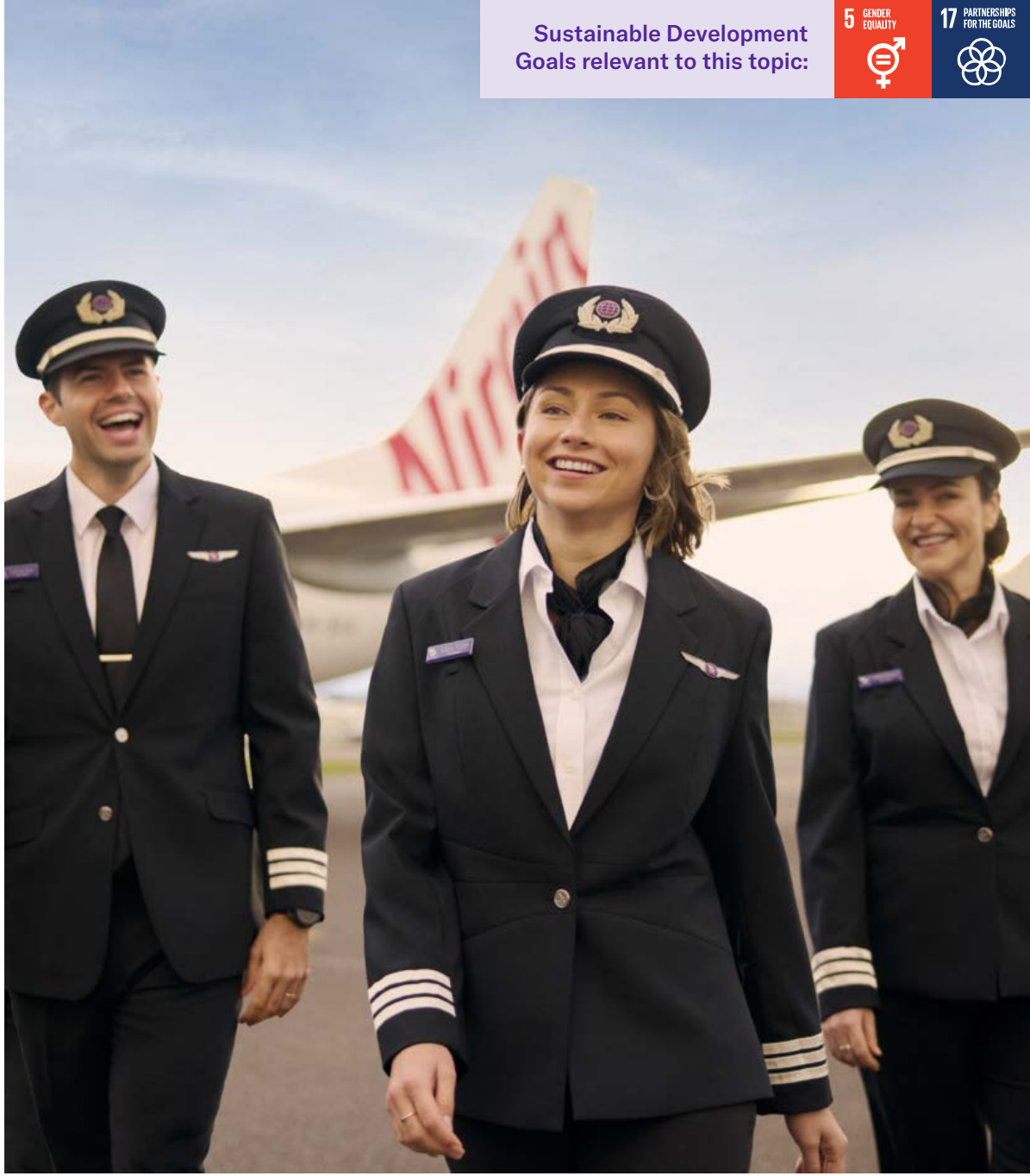
6.5%
Target

0.98%[3]
First Nations Representation

70% of target met

1.4%
Target

[1] Women in leadership includes the ELT (direct reports of the CEO, excluding the office of the CEO), General Leadership Team (any position level 3 and above which directly reports to an ELT member), and Senior Leadership Team (level 3 positions reporting to the GLT and any 3B position not within GLT).
[2] Percentage of the total number of pilots who identify as female.
[3] Percentage of the total number of employees who identify as First Nations.



Gender

Virgin Australia believes that a gender-balanced workforce benefits everyone. This shapes how we understand our gender pay gap, where we invest, and the leadership role we play in our sector.

Our median gender pay gap of 35.34%[1] and average gender pay gap of 44.8%[1] are primarily driven by workforce composition. With 77% of our people employed under EAs with prescribed pay rates, team members are paid equally for the same role. Annual pay equity reviews govern our corporate workforce.

The gap is driven by workforce composition: technical roles remain predominantly held by men, while women are represented in higher numbers in customer-facing roles. Closing the gap therefore requires structural change in who enters and progresses through these careers.

We are investing in the future talent pipeline through the Future Aviators program, now in its second year. In FY26, the program expanded into regional Queensland, giving 70 schoolgirls access to our engineering hangar, flight simulators and Integrated Operations Centre, supported by women in technical roles. We also formalised a partnership with the Aerospace Gateway to Industry Schools Program and continued partnerships with Women in Technology and Women in Aviation / Aerospace Australia.

We supported sector-wide action through our submission on the Australian Government's draft Gender Equity Charter for Australian Aviation, advocating for coordinated action across industry, government and education to build a more diverse aviation workforce.

[1] Both the median and average gender pay gap are based on total remuneration. The WGEA reporting period covers 1 April 2025 to 31 March 2026.

Ability

Accessibility and disability inclusion shape how we work, serve our guests and contribute to the community.

In FY26, we developed and launched our Workplace Adjustment Policy in consultation with the Australian Disability Network, providing team members with a clear pathway to request workplace adjustments. More than 260 team members participated in disability inclusion learning during the year, alongside enterprise-wide activities recognising International Day of People with Disability and Global Accessibility Awareness Day.

For Global Accessibility Awareness Day, we partnered with See Differently to deliver training across our digital squads, demonstrating the lived experience of a person with blindness and building accessibility awareness into the teams designing and developing our digital products.

We continued to support the professional development of people with disability through the Australian Disability Network Mentor Program and launched a Peer Support Program connecting team members with lived experience of disability.

As the official airline partner of What Ability, we fly support workers around the country and work collaboratively to create inclusive and accessible experiences for guests. During FY26, team members also participated in What Ability Day events, celebrating all abilities with local athletes. Through Try Before You Fly, people with disability can experience the airport and aircraft environment before travelling. See the ‘Caring for our communities’ section for further detail on these partnerships and initiatives.

Pride

We want every team member to feel safe and supported to be themselves at work. In FY26, guided by a refreshed Pride Network strategy developed with Pride in Diversity, our focus included workplace inclusion maturity, flagship visibility and community partnerships.

Building on our Australian Workplace Equality Index (AWEI) Bronze status, we established a dedicated AWEI Working Group with workstreams across recruitment, facilities and the broader employee experience, and commenced our next submission targeting a higher tier of accreditation. Our Gender Affirmation Policy was also refreshed during the year.

Now in its sixth year, Pride Flight remains a signature event and flagship moment for LGBTQIA+ visibility. Pride Flight 2026 coincided with Sydney Gay and Lesbian Mardi Gras and featured Virgin Australia team members across the event, including as on-the-day talent. The event continued our multi-year gold partnership with the Pinnacle Foundation, with ticket sales supporting LGBTQIA+ youth through education.

Pride Flight 2026 also supported the announcement by Australian Red Cross Lifeblood of changes to blood donation rules. From April 2026, more members of the LGBTQIA+ community are able to donate blood and platelets. Virgin Australia helped amplify the change through the event.

Throughout the year, the Pride Network continued to build connection and allyship across the organisation, providing access to external perspectives and lived experience and supporting team members through LGBTQIA+ milestones.

First Nations

FY26 marked a year of moving from commitment to embedded delivery under our second Innovate Reconciliation Action Plan (RAP), launched in July 2025. Our focus was on strengthening the governance, transparency and partnerships that support reconciliation in our everyday operations.

We enhanced governance and reporting through our First Nations Working Group, including reporting of spend with First Nations suppliers to strengthen transparency and support supplier diversity under our RAP.

NAIDOC Week remained a highlight of our calendar. We again sponsored the Musgrave Park Family Fun Day in Brisbane, reaching a community audience of more than 20,000, and hosted a NAIDOC breakfast at our head office for more than 120 team members, community members and First Nations suppliers. We also equipped operational leaders with resources to recognise and celebrate NAIDOC Week locally, delivered a Group-wide National Reconciliation Week campaign and progressed a refreshed approach to cultural learning to build cultural capability and support our supplier diversity strategy.

Creating employment pathways for First Nations people remained central to our approach. In partnership with the Aboriginal Employment Strategy (AES) in Sydney, we delivered our first First Nations Careers Day, connecting more than 20 candidates with frontline opportunities and establishing a model for future targeted careers events.

We also deepened community partnerships, including through Tennis Australia, with eight team members attending Evonne Goolagong Cawley Day. We continued our sponsorship of Black, Bold and Beautiful for the fourth consecutive year and supported cultural connection through our AFL partnership and attendance at Garma, with participants returning as advocates for our RAP.

Caring for our communities

Community partnership is an important part of Virgin Australia's values. We believe that by investing in the communities we serve, we create stronger, more resilient societies that benefit everyone.

One of our core values at Virgin Australia is 'we have a big heart' and we pride ourselves on living that in everything we do – not only when at work each day, but through our partnerships in the wider community. Virgin Australia has a proud history of supporting people in times of need, and our mission to provide fun, uplifting and meaningful support to connect communities across Australia forms the foundation of our Community Partnerships Strategy.

Our strategy has three pillars:

- Inclusion
- Youth and Family
- Community relief

Inclusion

Within our Inclusion pillar, our Belonging Strategy underpins our focus on creating fun and inclusive travel experiences for our people, customers and community (see the Belonging chapter).

What Ability

We are proud to be the official airline partner of What Ability, an NDIS-registered disability support service that provides people living with disabilities with fun and happy experiences. Through this partnership, we fly support workers around the country and work collaboratively to educate our staff on creating inclusive and accessible experiences for our guests. What Ability helps us understand how to better serve people with disabilities, creating positive change that extends beyond individual flights.

During FY26, we supported What Ability community days in Sydney, Melbourne and Brisbane. People with a disability and their families were invited to free, disability-inclusive events to meet local athletes, throw a football around, dance at a silent disco and enjoy a BBQ.

In December 2025, we welcomed five What Ability participants and their support workers to our Perth Hangar for a behind-the-scenes experience, including a hangar tour and a final opportunity to see the F100 aircraft before its retirement. The group then took part in an airside airport tour and visited the Perth Airport Aviation Rescue Firefighting Service (ARFFS) Station, before returning to the hangar for lunch and a mini cabin crew induction in our training room.

In July 2025, the Ability Network launched the Peer Support Program to build disability confidence within our workforce and complement our focus on creating accessible experiences for guests. The program equips team members with practical knowledge to better understand and support colleagues with disability.

During FY26, three interactive sessions were hosted by What Ability across Melbourne, Perth and Brisbane, bringing together team members from different departments and ports. The sessions support participants to become allies to colleagues with disability and provide practical guidance for working inclusively with people who may have different accessibility needs. Each session included a tour of the Virgin Australia hangar, with the program planned to expand to other major Virgin Australia hubs.

Try Before You Fly

In partnership with Adelaide Airport, our 'Try Before You Fly' program helps people with disability, health conditions, or anxiety about flying, as well as their support people, to build confidence and overcome barriers to air travel. Participants take part in a fully simulated travel experience without the aircraft leaving the gate. The program is designed to reduce anxiety and build confidence, including for people with sensory sensitivities or who may find the airport and flying environment challenging. As success looks different for everyone, we celebrate every milestone, whether it is checking in, boarding or sitting on the aircraft. In FY26, we welcomed 76 participants and their support people. Feedback from survey respondents indicated a 34% decrease in average self-reported anxiety about air travel[1].

[1] From 4.04 before the event (n=26) to 2.67 afterwards (n=15) - a reduction of 1.37 points on a 0–5 scale.

Youth and family

Under our Youth and Family pillar, we create uplifting travel experiences for young people and their families. Virgin Australia is an official wish-granting partner of the Starlight Children's Foundation and has supported more than 3,000 Starlight Travel Wishes since 2010. We also support Ronald McDonald House Australia by helping families travel for their child's medical treatment and spend time together at Ronald McDonald Family Retreats.

Starlight Children's Foundation

Since 2010, Virgin Australia has partnered with Starlight and its wish-granting program, supporting more than 3,000 Starlight Travel Wishes. Last year, we supported almost 40% of Starlight's travel wishes[1], flying children and their families to destinations across Australia and beyond.

In August 2025, we marked 15 years of partnership by flying three seriously ill children and their families to Uluru for a five-day experience. The families were welcomed at the Virgin Australia Lounge in Brisbane before travelling to Uluru, where they experienced a range of activities including sunrise at Uluru, camel rides, dot painting and didgeridoo lessons.

In May 2026, team members participated in Starlight Super Steps, a month-long fundraising challenge supporting positive hospital experiences for sick children. Velocity was also the major sponsor, contributing 10 million Velocity Points over two years to support Starlight's fundraising efforts.

Virgin Australia and Velocity also supported the Starlight Christmas Gift Drive, with team members contributing more than 250 gifts and financial donations across Brisbane, Sydney, Melbourne, Adelaide and Perth.

During FY26, Virgin Australia and Starlight renewed this partnership for a further two years, continuing our support for sick children and their families across Australia.

Australian Football League (AFL)

Virgin Australia has been the official airline partner of the AFL and AFL Women (AFLW) since 2011. In FY26, we extended the partnership through to 2030. Under the agreement, Virgin Australia will continue to fly all 18 AFL and AFLW clubs across Australia, including players, coaches, league officials and support staff, helping connect teams, fans and communities across the country. Partnering with Australia's most-loved sport gives Virgin Australia the opportunity to bring fans and communities together, something that sits at the heart of what we do.

Through our partnerships, we also support groups travelling to and from AFL Cape York House, a Cairns-based boarding house providing educational, employment and training opportunities for young Indigenous men from across Far North Queensland.

Community relief

Our Community Relief pillar focuses on flying people and equipment in times of urgent need. Whether that's due to a natural disaster, crisis event or public emergency, we strive to support the Australian community when it matters most.

Corporate Volunteering Trial

From April to November 2025, eligible team members participated in a corporate volunteering trial with key community partners.

Volunteering opportunities were team-based and included activities such as food preparation with Ronald McDonald House and Zambrero's Plate4Plate day.

A total of 62 team members participated, contributing more than 220 volunteer hours.

Learnings from the trial will inform future volunteering opportunities for our teams.

[1] Based on data provided by Starlight Children's Foundation for FY25.

Acting responsibly and building trust

Privacy

Virgin Australia's operations depend on data, technology and third-party partnerships. We recognise that maintaining and strengthening our privacy and cybersecurity capabilities is critical to regulatory compliance, reputation management, stakeholder trust and strategic success.

Our approach

Privacy is a fundamental human right[1], and protecting the privacy of our people, customers and individuals in the communities we serve is extremely important to Virgin Australia. Good privacy practices form part of the foundation that supports our core values of safety and doing the right thing, and help us build and maintain trust with the people we interact with.

Handling personal information is fundamental to the services Virgin Australia provides and the relationships we maintain, from flight bookings and loyalty program participation, to digital platform interactions and Team Member engagement. We take our obligation to protect this information seriously and maintain clear communication with customers and team members about our data collection, use, sharing and storage practices through our Group Privacy Policy, Privacy Statements and Workplace Privacy Notice.

All personal information handled across Virgin Australia must comply with our internal and customer-facing privacy policies and notices, as well as all applicable privacy laws. This ensures information is handled with appropriate individual knowledge and consent or on another lawful basis.

Virgin Australia did not experience any privacy incidents that were reportable under the mandatory Notifiable Data Breaches scheme in FY26.

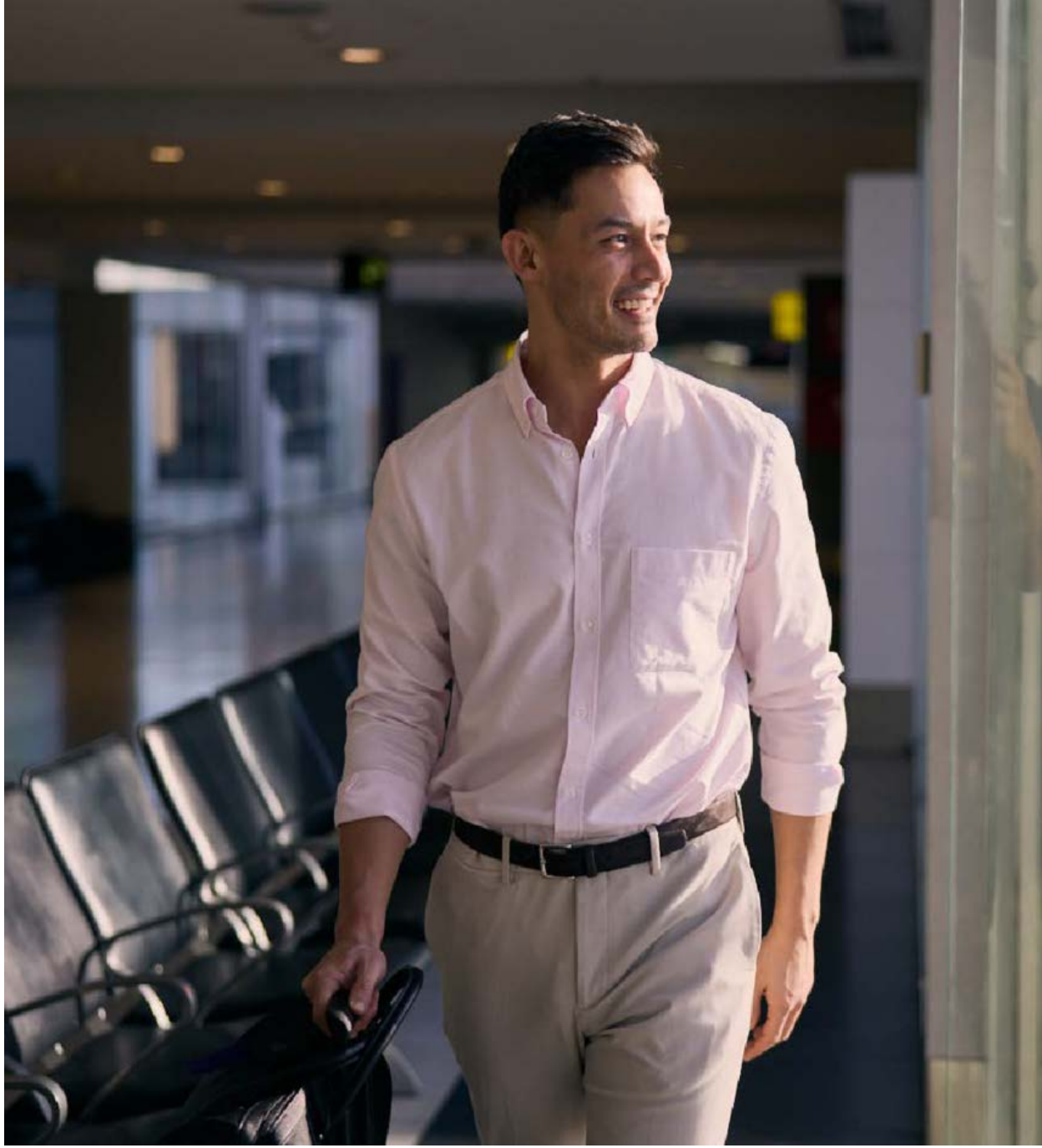
[1] Virgin Australia is committed to protecting the privacy of individuals in accordance with the Privacy Act 1988 (Cth), the Australian Privacy Principles, and all other applicable privacy laws.

Our workforce regularly handles personal information as part of day-to-day operations. Through our Code of Conduct, we set clear expectations for respecting privacy rights and support informed decision-making around data handling. This foundation is reinforced through ongoing privacy education, training programs and comprehensive internal policies covering privacy and information security.

In FY26, we enhanced our privacy incident response, risk management and training capabilities to enable more effective and proactive management of privacy risk. These initiatives include:

- Stress-testing our privacy incident response posture through three dedicated Data Breach Management team exercises covering operational, executive and Board response;
- Enhancing our privacy risk assessment processes to align with and leverage the Enterprise Risk Management Framework, increasing risk owner accountability for privacy risk management; and
- Updating our suite of internal training to strengthen team members' understanding of key privacy concepts and how to manage personal information safely and appropriately.

In FY27, we will continue to uplift our privacy risk assessment process by introducing greater automation and scaling our risk control assurance process, begin developing a more comprehensive control monitoring and testing regime, and uplift and refresh our Privacy Management Framework and key privacy governance. We will also continue to monitor developments in Commonwealth privacy law reform.



Cybersecurity

At Virgin Australia, cybersecurity means protecting our people, customers, operations and information from digital threats by ensuring our systems, data and technology remain secure, reliable and resilient. It is a core part of how we operate safely and responsibly, helping us maintain trust with our customers, partners and employees while supporting the delivery of reliable services across the business.

We implement a comprehensive defence-in-depth cybersecurity strategy that integrates technical controls, operational processes and independent security evaluations. Our approach encompasses continuous security monitoring, workforce education, scenario testing, business continuity planning and external validation of our security measures.

We maintain rigorous security standards for third-party vendors through contractual Information Security requirements and third-party assessments to ensure appropriate risk mitigation measures are in place. Our security framework undergoes regular review and enhancement to meet industry benchmarks, regulatory standards and our commitments to our customers, Board of Directors, regulators and staff.

Virgin Australia is embedding cybersecurity into everyday business decisions by providing internal teams with visibility of key risks, measurable indicators, and practical actions to strengthen resilience. This gives leaders and subject matter experts responsibility for understanding and addressing risk in their areas.

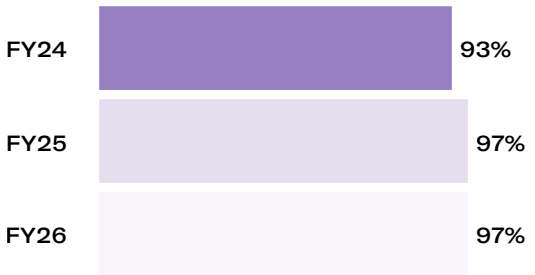
Consistent reporting, early issue identification, and prioritised remediation are accessible through scorecards and executive dashboards. This enables protection of operations, customer, and partner data, strengthens third-party oversight, supports certification and assurance requirements, and enables effective decision making.

Cyber awareness and training

Virgin Australia builds organisational cyber resilience through targeted, engaging and innovative awareness initiatives. Our comprehensive approach includes education on emerging risks such as artificial intelligence (AI) threats, regular phishing simulation exercises and hands-on cybersecurity training scenarios.

All team members are required to complete cybersecurity training. Non-completion may be due to extended leave or timing gaps between expiry and scheduled rostered training day.

Percentage of permanent employees who completed cybersecurity training



Cyber Security Awareness Month (Protect Our Flair, Be Cyber Aware)

In FY26, we launched Cyber Pulse Check, a survey that helps us measure cyber awareness at Virgin Australia, identify areas for improvement, and celebrate what we're doing well. Insights from the survey are shown below.

Improved Security Awareness

Staff are more confident spotting and reporting issues, building better security habits and a healthier reporting culture.

Accessing Security Advice

Slight drop in staff knowing where to find the latest guidance. We're improving how and where it's shared.

Strong Safe Behaviours

Staff recognise risky links, learning from the phishing simulations and feel comfortable applying security knowledge at work and at home.

Cyber Allies Program

19 volunteers across the business are championing practical cyber skills and resilience through 2026.

Reporting Suspicious Emails

Nearly half our people always report suspicious emails, indicating strong vigilance, with room to boost consistency.

49%	24%	18%	9%	0%
Always report	Often report	Sometimes report	Rarely report	Never report

Payment Card Industry (PCI) Compliance

In 2026, Virgin Australia successfully achieved PCI Data Security Standard compliance, demonstrating our commitment to protecting customer payment information and maintaining strong security controls across our systems and processes. This further reinforces the resilience and integrity of our digital and customer environments.

Enhanced Identity and Access Management (IDAM)

To help employees understand IDAM in practice, we launched a new video series that walks through how IDAM works across our business and how it fits into our technology landscape. These videos show how IDAM simplifies access management, strengthens controls, and ensures consistent, secure access across our platforms. Effective IDAM controls help protect our systems by ensuring access is secure, verified and monitored, reducing the risk of unauthorised access and helping prevent attackers from exploiting human error.

Looking ahead

In FY27, our priorities include maintaining a stable and secure operational environment, enabling secure and sustainable business growth, and strengthening our cyber defence capabilities to address evolving AI-driven and sophisticated cyber threats.

Business ethics

Sustainable Development Goals relevant to this topic:

At Virgin Australia, doing the right thing is a core value that guides how we make decisions for our people, guests and communities.

Our Code of Conduct is central to this approach, providing practical guidance on expected behaviours and ethical decision-making, supported by our values, policies, training and reporting channels.

Strengthening our ethical foundations

At the start of FY26, Virgin Australia implemented a Policy Governance Framework, providing a standardised approach to how Group-wide policies are created, approved and managed.

Our responsible business commitments are reflected in the Code of Conduct and supporting policies covering anti-bribery and corruption, conflicts of interest, gifts and entertainment, whistleblower protections and modern slavery. These policies set expectations for lawful, ethical and responsible conduct by team members and, where applicable, business partners.

Virgin Australia also maintains third-party due diligence processes to identify and assess key compliance, reputational and human rights risks before and during relevant business relationships.

In FY26, Virgin Australia formalised its Ethics and Compliance Management Framework. The Framework supports the identification, assessment, management and monitoring of compliance obligations and helps coordinate our approach to ethics and compliance across the Group.

Speak Up in action

Virgin Australia is committed to a culture where people are treated with respect and feel able to raise concerns when something does not feel right.

Central to this is speaking up when something does not feel right. Over the past year, Virgin Australia has observed increased confidence among team members to raise concerns, reflecting continued efforts to build a safe, respectful and accountable culture.

Every concern raised is carefully reviewed. Matters are assessed independently and, where needed, investigated internally or with external support. We maintain a secure reporting environment through policies including our updated Whistleblower Policy, Anti-Bribery and Corruption Policy, Modern Slavery Incident Response Policy, Code of Conduct, and Gifts and Entertainment Policy.

In 2026, we launched a CEO-led Speak Up communication campaign to increase awareness of the reporting process and explain how concerns are assessed and investigated. In the previous year, more than 90% of substantiated reports resulted in appropriate action, which may include coaching, process changes, policy improvements or, where warranted, disciplinary action.

The effectiveness of the Speak Up program is not assessed solely by the number of reports received. We consider a range of indicators, including the nature and complexity of matters raised, whether concerns are being raised across different areas of the business, and whether team members feel confident to speak up and believe concerns will be handled fairly.

Where Virgin Australia identifies that it has caused or contributed to a negative impact, it seeks to respond appropriately through investigation, corrective action and, where relevant, remediation. Corrective action may include disciplinary action, coaching, process changes, policy improvements, additional training or other steps to address the issue and reduce the likelihood of recurrence.

Team members can seek guidance on responsible business conduct from their leader, the Legal team, Ethics and Compliance team, People team or other relevant specialist teams. Concerns can be raised through internal reporting channels, including Speak Up channels and the Ethics Hotline, with confidential handling and assessment.

Compliance oversight

The Ethics and Compliance team provides regular updates to the ELT and the Board Audit, Risk, Sustainability and Compliance Committee (ARSCC) on current compliance obligations and emerging regulatory developments.

We maintain reporting processes for significant fines and non-monetary sanctions under applicable laws and regulations. There were no such instances in FY26.

Critical concerns reporting

Critical concerns are escalated to the Board and/or relevant Board Committees, including through scheduled ethics and compliance reporting, risk appetite reporting, and ad hoc escalation where required. Matters may be escalated outside the regular reporting cycle depending on their severity, regulatory significance, stakeholder impact or potential impact on Virgin Australia's risk profile.

Conflict of interest management

Virgin Australia maintains a Conflicts of Interest Policy that applies to all team members and directors. Directors are subject to additional reporting requirements, managed by the Corporate Governance team with oversight by the Ethics and Compliance team.

All team members and directors are required to disclose promptly any actual, perceived, or potential conflicts of interest. The policy outlines common conflict scenarios, disclosure requirements, and the processes for assessing and managing disclosed conflicts.

Training

All Virgin Australia employees and relevant contractors are required to undertake annual training on the Code. At the end of FY26, Virgin Australia achieved a 95% training compliance rate.

Maintaining customer trust

During FY26, Virgin Australia was named Australia's Most Trusted Travel & Tourism Brand in the 2026 Roy Morgan Trusted Brand Awards[1], marking the fourth consecutive year of recognition. The awards are based on extensive research with thousands of Australian consumers, measuring trust across a broad range of industries and identifying the brands that have built the strongest relationships with their customers. The award reflects the continued confidence Australians place in Virgin Australia.

[1] https://www.roymorgan.com/findings/10347-roy-morgan-trusted-brand-annual-awards-2026.

Supply chain and procurement

Our supply chain

Our Procurement and Purchasing Policy provides a governance framework that applies across the Virgin Australia Group for the procurement and purchasing of goods and services.

Virgin Australia continued to strengthen supplier risk management across procurement and sourcing activities during FY26. We updated our Supplier Code of Conduct, Supplier Commitments and Supplier Toolkit in line with policy governance requirements. We also enhanced procurement processes to support more robust due diligence during the tender stage, including strengthened risk assessment and supplier evaluation for higher-risk categories and jurisdictions.

We work with more than 1,500 suppliers worldwide. In FY26, our total supplier spend was approximately $4 billion, with around 72% attributed to Australian suppliers. These suppliers provide a range of products and services supporting our flight operations, including aircraft, fuel, airport contracts[1], engineering and maintenance, labour and people services, ground operations, and communications and technology.

Sustainable procurement is a key pillar of our Procurement and Purchasing Policy. We consider cost, quality, and environmental and social impacts on Virgin Australia and the communities in which we operate.

Virgin Australia continued to embed sustainability considerations into procurement and sourcing through enhancements to the annual procurement planning process. These changes support earlier identification of environmental, social and governance (ESG) risks and opportunities and more consistent integration of sustainability considerations into sourcing, supplier evaluation and procurement decision making.

Supplier diversity

Partnerships with First Nations-owned businesses are being strengthened through our First Nations Working Group and active membership with Supply Nation. In FY26, we enhanced supplier reporting capabilities, including improvements to RAP reporting metrics and First Nations supplier engagement initiatives. These enhancements provide greater visibility, transparency and consistency in tracking First Nations supplier engagement and diversity outcomes across the Group.

Human rights

Our Human Rights Policy sets out Virgin Australia's commitment to respecting human rights and the expectations we set for our people and third parties, including suppliers and other business partners. The Policy focuses on five key areas:

- Health and safety
- Team wellbeing
- Modern slavery
- The environment
- Data privacy

The Human Rights Policy is publicly available on our website and internal communication platforms and encourages the reporting of conduct that breaches, or is suspected to breach, the Policy or raises human rights concerns.

Modern slavery

Virgin Australia recognises that modern slavery is a complex global human rights issue. As a participant in the aviation industry, we recognise the role businesses can play in identifying and addressing modern slavery risks.

During the reporting period, Virgin Australia progressed work across all key pillars of our Modern Slavery Framework, including governance, risk management, communication, stakeholder engagement, grievance mechanisms and remediation. Key achievements included:

- Developing our three-year Modern Slavery Strategy and annual workplans;
- Advancing our Supplier Deep Dive Program;
- Deepening our understanding of modern slavery risks associated with Virgin Australia Regional Airlines (VARA);
- Reviewing modern slavery risk and identifying high-risk suppliers across our supply chain; and
- Expanding engagement with industry peers and other stakeholders.

Further information is available in our FY26 Modern Slavery Statement[2].

[1] For example, use of terminals and gate lounges, check-in and bag drop-off counters, use of runways, and airside safety and security services.
[2] Will be available on the Virgin Australia website in late 2026.

Appendix

Sustainability framework index

Sustainability Accounting Standards Board (SASB)

Ref	Description	FY2026	Units
TR-AL-110a.1	Gross global Scope 1 emissions	2,558,146	tCO_2e
TR-AL-110a.2	Decarb Strategy and Performance	See pages 11-12	N/A
TR-AL-110a.3	Total fuel consumed	36,480,575	GJ
TR-AL-110a.3	% alternative	0	%
TR-AL-110a.3	% sustainable	0[1]	%
TR-AL-310a.1	% of active workforce covered by EA	77	%
TR-AL-310a.2	Number of work stoppages	0	#
TR-AL-310a.2	Total days idle	0	#
TR-AL-310a.2	Description, impact, corrective action	N/A	N/A
TR-AL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	0	$AUD
TR-AL-520a.1	Nature, context, corrective action	N/A	N/A
TR-AL-540a.1	Description of SMS	See page 16	N/A
TR-AL-540a.2	Number of aviation accidents	0	#
TR-AL-540a.3	Number of governmental enforcement actions of aviation safety regulations	0	#
TR-AL-000.A	Available seat kilometres (ASK)	35,340[2]	million
TR-AL-000.B	Passenger load factor	84	%
TR-AL-000.C	Revenue passenger kilometres (RPK)	29,651	million
TR-AL-000.D	Revenue tonne kilometres (RTK)	2,683	million
TR-AL-000.E	Number of departures	150	'000
TR-AL-000.F	Average age of fleet	11.5	years

GRI 2: General disclosure 2021

	Description	FY2026
GRI 403: Occupational Health and Safety 2018	Number of fatalities as a result of work-related injury	0
	Rate of fatalities as a result of work-related injury	0
	Rate of recordable work-related injuries	13.5
	Main types of work-related injuries	Body stressing
	Lost Time Injury Frequency Rate (LTIFR)	8.8
	Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked.	1,000,000
	Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.	Contractors are not included

[1] SAF consumed during FY26 accounted for less than 0.01% of total fuel consumed and was immaterial for SASB reporting purposes.
[2] Excludes wet lease.

GRI 2: General disclosure 2021

GRI 2–7 Employees[1]		FY2026	FY2025	FY2024
(a) (i) Gender	Female	3,943	3,855	3,723
	Male	4,331	4,293	4,107
	Total	**8,274**	**8,148**	**7,830**
(a) (ii) Region	ACT	9	14	8
	NSW	1,887	1,853	1,848
	NT	2	6	2
	QLD	3,099	3,114	2,906
	SA	471	439	466
	TAS	4	16	4
	VIC	1,798	1,812	1,753
	WA	1,004	894	843
	Total	**8,274**	**8,148**	**7,830**

GRI 2–8 Workers who are not employees		FY2026	FY2025	FY2024
(a) Non-employees	Managed Services	6,226	6,428	4,864
	Professional Services	221	283	172
	Total	**6,447**	**6,711**	**5,036**

[1] The numbers are reported in head count as at 30 June 2026 (end of the reporting period).
[2] A permanent employee is either a full-time or part-time employee with no fixed end date.
[3] Temporary employees are on full-time or part-time fixed-term contracts.
[4] Non-guaranteed hour employees are those on casual contracts.

GRI 2-7 (b) Number of employees		ACT	NSW	NT	QLD	SA	TAS	VIC	WA
Permanent[2]	**Female**	0	911	0	1,461	218	0	759	491
	Male	9	926	2	1,515	250	4	992	504
Temporary[3]	**Female**	0	8	0	41	0	0	1	3
	Male	0	12	0	38	0	0	12	4
Non-guaranteed hours[4]	**Female**	0	15	0	20	0	0	14	1
	Male	0	15	0	24	3	0	20	1
Full-time	**Female**	0	602	0	1,022	128	0	418	418
	Male	8	702	2	1,302	163	4	758	487
Part-time	**Female**	0	317	0	480	90	0	342	76
	Male	1	236	0	251	87	0	246	21

GRI 2–7 (c) Methodology

The numbers are reported in head count as at 30 June 2026 (end of the reporting period).

GRI 2-30	Ref	Description	FY2026
GRI 2-30 Collective Bargaining Agreements	GRI 2-30 (a)	Report the percentage of total employees covered by collective bargaining agreements;	77%
	GRI 2-30 (b)	For employees not covered by collective bargaining agreements, report whether the organisation determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organisations.	Team members who are not covered by an EA generally work in Head Office, for Velocity or perform a leadership role.

Total number of new employee hires (GRI 401–1)		FY2026	FY2025	FY2024
(a) (i) By age group	0 – 17	2	2	1
	18 – 24	425	289	401
	25 – 34	336	380	431
	35 – 44	179	242	264
	45 – 54	159	207	239
	55 – 64	70	100	108
	65 – 74	4	5	4
	75 – 84	0	0	0
	Total	**1,175**	**1,225**	**1,448**
(ii) By gender	Female	688	644	704
	Male	487	581	744
	Total	**1,175**	**1,225**	**1,448**
(iii) By region	ACT	2	3	1
	NSW	262	280	399
	NT	0	1	0
	QLD	437	474	502
	SA	63	63	55
	TAS	0	2	0
	VIC	218	234	346
	WA	193	168	145
	Other	0	0	0
	Total	**1,175**	**1,225**	**1,448**

Total number of employee turnover (GRI 401–1)		FY2026	FY2025	FY2024
(a) (i) By age group	0-17	0	0	0
	18 – 24	192	186	271
	25 – 34	327	250	341
	35 – 44	217	207	273
	45 – 54	167	144	222
	55 – 64	106	99	119
	65 – 74	33	18	19
	75 – 84	3	0	0
	Total	**1,045**	**904**	**1,245**
(ii) By gender	Female	593	513	691
	Male	452	391	554
	Total	**1,045**	**904**	**1,245**
(iii) By region	ACT	1	3	3
	NSW	258	222	292
	NT	0	0	0
	QLD	375	356	466
	SA	44	56	60
	TAS	0	2	0
	VIC	222	164	302
	WA	145	101	122
	Other	0	0	0
	Total	**1,045**	**904**	**1,245**
	Turnover rate = 12.6%			

		FY2026	FY2025	FY2024
Number of employees entitled to parental leave (GRI 401–3)	Male	3,352	3,205	3,787
	Female	3,903	3,688	3,526
	Total	**7,255**	**6,893**	**7,313**
Total number of employees who took parental leave (GRI 401–3)[1]	Male	183	171	167
	Female	152	118	87
	Total	**335**	**289**	**254**
Total number of employees who returned to work after parental leave ended (GRI 401–3)[1]	Male	183	171	167
	Female	151	118	87
	Total	**334**	**289**	**254**
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work (GRI 401–3)	Male	162	75	63
	Female	80	119	136
	Total	**242**	**194**	**199**
Retention rates (GRI 401-3)[2]	Male	97%	71%	66%
	Female	92%	83%	77%
	Total	**95%**	**75%**	**69%**
Return to work rates (GRI 401-3)	Male	100%	100%	100%
	Female	99%	99%	100%
	Total	**99%**	**99%**	**100%**

[1] Includes leave being called “Parental” and paid.

[2] Retention rate is calculated based on employees who took parental leave in the financial year two years previous, who are still with the business in the current financial year. For example, employees who took parental leave in FY24 and are still with the business at the end of FY26 are counted as retained in the FY26 reporting.

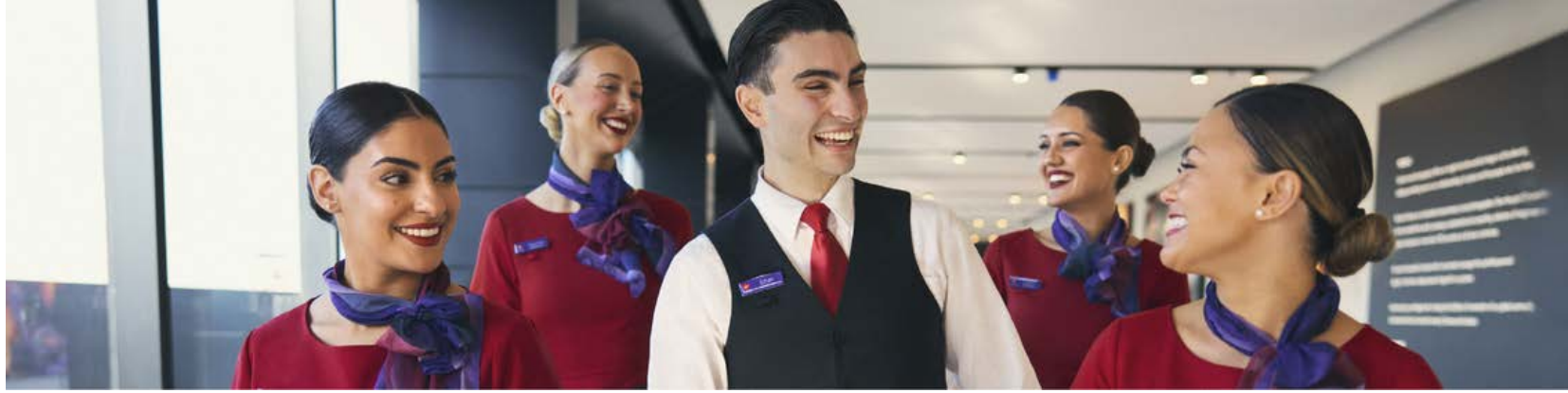
VAH Board Diversity (GRI 405–1)[1]		
Male	Under 30	0%
	30 – 50	33%
	Over 50	44%
Female	Under 30	0%
	30 – 50	0%
	Over 50	22%

[1] Does not sum to 100% due to rounding.

GRI 405–1 (b) Employees[1]		18–24	25–34	35–44	45–54	55–64	65–74	75–84	Total
Female	EA	6%	11%	8%	7%	4%	0%	0%	36%
	Non-EA	0%	3%	4%	3%	1%	0%	0%	11%
Male	EA	4%	7%	9%	12%	8%	1%	0%	41%
	Non-EA	0%	2%	4%	3%	2%	0%	0%	11%

	GRI Standard	Page/ Reference/ Notes[1]
GRI 2: General Disclosures 2021		
The organisation and its reporting practices	2–1: Organisational details	p.5
	2–2: Entities included in the organisation's sustainability reporting	p.5
	2–3: Reporting period, frequency and contact point	p.6
	2–4: Restatements of information	p.6
	2–5: External assurance	Annual Report pp. 121-125
Activities and workers	2–6: Activities, value chain and other business relationships	p.5
	2–7: Employees	p.31
	2–8: Workers who are not employees	p.31
Governance	2–9: Governance structure and composition	Annual Report p.85
	2–11: Chair of the highest governance body	Annual Report p.26
	2–12: Role of the highest governance body in overseeing the management of impacts	Annual Report p.85
	2–13: Delegation of responsibility for managing impacts	Annual Report p.85
	2–14: Role of the highest governance body in sustainability reporting	Annual Report p.85
	2–15: Conflicts of interest	p.25
	2–16: Communication of critical concerns	p.25

[1]FY26 Annual Report available here: https://www.virginaustralia.com/content/dam/vaa/documents/investor-centre/fy26/VGN%20-%20Annual%20Report%20FY26.pdf.



	GRI Standard	Page/ Reference/ Notes
Strategy, policies and practices	2–22: Statement on sustainable development strategy	p.3
	2–23: Policy commitments	p.27
	2–24: Embedding policy commitments	p.27
	2–25: Processes to remediate negative impacts	p.27
	2–26: Mechanisms for seeking advice and raising concerns	p.27
	2–27: Compliance with laws and regulations	p.27
Stakeholder engagement	2–29: Approach to stakeholder engagement	p.9
	2–30: Collective bargaining agreements	p.19
Material topics		
GRI 3: Material Topics 2021	3–1: Process to determine material topics	p.9
	3–2: List of material topics	p.9
	3–3: Management of material topics	Annual Report pp.81-125

	GRI Standard	Page/ Reference/ Notes
Climate Change		
GRI 302: Energy 2016	302–1: Energy consumption within the organisation	p.30
	302–2: Energy consumption outside the organisation	p.30
	302–3: Energy intensity	p.30
	302–4: Reductions of energy consumption	pp.11–12
	302–5: Reductions in energy requirements of products and services	pp.11–12
GRI 305: Emissions 2016	305–1: Direct (Scope 1) GHG emissions	p.11
	305–2: Energy indirect (Scope 2) GHG emissions	p.11
	305–3: Other indirect (Scope 3) GHG emissions	p.11
	305–4: GHG emissions intensity	p.11
	305–5: Reduction of GHG emissions	p.11

GRI Standard		Page/ Reference/ Notes
Waste		
GRI 3: Material Topics 2021	3–3: Management of material topics	p.13
GRI 306: Waste 2020	306–1: Waste generation and significant waste-related impacts	p.13
	306–2: Management of significant waste-related impacts	p.13
Safety and Wellbeing		
GRI 403: Occupational Health and Safety 2018	3–3: Management of material topics	pp.16–17
	403–1: Occupational health and safety management system	pp.16–17
	403–2: Hazard identification, risk assessment and incident investigation	pp.16–17
	403–3: Occupational health services	pp.16–17
	403–4: Worker participation, consultation and communication on occupational health and safety	pp.16–17
	403–5: Worker training on occupational health and safety	pp.16–17
	403–6: Promotion of worker health	pp.16–17
	403–7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pp.16–17
	403–8: Workers covered by an occupational health and safety management system	pp.16–17
	403–9: Work-related injuries	p.16

GRI Standard		Page/ Reference/ Notes
Employee Engagement and Development		
GRI 3: Material Topics 2021	3–3: Management of material topics	pp.18–19
GRI 401: Employment	401–1: New employee hires and employee turnover	p.32
	401–2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	p.19
	401–3: Parental leave	p.32
GRI 402: Labour/ Management Relations	402–1: Minimum notice periods regarding operational changes	p.19
GRI 404: Training and Education 2016	404–2: Programs for upgrading employee skills and transition assistance programs	p.19
	404–3: Percentage of employees receiving regular performance and career development reviews	p.19

GRI Standard		Page/ Reference/ Notes
Cybersecurity and Privacy		
GRI 3: Material Topics 2021	3–3: Management of material topics	pp.25-26
GRI 418: Customer Privacy 2016	418–1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	p.25
Inclusive and Diverse Workplace		
GRI 3: Material Topics 2021	3–3: Management of material topics	pp.20–21
GRI 405: Diversity and Equal Opportunity 2016	405–1: Diversity of governance bodies and employees	p.33
	405–2: Ratio of basic salary and remuneration of women to men	p.21
Business Ethics and Risk Management		
GRI 3: Material Topics 2021	3–3: Management of material topics	p.27
GRI 204: Procurement Practices 2016	204–1: Proportion of spending on local suppliers	p.28

Legal disclaimer

Forward-looking statements may include statements regarding Virgin Australia's climate transition strategies and climate scenarios; the impact of climate change on Virgin Australia's business; our commitment to sustainability reporting, frameworks, standards and initiatives; our commitments to achieve certain health and safety targets and outcomes; our commitments to achieve certain inclusion and diversity targets, aspirations and outcomes; our commitments to achieve certain targets and outcomes with respect to Indigenous peoples and the communities in which we operate; and other sustainability issues. Forward-looking statements may also refer to the actions of third parties, and external contributors such as technology development and commercialisation, policy support, market support, and energy and offsets availability. Forward-looking statements may be identified by the use of terminology including, but not limited to, 'intend', 'aim', 'ambition', 'aspiration', 'goal', 'target', 'project', 'see', 'anticipate', 'estimate', 'plan', 'objective', 'believe', 'expect', 'commit', 'may', 'should', 'need', 'must', 'will', 'would', 'continue', 'forecast', 'guidance', 'trend' or similar words. These statements discuss future expectations concerning performance or provide other forward-looking information. The forward-looking statements in this report are based on management's current expectations and reflect judgements, assumptions, estimates and other information available as at the date of this report and/or the date of Virgin Australia's planning processes or scenario analysis processes. These statements do not represent guarantees or predictions of future financial or operational performance and involve known and unknown risks, uncertainties and other factors, many of which are beyond Virgin Australia's control, and which may cause actual results and performance to differ materially from those expressed in the statements contained in this report. Virgin Australia cautions against reliance on any forward-looking statements or guidance contained in this report. Virgin Australia further disclaims any duty or undertaking, except to the extent required by law, to release publicly any updates to any forward-looking statement contained herein to reflect changes to relevant risks, uncertainties or other factors, and/or Virgin Australia's understanding of them.

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