

Gender Pay Gap Report 2025

VIRGIN  MONEY UK

Understanding our pay gaps

Our pay gaps show the difference in average pay between men and women across all roles. This is different to equal pay, which looks at how colleagues are paid for doing the same or similar work. We regularly monitor pay to ensure our policies are objective and consistent.

Pay gap terminology

Pay gap	Bonus gap	Mean	Median	Pay quartiles
The percentage difference in the average hourly rate between men and women working as at 5 April 2025.	The percentage difference in the average bonus paid to all men and women in the 12 months to 5 April 2025.	The average, when all pay or bonuses for a particular group are added together and divided by the number of people in that group.	The middle value when pay or bonuses for a particular group are listed in numerical order.	If all employees were ranked by their hourly rate of pay, then divided into four equal groups. The quartile figures show the proportion of men and women in each group.

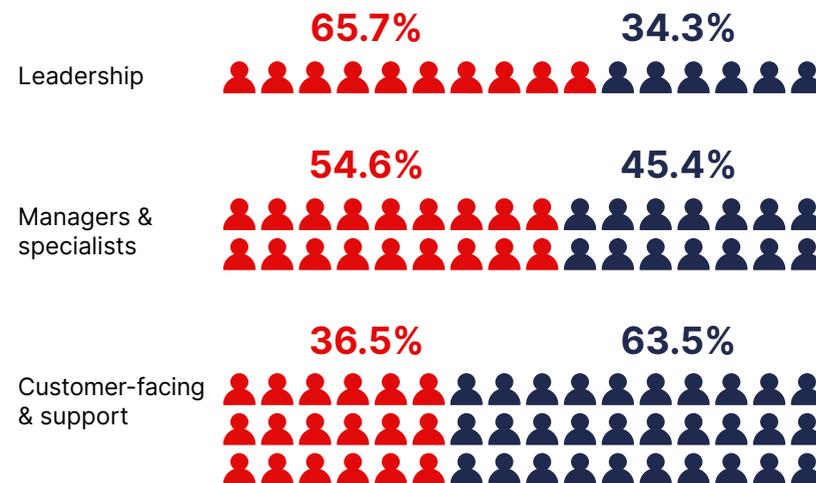
Gender pay gaps

What you should know:

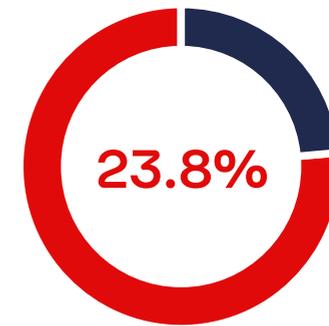
- Overall, our pay and bonus gaps are driven by having more women in our lower paid customer-facing and support roles, and fewer in higher paid managerial, specialist and leadership roles.
- At Virgin Money, we have 9.8% of colleagues in leadership roles, 19.5% in managerial and specialist roles and 70.7% in customer-facing and support roles.
- Since our last report, our mean gender pay gap has reduced due to changes in the number of males and females we employ across career families.

Gender distribution

Male ■
Female ■

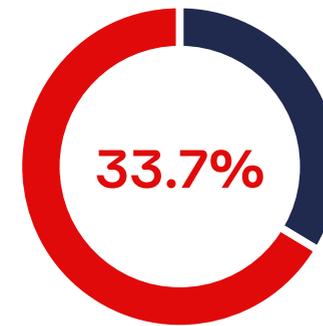


Mean gender pay gap



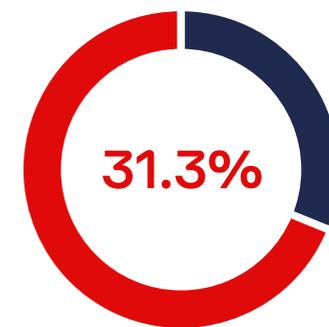
↓ 0.7% change since 2024

Median gender pay gap



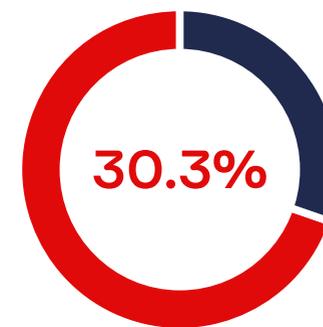
↓ 2.0% change since 2024

Mean gender bonus gap



↓ 15.4% change since 2024

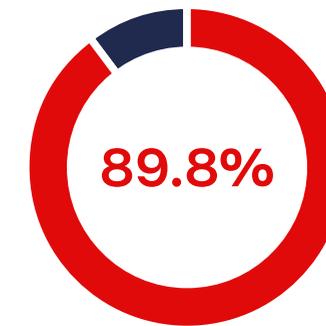
Median gender bonus gap



↓ 3.5% change since 2024

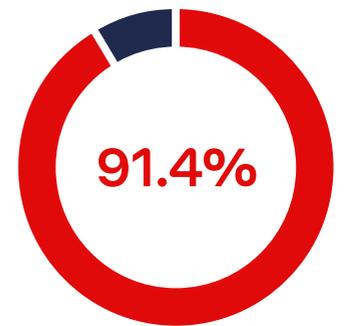
Proportion receiving bonus

Male



↓ 2.6% change since 2024

Female



↓ 2.1% change since 2024

Pay quartiles

	Male%	Female%
Upper quartile	60.1	39.9
Upper middle quartile	51.1	48.9
Lower middle quartile	31.7	68.3
Lower quartile	31.3	68.7

Our ongoing commitment

We recognise the importance of an inclusive and diverse workforce, which is why we set diversity, equity and inclusion goals, monitor our progress, and report on these to the Board. While we are pleased to be making progress in reducing our pay gaps, we're committed to doing more. This is a complex challenge and there are no quick fixes, which is why we are designing inclusion into our processes, policies and practices, and enhancing our evaluation of data to understand where we need to target action for impact. Activity has focused on four different areas: attracting, retaining, and advancing talent, creating leadership accountability and equity in colleague experiences, as well as shifting mindsets and building allyship into our culture.

Attract, retain and advance talent

Advanced diverse talent through targeted initiatives and partnerships, including work with the 10,000 Interns Foundation, alongside a strong focus on allyship, education and sponsorship opportunities for underrepresented groups.

Create leadership accountability

Regular leadership reviews of progress against our diversity, equity and inclusion goals, to inform strategic actions.

Connected colleagues from underrepresented groups with senior leaders through reciprocal mentoring to foster inclusive leadership and progression for underrepresented colleagues.

Create equity in the colleague experience

Strengthened colleague learning content on diversity, equity and inclusion, highlighting expectations, inclusive behaviours and policy obligations.

Enhanced inclusive hiring training available to support fair and consistent decisions during recruitment and promotion.

Shift mindsets & build allyship into our culture

Built an allyship network, bringing together colleagues who champion inclusion.

Reinforced inclusion through our culture, communications and colleague engagement activities.