

A woman wearing a yellow hard hat and clear safety glasses is working in a factory. She is wearing a red and black plaid shirt and black gloves. She is looking upwards and to the left, with her right hand raised. The background is a blurred industrial setting with various machinery and equipment.

GENDER PAY REPORT UK

March 2022

CONTENTS

| | |
|---|-------------|
| About Inmarsat | page 3 |
| Foreword | page 4 |
| Our gender pay for Inmarsat UK | page 5 |
| Understanding the gap | page 6 |
| Monitoring processes and managerial decisions | page 7 |
| How we are working to close the gap | page 7 & 8 |
| Diversity and Inclusion Survey Insights | page 8 & 9 |
| Taking Action in 2021 | page 9 & 10 |
| Looking outward | page 11 |
| Glossary | page 11 |
| Gender pay for Inmarsat Global Ltd | page 12 |



ABOUT INMARSAT

Inmarsat has been powering global connectivity for over four decades. We connect communities, companies and countries where and when they need it most – on land, at sea and in the air.

We live in a highly connected global society, where the smart devices we carry everywhere give us constant access to our digital lives.

But what happens when you board a flight or set out to sea? What if you work in a remote region or have a thirst for adventure that takes you out of reach of landlines and cellular networks?

Inmarsat's global mobile satellite communications services and solutions answer the demand for reliable connectivity – wherever and whenever it's needed.

We work with our customers to solve their hardest connectivity challenges. Cargo ships transporting essential goods across the oceans. Airlines meeting passenger demand for Wi-Fi at 30,000 feet. Governments relying on mission-critical satcoms.

From connected cities, ships and planes to remote IoT operations, our satellite broadband services are transforming whole industries and creating better futures.

Our networks

Our award-winning ELERA network covers the globe and delivers unrivalled availability. We connect people and machines in remote locations, on board ships and on planes. We power the global Internet of things (IoT), voice calls and internet access for fast, reliable data.

Global Xpress (GX) is the first and only mobile high-speed broadband network from a single, trusted provider to seamlessly span the world. GX is evolving to meet ever more complex demands, with even more capacity, capabilities and operational agility to come.

The European Aviation Network (EAN) is the world's first integrated satellite and air to ground connectivity network. EAN combines satellite coverage with a complementary LTE-based terrestrial network to deliver cost effective in-flight Wi-Fi in the busy skies above Europe.

As the world's experts, we continue to deliver new innovations and capabilities. We will launch a further five satellites and reinvigorate our ground work by 2024 – making the best even better. We have also announced our ORCHESTRA network which will be a network of networks combining L/Ka-band, 5G and targeted LEO infrastructure to meet the digital demands for the future.

ENABLING THE CONNECTED WORLD

FOREWORD



“Creating an inclusive and diverse company will contribute significantly to future success of Inmarsat and hopefully later in 2022 with the combined Inmarsat and Viasat. Our people are our greatest strength, and we want all our people to thrive. It is our breadth and richness of skills, passion and viewpoints that powers our business, connects us with our customers and accelerates our innovation.”

This is my second Gender Pay Report as Chief Executive Officer of Inmarsat. The past year has certainly been an eventful time for the company. We reached an agreement to combine with Viasat, creating a new global leader in our industry. We renewed our technology leadership with the announcements of ORCHESTRA, our network of the future, and ELERA, the revitalization of our already leading L-band network. We were also excited to launch our first Inmarsat-6 satellites. We delivered faster-than-market growth in 2021 along with robust profitability and strong free cash flow. We renewed our strategy and have communicated our priorities to our staff. Overall, 2021 was an excellent year for Inmarsat with performance and progress across the company.

We also continued to progress our diversity, equality, and inclusion agenda. In a survey on the topic that we conducted during the year, it was clear that there are some improvements to make, but also that we are working from a strong foundation. Employees felt that Inmarsat is a diverse place to work, and they value the richness of the different nationalities and cultures represented at the company. We learned though that many women feel that they have fewer opportunities to grow and develop and we want to address this and review the data provided to understand how we can make improvements.

Our 2021 UK gender pay gap report shows that our mean pay gap has remained similar to 2020 at 19.2%, while the median pay gap has been reduced to 20.6% (from 21.2% in 2020). What this says is that, overall, the rates of pay of women compared to men is improving. We also saw 15% of our female employees promoted in the year to 5 April 2021, compared to 8% of our male employees. Like many technology businesses, we have been challenged to attract women into the company, and into positions in engineering, business development and sales positions, and senior management in particular.

In short, we are making progress and we know we must do more and are committed to doing it. Decency, fairness and building the strongest possible company require nothing less. I hope this report gives readers an understanding of where we have done well, where we have fallen short, and the actions we are taking to improve.

Thank you for taking the time to read our comments and findings on this critical topic.

Rajeev Suri
Chief Executive Officer
March 2022



OUR GENDER PAY FOR INMARSAT UK

In 2021, when compared to the previous year, our gender pay data is similar to 2020 with a very slight increase in the mean pay gap and a small reduction in the median pay gap. The bonus gaps in 2021 have improved from 2020. Many factors impact the metrics, and some metrics are sensitive to relatively few changes, such as resignations and recruitment at the most senior levels. We continue to recognise that closing the gap will take time and we remain committed to this.

PAY AND BONUS GAP

Presented as the mean and median gap in hourly pay and bonus between men and women, as at 5 April 2021 (with 2020 for comparison):

| | 2021 | | 2020 | |
|-----------|-------|--------|-------|--------|
| | Mean | Median | Mean | Median |
| Pay Gap | 19.2% | 20.6% | 19.1% | 21.2% |
| Bonus Gap | 31.1% | 28.1% | 39.4% | 34.1% |

PROPORTION OF MEN AND WOMEN RECEIVING A BONUS

The percentage of men and women receiving a bonus for the year to 5 April 2021 is shown below, with the percentages of men and women receiving a bonus in the year to 5 April 2020 for comparison.

| | 2021 | | 2020 | |
|--|-------|-----|-------|-----|
| | Women | Men | Women | Men |
| | 94% | 95% | 89% | 91% |

PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE

The percentage of men and women in each pay quartile as at 5 April 2021 is shown below. The percentages have remained stable since the last report as at 5 April 2020.

| | Upper (75-100%) | Upper Middle (50-75%) | Lower Middle (25-50%) | Lower (0-25%) |
|-------|-----------------|-----------------------|-----------------------|---------------|
| Women | 20.5% | 23.6% | 29.5% | 47.3% |
| Men | 79.5% | 76.4% | 70.5% | 52.7% |

Note: terms are explained in the Glossary of Terms in more detail on page 11



UNDERSTANDING THE GAP

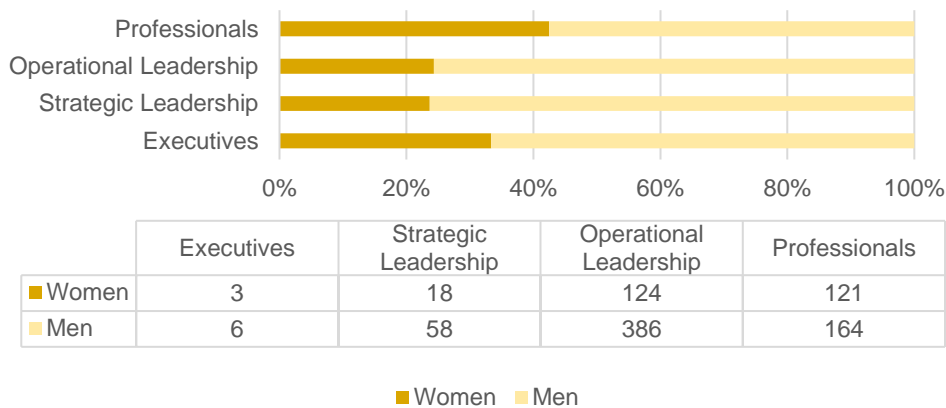
As with previous years, we have undertaken a detailed analysis of our data to obtain valuable insights into the causes of our gender pay gap. We analyse the data many different ways to look for information that will help shape our diversity and inclusion initiatives. We test whether the actions being taken are producing the results we expect and keep in mind the need to develop and change as required.

Our gender pay and bonus gap is mostly driven by the limited representation of women:

- in the more senior levels of the organisation
- in the roles and job families that are typically paid better in the UK market, such as engineering, product development, IT and cyber security, sales and business development.

As is the case with most companies within the technology/engineering sectors, we struggle to attract comparable numbers of men and women particularly in the STEM-related job families. There are particular difficulties at the moment with all recruitment due to the competitive market for talent. The graph below illustrates our gender distribution as at 5 April 2021.

Our UK workforce distribution as at 5 April 2021



It is important to remember that the gender pay gap is not the same as Equal Pay. Equal pay is about making sure that men and women who perform the same job are paid equally, whereas the gender pay gap looks at the pay differences between all men and women regardless of the work they do.

Another factor that contributes to our gap relates to the definition of pay: pay includes allowances for shifts and on-call duties. At Inmarsat the jobs that require such allowances are technical, field roles in which women are under-represented.



MONITORING PROCESSES AND MANAGERIAL DECISIONS

As part of our ongoing commitment to safeguard the integrity and fairness of our policies, processes and structures to ensure equal opportunities for all, we continue to closely monitor their implementation:

- We test our annual pay progression and promotions for differences between men and women.
- We test our bonus awards for any systematic gender differences in the percentages of bonus payouts relative to their bonus opportunities.
- We have an internal job evaluation system which considers the scope and the breadth of each role irrespective of the jobholder. This means that our internal grades are not decided based on the person doing the job (in which case the system could be susceptible to biases) but based on the content of the job.
- We assess the performance and development of our employees through a systematic and collective calibration process, which applies to all our employees globally and aims to eliminate any individual biases

HOW WE ARE WORKING TO CLOSE THE GAP

During 2021 we continued to work hard on creating an even more diverse and inclusive working environment for all of our employees, and we're committed to being open and transparent about gender pay and the actions and activities we've undertaken to close the gender pay gap.

In April 2021 we carried out our first annual diversity and inclusion survey, where we not only gained some invaluable insights on how inclusive Inmarsat is as a place to work, but we also gathered data about our employees on attributes such as race and ethnicity and sexuality. We also took a more inclusive approach to the data we capture on gender at Inmarsat by including the option of non-binary or another gender identity.

Seventy-nine percent of employees responded to the survey with the significant majority of people sharing their attributes with us. Experts have told us that it can take several years to establish a useful data set for diversity attributes, so this extremely positive result is testament to our culture of openness, respect and trust. Through future surveys we'll be looking to build on this data so that we are able to eventually review ethnicity and other pay data as well.

At Inmarsat we're always raising the bar on our performance, and in the following pages we share initiatives and activities that aim to make life at Inmarsat even better, and which benefit women.



DIVERSITY & INCLUSION SURVEY INSIGHTS

We have a number of channels through which we encourage our employees to share their thoughts, ideas, opinions and experiences. These include our UK Employee Forum, Global Workforce Advisory Panel, a bi-annual engagement survey, employee networks, and a new Yammer platform that's open to all employees.

Introducing the annual diversity and inclusion survey has provided us with an additional channel through which we can hear what our employees are thinking and feeling. Our 2021 diversity and inclusion survey provided themes and has given us more data about our people so that we can make more informed decisions about diversity as well as understand how people feel about Inmarsat as an inclusive workplace. We've included some of the highlights from our data on gender here.

GENDER AT INMARSAT

Overall, women make up 30% of Inmarsat's global population, although within our Senior Leadership Team this decreases to 25%. To address this we are educating hiring managers on unconscious bias, holding Inclusive Leadership training and offering mentors to women who are successors to SLT and critical roles. These actions should lead to a steady increase in women at SLT level and we are tracking progress to understand if further actions are needed.

CAREER DEVELOPMENT

Although the survey scores for career development varied for both men and women depending on their length of service, the score by women was lower overall. In the comments, many women told us that they felt a better gender balance at senior leadership levels would improve their perception of career development.

We also discovered that women with higher levels of education (PhD, for example) felt less positively about their career prospects compared to other women. While we couldn't identify exactly why that is in the survey comments, our thought is that a lack of progression becomes even more noticeable where women feel they have invested a lot in their education.

GENDER IDENTITY

We wanted to be more inclusive in the way that we talk about gender at Inmarsat, so our survey options expanded to include non-binary or a different gender identity. Although we did not have enough people sharing a different gender identity to male or female to ensure anonymity, as an inclusive organisation we continue to strive for a culture in which we have more open conversations around diversity and identity, and we welcome the breadth of different ways in which people express their gender.



GENDER AND LOCATION

According to our survey, location can make a difference as to how women feel about working at Inmarsat. Women in our Sydney office gave the highest scores, and Ålesund in Norway, The Hague in the Netherlands, and St John's in Canada are also great locations to work in if you are a woman at Inmarsat. The higher scores did not correlate with more women than men or even that there is a higher percentage of women than the corporate average in that location – both organisational and local culture will have played a role here.

TAKING ACTION IN 2021

FLEXIBLE WORKING

As well as continuing our work on diversity and inclusion at Inmarsat, we further enhanced and formalised options for flexible working.

We now have new employment arrangements in place to enable more of our employees to work from home or other locations more often if they wish. In support of this, many teams have established 'team office days' so that our people can continue to benefit from the interaction with colleagues and the broadening of networks that an office environment provides.

During 2021 we also introduced compressed working hours option, enabling people to work longer days over a two-week period in exchange for the tenth day off (every other Friday), and our policy is adjusted to accommodate those who work part-time. We also continued to support people in balancing their working week by promoting 'No-meetings Fridays'.

IMPROVING HOW WE ATTRACT AND HIRE JOB CANDIDATES

One of our commitments to action in the 2020 Gender Pay Gap Report was to improve our recruitment practices in order to attract and hire a more diverse candidate pool. One of the steps we have taken is in partnering with focused job boards, including [Evenbreak](#), [Ethnic Job Site](#), [Working Mums](#), [Working Dads](#), and [myGwork](#).

LEARNING AND DEVELOPMENT

We believe that an important part of developing culture is in leading from the top down, so we're building on the work we began on inclusive leadership development in 2020 by partnering with specialists [Byrne Dean](#) to design and roll out inclusive leadership workshops for all leaders and people managers. The programme began rolling out from February 2022.



CREATING TALENT FOR THE FUTURE

We launched the Inmarsat Global Passport Programme in March 2021. This programme is an online platform to support young people aged 14-17 years old develop skills, build aspirations and gain in confidence.

It is a modular based learning programme that covers a range of topics within specific modules to build aspirations and skills required for a broad range of careers.

The programme is split into 3 modules:

- Business skills. Helping pupils to develop skills invaluable in adult life and the workplace and includes topics such communication, managing time and knowing their learning style.
- Careers and employability. Provides insight into a range of different careers and helps pupils to write a great CV, develop interview skills, and build an online profile.
- Inmarsat knowledge. Helps the understanding of Inmarsat and the telecommunications industry and incorporates a section on how satellites help and change lives.

It's important to us that a young person's start in life does not limit their future so our approach enables students (regardless of background or geographical location) to access content and a network of professionals in a safe and consistent manner online at a time that suits them.

EMPLOYEE NETWORKS

Our employee networks are especially important in supporting our diversity and inclusion agenda – they not only provide support, community and learning opportunities for their members, they also champion corporate initiatives, provide useful insights, and work together to gain support from more allies. WIN – Inmarsat's network for women – were instrumental in helping to raise awareness of some of the issues that affect women throughout 2021. Their initiatives included:

- A joint event with our Ethnic Diversity Empowerment Network where Director of Consultancy at Equality Pays, Michelle Gyimah, spoke to Inmarsat's leaders and managers on what organisations and their leaders can do to address pay gaps.
- Celebrating International Women's Day with a week of activities on the theme of #ChoosetoChallenge.
- Highlighting some of our amazing female engineers with talks and profiles shared during International Day of Women and Girls in Science.
- A series of more informal talks with our WIN Coffee Series, including 'The Power of the Introvert'.
- An International Women in Engineering Day talk from Martine Gagné, CTO of aerospace and defence organisation Meggitt, where she shared her experiences of ways in which businesses in tech industries can be more inclusive.

During 2022 there are plans to set up a parents and carers network



LOOKING OUTWARDS

As an innovative leader in our own industry, Inmarsat prides itself on our collaborative approach to our growth, and the same is true of how we're growing our insights and networks around women in STEM. During 2021 we:

- Joined the likes of the UK Space Agency, the European Space Agency and Airbus as members of Women in Aerospace (Europe), an organisation dedicated to increasing the leadership capabilities and visibility of women in the aerospace community.
- Secured membership of Gender Networks, which aims to create a forum for network leads to share challenges and ideas, and leverage peer-to-peer support.

CULTURE AND VALUES

We take a proactive approach to strengthening and embedding a positive culture at Inmarsat. Throughout 2021 we continued to ensure new joiners were able to take part in culture workshops as part of their on-boarding and induction experience.

We also continued to work with our High Performance Culture Champions to give them the tools and resources they need in order to support the development of their team's culture. A new module for our High Performance Culture programme, focusing exclusively on diversity and inclusion, was designed during 2021 and will be ready for roll out this year, to reinforce the learning from the Inclusive Leadership programme.

GLOSSARY OF TERMS

BONUS PAY GAP - The difference in bonus pay (mean and median) between men and women expressed as a percentage of male bonus pay.

MEAN PAY GAP - The difference in the average hourly pay between men and women expressed as a percentage of the male average.

MEDIAN PAY GAP - The same percentage as the mean pay gap but calculated from the median pay, which is the middle point of each gender population such that half the population is paid more and half is paid less.

PAY QUARTILE - A pay quartile describes the division of hourly pay data into four equally divided bands of pay from highest to lowest.

JOB EVALUATION - A methodology whereby predefined criteria are used to measure all roles across an organisation and to assess their internal relativities.

STEM - Acronym for science, technology, engineering and mathematics.



GENDER PAY GAP FOR INMARSAT GLOBAL LTD

As per the UK government's requirement, companies with more than one legal entity need to report on gender pay figures for each entity with 250 or more employees. In the UK we only have one legal entity which meets that criteria, Inmarsat Global Ltd. In the interests of openness and transparency this report contains data on all of our UK employees. The data for Inmarsat Global Ltd is broken out separately below to satisfy reporting requirements.

PAY AND BONUS GAP

Presented as the mean and median gap in hourly pay and bonus between men and women, as at 5 April 2021:

| | 2021 | | 2020 | |
|-----------|-------|--------|-------|--------|
| | Mean | Median | Mean | Median |
| Pay Gap | 16.7% | 20.3% | 17.3% | 21.1% |
| Bonus Gap | 26.0% | 28.1% | 18.6% | 33.7% |

PROPORTION OF MEN AND WOMEN RECEIVING A BONUS

The percentage of men and women receiving a bonus for the year to 5 April 2021 is shown below, with the percentages of men and women receiving a bonus in the year to 5 April 2020 for comparison.

| | 2021 | | 2020 | |
|--|-------|-------|-------|-------|
| | Women | Men | Women | Men |
| | 88.3% | 85.6% | 85.1% | 86.5% |

PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE

The percentage of men and women in each pay quartile as at 5 April 2021 is shown below.

| | Upper (75-100%) | Upper Middle (50-75%) | Lower Middle (25-50%) | Lower (0-25%) |
|-------|-----------------|-----------------------|-----------------------|---------------|
| Women | 21.0% | 24.2% | 30.6% | 45.5% |
| Men | 79.0% | 75.8% | 69.4% | 54.5% |

Declaration:

We confirm that the information provided in this report is accurate.

Natasha Dillon
Chief People Officer

Alison Horrocks
Chief Corporate Affairs Officer & Company Secretary