

Flexible Working Policy

Overview

Inmarsat recognizes that patterns of working have evolved over time and that flexible working patterns can help you to gain an appropriate work life balance. Frequently this can be achieved by occasionally working remotely or flexing your hours to meet personal commitments. However, there may be times when you may require a more formal, long-term arrangement that is a variation to your terms and conditions of employment. This policy covers both situations.

Inmarsat is committed to helping you achieve a work life balance that suits you, provided that the needs and objectives of the business can be met.

Scope

This policy applies to all employees. It does not apply to agency workers, consultants or self-employed contractors.

Policy

Informal or Occasional Flexible Working

Inmarsat provides a working environment where working flexibly on an occasional basis is encouraged, if it is in the interest of the individual employee, and meets business needs. Informal flexible working includes occasional remote working or changes to start or finish times, or breaks.

Eligibility

Occasional flexible working is available to most employees of Inmarsat. However, it must be recognised that it is not possible to do some jobs flexibly. There may also be times when working remotely, or at times outside of Inmarsat's core business hours, is not appropriate and there is a need to be in the office and in attendance for key meetings and/or activities. Occasional flexible working requests will be considered on an "as and when" basis by line managers.

How do I request flexible working?

If you want to work flexibly, please discuss this with your manager, taking into consideration the needs of the business and the rest of the team. We encourage all line managers to give full consideration to requests to work flexibly and they will judge each case on its own merits. For support in planning a line manager conversation, or thinking through the request for flexible working, please feel free to contact a member of the HR team.

Expectations of employees working flexibly

When working flexibly it is important to be transparent about your location, to maintain a professional demeanour, to make effective use of the tools and technology that Inmarsat provides (e.g. laptop, phone, Lync, email, voicemail) to remain contactable and able to work efficiently, and to ensure that Inmarsat's security and data protection policies are adhered to. For additional information on requirements for employees working remotely, see the Working Remotely section of this policy.

Formal flexible working arrangement

What is a formal flexible working arrangement?

A formal flexible working arrangement is any type of ongoing working arrangement that gives some

degree of flexibility on how long, where and when you work, and which constitutes a change to your terms and conditions of employment.

Flexible working arrangements include the following:

- Job sharing, where two job holders share the duties and responsibilities of one job
- Part-time working, where you are contracted to work fewer than number of hours per week that constitutes a full time contract in your location
- Varying start and finish times
- Split days, where you may vary your working times in order to accommodate time zones globally
- Term-time working, where you take paid or unpaid leave during school holidays
- Working remotely on a regular basis, for example on fixed working days (refer to the Working Remotely section for more details)

Permanent remote working is outside the scope of this policy and requires approval by exception (refer to the Permanent Remote Working section, below).

Eligibility

Inmarsat will seek to accommodate reasonable requests from all employees.

Some roles will accommodate flexibility to a greater extent than others. There may also be times when, for example, working remotely is not appropriate and there is a need to be in the office for key meetings and/or activities.

Procedure

If you feel that a flexible working arrangement would be advantageous to you, you should approach your line manager with your request, outlining how you would like a flexible arrangement to work in practice. You should take into account the effect that your change could have on other people and the work of your department. If you and your manager are able to reach an agreement, please notify your HR Business Partner who will formalise the arrangement. The agreed change will be entered into your terms and conditions and you will need to sign an agreement to the changes.

Where you have been unable to reach an agreement, you may wish to submit a formal request. Your HR Business Partner will be able to help you with this.

No one who makes a request for flexible working will be subjected to any detriment or lose any career development opportunities as a result of making such a request.

Submitting a formal flexible working request

All formal requests should be addressed and submitted to the line manager, with a copy to your local HR contact, in good time and ideally at least 2 months before you would like the changes to take effect. All applications must be in writing (via email) and must include:

- Confirmation that it is a formal flexible working request
- The date of the application
- The changes that you are seeking
- The reason for your request (you don't have to include this but it will help us understand if you are protected under legislation in your home country)
- The date when you would like the changes to come into effect
- What effect you think the requested changes would have on Inmarsat
- Any suggestions you have as to how Inmarsat could mitigate the impact of your absence (this will also be considered by your manager)
- Whether previous requests for flexible working have been made
- The dates of any previous applications

Considering a formal flexible working request

Following receipt of a formal flexible working request, the line manager may invite you to a meeting to discuss your request. You have the right to be accompanied to such a meeting by a fellow employee or any alternative representation you are legally entitled to in your location. A member of the HR team will also attend.

If the initial date for the meeting is problematic, one further meeting date may be proposed. If a face-to-face meeting is difficult to arrange, then the meeting may take place via telephone or Skype if you agree. If you fail to attend a meeting and then fail to attend a rearranged meeting without good reason, your application will be deemed to have been withdrawn.

Where a request can be approved without holding the meeting to gain further information, you will be informed of this in writing.

The right to be accompanied

You have the right to be accompanied at any meeting to consider a formal flexible working request by a willing fellow employee or any alternative representation you are legally entitled to in your location. Your companion may state and sum up your case, respond on your behalf to any views expressed at the meeting and confer privately with you during the meeting and during any adjournment, but may not answer questions on your behalf, address the meeting if you do not want them to or prevent the manager from explaining their case.

Responding to a formal flexible working request

The manager will consider your proposals, paying attention to the balance between the potential benefits and adverse effects, to you and to Inmarsat.

Each request will be considered on its own merit. Agreeing to one request will not set a precedent or create the right for another employee to be granted a similar change to their working pattern.

Your request may be rejected for one or more of the following business reasons:

- The burden of additional costs
- The inability to reorganise work amongst existing staff
- The inability to recruit additional staff
- A detrimental impact on quality
- A detrimental impact on performance
- A detrimental effect on the ability to meet customer demand
- Insufficient work for the periods you propose to work
- A planned structural change to the business

You will be informed in writing of the Inmarsat's decision within 14 days of the meeting. Your request may be granted in full, in part or refused. Inmarsat may propose a modified version of the request; the request may be granted on a temporary basis or you may be asked to try the new arrangement for a trial period. Any changes which constitute a variation to terms and conditions will be formally acknowledged as such in writing and you will be asked to sign and return a copy of the agreed changes.

Unless otherwise agreed, changes to your terms & conditions of employment will be permanent.

Right to appeal the decision

You have the right to appeal the decision if your request is refused or agreed to in part.

Your appeal should be lodged in writing within 14 days of the decision being communicated to you and will be heard within 14 days of receipt. You will be informed of the outcome of the appeal within 14 days.

The appeal decision is final.

Timing

All requests, including any appeals, must be considered and decided upon within a period of three months from initial receipt of the request, unless you agree to extend this time frame.

Working Remotely

Sometimes you want or need to work outside of the office, including at home. Taking work home occasionally to concentrate on a particular project or task can be more efficient, for example by saving commuting time and reducing interruptions. This may also be an option when it is difficult for our employees to get into work, for example due to adverse weather or public transport service disruptions.

The policy on working remotely applies to all employees, although some jobs cannot be performed remotely – for instance, security and reception work, building maintenance, some operations work, etc. It does not apply to agency workers, consultants or self-employed contractors.

There are various ways that remote working may operate, ranging from occasional instances that do not form a routine, to formal arrangements that are defined as part of the contract of employment.

Occasional Remote Working

This is a form of occasional flexible working and is available to most employees of Inmarsat. However, it must be recognised that it is not possible to do some jobs remotely. There may also be times when working remotely is not appropriate and there is a need to be in the office and in attendance for key meetings and/or activities.

As with other forms of occasional flexible working, remote working requests of this type will be considered on an “as and when” basis by line managers.

Regular Remote Working

The employee works remotely for a percentage of the time on a regular basis and comes into the office for the balance of time. This may be suitable when the position requires little face-to-face contact with colleagues and/or clients. It may also be used to facilitate a more flexible work pattern to enable the achievement of defined deliverables each week/month. This can be performed with a formal or informal arrangement, although there should be flexibility around the pattern, regardless, to ensure business needs are met.

Permanent Remote Working

As a general principle, employees should be based in Inmarsat’s existing office locations. Permanent remote working (where an employee works remotely 100% of the time, or spends a majority of time working remotely and attends external meetings for the balance of time) requires the approval of the Global Locations Steering Committee (comprising COO, CPO and CFO) and will only be considered in exceptional circumstances.

In addition, remote working on a regular or permanent basis will only be approved on the basis that the employee remains in, and works from, their current country and/or state or province of employment, so that Inmarsat does not create a taxable presence in another location.

A regular or permanent arrangement to work remotely will form part of the contract of employment, following agreement that the role can be performed remotely and the alternative location has an appropriate space to work in.

Expectations of Employees Working Remotely

These expectations apply to all employees working remotely, whether occasionally, regularly or permanently.

Behaviours:

Inmarsat will aim to provide all employees with the technology to effectively work remotely, should they wish to, where their job allows. It is the employee's responsibility to ensure that working remotely does not negatively impact job performance and interactions with colleagues. In particular, it's important to be transparent about your location, to maintain professional demeanour and to make effective use of the tools and technology that Inmarsat provides (for example laptop, phone, Lync, email, voicemail) to ensure all employees are contactable and able to work efficiently, and to ensure that Inmarsat's security and data protection policies are adhered to.

In particular, employees should:

- Ensure that other team members are aware of the arrangement and, for occasional remote working, that there is adequate cover in the office
- Have email connectivity throughout via remote access
- Respond to urgent calls and emails
- Update electronic work diaries to indicate unavailability for face-to-face meetings
- Be available to participate in conference calls if necessary
- Aim to be as productive when working remotely as in the office (with the hope that fewer distractions will enable greater efficiency)

Safe working environment

Working remotely, employees have the same protection under health and safety legislation as working in the office. Employees will need to take personal responsibility for the health and safety aspect of remote working and an ergonomic workstation assessment should be conducted. Please contact our Health and Safety Manager if needed.

Dependant Care

Arrangements for dependant care should be made to allow working remotely without disruption. Any changes to dependant care arrangements that will impact effective remote working should be discussed with the employee's line manager.

Data Security

All employees must comply with all IT security and confidentiality requirements. This includes acceptance of and adherence to the [Acceptable Use Policy](#).

Remote workers will have a direct responsibility for all Inmarsat information, equipment and material held outside of the office, and must ensure that it is not accessible to non-authorised people.

Provision of Equipment

The general principle to be applied is that the cost of remote working should not exceed the cost to Inmarsat if you were office-based, and for occasional remote workers costs should not be duplicated.

You are responsible for providing a good quality broadband connection that will enable effective working remotely. If this is not available in your area it may impact your ability to work remotely.

Inmarsat provides tools that facilitate working remotely (laptop and mobile phone), supplied through the central IT department.

Any other equipment should be discussed and agreed with your line manager.

Guidance for managers

Working Flexibly

Line managers want their team to meet its goals and objectives. The best way of doing that is to allow team members to work in the way that works best for them and how they are most productive. Managers are expected to champion the wellbeing of their teams, actively encourage people to work flexibly where appropriate, and model flexible behaviours, leading by example. Many people will feel most productive at a desk in the office from 9am until 5 pm every day, but this does not work for

everyone all of the time and there will be some in our teams who would benefit from adjusting their working arrangements to be more productive and to better accommodate work-life balance.

Most requests will be straightforward and very little discussion or consideration will be needed to approve requests. Others may be more complex and require a greater deal of consideration depending on the context of the role and the team as whole. For all scenarios, when requests to work flexibly are made managers should consider the following:

- While the outcomes may be different, it's important to consider each request equally fairly
- Be as accommodating as possible and think creatively. Look for ways it can work, not reasons to decline
- Consider each request on its own merits, not based on previous requests or previous decisions made in relation to other colleagues. Do not apply a precedent based on previous decisions as the circumstances may be different
- Consider the needs of the individual, as well as the business
- Consider the impact on the employee if the request is refused
- Consider the impact of the request on the rest of team

If in doubt, get in touch with HR and they can advise on the approach.

Declining Requests

Managers can decline requests to work flexibly, with approval from HR, however this can only be for specific business reasons relating to the individual request. For example, if there is a really important meeting that everyone must attend, or if all of the team is required to maintain some presence in the office to respond to customers and the request would be impossible to accommodate. When declining requests, be sure to clearly outline the reasons for the decisions.

Arranging flexible working in teams

It may be useful to pro-actively address flexible work arrangements within teams, setting some guidelines for likely scenarios. We suggest managers have a meeting with their team, provide them with this policy and define the guidelines for working flexibly, such as working remotely occasionally/once a week etc. when this meets the needs of the employee and does not negatively impact their performance and work. Ensure flexible working is put in the diary of the flexible worker, and that this is either visible to everyone in the team.

If more than one person in the team wants to work away from the office more regularly, then it might be helpful to have a wider discussion with those involved and develop an arrangement that ensures there are enough people in the office when required.

There are no hard and fast rules, it's about looking at the team's needs and requirements, and those of the business and ensuring those are balanced.

For the Netherlands, this policy is under review and subject to works council consent.