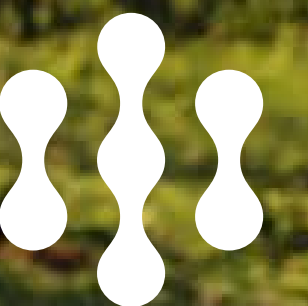




2020

ESG REPORT

INMARSAT ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2020





CONTENTS

ABOUT THIS REPORT	3
INTRODUCTION	4
OUR RESPONSE TO COVID-19	5
MATERIALITY & STAKEHOLDER ENGAGEMENT	6
ECONOMIC	7
GENERATING ECONOMIC VALUE	7
UNDERSTANDING CLIMATE RISK	8
ANTI-CORRUPTION	9
ENVIRONMENTAL	11
MAXIMISING OUR EFFICIENCIES	11
TACKLING OUR CARBON FOOTPRINT	13
ADDRESSING SPACE DEBRIS AT INMARSAT	16
SOCIAL	17
INVESTING IN OUR PEOPLE	19
PROMOTING AN INCLUSIVE WORKING ENVIRONMENT	20
NON-DISCRIMINATION	21
PROTECTING OUR CUSTOMERS	21
APPENDIX I	23
SCOPE 3 CATEGORY DEFINITIONS	23
GRI INDEX	24

ABOUT THIS REPORT

This report, produced by Inmarsat, has been reviewed by the Sustainability Committee and is presented as a true and accurate reflection of our sustainability practices over this reporting period.

We have utilised the Global Reporting Initiative (GRI) Standards to structure our disclosure of information. This report has been written in accordance with the GRI Standards 'core' option. We have referenced our disclosures aligned to the GRI Standards with this icon;



The boundary of our corporate responsibility disclosure is the same as the “operational control” approach to consolidating greenhouse gas (GHG) emissions. Our chosen GHG methodology (Defra’s Environmental Reporting Guidelines) defines this as operations where we, or one of our subsidiaries, have full authority to introduce and implement our operating policies. We consider that this approach incorporates all of our entities with sustainability impacts that are actually or potentially material, including social and governance impacts.





**ANYWHERE IN THE WORLD,
INMARSAT CONNECTS
PEOPLE TO A BETTER FUTURE**

INTRODUCTION

For over 40 years Inmarsat has set the standard in global mobile satellite communications with a world leading resilient mobile infrastructure. We serve four key different markets: Maritime, Government, Aviation, and Enterprise, thus our customer base ranges hugely, from airlines to military, from merchant vessels to aid agencies and providing life saving maritime and aviation services. Our purpose is to enable the connected world by meeting the remote and mobile connectivity requirements for all of our customers. We currently own and operate 14 satellites in geostationary orbit, sitting 35,786km above the Earth. These satellites operate in L-band, Ka-band and S-band frequency bands. We currently have a fully funded technology roadmap which sees the construction of seven additional broadband satellites which will meet the increased demand for global mobile connectivity from

our customers. Two of these new satellites are our sixth generation hybrid satellites, combining both L-band and Ka-band payloads which will support a new wave of capabilities as well as global safety services into the 2040s. The first Inmarsat-6 launch will be with Mitsubishi Heavy Industries (MHI) and is expected to enter into service in 2022. Three of our five further satellites being built will operate in Ka-band and are planned for launch in 2023 and two will operate in a different orbit over the Arctic, planned for launch in 2022. Alongside our operational performance and dedicated customer service, our vision remains clear, to make a difference by improving global sustainability, protecting biodiversity and safeguarding lives affected by climate change. We recognise that climate change presents both risks and opportunities to both our operations, investors and stakeholders. Therefore, it is fundamental

that we consider its impacts throughout our business activity. We respond annually to CDP, having completed the Climate Change questionnaire for the last 5 years. Our 2020 response can be seen on our website. Our disclosure to CDP is fundamental to understanding our climate risks and opportunities. Sharing this information with our internal and external stakeholders is important. In addition to the CDP, we support the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and strive to improve our reporting against climate risk. In 2021, we will be working with our sustainability partner, Carbon Intelligence, to undertake climate risk identification and scenario analysis which will model the likelihood and severity of our most material risks and opportunities. Further details can be seen in the TCFD section of this report on page XX.

OUR RESPONSE TO COVID-19

As an organisation founded to deliver life-saving satellite communication services, we take our responsibility for people and the planet seriously. Our first priority for 2020 was to protect our people to keep them safe and provide strong leadership to support them through the crisis. This included the swift move to a fully remote working model for all but our critical key workers where we ensured the office environment for them was safe to work in. Our systems, processes and culture has made this an almost seamless transition and we continue to operate productively, albeit remotely. Employee wellbeing followed the initial

response as a key priority for 2020 and we focused on delivering a comprehensive package of support. Activity included access to virtual wellbeing activities, initial and additional financial support for home office equipment and a wellbeing hub and regular newsletter. Our 2020 employee engagement survey highlighted that working remotely had lead to an increase in the number of meetings and this had resulted in 'meeting fatigue'. We trialled 'no meeting Friday' during the month of February in response to this feedback and the pilot was a huge success. An overwhelming majority (87%) of employees who responded

to the survey said they would like to keep it permanently, which was introduced in March 2021. We also implemented meeting archetypes to encourage our employees to change the meeting culture to work more successfully from home by encouraging walking meetings, which is also a key way to promote positive mental health wellbeing. We are also developing a longer-term, post pandemic, flexible working proposal which we will launch in 2021. We continue to seek the views of our employees to ensure that we continue take their views into account as we review our ways of working.

MATERIALITY AND STAKEHOLDER ENGAGEMENT

We recognise the importance of reporting on our significant economic, environmental and social impacts, as well as issues that are perceived as being important to our stakeholders and our business. Accountability, respect and excellence are our key values and shape the way we work, across the whole organisation.

We report annually on Environmental, Social & Governance (ESG) matters that are most material to our business and our stakeholders. As a result, in 2020, we continued our engagement with internal and external stakeholders by undertaking an ESG assessment. The outcomes of the assessment were used to inform our sustainability approach, strategy and form the basis of this report.

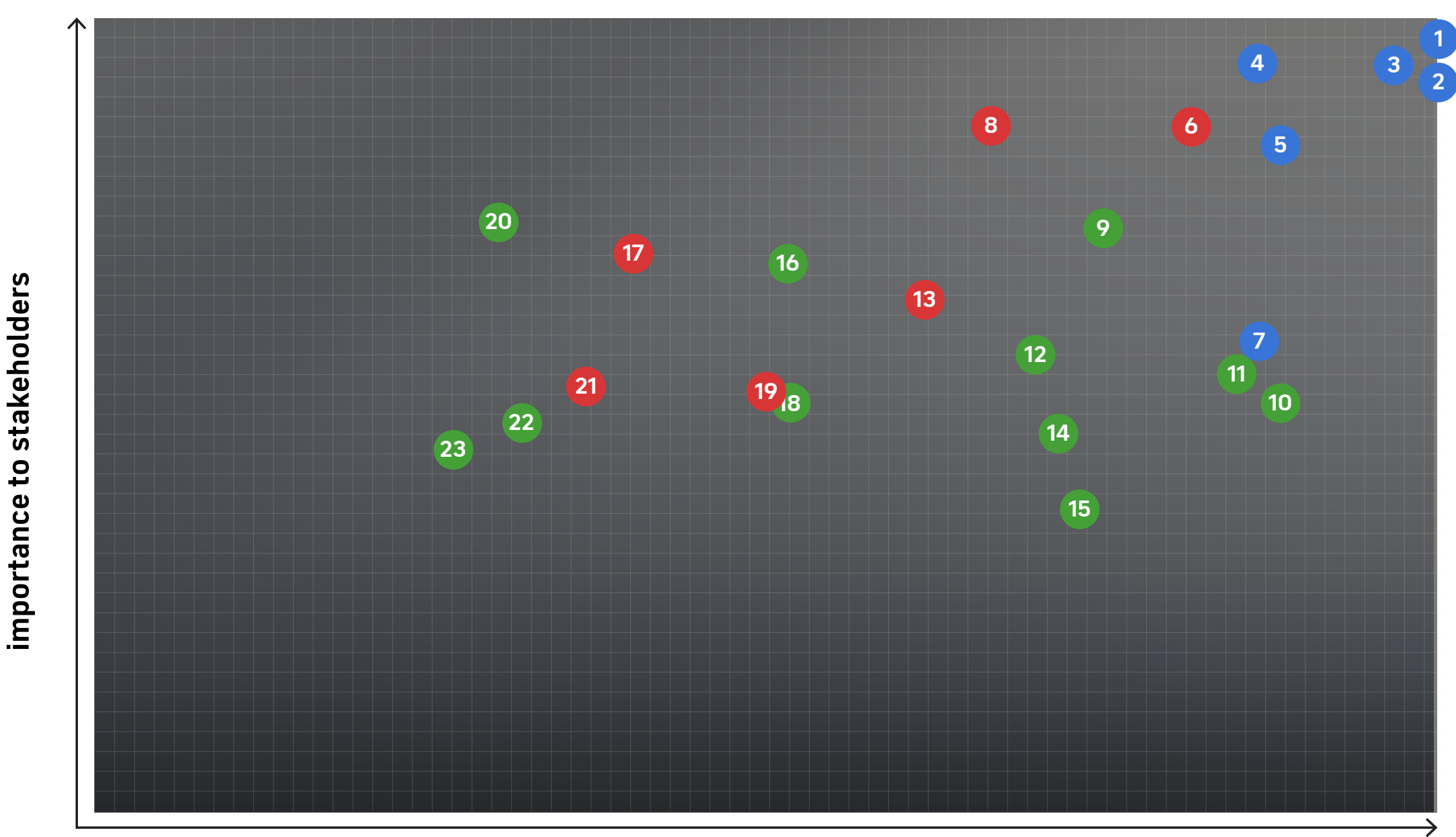
To identify and select the stakeholders with whom we wanted to engage with as part of this ESG assessment, we conducted a mapping exercise which highlighted our key stakeholders. Both internal and external stakeholders were considered and these included our shareholders, customers, partners, employees, debt investors, suppliers, and local community groups. A quantitative survey was

distributed to understand the level of stakeholder concern regarding a wide range of economic, social, environmental and governance issues. We also used the Sustainability Accounting Standards Board (SASB) materiality map to assess the relative importance of these issues to the wider ICT industry. This quantitative analysis, combined with the analysis of our on-going, business-as-usual engagement with stakeholders throughout the year, allowed us to select a number of material GRI sustainability topics and disclosures against which we will now report.

The material topics identified and therefore selected for reporting are shown in the matrix below, ranked in terms of their perceived importance to the business and our industry as well as our understanding of stakeholder concern based on our quantitative engagement. The results of the 2020 ESG assessment follow the wider trend of economic and governance issues moving up the agenda. This is reflective of the challenges presented by Covid-19 as well as an increase in awareness amongst our stakeholders of the environmental impact of space debris and satellite launches. The emergence of

new topics that are material to our stakeholders highlights the importance of undertaking an annual ESG assessment, as the expectations of stakeholders are continually evolving and new industry trends are becoming apparent. As in previous years, cyber security and privacy remains the most important topic for us given our industry and the rapidly changing technology landscape. We recognise the importance of systems and network security. As such, we have a dedicated cyber security team with a focus to safeguard our network and operating systems in order to stay ahead of potential technological threats, meet our legal and regulatory obligations, maintain business continuity and limit damage to business interests.

Through the results of the ESG assessment, we have reported against the relevant GRI standards that align with our top 12 material issues, with six of our top ten issues this year being Economic and Governance focused.



Importance to telecommunications sector

- | | | |
|---|--|--|
| 1. Cyber security | 9. Environmental impact of space debris | 17. Emissions target |
| 2. Customer privacy | 10. Environmental impact of satellite launches | 18. Waste in operations |
| 3. Revenue | 11. Energy efficiency of operations | 19. Customer climate change adaptation |
| 4. Anti-bribery & corruption | 12. Charitable donations | 20. Supplier engagement on emissions reduction |
| 5. Development and protection of intellectual property rights | 13. Raw material consumption | 21. Employee travel emissions reduction |
| 6. Public policy & political contributions | 14. Water use reduction | 22. Renewable energy sources |
| 7. Diversity & equal opportunity | 15. Customer energy efficiency | 23. Supplier meeting environmental standards |
| 8. Internal training & investment | 16. Supplier social screening | |

GENERATING ECONOMIC VALUE

At Inmarsat, we connect people and organisations around the globe to a better future through our world-leading satellite communications services. We are well placed to capitalise on future growth opportunities, as demonstrated through our diverse portfolio of market leading networks, the expertise of our people and the strength and breadth of our partnership ecosystem.

We have an efficient financial management approach in place to ensure our economic performance and financial liquidity. Our stringent approach helps to maintain the stability of our organisation which is fundamental to both our direct employees as well as our key external stakeholders, including customers, suppliers and investors. Our Board of Directors reviews and approves our economic performance against budget, with the day-to-day management lead by our Executive Management Team.

In order to maintain our position as a leader in the industry and grow as a

business, we will look to continue to make smart decisions that respond to movements in the sector and the demands of our customers and other stakeholders.

New technologies are continually emerging in the environment in which we operate, representing our drive for a more connected future. In 2022, our I-6 F1 and F2 satellites will offer both Ka and L-band dual payloads, meeting the growing demand for data usage. Our roadmap for capacity growth will ensure our customers receive the most reliable service, and we continue to offer innovative services.

Our economic performance over the reporting period is outlined in the tables below, illustrating the direct economic value generated and distributed on an accruals basis including the direct economic value generated, the economic value distributed, and the economic value retained (calculated as 'Direct economic value generated' less 'Economic value distributed').

CONNECT BIDCO LIMITED

Component	2020	2019	
	Bidco FY20 and Inmarsat Group: USD\$m	Pro-Forma 12-months 'Inmarsat Group' results: USD\$m	Bidco FY19 - 1-month of results: USD\$m
Revenues	1,275.9	1,408.4	98.9
Operating costs	(975.3)	(989.9)	(181.1)
Employee wages and benefits	(280.3)	(325.2)	(25.9)
Financing costs	(202.7)	(378.0)	(59.0)
Community investments	(0.5)	(0.8)	(0.1)
Taxation (expense)/income	(32.8)	(11.5)	10.2
Economic Value Retained	(215.7)	(297.0)	(157.0)

INMARSAT GROUP HOLDINGS LTD

Component	2020	2019
	IGHL FY20: USD\$m	IGHL FY19: USD\$m
Revenues	1,275.9	1,405.7
Operating costs	(748.9)	(910.6)
Employee wages and benefits	(279.6)	(325.2)
Financing costs	(103.2)	(379.8)
Community investments	(0.5)	(0.8)
Taxation (expense)/income	(54.5)	(34.4)
Economic Value Retained	89.2	(245.1)

* Note: At the end of 2019 Inmarsat was acquired by Connect Bidco Limited and Inmarsat was reregistered as a private limited company on 5 December 2019.

Basis of preparation: consistent with note 2 of the Connect Bidco Limited/Inmarsat Group Holdings Limited Annual Report and Accounts 2020.

UNDERSTANDING CLIMATE RISK

Climate risk is important in the way we operate and interact with all our stakeholders. We know that placing an emphasis on non-financial risk management is vital for our business to thrive and grow in the long-term and we have fully integrated this into our risk management process. We also recognise that climate change poses a number of physical risks (caused by the increased frequency and severity of extreme weather events) and transition-related risks (economic, technology or regulatory challenges related to moving to a greener economy) for our business.

Building on our CDP responses over the last four years, during 2021 we will undertake a more in-depth review of our specific climate-related risks and opportunities and start to align our internal processes to the recommendations of the Taskforce on Climate-Related Financial Disclosures (TCFD).

We have summarised our progress to date in this section and aim to be fully aligned

by 2022. You can find further information in our 2020 CDP Climate Change Response which can be found here.

GOVERNANCE

As a result of the growing understanding of the impacts of climate change in our business, climate change continues to form an important part of our governance agenda. Our Board is ultimately responsible to stakeholders for all our activities, including the delivery of our strategy, financial performance, resource utilisation and having regard to social, environmental, and ethical matters. To embed climate risk and opportunity into our business as usual management, our Corporate Governance Policy denotes ESG and climate matters as a principal decision for which the Board must retain oversight. Climate-related issues are therefore integrated into a number of governance mechanisms to the extent to which they drive operational effectiveness and risk management.

The role of the Chief Executive Officer (CEO) is set out in writing and agreed by the Board. The CEO is the board sponsor for ESG, community investment, and other corporate social responsibility matters, as well as responsibility for health and safety and climate-related issues. This ensures top-down management of all corporate social responsibility matters including climate change.

Our Chief Corporate Affairs Officer and Company Secretary is a member of the Executive Management team and has responsibility for climate-related issues. Her wider role is to provide governance advice to the Board and its Committees, and to ensure that the organisation is compliant with standard financial and legal practice, including energy/carbon compliance. She is also responsible for reporting on company procedures and developments, including those related to matters of corporate responsibility and climate change.

Our Senior Director of Risk Management is responsible for the development and implementation of Inmarsat's risk management processes to support the business to achieve its strategic goals. Environment and climate change specifically relate to several of Inmarsat's risks and therefore, an important part in this role is ensuring that these risks are effectively mitigated. The Senior Director of Risk Management is responsible for reviewing Inmarsat's risk profile against the business's risk appetite; making recommendations to management in relation to risk profile and key controls; reviewing risk methodologies, metrics and policies; and assessing major risk-related projects. Climate change related issues are monitored by the Senior Director of Risk Management through the Central Risk Committee reporting process. The Senior Director of Risk Management reports to the Chief Corporate Affairs Officer and Company Secretary.

Aligning remuneration of our leaders is a key way we are able to align objectives internally on ESG and climate issues. The Chief Corporate Affairs Officer's annual financial remuneration takes into account successful risk management globally, including risk management relating to climate change. The CEO has financially linked objectives relating to health and safety across the group and monitoring the performance of ESG requirements.

RISK MANAGEMENT

Inmarsat has identified climate-related risks and opportunities within its risk management process for multiple years. To date, we have reported on the following identified climate-related risks and opportunities through our CDP submission:

CLIMATE-RELATED RISKS

- Physical climate risks causing damage to our ground network which includes data centres, satellite access stations and land earth stations
- Current and emerging regulation (such as TCFD and other emissions reporting obligations such as Streamlined Energy and Carbon Reporting)
- Reputational risk of failing to maintain our trusted

brand and reputation through effective management of ESG-related issues

CLIMATE-RELATED OPPORTUNITIES:

- Technology - technological improvements or innovations that support the transition to a low-carbon, energy-efficient economic system
- Markets - shifts in supply and demand for certain commodities, products, and services as a result of climate change

Currently we use three time horizons to assess our climate-related risks, short term (0-1 year), medium term (1-5 years) and long-term (5-20 years). Our medium term risk horizon relates to our long-range business plan and spans five years. Our long-term risk

horizon aligns to the length of time our satellites are operational in space.

Given the material importance of climate impacts, it continues to be a key objective to improve the risk management processes across the Group. During 2021, we will be undertaking a full review of possible climate-related impacts and assess them based on significance and relevance. Using the outputs of this assessment, we will review next steps to embed identified risks into our risk management framework.

STRATEGY

Our overall aim is to provide our stakeholders with reasonable assurance as to the long-term sustainability of our business by meeting the challenges of an ever-changing global

economy. We currently have mitigating controls in place for some of our climate-related risks, such as our site selection due diligence processes, which considers climatic geographical changes for any new network sites. Following our 2020 ESG assessment, we plan to undertake a high-level scenario analysis to better understand the changes in climate, economic and societal impacts and how these affect us directly. We will review and upskill our employees and leadership teams on the potential mitigation gaps and areas of strategic focus to build Inmarsat's long-term climate resilience.



METRICS AND TARGETS

In 2019, we updated our carbon targets to ensure they aligned with the latest climate science and with the UK's commitment under the UN Paris Agreement, thereby contributing to the global effort to prevent the worst consequences of climate change. As part of our journey towards setting a science-based target, we set and internally approved a Scope 1 and 2 reduction target of 29% in Scope 1 and 2 emissions by 2025 relative to our 2018 baseline. Further to this, we are working to set a science-based target covering our Scope 3 emissions in 2021 and to submit these for validation by the Science-based Target Initiative. As a key step towards setting a Scope 3 target, during 2020 we undertook a Scope 3 scoping and footprint exercise to understand our emission hotspots within our value chain. Further details of our complete carbon footprint and our emissions reduction initiatives can be found on pages XX.

ANTI-CORRUPTION

GRI 205

Inmarsat is a global company committed to ensuring our employees maintain high standards of personal and professional integrity. We conduct our business in an honest and ethical manner with a zero tolerance policy to bribery and corruption. We comply with local laws where we operate and in 2020, we have received no fines or penalties associated with non-compliance to any law relating to the environment, human rights violations, labour standards, anti-corruption or tax evasion.

Our compliance team regularly reviews our processes to ensure that we maintain an open and honest culture and promote the existence and principles of our 'speak up' policy.

As part of our commitment to preventing bribery and establishing a culture that does not tolerate corruption in whatever form it takes, we ask our employees and contractors to undertake

training on an annual basis and confirm that they understand the implications for breaching our policies for themselves as individuals and for the business. 98% of employees globally completed training on bribery and anti-corruption in 2020 using our online training platform. This training also forms a key part of the employee on-boarding process. We also have regular competition law training sessions to ensure anti-competitive behaviour does not occur. Our various policies are available here on our website and are fully endorsed by the Board.

We also communicate our policies with external stakeholders as part of our on-boarding and screening processes. Before entering into any contracts with suppliers, all are required to attest to upholding the UK Bribery Act 2010 and the U.S. FCPA, further highlighting our commitment to operating in an ethical manner.

During 2020 there were no reported incidents or violations of corruption. We also had no legal cases relating to corruption brought against us or our employees. Furthermore, our desire to make a difference for our customers means that we had no legal actions, pending or completed, regarding anti-competitive behaviour.

GRI 206



MAXIMISING OUR EFFICIENCIES

GRI 302

Inmarsat has a sizeable energy consumption footprint due to the nature of its business and consequently this impacts on our greenhouse gas emissions footprint. We are therefore focused on finding new and innovative ways to minimise our energy usage and create efficiencies in our business practice.

To ensure we monitor our environmental impact more closely, we established a Sustainability Committee in 2019. Its key purpose is to ensure that Inmarsat leads the way within its industry in the effort towards mitigating or eliminating environmental impact. Our Sustainability Committee has a set of key objectives, including to enhance our operations from a sustainability perspective, and to reduce our emissions footprint. This committee will be fundamental in monitoring our progress towards a more sustainable future and identifying new opportunities to minimise our impact.

Despite 2020 being a challenging year due to the Covid-19 pandemic, we have been able to implement

some new energy efficiency initiatives across our operating sites. This has included replacing lighting with LEDs at our offices in Sydney, Reston and Dubai. Additionally, in our Auckland office, our uninterruptible power supply (UPS) system was upgraded to replace the previous system. This system has a much higher load factor (efficiency) of 96% vs our previous systems (91.55%). This improvement in demand efficiency has achieved a significant energy saving for our UPS of approximately 4kW, or 96kWh per day.

Alongside implementing efficiency initiatives, we recognise the importance of switching to low carbon fuels across our offices. This minimises our carbon footprint, whilst reducing future regulatory changes, and minimises our risk to the expected increase in future fossil fuel prices. Overall, 40% of the electricity we use is from renewable sources, with two of our three sites in the Netherlands on 100% renewable tariffs.

The Covid-19 pandemic presented us with some environmental benefits, notably due to the increase in our employees working from home globally rather than travelling for meetings and conferences. In response to reduced occupancy levels across our offices, our operations teams reviewed building management systems and implemented shutdowns on non-essential systems, such as air-conditioning, and enabled lighting automation. This helped generate both energy and emissions savings, but also cost savings across the business.

The table below demonstrates our energy consumption for the last two years, as well as our year-on-year change.

Energy Consumption (MWh)	2020	2019	Year-on-year % change
Electricity	33,445	35,058	-4.6%
Fuels	4,107	6,282	-34.6%
Total	37,552	41,340	-9.2%
Energy intensity (MWh) per location	20.2	22.0	-9.2%

A low-angle photograph of a rocket launch. The rocket is white with a blue band near the top and is ascending vertically. A massive, bright orange and yellow plume of fire and white smoke billows from the base of the rocket, partially obscuring the launchpad structure. The launchpad is a complex of metal scaffolding and platforms. The sky is a clear, deep blue.

OUR RESEARCH INTO NET ZERO SATELLITE LAUNCHES

Inmarsat recognises the importance of reducing the environmental impact of satellite launches as they are energy intensive. Across the satellite industry, there has been a shift towards the adoption of cleaner, electrical propulsion and investigation into the use of alternative, cleaner fuels for space launches as an approach to maximizing efficiency and reducing emissions.

2021 will see us investigating our satellite build and launch emissions further to understand what the possibility is of a net zero launch.

This ambitious initiative is in its infancy but one we hope will be a future success story for us and the satellite industry.

TACKLING OUR CARBON FOOTPRINT

GRI 305

Inmarsat currently operates in 38 locations. Due to our activities and global presence, we recognise the importance of minimising our carbon footprint and finding innovative ways to do so.

Our satellites have a life span of approximately 15 years. Currently, we require upwards of 50 primary materials to construct our satellites. This long lifespan helps to reduce the consumption of these natural resources, minimising our carbon footprint. De-orbiting our satellites is also conducted in full compliance with the relevant International Organization for Standardization (ISO) standards, ensuring we minimise our impact where possible.

As part of our sustainability commitment, we are working with our sustainability partner, Carbon Intelligence, to submit our science-based targets (SBT), operated by the Science Based Targets Initiative (SBTi). The SBTi is a joint initiative by CDP, the UN Global Compact, the

World Resources Institute and WWF. It is intended to increase corporate ambition on climate action by mobilising companies to set GHG reduction targets consistent with the level of decarbonisation required by science to limit warming to less than 1.5°C / 2°C compared to preindustrial temperatures.

In 2019 we set and internally approved a Scope 1 and 2 reduction target of 29% by 2025, relative to our 2018 baseline. This reduction target was achieved for 2020. However, we recognise that this reduction can be attributed to the impact of Covid-19, therefore we will continue to focus on reducing our emissions as business returns to normal. In 2021, we will be looking to set a SBT that covers our Scope 3 emissions, with the aim of submitting these targets to the SBTi for validation. 2020 was the first year that we measured our Scope 3 footprint, aiming to understand key emission hotspots in our value chain.

The below table highlights our Scope 1, 2 and 3 emissions. Compared to 2019, our Scope 1 and 2 emissions intensity has decreased by 14% from 5.1 (2019) to 4.4 (2020) tCO2e/FTE (using the market-based Scope 2 accounting approach). Our absolute Scope 1 and 2 market-based emissions reduced by 31%, a higher reduction compared to 2019 and 2018 combined, where the total emissions reduced by 21.5%. Although the Covid-19 pandemic assisted in minimising energy consumption, it must be acknowledged that it created difficulty in implementing new efficiency measures.

We have also observed a reduction in our Scope 3 emissions of 25% from 2019 to 2020. Of most significance is the 83% reduction in business travel emissions and a 21% reduction in purchased goods and services emissions. These observations are a direct outcome of reduced office use and minimal travel during the Covid-19 pandemic.



GHG SOURCE	2020	2019	2018
Scope 1 & 2 emissions			
Scope 1 (tCO ₂ e)	868	1528	862
Scope 2 (Location-Based) (tCO ₂ e)	11,381	12,759	14,053
Scope 2 (Market-Based) (tCO ₂ e)	7,452	7,953	11,213
Total Scope 1 and 2 Emissions (Location-Based)	12,249	14,288	14,915
Total Scope 1 and 2 Emissions (Market-Based)	8,320	9,481	12,075
Emissions intensity tCO₂e per full-time equivalent ('FTE') employee (location-based)	6.1	6.9	7.6
Emissions intensity tCO₂e per full-time equivalent ('FTE') employee (market-based)	4.4	5.1	6.1
Scope 3 emissions			
Purchased goods and services	210,774	265,220	331,410
Capital goods	5,694	13,561	12,133
Fuel-and-energy-related activities ¹	2,623	2,996	2,246
Upstream transportation and distribution	1,670	2,038	2,358
Business travel	1,790	10,660	15,344
Waste	16	78	13
Water	27	21	19
Employee commuting (incl. homeworking)	997	1536	1533
Upstream leased asset	-	930	-
Use of sold goods	191	117	118
End of life treatment of products	3	5	6
Total Scope 3 emissions	223,784	297,161	364,617
Total Scope 1, 2 & 3 Emissions (Location-Based)	236,033	311,449	379,532
Total Scope 1, 2 & 3 Emissions (Market-Based)	232,104	306,642	376,692

Scope 1: Natural gas combustion within boilers, gas oil combustion within generators, road fuel combustion within owned and leased vehicles, and fugitive refrigerants from air-conditioning equipment

Scope 2: Purchased electricity consumption for our own use

Scope 3: Purchased goods & services, capital goods, fuel and energy related activities (FERA), upstream transportation & distribution, waste, business travel, employee commuting, upstream leased assets (related to launch vehicles), use of sold goods and end of life emissions. Definitions of these Scope 3 categories can be found in Appendix I.

Inmarsat remains committed to investigating new, innovative methods to reduce our carbon footprint. In 2020, together with Cobham SATCOM we launched two new land satellite terminals:

1. The low-profile vehicular Cobham EXPLORER 323 BGAN terminal, offering speeds of up to 384kbps and up to 99.9% uptime to create a new standard in mobile communications.
2. The auto-point 'fly-away' Cobham EXPLORER 6075LX VSAT terminal, providing a stable connection with built-in WiFi and a considerably lighter terminal for greater portability.

Our strong relationship with Cobham has lead to the implementation of our new terminal refurbishment initiative. This initiative involves end users returning old terminals to Cobham, who then refurbish the terminals for use with new customers, thus avoiding terminal production. On average Cobham are expecting to refurbish approximately 20 terminals per month. This initiative is intrinsic to reducing waste consumption, contributing towards the circular economy principles whilst minimising both our energy usage and subsequent carbon emissions.

OUR ROLE IN SUPPORTING SUSTAINABLE FISHING

Climate change is set to have a significant impact on maritime ecosystems, through rising ocean temperatures and ocean acidification. Sustainable fishing practices are therefore vital to minimising impacts. As a result, there is now a growing global demand for new technologies and equipment that reduces adverse effects on these ecosystems, and fish in particular.

Inmarsat's Fleet One maritime broadband service is at the forefront of addressing sustainable fishing concerns. With seafood, sustainability and traceability are integrally linked and without connectivity, activities that take place at sea are difficult to monitor. The Fleet One Vessel Monitoring System enables fishing vessels to be monitored by owners and regulators more closely, whilst creating safer environments for workers. It offers uninterrupted access to navigation services, voice calls and messages, with 99.9% availability.

In 2020, we were awarded a new five-year contract with Cobham SATCOM, market leader in satellite communication services, to connect 732 fishing vessels within the Maldives Economic Exclusion Zone to our Fleet One service. It is currently recorded that fisheries provide jobs to over 30% of the Maldives' population, with stringent laws and regulations on unsustainable fishing in place, highlighting the need to manage any illegal activity. Our Fleet One service will support electronic catch documentation and traceability to combat Illegal, Unregulated and Unreported (IUU) fishing, thus providing the fishing vessels with a seamless and reliable monitoring service.



ADDRESSING SPACE DEBRIS AT INMARSAT

GRI 306

As a founding member of the Space Data Association, Inmarsat has always been at the forefront of space debris related activities. We share data with our 35 satellite operator members to coordinate activities and mitigate operational risks, such as collisions between spacecraft or damage from debris. In 2020 our ESG assessment unveiled that space debris is a key ESG issue that our stakeholders are thinking about, highlighting the need to focus on it.

We recognise that space debris poses a huge threat to operational satellites. There are almost 34,000 debris objects larger than 10cm, 900,000 debris objects between 1cm and 10cm, and 128 million objects between 1mm and 1cm in orbit. We are therefore focused on tackling the issue

of space debris and improving the positive correlation between collisions and the volume of space debris in orbit.

We have adopted the highest industry standards for sustainable space operations and mitigating space debris, including how we plan the disposal of our satellites when they reach the end of their commercial life.

We are actively engaged with key associations that establish standards for operators such as the Space Data Association and Commercial Integration Cell at the Combined Space Operations Centre. These associations are fundamental to making space operations safer and more reliable by providing information for tracking debris, collision avoidance and space situational awareness.

We support efforts and projects designed to automate alerts of potential space debris collision. This could reduce reliance on operators making collision avoidance manoeuvre decisions and create an effective way to manage space debris.

Additionally, we are part of the European Cooperation for Space Standardisation (ECSS) Space Debris and Space Traffic Management Working Group, an initiative that is striving to improve the existing issue of space debris and make it far more prescriptive to operators. A full list of our memberships can be found here on our website.

SOCIAL

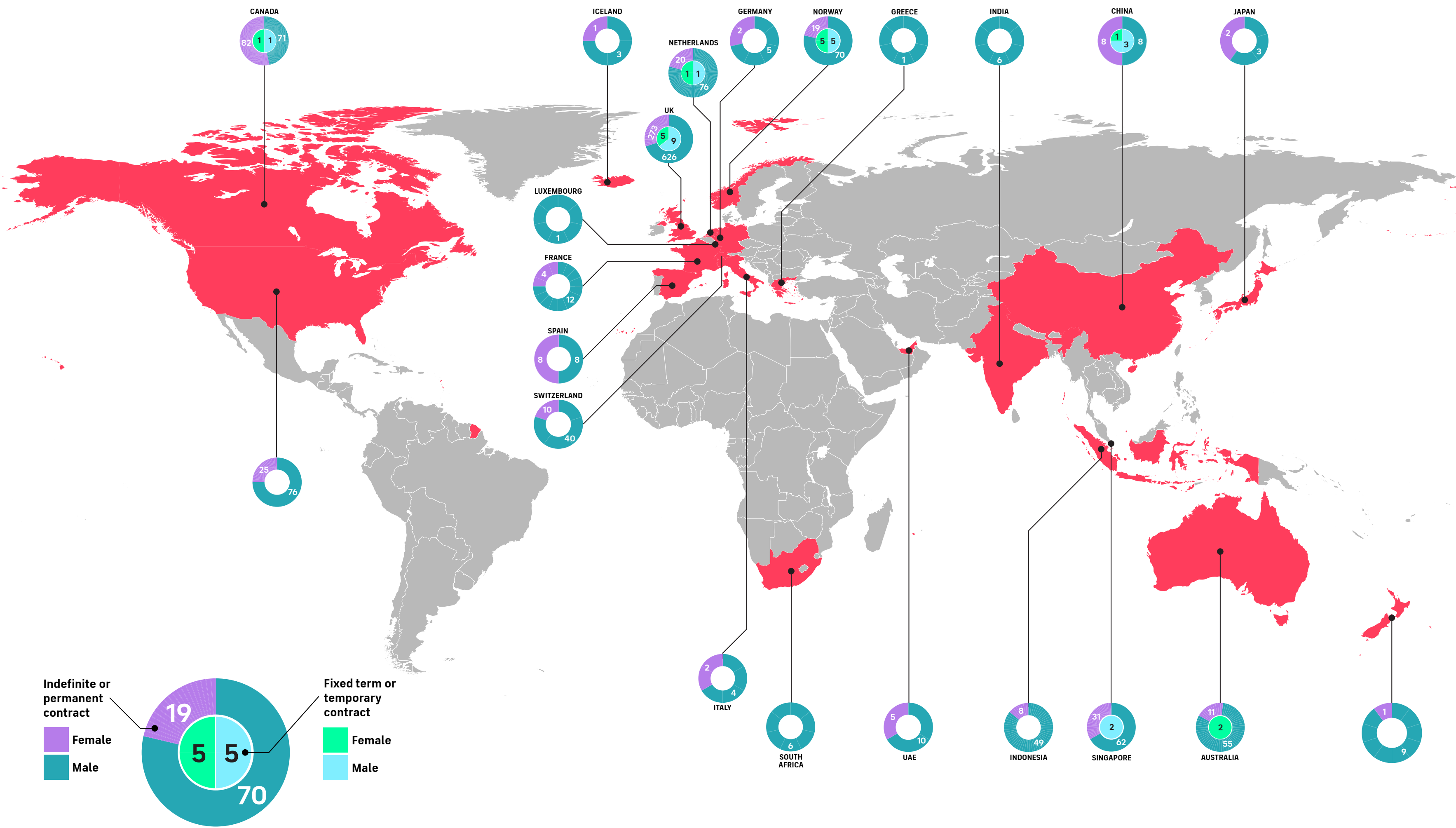


**INMARSAT'S STRENGTH IS IN
OUR UNIQUE VISION AND THE
WORLD-LEADING EXPERTISE OF
OUR PEOPLE.**

EMPLOYEE LOCATION AND GENDER

Inmarsat's strength is in our unique vision and the world-leading expertise of our people. Our employees are critical for our business growth and ability to respond to our ever-growing customer base. Our vision is to create the right organisation in terms of its operating model, culture, systems, processes and skills to enable a strong foundation for growth and to give us the ability to anticipate and respond to change in an agile manner.

We aim to offer a flexible and dynamic environment to ensure that employees stay for the long-term and enjoy career progression and growth. In 2020 we recorded 1,706 employees, with just under 30% being female. Of our total employee number, only 36 were on fixed term or temporary contracts, highlighting our commitment to provide a stable work environment for our employees.



INVESTING IN OUR PEOPLE

GRI 404

Inmarsat continues to transform the way we work through a number of programmes that focus on delivering processes that make our work simpler and easier, thus giving our people the right tools and resources to do their jobs more effectively. We look to create a dynamic working environment that promotes success across our employees, such as through quarterly all-staff gatherings, division and team briefings and 1:2:1 meetings between employees and managers. Having these open conversations about career development is part of our ethos and is key to both attracting new, and retaining existing employees.

We have a strong focus on our employees’ career development and regularly communicate with employees on their needs, ensuring we create bespoke career paths for employees. In 2020, our employees received an average of 54 minutes of training. We recognise that Covid-19 has created difficulties in delivering training due to the virtual nature of our working environment, hence the reduction in the training hours provided. However, despite Covid-19 we maintained our record of providing performance and career reviews to our employees, ensuring we remain engaged with employees on their career progression at Inmarsat.

To upgrade employee skills, we implemented Performance Management training for managers in order to help support manager and employee conversations. We also held training on how to hold productive meetings for all employees in order to increase productivity and ensure they are working as effectively as possible. Alongside our training modules, we are focused on developing the skills of our senior leadership level, such as the creation of a leadership framework. This is used to help drive improved leadership competency across our organisation. We have also been at the forefront of providing wellbeing training to support our employee’s mental and physical wellbeing. This has been particularly important during the Covid-19 pandemic.

Employee Category	Average Hours of Training Per Employee			
	Male		Female	
	2020	2019	2020	2019
Employees	53 minutes	1 hour 28 minutes	55 minutes	1 hour 36 minutes

PROMOTING AN INCLUSIVE WORKING ENVIRONMENT

GRI 405

Inmarsat has a zero tolerance policy to any forms of discrimination and is committed to having a diverse workforce. We recognise the importance of diversity amongst our employees and are committed to ensuring that employees are selected and promoted based on merit and ability, regardless of age, gender, race, religion, sexual orientation or disability. We have always been a highly diverse organisation, and we want to maintain this position. Our diversity and inclusion strategy was launched in 2018, where we look at all stages of

the employee life cycle from attraction and recruitment to development and retention. We have launched a diversity and inclusion survey for all employees in March 2021 and we will report on themes from this in next year's report.

Inmarsat currently has four well established employee networks: Women at Inmarsat, LGBTQ+, EDEN (Ethnic Diversity Empowerment Network) and a Veterans community group. We pride ourselves on creating an inclusive culture and take into account suggestions from our employees for the activities of these groups.

We are committed to gender diversity and recognise that our industry can be challenging for attracting female talent. Our overall gender ratio remained the same as 2019, however this year, we reported on an overall 8.3% increase in females at Line Manager position. Furthermore, our median gender pay gap was recorded at 21.2% this year, a reduction of 7.4% from 2019, highlighting our commitment to gender diversity. Our full Gender Pay Gap Report for 2020 can be found here.



GRI 405

NON-DISCRIMINATION

When recruiting, we value diversity in its broadest definition and work to provide opportunities for all, including for disabled employees reviewing the requirements of their working environment to accommodate practical changes as far as possible to allow them to continue in their daily work routine. If such changes were unrealistic to implement, we would review alternative employment options for the individual within the Group.

We do not tolerate discrimination in any form – race, gender, age, culture, and disability – against our employees, either from other employees or third parties. We can proudly say for 2020, we had no raised incidents of discrimination. In the instance that there was a case of discrimination, we have

anonymous helplines and email addresses that an employee can use if they experience or see such activity. We also actively encourage employees to speak directly to their manager.

GRI 418

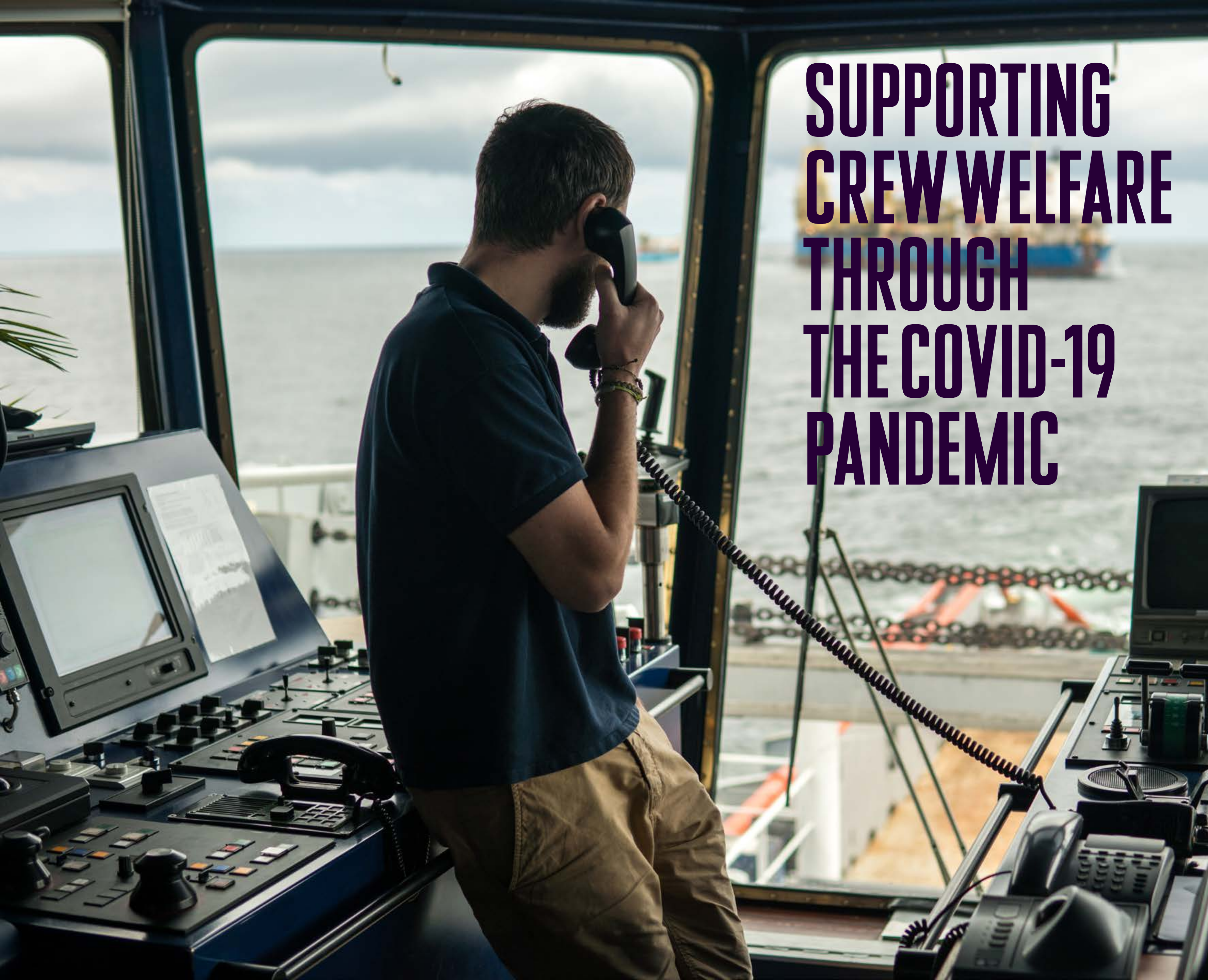
PROTECTING OUR CUSTOMERS

We own and operate highly reliable and secure satellite and ground networks. Cyber security is embedded throughout the lifetime of all of our technology and services; from design and production, through to operations and end-of-life. The data revolution continues to open up new possibilities for our industry as well as new risks. We recognise that creating trust with our customers is key to delivering a best in class service, thus implementing measures to guarantee cyber security is key. This is reflected in our performance this year, whereby

through our monitoring and incident response mechanism we have ensured that we have had no events that have had an adverse impact on our customers gmv.

Inmarsat adheres to internationally recognised standards and employs high quality monitoring and encryption capabilities. We are certified to recognised and established global security standards, including ISO 27001, as well as being certified under the UK Cyber Essentials Plus scheme and review our cyber security maturity against the U.S. National Institute of Standard and Technology Cyber Security Framework. Additionally, we pioneered Fleet Secure End Point developing the world's first cyber security solution specifically designed for the maritime industry.





SUPPORTING CREW WELFARE THROUGH THE COVID-19 PANDEMIC

Throughout the Covid-19 pandemic, it was estimated that 600,000 seafarers have been directly impacted, with travel restrictions making it difficult for workers to return home as well as some being left unemployed. This has demonstrated that connectivity plays a vital role in crew welfare, thus our position to provide support was clear.

In response to this crisis, throughout the Covid-19 pandemic, we have been working with the membership organisation, International Seafarers' Welfare and Assistance Network (ISWAN), and other maritime charities, ensuring that seafarers could remain connected. As part of this collaboration, we provided our maritime customers with free access to ISWAN's SeafarerHelp portal. This is a helpline for seafarers and their families available 24/7, where they can speak confidentially

about any problem or concern, ranging from financial stress to bullying and harassment. This platform is key to supporting seafarer wellbeing.

Over the Covid-19 pandemic, Inmarsat has also continued to provide satellite phones to chaplains in ports where seafarers were left stranded and without internet access. Furthermore, we partnered with crew healthcare specialist, VIKAND, and artificial intelligence start-up, FrontM, to launch a Covid-19 telemedicine service, enabling seafarers to have readily available access to healthcare through the means of technology. This initiative is now in operation on over 120 vessels, and we are proud to have been a part of its establishment.

APPENDIX I

SCOPE 3 CATEGORY DEFINITIONS

SCOPE 3 EMISSIONS CATEGORY	DEFINITION
CATEGORY 1: PURCHASED GOODS & SERVICES	Production of products purchased or acquired. Products include both goods (tangible products, terminals, SIM cards and ISAT phones) and services (intangible products).
CATEGORY 2: CAPITAL GOODS	Production or acquisition of capital goods purchased. Capital goods include equipment, machinery, satellites and fuel on-board satellites.
CATEGORY 3: TOTAL FUEL AND ENERGY RELATED EMISSIONS	The extraction, production and distribution of purchased fuels and electricity. Fuels include both fuels used in Inmarsat’s facilities and fuel on-board satellites.
CATEGORY 4: TOTAL UPSTREAM TRANSPORTION AND DISTRIBUTION	Transportation and distribution of products purchased between Inmarsat's tier 1 suppliers and its own operations in vehicles not owned or operated by Inmarsat. This category includes also the transportation of satellites parts, launch vehicles parts and launch vehicle's fuel.
CATEGORY 5: TOTAL WASTE GENERATED IN OPERATIONS	Disposal and treatment of waste generated.
CATEGORY 6: TOTAL BUSINESS TRAVEL	Transportation of employees for business-related activities in vehicles owned or operated by third parties, such as aircraft, trains, buses, and passenger cars.
CATEGORY 7: TOTAL EMPLOYEE COMMUTING	Transportation of employees between their homes and their worksites.
CATEGORY 8: TOTAL UPSTREAM ASSETS	Operation of launch vehicles which are leased by Inmarsat.
CATEGORY 11: TOTAL USE OF SOLD PRODUCTS	The use of goods sold by Inmarsat. This includes maritime terminals sold, aviation terminals sold and ISAT phones sold.
CATEGORY 12: TOTAL END-OF-LIFE TREATMENT OF SOLD PRODUCTS	Waste disposal and treatment of products sold by Inmarsat at the end of their life. This includes the total expected end-of-life emissions from all products sold (maritime terminals, aviation terminals, sim cards, and ISAT phones).

GRI INDEX

The GRI Content Index below shows our material GRI Topics and Disclosures selected for reporting in alignment with GRI Core.

Topic	GRI Standard Number	Description	Response	Page Number
General Disclosures	102-1	Name of the organisation	Inmarsat Group Holdings Limited Connect Bidco Limited	
General Disclosures	102-2	Activities, brands, products, and services	Global mobile satellite communications	
General Disclosures	102-3	Location of headquarters	London, UK	
General Disclosures	102-4	Location of operations	Australia, Canada, Indonesia, Netherlands, Norway, Singapore, United Kingdom of Great Britain and Northern Ireland, United States of America, New Zealand	
General Disclosures	102-5	Ownership and legal form	Private Company Limited by Shares Annual Report 2020	
General Disclosures	102-6	Markets served	Aviation, Maritime, Global Government and Enterprise Annual Report 2020	
General Disclosures	102-7	Scale of the organisation	Fully Reported in Annual Report 2020	
General Disclosures	102-8	Information on employees and other workers	Annual Report 2020	
General Disclosures	102-9	Supply chain	Annual Report 2020	
General Disclosures	102-10	Significant changes to the organisation and its supply chain	Annual Report 2020	
General Disclosures	102-11	Precautionary Principle or approach	Fully Reported in Annual Report 2020	
General Disclosures	102-12	External initiatives	<ul style="list-style-type: none">• Do Good to Feel Good campaign• Crew welfare – see Inmarsat Welfare 2.0 Report• Télécoms Sans Frontières (TSF)• Programme with Rainmaking’s Trade and Transport Impact (T&TI) and Bluetech Accelerator to support start-ups focused on Internet of Things and big data innovation in maritime, ports and logistics supply chain• Collaboration with International Seafarers’ Welfare and Assistance Network and maritime charities to improve seafear wellbeing	
General Disclosures	102-13	Membership of associations	TBC	
General Disclosures	102-14	Statement from senior decision-maker	Fully Reported in Annual Report 2020	
General Disclosures	102-16	Values, principles, standards, and norms of behaviour	Fully Reported in Annual Report 2020	
General Disclosures	102-18	Governance structure	Fully Reported in Annual Report 2020	

Topic	GRI Standard Number	Description	Response	Page Number
General Disclosures	102-40	List of stakeholder groups	Investors Senior Management Executive of Inmarsat Employee Supplier Customer	
General Disclosures	102-41	Collective bargaining agreements	Employees in the Netherlands and Australia are covered by collective bargaining agreements.	
General Disclosures	102-42	Identifying and selecting stakeholders	Materiality section	
General Disclosures	102-43	Approach to stakeholder engagement	Materiality section	
General Disclosures	102-44	Key topics and concerns raised	Materiality section / 2020 employee survey	
General Disclosures	102-45	Entities included in the consolidated financial statements	Fully Reported in Annual Report 2020	
General Disclosures	102-46	Defining report content and topic Boundaries	Materiality section	
General Disclosures	102-47	List of material topics	Materiality section	
General Disclosures	102-48	Restatements of information	Any restatements or changes in reporting have been stated within the report	
General Disclosures	102-49	Changes in reporting		
General Disclosures	102-50	Reporting period	Calendar Year 2020	
General Disclosures	102-51	Date of most recent report	Calendar Year 2019	
General Disclosures	102-52	Reporting cycle	January to December 2020	
General Disclosures	102-53	Contact point for questions regarding the report	Kerry.Chipchase@inmarsat.com	
General Disclosures	102-54	Claims of reporting in accordance with the GRI Standards	Fully reported	
General Disclosures	102-55	GRI content index	Fully reported	
General Disclosures	102-56	External assurance	The information disclosed has not been externally assured.	
Management Approach	103-1	Explanation of the material topic and its Boundary	Fully reported	
Management Approach	103-2	The management approach and its components	Fully reported	
Management Approach	103-1	Evaluation of the management approach	Fully reported	

ECONOMIC DISCLOSURES				
Topic	GRI Standard Number	Description	Response	Page Number
Economic Performance	201-1	Direct economic value generated and distributed	Fully reported	
	201-2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	Partially reported	
Anti-Corruption	205-1	Operations assessed for risks related to corruption	Fully reported	
	205-2	Communication and training on anti-corruption policies and procedures	Fully reported	
	205-3	Confirmed incidents of corruption and actions taken	Fully reported	
ENVIRONMENTAL DISCLOSURES				
Topic	GRI Standard Number	Description	Response	Page Numbers
Energy	302-1	Energy consumption within the organisation	Fully reported	
	302-2	Energy intensity		
	302-4	Reduction of energy consumption	Fully reported	
Emissions	305-1	Direct (Scope 1) greenhouse gas (GHG) emissions	Fully reported	
	305-2	Energy indirect (Scope 2) GHG emissions	Fully reported	
	305-3	Other indirect (Scope 3) GHG emissions	Fully reported	
	305-4	GHG emissions intensity	Fully reported	
	305-5	Reduction of GHG emissions	Fully reported	
Waste	306-1	Waste generation and significant waste-related impacts	Partially reported	
	306-2	Management of significant waste -related impact	Partially reported	
SOCIAL DISCLOSURES				
Training & Education	404-1	Average hours of training per year per employee by gender, and by employee category	Partially reported	
	404-2	Programs for upgrading employee skills and transition assistance programs	Fully reported	
	404-3	Percentage of employees receiving regular performance and career development reviews	Partially reported	
Diversity & Equal Opportunity	405-1	Diversity of governance bodies and employees	Fully reported	
	405-2	Ratio of basic salary and remuneration of women and men	Fully reported	

Topic	GRI Standard Number	Description	Response	Page Number
Public Policy	415-1	Total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary	Inmarsat did not directly or indirectly make any financial or in-kind political contributions this year.	
Customer Privacy	418-1	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Fully reported	
Training & Education	404-1	Average hours of training per year per employee by gender, and by employee category	Partially reported	
	404-2	Programs for upgrading employee skills and transition assistance programs	Fully reported	
	404-3	Percentage of employees receiving regular performance and career development reviews	Partially reported	
Diversity & Equal Opportunity	405-1	Diversity of governance bodies and employees	Fully reported	
	405-2	Ratio of basic salary and remuneration of women and men	Fully reported	
Public Policy	415-1	Total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary	Inmarsat did not directly or indirectly make any financial or in-kind political contributions this year.	
Customer Privacy	418-1	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Fully reported	



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