



2021 ESG REPORT

INMARSAT ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021



SUSTAINABLE GOALS

ABOUT THIS REPORT	3
INTRODUCTION	4
Our Commitment to Wellbeing	5
MATERIALITY & STAKEHOLDER ENGAGEMENT	6
Material Issues to Internal and External Stakeholders	6
ENVIRONMENTAL	8
Decarbonising Our Operations	9
Innovating to Improve Efficiency	14
Managing Waste at Inmarsat	17
SOCIAL	18
Developing Our People	20
Promoting an Inclusive and Diverse Working Environment	22
Valuing our Diversity	23
Improving Diversity and Inclusion for the Future	24
ECONOMIC PERFORMANCE & GOVERNANCE	25
Sustainability Governance at Inmarsat	26
Generating Economic Value	27
Understanding Climate Risk	28
Anti-Corruption	31
Systems Integrity	32
APPENDIX I	34
Scope 3 Category Definitions	34
GRI INDEX	35

ABOUT THIS REPORT

This report, produced by Inmarsat, has been reviewed by its Sustainability Committee and is presented as a true and accurate reflection of our sustainability practices over the 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. Focusing on these standards allows us to engage effectively with stakeholders and prioritise key sustainability issues. We have referenced disclosures aligned to the GRI Standards with this icon:

The boundary of our corporate responsibility disclosures is the same as the "operational control" approach we use to consolidate greenhouse gas (GHG) emissions. Our chosen GHG methodology (Defra's Environmental Reporting Guidelines) defines this as operations where we, have full authority to introduce and implement our operating policies. This approach incorporates all of our entities with sustainability impacts that are actually or potentially material, including social and governance impacts.



INTRODUCTION

Inmarsat is the leader in global mobile satellite communication services. For over 40 years, our satellite networks have reached every aspect of life, all over the planet, to keep communities, companies and countries connected when it matters most. Today our world class infrastructure, the most advanced and resilient of its kind, ensures we are providing a connectivity lifeline, even in the most remote and challenging locations.

We serve four key markets: maritime, government, aviation, and enterprise, thus our customer basis ranges hugely, from airlines to shipping and aid agencies. Our mission is to enable global connectivity by delivering innovative, end-to-end solutions to remote and mobile network requirements for our customers. We also work closely with our global network of technology, manufacturing, resale and wholesale partners. Together we ensure we are continually innovating, developing and delivering the solutions and services necessary to enable a truly digital society.

We currently own and operate 15 satellites in geostationary orbit, 35,786km above the Earth. These satellites operate L-band,

Ka-band and S-band services. Our satellites support mission critical services for our partners and customers; we have seen increased data demand by customers across the globe. We recently launched the first of our sixth generation hybrid satellites, combining both L-band and Ka-band payloads which will support a new wave of capabilities.

During the year we announced ORCHESTRA, our multi-dimensional mesh network that combines satellites in GEO, HEO and LEO orbits as well as terrestrial 5G. Unlike other satellite service providers, we are not restricted to a single orbit or technology and are committed to bringing the right capacity network performance to our customers in the most efficient way possible.

Alongside our operational performance and dedicated customer service, we continue to make a difference by improving global sustainability and promoting employee wellbeing. We recognise that climate change presents both risks and opportunities to our operations, investors and stakeholders. Therefore, it is fundamental that we consider its impacts across our value chain.

To evidence our focus on sustainability and commitment to transparency, we respond annually to CDP, having completed the Climate Change questionnaire for the last five years. Furthermore, we have used these disclosures as an opportunity to advance our understanding of our climate risks and opportunities. These have been informed by recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). In 2021, we continued to work closely with our sustainability partner, Carbon Intelligence, to undertake climate risk identification and scenario analysis. This modelled the likelihood and severity of our most material climate risks and opportunities. Further details can be seen in the 'Understanding Climate Risk' section of this report on page [28](#).

OUR COMMITMENT TO WELLBEING

Inmarsat takes a people-first approach to operating our business, which has become increasingly pertinent in light of the Covid-19 pandemic. In 2021, we focused on two principal areas: formalising our approach to flexible working and rolling out a comprehensive wellbeing programme. These are designed to optimise the long-term productivity of our global workforce, encourage positive work-life balance and support good mental health and lifestyle behaviours.

We introduced 'No-meetings Fridays' during 2021 to encourage healthier meeting habits and to create more time and space to complete work. In addition to this, we launched our compressed working hours policy, which allows our people to work slightly longer hours during the week in exchange for alternate Fridays off, without affecting their annual leave entitlement or remuneration. We have also formalised and rolled

out new working patterns for all employees to enable flexible working on a permanent basis. All of these flexible working policies and practices are available globally.

Our wellbeing approach comprises four pillars: mental, physical, social, and financial wellbeing. As levels of remote working remained high throughout 2021, we focused on encouraging people to stay physically active and to retain their connections with one another to support positive mental and social health. We rolled out several wellbeing initiatives in 2021:

- In March and April, we organised a **team step count challenge** – this involved 26 teams and 135 participants. A total of 40,868,209 steps were completed by all involved, which is approximately 31,141km!
- In July and August, we ran an **Inmarsat Olympics**. This saw a

total of 78 competitors competing in virtual running, swimming, cycling and walking challenges.

- We developed our **mental health awareness training programme** to give our managers the tools to spot someone in crisis and to better support their teams. The programme ran between June to September 2021 and saw 159 managers take part.
- During **Men's Health Week and Mental Health Awareness Week** we shared information and held talks to promote awareness and to support our employees.
- We also arranged **Chat Roulette** to connect people with others they may not otherwise have met, expanding people's networks and re-creating the chance encounters we miss about being in an office setting. A total of 67 people took part, from 13 different locations.

MATERIALITY AND STAKEHOLDER ENGAGEMENT

MATERIAL ISSUES TO INTERNAL AND EXTERNAL STAKEHOLDERS

We recognise the value of reporting on our significant economic, environmental and social impacts, and we proactively identify the issues that are perceived as important to our stakeholders and the business. Customer, accountability, respect and excellence are key values that shape the way we work and are integrated across all business functions and levels.

Materiality is a principle used in decision-making to define whether an issue is sufficiently important to warrant attention. Materiality assessments form the backbone of our sustainability reporting, and the process involves engaging stakeholders for their input on the most important the Environmental, Social & Governance (ESG) issues facing our business.

We report annually on ESG matters that are most material to our

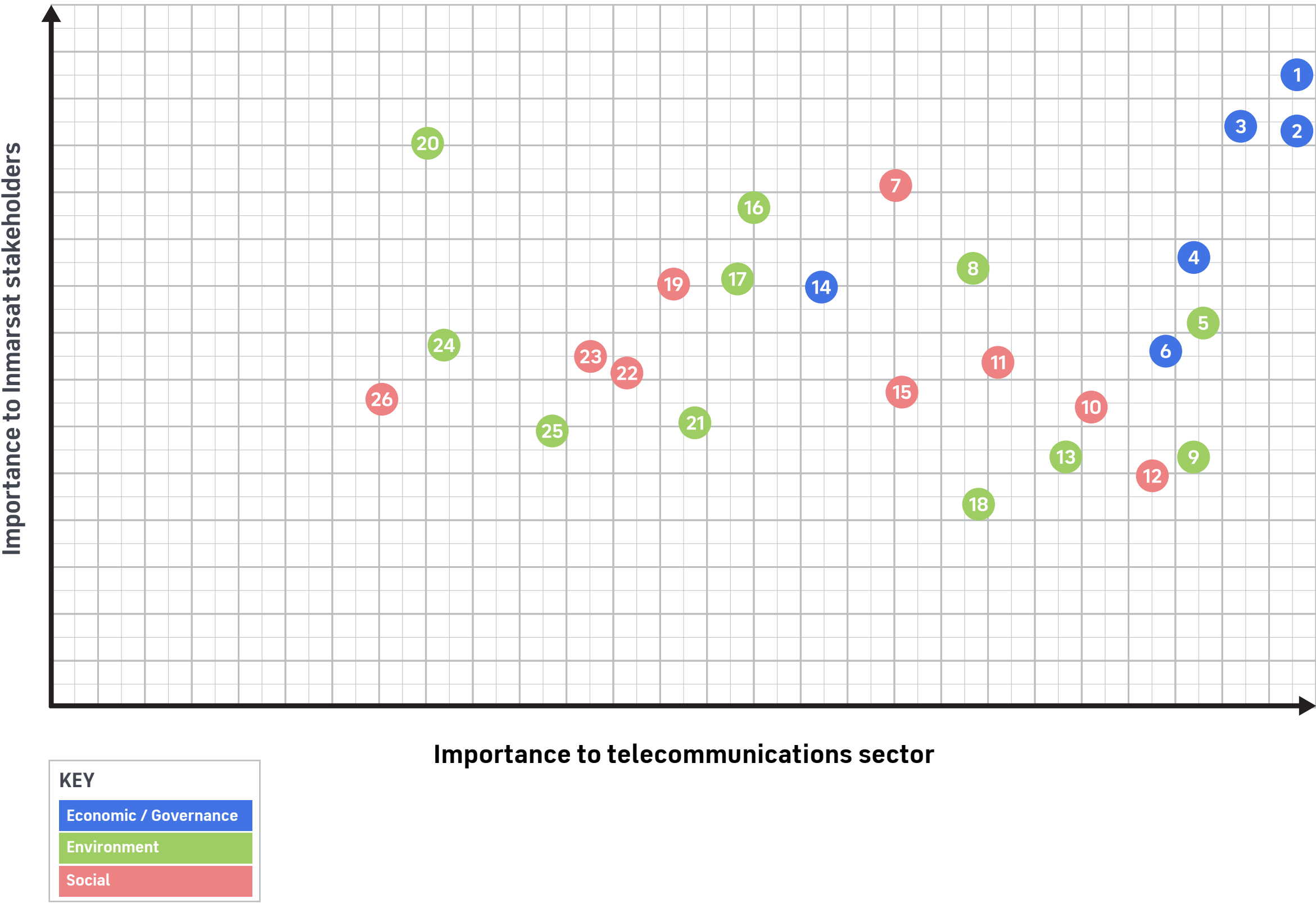
business and our stakeholders. Both internal and external stakeholders were involved and these groups included our shareholders, customers, partners, employees, investors, suppliers, and local community groups. With the support of our sustainability partner, Carbon Intelligence, an e-survey was distributed to understand the level of stakeholder concern regarding a wide range of ESG issues.

In 2021, we received a total of 133 responses to the survey. This is the largest number of responses we have received since originally initiating the materiality exercise in 2016 demonstrating increasing appetite for action and accountability against ESG priorities. Each year, the outcomes of the assessment are used to inform our approach to sustainability impact areas, enabling us to implement a targeted strategy.

We 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 on the next page, ranked in terms of their perceived importance to the business and our industry, as well as the level of concern for stakeholders.





- Top 10 material issues**
(based on external and internal stakeholder responses)
- 1. Cyber Security
 - 2. Customer privacy
 - 3. Anti-bribery and corruption
 - 4. Development and protection of intellectual property rights
 - 5. Energy efficiency of operations
 - 6. Revenue
 - 7. Internal training and investment
 - 8. Achieves Science-Based Target
 - 9. Environmental impact of satellite launches
 - 10. Employment opportunities for minority groups
 - 11. Environmental impact of space debris
 - 12. Public policy & political contributions

- 13. Raw material consumption
- 14. Charitable donations
- 15. Diversity & equal opportunity
- 16. Customer energy efficiency
- 17. Waste in operations
- 18. Water use reduction
- 19. Supports wellbeing
- 20. Customer climate change adaption
- 21. Supplier engagement on emissions reduction
- 22. Improves community wellbeing
- 23. Supplier social screening
- 24. Renewable energy sources
- 25. Supplier meeting environmental standards
- 26. Employee travel emissions reduction

The results of the 2021 ESG Materiality Assessment follow the wider industry trends of ESG issues moving up the agenda. As in previous years, cyber security and customer privacy remain the most important topics for Inmarsat. This is to be expected considering our industry and the rapidly changing technology landscape. We recognise the importance of cyber and network security and have a dedicated cyber security team with a focus on safeguarding our network and staying ahead of potential technological threats.

This year we have seen the increase in Environmental focused categories. There are three Environmental issues in the top 10: energy efficiency in operations, achieving our Science-Based Target (SBT) and the environmental impacts of satellite launches. This reflects the growing importance of environmental issues within the industry and how it is vital that Inmarsat addresses energy efficiency and emissions reductions across our operations.

ENVIRONMENTAL



DECARBONISING OUR OPERATIONS



As an organisation founded to deliver life-saving satellite communication services, we have a responsibility to protect the planet through sustainable operations and we take great care to effectively harness the Earth’s resources – both on the ground and in space.

Inmarsat currently operates in 37 locations. We continuously seek to further reduce our global CO₂ emissions and energy consumption across all our operations. 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 a minimum of 15 years, although our longest-serving spacecraft, Inmarsat-2 F2, was in service for nearly 24 years. We require approximately 50 primary materials to construct our satellites and so this long lifespan helps to reduce the consumption of these natural resources, minimising our impact on the environment. 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.

Looking beyond our direct climate impact, we work with our sustainability partner, Carbon Intelligence, to annually quantify emissions from our direct (Scope 1 and 2) and indirect (Scope 3) activities, engaging with the suppliers and customers in our value chain to set meaningful emissions reduction targets.



In 2021, we worked with Carbon Intelligence to submit our near-term Science-Based Target (SBT) for approval 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. The SBTi 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 compared to pre-industrial temperatures.

Our SBT consists of the following targets:

- Reduce absolute Scope 1 & 2 GHG emissions by 64% by 2030 from a 2019 base year.
- Reduce absolute Scope 3 GHG emissions by 28% by 2030 from a 2019 base year.

The proposed absolute emissions reduction target is ambitious as it aligns to a well-below 2°C pathway and covers 100% of Scope 3 emissions. Inmarsat’s Scope 3 emissions make up 97% of the total baseline emissions footprint. Our roadmap to achieving these commitments includes engaging with suppliers to both obtain supplier-specific emissions data as well as engaging with them to set their own SBTs by 2024. Furthermore, to address emissions related to

products, Inmarsat is undertaking a lifecycle analysis on main products and setting a reduction target of 30% for future product versions into its roadmap. In terms of tackling emissions from upstream transportation and distribution, Inmarsat has started a supply chain project to look at streamlining logistics around the operations which will ensure carbon savings. This is modelled as moving 30% of air freight to road freight and further savings will be seen from reduced logistics movement.

In 2022, Inmarsat will seek to develop a long-term net-zero target aligned to the SBTi, as companies who adopt the SBTi Net-Zero Standard are required to set both near-term and long-term Science-Based Targets. Long-term targets aim for emissions reductions of at least 90-95% by 2050.

In 2021, Rajeev Suri, our CEO, called for a 'Net Zero' equivalent for space to ensure the sustainability of the industry and the benefits it brings to people on Earth.

"We talk about Net Zero on Earth. I am calling for the equivalent to Net Zero for space. This will require:

- Improved tracking and data sharing between space operators. For example, Inmarsat is a founder and Executive Member of the Space Data Association, which works with other satellite operators to share critical data on satellite positions and movements. This promotes responsible operations to reduce the probability of collisions and space debris, making space operations safer and more reliable. This is a model that can be followed in other satellite orbits.
- The implementation of operational norms of behaviour.
- We need a greater focus by regulators on the impacts on the environment of burning up low earth orbit satellites in the atmosphere and on ensuring responsible space operations in that orbit.

**...WE CANNOT DRIVE
SPACE GROWTH IN AN
UNSUSTAINABLE WAY"**

CLOUD FIRST STRATEGY

During 2021, Inmarsat started the process of moving a targeted 85% of legacy infrastructure from on premises, self-managed data centres, to Cloud Services Providers. This is part of Inmarsat's Cloud First Strategy which targets the Group IT Corporate Estate of Infrastructure, which ultimately serves the majority of the business, along with Inmarsat's customers.

The legacy infrastructure that makes up servers and data centres is inherently inefficient, consuming vast amounts of electricity. In 2021, Inmarsat moved approximately 1,200 servers to a high efficiency cloud and retired almost 1,000 servers. This has resulted in a saving of an estimated \$10-11 million in energy and will reduce energy consumption by approximately 70%. This transformation will have a positive impact on Inmarsat's carbon footprint, with a reduction

in both electricity consumption and emissions is due to the increased efficiency of Cloud environments compared to physical data centre storage.

Infosys played the lead Systems Integrator role to execute this project in partnership with Amazon Web Services (AWS) and Inmarsat. AWS is focused on efficiency and will transfer to be 100% powered by renewable energy in 2025.

The cloud-first platform gives Inmarsat reliable and streamlined processes, for a more secure and agile performance, and means we can rapidly develop or evolve products.

Tim Brown, Senior Director, Cloud and Operations (Group IT) of Inmarsat, said "our primary goal to move to the cloud and setting up of Systems Applications and Products (SAP) applications on a modern

environment and architecture. Infosys delivered this program successfully in an expedited seven-and-a-half-month timeline and on budget, working closely with AWS Professional Services and Inmarsat as a single team."

It is early days, but there has been a significant reduction in maintenance and licensing costs. In the cloud, Inmarsat can scale up and down with the business, and the response times for dialogue processes for the SAP systems have improved almost 40%, while the response to SAP requests has seen an improvement of around 10%.

INMARSAT COLLABORATED WITH INFOSYS TO MIGRATE THEIR SAP ERP LANDSCAPE TO AWS CLOUD



SCOPE AND EMISSIONS

The table highlights our Scope 1, 2 and 3 emissions. Compared to 2020, our Scope 1 and 2 emissions intensity has increased by 24% from 4.4 (2020) to 5.5 (2021) tCO₂e/FTE (using the market-based Scope 2 accounting approach). As well as our energy efficiency initiatives, which are described further on page 14, we have seen a decrease in our fuel consumption primarily due to a reduction in gas consumption at our London site. However, the amount of electricity from renewable sources has decreased This was driven by the move of our Houston site though we are currently in discussions with our new landlord to source a renewable energy contract, in line with our emissions target ambition.

We have also observed an increase in our Scope 3 emissions of 86% from 2020 to 2021. This was largely due to the launch of a new satellite with at the end of 2021.

GHG SOURCE	2021	2020	2019
SCOPE 1 AND 2 EMISSIONS			
Scope 1 (tCO ₂ e)	696	868	1,528
Scope 2 (Location-Based) (tCO ₂ e)	10,515	11,381	12,759
Scope 2 (Market-Based) (tCO ₂ e)	8,839	7,452	7,953
Total Scope 1 and 2 Emissions (Location-Based) ¹	11,211	12,249	14,288
Total Scope 1 and 2 Emissions (Market-Based) ¹	9,535	8,320	9,481
Emissions intensity tCO ₂ e per full-time equivalent ('FTE') employee (Location-Based) ¹	6.4	6.5	7.7
Emissions intensity tCO ₂ e per full-time equivalent ('FTE') employee (Market-Based) ¹	5.5	4.4	5.1
SCOPE 3 EMISSIONS			
Purchased goods and services ²	67,984	57,302	98,906
Capital goods	13,105	5,694	13,561
Fuel-and-energy-related activities	3,589	2,623	3,119
Upstream transportation and distribution	39,226	1,670	2,038
Business travel	319	1,790	10,660
Waste	20	16	78
Water	7	27	21
Employee commuting (incl. homeworking)	2,216	997	1,536
Upstream leased asset	1,677	-	2,433
Use of sold goods	209	191	117
End of life treatment of products	2,492	3	5
Total Scope 3 emissions ²	130,838	70,312	132,474
Total Scope 1, 2 & 3 Emissions (Location-Based)	142,049	82,561	146,761
Total Scope 1, 2 & 3 Emissions (Market-Based)	140,373	78,632	141,955

We also saw a high level of product sales and therefore the emissions related to our products such as procurement, logistics, product energy use and disposal of products increased from previous years.

¹ 2019 Scope 1 emissions related to Natural gas consumption have been restated. Prior to this restatement, emissions intensity tCO₂e per full-time equivalent ('FTE') employee (location-based) was 6.1 (2020) and 6.9 (2019) tCO₂e/FTE. This was due to Scope 1 emissions not being included.

² 2019 and 2020 Scope 3 emissions related to Purchased Goods & Services have been restated. Prior to this restatement, Scope 3 emissions related to Purchased Goods & Services were 210,774 (2020) and 265,220 (2019) tCO₂e. This was due to the incorrect emissions factor applied to calculate emissions from the make of maritime terminals.

Emissions from the consumption of electricity outside the UK and Scope 2 emissions calculated using the market-based approach using supplier specific emission factors are calculated and reported in tCO₂. The emissions intensity calculation is based on a figure of 1,770 employees (including homeworkers) in 2021, 1,881 employees (including homeworkers) in 2020, and 1,849 employees in 2019. Note that the Nemea Land Earth Station has not been included this year due to a lack of available data.

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.

SUSTAINABLE PROCUREMENT AND LIFE-CYCLE ANALYSIS (LCA)

Choosing to do business with a sustainably ethical company is not just important to Inmarsat, it is important to our customers and partners too when it comes to their decision-making processes.

When reviewing Inmarsat's carbon footprint to set our science-based reduction targets for 2022, it became apparent that the bulk of our emissions – 97% – were from Scope 3 indirect emissions through the manufacturing process of products. And of this, 89% were from purchased goods and services in the global supply chain, such as satellite communication terminals required to use our connectivity services.

Inmarsat has made a commitment to reduce Scope 3 emissions to well below 2°C. In order to achieve this, we are working on a pilot scheme with one of our terminal manufacturing partners, Cobham.

The Cradle-to-Grave Lifecycle Assessment (LCA) aims to identify 'hot-spots' of CO₂ emissions related to the production of one of Cobham's terminals – the SAILOR 60 GX, which is a small, light and advanced terminal for Inmarsat's high-speed broadband Fleet Xpress maritime service.

The LCA, which is an ISO standardised analytical tool, will evaluate and

compare the overall environmental performance of the terminal – from extraction of raw materials to end-of-life, including manufacturing, distribution and use. By working on one specific terminal, we can assess its environmental impact and discover ways in which we can optimise production efficiency with a goal of reducing carbon footprint.

The work we are carrying out with Cobham today will inform our decision-making processes in the future, contribute to product and service innovation and reduce our carbon footprint in the global supply chain.



INNOVATING TO IMPROVE EFFICIENCY

We are committed to being an environmentally responsible company that has a positive impact on society. Due to the nature of our business, our energy consumption is sizeable and consequently we have a significant greenhouse gas emissions footprint. However, our continued commitment to place sustainability at the heart of our operations means that we are dedicated to finding new and innovative ways to minimise our energy usage and create efficiencies in our business.

In our London office, which is our largest office footprint, we have continued to upgrade lighting to LED fixture so that approximately 55% of our lighting is LED. We also increased our energy efficiency

through the installation of a new UPS system, refurbishment of 3 boilers, replacement and repairs on our heating system to prevent problematic leaks and changed our maintenance schedule. This reactive approach to maintenance has many benefits including less breakdowns, better monitoring and reporting.

In New Zealand, we no longer have fossil fuel cars in our fleet. Instead we have one pool Electric Vehicle Mini. We have continued to use on-line meetings for customer calls where effective, so reducing the need to travel for every meeting. Concerns about the future of the planet and our impact on it are an important focus for us. To ensure we

monitor our environmental impact more closely, our Sustainability Committee and Environmental Steering Group drives our efforts to lead the way in sustainability within the international space industry. In 2021, we submitted our Science-Based Target (SBT) to the Science-Based Targets initiative (SBTi). To achieve our target of reducing Scope 1 & 2 emissions by 64% by 2030, we will need to procure over 70% of electricity from renewable sources. Alongside implementing efficiency initiatives and increasing the renewable electricity we procure, we recognise the importance of switching to low carbon fuels across our offices. We plan to achieve a switch to 100% electric vehicles

by 2030. This will contribute to us achieving our Scope 1 & 2 SBT. The continued move to low carbon fuels minimises our carbon footprint, whilst reducing future regulatory changes, and minimises our risk to the expected increase in future fossil fuel prices.

The table below demonstrates our energy consumption for the last two years, as well as our year-on-year change. We saw a slight increase in our energy consumption compared to last year which was driven by some additional equipment required in our land earth station sites and adverse impacts of prolonged winters requiring additional energy usage on sites.

We are confident in the energy efficiency initiatives we have in place, especially to support the transition to office working, will help us reduce our energy consumption over the coming year.

GRI 302

ENERGY CONSUMPTION (MWH)	2021	2020	YEAR-ON-YEAR % CHANGE
Electricity	34,309	33,445	+3%
Fuels	3,108	4,107	-24%
Total	37,417	37,552	-0.4

WE ARE PROUD TO BE:

- A founding member of the Space Data Association (SDA), along with satellite operators Intelsat, SES and Eutelsat. By sharing critical data on satellite positions we aim to reduce the probability of collisions and manage the increase of space debris to make space operations safer and more reliable.
- One of the first members selected for the Commercial Integration Cell (CIC) at the Combined Space Operations Center (CSpOC). Together, SDA and CSpOC are the two main sources of information for tracking debris, collision avoidance and space situational awareness.
- A member of the UK CIC which works with the UK Space Agency to address the needs of civil users of Space Surveillance and Tracking (STT) services through the UK's national capability.
- A member of the Space Safety Coalition (SSC), endorsing and adhering to its 'Best Practice on the Sustainability of Space Operations'.
- A member of Global Satellite Operator's Association (GSOA), working with the satellite industry to deliver sustainable connectivity solutions. And our CEO Rajeev Suri appointed as Chair of this Association in March 2022.
- Part of the International Organization for Standardization's (ISO) committee for the development of standards for space vehicles and space systems and operations, as well as part of the European Cooperation for Space Standardization (ECSS) Space Debris and Space Traffic Management Working Group.

I-6 F1 HYDROGEN FUEL

I-6 F1 SATELLITE

Inmarsat's I-6 F1 satellite is the largest and most sophisticated commercial communications satellite ever launched. Featuring our first dual L-band and Ka-band communications payload with fully flexible beams means that we can make the most use out of a single satellite, serving up greater capabilities and capacities for global mobility and government customers across two networks – ELERA and Global Xpress.

And with satellites as capable as the I-6s, we wanted to choose a spacecraft design that would maximise the available payload onboard – there wasn't a square centimetre to spare – and one that also had a positive impact on both the space environment and the safety and welfare of our people working on the ground.

LAUNCHING I-6 F1

A satellite launch conjures up images of huge plumes of smoke as the engines ignite to blast the rocket into space. And while Solid Rocket Boosters (SRBs), which rely on combustible fuel and create the fiery excitement of a launch, are often required for rocket launches to overcome the initial pull of the Earth's gravity, it is not the whole picture for some launch vehicles.

When Inmarsat's I-6 F1 satellite was launched on 22 December 2021 from Tanegashima Space Center in Japan, it became the first super-synchronous launch for Mitsubishi Heavy Industries (MHI) and also the heaviest.

And launching I-6 F1, was going to take a special rocket. MHI's H-IIA launch vehicle is a high-performance rocket consisting of a First stage, Second stage, fairing, and one or two pairs of SRBs. To launch a satellite the size of I-6 F1, MHI utilised the

H-IIA 204 configuration launch vehicle with four SRBs and a 5-metre diameter fairing – its most powerful rocket.

From initial lift off it took 1,600 seconds – just over 26 minutes – for the I-6 F1 satellite to separate from the rocket to begin its solo ascent into geostationary orbit, ~36,000 km (~22,000 miles) above the Earth. Yet only 128 seconds of this journey relied upon solid combustible fuel from the launch vehicle's four SRBs. After this time, its rocket propellant of liquid oxygen and liquid hydrogen (LOX/LH2) engines kicked in.

The fuel tanks in both the First and Second stages of the H-IIA 204 launch vehicle are loaded with LOX/LH2. This means that the fuel's exhaust is almost entirely made of water vapour and has zero environmental impact on the atmosphere. In fact 92% of the rocket's journey before I-6 F1 separation consisted of oxygen/hydrogen-based propellant,

significantly reducing the carbon footprint of the rocket.

<https://www.space.com/rocket-launches-environmental-impact>

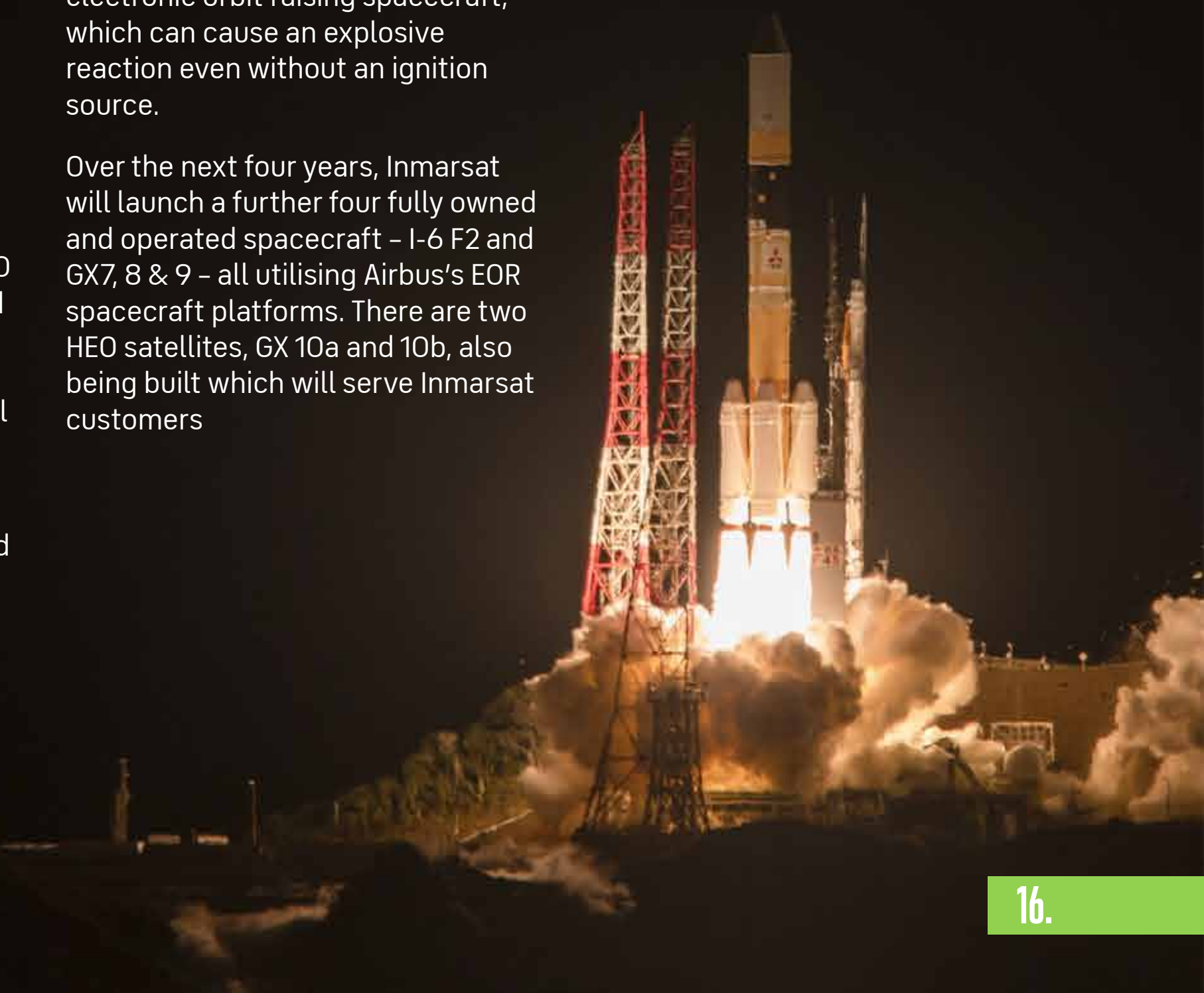
THE POWER OF ELECTRIC - INMARSAT'S I-6 F1 SATELLITE

Built in the UK with final assembly taking place in Toulouse, I-6 F1 is based on Airbus Defence and Space's ultra-reliable Eurostar E3000 platform. Its design allows increased mission capacity and efficiency due to an all-electric propulsion system for orbit raising instead of a chemical propulsion system, which takes up significantly more mass.

Electric orbit raising (EOR) is powered by a non-combustible liquid air propellant called Xenon, a dense, odourless noble gas found in Earth's atmosphere that is chemically non-reactive. As it is liquid air it also has limited environmental impact on the atmosphere in space. The impact of I-6 F1 on the ground has meant that

our colleagues spent significantly less time loading the highly toxic and hazardous chemical propellant typically used to charge non-electronic orbit raising spacecraft, which can cause an explosive reaction even without an ignition source.

Over the next four years, Inmarsat will launch a further four fully owned and operated spacecraft – I-6 F2 and GX7, 8 & 9 – all utilising Airbus's EOR spacecraft platforms. There are two HEO satellites, GX 10a and 10b, also being built which will serve Inmarsat customers



MANAGING WASTE AT INMARSAT

Space debris remains at the forefront of our stakeholders' minds, with a positive correlation between collisions and the amount of space debris in orbit. We are acutely aware of the risks of space debris, recognising the potential threat to operational satellites. There are nearly 34,000 debris objects larger than 10cm, 900,000 debris objects between 1cm and 10cm, and 128 million objectives between 1mm and 1cm in orbit according to the SDA.

Speaking at Space Comm in Farnborough, UK, in July 2021, Rajeev Suri, our CEO, called on the UK space sector to innovate, to work together and across borders, to commit to sustainability:

"... Recent news has seen challenges around the uncontrolled re-entry of space debris and a number of reports of near misses in the ever more congested low earth orbit. We should also pay close attention to the potential risk of collision and the growing challenge of atmospheric pollution posed by de-orbiting satellites – particularly during this rapid expansion phase. Space debris threatens the numerous indispensable services we rely on. Therefore, it should concern us all and it is time to do something about it... We are committed to space sustainability at Inmarsat. I know that many of you are as well. I would urge that we all come together, with the support of the UK Government, to ensure that this issue is addressed seriously and consistently in the years to come."

To counter this risk, our position as one of the founding members of the SDA (Space Data Association) enables us to use information from the SDC (Space Data Centre) to reduce the probability of collision and the instance of space debris.

We also use the EuSST (European Space Surveillance and Tracking) service which offers a 24/7 support with additional sensors available to track space debris in the case of HIE (High Interest Events). We have fully automated the ingestion and processing of all CDM (Continuous Diagnosis and Mitigation) and notification. We share our ephemeris and manoeuvre plans with the US CSpOC (US Combined Space Operations Centre) and UK SpOC (UK Space Operations Centre). 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.

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 on our website.

GRI 306

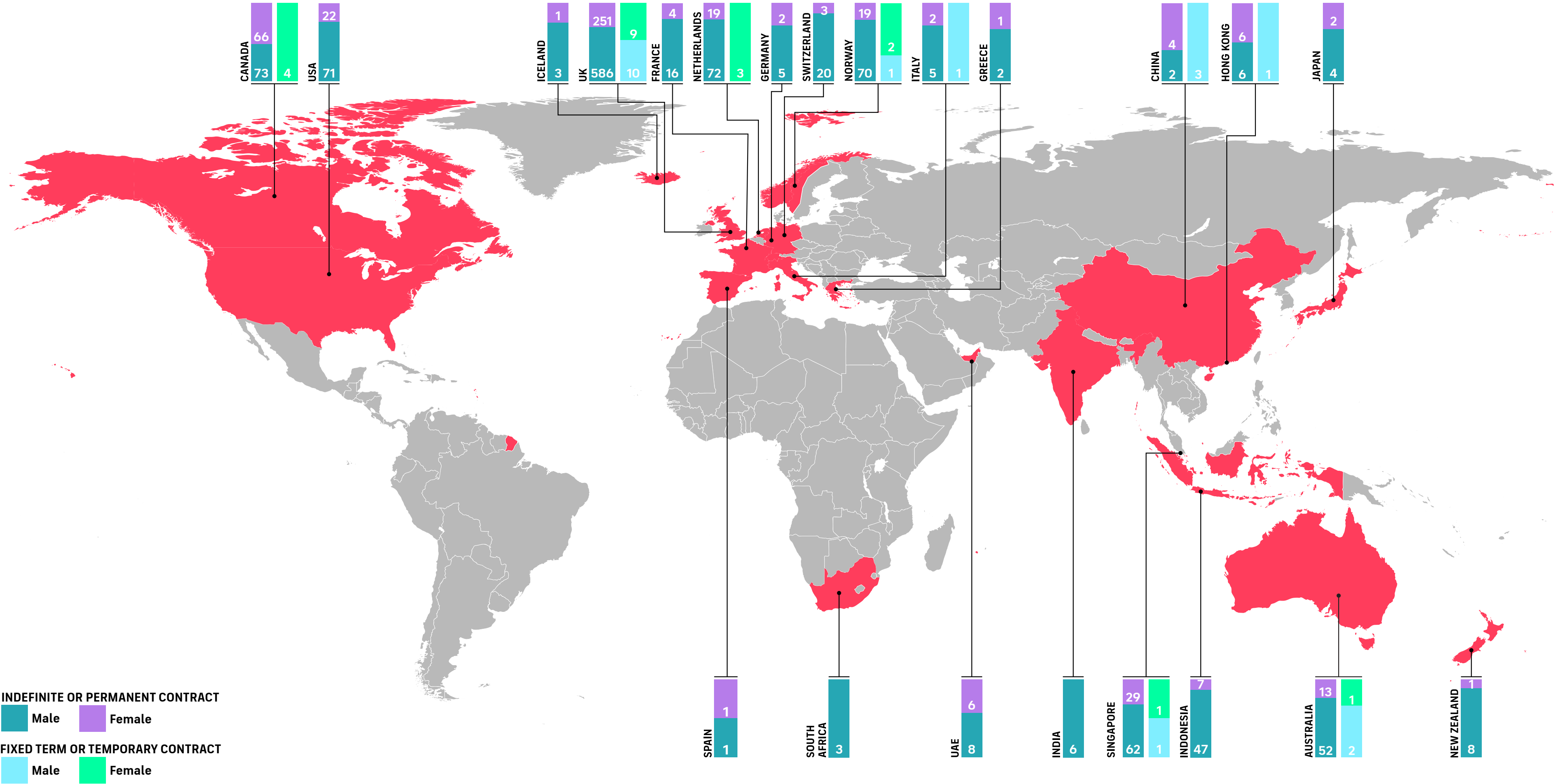
SOCIAL



EMPLOYEE LOCATION AND GENDER

Inmarsat’s strength lies in the world-class expertise of our people. Our employees are critical for our business growth and ability to respond to our ever-growing customer base. They enable us to deliver on our vision to create the optimum organisation in terms of its operating model, culture, systems, processes and skills, to enable a strong foundation for growth and to enable us to anticipate and respond to change in an agile manner.

We aim to offer a flexible and dynamic environment to ensure that staff stay for the long-term and progress. This year, we recorded 1,653 members of staff (excluding Inmarsat Government employees), with almost 42% of our staff being female. Of our total staff, only 39 were on fixed term or temporary contracts, highlighting our commitment to provide a stable work environment for our staff. The map opposite shows this split by location:



DEVELOPING OUR PEOPLE

At Inmarsat, we continue to evolve the way we work, and our commitment to investing in our people remains steadfast. We have numerous programmes that focus on delivering processes to simplify and streamline our work, thus giving our people the best resources to do their jobs effectively.

In 2021, we implemented the following employee development programmes:

- Sales enablement: coaching and equipping employees in our revenue-generating business units with the skills and tools they need to support sales generation
- Leadership development against the Inmarsat Leadership Framework: this is used to help drive improved leadership competence across our organisation and includes 360° feedback and supporting coaching

- MBA study support and educational assistance: has helped support several employees to gain professional qualifications ranging from MBAs, CEMA qualifications and HR qualifications
- Self-sourced learning: it's our belief that a significant number of annual training hours per person takes place informally, e.g. YouTube videos, peer-to-peer coaching and learning
- Mentoring: provides regular support to enhance individuals' performance and maximise their potential for the future

These programmes help us to create a dynamic working environment that promotes success. Our conversations about career development are key to the attraction and retention of talented people, and we manage these through quarterly all-staff gatherings, division and team

briefings and 1:2:1 meetings between employees and managers.

We have a strong focus on our employees' career development and regularly communicate with staff on their needs, ensuring we create bespoke career paths for each employee. We aim for 100% of our employees to have performance reviews, providing an opportunity to share constructive feedback to help our employees grow.

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.

To support our employees financial wellbeing we run 'Mortgage Advice Surgeries'. During the current crisis,

the mortgage market is changing daily and navigating through these turbulent times is made much easier with the support from expert mortgage advisers. Their services include educational webinars, one-to-one free advice meetings, topical newsletters, buyer guides and affordability calculator. We also provide online guides providing information to help employees 'manage on a budget' and 'how to invest money'. This gives our employees the tools to manage and make the most of their money, improving financial wellbeing.

We continue to provide wellbeing training to support the mental, physical, social and financial wellbeing of our employees.

To support our employees' appetite for giving back to the causes that resonate with them our volunteering policy enables every staff member to take three days of additional volunteering leave per year, or five

days for colleagues deployed by RE:ACT Disaster Response, the charity emergency and crisis response charity.

For the 2021 training hours we've adjusted the data we report on to ensure we're capturing all mandatory training. This training – which covers essential learning on topics such as Inmarsat's code of ethics, what employees can do to safeguard the organisation against cyber-attacks,

and employee health and safety – forms a key part of the overall learning curriculum. Also included in the employee learning hours are the wide variety of videos, TED Talks, training courses and other resources available via Nebula, Inmarsat's learning platform, on topics such as leadership and management, personal skills, business skills and productivity, technical skills and knowledge, and health and wellness.

AVERAGE HOURS OF TRAINING

EMPLOYEE CATEGORY	AVERAGE HOURS OF TRAINING PER EMPLOYEE	
	Male 2021	Female 2021
Senior Leaders (including Executive Team)	3.65	3.62
Line Managers	5.79	5.01
Employees	5.23	6.31

GRI 404

PROMOTING SEAFARERS WELFARE

The 2020 Coronavirus pandemic plunged the maritime industry into an unforeseen global crewing crisis – thousands of seafarers were left stranded in port, with thousands more not knowing when they would be able to work. Never has the sector experienced a humanitarian challenge of this magnitude. There has never been a more important time to highlight and support the welfare and wellbeing of our mariners. In this context of growing concerns over welfare at work, in 2021 Inmarsat Maritime focused on promoting welfare amongst seafarers.

We have made several strides in promoting maritime crew welfare. From sponsoring a new report exploring the future of seafaring until 2050 titled 'A fair future for seafarers?', to providing free connectivity to maritime crews around the globe that use its Fleet Hotspot service.

The findings from the report sponsored by Inmarsat, documents the impact of technology on the health, well-being and safety of crew onboard, including identification of technologies that will be crucial for seafarer welfare in the future, we are planning an early adoption of these. Apart from the technological advancements, the report also includes proposals for creation of a global seafarer advocacy organisation and an urgent strategic review of local seafarer services. Inmarsat has reinstated its position as a key player in advocating seafarer welfare directly by providing enhanced connectivity and digital services.

The report was followed by the launch of a refreshed version of its Fleet Xpress portal, Fleet Hotspot, in the third quarter of 2021. Crews access Fleet Hotspot independently of a ship's operational bandwidth:

..."Fleet Hotspot is very popular among seafarers, especially after recent upgrades. It can now be

accessed on any vessel using Fleet Xpress, from multiple devices and from both land and sea. Seafarers now benefit from full control when managing their connectivity, independent of their current ship contract"- **Ben Palmer, President Inmarsat Maritime**

In 2021, Inmarsat also unveiled ORCHESTRA - the first of its kind - a multi-dimensional network, integrating Inmarsat's ELERA (L-band) and Global Xpress (Ka-band) networks with terrestrial 5G and low earth orbit (LEO) capacity to meet accelerating bandwidth requirements and eliminate congestion at hot spots, including busy ports and shipping lanes. These developments highlight Inmarsat's commitment to providing flexible global mobile communications services whilst providing seafarers the human right of being digitally connected whilst at sea.

In September, Inmarsat was actively involved in the London International Shipping Week 2021. The biennial

week-long global shipping and maritime event in London held from 13 - 17 September 2021. The focus was on welfare needs of seafarers in the digital age and the role of disruptive technology.

Inmarsat is also proud to work in partnership with leading maritime welfare charities, seafarer organisations and suppliers to inspire change and raise the standard of living onboard. We have partnered with Shell Shipping and maritime digital consultancy, Thetius, to launch a new 'Open Innovation Challenge', promoting and funding novel ideas to support safety, ease fatigue and improve overall wellbeing at sea.

The past years have been exceptionally challenging for seafarers and shipping organisations due to the global pandemic, with issues in relation to crew changes, testing, vaccinations and certification still affecting the industry. The role of digital technology has been highlighted now more than ever.

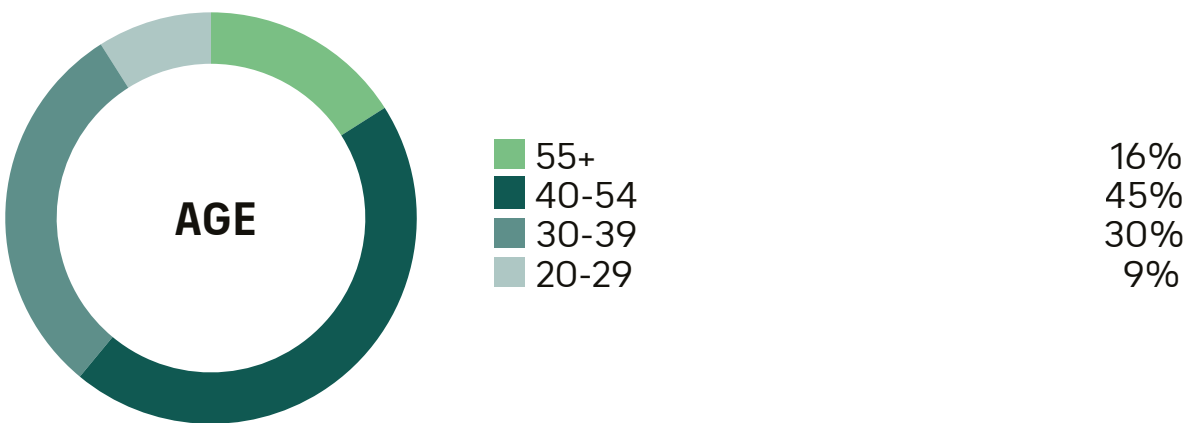
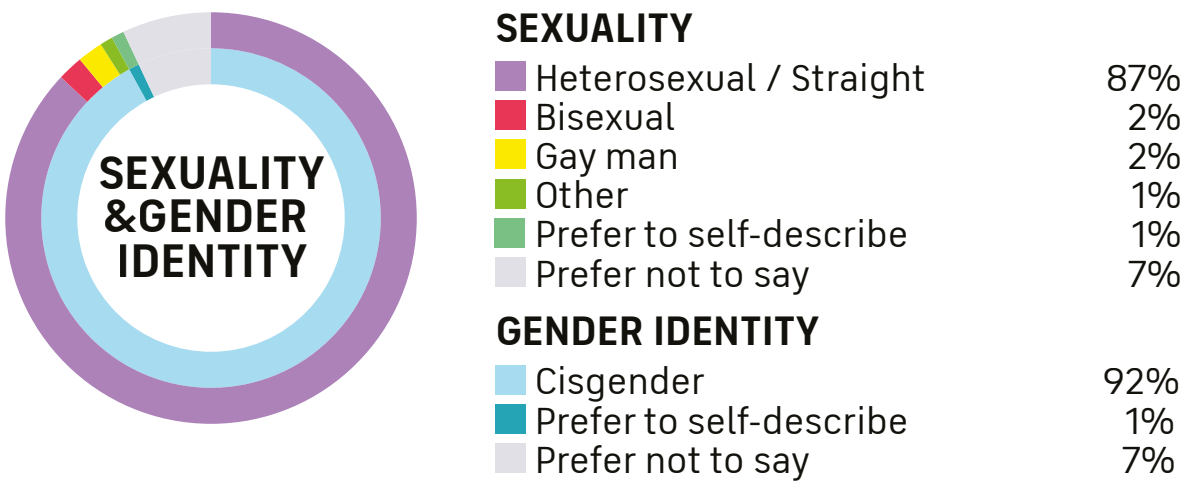
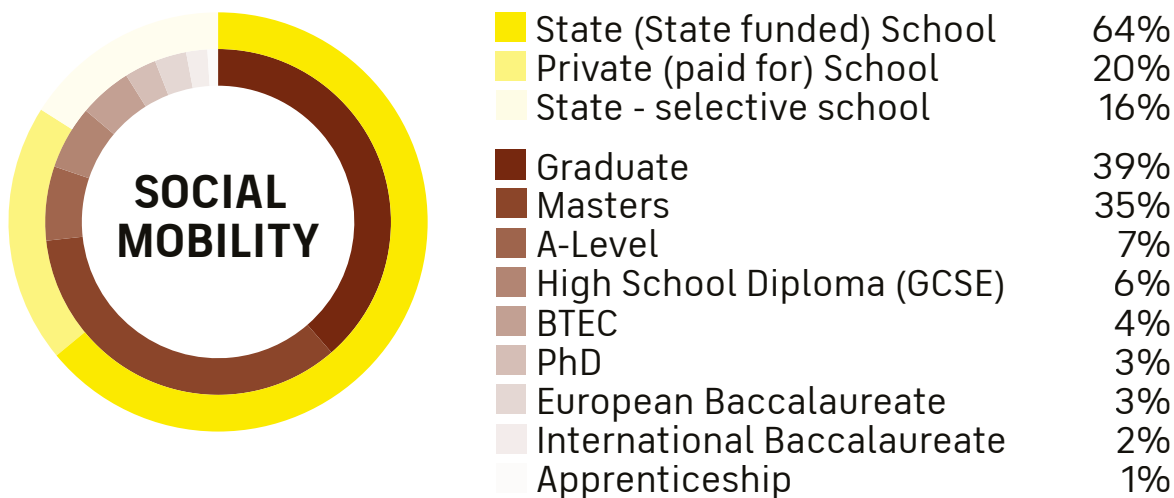
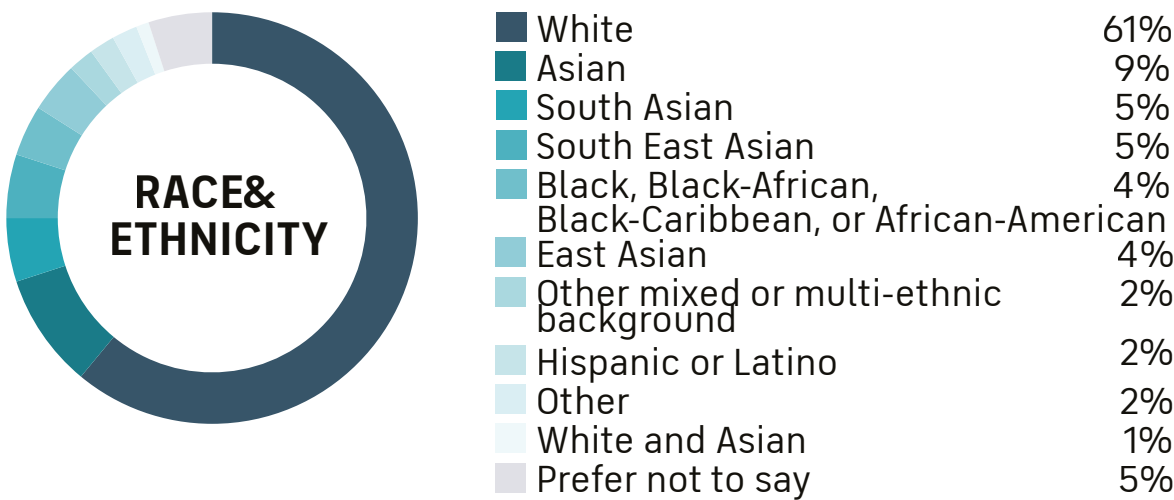
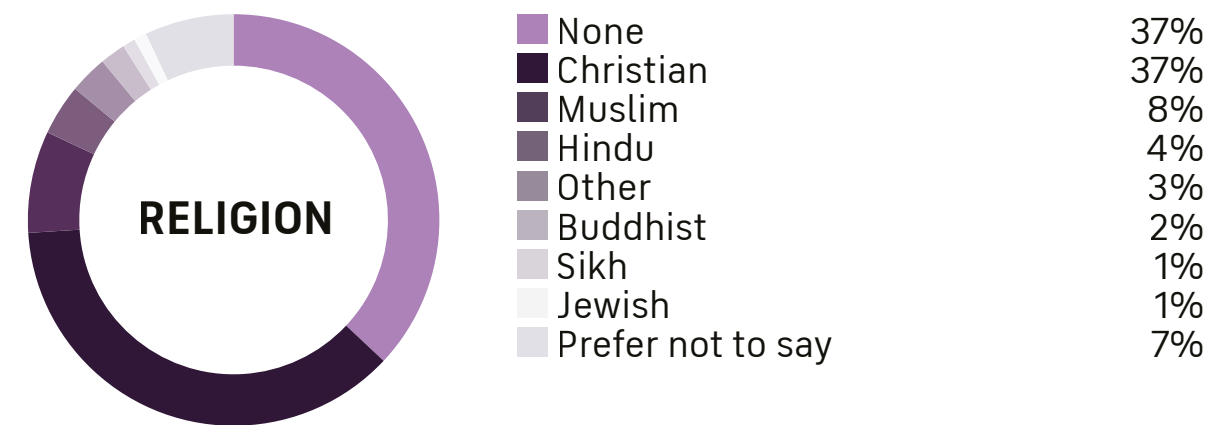
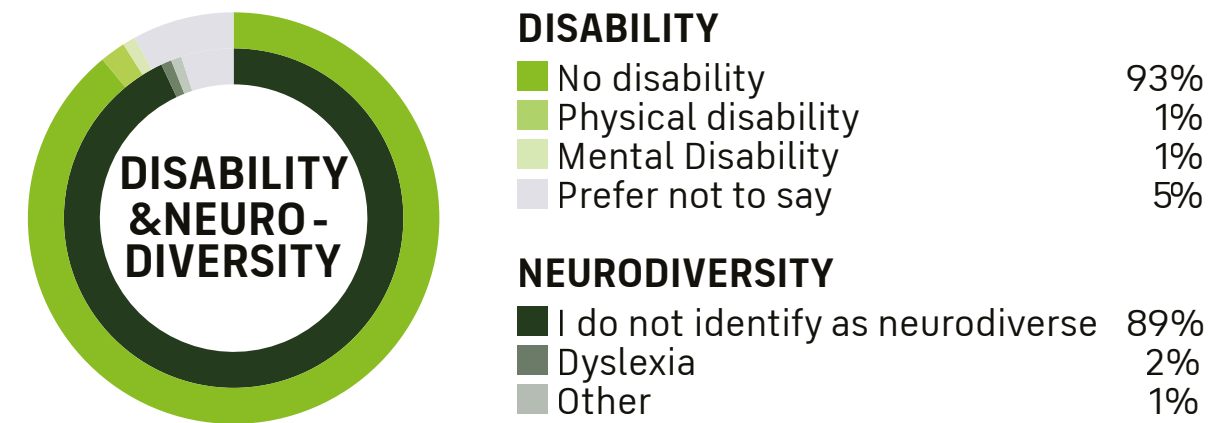
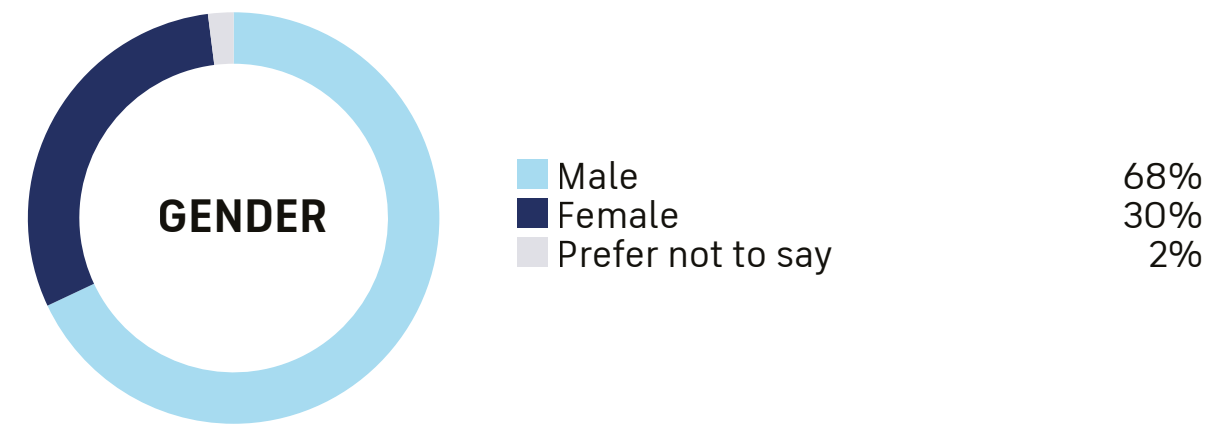
PROMOTING AN INCLUSIVE AND DIVERSE WORKING ENVIRONMENT

Inmarsat has been in a strong position with regards to diversity and inclusion for some time. We already have a diverse global workforce in terms of nationality, active networks that support and promote our D&I agenda, and we have made solid progress in closing the gender pay gap. In 2021, we committed to carrying out a Diversity & Inclusion (D&I) survey to help us better understand our employee demographics as well as their feelings on how diverse and inclusive Inmarsat is as a place to work. We are pleased to be able to report on the data and key findings from the survey, as well as share the improvements we've made since the survey was carried out in March 2021.

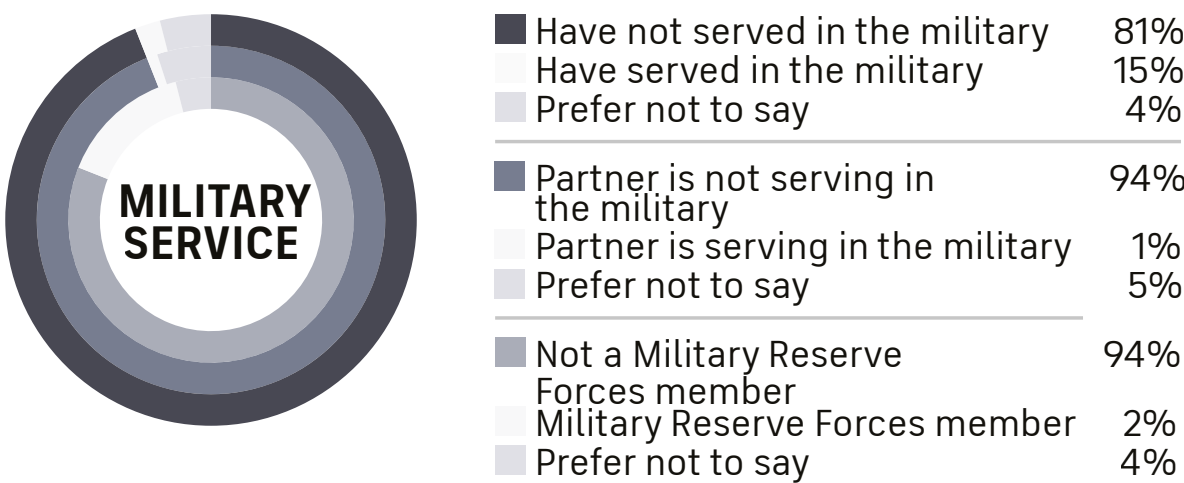
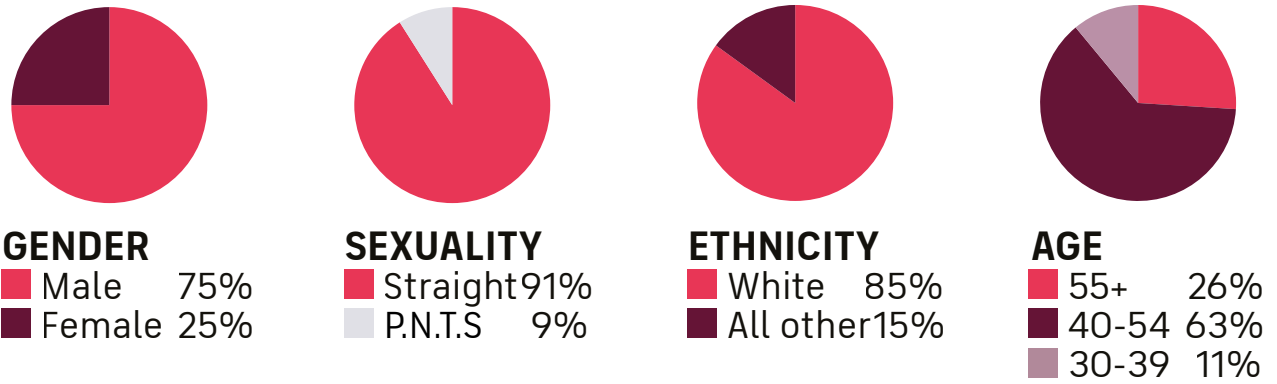
We are very proud of the contributions of our networks to enrich and support our diversity; these include our women's, LGBTQ+, ethnic diversity, armed forces and parent/carer networks.

GRI 405

WE ARE INMARSAT



SENIOR LEADERSHIP TEAM



VALUING OUR DIVERSITY

Equality, diversity, and inclusion amongst our people is critical to Inmarsat’s success. When recruiting, we are committed to creating equal opportunities for all and encourage an inclusive and diverse workforce, that acknowledges the individual strengths of each employee regardless of gender, age, race, nationality, personal beliefs, marital or health status.

We do not tolerate discrimination in any form – race, gender, age, culture, disability – against our employees, either from other employees or third parties. We can proudly say this year, we had no raised incidents of discrimination. In the event of a case of discrimination, we have anonymous helplines and email addresses that employees can use if they experience or see such activity. We also actively encourage employees to speak directly to their manager.

GRI 405

DIVERSITY OF INMARSAT’S GOVERNANCE BODIES AND EMPLOYEES

EMPLOYEE CATEGORY	AGE GROUP	2021	
		Male	Female
Diversity of Governance Bodies	Under 30 years	0	0
	30-50 years	6	0
	Over 50 years	5	0
Diversity of Other Employees	Under 30 years	115	48
	30-50 years	711	347
	Over 50 years	335	97

INMARSAT’S EMPLOYEE BREAKDOWN

AGE GROUP	NUMBER OF MALES	NUMBER OF FEMALES
Under 30 years	109	47
31-50 years	700	338
Over 50 years	332	94

INMARSAT’S GENDER PAY GAP

GENDER PAY GAP	2021	2020	% CHANGE
Gender Pay Gap - Mean	16.7%	19.1%	-2.4%
Gender Pay Gap - Median	20.3%	21.2%	-0.9%
Gender Bonus Gap - Mean	26.0%	39.4%	-13.4%
Gender Bonus Gap - Median	28.1%	34.1%	-6.0%

IMPROVING DIVERSITY AND INCLUSION FOR THE FUTURE

We are always raising the bar on performance, and we apply an increasingly critical eye when assessing the results of our D&I survey. In 2021, our people told us that, on the whole, they see Inmarsat as a diverse place to work, and throughout the survey comments there were frequent references to a strong culture of support, with many praising the role that fellow colleagues and managers play in this respect.

Whilst we have a strong cultural base, we still have work to do. For example, our colleagues told us that we could make it easier to find and use the policies and processes for raising a formal case of discrimination, should the need arise. They also pointed out that our senior leadership team could be more diverse, and the need to pay closer attention to the growth and development for those in ethnic or racial minorities, and for women. Our managers told us that they find our hiring process easy to work with, however there is a need to attract a more diverse pool of candidates.

Overall, Inmarsat's culture and values are strong. However, one of the main areas of feedback we received was that these could be enhanced if managers and senior leadership gained a better understanding and appreciation for unconscious bias, its impact, and how this could manifest in everyday behaviours and language.

Since the survey took place, we have made good progress in addressing some of our development areas. For instance, we have designed a programme of inclusive leadership that will launch in Q1 2022. The goal of this programme is to give managers and leaders the tools and confidence to discuss difference, whilst promoting inclusivity and diversity within their own teams. We also designed an additional training module for all employees on diversity and inclusion, which will support our leaders and managers in embedding inclusivity into their teams. This will also be rolled out from Q1 2022.

In 2021, Inmarsat invited employees to complete a further two

engagement surveys. Employees were requested to score and provide feedback on key engagement drives such as Growth, Reward, Recognition, Workload and Management Support.

Key strengths highlighted in 2021 include:

- **Management Support and Peer Relationships:** The scores and commentary indicates strong, high trust relationships between individuals and their manager, and collaborative and supportive team relationships
- **Organisational Fit:** Employees described alignment between their values and those of Inmarsat. They also highlighted that the work that they do is meaningful to themselves and to the organisation and adds value to internal and external customers

Areas for development outlined in survey results include:

- **Workload and Accomplishment:** Employees reported a higher

level of concern about workload compared to previous years. Where the business has been re-shaped during the last two years, people reported that processes are now less clear, and work priorities still needed to be reviewed

- **Strategy:** Whilst employees felt that we had done a good job of communicating the direction and strategy of the organisation at the top level, that this had not yet been fully cascaded down to all levels of the organisation

Our three key areas for development – workload, accomplishment, and strategy – are interconnected. To further enable leaders and managers to prioritise the work within their teams, and therefore ease more of the workload pressures for 2022 we rolled out a comprehensive strategy cascade plan, including Senior Leadership Team (SLT) deep dive workshops, a focused All Staff meeting, and an SLT toolkit to ensure this information is cascaded fully and effectively. We are also continuing

work on devising and communicating development opportunities for employees, people managers and leaders. This, alongside eased workload pressures, should help to provide an improved sense of accomplishment.

In addition to improving engagement, Inmarsat is also focused on attracting a more diverse pool of candidates which is essential to sustain a diverse workforce in the future. During 2021, we signed up to job boards such as myGwork, Ethnic Jobsite, Evenbreak, Working Mums, and Working Dads so that we can expand our search for candidates.

We also wanted to open the conversation around diversity and inclusion. In 2021, our Ethnic Diversity Empowerment Network (EDEN) initiated a Safe Space discussion with some of our Executive Team members. The aim of this was to create further awareness around race and ethnicity at the most senior level of the organisation and to gain commitment to action. Additionally, we ran several focus groups to gain

an even deeper understanding of some of the themes from the D&I survey. Career development was central to all focus group conversations; however, they were not limited to this.

These have helped us to refine and develop the actions we need to take to make Inmarsat an even more diverse and an inclusive place to work. Throughout 2022, Inmarsat will be developing a career development toolkit that will provide the correct tools, guidance, and resources to allow our employees to thrive.

In addition to our existing networks – WIN (our women's network), Pride (the network for our LGBTQ+ community), EDEN (Ethnic Diversity Empowerment Network), and our Veteran's community – we elected the chair for a new Parents and Carers' network, which we're excited to be launching in Q1 2022.

Our Diversity & Inclusion survey will be carried out annually, so we look forward to sharing further progress in next year's report.

ECONOMIC PERFORMANCE AND GOVERNANCE

The background of the slide is a dark, abstract composition. It features several overlapping elements: a series of vertical bars in shades of grey and blue, some of which are slightly tilted; a network of thin blue lines connecting various colored dots (red, yellow, green, blue); and a series of red and green candlestick-like shapes that resemble a financial chart. The overall aesthetic is modern and data-driven.

SUSTAINABILITY GOVERNANCE AT INMARSAT

In recognition of the need for robust oversight of our sustainability targets, we formed a Sustainability Committee at the end of 2019. This committee comprises 20 employees from across the company – including Procurement, Facilities, Technology and Travel – who are all enthusiastic about sustainability issues. The Committee meets every six weeks to determine how to co-ordinate efforts across Inmarsat, bringing together the various sustainability initiatives and helping raise the profile of sustainability across the business.

The Sustainability Committee is overseen by the Environmental Steering Group (ESG). The Environmental Steering Group is comprised of workstream leads

responsible for the implementation and delivery of our environmental objectives and is chaired by Alison Horrocks, CCAO and Company Secretary. It sets the direction and helps drive Inmarsat’s sustainability agenda. In 2021, the Environmental Steering Group, with the support of our sustainability partner, Carbon Intelligence, led the development of Inmarsat’s Science-Based Target (SBTs) which was submitted to the Science-Based Targets Initiative (SBTi) in 2021.

The Board has ultimate oversight for Inmarsat’s ESG strategy as set out in the Group’s Corporate Governance Policy which is in the Connect Bidco 2021 Annual Report and Accounts on [Inmarsat.com](https://www.inmarsat.com).



GENERATING ECONOMIC VALUE

At Inmarsat, we facilitate a better future by connecting people and organisations via 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 employees as well as our key external stakeholders, including customers, suppliers and investors. Our Board of Directors review and approve our economic performance, with the day-to-day management lead Rajeev Suri, our CEO and our Executive Management team.

To maintain our position as a leader in the industry and grow as a business, we continually look to make smart decisions that respond to movements in the sector, whilst simultaneously taking into account the demands of our customers and other stakeholders.

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').

GRI 201

INMARSAT GROUP HOLDINGS LTD

COMPONENT	2021	2020
	IGHL FY21 FS: USD\$m	IGHL FY20 FS: USD\$m
Revenues	1,384.4	1,275.9
Operating costs	(949.9)	(748.9)
Employee wages and benefits	(303.9)	(279.6)
Financing costs	(118.5)	(103.2)
Community investments	(0.4)	(0.5)
Taxation (expense)/income	(170.6)	(54.5)
Economic Value Retained	(152.9)	89.2



UNDERSTANDING CLIMATE RISK

We recognise that climate change poses a number of physical risks (caused by the increased frequency and severity of extreme weather events), as well as transition-related risks (economic, technology or regulatory challenges related to moving to a greener economy) for our business. It is therefore important that we understand these risks and placing an emphasis on non-financial risk management is vital for our business to thrive and grow in the long-term. Our risk management processes reflect this long-term approach.

During 2021, we undertook a more in-depth review of our specific climate-related risks and opportunities and began to align our internal processes to the recommendations of the Taskforce on Climate-Related Financial Disclosures (TCFD). The TCFD recognises that scenario analysis data and methodologies will be developed over time. In 2021, we carried out a preliminary qualitative climate scenario analysis

to understand how the impact of our climate-related risks and opportunities change over time and under different climate trajectories.

To fully align with TCFD, we are committed to continue developing and refining our approach to climate scenario analysis by:

- Mapping the current mitigation / adaption responses in place
- Determining strategic resilience to climate change in the short, medium and long-term
- Embedding climate change into the risk management framework

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 2021 CDP Climate Change Response which can be found [here](#).

GOVERNANCE

Climate change continues to underpin our governance agenda. To embed climate risk and opportunity into our business-as-usual management, our Corporate Governance Policy denotes ESG and climate matters as principal decisions for which the Board must retain oversight. 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. Climate-related issues are therefore, integrated into several governance mechanisms to the extent to which they drive operational effectiveness and risk management.

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 CCAO is a member of the Executive Management team and has responsibility for climate-related issues at Inmarsat. She is 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 enable the business to achieve its strategic goals. The Senior Director of Risk Management, who reports to the Chief Corporate Affairs Officer and Company Secretary, is responsible for reviewing Inmarsat's risk profile against the business's risk appetite; provision of recommendations to management in relation to risk profile, strategy and key controls; reviewing risk

methodologies, metrics and policies; and assessment of major risk-related projects. The environment and climate change are one of Inmarsat's main risks and therefore, the Senior Director of Risk Management has an important role of working with our business leaders to ensure that these risks are effectively mitigated. Climate change-related issues are monitored by the Senior Director of Risk Management through the Central Risk Committee reporting process. All outputs from our TCFD work this year has been reported to and reviewed by the Central Risk Committee.

The Environmental Steering Group is responsible for sustainability-focused strategic decision making. This Group consists of a number of workstream leads who come together on a quarterly basis to review and discuss Inmarsat's sustainability strategy. This is a key decision-making group for direction setting for Inmarsat's ESG strategy, investment decisions around ESG

and monitoring performance against metrics and targets.

Aligning remuneration of our leaders is a key way we are able to align objectives internally on ESG and climate issues. The CCAO's annual financial remuneration takes into account successful risk management globally, including risk management relating to climate change. The CEO's objectives for business performance reflect the business operating effectively for health and safety and ESG monitoring/performance.

GRI 205

RISK MANAGEMENT

Recognising the importance of how the business could be financially impacted by climate change now and in the future, we undertook a review during 2021 to determine our top climate-related risks and opportunities. We are most impacted by the physical nature of climate change given our geographical diversity and extensive supply chain; however we recognise we have significant opportunities to increase our renewable energy consumption and generation footprint as well as using our sustainability leadership to access new markets and financing options. Our most significant climate-related risks and opportunities are outlined in the table opposite:

PHYSICAL RISKS

Asset Damage	Long term (2036-2050)	As global warming increases so does the likelihood of increased frequency and severity of extreme weather. Given our global presence, we carry different levels of exposure to different extreme weather which cause damage and loss of our infrastructure and operational sites.
Service Disruption	Medium term (2024-2035)	As well as asset damage and loss, extreme weather events cause operational and service disruption both within our business and to our customers. Additionally, our assets may be affected by extreme temperature changes such as heatwaves causing asset shutdowns and service disruptions.
Energy	Medium term (2024-2035)	Interrelated with the above risk, as temperatures continue to rise our energy consumption will increase to regulate and cool our assets and infrastructure to ensure optimal functioning. This risk also occurs in events of extreme cold also to require additional heating. This impacts our energy costs as well as our energy footprint linked to our carbon reduction targets.

TRANSITION RISKS

Carbon Pricing	Medium term (2024-2035)	Increasing pressure to reduce and offset emissions causes volatility of price of carbon and therefore the increasing costs of our overall climate strategy.
Changing Customer Preferences	Short to medium term (2021-2035)	Loss of market share to competitors with better ESG credentials to meet changing consumer preferences.

OPPORTUNITIES

Renewable Energy & On-site Generation	Short term (2021-2024)	Focusing on our energy efficiency and move to renewables across our sites is integral to the achievement of our science-based target as well as additional benefits of energy resilience from on-site generation due to reduced exposure from grid outages and pricing volatility.
Green Financing	Medium term (2024-2035)	Access to lower cost of capital or debt with preferential interest on green financial instruments linked to our sustainability performance and carbon reduction commitments.
Products and Markets	Medium term (2024-2035)	The effects of climate change and general consciousness on the issue may lead to access to new markets increasing Inmarsat’s revenue. We particularly see opportunities in our aviation business given the scrutiny over the carbon-intensity such as enhancing the efficiency of flight paths through satellite-based communication solutions provided by Inmarsat. There may also be additional demand for our services due to the impacts of climate change such as changes in weather patterns resulting in seafarers and airlines requiring more advanced connectivity for optimal route planning.

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. We aim to continue to understand and strengthen our controls and processes over the coming reporting periods.

In 2021, we undertook a high-level scenario analysis to better understand the changes in climate, economic and societal impacts and how these impact us directly. With the support of our sustainability partner, Carbon Intelligence, we have identified three potential climate scenarios that we used for our scenario analysis. These are set out in the table opposite.

In 2021, we qualitatively modelled six risks and seven opportunities across the three scenarios. These scenarios test the resilience of our current strategy to transition risks presented by rapid global decarbonisation, as well as physical risks from global warming increasing. Assessing and identifying the top significant risks and opportunities has helped us understand the potential impact to our business, minimising the negative impacts and maximising the positive impacts. We will review and continue to upskill our employees

and leadership teams on the potential mitigation gaps and areas of strategic focus to build Inmarsat's long-term climate resilience.

We will continue to embed climate risk and opportunities into business planning and long-term strategy in order to mitigate and adapt to long-term impacts of the transition to a low carbon economy. We will undertake further analysis to understand the effectiveness of our current processes and controls to mitigate and manage our climate-related risks. We will look to build an action plan, bringing together our TCFD and climate strategy work, to improve our strategic response to climate change, enhance decision-making and oversight and embed long-term resilience into our

business model and operations. Alongside our Science-Based Target, carbon footprint and other environmental performance metrics, we will develop key metrics that will enable us to track the improvement to our climate resilience over time.

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.

In 2021, we submitted our Science-Based Target (SBT) for approval to the Science-Based Targets initiative

(SBTi). Further details on our carbon footprint, our SBT and our emissions reduction initiatives can be found on pages 9 and 14.

Alongside our climate targets and carbon footprint, we will formalise some climate risk and opportunity monitoring metrics that will ensure we are effectively managing and mitigating our climate risks with the aim to reduce financial impact. These metrics will also help us to capture and maximise our climate opportunities to strengthen our long-term business resilience through the climate transition.

<2°C Early Policy Action: Smooth Transition What it means? ▪ Early decisive action by society to reduce global emissions ▪ Coordinated policy action towards low-carbon economy ▪ Actions sufficient to limit global warming well-below 2°C in line with the Paris Agreement, with most economies reaching net zero by 2050 What is the impact? Higher Transition Risks Higher Physical risks	<2°C Late Policy Action: Disruptive Transition What it means? ▪ Delay in the policy response needed to reduce global emissions by 10 years. ▪ Starting in 2031, significant and rapid policy action causes drastic bending of emissions trajectory globally. ▪ Ultimately, global warming is limited to below 2°C ▪ Risks will tend to arise more quickly given late, sudden actions What is the impact? Significant Transition Risks Higher Physical risks	>2°C No Policy Action: Business As Usual What it means? ▪ Governments fail to Introduce further policies to address climate change beyond those already known and in place. ▪ Global temperatures increase above 3°C by 2050 What is the impact? Limited Transition Risks Significant Physical risks
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ANTI-CORRUPTION

Inmarsat is a global brand committed to maintaining high standards of personal and professional integrity. Inmarsat's business is conducted 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 2021, we 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. The Board has oversight of all anti-corruption policies and procedures.

Our compliance team regularly reviews our systems to ensure we maintain an open and honest workplace culture. We promote the existence of our 'speak up' policy, anti-bribery and corruption (ABC) policy and Code of Business Conduct and Ethics which are all available online at Inmarsat.com.

As part of our commitment to preventing bribery and corruption, our governance body members, employees and contractors are required to undertake annual training and to confirm they understand the implications for breaching our policies. 94% of employees and contractors globally completed the annual training on bribery and anti-

corruption using our online training platform, Nebula. This training also forms a key part of the employee on-boarding process, and these numbers would be in addition to those completing the annual training. Our contractors are made aware of this requirement via contract clauses, supplier codes of conduct and quality standards. 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 process. Before entering into any contracts with suppliers, all are required to attest to upholding the UK Bribery Act 2010, further highlighting our commitment to operating in an ethical manner.

During 2021 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

SYSTEMS INTEGRITY

We own and operate the world's most reliable and secure commercial 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 even 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 robust measure for cyber security is key. This is reflected in our performance this year, whereby we identified no leaks, thefts, or losses of customer data, or had any substantiated complaints concerning breaches of customer privacy.

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 scheme. We review our cyber security systems 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.

Inmarsat is also a member of the UK CIC which was officially formed during 2020 which works with the UK Space Agency to address the needs of civil users of Space Surveillance and Tracking (SST) services through the UK's national capability. We are currently helping the UK Space Agency with the Beta testing of their SST Programme.

GRI 418



CYBERSECURITY

Cybersecurity is a core element of Inmarsat's network and customer services. Developments in connectivity and the transfer of data increase the vulnerability of critical systems onboard to cyber attacks. Cybersecurity is embedded across the lifecycle of technology using Inmarsat services, and it is incorporated into its everyday business, commercial and strategic decision making. In fact, cyber security was ranked as second highest risk for shipping in 2019, behind natural disasters, according to a survey of over 2,500 risk managers conducted by Allianz.

With the understanding that as space is emerging as a contested domain, threats are evolving, Inmarsat is committed to providing secure and resilient SATCOM capabilities that meet the expectations of even the most demanding of government customers, who require the highest levels of security and resilience. This is achieved by adhering to internationally recognised standards and employing best in class monitoring and encryption capabilities.

Inmarsat has expanded their commitments to the cause of cyber security, highlighting cybersecurity as a shared responsibility of all public and private organisations. We work closely with world-leading industry forums and global governments, our technology and channel partners, and end users to ensure the protection of the information and services from cyber-attacks.

From 2021, the Convention for the Safety of Life at Sea, that covers 99% of the world's commercial shipping, will formalise the approach to cyber security permissible for ships at sea. By International Maritime Organization (IMO) resolution, after the 1st of January 2021, every Safety Management System on board a ship must be documented as having included cyber risk management, in line with the International Safety Management Code. As a leading supplier of ship-to-shore connectivity in commercial shipping, Inmarsat's secure, encrypted network is fully approved by the highest standards of the IMO and is fully audited by the stringent standards of International Mobile Satellite Organization (IMSO).

Cybersecurity measures are designed to combat threats against networked systems and applications, whether those threats originate from inside or outside of an organisation. Inmarsat is committed to maintaining a proactive, multi-layered strategy, thus fortifying systems and delivering the assured services that government users expect.



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 onboard 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 onboard satellites.
CATEGORY 4: TOTAL UPSTREAM TRANSPORTATION 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 work sites.
CATEGORY 8: TOTAL UPSTREAM ASSETS	Operation of launch vehicles 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 (IF APPLICABLE)
General Disclosures	102-1	Name of the organisation	Connect Bidco Limited (Inmarsat)	
General Disclosures	102-2	Activities, brands, products, and services	Global mobile satellite communications company	
General Disclosures	102-3	Location of headquarters	London, UK	
General Disclosures	102-4	Location of operations	Australia, Canada, China, Germany, Hong Kong, Indonesia, Japan, Netherlands, Norway, Singapore, South Africa, Spain, Switzerland, United Arab Emirates, United Kingdom of Great Britain and Northern Ireland, United States of America	
General Disclosures	102-5	Ownership and legal form	Connect Bidco Limited is a Guernsey incorporated entity with a registered establishment in England and Wales.	
General Disclosures	102-6	Markets served	Aviation, Maritime, Global Government, US Government, and Enterprise	
General Disclosures	102-7	Scale of the organisation	Fully Reported in Annual Report 2021	
General Disclosures	102-8	Information on employees and other workers	Annual Report 2021	
General Disclosures	102-9	Supply chain	Annual Report 2021	
General Disclosures	102-10	Significant changes to the organisation and its supply chain	Annual Report 2021	
General Disclosures	102-11	Precautionary Principle or approach	Fully Reported in Annual Report 2021	
General Disclosures	102-12	External initiatives	• 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 seafarer wellbeing	
General Disclosures	102-13	Membership of associations	Listed on page 15 .	15
General Disclosures	102-14	Statement from senior decision-maker	Fully Reported in Annual Report 2021	

TOPIC	GRI STANDARD NUMBER	DESCRIPTION	RESPONSE	PAGE NUMBER (IF APPLICABLE)
General Disclosures	102-16	Values, principles, standards, and norms of behaviour	Fully Reported in Annual Report 2021	
General Disclosures	102-18	Governance structure	Fully Reported in Annual Report 2021	
General Disclosures	102-40	List of stakeholder groups	Lenders (our Investors) Employees Customers Partners Shareholders Suppliers Local Communities	
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	6 and 7
General Disclosures	102-43	Approach to stakeholder engagement	Materiality section	6 and 7
General Disclosures	102-44	Key topics and concerns raised	Materiality section / 2021 Diversity and Inclusion survey	6 and 7
General Disclosures	102-45	Entities included in the consolidated financial statements	Fully Reported in Annual Report 2021	
General Disclosures	102-46	Defining report content and topic Boundaries	Materiality section	6 and 7
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 2021	
General Disclosures	102-51	Date of most recent report	Calendar Year 2020	
General Disclosures	102-52	Reporting cycle	January to December 2021	
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	

TOPIC	GRI STANDARD NUMBER	DESCRIPTION	RESPONSE	PAGE NUMBER (IF APPLICABLE)
ENVIRONMENTAL DISCLOSURES				
Energy	302-1	Energy consumption within the organisation	Fully reported	14
	302-2	Energy intensity	Fully reported	
	302-4	Reduction of energy consumption	Fully reported	
Emissions	305-1	Direct (Scope 1) greenhouse gas (GHG) emissions	Fully reported	9
	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	17
	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	Fully reported	20
	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	Fully reported	
Diversity & Equal Opportunity	405-1	Diversity of governance bodies and employees	Fully reported	22
	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.	32
Customer Privacy	418-1	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Fully reported	32

TOPIC	GRI STANDARD NUMBER	DESCRIPTION	RESPONSE	PAGE NUMBER (IF APPLICABLE)
ECONOMIC/GOVERNANCE DISCLOSURES				
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	27
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	28
	205-3	Confirmed incidents of corruption and actions taken	Fully reported	



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