



# GENDER PAY REPORT UK

MARCH 2021

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## ABOUT INMARSAT

As the pioneer and world leader in mobile satellite communications, Inmarsat has been powering global connectivity for four decades.

We provide governments, commercial enterprises and humanitarian organisations with mission-critical voice and high-speed data communications on land, at sea and in the air.

The world is changing, more rapidly than ever before. We live in an uber-connected global society, where the smart devices we carry everywhere give us constant access to data-rich applications.

But what happens when you board a flight, or embark on a ship? What if work or a thirst for adventure takes you to remote corners of the globe?

And, critically, what about the 57 per cent of the world's population who remain unconnected, with no regular internet access?

Demand for reliable mobile connectivity is driving the need for the pervasive coverage satellite communications delivers. From smart cities and agritech to remote healthcare and education, satellite is revolutionising industry and transforming people's potential – connectivity is fast becoming as important to human development as clean water and electricity.

At Inmarsat, we solve the hardest connectivity challenges of our customers – from enterprises operating in hostile environments and shipping fleets plying their global trade to airlines meeting passenger Wi-Fi demand and governments requiring mission-critical military satcoms.

We are also empowering isolated communities without reliable terrestrial or cellular coverage to benefit from the emerging global digital economy. Today we have the world's most advanced and resilient mobile connectivity infrastructure to ensure that our satellite services are not only saving lives but also providing a connectivity lifeline in the most remote and challenging locations.

## OUR MARKETS

We operate in a number of key markets:

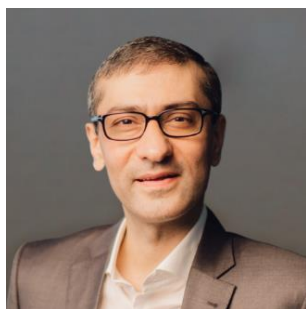
**Aviation** – defining the connected aircraft for both business and commercial airlines.

**Government** – serving the secure, mission-critical military and civil satcom needs of US and global government customers.

**Enterprise** – connecting people and things on land to support the global digital economy.

**Maritime** – meeting the connectivity needs of every size of vessel, from small fishing boats and leisure craft to deep sea container fleets.

## FOREWORD



“Our people are our greatest strength and creating an inclusive and diverse company where all our people can thrive is something I care deeply about. We’ve made steady progress over the last four years on narrowing our gender pay gap and I am committed to advocating continued positive change for the future.”

I joined Inmarsat as Chief Executive Officer on 1 March 2021 from Nokia, where I was most recently President and Chief Executive Officer. Diversity, equality, and inclusion were things that were held dear at Nokia and this is equally evident at Inmarsat. Inmarsat is a very purposeful organisation with a diverse and multicultural workforce. We believe that our diversity helps foster talented, creative and passionate people with deep-rooted values. We’re multi-national and multi-ethnic, and the breadth and richness of skills, contribution and viewpoints that this brings powers our business, accelerates innovation and makes us stronger. As we seek to connect customers to a better future all over the world, people are the key to our success. We want every person who joins us to realise their full potential.

Our 2020 UK gender pay gap report shows that our mean pay gap has reduced to 19.1% (from 21.8% as at 5 April 2019) and the median pay gap has also reduced to 21.2% (from 23.1% as at 5 April 2019). One reason for the reductions in both the mean and median pay gaps is the number of women recruited at more senior levels, both during 2019 and 2020. Although the overall proportion of men and women remained stable, more women were recruited into some of the higher graded roles and, conversely, more men into some of the lower graded roles.

As with all our employees, they will have the opportunity to develop and grow into future leadership roles. 17% of our female employees were promoted in the year to 5 April 2020, compared to 15% of our male employees.

Like many other technology businesses, our gap reflects our challenge to attract men and women in equal numbers, in particular into engineering, business development and sales positions, and senior management.

Our analysis shows that if we had equal numbers of men and women at each organisational level, the gap would be reduced to **8.5%**. This 8.5% gap is itself a reflection of the types of roles men and women are doing within Inmarsat – we typically have more men than women in disciplines such as engineering, product development, sales and business development, which tend to be higher paid in the market than functional roles where we tend to have more women. This continues to be an area of focus for us.

Inmarsat remains committed to continue to create an inclusive and diverse company. We owe it to our current and future employees to drive change and reflect the global communities we serve.

Rajeev Suri  
Chief Executive Officer  
March 2021





## OUR GENDER PAY FOR INMARSAT UK

In 2020, when compared to the previous years, our gender pay data indicated a reduction of the gender pay gap in most metrics, confirming that our initiatives and efforts are on the right track. Although we are pleased with the progress, we recognise that closing our gap will take time, and we remain determined and committed to achieving this.

### PAY AND BONUS GAP

Presented as the mean and median gap in hourly pay and bonus between men and women, as at 5 April 2020:

	2020		2019	
	Mean	Median	Mean	Median
Pay Gap	19.1%	21.2%	21.8%	23.1%
Bonus Gap	39.4%	34.1%	43.8%	38.0%

### PROPORTION OF MEN AND WOMEN RECEIVING A BONUS

The percentage of men and women receiving a bonus for the year to 5 April 2020 is shown below, with the percentages of men and women receiving a bonus in the year to 5 April 2019 for comparison.

2020		2019	
Women	Men	Women	Men
89%	91%	79%	89%

### PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE

The percentage of men and women in each pay quartile as at 5 April 2020 is shown below. The percentages have remained stable since the last report as at 5 April 2019.

	Upper (75-100%)	Upper Middle (50-75%)	Lower Middle (25-50%)	Lower (0-25%)
Women	20.3%	25.1%	29.1%	47.8%
Men	79.7%	74.9%	70.9%	52.2%

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



## UNDERSTANDING THE GAP

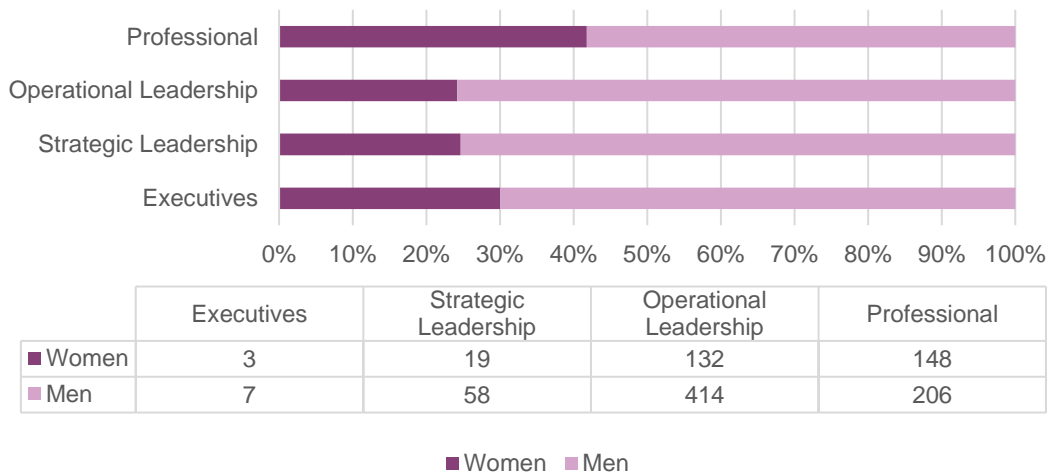
As with previous years, we have undertaken a detailed analysis of our data to obtain valuable insights into the causes of our gender pay gap. We analyse the data many different ways to look for information that will help shape our diversity and inclusion initiatives. We test whether the actions being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

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

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

As is the case with most companies within the technology/engineering sectors, we struggle to attract comparable numbers of men and women particularly in the STEM-related job families. The graph below illustrates our gender distribution.

**Our workforce distribution as at 5 April 2020**



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

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



## MONITORING PROCESSES AND MANAGERIAL DECISIONS

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

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

## CLOSING THE GAP

At Inmarsat, we want to create an inclusive working environment to create value for our people and our business, and we have a strategy in place to make this happen. Inmarsat is fully supportive of the drive to be more open and transparent about gender pay and the actions and activities we have undertaken to support this drive.

For 2020, we have seen a number of challenges as a result of the global pandemic and explored how this impacted our employees, our business and our diversity and inclusion strategy. In countries where a full lockdown is in place, our people were not only working from home but many had also returned to home schooling and caring for their children and/or caring for family members. There is no doubt that these changes bring both professional and personal challenges to our people. Inmarsat has a number of initiatives to support all of our people, keeping them safe and allowing them to continue to be at their best whilst working in these difficult conditions. Highlights of some of these initiatives are given below:

- **Flexible working** – Inmarsat had already laid the foundation to work flexibly by running a targeted campaign in 2019 to increase flexible working. This set us up to move to remote working relatively seamlessly and the pandemic has also accelerated progress in this area. Inmarsat recognised that for some of our people, being able to deliver a full day's work may be challenging.

We do not want to put our people under additional pressure and we therefore allow them to flex their working day and/or adjust expectations on timelines and deliverables to fully support them to be successful. We are launching new working patterns that will ensure we keep increased flexible working post-pandemic.

- **Financial Assistance** - We have put in place a policy to provide financial assistance with home working equipment.



### CLOSING THE GAP Cont.

- **Women In Inmarsat (WIN) support** – Women have historically been impacted more in pandemics. Our employee network, WIN, has been even more important during these times and has remained a thriving and supportive network throughout 2020 offering emotional support and encouraging physical wellness.
- **Wellbeing newsletter and hub** – We launched new communications channels and used existing channels to send out regular communications to our people setting out the support on offer, virtual learnings and staying connected and we created a dedicated wellbeing hub with resources to help all types of wellbeing – emotional, physical and financial. Increased engagement with our people ensured we understood their needs and were able to respond to them.

## OUR RECENT ACTIVITIES

The following pages sets out our recent activities that encompasses our diversity and inclusion strategy.

### ATTRACTING AND DEVELOPING DIVERSE TALENT

We want to attract and recruit diverse talent from all backgrounds and ensure that our employer brand is appealing to candidates from all backgrounds. We strive to attract, engage and hire employees across all diversity classifications.

### TRAINING OUR HIRING MANAGERS

We improved the ability of over 80% of our hiring managers to interview at Inmarsat and, with that, will reduce interference of bias in the recruitment process. In 2020 we further developed our hiring skills training to include material on unconscious bias, and in 2021 we will be developing knowledge on conscious bias as part of our 'Inclusive Leadership' series for senior leaders.

### TARGET OF 30% OF OUR SENIOR LEADERS ARE WOMEN

In June 2019, we reached 31% female representation in both our Executive Team and our Extended Leadership Team, making great progress towards our Hampton Alexander target of 33% women in Leadership by 2020. In addition, the Inmarsat Executive Team saw an increase from 25% female representation in 2018 to 31% in 2019.

In 2020 a few factors have contributed to a reduction in the percentage of females on the wider leadership team. Firstly, we have reconfigured our senior leadership community and formed the Senior Leadership Team (SLT) which added an additional 56 people and changed the gender balance, partly by adding in a number of senior technical people. This was the right thing to do in order to strengthen leadership capability but the new SLT is currently 22% female, so we have work to do to increase the gender diversity in this extended leadership team.





## SOCIAL MOBILITY

Inclusion for us means inclusion for anyone, regardless of background or life-circumstances, and we recognise that opportunities aren't equal for all. With this in mind, in 2019 we signed up to the Social Mobility Pledge.

This organisation, led by former Secretary of State for Education, Rt Hon Justine Greening, invites organisations across the UK to increase social mobility and 'level up' opportunity by committing to partnerships with schools, access opportunities to people from disadvantaged backgrounds or circumstances and recruitment that promotes a level playing field. We are now a sector lead for this organisation and Natasha Dillon, Chief Commercial and People Officer, serves as an industry advisor to the organisation.

On Thursday 23 January 2020 we welcomed Justine and her team and showed them a cross-section of our initiatives ranging from our work in the Early Careers Programme and education outreach, to our partnership with Team Rubicon, our efforts on wellbeing and the continuous work we do on our High Performance Culture programme.

We also completed a submission to the Social Mobility Index in 2020. This benchmarks our inclusive practices against leading organisations. The outputs of our index report have identified where we can focus our efforts and this is reflected in our 2021 plans.

## SUPPORTING OUR PEOPLE

### LIFE AT INMARSAT

At Inmarsat we believe that diversity fosters creativity and accelerates innovation, and we want every person who joins us to realise their full potential. We are committed to creating a workplace that is increasingly diverse and inclusive and we are immensely proud of our diversity, which reflects the global communities we serve.

Inmarsat thrives on the diversity and variety of our most important asset – our people. We're multi-national and multi-ethnic, and the breadth and richness of skills, contribution and viewpoints that this brings powers our business and makes us stronger. As we seek to connect customers to a better future all over the world, people are the key to our success.

### OUR EMPLOYEE NETWORKS

We currently have two well established employee networks: Women at Inmarsat and LGBT+ at Inmarsat, and a new network established in 2020 called EDEN (Ethnic Diversity Empowerment Network). This new employee network will empower employees from a diverse ethnic background to fulfil their potential, it will collaborate with HR to promote an inclusive workplace and contribute to equality in our society.

Inmarsat was honoured by the UK Ministry of Defence with a prestigious Silver Award in the 2020 Defence Employer Recognition Scheme, in recognition of our support for the armed forces community.

Our networks, which are open to all, rely on employee interest, drive and passion to work well and require active allies and supporters to create change. The networks help raise awareness on challenges faced by employees from these communities, they support professional and personal development and help support equality in our society.



## TRAINING AND DEVELOPMENT

We encourage everyone to take responsibility for their career development, whether that's in their current role or to prepare them for future roles. Everyone is given the space to dedicate time to their own learning and are encouraged to challenge leaders and managers to support these aspirations. A few of our training courses aim at diversity and inclusion and our culture are highlighted below:

### PERSONAL IMPACT COURSES FOR WOMEN

We continue to be committed to support our female talent with targeted career development through our two personal impact courses with the Royal Academy of the Dramatic Arts. These aim to provide women with the tools to effectively navigate predominantly male corporate environments. These courses have successfully moved to virtual courses and continue to have a significant impact on the cohorts of women who have attended.

### INCLUSIVE TEAMS: TRAINING FOR ALL EMPLOYEES AND MANAGERS

To kick start our diversity and inclusion agenda for 2021, we have partnered with MindGym to shine a spotlight on the role that our people can play in creating inclusive teams. We have created two short and focused learning curricula: one for leaders and managers, and one for all employees, so our people can get comfortable talking about, and celebrate, difference, understand the actions they can take and call out biases in themselves and others.

### HIGH PERFORMANCE CULTURE PROGRAMME

Creating a supportive environment is at the heart of our people philosophy and strategy. We are committed to continuing to build the right environment so that our people can thrive.

Inmarsat's High Performance Culture (HPC) programme has been designed to intentionally shape the culture we want to have at Inmarsat and to consider what every employee could personally do to effect change. A two-day workshop has been running globally for over two years and embeds a number of key initiatives to help deliver an inclusive, forward thinking, driven and collaborative workforce.

Many of the concepts shared within the workshop are being implemented in our employees' lives, both professionally and personally. It can be seen that our High Performance Culture programme is having a positive impact on our performance and working style. We want everyone to be clear about what's expected of them; to have a good understanding of our company purpose and strategic priorities, and what we all need to do to deliver them.

Despite the COVID-19 pandemic we have continued to ensure that our new joiners are fully immersed in this culture and have moved our programmes online. These virtual workshops help our people to understand the ways we work together to create really strong teams through the sharing of tools and learning to enable everyone to be the best they can.



## ACTIONS FOR 2021

The actions we are taking to drive improved diversity across the employee lifecycle in 2021 are as follows:

**ATTRACT** – sourcing candidates from more diverse backgrounds, developing diverse talent pools, Implementing D&I Resourcing data analysis to track, report and improve diversity. Increasing social mobility and diversity in our early careers programmes.

**DEVELOP** – compulsory unconscious bias training for our Executives and Senior Leaders and ensuring underrepresented groups participate in development opportunities at the same rate as other employees.

**REWARD** – monitoring performance and reward to ensure outcomes are free from bias, preparing for future ethnicity pay gap reporting, developing inclusive benefits offerings and introducing diversity targets.

**RETAIN** – strengthening the employee networks and undertaking employee surveys to better understand engagement and drivers to enable action.

## GLOSSARY OF TERMS

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

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

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

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

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

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



## GENDER PAY GAP FOR INMARSAT GLOBAL LTD

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

### PAY AND BONUS GAP

Presented as the mean and median gap in hourly pay and bonus between men and women, as at 5 April 2020:

	2020		2019	
	Mean	Median	Mean	Median
Pay Gap	17.3%	21.1%	19.6%	22.9%
Bonus Gap	18.6%	33.7%	30.4%	36.0%

### PROPORTION OF MEN AND WOMEN RECEIVING A BONUS

The percentage of men and women receiving a bonus for the year to 5 April 2020 is shown below, with the percentages of men and women receiving a bonus in the year to 5 April 2019 for comparison.

2020		2019	
Women	Men	Women	Men
85.1%	86.5%	76.6%	83.1%

### PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE

The percentage of men and women in each pay quartile as at 5 April 2020 is shown below.

	Upper (75-100%)	Upper Middle (50-75%)	Lower Middle (25-50%)	Lower (0-25%)
Women	21.2%	24.0%	30.5%	47.2%
Men	78.8%	76.0%	69.5%	52.8%

#### Declaration:

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

Natasha Dillon  
Chief Commercial and People Officer

Alison Horrocks  
Chief Corporate Affairs Officer & Company Secretary



