

GENDER PAY GAP REPORT UK



March 2023

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ABOUT INMARSAT

Inmarsat is the world leader in global mobile satellite communications.

We innovate. We invest. We work with the best. All so that you can rely on getting a connection wherever and whenever you need it most.

Relied on for over 40 years, our world-leading satellite networks touch every aspect of life, all over the planet, to keep communities, companies and countries connected when it matters most – even during the most turbulent times.

We're here to keep you safe. Inmarsat was set up in 1979 by the International Maritime Organization (IMO) to develop a satellite communications network for protecting lives at sea and we are deeply proud of our safety heritage.

We were the first satellite operator to meet the stringent requirements of the Global Maritime Distress and Safety System (GMDSS) and International Civil Aviation Organization (ICAO) for global safety communications.

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 networks

You can rely on Inmarsat to be there, when and where you need us.

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

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

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

But we won't stop there. As the world's experts, we continue to deliver new innovations and capabilities. We will launch a further seven satellites and reinvigorate our ground network by 2024 – making the best even better.

ENABLING THE CONNECTED WORLD

FOREWORD



“Inmarsat thrives on the diversity and variety of our most important asset – our people. We are 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.”

This is my third Gender Pay Report as Chief Executive Officer of Inmarsat. I am encouraged by the progress we made in 2022 and we remain committed to doing more in all aspects of diversity, equality and inclusion.

Our 2022 UK gender pay gap report shows improvements in all metrics and, overall, the rates of pay of women compared to men are improving. We have reduced the mean pay gap between men and women from 19.2% in 2021 to 16.9% in 2022, while the median pay gap has been reduced to from 20.6% in 2021 to 19.8% this year. While this performance shows we are heading in the right direction, we will not be satisfied until the gap is completely closed.

Pleasingly, we recruited women into more senior roles during 2022. Although the overall proportion of women remained stable at around 30%, more women have either progressed at Inmarsat or been recruited into more senior roles. That is a rewarding development particularly given the fact that, like many other companies, we continue to be challenged in attracting women into the company. Engineering, business development, sales and senior management positions remain especially challenging.

Our internal surveys show that employees feel that Inmarsat is a diverse place to work, and they value the richness of the different nationalities and cultures represented at the company. We know that there is more to do to ensure that women have more opportunities to grow and develop and we want to address this. My Executive Team and I are fully focused on doing what we can to ensure that we continue to have a company where diversity and equality are core to how we work every day.

As we look to recruit new talent and retain the excellent people we have, Inmarsat has the benefit of strong results. In 2022, we were among the best performers of the traditional players in our industry and saw both growth and profitability increase since 2020. We continue to invest in our future, and will launch more new satellites in the next five years than in the company’s history. And, as we do this, across the world, millions of people, organisations and governments trust Inmarsat to connect them at the moments when it matters most. Certainty is at the heart of our deep-rooted promise, and we stand ready to deliver on it by providing certainty in an uncertain world.

Rajeev Suri
Chief Executive Officer
March 2023



OUR GENDER PAY FOR INMARSAT UK

In 2022, when compared to the previous year, our gender pay data has improved in all metrics. There was a reduction in both the mean pay gap and in the median pay gap. The bonus gaps in 2022 have also improved from 2021. Many factors impact the metrics, and some metrics are sensitive to relatively few changes, such as resignations and recruitment at the more senior levels. Although we are pleased to see these improvements, we continue to recognise that closing the gap will take time and we remain committed to this.

PAY AND BONUS GAP

Presented as the mean and median gap in hourly pay and bonus between men and women, as at 5 April 2022 (with 2021 for comparison):

	2022		2021	
	Mean	Median	Mean	Median
Pay Gap	16.9%	19.8%	19.2%	20.6%
Bonus Gap	27.3%	25.0%	31.1%	28.1%

PROPORTION OF MEN AND WOMEN RECEIVING A BONUS

The percentage of men and women receiving a bonus for the year to 5 April 2022 is shown below, with the percentages of men and women receiving a bonus in the year to 5 April 2021 for comparison.

	2022		2021	
	Women	Men	Women	Men
	84%	91%	94%	95%

PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE

The percentage of men and women in each pay quartile as at 5 April 2022 is shown below. The proportion of women in the upper quartile has improved to 22.8% (from 20.5% in 2021).

	Upper (75-100%)	Upper Middle (50-75%)	Lower Middle (25-50%)	Lower (0-25%)
Women	22.8%	22.7%	32.7%	45.9%
Men	77.2%	77.3%	67.3%	54.1%



UNDERSTANDING THE GAP

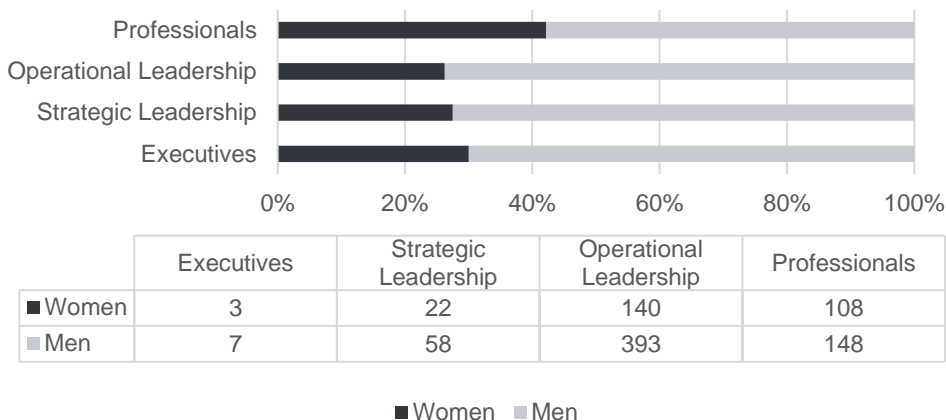
As with previous years, we have undertaken a detailed analysis of our data to obtain valuable insights into the causes of our gender pay gap. We analyse the data many different ways to look for information that will help shape our diversity and inclusion initiatives. We test whether the actions being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

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

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

As is the case with most companies within the technology/engineering sectors, we struggle to attract comparable numbers of men and women particularly in the STEM-related job families. There are particular difficulties at the moment with all recruitment due to the competitive market for talent. The graph below illustrates our gender distribution as at 5 April 2022.

Our UK workforce distribution as at 5 April 2022



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

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



MONITORING PROCESSES AND MANAGERIAL DECISIONS

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

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



HOW WE ARE WORKING TO CLOSE THE GAP

WOMEN AT INMARSAT: DIVERSITY, EQUITY & INCLUSION SURVEY 2022 HIGHLIGHTS

We're building on the insights we gained and the action we took as a result of our first global Diversity, Equity & Inclusion survey, which we carried out in 2021. During 2022 we ran our second survey and 77% of our employees took part, sharing information about themselves (such as their gender identity, race and ethnicity, and disability) as well as their thoughts on how diverse and inclusive Inmarsat is as a place to work.

Currently, women make up 29% of Inmarsat's global population (v 30% in 2021), and women represent 26% of our Senior Leadership Team. In terms of senior leadership representation, this is an increase of one percentage point compared to 2021. While this may seem like a small gain, the steps we've taken – and will continue to take – to attract, engage and retain more women and other underrepresented groups will, over time, continue to improve representation of women at all levels of the organisation. Information about the action we're taking is included in this report.

The overall diversity and inclusion survey score for both women and men increased compared to the 2021 survey. The overall score from women is still lower than that from men, however the score from women did increase proportionally more compared to the score from men.

CAREER DEVELOPMENT

For this survey we were able to look at gender throughout the employee lifecycle. A key finding was that between April 2021 and August 2022 women received 35% of the job grade promotions awarded in the organisation, which is higher in proportion to the group size.

We want to encourage diversity throughout the organisation, in all disciplines and at all levels, and we want to proactively support people from a broader range of backgrounds into more senior roles. Initiatives like our Inclusive Leadership program, which throughout 2022, aimed to raise awareness of unconscious bias in decision making around career development, are now a core feature of our leadership development priorities. This and other initiatives – such as sharing further inspiring career stories from people at Inmarsat in order to highlight the many different ways in which people are navigating their careers – will have had an impact on our decision-making around career development and promotions for women at Inmarsat.

Mentoring has become a more popular tool for career growth since we relaunched the programme in 2021. In 2022, 28% of mentors were women and 72% were men, which is approximately in proportion to our overall gender split. However, of the people who have been assigned a mentor, more than half – 59% are women. These two factors indicate that women see themselves as both having valuable experience and advice to share with others, as well as active proponents of managing their career and personal development.

A NEW NETWORK FOR PARENTS & CARERS

In 2022 we established a new employee network for the parents and carers of Inmarsat. This network has helped to establish a community of support as well as a focus group for understanding the different needs and experiences of parents, guardians and carers.

One third of Inmarsat's women are parents or guardians, and in our 2022 diversity and inclusion survey female parents at Inmarsat scored higher than the Inmarsat average, and scores are also on a par with or higher than the corporate average for the areas of Belonging (the sense that someone can fully be themselves at work) and Fair Opportunities (the extent to which someone believes they are not at a disadvantage with regards to career development). These are encouraging results that confirm that Inmarsat is a good place to work if you are a woman and a parent/guardian.

DOMESTIC ABUSE POLICY

At Inmarsat we want to offer progressive global policies for our employees, so in 2022 we introduced a new domestic abuse policy so that we can support employees in domestic abuse situations. While domestic abuse is not only experienced by women, it does affect women more than men. Some of the resources and support available through this policy include a commitment to changing electronic bank transfers at short notice to help ensure the individual can access their money, additional paid time off to alleviate some of the pressure of managing personal responsibilities, hotel accommodation for the employee and any dependents, and an allowance for incidental or travel expenses.

FLEXIBLE WORKING

Throughout 2022 we continued to bed in and stabilise our options for flexible working, such as our compressed hours working pattern (nine-day fortnight), ongoing hybrid office-remote working, and building on our culture of trust and support. As women continue to be responsible for the majority of childcare and home commitments, working flexibly will continue to provide women – and all employees – more options for balancing work and home life.

IMPROVING HOW WE ATTRACT AND HIRE JOB CANDIDATES

We partnered with focused job boards throughout 2022 in order to encourage more applications from people in underrepresented groups, including women. We didn't get the right return on investment with this approach, so from 2023 we'll be focusing on direct hiring, adapting job descriptions and other recruitment materials to attract candidates from a broader range of backgrounds and to better showcase our inclusive culture, and on improving manager awareness and skill to further strengthen the hiring process.

LEARNING AND DEVELOPMENT

An important step for us to take in 2022 was launching our bespoke workshops on inclusive leadership, designed and delivered in collaboration with specialist consultancy [Byrne Dean](#), with the aim of supporting managers in their role of helping to create an even more inclusive culture at Inmarsat. By the end of the year approximately 80% of leaders and managers – including Inmarsat's Executive Team – attended one of these workshops. We also ran a number of inclusive language workshops to improve confidence for all when talking about gender and other attributes in the workplace, and rolled out our Drive Your Career guide to provide tools and information around career development at Inmarsat.

Inmarsat has well-established and very active employee networks to help us deliver on our DEI goals. WIN – Inmarsat's network for women – organised a number of Career Stories events and to share career articles in order to promote career development across Inmarsat.

All of these awareness and education initiatives will have contributed to further improving our culture of inclusion at Inmarsat.

INMARSAT'S WOMEN'S NETWORK

WIN – Inmarsat's women's network – continues to champion women at Inmarsat. We want to encourage more women to take up a range of careers within the space industry, so during International Women's Day our focus was on highlighting the amazing women we have in different careers at Inmarsat, including STEM careers as well as in corporate support function roles. As well as other careers events and stories, the network specifically focused one event on raising manager awareness of some of the specific things they can do to improve how they support women in their career development.

CULTURE AND VALUES

Respect is at the heart of our values and culture at Inmarsat, and so in 2022 we designed and rolled out a new module as part of our high-performance culture programme in order to place even more emphasis on the fundamentals of an inclusive culture. Topics covered included exploring the benefits of a more diverse and inclusive team and culture, and the steps we can each take to create even more inclusive teams.

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 2022:

	2022		2021	
	Mean	Median	Mean	Median
Pay Gap	14.6%	19.8%	16.7%	20.3%
Bonus Gap	14.2%	25.0%	26.0%	28.1%

PROPORTION OF MEN AND WOMEN RECEIVING A BONUS

The percentage of men and women receiving a bonus for the year to 5 April 2022 is shown below, with the percentages of men and women receiving a bonus in the year to 5 April 2021 for comparison.

	2022		2021	
	Women	Men	Women	Men
	79.9%	84.3%	88.3%	85.6%

PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE

The percentage of men and women in each pay quartile as at 5 April 2022 is shown below.

	Upper (75-100%)	Upper Middle (50-75%)	Lower Middle (25-50%)	Lower (0-25%)
Women	24.1%	21.9%	33.8%	44.7%
Men	75.5%	78.5%	66.2%	55.3%

Declaration:

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

Natasha Dillon
Chief People Officer

Alison Horrocks
Chief Corporate Affairs Officer & Company Secretary