

inmarsat

# GENDER PAY GAP REPORT UK

MARCH 2024



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# About Viasat

Viasat is a global communications company that believes everyone and everything in the world can be connected. With offices in 24 countries around the world, our mission shapes how consumers, businesses, governments and militaries around the world communicate and connect. Viasat is developing the ultimate global communications network to power high-quality, reliable, secure, affordable, fast connections to positively impact people's lives anywhere they are – on the ground, in the air or at sea, while building a sustainable future in space. In May 2023, Viasat completed its acquisition of Inmarsat, combining the teams, technologies and resources of the two companies to create a new global communications partner.

Learn more at [www.viasat.com](http://www.viasat.com), the Viasat News Room or follow us on Facebook, Instagram, LinkedIn, X or YouTube.

# Foreword

In May 2023, Viasat acquired Inmarsat, creating a stronger organization with a more consolidated and secure market position in what has become an incredibly challenging operating environment. With this combined business, we have gained a new team that has been working hard to improve the diversity, equity and inclusion of the organization. As president of Viasat, I am pleased to write this introduction for our 2024 UK Gender Pay Gap Report.

Our priorities for working toward gender equity at Viasat are to:

- **Understand our organization and its people** so that the actions we take to drive greater diversity, equity and inclusion are based on data and insights. Data provides a foundation for developing and measuring our DEI strategy and will enable us to continue to measure our progress.
- **Improve gender diversity at senior leadership levels** and throughout our organization. I believe that diversity in senior leadership roles is a key indicator of our cultural and inclusive health, and that diversity of gender – and other attributes – brings diversity of thought, which is a key factor in innovating and creating the best solutions for our customers.
- **Embed a culture of diversity, equity and inclusion** into every aspect of life at Viasat, from how we hire, to how we recognize contributions and encourage career growth, how we relate to our external partners and customers and how our leaders support and sponsor diversity, equity and inclusion action as part of their roles.

I also believe that it is time to encourage more nuanced conversations around gender equity. We know that women are under-represented in many workplaces and are less likely to reach top positions. But data is also telling us that women of color are not progressing as quickly as their white counterparts. This means that organizations need to consider adapting or targeting their approach to supporting career growth for all women. We will therefore be taking an intersectional view when it comes to action around gender equity to ensure that all women at Viasat have the opportunity to grow in their careers. Similarly, we have an opportunity to change the narrative around men, masculinity and parental roles. While men have typically been regarded as having advantages, a shift in how we think about traditional gender roles could help us create more space and opportunities for women, which in turn will benefit all genders. You can read about some of the things we have been working on to advance gender equity in this document.

Gender inequity in the workplace is a complex issue, and we are committed to addressing it. We have been working on a number of initiatives to increase gender diversity in senior roles, and this report outlines our progress. We are gathering data to better understand the issue, and we are providing learning and education opportunities for our people managers and leaders to help mitigate unconscious bias. We are also working to widen the pipeline of talent by attracting people from a broader range of backgrounds, including women.

I look forward to sharing our further progress with you in a year's time.



Guru Gowrappan, President

March 2024

# Gender pay for Inmarsat UK

The data in this report is for the period 6 April 2022 to 5 April 2023. Although Inmarsat is now owned by Viasat, this report focuses on the reporting period before the acquisition completed. When compared to the previous reporting year, our gender pay data has remained stable. While the bonus gaps in 2023 have increased compared to 2022, it is encouraging to see a reduction in the median pay gap of over 2%. 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 the improvement in the mean pay gap, we remain committed to closing the pay and bonus gaps over time.

## Pay and bonus gap

Presented as the mean and median gap in hourly pay and bonus between men and women, as at 5 April 2023 (with 2022 for comparison):

UK employees	2023		2022	
	Mean	Median	Mean	Median
Pay Gap	16.8%	17.2%	16.9%	19.8%
Bonus Gap	28.4%	26.9%	27.3%	25.0%

## Proportion of men and women receiving a bonus

The percentage of men and women receiving a bonus for the year to 5 April 2023 is shown below, with the percentages of men and women receiving a bonus in the year to 5 April 2022 for comparison.

2023		2022	
Women	Men	Women	Men
90%	94%	84%	91%

## Proportion of men and women in each pay quartile

The percentage of men and women in each pay quartile as at 5 April 2023 is shown below. The proportion of women in the upper and middle quartiles has remained stable over the year to 2023.

2023 Pay Quartiles				
	Upper (75-100%)	Upper Middle (50-75%)	Lower Middle (25-50%)	Lower (0-25%)
Females	21.9%	21.9%	30.0%	47.7%
Males	78.1%	78.1%	70.0%	52.3%

# Understanding the gap

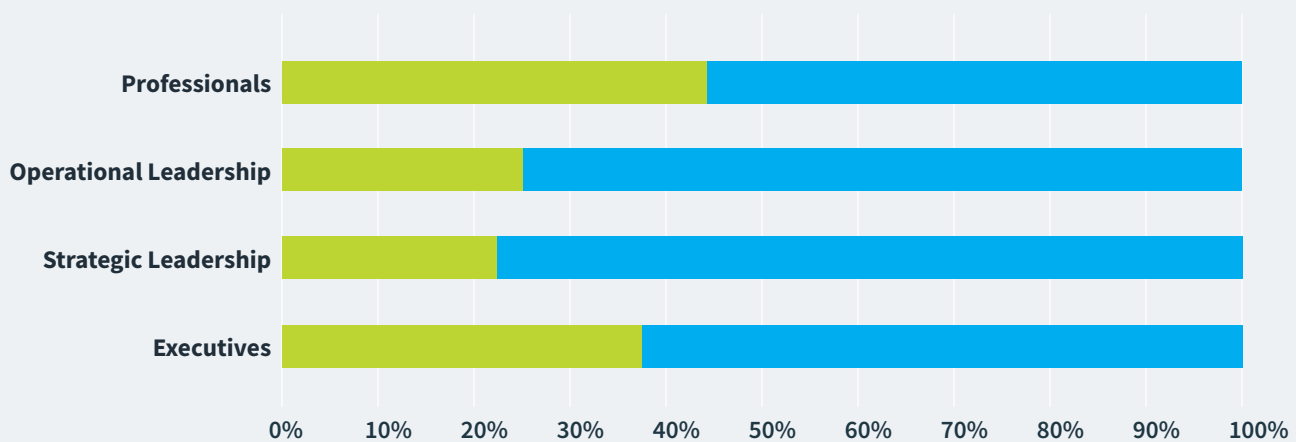
As with previous years, we have conducted a comprehensive analysis of our data to gain valuable insights into the causes of our gender pay gap. We analyze the data in a variety of ways to look for information that will help shape our diversity and inclusion initiatives. We evaluate whether the actions being taken are producing the results we expect and remain open to making changes as needed.

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

- In the more senior levels of the organization.
- 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.

We are committed to addressing this disparity and are working to increase the number of women in our workforce, particularly in the Science, Technology, Engineering and Math (STEM)-related job roles. This challenge is exacerbated by the highly competitive market for talent. The graph below illustrates our gender distribution as at 5 April 2023.

## Our UK workforce distribution as at 5th April 2023



	Executives	Strategic Leadership	Operational Leadership	Professionals
<span style="color: green;">■</span> Women	3	21	149	115
<span style="color: blue;">■</span> Men	5	68	444	143

# Equal pay

It is important to remember that the gender pay gap is not the same thing as equal pay. Equal pay is about making sure that men and women who do the same job are paid the same amount of money, regardless of their gender. The gender pay gap, on the other hand, is about the difference in pay between all men and women across all jobs.

One factor that contributes to our gender pay gap is the way that pay is defined. In many cases, pay includes allowances for shifts and on-call duties. At Inmarsat, the jobs that have required such allowances are technical, field roles in which women are under-represented.

## Monitoring and processing 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 job holder. 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

The combination of data, working to mitigate systemic biases, and the introduction of programs to support people's development into leadership roles are aimed at strengthening foundations so that we continue towards closing the gender pay gap over time.

## Understanding our business and our people

For the second year in a row, we conducted a diversity, equity and inclusion survey with all of our employees. Collecting and analyzing data about our employees – how they identify and what they think and feel about working in our organization – has been essential in helping us measure the success of our initiatives aimed at improving gender equity and representation.

Our analysis also extends to understanding how many women, given the size of the female population, are advancing towards more senior roles in our organization. During the reporting period, women made up 29% of our global workforce overall. Although it was concerning to note that, compared to the size of the female population, women accounted for 38% of the total leavers during the reporting period, they also accounted for 34% of new joiners. This data gives us a strong indication that the work we are doing to mitigate biases is making a positive impact.

## Hiring and onboarding

A core approach to increasing the number of women in our organization, and therefore eventually closing the pay gap, is ensuring that our roles and our organization appeal to people from as broad a range of backgrounds as possible, including women. During the course of the year we reviewed and updated our job description templates to include wording that is more transparent about our philosophies and actions around diversity, equity and inclusion. For example, we now describe our flexible working policies and practices, and we are clearer about ways in which we can make accommodations during the hiring process.

In order to extend our reach further, in addition to our usual channels we also began advertising roles through more targeted job platforms, including Working Mums and Working Dads. Working Mums is a jobs site that advertises roles that are part-time, home-based and flexible full-time, which are considerations for many women, not just mothers.

Central to inclusive recruitment practices is the hiring manager, and we also began work to refresh the interview and hiring skills training for managers to ensure they remain equipped with knowledge about laws, policies and practices, with the skills and confidence to support inclusive hiring.

## Mitigating bias

Alongside work around improving hiring practices, during the year we also ran an Inclusive Leadership program for all people managers and leaders. The content of the program, which 80% of all people managers and leaders attended (including our executive team) – aimed to improve skills, knowledge and confidence in mitigating bias in decision-making processes such as hiring and promotions.



Our 2023 International Women's Day campaign included a series of workshops about gender inclusion – Tackling Inequity & Bias. It was led by men, targeted men and ran over the course of six months. The workshops aimed to build allyship, support, and awareness of gender inequity in the workplace. We shared real life experiences of women in the organization, insights about how race and ethnicity impacts the experience of women; different types of gender bias; and specific scenarios on hiring, meeting dynamics, career development, and everyday interactions.

## Learning and growth

During this reporting year, we launched a global pilot program for employees with the potential for a period of steep career growth. This program has the potential to have a significant impact on gender equity in the long term, so it was critical to start with a good foundation in the pilot. Of the two hundred people who were eligible to participate in a program that was designed to accelerate the career trajectory of people who were ready for it at that point in time, the pool was narrowed down to 80. Of that group, 40% were women, which is greater than the percentage of women in the overall organization. This indicates that the selection process for these kinds of growth programs is moving us in the right direction. In terms of development opportunities, the program included:

- 360° feedback against our defined leadership framework, a comprehensive assessment to encourage improved self-awareness.
- One-to-one coaching to address the development needs identified through the assessment.
- Workshops to improve personal brand, impact and Influence, and social media brand and presence.
- An opportunity to receive bespoke, focused, relevant development through mentoring.
- For more senior roles, an option to study for an MBA.

# Gender pay gap for Inmarsat Global Limited

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 that meets that criteria, Inmarsat Global Ltd. In the interests of openness and transparency, this report contains data on all of legacy Inmarsat 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 pay gap and bonus gap between men and women as at 5th April 2023:

UK employees	2023		2022	
	Mean	Median	Mean	Median
Pay Gap	14.6%	17.2%	14.6%	19.8%
Bonus Gap	17.9%	26.9%	14.2%	25.0%

## Proportion of men and women receiving a bonus

The percentage of men and women receiving a bonus for the year to 5 April 2023 is shown below, with the percentages of men and women receiving a bonus in the year to 5 April 2022 for comparison.

2023		2022	
Women	Men	Women	Men
85.8%	91.9%	79.9%	84.3%

## Proportion of men and women in each pay quartile

The percentage of men and women in each pay quartile as at 5 April 2023 is shown below. The proportion of women in the upper and middle quartiles have remained stable over the year to 2023.

2023 Pay Quartiles				
	Upper (75-100%)	Upper Middle (50-75%)	Lower Middle (25-50%)	Lower (0-25%)
Females	22.9%	20.7%	33.9%	44.3%
Males	77.1%	79.3%	66.1%	55.7%

# Declaration

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



Anders Strothman  
VP Global Rewards



Alison Horrocks  
Director, Inmarsat Global Limited

For more information on the Viasat Gender Pay Gap UK, please contact **Jo Franco-Wheeler, Vice President, Culture & Inclusion** at:

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