

inmarsat

# GENDER PAY GAP REPORT U.K.

Inmarsat Global Ltd (A Viasat Company)

MARCH 2025



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# About Viasat

Viasat is a global technology company that helps businesses, governments, and individuals solve their most demanding connectivity needs. By combining multi-orbit networks with terrestrial broadband networks, we can tailor our solutions to meet the unique needs of our diverse customer sets — and turn connectivity into a strategic advantage.

In May 2023, Viasat completed its acquisition of Inmarsat, combining the teams, technologies and resources of the two companies to create a new global partnership.

Learn more at **[www.viasat.com](http://www.viasat.com)**.

# Foreword

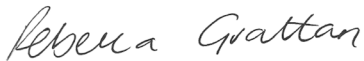
As we present our latest Gender Pay Gap Report, I am pleased to address you as the Chief People & Culture Officer of Viasat. Over the past year, our organization has undergone significant change as we continue to bring together two strong and innovative teams from Inmarsat and Viasat. This integration marked a pivotal moment for us, as we navigate the complexities of a rapidly evolving industry and sustaining an equitable workplace.

Changes in our leadership and headquarters have impacted our workforce demographic for Inmarsat Global Ltd, leading to an increase in the U.K. gender pay gap for the year.

Our value of equity across all groups, including gender and pay equity, remains unwavering, and we are building on this foundation for our future. This includes implementing plans for the year ahead to review and revise our operating model and our people practices to ensure they support our mission of fostering a work environment that celebrates and rewards all backgrounds, and an environment in which all employees can grow and thrive in their career.

I look forward to sharing our progress and continued efforts on this important journey.

Sincerely,



Rebecca Grattan,  
Chief People & Culture Officer

# Gender pay for Inmarsat Global Ltd (U.K.)

The data in this report is for the period 6 April 2023 to 5 April 2024 for Inmarsat Global Ltd. While both the pay and bonus gaps in 2024 have increased compared to 2023, we have seen a significant change in our workforce distribution due to the acquisition by Viasat.

Many factors impact the metrics, and some metrics are sensitive to relatively few changes, such as resignations, restructuring, redundancies, and recruitment at the more senior levels.

## Pay and bonus gap

Presented as the mean and median gap in hourly pay and bonus between men and women, as at 5 April 2024 (with 2023 for comparison):

U.K. employees	2024		2023	
	Mean	Median	Mean	Median
Pay Gap	20.1%	18.7%	16.8%	17.2%
Bonus Gap	31.5%	29.7%	28.4%	26.9%

## Proportion of men and women receiving a bonus

The percentage of men and women receiving a bonus for the year to 5 April 2024 is shown below, with the percentages of men and women receiving a bonus in the year to 5 April 2023 for comparison.

2024		2023	
Women	Men	Women	Men
91%	92%	90%	94%

## Proportion of men and women in each pay quartile

The percentage of men and women in each pay quartile as at 5 April 2024 is shown below. This year we have seen a drop in all quartiles for women, with our biggest change being in lower middle (30.0% down to 26.1%) and upper (21.9% down to 19.8%).

2024 Pay quartiles				
	Upper (75-100%)	Upper middle (50-75%)	Lower middle (25-50%)	Lower (0-25%)
Women	19.8%	21.3%	26.1%	45.1%
Men	80.2%	78.7%	73.9%	54.9%

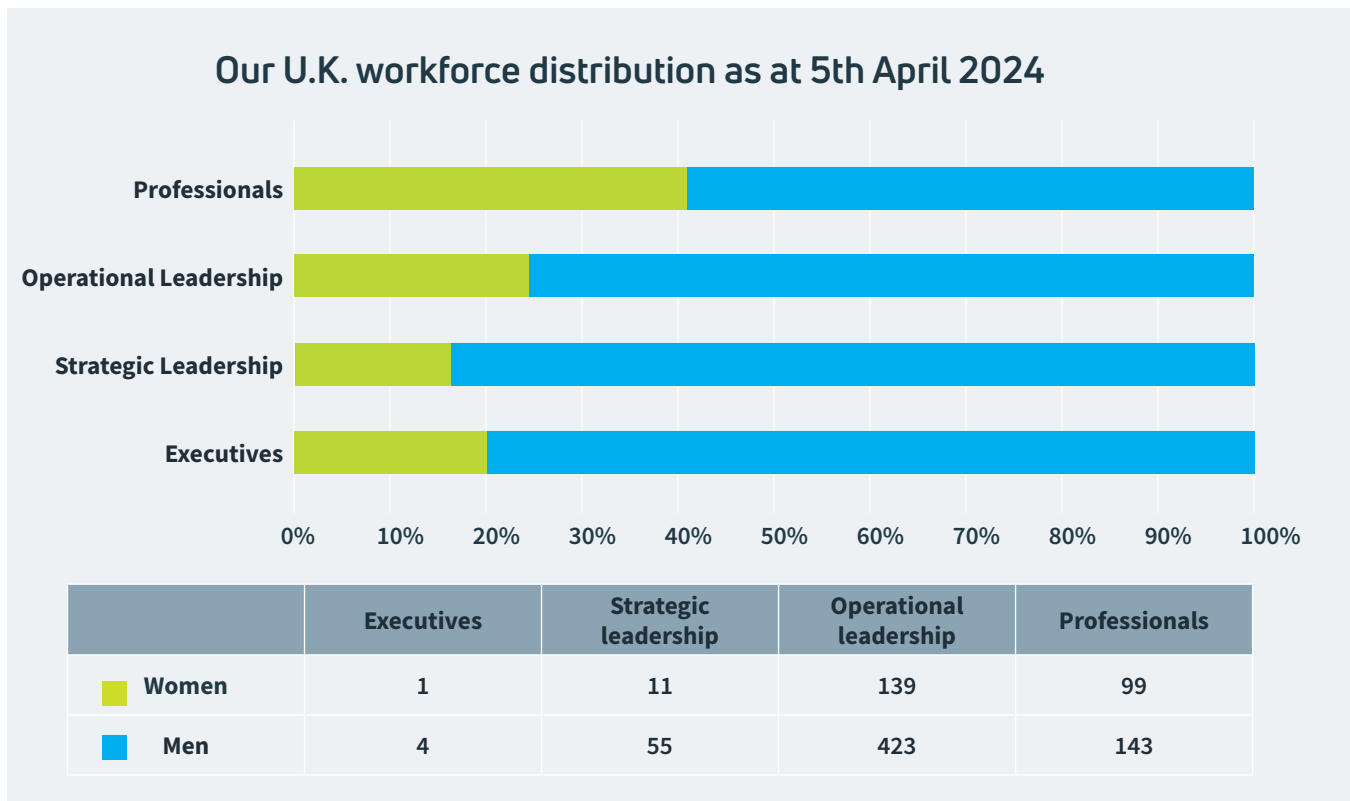
# Understanding the gap

As with previous report years, we have undertaken a detailed analysis of our data to obtain valuable insights into the causes of our gender pay gap. We analyze the data many different ways to look for information that will help shape our gender equity in the future.

Our gender pay and bonus gap increase is being driven by several factors attributed to Viasat and Inmarsat coming together, and the related activity to restructure the business.

- Significant change in our workforce distribution. Our overall population in the U.K. has reduced by around 8% and a higher proportion of women left the organization during the reporting period. Compared to previous years, we have seen an almost 50% decrease in women in strategic leadership roles as a result of the acquisition, transition, and reorganizations in the business.
- Additional bonus payments (Long Term Incentives) were expedited as part of the acquisition. These were granted to employees at senior levels within the organization and were paid out earlier than the usual three-year vesting period, resulting in some employees receiving double their usual bonus payments and further impacting the bonus gap.
- We also still have a majority of men in the roles and job families that are typically paid better in the U.K. 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, it is an ongoing challenge to attract comparable numbers of men and women in STEM (Science, Technology, Engineering and Mathematics) job families. This challenge is exacerbated by the especially competitive market for talent.

The graph below illustrates our gender distribution as at 5 April 2024.



# Equal pay

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. For Inmarsat Global Ltd the jobs that require such allowances are technical field roles in which women are under-represented.

# Strengthening our commitment to gender equity

Over the past year we experienced a notable increase in the gender pay gap, primarily due to the significant changes brought about by the acquisition of Inmarsat by Viasat. The integration of two distinct businesses has led to a series of mandatory payments, coupled with a reorganization that resulted in employees leaving during the reporting period. These payments, while necessary to support a smooth business integration, have temporarily skewed our pay gap metrics, resulting in a singular increase that does not reflect our ongoing commitment to gender equity. We anticipate that for similar reasons – mandatory payments and reorganizations – there will also be a differential in our next report.

To address this issue and ensure a more equitable future, Viasat is implementing a new global Performance, Development and Reward cycle. This cycle is designed to ensure that pay and bonus decisions are made through a consistent and transparent framework, with checks and balances for manager recommendations. This framework aims to promote further fairness and equity in all aspects of employee development, hiring, promotions, and pay recommendations, thereby helping to reduce the gender pay gap over time.

In addition to the new Performance, Development & Reward cycle, Viasat has modified its bonus structure. This new bonus structure aligns our organization under a central, unified approach, and for senior levels, Long Term Incentive Plans have been replaced by long term incentive awards, primarily delivered in the form of Restricted Stock Units (RSUs). Both of these changes are intended to create a more consistent and equitable approach to compensation, ensuring that all employees are rewarded fairly for their contributions.

To further enhance gender equity, Viasat is actively reviewing and updating its people policies to bring consistency across the organization. This and other activities to enhance the overall employee experience at Viasat is incorporated into our new People Strategy. Also included is a review of the training we provide to managers to ensure they are further equipped to make fair and equitable decisions in various aspects of employee management, including hiring and promotions. By investing in these initiatives, Viasat is committed to fostering a more equitable workplace, where all employees have the opportunity to thrive and succeed.



# Declaration

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



Anders Strothman  
VP, People Lifecycle



Alison Horrocks  
Director, Inmarsat Global Limited

For more information on the Viasat Gender Pay Gap U.K., please contact  
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