

Gender pay gap report U.K.

Inmarsat Global Ltd (A Viasat Company)

MARCH 2026



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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.

Learn more at www.viasat.com, the Viasat News Room or follow us on Facebook, Instagram, LinkedIn, X or YouTube.

Foreword

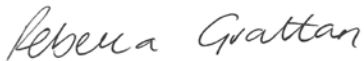
As Viasat's Chief People, Brand & Culture Officer, I am pleased to be sharing our UK Gender Pay Gap Report for 2026.

This year's report reflects some progress in closing the gender pay gap for Inmarsat Global Limited employees in the UK, achieved against a backdrop of considerable change. We continue to navigate a complex global political landscape while undergoing further significant internal restructuring following Viasat's acquisition of Inmarsat in 2023. As outlined on page 7, the effects of this transition continue to impact our operating model.

Despite this, we have not stood still. Some of the positive movement you will see in this report is the result of aligning our pay and bonus structures across the organisation, ensuring greater fairness, consistency and transparency for employees worldwide. We have also embedded assessment against Viasat's values into our Performance, Development and Reward cycle. With integrity and doing the right thing at our core, this approach strengthens our accountability as leaders and reinforces the fairness and equity we expect in every decision that relates to our people.

While there is still more work to do, I am encouraged by the progress we've made, and we remain committed to continuing this momentum. Closing the pay gap requires sustained, systemic change, and although our progress has been temporarily skewed by the impact of the acquisition, we had been seeing meaningful improvement in the years prior to that. Now that the organisation is more aligned post-acquisition, we are confident that we will see positive progress over the next two to three years. I look forward to sharing further updates with you in 2027 as we continue this work.

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 2024 to 5 April 2025 for Inmarsat Global Ltd. For commentary that explains these numbers, please refer to page 7.

Pay and bonus gap

This is presented as the mean and median gap in hourly pay and bonus between men and women, as at 5 April 2025 and with 2024 for comparison:

U.K. employees	2025		2024	
	Mean	Median	Mean	Median
Pay Gap	19.6%	23.2%	20.1%	18.7%
Bonus Gap	36.4%	28.3%	31.5%	29.7%

Proportion of men and women receiving a bonus

The percentage of men and women receiving a bonus for the year to 5 April 2025 is shown below, with the year to 5 April 2024 for comparison.

2025		2024	
Women	Men	Women	Men
95%	96%	91%	92%

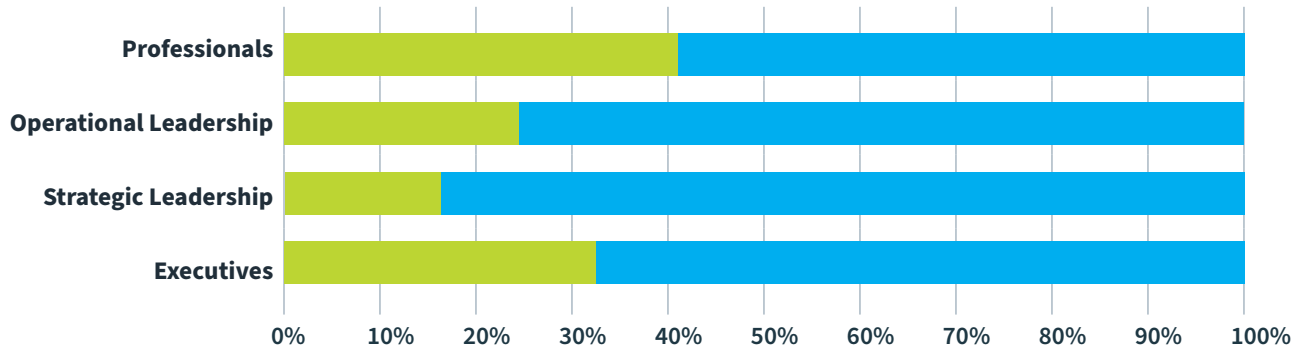
Proportion of men and women in each pay quartile

The table below shows the percentage of men and women in each pay quartile as at 5 April 2025.

2025 Pay quartiles				
Gender	Lower	Lower middle	Upper middle	Upper
Women	45.1%	27.7%	18.5%	22.1%
Men	54.9%	72.3%	81.5%	77.9%

Workforce distribution

Below is the workforce gender distribution for our Inmarsat Global Ltd entity as at 5 April 2025.



	Executives	Strategic Leadership	Operational Leadership	Professionals
Women	1	10	120	90
Men	2	49	382	126

Understanding the gap

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

We have seen a decrease in our mean gender pay gap this year, following an increase in the previous reporting year. Our pay gap continues to be influenced primarily by the structure of our workforce and the distribution of roles across the organisation. For example, we have lower representation of women in midlevel engineering roles, which typically command higher market pay and often include additional earnings through overtime or on-call allowances.

The median pay gap increased this year, indicating that the differences we are observing now reflect the broader makeup of our employee population, particularly around our middle levels, rather than being driven predominantly by a small group of higher earners, as in previous years.

Our bonus pay gap has increased compared with 2024, largely due to one-off factors linked to the introduction of our Performance, Development and Reward cycle as part of the integration of Inmarsat and Viasat processes following the 2023 acquisition. During this reporting period, we transitioned our performance year from a calendar year to an April–March financial year. As a result, only a single quarter of bonus payments was captured, and these were awarded on a formulaic basis to all eligible employees, with no variation for performance.

At the same time, this period included the final payouts of acquisition-related long-term incentives, which were primarily awarded to senior employees. The combination of reduced bonus amounts for most employees and full-year LTIP and retention payments for a smaller group skewed the bonus gap compared with previous years.

These acquisition-related payments have now concluded. From next year, our reporting will reflect the outcomes of our newly harmonised bonus scheme, providing a more consistent and stable picture of bonus distribution across the organisation.

Equal pay

It's important to remember that the gender pay gap is not the same as equal pay. *Equal pay* means that men and women performing the same job, or different jobs with equivalent skills, effort and responsibilities, receive the same compensation. The *gender pay gap*, however, reflects the overall difference in average pay between all men and all women in an organisation, regardless of role or level. This means it is influenced by broader factors such as representation in different types of jobs and seniority levels.

Another key contributor to our gender pay gap is the definition of pay used in reporting. Pay includes additional allowances such as shift payments and on-call duties. Within Inmarsat Global Ltd, these allowances are primarily associated with technical field roles – areas where women are currently underrepresented. As a result, the presence of these allowances increases average pay for men more than for women, which widens the overall pay gap even though it does not reflect inequitable pay for equal work.

Closing the gender pay gap

Last year, we saw a temporary increase in our gender pay gap, driven largely by the transformative changes following Viasat’s acquisition of Inmarsat. As we highlighted in last year’s report, bringing two businesses together requires mandatory payments, organisational restructures, and workforce changes, including employee departures during the reporting period. These events influenced our results, creating a short-term spike that does not reflect our long-term commitment to gender equity.

Looking ahead, we’re continuing to take sustainable steps to create a more equitable future. A major milestone has been the launch and bedding in of our new global Performance, Development and Reward cycle. This framework ensures that pay and bonus decisions are made consistently and transparently, supported by checks and balances designed to reduce bias in hiring, promotions, performance ratings, and salary recommendations. This is a significant step in strengthening fairness across the entire employee experience.

We also introduced a unified global bonus structure and, at senior levels, replaced traditional Long-Term Incentive Plans with more consistent long-term incentive awards. These updates are bringing greater clarity, fairness and alignment across our organisation.

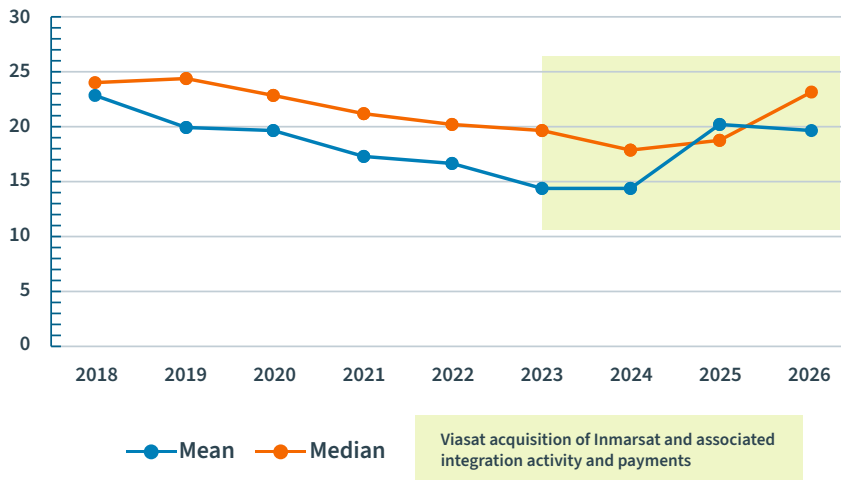
Alongside this, we have been refreshing our people policies and reviewing manager training to support equitable decision-making throughout the employee lifecycle – from hiring and development to succession planning and promotion pathways. Our aim is to ensure that every leader has the tools to create equity in their day-to-day decisions.

To accelerate progress even further, we will be continuing to explore additional actions, such as strengthening hiring pipelines to increase representation in technical and leadership roles; expanding our mentorship programme; and continuing to provide a robust set of options for professional development for all employees.

This is not a series of quick wins, however. Meaningfully addressing a gender pay gap requires systemic change. It means reviewing, strengthening and aligning all people processes – across attraction and hiring, onboarding, development, progression, and even exit – and ensuring fairness and the mitigation of bias at every stage. This work must be approached thoughtfully, and while it takes time to put the right structures in place, it also takes time for those structures to show measurable impact.

Our pay gap data for Inmarsat Global Limited over time demonstrates both the progress that deliberate action can deliver and the resilience of the improvements we have made:

Pay Gap (By Reporting Year)



This trend shows that while integration-related changes have created temporary fluctuation, our longer-term trajectory is positive.

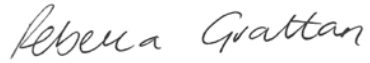
We've also been actively partnering with our women's network – the Viasat Women's Alliance (VWA) – to advance several key initiatives. One highlight is the annual VWA Summit, which brings together employees of all genders for a three-day programme focused on promoting gender equity and highlighting development opportunities through interactive workshops, speaker sessions, panel discussions and networking events.

In addition, the VWA has led work to encourage more employees to explore mentorship opportunities. Mentorship can play a powerful role in career growth by supporting focused skills development, building confidence and expanding professional networks.

With these systemic improvements coupled with ongoing support for our employee resource groups, we are confident in our ability to make meaningful progress in closing the gap again over the next three years, reflecting our ongoing commitment to building a workplace where everyone – across all genders – can thrive, grow and be rewarded fairly.

Declaration

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



Rebecca Grattan
Chief People, Brand & Culture Officer

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