Welcome to your CDP Climate Change Questionnaire 2022

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Inmarsat was set up in 1979 by the International Maritime Organization (IMO) to enable ships to stay in constant touch with shore or to call for help in an emergency, no matter how far out to sea. Today our customers are found in many different sectors – they are typically businesses and organisations that need to communicate where terrestrial telecom networks are unreliable or simply cannot reach.

As well as merchant shipping, our customers include governments, airlines, the broadcast media, the oil and gas industry, mining, construction, and humanitarian aid agencies – to name just a few. They connect to our fleet of 14 satellites using a range of equipment, including global handheld satellite phones and notebook-sized broadband internet devices, as well as specialist terminals and antennas fitted to ships, aircraft and road vehicles.

Our business has grown strongly since 1999 when we became the first intergovernmental organization to transform into a private company, later floating on the London Stock Exchange (LSE: ISAT.L) in 2005. In 2019, Inmarsat was delisted from the London Stock Exchange as the company was taken private, having been purchased by equity funds. Inmarsat remains the market leader in the provision of mobile satellite services, with the largest portfolio of global satellite communications solutions and value-added services on the market. In 2020 we reached important milestones in our technology roadmap. A massive expansion of our ground network saw us commission six new ground stations to support GX5, our newest Global Xpress satellite. More powerful than the entire GX1-4 fleet combined, GX5 entered commercial service on 10 December, meeting growing demand across Europe and the Middle East, in particular for aviation Wi-Fi and commercial maritime services. This is just the start of a journey that will see us delivering a revolution in mobile satellite connectivity through our Global Xpress and L-band networks.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	January 1, 2021	December 31, 2021	Yes	3 years

C0.3

(C0.3) Select the countries/areas in which you operate.

Australia
Canada
France
Germany
Greece
India
Indonesia
Italy
Netherlands
New Zealand
Norway
Singapore
Switzerland
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United States of America

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Operational control

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, another unique identifier, please specify	213800VJ993Q1PHLWA97

LEI	

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Chief Executive Officer (CEO)	The role of the Chief Executive is set out in writing and agreed upon by the Board. He is responsible for: 1) The day-to-day management of Inmarsat's operations and its financial results; 2) Recommending the strategic objectives for the Inmarsat Group, for debate, challenge and approval by the Board; 3) Responsibility for ensuring we meet the milestones for our key programmes with a priority to target revenue growth and deliver enhanced returns to investors and; 4) Chairing the Executive Management Board. The CEO is the board sponsor for environmental and social governance, community investment, and other corporate social responsibility matters, as well as responsibility for Health and Safety. Responsibility for environmental and other corporate social responsibility matters sits with the CEO because this ensures top-down management of corporate social responsibility matters including climate change. Example of a key climate decision made: In 2021, the Chief Executive called for a 'Net Zero' equivalent for space to ensure the sustainability of the industry and the benefits it brings to people on Earth. This includes improvement of tracking and data sharing within the industry, implementation of operational norms of behaviour and greater focus by regulators. To supplement this announcement, the Chief Executive has supported the decision for Inmarsat to review its own net zero ambitions , set a Net Zero by 2050 target and align to the new Net Zero criteria which is currently underway and will be submitted for validation in 2022.
Other C-Suite Officer	The Chief Corporate Affairs Officer and Company Secretary has responsibility for climate change-related issues at Inmarsat and is a member of the Executive Management Board. These responsibilities lie with the Company Secretary/Chief Corporate Affairs Officer because her wider role is to provide governance advice to the Board and its Committees and to ensure that the organisation is compliant with

	standard financial and legal practice, including energy/carbon compliance. The Company Secretary/Chief Corporate Affairs Officer also acts as the point of communication between the board of directors and Inmarsat investors on matters including governance and remuneration and is responsible for reporting on company procedures and developments, including those related to matters of Corporate Responsibility and climate change.
Board-level committee	The Main Board of Inmarsat is ultimately responsible for the oversight of climate concerns at Inmarsat, including both the approval of Inmarsat's environmental and climate strategy and oversight of the mitigation and management of Inmarsat's climate-related risks and opportunities. Our Corporate Governance Policy denotes ESG and climate matters as principal decisions for which the Board must retain oversight. Our Board is ultimately responsible to stakeholders for all our activities, including the delivery of our strategy, financial performance, resource utilisation and having regard to social, environmental, and ethical matters. Climate-related issues are therefore, integrated into several governance mechanisms to the extent to which they drive operational effectiveness and risk management. Example of a key climate decision made: In 2021, Inmarsat's main Board approved the setting of Inmarsat's Scope 1 and 2 1.5C-aligned and Scope 3 well-below 2C science-based targets as well as the supporting decarbonisation roadmap for achievement of the targets. Following this approval, Inmarsat has submitted these targets for validation by the SBTi (scheduled for July).
Chief Financial Officer (CFO)	The Chief Finance Officer has responsibility for climate change-related issues relating to the investments required internally in line with Inmarsat's science-based targets and its decarbonisation plan. As a large part of Inmarsat's footprint, the CFO oversees our Procurement function and provided the mandate to the Vice President of Procurement, Contracts and Insurance to review how sustainability and climate change are embedding into procurement policies, decision making and supplier engagement. Further, the Chief Finance Officer is involved in the understanding, mitigation and management of climate-related risks. The financial impact of climate related risk is reported on from the Central Risk Committee to the Board, including the Chief Financial Officer. Example of a key climate decision made: In 2021, the Chief Finance Officer approved the investment into conducting a lifecycle assessment study of one of Inmarsat's main maritime product. This was approved as part of the wider sustainable procurement programme, overseen by the CFO and led by his delegate, the VP of Procurement. The CFO has reviewed and approved the updates to Inmarsat's procurement policies to include clauses on climate data collection, supplier targets and collaboration on reducing carbon.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are	Governance mechanisms into	Please explain

a scheduled agenda item	which climate-related issues are integrated	
Scheduled – some meetings	Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding annual budgets Reviewing and guiding business plans Setting performance objectives Monitoring implementation and performance of objectives Overseeing major capital expenditures, acquisitions and divestitures Monitoring and overseeing progress against goals and targets for addressing climate-related issues	The Board is ultimately responsible to stakeholders for all our activities: for delivering our strategy and financial performance in the long-term interests of the Company; for efficiently using our resources and having regard to social, environmental, and ethical matters. Our Board has received papers for approval and understanding of our ESG strategy such as our science-based target and procurement policy change. This strategy implementation is overseen by our Board and directly correlates to the mitigation of our transition risks and capture of our climate opportunities. Similarly, we recognise that rising sea levels and increased precipitation and flooding as a result of climate change could impact our satellite access stations and/or land earth stations which are located at strategic points around the world and act as traffic gateways connecting customers using the Inmarsat satellites to terrestrial networks. To manage this risk, we have established site selection due diligence processes which incorporate climatic geographical considerations. The board has oversight of such major plans of action.

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues
Row 1	Yes	The Board has ultimate oversight for Inmarsat's ESG and climate strategy as set out in the Group's Corporate Governance Policy. In 2021 the Board focused its attention on; Assessing risks faced by the Group and received updates on internal controls, including ESG and climate risk; Refreshed our view of our non-financial risks through conducting an ESG assessment; Approved Science Based Targets for SBTi submission and our Net Zero by 2050 target; Considered climate

		risk in the context of investment risk & the correlation between disclosure and capital allocation; Approved the ESG & TCFD disclosures within the 2021 Annual Report & ESG Report. We reviewed our current capabilities across the organisation and assessed that we have the adequate level of expertise in the key areas of the business. Sustainability is a skill outlined in our board experience within our Annual Report, demonstrated by our CEO as the Board sponsor for ESG, community investment, and other CSR matters. His involvement in industry working groups and associations and advocacy for climate & ESG matters within the industry, like his call for Net Zero in space, demonstrates his capability and competency to sponsor and lead Inmarsat's ESG and climate agenda. Additionally, at approval time of our targets, The Board unanimously supported the approval of both our science-based and Net Zero targets. This is supported by the roles and responsibilities of key individuals and departments held accountable by the ESG Steering Group. Climate responsibilities do not sit solely within one team or department, roles and responsibilities are delegated across the organisation but oversight and management is held centrally by the CEO as Board sponsor & the Chief Corporate Affairs Officer who chairs the ESG Steering Group. Our CFO has ultimate approval of the financial investment required to ensure we achieve our climate strategy, such as our external consultant partnership, investment into new data systems and policies to target decarbonisation. Our Board has received multiple board papers on climate targets and the roadmap needed to achieve them. Individual papers were sent to the board both for education and approval of the SBT & net zero target. We send regular papers to upskill the board on changing requirements related to climate and on progress Inmarsat is making. Similarly, we will look to conduct in-person presentations to the Board as we did with other topics such as Cyber and IT security in 2021.

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on climate-related issues
Other C-Suite Officer, please specify Chief Corporate Affairs Officers	Both assessing and managing climate-related risks and opportunities	Quarterly
Environment/ Sustainability manager	Both assessing and managing climate-related risks and opportunities	Quarterly

Risk manager	Both assessing and managing climate-related risks and opportunities	Quarterly
Risk committee	Both assessing and managing climate-related risks and opportunities	Quarterly
Sustainability committee	Managing climate-related risks and opportunities	Quarterly
Procurement manager	Managing climate-related risks and opportunities	Quarterly
Energy manager	Managing climate-related risks and opportunities	Quarterly

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

Global Head of Facilities

Inmarsat's Global Head of Facilities has the day-to-day responsibility of driving energy management practices across the group and ensuring compliance with Inmarsat's various energy and carbon compliance requirements, for example, Mandatory Emissions Reporting and SECR compliance in the UK. Climate change-related issues are monitored by the Inmarsat's Global Head of Facilities through regular meetings with the facilities team to ensure that our buildings are operating efficiently and also through a greenhouse gas reporting data managed service with our external consultant, Carbon Intelligence, in which emissions performance reports are sent out to sites on a regular basis. The Global Head of Facilities is also the workstream owner for Energy, Waste and Water as part of Inmarsat's environmental strategy, including responsibilities for collecting data, assessing progress and driving action towards KPIs and targets within the strategy and the overarching science-based target.

Inmarsat's Global Head of Facilities reports to the VP Global Real Estate and Facilities who reports to the Chief Operations Officer. The responsibility lies with the Inmarsat's Global Head of Facilities because he has the expertise and experience to drive energy management practices across the Group.

Deputy Company Secretary

The Deputy Secretary leads on Inmarsat's sustainability focus and strategy, including climate change. As the responsible person for Inmarsat's annual reports and accounts, the Deputy Company Secretary is also tasked with providing regular reports and disclosure, both internally and externally on Inmarsat's progress against its ESG and climate targets and other commitments. The Deputy Company Secretary chairs both the internal ESG Steering Group and the Sustainability Committee, and drafts Board reports on ESG and climate strategy.

The Senior Director of Risk Management

The Senior Director of Risk Management is responsible for the development and implementation of Inmarsat's risk management processes to enable the business to achieve its

strategic goals. The environment and climate change specifically relate to a number of Inmarsat's risks and therefore the Senior Director of Risk Management has an important role in ensuring that these risks are effectively mitigated. Responsibilities include: review of the risk profile against Inmarsat's risk appetite; provision of recommendations to management in relation to risk profile, strategy and key controls; review of the sustainability of risk methodologies, metrics and policies; and assessment of major risk-related projects. Climate change-related issues are monitored by the Senior Director of Risk Management through the Central Risk Committee reporting process. The Senior Director of Risk Management reports to the Company Secretary/Chief Corporate Affairs Officer.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	Inmarsat provides several monetary incentives. See the following question for details.

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Chief Sustainability Officer (CSO)	Monetary reward	Emissions reduction project Other (please specify) Climate change risk management & Performance against environmental strategy	The Chief Corporate Affairs Officer and Company Secretary has specific responsibility for climate-related issues at Inmarsat and is a member of the Executive Management Board. The Company Secretary/Chief Corporate Affairs Officer also acts as the point of communication between the board of directors and Investors on matters including governance and remuneration and is responsible for reporting on company procedures and developments, including those related to matters of Corporate Responsibility and climate change. The Chief Corporate Affairs Officer and Company Secretary's annual financial remuneration takes into account successful risk management globally, including risk management relating to climate change.
Risk manager	Monetary reward	Other (please specify)	The Senior Director of Risk Management key objective is to improve the risk management

		Climate risk mitigation	processes, including those relating to climate change, and apply them across the Group. Inmarsat recognises that climate change is a risk where the time horizon is typically longer than long-range business plan time-frame of 5 years, and therefore, whilst the assessment of climate-related risks are integrated into the overall risk management processes, climate change risks and opportunities also require bespoke assessment.
Facilities manager	Non-monetary reward	Emissions reduction project	As part of an ongoing review, facilities managers are required to monitor and reduce energy consumption and to ensure that any replacement plant and equipment delivers a reduction in energy consumption and subsequent GHG emissions.
Chief Executive Officer (CEO)	Monetary reward	Other (please specify) Performance against ESG requirements and strategy	The CEO is the board sponsor for environmental and social governance, community investment, and other corporate social responsibility matters, as well as responsibility for Health and Safety. The CEO has an objective relating to "health and safety overview across the group and monitoring/performance of ESG requirements." This objective is linked to annual financial remuneration.
Procurement manager	Monetary reward	Emissions reduction project Environmental criteria included in purchases Supply chain engagement	The VP of Procurement, Contracts and Insurance has set KPIs around supply chain engagement, emissions reduced within purchased goods and services (in line with Inmarsat's Scope 3 science-based target) and the inclusion of climate/ environmental criteria within contracts and supplier selection processes.
Buyers/purchasers	Monetary reward	Emissions reduction project Environmental criteria included in purchases Supply chain engagement	Alongside the VP of Procurement, Contracts and Insurance, the whole Procurement team now has sustainability linked bonuses. This is aligned to the implementation of the new Procurement programme including supplier engagement, supplier data collection, a new procurement policy and selection criterion.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	0	1	The short-term horizon aligns to annual budgeting.
Medium-term	1	5	Inmarsat's long-range business plan spans 5 years and we view this as "medium-term".
Long-term	5	20	Inmarsat's satellites are in space for up to 20 years and therefore Inmarsat must consider risk on this horizon. There is also a recognition that climate-related risks have longer-term horizons.

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

Substantive financial or strategic impact is assessed in line with the defined risk appetite (which is considered as part of the compilation of business cases, annual business plan and budget and long-range business plan) and using defined impact and probability ranges.

Inmarsat considers impact across the following 4 dimensions:

- Economic (cash flow impact)
- People risk
- Reputation
- Business/service interruption

The impact thresholds are classified from A (higher impact) – D (lower impact). For example, the highest economic impact threshold (A) is defined as a cash flow impact of more than $50 million within 3 years of an event, and the highest business/service interruption threshold is defined as severe disruption to the business. Beyond this threshold, risks are considered to have a substantive impact.

Probability is considered on a scale of 1 to 5, where 5 is higher i.e. “almost certain to happen”.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

Direct operations
Upstream
Downstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term
Medium-term
Long-term

Description of process

Climate-related risks are identified and assessed as part of Inmarsat's overall risk management process which is described below. Inmarsat operates a risk management process to identify, assess, mitigate and report significant risks within the business and to report to the Board on how those risks are being managed.

Risks are initially identified and assessed in each business unit and area (i.e. asset level) during collaborative risk workshops where key internal stakeholders consider what risks could hinder Inmarsat from achieving its objectives, quantify the risks in terms of impact and probability and consider risk mitigation activities. The workshop is a key stage in the development of business unit risk reports which include risk registers (list of risks), risk matrices with impact and probability, and the risk mitigation plans. On a quarterly basis the risk reports are formally reviewed by senior management on a central Risk Committee representing each component part of the business (i.e. each business unit and central services function). These risk reports are assessed and consolidated in a systematic way to identify the Group's principal risks. The Group's principal risks are further discussed and reviewed by the Executive team, and each quarter, the resulting Group risk report is discussed by the Audit Committee and the Board, who has overall responsibility for the risk management framework.

The process in place for assessing which risks could have a substantive financial or strategic impact in relation to other risks:
Inmarsat's risk evaluation and prioritisation process begins with quantification of probability and impact criteria within risk registers monitored by the Central Risk Committee. Once scored, risks are then prioritised into a four-tiered scale ranging from

high to low. This allows Inmarsat to determine the relative significance of climate-related risks in relation to other risks. In 2021, ESG was deemed as a principle risk which includes climate risk as a subset risk within this category. Inmarsat rolls up the individual identified climate-related risks into the overarching view of principles through ESG risk. The Inmarsat Board and Audit Committee are responsible for approving risk levels and approving risk decisions that are beyond delegated authorities. The Board regularly and as part of the financial year end process, reviews the Group's principal risks and the actions being taken to mitigate those risks. As part of the long-range business plan and risk management processes particularly, the Board determines the level of risk carried and the extent of mitigating activity required to deliver an acceptable level of risk. In the coming year, we are focussing on embedding our risks and mitigation action plans. We are also in the process of developing an emerging risks and blindspots assessment process which has been included in quarterly reporting from Q1 2022. To date, deglobalisation, space sustainability (such as overcrowding), technology digitisation and the climate crisis have been determined as an emerging risk. Similarly, we are planning to enhance our mitigation controls, actions and key risk indicators across all our business risks and climate-related risks. We will also change our process for determining risk appetite. To date we set risk appetite at the principle risk category level however going forward, we will centre this on five key areas; strategic, financial, commercial, technological and operational. We will determine an appetite statement for each of these buckets in 2022.

Process for managing climate-related opportunities:
Inmarsat recognises that there are a number of climate-related opportunities both the upside of each identified climate-related risk and other additional opportunities. We also recognise that by systematically assessing and mitigating the largest risks, we are more likely to achieve our strategic goals. Therefore, climate change opportunities are managed through the same process described above as well as highlighted and monitored via the ESG Steering Group, who is responsible for implementing the ESG strategy, on a quarterly basis.

An example of how this process is applied to physical risks/opps:
Some of our ground stations are coastal facilities that may be at risk from negative impacts related to sea-level rise. This risk was identified, assessed, and managed in line with the process described above. During a climate change risk workshop facilitated by our sustainability partners, Carbon Intelligence, we identified that sea level rise presents a potential risk to our operations globally. We assigned a risk owner to further investigate this risk and to develop a risk mitigation plan. We conducted a desk-based study of each of our locations to assess the impact and probability of natural weather disasters using latitude and longitude coordinates and natural catastrophe models developed for the insurance industry. Where locations have been identified as having higher risk of natural disaster, e.g. river flooding, site surveys are conducted to further refine the risk assessment and to establish risk mitigation plan.
Our Maritime and Aviation customers face increasing risk from physical climate change impacts. For example, changes in both mean precipitation and patterns of precipitation will mean that both seafarers and airlines will require more advanced connectivity to enable real-time weather information for optimal route planning, as well as reliable

communications in any weather. This presents Inmarsat with an opportunity as our global network is highly resilient. This opportunity was identified, assessed, and managed in line with the process described above. During a climate change risk workshop facilitated by our sustainability partners, Carbon Intelligence, we identified that increasing weather disasters will create greater demand for our services.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Company specific example of risk type and how it is included in risk assessment: Geographically, our energy consumption is greatest within the UK, where Inmarsat is required to comply with both the Streamlined Energy and Carbon Reporting (SECR) and Energy Savings Opportunity Scheme (ESOS). Both regulations require Inmarsat to maintain an evidence pack in order to demonstrate compliance to the Environment Agency, which provides regulatory oversight for each scheme. The recent introduction of the Climate-related Financial Disclosure, on top of the existing Streamlined Energy and Carbon Reporting (SECR) legislation, requires Inmarsat to report the information currently disclosed under Mandatory Greenhouse Gas Regulations, what proportion of energy consumption and emissions relate to the UK and information relating to energy efficiency measures undertaken in the financial reporting year and a detailed climate risk disclosure. There is a risk that inaccurate, incomplete or unauditable energy data could result in non-compliance with both regulations. Failure to comply with either could result in financial penalties being applied by the Environment Agency and publication of non-compliance. Current legislation is included as part of the group-wide risk assessment process and the Chief Corporate Affairs Officer/Company Secretary is accountable. Any fines as a result of non-compliance would be considered along the economic impact dimension, in addition to the reputation impact dimension. Whilst we do not consider non-compliance with the legislation outlined above (CFDR, SECR and ESOS) to have a substantive impact on the group, we have put in place robust risk management plans to ensure compliance. For example, we have a specialist climate and energy partner that works closely with the Chief Corporate Affairs Officer/Company Secretary and other key stakeholders to ensure compliance with climate-related legislation.
Emerging regulation	Relevant, always included	Company specific example of risk type and how it is included in risk assessment: Inmarsat is aware of a number of potential areas of emerging regulation relating to climate change that could have an impact on the business.

		For example, the business recognises that a number of jurisdictions are considering implementing the recommendations from the Task Force on Climate-Related Financial Disclosure into national legislation with the UK having already implemented the legislation. Inmarsat is currently working with its specialist energy and carbon partner to continue implement some of the TCFD recommendations, with the view to expanding our disclosure and alignment to these within the next 3 years, in line with the implementation pathway set out by the TCFD. Inmarsat also recognises that good practice today is likely to become regulation tomorrow. For example, most countries across the world have now ratified the Paris Agreement, committing to keep global warming below 2 degrees Celsius (3.56F). It seems very likely therefore that in the future countries will strengthen climate change policy to require organisations to also align to a 2 degree or lower pathway. Inmarsat recognises this emerging regulation and is on the pathway to set a science-based emission reduction target. As indicated in our 2021 ESG Report, we have a science-based target which has been submitted to the Science Based Targets initiative for approval. Emerging regulation is included as part of the group-wide risk assessment process, and the Chief Corporate Affairs Officer/Company Secretary is accountable. We have put in place robust risk management plans; we have a specialist carbon and energy partner that works closely with this individual and other key stakeholders to identify emerging regulation and implement management plans.
Technology	Relevant, always included	Company specific example of risk type and how it is included in risk assessment: Inmarsat considers that technological improvements or innovations that support the transition to a lower-carbon, energy-efficient economic system represent opportunities to Inmarsat. Inmarsat's Deputy CTO sits on the Central Risk Committee and this ensures any technology risks are identified and managed in line with the risk management process. Our communication products, services and solutions enable our customers to operate more efficiently across our four customer-focused business segments: maritime, aviation, government and enterprise. By helping our customers to improve efficiency through our technology we are supporting the transition to a lower-carbon economy. For example, Inmarsat produced a report alongside the London School of Economics titled ‘Sky High Economics: Evaluating the Economic Benefits of Connected Airline Operations’. It states that the connected aircraft, enabled by satellite communications, has the potential to save airlines $15 billion annually in operational efficiencies and 21.3 million tonnes of CO2 emissions by 2035. The Inmarsat Research Programme has also been focusing on understanding the ways that the Industrial Internet of Things (IIoT) is being adopted by organisations from the agriculture, energy, maritime, mining and transport sectors and the role of satellite connectivity as an IIoT enabler. There is, of course, a risk that the

		growing recognition of the need to transition to a low-carbon economy will increase competition for products and services that drive efficiency. We have identified the risk in our principal risks. To ensure that our product offering remains relevant, we are investing in product development and are reviewing market opportunities, for example IoT, to create new business streams.
Legal	Relevant, always included	Company specific example of risk type and how it is included in risk assessment: Inmarsat recognises that companies are facing increasing risk of climate change litigation as a result of a new wave of strategic court cases linking climate to human rights. This new wave of lawsuits is also targeting states for their insufficient policies and non-implementation of international climate treaties. Inmarsat considers this to be of low risk due to our commitment to reducing Scope 1, 2 and 3 emissions and because our communication services enable our customers to improve efficiency and assist them to reduce emissions. Litigation risk is included as part of the group-wide risk assessment process.
Market	Relevant, always included	Company specific example of risk type and how it is included in risk assessment: Inmarsat considers that shifts in supply and demand for certain commodities, products, and services as a result of climate change generally represent an opportunity to Inmarsat. As Governments, corporates and civil society make increasing commitments and efforts to reduce greenhouse gas emissions there is likely to be increasing demand for communication services to reduce the need for fuel-intensive travel, or to improve the efficiency of travel. However, there is, of course, a risk that the changing market demand for certain products and services that drive efficiency and reduce emissions will increase the levels of competition that Inmarsat faces. Market risk is included as part of the group-wide risk assessment process.
Reputation	Relevant, always included	Company specific example of risk type and how it is included in risk assessment: Reputation is a key impact that Inmarsat considers for all risks. Reputational risk underpins all risk categories, including climate change-related risks. A positive corporate reputation is critical to maintaining our trusted brand and reputation, as well as the loyalty of our customers. As a result, it is imperative that Inmarsat continues to demonstrate to stakeholders that it is proactively managing environmental risk in order to avoid any possible denigration of our reputation. For example, failure to align our organisational greenhouse gas reporting to the requirements of mandatory emissions reporting for UK large companies could result in non-compliance fines, and follow up action by way of preparation of a revised report. There are also further related risks, including a possible impact to our reputation as a result of any misstatement of GHG information in the public domain, or if our

		reported emissions should only increase. In recent years Inmarsat has received increased requests for information relating to climate change issues from our investors, customers, and suppliers. When tendering for work, our environmental management is generally an important part of this process. In 2021, we continued our engagement with our external and internal stakeholders including employees, customers, suppliers, and investors on ESG issues. Interviews were organised and surveys sent out to understand the level of stakeholder concern regarding a wide range of sustainability issues. The engagement exercise identified that the environmental impact of space launches was seen as an important issue for both stakeholders and the industry alike. As a result, Inmarsat is currently engaging with satellite launch providers to understand options for reducing the environmental impact. Reputation risk is included as part of the group-wide risk assessment process. Importantly, all risks are assessed in terms of reputational impact on a pre-defined scale.
Acute physical	Relevant, always included	Company specific example of risk type and how it is included in risk assessment: As the world's leading mobile satellite communications provider, we operate a sophisticated ground network. This is a nexus of data centres and ground stations – also known as satellite access stations (SASs) or land earth stations (LESs) – located at strategic points around the world, which act as traffic gateways connecting customers using the Inmarsat satellites to terrestrial networks. Governments worldwide rely on our satellite communications to support their civil and defence operations. We are also the satellite cornerstone of the Global Maritime Distress and Safety System (GMDSS). Our on-going investment in ground infrastructure ensures that customers enjoy an overall 99.9% availability for our L-band network. A minority of these ground stations are coastal facilities that may be at risk from negative impacts related to extreme weather events such as cyclones and hurricanes. A possible, albeit not felt to be likely at all, risk is that the business might need to either relocate infrastructure to a new area or allocate capital costs to coastal defences, which could imply investment in land, building and construction. For example, Inmarsat has a SAS in Paumalu, Hawaii. The company has recently conducted a risk assessment of each of its locations to assess the impact and probability of natural weather disasters. This desk-based study used latitude and longitude coordinates and natural catastrophe models developed for the insurance industry. Where locations have been identified as having a higher risk of natural disaster, site surveys will be conducted to further refine the risk assessment and to establish risk mitigation plans. Our data centres carry similar risk of damage and service disruption due to extreme weather events. However our Cloud First strategy is the start of mitigating this risk by moving our legacy infrastructure to Cloud

		Services Providers reducing the exposure to asset-specific acute physical risk damage.
Chronic physical	Relevant, always included	Company specific example of risk type and how it is included in risk assessment: As the world's leading mobile satellite communications provider, we operate a sophisticated ground network. This is a nexus of data centres and ground stations – also known as satellite access stations (SASs) or land earth stations (LESs) – located at strategic points around the world, which act as traffic gateways connecting customers using the Inmarsat satellites to terrestrial networks. Governments worldwide rely on our satellite communications to support their civil and defence operations. We are also the satellite cornerstone of the Global Maritime Distress and Safety System (GMDSS). Our on-going investment in ground infrastructure ensures that customers enjoy an overall 99.9% availability for our L-band network. A minority of these ground stations are coastal facilities that may be at risk from negative impacts related to sea-level rise, which is considered a chronic physical, climate-related risk. A possible, albeit not felt to be likely at all, risk is that the business might need to either relocate infrastructure to a new area or allocate capital costs to coastal defences, which could imply investment in land, building and construction. For example, Inmarsat has a SAS in Paumalu, Hawaii, and according to the NOAA, sea level has risen in Hawaii at approximately 1.5 mm/year over the past century. The United States Global Change Research Program has predicted that as a result of sea level rise linked to climate change, infrastructure close to the Hawaiian coast will be vulnerable to coastal inundation, flooding, and shoreline erosion. Over time, this could potentially affect coastal roads and other infrastructure such as Honolulu International Airport, which may impact our Paumalu ground station. This Satellite Access Station is, however, solidly above ground.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Chronic physical

Sea level rise

Primary potential financial impact

Increased capital expenditures

Company-specific description

As the world's leading mobile satellite communications provider, we operate a sophisticated ground network. This is a nexus of data centres and ground stations – also known as satellite access stations (SASs) or land earth stations (LESs) – located at strategic points around the world, which act as traffic gateways connecting customers using the Inmarsat satellites to terrestrial networks. Governments worldwide rely on our satellite communications to support their civil and defence operations. We are also the satellite cornerstone of the Global Maritime Distress and Safety System (GMDSS). Our on-going investment in ground infrastructure ensures that customers enjoy an overall 99.9% availability for our L-band network.

A small number of our ground stations have been identified as at risk of extreme weather events increased by climate change leading to asset damage, asset loss or service and operational interruption A possible, albeit not felt to be likely under current modelling, risk is that the business might need to either relocate infrastructure to a new area or allocate capital costs to coastal or other physical defences, which could imply investment in land, building and construction. For example, Inmarsat has a Satellite Access Station in Paumalu, Hawaii, and according to the NOAA, sea level has risen in Hawaii at approximately 1.5 mm/year over the past century. The United States Global Change Research Program has predicted that, as a result of sea level rises linked to climate change, infrastructure close to the Hawaiian coast will be vulnerable to coastal inundation, flooding, and shoreline erosion. Over time, this could potentially affect coastal roads and other infrastructure such as Honolulu International Airport, which may impact our Paumalu ground station. This Satellite Access Station is, however, currently solidly above ground.

Time horizon

Long-term

Likelihood

About as likely as not

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

2,600,000

Potential financial impact figure – maximum (currency)

52,500,000

Explanation of financial impact figure

We have identified a number of our sites within our overall operational portfolio that carry higher levels of physical risk from climate change given their geographic location and changing climatic trends within these regions. These specific sites examples include:

- Paumalu with exposure to increasing storms and extreme weather risk
- Burum, Netherland with exposure to sea-level rise risk
- Fucino and New Zealand sites at exposure to increasing earthquake risk increased by climatic factors

To calculate our potential exposure to financial impact from asset damage or asset loss due to extreme weather and physical climate risk, we have utilised the asset value of identified sites at risk and estimated a range of 5% to 100% of asset value at risk given the differing levels of physical risk under different climate scenarios.

Cost of response to risk

1,200,000

Description of response and explanation of cost calculation

DESCRIPTION OF RESPONSE:

• Our ground station site selection is informed by due diligence processes that incorporate climatic geographic considerations. This enables us to understand any exposure to current and future hazards so that we can avoid locations where any risk may become unmanageable and ensure our investments are climate resilient.

• Inmarsat has business continuity plans in place for our key infrastructure to ensure that any interruption to services is minimised and data is not lost as well as our crisis management processes with processes to minimise asset damage where possible and rebuild with minimal disruption following a physical event.

• We buy insurance to compensate for the financial loss in the event a satellite or ground network element is damaged or lost.

EXAMPLE/CASE STUDY:

Disaster recovery exercises are carried out quarterly across all our sites to test and rehearse satellite contingencies (e.g. satellite or ground station failure) which are utilised in the event that extreme weather events occur to minimise interruptions and impact. This involves mimicking recovery by moving from one satellite to another. Separate disaster recovery exercises for corporate operating systems are reviewed annually.

COST OF RESPONSE TO RISK CALCULATION:

Our current insurance budget is approximately $12million and covers both asset damage and operational/ service disruption and therefore as our most effective control to mitigate financial impact, this is provided as our cost to respond to this risk. The

above bullet points are part of our business-as-usual processes and the roles our operational and risk professionals with Inmarsat.

Comment

Identifier

Risk 2

Where in the value chain does the risk driver occur?

Upstream

Risk type & Primary climate-related risk driver

Emerging regulation

Mandates on and regulation of existing products and services

Primary potential financial impact

Increased indirect (operating) costs

Company-specific description

Inmarsat's mobile satellite communications networks rely on our satellite launch providers. Materiality assessments are conducted on an annual basis to understand our material ESG topics by surveying internal and external stakeholders, with our latest results shown in the materiality matrix in our 2021 ESG report. These processes identified that our stakeholders and the industry as a whole consider the environmental impact of the satellite launches as of high importance. The Centre for Space Policy and Strategy released a report on "The Policy and Science of Rocket Emissions" which states that: "Combustion emissions from rocket engines affect the global atmosphere. Historically, these impacts have been seen as small and so have escaped regulatory attention. Space launch is evolving rapidly however, characterized by anticipated growth in the frequency of launches, larger rockets, and employment of a greater variety of propellants. At some future increased launch rate, the global impacts from launch emissions will collide with international imperatives to manage the global atmosphere. This could result in regulation of launch activity and other space-related sustainability such as space debris and crowding. Looking ahead to the coming decade, the global launch industry and its stakeholders should encourage, facilitate, and fund objective scientific research on rocket emissions decarbonisation and engagement with international regulators to define metrics. Such a policy would forestall unwarranted regulation, ensure regulatory impartiality across the global launcher fleet where regulation is unavoidable, and facilitate launch industry freedom of action in crafting responses to environmental concerns. Inmarsat recognises that its satellite launch providers may be faced with increasing regulatory risk which may lead to costs that would be passed on to Inmarsat. Similarly, as understanding of the emissions impact of rocket launches increases, Inmarsat may experience higher satellite launch costs as the launch providers may pass on increased technology costs associated with clean Research and Development.

Time horizon

Medium-term

Likelihood

More likely than not

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

We are unable to accurately quantify the financial impact for Inmarsat at present as immediately emerging regulations have not been identified in the short term and therefore the potential non-compliance costs and fines cannot be determined.

Cost of response to risk

150,000

Description of response and explanation of cost calculation

DESCRIPTION OF RESPONSE:
To manage the risk associated with increased costs for launching our satellites as a result of increasing climate change-related regulatory risk impacting the satellite launch provider sector, we engage in discussions with multiple satellite launch providers, seeking inputs from multiple potential companies before selecting a provider.

COST OF RESPONSE TO RISK CALCULATION:
Inmarsat currently invests in the support of its external consultant, Carbon Intelligence, who supports with horizon scanning for emerging regulation that might impact Inmarsat, calculating the carbon footprint of Inmarsat's business activities including satellite launches and supported in the project to review the environmental impact of different available launch providers.

Comment

CASE STUDY: Inmarsat's I-6 F1 satellite is the largest & most sophisticated commercial communications satellite ever launched featuring our first dual L-band and Ka-band communications payload with flexible beams meaning we can make the most use out of a single satellite, serving up greater capabilities and capacities for global mobility and government customers across two networks – ELERA and Global Xpress. We wanted to choose a spacecraft design that would maximise the available payload onboard and one

that also had a positive impact on both the space environment and the safety and welfare of our people working on the ground. When Inmarsat's I-6 F1 satellite was launched in 2021, it became the first super synchronous launch for Mitsubishi Heavy Industries and also the heaviest. From initial lift off it took 1,600seconds for the I-6 F1 satellite to separate from the rocket to begin its solo ascent into geostationary orbit. Yet only 128 seconds of this journey relied upon solid combustible fuel from the launch vehicle's four SRBs. After this time, its rocket propellant of liquid oxygen and liquid hydrogen (LOX/LH2) engines kicked in. The fuel tanks in both the First and Second stages of the H-IIA 204 launch vehicle are loaded with LOX/LH2. This means that the fuel's exhaust is almost entirely made of water vapour and has zero environmental impact on the atmosphere. In fact 92% of the rocket's journey before I-6 F1 separation consisted of oxygen/ hydrogen-based propellant, significantly reducing the carbon footprint of the rocket. Built in the UK with final assembly taking place in Toulouse, I-6 F1 is based on Airbus Defence and Space's ultra-reliable Eurostar E3000 platform. Its design allows increased mission capacity and efficiency due to an all-electric propulsion system for orbit raising instead of a chemical propulsion system, which takes up significantly more mass. Electric orbit raising (EOR) is powered by a non-combustible liquid air propellant called Xenon, a dense, odourless noble gas found in Earth's atmosphere that is chemically nonreactive. As it is liquid air it also has limited environmental impact on the atmosphere in space. Over the next four years, Inmarsat will launch a further four fully owned and operated spacecraft – I-6 F2 and GX7, 8 & 9 – all utilising Airbus's EOR spacecraft platforms. There are two HEO satellites, GX 10a and 10b, also being built which will serve Inmarsat customers.

Identifier

Risk 3

Where in the value chain does the risk driver occur?

Downstream

Risk type & Primary climate-related risk driver

Market

Other, please specify

Increased competition

Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Company-specific description

Inmarsat recognises that its industry is in a strong position to support various other industries and customers with the transition to a low carbon economy. As governments, corporates and civil society make increasing commitments and efforts to reduce greenhouse gas emissions there is likely to be increasing demand for communication services to reduce the need for fuel-intensive travel, or to improve the efficiency of travel. By helping our customers to improve efficiency through our technology we are supporting the transition to a lower-carbon economy. For example, Inmarsat produced a report with London School of Economics, 'Sky High Economics: Evaluating the

Economic Benefits of Connected Airline Operations' which states that the connected aircraft, enabled by satellite communications, has the potential to save airlines $15 billion annually in operational efficiencies and 21.3 million tonnes of CO2 emissions by 2035. However, there is a risk that the growing recognition of the need to transition to a low-carbon economy will increase competition for products and services that drive efficiency. We recognise that new entrants with different business plans may disrupt the market and negatively impact our operations if we do not adapt to the changing conditions fast enough.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

13,520,000

Potential financial impact figure – maximum (currency)

135,200,000

Explanation of financial impact figure

The potential financial impact of this risk is correlated to the upside opportunity of gaining market share from competitive advantage with ESG Credentials (see Opp 3) therefore is estimated as a potential uplift to business revenues between 1 – 10%.

Cost of response to risk

500,000

Description of response and explanation of cost calculation

DESCRIPTION OF RESPONSE:

To ensure our ESG credentials remain market-leading and meet our changing customer requirements, we partner with our sustainability partner, Carbon Intelligence, who supports us to understand the changing market requirements and industry best practices. They support us across all areas of our ESG and climate strategy:

- Direction – setting our science-based and net zero targets and the roadmap to achieve them
- Governance – identifying and assessing our climate-related risks and opportunities in line with TCFD and ensuring effective climate governance through our ESG Steering Group
- Engagement – developing and delivering our employee engagement programme

- Data – collecting data from all our sites and operations on a quarterly basis and calculating our GHG emissions and determining progress against our targets
- Performance – supporting our supplier engagement and implementing initiatives internally to drive decarbonisation and positive climate action
- Reporting – disclosing our ESG and climate progress in line with TCFD, GRI and GHG in our Annual Report and ESG Report

This external support helps us remain market-leading and have the credible strategy to support our ambitions. Having this programme in place allows us to mitigate the failure to meet changing customer expectations.

EXAMPLE/CASE STUDY:
Our customer requirements are constantly being understood and shape our ambition and strategy around climate change and ESG. For example, Inmarsat set a near-term science-based target to 2030 which the ambition to continue this work to set a long-term science-based target by 2050. Inmarsat is currently working on this in 2022 however prior to this, given the UK Government is a significant customer for Inmarsat, in line with their PPN requirements, Inmarsat's Board committed to Net Zero by 2050. This reflects how a changing customer requirement through the procurement process sped up Inmarsat's commitment to net zero. This is an interim target for Inmarsat as we want to be aligned to the best practice criteria which is the SBTi long term science-based target which will be submitted in 2022.

COST OF RESPONSE TO RISK:
We have a partnership model with Carbon Intelligence based on three-yearly contracts. The cost of this current contract is £500,000 over three years.

Comment

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Opp1

Where in the value chain does the opportunity occur?

Downstream

Opportunity type

Products and services

Primary climate-related opportunity driver

Development of climate adaptation, resilience and insurance risk solutions

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Inmarsat considers that shifts in supply and demand for certain commodities, products, and services as a result of climate change generally represent an opportunity to Inmarsat. As governments, corporates and civil society make increasing commitments and efforts to reduce greenhouse gas emissions there is likely to be increasing demand for communication services to reduce the need for fuel-intensive travel, or to improve the efficiency of travel. Inmarsat has a public-private partnership with the European Commission and the Single European Sky ATM Research programme to modernise air traffic. The Iris Programme, launched by the European Space Agency is a satellite-based communication solution that will relieve the pressure on the ground-based radio frequencies, which are increasingly congested by the use of smartphones in the cabin. Iris uses secure IP connectivity to relieve pressure on congested VHF radio links which are near capacity. This supports the masterplan for next-generation air traffic management and creates a number of power benefits for airlines and Air Navigation Service Providers across Europe, such as minimising flight delays, saving fuel and reducing the environment impact of air travel. One of Iris' greatest benefit is its positive impact on the environment. It is estimated that 5-10% of CO2 emissions generated by flights are avoidable due to outdated aviation infrastructure generating unnecessarily long trajectories and congestion in the air. Through technology, flight paths could be optimised leading to reductions in carbon-intensive jet fuel and emissions, lessening the aviation industry's impact on the environment. The programme continued roll-out in 2021 & the full scope of services will not be available until the latter half of the decade. CASE STUDY: One of the business' strategic priorities is to become the leading player in global IFC. With our unique global broadband networks, complemented by our global high resilience and safety networks and supported by our strong and highly experienced distribution channel and hardware partners, we are well-placed to continue. As a demonstration of Inmarsat's success in capturing this market opportunity, Inmarsat's next evolution of Global Xpress (GX), the GX10A & GX10B Arctic payloads, was named as the winner of the "Top Environment, Social & Governance (ESG) Impact Mobile Innovation" category in the Mobile Satellite User Association's (MSUA) 2021 Satellite Mobile Innovation Awards.

Time horizon

Medium-term

Likelihood

Very likely

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

45,000,000

Potential financial impact figure – maximum (currency)

55,000,000

Explanation of financial impact figure

Eurocontrol is a pan-European, civil-military organisation dedicated to supporting European aviation. They published a case study on the future datalink technologies of which the Iris Programme is one and they predicted the revenues associated with the pan-european service would be around $25million per year by 2030. Given Inmarsat's market presence, the potential financial impact of this opportunity has been calculated as a potential range of revenue share from 5-10% of the total predicted revenue between 2022 and 2030 which takes into account a year on year revenue potential up to $25m total in 2030 and additional $5m for Inmarsat by 2030 for revenues from expansion outside of Europe.

Cost to realize opportunity

20,000,000

Strategy to realize opportunity and explanation of cost calculation

STRATEGY TO REALISE AVIATION OPPORTUNITY:
Inmarsat expects that Aviation will be the largest individual growth driver for the overall business in the coming years, through the consistent double-digit growth trajectory of our core Aviation business and through the significant medium-term growth potential of our fast-emerging and substantial IFC Aviation business. To date, over 30 companies have worked to develop and design Iris. This Inmarsat-led consortium consists of air navigation services providers, avionics manufacturers, ground industry players, and more. In order to make this programme a reality, Inmarsat must continue to collaborate with experts throughout the aviation industry.

EXAMPLE/CASE STUDY:
Until February 2020, the Iris programme was continuing as planned. However, the COVID-19 pandemic severely impacted the aviation industry and certification flights were delayed. The pre-commercial flights with EasyJet will start in Dec 2022 with a number of aircraft growing from 2 to 11 before end of 2023. The certification process has started in Feb 2022 with a target certification date in March 2023, when the service will be considered as operational. Iris is one of the technologies that will help economies rebound and support a more sustainable EU aviation industry globally.

COST TO REALISE OPPORTUNITY:
The development of the Iris programme by Inmarsat and partners has already been funded by both the European Space Agency and Inmarsat. There are various funding

commitments from various parties of which Inmarsat also contributes. It is expected that the pan-European deployment by European airlines and air navigation service providers would be supported by funding from the European Commission as part of the digital transformation of aviation towards greener air transport.

Comment

Identifier

Opp2

Where in the value chain does the opportunity occur?

Downstream

Opportunity type

Products and services

Primary climate-related opportunity driver

Development of climate adaptation, resilience and insurance risk solutions

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

According to the IPCC's Fifth Assessment Report (AR5), in areas across the world that will likely experience decreases in precipitation (most subtropical and mid-latitude regions), precipitation intensity is projected to increase but there would be longer periods between rainfall events. Furthermore, inter-annual variability of the Asian monsoon is also projected to increase. These changes in both mean precipitation and patterns of precipitation will mean that both seafarers (and airlines) will require more advanced connectivity to enable real-time weather information for optimal route planning, as well as reliable communications in any weather. Inmarsat has a highly resilient global network and the opportunity that arises from this situation is that we will be able to provide these services to a greater number of potential customers. These customers will benefit from more efficient operations and improved safety in the face of increased severity and frequency of physical climate impacts. We see a continuing growth opportunity for maritime services such as FleetBroadband and Global Xpress terminal installation and usage and that usage will be driven by additional applications appealing to users' requirements for information on ship engine, fuel and general operational efficiencies. Our Maritime customers increasingly tell us that green technology is key to their operation. They use our satcoms services and other technology to drive operational efficiencies and reduce fuel consumption and emissions. They envisage this use case continuing to grow both to drive operational efficiencies and to become more environmentally friendly whilst meeting regulatory requirements including current and future use of APIs, data, software and applications to help with route optimisation, fuel consumption reduction and regulatory/compliance requirements.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

5,400,000

Potential financial impact figure – maximum (currency)

54,000,000

Explanation of financial impact figure

The potential financial impact of the realisation of this opportunity is estimated as a potential uplift to maritime revenues between 1 – 10%.

Cost to realize opportunity

18,600,000

Strategy to realize opportunity and explanation of cost calculation

STRATEGY TO REALISE MARITIME OPPORTUNITY:
Our Maritime business is Inmarsat's largest single market segment, representing over 40% of our annual mobile satellite services revenues. We plan to continue to build on our 35+ years of heritage in maritime safety services with an approach that will bring the world's most reliable safety systems into the heart of the 'smart ship'. The company strategy is to continue with our strong product and service pipeline, as well as develop innovative services, in order to expand our leadership position in maritime communications and uncover new opportunities. Within our Brand Survey, we do ask about purchase drivers. Our survey of 181 satcom decision-makers found that brand reputation is an important purchase driver, with a mean score of 4.2 out of 5 for importance. Survey respondents tended to agree that Inmarsat "is well equipped to meet my needs into the future" (mean score of 4.0 out of 5 for agreement) and "is a good corporate citizen" (3.9). With increasing awareness of environmental concerns we can expect green credentials to be a consideration when customers assess whether we're a good corporation citizen.

COST TO REALISE OPPORTUNITY:
In 2021, Inmarsat invested and expensed a total of $18.6million in research and development costs. This is a continuous programme of improvement and innovation at Inmarsat to improve Inmarsat's products and services including the sustainability and climate impact of each.

Comment

EXAMPLE/CASE STUDY:
As concerns over climate change grow and natural gas prices soar, reducing society's reliance on fossil fuel powered electricity to ensure security of supply becomes imperative. Energy producers have been responding to the challenge by leveraging the Internet of Things (IoT) and the satellite communications that underpin it to maximise the amount of renewable energy they can make. RWE is one of the world's leading renewable energy companies and Wales' largest electricity generator. It produces almost 1GW of renewable energy in the nation and is at the forefront of a low carbon future for Wales. The company's renewable energy operations include five hydroelectric power stations in the Snowdonia National Park, a region with significant rainfall making it a perfect place for harnessing water to produce electricity. However, its protected status as a national park and its remote and hostile weather conditions make it a particularly challenging environment to work in. When RWE wanted valuable, precise, up-to-date information on conditions without anyone needing to venture out, it turned to specialist satellite and IoT technology-as-a-service provider Ground Control and Inmarsat. Working together we deployed four energy-efficient, solar-powered, IoT enabled hydrological stations across RWE's catchment areas. Each measures and records water levels, precipitation, air and water temperatures and relative humidity. All this is underpinned by Inmarsat's ELERA network for IoT, which provides seamless, secure narrowband connectivity for global mobility that is reliable in all weather conditions, with 9.99% availability.
The data gathered at each hydrology station, powered by Inmarsat's BGAN M2M service, enables RWE to generate power more efficiently. For RWE, having near-real-time visibility over water levels and flow rates has been a game changer. Accurate, real-time data from the BGAN-enabled hydrology stations enables it to make the right decisions at the right time to make as much renewable energy for its customers as possible.

Identifier

Opp3

Where in the value chain does the opportunity occur?

Downstream

Opportunity type

Products and services

Primary climate-related opportunity driver

Development and/or expansion of low emission goods and services

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

As more and more of Inmarsat's customers set their own emissions reductions targets and decarbonisation plans, they will focus on the energy can carbon credentials of the

suppliers they select for services and the products they purchase. As customer preferences and buyer decisions change, this represents an opportunity for Inmarsat to develop more energy efficient and less carbon insensitive products and services increasing attractiveness of Inmarsat's offering to existing and new customers. This also has additional benefits of reducing Inmarsat's own carbon footprint.
Developing an attractive offering with excellent ESG credentials will support Inmarsat to gain market share, retain existing customer base against potential competitors and increase revenues due to increased demand for products and services.

Time horizon

Medium-term

Likelihood

More likely than not

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

135,200,000

Potential financial impact figure – maximum (currency)

135,200,000

Explanation of financial impact figure

Developing an attractive offering with excellent ESG credentials will support Inmarsat to gain market share, retain existing customer base against potential competitors and increase revenues due to increased demand for products and services. The potential financial impact of the realisation of this opportunity is correlated to the downside risk of losing market share from competitor disruption (see Risk 3) with ESG Credentials therefore is estimated as a potential uplift to business revenues between 1 – 10%.

Cost to realize opportunity

150,000

Strategy to realize opportunity and explanation of cost calculation

In 2021, Inmarsat invested £23,100 in consultancy fees to understand the lifecycle carbon assessment of the pilot project. This is the start of our proposed programme to review the energy efficiency and carbon intensity of our main products to reduce their environmental impact in line with our science-based target. Our KPI under our science-based target is to reduce the emissions footprint of our future products and services by 30%.

Comment

C3. Business Strategy

C3.1

(C3.1) Does your organization's strategy include a transition plan that aligns with a 1.5°C world?

Row 1

Transition plan

No, but our strategy has been influenced by climate-related risks and opportunities, and we are developing a transition plan within two years

Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future

Inmarsat has a thorough environmental strategy including science-based targets (near-term target) covering 100% of its Scope 1, 2 and 3 emissions with a clear roadmap to achieve the targets and assigned ownership of individual workstreams to various people across the business, including the VP of Procurement, Global Facilities Manager, Deputy Company Secretary, VP of Legal Affairs and VP of Satellite Operations. Inmarsat's Scope 1&2 target is aligned to 1.5C and Scope 3 target is aligned to well-below 2C. In 2022, Inmarsat will start a project with its external consultant, Carbon Intelligence, to set a net zero target aligned to the new SBTi criteria (a long-term science-based target). This will increase the ambition of the current commitment to Net Zero by 2050 as it will align to best practice guidance and establish an extension to the current roadmap being followed by Inmarsat.

Similarly, with Carbon Intelligence, Inmarsat will continue its TCFD work to review the effectiveness, completeness and appropriateness of controls in place to mitigate climate risks and capture climate opportunities. In line with the updates to the Risk Management Framework and emerging risks register at Inmarsat, embedding climate risk management will continue.

Following these two large ongoing projects, Inmarsat will be able to pull together the insights, actions and ambitions together into a formal transition plan for publication within two years.

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

	Use of climate-related scenario analysis to inform strategy
Row 1	Yes, qualitative, but we plan to add quantitative in the next two years

C3.2a

(C3.2a) Provide details of your organization's use of climate-related scenario analysis.

Climate-related scenario	Scenario analysis coverage	Temperature alignment of scenario	Parameters, assumptions, analytical choices
Transition scenarios Customized publicly available transition scenario	Company-wide	1.5ºC	Bank of England scenarios utilised – Early policy action: smooth transition Early decisive action by society to reduce global emissions •Coordinated policy action towards low-carbon economy •Actions sufficient to limit global warming well-below 2°C in line with the Paris Agreement, with most economies reaching net zero by 2050 Risk trends assessed over all three time horizons; short, medium and long
Transition scenarios Customized publicly available transition scenario	Company-wide	1.6ºC – 2ºC	Bank of England scenarios utilised – Late policy action: disruptive transition Delay in the policy response needed to reduce global emissions by 10 years. •Starting in 2031, significant and rapid policy action causes drastic bending of emissions trajectory globally. •Ultimately, global warming is limited to below 2°C •Risks will tend to arise more quickly given late, sudden actions Risk trends assessed over all three time horizons; short, medium and long
Transition scenarios Customized publicly available transition scenario	Company-wide	3.1ºC - 4ºC	Bank of England scenarios utilised – No policy action: Business as usual Governments fail to introduce further policies to address climate change beyond those already known and in place •Global temperatures increase above 3°C by 2050

			Risk trends assessed over all three time horizons; short, medium and long
Physical climate scenarios RCP 2.6	Company-wide		We reviewed the locations of our sites and networks to determine the sites with physical risks imposed to sites under RCP 2.6 utilising the IPCC dataset. We particularly reviewed: - Sea level rise trends - Flood trends - Storms trends Risk trends assessed over all three time horizons; short, medium and long
Physical climate scenarios RCP 4.5	Company-wide		We reviewed the locations of our sites and networks to determine the sites with potential physical risks imposed to sites under RCP 4.5 utilising the IPCC dataset. We particularly reviewed: - Sea level rise trends - Flood trends - Storms trends Risk trends assessed over all three time horizons; short, medium and long
Physical climate scenarios RCP 8.5	Company-wide		We reviewed the locations of our sites and networks to determine the sites with potential potential physical risks imposed to sites under RCP 8.5 utilising the IPCC dataset. We particularly reviewed: - Sea level rise trends - Flood trends - Storms trends Risk trends assessed over all three time horizons; short, medium and long

C3.2b

(C3.2b) Provide details of the focal questions your organization seeks to address by using climate-related scenario analysis, and summarize the results with respect to these questions.

Row 1

Focal questions

The purpose of scenario analysis is to consider and better understand how a business might perform under different future states. In the case of climate change, climate-related scenarios allow Inmarsat to explore and develop an understanding of how the physical and transition risks and opportunities of climate change might plausibly impact the business over time and impact long term growth ambitions. For Inmarsat's analysis

we considered the range of Bank of England scenarios;
1. Early policy action: smooth transition which outlines the transition narrative and a physical scenario aligned to 1.5C and RCP2.6
2. Late policy action: disruptive transition which outlines the transition narrative and a physical scenario aligned to well-below 2C and RCP4.5
3. No policy action: business as usual which outlines the transition narrative and a physical scenario aligned to above 3C and RCP8.5.
These scenarios were chosen for our analysis as their contrasting characteristics meant we could be informed of results for both potential transitional and physical risks.
As such, these are the focal questions and the corresponding results as per our scenario analysis:
1. What are the material risks and opportunities posed to Inmarsat under each climate scenario?
2. What time horizon do the risks and opportunities arise in each scenario?
3. What are the driving variables of the changes in risk and opportunities trends that Inmarsat needs to monitor?
4. What are Inmarsat doing in response to these risks?

Results of the climate-related scenario analysis with respect to the focal questions

Material transitional risks in the smooth &disruptive transition are increasing carbon costs from emerging regulation, increasing regulation of space launches and environmental impacts in space & loss of market share to competitors with better ESG credentials. It was identified that in the short term regulations would emerge quicker and impact our European operations followed by our ASPAC, MEA & US operations in the medium term.
Material physical risks in a BAU scenario are increased severity & frequency of extreme weather events and increased flood risk from coastal flooding. The key geographies highlighted as most impacted include sites in the Netherlands, Italy, Hawaii &New Zealand. Under the smooth and disruptive transitions, Inmarsat's opportunities are focused on energy efficiency of products and services and enhancing flight path efficiency. Under a BAU scenario, material opportunities are increased demand for connectivity services from seafarers &airlines due to increasing extreme weather impacting navigation and connectivity.
Inmarsat has highlighted drivers to monitor the changing likelihood of its material risks. These include emerging space regulations on operations and launches including environmental and carbon clauses. These are monitored by our Legal and Compliance teams as well as directly by our Satellite operations &CTO teams. Also, for our opportunities, our changing demand for certain products and services is monitored via our Brand Survey where customer insights are captured around the ESG credentials of Inmarsat and product requirements.
In response to risks of a transitioning society under a smooth and/or disruptive scenario, Inmarsat has set ambitious targets to reduce Sc1 & 2 and Sc3. This is being done through a central monitoring and action workstream led by the Global Facilities Manager with KPIs on energy efficiency, removal of gas and movement of energy contracts to renewables. Sc3 is being managed through changing procurement policies and practices, engaging with suppliers, conducting lifecycle analysis on main products to find

innovative ways with suppliers to reduce the footprint of products. Inmarsat is reviewing its travel policies, has launched an employee engagement programme with a voluntary sustainability committee and rationalising logistics to reduce distance and carbon. These steps ensure that Inmarsat is ready for regulation changes with internal structures already established and engagement with trade association and industry bodies to help shape emerging regulation. Similarly, there are monitoring controls to minimise impact on operations and assets in the event of extreme weather events, such as business continuity plans and regular testing.
Our results will be further supplement by future quantitative work and risk management work to review effectiveness and completeness of controls in place at Inmarsat and further assessment of risk appetite and appetite to pursue all climate opportunities.

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	Description of the strategy and time horizons: Inmarsat provides products and services that allow organisations to become more efficient and to improve safety during weather-related incidents. Climate change has driven the demand for both of these services. To ensure that our product offering remains relevant to our customers, we have been investing in product development and are reviewing market opportunities, for example, IoT, to create new business streams. The magnitude of this opportunity is high and is expected to grow in the medium to long-term. Case study: The global airline industry could save $14.9 billion a year on operational and maintenance costs and reduce its CO2 emissions by 21.3 million metric tons a year by 2035 by universally adopting broadband connectivity linking the cockpits of every commercial aircraft with operations and maintenance control centres on the ground, and also with air navigation service providers. That is the key finding of a report authored by Dr. Alexander Grous of the Department of Media and Communication at the London School of Economics and Political Science (LSE), in partnership with aviation satcom services provider Inmarsat. It is for these reasons that Inmarsat has been developing and modernising air traffic through the Iris Programme, a

		satellite-based communication solution which will enable more efficient flow management, optimising flight routes, and reducing fuel burn and the associated emissions.
Supply chain and/or value chain	Yes	We have engaged with our launch providers to understand the climate impact of our launches and we quantified the carbon footprint of a launch. To further understand the opportunities for mitigating this impact, our CTO department conducted a comparative study of the carbon and ESG (such as space debris) impact of various launch vehicles and sites. This study aids the decision-making process for our future launches in line with our climate strategy. Our CEO has also been instrumental in the call for a net zero equivalent in space and therefore our value chain, our strategy on engaging with our industry and partners is impacted to achieve this vision. We currently do not believe that we have been impacted by negative reputation or increased costs as a result of the emissions impact associated with satellite launches, largely due to lack of understanding on the impact at this stage but this could change in the future. In addition to our satellites & launches, in 2021 we reviewed our key products and their footprints as 89% of our scope 3 emissions relate to our purchased goods and services. We conducted a cradle-to-grave lifecycle assessment (LCA) of our SAILOR 60 GX, a maritime product and w engaged with the supplier who produces this terminal for Inmarsat and following the study Inmarsat will look to build a forward-looking plan to collaborate on reducing the emissions associated with the selected terminal and apply the learnings to Inmarsat's other products and services. We believe that the magnitude of this impact is high over the medium to long-term, as we believe that the positive impact of our services in helping customers to improve efficiency and reduce emissions would offset the emissions impact from the satellite launches. Case study: As shown in our 2021 ESG report, we continued our engagement with both internal and external stakeholders through materiality surveys to understand concern regarding a wide range of ESG issues. This is an example of a substantial strategic business decision made that has been influenced by climate-related risks and opportunities, as it allows us to assess and address any risks within our supply chain. Our Vice President of Procurement owns the mandate to implement a sustainable procurement policy, supplier engagement programme and

		has sustainability-linked remuneration targets alongside their wider team members.
Investment in R&D	Yes	Description of the strategy and time horizons: Inmarsat provides products and services that allow organisations to become more efficient and to improve safety during weather-related incidents. Climate change has driven the demand for both of these services. To ensure that our product offering remains relevant to our customers, we have been investing in product development and R&D. We are reviewing market opportunities, for example IoT and Big Data, to create new business streams through R&D. The magnitude of this opportunity is high and is expected to grow over the medium to long-term. Case study: The most substantial business decision made around our investment in R&D that has been influenced by climate-related risks and opportunities is our decision to run the Inmarsat Research Programme, which is now in its fifth year. The research focus in 2021 remained on understanding the ways that the Industrial Internet of Things (IoT) is being adopted by organisations from the agriculture, energy, maritime, mining and transport sectors and the role of satellite connectivity as an IIoT enabler. The magnitude of this opportunity is high and is expected to grow.
Operations	Yes	Description of the strategy and time horizons: Inmarsat has set science-based emissions reduction targets covering Scope 1 and 2 and Scope 3 which have been submitted to SBTi for validation. An environmental strategy and ESG Steering Group have been set up to ensure a clear plan for achievement is understood and followed. This includes the purchase of renewables and investment in energy efficient equipment for our Scope 1 and 2 roadmap and focus on supplier engagement, creating a new sustainable procurement policy and collaborating with our partners/ suppliers for reducing the carbon lifecycle of our products, satellites and launches. From a reputational perspective (i.e. the risk of being perceived as not improving the efficiency of our operations and reducing our fair share of emissions or failing to meet our targets) the magnitude of impact is medium, over the medium-term. Whilst our direct operations are not fossil-fuel intensive, there is increasing investor demand for organisations to reduce emissions in line with a 2°C scenario minimum. Therefore, there is a reputational opportunity associated with reducing in line with our fair share.

		Case study: An example of a substantial strategic business decision made that has been influenced by climate-related risks and opportunities is to continue to invest in reducing emissions from our own operations and value chain and set ambitious emissions reduction targets, to minimise the impact of both physical and transitional risks. We have been working with our specialist carbon and energy partner, Carbon Intelligence, to monitor our carbon footprint and work together our decarbonisation roadmap.

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Direct costs Capital expenditures Acquisitions and divestments	Revenues: Inmarsat provides products and services that allow organisations to become more efficient and to improve safety during weather-related incidents. Climate change is driving the demand for both of these services, and therefore increasing revenue. We have not yet assessed the magnitude of this impact to date but envisage this impact to be low-medium. However, Inmarsat produced a report with London School of Economics, 'Sky High Economics: Evaluating the Economic Benefits of Connected Airline Operations' which states that the connected aircraft, enabled by satellite communications, has the potential to save airlines $15 billion annually in operational efficiencies and 21.3 million tonnes of CO2 emissions by 2035. As such this opportunity is considered long-term as it will accelerate in the future. Assessments like this may enable us to quantify the increasing market opportunity for our services and therefore make assessments about the potential magnitude of impact. Direct Costs: Climate change regulation has increased our operating costs as we have increased wages and consultancy fees associated with compliance. However, at the same time, legislation which requires us to measure and report our energy use has driven energy and carbon efficiency behaviours and therefore cost savings. For example, in New Zealand, we no longer have fossil fuel cars in our fleet. Instead we have one pool Electric Vehicle Mini. We have continued to use online meetings for customer calls where effective, so reducing the need to travel for every meeting. The magnitude of impact is low-medium, whilst the time horizon is short to long-term.

		Capital Expenditures: In our London office, which is our largest office footprint, we have continued to upgrade lighting to LED fixture so that approximately 55% of our lighting is LED. We also increased our energy efficiency through the installation of a new UPS system, refurbishment of 3 boilers, replacement and repairs on our heating system to prevent problematic leaks and changed our maintenance schedule. This reactive approach to maintenance has many benefits including less breakdowns, better monitoring and reporting. The magnitude of the impact is low-medium, whilst the time horizon is short to long-term as other refurbishment will undoubtedly have to take place elsewhere in the future. Acquisitions and divestments Since Inmarsat has been acquired by Apax Partners, Inmarsat has reported annually to its owner on a range of ESG metrics to demonstrate leadership and progress. Any variances are queried by owners and detailed explanations are required to be given by Inmarsat. This requires further focus on driving action internally to demonstrate externally. The magnitude of this impact is low-medium as Apax does not yet enforce minimum targets or progress thresholds on Inmarsat but regular engagement and dialogue is required. The time horizon is short term.

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Absolute target

C4.1a

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number

Abs 1

Year target was set

2021

Target coverage

Company-wide

Scope(s)

Scope 1
Scope 2

Scope 2 accounting method
Market-based

Scope 3 category(ies)

Base year
2019

Base year Scope 1 emissions covered by target (metric tons CO2e)
1,528.36

Base year Scope 2 emissions covered by target (metric tons CO2e)
7,952.6

Base year Scope 3 emissions covered by target (metric tons CO2e)

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
9,480.96

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1
100

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2
100

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
100

Target year
2030

Targeted reduction from base year (%)
64

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
3,413.1456

Scope 1 emissions in reporting year covered by target (metric tons CO2e)

695.95

Scope 2 emissions in reporting year covered by target (metric tons CO2e)

8,838.7

Scope 3 emissions in reporting year covered by target (metric tons CO2e)

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

9,534.65

% of target achieved relative to base year [auto-calculated]

-0.8848326013

Target status in reporting year

New

Is this a science-based target?

Yes, we consider this a science-based target, and the target is currently being reviewed by the Science Based Targets initiative

Target ambition

1.5°C aligned

Please explain target coverage and identify any exclusions

We have updated our target to ensure they are aligned with the latest climate science and in line with the UK's commitment under the UN Paris Agreement, thereby contributing to the global effort to prevent the worst consequences of climate change. This target, although not yet approved by the Science Based Targets Initiative, is aligned with the reductions required to maintain global temperature increase to 1.5 degrees Celsius and covers 100% of Scope 1 and 2. Target scheduled to be validated in July 2022

Plan for achieving target, and progress made to the end of the reporting year

Scope 1 and 2 for Inmarsat encompasses the use of energy (gas, electricity, fuels, refrigerants) within our offices, warehouses, manufacturing sites and land earth stations. The recommended target covering Scope 1 and 2 is a 64% reduction by 2030 from a 2019 baseline. This is more ambitious than a target which would align to a 1.5° reduction trajectory (46.2% by 2030). This
target would demonstrate Inmarsat’s ambition to be a climate leader within the industry. This target builds on the previously approved and achieved 1.5° aligned target of “50% reduction in Scope 1&2 emissions by 2025 from a 2017 baseline”. This target was achieved in 2020. The roadmap to achieve this target has been developed and reviewed by our Energy workstream lead.

Workstreams include Climate Targets (Setting Inmarsat’s science-based target and creating the underlying roadmap to meet the targets by working with the other workstreams), Purposeful Travel (Developing “purposeful travel” approach across

international offices, partnering with low-carbon travel providers; improving connectivity and collaboration platform to encourage teleworking), Energy (Maximising energy efficiency, recommending equipment upgrades, identifying on-site energy generation opportunities), Procurement (Implementing carbon management in procurement, forming partnerships for change with our suppliers, improving scope 3 accuracy and supply chain resilience), Waste & Water (Reducing waste and water-use levels and increasing recycling rates across all sites as well as monitoring and participating in space debris discussion with the industry), Satellites (Reviewing initiatives to reduce the environmental impacts of Inmarsat's satellites and being a responsible satellite operator), Products (Identifying initiatives and partnering with suppliers and manufacturers to reduce the environmental footprint of Inmarsat's products and the logistics patterns of products and services), Engagement (Working across workstreams and supporting the Environmental Steering Group to communicate and engagement staff on Inmarsat's environmental strategy and maintaining feedback system), Reporting (Working across workstreams to the external reporting of Inmarsat's progress against the environmental ambitions as well as supporting internal reporting to Senior Leadership and the Board), and Data Management (Working across workstreams and supporting the Environmental Steering Group through maintaining data collection and analytics).

List the emissions reduction initiatives which contributed most to achieving this target

Target reference number

Abs 2

Year target was set

2021

Target coverage

Company-wide

Scope(s)

Scope 3

Scope 2 accounting method

Scope 3 category(ies)

Category 1: Purchased goods and services
Category 2: Capital goods
Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)
Category 4: Upstream transportation and distribution
Category 5: Waste generated in operations
Category 6: Business travel
Category 7: Employee commuting

Category 8: Upstream leased assets
Category 11: Use of sold products
Category 12: End-of-life treatment of sold products

Base year
2019

Base year Scope 1 emissions covered by target (metric tons CO2e)

Base year Scope 2 emissions covered by target (metric tons CO2e)

Base year Scope 3 emissions covered by target (metric tons CO2e)
132,473.48

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
132,473.48

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)
100

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
100

Target year
2030

Targeted reduction from base year (%)
28

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
95,380.9056

Scope 1 emissions in reporting year covered by target (metric tons CO2e)

Scope 2 emissions in reporting year covered by target (metric tons CO2e)

Scope 3 emissions in reporting year covered by target (metric tons CO2e)

130,838.13

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

130,838.13

% of target achieved relative to base year [auto-calculated]

4.4088339147

Target status in reporting year

New

Is this a science-based target?

Yes, we consider this a science-based target, and the target is currently being reviewed by the Science Based Targets initiative

Target ambition

Well-below 2°C aligned

Please explain target coverage and identify any exclusions

We have updated our target to ensure they are aligned with the latest climate science and in line with the UK's commitment under the UN Paris Agreement, thereby contributing to the global effort to prevent the worst consequences of climate change. This target, although not yet approved by the Science Based Targets Initiative, is aligned with the reductions required to maintain global temperature increase to well below 2 degrees Celsius. Target scheduled to be validated in July 2022. This target is company-wide with all relevant Scope 3 categories included.

Plan for achieving target, and progress made to the end of the reporting year

Scope 3 includes the emissions from Inmarsat's procurement of goods, services and capital goods; business travel; launches; logistics; product- related emissions and employee commuting.

The recommended target covering Scope 3 is a well- below two degrees aligned target of 28% reduction by 2030 from a 2019 baseline. Given the level of control Inmarsat has over its major emissions hotspots a well-below2° is feasible whereas ambitious reductions to meet 1.5° are currently modelled as less feasible.

Procurement-related emissions make up 93% of Inmarsat's Scope 3 therefore the material efforts for reduction should focus on reducing carbon within the supply chain. The roadmap to achieve the Scope 3 target has been developed and reviewed by the relevant workstream leads.

List the emissions reduction initiatives which contributed most to achieving this target

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

Net-zero target(s)

C4.2c

(C4.2c) Provide details of your net-zero target(s).

Target reference number

NZ1

Target coverage

Company-wide

Absolute/intensity emission target(s) linked to this net-zero target

Abs1

Abs2

Target year for achieving net zero

2050

Is this a science-based target?

Yes, we consider this a science-based target, and we have committed to seek validation of this target by the Science Based Targets initiative in the next 2 years

Please explain target coverage and identify any exclusions

We have set a Net Zero by 2050 target which is underpinned by our Scope 1&2 and scope 3 science-based target (Abs1 & Abs2). This covers all our GHG emissions, the same boundary of the SBTs.

Do you intend to neutralize any unabated emissions with permanent carbon removals at the target year?

Yes

Planned milestones and/or near-term investments for neutralization at target year

In 2022, Inmarsat plans to validate its long-term science-based target (under the Net Zero criteria of SBTi) by the SBTi, to continue its current science-based target and decarbonisation trajectory out to 2050 and avoid reliance on neutralisation but decarbonise first and foremost.

Planned actions to mitigate emissions beyond your value chain (optional)

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	2	6,508
To be implemented*	1	39,459
Implementation commenced*	9	17,431
Implemented*	3	290
Not to be implemented	0	

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Energy efficiency in buildings

Lighting

Estimated annual CO2e savings (metric tonnes CO2e)

124

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

10,000

Investment required (unit currency – as specified in C0.4)

14,000

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

Upgrade lighting to LED fixture so that approximately 55% of our lighting is LED.

Initiative category & Initiative type

Transportation

Company fleet vehicle replacement

Estimated annual CO2e savings (metric tonnes CO2e)

8

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

2,000

Investment required (unit currency – as specified in C0.4)

0

Payback period

<1 year

Estimated lifetime of the initiative

3-5 years

Comment

In New Zealand, we no longer have fossil fuel cars in our fleet. Instead, we have one pool Electric Vehicle Mini which was swapped within our lease.

Initiative category & Initiative type

Energy efficiency in buildings

Heating, Ventilation and Air Conditioning (HVAC)

Estimated annual CO2e savings (metric tonnes CO2e)

159

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

0

Investment required (unit currency – as specified in C0.4)

0

Payback period

<1 year

Estimated lifetime of the initiative

6-10 years

Comment

Reduction of gas in our London office through move to new office without gas.

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Compliance with regulatory requirements/standards	Inmarsat continues to build on and improve the scope and quality of data on energy consumption in order to comply with environmental reporting requirements. For example, SECR reporting requirements, mandatory emissions requirements and ESOS. These help to identify emissions reduction opportunities and also provide the associated investment required. This drives investment into emissions reduction activities as it is clear to see the cost/benefit analysis for investing in emissions reductions.
Dedicated budget for energy efficiency	Inmarsat's Global Facilities Manager has day-to-day responsibility for driving energy management practices across the group. To support this there is a dedicated budget for investment in energy efficiency.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products.

Level of aggregation

Product or service

Taxonomy used to classify product(s) or service(s) as low-carbon

No taxonomy used to classify product(s) or service(s) as low carbon

Type of product(s) or service(s)

Aviation

Other, please specify

Aviation communications connectivity

Description of product(s) or service(s)

Inmarsat and the London School of Economics released a report, which states that the connected aircraft, enabled by satellite communications, has the potential to save airlines $15 billion annually in operational efficiencies and 21.3 million tonnes of CO2 emissions by 2035 through fuel and emissions savings, a reduction in delays, innovations in maintenance processes, air traffic management enhancements and safety improvements. The research finds that together these efficiencies can generate up to a 1% reduction in the $764 billion spent by airlines each year in operating costs worldwide. The major growth opportunity for Inmarsat in the coming years is the provision of In-Flight Connectivity services in the commercial air transport segment. We expect that Aviation will be the largest individual growth driver for the overall business in the coming years, through the consistent double-digit growth trajectory of our core Aviation business and significant medium-term growth potential of our fast-emerging and substantial IFC Aviation business. One of the business' strategic priorities is to become the leader in global IFC, with Global Xpress (the first global, high bandwidth satellite network) and EAN (the ground network). We are currently still in the market capture and infrastructure investment phase, but we remain confident that over the medium-term our IFC business will become highly profitable and cash generative on a long-term, sustained basis.

Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

No

Methodology used to calculate avoided emissions

Life cycle stage(s) covered for the low-carbon product(s) or services(s)

Functional unit used

Reference product/service or baseline scenario used

Life cycle stage(s) covered for the reference product/service or baseline scenario

Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

Explain your calculation of avoided emissions, including any assumptions

Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

0

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

No

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?
Row 1	No, but we have discovered significant errors in our previous response(s)

C5.1c

(C5.1c) Have your organization's base year emissions been recalculated as result of the changes or errors reported in C5.1a and C5.1b?

	Base year recalculation	Base year emissions recalculation policy, including significance threshold

Row 1	Yes	The following restatement was made in the 2021 ESG report "2019 and 2020 Scope 3 emissions related to Purchased Goods & Services have been restated. Prior to this restatement, Scope 3 emissions related to Purchased Goods & Services were 210,774 (2020) and 265,220 (2019) tCO2 e. This was due to the incorrect emissions factor applied to calculate emissions from the make of maritime terminals." This error was significant and reduced the calculations of Purchased Goods & services by ~70%. This error was found before the submission of the science-based target to the SBTi for validation, therefore the baseline target was not restated but a correction was disclosed in the ESG and Annual Report.

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

1,528

Comment

Scope 2 (location-based)

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

12,759

Comment

Scope 2 (market-based)

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

7,953

Comment

Scope 3 category 1: Purchased goods and services

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

98,906

Comment

Scope 3 category 2: Capital goods

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

13,561

Comment

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

3,119

Comment

Scope 3 category 4: Upstream transportation and distribution

Base year start
January 1, 2019

Base year end
December 31, 2019

Base year emissions (metric tons CO2e)
2,038

Comment

Scope 3 category 5: Waste generated in operations

Base year start
January 1, 2019

Base year end
December 31, 2019

Base year emissions (metric tons CO2e)
99

Comment

Scope 3 category 6: Business travel

Base year start
January 1, 2019

Base year end
December 31, 2019

Base year emissions (metric tons CO2e)
10,660

Comment

Scope 3 category 7: Employee commuting

Base year start
January 1, 2019

Base year end
December 31, 2019

Base year emissions (metric tons CO2e)
1,536

Comment

Scope 3 category 8: Upstream leased assets

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

2,433

Comment

Scope 3 category 9: Downstream transportation and distribution

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 10: Processing of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 11: Use of sold products

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

117

Comment

Scope 3 category 12: End of life treatment of sold products

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

5

Comment

Scope 3 category 13: Downstream leased assets

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 14: Franchises

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 15: Investments

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (upstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (downstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

C5.3

(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
The Greenhouse Gas Protocol: Scope 2 Guidance

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

695.96

Start date

January 1, 2021

End date

December 31, 2021

Comment

Past year 1

Gross global Scope 1 emissions (metric tons CO2e)

868.1

Start date

January 1, 2020

End date

December 31, 2020

Comment

Past year 2

Gross global Scope 1 emissions (metric tons CO2e)

1,528.4

Start date

January 1, 2019

End date

December 31, 2019

Comment

Past year 3

Gross global Scope 1 emissions (metric tons CO2e)

861.9

Start date

January 1, 2018

End date

December 31, 2018

Comment

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We are reporting a Scope 2, market-based figure

Comment

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based

10,514.863

Scope 2, market-based (if applicable)

8,838.702

Start date

January 1, 2021

End date

December 31, 2021

Comment

Past year 1

Scope 2, location-based

11,381.1

Scope 2, market-based (if applicable)

7,452

Start date

January 1, 2020

End date

December 31, 2020

Comment

Past year 2

Scope 2, location-based

12,759.2

Scope 2, market-based (if applicable)

7,952.6

Start date

January 1, 2019

End date

December 31, 2019

Comment

Past year 3

Scope 2, location-based

14,553

Scope 2, market-based (if applicable)

11,972.7

Start date

January 1, 2018

End date

December 31, 2018

Comment

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

67,984.158

Emissions calculation methodology

Hybrid method

Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

Emissions from all purchased goods and services are calculated using spend data for 2020 for the Group. The spend in $USD on purchased goods and services by the reporting company at sites within the reporting boundary are used to calculate emissions. No estimations were required. Emissions were calculated using the GHG Protocol/Quantis economic input-output tool. Spend amounts in USD were multiplied by the relevant Quantis intensity factor. Any emissions that were calculated in other categories, for example logistics (upstream transportation & distribution) or utilities (Scope 1 & 2) were removed. In addition, we included emissions from specific products purchased by the group that are not included in the general spend data mentioned above. - Sim cards, the carbon footprint for a sim card is provided by the supplier and number of sim cards purchased by the reporting company during the reporting year is provided by the reporting company. Emissions from sim cards are calculated by multiplying the individual carbon footprint of a sim card by the number of sim card purchased during the reporting year. - ISAT Phone, the spend in $USD on ISAT Phones by the reporting company at sites within the reporting boundary. Emissions were calculated using the GHG Protocol/Quantis economic input-output tool. Spend amounts in USD were multiplied by the relevant Quantis intensity factor. - Maritime products, Inmarsat provided product weight as well as an estimation of the material make up. These data are used to calculate an estimated quantity of each material in the final product. Emissions are calculated by multiplying quantity of material by the relevant Ecoinvent emissions factor. - Aviation products, the spend in $USD on aviation product suppliers by the reporting company at sites within the reporting boundary. Emissions were calculated using the GHG Protocol/Quantis economic input-output tool. Spend amounts in USD were multiplied by the relevant Quantis intensity factor.

Emissions from purchased goods and services are relevant to Inmarsat because they contribute to our total Scope 3 emissions.

Capital goods

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

13,105.1

Emissions calculation methodology

Hybrid method
Spend-based method
Average product method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

Emissions from all capital goods are calculated using spend data for 2021 for the Group. The spend in $USD on purchased goods and services by the reporting company at sites within the reporting boundary are used to calculate emissions. No estimations were required. Emissions were calculated using the GHG Protocol/Quantis economic input-output tool. Spend amounts in USD were multiplied by the relevant Quantis intensity factor. Any emissions that were calculated in other categories, for example logistics (upstream transportation & distribution) or utilities (Scope 1 & 2) were removed. Similarly to maritime products, from the total weight of a satellite and an estimated material make up, quantity of material used in satellite are calculated. Emissions are calculated by multiplying quantity of material by the relevant Ecoinvent emissions factor.

Emissions from capital goods are relevant to Inmarsat because they contribute to our total Scope 3 emissions.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

3,589.2

Emissions calculation methodology

Fuel-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Transmissions & Distribution (T&D) losses and Well-to-Tank (WTT) for fuels are calculated based on the total Scope 1 & 2 figures from GHG reporting. Multiplied by the appropriate DEFRA 2021 emissions factors. It is assumed that UK emission factors are representative for all sites in other countries.

Emissions from fuel- and energy-related activities are relevant to Inmarsat because they

contribute to our total Scope 3 emissions.

Upstream transportation and distribution

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

39,225.6

Emissions calculation methodology

Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

Emissions are calculated using distances and quantity transported by third party couriers. The tonnes.km are multiplied by the relevant DEFRA 2021 emissions factor. It is assumed that UK emission factors are representative for all sites in other countries.

Emissions from upstream transportation and distribution are relevant to Inmarsat because they contribute to our total Scope 3 emissions.

Waste generated in operations

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

20.7

Emissions calculation methodology

Waste-type-specific method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

To calculate emissions, quantity of waste per type of waste and disposal method are used, as well as volume of wastewater generated. We collect these data on a monthly basis. Wherever data are missing, estimation were made based on previous month data. For emissions from waste water, volume of waste water is multiplied by the DEFRA 2021 emissions factor for wastewater. For solid waste, quantity of waste generated is multiplied by the relevant DEFRA 2021 emissions factor. It is assumed that UK emission factors are representative for all sites in other countries.

Emissions from waste are relevant to Inmarsat because they contribute to our total Scope 3 emissions.

Business travel

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

319.4

Emissions calculation methodology

Hybrid method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

Emissions from business travel are generated by air travel, land travel sea travel and hotel. To calculate emissions, air and land travel data (i.e. distances per mode of transport and class) are collected on a monthly basis. Emissions are calculated by multiplying distances with the relevant DEFRA 2021 emissions factor. To calculate emissions from sea travel and hotel, the spend in $USD on sea transport and hotel nights is used. Spend amounts in $USD were multiplied by the relevant Quantis intensity factor.

Emissions from business travel are relevant to Inmarsat because they contribute to our total Scope 3 emissions.

Employee commuting

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

2,216.2

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

For each country, employee commuting is categorised by each mode of transport used for commuting. As no raw activity data are supplied for employee estimations (it is very difficult to know the exact distance that each employee travels during their commute), the data are estimated. The following methodology is used to estimate the total distance

travelled by each site's employees on their commute on each mode of transport: 1. Calculate the estimated total number of commutes by the site's employees during the reporting period: (Number of business days - average annual leave days) * (1 - % work from home) * average commutes per day * employee headcount = total number of commutes 2. Calculate the total distance travelled by each site's employees on their commute on each mode of transport: Total number of commutes * average transport mode share of commutes * average commute distance = total distance travelled by site's employees on mode of transport. The following raw data sources are used: Number of working days are sourced from workingdays.com, 20 annual leave days assumed for all sites, % working from home, Average transport mode share of commutes and average commute distances are sourced from numbeo. It is assumed that UK government data is more accurate for UK sites than numbeo.com, and is therefore prioritised (despite ending in 2015 - assume still accurate). Emissions are calculated by multiplying the distance travelled by employees by the relevant DEFRA 2021 emissions factor.

Emissions from employee commuting are relevant to Inmarsat because they contribute to our total Scope 3 emissions.

Upstream leased assets

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

1,676.7

Emissions calculation methodology

Hybrid method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

Emissions arising from the operation of assets leased by Inmarsat have been included within our reported Scope 1 and 2 figures as we take the operational control approach.

Downstream transportation and distribution

Evaluation status

Not relevant, explanation provided

Please explain

This is defined as the transportation and distribution of products sold by Inmarsat in the reporting year between Inmarsat’s operations and the end consumer (if not paid for by the reporting company), including retail and storage (in vehicles and facilities not owned

or controlled by the reporting company). Inmarsat's distribution partners transport our IsatPhone products to customers from our warehouses

Processing of sold products

Evaluation status

Not relevant, explanation provided

Please explain

We do not sell intermediate products and therefore this category is not relevant to Inmarsat.

Use of sold products

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

208.7

Emissions calculation methodology

Methodology for direct use phase emissions, please specify

Percentage of emissions calculated using data obtained from suppliers or value chain partners

50

Please explain

For ISAT phone, electricity use of lifespan was calculated based on product specifications provided by the supplier. The total energy use over the lifespan of the product is multiplied by the DEFRA 2021 emission factor for electricity. It is assumed that UK emission factors are representative for all sites in other countries. For other products, no data are supplied. Energy use of these products over their lifetime was estimated by our teams based on our product knowledge. The total energy use over the lifespan of the product is multiplied by the DEFRA 2021 emission factor for electricity. It is assumed that UK emission factors are representative for all sites in other countries.

Emissions from the use of sold products are relevant to Inmarsat because they contribute to our total Scope 3 emissions.

End of life treatment of sold products

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

2,492.3

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Emissions from end of life treatment of sold products are calculated based on the disposal method and type and quantity of material. As no specific raw data for material type and quantity are available, these are estimated. Emissions are calculated by multiplying the material quantity disposed by the relevant DEFRA 2021 emissions factor.

Emissions from the end of life treatment of sold products are relevant to Inmarsat because they contribute to our total Scope 3 emissions.

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Please explain

This is not relevant to Inmarsat because the emissions from assets owned by the company and leased to other entities are already included in our Scope 1 and 2 emission figures.

Franchises

Evaluation status

Not relevant, explanation provided

Please explain

This is defined as the operation of franchises in the reporting year, not included in Scope 1 and Scope 2, reported by franchisor. Inmarsat does not have any franchises.

Investments

Evaluation status

Not relevant, explanation provided

Please explain

Not applicable to our business as we do not have equity or debt investments.

Other (upstream)

Evaluation status

Not relevant, explanation provided

Please explain

Not applicable - previous categories provide full coverage.

Other (downstream)

Evaluation status

Not relevant, explanation provided

Please explain

Not applicable - previous categories provide full coverage.

C6.5a

(C6.5a) Disclose or restate your Scope 3 emissions data for previous years.

Past year 1

Start date

January 1, 2020

End date

December 31, 2020

Scope 3: Purchased goods and services (metric tons CO2e)

57,302.2

Scope 3: Capital goods (metric tons CO2e)

5,694.1

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

2,622.9

Scope 3: Upstream transportation and distribution (metric tons CO2e)

1,669.5

Scope 3: Waste generated in operations (metric tons CO2e)

42.7

Scope 3: Business travel (metric tons CO2e)

1,789.6

Scope 3: Employee commuting (metric tons CO2e)

997

Scope 3: Upstream leased assets (metric tons CO2e)

0

Scope 3: Downstream transportation and distribution (metric tons CO2e)

0

Scope 3: Processing of sold products (metric tons CO2e)

0

Scope 3: Use of sold products (metric tons CO2e)

190.6

Scope 3: End of life treatment of sold products (metric tons CO2e)

1,128.6

Scope 3: Downstream leased assets (metric tons CO2e)

0

Scope 3: Franchises (metric tons CO2e)

0

Scope 3: Investments (metric tons CO2e)

0

Scope 3: Other (upstream) (metric tons CO2e)

0

Scope 3: Other (downstream) (metric tons CO2e)

Comment

Past year 2

Start date

January 1, 2019

End date

December 31, 2019

Scope 3: Purchased goods and services (metric tons CO2e)

98,906.4

Scope 3: Capital goods (metric tons CO2e)

13,560.9

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

3,118.6

Scope 3: Upstream transportation and distribution (metric tons CO2e)

2,038.3

Scope 3: Waste generated in operations (metric tons CO2e)

98.7

Scope 3: Business travel (metric tons CO2e)

11,663.6

Scope 3: Employee commuting (metric tons CO2e)

1,535.9

Scope 3: Upstream leased assets (metric tons CO2e)

2,433.4

Scope 3: Downstream transportation and distribution (metric tons CO2e)

0

Scope 3: Processing of sold products (metric tons CO2e)

0

Scope 3: Use of sold products (metric tons CO2e)

116.5

Scope 3: End of life treatment of sold products (metric tons CO2e)

3,177.5

Scope 3: Downstream leased assets (metric tons CO2e)

0

Scope 3: Franchises (metric tons CO2e)

0

Scope 3: Investments (metric tons CO2e)

0

Scope 3: Other (upstream) (metric tons CO2e)

0

Scope 3: Other (downstream) (metric tons CO2e)

0

Comment

Past year 3

Start date

January 1, 2018

End date

December 31, 2018

Scope 3: Purchased goods and services (metric tons CO2e)

99,063.8

Scope 3: Capital goods (metric tons CO2e)

12,133.2

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

1,806.2

Scope 3: Upstream transportation and distribution (metric tons CO2e)

2,357.6

Scope 3: Waste generated in operations (metric tons CO2e)

31.8

Scope 3: Business travel (metric tons CO2e)

15,343.7

Scope 3: Employee commuting (metric tons CO2e)

1,532.6

Scope 3: Upstream leased assets (metric tons CO2e)

0

Scope 3: Downstream transportation and distribution (metric tons CO2e)

0

Scope 3: Processing of sold products (metric tons CO2e)

0

Scope 3: Use of sold products (metric tons CO2e)

117.9

Scope 3: End of life treatment of sold products (metric tons CO2e)

4,438.4

Scope 3: Downstream leased assets (metric tons CO2e)

0

Scope 3: Franchises (metric tons CO2e)

0

Scope 3: Investments (metric tons CO2e)

0

Scope 3: Other (upstream) (metric tons CO2e)

0

Scope 3: Other (downstream) (metric tons CO2e)

0

Comment

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

0.0000083

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

11,210.8

Metric denominator

unit total revenue

Metric denominator: Unit total

1,352,400,000

Scope 2 figure used

Location-based

% change from previous year

13.54

Direction of change

Decreased

Reason for change

We have focused on energy reduction initiatives like upgrading lighting to LED fixture so that approximately 55% of our lighting is LED. In New Zealand, we no longer have fossil fuel cars in our fleet. Instead we have one pool Electric Vehicle Mini. We have reduced gas in our London office through move to new office without gas.

Intensity figure

6.33378531

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

11,210.8

Metric denominator

full time equivalent (FTE) employee

Metric denominator: Unit total

1,770

Scope 2 figure used

Location-based

% change from previous year

2.74

Direction of change

Decreased

Reason for change

The global headcount has decreased slightly compared to the previous year and the emissions have decreased in the past year due to the following emission reduction initiatives. Upgrading lighting to LED fixture so that approximately 55% of our lighting is LED. In New Zealand, we no longer have fossil fuel cars in our fleet. Instead we have one pool Electric Vehicle Mini. We have reduced gas in our London office through move to new office without gas.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
CO2	625.677	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	0.844	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	0.715	IPCC Fourth Assessment Report (AR4 - 100 year)
HFCs	67.952	IPCC Fourth Assessment Report (AR4 - 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)

Indonesia	28.78
Netherlands	150.67
United Kingdom of Great Britain and Northern Ireland	452.55
United States of America	1.93
Italy	62.03

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By activity

C7.3c

(C7.3c) Break down your total gross global Scope 1 emissions by business activity.

Activity	Scope 1 emissions (metric tons CO2e)
Diesel	19.74
Gas oil	6.03
Refrigerants	67.95
Natural gas	573.34
Owned vehicle mileage	28.89

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Indonesia	197.034	197.034
Netherlands	2,376.344	2,344.364
United Kingdom of Great Britain and Northern Ireland	1,509.387	13.9
United States of America	1,686.326	1,642.428
United Arab Emirates	6.52	5.402
New Zealand	397.167	397.167
Australia	2,465.942	2,499.44
Singapore	85.336	85.336
Norway	1.841	0
Canada	635.571	500.203
Italy	1,153.395	1,153.395

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By activity

C7.6c

(C7.6c) Break down your total gross global Scope 2 emissions by business activity.

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Electricity	10,500.9	8,824.8
Heat	13.9	13.9

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Decreased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	1,387	Increased	16.67	"Change in renewables: the amount of electricity from renewable sources has decreased This was driven by the move of our Houston site though we are currently in discussions with our new landlord to source a renewable energy contract, in line with our emissions target ambition. Calculation is 1387/8320x

				100 = 16.67"
Other emissions reduction activities	172	Decreased	2.07	"Other emissions reductions: we have seen a decrease in our fuel consumption primarily due to a reduction in gas consumption at our London site. In our London office, which is our largest office footprint, we have continued to upgrade lighting to LED fixture so that approximately 55% of our lighting is LED. We also increased our energy efficiency through the installation of a new UPS system, refurbishment of 3 boilers, replacement and repairs on our heating system. Calculation is 172/8320x100 = 2.07"
Divestment				
Acquisitions				
Mergers				
Change in output				
Change in methodology				
Change in boundary				
Change in physical operating conditions				

Unidentified				
Other				

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Market-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	Yes
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	No

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh

Consumption of fuel (excluding feedstock)	HHV (higher heating value)	0	3,130.48	3,130.48
Consumption of purchased or acquired electricity		9,111.96	25,283.86	34,395.82
Consumption of purchased or acquired heat		0	81.61	81.61
Total energy consumption		9,111.96	28,495.95	37,607.91

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	No
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Sustainable biomass

Heating value

Total fuel MWh consumed by the organization

0

Comment

Other biomass

Heating value

Total fuel MWh consumed by the organization

0

Comment

Other renewable fuels (e.g. renewable hydrogen)

Heating value

Total fuel MWh consumed by the organization

0

Comment

Coal

Heating value

Total fuel MWh consumed by the organization

0

Comment

Oil

Heating value

HHV

Total fuel MWh consumed by the organization

0.02

Comment

Gas

Heating value

HHV

Total fuel MWh consumed by the organization

3,130.26

Comment

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value
HHV

Total fuel MWh consumed by the organization
0.2

Comment
combination of both diesel consumption and petrol consumption within the organisation

Total fuel

Heating value
HHV

Total fuel MWh consumed by the organization
3,130.48

Comment

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero or near-zero emission factor in the market-based Scope 2 figure reported in C6.3.

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Renewable energy mix, please specify
Wind and Hydropower

Country/area of low-carbon energy consumption
Netherlands

Tracking instrument used
No instrument used

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
86.88

Country/area of origin (generation) of the low-carbon energy or energy attribute

Netherlands

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

There are two sites in the Netherlands, one of which is on a 100% renewable tariff

---

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Renewable energy mix, please specify

Solar PV, Wind and Hydropower

Country/area of low-carbon energy consumption

United Kingdom of Great Britain and Northern Ireland

Tracking instrument used

No instrument used

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

7,043.07

Country/area of origin (generation) of the low-carbon energy or energy attribute

United Kingdom of Great Britain and Northern Ireland

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

100% of the energy consumed by Inmarsat's site in London, UK comes from a mix of renewables, including: solar PV, wind and hydropower

---

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Low-carbon energy mix, please specify

Solar and Wind

Country/area of low-carbon energy consumption

United States of America

Tracking instrument used

No instrument used

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

236.77

Country/area of origin (generation) of the low-carbon energy or energy attribute

United States of America

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

There are 5 sites in the US, two of which are either on near-zero carbon ones.

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Low-carbon energy mix, please specify

Unknown

Country/area of low-carbon energy consumption

Australia

Tracking instrument used

No instrument used

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

173.94

Country/area of origin (generation) of the low-carbon energy or energy attribute

Australia

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

The local power provider in Western Australia is called Western Power.
Western Power do not invoice with a breakdown of power sources. They do however have an energy evolution plan:
https://www.westernpower.com.au/our-energy-evolution/grid-technology/alternative-energy-sources/?utm_source=google&utm_medium=cpc&utm_campaign=powering-our-lives&gclid=EAIaIQobChMI-bnSgtOj9gIVpWLmCh3CCg_NEAAYASAAEgI-ZfD_BwE

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Hydropower (capacity unknown)

Country/area of low-carbon energy consumption

Canada

Tracking instrument used

No instrument used

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

1,379.68

Country/area of origin (generation) of the low-carbon energy or energy attribute

Canada

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Hydropower (capacity unknown)

Country/area of low-carbon energy consumption

Norway

Tracking instrument used

No instrument used

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

178.71

Country/area of origin (generation) of the low-carbon energy or energy attribute

Norway

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

100% renewable from hydropower

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Low-carbon energy mix, please specify

Unknown

Country/area of low-carbon energy consumption

United Arab Emirates

Tracking instrument used

No instrument used

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

12.92

Country/area of origin (generation) of the low-carbon energy or energy attribute

United Arab Emirates

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

Country/area

United Kingdom of Great Britain and Northern Ireland

Consumption of electricity (MWh)

7,043.07

Consumption of heat, steam, and cooling (MWh)

81.61

Total non-fuel energy consumption (MWh) [Auto-calculated]

7,124.68

Country/area

Australia

Consumption of electricity (MWh)

3,600.44

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

3,600.44

Country/area

Canada

Consumption of electricity (MWh)

4,923.09

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

4,923.09

Country/area

Indonesia

Consumption of electricity (MWh)

2,586.77

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

2,586.77

Country/area

Italy

Consumption of electricity (MWh)

4,047

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

4,047

Country/area

Netherlands

Consumption of electricity (MWh)

6,455.7

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

6,455.7

Country/area

New Zealand

Consumption of electricity (MWh)

3,244.83

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

3,244.83

Country/area

Norway

Consumption of electricity (MWh)

1,787.06

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1,787.06

Country/area

Singapore

Consumption of electricity (MWh)

85.34

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

85.34

Country/area

United Arab Emirates

Consumption of electricity (MWh)

12.92

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

12.92

Country/area

United States of America

Consumption of electricity (MWh)

4,409.85

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

4,409.85

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement

Inmarsat 2021 GHG Verification Report - final 28032022.pdf

Page/ section reference
Page 6 has the final verified figures

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
100

C10.1b

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach
Scope 2 location-based

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement

Inmarsat 2021 GHG Verification Report - final 28032022.pdf

Page/ section reference

Page 6 has the final verified figures

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 2 approach

Scope 2 market-based

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Inmarsat 2021 GHG Verification Report - final 28032022.pdf

Page/ section reference

Page 6 has the final verified figures

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

C10.1c

(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope 3 category

Scope 3: Purchased goods and services

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Inmarsat 2021 GHG Verification Report - final 28032022.pdf

Page/section reference

Page 6 has the final verified figures

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 3 category

Scope 3: Capital goods

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Inmarsat 2021 GHG Verification Report - final 28032022.pdf

Page/section reference

Page 6 has the final verified figures

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 3 category

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Inmarsat 2021 GHG Verification Report - final 28032022.pdf

Page/section reference

Page 6 has the final verified figures

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 3 category

Scope 3: Upstream transportation and distribution

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Inmarsat 2021 GHG Verification Report - final 28032022.pdf

Page/section reference

Page 6 has the final verified figures

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 3 category

Scope 3: Waste generated in operations

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement

Inmarsat 2021 GHG Verification Report - final 28032022.pdf

Page/section reference
Page 6 has the final verified figures

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
100

Scope 3 category
Scope 3: Business travel

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement

Inmarsat 2021 GHG Verification Report - final 28032022.pdf

Page/section reference
Page 6 has the final verified figuresPage 6 has the final verified figures

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
100

Scope 3 category

Scope 3: Employee commuting

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Inmarsat 2021 GHG Verification Report - final 28032022.pdf

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Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 3 category

Scope 3: Upstream leased assets

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

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Page/section reference

Page 6 has the final verified figures

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 3 category

Scope 3: Use of sold products

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Inmarsat 2021 GHG Verification Report - final 28032022.pdf

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Page 6 has the final verified figures

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 3 category

Scope 3: End-of-life treatment of sold products

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Inmarsat 2021 GHG Verification Report - final 28032022.pdf

Page/section reference

Page 6 has the final verified figures

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

No, but we are actively considering verifying within the next two years

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

No

C11.3

(C11.3) Does your organization use an internal price on carbon?

No, and we do not currently anticipate doing so in the next two years

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers

Yes, other partners in the value chain

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Innovation & collaboration (changing markets)

Details of engagement

Run a campaign to encourage innovation to reduce climate impacts on products and services

% of suppliers by number

0.5

% total procurement spend (direct and indirect)

7

% of supplier-related Scope 3 emissions as reported in C6.5

4

Rationale for the coverage of your engagement

In 2021, we engaged with one of our main suppliers that manufactures one of our Maritime terminals. In collaboration with them and our sustainability partner, Carbon Intelligence, we conducted a lifecycle carbon analysis assessment (LCA) to determine the granular carbon footprint of one of our terminals as a pilot project with this supplier. This was a pilot project to understand how the LCA data can be utilised to drive collaboration with product suppliers and reduce Inmarsat's Scope 3 emissions from products and services. This pilot will be rolled out to other products and other suppliers to gain greater engagement and impact on Inmarsat's Scope 3 emissions and the overall industry emissions.

Impact of engagement, including measures of success

Now the LCA project is complete, Inmarsat will utilize this project and collaboration relationship pilot to establish a mutual decarbonisation plan with emissions reductions targets at the product level including manufacturing emissions, materials used, energy intensity in usage etc. The key insights from this project were:
- The terminal selected had a total carbon lifecycle of 101.5082kg CO2e per unit produced
- The raw materials used in the product make up were the highest area of emissions (PCB and then Aluminium)
- Raw materials are currently sourced from the same country as the manufacture of the product (Thailand) therefore inbound transportation emissions are low

Measures of success:
- Data collection and dialogue was able to be held with the product supplier
- Supplier was engaged at a senior level for buy-in to Inmarsat's emission/ target vision

Comment

C12.1d

(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.

Inmarsat regularly engages with various peers and partners within the space industry such as through industry bodies, committees and other forums. Below outlines the various organisations that Inmarsat is a part of and engages with to drive sustainability in space:
· A founding member of the Space Data Association (SDA), along with satellite operators Intelsat, SES and Eutelsat. By sharing critical data on satellite positions we aim to reduce the

probability of collisions and the increase of space debris to make space operations safer and more reliable.
· One of the first members selected for the Commercial Integration Cell (CIC) at the Combined Space Operations Center (CSpOC). Together, SDA and CSpOC are the two main sources of information for tracking debris, collision avoidance and space situational awareness.
· A member of the UK CIC which works with the UK Space Agency to address the needs of civil users of Space Surveillance and Tracking (STT) services through the UK's national capability.
· A member of the Space Safety Coalition (SSC), endorsing and adhering to its 'Best Practice on the Sustainability of Space Operations'.
· A member of EMEA Satellite Operator's Association (ESOA), working with the satellite industry to deliver sustainable connectivity solutions.
· Part of the ISO's committee for the development of standards for space vehicles and space systems and operations, as well as part of the European Cooperation for Space Standardization (ECSS) Space Debris and Space Traffic Management Working Group.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?

No, but we plan to introduce climate-related requirements within the next two years

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate

Yes, we engage indirectly through trade associations

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?

Yes

Attach commitment or position statement(s)

We have set our science-based targets in line with the Paris Agreement as referenced in our attached ESG Report (Pg30) as well as using the Paris Agreement as a variable in our scenario analysis.

Inmarsat 2021 ESG Report.pdf.downloadasset.pdf

Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy

Our VP of Satellite Operations, who is also the new Chairman of the Space Data Association (SDA), sits on our ESG Steering Group and leads the Satellites and Space

Debris workstream as part of our environmental strategy. He oversees the engagement with the various trade associations, working groups and other organisations to ensure consistent messaging and alignment with Inmarsat's own climate and environmental strategy and well as supporting the wider industry development and sustainability standards.

C12.3b

(C12.3b) Provide details of the trade associations your organization engages with which are likely to take a position on any policy, law or regulation that may impact the climate.

Trade association

Other, please specify

EMEA Satellite Operators Association

Is your organization's position on climate change consistent with theirs?

Consistent

Has your organization influenced, or is your organization attempting to influence their position?

We are attempting to influence them to change their position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)

ESOA is a CEO-driven association representing 22 global and regional satellite operators. ESOA provides thought-leadership and is recognised as the representative body for satellite operators by international, regional and national bodies including regulators, policymakers, standards-setting organisations such as 3GPP and international organisations such as the International Telecommunications Union and the World Economic Forum.

ESOA works to lead a coordinated and impactful response to global challenges and opportunities for the commercial satellite communications sector by raising awareness of the reach, resilience, variety & capability of satellite services. By providing a unified voice and platform for global collaboration, ESOA increases opportunities for governments, businesses and citizens to leverage satellite services in order to bring connectivity through high quality telecommunications services to users everywhere, on land, in the air or at sea.

Inmarsat's CEO has publicly called for a Net Zero equivalent standard in space (https://www.inmarsat.com/en/news/latest-news/corporate/2021/inmarsat-ceo-net-zero-space-vision-for-future.html) and alongside this commitment will engage with trade associations such as ESOA to push this commitment into the wider industry to drive climate progress both on Earth and in Space.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)

Describe the aim of your organization's funding

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is not aligned

Trade association

Other, please specify

Space safety Coalition

Is your organization's position on climate change consistent with theirs?

Consistent

Has your organization influenced, or is your organization attempting to influence their position?

We publicly promote their current position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)

Inmarsat has endorsed and adhered to the SSC's Best practice on Sustainability of Space Operations. This Best practice ensures environmental testing ahead of launches to reduce climate and environmental impact where possible and reduce the potential for failure leading to an environmental impact without the desired outcome of a successful launch. Similarly, the best practice requires operators to review and address the end of life of the satellites launched and reduce the impact of fuels and debris in space.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)

Describe the aim of your organization's funding

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

No, we have not evaluated

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In mainstream reports, incorporating the TCFD recommendations

Status

Complete

Attach the document

Bidco Annual Report and Accounts 2021 - Signed.pdf

Page/Section reference

Page 66

Content elements

Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets

Comment

Publication

Status

Attach the document

Page/Section reference

Content elements

Comment

Publication

In voluntary sustainability report

Status

Complete

Attach the document

Inmarsat 2021 ESG Report.pdf.downloadasset.pdf

Page/Section reference

Content elements

Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets
Other metrics

Comment

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues
Row 1	No, but we plan to have both within the next two years

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity
Row 1	No, but we plan to do so within the next 2 years

C15.3

(C15.3) Does your organization assess the impact of its value chain on biodiversity?

	Does your organization assess the impact of its value chain on biodiversity?
Row 1	No, but we plan to assess biodiversity-related impacts within the next two years

C15.4

(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?
Row 1	No, we are not taking any actions to progress our biodiversity-related commitments

C15.5

(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	No	

C15.6

(C15.6) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located

C16. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Chief Corporate Affairs Officer and Company Secretary	Other C-Suite Officer

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

Please confirm below