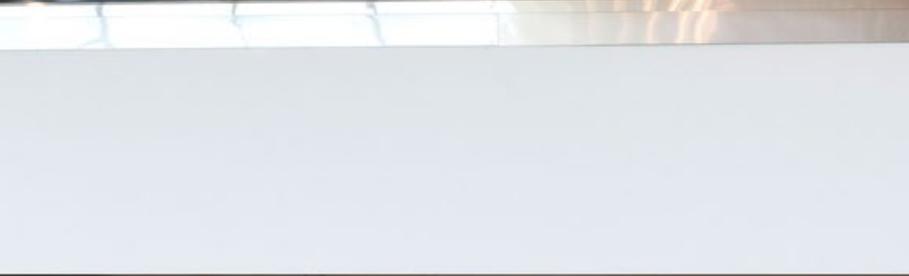




# Gogo Diversity And Inclusion Annual Report 2021



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## Letter from our Executives →

Gogo Business Aviation (Gogo) was founded on the idea of challenging the norm to create new possibilities in the sky. This idea inspired the first air-to-ground network for business aviation, and today – nearly 30 years later-- it propels us to even greater heights. Our people are the heartbeat behind our success; they live our values every day, breathe new life into our mission, and inspire us to push forward towards progress. We believe we have a moral obligation to build an open and transparent business committed to inclusion and opportunities for all – especially those who have lacked those opportunities historically. Every person that touches down at Gogo – employee, customer, or otherwise – deserves to feel included and that they belong.

One of our core values is “Extraordinary Harmony”. This could be achieved through homogeneity. However, the real value of extraordinary harmony comes from diverse people, with diverse talents, working towards success and resolving differences with respect. This doesn’t mean that we’ll always agree, but that we are made better by the voices and contributions of many. As an industry leader, we are determined to also be a leader in creating connected and inclusive communities, industries, and work cultures.

This is Gogo’s first annual Diversity & Inclusion Report. The following pages share an honest view of where we are (and where we hope to be) on our D&I journey. Through publishing this report, we reinforce our commitment to meaningful change and growth, and we acknowledge that accountability from inside and outside our company walls is vital to achieving our goals.

We want to thank our employees for encouraging us to take the first step and partnering with us on our path forward. Your courage, dedication and commitment inspire us to be better and to strive for a more intentional, inclusive, and diverse organization so that it may permeate the world around us. For those reading our report, we encourage you, too, to take the first step and lend your voice to the conversation. If we have learned anything in our journey so far, it’s that every person has something valuable to contribute, and something valuable to gain.

*Oakleigh Thorne - CEO*

*Barry Rowan - CFO*

*Sergio Aguirre - COO*

*Margee Elias - GC*

*Karen Jackson - HR*



## About Gogo Business Aviation (Gogo) →

Gogo has been serving the business aviation industry for nearly thirty years. Our current air-to-ground technology and continued innovation has made us the world's most experienced provider of inflight connectivity and entertainment solutions to the business aviation industry – and it's why our solutions are trusted more than any other provider. As innovative as our solutions have been, what truly sets Gogo apart are

the employees who tirelessly serve this company. Our success is rooted in our people; people who come from various walks of life yet engage in extraordinary harmony, one of our core values that we mentioned in the opening pages of this report. This type of harmony and collaboration is part of our company's DNA, and it directly leads to better solutions, better debate, and a vibrant organizational culture.



“The best time to plant a tree was 20 years ago. The second best time is now.”

– Chinese proverb

## Our History with Diversity & Inclusion (D&I) →

To understand D&I, it's important to understand organizational or company culture. By company culture, we are not necessarily talking about cultural artifacts such as ping pong tables, coffee bars, game rooms, etc. Though Gogo has many of these things, it's important to align on the reality that company culture consists more so of the organizational values and habits that undergird how people work together. Therefore, culture shaping is directly attributed to the actions we take - both individually and collectively - and make visible to the colleagues around us. Our journey to become cultural shapers has given us pause and caused us to reflect on our history with D&I. Being performance obsessed is another one of our company values, and it pushes us to plan and act with transparency. With that, it is critical to be transparent about our past, accountable in our present, and hopeful for our future.

### Defining D&I

One of the key initial learnings in our D&I effort is differentiating “diversity” and “inclusion.” These two words are typically found together, and they must work together,

but it is imperative that we understand the uniqueness of each. Diversity in the workplace refers to a workforce that's made up of people from, among other things, different generations, cultural backgrounds, geographies, physical abilities and disabilities, religions, genders, and sexual orientation. True workforce diversity, however, goes beyond these (social) categories. It includes all the elements that make individual employees unique from one another; their perspectives, preferences, characteristics, and even their biases.

Inclusion can be defined as the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and contribute fully to the organization's success. Then, when we talk about diversity vs. inclusion, what's the difference? Put simply, diversity is about the “what” – it focuses on the makeup of your workforce. Inclusion, on the other hand, is about the “how” – the creation of a work environment and culture that enables all employees to participate and thrive. That is our goal. To create a diverse AND inclusive environment at Gogo.



## Our Past

Gogo has always cared deeply about its people and culture. We have always strived to create an inclusive climate, where employees could feel a sense of belonging and uniqueness as they come to work every day. Our efforts on inclusion have paid off, substantiated by the positive results we have consistently received regarding inclusivity in our annual employee engagement results. Yet as we reflected on our considerably homogenous workforce, we started understanding the reality of our diversity gaps. Candidly, we wish we had started our D&I efforts many years ago, but we can't go back. We have chosen not to dwell on the past, but to focus on the opportunities in front of us today by moving aggressively to ensure D&I is an intrinsic part of how we operate.

## Present Day, How We Arrived

Though we acknowledge our lack of proactivity in purposely diversifying our workforce more effectively in our past, we have already started moving towards intentionality in our present and future. We have always understood the

business case for diversity, where a diversified workforce increases value to the business via better company performance (e.g., increased productivity, innovation, and brand reputation) and increased shared value (i.e., mutual benefit to society and business). Yet, it wasn't until the racialized events in the summer of 2020 where the moral case for D&I became something we could no longer ignore as a company. In June 2020, in a company email in the wake of the murder of George Floyd, Our CEO Oakleigh Thorne stated,

“ *The long-standing racial injustice in America that began 400 years ago and continues today is impossible to ignore and must change. The people who have been ignored for far too long are now demanding to be heard. It's time to start listening if we hope to see any positive change from the fire ignited by more recent tragedies against Black men and women. To our Black colleagues, families, friends, and communities - we hear you. We must demand better of our systems and ourselves.*”

This email was an initial course of action that helped galvanize our organization to ask what our responsibility is to affect real change for Black men and women, as well as all marginalized communities. As we reflected on what we wanted D&I to be in our company, we felt strongly that diversity was a moral imperative that helped ensure marginalized groups had the same opportunities as non-marginalized groups. Likewise, we knew how important it would be to continue to cultivate and maintain an inclusive culture to ensure greater outcomes for our business and future.

As 2020 came to a close and our sights set on 2021, we selected our first D&I Committee. This committee was to be demographically diverse and organizationally cross-cutting. Though the primary role of the D&I Committee was to act as consultants and partners interfacing with all internal departments, the primary goal of 2021 was to stand up D&I for the first time at Gogo and start moving the needle for change.



## Planning for Our Future

Where do we go from here? What's our plan? These were the questions we started thinking through to begin ushering in sustainable change for D&I in 2021 and beyond. This was new territory for us, and we recognized tackling D&I would be a significant undertaking. We were aware that because of the uncertainty and dearth of data when we started, we would likely have to engage in the cycle of failing and iterating regarding D&I initiatives to truly learn where our gaps were and how we could effectively bridge them. We knew we had to be gracious to ourselves, to each other, and mindfully engage in a posture of curiosity.

Therefore, to begin, we built a D&I roadmap and strategic framework that was bold yet representative of our core values and our operating landscape. From a diversity perspective, we started by first understanding our organizational demography to get a pulse on where we were as well as to establish a baseline. Understanding our demography was a major input into the establishment of our two-fold priorities for expanding the diversity

of our workforce over the next four years, which was to start increasing Black or African American representation as well as women representation within our workforce. We made the decision to limit our priorities to provide focus and momentum given a finite number of resources, time, and energy. Though we placed a large emphasis of focus around these two priorities, our desire is to ultimately increase representation for all marginalized communities.

From an inclusion perspective, we wanted to continue promoting our employee's increased sense of belonging and uniqueness, which has always been an integral part of our culture. Therefore, we made a commitment to be more intentional in our communication and actions about topics corresponding to race, gender, and the attributes that differentiate people and/or groups to celebrate and build knowledge. Our hope was by being intentional in these areas, we could effectively integrate a posture of curiosity into our organizational culture that equipped each employee with understanding their responsibility in perpetuating an inclusive climate.

Understanding our priorities juxtaposed with various benchmarks helped us create goals which are challenging, yet achievable. To achieve these goals, we have carefully and deliberately created strategic initiatives and tactics corresponding to either diversity and/or inclusion, and we discuss them in greater detail later in this report.

We believe what we have created in 2021 is commensurate with how serious our commitment to D&I is. We have created momentum, we have created D&I awareness to the greater organization, we have created debate and consciousness as D&I is not monolithic, and we have increased fluency in D&I vernacular making conversations easier to have.

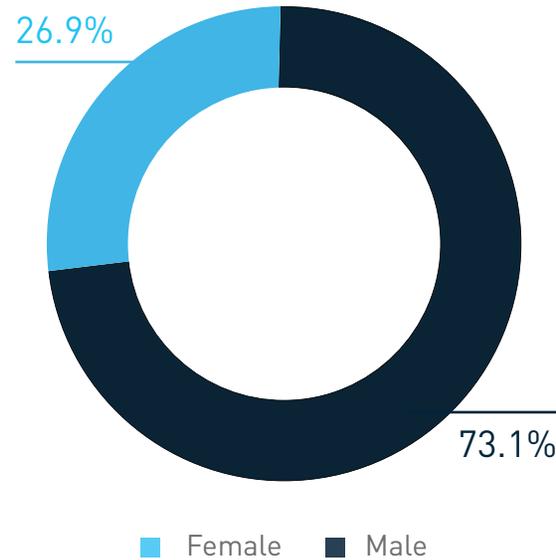
As we continue to grow as a company and expand our workforce, we believe that our focused efforts in diversity and inclusion will make our future even brighter.

## Representation: Building a Diverse Workforce →

Our numbers reflect our employee population as of December 31, 2021. At that time, we had 376 full-time employees. Ethnicity reflects the EEO-1 categories required by the US government reports; we understand that these are imperfect categorizations of both race and ethnicity, and we also understand that this report doesn't capture other forms of diversity, such as ability and veteran status, to name a few. We are actively working on many elements of diversity and inclusion work including plans to launch a program to voluntarily capture additional reporting data.

### Representation by Gender

Today's Gender Distribution –  
Company-Wide



An area of future emphasis for Gogo will be on self-identification and allowing for future reporting of employees who identify as non-binary.

We have set the long-term goal to increase our female representation across the total company measurement to be a minimum of 30% by the end of 2025.

### By Team

Team	Female	Male
Network Ops	9.8%	90.2%
Production	23.7%	76.3%
Development	16.3%	83.7%
Marketing & Sales	32.4%	67.6%
General & Administrative	52.1%	47.9%
Company-Wide	26.9%	73.1%

### By Level

Level	Female	Male
Executive (VP and above)	24.0%	76.0%
Management (People Leaders below VP)	27.7%	72.3%
Professional – Non-Technical	47.7%	52.3%
Professional – Technical	15.6%	84.4%
Support	41.0%	59.0%
Company-Wide	26.9%	73.1%

## Representation: Building a Diverse Workforce →

We have set the long-term goal to increase our Black or African American representation across the total company measurement to be a minimum of 10% by the end of 2025.

### Representation by Ethnicity

American Indian or Alaska Native	0.2%
Asian	13%
Black or African American	3.2%
Hispanic or Latino	10.6%

Native Hawaiian or Other Pacific Islander	0.2%
No Classification	1.6%
Two or More Races	1.9%
White	69.6%

### By Team

Team	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	No Classification	Two or More Races	White
Network Ops	0.0%	25.5%	5.9%	11.8%	2.0%	3.9%	3.9%	47.1%
Production	1.3%	9.2%	0.0%	14.5%	0.0%	2.6%	3.9%	68.4%
Development	0.0%	18.3%	2.9%	9.6%	0.0%	1.0%	1.9%	66.3%
Marketing & Sales	0.0%	8.1%	2.7%	5.4%	0.0%	0.0%	0.0%	83.8%
General & Administrative	0.0%	5.4%	5.4%	12.2%	0.0%	1.4%	0.0%	75.7%
Company-wide	0.2%	13.0%	3.2%	10.6%	0.2%	1.6%	1.9%	69.6%

### By Level

Team	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	No Classification	Two or More Races	White
Executive (VP and above)	0.0%	4.0%	4.0%	4.0%	0.0%	0.0%	0.0%	88.0%
Management (People Leaders below VP)	0.0%	9.6%	1.2%	9.6%	1.2%	1.2%	2.4%	74.7%
Professional – Non-Technical	0.0%	9.2%	4.6%	9.2%	0.0%	1.5%	1.5%	73.8%
Professional – Technical	0.0%	18.0%	3.6%	10.2%	0.0%	2.4%	1.8%	64.1%
Support	2.6%	10.3%	2.6%	20.5%	0.0%	0.0%	2.6%	61.5%
Company-wide	0.2%	13.0%	3.2%	10.6%	0.2%	1.6%	1.9%	69.6%

## Representation: Building a Diverse Workforce →

### Representation by Age

Today's Age Distribution – Company-Wide

21-30	11.9%	51-60	24.5%
31-40	26.4%	61-70	11.9%
41-50	25.1%	71-up	0.3%

### By Team

Team	21-30	31-40	41-50	51-60	61-70	70-up
Network Ops	5.9%	23.5%	27.5%	33.3%	9.8%	0.0%
Production	14.5%	17.1%	30.3%	27.6%	10.5%	0.0%
Development	12.5%	26.0%	28.8%	20.2%	12.5%	0.0%
Marketing & Sales	5.5%	39.7%	19.2%	28.8%	6.8%	0.0%
General & Administrative	18.9%	24.3%	18.9%	17.6%	18.9%	1.4%
Company-wide	11.9%	26.4%	25.1%	24.5%	11.9%	0.3%

### By Level

Team	21-30	31-40	41-50	51-60	61-70	70-up
Executive (VP and above)	0.0%	4.0%	24.0%	44.0%	28.0%	0.0%
Management (People Leaders below VP)	4.8%	28.9%	27.7%	30.1%	7.2%	1.2%
Professional – Non-Technical	20.0%	36.9%	20.0%	13.8%	9.2%	0.0%
Professional – Technical	12.6%	28.1%	26.9%	20.4%	12.0%	0.0%
Support	17.9%	10.3%	20.5%	35.9%	15.4%	0.0%
Company-wide	11.9%	26.4%	25.1%	24.5%	11.9%	0.3%



## Beyond the Numbers →

Success in D&I is impossible without building a culture of belonging. We want our employees to feel like they belong and to want to stay, grow, and find more people like them to join the Gogo team. This virtuous circle of belonging is essential to expanding the reach and impact of our work going forward. The following sections outline the key initiatives that we have embarked upon.

### Sustainable Strategy

Gogo's D&I strategy is intended to drive meaningful, measurable, and sustainable change. Our overarching goal is to achieve a diverse and inclusive workforce. Our strategy informs how we engage with and support our employees, and how we serve our partners and customers. Our strategy rests on the following key pillars:

- Accountability – our executive and senior leadership teams are responsible for embedding the strategy, and for taking actions that will improve diversity

representation and drive a culture of inclusion

- Representation – diversity of thought drives innovation, and to that end, we are committed to improving representation through targeted recruitment, development, and retention of our employees
- Culture – we desire to foster a culture of inclusion for all employees while celebrating different cultures, perspectives, and backgrounds
- Outreach – we will engage with and support the underrepresented communities through our business practices and philanthropic offerings

### CEO Action for Diversity & Inclusion

As part of our commitment to D&I, in 2022, Gogo joined over 2,000 other companies by signing the CEO Action Pledge. This effort was founded in 2017 on a shared belief that diversity, equity and inclusion is a social issue, not a competitive one. Collaboration

and action from the business community, especially CEOs, is vital to drive the type of change necessary. Our ambition is to drive measurable action and meaningful change in advancing diversity, equity, and inclusion in the workplace. Organizations recognize that signing the pledge is the first of many important steps. Contributing to and learning from actions other companies are taking is another. Along with many others, we have pledged to:

- Cultivate environments that support open dialogue about diversity and inclusion
- Implement and expand unconscious bias education and training
- To share best known (as well as unsuccessful) diversity and inclusion programs and initiatives so we can all learn from each other
- Engage boards of directors in the development and evaluation of inclusion and diversity strategies

# Culture: Inclusion and Belonging at Gogo →

## Continuing the Conversation

Committed to starting those deep meaningful conversations necessary to foster diversity and inclusion, we invited Dr. Laura Morgan Roberts to speak to our workforce. Dr. Roberts recommended seven conversations that leaders should be having about diversity and inclusion, using the metaphor of participating in a memorable and satisfying meal. After the lesson offered by Dr. Roberts, we hosted an all-employee town hall for continuing these crucial conversations. Hosted by our entire Executive Leadership Team and attended by a third of our workforce, we responded to very candid questions from our team to begin to foster that environment of safety required for these types of discussions. We have additionally scheduled Dr. Stefanie Johnson, author of the bestselling book “Inclusify,” to engage our team in early 2022 and intend to engage in more crucial conversations.

## Lived Experience

We desire to create a culture and a workplace that values ALL. The effort to create this type of diverse and inclusive workforce is not an effort that is mandated from the top down but nurtured intentionally from within. We want to understand the unique daily-lived experience of all our employees, with an emphasis on all our historically marginalized team members. We have partnered with Shaker Recruitment Marketing to implement a Lived Experience Survey (LES). The LES is designed to quantitatively understand the lived experiences of historically marginalized talent in contrast to their majority counterparts, which better enables us to create a truly inclusive culture. The LES serves as a benchmark score for our culture over time, and the findings will help shape our actions for diversity and inclusion. We distributed the survey in Q1 2022. We will use this information, along with our normal engagement survey to shape the direction of our D&I efforts.

## Employee Resource Groups

We approach inclusion and belonging in two core ways: through community building and embedding inclusion into our processes

and approaches to our work. We plan to launch Employee Resource Groups (ERGs) in 2022 which will be led by our employees and supported by executive sponsors. We expect that our ERGs will be instrumental in fostering inclusion and advocating on behalf of communities. ERGs will drive employee engagement and create a framework for connectivity and idea sharing, while providing a conduit for feedback to help us understand the needs of our diverse talent and to shape our D&I efforts.

## Self-Identification (You-ID)

In a desire to determine how we can be inclusive of more identities; we are committing to a project called You-ID. Our goal is to gather as much data as our employees are willing to share. This effort is meant to give our employees an opportunity to be heard and to expand our diversity and inclusion strategy in a data driven way. Data that we strive to gather from this program could include sexual orientation, gender identity, disability status, and military service to name a few. This data would be strictly voluntary, but we strive to gain a better picture of our workforce representation and how we can improve the lived experience in all these areas.



## Outreach: Fostering Diversity and Inclusion Externally →

### Gogo Supplier Diversity Program

Gogo is committed to economic development through greater supplier choice. We are committed to developing a program that supports the development of minority-, woman-, disability-, LGBTQ- and veteran-owned business enterprises that meet high-quality standards. We also strive to work with suppliers who proactively seek strategic partnerships with diverse companies.

### College Programs

#### Historically Black Colleges and Universities (HBCUs)

We believe one of the ways we can help to build a diverse workforce is by developing relationships with and recruiting students from HBCUs. We have developed relationships for recruiting at Howard University and North Carolina A&T University. These institutions

have impressive graduate rates in fields like science, technology, engineering, and mathematics (STEM). We will continue to expand this network of relationships to other schools over time.

### University of Colorado (Boulder) Office of Diversity Affairs

With headquarters in Broomfield, situated between Denver and Boulder, a partnership with one of the leading higher education institutions in Colorado is a great opportunity. The Office of Diversity Affairs (ODA), established in 2001, supports an inclusive learning environment for the diverse student body at the Leeds School of Business. The office maintains a focus on underrepresented undergraduate experiences and is dedicated to fostering and maintaining partnerships with alumni and businesses through outreach efforts and programs. We contributed funds to the ODA scholarship fund to impact the diverse student body today and in the future at the Leeds School of Business, helping to create the pipeline of diverse professionals and tomorrow's business leaders.

### University of Colorado (Boulder) BOLD Center

The BOLD Center is part of the College of Engineering and Applied Science's commitment to creating a diverse environment where all engineering students are welcome, and where students who are traditionally underrepresented in engineering are empowered to achieve their dreams. We contributed funds to the Center in order to promote the recruitment, retention, and development of diverse engineering students.

### Educational Programs

Preparing the next generation workforce for the increasingly technical nature of work requires long-term partnerships with government, educational institutions, policymakers, and community organizations. We have prioritized educational access for historically marginalized groups to science, math, and technical learning content through relationships with two Colorado-based non-profit organizations. These organizations help students to build skills in the areas of



science, math and technology through access to educational programming and curriculum. Concurrently, we are also partnering with a national industry association to promote greater diversity in the business aviation industry.

### **Colorado Association of Black Professional Engineers and Scientists (CABPES)**

We have partnered with CABPES whose mission is to encourage and assist African-Americans and other underrepresented minority youth in the pursuit and attainment of career choices in science, technology, engineering, and mathematics professions. Our employees are volunteering their time to help teach developed curricula to students.

### **STEM Generation**

We are teaming up with STEM Generation to build a diverse pipeline of future STEM

leaders. All students, regardless of race, gender, or socioeconomic status, have the talent needed to succeed as STEM leaders and innovators. First, they need the opportunity to discover and develop that talent. By empowering students to develop their skills and STEM identities through high-quality STEM educational experiences, youth who identify as female, Black, or brown, or who come from socioeconomically disadvantaged communities, will be more prepared to enter the STEM workforce pipeline.

### **NBAA DE&I Working Group**

Our company is positioned in an interesting intersection of unique business sectors: Technology, Telecommunications, and Aviation. In an effort to develop our D&I presence in these areas, we have joined the National Business Aviation Association (NBAA) DE&I Working Group, a committee of

volunteers focused on promoting diversity, equity, and inclusion in business aviation. The purpose of this group is to:

- Create an awareness about the need for diversity, equity and inclusion in the industry and help demonstrate the potential and positive impact it can have on our community.
- Create a desire within the community to proactively become more diverse, equitable and inclusive and to identify and mitigate bias.
- Share industry success stories, best practices, and resources to affect DE&I.
- Reinforce the need for DE&I to be a constant and ongoing effort.



## Final Thoughts →

Our path to building a more diverse and inclusive company remains a strategic priority company-wide, and we are excited to continue this path. While our journey is just beginning, we know it goes beyond the numbers, and we need to do better. Walking our talk on building a more inclusive company requires a deep commitment to taking care of one another, focusing on

empathy, and being willing to BE THE CHANGE. We have a responsibility to our employees, candidates, customers, and partners to do our part in driving meaningful, lasting change. We are humbled to walk into 2022 committed to being a part of the change we wish to see.



## ABOUT GOGO BUSINESS AVIATION

Gogo Business Aviation is today's leading provider of in-flight connectivity solutions that increase the productivity, safety, and enjoyment of the business aviation travel experience. A trusted brand in airborne communications, Gogo Business Aviation is a factory option at every major business aircraft manufacturer and installed on the world's largest fractional ownership fleets.

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