

Ubiquitous CONNECTIVITY

Infinite POSSIBILITIES

2023 Environmental,
Social and Governance
Impact Report

TELESATTM

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Please refer to page 51 for additional information about the forward-looking statements made in this ESG Impact Report.

LEADERSHIP PERSPECTIVES

Message from our President and CEO

2023 was a pivotal year for our business – and the future of affordable, ubiquitous, enterprise-class broadband connectivity. Leveraging key technology advances, Telesat redesigned its Telesat Lightspeed Low Earth Orbit (LEO) satellite network and contracted MDA to manufacturer 198 advanced satellites for the constellation. The state-of-the-art satellites are highly cost-effective, resulting in an anticipated capital cost savings of approximately US\$2 billion, which facilitates the funding of the program and meaningfully improves what were already compelling financial returns.

Telesat Lightspeed is a key enabler in helping society thrive, and we believe it will play an important role in driving digital inclusion throughout the world. With the program well underway, our employees operate with a clear sense of mission that drives us to deliver resilient solutions for enterprise and government connectivity requirements. This sense of mission, combined with our company values, empowers us to make a lasting, long-term impact for all our stakeholders, including our customers, our communities, and the planet we share.

Telesat's ESG program focuses on five key areas to ensure that we fulfill our connectivity mission while driving responsible growth. Our five focus areas and key accomplishments throughout the past year include:

Helping Society Thrive

With Telesat Lightspeed manufacturing underway, we are well-positioned to close the digital divide with affordable, high-quality broadband connectivity in unserved and underserved communities throughout the world. With a passion to provide digital equality for all, Telesat made a pledge to the International Telecommunication Union's (ITU) Partner2Connect digital coalition to bring



Dan Goldberg,
President and CEO, Telesat

meaningful connectivity provision to rural and remote populations.

Cultivating Inclusion

In 2023, Telesat was selected as one of the National Capital Region's Top Employers in the Ottawa-Gatineau area. This prestigious recognition highlights Telesat's unwavering commitment to creating an exceptional workplace environment and fostering a culture of excellence. Telesat remains focused on cultivating inclusion within the company and pursued several new initiatives in 2023 including unconscious bias training, development of an Accessibility Plan to address barriers for Persons

with Disabilities, establishment of a pay equity committee, and issuing scholarship awards for its Women in STEM and Indigenous youth programs.

Supporting Environmental Sustainability

For 55 years, Telesat has demonstrated its unwavering commitment to safeguard space and provide uninterrupted future access. Telesat, along with several space organizations throughout the world, signed the Earth Space Sustainability Initiatives' Memorandum of Principles for Space Sustainability. Telesat also announced a 14-launch contract to deliver the Telesat Lightspeed constellation to orbit on the SpaceX Falcon 9 launch vehicle, which employs reusable launch vehicles to minimize the impact on the environment.

Resilience of Critical Infrastructure

Cybersecurity is at the forefront of our priorities to ensure resiliency in our infrastructure, operations, supply chain and service offerings. Not only is Telesat building its next-generation LEO network with stringent security standards, we're also emphasizing employee education and training on potential security threats. The cybersecurity team routinely launches threat

simulations, tracks phishing reporting, and assigns reinforcement training, as required.

Modeling Business Integrity

For 55 years, honesty and integrity have underpinned Telesat's culture and behaviors. Telesat's Board of Directors is committed to the establishment, maintenance and oversight of an effective corporate governance environment.

Our 2023 ESG Impact report outlines the myriad ways in which we harness space to enhance life on Earth and safeguard it for future generations. It encompasses our unwavering commitment to diversity, digital inclusion, and environmental protection. Moreover, we actively champion space sustainability.

I take immense pride in standing alongside our ever-expanding team of 500 dedicated employees. Together, we propel innovation forward, daring to push the boundaries of what's possible as we build **ubiquitous connectivity for infinite possibilities.**



Dan Goldberg
President and CEO

ABOUT TELESAT

At a Glance

Founded in
1969

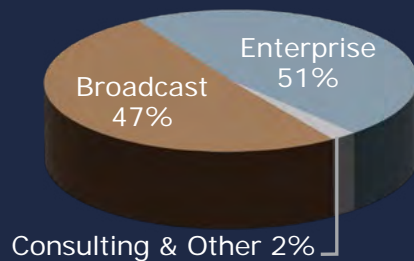
Employees as
of 12/31/2023
500

FY2023 Revenue
C\$704.2 Million

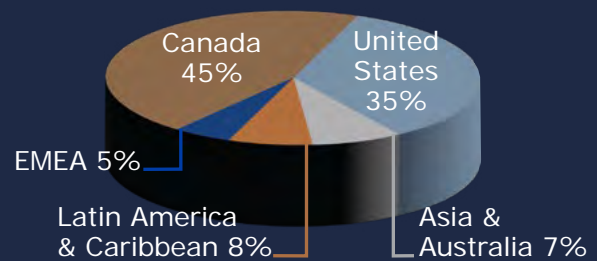
Contracted Backlog
\$1.3 Billion

GEO Fleet
Utilization
85%

Service Types



Region



Backed by a legacy of engineering excellence, reliability and industry-leading customer service, Telesat (NASDAQ and TSX: TSAT) is one of the largest and most innovative global satellite operators. Telesat works collaboratively with its customers to deliver critical connectivity solutions that tackle the world's most complex communications challenges, providing powerful advantages that improve their operations and drive profitable growth.

Continuously innovating to meet the connectivity demands of the future, Telesat Lightspeed, the company's Low Earth Orbit (LEO) satellite network, is optimized to meet the rigorous requirements of telecom, government, maritime and aeronautical customers. We believe Telesat Lightspeed will redefine global satellite connectivity with ubiquitous, affordable, high-capacity links with fibre-like speeds.

Telesat currently operates 15 geostationary (GEO) satellites, providing wide geographic coverage with point-to-multipoint distribution. Additionally, Telesat's LEO 3 demonstration satellite was successfully launched in July 2023 and will provide continuity of customer and ecosystem vendor testing campaigns following the decommissioning of Telesat's Phase 1 LEO satellite.

Telesat's global, customer base provides diversified revenues across markets and geographies, with \$1.3 billion in contracted backlog.

But we're not resting on our legacy laurels! As a "55-year-old start-up," we're embarking on one of the most ambitious space programs ever conceived: Telesat Lightspeed. This cutting-edge, enterprise-class LEO network promises a powerful combination of performance, security, and resilience for space-based connectivity.

With multiple terabits per second (Tbps) of capacity within the Telesat Lightspeed network, we have the unique ability to dynamically allocate multi-gigabits per second (Gbps) of capacity to meet demand hotspots. Recognizing the importance of bridging the digital divide in Canada's far northern communities, the Governments of [Canada](#) and [Ontario](#) made Telesat Lightspeed capacity commitments. Additionally, the Governments of [Canada](#) and [Quebec](#) have made commitments to invest in this ground-breaking program.

Telesat Lightspeed represents the culmination of over 50 years of innovation, and we believe it will revolutionize broadband connectivity from space with low-latency, high-throughput, fibre-like performance everywhere.

Vision, Mission and Values.....

Telesat's leadership team and employees are grounded in our culture of integrity, honesty and responsibility, and our belief that **actions** among our employees, customers, suppliers and business partners create trustworthy, valued long-term relationships.

Telesat employees across the globe participated in defining our corporate values and are unified in our collective vision and mission.

Our Vision: Ignite the future of connectivity, today.

Our Mission: To work collaboratively with our customers to deliver critical connectivity solutions that tackle the world's most complex communications challenges, providing powerful advantages that improve their operations and drive growth.



Our Core Values are unique to our culture and serve as guiding principles for how we operate across all Telesat locations. At Telesat, we are:

Customer Centric – We work openly, responsively and collaboratively with our customers to shape their offerings, expand their addressable markets, and facilitate their growth.

Established – We didn't just arrive on the scene. We're a "55-year-old start-up" that's been leading and disrupting communications for decades, from our world-class GEO satellite fleet to our revolutionary Telesat Lightspeed LEO network.

Engineering Driven – Our legacy of industry-leading engineering excellence and technical expertise allows us to design creative, flexible and robust satellite network architectures.

Global – We combine global coverage and scale with on-the-ground, local expertise and deep market knowledge to tailor the right solutions for customers.

Focused on the future, today – With Telesat Lightspeed, we're taking on one of the most ambitious communications programs in history while continuing to embrace, innovate and anticipate the needs of our customers today.

Our Commitment to ESG and Methodology Statement.....

Telesat designs critical connectivity solutions that tackle the world's most complex communications challenges, and we are committed to doing so in a way that is sustainable, responsible and inclusive.

Our 2023 ESG Impact Report objective is to align our corporate and shareholders' interests appropriately and sustainably with other stakeholder interests and expectations to enhance Telesat's long-term value as we manage market trends and business risks and opportunities.

Our ESG strategy is focused on 5 key pillars:

- ▲ Helping Society Thrive
- ▲ Cultivating Inclusion
- ▲ Supporting Environmental Sustainability
- ▲ Resilience of Critical Infrastructure
- ▲ Modeling Business Integrity

Our ESG strategy is managed and implemented, and this report was prepared, by a cross-functional, management-level committee with members from departments throughout Telesat, and with oversight provided by Telesat's executive leadership team and the Nominating & Corporate Governance Committee of Telesat's Board of Directors.

As we progress in our ESG journey, we will look for opportunities to define targets for improvement where appropriate and sustainable, and to provide appropriate and meaningful reporting on progress in meeting our ESG objectives. As ESG-related legal and regulatory requirements develop, Telesat will continue to appraise the applicability and utility of published reporting protocols and disclosure standards in order to determine whether and how our future ESG reporting might benefit from them.



Telesat Supports the United Nations (UN) Sustainable Development Goals

Telesat’s strategy and our mission-critical connectivity services indirectly contribute to 16 of the 17 UN Sustainable Development Goals (SDGs), a collaborative, global effort to protect our planet, end poverty, and help people live in prosperity and peace. We have identified five SDGs as most relevant to our business, based on the impact our business has on the SDGs and how closely our five ESG pillars align with the SDGs.



UN SUSTAINABLE DEVELOPMENT GOALS	HOW TELESAT CONTRIBUTES
 <p>2 ZERO HUNGER</p>	<p>2.3: Double the agricultural productivity and incomes of small-scale producers</p> <p>2.4: Implement resilient agricultural practices that increase productivity and production</p> <p>2.a: Increase investment in rural infrastructure</p> <p style="text-align: right;">Page 36</p>
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>3.8: Access to quality essential health-care services</p> <p style="text-align: right;">Page 10</p>
 <p>4 QUALITY EDUCATION</p>	<p>4.3 Vocational Training & higher education</p> <p>4.4 Skills and access to employment</p> <p>4.7 Education in sustainable development</p> <p>4.a Accessibility of educational establishments</p> <p style="text-align: right;">Pages 10, 12, 13, 19, 26</p>
 <p>5 GENDER EQUALITY</p>	<p>5.1 End all forms of discrimination against women</p> <p>5.5 Ensure full participation of leadership</p> <p>5.b Enhance the use of enabling technology</p> <p>5.c Gender equality</p> <p style="text-align: right;">Pages 22, 23, 24, 26</p>
 <p>10 REDUCED INEQUALITIES</p>	<p>10.2 Empower and promote inclusion</p> <p>10.3 Ensure equal opportunity</p> <p style="text-align: right;">Pages 22, 23, 24, 25, 26</p>

HELPING SOCIETY THRIVE





Helping Society Thrive.....

Digital Transformation & Social Inclusion

In today's rapidly expanding digital economy, access to reliable, high-speed internet and wireless service is no longer a luxury; it's a necessity for all individuals. In 2016, the United Nations recognized internet connectivity as a basic human right in Article 19 of its Universal Declaration of Human Rights.

Connectivity isn't just about having the technology available; affordability matters too. Affordable connectivity is a vital component for fostering social and economic development, enabling individuals—regardless of their location—to actively participate in our world's thriving digital economy. Whether it's studying, working

online, connecting with loved ones, seeking emergency assistance, or accessing critical online services like telemedicine, banking, or government services, high-speed and reliable connectivity is essential for everyone.

Governments play a crucial role by collaborating with the private sector and telecommunications operators to ensure the availability and affordability of broadband networks for every citizen. Today, governments worldwide are prioritizing efforts to bridge the digital divide. Rural, remote, Indigenous, and minority communities continue to face economic and social disparities due to inadequate broadband access.



According to the [International Telecommunications Union](#) (ITU), in 2023, approximately 33% of the world's population lacked access to the internet, meaning that 2.6 billion people do not have:

- ▲ Access to **education** and online educational resources
- ▲ The opportunity to participate in **teleworking or skills training** or awareness of **job opportunities**
- ▲ The ability to participate in the **digital economy**, including online marketing, sales and purchasing
- ▲ Access to **healthcare**, from mental health services to online medical records and consultations, remote diagnosis, advice and treatment
- ▲ Access to **financial services**
- ▲ Access to **government services**
- ▲ Access to **news, social media platforms** and online social communities
- ▲ Access to **critical services for public safety** like 911 and mobile connectivity
- ▲ The ability to participate in the **democratic process**

Connectivity is an essential element of economic development and opportunity, social inclusion, civic involvement, public safety, and ultimately the health and advancement of individuals. When we create connections, we unleash potential for all: the potential to learn, the potential to grow, and the potential to prosper.

ITU Partner2Connect Digital Coalition

With passion to provide digital equality for all, Telesat made a pledge to the [ITU's Partner2Connect Digital Coalition](#) to bring meaningful connectivity provision to rural and remote communities through the deployment of user terminals and Telesat Lightspeed broadband connectivity. Telesat also pledged to continue working with developing countries to help formulate and implement a streamlined regulatory framework that guarantees spectrum availability, avoids artificial barriers to entry and enables the operation of user terminals.



Telesat's Role in Bridging the Digital Divide

Connecting Canadians from Coast to Coast to Coast

In 1969 the Canadian Parliament established Telesat as a commercial company with a mandate to provide satellite communications services to Canada. In 1972 Telesat launched Anik A1, the world's first domestic communications satellite in GEO orbit, marking the first time that citizens in the Canadian North had access to broadcast television, news and entertainment, as well as telephone services.

Fast-forward to today: Telesat not only broadcasts television and radio programming nationwide but also plays a crucial role in providing lifeline connectivity services to underserved areas. These services extend to satellite-dependent geographies where Telesat provides critical connectivity for internet access, video communication, telephony, LTE/5G mobile, and 911 services.

Telesat's commitment to connecting underserved communities remains unwavering. Indigenous communities, particularly those in the far North, constitute a significant portion of the networks

established by Telesat. Collaborating closely with Indigenous internet service provider (ISP) partners and local communities, Telesat actively develops, supports, and maintains community connectivity. This connectivity serves households, providing essential services such as internet access, telephony, and critical government services, alongside cellular mobile services.

Moreover, Telesat prioritizes knowledge transfer. Through training programs, our Indigenous partners acquire the necessary skills to operate and maintain their satellite community infrastructure. This approach not only empowers local communities but also generates valuable skills and employment opportunities.

Additionally, Telesat champions education and career development. Our STEM scholarship and internship programs, with a focus on women and Indigenous youth, encourage technical pursuits that directly benefit the community.



Efforts to Bridge the Digital Divide Globally

As Telesat's spectrum rights and satellites expanded beyond North America, Telesat has provided resilient, reliable GEO capacity to support several universal connectivity programs, including:

- ▲ The Ministry of Education of Peru (MinEDU)'s rural school connectivity program: Telesat provided connectivity for approximately 2,000 rural schools serving 135,000 students in unserved and underserved areas.
- ▲ The Internet para Todos (IpT) "Internet for All" connectivity program in Peru: Service provider partner Telefónica leverages Telesat Ku-band capacity to bridge the digital divide in Latin America and bring mobile broadband to remote populations where conventional telecom infrastructure deployment is not economically feasible. IpT is an open-access wholesale rural mobile infrastructure operator launched by Telefónica, Facebook, IDB Invest and the CAF (Development Bank of Latin America).
- ▲ The Colombian Ministry of Telecommunications' (MinTIC) Digital Centers program: Telesat provides high throughput Ku-band capacity to bring internet connectivity to remote schools, health posts and government institutions under a contract award from Sencinet Colombia. This project seeks to create over 14,000 digital centers that will be connected via terrestrial and/or satellite connectivity. The program is in the implementation phase and nearly 7,500 digital centers have been installed.
- ▲ Indonesia's government broadband program to provide communication services to 3T regions (outermost, remote, and underdeveloped). This program is managed by the Telecommunication and Information Accessibility Agency (BAKTI) of the Communication and Informatics Ministry (Kominfo). Telesat partnered with Indonesian service providers for this program.
- ▲ Telesat partnered with a leading European service provider to provide satellite capacity for broadband connectivity to schools across Niger - one of the world's most impoverished nations - through a World Bank program



Telesat rural school connectivity
in the village of Puinahua, in Requena, Peru



Telesat Lightspeed: Transformational Technology to Bridge the Digital Divide

Telesat’s advanced, next-generation Low Earth Orbit (LEO) satellite network, Telesat Lightspeed, is designed to deliver affordable, fibre-speed internet connectivity and expand the reach of LTE/5G connectivity to even the most remote corners of our planet.

Telesat Lightspeed isn’t just about connecting households; it’s a transformational enterprise-class network that aims to bridge the digital divide comprehensively with unprecedented service levels and economics. This is accomplished through a unique business model that includes:

Connecting Communities Holistically:

Beyond individual homes, Telesat’s community connectivity model enables businesses, schools, hospitals, and public safety agencies to also benefit from reliable, high-performing connectivity. This will include access to the latest LTE and 5G technologies for both fixed and mobile services.

Strategic Partnerships:

Telesat does and will partner with mobile network operators, internet service providers, and local communities to offer a community aggregator connectivity model. Unserved and underserved communities that lack access to a fibre backbone will be able to rely on Telesat Lightspeed multi-Gbps backhaul connectivity.

Local Empowerment:

The local telecom operators distributing Telesat Lightspeed service will be able to provide a wide range of affordable service plans, as well as last-mile connectivity and installation to individual homes, businesses and institutions, billing and local customer support.

Using this service delivery model, we believe Telesat Lightspeed will play a vital role in bridging the digital divide everywhere in the world.

Governments Choose Telesat Lightspeed to Meet Universal Connectivity Goals in Canada

Recognizing the exceptional performance and ability to connect the hardest-to-reach communities in northern Canada and Ontario, The [Government of Canada](#) and the [Government of Ontario](#) committed to being early customers of Telesat Lightspeed services.

Under these agreements, these Governments have secured dedicated capacity pools offered by Telesat at highly discounted rates. Internet Service Providers and Mobile Network Operators can access these capacity pools at subsidized rates, enabling them

to provide backhaul connectivity to select communities. Importantly, this cost structure is significantly more affordable to deploy in remote communities than traditional fiber or wireless alternatives.

In return, the telecom operators pledge to offer affordable broadband services to end-users, providing a minimum of 50 Mbps download and 10 Mbps upload speeds with unlimited data—a service objective set by Canadian regulators. Additionally, mobile operators can extend the reach of their LTE/5G networks through these capacity pools.



The Economic Benefits of Connectivity

Connecting remote and rural communities yields a multitude of societal benefits. It enhances education, expands job opportunities, fuels e-commerce, boosts exports, and supports the tourism industry. Moreover, it streamlines workforce efficiencies and much more. Fixed and wireless broadband connectivity can also have a profound impact on the economy. For example, a [World Bank](#) study revealed that every 10% increase in broadband penetration drives GDP growth by 1.38% in developing countries.

Telesat Lightspeed, beyond bridging the digital divide, can create substantial economic and social benefits for Canada. It is poised to generate billions of dollars in investment and contribute significantly to economic growth through:

Facility Expansions:

Telesat is embarking on major facility upgrades and expansions across the country. A new high-tech, state-of-the-art Telesat Lightspeed Technical Operations campus will house a backup satellite control center, a network operations center, cybersecurity facilities, R&D laboratories, and landing stations for the network.

Canadian Collaboration:

Several Canadian manufacturers and suppliers are integral to the Telesat Lightspeed program. Satellite manufacturing and assembly will occur in Canada, and several Canadian hardware components and digital and software services also play a pivotal role. These investments and the overall supply chain are expected to support over 2,000 high-paying Canadian jobs, primarily in the science, technology, engineering, and mathematics (STEM) fields.

Economic Growth and Exports:

The Telesat Lightspeed program represents billions of dollars in economic growth and contributes significantly to exports.

Research and Development:

Telesat actively collaborates with Canadian academic institutions on meaningful research and development initiatives. Additionally, it participates in innovation and research programs alongside the Canadian Space Agency.

In summary, Telesat Lightspeed isn't just about connectivity—it's a catalyst for prosperity, progress, and Canadian excellence.



Cultivating Inclusion





Cultivating Inclusion.....

Our people are the foundation of our success. To execute our strategic imperatives, we rely on engaged employees that feel connected to Telesat’s mission and values, are physically and mentally supported, take pride in their work, and are empowered to achieve and exceed their goals. We focus on attracting, developing and retaining the best talent we can, and creating an inclusive environment that fosters effectiveness, high performance and agility in our evolving business.

Through our efforts we seek to cultivate inclusive talent practices in hiring, promotion, development, leadership, and team management.

Attracting & Retaining Top Talent

Telesat leverages best-in-class compensation tools to ensure our total compensation packages are competitive with the market and reflect inclusive practices to attract, engage and retain diverse talent.

Our inclusive, equitable compensation is designed to provide our employees with financial security and reflect their skills, roles, responsibilities, performance and potential.

Our **comprehensive benefits** include:

- ▲ Highly competitive salaries
- ▲ Performance-based bonus incentives
- ▲ Health benefits for employees and their families
- ▲ Parental and family leave benefits
- ▲ Paid time off
- ▲ Mental health support
- ▲ Disability benefits
- ▲ Retirement and pension plans with company matching of employee contributions



At Telesat, we are committed to enhancing our new hire orientation experience, supporting a seamless integration for our employees. Our comprehensive orientation program acquaints new team members with our company culture, mission, values, organizational structure, roles, responsibilities, teammates, and compensation and benefits. Collaboratively, the Human Resources team, managers, and other Telesat representatives play a pivotal role in making new employees feel welcome during their initial months with us.

In addition, new hires in our engineering department undergo an intensive 3-day bootcamp, immersing themselves in the Telesat Lightspeed program and gaining proficiency in the technical intricacies of our ongoing projects.

We firmly believe professional growth and development plans for employees enrich our human capital, contribute to overall job satisfaction, and positively impact corporate performance. Telesat supports employees by offering company-paid certifications and reimbursing various professional courses, tailored to individual skill development. Furthermore, we

collaborate with industry-leading vendors and facilitators to provide targeted training aligned with the evolving demands of our customers and the sector.

A healthy talent pipeline is crucial to Telesat's success. To attract the next generation of innovators and leaders, Telesat offers **Co-op Positions**, primarily with post-secondary students pursuing science, technology, engineering and mathematics (STEM) degree programs. Telesat provided 31 co-op terms in 2023 and plans to offer \$1.6 million in scholarships and **200 Co-op positions** in Canada between 2021 to 2032.

Telesat partners with several universities to provide multi-year, **funded research opportunities** for engineering students, with research projects aligned to Telesat's business, including GPS denial activity, Security, and User Antenna development.

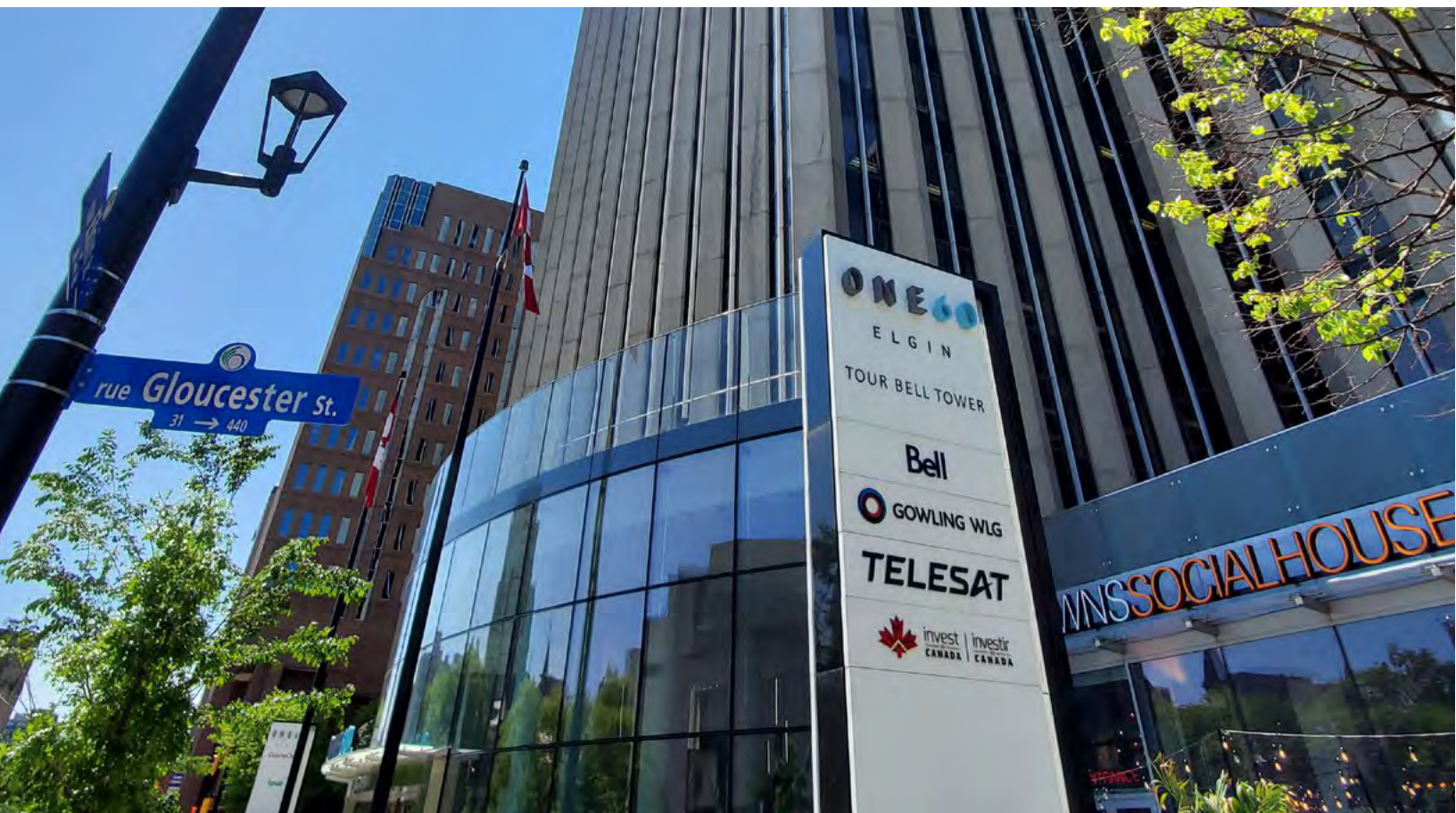
Telesat team members are passionate about satellite technology and connectivity, often donating their time and expertise to help inspire students from elementary through university levels to pursue careers in the satellite industry.

National Capital Region's Top Employer – 2024

In 2023, Telesat participated in the esteemed Canada's Top Employer Competition and proudly secured its position as one of the National Capital Region's Top Employers for 2024. This prestigious recognition highlights Telesat's unwavering commitment to creating an exceptional workplace environment and fostering a culture of excellence.

The National Capital Region's Top Employers designation acknowledges employers in the Ottawa-Gatineau area who excel in providing outstanding workplaces. Beyond the criteria evaluated by Mediagroup Canada Inc., Telesat implemented a range of initiatives to support its employees. These initiatives include comprehensive benefits packages extending beyond retirement, retirement planning, and financial incentives. These efforts have not only enhanced the overall employee experience but also positioned Telesat as an industry leader in attracting and retaining top talent.

As Telesat continues to push boundaries and shape the future of connectivity, this accolade reinforces its commitment to providing an extraordinary work environment where employees feel valued and inspired to achieve their best.





Ensuring Workplace Safety and Employee Well-being

Telesat's [Code of Ethics](#) strictly prohibits "any discrimination or harassment, including on the basis of age, color, creed, disability, ethnic origin, gender, sex, marital status, family status, national origin or place of origin, political belief, race, ancestry, religion or creed, sexual orientation, gender identity, gender expression, citizenship status, military and/or veteran status or any other characteristics protected by law."

Telesat has adopted additional specific policies to further enhance workplace safety and employee well-being. Under the [General Health & Safety Policy](#), the Corporation commits to providing and maintaining a safe and healthy working environment for all employees in compliance with legislative and acceptable industry requirements and to providing adequate training related to employees' specific job requirements to eliminate foreseeable hazards.

Telesat has adopted a [Workplace Harassment and Violence Prevention Policy](#) that prohibits any work-related act of harassment by any employee of Telesat or any person conducting business with Telesat. The policy spells out a complaint process to protect, support and assist any person subjected to workplace harassment. Additionally, the policy prohibits any act of violence or threat of violence by any employee of Telesat as well as any customers, contractors and visitors. Third party experts provided

training to our employees in 2023 to help them better understand this policy and easily recognize and flag any work-related acts of harassment or violence within the workplace. We will continue offering these training sessions in the future.

Health and safety considerations and policies have always been integral to our business operations. From an employee's first day at Telesat, we reinforce the importance of safety through our new-hire orientation program, which details safety expectations and policies.

Telesat's Health & Safety Policy Committee and its Workplace Health & Safety Committee identify and address corporate health and safety concerns, develop policies, develop and promote programs to educate and train employees, and monitor, maintain data and report accidents, injuries and health hazards in accordance with applicable legislation.

Recognizing the importance of activity and physical fitness to overall well-being, Telesat organizes employee fitness challenges and encourages team participation in charity races. Telesat also provides adjustable, stand-up desks within its offices, encouraging employees to stand and move more to maintain physical and mental health.



Diversity, Equity and Inclusion (DEI)

Telesat is committed to attracting, engaging and retaining the most capable, effective and productive workforce in our industry. We also recognize that increasing the diversity of our workforce can lead to increased creativity and innovation, employee satisfaction and revenue generation. Telesat is focused on fostering an inclusive, equitable, enjoyable and accessible workplace where team members feel valued and respected, and have the opportunity to reach their full potential. We are committed to ensuring a culture of respect, belonging and equal opportunity for all of our employees.

Telesat Corporation Board Diversity

Telesat is mindful of the benefit that diversity can provide in maximizing the effectiveness and decision-making abilities of the Telesat Corporation Board. In this regard, we are committed to increasing diversity on the Board, including having established a goal to have female representation of at least 30%. In searches for new Board candidates, Telesat Corporation will consider the level of diversity, including female representation, which will be one of several factors used in the search process.



Employment Equity

Telesat is committed to ensuring that equal access to employment opportunities is available for designated groups and that attributes such as national or ethnic origin, colour, age, gender, gender identity, religion, sexual orientation marital status, disability or race are irrelevant to an individual’s job status or opportunities. Telesat complies with the Employment Equity Act governed by the Canada Labour Code and reports annually on the status of its employment equity program, including the percentage of workers in four designated groups identified in the Employment Equity Act: women, aboriginal peoples, visible minorities and persons with disabilities.

As of December 31, 2023, Telesat’s percentage of workers in the four designated groups was as follows:

Women	Visible Minorities	Persons with Disabilities	Indigenous
23.70%	22.98%	4.16%	1.22%

* Outside of Canada, Telesat does not collect information regarding self-identification as a visible minority, Indigenous person or persons with disabilities. Therefore, these groups are calculated compared to the Canadian employee population. Eighty percent of Telesat’s workforce is located in Canada.

Telesat maintains an Employment Equity Committee, consisting of individuals from various backgrounds and levels across the company. Key responsibilities of the committee include:

- ▲ Recommending specific programs or ideas to foster and maintain employment equity.
- ▲ Monitoring and evaluating the success of employment equity programs.
- ▲ Communicating committee activities to employees and relaying employee feedback to the committee.
- ▲ Reviewing the Employment Equity Plan.
- ▲ Promoting and demonstrating the spirit of employment equity.

Promoting Diversity in Hiring

Telesat continues to integrate a range of DEI best practices into talent acquisition to help mitigate the potential of unconscious bias and create a bias-free work environment. DEI training was provided for the entire Human Resources team and Executive management team (CEO and Executive Vice Presidents) in 2023, with plans to extend training to all hiring managers in 2024.





Accessibility Plan and Disability-Inclusive Hiring

Telesat is committed to having an environment free of barriers for Persons with Disabilities. As such, we have created an accessibility feedback page on our public website to encourage members of the public and customers to provide us with feedback and suggestions that we can leverage to remove unknown barriers for Persons with Disabilities. In June 2023, we prepared an [Accessibility Plan](#) to address these barriers and submitted the plan to the Canadian Human Rights Commission.

Telesat is a member of the Ontario Disability Employment Network (ODEN) and a proud partner of Jobs Ability Canada. Jobs Ability Canada allows Telesat to access their exclusive online

recruitment platform that is created by and for people who have a disability. We believe this gives Telesat an advantage in hiring talented individuals from an under-developed talent pool while staying focused on our values and commitment to disability-inclusive hiring.

Telesat partners with Carleton University's [Act to Employ](#) program to ensure that whenever there are co-op positions available at Telesat, students with disabilities are informed about the opportunities and invited to apply. We hope to increase the representation of Persons with Disabilities at Telesat by retaining suitable co-ops for permanent positions following their graduation.



Women in STEM Scholarship Program

At Telesat, we champion an inclusive work environment where women not only thrive but also propel their careers forward. Globally, the representation of women in technology jobs remains below 30%. Recognizing this disparity, we are committed to making a difference. Our belief is simple: by encouraging more women to embrace science, technology, engineering, and math (STEM) careers, we can reshape the landscape of workplace diversity for generations to come.

Launched in 2021, Telesat’s National Women in STEM Scholarship Program focuses on closing the gender gap in STEM and helping to prepare and empower more women to take a leading role in these important and fast-growing fields.

Through this annual program, Telesat awards eight scholarships of \$5,000 each to women who are entering or enrolled in a bachelor’s program in a STEM field through an accredited Canadian university or college. Scholarship Partners Canada (SPC), a division of Universities Canada, administers Telesat’s Women in STEM Scholarship Program and selects a committee of Canadian university representatives to evaluate scholarship applications.

Indigenous Scholarship Program

Today, less than 2% of Indigenous Canadians work in STEM occupations. Telesat strongly values the Canadian heritage and the contribution of the Indigenous Peoples to the creation and development of our country and wants to contribute to their professional development.

In 2023, Telesat launched its first annual National Fellowship Program for Indigenous Youth. We believe this program will help reduce barriers to education and provide impactful learning and career opportunities in the space sector. Telesat awarded two Indigenous students with comprehensive packages that included \$5,000 scholarships, \$15,000 stipends, and up to 8-month paid internships at one of Telesat’s teleport facilities in Alberta, Manitoba, Nunavut, Ontario, or Quebec. These students will begin their internships in May 2024.

Scholarship Partners Canada (SPC), a division of Universities Canada, administered Telesat’s Fellowship for Indigenous Youth Program and selected a committee of Canadian University representatives and an Indigenous-led application review committee. With this program, Telesat seeks to create a pool of valuable candidates who will be ready to join our expanding workforce in the years to come.

Employment Systems Reviews and Pay Equity

As a federally regulated employer, Telesat is subject to federal pay equity legislation that requires equal pay for women employed in jobs similar to those performed by their male counterparts. To ensure an accurate job evaluation system and a fair and equitable compensation structure, Telesat started analyzing its compensation structure in 2023 and is working to implement the pay equity plan in 2024. As part of this process, a pay equity committee was established, with women comprising two-thirds of the members.

Giving Back to Our Communities in 2023

Telesat employees take immense pride in knowing that the connectivity services we provide make a difference in the world, and proactively seek out opportunities to make a difference in their local communities. Telesat provides several options for giving, some of which are corporate-led initiatives, and others are organized by employees.

A popular annual giving initiative is Telesat's Global Step challenge. Employees across the globe set out to achieve the step goal challenge, and for every employee that completes the goal, Telesat donates funds to the charity selected at each Telesat location participating in the challenge. In 2023, employees chose to support the Ottawa Food Bank, Impatiens, Saugeen Hospice, Fraternidade Sem Fronteiras, and the World Food Program.

Telesat employees also had the opportunity to raise funds for Hemophilia Ontario programs and services by donating or participating in the Shawn Duford Golf Tournament. The proceeds from the tournament resulted in supporting programs for both children and adults living with bleeding disorders.

With increasing inflationary pressures and food insecurity, employees at Telesat's Ottawa headquarters made significant donations of dry goods and food to the Ottawa Food Bank. Telesat also partnered with CTV Ottawa and the Salvation Army to participate in the annual Toy Mountain campaign, with Telesat employees donating new toys to provide children with a gift on Christmas morning.





Supporting Environmental Sustainability



55 Years of Responsible Space Operations.....

Since the launch of Anik A1 in 1972, Telesat has consistently demonstrated responsible stewardship as a GEO space operator. Our unwavering commitment is to safeguard and manage space-based resources critical to our modern world.

Recognizing that space is a globally shared asset, we prioritize its protection and preservation to enable uninterrupted future access.

This begins with robust satellite design specifications to ensure a high level of reliability throughout the spacecraft service life, including redundancies across key components and subsystems. These measures address the harsh space environment, including extreme

temperature variations, the vacuum of space, small meteorite impacts, and radiation exposure.

When Telesat has experienced anomalies on orbit, our talented and experienced operations engineering team consistently developed operational techniques to maximize the life of the satellites' mission, while ensuring that critical

operational capability is maintained. Through careful monitoring of operations, tracking of

satellite performance and continued review and assessment of propellant reserves and satellite health, Telesat has successfully deorbited 20 Telesat satellites, representing a 100% success rate over Telesat's history. By responsibly removing spacecraft from orbit, we contribute to a safer space environment, free from debris, for generations to come.

100% successful deorbit rate over Telesat's 55-year history.

The Telesat operations team carefully tracks propellant usage over the life of each satellite and updates lifetime predictions as appropriate when the estimated amount of propellant remaining is refined. We utilize multiple techniques including detailed bookkeeping, PVT analysis, and special propellant gauging techniques defined by the satellite suppliers to ensure that we have the most accurate view of the remaining propellant. End of Service Life dates are modified accordingly to ensure an appropriate reserve is available to safely move the satellite to the graveyard orbit.

Telesat has been active in the management of Space Situational Awareness (SSA) for our

operational fleet throughout its history. Telesat shares orbital and maneuver planning data with other nearby operators, the US Space Force's Combined Space Operations Center, Space Data Association, Canadian Space Agency and others. Telesat has well-established processes, refined through our extensive operational experience, to analyze Collision Data Messages and identify close approaches that may require maneuvers to protect the safety of our assets in space. These processes use an appropriate balance of automated screening and expert analyst reviews to ensure a robust approach to minimizing the risk of collisions with our fleet.



Earth Space Sustainability Initiative

Telesat, along with approximately 120 space sector organizations throughout the world, signed the Earth Space Sustainability Initiatives' (ESSI) visionary [Memorandum of Principles](#) for space sustainability. Through this initiative, the signatories will collaborate to establish transparent Space Sustainability Principles of responsible behavior. All signatories recognize the Secure World Foundation definition of space sustainability: "Ensuring that all humanity can continue to use outer space for peaceful purposes and socioeconomic benefit now and in the long term," recognizing the value of space for our life on Earth.



Telesat Lightspeed Low Earth Orbit Operations

With the development and deployment of the Telesat Lightspeed LEO constellation, Telesat will work to leverage its experience and practices at GEO to ensure that our LEO operations are responsible. This starts with the design of the constellation and its satellites.



Safety by Design

The Telesat Lightspeed satellite orbits are planned to operate at altitudes ranging from 1,315 to 1,335 kilometers. This strategic positioning provides a broad view of Earth and minimizes the total number of satellites needed for global coverage. Additionally, it significantly reduces the risk of collisions. These operational altitudes are comfortably above the more congested regions used, and planned to be used by several other LEO constellations.

The Telesat Lightspeed satellites are designed with a minimum baseline 10-year operational lifespan. This extended duration contributes to a substantial reduction in the overall number of satellites involved in launch, orbit adjustments, and deorbit maneuvers compared to constellations with shorter satellite lifetimes.

The Telesat Lightspeed satellites are designed to be robust against component failures, which will allow for continued operations with graceful degradation of communications capabilities. The satellites will have on-board redundant equipment for the critical systems required to support reliable and safe operations on orbit and deorbit at end of life. The satellites are also designed with features that facilitate capture and deorbit by a tug vehicle in the unlikely event that a satellite becomes derelict at any time in its life. The satellites will be equipped with on-board orbit determination capability that can utilize GPS or Galileo signals to maintain accurate orbit knowledge.

Space Situational Awareness

Leveraging our expertise in GEO flight operations, Telesat is seeking to implement sophisticated Space Situational Awareness (SSA) systems to manage collision risks during orbit raising, operations and re-orbit.

Key aspects of our SSA approach include:

Data Sharing and Coordination:

Telesat will actively collaborate with various stakeholders, including the Combined Space Operations Center, the Canadian Space Agency, fellow satellite operators, and third-party SSA services. By sharing orbital data and maneuver plans, we aim to coordinate maneuvers and mitigate potential conjunctions.

Sophisticated SSA Systems:

Our SSA systems will incorporate cutting-edge technology. We'll process data from third-party SSA sources and employ automated screening tools to evaluate conjunction data. Timely notifications will be provided to our dedicated SSA team for necessary action.



Recognizing the critical role of accurate data, Telesat emphasizes the importance of timely and precise information. As space becomes increasingly congested, selecting appropriate SSA services and deploying internal SSA systems will be crucial. These systems will identify conjunctions requiring action and efficiently plan avoidance maneuvers.

Adaptability and Standards:

Telesat remains committed to assessing SSA risk standards continually. In an evolving space domain, we anticipate an upsurge in operational and non-operational objects. Our consistent collision risk thresholds will guide decision-making, while improved orbit determination for non-operational objects will enhance collision probability assessments.

Satellite End-of-Life Management:

At the conclusion of each satellite's operational life, Telesat will execute re-orbit maneuvers to lower the satellite orbits in a controlled manner, while taking appropriate consideration for other operators' satellites and space debris. Active control for debris avoidance will be maintained until the orbit decays below 400 km. The satellite design is such that the casualty risk is negligible, and the satellite components are largely expected to demise during re-entry given the lack of any large titanium tanks or components.

In summary, Telesat's proactive approach to SSA supports responsible stewardship of our operations while safeguarding the space environment.



Sustainable Launch Services

The Telesat Lightspeed constellation will be located at an orbital altitude that provides a wide field of view of Earth, reducing the number of satellites required to achieve global coverage. Each satellite is designed to have a 10-year operational life, which is 30-50% more than most LEO satellites. As a result, Telesat will require significantly fewer satellite launches to complete our global constellation, thereby having a much smaller carbon footprint in comparison to our competitors.

In September 2023, Telesat and SpaceX announced a 14-launch contract to deliver the Telesat Lightspeed constellation to orbit. The SpaceX Falcon 9 launch vehicle employs

reusability to minimize the impact on the environment relative to fully disposable launch vehicles. The Falcon 9 has a proven track record of reuse of the first stage over many launches, with an outstanding track record of reliability and demonstrated high launch cadence. Telesat also has launch contracts in place for the Blue Origin New Glenn launch vehicle that is currently under development which is also architected to recover and re-use the rocket's first stage.

Reusability and management of the rocket body's upper stages for appropriate removal from orbit will continue to remain key considerations in Telesat's selection of launch service providers in the future.



Preserving the Night Sky

Telesat recognizes the importance of preserving the night sky to enable important research of the universe. Our operational altitude, spacecraft design considerations and nominal operations of the satellite will all contribute to minimizing the impact of the Telesat Lightspeed constellation on nocturnal observation.

The Telesat Lightspeed satellites have been designed to be not any brighter than +8 on the visual magnitude scale to meet the International Astronomical Union (IAU) recommendations. When operational, the Telesat Lightspeed satellites will minimize the light reflected off the satellites that are directed toward Earth. Large reflective surfaces, such as solar arrays and radiators, are designed and operated so that they do not result in persistent reflection of solar flux onto the surface of the Earth, either directly or indirectly.

We believe there will be very limited operational situations in which there are expected to be glints in the direction of a ground observer. Telesat plans to will openly share the constellation orbital data with the astronomical community to enable the prediction of these infrequent events where they cannot be mitigated.

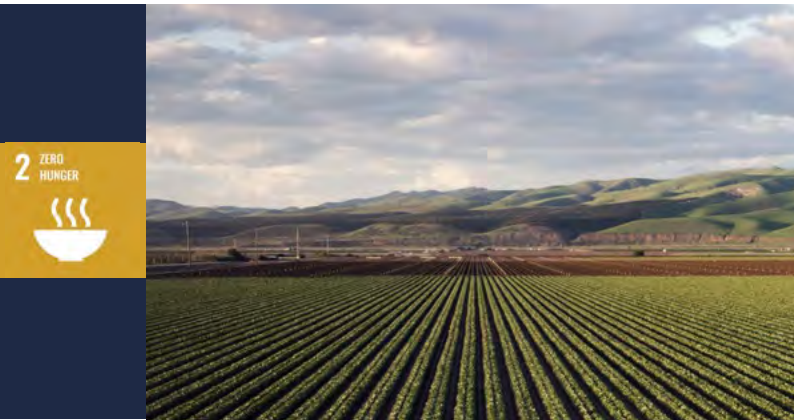
Notably, Telesat's constellation initially comprises 198 satellites – far fewer than the thousands envisioned thousands by others – significantly minimizing its impact on the night sky. Operating at an altitude of 1,315 – 1,335 km from Earth places our satellites significantly higher than the Starlink (305-550 km orbit) and Kuiper (590-630 km) orbits, which we expect will result in an approximately 60% reduction in apparent brightness.

Telesat joined the IAU Industry and Technology Hub in 2023, which fosters collaboration between the astronomy and satellite communities. The objectives of the Hub include implementation of best practices and mitigations to reduce satellite constellation impacts on astronomy, develop tools that enable the satellite industry's voluntary adoption of mitigations, and promote ongoing innovation of solutions.

Telesat is committed to engaging with the astronomy community to evaluate any impact, review opportunities to minimize impacts through appropriate design or operational choices and ensure that there is an open exchange of relevant data to enable the astronomy community to predict and manage any impacts that cannot be eliminated.

Satellite Broadband: Key Enabler in Meeting Net Zero

Access to high-speed, low latency, ubiquitous broadband connectivity is key to reducing global energy and fuel consumption, while enabling energy-efficient technologies across major sectors including agriculture, energy and transportation.



Agriculture: Satellite-based broadband connectivity is the critical backbone for increasing efficiencies through automation, rationalizing water consumption, reducing costs, and increasing yields in the agriculture industry. Connected agriculture combined with earth observation imagery can prevent fertilizer overuse, which decreases runoff and its associated risks of eutrophication of bodies of water.



Resource & Energy: With distributed, remote sites in rural and offshore locations, low-latency satellite connectivity enables intelligent IoT solutions to track vibrations, odors, and other conditions, monitor for security breaches, and detect gas and equipment leaks and temperature fluctuations to avoid catastrophic environmental events and keep employees safe.



Transportation: Broadband connectivity provides real-time access to weather data to optimize fuel efficiency for aviation and maritime routes. Leveraging big data and analytics together with secure, global communications capabilities enables the monitoring of ship and aircraft components and onboard equipment. This real-time data processing allows operators to apply predictive maintenance to monitor breaking parts as well as improve fuel usage.

In addition to contributing to energy saving technologies in these sectors, ubiquitous broadband connectivity can also reduce overall business transportation. Online collaboration tools and meeting platforms have enabled hybrid work arrangements, reducing vehicles on roads. The sustained growth of remote work is prompting many organizations to reconsider online business meetings in lieu of air travel to reduce costs and carbon emissions.



Tracking Climate Change and Our Environment

The cutting-edge Telesat Lightspeed LEO constellation will make use of optically interlinked satellites that provide a global mesh network in space, including Polar coverage for increased data routing flexibility and resiliency. With this sophisticated architecture, other satellite operators will be able to connect to the Telesat Lightspeed constellation via optical links or Ka-band RF links, and our Telesat Lightspeed Space Relay services will deliver data to its final destination.

Mission-specific imagery and sensor satellites for Earth observation support climate change monitoring, agriculture monitoring, deforestation monitoring, carbon emissions measurement and more, and will be able to be transmitted in real-time through the Telesat Lightspeed network to data

processing centers for interpretation and analysis.

Since 2022, Telesat Government Solutions, a U.S.-incorporated, wholly-owned subsidiary of Telesat, has been working with the National Aeronautics and Space Administration (NASA) as a partner for its Communications Services Project (CSP). Since NASA plans to decommission its owned and operated Tracking and Data Relay Satellite (TDRS) system in the coming years, the agency's CSP is expected to evaluate commercial SATCOM networks' feasibility to reliably support future near-Earth missions. Under this agreement, Telesat Government Solutions will demonstrate the Telesat Lightspeed space-to-space relay capabilities for manned and unmanned space missions, including data relays for scientific observations.

Managing Environmental Performance

Telesat manages its impact on the environment, and we champion practices to reduce energy consumed and waste generated by our business operations.

Telesat's direct operations have a low environmental impact; the company does not operate manufacturing sites and the CO2 emissions of its business offices and teleports are primarily from purchased electricity and natural gas for maintaining comfortable work environments. Diesel fuel is procured at critical and essential service locations to provide backup restoration power, ensuring the continuity of mission-critical connectivity services for our customers.

Telesat proactively works toward reducing its environmental footprint and selects office

spaces that are environmentally friendly and sustainable.

Fifty-six percent of Telesat's employees are located in our corporate headquarters in Ottawa at ONE60 Elgin, a Gold Certified LEED (Leadership in Energy and Environmental Design) building. Through the design, engineering, construction and operations of this building, the management company has achieved better air quality, optimized natural lighting, decreased waste, and reduced water and energy consumption. Additional creative solutions to support sustainability include an in-house recycling facility and compost fridge, electric car charging stations, and rooftop beehives to help keep our local ecosystem healthy.



Equipment Repair and Recycling

Telesat operates a service centre that is responsible for repairing and returning to service network and electronic equipment that is not operating at peak performance. Equipment repairs are conducted on Telesat-owned equipment as well as customer-owned assets. This in-house capability and expertise enable the extension of equipment life while reducing capital expenditures, operational costs and waste.

Regarding our efforts to reduce waste, we recycle components and ensure we capture electronic waste for recycling with a local e-waste company with respect to any equipment that has been deemed beyond economical repair.

Resiliency of Critical Infrastructure

A satellite view of Earth at night, showing the illuminated landmasses of North and South America. The lights from cities and infrastructure create a dense pattern of yellow and orange dots and lines across the continents. The dark blue of the oceans and the blackness of space are visible in the background.



Resiliency of Critical Infrastructure

Telesat's satellite connectivity is the backbone of mission-critical communications of leading broadcasters, telecom operators, enterprises and governments throughout the world. We have a responsibility to ensure the resilience, reliability and security of our services, and we continually perform comprehensive threat risk assessments across our entire ecosystem.

Spacecraft Operations

Telesat's Satellite Control Center is staffed on a 24/7 basis, with geographical and communications link redundancy to enable continuous operations at a secondary operations center in the case of a failure or a threat to the infrastructure. These systems undergo regular testing and play a crucial role in our emergency response protocols.

Within the Satellite Control Center, we enforce physical controls to enhance security. The Spacecraft Operations team operates in a segmented and protected environment, completely isolated from corporate data networks.

Teleports and Network Operations

Power Redundancies

All Telesat teleports and gateways use uninterruptible power supply (UPS) systems for critical technical loads; these are continual power solutions to bridge to external diesel power generation in the event of a power outage.

Key aspects of our power redundancy strategy include:

Sized UPS Battery Banks: We've sized our UPS battery banks to meet operational requirements while minimizing environmental impact. By doing so, we strike a balance between reliability and sustainability.

Avoiding Diesel Generator Start-Up: The UPS systems allow us to handle minor interruptions or power fluctuations without activating diesel generators. This efficiency allows smoother operations and reduces unnecessary fuel consumption.

Fuel Management and Containment: Our vigilant monitoring of fuel stock usage, spill detection, and containment practices supports safe and responsible generator operation.

Scheduled Maintenance: Regular maintenance and testing of UPS and standby generation systems are part of our commitment to meeting operational and environmental standards at each location.

Strategic Partnerships: Whenever possible, we select partners that have similar solutions and more than one prime source of electrical energy.

Environmental Incident Preparedness: Our policies cover assessment, reporting, support, and cleanup management to minimize environmental incidents.

As we begin building our Telesat Lightspeed Landing Station within existing Telesat teleports, we are exploring the feasibility of using solar power as an alternate source of energy to offset high-carbon energy use cases.



Antenna Redundancies

At major Teleports, Telesat maintains standby antennas where we can route customer services in the event of an antenna equipment anomaly. This practice reduces capital and environmental concerns compared to dedicated one-to-one backup antennas while providing resiliency to our customers. For higher frequency Ka-band systems, we use 50-60 Km geographical redundancy to mitigate poor weather conditions, with dedicated fibre interconnects to maximize service integrity and reduce expense and environmental impacts.

Fibre and Points of Presence (PoPs) Redundancies

Redundant and diverse fibre and PoP routes are provided for high availability to meet desired serviceability requirements.



Cybersecurity

At Telesat, cybersecurity is at the forefront of our priorities. Our systems undergo regular scrutiny by our Audit Committee and Board of Directors. We are equally committed to making sure that our supply chain adheres to rigorous cybersecurity standards. Suppliers who will have access to our sensitive information, or third-party data entrusted to Telesat, undergo a thorough evaluation of their cybersecurity controls.

Telesat has adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) in its entirety for its corporate systems, and has included the CSF controls in its Telesat Lightspeed systems specifications. Telesat's security framework utilizes security controls from multiple industry standards and government regulations, including the U.S. Department of Defense (DoD) CMMC, ISO 27001/27002, and Sarbanes Oxley. Over and above that, we have recently analyzed the approximately 500 cybersecurity controls of the U.S. Space Force's Infrastructure Asset Pre-Assessment Program (IA-Pre) to ensure the highest level of cybersecurity is built into our next-generation Telesat Lightspeed products and services. We are endeavoring to achieve a low-risk rating score for our Telesat Lightspeed constellation per the IA-Pre program criteria.

Procedures related to logical access control are centrally managed within their respective environments and are based on the principles of authorized approval, least privilege, role-based access, and segregation of duties. All network segmentation and network access controls are managed and overseen by Information Security.

Employee education and training on potential security threats is a key component of our cybersecurity program and it is conducted on an ongoing basis, with additional emphasis during the annual Cybersecurity Awareness Month. We ensure the latest software releases and security patches are implemented for all operating systems and applications installed, deploy multi-factor authentication to access Telesat computers and applications and active password management. We provide additional emphasis and training to ensure employees recognize phishing attempts and immediately report them. In October 2023, Telesat's cybersecurity team led Cybersecurity Month communications campaigns with weekly videos and interactive training to reiterate key security themes, achieving high employee engagement across the organization.

In the last three fiscal years, we have not experienced any material cybersecurity incidents and the expenses we have incurred from cybersecurity incidents were immaterial.

Physical Security

Telesat leverages layers of physical security controls and processes at its locations, including badge-controlled access to Telesat offices and gated, secure access and security cameras at Teleports and at gateways.

3rd Party Audits

Third-party attestation of our security posture is an important part of our security program. Telesat's compliance with required controls is assessed by two external and independent audit companies. One company is responsible for determining the effectiveness of our internal controls (including cyber-specific controls). The second audit company provides an independent opinion on the organization's financial statements and as part of this, assesses all applicable cyber controls.

We expect to have the Telesat Lightspeed network third-party vetted under the DoD's Cybersecurity Maturity Model Certification, and the U.S. Space Force's IA-Pre requirements.



Modeling Business Integrity





Modeling Business Integrity.....

Telesat's Governance Commitment

Throughout Telesat's almost six decades as a leading global satellite service provider, its Board of Directors and senior management have fostered Telesat's commitment to setting an ethical tone at the top and engaging in ethical and socially responsible decision-making. They have adopted wide-ranging policies that embrace environmental, social and governance principles and created a heartfelt culture of integrity throughout the organization.

Telesat's commitment is manifested through policies and protocols that embody ethical and socially responsible principles, including employee safety and well-being, respect for the law, fair and honest business practices, and conscientious and mutually beneficial engagement with the community and other corporate stakeholders. Telesat leadership has not been content with lofty slogans. Rather the Corporation has established robust oversight mechanisms starting at the top of the organization so that socially responsible business principles are translated into business practices and accountability.

Tone at the Top

Telesat's Board of Directors has adopted a comprehensive set of policies to establish a culture of integrity at Telesat that is broad and deep. The Board's Mandate states that its responsibilities include:

- ▲ corporate social responsibility, ethics and integrity;
- ▲ monitoring financial reporting and management;
- ▲ monitoring internal control and management information systems;
- ▲ corporate disclosure and communications;
- ▲ adopting measures for receiving feedback from stakeholders; and
- ▲ adopting key corporate policies designed to ensure that Telesat and its directors, officers and employees comply with applicable laws, rules and regulations and conduct their business ethically and with honesty and integrity.

ESG Policy

Telesat's Board of Directors formally adopted an [ESG policy](#) in November 2022, based on the recommendation of its Nominating & Corporate Governance Committee. The policy articulates the Corporation's approach and commitments in the areas of business ethics and integrity, environmental health and safety, fair and honest treatment of stakeholders, employee relations, human rights and community investment. The formal ESG policy is the capstone in Telesat's decades-long effort to develop and implement many longstanding policies and principles that advance ESG goals and commitments.



Code of Ethics

Telesat's [Code of Ethics](#) articulates our unwavering commitment to conducting business with **integrity, honesty, and respect**, and adhering to applicable laws, regulations, and policies. Our aim is to preserve Telesat Corporation's reputation and prevent unethical behavior and wrongdoing.

Notable points about Telesat's Code of Ethics:

Applicability: The Code extends to all individuals associated with Telesat Corporation and its global subsidiaries—members of the Board, officers, employees, consultants, contractors, and agents.

Integral Condition: Adherence to the Code of Ethics is a fundamental requirement for employment or service provision at Telesat.

Expectations: We hold our representatives to high standards of **honesty and integrity**. The Code outlines specific commitments across the workplace, marketplace, and community.

Our commitment to the principles in the Code of Ethics remains steadfast and Telesat's values resonate across every facet of our operations.

Independence and Accountability

The Board has adopted Corporate Governance Guidelines (Guidelines) that require the Board to make an annual determination on the independence of each Board member as required under applicable securities laws and stock exchange rules. Under the Guidelines, the Company publicly discloses the determination of independence of the Directors in accordance with applicable securities laws. The Guidelines also require Directors to disclose all actual or potential conflicts of interest consistent with applicable law and to abstain from voting on matters in which a Director has a conflict of interest. In 2023, Telesat complied with the Guidelines by conducting a survey of its Board members and summarizing its results for shareholders in the Company's Management Information Circular.

Under the Guidelines, the Telesat Board also seeks to ensure that its members are reflective of diverse professional experience, skills, knowledge and other attributes that are essential to its successful

operation and the achievement of Telesat's current and future plans and objectives. All Directors are required to possess fundamental qualities of intelligence, honesty, integrity, ethical behavior, fairness and responsibility and to be committed to representing the long-term interests of the shareholders. The Board enhanced its commitment to ongoing education in 2023 by adopting a Policy on Director Continuing Education (CE Policy), which recognizes that each Board member has individual responsibility to remain abreast of developments and best practices in corporate governance and encourages Directors to attend appropriate CE programs for this purpose in light of their individual backgrounds as well as their Committee assignments and other Board responsibilities.

The Board values the diversity of abilities, experience, perspective, education, gender, background, race and national origin of its members and, through its Nominating & Corporate Governance Committee, annually assesses its composition and effectiveness.



Engagement with Stakeholders

Telesat is committed to fostering honest and constructive relationships with its stakeholders.

Foundational to the Corporation's stakeholder engagement is its commitment to act in compliance with applicable laws and regulations. The Code of Ethics requires all Telesat representatives to comply with applicable laws, rules and regulations of the jurisdictions where they carry out their duties and all jurisdictions where Telesat conducts its business activities. The Code of Ethics also obligates Telesat Representatives to respect applicable competition laws and to act "only in fair and open competition, by treating ethically competitors, suppliers, customers, investors, and colleagues" by avoiding, for example, misrepresentations of material facts, manipulation, concealment, abuse of confidential information, or any other illegal or unfair practices in all activities undertaken by or on behalf of Telesat. The Board has extended the ethos of legal compliance and fair dealing to the general public by adopting a Disclosure Policy which seeks to provide consistent, factual, balanced and timely disclosure of material information about the Corporation to the investing public, in accordance with applicable legal and regulatory requirements. The Corporation's Anti-Bribery Policy, Insider Trading Policy and Lobbying Act Compliance Policy are further specific examples of Telesat's commitment to lawful and ethical engagement with the Corporation's stakeholders.

Oversight and Accountability

Under its Mandate, the Telesat Board is required not only to set the ethical tone for Telesat and its management but to "satisfy itself that the President and Chief Executive Officer and management create a culture of integrity throughout the organization." In furtherance of this obligation, the Board has adopted formal corporate governance mechanisms to provide oversight of key aspects of Telesat's ESG-related policies. Telesat management has also established protocols to implement the Corporation's ESG-related objectives.

In 2023, the Board undertook a comprehensive review and assessment of key corporate governance policies, including the Code of Ethics, to evaluate and make appropriate improvements to them, such as clarification of implementation responsibilities and protocols.



Corporate Governance Structure

The Board of Directors makes regular assessments of the independence and diversity of its members, as well as ensuring that directors are free from conflicts of interest in their stewardship of the Corporation. The Board has also authorized an annual self-assessment of its performance based on a survey of individual directors, conducted by the Nominating & Corporate Governance Committee. In 2023, that Committee completed its inaugural Director survey and skills assessment.

The Board committees provide oversight of various aspects of the ESG-related policies discussed above.

Audit Committee

Among its responsibilities, the Audit Committee contributes to the culture of high integrity at Telesat by providing oversight functions with respect to the following topics:

- ▲ reviewing and monitoring the implementation of the Company's Code of Ethics;
- ▲ seeking to ensure that adequate procedures are in place for the review of Telesat's public disclosure of financial information; monitoring and reviewing complaints regarding accounting or auditing matters, legal and regulatory violations relating to corporate financial reporting and disclosure, as well as violations of Telesat's Code of Ethics with respect to financial matters; and
- ▲ oversight of the Company's cybersecurity program.

Human Resources & Compensation Committee

The Human Resources & Compensation Committee has oversight duties and responsibilities related to Telesat's ESG-related objectives, including the following:

- ▲ receiving updates and reports regarding compliance with human resources-related laws and regulations, including applicable labour standards and worker's compensation requirements; and
- ▲ overseeing the implementation of measures designed to ensure that recruitment and identification processes are appropriate to foster the identification and progression of diverse candidates.

Nominating & Corporate Governance Committee

The Nominating & Corporate Governance Committee plays a key advisory and oversight role in respect of the Board's commitment to maintaining a culture of high integrity. The Committee's roles include the following:

- ▲ developing and implementing corporate governance policies, guidelines and principles for the Corporation, including the periodic review and assessment of environmental, social, humanitarian, health and safety and other social responsibility-related policies, systems and activities of the Corporation on behalf of the Board;
- ▲ monitoring the outside activities and related party transactions of directors to assess director independence and potential conflicts of interest;
- ▲ identifying prospective directors for appointment or nomination to the Board based on a variety of suitability criteria, including consideration of the level of representation of women and other diverse candidates; and
- ▲ reviewing the adequacy of systems in place to verify compliance with applicable securities laws and stock exchange rules regarding corporate governance and disclosure requirements.



Workplace Accountability and Compliance

In furtherance of the Board-level commitment to the creation of a culture of high integrity, Telesat management has put in place a variety of accountability and compliance mechanisms to put ESG-related policies into practice.

Key among these is the *employee annual ethics certification*, which requires employees to refamiliarize themselves and certify their compliance with the Code of Ethics on an annual basis. In 2023, based on a recommendation from the Nominating & Corporate Governance Committee, the Board of Directors broadened the required annual certification to include the Disclosure Policy as well as the Code of Ethics.

The Corporation has also instituted specific *reporting and enforcement mechanisms*

under its whistleblower and anti-harassment policies, which among other things ensures that employees who are victims of discrimination or harassment will be protected from retaliation.

Telesat also imposes on all of its *suppliers an obligation to comply with applicable laws and regulations*. Telesat has established and retained expert outside environmental consultants to support its *Environmental Incident Management policy and protocols* to ensure that if spills or other environmental incidents occur at any Telesat facility, they are reported, managed and mitigated effectively. Examples of other accountability mechanisms can be found in the ESG-related policies on Telesat's website at <https://www.telesat.com/investor-relations/corporate-governance/>.

Forward Looking Statement Safe Harbour

All forward-looking statements in this ESG Impact Report are made as of March 10, 2024 and are qualified by these cautionary statements.

This ESG Impact Report contains statements that are not based on historical fact, and are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995 and Canadian securities laws. Forward-looking statements may relate to Telesat Corporation’s future outlook and anticipated events or results and may include information regarding the financial position, business strategy, growth strategy, budgets, operations, plans and objectives of Telesat Corporation, among other things. When used herein, statements which are not historical in nature, or which contain forward-looking terminology such as “will”, “plans”, “commits”, “expects”, “believes”, “anticipates”, “intends”, “may”, “could”, or similar expressions, are forward-looking statements. All statements other than statements of historical fact are statements that could be deemed

forward-looking statements, including, but not limited to statements regarding our ESG commitments, strategies, and initiatives; our business plans and strategy; our technology and services; our opportunities for growth; and our stakeholder engagement efforts. Actual results may differ materially from the expectations expressed or implied in the forward-looking statements as a result of known and unknown risks and uncertainties. Accordingly, readers should not place undue reliance on forward-looking information. Telesat Corporation does not undertake to update any forward-looking information made in this ESG Impact Report, except as required by applicable securities laws.

The forward-looking statements included in this ESG Impact Report are based on Telesat Corporation’s current expectations and are subject to a number of risks, uncertainties and assumptions in light of our experience and perception of historical trends, current conditions and expected future developments, as well as other factors that we currently believe are appropriate and reasonable in the circumstances.

These statements are not guarantees of future performance and are subject to risks, uncertainties and other factors, some of which are beyond Telesat Corporation's control, are difficult to predict, and could cause actual results to differ materially from those expressed or forecasted in the forward-looking statements.

Known risks and uncertainties include but are not limited to: risks associated with operating satellites and providing satellite services, including dependence on large customers, satellite construction or launch delays, launch failures, in-orbit failures, impaired satellite performance and competition; risks associated with financial factors, including swings in the global financial markets, increases in interest rates, fluctuations in foreign exchange rates, inflation and access to capital; risks and uncertainties associated with Telesat Lightspeed, including overcoming technological challenges, access to spectrum and markets, governmental restrictions or regulations, the impact of inflation on development costs and financing, raising sufficient capital to design and implement the system and competition from other low earth orbit systems; the ability to deploy successfully an advanced global LEO

satellite constellation, and the timing of any such deployment; the availability of government and/or other funding for the LEO satellite constellation; the ability to expand Telesat Corporation's existing satellite utilization; and risks associated with domestic and foreign government regulation. The foregoing list of important factors is not exhaustive. Investors should review the other risk factors discussed in Telesat Corporation's annual report on Form 20-F for the year ended December 31, 2023, that was filed on March 28, 2024 with the United States Securities and Exchange Commission (SEC) and the Canadian securities regulatory authorities at the System for Electronic Document Analysis and Retrieval+ (SEDAR+), and may be accessed on the SEC's website at www.sec.gov and SEDAR+'s website at www.sedarplus.com.

Unless otherwise expressly stated, we obtained industry, business, market and other data from our own internal estimates and research, as well as from reports, research surveys, studies and similar data prepared by market research firms and other third parties, industry and general publications, government data and similar sources.

