

CONNECTING THE WORLD FOR A MORE SUSTAINABLE FUTURE



2024 Environmental,
Social and Governance
(ESG) Impact Report

TELESATTM

TABLE OF CONTENTS

Leadership Perspectives	3	Telesat Lightspeed Low Earth Operations	31
Message from our President and CEO	3	Safety by Design	31
About Telesat	5	Space Situational Awareness	32
Vision, Mission and Values	6	Sustainable Launch Services	33
Our Commitment to ESG and Methodology Statement	7	Environmentally and Socially Responsible Rollout	34
Telesat Supports the United Nations (UN) Sustainable Development Goals	8	Preserving the Night Sky	35
Help Society Thrive	9	Satellite Broadband: Key Enabler in Meeting Net Zero	36
Digital Transformation & Social Inclusion	10	Tracking Climate Change and Our Environment	37
ITU Partner2Connect Digital Coalition	11	Managing Environmental Performance	38
Telesat's Role in Bridging the Digital Divide	12	Equipment Repair and Recycling	38
Connecting Canadians from Coast to Coast to Coast	12	Resiliency of Critical Infrastructure	39
Efforts to Bridge the Digital Divide Globally	13	Spacecraft Operations	40
Telesat Lightspeed: Transformational Technology to Bridge the Digital Divide	14	Teleports and Network Operations	41
Governments Choose Telesat Lightspeed to Meet Universal Connectivity Goals in Canada	15	Power Redundancies	41
The Economic Benefits of Connectivity	16	Antenna Redundancies	41
Cultivating Inclusion	17	Fibre and Points of Presence (PoPs) Redundancies	41
Attracting & Retaining Top Talent	18	Cybersecurity	42
National Capital Region's Top Employer – 2025	20	Physical Security	43
Ensuring Workplace Safety and Employee Well-being	21	3rd Party Audits	43
Fostering an inclusive workplace	22	Modeling Business Integrity	44
Telesat Corporation Board Diversity	22	Telesat's Governance Commitment	45
Employment Equity	23	Tone at the Top	45
Promoting Diversity in Hiring	23	ESG Policy	46
Accessibility Plan and Disability-Inclusive Hiring	24	Code of Ethics	46
Women in STEM Scholarship Program	25	Independence and Accountability	47
Indigenous Scholarship Program	26	Engagement with Stakeholders	48
Employment Systems Reviews and Pay Equity	26	Oversight and Accountability	48
Giving Back to Our Communities in 2023	27	Corporate Governance Structure	49
Ensuring Environmental Sustainability	28	Audit Committee	49
55 Years of Responsible Space Operations	29	Human Resources and Compensation Committee	49
Earth Space Sustainability Initiative	30	Nominating and Corporate Governance Committee	49
		Workplace Accountability and Compliance	50
		Forward Looking Statement Safe Harbour	51

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

Message from our President and CEO

2024 was a pivotal year for our business – and the future of affordable, ubiquitous, enterprise-class broadband connectivity. Telesat concluded its funding arrangements with the governments of Canada and Quebec, securing the final financial resources required to fund the global Telesat Lightspeed network.

And, the Telesat Lightspeed program is well underway; Telesat and MDA Space, our prime satellite manufacturer, successfully completed the spacecraft Preliminary Design Review (PDR). The PDR is a critical checkpoint in the program and its successful completion demonstrates maturity in the design that meets the program’s functional and performance requirements. As part of the process, the PDRs for multiple key systems were also successfully completed. Additionally, MDA Space has selected and onboarded its suppliers for the program.

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. We have dramatically increased our workforce by twenty-three percent in 2024 and 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

Telesat’s mission is focused on delivering affordable, high-quality broadband connectivity anywhere in the world, whether on land, at sea, or in the air. With a passion to provide digital equality for all, Telesat pledged to bring meaningful connectivity provision to rural and remote populations in the International Telecommunication Union’s (ITU) Partner2Connect digital coalition.



Dan Goldberg,
President and CEO, Telesat

Cultivating Inclusion

Telesat was once again 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 encouraging diversity in science, technology, engineering and math through its annual scholarship programs for Women in STEM and Indigenous youth programs.

Supporting Environmental Sustainability

For over half a century, 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' (ESSI) Memorandum of Principles for space sustainability and is an active participant in the ESSI working groups to develop standards related to the sustainable use of orbital and spectrum resources. In 2024, Telesat contracted a third party to prepare an environmental and social assessment for the Telesat Lightspeed program to assess potential adverse risks and defined approaches to mitigate them. Additional steps we are taking to ensure a sustainable and responsible rollout of the Telesat Lightspeed space and terrestrial networks are detailed in this report.

Resilience of Critical Infrastructure


Our satellite connectivity solutions are the backbone of mission-critical networks for broadcasters, telecom operators, enterprises and governments throughout the world. Our 2024 ESG report highlights what we are doing to ensure the resilience, reliability and security of our services today, and our next-generation Telesat Lightspeed network.

Modeling Business Integrity

For over half a century, 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 2024 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 over 600 dedicated employees. Together, we propel innovation forward, with the recognition that we're **connecting the world for a more sustainable future.**



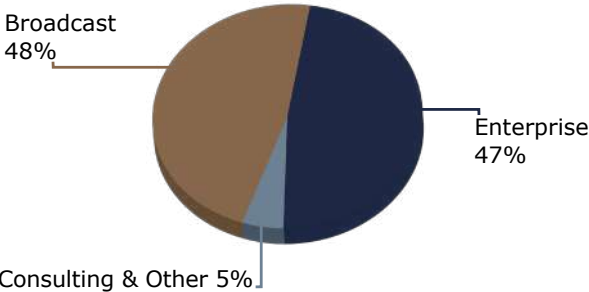
Dan Goldberg
President and CEO

ABOUT TELESAT

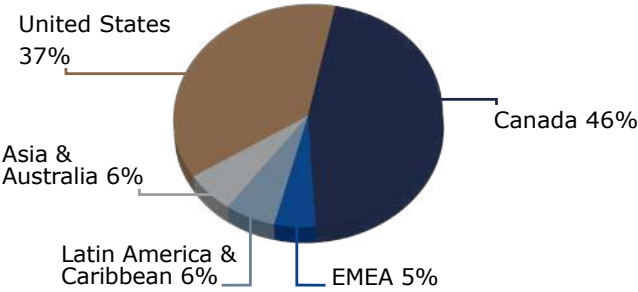
AT A GLANCE

Founded in 1969	Employees as of 12/31/2024 616	FY2024 Revenue C\$571 Million	Contracted Backlog \$1.08 Billion	GEO Fleet Utilization 84.2%
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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, secure and resilient links with fibre-like speeds.

Telesat currently operates 14 geostationary (GEO) satellites, providing wide geographic coverage with point-to-multipoint distribution. Additionally, Telesat’s LEO 3 demonstration satellite provides customer and ecosystem vendor testing in advance of Telesat Lightspeed satellite services.

Telesat’s global customer base provides diversified revenues across markets and geographies, with \$1.08 billion in contracted backlog.

Today, Telesat is 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 Government of [Canada](#) made a Telesat Lightspeed capacity commitment.

Telesat Lightspeed represents the culmination of over 55 years of innovation, and we believe it will revolutionize broadband connectivity from space with low-latency, high-throughput, secure, 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 2024 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 (U.N.) SUSTAINABLE DEVELOPMENT GOALS

Telesat's strategy and our mission-critical connectivity services indirectly contribute to 16 of the 17 U.N. 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.



	U.N. SUSTAINABLE DEVELOPMENT GOALS	HOW TELESAT CONTRIBUTES
	2.3: Double the agricultural productivity and incomes of small-scale producers 2.4: Implement resilient agricultural practices that increase productivity and production 2.a: Increase investment in rural infrastructure	Page 36
	3.8: Access to quality essential health-care services	Page 9, 10
	4.3 Vocational Training & higher education 4.4 Skills and access to employment 4.7 Education in sustainable development 4.a Accessibility of educational establishments	Pages 9, 10, 12, 13, 17, 19, 25
	5.1 End all forms of discrimination against women 5.5 Ensure full participation of leadership 5.b Enhance the use of enabling technology 5.c Gender equality	Pages 17, 22, 25
	9.1 Develop sustainable, resilient and inclusive infrastructures 9.4 Upgrade infrastructure and sustainable industrialization 9.5 Innovation, research and development 9.c Increase access to information and communications technologies	Pages 15
	10.2 Empower and promote inclusion 10.3 Ensure equal opportunity	Pages 17, 22, 24, 25

HELPING SOCIETY THRIVE

3

GOOD HEALTH
AND WELL-BEING



4

QUALITY
EDUCATION



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 2024, approximately one-third of the global population lacked access to the internet, meaning that 2.6 billion people do not have digital access to:

- ▲ **education** and online educational resources
- ▲ **teleworking or skills training** or awareness of **job opportunities**
- ▲ the **digital economy**, including online marketing, sales and purchasing
- ▲ **healthcare**, from mental health services to online medical records and consultations, remote diagnosis, advice and treatment
- ▲ **financial services** and **government services**
- ▲ **news, social media platforms** and online social communities
- ▲ **critical services for public safety** like 911 and mobile connectivity
- ▲ 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 satellites not only broadcast television and radio programming nationwide, but also play 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 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 Ka- and Ku-band capacity to bring internet connectivity to remote schools, health posts and government institutions through contracts with Sencinet and Hughes Colombia. This project seeks to create over 14,000 digital centers that will be connected via terrestrial and/or satellite connectivity.
- ▲ Andesat Peru is providing Internet connectivity using Telesat high throughput Ku band capacity to 7 remote schools in the Moquegua region in Southern Peru, in partnership with Urbi (an Intercorp Group subsidiary), and financed by Mitsubishi. The project is expected to grow in 2025.
- ▲ The high throughput Ka-band payload on Telstar 19 VANTAGE that is under contract with Hughes Brazil is connecting remote schools, health posts and government institutions in support of the GESAC program managed by Telebras. This is a digital divide program which aims to connect 28,000 federal points across Brazil.
- ▲ Telesat high throughput Ku-band capacity under contract by Top Comunications is providing connectivity to 320 remote schools in Venezuela. This digital divide program is sponsored and managed by CONATEL and is expected to grow in 2025.
- ▲ Cable and Wireless Panama (part of Liberty Latin America) provides connectivity to 135 remote schools in Panama through a network that has been operating on Telesat Ku-band capacity for several years.
- ▲ 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 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.

Government of Canada Chooses Telesat Lightspeed to Meet Universal Connectivity Goals

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

Under this agreement, the Government has secured a dedicated capacity pool offered by Telesat at highly discounted rates. Internet Service Providers and Mobile Network Operators can access this capacity pool 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.



Iqaluit, Nunavut, Canada

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 in Gatineau, Quebec will house a backup satellite control center, a network operations center, cybersecurity facilities, and R&D laboratories.

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, Department of Defence, and other Government Research and development departments.

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



Cultivating Inclusion

4

QUALITY
EDUCATION



5

GENDER
EQUALITY



10

REDUCED
INEQUALITIES



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
- ▲ Retirement and pension plans with company matching of employee contributions
- ▲ Disability benefits



Telesat employees engage at university career events across Canada.

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 16 co-op terms in 2024 and plans to offer **240 Co-op positions** in Canada between 2019 to 2032. Additionally, Telesat plans to offer \$1.6 million in scholarships over 10 years beginning in 2024.

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.

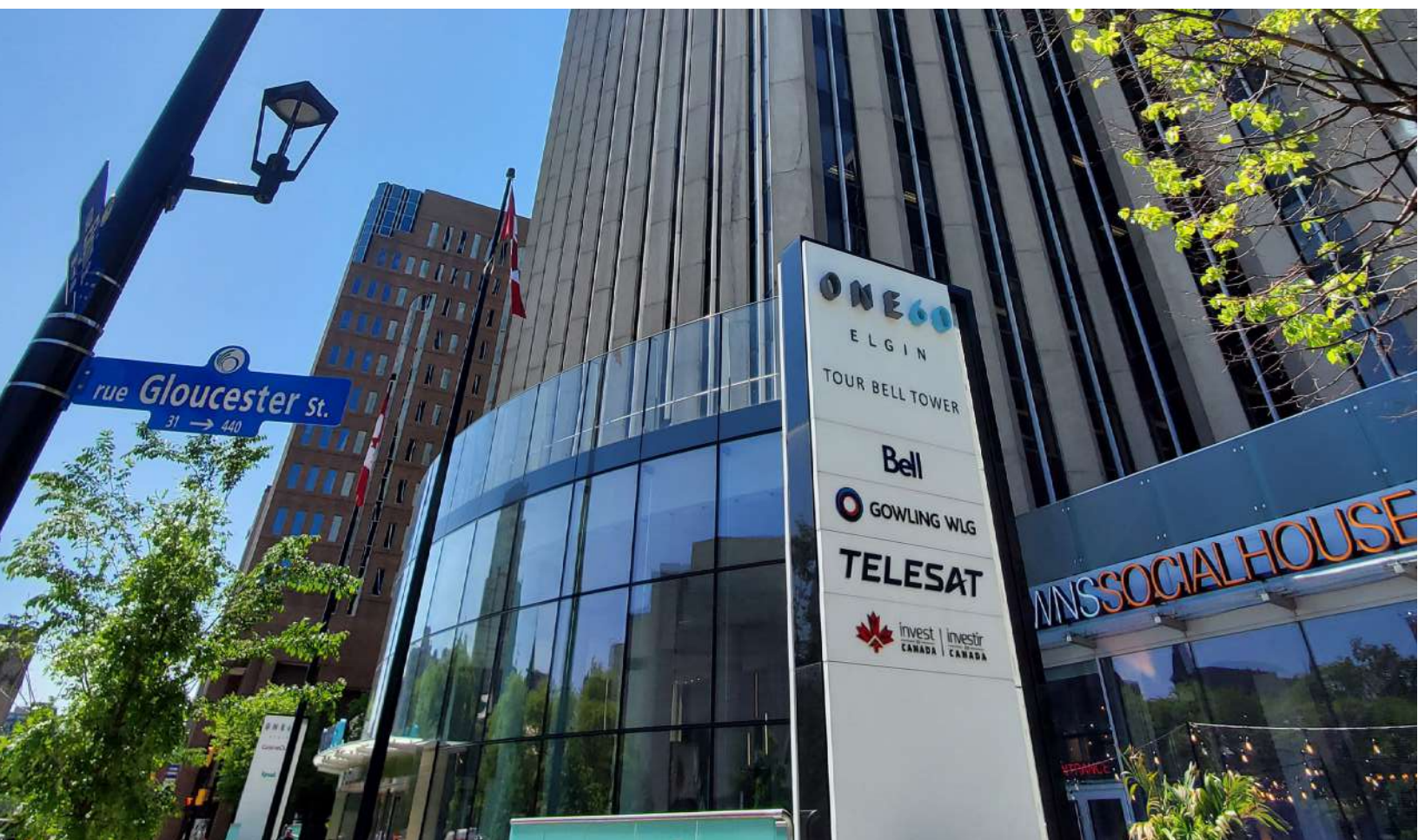


National Capital Region's Top Employers – 2025

Once again, Telesat participated in the esteemed Canada's Top Employers Competition and proudly secured its position as one of the National Capital Region's Top Employers for 2025. 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 Mediacorp 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." The Code also prohibits workplace violence of any kind.

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.



Telesat Bowling Event 2024. Ottawa, ON, Canada

Fostering an inclusive workplace

Telesat is committed to attracting, engaging and retaining the most capable, effective and productive workforce in our industry. Telesat fosters 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, 2024, Telesat's percentage of workers in the four designated groups was as follows:

Women	Visible Minorities	Persons with Disabilities	Indigenous
23%	29%	3%	1%

* 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-three 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



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. A [report](#) providing an overview of the progress Telesat made towards enhancing accessibility within the company was published in June 2024.

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, women in technology represent [only 35 percent](#) of the tech work force. 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 broaden the pool of talent to get the best and brightest people in the roles we need.

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.

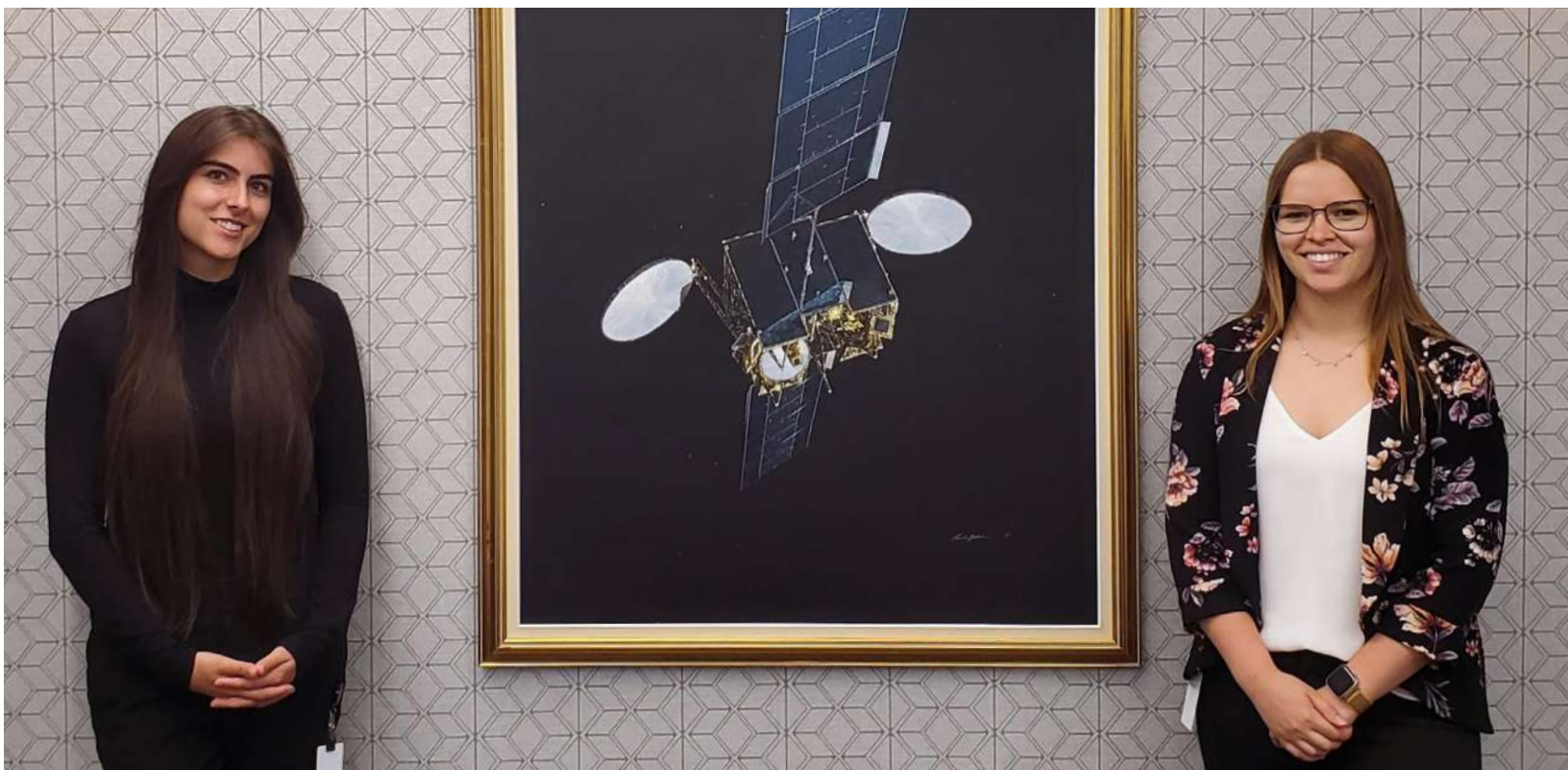
Through this annual program, Telesat awards multiple scholarships to women who are entering or enrolled in a bachelor's program in a technology or engineering field through an accredited Canadian university or college. Scholarship Partners Canada (SPC), a division of Universities Canada, administers 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 National Fellowship Program for Indigenous Youth which continued in 2024. We believe this program will help reduce barriers to education and provide impactful learning and career opportunities in the space sector. Every year 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. The 2023 scholarship winners began their engineering internships in May 2024 and shared their experiences in [The Critical Link](#) blog.

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.



National Fellowship for Indigenous Youth Scholarship Recipients

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 implemented a 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 2024

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 2024, employees chose to support the Ottawa Hospital, Saugeen Hospice, Play Skill, Instituto Social Amigos de Verdade, Montreal Children's Hospital 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.

The Canadian Satellite Design Challenge Management Society (CSDCMS) is a non-profit organization that promotes science, technology, engineering, and mathematics (STEM) education in Canada through hands-on, experiential learning opportunities. Its primary focus is organizing and managing the Canadian Satellite Design Challenge (CanSat Design Challenge), an educational initiative which requires teams of secondary-school students to design, build, and launch their own miniature satellite called a "CanSat." Telesat provided a "Technical Achievement Award" to recognize exceptional achievements in design and creative solutions. By supporting CSDCMS, Telesat highlights the importance of space technology and STEM education, while inspiring the next generation of space engineers and innovators.

Additionally, Telesat sponsored Grade 11 students from Bayview Secondary School in Richmond Hill, Ontario participating in the CanSat Design Challenge. Telesat provided mentorship to the team in satellite design and engineering, plus provided sponsorship of the competition to cover travel and equipment costs.

Canadian Satellite Design Challenge Management Society (CSDCMS)
CanSat Design Challenge



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.

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

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 21 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.

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, and the Canadian Space Agency. Additionally, Telesat is an active member of the U.S. Office of Space Commerce Traffic Coordination System for Space (TraCSS) and the European Union's Space Surveillance and Tracking (EU SST) system.

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 is participating in relevant ESSI Working Groups aimed at developing British Flexible Standards on matters related to the sustainable use of orbital and spectrum resources.



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 with other satellites. In fact, 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, which is between 30 and 50% longer than that of most satellites in other LEO constellations. 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 (once such services will become available and commercially viable) 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 (SAA) 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 approximately 400 km. The satellite design is such that the casualty risk is minimized, 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.

July 22, 2018 launch of Telesat's Telstar 19 VANTAGE satellite on SpaceX's Falcon 9 rocket.



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 will have a 10-year operational life, which is 30-50% more than competitive 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.

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.



Environmentally and Socially Responsible Rollout

Telesat is committed to expanding the Telesat Lightspeed space and terrestrial network in an environmentally and socially responsible manner. Examples of Telesat's approach include:

Telesat worked with external environmental consultants to prepare an environmental and social assessment (ESIA) for the Telesat Lightspeed program. The ESIA identifies and assesses potential adverse risks and impacts of the program and defines approaches to mitigate them.

Telesat is developing an internal Environmental and Social Management System (ESMS) for the Telesat Lightspeed program, including an overarching ESHS management framework for the terrestrial facilities, and the implementation of a supply chain management plan. In 2024, Telesat procured a third-party supply chain risk management technology solution to continually assess vendors against multiple risk types, including ESG risks such as forced labor, environmental impacts, concentration and poor corporate behavior.

Telesat has made commitments regarding pollution prevention and climate change risk assessment at Telesat Lightspeed facilities, and when implementing Telesat Lightspeed landing stations globally, Telesat will avoid involuntary resettlement of local populations, adverse impacts to indigenous groups, and destruction of biodiversity.

Telesat plans to assess and mitigate human rights-related risks associated with the roll-out of the Telesat Lightspeed program and has committed to implementing a human rights complaint grievance mechanism for Telesat Lightspeed facilities.



Preserving the Night Sky

Telesat recognizes the importance of preserving the night sky to enable important research of the universe. Telesat's constellation initially comprises 198 satellites – far fewer than the thousands envisioned by others – significantly minimizing the impact of the Telesat Lightspeed constellation on nocturnal observation.

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 will be 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 openly share the constellation orbital data with the astronomical community to enable the prediction of these infrequent events where they cannot be mitigated. In this respect, Telesat is currently coordinating the design and future operation of its constellation with representative from the Astronomical community, including NASA and the US' National Science Foundation.

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.

With representation as the Chair of the Sustainability Task Force within the Global Satellite Operators Association (GSOA), Telesat championed the commission of two scientific/academic studies focused on "The Impact of Satellite Re-entry into the Atmosphere" and the "Impact of Satellites on Optical Astronomy."

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:

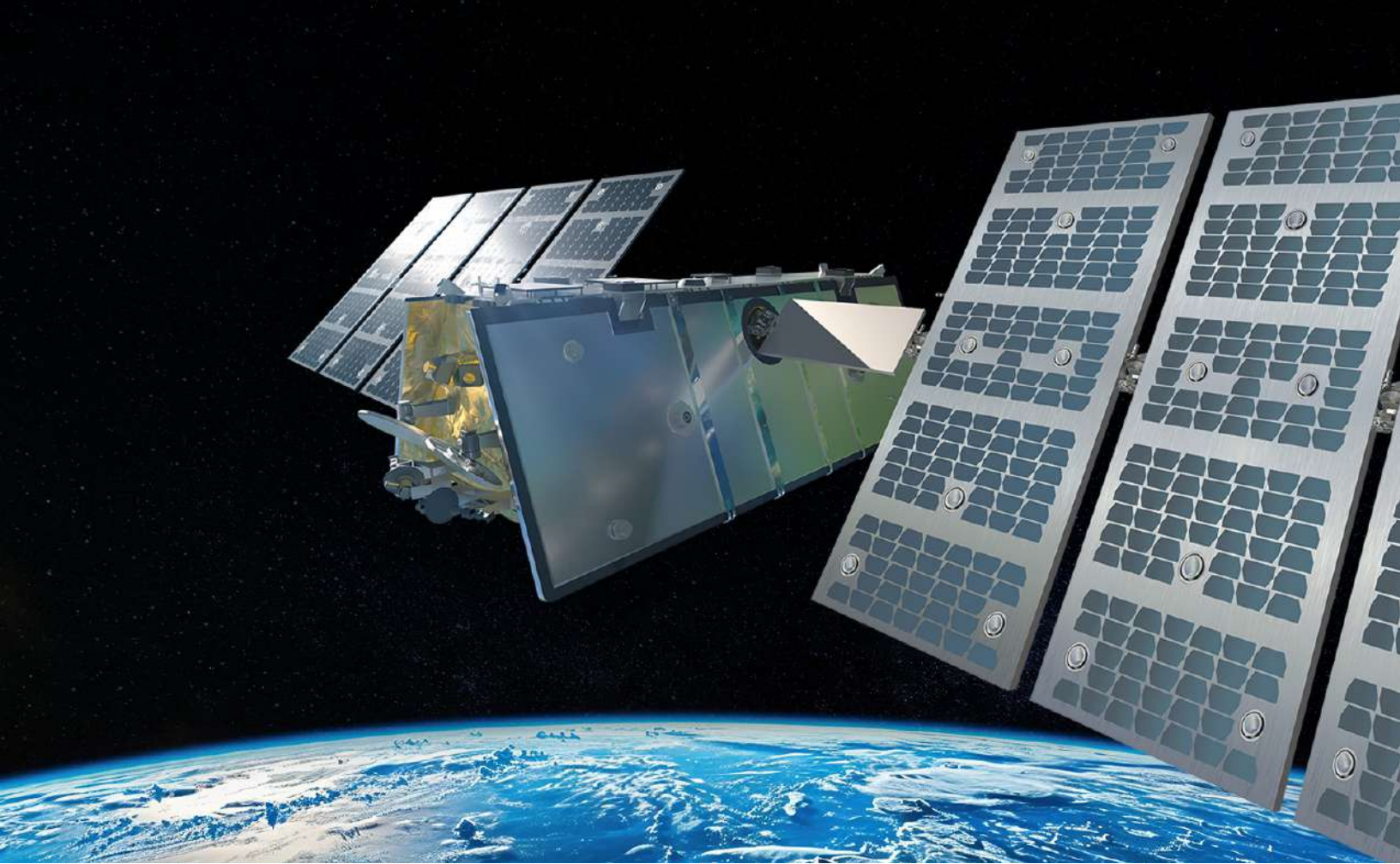
With distributed, remote sites in rural and offshore locations, low-latency satellite connectivity enables intelligent IoT solutions to track vibrations, odors, and other conditions, monitor for security breaches, and detect gas and equipment leaks and temperature fluctuations to avoid catastrophic environmental 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 on-board 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.

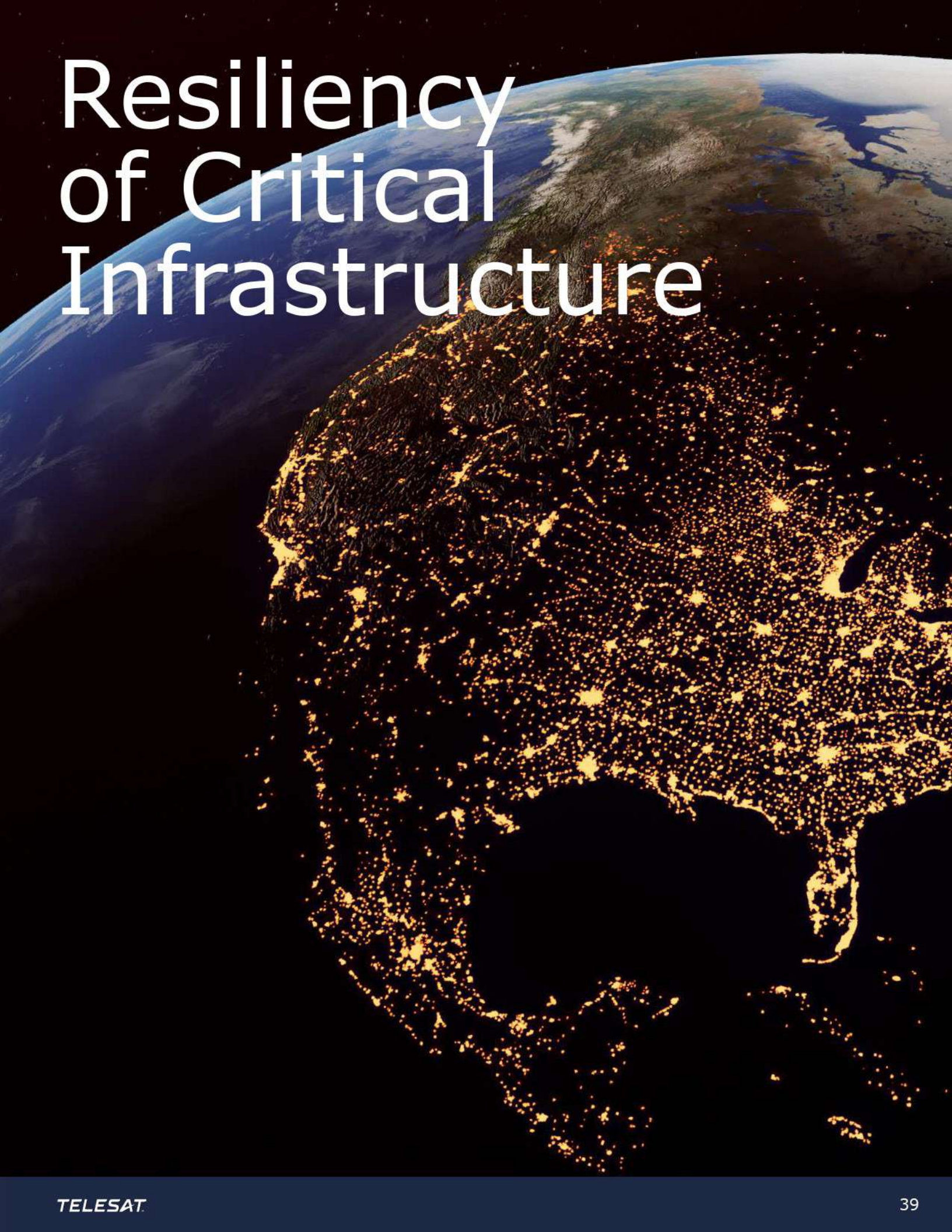
Seventy-six percent of Telesat's employees are located in our corporate headquarters in Ottawa at ONE60 Elgin, a Gold Certified LEED (Leadership in Energy and Environmental Design) building. Through the design, engineering, construction and operations of this building, the management company has achieved 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

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 diversity to mitigate poor weather conditions, with dedicated fibre interconnects to ensure high service availability 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 reviewed and must be approved by the cybersecurity organization.

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 2024, Telesat's cybersecurity team led Cybersecurity Month communications campaigns with weekly tips, quizzes 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. The first audit 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 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**, all while 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, ensuring that 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 2024, Telesat again 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.

In another exercise of its oversight, in May 2024, the Board reviewed and approved Telesat's inaugural Modern Slavery Report prepared in compliance with the Fighting Against Forced Labour and Child Labour in Supply Chains Act (Canada). The report, which addresses Telesat's activities during the period January 1, 2023 to December 31, 2023, demonstrates the effectiveness of the strong ethical foundations established by the Board by documenting the Company's efforts to reduce the risk of the occurrence of forced labour or child labour in our supply chains. These efforts include continued implementation of procurement policies based upon the use of reputable suppliers and appropriate diligence, and requirements that suppliers comply with Telesat's Code of Ethics and applicable law, including child labour law and other labour law.

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 2024, that Committee completed its 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, including:

- ▲ 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 27, 2025 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. When used herein, statements which are not historical in nature, or which contain the words “will”, “plans”, “commits”, “expects”, “believes”, “anticipates”, “intends”, “may”, “could”, or similar expressions, are forward-looking statements. 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. Telesat Corporation undertakes no obligation to update the information made in this report in the event facts or circumstances subsequently change after the date of this report.

These forward-looking statements are based on Telesat Corporation’s current expectations and are subject to a number of risks, uncertainties and assumptions. 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. There are numerous risks and uncertainties associated with Telesat’s business and the Telesat Lightspeed constellation. Known risks and uncertainties include but are not limited to: inflation and rising interest rates; Telesat’s ability to meet the funding conditions of its funding agreements with the Government of Canada and Government of Quebec; technological hurdles, including our and our contractors’ development and deployment of the new technologies required to complete the constellation in time to meet our schedule, or at all; the availability of services and components from our and our contractors’ supply chains; competition; risks associated with domestic and foreign government regulation, including access to sufficient orbital spectrum to be able to deliver services effectively and access to sufficient geographic markets in which to sell those services; Telesat’s ability to develop significant commercial and operational capabilities; risks associated with operating satellites and providing satellite services, including satellite construction or launch delays, launch failures, in-orbit failures or impaired satellite performance; and volatility in exchange rates. 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, 2024, that was filed on March 27, 2025, 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 <https://www.sedarplus.ca/> as well as our subsequent reports on Form 6-K filed with the SEC and also available on SEDAR.