

# FY23 Environmental, Social, Governance (ESG) Impact Report

ALWAYS  
A BETTER  
WAY™



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About this report

# A message from our CEO and President

To our valued stakeholders:

Viasat's mission — to provide connectivity where and when it's needed most — has been the heart of our business since the beginning. As the world's demand for information is increasing, we are solving some of the toughest connectivity challenges in a way that maintains safe and equitable access to space and enables digital inclusion.

Our recent acquisition of Inmarsat brings together the people, technology, global partnerships, innovation, and desire to “do good” that will enhance the scale and scope of our mission — with consideration to all stakeholders through a continued focus on:

- › Advocating for safe, sustainable access to space
- › Fostering digital inclusion
- › Putting people first
- › Protecting the planet
- › Leading with integrity

We are proud of the progress we have made over the last year, including the following highlights:

## Advocating for safe, and sustainable access to space

Viasat has developed a new carrying capacity model that provides a more sophisticated set of guidelines to help measure and maintain safety and sustainability in the low-Earth orbit of space. We believe the world is rapidly approaching an inflection point that could limit everyone's access to space for decades, and we continue to act and advocate for legislation, best practices, and balanced approaches that help maintain the sustainability of this shared and limited resource.

## Fostering digital inclusion

We expanded our partnerships throughout the organization to build our capacity to enable digital inclusion. To this end, we made an exciting announcement with Microsoft Airband initiative that serves to find innovative ways to connect and enable people and technology across the U.S. and around the globe — most notably, with the commitment to connect 10 million people over the next five years. Additionally, we have partnered with organizations lacking connectivity and infrastructure, alongside our committed employees, to design solutions that will help communities and organizations scale up their capabilities and connection to necessary information for education, telehealth, financial and economic empowerment resources.



**Left: Mark Dankberg (Chairman, CEO and Co-founder); Right: K. Guru Gowrappan (President)**

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### Putting people first

We are excited to share that Viasat received a perfect 100 score on our 2023 Disability Equity Index Scorecard. This year also saw the implementation of a new DEI (Diversity, Equity, and Inclusion) framework that will help us better manage and track our progress on these efforts in the future.

We also continued to expand our healthcare offerings to reflect the importance of mental, emotional, and physical health. Our culture of empowering employees to show up to work as their authentic and best selves, alongside best-in-class benefits and a compelling purpose is what helped us earn a spot on several “Best place to work” lists, including the prestigious 2022 Glassdoor list.

### Protecting the planet

In addition to our commitment to using space resources most efficiently, we continue to make progress in our efforts to minimize the company’s environmental impact through improved tracking capabilities, the establishment of a more stringent reduction, recycle, and reuse program across our campus and in our products and services, and by expanding our customer, supply chain and employee engagement programs.

### Leading with integrity

We have increased our commitment and programs around integrity in all facets of our business, including developing a new supplier score card and engagement program to help ensure our supply chain is as committed to transparency and social and environmental impact as we are, as well as increased data privacy measures as we align to more robust standards such as [ISO 27001](#) certification.

In closing, as the scale and scope of our business grows, so do the challenges we face. Moving forward, our newly combined company is uniquely positioned to address those challenges as we continue to serve the world with high-quality, ubiquitous connectivity — and to help us maximize the commitments we have made to all our stakeholders, employees, customers, investors, and society at large.

Sincerely,



Mark Dankberg, Chairman of the Board, Chief Executive Officer and Co-founder



Guru Gowrappan, President

# We are Viasat

Viasat Inc. (Nasdaq: VSAT) is a global communications company that believes everyone and everything in the world can be connected. On our mission to connect the world, we are developing the ultimate global communications network to power high-quality, reliable, secure, affordable, fast connections that positively impact people's lives anywhere they are — on the ground, in the air, or at sea — in a way that's safe, sustainable, and inclusive.

## Our philosophy

The future is built on finding a better way. Tomorrow depends on the belief that no matter what you do, how impressive it is, or how many lives it's changed — there's always a better way.

A better way to connect people, businesses, and communities. A better way to get more bandwidth to more places. A better way to unlock opportunity through sustainable, inclusive connectivity.

There is no endpoint when this is how you approach the work you do. Which is both the beauty and the fun of it.

There's simply always a better way. And we're here to find it.

## Our business

We are committed to finding a better way to provide the tools and connections people need to reach their potential, no matter where they live, work, or go. We are an innovator in communications technologies and services, focused on making connectivity accessible, available, and secure. We power connections on land, in the air, and at sea through three business segments:

### Satellite Services

We use our proprietary, high-capacity satellite platform to provide high-speed broadband services with multiple applications to consumers, enterprises, and mobile broadband customers, including commercial airlines and maritime vessels.

### Commercial Networks

We develop advanced satellite and wireless products, systems, and solutions that enable high-speed fixed and mobile broadband services.

### Government Systems

We provide global fixed and mobile broadband products, services, and satellite communications systems to military and government users around the world. We also develop secure networking, cybersecurity, and information assurance products and services.

## Viasat at a glance\*

Founded in

1986

Headquartered in

Carlsbad,  
California, USA

Employees worldwide

~6,800

Global offices

60

Operating in

19 countries

\*As of March 31, 2023



# Our purpose and values

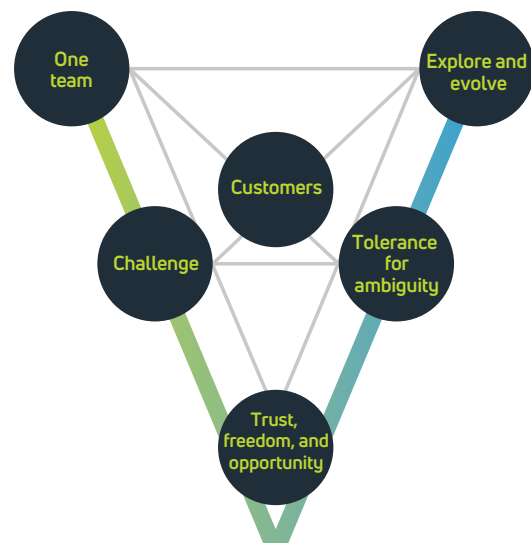
For more than 35 years, Viasat has been on a mission to keep people connected on the ground, in the air, and at sea — because we believe a connected world benefits everyone and unlocks opportunity for all.

Great minds always find better ways. That's why we bring the right people together as one team and empower them to help us realize our vision of a connected world — guided by the core values embedded in our culture. Those values include:

- › **One team:** We make decisions and set priorities based on what's best for the company as a whole. These priorities change and evolve over time, depending on our competitive environment, our progress, and our financial constraints.
- › **Challenge:** We want to grow and achieve our goals. We accept and relish the challenges that this entails. We understand how hard it's going to be, but we're too driven to settle for less.
- › **Trust, freedom, and opportunity:** The scale and scope of what we're doing is too broad to achieve without teamwork. We trust that our teammates are on our side — doing what they think is best for the company, not just for themselves or their part of the organization. That doesn't mean we blindly accept each other's views. We can disagree, sometimes intensely, but we start by trusting that our co-workers have the company's best interests at heart. We recognize and appreciate the trust others place in us and do our best to uphold it. Then, we give each other freedom and the opportunity to learn and grow.
- › **Tolerance for ambiguity:** Our world is changing — fast. We have to accept, and embrace, all the uncertainty that entails. We're confident, but not overconfident. We know we can change and adapt when we need or want.
- › **Explore and evolve:** We are curious about why things are the way they are. We bring a passion for learning, innovation, and exploration to everything we do.

Our values deliver bold results for our customers:

<b>Innovation</b>	<b>We find better ways.</b> We design technological solutions that others deem impossible, allowing us to see beyond today and find the right solutions for tomorrow.
<b>Impact</b>	<b>We deliver connections with the capacity to change the world.</b> Whether it is helping airlines keep their passengers engaged, protecting military-service members on the battlefield, or providing remote community internet where people can get online for the first time, we provide the fast, high-quality connectivity that helps make it all possible.
<b>Global and diverse reach</b>	<b>We bring connectivity where it is needed and wanted most — even in the hardest-to-reach places.</b> We believe connection is the great equalizer of our time. We aspire to make affordable, secure, and high-quality connections available everywhere in the world.



# Recognition and awards

2023  
**Best Places  
to Work**

Built In

2022  
**Top 10 Hottest  
Satellite Companies**

Via Satellite

2022  
**Ragan's Top Places  
to Work**

Ragan Communications

2022  
**HIRE Vets Gold  
Medallion Award**

HIRE Vets

2022  
**Best for  
Vets**

Military Times

2022  
**Best Places to Work for  
U.S. Large Employers**

Glassdoor

2022  
**LinkedIn Top  
Companies U.S.**

LinkedIn

2022  
**Best Places to Work  
for Disability Inclusion**

Disability:IN

2022  
**Top 100 Companies  
Leading in Wellbeing**

Ibec

2022  
**GCOI Innovator  
Finalist**

Arizona Technology Council

2022  
**San Diego's  
SD500 Leaders**

San Diego Business Journal

2022  
**Better Satellite  
World Award**

Space & Satellite  
Professionals International

2022  
**LinkedIn Top Company in  
Technology & Information**

LinkedIn

2022 & 2023  
**Handshake Early  
Talent Award**

Handshake

2022  
**Top 100  
Defense Companies**

Defense News

2022  
**Best Places to Work  
for Disability Inclusion**

Disability Equality Index (DEI)

2022  
**Top  
100**

Washington Technology

# Our commitment to ESG

Maximizing positive impact for people, communities, and the planet

At Viasat, we're brought together by a shared desire to unlock opportunity for everyone, everywhere, through connectivity. Connections are the bridge to what's possible, and we are fearless believers in possibility. The goal of our ESG program is to ensure that as we fulfill this mission, we positively impact our people and communities, protect the environment and our precious resources, and operate with integrity in all facets of our business.

## ESG governance and oversight

Viasat's governance of ESG matters reflects our commitment to strong leadership and oversight of ESG by our board of directors (Board) and management. An executive-level steering committee, which includes our chief executive officer and other cross-functional leaders, guides our ESG strategy and promotes continuous engagement in our approach to ESG. The steering committee regularly evaluates and discusses ESG-related risk topics that are relevant to our business. They also share with our Board feedback received from stockholders, customers, and employees. Our Board regularly engages in ESG-related topics that are integral to our business strategy to promote long-term value creation.

### About this report

*Viasat is committed to regular, transparent communication of our sustainability efforts and progress. This report covers our environmental, social, and governance (ESG) strategies, activities, progress, metrics, and performance for the fiscal year that ended March 31, 2023. Given the data boundary of the FY23 report, legacy Inmarsat company data was not included. This report references the Global Reporting Initiative (GRI) standards and the Sustainability Accounting Standards Board (SASB) standards for the following industries: Technology & Communications | Hardware (TC-HW), Telecommunication Services (TC-TL), and Electronic Manufacturing Services & Original Design Manufacturing (TC-ES). Additionally, Viasat will be seeking external verification for our FY23 GHG emissions (scope 1, 2, and 3) to the ISO 14064 standard, in partnership with the British Standards Institute (BSI). The final report will be published upon completion. We intend to continue providing updates about our sustainability journey by publishing an annual sustainability report and regularly updating interested parties through our website and other communication channels.*





## Stakeholder engagement and priority issue identification

In 2021, we conducted a formal priority issues assessment to identify Viasat's ESG focus. As part of this process, we analyzed insights from our key stakeholder groups — employees, customers, investors, policymakers, and industry peers. We then surveyed Viasat's leadership to align our ESG priorities with current stakeholder expectations, market trends, and business risks and opportunities. This analysis helped guide our approach to ESG and define our strategic focus around priority and business-critical issues.



## Alignment with the United Nations (UN) Sustainable Development Goals (SDGs)

The UN SDGs are a collaborative global effort to protect our planet, end poverty, and help people live in prosperity and peace. We've examined how our ESG priorities align with SDGs. While Viasat supports many SDGs, as seen within each section of the following report, we believe our business is best equipped to impact SDGs 9 and 10. SDG 9 aims to build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation, and SDG 10 aims to reduce inequality within and among countries. We demonstrate how Viasat is uniquely positioned to support both of these goals below.

SDG	<div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>10 REDUCED INEQUALITIES</div> </div>	
Materiality	Safe sustainable access to space	Digital inclusion
Aligning SDG targets*	<ul style="list-style-type: none"> <li>› 9.1 - Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all</li> <li>› 10.6 - Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions</li> </ul>	<ul style="list-style-type: none"> <li>› 9.a - Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing states</li> <li>› 9.c - Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020</li> <li>› 10.4 - Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality</li> </ul>
Action	<ul style="list-style-type: none"> <li>› The ViaSat-3 constellation is expected to help foster digital inclusion around the world for many of the 2.7 billion people who are currently unserved or underserved</li> <li>› In our white papers "Managing Mega-Constellations Risks in LEO" and "LEO Capacity Modeling for Sustainable Design," we continue to advocate for equitable access to shared spectrum and orbital resources</li> <li>› We prioritize sustainable design of our satellites with maximum positive impacts to mitigate negative environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>› Our partnership with Microsoft's Airband Initiative is intended to bring internet access to more than 10 million people around the globe by 2025 — including 5 million across Africa</li> <li>› Over 1,600 hours volunteered by employees to increase digital inclusion, access, and digital skills to Indigenous women in rural Mexico. The project provided high-speed internet to six educational sites and will reach thousands of women.</li> <li>› CFE Telecommunications and Internet for All (CFE-TEIT) connects 850+ schools and locations with public access to free Wi-Fi</li> <li>› Our partnership with Novo Sertão connects 500+ people at 4 remote locations</li> <li>› Viasat prepaid internet provides internet to unserved and underserved communities for as little as \$15/month</li> <li>› Viasat has provided part-time customer service positions to women in over 40 communities in Mexico through our ambassador program</li> <li>› In areas where both connectivity and reliable electricity are lacking, we're connecting partners with solar power</li> <li>› Launched our Plugged In program—an initiative with the Columbia Urban League and Fairfield School District supports connectivity in education, telehealth, and everyday life.</li> </ul>

\*Aligning SDG targets. SDG 9 targets - <https://sdgs.un.org/goals/goal9>; SDG 10 targets - <https://sdgs.un.org/goals/goal10>

# BRINGING SUSTAINABILITY TO SPACE

Safe, sustainable access to space

# Safe, sustainable access to space

## Our position on sustainable space

As a global leader in bringing the benefits of space technology to the world, Viasat is committed to ensuring the sustainability of the shared and limited parts of space closest to Earth (low-Earth orbit, or LEO). We strongly advocate for careful resource management through effective regulation as the use of LEO is exponentially increasing and lacking the active oversight that is needed to ensure the entire world can benefit from the use of space's scarce natural resources. Without suitable rules in place that control how we access and share those resources, we risk having a few operators fill space to the point of making it inaccessible for many new applications around the world, rendering space unavailable for generations to come, and damaging the environment here on Earth.

## The space sustainability issue

Space is a limited and shared natural resource that needs careful stewardship, like other precious natural resources on Earth. Sustainability depends on understanding and working within the constraints associated with each form of harm associated with misuse of those resources.

LEO needs particular attention because it is the area where most satellites are now being launched, and we risk saturating the capacity of those orbits within this decade. Doing so would lead to:

- › Dramatically increasing the risk of collisions that can disable or destroy the critical satellite infrastructure we rely on every day — and even affect other satellites far away from the point of impact
- › Overfilling LEO to the point where space is closed to new and innovative applications
- › Making space more fragile, such that intentional or unintentional actions that damage the environment have far-reaching consequences on everyone
- › Harming the environment, notably increasing light pollution and damaging the atmosphere

If we ignore these threats, we face an imminent risk of space no longer being available to everyone for science, exploration, monitoring climate change, security, communications, and other commercial, defense and civic purposes.

4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION





# Satellites in orbit

are expected to increase more than 10 times the current number of active satellites

To address these pressing issues, we're prioritizing and acting in three key areas:

1

## Space safety

Ensuring safe and sustainable access to critical orbits for all purposes

The vastly increasing number of larger and larger objects in LEO is one of the most pressing threats to the safety and sustainability of space. Filling orbits beyond their carrying capacity (a term indicating how much is too much when considering the aggregate impact of all space objects in an orbital region like LEO) significantly raises collision risks and even risks a “Kessler Syndrome” — a cascading chain reaction of collisions that experts warn could make space unusable and inaccessible for decades, or even centuries, to come.

2

## Equitable access

Keeping space accessible for innovation and new applications

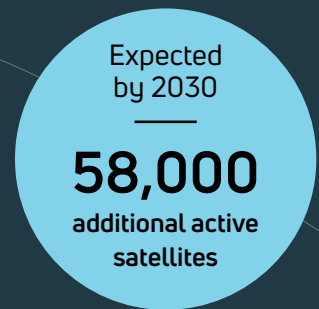
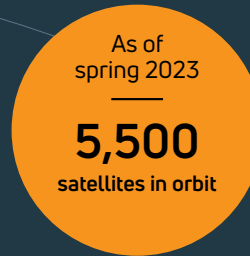
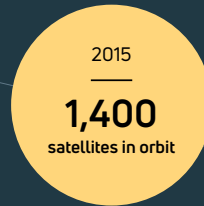
Given the increasing number of satellites proposed and launched, there's a growing risk of the tragedy of the commons, in which individuals use a public resource for their own interests and deplete it, preventing its use by others. Much like the way we manage air traffic, the way space is accessed and used must be managed to ensure that LEO remains open and available for all to share, so everyone can enjoy the myriad benefits and development of new and innovative applications that access to space provides. To do that, there's a critical need for admittance control and economic incentives that compel all space players to operate in a way that's responsible, transparent, and collaborative, so everyone can share limited spectrum and orbital resources.

3

## Environmental impact

Protecting the finite and fragile nature of the shared LEO resource, and preventing over-exploitation

The environmental dangers of unchecked mega constellation launches in LEO include the potential for large quantities of satellites reentering the atmosphere to damage the Earth's atmosphere and affect climate change through, among other things, radiative forcing, depletion of the ozone layer, increasing the risk of cancer and other negative health effects, impairing critical optical and radio astronomical research by disrupting the visible night sky, creating light pollution with the resulting negative impacts on the health and quality of life of humans and on plants and animals, and impairing the functioning of critical asteroid detection and defense capabilities. Certain choices made in LEO system design are the dominant factors affecting these impacts, such as satellite cross-sectional area, mass, orbit, and number of satellites, along with reflectivity and material composition.



The vast majority of these satellites are or will be in LEO.<sup>1</sup>

<sup>1</sup>U.S. Government Accountability Office, “Large Constellations of Satellites: Mitigating Environmental and Other Effects,” GAO 22-105166, (September 29, 2022)



## Taking action

In FY23, we co-authored a research study titled, “LEO Capacity Modeling for Sustainable Design,” that addresses sustainable satellite population distribution in LEO and develops a model that is useful to: assist in the design of sustainable broadband LEO systems; assess the impact of existing and planned LEO systems; understand the implications of multiple large LEO constellations occupying neighboring or overlapping orbits; and measure the absolute and relative effectiveness of candidate regulations and policies governing space access and operations. We continue to refine that model in consultation with leading academics and research institutions.

Viasat also continues to contribute to the research that helps us all understand the impact of the equitable access issue. In our white paper, “Ensuring Innovation and Growth Opportunities in the New Space Age,” we call out how innovative LEO system designs can deliver better service, ensure greater space sustainability, and allow all nations to participate in the New Space economy. That paper helps policymakers and concerned citizens understand: what opportunities will remain available for innovation and growth if we stay on the current path; how we can maximize those opportunities by managing the use of LEO (much like we manage other shared resources); and how we can facilitate geo-political stability by not allowing a few nations to consume undue portions of the world’s limited resources to the exclusion of others.

Most significantly, Viasat prioritizes sustainable design. With our satellites, we always aim to minimize their footprint and form factors while still making them more than capable of delivering maximum positive impact to people, society, and the environment.

### Sustainable design is possible for all orbits

The European Space Agency (ESA) recently co-funded Viasat to prove out the concept of smaller, more efficient, and more capable LEO satellites. We are currently co-investing with ESA on the project, named Project Green, to develop more sustainable LEO satellite designs.

## Viasat's commitment to sustainable space

### 1.

We’re working with industries and governments around the world to develop effective rules and policies to keep space safe and accessible for everyone.

### 2.

We’re working with experts around the world to quantify the carrying capacity of LEO to help frame effective rules and policies and facilitate sustainable satellite system designs.

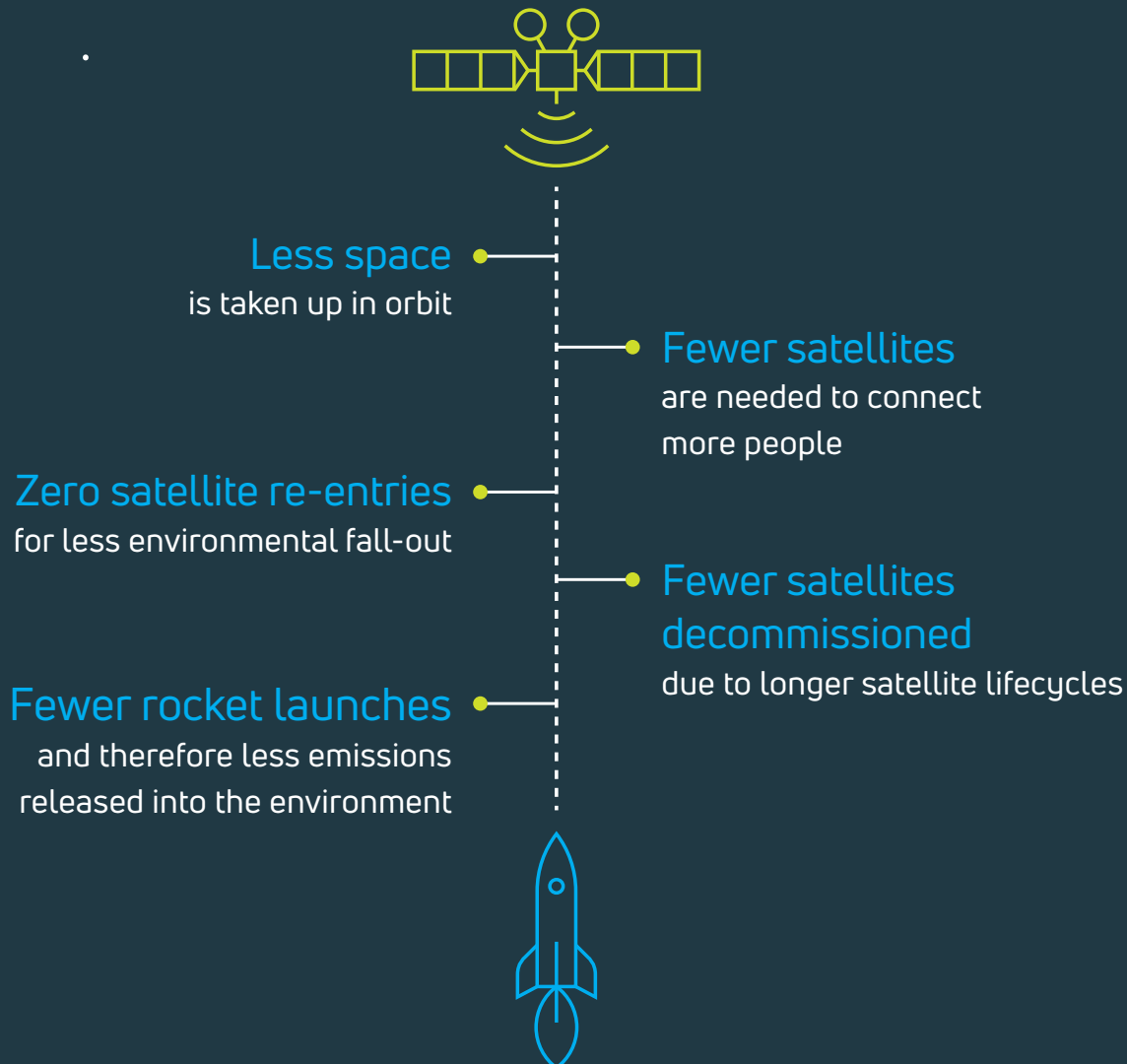
### 3.

We’re developing and deploying more sustainable satellites.

# GEO satellites are innately more sustainable

Geostationary (GEO) satellites are positioned over the equator and match Earth's rotation as they travel, remaining stationary relative to a fixed location on the ground. Because the GEO field of view is larger, it takes only three satellites to cover the world.

**Less is more**  
when connecting the world  
with GEO satellites



## Active advocacy

In FY23, Viasat co-authored or authored:

- › Blount, William N., Dankberg, Mark D., Sturza, Mark A., “LEO Capacity Modeling for Sustainable Design,” Advanced Maui Optical and Space Surveillance Technologies Conference, (September 27-30, 2022)
- › Viasat, Inc., “Managing Mega-Constellation Risks in LEO,” (November 2022)
- › Viasat, Inc., “Ensuring Innovation and Growth Opportunities in the New Space Age,” (March 2023)

### Viasat staff presented or spoke about space sustainability at:

- › Connectivity Business Summit 2022
- › Summit for Space Sustainability 2022
- › Emerging Threats to Space Sustainability & Risks to Indonesia’s Space Economy & Digital Connectivity 2022
- › Congresso Latino Americano de Satelites 2022
- › Space-Comm Expo 2022
- › Advanced Maui Optical and Space Surveillance Technologies (AMOS) Conference 2022
- › Connecting the World from the Skies 2022
- › Paris Peace Forum 2022
- › Space Situational Awareness and Space Traffic Management Workshop 2023
- › SmallSat Symposium 2023
- › Satellite 2023
- › Space Symposium, April 2023
- › Space Technology Conference — Central Eurasia 2022

## Key space sustainability global developments

- › Through the Earth∞Space Sustainability Initiative (ESSI), over 120 entities from around the world have signed a ground-breaking Memorandum of Principles that outlines a way to effectively manage and regulate the collective impact of human activity in space.
- › As of April 2023, 13 countries had signed the International Telecommunication Union’s (ITU) anti-satellite weapon (ASAT) ban to reduce space debris.
- › The European Space Agency (ESA) initiated a “zero debris” approach for its missions by 2030, and encouraged its partners and other space players to follow suit.
- › The European Union included robust sustainability requirements for its new IRIS (Infrastructure for Resilience, Interconnectivity and Security by Satellite) competition.
- › The U.K. announced a new Plan for Space Sustainability to demonstrate U.K. leadership in sustainable space, in line with ambitions set out in the National Space Strategy.

## It takes the world to protect space

Shared concern for the global issue of space sustainability is growing. A short list of key articles discussing the issue include:

- › U.S. Government Accountability Office, “Large Constellations of Satellites: Mitigating Environmental and Other Effects,” GAO-22-105166, (September 29, 2022)
- › U.S. Government Accountability Office, “FCC Should Reexamine Its Environmental Review Process for Large Constellations of Satellites,” GAO-23-105005, (November 2, 2022)
- › D'Ambrosio, A., et. al., “Projected Orbital Demand and LEO Environmental Capacity,” Advanced Maui Optical and Space Surveillance Technologies Conference, (September 27-30, 2022)
- › Ross, M.N., Jones, K. L., “Implications of a growing spaceflight industry: Climate change,” Journal of Space Safety Engineering 9, (2022)
- › Rao, A., Rondina, G., “Open access to orbit and runaway space debris growth,” (2022)
- › Letizia, F., Lemmens, S., “Space Environment Capacity,” ESA ESOC, (2022)
- › European Space Policy Institute, “ESPI Report 82 — Space Environment Capacity,” (April 2022)
- › Lawrence, A., Rawls, M.L., Jah, M., Boley, A., Di Vruno, F., Garrington, S., Kramer, M., Lawler, S., Lowenthal, J., McDowell, J. and McCaughrean, M., “The case for space environmentalism,” Nature Astronomy, (April 22, 2022)
- › Sturza, M.A., Saura Carretero, G., “Design Trades for Environmentally Friendly Broadband LEO Satellite Systems,” Advanced Maui Optical and Space Surveillance Technologies Conference (2021)
- › Boley, A.C., Byers, M., “Satellite mega-constellations create risks in Low Earth Orbit, the atmosphere and on Earth,” Scientific Reports, (May 20, 2021)
- › Trozzi, Valeria, Colombo, Camilla, and Trisolini, Mirko, “Analysis of possible definitions of the space environment capacity to pursue long-term sustainability of space activities,” (October 2021)

## Conclusion

Over the past year, we have helped move the discussion from one focused on developing an understanding of the problem to one focused on solutions. Those solutions include economic incentives to encourage good and responsible behavior, as well as suitable checks and balances to ensure that a few do not spoil space for everyone else. By working together, we can keep space sustainable and safe for all of us.

# DIGITAL INCLUSION IS AT THE CENTER OF EVERYTHING WE DO

Fostering digital inclusion





# Fostering digital inclusion

Viasat believes everyone and everything can be connected. Along with a number of key partners, we're delivering high-quality, affordable bandwidth when, where, and how it's needed most.

## Digital inclusion is linked to equity and inclusion

**Digital inclusion is an issue with some of our most marginalized communities, including:**

- › Communities of color
- › Low-income families
- › Rural populations

**Digital inclusion helps foster equity and inclusion by providing critical access to:**

- › Healthcare
- › Education
- › Economic opportunity



In the rural southern U.S.,  
**38% of African Americans**  
 said they lack home internet access



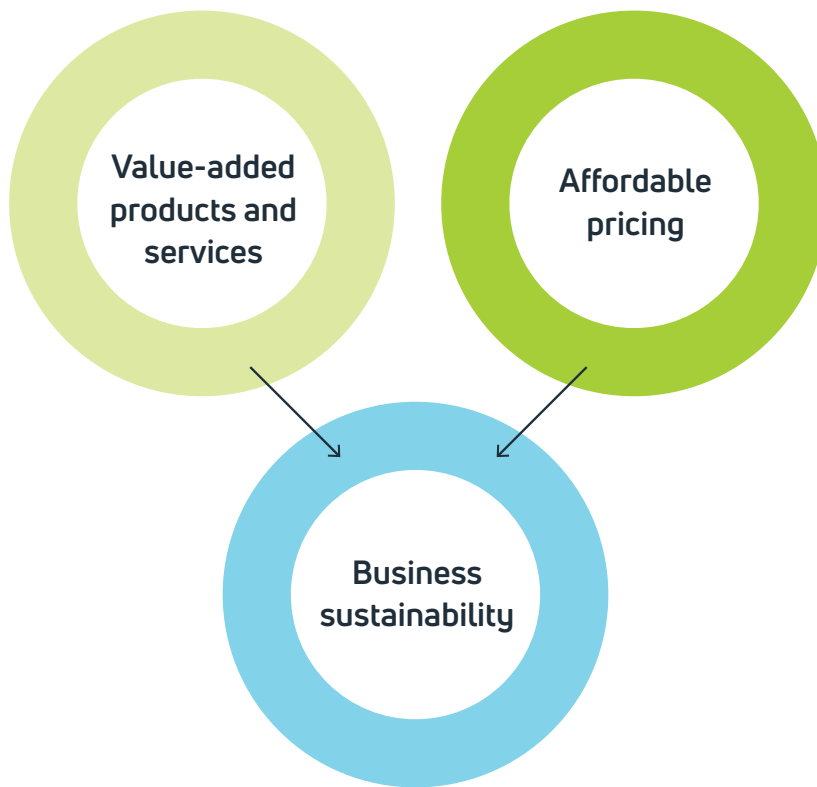
Compared to  
**23% of white Americans**  
 in the same areas

## Viasat + National Urban League

In FY23 Viasat became a sponsor of the National Urban League to aid with policy and solutions to digital inclusion challenges that persist in underserved and marginalized communities across the U.S.



## Viasat's business approach to digital inclusion



### *Deliver impactful efficiencies*

Our commitment to always finding better ways of delivering bandwidth where, when, and how it's needed most — coupled with our unrelenting focus on delivering more cost efficient bandwidth — helps us maintain our commitments to the markets we serve.

### *Keep it affordable*

Relative to wired solutions such as cable or fiber, satellite is uniquely positioned to cost-effectively serve some of the world's hardest-to-reach locations — including places where there's limited infrastructure.

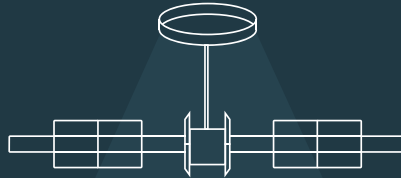
### *Go beyond the connection*

Building up communities and transforming lives takes more than just connectivity. Viasat is committed to providing value-added products and services — including infrastructure upgrades, digital literacy training, access to educational and career-building resources, and more — to help individuals and communities fully participate in the digital world.

# It takes a village...to connect a village

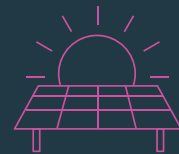
Bridging the digital divide goes far beyond the connection. That's because it takes time, commitment, resources, and a good set of partners to bring a community online — and to empower the people who live there to make the most of that connection.

Enabling digital inclusion is at the heart of everything we do — but the nature of each project we undertake is unique. Below are a range of activities we and our partners consider to enable digital inclusion and equity around the globe.



## Connectivity

Viasat leverages its high-capacity satellites to bring connectivity to some of the world's hardest-to-reach areas — and then delivers it to the people who live there in the way that makes the most sense for their community. That can range from publicly accessible hotspots to in-home internet via Wi-Fi or a variety of partner technologies to achieve scale and sustainability.



## Infrastructure

For many communities around the world, internet isn't the only thing missing — many are also off the electrical grid. When a community lacks a reliable source of electricity, Viasat works with solar providers to bring in power for our connectivity solutions and more to help improve the lives of the people we serve.



## Digital literacy training

Along with equipment, Viasat and its partners also work with communities to provide digital literacy training to the people we serve to take advantage of their new connection.

## Funding

Viasat and its partners work with public and private entities to secure funding that helps ensure the services we provide are sustainable and remain affordable.



## Equipment

Being connected means nothing if a family can't take advantage of it. That's why Viasat works with publicly and privately funded partners to help those who need it most access the equipment — such as laptops — they need to participate in the digital economy.

## Online resources

Viasat and its partners work to provide families and communities with access to online tools and resources to help with education, health, and financial opportunity — including telehealth clinics, online tutoring, job skill training, and more.



## Employee skills-based volunteering

Viasat provides opportunities for employees to volunteer based on their skills, schedules, and area of focus to make a tangible difference in the world around them.



## Community activation

Viasat believes in giving back to the places where we live and do business in a variety of ways, which includes creating installer jobs for residents, our ambassador program that promotes gender equity by giving local women part-time jobs troubleshooting customer service issues, and by offering lab technician training and jobs with our telehealth clinic partner, 19Labs.

# Going beyond the connection with Novo Sertão in Brazil

Betânia do Piauí is an area in northeastern Brazil with limited infrastructure and a challenging geography that makes cable or fiber internet difficult to install. The Novo Sertão Institute supports the under-resourced and economically-disadvantaged people of this area with the education and professional training needed to establish economic self-sufficiency.

Working in partnership with Viasat to create the Todos Conectados program, Novo Sertão and Viasat are now providing the people of this region with the digital literacy resources, internet access, and laptops needed to help bridge the digital divide and improve their access to financial opportunity.

“We know the strength that projects conducted by Novo Sertão have in these communities,” says Leandro Gaunszer, General Manager of Viasat Brazil. “We are honored to help their social and economic development with our capabilities and the expertise of our professionals.”

Born of a belief that technology cannot have a sustained impact without first training people how to use it and providing them with the resources to pass knowledge on to others, the Todos Conectados program starts at the beginning — teaching people how to use a keyboard — before moving on to more advanced computer concepts and providing tools for the job market.

Since the program’s inception, four remote locations in Betânia do Piauí have received internet access, directly impacting more than 500 people, some of whom are already taking advantage of their new connectivity and digital literacy skills to sell handicrafts online — giving a voice to women in these remote, rural areas and helping their communities become more self-sustainable.





## Viasat home internet

Viasat home internet services bring satellite internet with speeds up to 100 Mbps to unserved and underserved communities to help them bridge the digital divide. Key initiatives from FY23 include:

- › **Tribal Connect.** Created in collaboration with tribal leaders, Viasat's Tribal Connect program brings affordable, high-speed internet to people living on tribal lands while also creating installation jobs for local community members, offering significant savings on plans via the Affordable Connectivity Program, and donating back to tribal funds for each successful subscription.
- › **Affordable Connectivity Program.** Viasat is a participant in the FCC's Affordable Connectivity Program (ACP), helping eligible customers save up to \$30 per month on home internet.
- › **Connect America Fund Phase II.** Viasat works with the Connect America Fund Phase II (CAF II) to bring discounted satellite internet and phone service to millions across America who wouldn't have internet otherwise, with discounted pricing available through Lifeline federal funding.

"At first, I didn't know what it meant to be an ambassador, but I was inspired by the opportunity to help people become aware of how this service works. I wanted to show them that we have other internet options and that we can grow as a community. I also appreciate the experience that this job gives me."

– **Marisol**, *Viasat Ambassador for Toxtla and Tlaxco*





## Viasat prepaid internet services

Viasat prepaid internet services bring fast, reliable internet to unserved and underserved homes and communities around the world through multiple different technology approaches and business models that enable us to provide internet to the home for as little as \$15 per month. Key initiatives from FY23 include:

- › Working with CFE Telecommunications and Internet for All (CFE-TEIT), Viasat is connecting 850 schools and public locations with public access to free Wi-Fi in areas where it wouldn't have been economically feasible to connect otherwise.
- › Viasat's ambassador program helps foster diversity and inclusion in more than 40 communities we serve by providing part-time customer service jobs for women who live there.
- › In some remote communities, connectivity isn't the only thing lacking — many also don't have a reliable or consistent source of electricity. Viasat is working with partners in Guatemala to bring solar power to these communities to power public Wi-Fi and homes.

## Partnerships

Viasat partners with a wide-ranging variety of businesses and institutions to bring connectivity to unserved or underserved communities around the world and provide value-added services and resources for the people who live there. This includes:

- › **Microsoft.** Viasat is the first satellite partner working with Microsoft's Airband Initiative to bring internet access to more than 10 million people around the globe by 2025 — including 5 million across Africa.
- › **19Labs.** Viasat and telehealth specialist 19Labs are working together to bring remote healthcare to rural communities, providing everything from pregnancy healthcare to oncology support for areas that don't have easy access to specialists — while also creating jobs for local residents, who have been hired as technicians to work at the clinics.
- › **Intercorp.** Viasat is a partner with Intercorp Peru Ltd. and international beverage bottler CBC to bring centralized satellite-enabled hotspots to service communities that previously had little or no internet connectivity.
- › **Telebras.** Viasat has partnered with Telebras to connect government agencies and students through the Wi-Fi Brasil program. The result is more than 20,000 internet access points, including 10,000 points located in rural and indigenous schools, health posts, public service facilities, and non-profit organizations — which means more than five million students who previously lacked internet in these rural schools and indigenous communities can now benefit from online access. Viasat, Telebras, and the Wi-Fi Brasil program have boosted the social and digital inclusion of more than 9 million Brazilians through internet access points installed in 3,055 cities.

Viasat prepaid internet services can provide unserved communities with internet to the home for as little as **\$15 per month.**



Viasat prepaid internet plans in Brazil start as low as **\$15 per month**, meeting the United Nations target for affordable connectivity.

## Disaster recovery services

When natural disaster or human conflict occur, cellular and terrestrial connectivity are often disrupted — sometimes for months. Satellite-based connectivity can be quickly deployed to assist with critical rapid-response, ongoing recovery operations, and to help restore necessary infrastructure.



### First-response emergency management & communications

Connectivity and communication are key to coordinating response efforts, safeguarding personnel, and sharing information — including translation apps used by first responders to communicate with the local population.

### Emergency response/healthcare centers



Connectivity and communication are critical when setting up and running operational support centers that provide vital and timely resources.

### Utility operations and other critical infrastructure



Similar to airports, utilities and other critical infrastructure systems need connectivity to restore service — this includes everything from water and electric utilities to data centers responsible for providing IDs and other documentation.

## Global Enterprise & Mobility and Government Systems business segments

Digital inclusion is part of nearly every aspect of our business.

For our Global Enterprise & Mobility segment, that means providing everything from best-in-class Wi-Fi to our domestic and international air carriers to connecting maritime vessels and hard-to-reach energy industry locations with high-speed connectivity to help improve safety and drive business.

Our Government Systems group supports the U.S. government and its allies with assured communications that enable safe, successful tactical missions on land, in the air, and at sea.



## Ukraine

Viasat partnered with officials from the Košice region of Slovakia to provide refugees from the Ukrainian conflict with free high-speed internet, leveraging Viasat Community Internet hotspots to keep displaced Ukrainians connected with friends, family, and the latest news.

## Turkey

When Turkey and Syria were devastated by a 7.8 magnitude earthquake, Viasat set up satellite internet service and Viasat Community Internet hotspots to aid with recovery and restoration efforts — and to help those impacted by the disaster remain connected with online information and resources.

# EVERYONE EMPOWERED, EVERYWHERE

Putting people first





# Putting people first

## Talent

Since the beginning, Viasat has worked to put people first in everything we do — and guided by our strategic objectives and cultural values, we're proud of the progress we've made to help our employees and candidates feel supported, have equitable access to opportunity, and be empowered to realize their full potential. To reach these goals, we've worked hard to build our talent pipeline, educate our workforce, and develop a high-performance culture. Everyone at Viasat has the opportunity to grow and excel, while enabling the successful execution of our business priorities.



### Talent strategic objectives:

**Raise the talent bar  
with every hire**

**Optimize the  
candidate's experience**

**Design tools, processes,  
and systems with a  
customer-centric mindset**

**Build future leaders  
with talent pipelines  
and programs**

**Define outcomes with  
productivity at heart**

**Enable diversity, equity,  
and inclusion to power a  
culture of innovation**

## FY23 talent highlights

- › Began development of a talent strategy for our global offices
- › Introduced a structured interviewing pilot program
- › Increased investment in our global sourcing team
- › Optimized the onboarding process

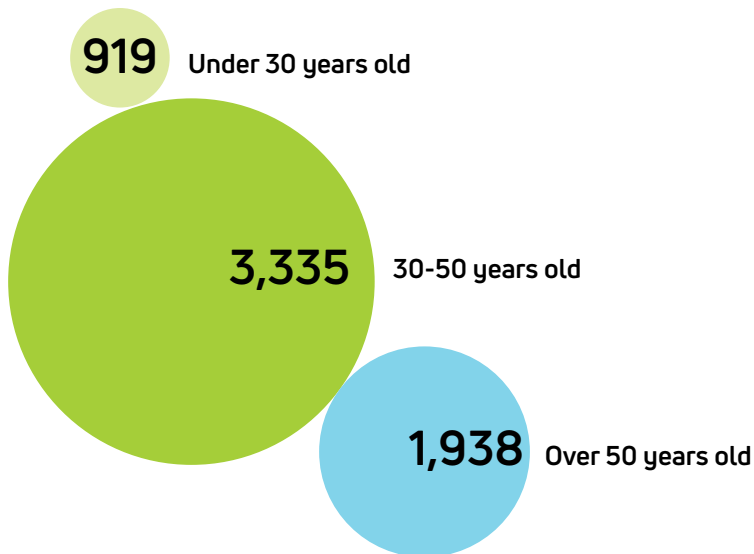
## Diversity, equity, and inclusion (DEI)

We continue to find new ways of empowering our employees to do their best in an inclusive and equitable work environment that values the power of diverse perspectives, fosters equity for individuals, and supports the inclusion of new ideas and viewpoints — across all backgrounds, interests, and life stages.

Our DEI global strategy involves integrating diversity, equity, and inclusion in every aspect of our company, from how we acquire talent to our overall business objectives. We strive for fairness and consistency in our processes to broaden opportunities for a wider range of candidates, provide education on unconscious bias and inclusive leadership, and prioritize improvements in measuring and understanding where we are so we can work toward making even more progress.



## Global workforce age distribution



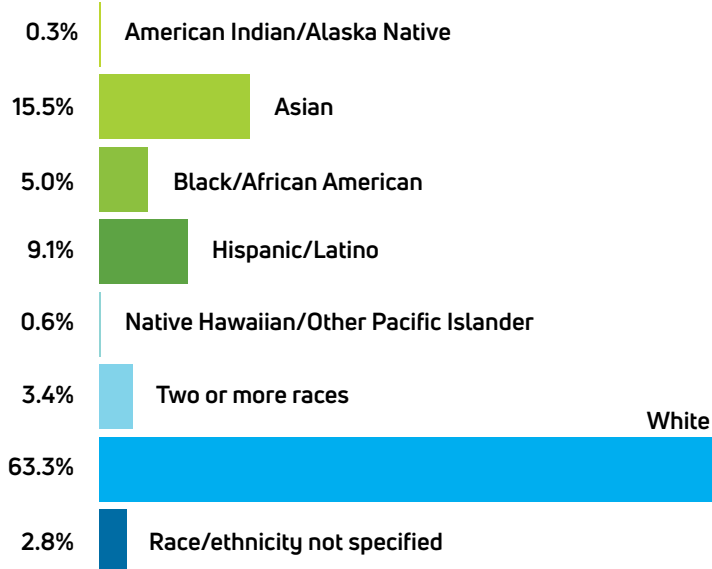
## FY23 DEI highlights

- › **June 2022**  
Hired new global head of DEI
- › **Fall 2022**  
Introduced an evolved DEI global strategy and focus areas
- › **April 2023**  
Established a DEI global executive board
- › **March 2023**  
Restructured employee resource groups (ERGs) to encourage clarity of purpose and participation

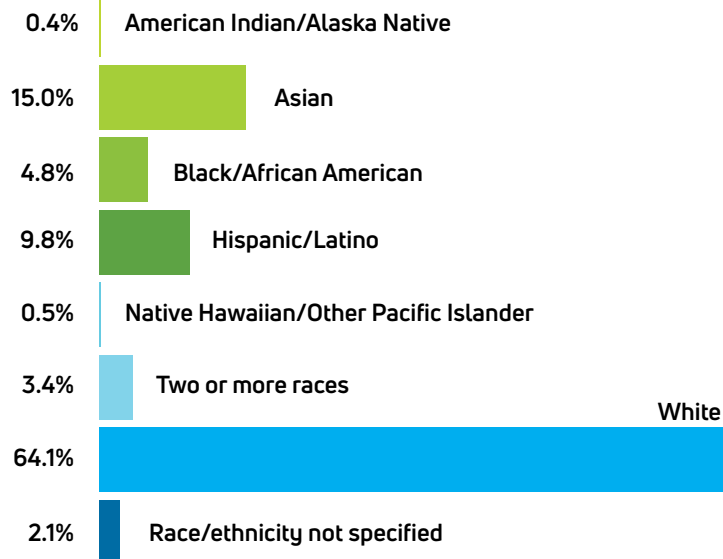


## Ethnicity breakdown — U.S. workforce

### FY23

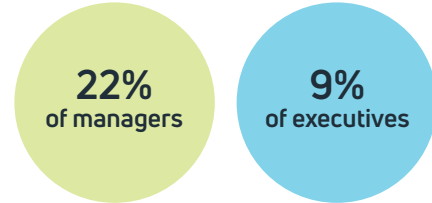


### FY22



## Women in leadership positions

### Global workforce



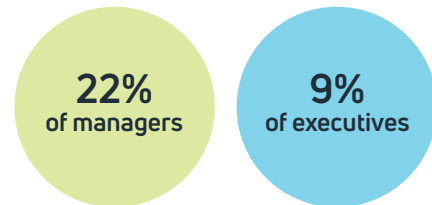
\*Management: Senior directors, directors, senior managers, managers

\*Executives: C-suite, presidents, and VPs

\*Percentage reflects women within our total workforce

## Diverse individuals in leadership positions

### U.S. only



\*Management: Senior directors, directors, senior managers, managers

\*Executives: C-suite, presidents, and VPs

\*Diverse: American Indian/Alaska Native, Asian, Black/African American, Hispanic/Latino, Native Hawaiian/Other Pacific Islander, two or more races

\*Percentage reflects diverse individuals within the U.S.

## Gender insights



Gender not specified = 0.5%

Non-binary = 0.1%

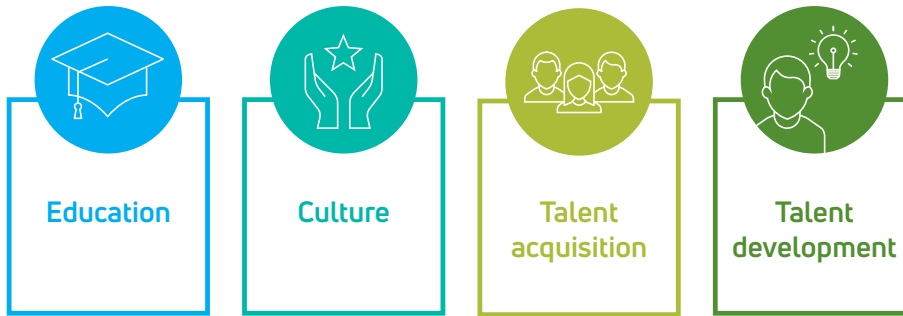
Female = 23.8%

Male = 75.6%

## Our DEI North Star:

To embed diversity, equity, and inclusion in our culture so every Viasat employee can have a voice, be heard, and be empowered to bring their innovation and authentic self to work.

### DEI Global Pillars



### DEI global executive board

To uphold our DEI North Star and strengthen our pillars, we established the Viasat DEI global executive board with the purpose of championing, supporting, and providing guidance on our worldwide DEI initiatives, policies, and procedures. We selected board members based on the following:

- › Exhibiting Viasat's cultural attributes
- › Passion for DEI
- › Ambassador and promoter of the DEI strategic plan
- › Active engagement in Viasat's wider DEI corporate efforts and events

### ERGs celebrate diversity

Viasat's ERGs are employee-led, driven, and organized groups with the purpose of building meaningful connections with fellow employees around shared experiences, culture, and interests. In FY23, we strengthened our ERG approach by selecting global ERG leads who are focused on raising the bar on diversity, equity, inclusion, and belonging, and upholding Viasat's culture.

### Employee resource groups focus on five key areas of impact for Viasat

- › Community
- › Career
- › Business
- › Culture
- › Outreach

Viasat's ERGs are currently active across the U.S. and are expanding globally.

### Viasat ERGs

Ability  
Alliance

Hispanic  
Latino  
Alliance (HOLA)

South  
Asian  
Alliance

Black  
Professional  
Alliance (BPA)

NextGen  
Alliance

Veterans  
Alliance

Families  
Helping  
Families

Pride  
Alliance

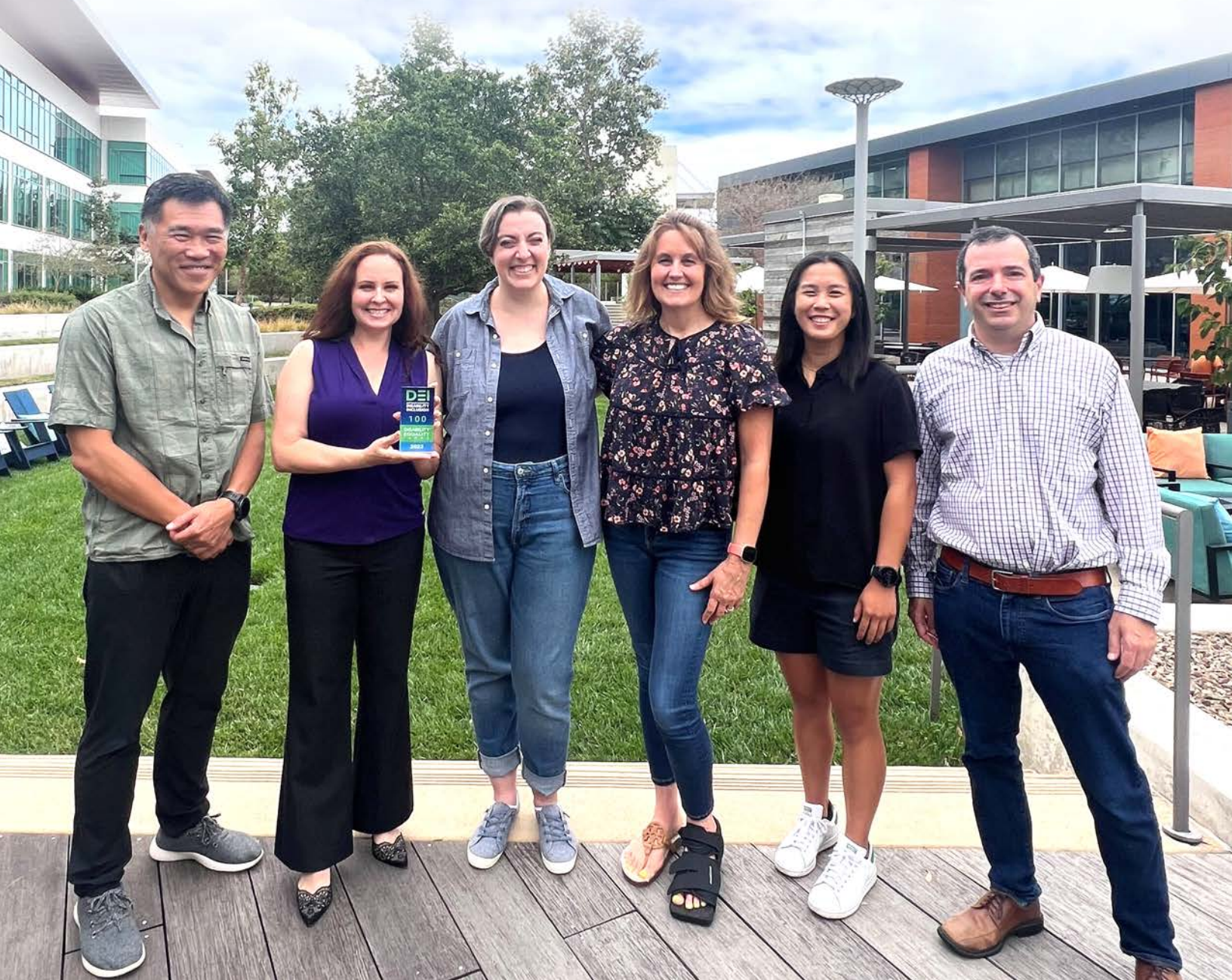
Women  
in Tech  
Alliance (WIT)

# Ability Alliance spotlight

The Ability Alliance ERG strives to provide more inclusive resources and knowledge for Viasat's employees with support from the DEI team.

Primary efforts include: making Zoom meetings more accessible with closed captions; researching organizations that provide resources and support for those on the autism spectrum; and normalizing conversations around disabilities in the workplace to reduce the stigma surrounding them.

Also, in support of National Disability Employment Awareness Month (NDEAM), Viasat's Ability Alliance ERG joined with the Stephen J. Wampler Foundation to discuss personal and professional milestones achieved regardless of disabilities. Many shared their stories at the NDEAM "I CAN" event in October 2022, and Viasat made a donation to the Stephen J. Wampler Foundation, an organization that provides life-changing adventure camp experiences to children with physical disabilities. We also provided critical internet connection for Camp Wamp, which allowed campers to stay connected.





### Ensuring a diverse workforce

Viasat has long had a cultural norm of encouraging employees to do the right thing. We also believe that sometimes the right thing needs to be cemented as policies and practices that are adopted across an organization, and continue to apply hiring attribute lenses to recruitment practices that evaluates candidates on a deeper level.

In FY23, we also:

- › Continued to implement industry-tested and validated DEI best practices and frameworks that consider a cross-section of diversity and mitigate the potential for unconscious bias in the hiring process.
- › Increased the diversity of our candidate pipeline, with campus outreach efforts aimed at programs serving underrepresented students, minority-serving institutions, and diversity-focused student organizations.
- › Integrated language insight guidelines into content platforms to ensure our messages are inclusive to all.
- › Rolled out a hiring tool that allows us to better support internal mobility and career growth.
- › Introduced a structured interviewing model to help employees objectively identify and assess bar-raising talent across eight cultural attributes.

### Structured interviewing goals

- › Maximize on-the-job performance predictability
- › Make data-driven hiring decisions
- › Increase opportunities for an exceptional candidate experience
- › Create a consistent method and criteria for evaluation of talent
- › Reduce the risk of bias through consistent cultural and technical assessments
- › Establish and test bar-raising behaviors and skills
- › Provide clarity on roles and responsibilities
- › Elevate manager capabilities by putting them at the heart of the hiring process

### Viasat's cultural attributes

**Customer-centric**

**Inclusive**

**Accountable**

**Bold**

**Adaptable**

**High-quality  
decision-making**

**Curious**

**Earns trust**

## Talent pipeline

Our people are our greatest asset. That's why we're committed to ensuring a diverse workforce where all voices can be heard — because together we are stronger and can continue to deliver innovative solutions that advance opportunities for all.

## FY23 outreach highlights

- › Established partnerships with multiple college and university chapters of the Society of Hispanic Engineers (SHPE)
- › Ramped up outreach to historically Black colleges and universities (HBCUs), and schools with a high number of underrepresented minorities
- › Partnered with the University of California at San Diego's (UCSD) ENLACE program, a binational summer research program encouraging high school and college students, as well as researchers and teachers to explore the sciences and engineering fields of study, while promoting cross-border friendships between Mexico and the United States through skills workshops and panels reaching over 1,300 students. Viasat committed \$48,000 over three years to ENLACE
- › Supported Generation STEAM with a sponsorship designed to enable STEAM education for students and girls at a Title 1 high school in El Cajon (San Diego County)
- › Sponsored multiple fellowships with organizations such as Hiring our Heroes, Wounded Warrior Project, the U.S. Air Force Cooperative, USSO.com, and more to provide professional development and employment opportunities for transitioning military members





# HBCU outreach

In FY23, we continued to strengthen our relationships with HBCUs, and schools with a high number of underrepresented minorities.

Recent efforts included on-campus visits to Prairie View A&M University and Howard University, two of the 107 HBCUs in the U.S. During our visit with Prairie View A&M University, we connected with over 140 students and introduced them to Viasat's internships and full-time opportunities. At Howard University, we spoke with more than 50 students about Viasat opportunities.







### *HBCU career fair*

In February 2023, 14 Viasat employees participated in the HBCU Legacy Bowl, a career fair hosted by the New Orleans Saints that provides job opportunities and career counseling for HBCU juniors and seniors.



### *Working with women in tech*

Viasat met with members of several college and university chapter organizations including Women in Science and Engineering (WISE), Society of Women Engineers (SWE), and more to strategize how Viasat can partner with women in tech groups at various institutions.



### *Veterans workshop*

Each year, Viasat hosts a veterans transition workshop in partnership with Hiring our Heroes to help active-duty, reservists, veterans, and military spouses develop skills to find successful careers in the corporate world.

## Early career

Viasat is committed to expanding our pipeline of future talent. Partnerships with top universities such as the University of California at San Diego, Arizona State University, and the Georgia Institute of Technology provide opportunities to hire students into our internship program and for full-time opportunities.

In FY23, we:  
**hosted 187 interns**  
 across the globe and  
**hired 124**



We also launched a new early career program, where Viasat teams can “pitch” their high-performing interns by presenting their performance reviews and accomplishments to hiring managers who have full-time hire needs, and in summer 2023, Viasat will pilot an intern mentorship program, where each intern is paired with a buddy who’s been with Viasat 1-3 years and works in the intern’s same business area. Mentors with at least 5-10 years of work experience will also be assigned to interns for career coaching and to act as a leadership touchpoint.

## Talent development

Always finding a better way is woven into our culture of innovation at Viasat. We believe in encouraging our people to explore their interests, expand their skillsets, and pursue growth opportunities so they can bring their best selves to work and inspire their colleagues to do the same. To that end, we make sure employees have access to the resources needed to take on different responsibilities, learn new skills, move up into leadership, or completely reinvent their careers with us.

Through an array of career development resources, professional and technical course offerings, a robust education reimbursement program, and self-guided learning opportunities, Viasat employees are empowered to take charge of their development and career opportunities. Our educational reimbursement program allows employees to apply for coursework reimbursement at accredited colleges or universities. Full-time, regular employees can be reimbursed for tuition, books, parking, and some university fees.

Another way we develop our employees is through mentorship programs and platforms that create space for meaningful career growth conversations outside the standard manager-employee dynamic. This encourages employees to connect with peers and other leaders across the company to exchange perspectives and mutually support career development goals.

### FY23 and beyond focus areas

- › Build out leadership development programming
- › Continue to create, adapt, and evolve robust content by business need
- › Equip managers to better lead their teams

## Talent development resources

Onsite education

Offsite education

Educational reimbursement

Leadership development programming

Mentoring community

Team development tools

Career development planning

Udemy business skills development platform

# Women's leadership program update

Launched in FY22 with UCLA Anderson Executive Education, Viasat's women's leadership program celebrated its second year in 2023. Designed to bring women from across the company together to talk growth and development, the online program focuses on three primary objectives:

- › Develop your leadership mindset and decision-making skills.
- › Learn how to increase your presence and organizational impact.
- › Build relationships and broaden your network of influence.

Kicking off in April 2023, the 9-week program's second cohort once again drew positive reviews for its supportive environment, networking opportunities, and shared experiences.

"I love being in a room with other women and have the opportunity to listen to their experiences."

"Meeting other women at Viasat and learning along with them so we have a support system and can encourage each other in professional and personal development using techniques and knowledge learned in class."

"This whole class was amazing and I've learned so much. Some of this put me out of my comfort zone but even that was a good experience!"

"Getting to network with other amazing women was my 'most' favorite."

The program has proved so successful that we're planning a third cohort for FY24.



## Net promoter score

**+86**

Net Promoter Score®, or NPS®, measures customer experience and predicts business growth. This proven metric transformed the business world and now provides the core measurement for customer experience management programs the world round.

Six out of 40 participants, or 15%, received a promotion 7 months following completion of the program in 2022.



## Retention

As an organization that focuses on always finding a better way, we recognize that we must provide benefits and programs that allow our people to be their best while feeling empowered to do great work. We're committed to supporting our people through all stages of life, while offering opportunities for growth and development, with an emphasis on retaining exceptional talent and delivering a high-quality internal experience.

### *Employee benefits*

We know that a thoughtful and comprehensive benefits package is critical to attracting, engaging, and retaining employees around the world. That's why we put considerable thought into making our benefits package competitive, supportive, and fair. We welcome and invite feedback from our people in a variety of ways to help us understand what matters most to them and their families. From educational reimbursements to family care benefits and time-off programs, our benefits promote overall wellbeing and meet the needs of all our employees at every stage of life.

## One team, worldwide

As a global company, we strive to offer all employees in all our locations benefits that are centered around our core values and help our people be their best selves.

Our benefits focus on the areas of:

- › Growing skills
- › Promoting health and wellness
- › Protecting our people's way of life
- › Providing for their future
- › Finding balance

Specific benefits may include comprehensive medical, dental, and vision benefits, unlimited flexible time off (FTO), a local employee assistance plan, a continuing education bonus program, fitness facility reimbursement, charitable contribution matches, and access to mindfulness apps and wellness webinars.

## KeepWell accreditation

Viasat's Dublin, Ireland office recently earned a spot on the 2022 list of top 100 Ireland companies invested in their employees' wellbeing, published by the Irish Business and Employers Confederation (IBEC).

Recognizing businesses who lead the way in supporting employee mental health and wellbeing, IBEC considered Viasat as a qualifier thanks to its recent KeepWell Mark accreditation. Qualifying for the IBEC KeepWell Mark requires a self-assessment of eight recognized standards including leadership, mental health, and health and safety, as well as a review by an independent, third-party assessor. Employees interviewed during the assessment backed up the findings. KeepWell marks the start of a two-year process to maintain and improve rankings in the eight standards areas, and the Dublin office plans to keep its momentum in each area strong thanks to employee engagement.

## Mental health matters

Viasat takes a holistic and inclusive approach to wellness, shaped in part by valued employee feedback. We strongly believe that health and wellness programs should take into account mental and emotional health as well as physical, and are proud to continue to provide employees worldwide with access to a meditation app for themselves and family members. Guided meditations and mindfulness courses engage employees and encourage self-care. Since the app's introduction in FY22, the number of minutes meditated has more than tripled to 2.4 million minutes — an average of 2,751 minutes per user. Of all our people enrolled, 73% are active participants.

## Employee for Employee relief fund

Viasat has a uniquely employee-centric culture. A wonderful example of the mutual support our colleagues receive is via the Employee for Employee relief fund (E4E). E4E is a charitable program to assist employees experiencing unexpected financial hardship due to a qualifying event beyond their control. The E4E fund is a nonprofit organization that serves the program across the company on a global level.

## Listening to our people

Our company's success is directly linked to high employee engagement. That's why we place a strong emphasis on staying in touch with employee sentiment and using the insights gleaned to help shape our work environment, programs, and initiatives. Through our company-wide survey, which takes place approximately every 18 months, strategic pulse surveys throughout the year, and other ongoing listening exercises, employee insights are collected and shared with our executives and the larger employee community. These insights propel data-driven and engagement-centric decision-making throughout the organization.

## Survey highlights\*

In our most recent company-wide survey — which sought insight into thirteen different dimensions — we uncovered several bright points.

**97%**  
**Committed**

Percentage of employees indicated they are committed to helping Viasat achieve its goals

**89%**  
**Proud**

Percentage of employees indicated they are proud to work for Viasat

**89%**  
**Motivated**

Percentage of employees stated they are motivated to go beyond what is normally expected to help Viasat be successful

**89%**  
**Supported**

Percentage of employees said their immediate manager actively supports their wellbeing

\*Conducted September 2022.

When we state % of employees, we mean percent of employees who answered this question with a 4 or a 5 on a 5-point Likert agreement scale.

## Employee health and safety

At Viasat, we're incredibly proud of our talented and dedicated global environmental, health, and safety (EHS) team. Our employees constantly raise the bar with delivering solutions that drive real customer impact — and we recognize their commitment to us by ensuring that our people's health, safety, and wellbeing remain a key part of our core values.

"Our environmental, health, and safety program is at the core of Viasat's values and global operations. It goes beyond simply preventing injuries; it embodies the belief that everyone has the power to influence others — ensuring mutual safety and wellbeing, preserving and protecting our assets, and safeguarding the environments in which we operate."

– Evan Hathaway, *Head of Viasat EHS*

### FY23 EHS highlights

- › Introduced the "good catch" program
- › Achieved the KeepWell accreditation in our Dublin, Ireland office
- › Launched an EHS leadership initiative
- › Enhanced our focus on employee engagement and empowerment

## Our EHS global focus areas

### Compliance

Identify and address gaps across our sites.

### Risk reduction

Execute plans based on high-severity and high-potential risks across our global sites.

### Influence and engagement

Foster collaboration among Viasat teams to be health and safety champions.



## Good catch program

Our good catch program is designed to facilitate EHS improvements and drive positive engagement with Viasat employees. Good catch highlights those who are taking extra steps to promote high-quality EHS practices. Employees can submit a colleague for potential recognition for things like conducting a procedure safely, finding a way to reduce the environmental impact of an existing program, suggesting an EHS-focused process improvement, pointing out a concern, or helping someone stay safe. Last year alone, the program received over 350 submissions.

The good catch program is one of the ways we live out our commitments to health, safety, and the environment. We know that we must go far beyond establishing policies. Living these commitments every day means continually monitoring, evaluating, and refining our practices so they reflect our values and standards. It also means ensuring comprehensive awareness of and engagement in these practices.

## EHS leadership training

To grow the EHS culture at our locations and provide more tools to site leaders, Viasat developed a leadership training event geared to line-level supervisors. Kicking off at our Duluth, Georgia office, the course included three sessions hosted throughout FY23 that covered the below topics:

- › Growing safety culture
- › Motivating employees
- › Prioritizing risks & determining appropriate solutions
- › Investigating incidents and identifying root causes
- › Sharing the Plan-Do-Check-Act (PDCA) process

EHS leadership training will continue to roll out to other Viasat locations in FY24.

## Engaging communities

Building stronger communities is central to Viasat's mission. We develop, participate in, and contribute to a variety of programs that empower others, and we encourage our employees to connect with opportunities that make a real difference in the places they live, work, and go.

### Introducing skills-based volunteering

Viasat is driven by always finding a better way to bring connectivity where it's needed most — so people can reach their potential. To help bring this vision to life, Viasat's skills-based volunteering program combines our technology, people, and community commitment to support others building their own better way.



"This is different than other types of volunteering I've done. It's more than just dropping off internet and leaving. It's applying my skills I use every day at work. It's much more powerful."

– **Allison Znachko**, *PSYDEH volunteer,*  
*Viasat People and Culture*

### Pillars of skills-based volunteering

#### Growing skills

We connect our employees with meaningful opportunities to bring valuable skills to the communities and organizations we support, while developing valuable expertise.

#### Collaborating for greater impact

Our program joins community partners and employees to maximize positive and sustainable impact.

#### Building vital capacity

We empower community organizations with the capacity to achieve long-term success and provide them with the skills and resources they need to fulfill their missions.

#### Creating authentic partnerships

We listen to what organizations and communities need and collaborate in an authentic way to bring the best outcomes for all.

# Empowering Indigenous women through digital literacy education

Indigenous women living in rural areas of Mexico face a unique set of challenges due to their lack of access to resources, including the hardware, power, and digital literacy training required to access the internet. In addition, women in these underserved communities often don't have equal access to education or job opportunities. Supplying the resources and knowledge on how to use the internet is a life-changing opportunity — one that the non-profit organization Psicología y Derechos Humanos (PSYDEH, pronounced "see-day") is on a mission to provide.

Building on our multi-year donation of high-speed satellite internet at six sites, dozens of computers, and two solar-power units, 12 Viasat employee volunteers traveled to Hidalgo in November 2022 and joined PSYDEH, along with implementation partner Team4Tech, to bring IT equipment and training to women in the area. Over the course of 10 days, Viasat employees worked in three groups to build PSYDEH's capabilities, providing marketing, digital literacy, and hardware expertise to strengthen what the organization can bring to the people they serve. Small business experts from the Viasat team also hosted workshops covering marketing fundamentals along with hands-on activities like taking and promoting product photos and creating social media reels to teach the PSYDEH field staff and community members how to create impactful brands and equip them with the tools and skills they need to build an online business.

At the end of the project, the Viasat team installed nine internet access points at six sites — along with a plan for PSYDEH to troubleshoot, maintain, and install hardware for its members and the surrounding community in the future — and left the organization and community members with marketing skills to build on and grow.

**"Viasat has really amazing technology that continues to blow my mind, and with that comes a big responsibility. We're truly committing to our mission — connecting the unconnected."**

**– Nacho Cardozo,**  
*PSYDEH volunteer, Global Fixed Broadband*

Thanks to Viasat and PSYDEH's shared mission and collaboration, more women in Mexico are now equipped with the resources and knowledge to create a better future for themselves and their communities.

## Viasat volunteers at work

Viasat volunteer Andrew Webster talked about his career with high school students at TeenTech, an event designed to help students see the range of career possibilities within science, technology, and engineering. Webster's goal was to share his enthusiasm for radio frequency engineering — a growing area of demand in technology with a low supply of RF-savvy engineers in the U.K.

"As an industry ambassador, I got to encourage students in a bit of engineering thinking," Webster said. "I think they got a lot out of it."

"Anything with an antenna on it, I'm all over it. I love the magic of radio and wireless, that's why I love working at Viasat."

– **Andrew Webster**, *active volunteer and senior systems engineer in Viasat's U.K. office*

## Viasat Giving program

Through the Viasat Giving program, we empower our employees to change the world by supporting their volunteerism and the causes that are important to them. We offer employees a 1:1 donation match, a personal volunteer match, and our new skills-based volunteer program.



## Giving program focus areas:

- › Support employees by providing meaningful and engaging opportunities through our purpose-driven mission.
- › Invest in programs that enable skills and confidence to increase social mobility in marginalized communities.
- › Maximize impact by combining technology and skilled volunteerism to help provide digital empowerment so communities can thrive.



## Highest employee donation and matching year on record



More than  
**\$1.5 million**  
in employee  
donations  
and corporate  
matching gifts  
were delivered  
to communities  
worldwide in FY23.



Over **1,000**  
**organizations**  
received support  
from Viasat  
employee  
**donation and**  
**volunteer**  
**programs.**



**> 12,000 hours**  
were volunteered  
by Viasat  
employees in  
2022.

## Giving Tuesday campaign

In just one day, Viasat  
employees worldwide  
participated in the  
2022 Giving Tuesday  
campaign which  
generated almost  
**\$88K** for 151 unique  
organizations.

## FY23 community giving highlights

- › As a United Through Reading sponsor, we helped serve over 3,000 military families through their Mobile Story Stations. The program distributed 750 new children's books and recorded 74 children's stories across multiple military installations. These efforts keep children reading with their families while military members are deployed.
- › Sponsored FIRST Robotics teams in their annual competitions requiring participants to build and program industrial-size robots.
- › Completed the payment of \$1.5 million to become the founding partner of Cal State San Marcos' electrical and software engineering programs to ensure its highly diverse student population has access to STEM degrees and opportunities — culminating in the opening of the university's Viasat Engineering Pavilion.
- › Acted as an education partner and sponsored over 1,000 students from Title 1 schools for the U.S.S. Midway's STEM educational field trip program. In 2022, this program reached approximately 4,000 students in 26 states within 168 classrooms across the country since taking their STEM learning national through virtual programming.
- › Donated to the National Black Child Development Institute for Black History Month to enhance the great work the organization is doing in early childhood education, literacy, and college preparation for Black children.
- › Donated to OutRight Action International for Pride Month to show our support for human rights advocacy on behalf of people who experience discrimination or abuse on the basis of their actual or perceived sexual orientation, gender identity, or expression.

# Women Who Inspire conference

On International Women's Day this year, Viasat partnered with Generation STEAM to bring hands-on workshops to over 200 students from seven high schools interested in science, technology, engineering, arts, and mathematics careers. The conference allowed students to learn about the challenges and triumphs of women, both past and present, inspiring them to become change agents and advocate for women's empowerment and equality in their schools and communities.

Several Viasat employees helped create and host these workshops, which featured inspiring guest speakers, interactive activities, and connecting with other students from diverse backgrounds. The Viasat-led Women Who Inspire workshops included "Flight of Dreams, Women in Aviation," "The Offroad Career Atlas: Making Your Way in STEAM," "The Life of an Industrial Engineer," "17 Goals and 1 United Vision, understanding our SDGs," and many other topics.

Taryn Umeda, a Viasat aftermarket program manager who supports business and commercial aviation, led a workshop about careers in sustainability, which focused on the United Nation's 17 Sustainable Development Goals, ranging from eliminating poverty and hunger to making communities inclusive, safe, and sustainable.

"I think it's so important we teach the youth what opportunities there are for them so they can contribute to future generations. It gave me hope to see these workshops were not just filled, but overflowing, and to think about the impact these young women can have on their work teams — and perhaps even the world — in the future."

– Taryn Umeda, *Viasat employee and volunteer*





# CONNECTING MORE WITH LESS



# Protecting the planet

## Connecting more with less

At Viasat, we are committed to quantifying and minimizing our environmental impact. We're taking a comprehensive, bottom-up approach to environmental management. That means identifying and deploying solutions tailored to the unique challenges of each individual worksite.

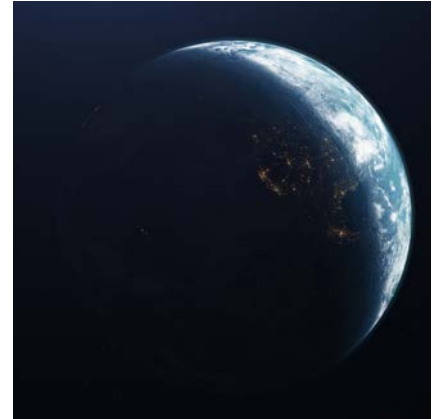
This past year, we ramped up our focus on employee, customer, and supplier engagement as part of our environmental management efforts. We went beyond addressing scope 1 and scope 2 emissions to now identify, disclose, and target scope 3 emissions. Taking this a step further, we had our emissions verified for the first time in 2022 and are looking to expand these assurances in the years ahead. This is a significant step forward for our company and reflects the depth and breadth of our commitment to mitigating emissions across our entire value chain.

When it comes to energy and climate concerns, we're thinking big. We operate with sustainability in mind — not only at the worksite, local, and global levels, but even in space. We are outspoken advocates of mindful resource utilization in space, and regularly publish industry leading research on the topic. As Viasat's global footprint expands, the team is focused on ensuring responsible growth. Looking ahead, this includes greenhouse gas reduction goals, the increased use of renewables, and formalized approaches to mitigate the impact of our products and packaging.

## Environmental management system

Transparency and accountability are key components of our environmental management system (EMS). Our expanding global footprint makes this system even more imperative, and we're dedicated to responsible growth. Here's a look at what our EMS team is working on:

- 1. Reduce greenhouse gas (GHG) emissions**  
through tracking and strategic implementation of efficient infrastructure and renewable energy.
- 2. Promote recycling**  
of applicable and significant waste streams across Viasat's global locations.
- 3. Exercise product stewardship**  
through the design, procurement, and manufacturing aspects of our business.



Our Environmental Management System (EMS) is certified to the [International Organization for Standardization \(ISO\) 14001 standard](#). Aligning with the ISO 14001 standard enables us to enhance environmental performance data tables, fulfill compliance obligations, and achieve our environmental objectives. The EMS is managed by a dedicated team of EHS professionals who convene with stakeholders throughout the organization to discuss progress, share insights, and identify improvement opportunities.



## EMS in action

What gets measured gets improved. When it comes to our environmental impact, we are meticulous about administering internal EHS audits to identify areas of opportunity. We go beyond compliance to discover areas where we can make improvements even where we're already doing well. For example, when FY23 audits in Duluth and Tempe revealed that there were some areas without a recycling bin right next to a trash bin (a preferred practice to promote recycling), a corrective action was assigned to the sites' EHS managers and our facilities team took action. Every improvement counts!

## Expansion of ISO verification and certified facilities

In the summer of 2022, we verified our scope 1 and 2 emissions inventory against [ISO 14064-1](#) and plan to continue this process for our FY23 inventory. As of FY23 we have seven certified [ISO 14001](#) locations globally, more than double from 2020.

## Waste, recycling, and reuse

In the U.S., organic waste makes up approximately 20-30% of all waste sent to landfills; that's more than plastics, paper, and metals. In Viasat's mission to create a cleaner world, we've taken tangible steps to mitigate food waste while simultaneously tackling food insecurity. For example, starting in 2022, we partnered with Feeding San Diego to donate edible food that may otherwise have landed in the organics bin. In 2022 alone, we donated 879 meals, totaling 1,052 pounds of food.

## Carlsbad composting program

All single-use items provided by Viasat on the Carlsbad campus are compostable and have been since we improved the program in the summer of 2022. Composting bins are available throughout campus in all breakrooms, conference rooms, cafes, outdoor eating areas, and roast houses. We've also included paper towels from all restrooms in their own compostable collection.



## Waste by the numbers



**204,075 lbs.**

of paper recycled

**1,751 lbs.**

of food donated

**14,890 lbs.**

of metal recycled

**3,176 lbs.**

of batteries recycled

### E-waste

As part of our commitment to mitigating our environmental impact and promoting recycling, we are doing our part to address the increasing global challenge of e-waste. Viasat has partnerships with multiple organizations and vendors to support residential equipment disposition testing, refurbishment, and recycling. In FY23, we collectively recycled more than 479,468 pounds of residential terminal equipment.

We also partner with Transpere, an R2-certified company that prevents landfilling by repurposing and/or recycling electronic components and equipment. Through this partnership, in FY23 we:

- › **Recycled 112,227 pounds of e-waste**
- › **Reused 4,212 pounds of e-waste**
- › **Donated 295 pounds of tech equipment to non-profit partners**

To promote proper e-waste collection, we have set-up e-waste drop-off areas at our Carlsbad campus.



### *Hazardous waste*

It is important to us to embrace product stewardship by minimizing the environmental impacts of hazardous substances throughout the entire product lifecycle. This affects how we purchase raw materials, through the development, manufacturing, distribution, usage, and disposal of products.

### **Hazardous waste reduction in Tempe, AZ**

Our Tempe, Arizona location has emerged as a leader in hazardous waste reduction. Recognizing the financial and environmental costs associated with hazardous waste management, we have implemented ambitious strategies resulting in:

- › Significant improvements in hazardous waste reduction since 2020
- › Over 50% reduction in waste by weight over the past three years

Our new approach includes streamlined communications between engineers and the manufacturing floor to reduce excessive material orders, as well as a revamped procurement system that promotes the selection of environmentally friendly alternatives when purchasing new chemicals.



## Environmental compliance

To help ensure responsible stewardship and environmental compliance, we operate an internally developed dashboard that lets engineers see which country-specific regulations apply to a particular component. The dashboard also transfers compliance data to our product design software so that teams can review the compliance status of all product components.

As our global footprint continues to grow, Viasat makes a point of adhering to EU standards first, which are exceptionally rigorous. By globalizing our compliance from that starting point, we are often well above the minimum compliance standards in the countries where we operate. In an effort to uphold the highest levels of environmental stewardship, we strive to adhere to EU-level standards even in locations where the standards are more lenient.

## REACH and RoHS regulations

Our environmental compliance team uses an internally developed dashboard to ensure the entire company is aligned with the latest hazardous substance regulations, including, but not limited to:



**Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH)** is an EU regulation that addresses the production and use of chemical substances, and their potential impacts on both human health and the environment.



**Restriction of Hazardous Substances (RoHS)** is an EU directive that addresses the use of hazardous substances in electrical and electronic equipment to protect the environment and public health.

Viasat's conflict minerals steering committee oversees the design and execution of our conflict minerals program. Members of our steering committee include senior executives from our finance, legal, operations, engineering, and supply chain departments.

The steering committee's responsibilities include reviewing and approving our Statement on Conflict Minerals, the design of our conflict minerals program, and the results of our reasonable country of origin and due diligence measures. The steering committee meets throughout the year to review and discuss our conflict minerals program. Each year, we conduct supply chain due diligence, and the steering committee is regularly briefed on the findings of this due diligence.



## Responsible Minerals Initiative (RMI)

Viasat is a member of the [Responsible Minerals Initiative](#) (RMI), which provides resources to empower companies to support responsible sourcing of minerals from conflict-affected areas.

### *Product stewardship*

We are committed to sustainability across our operations. We hold ourselves to a high standard of environmental stewardship in areas where we have the greatest impact and influence. That means striving to operate efficiently, use resources responsibly, and limit our GHG footprint.

Circularity of product is a key area of focus and supports our sustainability initiatives. Specific initiatives related to product stewardship for our U.S. residential business include using as much refurbished product as possible as part of customer activations.

We also lease much of our residential equipment to customers and focus on repairs rather than replacements to maintain operational standards while mitigating the need for new equipment.

Our adherence to EU-level standards is serving us well as we continue to scale globally, allowing us to stay in compliance amid changing regulations and an expanding business presence. Looking forward, we will continue to uphold our responsibility commitments and meet or exceed environmental regulatory standards while ensuring we have the proper programs in place to support global growth opportunities.

## Energy efficiency projects

Responsible energy consumption helps to avoid or reduce harmful GHG emissions. We've made several noteworthy adjustments in recent years aimed at improving our energy efficiency and reliance on renewable energy.

### Carlsbad, California

Electricity consumption is a significant component of our environmental impact. We implemented a 250-kW solid oxide fuel cell on our Carlsbad campus in December 2022. The fuel cell generates electricity more efficiently than combustion, resulting in less fuel usage and GHG emissions.

Two more fuel cells are anticipated to go live on the Carlsbad campus in 2023 — a 500-kW unit and a 350-kW unit. These energy upgrades will generate approximately 40% of campus electricity once installed.

Onsite generation of electricity is more reliable than using the power grid, saves money on electricity costs, and is a clear example of our commitment to environmental stewardship. In addition to fuel cells, solar panels at our Carlsbad campus provide renewable energy to five of our buildings. In 2022, these solar panels generated over 699,000 kWh of energy, saving Viasat more than \$150,000 in annual energy costs while significantly reducing the overall emissions of the facility.

### Germantown, Maryland

In 2022, our Germantown site signed a 36-month contract with Freepoint Energy Solutions to procure energy with greater renewable content. The transition to Freepoint offered the opportunity to opt into a 100% renewable energy blend.



## Fuel cell impact on emissions

The energy saved is the greenhouse gas equivalent of

**12,000 gallons of gasoline**  
not being consumed

**over 244,000 pounds**  
of CO<sub>2</sub> avoided

**24 cars being removed**  
from the road for a year



**Our first fuel cell system generates approximately 60% of the peak demand of the building.**

*Aberdeen, Scotland*

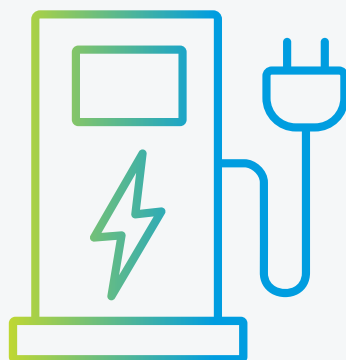
At our Aberdeen site, we replaced existing doors with new ones that have state-of-the-art thermal insulation technology made from recycled paper “honeycomb” cells. These cells trap the air within, delivering excellent thermal properties and ensuring more responsible energy usage in a part of the world that is known for harsh weather.

*Rightsizing our offices*

Our Cleveland, Ohio location is one of several sites where we’ve right sized our square footage for our current and future business needs. We understand that expanding our business doesn’t inherently necessitate expanding our square footage, and we are committed to being intentional in our use of physical space and utilities.

## FY23 charging station highlights

Our EV charging station program is quickly gaining traction. We currently offer the program at five office locations, with a total of 135 individual charging stations and counting.



Nearly **300 unique drivers** used Viasat chargers each month.

### 50 MWh of electricity

In just one month, our EV charging stations dispense this amount of electricity, equivalent to driving 150,000 EV miles.

### 1,000 metric tons of carbon dioxide

Through the lifetime of these charging stations, we’ve helped avoid nearly 1,000 metric tons of carbon dioxide equivalent (mt CO<sub>2</sub>e) from automobile emissions.

*Water use*

At Viasat, water conservation is a prime example of our bottom-up approach to environmental stewardship. We believe that the strongest water conservation initiatives are those that are tailored to an individual location. For that reason, we implement water conservation strategies based on the smartest choice for each location. Examples include:

- › Installing building upgrades to accommodate location-specific needs, such as low-flow sink faucets at multiple sites.
- › Using recycled water for landscaping in Carlsbad, CA and Englewood, CO.
- › Using landscape rain sensors to ensure irrigation systems do not operate when it rains in Duluth, GA.

### Employee involvement in sustainability

We believe that everyone at Viasat, in every role, has a responsibility to demonstrate environmental stewardship. By engaging employees and fostering sustainable work environments, we make environmental stewardship a core part of our culture. Our campuses are intentionally designed to help employees connect with nature throughout their day. Employees can borrow a bike from our fleet and enjoy one of our biking trails. They can pick up a game of beach volleyball on campus. They can jog on trails that take advantage of ample green spaces featuring 11,000 native plants and trees. They can hold informal meetings in our outdoor shaded areas.

Our goal is to empower employees to pursue sustainability at work and within their communities. To that end, in FY24 Viasat will be launching a new course that aims to give an overview of ESG at Viasat to help employees understand how their role impacts ESG priorities and commitments and how they can contribute to our overall impact.

In 2022, we ramped up our annual Earth Day celebrations around the global theme of “Invest in our planet.” We fostered volunteer opportunities across a range of Viasat sites so employees could partner with local organizations to participate in litter removal, landscape pruning, crop harvests, food donations, conservation fundraising, public park maintenance, and more.

To us, an environmental focus has never been more important. Infusing a culture of sustainability throughout our organization is critical to improving the sustainability, safety, and impact of our organization.



Our volunteers  
contributed more  
than 240 hours for  
Earth Day 2022.

### Viasat Garden

The sustainability garden on Carlsbad’s West campus is harvested and maintained seasonally. The harvested produce is placed in breakrooms for employees to bring home or used in some of the cafe’s dishes. Favorites include a Mexican pink guava tree located by the East café along with grapefruit, lime, orange, and lemon trees.





# PUTTING INTEGRITY AND ETHICS INTO ACTION

Leading with integrity

# Leading with integrity

At Viasat, ethics and integrity are the cornerstones of our business. We are unyielding in our commitment to infusing ethics and integrity throughout our daily operations, corporate governance, oversight, accountability, and transparency. To further ensure ethical operations, we have instituted an ethics program monitored by an internal advisory committee. The aim of this advisory committee is to provide oversight into relevant issues and to guide employees on ethical issues.

These cornerstones extend how we engage with our stakeholders, as we continue to embrace their perspectives on business, strategy, compensation practices, and governance. We make sound, strategic adjustments in response to stakeholder feedback, including our Board's appointment of a lead independent director to further strengthen oversight. Stakeholder engagement is just one of the many checks and balances we use to ensure we're operating with the ethics and integrity that we're known for, while continuing to create long-term value for our shareholders.

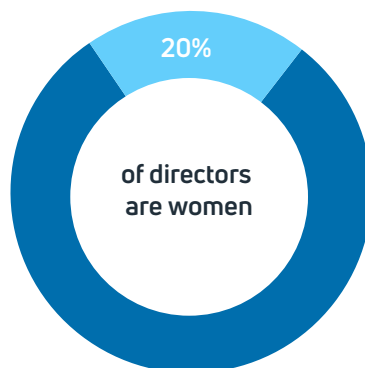
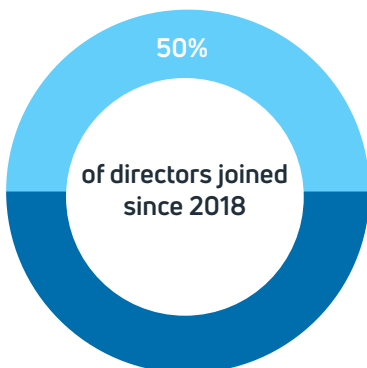
To learn more, see our [programs](#).

We are dedicated to maintaining the highest standards of business integrity and ethical conduct.

## Board snapshot as of August 22, 2023

### 38% reduction

in average tenure of independent directors since 2018



## Our board of directors

Our Board oversees and guides the strategic direction of the Viasat business. The Board is currently comprised of ten members, eight of whom are independent. The current Board leadership structure features (1) a combined chair and chief executive officer, and (2) a lead independent director. The lead independent director's responsibilities include presiding over all Board meetings at which the chair is not present, calling meetings of independent directors, and functioning as a liaison with the chair.

The Board is responsible for overseeing management in the execution of its responsibilities and for assessing the company's approach to risk management. The Board exercises these responsibilities periodically as part of its meetings and through the Board's committees, each of which examines various components of enterprise risk as it pertains to the committee's area of oversight. In addition, an overall review of risk is inherent in the Board's consideration of Viasat's long-term strategies and in the transactions and other matters presented to the Board, including capital expenditures, acquisitions, divestitures, and financial matters.

## Board committee responsibilities

### [Audit committee](#)

- › Assists the Board with its oversight responsibilities regarding financial reporting and the appointment, compensation, and oversight of the company's independent auditor.

### [Nomination, evaluation, and corporate governance committee](#)

- › Provides recommendations to the Board on areas including the identification of new Board members and corporate governance guidelines, and provides oversight of the Board's evaluation of the CEO.

### [Compensation and human resources committee](#)

- › Evaluates, approves, and provides recommendations to the Board pertaining to compensation plans, policies, and programs, especially those involving executive compensation.

### [Banking and finance committee](#)

- › Oversees certain aspects of corporate finance for the company. Reviews and provides recommendations to the Board regarding the company's financial affairs and policies.

As with all aspects of our business, ethics and integrity are central to Board operations. Directors are expected to avoid any action, position, or interest that conflicts or gives the appearance of a conflict with the interests of Viasat. Any conflicts are to be reported to the chair immediately, and if a conflict can't be resolved, the director is to consider resignation. Directors also disclose any personal interest in a matter before the Board and recuse themselves from discussion and voting on the matter when conflicts of interest are identified.

To ensure integrity and a culture of continuous progress, our Board follows robust processes for evaluation and refreshment. The nomination, evaluation, and corporate governance committee of our Board reviews and assesses the skills and characteristics of directors to ensure that the Board has the appropriate business acumen, diversity, integrity, and experience to deliver the high standard of governance expected by stakeholders and to navigate the strategic issues we face today and in the future. In recent years, the addition of new directors has increased gender and ethnic diversity, and provided valuable expertise on areas of strategic importance, including space innovation and sustainability, intellectual property development and strategy, international business, aviation, telecommunications, and operations.

## Learn more about how we do what we do

- › [Corporate governance guidelines](#)
- › [Audit committee charter](#)
- › [Nomination, evaluation and corporate governance committee charter](#)
- › [Compensation and human resources committee charter](#)
- › [Banking and finance committee charter](#)

[Meet our board members](#)

## *Acting with integrity*

Our [Guide to Business Conduct](#) addresses our commitment to conducting business with ethics and integrity. It features guiding principles and applies to our global workforce, including our Board and executive team. The guide also provides information on the Viasat Values Line as well as other resources for reporting ethical concerns. We regularly maintain our Guide to Business Conduct, as well as ViaGuide.

Viasat operates a corporate-wide program to coordinate, implement, and monitor compliance with corporate values, laws and regulations, and policies. The ethics committee is responsible for oversight of the ethics and compliance program, which is comprised of representatives from Viasat's security, legal, finance, government contracts, and People and Culture (P&C) departments. The ethics committee reports to Viasat's head of people and culture, chief financial officer, and general counsel.

Because Viasat maintains U.S. government contracts, we're required by law to provide regular ethics training to employees performing government-contracted services — and we go above and beyond this requirement.

All employees, permanent or temporary, along with consultants working six consecutive months or longer must complete the Viasat Workplace Ethics course on an annual basis — whether or not they're involved with government-contracted projects.



## Promoting a culture of accountability

Operating with unyielding ethics and integrity requires that each of us upholds this standard with consistent action, regardless of our role. Training is key to achieving this aim, and we also seek to cultivate a culture of accountability that ensures it's both easy and expected to uphold this standard.

To remove barriers to accountability and ethics, we encourage transparency at every level. All employees have access to multiple reporting options so they can comfortably raise questions. When someone has an ethical concern, we view it as a responsibility for them to voice that concern. Viasat will not retaliate — and will not tolerate retaliation — against an individual for doing the right thing by reporting a concern in good faith.

Ethics  
training  
95% of Viasat's  
employees  
complete annual  
ethics training

## 24/7 accountability

The Viasat Values Line is an independently operated ethics and compliance service available 24/7. It can be accessed in multiple languages via phone, through a website, or via a mobile web app. Employees can raise concerns or report incidents at any time and may do so anonymously if they wish.

### *A focus on supplier engagement*

At Viasat, we are proud of our strong, collaborative relationships with our 5,000+ partners. As we continue to grow and scale, we are doing so mindfully. That means continuing to hold ourselves and our suppliers accountable for upholding our commitment to social and environmental stewardship.

Right now, we are raising the bar on that accountability as we renew our focus on supplier engagement and work to increase ESG awareness across our supplier network in an effort to drive change. We believe that supplier engagement is directly tied to our ability to achieve our ESG objectives. In part, that is because a significant amount of our emissions are derived from scope 3 and occur outside the walls of our organization. We are acutely aware of this, transparent about it, and are actively working to address it.

This renewed focus includes quarterly business reviews with suppliers to ensure they're aligned with Viasat's ESG expectations. To enhance alignment, we maintain a supplier information page, as well as a questionnaire to regularly assess the ESG performance of our supplier base. Along with data collection, the aim for these strategies is to understand the impact of suppliers across our value chain.

We understand the importance of accurate measurement in informing strategic improvements. We are implementing supplier scorecards to collect information across our supplier base and establish a baseline for suppliers concerning key ESG metrics such as emissions, diversity, human rights, safety, and more. The objective of this scorecard system and baseline is to inform our procurement strategy to mitigate negative impacts.

The baseline will also help us develop informed, actionable strategies going forward that will allow us to serve our mission while creating a comprehensive value chain focused on positive impact. Our partners are a critical part of this equation, and our robust partner assessment strategies facilitate collaborative efforts to improve underperformance. We look forward to disclosing more information on our evolving supplier engagement practices in the future.

## Quarterly business reviews

Quarterly business reviews provide the chance for Viasat to shine an even stronger light on our supplier partnerships. These collaborative sessions involve transparent discussions about areas of strength and areas of opportunity, drawing perspectives from all parties and leveraging data-driven insights. These reviews also create space for us to take action on our renewed ESG focus. During FY23, we conducted multiple ESG breakout sessions during supplier business reviews and will continue to do so in the future.

## Supplier website and documents

Important supplier policies, information, and resources are available online at: [viasat.com/supplier-information](https://viasat.com/supplier-information)

## Human rights

At Viasat, we are committed to doing our part in advancing fundamental human rights. We've established several standards and practices to achieve this aim, including working to eliminate conflict minerals from our products. This effort is detailed in our [Statement on Conflict Minerals](#). Our suppliers are also subject to this commitment, and are required to complete the industry Conflict Minerals Report Template form. They are also required to perform reasonable due diligence of their supply chains to determine if conflict minerals are sourced from the Democratic Republic of the Congo or adjoining countries that directly or indirectly enable human rights violations.

Viasat also upholds international human rights via compliance with the U.K. Modern Slavery Act of 2015.

## Human rights documents

More information about Viasat's efforts to prevent slavery and human trafficking in its supply chain and own business is available online at: [viasat.com/legal/legal-statements](https://viasat.com/legal/legal-statements)

## Protecting data privacy

### Data protection is our priority

Viasat prioritizes data privacy and security. As a technology-focused company, we understand that protecting our systems and data is essential to deliver the best customer and employee experience. We strive to respect the privacy of our stakeholders, and our policies outline how we collect, protect, use, and share company data.

To comply with applicable laws and regulations, we:

- › Leverage internal and third-party technologies that can scale to new services, markets, and geographies.
- › Align with industry frameworks and evolve our privacy controls to comply with the data protection laws in the markets where we operate.
- › Adhere to the most recent version of the Payment Card Industry (PCI) standard, which covers the applications, networks, subcontractors, and partner firms and systems that process credit card transactions worldwide.
- › Achieve annual certification as both a PCI-DSS-compliant level 1 merchant and level 1 service provider from a third-party qualified security assessor (QSA).

### FY23 data protection developments

Matured our information security management system (ISMS) on the road to ISO 27001 certification, which covers our mobility networks as well as portions of the corporate network to reflect our customers' growing needs for comprehensive and internationally accepted information security standards.

Continued to support the Cybersecurity Maturity Model Certification (CMMC) and publication of an updated Defense Federal Acquisition Regulation Supplement (DFARS) final rule that meets CMMC requirements.

Launched an external online privacy center so customers anywhere in the world can exercise privacy rights and learn about our data processing practices.

Developed a responsible disclosure and bug bounty program where external researchers can submit security vulnerabilities on defined scopes.

Established business security champions within each business segment to further help drive security initiatives for products and services.

Enhanced our security engineering training for new engineers covering Viasat's Foundational Security Principles and how to incorporate security into products and services.

Revamped our annual privacy basics course.

Continued to enhance our solutions hub, which vets new technology providers for data privacy and security risks.

## What's ahead

- › Completion of a CMMC Level 2 assessment via a Certified Third-Party Assessment Organization (C3PAO) in 2024. This initiative is based on Viasat completing a Defense Contract Management Agency high-assurance assessment using the NIST 800-171 DoD assessment methodology against our corporate networks, systems, applications, and procedures used for processing and securing Controlled Unclassified Information (CUI) used for many of our government contracts.
- › Scaling our external privacy center to include more languages.
- › Incorporating the solutions hub into Viasat's broader data governance initiative.
- › Use existing security telemetry and data analytics to improve risk management and our understanding of security posture across the company.
- › Transform globally secure and standardized enterprise access to company digital resources using zero-trust principles.
- › Enhance our security training.

### Protecting Viasat employees and physical assets

Viasat continues to develop a physical security resilience strategy to support the detection and management of physical events which may impact the business. In 2023, our global security operations center (GSOC) formalized processes to intake, triage, and escalate risk events which could threaten employee life safety, the integrity of Viasat's physical assets, and/or business operations. Integrated processes and platforms are used to inform potentially-affected business partners of issues to mitigate or contain these threats. The GSOC is also poised to serve as the coordination component for the business during events which result in local, regional, or business level physical disruptions.

### Business continuity

It is critically important to us to deliver reliable, uninterrupted service. To that end, we've invested in a resilient infrastructure that includes machine learning (ML) and artificial intelligence (AI) techniques in conjunction with a state-aware network. These investments have significant capabilities that support business continuity, including anomaly detection, root cause analysis, and self-healing. Leveraging ML and AI means identifying and remediating issues faster and more consistently, while conserving resources.

To further minimize downtime, our infrastructure also features redundant systems, failover mechanisms, geographically distributed data centers, and robust network connectivity. In the event of a disruption, we have comprehensive disaster recovery plans in place to quickly restore critical systems and services. Our systems are closely monitored, thoroughly tested and validated, and scale dynamically based on demand. Business continuity is part of our culture, and we provide regular training, communication, and awareness programs to ensure that everyone is aligned with expectations.



# GRI content index



## General disclosures 2021

Statement of use		Viasat Inc. has reported with reference to the GRI Standards for the period starting April 1, 2022 and ending March 31, 2023.
GRI 1 used		GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)		None
Disclosure	Description	Cross-reference, omissions, explanations
<b>General disclosures</b>		
2-1	Organizational details	<a href="#">FY23 10-K, pp. 3-43</a>
2-2	Entities included in the organization's sustainability reporting	Viasat's FY23 ESG Impact Report addresses all of the entities included in its consolidated financial reporting.  RigNet, Inc (RigNet) and Euro Broadband Infrastructure Sàrl (EBI) data is included in Viasat's sustainability reporting. Inmarsat will be included in future years as they were not a part of Viasat in FY23. Trellisware data has not been included as Viasat does not have operational control. Link-16 Tactical Data Links data is only included for the time in which it was under Viasat ownership in FY23.
2-3	Reporting period, frequency, and contact point	Sustainability reporting for Viasat is in line with its fiscal reporting period, April 1, 2022 through March 31, 2023, unless otherwise noted. The publication date of the report is August 22, 2023. Questions should be directed to SocialImpact@Viasat.com  <a href="#">About this Report, p. 96</a>
2-4	Restatements of information	The FY22 and FY21 Diversity performance data tables have been updated to more accurately reflect our employee category definitions and internal data management practices. Numbers in certain categories may have changed from previously reported data.
2-5	External assurance	Viasat will have our scope 1, 2, and 3 emissions verified to ISO 14064-1 and will publish the respective verification letter on our website.
2-6	Activities, value chain, and other business relationships	<a href="#">FY23 10-K, pp. 3-18</a>
2-7	Employees	<a href="#">Putting people first, pp. 28-29</a> <a href="#">Workforce performance data tables, pp. 88-89</a>

# GRI content index

## General disclosures 2021 continued

Disclosure	Description	Cross-reference, omissions, explanations
<b>General disclosures</b>		
2-8	Workers who are not employees	<a href="#">Workforce performance data tables, p. 89</a>
2-9	Governance structure and composition	<a href="#">Leading with integrity, pp. 59-61</a> <a href="#">Diversity performance data tables, p. 93</a> <a href="#">FY23 Proxy, pp. 6-13</a> <a href="#">Viasat Board composition</a>
2-10	Nomination and selection of the highest governance body	<a href="#">FY23 Proxy, pp. 6-10</a> <a href="#">Viasat Corporate Governance Guidelines</a>
2-11	Chair of the highest governance body	<a href="#">Mark Dankberg</a> is a founder of Viasat and serves as its Chairman of the Board and Chief Executive Officer.  <a href="#">A message from our CEO and President p. 3</a>  <a href="#">Leading with integrity, p. 60-61</a> <a href="#">FY23 Proxy, p. 7</a> <a href="#">Viasat Corporate Governance Guidelines p. 2</a>
2-12	Role of the highest governance body in overseeing the management of impacts	<a href="#">Leading with integrity, pp. 59-65</a>
2-13	Delegation of responsibility for managing impacts	<a href="#">Leading with integrity, pp. 60-61</a>
2-14	Role of the highest governance body in sustainability reporting	<a href="#">Our commitment to ESG p. 8</a>
2-15	Conflicts of interest	<a href="#">Leading with integrity, p. 61</a> <a href="#">Corporate Governance Guidelines, p. 2</a>
2-16	Communication of critical concerns	<p>Viasat does not disclose this information although we have a hotline grievance mechanism, outlined within our Guide to Business Conduct, to make sure issues are appropriately reported, shared, and addressed at the highest levels of the organization.</p> <a href="#">FY23 Proxy, p. 6</a> <a href="#">Guide to Business Conduct, p. 6</a>
2-17	Collective knowledge of the highest governance body	<a href="#">Our commitment to ESG p. 8</a> <a href="#">Leading with integrity, p. 61</a> <a href="#">FY23 Proxy, pp. 14-16</a>

# GRI content index

## General disclosures 2021 continued

Disclosure	Description	Cross-reference, omissions, explanations
<b>General disclosures</b>		
2-19	Remuneration policies	<p>The Compensation and Human Resources Committee of the Board of Directors continually assesses the components and design of executive compensation to ensure alignment with stockholder interests and promote long-term value creation. As a result, they may in the future consider incorporating ESG-related components into executive compensation programs.</p> <p><a href="#">FY23 Proxy, pp. 32-64</a></p>
2-20	Process to determine remuneration	<p>In our last advisory vote on executive compensation, 92% of stockholders were in favor. This advisory vote is highlighted in <a href="#">Viasat's 8-K filed September 2, 2022</a>.</p> <p><a href="#">FY23 Proxy, p. 36</a></p>
2-21	Annual total compensation ratio	<a href="#">FY23 Proxy, p. 60</a>
2-22	Statement on sustainable development strategy	<p><a href="#">A message from our CEO and President, pp. 3-4</a></p> <p><a href="#">Safe, sustainable access to space, pp. 12-17</a></p>
2-23	Policy commitments	<p><a href="#">We are Viasat, pp. 5, 10</a></p> <p><a href="#">Protecting the planet, pp. 53-54</a></p> <p><a href="#">Leading with integrity, pp. 61-63</a></p> <p><a href="#">Modern Slavery legal statement</a></p> <p><a href="#">Guide to Business Conduct</a></p>
2-24	Embedding policy commitments	<p>Viasat operates a corporate-wide program to coordinate, implement, and monitor compliance with corporate values, laws and regulations, and policies. Oversight of the ethics and compliance program is the responsibility of the ethics committee, which is comprised of representatives from Viasat's security, legal, finance, government contracts, and People and Culture (P&amp;C) departments. The ethics committee reports to Viasat's vice president of P&amp;C, chief financial officer, and general counsel. Our goal is to ensure that every employee acts ethically in all aspects of their roles.</p> <p><a href="#">Leading with integrity, pp. 59-65</a></p> <p><a href="#">Modern Slavery legal statement</a></p> <p><a href="#">Guide to Business Conduct</a></p>
2-25	Processes to remediate negative impacts	<p><a href="#">Leading with integrity, pp. 59-65</a></p> <p><a href="#">Guide to Business Conduct</a></p>

# GRI content index



## General disclosures 2021 continued

Disclosure	Description	Cross-reference, omissions, explanations
<b>General disclosures</b>		
2-26	Mechanisms for seeking advice and raising concerns	<a href="#">Guide to Business Conduct</a> <a href="#">Viasat Corporate Governance Guidelines</a>
2-27	Compliance with laws and regulations	Significant instances of non-compliance with laws and regulations would be listed in our 10-K, as required by the SEC. No such events occurred in FY23.
2-28	Membership associations	Viasat is a member of numerous associations, but is most active in the following: Global Satellite Operators Association (GSOA), Aerospace Industries Association (AIA), National Governors Association, International Air Transport Association (IATA), Satellite Industry Association (SIA), European Telecommunications Standards Institute (ETSI), International Telecommunication Union (ITU), Global VSAT Forum (GVF), US Chamber of Commerce, Ronald Reagan Institute, US-ASEAN Business Council, Space Foundation, Wireless Broadband Alliance (WBA); and National Urban League.
2-29	Approach to stakeholder engagement	Viasat's stakeholders include those who impact or are impacted by Viasat and its operations. These individuals and entities may be connected to, and interested in, the company from an employment, business, investment, regulatory, legal, and/or reputational perspective. Viasat engages with all stakeholders through different channels and with varying frequency. Perspectives for our key stakeholder groups were included in our first priority issues analysis in fiscal year 2021. Regular channels and frequency for engagement with each stakeholder group include surveys and written communication. Specific examples are detailed in the narrative of the report.  <a href="#">Our commitment to ESG, pp. 8-9</a>
2-30	Collective bargaining agreements	The majority of our employees are not represented by a labor union and are not party to any collective bargaining agreement (CBA) in connection with their employment with us. The applicable CBA depends on the location and industry. Our employees in Brazil are subject to CBAs, which is the country's standard. Our employees in Spain, France, Norway, and Italy are also subject to industry-specific CBAs, which is common in those countries. We evaluate benefits for all employees, including those not covered by a union, based on a review of market data, statutory requirements, and internal evaluation, and we strive to offer competitive benefits accordingly.



# GRI content index

## Material topic disclosures

Disclosure	Description	Cross-reference, omissions, explanations
<b>Material topics</b>		
3-1	Process to determine material topics	<a href="#">Our commitment to ESG, p. 9</a>
3-2	List of material topics	<a href="#">Our commitment to ESG, p. 9</a>
<b>Economic disclosure</b>		
201-1	Direct economic value generated and distributed	<a href="#">Putting our people first, pp. 38-40</a> <a href="#">Economic performance data table, p. 82</a>
<b>Digital inclusion</b>		
3-1	Management of material topics	<a href="#">Our commitment to ESG, p. 9</a> <a href="#">Fostering digital inclusion, pp. 19-25</a>
203-1	Infrastructure investments and services supported	<a href="#">Fostering digital inclusion, pp. 19-25</a>
203-2	Significant indirect economic impacts	<a href="#">Fostering digital inclusion, pp. 19-25</a>
<b>Corporate governance</b>		
3-1	Management of material topics	<a href="#">Our commitment to ESG, pp. 8-9</a> <a href="#">Leading with integrity, pp. 59-65</a>
205-1	Operations assessed for risks related to corruption	<a href="#">Leading with integrity, p. 61</a> <a href="#">Guide to Business Conduct, p. 25</a>
205-2	Communication and training about anti-corruption policies and procedures	<a href="#">Leading with integrity, pp. 61-63</a> <a href="#">Ethics data table, p. 83</a> <a href="#">Guide to Business Conduct, pp. 16, 25</a>
205-3	Confirmed incidents of corruption and actions taken	<a href="#">Ethics performance data tables, p. 83</a>

# GRI content index

## Material topic disclosures

Disclosure	Description	Cross-reference, omissions, explanations
<b>Climate, energy, and emissions</b>		
3-1	Management of material topics	<a href="#">Our commitment to ESG, pp. 8-10</a> <a href="#">Protecting the planet, pp. 49-57</a>
302-1	Energy consumption within the organization	<a href="#">Environmental performance data tables, p. 87</a>
302-3	Energy intensity	<a href="#">Environmental performance data tables, p. 87</a>
302-4	Reduction of energy consumption	<a href="#">Protecting the planet, pp. 55-56</a>
305-1	Direct (Scope 1) GHG emissions	<a href="#">Environmental performance data tables, p. 84</a>
305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">Environmental performance data tables, p. 84</a>
305-3	Other indirect (Scope 3) GHG emissions	<a href="#">Environmental performance data tables, pp. 84-85</a>
305-4	GHG emissions intensity	<a href="#">Environmental performance data tables, p. 84</a>
305-5	Reduction of GHG emissions	<a href="#">Protecting the planet, pp. 55-56</a>
<b>Product stewardship</b>		
3-3	Management of material topics	<a href="#">Our commitment to ESG, pp. 8-10</a> <a href="#">Protecting the planet, p. 54</a>
306-2	Management of significant waste-related impacts	<a href="#">Protecting the planet, pp. 49-53</a> <a href="#">Environmental performance data tables, p. 86</a>
306-3	Waste generated	<a href="#">Environmental performance data tables, p. 86</a>
306-4	Waste diverted from disposal	<a href="#">Protecting the planet, pp. 50-52</a> <a href="#">Environmental performance data tables, p. 86</a>
306-5	Waste directed to disposal	<a href="#">Environmental performance data tables, p. 86</a>
307-1	Non-compliance with environmental laws and regulations	<a href="#">Protecting the planet, p. 53</a> <a href="#">Environmental performance data tables, p. 87</a>

# GRI content index



## Material topic disclosures

Disclosure	Description	Cross-reference, omissions, explanations
<b>Supply chain management</b>		
3-3	Management of material topics	<a href="#">Our commitment to ESG, pp. 8-10</a> <a href="#">Protecting the planet, pp. 50-52</a> <a href="#">Leading with integrity, pp. 62-65</a>
308-2	Negative environmental impacts in the supply chain and actions taken	Viasat consolidated and updated our supplier survey in FY23 and will begin screening suppliers again in FY24. All suppliers are held to our environmental policies and procedures as set forth on our <a href="#">environmental policies and procedures webpage</a> .  <a href="#">Environmental performance data tables, p. 87</a>
<b>Talent management</b>		
3-3	Management of material topics	<a href="#">Our commitment to ESG, pp. 8-10</a> <a href="#">Putting people first, pp. 27-47</a>
401-1	New employee hires and employee turnovers	<a href="#">Workforce performance data tables, pp. 90-91</a>
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Putting people first, pp. 38-40</a> <a href="#">Employee benefits</a>
403-1	Occupational health and safety management system	Our EHS management system was created using the ISO 14001 and ISO 45001 standards to help us comply with regulatory requirements, manage risk and communicate to all Viasat stakeholders standards and guidelines to keep people healthy and safe while also protecting the planet.  The scope of Viasat's EHS applies to the admin, design, operations, and assembly of commercial, military, and aerospace communications equipment from multiple global sites. It covers the management of business activities that support these products and services and the influences (where possible) of any significant aspects that occur in its life cycle (e.g., procurement, facility activities, and final disposal).  <a href="#">Putting people first, pp. 41-42</a> <a href="#">Health and safety policy</a>

# GRI content index



## Material topic disclosures

Disclosure	Description	Cross-reference, omissions, explanations
<b>Talent management</b>		
403-2	Hazard identification, risk assessment, and incident investigation	<p>Viasat utilizes the EHS risk assessment model to formally and informally manage Viasat's activities and identify risks. This applies to all business units, EHS teams, procurement, and all employees.</p> <p>Our EHS team has a full "incident and near hit reporting and investigation" process for all employees to follow.</p> <p><a href="#">Putting people first, pp. 41-42</a>  <a href="#">Guide to Business Conduct, p. 10</a></p>
403-3	Occupational health services	<p>Viasat follows a "hierarchy of control" process that is followed and applied during the determination of the best risk treatment plan and suitable controls when a risk is detected.</p>
403-4	Worker participation, consultation, and communication on occupational health and safety	<p>Workers' consultation and participation is done via relevant and applicable activities and determined by a facility, department, and/or region. Mechanisms for consultation may include the following: EHS committees, EHS good catch program, EHS newsletters, EHS reports, Viasat Emergency Response Team (VERT)</p> <p><a href="#">Putting people first, pp. 41-42</a></p>
403-5	Worker training on occupational health and safety	<p>All employees are annually trained with our EHS Essentials course, with additional courses such as "Working with hazardous materials" provided annually for relevant employees. Additional courses on EHS topics are always available to all employees.</p> <p><a href="#">Putting people first, pp. 41-42</a></p>
403-6	Promotion of worker health	<p><a href="#">Putting people first, pp. 39, 41-42</a></p>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p><a href="#">Putting people first, pp. 39, 41-42</a></p>
403-8	Workers covered by an occupational health and safety management system	<p><a href="#">Health and safety performance data tables, pp. 94</a>  <a href="#">Health and safety policy</a></p>

# GRI content index



## Material topic disclosures

Disclosure	Description	Cross-reference, omissions, explanations
<b>Talent management</b>		
403-9	Work-related injuries	<a href="#">Health and safety performance data tables, pp. 94</a>
404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">Putting people first, pp. 36-38</a>
<b>Diversity &amp; inclusion</b>		
3-3	Management of material topics	<a href="#">Our commitment to ESG, pp. 8-10</a> <a href="#">Putting people first, pp. 28-35</a>
405-1	Diversity of governance bodies and employees	<a href="#">Putting people first, p. 29</a> <a href="#">Diversity performance data tables, pp. 92-93</a> <a href="#">FY23 Proxy, pp. 9, 13</a>
413-1	Operations with local community engagement, impact assessments, and development programs	<a href="#">Putting people first, pp. 43-46</a>
<b>Product security</b>		
3-3	Management of material topics	<a href="#">Our commitment to ESG, pp. 8-10</a> <a href="#">Leading with integrity, pp. 64-65</a>
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Viasat did not experience substantiated complaints concerning breaches of customer privacy and losses of customer data in FY23.



# SASB index



## SASB sector standards 2018<sup>(1)(2)</sup>

SASB code	Accounting or activity metric	Answer, cross-reference, omissions, explanations
<b>Hardware</b>		
Product security		
TC-HW-230a.1	Description of approach to identifying and addressing data security risks in products	<p>Viasat follows industry best practices to assess risk. We have processes to identify and monitor potential security risks within our IT systems, including compliance monitoring for our ten company-wide security principles. Viasat conducts manual and automated tracking to identify compliance gaps and create a roadmap for compliance score improvement. Before introducing a new IT system, each system is subject to a formal centralized review, conducted by representatives in Viasat's privacy compliance, security, risk management, procurement, and technology departments.</p> <p><a href="#">Protecting data privacy, pp. 64-65</a></p>
Employee diversity & inclusion		
TC-HW-330a.1	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	<p><a href="#">Diversity performance data tables, pp. 91-93</a></p>
Product lifecycle management		
TC-HW-410a.1	Percentage of products by revenue that contain IEC 62474 declarable substances	100% of Viasat's products contain IEC 62474 declarable substances.
TC-HW-410a.2	Percentage of eligible products, by revenue, meeting the requirements for EPEAT registration or equivalent	Network equipment is a new category not yet defined by EPEAT. As such, this metric is currently not applicable to Viasat's revenue-generating product lines.
TC-HW-410a.3	Percentage of eligible products, by revenue, meeting ENERGY STAR® criteria	ENERGY STAR requirements are not applicable to Viasat's network equipment products. As such, Viasat did not receive any FY23 revenue from products that meet this requirement.
TC-HW-410a.4	Weight of end-of-life products and e-waste recovered, percentage recycled	<p><a href="#">Protecting the planet, p. 51</a></p> <p><a href="#">Environmental performance data tables, p. 86</a></p>

<sup>1</sup>Viasat's FY22 ESG Impact Report applies the 2018 version of the Hardware, Telecommunication Services, and Aerospace and Defense Sustainability Accounting Standards; "2018" refers to the Standards issue date, not the date of information presented in this report.

<sup>2</sup>There are duplicate disclosures among the three SASB sector standards Viasat reports. In the SASB index above, we include the first occurrence of each disclosure and omit any duplicates.

# SASB index

## SASB sector standards 2018<sup>(1)(2)</sup> continued

SASB code	Accounting or activity metric	Answer, cross-reference, omissions, explanations
<b>Hardware</b>		
Supply chain management		
TC-HW-430a.1	Percentage of Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by (a) all facilities and (b) high-risk facilities	This information is not available.
TC-HW-430a.2	Tier 1 suppliers' (1) non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent, and (2) associated corrective action rate for (a) priority non-conformances and (b) other non-conformances	<a href="#">Ethics performance data tables, pp. 83</a>
Materials sourcing		
TC-HW-440a.1	Description of the management of risks associated with the use of critical materials	<a href="#">FY23 10-K, p. 18</a>
SASB code	Activity metric	Answer, cross-reference, omissions, explanations
TC-HW-000.A	Number of units produced by product category	Commercial networks: 1,675,854 Enterprise systems: 1,995,340 Government systems: 595,561
TC-HW-000.B	Area of manufacturing facilities	Leased manufacturing facilities: 145,295.5 f <sup>2</sup> Owned manufacturing facilities: None
TC-HW-000.C	Percentage of production from owned facilities	Viasat does not own manufacturing facilities.

<sup>1</sup>Viasat's FY22 ESG Impact Report applies the 2018 version of the Hardware, Telecommunication Services, and Aerospace and Defense Sustainability Accounting Standards; "2018" refers to the Standards issue date, not the date of information presented in this report.

<sup>2</sup>There are duplicate disclosures among the three SASB sector standards Viasat reports. In the SASB index above, we include the first occurrence of each disclosure and omit any duplicates.

# SASB index



## SASB sector standards 2018<sup>(1)(2)</sup> continued

SASB code	Accounting or activity metric	Answer, cross-reference, omissions, explanations
<b>Telecommunication services</b>		
Environmental footprint of operations		
TC-TL-130a.1	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	<a href="#">Environmental performance data tables, p.84</a>
Data privacy		
TC-TL-220a.1	Description of policies and practices relating to behavioral advertising and customer privacy	<p>We collect personal data that is necessary to deliver our services to the user, and we only use personal data as disclosed to the user at the time of collection. We process three general categories of personal data: (1) data provided to Viasat by the user, (2) data that Viasat collects automatically from the user, and (3) data that we collect from third parties. Where required by applicable law, Viasat obtains consent prior to collecting personal data and honors users' rights with respect to their personal data. Viasat maintains internal and external-facing privacy policies and notices that govern Viasat's processing of personal data. Viasat did not collect or disclose personal data of users or visitors to Viasat's digital properties for online behavioral advertising purposes (as such term is defined in the DAA Self-Regulatory Principles) in FY22. To the extent that Viasat engages in targeted advertising, Viasat partners with third-party companies to reach segments of consumers who may be interested in Viasat service offerings.</p> <p><a href="#">Leading with integrity, pp. 64-65</a></p>
TC-TL-220a.2	Number of customers whose information is used for secondary purposes	<p>Viasat uses customer information that has been appropriately aggregated or anonymized for the secondary purpose of improving Viasat's product and service offerings, in which case the data remains internal to Viasat. Viasat will only process customer information for the purposes for which the personal data was collected, to fulfill legal recordkeeping obligations or other legitimate business purposes, and as communicated to customers at or before the time of data collection.</p>

<sup>1</sup>Viasat's FY22 ESG Impact Report applies the 2018 version of the Hardware, Telecommunication Services, and Aerospace and Defense Sustainability Accounting Standards; "2018" refers to the Standards issue date, not the date of information presented in this report.

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# SASB index



## SASB sector standards 2018<sup>(1)(2)</sup> continued

SASB code	Accounting or activity metric	Answer, cross-reference, omissions, explanations
<b>Telecommunication services</b>		
TC-TL-220a.3	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	Viasat was not subject to any legal proceedings associated with customer privacy in FY23.
TC-TL-220a.4	(1) Number of law enforcement requests for customer information, (2) number of customers whose information was requested, and (3) percentage resulting in disclosure	<p>(1) Number of law enforcement requests for customer information: 177  (2) Number of customers whose information was requested: 207  (3) Percentage resulting in disclosure: 62%</p> <p>The figures above represent combined U.S., Europe, and Brazil operations, and requests represent the business areas where Viasat is the service provider direct to the consumer (as opposed to where Viasat operates as a wholesale or B-to-B services provider).</p>
<b>Data security</b>		
TC-TL-230a.1	(1) Number of data breaches, (2) percentage involving personal identifiable information (PII), and (3) number of customers affected	Viasat did not experience any data breaches in FY23.
TC-TL-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	<p>Viasat maintains a risk-based information security management program. The company conducts regular risk assessments that consider a variety of threats, including malicious and accidental events. Viasat implements appropriate controls to manage risks which include administrative and/or technical detectives, as well as preventive and corrective controls based on industry and regulatory best practices, frameworks, and requirements.</p> <p><a href="#">Protecting data privacy, p. 64-65</a></p>
<b>Product end-of-life management</b>		
TC-TL-440a.1	(1) Materials recovered through take-back programs, percentage of recovered materials that were (2) reused, (3) recycled, and (4) landfilled	<p><a href="#">Protecting the planet, pp. 51</a>  <a href="#">Environmental performance data tables, p. 86</a></p>

<sup>1</sup>Viasat's FY22 ESG Impact Report applies the 2018 version of the Hardware, Telecommunication Services, and Aerospace and Defense Sustainability Accounting Standards; "2018" refers to the Standards issue date, not the date of information presented in this report.

<sup>2</sup>There are duplicate disclosures among the three SASB sector standards Viasat reports. In the SASB index above, we include the first occurrence of each disclosure and omit any duplicates.

# SASB index



## SASB sector standards 2018<sup>(1)(2)</sup> continued

SASB code	Accounting or activity metric	Answer, cross-reference, omissions, explanations
<b>Telecommunication services</b>		
Competitive behavior & open internet		
TC-TL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Viasat was not subject to any legal proceedings associated with anti-competitive behavior in FY23.
TC-TL-520a.2	Average actual sustained download speed of (1) owned and commercially-associated content and (2) non-associated content	Viasat does not provide any owned or commercially associated content. Viasat provides service to a broad array of markets, from dense urban areas to remote rural areas. Available speeds vary by geography.
TC-TL-520a.3	Description of risks and opportunities associated with net neutrality, paid peering, zero rating, and related practices	Requirements related to net neutrality and associated practices vary in the jurisdictions and markets in which Viasat operates. Viasat complies with any and all applicable requirements. Please see Viasat's SEC reports for any disclosures relating to material risks and opportunities associated with laws and regulations addressing net neutrality. <a href="#">FY23 10-K, p. 20</a>
Managing systemic risks from technology disruptions		
TC-TL-550a.1	(1) System average interruption frequency and (2) Customer average interruption duration	(1) System average interruption frequency: 9.2/year (2) Customer average interruption duration: 60 minutes  This data excludes outages due to rain on the end user terminal since adequate metrics are not available.
TC-TL-550a.2	Discussion of systems to provide unimpeded service during service interruptions	<a href="#">Leading with integrity p. 65</a>

<sup>1</sup>Viasat's FY22 ESG Impact Report applies the 2018 version of the Hardware, Telecommunication Services, and Aerospace and Defense Sustainability Accounting Standards; "2018" refers to the Standards issue date, not the date of information presented in this report.

<sup>2</sup>There are duplicate disclosures among the three SASB sector standards Viasat reports. In the SASB index above, we include the first occurrence of each disclosure and omit any duplicates.



# SASB index



## SASB sector standards 2018<sup>(1)(2)</sup> continued

SASB code	Activity metric	Answer, cross-reference, omissions, explanations
Managing systemic risks from technology disruptions		
TC-TL-000.A	Number of wireless subscribers	This disclosure is not applicable as Viasat does not have wireless subscribers.
TC-TL-000.B	Number of wireline subscribers	This disclosure is not applicable as Viasat does not have wireline subscribers.
TC-TL-000.C	Number of broadband subscribers	This information is considered to be competitively sensitive and is therefore not disclosed.
TC-TL-000.D	Network traffic	This information is considered to be competitively sensitive and is therefore not disclosed.
<b>Electronic manufacturing services &amp; original design manufacturing<sup>3</sup></b>		
Water management		
TC-ES-140a.1	(1) Total water withdrawn and (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	<a href="#">Environmental performance data tables, p. 86</a>
Waste management		
TC-ES-150a.1	(1) Amount of hazardous waste from manufacturing, (2) percentage of hazardous waste recycled	<a href="#">Protecting the planet, pp. 52-53</a> <a href="#">Environmental performance data tables, p. 86</a>
Labor practices		
TC-ES-310a.1	(1) Number of work stoppages and (2) total days idle	<a href="#">Health and safety performance data tables, p. 94</a>

<sup>1</sup>Viasat's FY22 ESG Impact Report applies the 2018 version of the Hardware, Telecommunication Services, and Aerospace and Defense Sustainability Accounting Standards; "2018" refers to the Standards issue date, not the date of information presented in this report.

<sup>2</sup>There are duplicate disclosures among the three SASB sector standards Viasat reports. In the SASB index above, we include the first occurrence of each disclosure and omit any duplicates.

# SASB index

## SASB sector standards 2018<sup>(1)(2)</sup> continued

SASB code	Activity metric	Answer, cross-reference, omissions, explanations
<b>Electronic manufacturing services &amp; original design manufacturing<sup>2</sup></b>		
Labor conditions		
TC-ES-320a.1	(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	<a href="#">Health and safety performance data tables, p. 94</a>
TC-ES-320a.2	Percentage of (1) entity's facilities and (2) Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by (a) all facilities and (b) high-risk facilities	<a href="#">Ethics performance, p. 83</a>
TC-ES-320a.3	(1) Non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent and (2) associated corrective action rate for (a) priority non-conformances and (b) other non-conformances, broken down for (i) the entity's facilities and (ii) the entity's Tier 1 supplier facilities	<a href="#">Ethics performance, p. 83</a>
SASB code	Activity metric	Answer, cross-reference, omissions, explanations
TC-ES-000.A	Number of manufacturing facilities	Leased manufacturing facilities: 2 Owned manufacturing facilities: 0
TC-ES-000.C	Number of employees	<a href="#">Workforce performance data tables, p. 89</a>

<sup>1</sup>Viasat's FY22 ESG Impact Report applies the 2018 version of the Hardware, Telecommunication Services, and Aerospace and Defense Sustainability Accounting Standards; "2018" refers to the Standards issue date, not the date of information presented in this report.

<sup>2</sup>There are duplicate disclosures among the three SASB sector standards Viasat reports. In the SASB index above, we include the first occurrence of each disclosure and omit any duplicates.

# Performance data



## Economic performance<sup>(1)(2)</sup>

	FY23	FY22	FY21
<b>Financial performance</b> (in millions USD)			
Revenue			
Total revenue	\$2,556.2	\$2,417.2	\$1,920.9
Product revenues	\$954.1	\$860.7	\$739.4
Service revenues	\$1,602.0	\$1,556.5	\$1,181.5
Revenue by segment			
Satellite services	\$1,210.7	\$1,188.8	\$868.9
Commercial networks	\$612.6	\$512.1	\$320.9
Government systems	\$732.8	\$716.3	\$731.1
Costs and operating expenses			
Cost of product revenues	\$736.4	\$699.5	\$584.2
Cost of service revenues	\$1,098.3	\$1,011.7	\$771.5
Selling, general and administrative	\$718.6	\$640.8	\$497.2
Independent research and development	\$128.9	\$149.5	\$108.5
Amortization of acquired intangible assets	\$29.8	\$28.7	\$5.5
Income tax			
(Provision for) benefit from income taxes from continuing operations	\$(49.4)	\$36.5	\$11.2
Net income			
Net income (loss) from continuing operations	\$(211.6)	\$(101.7)	\$(66.5)
Net income (loss) attributable to Viasat, Inc.	\$1,084.8	\$(15.5)	\$3.7

<sup>1</sup>For fiscal years ended March 31. Information that is not available is marked with a hyphen (-).

<sup>2</sup>Figure totals may not add up properly due to rounding.

# Performance data



## Ethics performance<sup>1</sup>

	FY23	FY22	FY21
<b>Anticorruption and anticompetitive behavior</b>			
Ethics trainings			
Total number of employees that the anti-corruption policies and procedures have been communicated to	94%	96%	95%
Total number of governance body members that the anti-corruption policies and procedures have been communicated to	100%	100%	100%
Confirmed incidents of corruption			
Total number of confirmed incidents of corruption	0	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0	0	0
Public legal cases regarding corruption brought against the organization	0	0	0
Labor conditions <sup>2</sup>			
Percentage of Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent	-	-	-
Associated corrective action rate for priority non-conformances	-	-	-
Tier 1 supplier facilities	-	-	-
Associated corrective action rate for other non-conformances	-	-	-
Tier 1 supplier facilities	-	-	-

<sup>1</sup>For fiscal years ended March 31. Information that is not available is marked with a hyphen (-).

<sup>2</sup>We do not currently review at the level of RBA VAP Protocol.

# Performance data



## Environmental performance data tables<sup>1</sup>

	FY23	FY22	FY21
<b>Energy consumption within the organization (MWh)</b>			
<b>Total energy consumption<sup>2</sup></b>	118,606	86,914	77,810
Percentage nonrenewable	99%	99%	99%
Percentage renewable	1%	1%	1%
<b>Non-renewable energy consumption</b>	117,935	86,190	77,319
Gasoline	626	421	562
Diesel	797	663	219
Electricity	104,426	74,531	71,871
Natural gas	12,085	10,575	4,667
<b>Renewable energy consumption</b>	671	724	491
Electricity	671	724	491
<b>Energy intensity (MWh per million dollars of revenue)</b>	46	31	34
<b>Greenhouse gas emissions (tCO<sub>2</sub>e)<sup>(3)(4)</sup></b>			
<b>Total absolute emissions — location based</b>	<b>2,124,788</b>	<b>28,149</b>	<b>27,580</b>
Scope 1 - direct	2,751	2,431	1,237
Scope 2 - indirect	30,713	25,718	26,343
Scope 3 - indirect	2,091,324	-	-
<b>Total absolute emissions — market based</b>	<b>2,124,701</b>	<b>28,694</b>	<b>27,430</b>
Scope 1 - direct	2,751	2,431	1,237
Scope 2 - indirect	30,626	26,264	26,193
Scope 3 - indirect	2,091,324	-	-
<b>Emissions intensity (tCO<sub>2</sub>e / million \$USD revenue)</b>	<b>13.0</b>	<b>10.1</b>	<b>12.2</b>
Scope 1	1.0	0.9	0.6
Scope 2 - location based	12.0	9.2	11.6

<sup>1</sup>For fiscal years ended March 31. Information that is not available is marked with a hyphen (-). Emissions data are undergoing verification in line with the ISO 14064 standard.

<sup>2</sup>FY22 total energy consumption has been restated to correct a previous rounding error.

<sup>3</sup>The GHG Protocol and Global Warming Potential's (GWP) from the Intergovernmental Panel on Climate Change (IPCC) 4th assessment report (AR4) were used to prepare our FY23 GHG inventory.

<sup>4</sup>Our base year has been updated from FY22 to FY23, to account for legacy RigNet activities, an increase in global ground infrastructure to support Viasat-3, and the establishment of our first scope 3 inventory. Only CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O GHG's were evaluated for inclusion in this report. Further details on the standards, methodologies, assumptions, calculations and data quality assessments for scope 1, 2 and 3 emission sources will be available in Viasat's GHG Report.



# Performance data



## Environmental performance data tables<sup>1</sup> continued

	FY23	FY22	FY21
<b>Greenhouse gas emissions (tCO<sub>2</sub>e) continued<sup>(2)(3)</sup></b>			
<b>Scope 3 - Indirect upstream and downstream</b>	2,091,324	-	-
Category 1 - Purchased goods and services	183,195	-	-
Category 2 - Capital goods	3,910	-	-
Category 3 - Fuel and energy-related activities	1,999	-	-
Category 4 - Upstream transportation and distribution	82,958	-	-
Category 5 - Waste generated in operations	10,150	-	-
Category 6 - Business travel	8,696	-	-
Category 7 - Employee commuting	8,820	-	-
Category 8 - Upstream leased assets	101	-	-
Category 9 - Downstream transportation and distribution	N/A	-	-
Category 10 - Processing of sold products	N/A	-	-
Category 11 - Use of sold products	1,777,728	-	-
Category 12 - End-of-life treatment of sold products	-	-	-
Category 13 - Downstream leased assets	N/A	-	-
Category 14 - Franchises	N/A	-	-
Category 15 - Investments	13,767	-	-

<sup>1</sup>For fiscal years ended March 31. Information that is not available is marked with a hyphen (-). Information that is assessed and not applicable is marked N/A. Emissions data are undergoing verification in line with the ISO 14064 standard.

<sup>2</sup>The GHG Protocol and Global Warming Potential's (GWP) from the Intergovernmental Panel on Climate Change (IPCC) 4th assessment report (AR4) were used to prepare our FY23 GHG inventory.

<sup>3</sup>Our base year has been updated from FY22 to FY23, to account for legacy RigNet activities, an increase in global ground infrastructure to support Viasat-3, and the establishment of our first scope 3 inventory. Only CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O GHG's were evaluated for inclusion in this report. Further details on the standards, methodologies, assumptions, calculations and data quality assessments for scope 1, 2 and 3 emission sources will be available in Viasat's GHG Report.

# Performance data



## Environmental performance data tables<sup>1</sup> continued

	FY23	FY22	FY21
<b>Waste (metric tons)</b>			
<b>Total waste generated</b>	<b>867</b>	<b>516</b>	<b>445</b>
Recycling <sup>2</sup>	485	282	236
Landfill	379	225	209
<b>Materials recovered through take-back programs (%)</b>			
Reuse	60%	56%	52%
Recycling	10%	1%	5%
Landfill	30%	43%	43%
<b>Hazardous waste</b>			
<b>Total hazardous waste generated<sup>(3)(4)</sup></b>	<b>81</b>	<b>43</b>	<b>46</b>
Hazardous waste recycled (%)	88%	95%	97%
<b>Total number of significant spills</b>	<b>0</b>	<b>0</b>	<b>0</b>
Total volume of significant spills	0	0	0
<b>Total volume of significant spills recovered</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total hazardous waste transported</b>	<b>0</b>	<b>0</b>	<b>0</b>
Hazardous waste exported	0	0	46
Hazardous waste shipped internationally (%)	0%	0%	0%
<b>Water</b>			
<b>Total water consumption (gallons)</b>	<b>18,521,273</b>	<b>18,454,780</b>	<b>10,393,979</b>

<sup>1</sup>For fiscal years ended March 31. Information that is not available is marked with a hyphen (-).

<sup>2</sup>Includes recycled ROHS solder, gold, lead solder, mixed single stream recyclables, wood, metal, batteries, cooking oil, e-waste, cardboard, and paper.

<sup>3</sup>Includes universal waste and hazardous waste data from up to 57% of Viasat locations.

<sup>4</sup>Includes universal waste and hazardous waste data.

# Performance data



## Environmental performance data tables<sup>1</sup> continued

	FY23	FY22	FY21
<b>Environmental fines</b>			
<b>Total monetary value of significant fines</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total number of non-monetary sanctions</b>	<b>0</b>	<b>0</b>	<b>0</b>
Cases brought through dispute resolution mechanisms	0	0	0
<b>Supplier environmental screening<sup>2</sup></b>			
Percentage of new suppliers screened using environmental criteria (%)	0%	0%	0%
Number of suppliers assessed for environmental impacts <sup>2</sup>	0	57	57
Number of suppliers identified as having significant actual and potential negative environmental impacts <sup>2</sup>	0	4	7

<sup>1</sup>For fiscal years ended March 31. Information that is not available is marked with a hyphen (-).

<sup>2</sup>We consolidated and updated our supplier survey in FY23. We will begin screening suppliers with the updated survey in FY24.

# Performance data



## Workforce performance<sup>1</sup>

Workforce breakdown by gender, age, and region <sup>(2)(3)</sup>			
	FY23	FY22	FY21
Total employees	6,192	6,647	6,029
Employees by gender (%)			
Male	75.6%	75.3%	75.3%
Female	23.8%	24.2%	24.3%
Non-binary	0.1%	0.1%	0.1%
Gender not specified	0.6%	0.4%	0.3%
Employees by age			
Under 30 years old	14.8%	15.5%	14.4%
30-50 years old	53.9%	51.9%	53.0%
Over 50 years old	31.3%	32.6%	32.6%
Not declared	0.0%	0.0%	0.0%
Workforce by region			
U.S.	80.2%	82.9%	85.5%
Outside U.S.	19.8%	17.1%	14.5%

<sup>1</sup>For fiscal years ended March 31. Information that is not available is marked with a hyphen (-).

<sup>2</sup>Not all figures add up to 100 percent due to rounding.

<sup>3</sup>Head count was used to determine the numbers provided in our workforce data. The data represents active employees as of March 31, 2023.

# Performance data



## Workforce performance<sup>1</sup> continued

Workforce breakdown by employment category <sup>2</sup>			
	FY23	FY22	FY21
Total employees	6,192	6,647	6,029
Employee contract			
Permanent and temp employees <sup>3</sup>	6,091	6,535	5,942
Contingent workers <sup>4</sup>	54	71	76
Interns	47	41	11
Employment type			
Full-time	6,056	6,481	5,911
Part-time (casual, emeritus, etc.)	136	166	118

<sup>1</sup>For fiscal years ended March 31. Information that is not available is marked with a hyphen (-).

<sup>2</sup>Head count was used to determine the numbers provided in our workforce data. The data represents active employees as of March 31, 2023.

<sup>3</sup>Permanent and temporary workers paid by Viasat.

<sup>4</sup>Contingent workers paid by a third party. Contingent workers are not included in all categories due to data availability.



# Performance data



## Workforce performance<sup>1</sup> continued

### Employee turnover (absolute and rate)<sup>2</sup>

	Employee turnover (absolute)			Employee turnover rate (%)		
	FY23	FY22	FY21	FY23	FY22	FY21
Total turnover	1,248	700	426	18.6%	11.0%	7.4%
Voluntary	614	628	308	9.2%	9.8%	5.4%
Involuntary	634	72	118	9.5%	1.1%	2.1%
Turnover by region						
U.S.	1,076	593	369	19.5%	11.0%	7.4%
Outside U.S.	172	107	57	14.7%	10.7%	7.4%
Turnover by gender						
Female	322	190	104	20.1%	12.4%	7.6%
Male	920	503	320	18.1%	10.4%	7.4%
Non-binary	1	1	0	20.0%	16.7%	0.0%
Gender not specified	5	6	2	35.7%	66.7%	25.0%
Turnover by age group						
Under 30 years old	246	125	75	25.4%	15.7%	12.7%
30-50 years old	556	398	206	15.9%	12.0%	13.8%
Over 50 years old	446	177	145	20.0%	7.7%	13.4%
Age not specified	0	0	0	0.0%	0.0%	0.0%

<sup>1</sup>For fiscal years ended March 31. Information that is not available is marked with a hyphen (-).

<sup>2</sup>Not all figures add up to 100 percent due to rounding.

# Performance data



## Workforce performance<sup>1</sup> continued

New employee hires <sup>2</sup>			
	FY23	FY22	FY21
Total new hires	1,242	1,645	690
New employee hires by region			
U.S.	75.0%	74.1%	74.1%
Outside U.S.	25.0%	25.9%	25.9%
New employee hires by gender			
Female	26.0%	26.9%	30.0%
Male	72.4%	72.0%	69.4%
Non-binary	0.1%	0.1%	0.1%
Gender not specified	1.5%	1.0%	0.4%
New employee hires by age group			
Under 30 years old	42.2%	36.2%	38.4%
30-50 years old	44.6%	46.8%	46.7%
Over 50 years old	13.2%	17.0%	14.9%
Age not specified	0.0%	0.0%	0.0%

<sup>1</sup>For fiscal years ended March 31. Information that is not available is marked with a hyphen (-).

<sup>2</sup>Not all figures add up to 100 percent due to rounding.

# Performance data



## Diversity performance<sup>1</sup>

### Workforce breakdown by gender<sup>2</sup>

	Male			Female		
	FY23	FY22	FY21	FY23	FY22	FY21
Employee category <sup>3</sup>						
Management <sup>4</sup>	78.1%	78.6%	78.9%	21.5%	21.4%	20.9%
Non-management	74.5%	74.2%	74.1%	24.8%	25.3%	25.4%
Executive <sup>5</sup>	90.2%	90.7%	86.2%	8.9%	8.5%	12.8%
Engineering	85.1%	85.4%	84.6%	14.2%	14.0%	14.9%
Non-engineering	63.9%	63.4%	64.6%	35.5%	36.2%	35.0%

	Non-binary			Gender not specified		
	FY23	FY22	FY21	FY23	FY22	FY21
Employee category <sup>3</sup>						
Management <sup>4</sup>	0.1%	0.0%	0.0%	0.3%	0.1%	0.2%
Non-management	0.1%	0.1%	0.1%	0.6%	0.4%	0.4%
Executive <sup>5</sup>	0.0%	0.0%	0.0%	0.9%	0.9%	0.9%
Engineering	0.1%	0.1%	0.1%	0.6%	0.5%	0.4%
Non-engineering	0.1%	0.1%	0.1%	0.5%	0.3%	0.3%

<sup>1</sup>For fiscal years ended March 31. Information that is not available is marked with a hyphen (-).

<sup>2</sup>Not all figures add up to 100 percent due to rounding.

<sup>3</sup>The listed employee categories have been updated for the FY23 ESG Report to more accurately reflect internal practices and how these categories are tracked internally.

<sup>4</sup>Management positions are those at the senior director, director, senior manager, manager level or above.

<sup>5</sup>Executive positions are those at the C-suite, President, and VP level or above.

# Performance data



## Diversity performance<sup>1</sup> continued

Workforce breakdown by race/ethnicity <sup>2</sup>			
	FY23	FY22	FY21
Employee category			
American Indian/Alaska Native	0.3%	0.4%	0.5%
Asian	15.5%	15.0%	14.0%
Black/African American	5.0%	4.8%	4.5%
Hispanic/Latino	9.1%	9.8%	9.3%
Native Hawaiian/ Other Pacific Islander	0.6%	0.5%	0.5%
Two or more Races	3.4%	3.4%	3.1%
White	63.3%	64.1%	66.2%
Race/ethnicity not specified	2.8%	2.1%	2.0%
Diversity of management			
Percentage of executive positions filled by Women <sup>3</sup>	8.9%	8.5%	12.8%
Percentage of management positions filled by Women <sup>3,5</sup>	21.5%	21.4%	20.9%
Number of diverse individuals in executive positions <sup>3,6,7</sup>	22.9%	24.3%	18.7%
Percentage of management positions filled by diverse individuals <sup>5,6,7</sup>	35.3%	33.7%	27.5%
Board of directors			
Independent directors (%)	75.0%	75.0%	75.0%
Number of directors on Board	8	8	8
Women on Board (%)	25.0%	25.0%	25.0%
Diverse Board members (%) <sup>6</sup>	37.5%	37.5%	37.5%
Additional workforce diversity <sup>8</sup>			
Veterans	8.6%	8.5%	8.6%
Employees with disabilities	8.1%	7.4%	7.0%

<sup>1</sup>For fiscal years ended March 31. Information that is not available is marked with a hyphen (-). <sup>2</sup>Not all figures add up to 100 percent due to rounding. <sup>3</sup>Executive positions are those at the C-suite, President, and VP level or above. <sup>4</sup>Reflects the percentage of management positions held by women. <sup>5</sup>Management positions are those at the senior director, director, senior manager, and manager level or above.

<sup>6</sup>Diverse individuals are those who self identify as American Indian/Alaska Native, Asian, Black/African American, Hispanic/Latino, Native Hawaiian/Other Pacific Islander, or Two or more races

<sup>7</sup>Reflects the percentage of management positions held by individuals who self-identify as diverse. <sup>8</sup> Percentages reflect U.S. employees only.

# Performance data



## Health and safety performance<sup>1</sup>

	FY23	FY22	FY21
<b>Health and safety<sup>2</sup></b>			
Workers represented by formal joint management-worker health and safety committees (%)	0%	0%	0%
Trade union formal agreements' inclusion of health and safety topics (%)	0%	0%	0%
<b>Work stoppages</b>	<b>0</b>	<b>0</b>	<b>0</b>
Total days idle	0	0	0
<b>Total recordable injuries</b>	<b>18</b>	<b>21</b>	<b>16</b>
Disease	9	7	4
Days away from work	92	14	42
Restricted duty days	213	212	203
Fatalities	0	0	0
Accident cause: slip/trip/fall	8	6	5
Accident cause: repetitive motion	4	3	1
Accident cause: lifting	2	2	3
Accident cause: miscellaneous	4	9	7
Work hours per year	13,371,345	12,752,844	9,355,953
<b>Experience modification rate (EMR)</b>	<b>0.49</b>	<b>0.54</b>	<b>0.53</b>
<b>Total recordable incident rate (TRIR)</b>	<b>0.27</b>	<b>0.33</b>	<b>0.34</b>
Direct employees	0.27	0.33	0.34
<b>Days away/restricted cases (DART)</b>	<b>0.10</b>	<b>0.14</b>	<b>0.13</b>

<sup>1</sup>For fiscal years ended March 31. Information that is not available is marked with a hyphen (-).

<sup>2</sup>Work-related injury rates were calculated based on 200,000 hours worked.



# Performance data



## Philanthropic giving<sup>1</sup>

	FY23	FY22	FY21
<b>Philanthropic giving (USD)</b>			
<b>Total giving</b>	<b>\$1,379,954</b>	<b>\$1,328,661</b>	<b>\$1,352,402</b>
Corporate employee matching gift program	\$750,597	\$723,732	\$756,750
Grants and sponsorships	\$629,357	\$604,929	\$595,652
<b>Employee contributions</b>			
Employee giving	\$812,806	\$725,941	\$734,809
Volunteer hours	11,572	6,950	6,042

<sup>1</sup>For fiscal years ended March 31. Information that is not available is marked with a hyphen (-).

# About this report

This FY23 ESG Impact Report covers our environmental, social, and governance (ESG) strategies, activities, progress, metrics, and performance for the fiscal year that ended March 31, 2023, unless otherwise noted.[1] This report has been prepared in reference to the Global Reporting Initiative (GRI) Standards. We also disclose metrics aligned with the Sustainability Accounting Standards Board (SASB) Hardware, Telecommunication Services, and Electronic Manufacturing Services & Original Design Manufacturing sector standards. Viasat is committed to regular, transparent communication of our progress and intends to continue providing updates by publishing annual ESG Impact reports. We look forward to bringing our stakeholders along with us on this journey.

## Disclaimers:

This FY23 ESG Impact Report contains forward-looking statements regarding future events and our future results that are subject to the safe harbors created under the Securities Act of 1933 and the Securities Exchange Act of 1934. These statements are based on current expectations, estimates, forecasts, and projections about the industries in which we operate and the beliefs and assumptions of our management. We use words such as “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “goal,” “intend,” “may,” “plan,” “project,” “seek,” “should,” “target,” “will,” “would,” variations of such words, and similar expressions to identify forward-looking statements. In addition, statements that refer to the performance and anticipated benefits of our ViaSat-3 class satellites, international growth opportunities, and other characterizations of future events or circumstances, are forward-looking statements. Readers are cautioned that these forward-looking statements are only predictions and are subject to risks, uncertainties, and assumptions that are difficult to predict. Factors that could cause actual results to differ materially include: our ability to realize the anticipated benefits of the ViaSat-3 class satellites; risks associated with the construction, launch, and operation of satellites, including the effect of any anomaly, operational failure or degradation in satellite performance; changes in the global business environment and economic conditions; the effect of adverse regulatory changes (including changes affecting spectrum availability or permitted uses) on our ability to sell or deploy our products and services; and other factors identified in our most recent reports on Forms 10-K, 10-Q and 8-K and our other filings with the Securities and Exchange Commission. Therefore, actual results may differ materially and adversely from those expressed in any forward-looking statements. We undertake no obligation to revise or update any forward-looking statements for any reason.

[1] Except as noted. Data from Inmarsat acquisition is not included in this report.



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