Viasat

Going above and beyond
for people and the planet

Environmental, Social, and Governance
Impact Report 2025

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A letter from our Chief Executive Officer

True leadership isn't just following trends and benchmarks. It's making real and meaningful impact, even when that means charting your own path.

Viasat's commitment to Environmental, Social, and Governance (ESG) practices is about leading by doing what's right — for people, the planet, and the world, including the space environment.

Fiscal year 2025 was a milestone year for Viasat. We continued to invest in our people, integrate our networks, and advance our technology; ensuring that our organization is well-equipped to help businesses, governments, and communities transform their worlds through connectivity.

Last year, with input from our suppliers, customers, and Viasat leadership, we conducted our first double materiality Assessment to identify risks and opportunities for the organization. This created the foundation for our ongoing efforts to ensure our ESG strategy is fit for the organization we are today.

We recognize that our actions now will shape generations to come. This is why, in addition to being committed to the work of understanding our environmental impact, fostering an inclusive workforce, and ensuring that our business practices are transparent and ethical, we spend significant resources and time advocating for the safe, sustainable, and equitable use of space for the benefit of all. This is where our organization can have the greatest impact both today and into the future as the policies and regulations that are being developed and adopted now will set the stage for the future of space.

Space is a precious and limited resource that has been utilized for the purpose of exploration and technological advancement for almost 70 years, with cooperative space development and policies in place for almost 60 years. Commercial interests are driving the new race to space, and we remain steadfast in advocating for updated policies and regulations that ensure the benefits of space are shared by all, enable ongoing innovation, and ensure global participation.

A letter from our Chief Executive Officer continued

To achieve this, we're collaborating with global industry peers, organizations, and associations to accurately measure and assess the risk and environmental impact of the increasingly crowded space environment — and coordinating with countries and organizations worldwide to establish more effective regulations that will help ensure space advancement can be leveraged long into the future. This work is crucial and demanding, but we believe it is worth the effort. We are committed to ensuring that we do not stand idly by as this important shared resource is overutilized by those who may not have a voice or understand the long-term implications of these actions.

From an inclusivity and equitable access standpoint, our multi-faceted, multi-orbit network is driving our digital inclusion efforts across land, sea, air, and now beyond – starting in space with Viasat supporting the European Space Agency's efforts to bring connectivity to the moon. Back on Earth, we launched our Amara in-flight connectivity solution, and launched our new NexusWave service, designed to build connected confidence for our maritime customers. Through our social impact efforts, we are also providing critical connectivity and support for disaster relief and working with partners like Télécoms Sans Frontières (TSF) to connect remote, unserved communities. Finally, many of our employee volunteering efforts focus on helping communities who have been historically unserved on a global basis, in addition to in their own communities. These initiatives demonstrate our commitment to connect above and beyond, in action.

As always, our employees are at the heart of everything we do. Last year, we introduced our new cultural values to the organization. These values are intended to help guide our decisions and ways of operating as individuals and teams as our business and industry continues to evolve. We also provided an opportunity for our workforce to share their feedback through an employee engagement survey – one of several ways we've been gathering insights from our people to help shape our organization. This has contributed to important updates to our overall people strategy with the intent to drive more productivity for the business through alignment of opportunities, growth, and rewards. We remain committed to our learning and development programs, as well as the health, safety, and well-being of our employees. These efforts are essential to fostering a supportive and inclusive environment where everyone can thrive.

In this report, we share our journey, our challenges, and our successes. We are transparent about where we stand and where we aim to go. We believe that connectivity is a catalyst for opportunity, but to do that, we have to offer more than just a connection. We must be a trusted partner, innovating alongside our customers to drive positive impact for society, businesses, and governments. As we move forward, we will adapt and evolve to ensure those we serve can truly rely on us for their most important communications challenges. Being focused and flexible will help us find new and better ways to maximize the impact of our work while minimizing our impact on the planet. As we stated in the beginning, we believe this work is about showing up each day with the values, integrity, and intent to make the world a better place through the power of connection. And this is a goal that we hope all of our stakeholders can see as our intent and support.

Thank you for your continued support and trust. Together, we can make a difference that will have a fundamental impact for generations to come.

Sincerely,

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

The Viasat way

Viasat is a pioneering global technology company driving transformation through connectivity. We help businesses, governments, and communities derive more value from their connections to create real impact — for people, enterprises, society, and the world.

Every connection is an opportunity

Viasat turns connectivity from a commodity into a catalyst — an opportunity to unlock more value, improve operations, and enable new experiences.

We deliver reliable, high-performance connectivity plus advanced digital platforms and services that enable transformational change — across entire market categories, and on a global scale.

We do this through enterprise-grade solutions built on our deep experience, proven expertise, and continuous innovation. Our intimate understanding of both our customers and their users ensures every solution is relevant, reliable, and ready for the future.

A cutting-edge, future-proof network model

We have one of the world's most advanced, multi-network, multi-orbit connectivity ecosystems, bringing together our innovations in space, on the ground, and in network virtualization with an inclusive open architecture model that also gives customers access to leading partner technologies — all intelligently orchestrated into a seamless single service.

We bring you more experience, insight, and data

We bring a deep level of customer focus and insight to the most commonly used technologies around the globe. Decades of experience fuel our insight-driven, data-led approach, which is why we're woven into the very fabric of the markets we support.

Recognition and awards

AAM Global Awards with eVOTL Insights
—2025—

Disability Equality Index (U.S. and U.K.)
—2025—

Handshake Early Talent Award
—2025—

Movers & Makers Awards – Gwinnett County
—2025—

Satellite Mobile Innovation Awards
—2025—

VETS Indexes Employer Awards
—2025—

Built In 2024 Best Places to Work
—2024—

Business Culture Awards
—2024—

Defense Employer Recognition Scheme (ERS)
—2024—

Defense News Top 100
—2024—

Military Times Best for VETS
—2024—

Our commitment to ESG

Creating sustainable value for people, society, and the planet

We support governments, businesses, and communities in solving significant social, economic, environmental, and regulatory challenges through our technology, employees, and innovation.

The goal of our ESG program is to ensure that, as we pursue this vital mission, we have a positive impact on our people, the planet, and communities. We are committed to minimizing negative effects, safeguarding the environment and its precious resources, and maintaining the highest standards of integrity in every aspect of our business.

As evidence of this commitment, Viasat is dedicated to the regular, transparent communication of our sustainability efforts. By sharing our progress and challenges across ESG pillars, we aim to provide stakeholders with a clear view of how we manage risks, seize opportunities, and contribute to a more sustainable future.

Our ESG priorities

In FY25, we conducted our first double materiality assessment. Its goal was to identify the sustainability topics in which Viasat has the greatest positive or negative impacts on the environment, society, and people, as well as the sustainability topics that pose the greatest risks or opportunities to the Viasat business.

We assessed impacts, risks, and opportunities across our entire value chain through a series of surveys and desktop research to capture the perspectives of our key stakeholders, including employees, investors, customers, suppliers, and regulatory bodies.

The priority topics listed to the right form the basis for our ESG priorities and strategy and guide our efforts to ensure that we are appropriately managing our sustainability risks and opportunities and, where possible, minimizing any negative impacts.

– Climate change includes energy use and carbon emissions, climate change mitigation and adaptation, and sustainability facilities and infrastructure.

– Circular economy includes product stewardship and circularity, and waste management.

– Own workforce includes talent management, culture and inclusion, and employee health and wellness.

– Affected communities includes community engagement and impact.

– Consumer and end-users includes consumer access and digital inclusion, and product safety and quality.

– Business conduct includes corporate governance, supply chain management and human rights, ethical conduct, product security, and political engagement.

– Sustainable access to space.

Our ESG priorities

Our double materiality assessment identified key sustainability topics that impact our business and stakeholders, forming the basis of our ESG priorities and strategy. The assessment considered impacts, risks, and opportunities across our value chain, capturing perspectives from employees, investors, customers, suppliers, and regulatory bodies.

Material to affected stakeholders
› Climate change mitigation and adaptation
› Sustainable facilities and infrastructure
› Product stewardship and circularity
› Waste management
› Community engagement and impact
› Product safety and quality

Material to both stakeholders and Viasat
› Energy use and carbon emissions
› Sustainable access to space
› Employee health and wellness
› Talent management
› Human rights
› Culture and inclusion
› Consumer access and digital inclusion
› Political engagement
› Supply chain management

Viasat business risks and opportunities
› Product security
› Ethical conduct
› Corporate governance

Environment

Spotlights

Ensuring sustainable use of space for the world

We're focused on ensuring space remains safe, sustainable, and equitable for the benefit of all — because the decisions we make today will have a lasting impact on generations to come.

Why space sustainability should matter to everyone

Among the most precious of our finite resources, the spectrum and orbits around Earth offer benefits that must be shared by all.

Ensuring that space's unique advantages remain available for global defense, public safety, communications, and other purposes requires a suitable regulatory environment — one that ensures shared access to finite resources while enabling ongoing innovation and incentivizing global participation. If a few commercial entities over consume or dominate those resources, we stand to lose the promise of that innovation and competition, while increasing the risk of geopolitical conflict, in-orbit collisions, and damage to the environment that will impact humanity for generations.

Why space sustainability matters to Viasat

At Viasat, we understand the critical need to maintain a safe, sustainable environment around Earth. We are committed to ensuring the sustainable use of this shared resource. As most satellites are now launched into low Earth orbit (LEO), we believe that this zone requires particular attention. The vastly increasing number of satellites being deployed raises the risk of saturating LEO within this decade, which could lead to collisions that disable or destroy other satellites on which we rely every day, prevent new uses of space, and increase environmental harm, including light pollution and atmospheric damage.

Viasat is helping to move the discussion around space sustainability toward solutions that take into consideration equitable access and other aspects of the sustainability of space and space technology. Our efforts include advocating for effective regulation and other suitable checks and balances to ensure that the actions of a few commercial interests do not preclude all other opportunities in the space economy.

As sustainability risks persist, Viasat will remain diligent about calling for evaluations that assess the consequences of populating space with constellations of tens of thousands of large satellites in LEO. Moreover, we will continue pushing for sustainability-focused innovation with admittance controls and regulatory measures that allow all nations to prosper from space's tremendous potential.

Ensuring sustainable use of space for the world continued

Ensuring the safe and sustainable use of space is critical for:

> **Global economic benefits**

In its 2024 Insight Report, the World Economic Forum estimated the economic impact of space at over $600 billion, with the potential to climb into the trillions over the next 10 years.

> **Equitable access**

Retaining access to orbital and spectrum resources for all nations ensures that everyone can take part in the growing space economy and achieve their sovereignty and prosperity goals.

> **Reducing risks**

Overconsumption of resources in near-Earth space, already a fragile environment, poses a safety threat, especially through increased risk of collisions that could not only disable and destroy critical satellites on which we all rely, but also make large portions of space unusable for many years to come.

> **Digital inclusion**

Nearly 2.6 billion people worldwide still lacked network connectivity in 2024, according to the International Telecommunication Union. Space plays a pivotal role in bridging the digital divide and, in the process, improving global health, safety, prosperity, education, and productivity. However, we can only realize long-term benefits by using space in a sensible, sustainable, and inclusive way.

> **Earth's environment**

Concerns continue to mount regarding the environmental damage caused by the overconsumption of space by a few commercial interests. The intensification of launch activities and the burning of the remains of thousands of LEO spacecraft re-entering the upper atmosphere pose a threat to our ozone layer and oceans. In addition, light pollution can affect the life cycles of migratory animals and our enjoyment of the night sky.

> **Science**

We need effective oversight and management to keep space accessible for future exploration, experimentation, and observation — all without interfering with astronomy or asteroid defense systems.

> **Geopolitical stability**

Space systems provide all nations with essential services. We must work to build an inclusive space economy capable of benefiting every country, deterring hostility, and incentivizing collaboration.

Addressing space sustainability while we still can

A key driver of industry and innovation, the economic impact of space over the next decade is estimated to be in the trillions. However, as we learned from the first industrial revolution, economic expansion without regard for the environment, resource management, or equitable market access is inherently unsustainable.
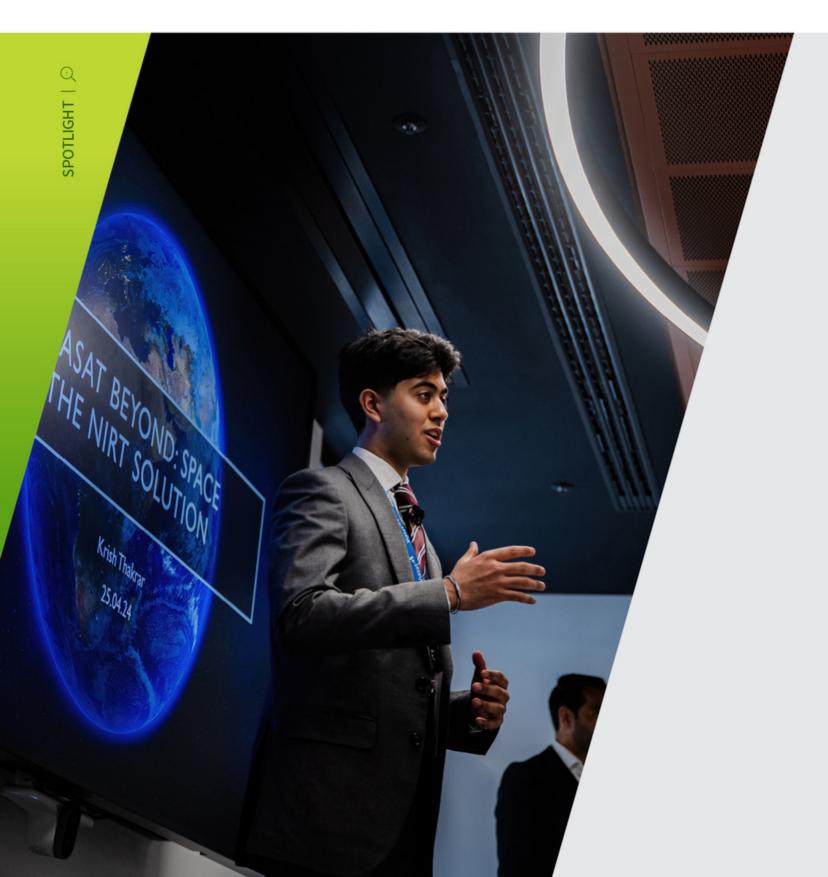
Realizing the full potential of space will require harnessing it for the greater good, saving it from being monopolized by a handful of commercial interests, and sustaining it for new entrants and continued innovation. And above all, we must keep it from hitting an inflection point that renders space inaccessible to all for generations. It is our belief that public and private sectors can work together to create frameworks that help maintain sustainable economic growth and maximize the future benefits of space for the space-faring nations of today, the new entrants of tomorrow — and for the betterment of all mankind.

Ensuring sustainable use of space for the world continued

SPOTLIGHT |

Space for Good
Investing in the next generation — sustainably, responsibly, and inclusively

In 2024, we launched Viasat: Beyond Space, a first-of-its-kind STEM innovation challenge for U.K. 16- and 17-year-old high school students. The challenge's goal was to support the next generation in understanding, embracing, and supporting safe and sustainable space through harnessing new and creative ideas in the areas of policy, design, and technology. We took a holistic approach throughout the program to promote inclusivity and actively engage a diverse group of students. In all, we engaged with more than 1,100 students.

Based on the overwhelming success of Viasat Beyond: Space, we have renamed, reimagined, and expanded the program to take place in 2025. Through the newly dubbed "Viasat: Space for Good" initiative, students in the U.K., the U.S., and India will focus on the core question of how space technology can directly improve life on Earth.

Across three phases, students will pitch their ideas, develop them with a digital submission, and present their work to industry leaders. Each phase builds on the one before to make the students' deliverables more specific and robust. Throughout each phase of the competition, students will complete interactive modules and attend webinars to learn more about careers in space and space sustainability initiatives. In the final phase, finalists will be invited to present their solutions to a panel of industry experts.

To prepare for the presentations, each finalist will be matched with Viasat mentors to help them refine their concept. The top three prize winners receive cash prizes to use toward their education, as well as Viasat mentorship.

Viasat: Space for Good demonstrates our commitment to engaging the next generation of innovators, engineers, scientists, and artists to channel the boundless potential of space for a better tomorrow.

Challenge results: More inspired, and empowered students

90% are aware of careers in this industry

79% feel confident about finding a job in the future

76% are likely to consider a career in this industry

Ensuring sustainable use of space for the world continued

Taking action

As we strive to encourage innovation, competition, and access within the increasingly crowded space environment, we continue to work with industry partners to devise new methods for measuring and managing environmental risks before we reach a point of no return.

Viasat will continue working with countries worldwide on effective regulations. We recently joined 130 other organizations in signing the **Earth & Space Sustainability Initiative (ESSI) Space Sustainability Principles**. We also participate in myriad efforts to address space sustainability from multiple angles and to develop effective policies for managing threats to the space environment.

Our work on this front becomes more vital as the number of commercial operators consuming orbital and spectrum resources grows at a breakneck pace. We must take steps now to measure and mitigate the impacts of this increased activity and actively campaign for regulations that promote the sustainability of our shared, limited resource.

With exponential growth in the commercial use of space, Viasat is taking action with leading partners, organizations, and peers to protect the environmental, economic, and scientific interests of future generations.

Protecting the planet

Viasat believes in minimizing our environmental impact across both the ground- and space-based operations of our business, limiting greenhouse gas (GHG) emissions alongside other environmental impacts. Our efforts includes properly managing our own operations and the impact of our supply chains.

In FY25, we updated our Environment, Health, and Safety (EHS) policy to provide a framework for setting measurable goals. This refreshed approach guides all Viasat offices and supports continuous improvement in sustainability performance.

Our EHS policy and our Environmental Health and Safety Management System (EHSMS) are designed to ensure compliance with regional regulations while supporting our broader environmental objectives. All of our facilities operate under the EHSMS framework, which has been instrumental in achieving ISO 14001 certification at eight of our sites. This certification reflects our commitment to standardized practices, regulatory compliance, pollution prevention, and ongoing improvement in environmental performance.

Carbon and energy

Addressing our carbon footprint

Our acquisition of Inmarsat in May 2023 kicked off a thorough review of GHG emissions linked to our value chain. Building on the results of our initial review, in FY25 we expanded our development of an in-depth inventory system for GHG emissions, allowing for a more accurate group-wide assessment of our shifting environmental impact.

The enhanced FY24 GHG inventory allowed us to establish a GHG baseline for the full company, including Inmarsat locations and teams, verified by an ISO 14064-1 audit. We will use the updated GHG baseline to identify the most impactful opportunities for GHG emissions reductions within our operations and value chain.

Our GHG reporting methods draw on standards set by the GHG Corporate Standards developed by the GHG Protocol as well as the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB). These metrics augment our other data collection methods and allow us to accurately capture the extent of our scope 1, 2, and 3 GHG emissions to enhance data quality and efficiency. We verify all three scopes against ISO 14064-1 standards.
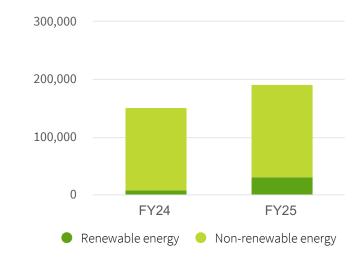
Viasat regularly monitors its energy consumption and solar energy output, enabling teams to quickly detect potential energy losses, declining solar production, and other issues that can impact operational efficiency and sustainability.

Armed with a clear picture of Viasat's combined group-wide emissions, we are mapping out a path for adapting to the low-carbon economy of the future.
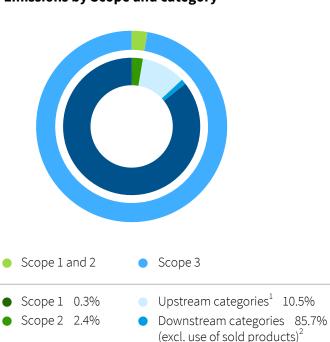
Scope 1 and 2 emissions trend (MT CO_2e)

Legend: Scope 1, Scope 2

Total energy consumption (MWh)

Legend: Renewable energy, Non-renewable energy

Emissions by Scope and category

- Scope 1 and 2
- Scope 3

Scope 1	0.3%	
Scope 2	2.4%	
Upstream categories[1]	10.5%	
Downstream categories (excl. use of sold products)[2]	85.7%	
Downstream - use of sold products	1.2%	

[1] Upstream Scope 3 emissions includes the following categories as relevant for Viasat in FY25: purchased goods and services (category 1), capital goods (category 2), Fuel and energy-related activities (category 3), upstream transportation and distribution (category 4), waste generated in operations (category 5), business travel (category 6), employee commuting (category 7), and upstream leased assets (category 8).

[2] Downstream Scope 3 emissions includes the following categories as relevant for Viasat in FY25: Use of sold products (category 11) and investments (category 15).

Protecting the planet continued

Reducing our operational footprint

As Viasat's energy procurement strategy has evolved to prioritize lower-emission sources, we continue to use renewable energy generation and procurement at select facilities. Some locations purchase renewable electricity from local sources, including 8,500,000 kWh of 100% renewable energy consumed by our London office. Other facilities in Sydney, Australia, and The Hague, Netherlands, operate with entirely renewable energy sources.

We have also invested in onsite technologies to provide greater access to renewable power. The solar installation on our Carlsbad East campus delivers up to 76 kW of electricity with some variability by season. Three buildings now benefit from natural gas fuel cell installations that collectively produce around 800,000 kWh monthly and represent a total combined capacity of 1,100 kW, the equivalent of the monthly consumption of about 900 homes.

We are committed to responsible energy use in our offices and have continued to make upgrades over time. These include smart lighting, intelligent thermostats, and power-saving settings on devices, as well as retrofitted HVAC systems, and the use of renewable energy providers, where possible.

Further improvements are continually assessed across our global operations. Future initiatives will benefit from guidance provided by our company-wide FY24 GHG emissions baseline, and by our robust energy monitoring and reporting protocols.

Enabling decarbonization through our products

Our decarbonization efforts extend beyond our own operations — we are also enabling meaningful emissions reductions across industries through our technology.

Satellite-enabled solutions play a critical role in helping our customers lower their environmental impact and more effectively drive efforts toward sustainable transition. Industry estimates show that satellite technology can help avoid up to 1.5 gigatons of GHG emissions annually — more than the combined carbon output of France, Germany, and the U.K. With broader adoption, that impact could grow to as much as 5.5 gigatons per year.

In the aviation sector, a major contributor to global GHG emissions, satellites play a crucial role in emissions reduction. Airlines can cut fuel consumption by reducing flight times through more direct routes and optimal management of tail and headwinds. Central to identifying and acting on potential inefficiencies are Viasat products such as Classic Aero and SwiftBroadband-Safety (SB-S), which, through improved communications between air and ground, assist aircraft in lowering unnecessary fuel use and calculating ideal flight trajectories. Internal estimates suggest that Viasat technologies used in air traffic management could deliver efficiencies as high as 10%.

Climate change mitigation and adaptation

Based on our FY25 double materiality assessment, climate change mitigation and adaptation were identified as priority topics for Viasat. We are working to better understand our climate-related risks, including both physical and transition risks, and to develop strategies that support effective adaptation and resilience. This work will help ensure that climate considerations are integrated into our business planning and decision-making processes.

up to
76 kW
of energy from our solar installation at the Carlsbad East campus

Around
800,000kWH
produced monthly from natural gas fuel cell installations

Protecting the planet continued

SPOTLIGHT

Iris — next-generation air traffic communication service
Iris is a groundbreaking air traffic management (ATM) program developed with the European Space Agency (ESA) to modernize and digitalize air traffic management.

Powered by our award-winning SwiftBroadband-Safety (SB-S) platform, Iris delivers high-bandwidth, satellite-based data link communications that relieve pressure on congested VHF radio channels, supporting airspace modernization programs such as the Single European Sky ATM Research (SESAR) Master Plan.

By enabling secure, real-time IP connectivity between aircraft and ground systems, Iris helps minimize flight delays, optimize trajectories, and reduce fuel burn. This directly supports decarbonization efforts by cutting unnecessary emissions caused by outdated infrastructure. SESAR estimates that 5–10% of aviation CO_2 emissions are avoidable due to inefficient routing and airspace congestion.

Iris is a quick win on the path to net zero aviation. ESA projects annual CO_2 savings of up to 6.5 million tons per year in Europe by 2040, comparable to the annual emissions of a city like Seville or Florence.

By opening up the skies and reducing aviation's environmental impact, Iris is helping to create a more efficient, sustainable future for global air travel.

Protecting the planet continued

Circularity and waste

Viasat is committed to exercising responsible resource management at every step of the product lifecycle, from design to procurement, manufacturing, storage and transportation, disposal and more.

Viasat aligns its efforts with all waste-related regulatory requirements across the jurisdictions within which we operate.

In FY25, we established a new metric to track the percentage of Viasat waste material diverted from traditional landfill disposal through recycling, reuse, or recovery methods. Those efforts represent just one of our strategies for responsibly managing our waste streams across our operations.

Reducing waste not only decreases the volume of material sent to landfills — it also lowers GHG emissions. These emissions can result from the production, transportation, and disposal of waste. By implementing waste reduction strategies, we minimize our environmental footprint while unlocking cost-saving opportunities.

Electronic waste

The fastest-growing stream of solid waste is classified as waste from electrical and electronic equipment (WEEE). Like other technology companies, Viasat requires electronic equipment to manufacture and deliver our satellite solutions. Thus, we prioritize mitigating the potential harms of environmental pollution associated with this form of waste.

As we regularly produce, purchase, and replace electronic equipment, we work to limit our creation of WEEE, maintaining strict adherence to the EU and U.K. WEEE Directive through key waste-processing partnerships in each jurisdiction. Due to the risk of intellectual property theft from computers and other devices during disposal, we contract with service providers who certify appropriate, secure management and recycling of our electronic waste.

Viasat also limits WEEE waste streams by repurposing or reusing hardware whenever possible. To that end, we partner with specialists in refurbishment, recycling, and electronics disposal. One such partnership, with Transpere — a minority-owned and R2-certified member of the Women's Business Enterprise National Council — led to the reuse or recycling of 123,027 pounds of e-waste in FY25.

Food waste

Viasat's reduction in solid waste extends to organic material and food waste from our workplaces. Our efforts in this area began in January 2022, when we initiated a partnership with Feeding San Diego. In FY25, Viasat donated 1,848 pounds of food to San Diegans alone. In parallel, we operate robust composting programs at our three largest sites: Carlsbad, California, and Tempe, Arizona, in the U.S., and London in the U.K.

Waste generated by disposal method (metric tons)

Legend: ● Landfill   ● Diverted from landfill

Reducing hazardous waste and associated risks

Viasat operates in accordance with global hazardous substance and waste regulations, including the Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH) and the Restriction of Hazardous Substances (RoHS). To mitigate risks to human health and land contamination from waste streams, our procurement procedures require suppliers to disclose hazardous substances present in their products.

We have systems in place to track these substances during product development and manufacturing. This data is managed internally by our regulatory compliance team to ensure ongoing regulatory alignment. In FY25, we expanded our waste-data tracking capabilities in our operations to support improved recycling and management of hazardous waste in the future.

Waste by the numbers across Viasat in FY25

73,725 lbs
of recycled paper

123,027 lbs
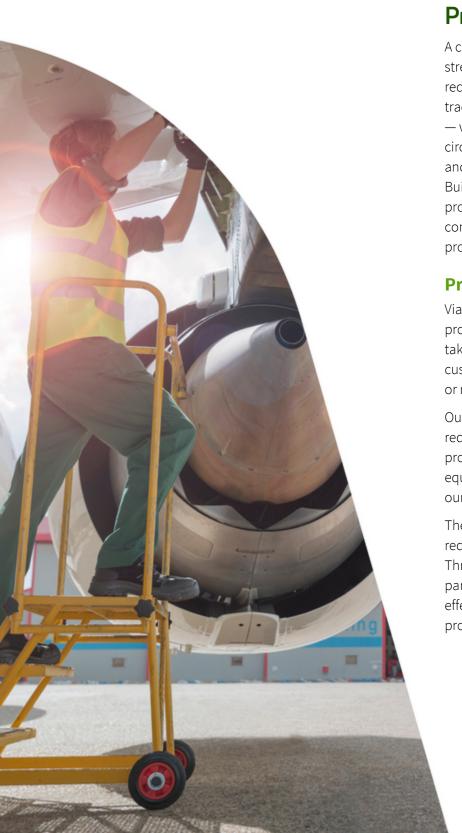of e-waste reclaimed

1,848 lbs
of food donated

2,092 lbs
of metal recycled from batteries

Protecting the planet continued

Product circularity

A circular economy aims to keep materials out of waste streams through reuse, recycling, and other strategies that reduce reliance on new virgin raw materials. Unlike traditional linear models of production and consumption — which follow a take-make-dispose approach — the circular economy is designed to extend the life of materials and products, keeping them in use for as long as possible. Building on these principles, Viasat prioritizes extending product lifespans through durable design, modular construction, and enhanced repairability, ensuring that products remain functional well beyond their initial use.

Product recovery and refurbishment

Viasat proudly operates multiple programs focused on product recovery and reuse. In FY25 alone, our residential takeback program ensured that more than 99% of customer-returned products were refurbished, repaired, or responsibly recycled.

Our VCare program, available to our airline customers, redeploys 100% of serviceable aviation hardware from the program. The refurbishment and maintenance of this equipment prepares them for redeployment elsewhere in our airline portfolio.

These programs help extend product lifespans and reduce the volume of WEEE headed to landfills. Through an expanding network of international partnerships, we are continually improving the effectiveness of our product recovery and recycling processes to limit waste at every opportunity.

Water conservation

Viasat prioritizes water conservation across our global worksites, recognizing the growing urgency of water scarcity worldwide. Increasing drought conditions, driven by rising temperatures and declining precipitation, underscore the need for responsible water management as part of our broader sustainability strategy.

We adopt a location-by-location approach to water management and efficiency, as each facility relies on local suppliers, and our buildings vary widely in the water systems they use and the constraints under which they operate. Our London office, for example, employs a rainwater harvesting system, and in Carlsbad, California, we reduced our monthly water use by 1,000–2,000 gallons using low-flow sink aerators.

One practice we employ is our monthly tracking of water-use metrics. This close monitoring detects leaks early and reduces long-term inefficiencies, supporting proactive water management and conservation.

💬 | SPOTLIGHT

Advancing water conservation with Viasat technology

Water is the backbone of sustainable agriculture, and our satellite-enabled IoT solutions offer significant benefits in conserving this critical resource. Ranchers rely on Viasat's L-band network to monitor water distribution systems in real time, helping to reduce waste, ensure that livestock stay hydrated, and support healthier, more efficient operations. By facilitating precise water management in even the most remote areas, Viasat supports the conservation of one of our planet's most vital resources.

Protecting the planet continued

Sustainable facilities and employee involvement

Our goal is to engage all Viasat employees in achieving our environmental and sustainability objectives. In FY24, we launched our ESG Overview course, which is designed to educate employees on our initiatives. The program further empowered our team members by highlighting how they can contribute to and participate in our ESG efforts.

In FY25, we reduced the footprint of our physical operations. As we completed the integration of Inmarsat facilities and operations, we cut nearly 300,000 square feet from our global facility portfolio.

Our London Finsbury Square campus represents another highlight of Viasat's sustainability efforts. Designed to be carbon neutral, the building features highly efficient heating, ventilation, and air conditioning (HVAC) systems. Its water source and ground source heat pump technologies reduce CO_2 emissions by 3,000 kg annually compared to a gas boiler. And thanks to robust composting and recycling, the building sends zero waste to landfills. The building received an "Excellent Standard" grade on the U.K. Building Research Establishment Environmental Assessment Method review.

💬 | SPOTLIGHT

EV charging stations

Viasat now maintains 135 individual electric vehicle (EV) charging connection points for employees at five U.S. locations, offered as a free benefit. In San Diego County, California, our Carlsbad campus remains one of the area's largest EV charging station providers.

In FY25, Viasat purchased and provided over 395 MWh of carbon-neutral electricity for our EV chargers through renewable energy certificates, which is enough to drive approximately 1.14 million miles in an EV thanks to charging at Viasat offices, eliminating an estimated 448 tons of CO_2 emissions by reducing gas-powered traffic. With the number of drivers using our chargers continuing to rise from year to year, we expect those savings to grow in FY26.

Green business certification for Carlsbad HQ

Our corporate headquarters in Carlsbad, California, maintains its Tier 2 Certification through the City of Carlsbad Green Business Program. The program recognizes businesses that apply a multi-pronged approach to environmental stewardship, including resource consumption and community involvement.

Viasat's ongoing work on this front includes:

– Recycling and composting programs to reduce waste from our facilities

– Limiting energy consumption through impactful initiatives such as the adoption of Energy Star-certified equipment

– More efficient sink aerators to cut back on unnecessary water use

– Empowering a "green team" of employees to push sustainability further across the company

Social

Spotlights

Why does digital inclusion matter?

By connecting the world, Viasat helps make it a smarter, healthier, safer, more productive, and more prosperous place for us all.

Education
Access to the internet provides access to valuable online educational content and resources for school children contending with increasingly online-based education systems, and for adults looking to learn new job skills to grow their careers.

Productivity
Connectivity is inextricably tied to almost every aspect of our lives — it's key to how we connect, collaborate, and communicate, making businesses and individuals alike more efficient and effective.

Safety
From early warning to crisis management, connectivity is essential for delivering the information and resources that save lives.

Prosperity
Digital inclusion facilitates participation in the digital economy, giving access to tools and resources that can amplify opportunities.

Healthcare
Connectivity brings life-enhancing and lifesaving telehealth resources to remote communities that are unserved or underserved by physicians and healthcare facilities.

How does Viasat help foster digital inclusion?

We deliver seamless global connectivity when, where, and how it's needed most.

Where it's needed most
Viasat serves some of the world's hardest-to-reach locations.

When it's needed most
We keep people, businesses, and governments connected in homes, communities, and on the go.

How it's needed most
Our global, multi-band, multi-orbit network seamlessly integrates the capacity and capabilities of our assets with best-in-class partners — which we intelligently orchestrate to meet the unique needs of the businesses, governments, and communities we serve.

Digital inclusion

Viasat helps keep customers connected across land, air, and sea — delivering fast and reliable connectivity when, where, and how it's needed most to help bridge the digital divide.

FY25 accomplishments

Connectivity in the air

From delivering real-time weather updates to enabling constant communication with air traffic control, satellites are essential to the safe and efficient operation of every flight. This continuous connectivity supports the coordination of thousands of aircraft across the world's busiest airspaces each day, minimizing the risk of accidents, optimizing airspace usage, and maintaining a steady flow of air traffic.

Viasat has been at the forefront of enabling safety communications in aviation for decades. Our Classic Aero, SwiftBroadband-Safety (SB-S), and Iris services provide fast and precise aircraft positioning data, satellite voice, and text-based communications that facilitate air traffic management and allow planes to safely fly closer together — a critical need as the skies become busier. These solutions not only support real-time medical emergency applications, but also provide real-time weather updates, enabling pilots to adjust their courses to avoid hazardous turbulence or save fuel by optimizing their use of tailwinds.

Connectivity at sea

Viasat's NexusWave bonded connectivity solution is a multi-orbit, multi-band service that provides fast, reliable, global, and secure connectivity, enabling onboard technologies to optimize fuel consumption, enhance voyage planning, and improve weather routing. The connectivity solution has already been deployed by numerous shipping companies globally to help drive their digitalization and efficiency efforts.

Viasat also provides satellite communication technologies that enable ships in distress to alert shoreside authorities rapidly, supporting swift rescue planning and the deployment of life-saving teams. Whether facing a severe storm, a collision, or a medical emergency, seafarers can rely on our trusted maritime safety services to ensure their call for help is heard.

Connectivity on land

Viasat's IoT connectivity services are helping drive more efficient, sustainable, and safe business outcomes across global production and supply chains. Through the Viasat ELEVATE program, partners are embedding this connectivity to enable verticalized use cases such as water monitoring for cattle, poacher monitoring, mine tailings facility monitoring, route optimization, and electrical grid management.

Viasat also provides critical communication services through its global satellite phone service, with users around the world relying on the service when beyond the reach of cellular coverage.

Direct-to-Device (D2D) technologies are reshaping how people and businesses consume satellite services, driving wide-scale adoption. Through Viasat's partnership with Skylo, these services are also helping to save lives, as demonstrated in the U.S. in September and early October 2024 during Hurricanes Helene and Milton, as well as during the forest fires in Oregon.

Digital inclusion continued

Connecting the unconnected in Latin America

Viasat, in collaboration with Altán, a Mexican telecommunications wholesaler, launched a first-of-its-kind home and mobile broadband service via satellite in Mexico. This service integrates Viasat's satellite and wireless LTE technologies with Altán's shared mobile network, providing cellular coverage to previously uncovered areas across 13 states in Mexico. The collaboration strategically addresses the connectivity gap for more than 150,000 people.

This technology integrates satellite and wireless LTE systems to deliver digital connectivity via a cost-effective, power-independent infrastructure. Designed for remote regions with little to no cellular coverage, it utilizes solar-powered LTE towers to ensure reliable service.

In some cases, the LTE towers operate entirely on solar power, ensuring that hard-to-reach communities remain connected, even when they are off the main power grid, by providing access to a reliable satellite connection.

Our Mexico Ambassador Program, launched in 2021, also empowers rural communities with local, predominantly women representatives to share knowledge and expertise in areas connected by Viasat's technology by training ambassadors in digital skills development. This program promotes gender equality and digital inclusion.

Disaster recovery in Ukraine and Turkey

When natural disasters or human conflicts occur, connectivity can often be disrupted for months. Viasat is uniquely suited to quickly mobilize our technology, volunteers, and partners to provide life-saving connectivity during global conflicts and natural disasters around the world. With satellite phones and portable broadband terminals, Viasat technology enables first responders and relief organizations to connect to our high-speed, resilient satellite communications wherever they are in the world.

For example, Viasat partnered with officials from the Košice region of Slovakia to provide Ukrainian refugees with free high-speed internet, leveraging Viasat Community Internet hotspots to keep displaced Ukrainians connected with friends and family, and providing access to critical, time-sensitive information.

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

We also partner with trusted global organizations to support disaster relief, including:

– Allied governments
– International Telecommunication Union (ITU)
– RE:ACT
– Red Cross Disaster Services
– Satellite CARES (Community Aid Relief Effort)
– Télécoms Sans Frontières (TSF)

Digital inclusion continued

SPOTLIGHT

European Space Agency Moonlight partnership: Bringing connectivity to the moon

In 2025, the U.K. Space Agency selected Viasat to lead the U.K. ecosystem in delivering communications capabilities for the European Space Agency's Moonlight project.

We join other respected U.K. and European companies in this effort to create Europe's first lunar orbiting satellite network. Designed to simplify communications between the moon and Earth, the project will facilitate scientific research and likely support future commercial activities. Additionally, the initiative contributes to broader goals of digital inclusion by expanding access to reliable communications, not just for lunar exploration, but also for advancing connectivity solutions on Earth.

As part of our role, Viasat will oversee the design and development of the network and define end-to-end communication services. Our responsibilities include providing communications networks for lunar landers, rovers, and orbiters as well as establishing infrastructure to connect Earth-based teams with lunar surface terminals and technologies.

This opportunity builds on our experience in space communications and supports continued collaboration in advancing lunar exploration infrastructure.

Digital inclusion continued

Key partnerships

Bridging the digital divide takes more than just connectivity — it requires strong, committed partnerships.

At Viasat, we deeply value the contributions of our global business and non-governmental organization (NGOs) partners. We're proud to stand alongside them and are continually inspired by the innovation and shared commitment they bring to our mission of delivering fast, reliable connectivity when, where, and how it's needed most.

Telebras

Viasat partners with Brazil-based Telebras to expand internet access through the Wi-Fi Brasil program, connecting government agencies, schools, and underserved communities. Together, we've deployed over 18,000 internet access points, including 5,000 in rural and Indigenous schools, health posts, public service facilities, and non-profits, bringing online access to more than 2.5 million students who previously lacked connectivity. Through this collaboration, Viasat and Telebras have advanced digital inclusion for over 11 million Brazilians across nearly 3,000 cities, helping bridge the digital divide and support essential services.

Télécoms Sans Frontières (TSF)

For more than 25 years, we have partnered with TSF, an emergency telecommunications NGO, to provide satellite support. This partnership focuses on providing direct connectivity assistance to transient and temporary communities created by natural disasters and man-made crises. Specifically, it provides access to critical humanitarian information, digital literacy training, and health and education services. We maintain and launch communications equipment and connectivity links to ensure that access remains available during and directly after humanitarian crises.

RE:ACT Disaster Response

In the wake of natural disasters around the world, U.K.-based RE:ACT Disaster Response sends teams of volunteers to help, many of whom are military veterans. To coordinate RE:ACT's relief efforts, Viasat provides satellite terminals and aids in supporting more reliable connectivity with handheld satellite phones.

International Mobile Satellite Organization (IMSO)

Viasat collaborates closely with IMSO, who monitors our organization to verify compliance with IMO standards of the Global Maritime Distress and Safety System (GMDSS). Our commitment to safety and reliability is unwavering, and our GMDSS satellite communication service helps ensure the safety of 1.9 million seafarers.
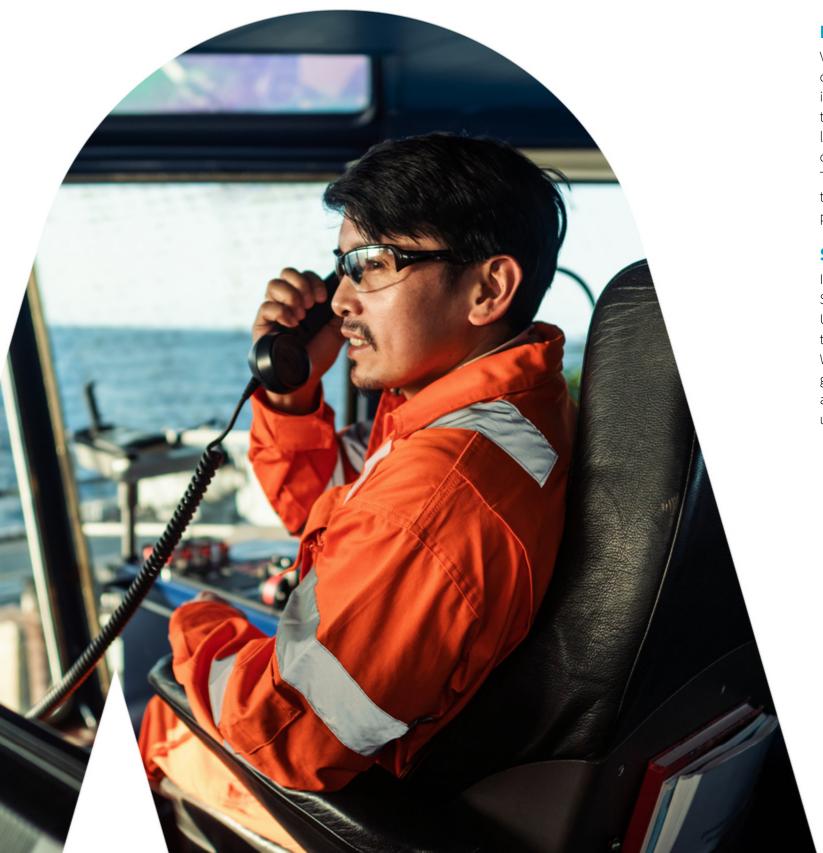
Digital inclusion continued

RESOLVE

Viasat's partnership with RESOLVE exemplifies how connectivity and collaboration can drive real-world impacts. As a non-profit focused on sustainable solutions to environmental and social challenges, RESOLVE leverages Viasat's mobile satellite networks to transmit critical data from some of the world's most remote areas. This connectivity enables the use of advanced AI-powered technologies that support conservation efforts and the protection of vital environmental and industrial resources.

Space42

In 2025, we partnered with Space42, a UAE-based SpaceTech company, signing a Memorandum of Understanding to explore ecosystem partnership options to develop a 5G Non-Terrestrial Network (NTN) initiative. We will contribute to the important work of advancing global satellite connectivity and sharing innovation while adding capacity to our network and LEO assets and unlocking possibilities for the future.

Telesat

This year, we advanced our multi-orbit services roadmap by integrating Telesat Lightspeed LEO Ka-band capacity with our ultra-high throughput satellites to provide customers with fast, reliable, and cost-effective connectivity services. With our multi-orbit service roadmap and the industry's most comprehensive Service Level Agreement, we look forward to improving connectivity in the world's busiest locations, such as high-traffic routes, airport hubs, and seaports.

Stevens Water

Partnering with Stevens Water Monitoring Systems, Viasat aids in the mission of providing valuable environmental insights to organizations to improve resource management. The company offers custom turnkey monitoring solutions that integrate IoT sensors, data acquisition equipment, cloud-based software, and satellite communications to deliver key data, even in remote regions.

Putting people first

As our workforce continues to evolve, building meaningful relationships and communication with our most important stakeholders — the employees who drive the mission of Viasat forward and ensure our future success — is of paramount importance.

Throughout FY25, we reinforced our commitment to fostering meaningful relationships with our employees by aligning our new organizational values with our overarching people strategy. The successful launch of these values was supported by a combination of employee workshops — attended by over 400 employees — along with dedicated manager resources and awareness initiatives.

Additionally, as part of our broader workforce alignment, we updated our annual performance, development, and reward processes to better connect individual performance with company priorities, emphasizing clarity, accountability, and growth.

Shaping our culture

We shape our values, culture, and program offerings largely based on feedback from our employees. In regular surveys and meetings, we encourage employees to share their views and suggestions to make Viasat an even better place to work.

In FY24, a company-wide culture assessment helped guide how our newly combined organization could operate as one team. Feedback gathered from employee focus groups, executive interviews, and desktop research played a critical role in shaping our new corporate values, which we launched in December 2024 during our One Viasat event.

Since then, we've taken deliberate steps to embed these values into our culture. They serve as guiding principles in our Viasat Stars recognition program and are integrated into performance evaluations, reinforcing not just what employees achieve, but how they achieve it. This approach strengthens our culture of integrity, collaboration, and continuous growth.

Designed with our new values in mind, in March 2025, we conducted our first global engagement survey since the acquisition of Inmarsat. The survey assessed key drivers of engagement, such as communication, collaboration, work-life balance, learning and development, and recognition:

– 86% of participants said that they know what our company values are.

– A 74% engagement score was recorded for those that participated.

Our values

> **One Viasat**
> We have high expectations for ourselves and our team

> **Play to Win**
> We focus on growth, not just on preserving the past

> **Push Boundaries**
> We are curious and challenge conventional wisdom

> **Step Up**
> We embrace change and tough challenges

33
countries with Viasat operations

6,900
people employed by Viasat

77%
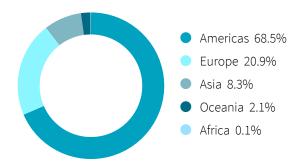of Viasat employees believe our values are right for our organization

Culture and inclusion

At Viasat, we believe that diverse perspectives and new ideas drive innovation, and we are committed to fostering an environment of trust, belonging, and safety, where every employee has a voice and is empowered to bring their authentic self to work.

Inclusion in leadership

We want diversity of thought to permeate our whole organization, so we are committed to fostering growth and advancement across the company, including within our leadership team. Through a combination of manager support, on-demand self-led learning resources, instructor-led in-house courses, and other development programs, we offer advancement opportunities to all employees and encourage them to develop their skills and potential.

Workforce by region

- Americas 68.5%
- Europe 20.9%
- Asia 8.3%
- Oceania 2.1%
- Africa 0.1%

Employee resource groups

Viasat's Employee Resource Groups (ERGs) help us to further foster a sense of belonging and build meaningful connections among employees with similar backgrounds and interests. In FY25, our ERGs experienced global growth in membership, attracted new executive sponsors, and sponsored many successful events and programs.
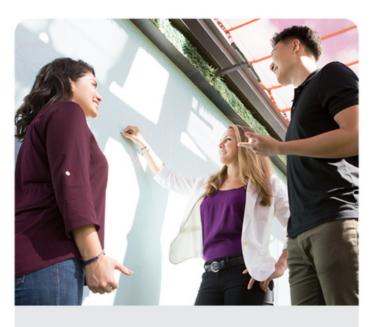
Working closely with the Culture and Inclusion and Social Impact teams, we appreciate the work each group does to support our social impact projects and address topics of importance to the organization, including our culture, brand, community outreach, and career mobility.

69%
of workforce based in Americas

21%
of workforce based in Europe

Viasat employee resource groups

- Ability Alliance
- Black Professional Alliance
- Ethnic Diversity Empowerment Network
- Families Helping Families
- Hispanic/Latino Leadership Alliance
- NextGen Alliance
- Pride Alliance
- South Asian Alliance
- Viasat Veteran's Alliance
- Viasat Women's Alliance

○ | SPOTLIGHT

Viasat Women's Alliance Summit 2025

As part of celebrating International Women's Day, in March 2025, the Viasat Women's Alliance hosted the second annual global Women's Alliance Summit.

The event, held virtually and open to all employees, focused on career development and ways to better support our people. With speakers including Viasat leaders and industry experts, we explored ways to more consistently support and encourage gender equity at Viasat and across our communities.

Online and in person, nearly 450 employees attended the event across nine sessions, which included workshops, networking, and panel discussions.

Talent and careers

Viasat's success and growth depend on our ability to recruit, develop, and retain a world-class workforce. We actively seek out talented individuals who share our values and drive innovation by challenging the status quo. To support their growth, we engage employees by gathering feedback on performance and development, ensuring that their voices shape our approach.

Recently, we redefined our global approach to talent, learning, and development to provide employees with opportunities linked more closely to our business growth objectives. We actively welcome our employees' insights to enhance our performance and development efforts.

Outreach and early careers

Empowering young talent is one of the many ways in which we invest in our company's future. At Viasat, new graduates gain practical work experience and build their skills while contributing novel ideas and new perspectives. We are currently working on a global Graduate Development Program, set to pilot in FY26, with the goal of improving our onboarding and mentorship of early-career hires.

In our effort to attract talented early-career professionals, we expanded our internship program to Australia and London for the first time. In FY25, Viasat offered internships to over 120 students across five countries — the U.S., India, Brazil, the U.K., and Australia — with the goal of converting high-performing interns into full-time employees.

This year, we enhanced our internship program by launching the global Intern Bootcamp Week, which included both virtual and live sessions offering an in-depth look at Viasat's business, technology, and culture, with contributions from several business leaders. The goal was to help interns understand how their roles contribute to Viasat's overall success while fostering a sense of belonging. Additionally, we continued the Intern Buddy Program, which received overwhelmingly positive feedback from participants and allowed our interns to engage with employees for connection and mentorship.

At Viasat, our approach is to hire the right person with the right experience. Through third-party partnerships, thousands of organizations across a broad network receive and share Viasat positions. Our outreach partners match our open roles with criteria specifically requested and share positions with appropriate members of their organizations. We are also making a concerted push to consistently put forth clear, concise job information for candidates.

1st
global Graduate Development Program set to pilot in FY26

120
students offered internships across 5 countries

1st
global Intern Bootcamp Week launched in FY25

🗨 | SPOTLIGHT

Viasat Veterans Alliance Military Transition Events

In October 2024 our Viasat Veterans Alliance (VVA) in London hosted a group of U.K. service leavers for a day of mock interviews, CV and interview feedback and career talks, and in March 2025, the Carlsbad VVA team hosted their annual Active Duty Military & Family Member Transition Event at the Viasat campus in Carlsbad, CA, which welcomed over 100 attendees combined. These workshops offer veterans and military spouses a powerful combination of connections, resources, and direction during their transition. Every year, the event results in some participants finding opportunities at Viasat as full-time employees or Hire our Heroes fellows.

Learning and development

We are dedicated to fostering an environment in which employees receive continuous guidance and feedback to advance their careers and achieve their full potential. By investing in their professional development, we create a mutually beneficial scenario that aligns individual and company goals. Our comprehensive development framework outlines the career journey from onboarding to advanced leadership roles, encompassing mandatory training and essential skills development.

This year, we launched a new performance, development, and rewards cycle, designed to cultivate a performance and development-driven culture. It features formal goal setting, mid-year check-ins, opportunities to provide 360-degree feedback, focused career development conversations, and enhanced and calibrated performance assessments that link to reward decisions and discussions.

In FY26, we will further refine the performance, development, and reward cycle, including goal setting, focusing on team, individual, and organizational objectives, supported by metrics to guide meaningful discussions.

Early in 2024, we launched enterprise-level access to the **Udemy** online learning platform. This tool allows employees to access thousands of training courses, supporting employees in achieving their career goals in alignment with our new performance, development, and rewards cycle. Since its launch, we've seen significant impact across employee development, productivity, and cost savings:

– 93% of learners reported finding Udemy helpful in improving work productivity, acquiring new skills, and passing certification exams.
– 97% of learners spent their time learning either business or technology skills, with Microsoft Excel, goal setting, project management, and Python as popular topics.
– $1.1M in certification preparation savings were realized by leveraging Udemy prep courses aligned to workforce readiness for high-priority areas such as cloud, cybersecurity, and IT infrastructure.

💬 | SPOTLIGHT

One Viasat

In December, we hosted our first global One Viasat event for employees. The day included a celebration of the company's accomplishments in 2024, reinforcement of our company strategy, and the launch of our new, integrated corporate values. Through leaders and teams, we brought real-life examples of our customer-first approach through sharing product successes and updates on social impact initiatives. After the presentations, a social was held to acknowledge everyone's hard work. The event was held not only to celebrate our wins and join us together on our mission going forward, but also as a thank you to employees for their hard work, dedication, and commitment to helping solve some of the world's most demanding connectivity needs.

Talent and careers continued

Rewarding employees

At Viasat, we aim to ensure that all employees feel valued and recognized for their contributions. Our Total Rewards approach factors in compensation, which includes a competitive salary and other short- and long-term incentives, as well as benefits and paid time off.

In FY25, we continued making progress in harmonizing compensation across our global business. To do this, we implemented a global job framework to facilitate more competitive and equitable decision making.

Additionally, we expanded our peer-to-peer recognition program, Stars, across our global operations. The Viasat Stars program is designed to provide all employees with a way to celebrate colleagues who go above and beyond, fostering a consistent culture of appreciation globally. The refreshed Stars program represents a more scalable global initiative that aligns with our core values — Play to Win, Push Boundaries, Step Up, and One Viasat — helping to create a culture of positivity in which everyone feels valued, supported, and empowered to embody these principles every day.

Employee benefit highlights

We continuously evaluate offerings to support our employees and to ensure we are providing market competitive benefits while aligning with regulatory requirements across the globe. We place a strong emphasis on understanding employee feedback when making decisions on reward offerings, including reviewing our engagement survey and partnering with employee representative bodies who provide a valuable perspective from our employees on the benefits we provide.

Employee health, safety, and well-being

As a company, we have a fundamental responsibility to protect the health and welfare of all employees. They count on us to provide a safe workplace and relevant safety training while encouraging them to enhance their well-being by providing comprehensive resources and support.

We honor their trust in us by:

– Reducing health and safety risk by working towards the elimination or practical minimization of potential work-related health and safety risks;

– Meeting or exceeding applicable health and safety compliance obligations;

– Using effective consultation, participation, and communication methods to engage and empower workers across the globe.

Enhancing our safety culture

We implement various programs across our global organization to enhance and advance our safety culture. Central to this work is our specialized team of EHS professionals. These experts engage Viasat teams, evaluate our operations, respond to incidents, and proactively identify and address hazards.

In FY25, over 98% of Viasat employees completed EHS training. We also updated our EHS policy this year to establish a strong foundation for identifying, tracking, and improving our EHS objectives. Additionally, we implemented a new global EHS incident reporting system to unify legacy Viasat and Inmarsat processes into a single, streamlined approach, enhancing our ability to manage incidents effectively across the organization.

To date, eight Viasat sites have gained ISO 45001 certification for their safety and health management systems. Several locations feature employee health and safety committees, who meet routinely to discuss opportunities for improving our programs. In addition, the company maintains our dedicated Viasat Emergency Response Teams (VERT), consisting of employee volunteers who are specially trained to assist with emergency response. Volunteers are available who have an elevated level of first aid training and are called upon to respond to an emergency or injury while awaiting professional services. We have VERT teams at the following sites:

– Tempe

– Carlsbad

– Duluth

– Marlborough

– Boston

– Spring Lake

– Independence

– Ottawa

– Germantown
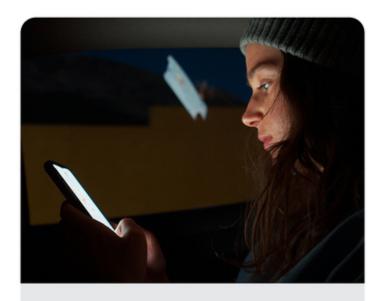
Employee health, safety, and well-being continued

Mental health matters

Viasat acknowledges the importance of protecting the mental health of our teams and their families. To this end, we offer every employee across the world access to an employee assistance program (EAP) that helps address anxiety, depression, work-related stress, and burnout, among other challenges. The EAP provides confidential counseling and a referral service for additional support. We also have an employee wellness newsletter that includes additional resources and is circulated to our workforce via email and our intranet portal.

In October 2024, Viasat participated in World Mental Health Day, followed by Mental Health Awareness Month in May 2025. These events provided an opportunity to highlight the importance of mental health for overall well-being while reminding employees of the resources available to them and their families. We also used this time to encourage our workforce to engage in mindfulness, meditation, and other activities to support their mental and emotional health.

⊙ | SPOTLIGHT

Headspace

Viasat U.S. employees and their families have access to Headspace, an app featuring guided meditations and mindfulness courses. Since the beginning of our Headspace partnership, Viasat members have logged 2.6 million minutes with Headspace, with an average of 92 meditation sessions per engaged member. Employees report a 57% reduction in stress after using Headspace for self-guided care. We continue to evaluate options to offer benefits like these to employees globally.

⊙ | SPOTLIGHT

Wellness Week

Viasat acknowledges that the practice of mindfulness and meditation can help people feel more present, positive, focused, relaxed, and clear-minded. With this in mind, the Ability Alliance ERG introduced our teams to various ways to take breaks and practice calming mindfulness activities during Wellness Week in May 2024.

This initiative was rolled out across the following sites: Duluth, Boston, Marlborough, Carlsbad, Chennai, Indonesia, Lausanne, London, St. John's, and Tempe.

Going beyond connection

Viasat's social impact initiatives aim to harness the talent of our people, the power of our technology, and strategic partnerships to create meaningful, lasting change in communities worldwide.

In FY25, our priorities included engaging with local communities where we have offices, and supporting regional organizations that are relevant and meaningful to those areas.

Additionally, we emphasized promoting STEM careers through national and local programming, funding, and volunteerism, which included the following initiatives:

– Space for Good
– Science Olympiad
– FIRST Robotics
– Generation STEAM
– STEMBlazers

Viasat fosters strong partnerships with organizations that address critical needs. We collaborate with non-profits and NGOs, local governments, and other stakeholders to identify opportunities and establish multi-year partnerships centered on digital inclusion. Our support often includes providing Viasat technology and innovation as well as the tools and resources necessary for remote healthcare, educational advancement, and economic development. This holistic approach addresses immediate connectivity needs, builds sustainable digital ecosystems, and ensures that technology facilitates opportunity rather than acting as a barrier to participation in today's economy and society.

Skills-based volunteerism

A hallmark of Viasat's global social impact work is its award-winning skills-based volunteering program. We're driven by a desire to find better ways to bring connectivity where it's needed most so people can reach their potential, no matter where they live, work, or visit. Viasat's skills-based volunteering program empowers our employees to live this vision and optimize our positive impact in the world by contributing expertise that helps others build their own better way.

Partners and employees alike reap the benefits of skills-based volunteering. In addition to gaining leadership experience, employees report that they acquire a better understanding of Viasat products and services and build stronger connections with their colleagues as they work together on complex challenges.

SPOTLIGHT

Going beyond connection continued

Expanding connectivity across Latin America
Connectivity unlocks access to education, economic opportunities, and healthcare enhancing nearly every aspect of life.

Our initiatives in Latin America provide a comprehensive ecosystem of tools, resources, and shared knowledge to NGOs operating in areas without terrestrial internet. Through a transformational, multi-year programmatic approach, the initiative aims to drive lasting impact by advancing digital equity, expanding access, and fostering its adoption.

PSYDEH, a Mexican NGO, empowers rural and indigenous women to be community leaders, driving local social and economic development. Through our collaboration, 2,150 youths and adults — 65% of them women — have accessed high-speed internet for the first time. Additionally, 75% have enhanced their digital skills through dedicated classes and training. We've also provided connectivity and resources to more than 65 rural and urban sites.

In Brazil, we partner with Novo Sertão to bring reliable internet access to some of the country's most remote and underserved areas, including the rural region of Betânia do Piauí, where establishing foundational infrastructure remains a significant challenge. This initiative is part of their Todos Conectados program, launched in 2022, which emphasizes collaboration between our local office and communities across northeastern Brazil.

Additional Social Impact partners include:

– Associação Comunitária Monte Azul, Brazil

– Camp Wamp, U.S.

– CANICA, Mexico

– Columbia Urban League, U.S.

– Fondo Guadalupe Musalem, Mexico

– Fundacíon Donde Educarte, Mexico

– Village Book Builders, Mexico

Going beyond connection continued

Connecting employees to the community through Viasat Giving

Viasat Giving amplifies the generosity of our employees.

We provide a 1:1 match of employee donations to causes they care about, of up to $2,000 per employee. We also offer a personal volunteer match for those who want to give their time and talents to community organizations.

In December 2024, we rolled out Viasat Giving across our global business, expanding the program to all employees post our acquisition of Inmarsat to continue to support individual volunteering and donation efforts.

Viasat Giving highlights in FY25

1,500
organizations received support from Viasat Giving

Almost
13,000 hrs
were volunteered by our employees

1 in **5**
employees participated in Viasat Giving

😊 | SPOTLIGHT

Viasat Employee Relief Fund
In partnership with E4E Relief, a non-profit organization, our Employee Relief Fund provides charitable grants to employees experiencing financial hardships or unexpected disasters.

We understand that life can be unpredictable, and sometimes employees face unexpected crises. The Employee Relief Fund provides immediate financial assistance for employees, creating a culture of mutual support and demonstrating our dedication to the overall well-being of our people.

While Viasat maintains and contributes to the fund, employees can also make direct donations that are eligible for matching under Viasat Giving. Although applicant confidentiality is maintained, recipients express gratitude for the support they receive from their coworkers.

😊 | SPOTLIGHT

FIRST Robotics
For over a decade, Viasat and FIRST Robotics (FIRST) have shared a strong partnership rooted in a mutual commitment to inspiring the next generation of STEM leaders.

FIRST engages students in hands-on, mentor-guided programs that foster innovation, build STEM knowledge, and develop essential life skills, such as communication and leadership.

Since 2013, Viasat has supported this mission through our global grant program, which provides sponsorship to FIRST teams around the world. To date, Viasat:
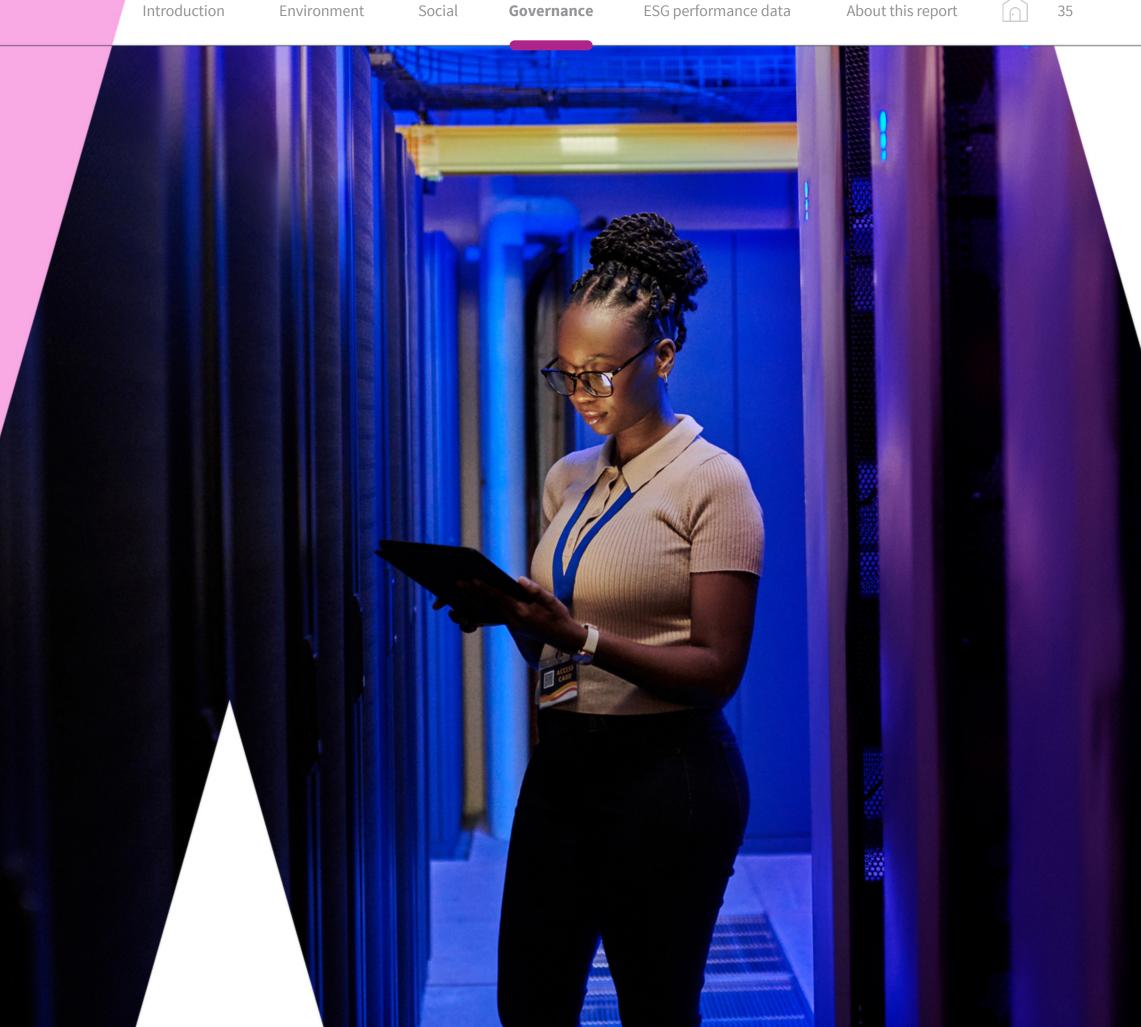
– Sponsors an average of 25 teams per year

– Donated almost $700,000 to FIRST teams since 2013

Together, we're helping shape a future in which science and technology are celebrated, and young minds are empowered to lead.

Governance

Leading with integrity

Sound governance and responsible business practices are fundamental to the way we do business. We abide by a governance framework that embodies our goals, values, and direction as a company. Doing so helps us maintain the utmost levels of accountability, integrity, and transparency across our operations.

Board of directors

Viasat's board of directors ("Board") provides critical guidance and oversight related to our strategic direction. The Board helps ensure our continued growth and the responsibility and sustainability of our operations. The Board exercises these responsibilities periodically as part of its meetings and also 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 the company's long-term strategies and in the transactions and other matters presented to the Board, including capital expenditures, acquisitions and divestitures, and financial matters.

At the end of FY25, five of seven directors were independent, including a lead independent director who presides over meetings at which the chair is absent.

Board appointments

Viasat's Nomination, Evaluation, and Corporate Governance Committee assesses the performance of each director and of the Board overall. Annual benchmarking against broad indexes and proxy peers illustrates where we stand on various governance topics.

In addition, the committee is responsible for evaluating and, as appropriate, periodically refreshing the Board's composition. The committee determines appointments and succession plans by evaluating each candidate's experience, knowledge, skills, independence, and integrity. These appointment processes were designed to maintain the right blend of characteristics to build on past successes and navigate whatever strategic challenges may come next.

⊙ | SPOTLIGHT

New directors

Dr. William "Bill" LaPlante and Michael Paull were appointed to Viasat's board of directors in spring 2025. Dr. LaPlante brings extensive defense and national security experience, having previously served as the Under Secretary of Defense for Acquisition and Sustainment. Paull, with over 20 years of experience in the media industry, is currently CEO of RBmedia and has held leadership roles at other leading media companies.

Board committees

The Board is supported in its duties by four standing committees.

These include:

– Audit committee;

– Nomination, Evaluation, and Corporate Governance committee;

– Compensation and Human Resources committee;

– Banking and Finance committee.

Periodically, Viasat's ESG steering committee reviews our sustainability risks, strategies, and overall performance. This committee includes members of the executive team, including our general counsel, chief people and culture officer, and chief financial officer. As deemed appropriate, sustainability matters may be brought to the broader Board for awareness, discussion, and input.

Board diversity

We strive to build a board consisting of diverse perspectives and representing an effective balance of skills, experience, and tenure. The Nomination, Evaluation, and Corporate Governance committee considers these and other factors when evaluating director candidates. As of March 31, 2025, 29% of directors belonged to underrepresented communities.

Board integrity

As with our employees, we expect all directors to perform their duties with the utmost attention to ethics and integrity per our **Guide to Business Conduct**. Directors should avoid any action, position, or interest that conflicts or appears to conflict with Viasat's interests. Directors must promptly report any potential or actual conflicts to the board chair. Moreover, they must disclose any personal interest in a matter and recuse themselves from discussing or voting on matters identified as personal conflicts of interest.

Executive leadership team

In January 2025, we restructured our senior executive team to better navigate strategic challenges and position our company for long-term growth. With a clear focus on ensuring the right executive and board composition, we remain committed to proactively positioning ourselves to navigate future strategic challenges and capitalize on emerging opportunities across global operations and innovation.

Risk management

Our comprehensive risk management practices enable us to identify, assess, and mitigate ESG risks and opportunities, ensuring the resilience of our operations and the continuity of our services.

In FY25, we conducted Viasat's first double materiality assessment. This comprehensive analysis enabled us to identify, assess, and prioritize the ESG risks and opportunities connected to our operations. To expand upon our management of identified material sustainability matters, we are in the process of integrating the results of our double materiality assessment into our new risk management system. This includes the development of a corporate ESG risk register in which risk owners and mitigation owners are identified along with the steps being taken to achieve acceptable risk levels.

Climate-related risk ranks high among investor concerns. We are working to expand our analysis of these risks across the business. In compliance with U.K. and CA climate-related financial disclosures; more information on our climate related risk report will be published on our website.

Protecting Viasat employees and physical assets

We are unwavering in our commitment to protecting the safety of Viasat employees and physical assets. Throughout FY25, we further harmonized our physical security protocols to ensure consistent procedures and access permissions at all Viasat sites worldwide. The security and resilience strategies we have in place help us detect and manage certain events that could impact the business.

Viasat's Global Security Operations Center establishes formal processes to assess, escalate, and mitigate security risks. The Global Security Operations Center stands ready to coordinate our response should a physical disruption take place.

Business continuity

Our customers count on us to deliver reliable, uninterrupted service. That's why we make substantial investments in the resilience of our infrastructure. By leveraging techniques, such as root cause analyses, anomaly detection, and self-healing, we seek out ways to identify and resolve issues faster and preserve business continuity.

We developed comprehensive disaster recovery plans so that we can quickly restore critical systems and services during or after a disruption. We have integrated business continuity into our culture, and we emphasize its importance to employees through awareness programs, communication, and training.

Ethics

At Viasat, we place the highest priority on the way we conduct business — ethically, transparently, and with integrity.

Our **Guide to Business Conduct** defines our commitment to ethical conduct. The guide applies to our global workforce, executive team, and the board, all of whom have an obligation to report any suspected code violations.

Additionally, our ethics committee meets regularly to create employee-wide training and to discuss ethical issues as they pertain to our governance. The committee includes representatives from security, legal, finance, government contracts, and other relevant functions, as well as our chief financial officer, chief people and culture officer, and general counsel.

We require all permanent and temporary employees to complete the Viasat Workplace Ethics course each year. In FY25, 98% of employees completed this annual training, exceeding the legal requirements for those working on U.S. government contracts.

Confidential hotline

Our independently operated ethics and compliance helpline, the Viasat Values Line, operates 24 hours a day, 7 days a week. Those who need to contact the helpline can request a representative via phone, website, or mobile app. The helpline allows our employees to raise concerns or report suspected code violations, and they may do so anonymously. Viasat policy protects anyone who makes a report in good faith from all forms of retaliation.

Political engagement

Viasat honors our responsibility to customers, shareholders, employees, and the public to effectively communicate our position at all levels of government. It is acceptable for the company to express its views to governments on subjects that may affect the company's welfare. We may contribute funds for or against public initiatives that could substantially affect our business.

We also engage with regional, national, and international organizations to advocate for safety, equity, and sustainability in space.

Stakeholder engagement

The continued success of our organization requires ongoing engagement with numerous stakeholders, including investors, suppliers, employees, customers, regulators, communities, and NGOs. Everywhere we operate, we help stakeholders better understand our company and our sector. We also seek and invite input on issues of shared concern. During FY25, we held important conversations with stockholders, who represent approximately 65% of our total outstanding common stock.

Working toward a sustainable supply chain

Our supply chain's environmental and social impacts far exceed those of our core business activities. Collectively, they represent possible human rights and environmental risks to Viasat's operations and reputation. While they are beyond our full control, these impacts fall within our sphere of influence. That's why we seek to minimize the negative impacts of our procurement activities through increased buyer and supplier awareness, incentives, transparency, and through our commitment to collaboration and continuous improvement.

Our sustainable sourcing program

› Sustainable sourcing policy

Provides guidance for our Global Sourcing and Supply Chain (GSSC) organization to ensure that our strategic suppliers:

– Demonstrate accountability, executive sponsorship for sustainability activities;

– Support meaningful and measurable actions to reduce GHG emission;

– Improve sustainability capabilities and program maturity

– Adhere to Viasat's Supplier Code of Conduct;

– Collaborate with Viasat to support our strategic non-profit partners.

› Supplier code of conduct

To further Viasat's commitment to business ethics, we have developed a detailed supplier code of conduct based on industry best practices, and plan to rollout in FY26. Suppliers are expected to raise any concerns through Viasat's Ethics and Compliance Helpline.

› Supplier engagement

Our annual supplier sustainability survey evaluates the sustainability program maturity of our largest and most strategic suppliers. In addition, it allows us to move from spend-based emissions calculations to actual supplier emissions in our GHG inventory (scope 3, category 1 and 2). From this baseline, we are able to determine appropriate improvement targets and offer resources to support our suppliers along their sustainability journey and our own.

In addition, Viasat welcomed 75 of our top suppliers to our annual supplier executive day, where we shared our ESG priorities. We also awarded our first ESG award to a supplier to acknowledge its collaboration and improvement in key ESG impact areas.

Our freight and warehouse suppliers leverage the ISO 20400 standard to guide their ESG-related sourcing practices and metrics. In 2025, our primary freight forwarding supplier aimed for 25% renewable electricity and 40% alternative fuel use for our freight providers in the Viasat routing guide. Their freight goal is to obtain 30% jet fuel from alternative sources by 2030.

Stakeholder engagement continued

⟩ Supplier scorecards

We issued supplier scorecards that included baseline measurements for safety, diversity, GHG emissions, human rights, and more. We also reviewed suppliers' overall ESG performance as part of our broader oversight of global supply chains.

⟩ Sustainability RFP weighting

For competitive bids, our GSSC team has developed a rubric to evaluate and weight supplier ESG program maturity as part of an overall supplier selection process planned to be launched in FY26.

⟩ Supplier Business Review (SBR) ESG breakouts

ESG breakouts are conducted during SBRs with our strategic partners. Part of this executive review covers ESG performance, targets, improvement, and partnership opportunities.

⟩ Enablement technologies

For our suppliers who are just beginning their GHG journeys, Viasat is leveraging our partnership with Persefoni to offer suppliers a free tool to easily calculate scope 1 and 2 GHG inventory. We are currently piloting this tool for the first time in the quantification of our FY25 GHG inventory.

⟩ Engaging small businesses

In the U.S., Viasat has a policy designed to engage more small businesses in our federal contracting and services division.

🔍 | SPOTLIGHT

Supporting a greener future

Viasat is proud to advance biodiversity conservation through partnerships with our strategic suppliers and Ecologi, where 1% of contract revenues >$100k was donated to fund the planting of 805,148 trees across four diverse global projects in FY25. This initiative reflects our deep commitment to ecological restoration, aiming to combat climate change while enhancing local biodiversity, improving soil health, and supporting community livelihoods. By driving meaningful environmental and social impact with our suppliers, we reaffirm our dedication to fostering a sustainable, greener future for generations to come.

Human rights

Our supply chain due diligence also addresses our social and human rights impacts. We invested time in FY25 engaging with local counsel in regions across our operations to ensure that we align with their regulatory requirements. Our **Modern Slavery and Human Trafficking Statement** defines strict parameters to which we hold our suppliers, with the intention of reducing the possibility of inadvertently enabling modern slavery or human rights violations in our supply chain.

Viasat is committed to working toward eliminating conflict minerals from our products that support armed groups in the Democratic Republic of the Congo (DRC) or in surrounding countries, while minimizing unintended consequences for legitimate subsistence miners and their dependents. We expect Viasat suppliers to examine their own supply chains to determine whether minerals come from the DRC or neighboring countries whose laws enable human rights violations. We support the Responsible Minerals Initiative (RMI) in their work to eradicate conflict minerals and, as an RMI member, we contribute data to their efforts. We regularly collect and publish supplier data using the RMI's Conflict Minerals Reporting Template, which meets the requirements and expectations of our customers and investors.

Product quality and safety

As a company operating on the edge of human ingenuity — in space, aeronautics, satellites, and beyond — Viasat maintains a relentless focus on product quality and safety.

Our central quality management system (QMS) is certified to AS9100 international standard for aerospace companies. Since our acquisition of Inmarsat, internal teams have been working to extend this accreditation to our new locations and product lines as we unite all Viasat operations under our global QMS.

Our vertically integrated and multidisciplinary team allows us to share best practices and meet the varied demands from the industries in which we are active, including space, aviation, and residential equipment.

We create tailored quality management plans to support each of our products throughout their lifecycles. Once a new product launches, our QMS guides ongoing quality assurance efforts and helps foster collaboration with Viasat operations and engineering staff.

The strength of our QMS and product-specific plans rests on customer, internal, and third-party audits from the Federal Aviation Administration (FAA) and other leading organizations. Scrutiny of these audits, and the high standards that allow us to meet them extend down our supply chains, where we require robust compliance from partners and suppliers.

Through all our quality management efforts, our overriding mandate remains to ensure that we meet every safety and quality regulation in each market where Viasat operates. Doing so serves the best commercial interests of the company as well as those who depend on our products and services.

Data and privacy

At our core, we are a technology-focused company. We understand the vital importance — to our business and our customers — of protecting data and individual privacy. To this end, we align with industry security frameworks and evolve our internal controls, called the Foundation Security Principles, to comply with all regulations in the regions and markets where Viasat has a presence.

As our business grows, we often incorporate technologies and processes that enable us to expand our services and our reach. We adopted the latest version of the payment card industry (PCI) standard, which governs the networks, applications, subcontractors, and partner firms and systems transacting via credit card on Viasat's behalf. We continue to 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). We are also working toward a level 2 certification of the Cybersecurity Maturity Model Certification (CMMC).

In addition, Viasat maintains ISO 27001 certification for both legacy Viasat Aviation services, and the entirety of legacy Inmarsat Global Limited. We look forward to integrating these programs to support business areas in which establishing an accredited Information Security Management System (ISMS), grounded in our Foundational Security Principles, will deliver meaningful value. These third-party audited certifications not only signify a resilient security program, but also underscore the competitive advantage the combined Viasat-Inmarsat company offers, showcasing a dedication to safeguarding data and enhancing trust with customers.

To help ensure that the third-party software adopted within Viasat aligns with our data protection and security standards, the Viasat Solutions Hub screens new technology providers for potential security or data privacy risks.

Alignment with best practices

To support the safe and compliant transfer of business-related personal data from the U.K. and EU to the United States, key Viasat entities in the U.S. self-certified to the EU-U.S. Data Privacy Framework (EU-U.S. DPF) and the U.K. Extension to the EU-U.S. DPF.

Customers can track our data processing practices and exercise their legal rights regarding their personal data through our **external online privacy center**.

Embracing the power of AI

Artificial intelligence (AI) continues to introduce new possibilities for our business along with potential new risks to mitigate. Our AI governance committee supports the safe and responsible use of AI and related technologies. This cross-functional committee meets regularly to develop AI policies and trainings, review AI project and system proposals, and enable key technical, legal, and security stakeholders to share information.

In FY25, the committee continued its work to support the safe adoption of AI solutions that would add measurable value to the company, including by assessing how we could deploy them securely and in compliance with all relevant regulations, and protect Viasat data and intellectual property. The committee collaborated with business and technology counterparts to identify and review potential AI solutions, including software development, customer engagement, and employee efficiency tools, and to create guardrails for deployment company-wide.

Strengthening security

For each Viasat business segment, we appoint business security champions to spearhead security initiatives around our products and services. We also train our teams to understand how security factors into their daily roles and responsibilities. Through security engineering training, for example, employees gain a better understanding of how to integrate Viasat's security principles into our offerings.

For enhanced scrutiny, in FY25, we updated our mandatory annual Privacy Basics training course to incorporate information on recent changes to data protection laws in the markets where we do business.

ESG performance

This report references the standards established by the Global Reporting Initiative (GRI) 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 received external verification of our FY25 GHG emissions (scope 1, 2, and 3) to the ISO 14064-1 standard in partnership with the British Standards Institution (BSI).

For our FY25 report, we have included two years of performance data to reflect the newly combined organization as a whole. Moving forward, we will continue to build upon this combined data and release year-over-year comparisons.

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, 2024 and ending March 31, 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

Disclosure	Description	Cross-reference, omissions, explanations
General disclosures		
2-1	Organizational details	FY25 **10-K**, pp. 2-3
2-2	Entities included in the organization's sustainability reporting	Viasat's FY25 ESG Impact Report addresses all of the entities included in its consolidated financial reporting. Inmarsat Group Holdings Limited, Inmarsat Global Ltd, RigNet, Inc. (RigNet), and Euro Broadband Infrastructure Sàrl (EBI) data is included in Viasat's sustainability reporting unless otherwise noted. TrellisWare data has not been included as Viasat does not have operational control.
2-3	Reporting period, frequency and contact point	Sustainability reporting for Viasat is in line with its fiscal reporting period, April 1, 2024 through March 31, 2025, unless otherwise noted. The publication date of the report is August 26, 2025. Questions should be directed to SocialImpact@Viasat.com. **About this Report**, p. 55
2-4	Restatements of information	Viasat is restating its FY24 GHG emissions to reflect corrections, inclusion of previously unavailable data, and methodology updates intended to increase accuracy.
2-5	External assurance	Viasat hires an independent third party (BSI) to verify its scope 1, 2, and 3 emissions to the ISO 14064-1 : 2018 standard. Please see our verification statement for more detail.
2-6	Activities, value chain and other business relationships	FY25 **10-K**, pp. 3-15
2-7	Employees	**Putting people first**, p. 25 **Workforce performance data tables**, p. 53
2-8	Workers who are not employees	**Workforce performance data tables**, p. 53
2-9	Governance structure and composition	**Leading with integrity**, p. 36 **Workforce performance data tables**, p. 53 FY25 **Proxy**, pp. 6-14 **Viasat Board composition**
2-10	Nomination and selection of the highest governance body	FY25 **Proxy**, pp. 6-10 **Viasat Corporate Governance Guidelines**

Disclosure	Description	Cross-reference, omissions, explanations
2-11	Chair of the highest governance body	Mark Dankberg is a founder of Viasat and serves as its Chairman of the Board and Chief Executive Officer. Sean Pak serves as Viasat's Lead Independent Director. FY25 **Proxy**, p. 7 **Viasat Corporate Governance Guidelines**, p. 2
2-12	Role of the highest governance body in overseeing the management of impacts	**Leading with integrity**, p. 36 FY25 **Proxy**, pp. 2-11
2-13	Delegation of responsibility for managing impacts	**Leading with integrity**, p. 36
2-14	Role of the highest governance body in sustainability reporting	**Our commitment to ESG**, p. 5
2-15	Conflicts of interest	**Leading with integrity**, p. 36 **Corporate Governance Guidelines**, pp. 2-3
2-16	Communication of critical concerns	Viasat has 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. Viasat does not disclose the total number or nature of critical concerns that were communicated. FY25 **Proxy**, pp. 6-10 **Guide to Business Conduct**, pp. 6
2-17	Collective knowledge of the highest governance body	**Our commitment to ESG**, p. 5 **Leading with integrity**, p. 36 FY25 **Proxy**, pp. 11-14
2-18	Evaluation of the performance of the highest governance body	The NECG Committee annually reviews the skills and characteristics of the Board to ensure they align with the current needs of our company. Additionally, the Board completes an annual self-evaluation of its performance and the performance of its committees, facilitated by the NECG Committee. The results of these evaluations help to inform whether the Board is equipped to provide comprehensive and effective oversight. FY25 **Proxy**, pp. 6, 8-10 The NECG is comprised of, and all evaluations are completed by, independent directors.
2-19	Remuneration policies	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. FY25 **Proxy**, pp. 36-72

GRI content index continued

Disclosure	Description	Cross-reference, omissions, explanations
2-20	**Process to determine remuneration**	FY25 **Proxy**, pp. 36-51
2-21	**Annual total compensation ratio**	FY25 **Proxy**, p. 64
2-22	**Statement on sustainable development strategy**	**A letter from our Chief Executive Officer**, p. 1 **Ensuring sustainable use of space for the world**, p. 8
2-23	**Policy commitments**	**The Viasat Way**, p. 3 **Protecting the planet**, p. 12 **Leading with integrity**, p. 36 **Modern Slavery legal statement** **Guide to Business Conduct**
2-24	**Embedding policy commitments**	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&C) departments. The ethics committee reports to Viasat's vice president of P&C, chief financial officer, and general counsel. Our goal is to ensure that every employee acts ethically in all aspects of their roles.
2-25	**Processes to remediate negative impacts**	**Leading with integrity**, p. 36 **Guide to Business Conduct**
2-26	**Mechanisms for seeking advice and raising concerns**	**Guide to Business Conduct** **Viasat Corporate Governance Guidelines**
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 FY25.
2-28	**Membership associations**	Viasat is a member of numerous associations and are highlighting the following significant memberships (in alphabetical order): Aerospace Industries Association (AIA), European Telecommunications Standards Institute (ETSI), Global Satellite Operators Association (GSOA), International Air Transport Association (IATA), International Telecommunication Union (ITU), Mobile Satellite Services Association (MSSA), National Governors Association, Satellite Industry Association (SIA), Space Foundation, UK Space, U.S. Chamber of Commerce, US-India Business Council (USIBC), Wireless Broadband Alliance (WBA), 5G Automotive Association (5GAA).

Disclosure	Description	Cross-reference, omissions, explanations
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 FY25 double materiality assessment. See p. 5 for more detail on our double materiality assessment
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. Legacy Inmarsat has a works council for part of our employee population in the Netherlands, France, and Australia and also an Employee Forum in the UK and Indonesia. As a company, 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 continued

Disclosure		Cross-reference, omissions, explanations
Material Topics		
3-1	**Process to determine material topics**	**Our commitment to ESG**, p. 5
3-2	**List of material topics**	**Our commitment to ESG**, p. 5
Economic disclosure		
201-1	**Direct economic value generated and distributed**	**Putting people first**, p. 25 **Economic performance data table**, p. 51
Climate change		
3-3	**Management of material topics**	**Our commitment to ESG**, p. 5 **Protecting the planet**, p. 12
302-1	**Energy consumption within the organization**	**Environmental performance data tables**, p. 52
302-3	**Energy intensity**	**Environmental performance data tables**, p. 52
302-4	**Reduction of energy consumption**	**Protecting the planet**, p. 12
305-1	**Direct (scope 1) GHG emissions**	**Environmental performance data tables**, p. 52
305-2	**Energy indirect (scope 2) GHG emissions**	**Environmental performance data tables**, p. 52
305-3	**Other indirect (scope 3) GHG emissions**	**Environmental performance data tables**, p. 52
305-4	**GHG emissions intensity**	**Environmental performance data tables**, p. 52
305-5	**Reduction of GHG emissions**	**Protecting the planet**, p. 12
Circular economy		
3-3	**Management of material topics**	**Our commitment to ESG**, p. 5 **Protecting the planet**, p. 12
306-2	**Management of significant waste-related impacts**	**Protecting the planet**, p. 12 **Environmental performance data tables**, p. 52
306-3	**Waste generated**	**Environmental performance data tables**, p. 52
306-4	**Waste diverted from disposal**	**Protecting the planet**, p. 12 **Environmental performance data tables**, p. 52
306-5	**Waste directed to disposal**	**Environmental performance data tables**, p. 52
Own workforce		
3-3	**Management of material topics - Talent management**	**Our commitment to ESG**, p. 5 **Putting people first**, p. 25
401-1	**New employee hires and employee turnover**	**Workforce performance data tables**, p. 53

Disclosure		Cross-reference, omissions, explanations
401-2	**Benefits provided to full-time employees that are not provided to temporary or part-time employees**	**Putting people first**, p. 25 **Employee benefits**
401-1	**New employee hires and employee turnover**	**Workforce performance data tables**, p. 53
401-2	**Benefits provided to full-time employees that are not provided to temporary or part-time employees**	**Putting people first**, p. 25 **Employee benefits**
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). **Putting people first**, p. 25 **Health and safety policy**
403-2	**Hazard identification, risk assessment, and incident investigation**	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. Our EHS team has a full "incident and near hit reporting and investigation" process for all employees to follow. **Putting people first**, p. 25 **Guide to Business Conduct**, p. 6
403-3	**Occupational health services**	Viasat proactively works to remove obstacles and barriers to participation, and to minimize those that cannot be removed. To achieve this, Viasat provides employee assistance through our Wellness Benefits and coordinates improvement efforts through groups such as our Ability Alliance Employee Resource Group. **Employee health, safety, and well-being**, p. 30
403-5	**Worker training on occupational health and safety**	All employees are trained annually 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. **Putting people first**, p. 25

GRI content index continued

Disclosure		Cross-reference, omissions, explanations
403-6	Promotion of worker health	Putting people first, p. 25
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Putting people first, p. 25
403-8	Workers covered by an occupational health and safety management system	Health and safety performance data tables, p. 54 Health and safety policy
403-9	Work-related injuries	Health and safety performance data tables, p. 54
404-2	Programs for upgrading employee skills and transition assistance programs	Putting people first, p. 25
405-1	Diversity of governance bodies and employees	Putting people first, p. 25 Workforce performance data tables, p. 53
Affected communities		
3-3	Management of material topics	Putting people first, p. 25
413-1	Operations with local community engagement, impact assessments, and development programs	Putting people first, p. 25
Consumers and end users		
3-3	Management of material topics	Why does digital inclusion matter?, p. 19 Product quality and safety, p. 41
203-1	Infrastructure investments and services supported	Digital inclusion, p. 19

Disclosure		Cross-reference, omissions, explanations
203-2	Significant indirect economic impacts	Digital inclusion, p. 19
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	0
Business conduct		
3-3	Management of material topics	Governance, p. 35
205-1	Operations assessed for risks related to corruption	Leading with integrity, p. 36 Guide to Business Conduct
205-2	Communication and training about anti-corruption policies and procedures	Leading with integrity, p. 36 Ethics performance data tables, p. 51 Guide to Business Conduct
205-3	Confirmed incidents of corruption and actions taken	Ethics performance data tables, p. 51
308-2	Negative environmental impacts in the supply chain and actions taken	Environmental performance data tables, p. 52
408-1	Operations and suppliers at significant risk for incidents of child labor	Stakeholder engagement, p. 39
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Stakeholder engagement, p. 39
415-1	Total monetary value of financial and in-kind political contributions made	Ethics, p. 38 Viasat does not yet publicly report this information.
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 FY25.
Sustainable access to space		
3-3	Management of material topics	Ensuring sustainable use of space for the world, p. 8

SASB index

SASB Code	Accounting or activity metric	Answer, cross-reference, omissions, explanations
HARDWARE		
Product security		
TC-HW-230a.1	**Description of approach to identifying and addressing data security risks in products**	Functionally, Viasat's Security Engineering Department performs internal and external risk assessments and testing on both internally and externally developed systems and products, as well as certain third-party and supply chain partner ecosystems based on our assessment of their respective operational criticality and risk profile. Depending on the risks presented, this may include some combination of manual and automation-driven testing methods and supply chain risk management activities such as hardware and software assurance assessments, anti-counterfeit measures, and the use of trusted suppliers. Compliance with security policies, procedures, and standards are assessed, and depending on the potential risks posed to the company, third-party assessments may be performed, including penetration tests, red team engagements, gap assessments, and compliance certification assessments. We also conduct several 3rd party compliance and audit assessments, including PCI DSS Tier 1 Merchant and Service Provider, ISO27001, UK Cyber Essentials Plus, and DFARS 252.204-7012 High Assurance assessments.
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**	Workforce performance data tables, p. 53
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, certified to an energy efficiency certification**	ENERGY STAR requirements are not applicable to Viasat's network products. As such, Viasat did not receive any FY25 revenue from products that meet this requirement.
TC-HW-410a.4	**Weight of end-of-life products and e-waste recovered, percentage recycled**	Protecting the planet, p. 12 Environmental performance data tables, p. 52

SASB Code	Accounting or activity metric	Answer, cross-reference, omissions, explanations
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**	Viasat is not a member of the RBA and at this time does not collect this information. See the report sections below for details on how we manage our supply chain. Working towards a sustainable supply chain, p. 39 Human rights, p. 40
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 nonconformances and (b) other nonconformances**	Viasat is not a member of the RBA and at this time does not collect this information. See the report sections below for details on how we manage our supply chain. Working towards a sustainable supply chain, p. 39 Human rights, p. 40
Materials sourcing		
TC-HW-440a.1	**Description of the management of risks associated with the use of critical materials**	FY25 10-K, p. 15

SASB index continued

SASB Code	Activity metric	Answer, cross-reference, omissions, explanations
TC-HW-000.A[1]	**Number of units produced by product category**	Commercial Systems: 253,191 Enterprise Systems: 1,475,218 Government Systems: 1,076,110
TC-HW-000.B	**Area of manufacturing facilities**	Viasat leases 3 and owns 0 manufacturing facilities.
TC-HW-000.C	**Percentage of production from owned facilities**	Viasat does not own manufacturing facilities.
TELECOMMUNICATIONS SERVICES		
Environmental footprint of operations		
TC-TL-130a.1	**(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable**	(1) 191,736 MWh, (2) 67% and (3) 16%
Data Privacy		
TC-TL-220a.1	**Description of policies and practices relating to behavioral advertising and customer privacy**	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 FY25. 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.
TC-TL-220a.2	**Number of customers whose information is used for secondary purposes**	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 in identifiable form 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. In the event that Viasat were to seek to use a customer's information for a secondary purpose, Viasat would provide the appropriate notice and choice to the customer.

SASB Code	Activity metric	Answer, cross-reference, omissions, explanations
TC-TL-220a.3	**Total amount of monetary losses as a result of legal proceedings associated with customer privacy.**	Viasat was not subject to legal proceedings associated with customer privacy in FY25.
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**	United States: (1) 248 (2) 412 (3) 71% Brazil: (1) 16 (2) 13 (3) 69% Europe and Australia: (1) 6 (2) 39 (3) 72% These figures represent U.S., Brazil, Europe, and Australia 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).
Data Security		
TC-TL-230a.1	**(1) Number of data breaches, (2) percentage involving personal identifiable information (PII), and (3) number of customers affected**	During FY25, Viasat did not experience any material data breaches requiring SEC disclosure.

SASB index continued

SASB Code	Activity metric	Answer, cross-reference, omissions, explanations
TC-TL-230a.2	**Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards**	The data security risk management program at Viasat is centered around an internally developed set of security principles and requirements, known as the "Foundational Security Principles". The Foundational Security Principles, which we seek to apply across our products and services to promote security resiliency and repeatability, represents a minimum baseline of information security requirements. These principles have a focus on secure-by-design approaches for new products and services, and provide the basis for risk-informed control implementations for legacy networks and systems. Our Foundational Security Principals are designed with reference to the current published version of industry frameworks including, but not limited to, NIST Cybersecurity Framework, International Standards Organization (ISO) 27001, Payment Card Industry (PCI) Data Security Standard (DSS), National Institute of Standards and Technology (NIST) 800-171, and tailored baselines of NIST 800-53. This does not imply that we have implemented each, or any specific, technical standard, specification or configuration embedded in these frameworks but rather that they collectively inform and guide our identification, assessment and management of cybersecurity risks relevant to our businesses.
Product end of life management		
TC-TL-440a.1	**(1) Materials recovered through take-back programs, percentage of recovered materials that were (2) reused, (3) recycled, and (4) landfilled**	(1) Materials recovered through take-back programs: (2) Percentage reused: 79% (3) Percentage recycled: 20% (4) Percentage landfilled: 1%
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 anticompetitive behavior in FY25.
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.

SASB Code	Activity metric	Answer, cross-reference, omissions, explanations
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.
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: 13.9 interruptions per year (2) Customer average interruption duration: 56 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**	The reliability and performance of our networks may be disrupted by environmental and/or social events such as the loss of a satellite, weather events, software or hardware failures, and cyberattacks. As such, it is critical for Viasat to continually monitor our network for outages and interruptions. We invest in technology intended to help mitigate and respond to network disruptions and follow advanced procedures to minimize outages.
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.

SASB index continued

SASB Code	Accounting or activity metric	Answer, cross-reference, omissions, explanations
ELECTRONIC MANUFACTURING SERVICES & ORIGINAL DESIGN MANUFACTURING		
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**	(1) 12.52 million gallons withdrawn and (2) Viasat does not collect total water consumed. [1]
Waste management		
TC-ES-150a.1	**(1) Amount of hazardous waste from manufacturing, (2) percentage of hazardous waste recycled**	(1) 125 tons, (2) 99%
Labor practices		
TC-ES-310a.1	**(1) Number of work stoppages and (2) total days idle**	(1) 0 and (2) 0
Workforce conditions, health & safety		
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**	(1) 17% and (2a) 55% and (2b) 2%
TC-ES-000.A	**Number of manufacturing facilities**	Viasat leases 3 and owns 0 manufacturing facilities.
TC-ES-000.C	**Number of employees**	6,890

[1] Water withdrawn is only tracked for Viasat's Carlsbad, Duluth, Tempe and 50 Finsbury (London) facilities.

Performance data

Economic performance

Financial performance (in millions USD)		FY25		FY24
Revenue				
Total revenue	$	4,520	$	4,284
Service revenues	$	3,226	$	3,005
Product revenues	$	1,294	$	1,279
Revenue by segment				
Communication services	$	3,298	$	3,142
Defense and advanced technologies	$	1,221	$	1,142
Costs and operating expenses				
Cost of service revenues	$	2,092	$	1,929
Cost of product revenues	$	938	$	973
Selling, general and administrative (including ground network (FY25), satellite (FY24) impairment and related charges, net)	$	1,181	$	1,894
Independent research and development	$	142	$	151
Amortization of acquired intangible assets	$	264	$	227
Income tax				
(Provision for) benefit from income taxes from continuing operations	$	1	$	139
Net income				
Net income (loss) from continuing operations	$	(531)	$	(1,047)
Net income (loss) attributable to Viasat, Inc.	$	(575)	$	(1,069)

Ethics performance

Anti-corruption and anti-competitive behavior	FY25	FY24
Ethics training		
Total number of employees that the anti-corruption policies and procedures have been communicated to	98 %	97 %
Total number of governance body members that the anti-corruption policies and procedures have been communicated to	100 %	100 %
Confirmed incidents of corruption		
Total number of confirmed incidents of corruption	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	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
Public legal cases regarding corruption brought against the organization	0	0

Performance data continued

Environmental performance

	FY25	FY24
Energy consumption within the organization (MWh)		
Total energy consumption	191,736	152,450
Percentage non-renewable	84 %	95 %
Percentage renewable	16 %	5 %
Non-renewable energy consumption	160,780	144,347
Gasoline	414	648
Diesel	450	609
Electricity	128,823	113,947
Natural Gas	31,093	29,143
Renewable energy consumption	30,956	8,104
Electricity	30,956	8,104
Energy intensity (MWh per million dollars of revenue)	42	36
Greenhouse gas emissions (tCO2e)		
Total absolute emissions - Scope 1	6,307	6,155
Total absolute emissions - Scope 2 - location based	51,847	43,060
Total absolute emissions - Scope 2 - market based	50,927	44,551
Total absolute emissions - Scope 3	2,133,308	2,416,476
Total absolute emissions - Total - location based	2,191,462	2,465,690
Total absolute emissions - Total - market based	2,190,542	2,467,181
Scope 1 and 2 market based emissions intensity (tCO2e / million USD revenue)	13	12
Scope 1 , 2, and 3 market based emissions intensity (tCO2e / million USD revenue)	485	576
Scope 3		
Purchased goods and services (Category 1)	155,784	219,808
Capital goods (Category 2)	13,495	49,620
Fuel and energy-related activities (Category 3)	14,910	14,773
Upstream transportation and distribution (Category 4)	19,870	30,958
Waste generated in operations (Category 5)	263	1,858
Business travel (Category 6)	15,192	11,806
Employee commuting (Category 7)	8,354	9,337
Upstream leased assets (Category 8)	1,317	878
Downstream transportation and distribution (Category 9)	0	0

	FY25	FY24
Scope 3 continued		
Processing of sold products (Category 10)	0	0
Use of sold products (Category 11)	1,877,460	2,057,299
End-of-life treatment of sold products (Category 12)	0	0
Downstream leased assets (Category 13)	0	0
Franchises (Category 14)	0	0
Investments (Category 15)	26,662	20,138
Waste generated (metric tons)		
Total	530	671
Diverted from Landfill	258	340
Landfill	271	331
Materials recovered through take-back programs (%)		
Reuse	79 %	65 %
Recycling	20 %	15 %
Landfill	1 %	20 %
Hazardous waste		
Total hazardous waste generated (metric tons)	125	7
Hazardous waste recycled (%)	99 %	51 %
Total number of significant spills	0	0
Total volume of significant spills recovered	0	0
Total hazardous waste transported	0	0
Hazardous waste exported	0	0
Hazardous waste shipped internationally (%)	0 %	0 %
Environmental fines		
Total monetary value of significant fines ($)	0	0
Total number of non-monetary sanctions	0	0
Cases brought through dispute resolution mechanisms	0	0
Supplier environmental screening		
Percentage of new suppliers screened using environmental criteria (%)	0 %	0 %
Number of suppliers assessed for environmental impacts	21	20
Number of suppliers identified as having significant actual and potential negative environmental impacts	0	0

Performance data continued

Workforce performance[1]

Workforce breakdown by gender, age, and region[2]	FY25	FY24
Total employees	6,890	7,453
Employees by gender		
Male	74 %	74 %
Female	25 %	25 %
Other gender identities	1 %	0.2 %
Employees by age		
Under 30 years old	12 %	14 %
30-50 years old	59 %	58 %
Over 50 years	29 %	28 %
Workforce by region		
Americas	69 %	68 %
Europe	21 %	22 %
Asia	8 %	8 %
Oceania	2 %	2 %
Africa	0.1 %	— %
Workforce breakdown by employment category[2]		
Total employees	6,890	7,453
Employee contract		
Permanent	6,759	7,263
Contingent workers	131	190
Employment type		
Full-time	6,750	7,311
Part-time (casual, emeritus, etc.)	140	142
Employee turnover rate[3]		
Total turnover	13 %	23 %
Voluntary	10 %	8 %
Involuntary	3 %	15 %

Employee turnover rate[2]	FY25	FY24
Turnover by region		
Americas	13 %	21 %
Europe	14 %	28 %
Asia	9 %	21 %
Oceania	10 %	20 %
Africa	9 %	23 %
Turnover by gender		
Male	13 %	25 %
Female	13 %	22 %
Other gender identities	19 %	11 %
Turnover by age group		
Under 30 years old	16 %	28 %
30-50 years old	11 %	20 %
Over 50 years	16 %	26 %
Age not specified	0 %	0 %
New employee hires[4]		
Total new hires	528	663
New employee hires by region		
Americas	70 %	67 %
Europe	16 %	22 %
Asia	11 %	9 %
Oceania	4 %	2 %
Africa	0 %	0 %
New employee hires by gender		
Male	73 %	72 %
Female	25 %	26 %
Other gender identities	2 %	1 %
New employee hires by age group		
Under 30 years old	38 %	46 %
30-50 years old	47 %	40 %
Over 50 years	15 %	14 %
Age not specified	0 %	0 %

[1] Percentages may not add up to 100% due to rounding.
[2] Includes employees, temporary workers, and fellowship workers.
[3] Only Casual, Expat, Fixed Term, and Regular employees are included in the calculation. Excludes terminations due to divestitures.
[4] Only includes employee hire events. Contingent workers are not included.

Performance data continued

Workforce breakdown[1]

Employee category[2,3,4]	FY25			FY24		
	Male	Female	Other gender identities	Male	Female	Other gender identities
Management	78 %	22 %	0 %	77 %	23 %	0 %
Non-management	72 %	26 %	2 %	74 %	26 %	0 %
Executive	85 %	15 %	0 %	86 %	14 %	0 %
Engineering	84 %	15 %	1 %	84 %	15 %	0 %
Non-engineering	63 %	35 %	2 %	64 %	34 %	0 %

Board of directors	FY25	FY24
Number of directors on Board	7	9
Independent directors	71 %	77 %
Men on Board	86 %	89 %
Women on Board	14 %	11 %
White individuals on Board	71 %	67 %
Ethnically Diverse Board Members[5]	14 %	33 %

Health and safety performance

Health and safety	FY25	FY24
Workers represented by formal joint management-worker health and safety committees (%)	0.6 %	0.6 %
Trade union formal agreements' inclusion of health and safety topics (%)	2.3 %	0.6 %
Work stoppages	0	0
Total days idle	0	0
Total recordable injuries	10	13
Disease	1	0
Days away from work	10	90
Restricted duty dates	133	355
Fatalities	0	0
Accident cause: slip/trip/fall	3	7
Accident cause: repetitive motions	2	2
Accident cause: lifting	1	0
Accident cause: miscellaneous	4	4
Work hours per year	8,150,205	11,997,804
Total recordable incident rate (TRIR)	0.17	0.2
Direct employees	9	12
Days away/restricted cases (DART)	1	0.015

Philanthropic Giving

Philanthropic giving (USD)	FY25	FY24
Total giving	1,198,335	1,153,465
Corporate employee matching program	559,787	579,902
Grants and sponsorships	638,548	573,563
Employee contributions		
Employee giving	578,751	591,203
Volunteer hours	12,777	13,103

[1] Percentages may not add up to 100% due to rounding.
[2] Includes employees, temporary workers, and fellowship workers.
[3] Executive positions are those that are C-suite, president, or VP level.
[4] Management positions are those at the senior director, director, senior manager, or manager level.
[5] Ethnically diverse is defined as those who self-identify as Black, African American, Hispanic, Latino, Asian, Pacific Islander, Native American, Native Hawaiian or Alaska Native, or belonging to two or more races.

About this report

This FY25 ESG Impact Report covers our environmental, social, and governance (ESG) strategies, activities, progress, metrics, and performance for the fiscal year that ended March 31, 2025, unless otherwise noted.

This report has been prepared with 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.

All data listed is inclusive of legacy Inmarsat unless otherwise noted. For historical data for either legacy company, please see our historical ESG reports at either **Viasat.com** or **Inmarsat.com**.

We look forward to bringing our stakeholders along with us on this journey.

Disclaimers

This FY25 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 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.

Thank you

To learn more, visit **www.viasat.com**