



Spirent Communications plc  
Sustainability Report 2024

# Beyond Boundaries

# Beyond Boundaries

Spirent, the leading global provider of automated test and assurance solutions for networks, cybersecurity and positioning, is pushing beyond boundaries. With a strong track record of innovation and a dedicated team, Spirent is driving momentum and expanding its reach with pioneering solutions that shape the future across a wide range of industries.

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# About our Sustainability Report

## Unlocking a sustainable future for all


### Reporting scope and boundaries

This Sustainability Report provides an account of the management approach and performance trends of the material environmental, social and governance issues for Spirent Communications plc. The reporting period is the 2024 calendar year but the Report also includes historical performance data. This Report includes the activities and impacts that are under the control or significant influence of Spirent Communications plc. This Report contains standard disclosures from the Global Reporting Initiative Standards.


### Cautionary statement

This Report may contain forward-looking statements which are made in good faith and are based on current expectations or beliefs, as well as assumptions about future events. You can sometimes, but not always, identify these statements by the use of a date in the future or such words as "will", "anticipate", "estimate", "expect", "project", "intend", "plan", "should", "may", "assume" and other similar words. By their nature, forward-looking statements are inherently predictive and speculative and involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. You should not place undue reliance on these forward-looking statements, which are not a guarantee of future performance and are subject to factors that could cause our actual results to differ materially from those expressed or implied by these statements. The Company undertakes no obligation to update any forward-looking statements contained in this Report, whether as a result of new information, future events or otherwise.


## Recognition




**CDP rating 2024**  
Climate change: B




**FTSE ESG 100 Select member 2024**



**FTSE4Good member 2024**



**EcoVadis bronze rating 2024**



**CarbonNeutral® Company certification 2021, 2022, 2023, 2024**



## Introduction from CEO

# Our role in delivering a sustainable future



**Eric Updyke**  
Chief Executive Officer

This is likely to be the last Sustainability Report from Spirent as an independent Company, since we announced the deal with Keysight Technologies in March 2024.

This announcement has undoubtedly impacted the amount of time and resources we have been able to devote to the sustainability agenda this year. It has also influenced some decisions that we would have made as an independent Company due to the likely requirements of regulators who need to approve the deal. However, despite these resource constraints, we have continued to make good progress during 2024.

Given that this will be our last Sustainability Report, we wanted to look back over the progress we have made, celebrate the many successes our teams have delivered, and thank those individuals who have truly driven the sustainability agenda across our business over the past several years.

Despite the challenges we faced, this year has seen continued progress, particularly in supply chain engagement through the ALIGN programme, the Future Leaders initiative, and our ongoing community efforts. Spirent's people-first approach has been the cornerstone of our success. I am especially proud of the renewed Investors in People Platinum accreditation for the Positioning business and the positive impact of our enhanced family-friendly benefits.

Over the last five years, we have sought to lead on sustainability, ranging from the design of our products and packaging to the carbon, energy and time savings we deliver to our customers. We have been right to be ambitious and to tackle the hard challenges, and it has taken the whole team to deliver them. To everyone who has contributed their time, expertise and energy, I extend my deepest gratitude. The connections and inspiration born from this shared endeavour have been invaluable.

**Eric Updyke**  
Chief Executive Officer



# Highlights from our FuturePositive programme

## Promise of a sustainable future

### Delivering carbon and energy savings for clients

We have helped customers reduce their energy and carbon footprints in their labs and networks by using automation and remote access capabilities of solutions like Velocity™, VisionWorks™ and iTest™.

### Research and knowledge sharing through Spirent's Academia Program

We have fostered collaborative networks with more than 40 leading universities across the world to conduct research, share knowledge and skills, and tackle emerging challenges.

## Net zero carbon

### 23 per cent reduction in carbon emissions

Through our net zero programme, we have reduced our carbon emissions by 23 per cent since 2019.

### CarbonNeutral® Company since 2021

We have maintained CarbonNeutral® Company certification since 2021, purchasing high-quality carbon credits as part of our journey to achieving net zero by 2035.

### Solar PV at Paignton

We installed a 50 kWp solar array at our site in Paignton, generating 45 MWh of electricity every year.

### Energy efficient data centres

We designed our labs in Calabasas to optimise energy efficiency, and have commenced the transition to a central co-location lab powered by 100 per cent renewable electricity.

## Invest in people

### Global STEM programme

Our STEM ambassadors who developed inspiration programmes to showcase the wonders of a career in science and technology to children and young adults across the world.

### Enhanced family-friendly benefits

We created a portfolio of family-friendly benefits that support staff at important times in their lives. These delivered significant increases in benefits for the majority of employees, helping all staff take parental leave and care giving leave.

### Strategic partnerships with HBCUs

We developed strategic partnerships with leading Historically Black Colleges and Universities (HBCUs) to provide a recruitment pathway for talented undergraduates and postgraduates into the science and technology sector.

### Investing in leadership skills

We have run successful programmes that invest in leadership skills of our team. Through our Leadership Essentials programme, we provide emerging leaders in the business with the skills, knowledge and experience to succeed.

## Operate responsibly

### Engaging our supply chain on sustainability

We have developed a robust framework to align our supply chain with our sustainability objectives. This includes codes of conduct, audits and assessments, and sustainability agreements in contracts.

### Sustainable product design

We have embedded sustainability into our design process, improving efficiency and reducing the impact of our products and packaging over their lifetime.

### Global ISO 14001 roll out

We have expanded our ISO 14001 environmental management system across our global operations, achieving certification at 13 of our major sites in EMEA and the US.

## Accountable and transparent

### Robust and extensive sustainability reporting

We have published comprehensive sustainability reports, showcasing our strategy, performance and successes consistently.

### Disclosing to leading ESG frameworks

We have consistently completed ESG disclosures through CDP and EcoVadis to provide our stakeholders with reliable and comparable information about our sustainability programme.



# Our sustainability approach

## About FuturePositive

FuturePositive is our sustainability programme.

Through this programme, we have embedded the highest standards of environmental management, social practices and corporate governance in our business and supply chain and help our customers tackle important global sustainability challenges.

Our sustainability strategy is focused on five key missions:





## 2024 highlights

We have continued to make progress on our sustainability goals in 2024.

We are pleased to share some of the highlights from the year.



### Net zero carbon

- We maintained CarbonNeutral® Company certification for Scope 1 and 2 and some Scope 3 emissions

[Read more on page 17](#)

### Invest in people

- We retained our Platinum Investors in People accreditation for our Positioning business

[Read more on page 29](#)

### Leadership training

- We extended our Leadership Essentials training across the Company

[Read more on page 28](#)

### Environmental management system

- We maintained our ISO 14001 certification

[Read more on page 33](#)

### Supplier sustainability

- We conducted more than 200 supplier ESG assessments, focused on your top suppliers by spend and our "Risk A" vendors

[Read more on page 38](#)



## Our sustainability themes

Our sustainability programme is focused on our most significant sustainability impacts, risks and opportunities.

In 2025, we updated our materiality assessment. The review introduced three new material issues: responsible technology, biodiversity, and sustainable resource use and sourcing. We have also incorporated flexible working into an overarching health and wellbeing theme.

The material issues fall into five categories:

### Responsible business practices

1. Anti-corruption and business ethics
2. Transparent reporting
3. Data security and privacy
4. Responsible technology (NEW)

### Circular economy

5. Sustainable and transparent supply chain
6. Water in supply chain
7. Product design for the environment and a circular economy
8. Impact occurring during use of products and services
9. End of life of products and waste
10. Sustainable resource usage and sourcing (NEW)

### Delivering sustainability impacts for customers

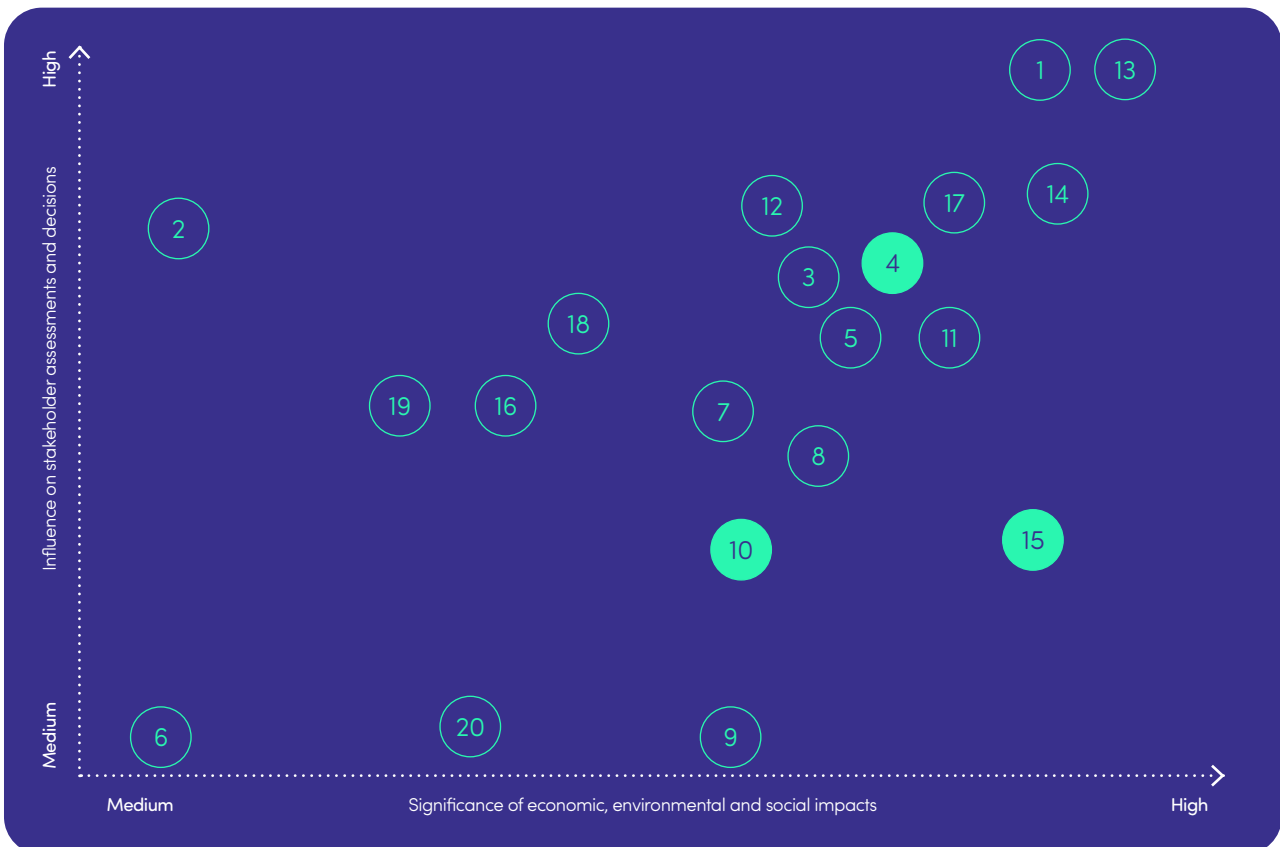
11. Sustainability impact through product functionality and innovation

### Energy and climate change

12. Energy efficiency and renewable energy
13. Carbon emissions
14. Climate change resilience
15. Biodiversity (NEW)

### People and communities

16. Human and labour rights
17. Diversity, equity and inclusion
18. Training, skills and development
19. Health and wellbeing
20. Supporting communities



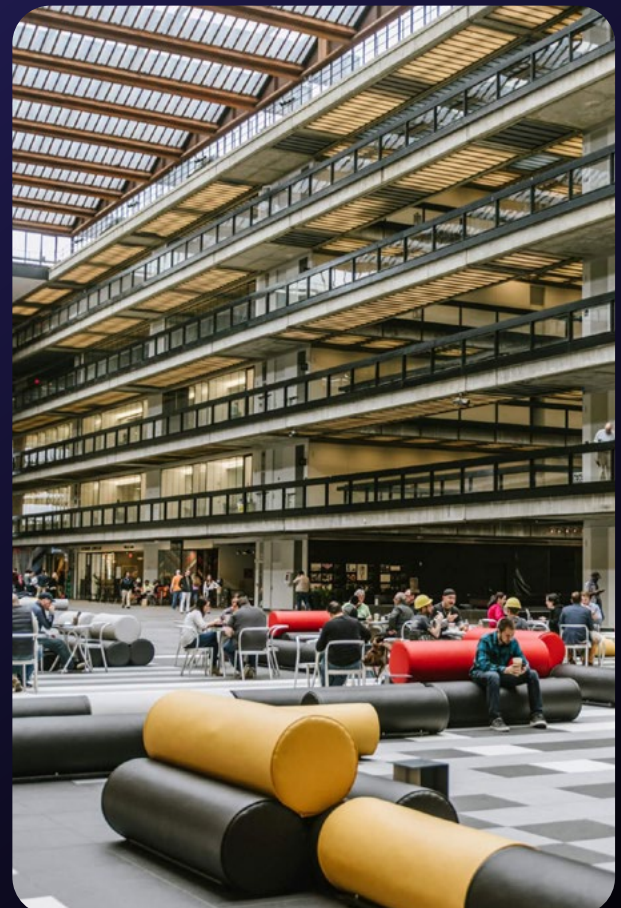


## Our sites



Spirent operates from 36 sites across 14 countries. The Group headquarters are in Crawley, UK, and we have 11 significant engineering sites across the world which house development and customer service labs. We also have other smaller sales and administrative offices.

All product manufacturing is completed by contract manufacturers and only limited production processes such as quality testing, loading firmware and product repairs are completed on our sites.





# Promise of a sustainable future



“We aim to showcase the environmental benefits that our solutions deliver for customers and embed sustainability into our go-to-market strategy.”

## Why is this important?

- Sustainability issues are important for our customers, with energy, climate change and cybersecurity being the most pressing
- We are well placed to help customers reduce their direct impacts, through automation, virtualisation and analytics
- We can help customers develop new technologies to tackle global sustainability challenges, including smart grids, autonomous vehicles and precision agriculture
- Sustainability can play an important part in our customer centricity approach



## Our progress

Since launching our current sustainability strategy in 2020, we have made good progress across each area of our promise to support a sustainable future.

### Meeting customer expectations on net zero

Many of our customers have set ambitious commitments to environmental and social practices. We have always incorporated these expectations into our sustainability programme, taking action across all key areas.

There has been a steady increase in the level of expectation from our customers around net zero. We have seen increasing requests for energy and carbon performance data, details on our net zero targets and progress, and the introduction of contractual obligations to achieve carbon reductions.

Through our FuturePositive programme and own net zero commitments we are well aligned with our customers' requests. We have set a target to achieve net zero carbon by 2035 and have reduced our Scope 1 and 2 emissions by 44 per cent since 2014.

We maintained our company CarbonNeutral® certification this year<sup>1</sup> and disclosed our carbon emissions in our Annual Reports and through CDP. In 2024, we responded to CDP's supply chain questionnaire for climate change and water requested by AT&T, Electronics, Cisco Systems, Deutsche Telekom, Juniper Networks, Nokia Group, Swisscom and Telus.

#### Note

1. Across Scope 1 and 2 and some Scope 3 emissions sources.





# Our progress continued

## Academia Program

Through our Academia Program, we collaborate with leading universities around the world to conduct innovative research, bring new technologies to market and develop new skills for university students and our own team. The program is focused on our Positioning Technologies as well as Emerging Technologies, but increasingly incorporates our other specialisms.

<b>Research and knowledge transfer</b>	We collaborate with universities around the world to support innovative research, enhance teaching, and share knowledge and insights between academia and industry.
<b>Horizon scanning and solving emerging challenges</b>	Our university research partnerships put us at the forefront of emerging technologies. Our work gives us unparalleled insights into new challenges and solutions for our customers, identifies research funding, and places our test solutions in labs leading the research.
<b>Skills and development</b>	We support industry relevant student research projects, offer early career work opportunities, and facilitate learning and development for our team.

### Research and knowledge transfer

We have more than 37 university partnerships worldwide, across three categories:

<b>Teaching and lab support</b>	<p>Through our teaching partnerships, we provide universities and colleges with world-leading teaching resources on positioning, navigation and timing (PNT). We introduce students to real-life industrial challenges and provide hands-on experience to develop workforce-ready skills. The support includes ready-to-use lecture materials and workshop resources, access to industry-leading hardware and software, and support from Spirent experts.</p> <p>One member of our team has been appointed as a visiting professor. We currently have seven teaching partnerships in place, including with South Devon College, UK, and University of Sains, Malaysia.</p>
<b>Collaborative research</b>	<p>Through our research partnerships, we conduct joint research on PNT and emerging communications technologies. We have 22 active collaborative research partnerships in place, which are exploring:</p> <ul style="list-style-type: none"> <li>• core PNT themes such as aviation, maritime and handheld devices;</li> <li>• emerging and adjacent research themes, such as space weather, AI, low earth orbit systems and autonomous vehicles; and</li> <li>• product improvement, including user experience, energy and noise reductions and data compression.</li> </ul> <p>This work includes research on scintillation modelling and space weather effects, with Professor Cathryn Mitchell at the University of Bath, autonomous navigation with Dr Ze Ji at Cardiff University, and assured PNT solutions with Dr Matthew Higgins at the University of Warwick.</p>
<b>Sponsored labs</b>	<p>Lab sponsorships are the most comprehensive partnerships, and include close collaboration to push the boundaries of PNT technology and accelerate market adoption.</p> <p>We currently run a sponsored lab and two consortium memberships, including the Digital Aviation Research and Technology Centre (DARTeC) at Cranfield University, where we are a consortium partner.</p>



## Our impact:

Since 2021, we have

- co-authored or contributed to 36 academic papers through our research partnerships;
- engaged with 49 universities;
- established 37 university partnerships;
- supported 36 undergraduate, master's and PhD student projects, investigating topics including resilient PNT, mitigation of spoofing attack on autonomous vehicles, and enhanced GNSS simulator thermal design; and
- hosted annual Spirent Academia Forum events, where members share research findings and strengthen networks.

## Our FuturePositive champions

### Raphael Grech

Academia Program Director – Emerging Technologies



Raph has passionately led our Academia Program, driving its global expansion and forging impactful university collaborations. His leadership has been instrumental in establishing cutting-edge research and development partnerships for PNT technologies.

### Chrissie Hillyer

Business Development Coordinator for PNT Emerging Segments



Chrissie has been a driving force behind the Academia Program since its launch in 2021. She has expertly managed the program office, playing a pivotal role in establishing collaborative relationships with 49 universities worldwide.



## Customer carbon and energy reductions

Energy and carbon emissions are critical issues for many of our customers. Energy costs have risen sharply and at the same time, greater demand for data is increasing energy use within networks.

The complex testing during the development and deployment phases for hardware and network is delivered through extensive lab and physical testing. Hardware companies need validation for the innovative solutions that will deliver improved efficiency in the next generation of equipment and devices, and network operators and organisations need to test and validate energy saving strategies, which include automation, migration to the cloud, virtualisation and upgrading to new, more efficient equipment.

Spirent's promise to customers enables rapid change, and our test solutions help customers to improve energy efficiency and reduce carbon emissions across the whole business lifecycle:

- testing new technologies;
- core network infrastructure;
- engineering labs;
- network deployment; and
- service assurance.





Since 2021, our solutions have been used by customers to deliver carbon and energy savings in their labs, networks and operations.

### Test automation for financial services lab

#### Reducing testing costs and carbon emissions for network hardware and software

We have helped Financial Services companies transform their testing approach, using iTest and Velocity to move from manual to automated testing for hardware and software updates.

We helped redesign their lab and testing frameworks and automate the testing and time-consuming equipment configuration, unlocking a suite of efficiencies, including:

- less hardware needed, reducing capital costs and energy use;
- equipment energy savings by automatically switching off equipment when not in use;
- less cooling, doubling the energy and carbon savings driven from equipment efficiencies;
- smaller and fewer labs needed, as less equipment is needed and can be accessed remotely; and
- cost and time savings, by moving from manual to automated testing.

The implementation has delivered:

- \$21 million saved each year;
- 90x faster testing;
- 4,000 MWh of electricity saved annually; and
- 500 tonnes CO<sub>2</sub>e saved each year.

### Lab consolidation for mobile service provider

#### Reducing lab energy use and costs through automation

We have helped mobile service providers reduce lab operating costs by 40 per cent, saving more than \$1 million in energy costs and around 7,500 tonnes of carbon emissions a year by deploying Velocity.

Velocity automates and schedules lab testing, which helps customers to:

- use less equipment: sharing equipment globally and automating tests help reduce the equipment needed and improves utilisation rates by more than 75 per cent;
- consolidate labs: making more efficient use of equipment allows labs to be consolidated, offering savings from property costs, as well as energy and maintenance;
- automatically switch off equipment when not in use: our test scheduling solutions allow customers to automatically switch off equipment when not needed, reducing energy and carbon emissions by a further 20 per cent;
- reduce engineer travel: with consolidated equipment and remote lab access, the need for engineers to travel was significantly reduced; and
- enhancing data and insights: with all test equipment run through Spirent's systems, engineers were able to have access to reliable utilisation data for each piece of equipment, providing data-driven insights to make future investment decisions and identify process bottlenecks.

### Active assurance and fault diagnosis for mobile networks

#### Delivering carbon reductions through remote testing

Customers have used VisionWorks to replace slow, high-cost, carbon intensive in-person testing for networks with remote performance monitoring and fault finding.

The VisionWorks tools provide network operators with a complete view of their networks, performance analytics and test automation, which save millions of dollars a year and significantly reduce carbon emissions from vehicle movements.



## Product efficiency

Since 2021 we have delivered a range of initiatives that have improved the energy efficiency and environmental credentials of our equipment.

### Better product energy performance data

We have completed detailed energy assessments of our key products to help us understand and report their energy use profile better and improve performance at the design stage. In 2024 we developed the first product eco-profile, which provides customers with a clear overview of the environmental performance of the PNT X™.

### Virtualised solutions and test-as-a-service

We are growing our virtual test solutions, as well as investing in services and software which reduce the environmental impact of our test solutions. We are also growing our Lab and Test-as-a-Service offerings, providing customers more flexible solutions that don't require shipping hardware to customers.

### Use off the shelf hardware

We are increasingly using off the shelf hardware in our solutions, leveraging the designed efficiencies which are possible when manufacturing at scale to reduce produce-use energy and emissions.

### Embed energy efficiency into design

Where we produce our own hardware, we have incorporated energy efficient and environmental criteria into the design. We have developed eco-design guidance for our design engineers and implemented circular economy training courses for our engineering teams.





# Embedding climate change in our go-to-market strategy

The IT and telecoms sector is responsible for around 4 per cent of global carbon emissions. With an urgent need to tackle the climate crisis, forward-thinking mobile network operators are committed to net zero carbon.

Sector-specific science-based net zero targets have been agreed for the IT industry, aiming to reduce operational network emissions (Scope 1 and 2) by 45 per cent by 2030 and to reach net zero emissions by 2050.

New solutions will be required to deliver this and advanced testing, powered by automation, will play an important part in delivering a net zero future. Spirent's suite of solutions helps customers drive energy efficiency in their networks, deliver the new technologies needed to achieve a low-carbon future, and respond to the emerging challenges the transition will bring.

Since 2021, we have including climate change in our marketing messaging and supported innovation and research through our Academia Program.

## Spirent Academia Program: supporting sustainable innovation

Through our Academia Program, we have collaborated with leading academics to support research into emerging technologies and their application for conservation.

### This work includes:

- **Impact of electrical storms on GNSS:** We are working with Professor Cathryn Mitchell at the University of Bath to explore the impact of electrical storms on global navigation satellites systems (GNSS) which are likely to be more frequent and significant due to climate change.
- **Distributed renewable energy generation:** We are supporting research to ensure energy grids remain stable and resilient as the number of solar and wind farms grows, and the number of electric vehicles and batteries increases. GNSS is vital for synchronisation and stability of electricity networks and the financial transactions that drive smart grids.
- **Sponsor of Royal Institute of Navigation Award for Sustainability Through Navigation:** Spirent sponsors an award which recognises excellence in using GNSS to deliver a sustainable future. The winner in 2024 was Hexagon's Autonomy and Positioning division, which has supported precision agriculture and autonomous vehicles to optimise land use and reduce crop spraying by up to 70 per cent.

## Including climate change in our marketing messaging

We have incorporated sustainability messaging into our go-to-market strategies and collateral, using the environmental benefits alongside cost and technical advantages from real projects in case studies where relevant.

Since 2021 we have incorporated sustainability collateral into our marketing material for our positioning products and published a series of white papers and case studies to showcase the real-life emissions reductions that our customers have delivered with our solutions.

Our marketing and technical teams have continued to present at industry events.

## Our FuturePositive champions

Steve Douglas  
Senior Director of Market Strategy



Steve has championed our sustainability programme with customers, regularly presenting at industry events to engage peers on sustainability and how to deliver meaningful change through innovation.



# Net zero carbon



“We will work towards net zero carbon by 2035 through energy efficiency, 100 per cent renewable electricity and carbon offsets.”

## Why is this important?

- Climate change is a globally important issue
- Our operations and supply chain are vulnerable to impacts from climate-related extreme weather, wildfires and disruption
- Our investors and customers expect us to take action
- There is an opportunity to drive efficiencies in the business and reduce operating costs

## Our progress

Since launching our current sustainability strategy in 2020, we have made good progress toward achieving net zero carbon.



# Our progress

## Net zero target

We are committed to achieving net zero carbon by 2035 and reducing carbon emissions in line with the 1.5°C scenario. We have established a robust baseline for emissions across Scope 1, 2 and 3 and have set near and long-term reduction targets to deliver on this.

2025	2030	2035
15 per cent reduction in Scope 1, 2 and 3 emissions by end of 2025. Compared to 2022 baseline.	39 per cent reduction Scope 1, 2 and 3 emissions by end of 2030. Compared to 2022 baseline.	We will reach net zero emissions across our value chain by end of 2035. By reducing our absolute Scope 1, 2 and 3 emissions by 63 per cent compared to 2022 and neutralising any remaining emissions by removing an equal amount from the atmosphere.



## CarbonNeutral® certification

### To achieve our net zero objectives our primary focus is on reducing our energy use and carbon emissions.

We wanted to include additional interim commitments in our sustainability strategy, and chose to achieve and maintain company certification in accordance with The CarbonNeutral® Protocol. We have done so each year since 2021.

Building on our long-term energy and carbon reductions, we partnered with Climate Impact Partners to purchase high-quality carbon credits to offset emissions from Scope 1 and 3 (transmission and distribution losses, waste, business travel, home working). We select carbon reduction projects

that reflect the nature of our business and our global presence, deliver reliable carbon reductions and create additional impact on the UN’s Sustainable Development Goals. Our projects all follow carbon standards that meet the ICROA Code of Best Practice. These standards have established robust processes of design, monitoring and independent verification that establish the quality of the projects, the emissions they reduce and remove, how they change “business as usual” and their additional benefits to communities.

For 2024, we have selected a portfolio that includes renewable energy generation, rooftop solar in India, reforestation in Mississippi, and CO<sub>2</sub> concrete mineralisation in the United States.



# Our progress continued

## CarbonNeutral® certification continued



### Mississippi valley reforestation: US

Supports emissions removals and ecosystem improvement through reforestation, as well as jobs in forestry management.

- 2024: Purchased credits for 200 tCO<sub>2</sub>e
- Verified under the American Carbon Registry



### Orb rooftop solar programme: India

Supports the installation of micro solar electricity and heating systems which replace kerosene and carbon intensive grid electricity.

- 2024: Purchased credits for 777 tCO<sub>2</sub>e
- Verified under Gold Standard and CDM



### Renewable energy portfolio, global

Supports large-scale renewable electricity generation to displace fossil fuel generation.

- 2024: Purchased credits for 2,454 tCO<sub>2</sub>e

- Sourced from Sichuan Cascade Hydro and Zhaoyuan Xinlong Shunde wind projects, China
- Verified under CDM



### CO<sub>2</sub> concrete mineralisation, US

Supports new technology that captures and injects CO<sub>2</sub> into concrete during production, mineralising the CO<sub>2</sub> and reducing the concrete needed.

- 2024: Purchased credits for 50 tCO<sub>2</sub>e
- Verified through VCS



# Carbon reduction strategy

## Lab and estates strategy

We are in the process of consolidating our estate, reducing the size of our offices and migrating our on-premise labs into more efficient centralised co-location environments and reducing their size.

After a detailed review to find the right partner that would meet our requirements on quality, environmental performance and security, we selected Evoque's Lynnwood site which is powered by 100 per cent renewable electricity.

We are also downsizing our offices and have developed a new property standard to guide our site selection. The guidelines include standards on energy efficiency, sustainable materials, sustainable travel options and on-site renewable energy.

The combination of lab and office relocations will reduce our operational carbon emissions (Scope 1 and 2) by around 60 per cent.

During 2024 we migrated lab equipment from our San Jose lab and some from our Calabasas site. We paused a number of other equipment moves due to the acquisition process.

## Engaging with key partners

As emissions from purchased goods and services make up a significant component of our Scope 3 emissions, we have engaged with key suppliers on climate change and emissions reductions.

Since 2021, we have conducted detailed on-site and bench audits of our key suppliers, including on energy use and carbon emissions.

During 2024 we conducted a wide-ranging review of more than 200 priority suppliers, by virtue of significant spend, strategic importance or sector/activity risk. Conducting benchtop audits, we assess the alignment of these suppliers with our ESG criteria, including their reported carbon emissions and net zero target status, and will commence an engagement programme in 2025 to improve disclosure and action.

## Logistics

Logistics offers some important reduction opportunities.

Historically, the majority of our products have been dispatched to clients within the US by overnight air freight.

Over the past two years, we have worked closely with the freight partners responsible for more than 80 per cent of our logistics to improve data quality of greenhouse gas emissions from transportation. The quality of data for both upstream and downstream logistics has improved significantly through this engagement, with partners reporting emissions directly to us.

We conducted a promising trial with FedEx in 2024 to prioritise ground transport for domestic shipping within the US, which has established the foundation to achieve at scale modal shifts as part of route optimisation. The drive to deliver carbon emissions within logistics remains in balance with the need to fast track shipments at critical times during the year.



## Carbon reduction strategy continued

### Our FuturePositive champions

Ray Lee  
Director, Facilities



Ray has been instrumental in our net zero strategy, leading on operational efficiencies within the buildings and seamlessly delivering a programme of space consolidation and site moves that has delivered 44 per cent reductions in carbon since 2014.

Tolu Omideyi  
Global Operations ESG lead



Since joining Spirent in 2022, Tolu has been a driving force for sustainability within the organisation and supply chain and in support of product design. In particular, Tolu has been instrumental in improving the completeness and quality of our Scope 3 emissions data.

Len Calabrese  
Manager, Quality



Len has led the roll out of ISO management systems across our Life Assurance operations.

Raye Rivera  
Manager, Quality Assurance



Raye has been instrumental in the establishment and embedding of ISO management systems.



# Energy

We have deployed a wide range of energy management practices across our estate to maximise efficiency, including:

**Hot-aisle containment and in-row cooling**

We implemented hot-aisle containment and in-row cooling at our largest engineering site in Calabasas.

**Lab audits and equipment management**

We conduct periodic lab equipment audits and the lab managers actively manage the equipment and systems to ensure they remain lean and efficient.

**Lab equipment virtualisation and test automation**

We have used Spirent's iTest and Velocity tools to improve equipment utilisation through test automation and scheduling.

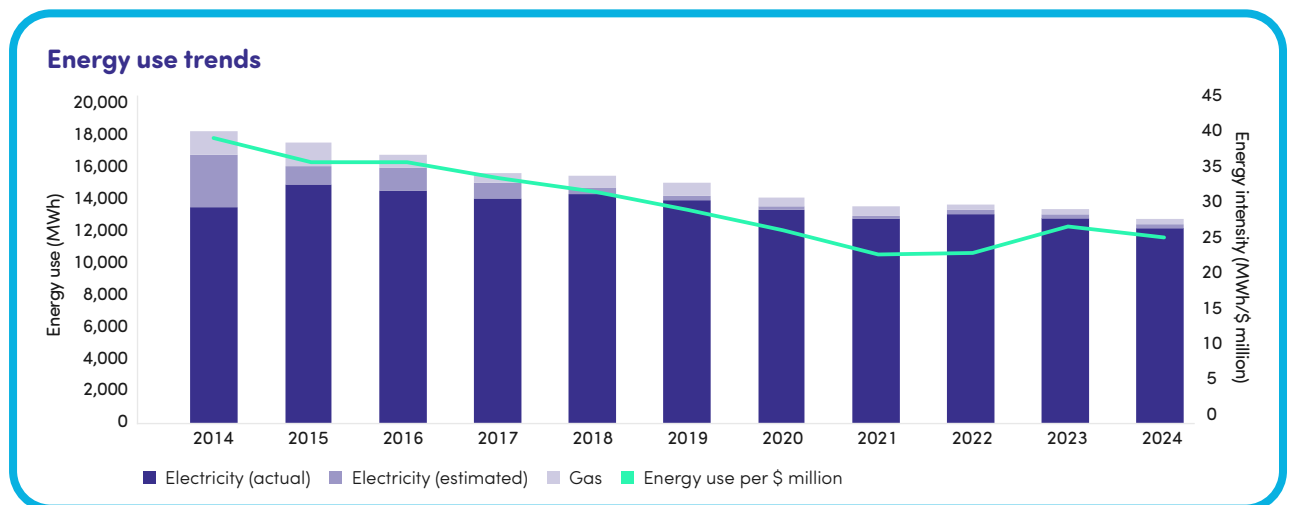
**Renewable energy**

We installed a 50 kWp solar array at our site in Paignton, which generates around 45 MWh of electricity each year.

We also source 100 per cent renewable electricity, either through green tariffs or where this is not possible by purchasing Energy Attribute Certificates.

The energy intensity of our operations, measured in MWh per \$ million of revenue, has reduced by around 5 per cent since 2023 due to continued absolute energy reductions during the year.

	2014	2023	2024
Electricity (actual) (MWh)	12,995	12,178	<b>11,645</b>
Electricity (est.) (MWh)	3,118	226	<b>226</b>
Gas (MWh)	1,433	402	<b>330</b>
<b>Total (MWh)</b>	<b>17,547</b>	<b>12,807</b>	<b>12,202</b>
Energy intensity (MWh per \$ million)	38.4	27.0	<b>25.7</b>



We have achieved significant energy reductions since 2014 and reduced the proportion of energy use we estimate. Since 2014, we have reduced our energy use by 30 per cent.



# Carbon emissions

We report our emissions using both the location and market-based methodologies set out in the GHG Protocol. The two methodologies look at our energy use in two ways. The location approach uses the averages emissions for each country, and has been the way we have reported our emissions since 2014. The market approach uses the emissions factor from the energy we buy and takes into account purchased renewable energy and so will be an important way to monitor our progress towards achieving carbon neutrality.

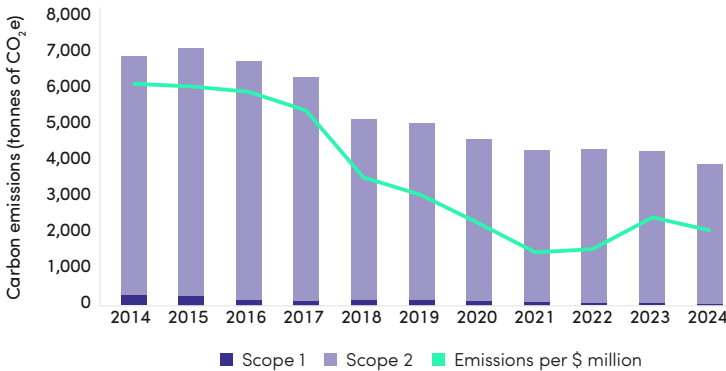
The Group once again reported to the Carbon Disclosure Project, completing the Climate Change, Water and Supply Chain questionnaires. This year, we maintained our climate change score of B (Management). We also achieved a C in the water disclosure.

## Unabated carbon emissions

	Location-based		Market-based	
	2024 Tonnes of CO <sub>2</sub> e	2023 Tonnes of CO <sub>2</sub> e	2024 Tonnes of CO <sub>2</sub> e	2023 Tonnes of CO <sub>2</sub> e
Emissions from:				
Combustion of fuel and operation of facilities (Scope 1)	60.4	73.6	60.4	58.5
Electricity, heat, steam and cooling purchased for own use (Scope 2)	3,755.3	4,117.6	–	–
<b>Total emissions</b>	<b>3,815.7</b>	<b>4,191.2</b>	<b>60.4</b>	<b>58.5</b>
<b>Emissions intensity metrics:</b>				
Per FTE	2.56	2.75	0.04	0.04
Normalised per \$ million of revenues	8.29	8.84	0.13	0.12

### Location-based emissions

**We have reduced our Scope 1 and 2 (location based) carbon emissions by 44 per cent since 2014**



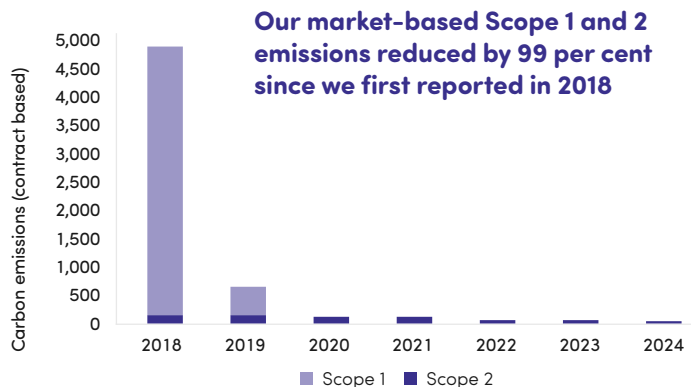
In 2024, total Group unabated location-based Scope 1 and 2 emissions decreased by about 9 per cent from 2023 to 3,816 tonnes of CO<sub>2</sub>e.

Since 2014 we have reduced our location-based carbon emissions by 44 per cent. Emissions intensity (tonnes CO<sub>2</sub> per \$ million) decreased by 6 per cent from last year despite the slightly lower revenue in 2024. Our emissions intensity has reduced by 44 per cent since 2014.

### Market-based emissions

We first reported our emissions on a market basis for 2018.

Our 2024 emissions remain significantly lower than our 2018 baseline, due to our continued use renewable electricity. Our unabated Scope 1 and 2 emissions remained similar to last year, at around 60 tonnes CO<sub>2</sub>e (2023 58.5 tonnes CO<sub>2</sub>e).



**Our market-based Scope 1 and 2 emissions reduced by 99 per cent since we first reported in 2018**



## Scope 3 emissions

We report Scope 3 emissions across all relevant emissions sources for Spirent, reflecting where indirect emissions occur across our value chain. Scope 3 emissions include those emissions that Spirent is not directly in control of, including raw materials, manufacturing, logistics, business travel and commuting, as well as emissions associated with our products during use and at the end of their lives. As such we have less control and influence over these emissions, and the data availability and quality are lower than for our Scope 1 and 2 emissions.

We have improved the quality of the data of some key emissions sources (in particular the use of products); however, there is still a greater level of uncertainty for this data and it may be that significant changes occur in future as data quality and availability improves.

The largest emissions sources relate to the use and end of life of products, which together account for more than 59 per cent of 2024 Scope 3 emissions. Purchased goods and services and capital goods combined make up a further 24 per cent.

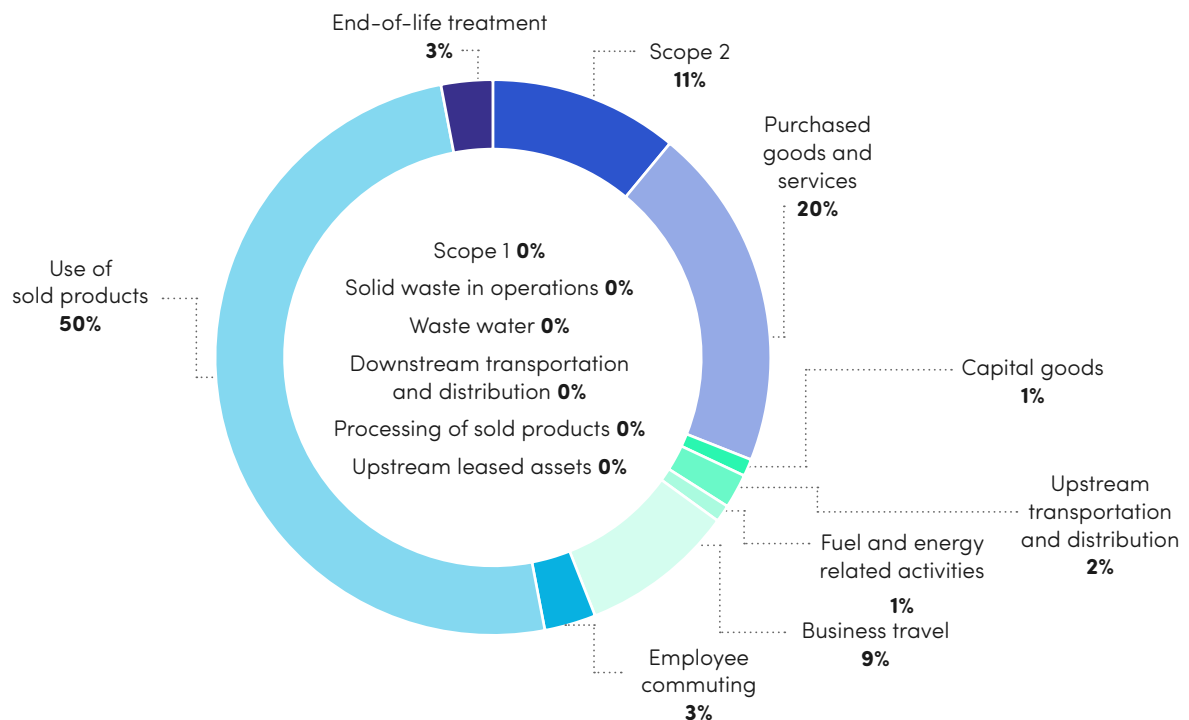
Emissions from contract manufacturers are around 21 per cent of the purchased goods and services in 2024.

	2024 tCO <sub>2</sub> e	2023 tCO <sub>2</sub> e
<b>Upstream emissions sources</b>		
Purchased goods and services	7,050	5,650
Capital goods	425	250
Fuel and energy-related activities	265	310
Transport and distribution	820	1,020
Waste water	10	10
Waste generated in operations	1	1
Business travel	3,190	2,860
Employee commuting and home working	1,175	1,475
Leased assets	n/a	n/a
<b>Downstream emissions sources</b>		
Transport and distribution	Reported within upstream data	
Processing of sold products	n/a	n/a
Use of sold products	17,660	14,300
End of life of sold products	827	2,550
Leased assets	n/a	n/a
Franchises	n/a	n/a
Investments	n/a	n/a
<b>Total</b>	<b>31,426</b>	<b>28,426</b>

## Total carbon emissions breakdown

Our Scope 3 emissions make up more than 89 per cent of our calculated emissions for 2024.

Emissions from the customer use of our products was the largest source in 2024, making up 56 per cent of our total unabated reported emissions.





# Promote diversity and invest in people



“We will take action on diversity and set clear targets. We will attract and develop talent and skills to drive innovation and support long-term sustainable growth. We will also enable and embed flexible working across all our operations.”

## Why is this important?

- Diversity and inclusion are key challenges for our communities
- The technology sector faces a particular challenge on gender diversity
- Our success relies on a pipeline of new talent and developing talent within our business
- Spirent plays an important role in the communities it operates in

## Our progress

Since launching our current sustainability strategy in 2020, we have made good progress in promoting diversity and investing in people.



## Support diversity and inclusion

We believe that diversity and inclusion are essential to thriving in the ever-changing world of global technology. We embrace a culture where difference is valued and openness, mutual respect, collaboration and fairness are considered fundamental.

Spirent does not tolerate discrimination or offensive behaviour of any kind. We are committed to creating workplaces that genuinely reflect the diversity of the world we serve and an environment where everyone feels empowered to bring their full, authentic self to work. As a global leader, we know how critical diverse and inclusive teams are to fuel our innovation and genuinely connect with the communities in which we live and work.

We have focused our programmes across six key areas:

### Diversity in talent acquisition

Operate talent acquisition processes and partnerships with organisations to support representative and diverse recruitment.

### Supporting diversity in hiring

Policies that require gender diverse interview slates.

### Enhanced family-friendly benefits

Operate a portfolio of family-friendly benefits that support staff at important times in their lives.

### Early career development

Early career development programmes to support and invest in young people at the start of their working lives.

### Celebrate our culture

Celebrate our diversity, cultural events and festivals together.

### Choosing inclusive language

Ensure our products and technical documentation only contain inclusive language.

## Our FuturePositive champions

**Ann Menard**  
Global Head of Human Resources



Ann has led our diversity and people programmes globally, providing support and guidance to her team to deliver impactful initiatives focused on Spirent's priorities. In particular, Ann has been the architect of our enhanced family-friendly benefits and partnership with Historically Black Colleges and Universities (HBCUs).

**Laura Frye**  
Senior Manager, HR



Laura leads our Leadership Essentials Program and has been a driving force behind key DEI initiatives at Spirent, including HBCU recruitment, diversity training, and broader inclusion programs. She also oversees our global charitable giving programme.



## Support diversity and inclusion continued

### Partnerships

The diversity of our workforce is shaped by the talent pools we engage with, and we are committed to expanding our reach in recruitment.

To attract a broader range of candidates, we have built partnerships with universities and expanded our early career recruitment initiatives. These help us connect with underrepresented groups, particularly female engineers and people of colour, while also supporting students in achieving their full potential.

Over the past four years our partnerships have included the Society of Women Engineers, Morgan State University and Prairie University in the US, and the University of Warwick and the University of Bath in the UK.

In 2024, despite our limited ability to add incremental headcount, we retained investment in global internships and strengthened our brand presence with Historically Black Colleges and Universities (HBCUs) in the United States.

### Enhanced family-friendly benefits

In 2022, we introduced a range of enhanced global family leave benefits to provide staff with additional flexibility when they need it most and support greater equality in the workplace

The scheme aims to address some of the structural and financial barriers that contribute to unequal representation in the technology sector and in management roles.



### 110 employees

#### Parental leave

To date, 110 employees have taken parental leave. The enhanced policy provided staff with 12 weeks of additional leave over the previous policy entitlement.

### 243 employees

#### Family care leave

Since the scheme's launch in 2022, 243 employees took family care leave during the year. The new policy provided staff with 3 days of additional leave over the previous policy.

### 263 employees

#### Bereavement leave

Since 2022, 263 employees made use of the bereavement leave during the year. The new policy provided staff with 2 days of additional leave over the previous policy.



It was always a stressful juggling act for me to look after my kids when they got sick. Since it was introduced, I've used the Family Care Leave to get Travis and Alisa medical attention when they needed it. This has lessened the burden on my parents and given me a better work-life balance.

Zoe Cheung  
Staff Accountant



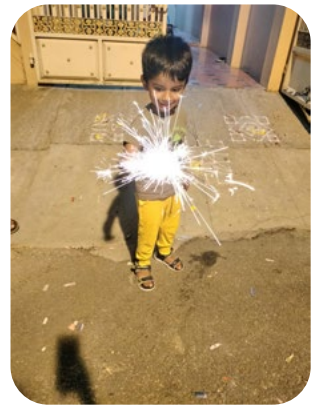


# Celebrate our culture

In 2021 we launched Spirent Celebrates, our global programme to honour the rich diversity of our global team. Since then, we have celebrated a wide variety of events and festivals that make Spirent a truly global community.

In 2024, our Spirent Celebrates initiative continued to grow, reflecting the rich diversity of our workforce. Throughout the year, we honoured a wide range of cultures, holidays, causes, and awareness days, from Women’s History Month and Pride to Holi, Golden Week, Republic Day, US Thanksgiving, and Great Union Day.

Our team in India illuminated the spirit of Diwali, the Festival of Lights, by celebrating its themes of joy, unity, and new beginnings. Their vibrant celebrations brought to life the traditions that make this cherished holiday so special. We were also inspired by the creativity of future innovators, who wowed us with their sustainability-themed entries for our International LEGO Day competition.



## Our FuturePositive champions

Ruth McCammont  
Head of Internal Communications



Ruth has been instrumental in shaping our culture, launching Spirent Celebrates and #LifeAtSpirent to enhance our brand and employee experience. She has supported our DEI efforts and led sustainability communication for our employees.



# Invest in skills, training and development

## Employee development

Spirent offers a well-established learning and development programme, equipping employees with technical and business training. As we work with cutting-edge technologies, we continuously assess the skills our team needs today and in the future. Training is guided by personal development plans and delivered through online and in-person sessions, peer mentoring, and informal skills sharing. We also strengthen our workforce by bringing in new talent through strategic hiring and partnerships with leading universities worldwide.

In 2024, Spirent employees completed nearly 19,300 hours of training.

### Case study: Spirent's "Leadership Essentials" – empowering our people managers to succeed

The Leadership Essentials programme is a global, cohort-based initiative designed for first-time people leaders. It provides a structured and consistent leadership approach to address key organisational challenges, including:

- building a strong talent pipeline and supporting succession planning;
- breaking down silos to foster collaboration and consistent leadership behaviours; and
- equipping new leaders with essential skills—such as communication, delegation, and coaching—to help them transition confidently into their roles.

Delivered virtually, the programme brought together a diverse global cohort of over 40 participants from all regions. Spanning several weeks, it covers critical leadership topics like goal setting, giving feedback, leading through change, and delegation.



The key takeaway for me was delegation. The ability to effectively empower others will allow me to devote more time to supporting and leading my team.

Francois Surinx  
Regional Sales Director



It was great to converse with my peers from across the world. I feel better equipped to provide my team with constructive feedback and help in setting meaningful goals.

Dorothy Litowinsky  
Renewal & Quotes, Manager (Americas)



The course was highly interactive! I came away with the knowledge, skills and renewed confidence to successfully manage my team and help each member flourish.

Yang Hu  
Senior Services Delivery Manager



## Case study: Positioning Technologies retains Platinum Investors in People accreditation

Investors in People (IIP) has assessed companies worldwide for over 30 years, helping organisations enhance leadership, employee development, and business performance.

In September 2024, Spirent Positioning Technologies underwent a rigorous IIP evaluation, including process reviews, documented evidence, interviews, and focus group discussions.

We are proud to have achieved Platinum accreditation for the third consecutive year. Of over 50,000 accredited companies, only 7 per cent hold Platinum status, and just 32 have earned it three times in a row – demonstrating our commitment to excellence and continuous improvement.

This accreditation reflects our dedication to investing in our people and fostering a great workplace, setting a benchmark for ongoing growth and innovation.



**INVESTORS IN PEOPLE**<sup>®</sup>  
We invest in people Platinum

### Our FuturePositive champions

Victoria Phillips  
EMEA HR Manager



Victoria led the Investors in People Accreditation process, securing Spirent’s Platinum award. She has advanced early career development opportunities, enhanced recognition with new reward programmes, and championed employee wellbeing initiatives.



## Invest in skills, training and development continued

### Case study:

## Empowering Spirent’s workforce through AI literacy: doubling tool adoption and transforming productivity

In an era where artificial intelligence is revolutionising business operations, Spirent recognised the critical need to equip its workforce with advanced AI capabilities. The rapid emergence of generative AI technologies offers significant potential for enhancing productivity and innovation, but adopting new and unfamiliar technology has challenges.

In 2024, Spirent launched a comprehensive AI literacy and tool adoption programme, spearheaded by the executive team including the CEO, with implementation led by the CIO and VP of Enterprise Technology.

We engaged leading industry experts to deliver specialised training on identifying appropriate uses for generative AI, advanced prompt engineering techniques and best practices for tool utilisation.

We made significant investments to expand access to AI tools, doubling employee licenses throughout 2024, and implemented a wide range of creative approaches to help our team feel comfortable using AI.

The initiative delivered remarkable immediate results:

- 100 per cent increase in AI tool usage following training implementation;
- widespread positive feedback from employees across departments;
- high engagement levels in training sessions; and
- successful deployment of additional licenses across the organisation.

The programme has transformed how Spirent employees approach their work:

- enhanced strategic focus: employees now dedicate more time to high-value strategic work;

- improved communication: notable enhancement in the quality of written communications, including emails and presentations;
- sales excellence: sales teams have expanded their reach to new customer segments with innovative use cases; and
- workforce confidence: significant increase in employee comfort levels with AI technologies.

2x

increase in AI tool usage post-training

100%

increase in available GenAI Tool licenses across the organisation

Multiple

departments reporting significant productivity gains



That was the best training I’ve had since coming to Spirent five years ago. Bravo!



I really enjoyed your presentation and I appreciate the effort you put into it. You did a great job of explaining the topic and engaging the audience.



This was brilliant, thank you!



## Support our communities

We are committed to supporting the communities where we live and work. Through volunteering, skill-sharing, and financial contributions, our employees make a meaningful impact. Our Company’s volunteering and charitable giving programmes empower our staff to support local causes, with a match funding scheme that amplifies their donations.

### Charitable giving

Throughout 2024 we supported a wide range of charities. The Company donated around \$79,000, including \$10,000 through our staff donation match funding scheme. One of the highlights of our charitable giving programme in 2024 was our Company-wide Spirent Step Into Wellness Challenge.

### Our FuturePositive champions

**Mandi Kimmell**  
Assistant to CIO and Office Administrator



Mandi was the powerhouse behind our global step challenge, making it a huge success. Her dedication and energy inspired enthusiastic participation, bringing employees from around the world together for a great cause.



### Spirent Step into Wellness challenge

In October 2024, we launched a global step challenge to promote employee well-being and support charitable giving. From October to December, 143 employees across 15 teams participated, collectively logging over 60 million steps. The top three teams and individuals who recorded the most steps won a total of \$9,900 to donate to charities and non-profits of their choice, reinforcing our commitment to giving back.



# Operate responsibly



“We will roll out ISO 14001 management system practices globally and work towards zero waste to landfill. We will embed circular economy principles in our product design and reduce sustainability impacts in our supply chain.”

## Why is this important?

- Our sites have a significant environmental impact and consistent Group-wide practices to help to manage impacts effectively
- Our products’ sustainability impacts are a visible and important area of impact
- Much of our sustainability impact occurs in our supply chain and monitoring and managing these impacts is a priority

## Our progress

Since launching our current sustainability strategy in 2020, we have made good progress in enhancing our operational sustainability management.



## Sustainable buildings

### ISO 14001

A key component of our sustainability is to expand the coverage of formal environmental management systems (EMS) and achieve ISO 14001 certification at one major engineering site by 2022 and all major sites by the end of 2025.

In 2024 we expanded our ISO 14001 EMS to include our Bucharest and Munich sites. We now operate ISO 14001 systems at 13 major sites across EMEA and the US: Bucharest, Calabasas, Crawley, Daventry, Frederick, Holmdel, Honolulu, Littleton, Munich, Paignton, Paris, Plano and Santa Clara.

Key benefits from expanding our ISO 14001 management system include:

- improved and consistent environmental practices;
- enhanced compliance controls and site-specific legal registers using the Q Pulse software platform;
- a network of dedicated environmental champions at each site; and
- a regional environmental policy for EMEA.

The regional executive sponsor of the management system in the EMEA is Peter Terry-Brown, the General Manager for our Positioning business. The regional executive sponsor of the management system for the North America region is Doug Roberts, the General Manager for our Automated Test and Assurance business.

### Waste and water

Spirent's operations are primarily office based and as such our waste streams include paper, card and other office waste, as well as small amounts of hazardous waste including batteries and light bulbs. We also generate electrical and electronic waste when lab and IT hardware reaches the end of its life.

Our water use is also minimal and is limited to showers, toilets and washing crockery at coffee points. We recognise that a number of our sites are located in water stressed areas and water stress is likely to increase globally with climate change. By reducing our property footprint in these areas, it lessened our contribution to water stress in these sensitive areas. As a result, we have a policy to reduce water use across our sites and water efficiency measures are installed as standard in our property design guide.

In 2024 we were once again requested to complete the CDP water management disclosure by a number of customers. We did so, achieving a C rating, and will seek to expand and improve the disclosure in the coming years.





# Sustainable product design

Many of Spirent’s test solutions rely on physical test equipment used in situ by our customers. We are working to reduce the lifecycle impacts of our products and the environments they are used in through a range of ways:

- designing for environment and end of life, including compliance with all legal requirements;
- reducing the size, weight, noise and power use of our products;

- virtualisation and the development of Test-as-a-Service;
- improving utilisation and automation; and
- in-field servicing and upgrades.

We use formal sustainability metrics in the product development process across all our business units and have made good improvements since we introduced the scheme.





# Circular economy training

The design of our products significantly influences the environmental impact of our products across the whole lifecycle.

We have seen significant improvements since implementing sustainability metrics in our product design process and to support further gains in this area, we set an objective to roll out training on circular economy for our engineers.

In 2023, we initiated training on design for circular economy for engineers. The training incorporates both an introduction to key aspects of theory and how it applies to Spirent's product and design process specifically. In addition, we have run workshops to explore new design concepts and innovation opportunities from adopting circular economy principles, identifying a number of enabling technology research projects, including opportunities to reduce standby current and ambient noise.

## Our FuturePositive champions

**Mark Holbrow**  
VP Engineering & Product Development



Mark has been the driving force behind codifying sustainability criteria in product development and design. His leadership and insights have laid the foundation for sustainable design in our Positioning Technologies division and across the business.

**Steve Llewellyn**  
Senior Hardware Team Manager



Steve has led on Spirent's circular economy programme. Having undertaken specialist courses, he developed and delivered the training to colleagues across the business, and chairs the circular economy working group.

**Rubin Pirveysian**  
Director, Engineering Services



Rubin oversees the department responsible for packaging and product compliance including Restriction of hazardous substances (RoHS), REACH, Conflict Minerals and Waste Electrical and Electronic Equipment (WEEE).



## Sustainable product design continued

**Mark Walker**

Director of Operations, Supply Chain EMEA



Mark has spearheaded sustainable operations, often using the business in Paignton as a test-bed. He has led the roll out of ISO 14001 globally and has worked to build coalitions between international colleagues to embed sustainable thinking into the way Spirent operates.

**Jim Klaassen**

Senior Vice President, Global Operations



Jim has led much of Spirent's sustainability programme since its inception. With a wide management remit including overall responsibility for estates and global operations, he has co-ordinated an approach to ensure compliance and deliver innovation.

**Fanny Yan**

Senior Director, Global Procurement



Fanny has overseen the supply chain compliance monitoring programme, ensuring suppliers adhere to our Code of Conduct and provide appropriate ESG data. She was instrumental in developing and implementing Spirent's enhanced supplier controls.

**Samuel Martin**

Staff Environmental Compliance Engineer



Sam works with our customs team to ensure that the products we place on the market meet the legal requirements of each jurisdiction.



# Sustainable supply chain and manufacturing

Spirent’s product supply chain is global, with more than 1,100 specialist suppliers across more than 44 countries worldwide.

Our supply chain partners include contract manufacturers, equipment and component manufacturers and resellers, consultancies, R&D partners, software companies and IT service providers. We work with contract manufacturers in Thailand, the UK and the US and we source components and equipment directly as well as through our contract manufacturers.

Our supply chain includes a large number of specialist suppliers but 85 per cent of our supply chain spend is with around 120 companies.

The objective of our sustainable supply chain programme is to ensure our products and suppliers comply with the high standards of environmental management, social practices, corporate governance and business ethics set out in legislation and our Responsible Business Alliance (RBA) aligned Supplier Code of Conduct. We also aim to partner with suppliers to reduce the overall environmental impact of our products and drive continuous improvement by sharing good practices and technologies.

## Supply chain management

Our sustainable supply chain programme comprises four key themes. Our Supplier Code of Conduct sets out our expectations for suppliers. We review potential suppliers’ practices before they are approved and we audit and engage with suppliers on an ongoing basis to ensure standards continue to be met and to drive improvement. We monitor the total spend with suppliers who have been audited, and monitor the proportion of our hardware spend and component parts from audited suppliers as hardware suppliers have a higher risk profile.



### Standards

#### Supplier Code of Conduct

Setting expectations of the way that environmental, social and governance issues are managed by suppliers.

### Pre-contract

#### Supplier initial assessment and approval

Reviewing potential suppliers’ environment, social and governance practices to ensure they meet our standards before a vendor is approved.

### Ongoing management

#### Supplier engagement and audits

Conduct on-site audits and ongoing supplier reviews to ensure suppliers continue to meet our expected standards and to collaborate on improvement opportunities.

#### Parts and spend from verified sources

We monitor the number of parts and the spend with suppliers which have been audited by Spirent or one of our contract manufacturers or through the RBA Validated Assessment Program audit programme.



# Sustainable supply chain and manufacturing continued

## Assessments and audits

We are committed to managing the material environmental, social and governance risks within our supply chain. Historically we have managed sustainability issues in the supply chain initially through a supplier assessment and approval process, and then through a programme of ongoing engagement and audits.

In 2024, Spirent launched the ALIGN Sustainable Supplier Programme to identify and manage ESG risk within Tier 1, 2, and 3 supply chain levels.

The aim is to bring our suppliers into alignment with our ESG compliance and performance goals through supplier evaluation and engagement to increase resilience and minimise legal, financial and reputational risk. Our procurement team has participated in sustainable procurement briefings to our goals.

The focus of our work this year was to conduct a baseline alignment assessment and develop an ESG risk profile for our key suppliers. Our top 120 suppliers by spend (both inventory and non-inventory) and all approved "Risk A" vendors (based on strategic importance and sector risk).

In total we conducted around 2,140 benchtop assessments, using publicly available information provided by each supplier. The assessments evaluated the presence and quality of evidence against our nine-part ESG scoring framework, and each supplier was assigned an alignment score/risk rating based on the audit findings.

This has allowed us to establish a baseline ESG alignment/risk distribution profile for over 85 per cent of our total spend with suppliers.

During 2025 we will engage with each supplier that we assessed, providing feedback and asking for greater clarity and evidence to be provided where appropriate.

## ALIGN: Nine-part supply chain assessment criteria

<b>Clear commitment to sustainability</b>	<b>Appropriate sustainability policies in place</b>	<b>Modern slavery/ human trafficking</b>
<b>Carbon emissions reporting and net zero</b>	<b>Material compliance declarations (e.g. for RoHS and REACH)</b>	<b>Reputation and legal standing</b>
<b>ISO management systems</b>	<b>Conflict minerals and responsible material sourcing</b>	<b>Responsible supply chain management</b>

## Supplier engagement on GHG emissions

We recognise that emissions associated with the manufacture and distribution of our products are a key part of our net zero objective. In 2022 we commenced a programme to collect energy and emissions data from our key suppliers, and determine the carbon reduction targets they have in place. Building on this, we engaged with a number of key suppliers to obtain carbon data and explore opportunities to reduce emissions. In 2024, from our top suppliers, we identified 45 suppliers had disclosed their Scope 1 and 2 emissions via the Carbon Disclosure Project within the past three years; 33 suppliers had science-based targets approved carbon reduction targets.

## Critical materials

The procurement and engineering teams manage critical materials closely. Weekly reviews of critical materials are conducted and risk rating of materials and components are assigned based on lead times, costs, sole and single source components. The Company operates a source to pay purchasing systems to control and track purchasing. Furthermore, engineering service teams focused on product environmental compliance notify engineering teams on end-of-life dates for certain components by manufacturers as well as regulatory driven sunset and phase out dates of certain chemicals. This informs design decisions for each iteration of new products placed on the market.



# Accountable and transparent



“We will operate sustainability governance structures and reporting, and communicate regularly with staff on FuturePositive targets and progress.”

## Why is this important?

- Investors and customers expect detailed information on our sustainability practices and performance
- It is important to communicate and engage with staff on sustainability to ensure consistent action and support
- Board-level oversight on sustainability issues, including climate change, is vital for effective management

## Our FuturePositive champions

**Angus Iveson**  
Company Secretary and General Counsel



Angus has led Spirent’s FuturePositive programme. He was responsible for the re-launch of our FuturePositive Sustainability Strategy in 2024 and setting out the key promises and ambitions of the Group.



## Our environment champions network

Our champions work to promote environmental, health and safety good practice locally; keep regional leads informed of compliance issues; and participate in and support local campaigns.



Holly Stevens



Esther Anyaegbu



Estelle Rogeon



Frances Mcgillian



Adrian Moti



Petrisor Ureche



Mihaela Mitran



Denisia Loh



Mandi Kimmell



## Compliance data

### Ethics and integrity

The Group's Business Ethics Policy sets clear standards of professionalism and integrity for all employees and operations. The policy can be found at <https://corporate.spirent.com>.

Any critical concerns can be communicated to the Board through the Group's "whistleblowing" procedure. The procedure, which forms part of the Business Ethics Policy, contains arrangements for a confidential reporting facility for reporting to the Audit Committee as appropriate. The Audit Committee reviews any reports and the actions arising therefrom.

### Data protection

Spirent takes data security and privacy seriously. We continually review the security of our data systems and procedures in order that we can react to areas of heightened risk promptly and effectively.

The Group's processes are compliant with the General Data Protection Regulation (GDPR) and we operated an Information Security Management system certified to ISO 27001 for our SecurityLabs business based in Plano and Santa Clara and our Positioning business in Paignton.

Our procedures restrict the type and quantity of confidential information collected and stored and there are robust procedures in place to protect customer data from unauthorised access and disclosure.

Periodic information security risk assessments are performed and training is provided to staff to prevent information security breaches. Our internal controls are audited and we have a whistleblowing procedure in place for staff to report information security concerns.

Spirent has implemented a response procedure to manage breaches of confidential information if they were to occur.

Confidential waste is shredded if in hard copy and certificates of destruction are provided for any electronic storage devices disposed of at end of life.

### Electronic waste and use of hazardous materials

We aim to reduce the waste we produce including electronic and hazardous waste. We have not set formal waste reduction targets.

The Group's business units comply with the EU's Waste Electrical and Electronic Equipment Regulations 2013 and Batteries Directive and the California Electronic Waste Recycling Programme.

Spirent's hardware products are classified as category nine (monitor and control equipment) and came into scope of the EU's Restriction of Hazardous Substances Directive (RoHS) in July 2017 and all products comply with the requirements of the Directive. We also comply with the requirements of the EU Water Framework Directive and US Toxic Substances Control Act (TSCA). We operate a software solution that allows us to ascertain and document the compliance status of all components used in our products and we have component compliance team which manages the process, working with engineers and our procurement team to ensure effective controls.

We monitor the weight of electronic equipment sold in European markets and participate in WEEE compliance schemes. In 2024 we sold around 8.5 tonnes of electronic equipment in European markets, a 14 per cent decrease from 2023.

### Electronic equipment sold in European markets by weight

Country	Marketed products (kg)		Change (%)
	2024	2023	
Belgium	3,084	196	1,473%
France	1,191	857	39%
Germany	1,191	1,551	(23%)
Netherlands	835	501	67%
UK	2,294	6,914	(67%)
<b>Total</b>	<b>8,595</b>	<b>10,019</b>	<b>(14%)</b>

### Conflict minerals

We have robust processes in place to avoid the use of conflict minerals in our products. The Group is not directly required to comply with or report under Section 1502 of the Dodd-Frank Act, the US Conflict Minerals Law. Our material, component and supplier management processes ensure that it would be in compliance if it were brought in within the scope of this legislation. The Group will likely be subject to the EU Directive on Conflict Minerals when it is enacted into national policy in the UK. We are confident our existing practices will meet the standards required and are monitoring their development.

### Modern slavery

We comply with the requirements of the UK Modern Slavery Act 2015 and the California Transparency in Supply Chains Act 2010. We require slavery and human trafficking to be eradicated from our direct supply chain for the products we sell and monitor suppliers by performing regular evaluation surveys to assure ourselves of each supplier's commitment in this area. Spirent's full statement on modern slavery and human trafficking can be found on the Company's website at <https://corporate.spirent.com>.

### Business ethics and labour rights

Our workplace practices are governed by a suite of HR policies and our global Business Ethics Policy. The Business Ethics Policy commits Spirent to the highest standards in human and labour rights, employee conduct and compliance with all applicable legislation. It prohibits corruption and bribery, unethical business practices and political contributions and governs conflicts of interest and gifts.

The Board oversees implementation of the Business Ethics Policy.

There were no reported incidents, dismissals or legal cases related to corruption during 2024.



## Compliance data continued

### Human rights

Spirent recognises human rights as set out in the Universal Declaration of Human Rights and enshrined in EU and UK law through the European Convention on Human Rights and the Human Rights Act 1998. Our Business Ethics Policy sets out our commitment to protecting the human rights of all those who work for or on behalf of the Company.

In 2024, all new hires and current members of the supply chain team were required to complete human rights training. Nine members of staff completed the 30-minute course.

### Freedom of association

Spirent's Business Ethics Policy sets out our commitment to ensuring employees have the freedom to associate or collectively bargain without fear of discrimination against the exercise of such freedoms. No Spirent employees were members of a trade union during 2024.

Spirent suppliers are expected to meet the same standards of freedom of association and compliance of key suppliers is assessed through supplier questionnaires. Given Spirent's supply chain includes a wide range of electronic component manufacturing activities across a number of emerging economies, the business ethics of suppliers are assessed as part of the procurement process and through announced site audits.

### Corruption

Business ethics is a key issue, especially for those in sales, finance and HR. Those staff in higher-risk roles are given regular anti-corruption and bribery training and the business ethics practices of our third-party sales partners are assessed prior to and during the appointment.

In 2024 176 members of staff were identified as needing to complete anti-corruption training. 172 members of staff that were required to completed the training (98 per cent).

During the year there were no corruption incidents, no corruption-related legal cases, and no employees were dismissed for corruption.

### Health and safety

The Board has designated the Chief Financial Officer as responsible for health and safety performance within the Group and procedures are in place for incidents to be reported through the Audit Committee to the Board as necessary.

Spirent has health and safety committees at each business unit. Our site at Paignton has a health and safety management system, certified to ISO 45001.

The health and safety risk profile for the Group remained low during 2024. There were no reported accidents and no incidents reportable under the RIDDOR regulations. There were no work-related disease incidents (including work-related mental health, stress and anxiety) and no near-misses were reported, where it was deemed a dangerous incident was narrowly avoided.

There are no roles which have high incidence or high risk of diseases related to their occupation. There are no formal agreements with trade unions which cover health and safety as no Spirent employees were trade union members in 2024.



## Energy performance

	2014	2020	2021	2022	2023	2024
Electricity (actual) (MWh)	12,995	12,796	12,266	12,576	12,178	11,645
Electricity (est.) (MWh)	3,118	207	205	237	226	226
Gas (MWh)	1,433	506	548	344	402	330
<b>Total (MWh)</b>	17,547	13,509	13,019	13,156	12,807	12,202
Energy intensity (MWh per \$ million)	38.4	26.9	25.9	21.7	27.0	25.7

## Main energy-using sites

The largest energy-using sites in 2024 were:

Site	Internal area (m <sup>2</sup> )	Energy use 2024 (MWh)	Energy use 2023 (MWh)	Change (%)
Calabasas	7,789	4,041,527	4,250,687	(5%)
Plano	2,370	1,419,996	1,591,950	(11%)
Frederick	3,706	1,324,899	1,330,791	0%
Holmdel	3,195	1,163,069	990,718	17%
Beijing	2,198	1,073,079	1,034,301	4%
Honolulu	821	812,830	544,427	49%
Paignton	2,575	741,732	650,213	14%
San Jose	3,332	553,942	1,327,659	(58%)
Bengalaru	1,404	359,746	339,847	6%
Paris	585	237,582	269,190	(12%)

## Energy Savings Opportunity Scheme (ESOS)

Spirent qualifies for stage 3 of the UK ESOS. We will complete an ESOS compliance energy audit and have submitted the relevant disclosure and action plan to the Environment Agency.

## Streamlined Energy and Carbon Reporting (SECR)

Spirent is within scope of the SECR Regulations and meets its requirements through this Sustainability Report and the disclosures made in the Annual Report.



## Compliance data continued

### Carbon emissions calculation methodology

We have reported on all of the emission sources required under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013. These sources fall within our consolidated financial statements. We do not have responsibility for any emission sources that are not included in our consolidated financial statements as reported in the Company's Annual Report 2024.

We have used the GHG Protocol Corporate Accounting and Reporting Standard (revised edition), data gathered to fulfil our requirements under these regulations, and location-based emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2024, the US Environmental Protection Agency and the International Energy Agency. Contract-based emissions factors were sourced from the energy providers.

Scope 3 emissions from all relevant emissions sources have been calculated. The methodology followed for each relevant emissions source is set out below:

#### Upstream sources

<b>Purchased goods and services</b>	Emissions from our main contract manufacturers are calculated using Group-level data apportioned by spend. Manufacturers with a spend of greater than \$3 million have been calculated directly or, where data was not available, emissions have been estimated using the average emissions intensity. Emissions from all other spend has been calculated using sector emissions factors provided by the Office for National Statistics (ONS).
<b>Capital goods</b>	Emissions for capital goods have been calculated from capital spend by type using emissions factors provided by the ONS.
<b>Electricity transmission and distribution losses</b>	Emissions from transmission and distribution losses were calculated from electricity used and regional T&D factors. UK: DEFRA, US: US EIA, all other countries: Enerdata.
<b>Upstream transport and logistics</b>	Emissions for transport and logistics have been calculated based on emissions reported by the three main logistics providers used, and extrapolated based on emissions intensity of spend.
<b>Waste</b>	Waste data is available for only some sites. Where site data was not available, it has been estimated based on waste arising per FTE on similar Spirent sites.
<b>Waste water</b>	Waste water data is available for only some sites. Where site data was not available, it has been estimated based on water consumption per m <sup>2</sup> on similar Spirent sites.
<b>Business travel</b>	Emissions from air travel were calculated from data provided by travel agents and airlines on distance flown. Detailed emissions data was provided for UK flights based on aircraft type used. For all other regions, DEFRA short and long-haul emissions factors were used. Business travel by car has been calculated by mileage expenses using 2024 DEFRA emissions factors.
<b>Hotels</b>	Emissions data was calculated based on the total number of nights booked using DEFRA 2024 emissions factors.
<b>Home working</b>	Home working emissions were calculated based on number of staff-days worked from home and energy use assumptions from DEFRA 2024 emissions factors.
<b>Employee commuting</b>	Emissions from employee commuting were calculated from the results of the 2023 staff travel survey, adjusted to reflect total employee numbers in 2024. The journey distance, visits per week and mode of transport were reported and DEFRA emissions factors were used to estimate emissions.

#### Downstream sources

<b>Downstream logistics</b>	Downstream logistics are reported as part of upstream logistics due to the format of available data.
<b>Use of sold product</b>	Emissions from the use of sold products were calculated using the rated power for the top ten products sold in the Positioning Technologies division and top ten products sold in the Cloud and IP division, extrapolated to reflect all Spirent hardware sales during the year. The useful lifetime of products was based on the product warranty. US emissions factors for grid electricity were used.
<b>End of life of products</b>	End-of-life emissions were calculated using shipping weight for all hardware sold from sales reports. DEFRA emissions factors for reuse/recycling of electrical items used.



## Carbon neutral certification

Carbon neutral company certification has been achieved through the Carbon Neutral Protocol. Certification provided by Climate Impact Partners for the calendar year 2024 for the following emissions sources:

- Scope 1: direct emissions from fuel use and fugitive emissions;
- Scope 2: emissions from purchased electricity (market-based); and
- Scope 3:
  - transmission and distribution losses;
  - waste;
  - business travel; and
  - employee home working.

## Diversity

### Gender

Gender is one of the most visible aspects of employee diversity and is an important improvement area across the technology sector. There have only been minor changes in the overall gender balance of the Company from 2023. Three women continue to serve on our Board of eight, maintaining female representation of 38 per cent, above the Hampton Alexander review's target of 33 per cent. The proportion of females in senior management and executive management roles remained at 9 per cent (2023 9 per cent). This remains lower than female representation for the Company as a whole which is around 23 per cent (2023 23 per cent).

Level of organisation	Female		Male	Other or no gender reported	Total
Board	3	38%	5	63%	8
Executive management <sup>1</sup>	4	40%	6	60%	10
Senior management <sup>2</sup>	6	9%	59	91%	65
Total employees	344	23%	1,146	77%	1,490

#### Notes

1. The data for executive management includes direct reports to the CEO only, excluding assistants.
2. The data for senior management includes all other Vice Presidents (including Regional Sales VPs and Client Partner Executives) and Senior Directors.

The under-representation of women at all levels at Spirent and the technology sector in general is a key challenge for us, and there remains significant work to do to achieve greater representation, especially in senior roles. We seek to make a material change through our early careers programme and are committed to leadership development for our women managers. Despite the initiatives and progress described below, due to workforce reductions and limited hiring across the Group each diversity metric remains flat compared to 2023 and we did not materially improve.

### Age

Spirent's workforce has a diverse age distribution. Since 2020, we have been successful in attracting more young people into the business, increasing the percentage of our employees under 30 to 7 per cent. The largest age group remains 40-49 which is 32 per cent of our total headcount (2023 33 per cent).

Age group	2024	2023	Change
<20	2	1	100%
20-29	100	119	(16%)
30-39	318	355	(10%)
40-49	470	490	(4%)
50-59	417	390	7%
60+	183	171	7%
Total	1,490	1,526	(2%)



# Compliance data continued

## Voluntary employee turnover

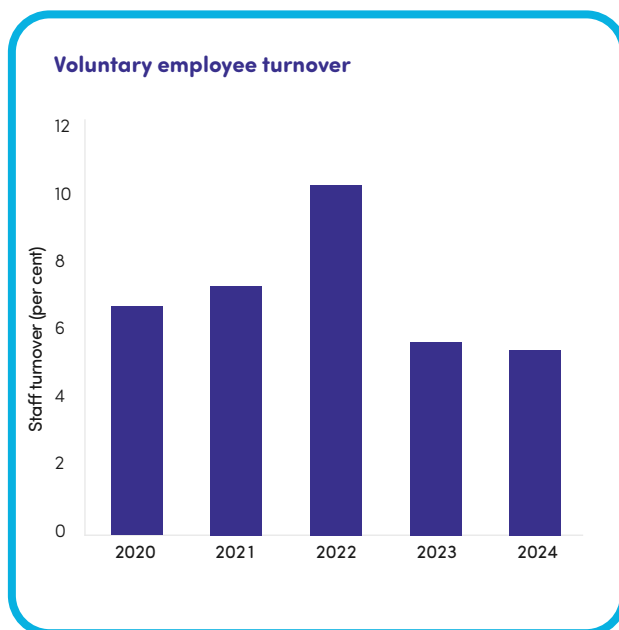
We cannot avoid the fact that some of our employees will move on but we can avoid a skills shortage by appropriately managing, recognising and rewarding our people. Voluntary employee turnover is a measure of how successful Spirent is in its strategy of retaining and investing in its people.

Spirent’s success is dependent on its talented employees and retaining them is extremely important. Voluntary employee turnover compared to the industry average is the measure used to assess how well the Group has performed.

Voluntary turnover rates decreased to 5.3 per cent in 2024 from 5.6 per cent in 2023.

The rate is lower than the average for the last five years (7.6 per cent) and is well below the global industry average of 14.2 per cent<sup>1</sup>.

We aim to make Spirent a great place to work and one where everyone can thrive. Our staff turnover rate demonstrates that we are succeeding in this.



## Support programmes at career endings

We recognise that we have a responsibility to help members of staff who leave the Group due to organisational restructuring to find a new role, and we provide a flexible outplacement service which is tailored to the needs of the member of staff. Staff are allocated a budget to spend as they see best on a range of support services including personal coaching, training and job search support.

In 2024, 28 members of staff left the Group due to organisational restructuring.

Region	Gender	Outplacement services offered
North America	Male	17
	Female	6
APAC	Male	1
	Female	1
EMEA	Male	3
	Female	0
Total		28

## Training and development

We have a number of courses that are mandatory for staff to complete every two years. This includes human rights, IT security, legal compliance and anti-bribery courses, which include criminal finance, anti-harassment and GDPR. 172 of the 176 members of staff that were required to take global anti-bribery courses completed the training during the year. Nine members of staff were identified as needing to complete human rights training during 2024 and all those required to complete training did so.

## Training and skills

Employee category	Gender	Training hours completed	Total training hours by category
Engineering	Male	5,653	7,134
	Female	1,481	
	Other or not disclosed		
Sales and marketing	Male	6,822	8,169
	Female	1,347	
	Other or not disclosed		
Shared services	Male	1,834	4,001
	Female	2,166	
	Other or not disclosed		

Note

1. Radford Technology Benchmark.



## Training and skills continued

Employee level	Gender	Training hours completed	Total training hours by category
Executive	Male	430	452
	Female	22	
	Other or not disclosed		
Management	Male	4,680	6,136
	Female	1,456	
	Other or not disclosed		
Professional	Male	8,685	11,317
	Female	2,632	
	Other or not disclosed		
Support	Male	515	1,398
	Female	884	
	Other or not disclosed		

## Gender pay gap

Gender pay gap data for UK.

The hourly pay figures shows the difference between the average of men's and women's pay (the mean figure) and the difference between the midpoints in the ranges of men's and women's pay (the median figure).

UK gender gap	Mean	Median
Hourly pay	11.90%	19.90%
Bonus pay	4.40%	(5.20%)

This table shows the proportion of males and females who received bonus payments in the 12 months leading up to the snapshot date.

UK bonus gap	Male	Female
Bonus	83.30%	71.10%

This table shows the proportion of males and females in each pay quartile.

UK quartile split	Top quartile	Upper-middle quartile	Lower-middle quartile	Lower quartile
Male	77.10%	87.80%	79.60%	63.30%
Female	22.90%	12.20%	20.40%	36.70%



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