

Our employees

Spirent is its employees – it is our highly skilled, motivated and empowered employees that drive the success of the business. For more than 75 years, Spirent has sustained a globally effective organisation and provided a great place to work through career advancement opportunities, workforce diversity and transparent communication.

Our key values

Competitive

Engage and develop our employees to relentlessly out-execute the competition every time, whilst maintaining the highest ethical standards.

Creative

Innovation that inspires our customers, our customers' customers, our employees and shareholders.

Customer focused

Dedicated to every customer's, every employee's and every shareholder's success.

Collaborative

One global team, sharing knowledge, ideas, technology, resources and talents to achieve and sustain profitable growth.

Our 1,500+ talented employees, working in 29 locations in 15 countries, provide a matchless competitive advantage for us creating innovative products for our customers. To sustain our competitive advantage and bring together this culturally diverse group of employees, Spirent has built a global culture based on four values – being creative, competitive, customer focused and collaborative. These values form the foundation of Spirent's ability to inspire innovation and enrich the lives of millions of people around the world.

To attract, keep and grow our people, we constantly review and improve our benefits, retention, development programmes and career growth opportunities. Our efforts continue to bear positive fruit, with global voluntary turnover at 8 per cent.

Rewarding our people

Our compensation and benefit schemes are aligned with performance and are regularly benchmarked to ensure that Spirent rewards employees competitively in every country in which we operate.

Spirent believes in sharing its success with its employees, with all employees participating in some form of variable compensation tied to the achievement of key goals such as revenue growth and profitability: Growth Sharing Plan for individual contributors through managers; Sales Commission Plan for sales employees; and Management Incentive Plan for senior managers and above.

Another way in which we reward and recognise excellence is through our Global Recognition Programme, which provides Spot, Excellence and Executive Awards. These awards are one-time cash incentives as recognition for exemplary contributions that demonstrate one or more of our key values.



Employees in our Crawley, West Sussex Corporate office.

In addition, we provide project based incentives to recognise and reward employees for extraordinary work that results in significant overachievement of critical projects. The Patent Award programme rewards employees for being innovative, while protecting the Company's investment and intellectual property rights. In 2013 Spirent awarded 20 patent based incentives to our employees.

Growing our talent

We recognise that our competitive advantage can only be maintained by developing our own talent internally as well as recruiting the best skills from outside of our organisation.

In 2013 we established an Employee Value Proposition in order to clearly communicate our brand to current and prospective employees, and thereby retain and attract the best people. Spirent is large enough to provide a wide range of career possibilities, but small enough for individuals to be noticed and recognised, we offer an ideal environment for people to unleash their innovative spirits and collaborate to discover the future together.

Throughout 2013, we continued to support education by offering internships and work experience programmes that not only help students develop professional knowledge, but also to provide future talent for our entire organisation. In 2013 Spirent offered 28 internships in the US, seven in Europe and 20 in Asia.

Our challenging work environment inspires innovation, with continuous learning as an essential part of our human resources philosophy.

In 2013 employees in all regions around the globe participated in courses designed to enhance our ability to service the customer and to create innovative, leading products. Leadership bench strength was developed through various programmes including 360 degree feedback, succession management, organisational and individual accountability, and financial acumen. Our career development emphasises tailored, flexible pathways that give employees the opportunity to explore their potential in the right direction and at the right speed.

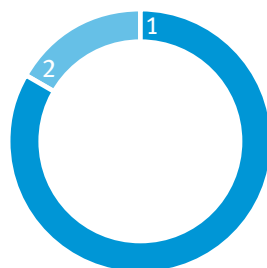
Employee engagement

At Spirent we recognise the importance of two-way communication. Our employees' opinions matter to us. We regularly invite our employees for their views on a wide range of issues. Based on the feedback, we develop specific action plans to increase the engagement of our employees and foster a stronger organisational culture. In addition, informal meetings between many of Spirent's executives and small groups of employees continue to be held on a regular basis, with the aim of sharing perspectives among a broad cross section of our team members. Other tools aimed at facilitating two-way communication include regular all employee meetings with our Chief Executive Officer and other executives, employee focused group meetings and the continued expansion of our employee intranet.

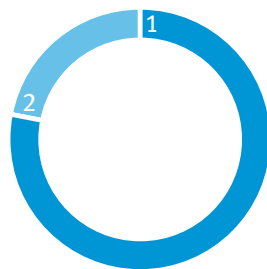
Diversity

Spirent is committed to upholding human rights and fully believes that diversity fuels business success in a multicultural world. Our rich diversity is reflected in our work environment – including ethnicity, race, gender, age, sexual orientation, faith, culture and global experiences. We believe that this variety of backgrounds, experiences, beliefs, personalities, knowledge, skills and ideas not only creates an enriching experience for our employees, diversity also yields the innovation and creativity demanded by our customers.

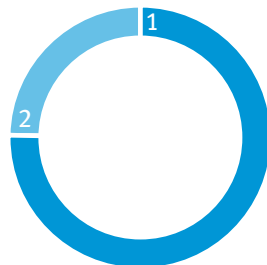
The Group is committed to providing equality of opportunity to all existing and prospective employees without unlawful discrimination on the basis of religion, disability, gender, age, marital status, sexual orientation, race, ethnicity or any other protected status.



Board diversity		
	2013	2012
1 Male	5	5
2 Female	1	1
1 Male	83%	83%
2 Female	17%	17%



Employee diversity		
	2013	2012
1 Male	1,194	1,172
2 Female	331	314
1 Male	78%	79%
2 Female	22%	21%



Senior manager diversity		
	2013	2012
1 Male	157	160
2 Female	51	48
1 Male	75%	77%
2 Female	25%	23%

Disabled persons

Disabled persons, whether registered or not, are accorded equal opportunities when applying for vacancies, with due regard to their aptitudes and abilities. In addition to complying with legislative requirements, procedures ensure that disabled employees are fairly treated in respect of training and career development. With regard to employees who become disabled during the course of their employment, the Group is supportive and will take all reasonable steps to ensure that they can remain in employment wherever practicable.