

## **SPIRENT COMMUNICATIONS ANNUAL REPORT 2012**

### **Employees**

Spirent is its people Spirent understands that the key to success is centered on our employees and that one of our primary responsibilities in CSR is to the people who are Spirent. We rely on our highly skilled, motivated and empowered employees to drive the growth of our business. These 1,400+ employees, working in over 25 locations in more than 12 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.

### **Investing in our employees**

For more than 75 years, Spirent has sustained a globally effective organisation and provided a great place to work through career advancement opportunities (resulting in more than 8 per cent of employees receiving a promotion in 2012), workforce diversity and transparent communication. To find, keep and bring out the best in our people, we constantly review and improve our benefits, retention, development programmes and career growth opportunities to ensure that Spirent remains a great place to work.

At Spirent there are several reward and recognition programmes. One way 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. Spirent also provides project based incentives to recognise and reward employees for extraordinary work that results in significant overachievement of critical projects. Spirent’s Patent Award programme rewards employees for being innovative, while protecting the Company’s investment and intellectual property rights.

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.

Our challenging work environment inspires innovation, with continuous learning as an essential part of our human resources philosophy. In 2012, career development centered on the individual, providing a variety of education and learning opportunities over time in a number of different ways. Senior leaders participated in the Leadership 360 Feedback Programme and employees completed over 500 hours of e-learning on a wide range of technical and business topics. In our Asia Pacific region, employees participated in technical workshops, lunch and learn sessions, and one of five Toastmasters International clubs at Spirent. We also launched the new Spirent Learning Center on our intranet, which offers information on career management, tools for managers, and resources for new employees.

### **Engaging our employees**

Spirent understands, like all businesses, it must work tirelessly to keep our talent in an increasingly competitive industry. That’s why we seek to connect with, and support, our employees in many ways including transparent communication, showing appreciation for a job well done, and providing competitive compensation and benefits programmes. Our efforts continue to bear positive fruit,

with global voluntary turnover at 8 per cent, a result that stands out among our competitors where turnover in the high tech industry averages over 10 per cent.

Spirent believes that access to health care benefits is a fundamental responsibility to our employees. Results from our most recent Employee Opinion Survey showed a marked increase in satisfaction with benefit programmes. Around the world in all of our locations, we align employee needs with the healthcare and wellness options available in each country that are both comprehensive and competitive. In the United States, where more than 60 per cent of our employees reside, we offer competitive health care benefits, including medical, dental and vision, to all employees and their spouses or qualifying same-sex and opposite-sex domestic partners and dependents.

### **Celebrating our 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.