



# SUSTAINABILITY REPORT 2025



# MESSAGE FROM OUR CEO



Each year—and 2025 is no exception—we help our customers connect millions of users worldwide through secure, reliable and efficient communications networks. Our mission is to be a recognized global technology leader, delivering scalable solutions that enable the trusted exchange of information and support the resilient infrastructure that powers modern society.

We continued to grow revenue in 2025 while investing over \$175 million in research and development to strengthen our innovation pipeline and deliver greater value to customers. Innovation remains central to Ribbon's strategy as demand for modern, cloud-enabled communications infrastructure continues to grow. Advanced networking

capabilities are increasingly critical to supporting healthcare, utilities, transportation, education, public safety, mission critical defense systems and other essential services.

During the year, Ribbon helped customers modernize networks in more than 130 countries, enabling secure and resilient communications on a global scale. Moving forward, we remain focused on accelerating innovation and meeting our customers' evolving needs.

As we grow, we remain committed to operating responsibly and sustainably. Following the completion of our refreshed sustainability strategy, we established new sustainability targets and strengthened the governance, investments and processes needed to achieve them.

Climate action remains a priority. In 2025, we updated our Net Zero ambition, committing to eliminate direct operational greenhouse gas emissions by 2040. We also reduced operational emissions by 18% year-over-year, bringing our cumulative reduction since 2018 to 48%. These results demonstrate that business performance and sustainability can advance together.

Our employees remain central to our success. As technology continues to evolve rapidly, we are committed to developing the skills and capabilities of our global workforce. In 2025, we invested more than 47,000 hours in learning and development—more than 15 hours per employee on average and the highest level in our history. We believe this investment will drive innovation, operational excellence and long-term value creation.

We also continued to support the communities where we live and work. Through our Global Day of Service and other initiatives, more than 1,200 Ribbon employees volunteered with charitable organizations worldwide, supporting health and education and giving back to the communities in which we live and work.

Underlying our performance is a strong culture of accountability, integrity, and responsible governance. We continue to strengthen our programs related to ethics, human rights, information security, data privacy and regulatory compliance. Through training, risk assessments and continuous improvement, we believe we are well positioned to address future challenges and opportunities with confidence.

I would like to thank our employees for their dedication, our customers for their trust, our partners for their collaboration and our shareholders for their continued support. Together, we are building a stronger, more innovative and more sustainable Ribbon. We appreciate your interest in this report and welcome your feedback as we continue our journey forward.

**Bruce McClelland**

President and Chief Executive Officer



As we grow, we remain committed to operating responsibly and sustainably. Following the completion of our refreshed sustainability strategy, we established new sustainability targets and strengthened the governance, investments and processes needed to achieve them.

**Bruce McClelland**

President and Chief Executive Officer



# 2025 SUSTAINABILITY HIGHLIGHTS

**134**

countries in which Ribbon completed several network upgrades to support providers, reaching millions of end users

**0.298**

Recordable Injury Rate across all our global operations, covering both employees and contractors

**New**

sustainability targets to 2035 and updated climate target to achieve Net Zero Scope 1 & 2 emissions by 2040

**Newsweek's America's Greenest Companies 2026**

which recognizes companies for their advancements in managing their sustainability footprint

**>47,200**

total training hours delivered across our global organization, amounting to 15+ average learning hours per employee

**21%**

of Tier 1 suppliers completed third-party audits against our Supplier Code of Conduct with zero critical findings

**48%**

cumulative reduction in absolute Scope 1 & 2 GHG emissions in 2025 compared to our 2018 base year

**EcoVadis Silver Sustainability Rating**

placed Ribbon in the top 11% of our peer companies in the Information and Communications Technology sector

**>1,200**

employees contributed almost 5,000 volunteer hours in communities served by 34 charitable organizations during our Global Day of Service

**56%**

of total waste diverted from landfill

**17%**

renewable electricity as a percentage of total electricity

**Newsweek's America's Most Responsible Companies 2026**

ranking number 4 out of 21 in the Media and Telecommunications Industry (and 121 out of a total 600 companies assessed)

**100%**

of active employees completed the annual mandatory Code of Conduct review and survey

**78%**

of in-scope suppliers provided responses to our conflict minerals survey

**98%**

cumulative reduction in equipment and laboratory space compared to non-optimized operations

**'Changemaker Award'**

granted to Ribbon by the **Bharti Foundation in India**, reflecting our commitment to creating sustainable impact through education, rehabilitation, and livelihood development



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20+ Year Customers at INSIGHTS

altice

bandwidth

Bell

KDDI

LUMEN®

SoftBank

TELUS®

zon

 ribbon

ABOUT RIBBON



# ABOUT RIBBON

Ribbon Communications (Nasdaq: RBBN) is a global provider of voice communications software, IP routing, and optical networking to mobile and wireline service providers, enterprises, critical infrastructure and defense sectors.

We support our customers' Path to Autonomous Networks by leveraging the latest AIOps automation platforms and Agentic AI technologies, helping them deliver better customer experiences, reduce operational costs, and achieve sustainable growth.

## Our Values

At Ribbon, we believe that aligning personal and company values drives us towards success and leads to greater empowerment and autonomy at work. This empowerment fosters higher job satisfaction, engagement, and productivity. Ribbon's core values are:

### Team

We work as One Team, advancing together towards common and clear goals.

### Passion

We take pride in, and celebrate our achievements.

### Customer

We strive to be a trusted advisor to our customers by listening to them, anticipating their needs and offering best-in-class solutions.

### Innovation (Creativity)

Ribbon's competitive advantage relies on our ability to offer innovative, creative and state-of-the-art technology.



Underpinning everything we value is the Ribbon concept **TRUE**:

**T**ransparency **R**espect **U**npretentious **E**mpowerment

We are open and transparent in everything we do, creating trust among employees, customers, partners, and vendors.

## Ribbon by the Numbers

**\$845 million**

Total Revenue (2025)

**\$179 million**

R&D Spend (21% of total revenue)

**1,000+**

Customers

**134**

Countries with a Ribbon presence

**1,100+**

Patents

**>3,000**

Employees



# Our Customers

Our global telecommunications customers include fixed-line, mobile, cable, internet and service providers. Our enterprise customers include businesses of any size and large and distributed enterprises across various sectors with a concentration in government, healthcare, utilities, transport, finance and education sectors. We sell to customers via our direct sales team as well as through indirect channels that include resellers, system

integrators and service providers. Independent software vendors also partner with Ribbon to source our software solutions and market them through their sales channels. Many of Ribbon's solutions have been certified and deployed by governmental agencies around the world including the U.S. Department of Defense.

# Our Products

Ribbon's industry-leading portfolio of technology products ensures calls and data are efficiently routed and securely transmitted over many of the world's largest communications networks today, while preparing for the networks of tomorrow. Our offerings fall into two broad categories (Cloud & Edge, and IP Optical), and these flexible solutions enable us to design advanced networks for customers worldwide.



## Cloud and Edge

**Secure, anywhere access to real-time communications**

A range of cloud native and virtualized software, as well as gateway hardware to modernize and secure communication networks for service providers and enterprises. Ribbon also provides analytics and fraud mitigation solutions to enhance operations and troubleshooting, reduce threats from bad actors and mitigate robocalling.



## IP Optical Networks

**Flexible, secure, efficient and expandable data transport**

A solution portfolio providing secure multilayer optimized IP and optical transport for service provider, critical infrastructure, data centers and enterprises delivering innovative services rapidly under an intelligent and automated control system.

# Our Services

## Professional Services

Ribbon offers complete life cycle services from planning & design to deployment & integration, test & verification, migration, staff augmentation, network operations, and education services. Through a unique combination of experience, expertise, breadth and intellectual property, we can help customers large and small, deploy and migrate to secure, Next Generation IP, Transport, IP Routing and Software Based Communication Solutions, whether on-premises or in the cloud.

## Customer Support

Ribbon offers a comprehensive global portfolio of maintenance and support services allowing customers to minimize risks and maximize the return on Ribbon solutions. A 24x7 network of Global Response Center specialists, linked directly to Ribbon R&D teams when needed, assures rapid work on recovery to critical outage events and provides prompt issue resolution for non-outage incidents. Ribbon Support delivery processes and goals are managed as metrics within Ribbon's TL 9000 and ISO 27001 compliant Quality Management Systems.





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# SUSTAINABILITY AT RIBBON



# STAKEHOLDER ENGAGEMENT

At Ribbon, we welcome feedback at all levels of the organization to help us understand the needs of stakeholders and position ourselves to respond effectively.

## Ribbon's Key Stakeholder Groups

- Customers
- Employees
- Suppliers
- Society and Planet
- Capital Markets
- Regulators
- Industry
- Financers
- Communities
- Influencers

In 2025, we re-engaged with stakeholders in various ways to reaffirm our understanding of their perspective and expectations of Ribbon in our rapidly evolving world. Examples of engagement throughout the year can be found throughout this report.

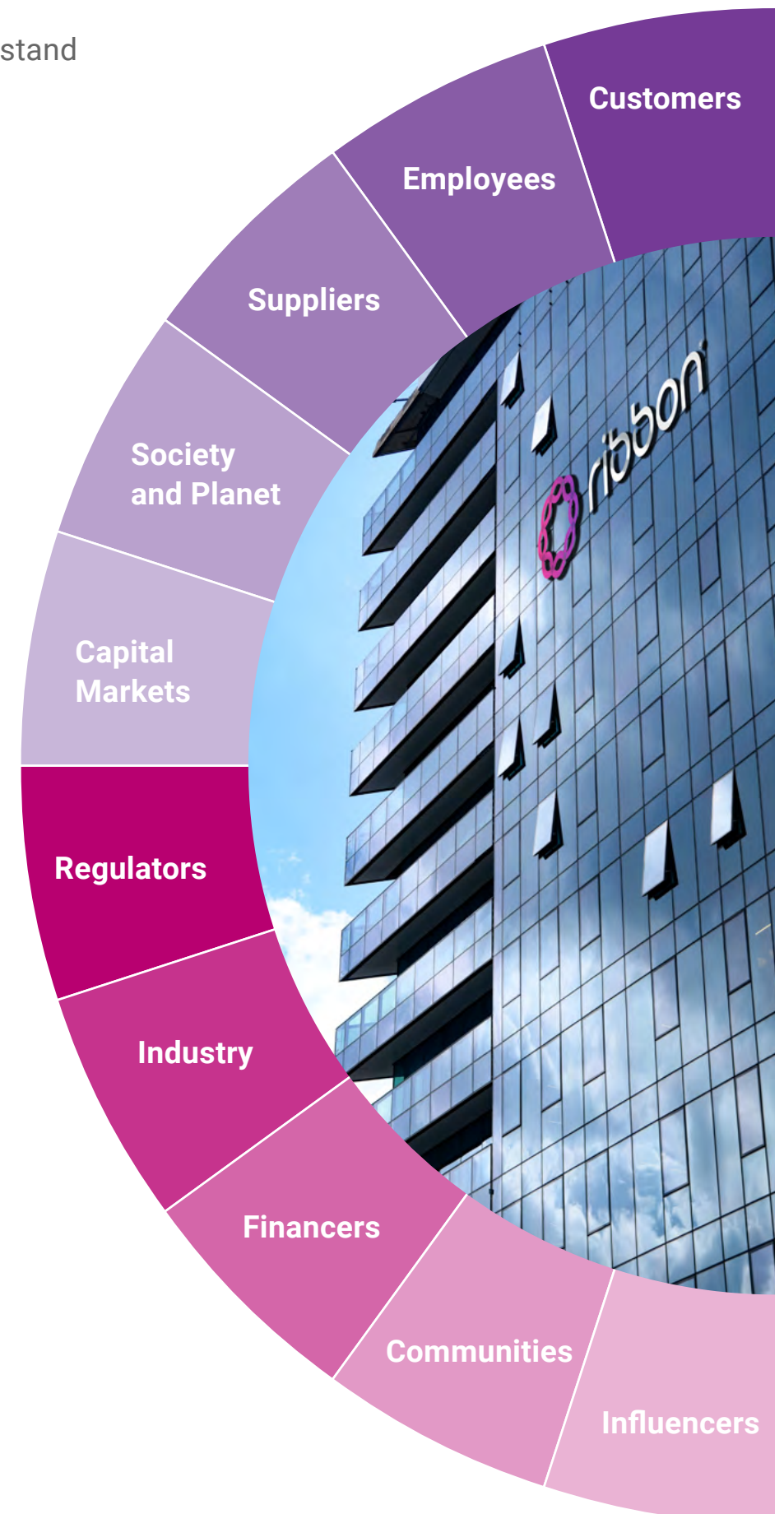


[Our Approach to Stakeholder Engagement](#)

We continue to track the queries we receive from our global customer base that relate to sustainability topics ranging from climate change mitigation through to health and safety, human rights and more. In 2025, we received more than 100 sustainability-related queries and requests from our key customers, representing more than 85% of our revenues, reflecting the high interest in sustainable practices from this stakeholder group.

## Top 10 Sustainability-Related Queries from our Customers in 2025

- Business Continuity Planning
- Environmental Management System
- EcoVadis ESG score
- Facilities security
- Scope 3 GHG emissions
- GHG CDP Reporting
- Science-based targets
- Health and safety
- Lifecycle analysis of key products
- Net Zero Decarbonization Plan

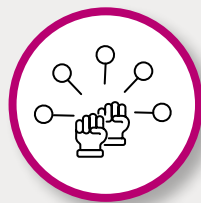




# MATERIALITY

Our Double Materiality Assessment (DMA), conducted in 2024, continues to define our sustainability priorities and focus areas. For details about how we developed the DMA, see [Our Approach to Materiality](#).

## Ribbon's Material Topics



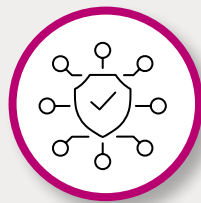
### Network resilience

Ensuring effective, scalable, reliable, secure and efficient networks through products and services provided to our customers.



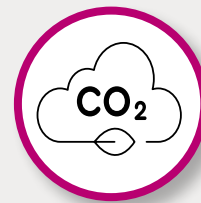
### Customer experience

Providing customers with innovative products and services and an overall positive experience in all interactions with Ribbon, including customer service.



### Access to connectivity

Producing products and delivering services to customers who are underserved by other networks and/or in remote or rural communities.



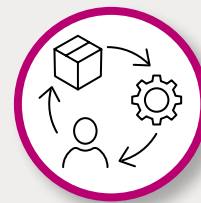
### Climate change mitigation

Addressing the impacts of Ribbon's operations throughout the value chain to minimize GHG emissions and their causes from fossil fuel use. This includes demonstrating improvements in the electrical efficiency of our solutions.



### Responsible workplace

Ensuring compliance with global labor regulations and maintaining an ethical, safe, inclusive and empowering working culture, and providing training our workforce in best practices.



### Product circularity

Delivering products that are aligned with circular economy principles including interoperability, durability, power-efficiency in use phase, use of recycled materials in hardware and packaging and designing with recyclability at the time of repair or end of life.



### Health and safety

Ensuring workplace and work activities are free from risks and hazards and instilling a culture of safety, including at Ribbon facilities and customer sites.



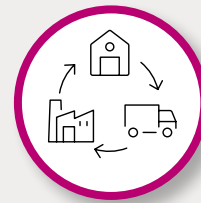
### Business ethics

Operating with integrity and in line with Ribbon's Code of Ethical Conduct in all activities, including anti-corruption, anti-bribery and responsible use of technology.



### Data security and privacy

Maintaining robust cybersecurity controls to protect information and assets owned by Ribbon, its suppliers and customers, and maintaining robust privacy controls to protect personal data processed by Ribbon.



### Supply chain management

Managing the supply base to conform with ethical standards and sustainable practices, including human rights and environmental targets.



# SUSTAINABILITY STRATEGY

To underpin our DMA, in 2024, we established a strategic approach, with three broad pillars.



## Networks and People

- Network resilience
- Access to connectivity
- Responsible workplace
- Health and safety
- Customer experience



## Climate and Nature

- Climate change mitigation
- Product circularity



## Responsible Business

- Business ethics
- Data security and privacy
- Supply chain management

In 2025, building on our previous goals, progress and the updated DMA, we crystallized our focus to develop Ribbon’s next generation of sustainability targets. While we will allocate resources to and make advances across all material topics going forward, the following areas were identified as critical priorities for the next 10 years.

## Ribbon’s “5 by 35” Sustainability Targets



| Topic                                    | Targets to be completed by the end of 2035                                                                                                                                                                                                                          |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Carbon reduction</b>               | <ul style="list-style-type: none"><li>■ Reduce direct Scope 1 &amp; 2 emissions by 50% by 2030, and by 75% by 2035, compared to base year 2018.</li><li>■ Reduce direct Scope 3 emissions by 17% by 2030, and by 25% by 2035, compared to base year 2025.</li></ul> |
| <b>2. Supply chain</b>                   | <ul style="list-style-type: none"><li>■ Update Ribbon’s Supplier Code of Conduct and establish audit compliance procedures.</li></ul>                                                                                                                               |
| <b>3. Anti-bribery management system</b> | <ul style="list-style-type: none"><li>■ Expand upon existing anti-bribery and corruption efforts: enhance management system to include annual metric reporting, enhanced usability (by employees and non-employees) and expanded scope where possible.</li></ul>    |
| <b>4. Health and safety</b>              | <ul style="list-style-type: none"><li>■ Harmonize health and safety reporting globally for both employees and key suppliers and expand existing activities to comply with ISO 45001 certification requirements.</li></ul>                                           |
| <b>5. Data privacy</b>                   | <ul style="list-style-type: none"><li>■ Expand existing data privacy efforts to ensure continued compliance with relevant data protection and privacy laws, and enhance our system to include AI Governance within Ribbon.</li></ul>                                |



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Accelerating Network Transformation

Expanding Access

Enhancing Customer Experience

Supporting Our People

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Maintaining Responsible Business

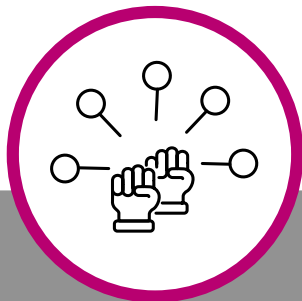
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# SCALING INNOVATION AND NETWORK RESILIENCE



# SCALING INNOVATION AND NETWORK RESILIENCE

At Ribbon, we exist to transform networks and solutions that support a sustainable future in which people, communities and businesses are empowered to achieve more with a lighter imprint on the planet. Connectivity, productivity and efficiency expand exponentially as networks become more accessible, scalable, autonomous and interoperable. Ribbon remains on the front lines of network technology advancements, investing in the development of solutions that flexibly meet our customers' needs both now and in the future.



## MATERIALITY:

### NETWORK RESILIENCE

Ensuring effective, scalable, reliable, secure and efficient networks through products and services provided to our customers.

## Accelerating Network Transformation

Accelerating network transformation enables more efficient, resilient and responsible operations by reducing complexity and cost, optimizing resource use and supporting long-term sustainability outcomes. Network transformation holds advantages for all network providers and users, from individual users of streaming or IoT services, to businesses reliant upon connectivity across cities and countries, to governments responsible for public services including education and healthcare networks, to industries providing critical infrastructure.

### Path to Autonomous Networks

Autonomous networks are foundational to network transformation for large-scale cloud operations and AI-driven platforms, and support many aspects of modernization and cost efficiency for providers and users. We see this as a critical evolution to help sustain complex network operations effectively and enhance reliability and performance. Our innovation focus is leading the way for both current and future needs throughout the network lifecycle.

### Automating Networks for Education

In 2025, we delivered a multilayer automation platform that simplifies network management for EENet of HTM, the Estonian Education and Research Network of the Ministry of Education and Research. EENet advances the development of the information technology infrastructure necessary for research, education and culture in Estonia. [EENet](#) deployed Ribbon's Apollo flexible fiber-optic open system that allows different optical equipment to work together, enabling signals from other vendors to run on the same fiber and share network capacity, enhancing efficiency.



Showcasing our high tech excellence and deepening our research areas in collaboration with the pan-European research community requires a sophisticated, up to date network.

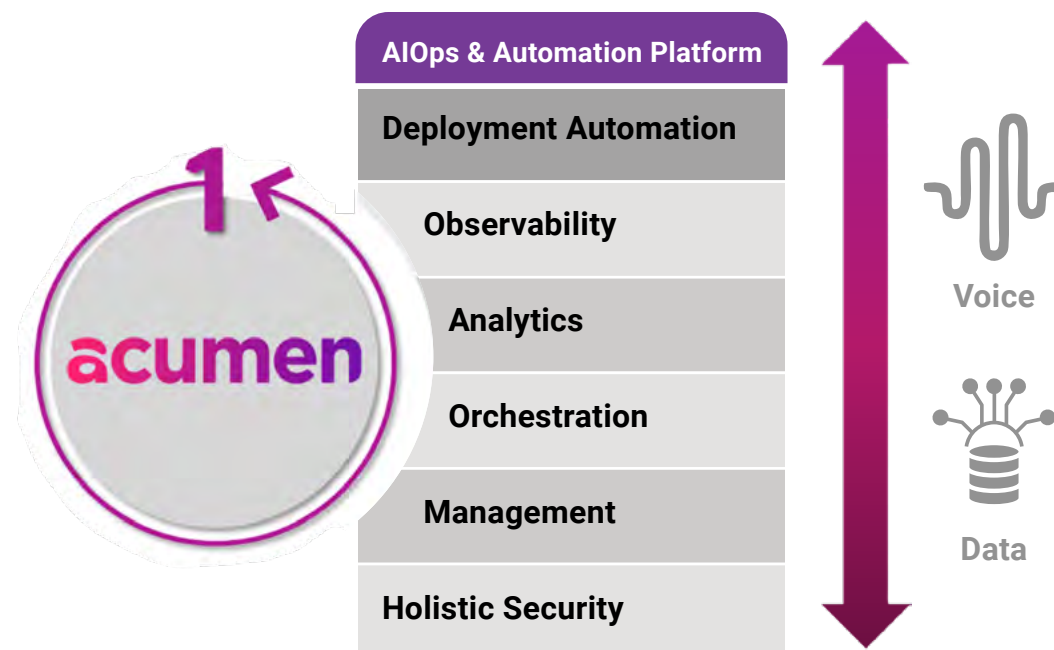
**Aivo Riisenberg**, Head of the Department of Technical Management of the Ministry of Education and Research, Estonia





## Ribbon's New AI Platform for Autonomous Networking

Our latest innovation, Acumen™, is a powerful new AI for IT operations (AIOps) and automation platform designed to help service providers and enterprises navigate the complexities of today's operational environment and accelerate their transition to autonomous networks that are self-managing, predictive, and automated. Acumen helps organizations solve operational and strategic problems, lower costs and boost customer experience. It incorporates apps for analytics, dashboards and troubleshooting, built on Ribbon's Analytics and Muse platforms. With Acumen Builder, users can quickly create custom apps and plug AI into any workflow with little or no coding.



With its support for both Ribbon and third-party components, Acumen provides a unified view of network performance, enabling proactive, data-driven decision making. Its automation solutions, spanning deployment, AI Ops and security, enable enhanced operational resilience across the entire network, marking a significant step forward in the evolution of autonomous networks.

## Network Modernization for Providers

We are helping providers transform old networks into agile, intelligent and future-ready platforms that can advance business growth and modern digital services.

### Upgrading Voice Communications Infrastructure for Defense Systems

The defense community is confronting an ever-escalating security threat environment, which legacy phone systems and communications equipment are ill-equipped to address. With deployments in all four branches of the U.S. military and in major defense organizations across the globe, Ribbon delivers a proven migration path to a modern communications infrastructure with updated capabilities and increased security in line with stringent government mandates and unique deployment needs.

In 2025, for example, Ribbon was selected as the technology provider for the U.S. Department of Defense Information Services Agency (DISA) Soft Switch Backbone (SSBB) program. Ribbon is delivering state-of-the-art voice communication infrastructure components to help modernize and secure DISA's communications network, reducing cybersecurity vulnerabilities while lowering the cost of operations.

### Repurposing Legacy Infrastructure

Ribbon is driving a strategic initiative to accelerate the decommissioning of Time Division Multiplexing (TDM) switches. TDM switches connect calls by assigning each one a fixed time slot on a shared line. Decommissioning TDM switches cuts costs and complexity while freeing the network to move faster, scale more easily, and support modern IP-based services, using IP optical systems and cloud-native VoIP platforms to handle voice as data, with lower cost, more flexibility and easier scaling.

In 2025, we continued our network modernization program with Verizon to retire legacy TDM systems in favor of cloud-based technologies, leveraging Ribbon's portfolio of voice products, including virtual and cloud-native Session Border Controllers. With many TDM switches becoming obsolete, Verizon approached this program with urgency to maintain operational integrity and customer service levels, as well as reducing costs. Additionally, with a lighter environmental footprint, cloud-based networks support compliance with local carbon emission regulations in cities such as New York and Boston. [Learn more](#)



# Network Modernization and Security for Critical Infrastructure

At Ribbon, our focus is to help transform communication and IT networks that support critical infrastructure industries, such as power grids, water treatment, transportation, healthcare and emergency services. Our solutions can accelerate the replacement of legacy networks, enhance operations and expand automation to improve speed, reliability and continuous monitoring.

## Transforming Networks for Electric Utilities

With proven expertise in rural connectivity, Vibrant Broadband part of Meeker Energy, one of the U.S. Midwest’s first electric cooperatives and a pioneer in rural broadband innovation, leveraged Ribbon’s IP-optical solution with MUSE automation software to achieve comprehensive control, analysis, design and planning. These solutions provide Vibrant with a scalable platform that supports rapid deployment and operational efficiency, while laying the groundwork to extend fiber into unserved areas of central Minnesota.

“

This upgrade marks a major milestone for us, enabling us to expand our service offerings, better serve our growing customer base, and support future technologies.

Andrew Kalkbrenner, IT Manager, Vibrant Broadband

”



# Intelligent, Integrated IP and Optical Transport

Exploding demand from cloud, video, voice, and network expansion has made manual planning and standalone systems insufficient for managing internet traffic. Integrating IP and optical transport into a single, connected, automated and efficient system enables providers to deliver faster, more reliable and more affordable connectivity—including to rural and underserved communities. In 2025, Ribbon completed several network upgrades to support providers in 134 countries, reaching millions of end users.

## Regional Broadband Development in the U.S.

North Georgia Network Cooperative Inc. (NGN) deployed Ribbon’s Apollo 800G optical transport solution to provide unified, scalable, high-capacity services across North Georgia and surrounding regions and deliver reliable, high-speed connectivity to healthcare institutions, educational networks, businesses and families in areas with limited infrastructure.

## AI-enabled Data Transmission in the Philippines

Philippine fiber broadband provider Converge ICT Solutions enhanced its nationwide fiber network with an advanced data transmission technology to strengthen its network in response to the growing need for high-speed, low-latency and reliable connectivity. Converge deployed Ribbon’s Muse Multilayer Automation Platform (MAP) to automate and optimize its resources and maintain peak network performance, enabling nationwide coverage and support for next-gen services such as high-speed broadband, cloud applications and enterprise solutions for users across the country.

“

We are planning important developments in the products and services we offer to our customers, and it’s vital that our infrastructure can support these. Adopting this new technology is essential for effectively managing large amounts of data from IoT applications, cloud services, and future innovations.

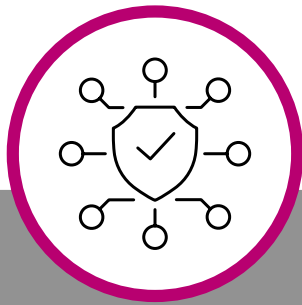
Dennis Anthony Uy, CEO and Co-Founder, Converge

”



# EXPANDING ACCESS

Rural connectivity in the U.S. continues to be a priority for Ribbon. Roughly 98 % of urban residents have access to fixed broadband at 100/20 Mbps, compared with about 72 % of rural Americans. Subscription and adoption rates also differ: rural households subscribe to broadband at lower rates compared with suburban and urban households.<sup>1</sup> At Ribbon, we understand the unique needs of rural communities and deliver solutions that connect people, businesses, and communities—improving quality of life.



## MATERIALITY:

### ACCESS TO CONNECTIVITY

Producing products and delivering services to customers who are underserved by other networks and/or in remote or rural communities.

## Connectivity for Agriculture in Pennsylvania

Tri-Co Connections of Tri-County Rural Electric Co-op (Tri-Co), that provides electricity to nearly 19,500 locations in Pennsylvania, deployed Ribbon's NPT1800 Router to build a 100G smart backbone network to meet the needs of its community. Tri-Co also supports smart agriculture applications, for example, monitoring with real-time data to optimize livestock management and remotely-controlled cattle feeding systems, contributing to healthier livestock and improved yields. With our broadband connectivity infrastructure, Tri-Co shows how electrical cooperatives can help bridge the digital divide and enable their communities to thrive.

## Deploying a Fiber Optic Network in India

In 2025, we completed our long haul DWDM deployment for the Kerala Fibre Optic Network (KFON) in India's Kerala state. The project was designed to support increased access and economic development with high-speed connectivity over a 35,000 km network. In addition to the DWDM platform, Kerala uses Ribbon's MUSE multilayer automation platform to maximize the value of their network investments and enhance operational efficiency.

“

We are setting up a state-wide core optical fiber network and providing connectivity to more than 30,000 government institutions, as well as offering free and subsidized Internet to disadvantaged citizens, with the aim of making Internet access a basic right for all.

Dr. Santhosh Babu IAS (Retd.), Managing Director, KFON

”



<sup>1</sup> Federal Communications Commission – Broadband Data Collection and Internet Access Services Report, <https://docs.fcc.gov/public/attachments/FCC-24-27A1.pdf>.



# ENHANCING CUSTOMER EXPERIENCE

Customers trust us to solve their most challenging communications requirements, enabling people and devices to connect anytime, anywhere. Our customer-centric culture shapes all of our activities and inspires our team members to make a positive impact with our clients, investors, and communities.



## MATERIALITY:

### CUSTOMER EXPERIENCE

Providing customers with innovative products and services and an overall positive experience in all interactions with Ribbon, including customer service.

In addition to providing leading-edge technology and innovation to support our customers' growth in ways that are flexible, affordable and sustainable, we also aim to provide a first class service, anticipating and meeting customer needs across all dimensions of their interactions with us.

RibbonCare is our comprehensive portfolio of maintenance and support services provided for our customers and includes:

- **24x7 support:** Round-the-clock technical support, ensuring assistance is available 24 hours a day, 7 days a week, 365 days a year.
- **Emergency recovery:** Services for emergency recovery to quickly address and resolve critical issues.
- **Remote technical support:** Remote support to help troubleshoot and resolve problems without delays and costs related to onsite visits.
- **Software maintenance:** Regular updates and upgrades to maintain customer software current and secure.
- **Hardware services:** A range of options for hardware repair, replacement, and onsite exchange.
- **Additional services:** Network design, implementation, software upgrades and configuration assistance to support customer-specific needs. We also provide our customers with comprehensive training in the use of our products and services.

## Maintaining Product Quality

Ribbon is committed to complying with applicable environmental legislation and regulations in all countries. We voluntarily certify our key sites to several quality management standards and aim to apply the same standards to operations at non-certified sites.



[Ribbon's Business Management Systems Certifications](#)

### Ribbon's Certifications

**ISO 9001:2015:** Quality Management System (QMS)

**ISO 14001:2015:** Environmental Management System (EMS)

**ISO 17025:2015:** Competence of Testing & Calibration Laboratories

**ISO/IEC 27001:2022:** Information Security Management System (ISMS)

**ISO 22301:2019:** Business Continuity Management System (BCMS)

**ISO 45001:2018:** Occupational Health and Safety Management System (HSMS)

**TL 9000: R6.3/5.7:** Quality Management System (QMS)



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Promoting Learning and  
Development

Investing in Health, Safety and  
Wellness

Engaging Communities

Protecting Climate and Nature

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# SUPPORTING OUR PEOPLE



**Our People**

Engaging Employees

Promoting Learning and  
Development

Investing in Health, Safety and  
Wellness

Engaging Communities

Protecting Climate and Nature

Maintaining Responsible Business

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# OUR PEOPLE

With a workforce spread across more than 30 countries, we focus on creating a dedicated global employee community, aligning our resources, processes and platforms to build an organizational culture that reflects and expresses our core values. Our goal is to create a workplace that is engaging, inspiring, challenging, and inclusive, enabling us to work seamlessly across borders and functions. We offer Ribbon employees opportunities for personal and professional growth while maintaining a culture of open and transparent communication.



## MATERIALITY: RESPONSIBLE WORKPLACE

Ensuring compliance with global labor regulations and maintaining an ethical, safe, inclusive and empowering working culture, and providing training for our workforce in best practices.

## Ribbon Employees in 2025 (year-end headcount)

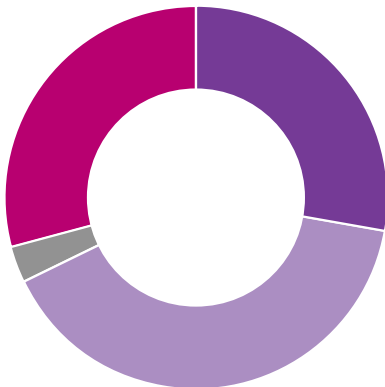
### EMPLOYEES BY REGION

**28%**  
EMEA

**40%**  
Asia

**3%**  
Latin America

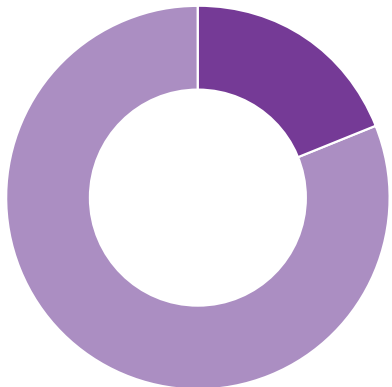
**29%**  
North America



### EMPLOYEES BY LEVEL

**19%**  
Managers

**81%**  
Non-Managers



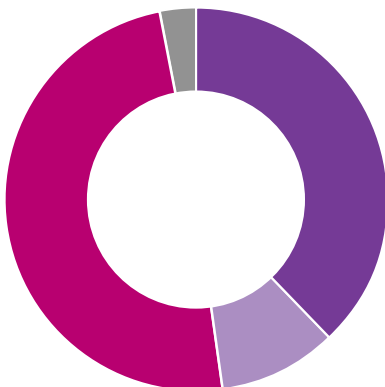
### NEW HIRES BY REGION

**38%**  
North America

**14%**  
EMEA

**48%**  
Asia

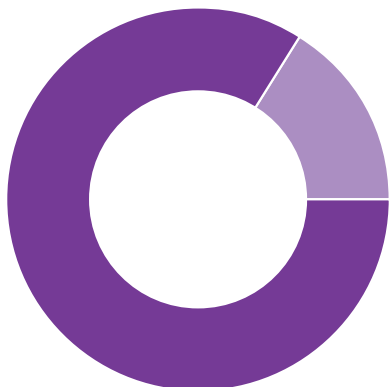
**3%**  
Latin America



### TRAINING HOURS DELIVERED (Total training hours 47,247)

**16%**  
Managers

**84%**  
Non-Managers





# ENGAGING EMPLOYEES

Ribbon fosters a strong employee engagement mindset by continuously listening to our people and acting on their feedback. The annual Employee Experience Survey combines quantitative insights with a holistic view of employee sentiment; in 2024, 71% of Ribbon employees participated in the survey.

In 2025, we translated employee feedback from the 2024 Employee Experience Survey into tangible actions, including:

- Introducing Ribbon SkillStop, a monthly, company wide learning pause during which teams block time for development to address the need for learning opportunities within busy schedules.
- Expanding CEO Round Tables, delivering 17 sessions attended by approximately 350 employees to improve transparency and leadership visibility. We also continued our Ask Me Anything series with executive leaders and shared CEO business update videos.
- Strengthening access to company sponsored online learning through expanded Udemy licenses, the launch of Coursera and the IP Certification Program which offers formal certifications in learning routes, reinforcing our commitment to continuous learning, engagement, and employee growth.

## Reward and Recognition

In 2025, we again implemented our annual mid-year global compensation review, using external benchmarks to calibrate our compensation packages to remain competitive in our industry across all the countries in which we operate. Minor adjustments were made as necessary.

Our Real Time Rewards program empowers employees to recognize their peers and managers for outstanding contributions. This peer-to-peer recognition reinforces a culture of gratitude and collaboration. Rewards ranged from \$25 to \$100 in value, with options for non-monetary acknowledgments as well.

**3,034 monetary and 190 non-monetary Real Time Rewards were issued to employees in 31 countries in 2025**

## Inclusive Culture

We continue to foster a culture of inclusion, belonging and opportunity at Ribbon. In 2025, we provided mandatory training for all employees on Ribbon's Anti-Harassment and Anti-Discrimination Policy, as well as "Anti-Retaliation" and "After You Speak Up: What Happens Next?" training.

We maintain initiatives to improve the inclusion of women in leadership at Ribbon. For example, our Women Leadership Program helps women leaders improve their confidence, networks and impact within Ribbon and within their communities.

In accordance with the Equal Pay Law for Female and Male Employees in Israel, our [annual gender pay gap analysis](#) confirms that compensation decisions are based solely on role characteristics and professional performance, with no identified gender-based discrimination.



[Our Approach to Inclusion, Belonging and Opportunity in our Workforce](#)

## Pay Transparency

Ribbon is committed to fair and transparent pay practices across its global workforce. We comply with applicable pay transparency and employment laws, including salary range disclosure requirements where mandated. A clear job architecture defines roles and career levels, while ongoing monitoring of pay practices and access to salary information upon request help support consistency and transparency.

## Promoting Learning and Development

We believe that providing employees with the knowledge, skills and tools they need is essential for individual growth, organizational resilience and innovation. Learning opportunities are available to all employees, regardless of role or location, supporting equitable development across the organization.



# PROMOTING LEARNING AND DEVELOPMENT

## Key Learning & Development Initiatives in 2025

- **Leadership development:** We expanded programs to include executive coaching, peer learning circles and scenario based workshops focused on decision making under uncertainty, equipping leaders to navigate complexity with confidence.
- **Mentoring:** Our mentoring program completed its third cohort and was broadened to include additional participants, enabling more employees across the company to develop their personal and professional skills, gain knowledge, and increase their contribution to Ribbon's success.
- **Onboarding:** We redesigned Ribbon's onboarding experience to accelerate new hire integration, introducing interactive learning modules, structured buddy programs and 90 day development plans. New hires complete onboarding feedback some months after joining and the results are reviewed twice a year to drive continuous improvement.
- **Technothon:** We advanced a strong culture of innovation through our global Technothon, bringing together teams to develop practical technology-driven initiatives. Technothon 2025 engaged 124 working teams and more than 450 participants.
- **Ribbon Academy:** All employees continued to have access to Ribbon Academy, an internal learning platform offering training materials related to Ribbon's products, technologies and customer solutions. We also offer employees options for self-directed learning via Udemy and Coursera. In 2025, we introduced a new IP Certification Program that offers Associate and Professional Certifications, with the first training sessions delivered and more than 60 certifications awarded.



## Performance Management

Managers and employees hold structured performance conversations as part of our annual Performance Development process. In 2025, we achieved 85% employee self evaluation completion rate, reflecting strong employee engagement and ownership.

We also introduced 360° Leadership Assessment for Senior Leaders as a comprehensive feedback process with anonymous input from peers, supervisors and direct reports to provide a well rounded view of leadership competencies and behaviors. The first cohort of senior managers completed the program in 2025, including both the 360 degree assessment and individualized coaching sessions.

## Learning by the Numbers at Ribbon in 2025

**>47,200**

total training hours delivered across  
our global organization

**15+**

average learning hours per employee

**1,650**

online learning licenses

**22**

live webinars across our development  
programs: iGROW, iTech, iLEAD  
amounting to >4,300 learning hours  
across the organization

**8**

leadership development programs

**7**

live sessions in the HR Business  
Acumen Series

**6**

onboarding programs for new hires  
and fresh graduates

**3**

mentoring cohorts completed

**2**

buddy training programs



# INVESTING IN HEALTH, SAFETY AND WELLNESS

The health, safety and wellbeing of our employees continues to be of paramount importance to Ribbon. We believe that all workplace accidents are preventable, and that with the right culture, training and tools, we can achieve an injury free workplace.



## MATERIALITY:

### HEALTH AND SAFETY

Ensuring workplace and work activities are free from risks and hazards and instilling a culture of safety, including at Ribbon facilities and customer sites.

All employees undertake mandatory health and safety awareness training every two years and all our operational sites are audited at least every three years in line with our ISO 45001:2018 Occupational Health & Safety Management System.

We continue to prioritize an employee-led monthly site “walk around” as defined in our Health & Safety Management System, and risk assessments covering hazards and “near misses” before they cause a safety incident. The number of sites covered by monthly hazard inspections increased to 35 in 2025 (2024:32).

Additionally, our Real Estate team performs safety reviews with all contractors working in our facilities to ensure risks are identified and procedures are put in place in advance to minimize the interactions between their work and other building users. In 2025, we continued our focus on safe working practices and efforts to foster a culture of safety with regular training, safety assessments and reviews.

At Ribbon Ottawa, we incorporated two emergency mock scenarios during a planned building evacuation drill: one focusing on an injured employee found while fire wardens swept the building, and one focusing on blocked emergency doors so that employees needed to find alternative ways of exiting the building. These scenarios proved to be a valuable learning tool for both Ribbon and the site landlord with actions noted to improve execution in the future.

**In 2025, our Total Recordable Injury Rate across our global workforce, including employees and contractors, was 0.199, significantly below the U.S. average of 0.7 (for our industry).<sup>1</sup>**

## Employee Wellness

In 2025, through our year round Wellness Program, structured around a dedicated theme each quarter, we combined global and local initiatives with interactive fun challenges focused on fitness, physical health, nutrition and overall wellness. Hundreds of employees participated worldwide, sharing experiences that reinforced a culture of care across our global workforce.

In parallel, we continued our Employee Assistance Program (EAP) to all employees and their families. The EAP offers confidential, no cost, 24/7 access to professional support and resources in various local languages, tailored to address the diverse needs of our workforce globally. This program plays a key role in supporting employee resilience, mental health and work life balance.



[Our Approach to Health, Safety and Wellbeing](#)

<sup>1</sup> According to the U.S. Bureau of Labor Statistics, the average incidence rate of nonfatal occupational injuries and illnesses in 2024 in the Communications equipment manufacturing sector was 0.7. See <https://www.bls.gov/iif/nonfatal-injuries-and-illnesses-tables/table-1-injury-and-illness-rates-by-industry-2024-national.htm>

# ENGAGING COMMUNITIES

We actively encourage employees across the globe to participate in community engagement and volunteer initiatives that address local needs and create meaningful social impact.

## Ribbon Global Day of Service 2025

Ribbon's annual Global Day of Service (Ribbon Day) is a central pillar of our social impact strategy and reflects our long standing commitment to community engagement. Since 2010, Ribbon has provided employees with a paid day off to volunteer for causes they care about - an initiative that has grown from a single day into several weeks of locally-driven activities across our global footprint.

In 2025, Ribbon Day demonstrated strong employee engagement and meaningful community impact:

- A total of 1,283 employees participated, contributing 4,986 volunteer hours across multiple regions resulting in social value and tangible outcomes for local communities served by more than 34 charitable organizations.

- Employee participation continued to increase year over year, reaching 42.3% in 2025, reflecting growing employee commitment and the integration of volunteering into Ribbon's culture and values.
- Global Day of Service activities included environmental cleanups, educational programs, and health and wellness initiatives, among others

- each contributing to our broader goal of creating positive, sustainable impact in the communities where we operate.





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Scaling Innovation and  
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Supporting Our People

Our People

Engaging Employees

Promoting Learning and  
Development

Investing in Health, Safety and  
Wellness

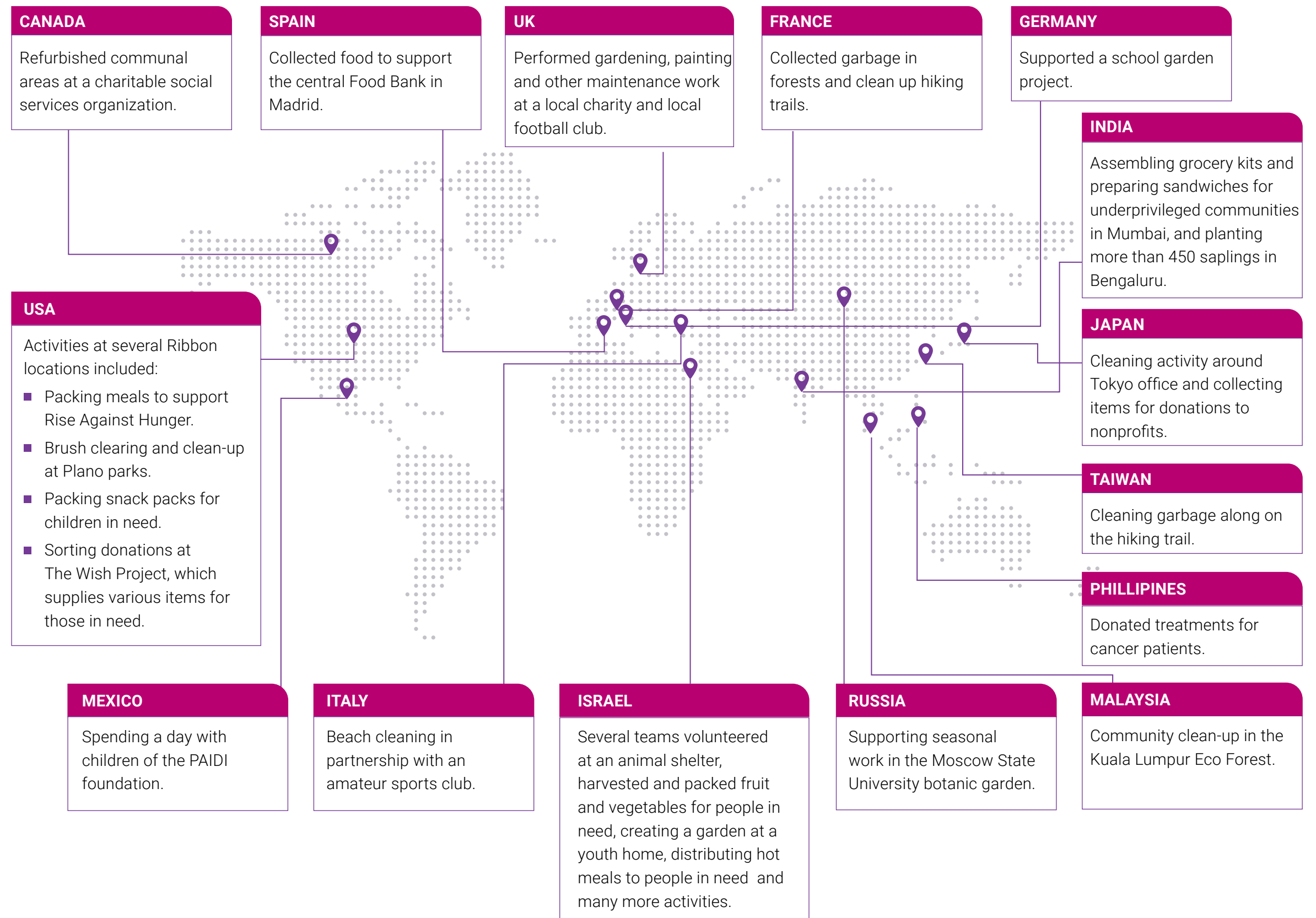
Engaging Communities

Protecting Climate and Nature

Maintaining Responsible Business

Appendix

## A selection of activities from Ribbon's Global Day of Service 2025



## Corporate Social Responsibility in India in 2025

We maintain a full program of activities as part of our Corporate Responsibility Program in India. We support both nonprofit organizations and customer foundations through funding and employee volunteering. A selection of Ribbon's activities with nonprofit partners in 2025 includes:

- **Foundation for Excellence (FFE):** Funded tuition support for 16 medical and engineering students, to assist underprivileged students pursue higher education.
- **CHILDReach:** Funded education of underserved children, including support for children with special needs and for teacher charges, student fees, teaching aids and educational excursions.
- **Chiranthana Charitable Trust:** Funded structured Coding and Technology Skills Training for 70 children and young adults with special needs, both in Bengaluru and Tumkur.
- **Sakshi:** Provided educational materials for 500 children including school bags, stationery kits and tech support with digital learning.
- **Diya Ghar:** Funded early childhood care through daycare centres, pre-schools and education initiatives, supporting early learning for 45 children of migrant workers.
- **Lotus Petal Foundation:** Funded school bus transportation facilities to enable underprivileged children to access education.

We also maintained our support for two customer foundations:

- **Bharti Foundation:** Supported the operational costs of one of the Satya Bharti schools in Haryana, enabling access to education for underprivileged children.
- **Vodafone Foundation:** Contributed to scholarships for 12 students from classes 6 to 12, supporting the education of deprived children.



**Our support for the Lotus Petal Foundation was recognized with a 'Changemaker Award' granted to Ribbon by the Bharti Foundation in India, reflecting our commitment to creating sustainable impact through education, rehabilitation and livelihood development for children and adults with learning difficulties. This is the second consecutive year that Ribbon has received this award.**



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Our Net Zero Ambition

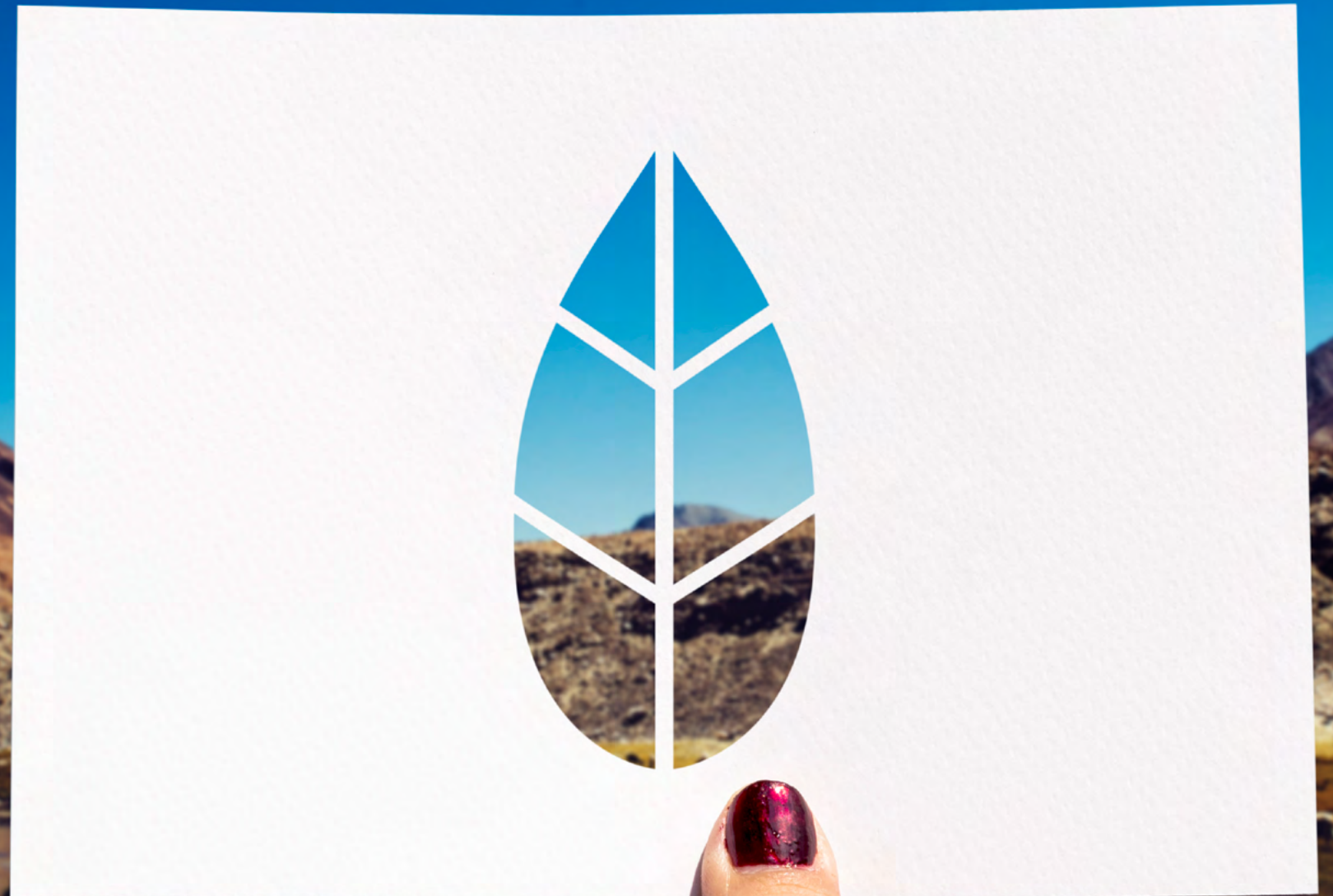
Decarbonizing our Operations

Enhancing Product Sustainability  
and Circularity

Maintaining Responsible Business

Appendix

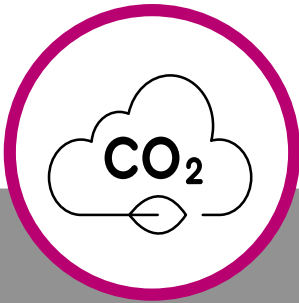
# PROTECTING CLIMATE AND NATURE





# ENVIRONMENTAL IMPACT

As a company in the information and communications technologies (ICT) sector, Ribbon plays an important role in accelerating the mitigation of climate change, enabling a low-carbon economy through advanced technologies for our customers.



## MATERIALITY:

### CLIMATE CHANGE MITIGATION

Addressing the impacts of Ribbon's operations throughout the value chain to minimize GHG emissions and their causes from fossil fuel use. This includes demonstrating improvements in the electrical efficiency of our solutions.

Ribbon prioritizes resources to limit the effects of climate change in our operations and focuses on specific climate-related risks identified in our annual Business Impact Assessment (BIA). We maintain a global Environment Management System (EMS) in

accordance with the ISO 14001:2015 Environmental Management Standard. Seven sites covering 68% of our office workforce globally are certified in our EMS scope.

All our primary facilities are certified to this standard and all smaller sites

apply the same system and processes. Our management team commits the resources required to implement actions, based on our Global Risk Reviews, and both the Ribbon Board of Directors and the Senior Leadership Team regularly review our performance.

#### Target

Reduce direct Scope 1 & 2 emissions by **50%** by 2030, and by 75% by 2035, compared to base year 2018

Reduce direct Scope 3 emissions by **17%** by 2030, and by 25% by 2035, compared to base year 2025

#### Progress

**48%** reduction in Scope 1 & 2 CO<sub>2</sub>e emissions in 2025 compared to 2018

Ongoing efforts to enhance product design, accelerate efficiencies and collaborate with customers for efficient use-phase practices





# ENVIRONMENTAL RISK AND COMPLIANCE

Identifying and mitigating environmental risk is a core focus for Ribbon with all employees receiving training every 2 years. The following groups are engaged in mitigating environmental risk as part of our ISO14001 program: Leadership Team, Real Estate & Facilities, Legal, Customer Support, Hardware Design, Logistics, IT, Product Management, Packaging Design, Supply Chain, Lab Operations and Environmental Compliance.

We continuously monitor environmental regulations and implement changes as required to address compliance needs. For example, in the UK, we addressed the newly introduced Simpler Recycling England regulation effective from March 31, 2025, by providing guidance for all our UK sites, including landlords for leased sites, on separating recyclable waste. We implemented training, new signage and the correct receptacles in key offices. Similarly, we addressed labelling and marking requirements for plastic packaging as required by new regulations in India.



## Key environmental legislation and regulations applicable in areas where Ribbon sells products

- **RoHS/RoHS II/RoHS 3 Directive (EU) 2015/863** - Restriction of Hazardous Substances
- **WEEE Directive 2012/19/EU** - Waste Electrical and Electronic Equipment
- **CE Marking Regulation (EC) 765/2008**
- **Batteries Regulation (EU) 2023/1542** - composition and disposal
- **Packaging Directive (PPWD) 94/62/EC**
- **ISPM 15: International Standards For Phytosanitary Measures No.15 Regulation (EU) 2016/2031** – Wood Packaging Marking
- **REACH** - Registration, Evaluation, Authorization and Restriction of Chemicals Regulation (EC) 1907/2006 – Hazardous substance controls
- **SCIP** - Reporting Substances of Concern In Products part of the Waste Framework Directive (EU) 2018/851
- **IEC 62368-1 Safety Standards for ICT and AV Equipment** – Electrical, Fire, Heat & Radiation, Energy Source Safety
- **Ecodesign Directive 2009/125/EC** - Ecodesign requirements framework for electronics products (includes (EU) 2019/424)
- **Ecodesign for Sustainable Products Regulation (ESPR) (EU) 2024/1781**
- **India Plastic Packaging Regulation 2016** - Plastic Waste Management (PWM) Rules
- **Mandatory registration on Central Pollution Control Board (CPCB)**
- **Battery Regulation (EU) 2023/1542**

# OUR NET ZERO AMBITION

We have publicly stated our ambition to deliver Net Zero direct Scope 1 & 2 GHG emissions by 2040 to support alignment with the Paris Agreement, which aims to limit the global average temperature increase to 1.5°C above pre-industrial levels.

We are following our defined Net Zero transition plan which is incorporated into our business and financial planning. The plan includes the following elements:

- **Invest in renewable and lower carbon energy:** Transition facilities to renewable energy sources, leveraging long-term Power Purchase Agreements (PPAs) where possible, and consider energy mix changes to lower carbon footprint where renewable energy cannot be viably sourced.
- **Enhance sustainable products:** Implement energy-efficient Ribbon solutions and deploy eco-friendly practices and materials in production, focusing on software solutions to reduce hardware dependency.
- **Improve process efficiency in manufacturing:** Optimize manufacturing and operational processes to minimize waste and energy use, monitor and improve electrical efficiency and implement maintenance programs to ensure equipment operates efficiently.

- **Optimize equipment use:** Continue to consolidate equipment across fewer sites and fewer racks to minimize electricity required for cooling.

- **Engage employees:** Educate and involve employees in sustainability initiatives, fostering a culture of environmental stewardship and encouraging new ideas for GHG reductions.

- **Consider offsetting solutions:** Examine options to offset residual emissions that cannot be practically eliminated through other means.

## 2025 RIBBON CARBON FOOTPRINT\*



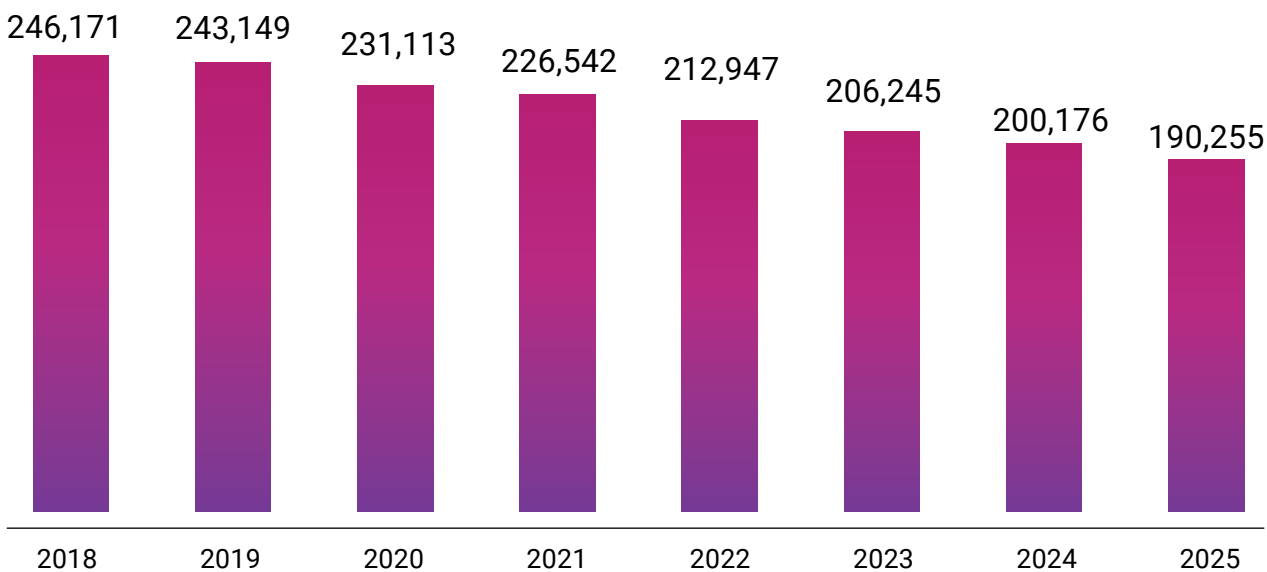
\* Excludes Category 11 emissions in 2025 (See section: Reducing Scope 3 emissions).



# DECARBONIZING OUR OPERATIONS

Our ongoing efforts to decarbonize our operations delivered further reductions in our operational carbon footprint again in 2025, resulting in a 23% reduction in energy use, a 48% reduction in Scope 1 & 2 absolute emissions and a 64% reduction in GHG emissions per \$ million revenue, all compared to our 2018 base year. In 2025 alone, our energy use reduced by 6% and Scope 1 & 2 GHG emissions by 18% compared to 2024.

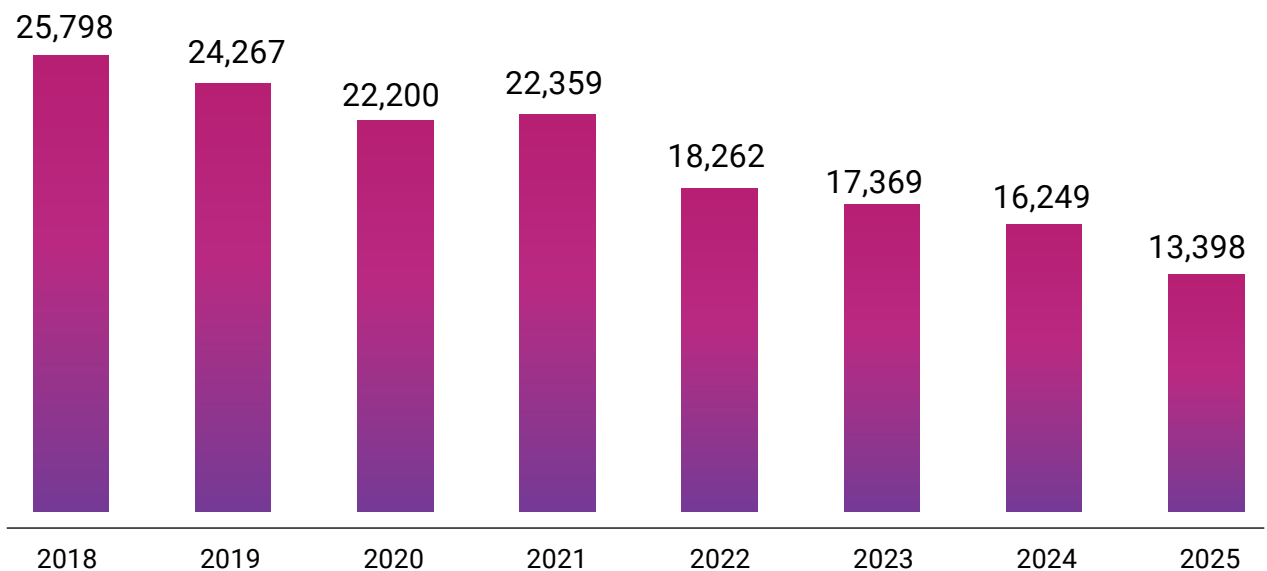
Total Energy Consumption (GJ)



Electricity continues to account for almost 90% of our total energy use, so our primary efforts focus on minimizing GHG emissions from electricity. We continued to do this in 2025 by:

- expanding our use of renewable energy;
- working with landlords of our leased operations to deploy renewable energy or lower-carbon energy mixes at the sites we lease;
- optimizing equipment use at our global sites, and
- driving energy efficiencies across our operations.

Total GHG Emissions (Scope 1 & 2) Tonnes CO<sub>2</sub>e



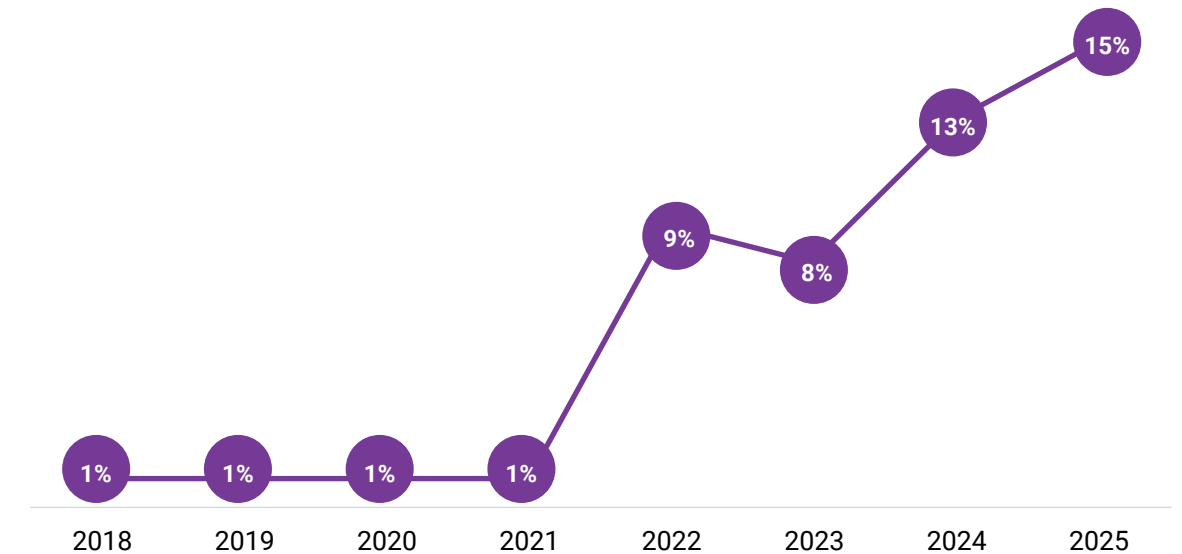
**As a result of our ongoing efforts, our GHG (Scope 1 & 2) emissions intensity per \$ million revenue has decreased by 64% compared to 2018.**

## Expanding Use of Renewable Energy

We have been pursuing different ways to add renewable electricity to our mix for several years. With most of our sites being leased, we are reliant upon renegotiation of our leases with landlords at our various locations to improve our emissions profile. In 2025, we saw the positive impact of green electricity at our Bengaluru site in India and our Westford site in the U.S., in addition to sites already using renewable electricity. Overall, we saw an increase of 14% in renewable energy purchased compared to 2024, bringing renewable energy to >17% of our total electricity use.

We continue to explore opportunities globally. In 2025, for example, we moved to new location in Israel and we estimate a 37% reduction from the previous year in electricity savings. We also use modern HVAC systems which do not require fluorinated gases to cool the labs and workspaces.

**Percent renewable electricity (of total electricity) used by year compared to 2018**



## Optimizing Equipment at our Global Sites

Ribbon continues to occupy more than 60 facilities around the world, including locations which are dedicated to sales and customer services, while many sites support complex technical operations, deployed to facilitate three main types of activity:

- R&D and Customer Support Laboratories for software design & verification equipment testing and certification
- Application centers for Proof of Concept and interoperability testing of customer solutions
- Data centers for running our internal operations.

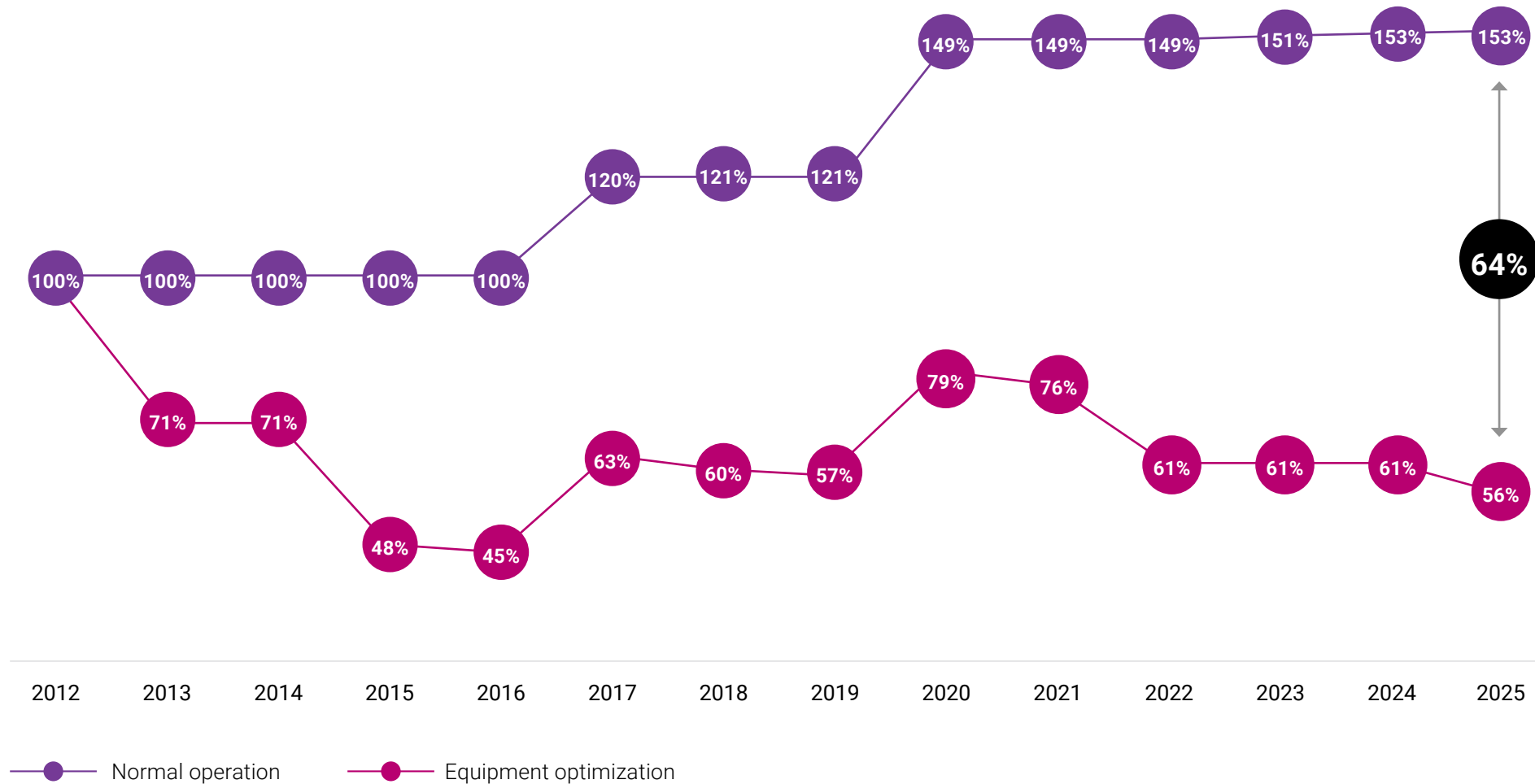
For more than a decade, Ribbon has augmented the scale of our operations while minimizing our site space and reducing global energy consumption. Wherever possible, we consolidate equipment into fewer sites, partly to accommodate testing in proximity to our customers for ease of collaboration, and partly to make best use of available space. At the same time, we are constantly upgrading old equipment with new power-efficient options, such as replacing aging HVAC systems with the latest refrigerants, and reducing overall equipment inventory.

Due to these efforts, we have reduced our lab footprint cumulatively by 64% since 2012, significantly reducing the energy consumption of our lab operations when compared to normal operations without optimization efforts. In 2025, we again reduced the number of equipment racks in our laboratories by 8%.





## Ribbon's Equipment Optimization Program



Based on an estimated average GHG emissions rate for each equipment rack operating for a full year, we calculate that we have avoided more than 200,580 tonnes of GHG emissions from our laboratories since 2012, of which more than 22,800 tonnes were in 2025 alone.

# Driving Energy Efficiencies across our Operations

Alongside targeted efforts to expand renewable energy use and optimize our equipment footprint, we maintain energy efficiency measures across all our sites. These include:

- Energy audits and implementation of identified energy savings opportunities.
- Continuing our program of conversion to LED lighting at all our sites.
- Replacement of HVAC units to energy-efficient units, including in India and Germany in 2025.
- Commissioning our new offices in Israel as an energy-efficient Leadership in Energy and Environmental Design (LEED) Gold certified facility and implementing several water conservation measures.
- Working with our landlords to achieve additional mutual gains in building efficiency.
- New roof in our Plano, Texas, LEED-certified HQ building to save on cooling for the labs and offices. This building management is also certified to ISO14001, Building for Ecologically Responsive Design Excellence (BERDE) and DENR Department of Environment and Natural Resources Recognitions (DENR).

# Reducing Scope 3 Emissions

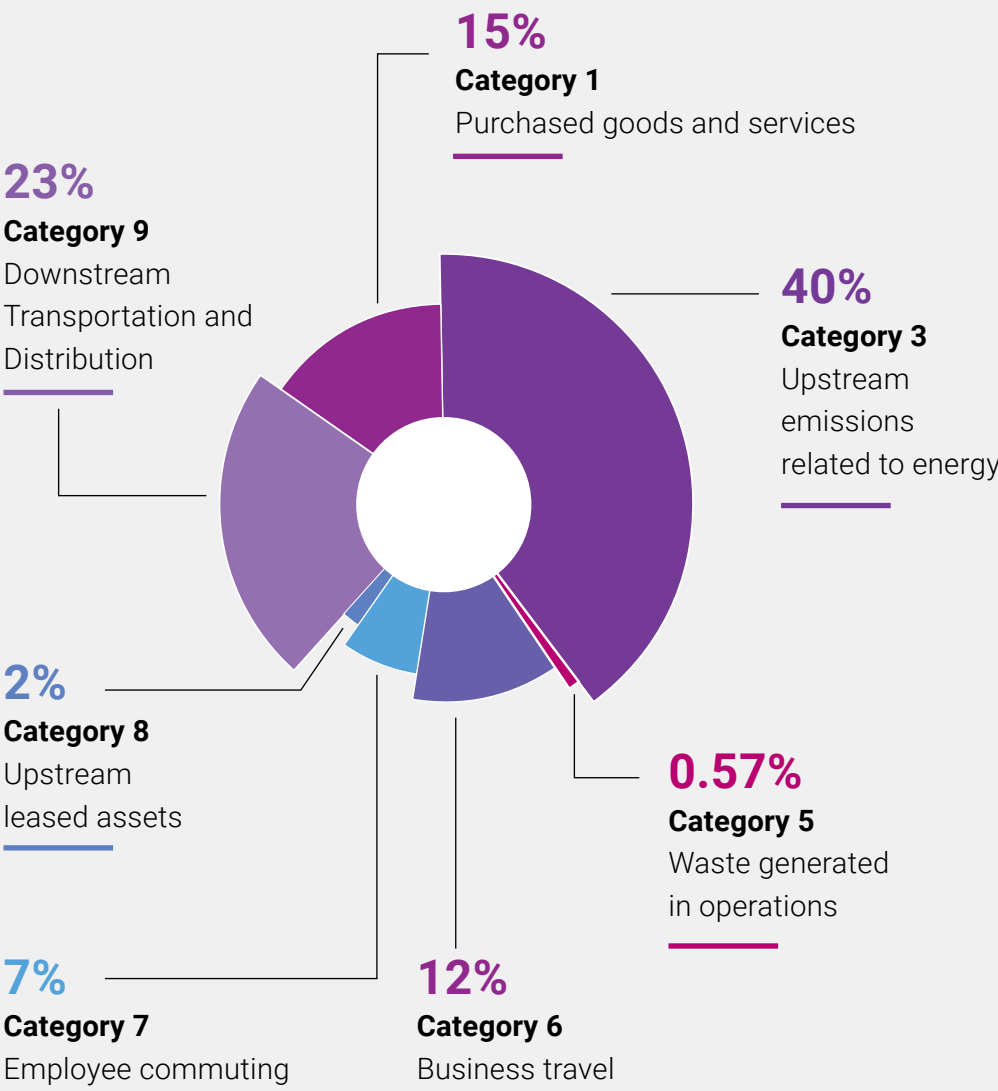
We continue to enhance our data collection for Scope 3 emissions. In 2025, we set a Scope 3 baseline that was assured by our CDP-accredited assurance provider, including enhanced reporting and tracking in categories such as “Purchased goods and services” and “Employee commuting”. Our new climate target includes Scope 3 emission reductions of 17% by 2030 and 65% by 2035, compared to this 2025 base year.

We continue to drive down emissions in areas where we have good measurement and control, such as upstream Scope 3 emissions from purchased fuels and electricity.

**In 2025, our Scope 3 emissions reduced by 5% compared to 2024.**

Category 11, “Whole life energy use of goods sold in the year”, remains challenging as the energy consumed in the use of our products depends on customer location, energy mix and operational efficiency, beyond energy efficiency potential integrated in our product design. In 2025, we estimate Category 11 emissions to amount to more than 600,000 tonnes. Our plan to reduce these includes continuing energy-efficient product innovation, accelerating autonomous networking solutions and ongoing work with customers to improve energy efficiencies in use-phases.

## SCOPE 3 EMISSIONS, 2025, CATEGORIES 1-9





# Managing Resources to Minimize Environmental Impacts

We aim to use resources efficiently throughout our product lifecycle, from product design to responsible end-of-life management. Our hardware products are designed for long-life use and include features that improve the reparability of components, and we maintain continuous spare part availability. We expand the usability of our hardware by adding software, so that single hardware components can be used across networks as they expand. Where possible, at end of use, we redeploy hardware from customers back to our sites for reuse.



[Our Approach to Waste Management and Circularity](#)



## Reducing Waste

Ribbon's waste is primarily cardboard and paper, general lab or office waste and some electronic waste. We continue to engage our employees and redesign our systems to generate lower waste and deploy recycling strategies at all sites.

In 2025, we overhauled our waste collection processes to facilitate the inclusion of electronic recycling to cover our repair activities to extend the lifetime of customer installed systems. We also improved the accuracy of waste data collection at our newer sites and added glass waste recycling records to align with EU and UK waste regulations.

**In 2025, 56% of our total waste was diverted from landfill.**

As part of our waste reduction initiatives, we strive to eliminate single-use plastic in our facilities, including the following measures we have taken in recent years:

- Installing water fountains and free tap water schemes
- Removing use of bottled water and single-use plastic cutlery and food containers
- Replacing plastic pallet straps and tape with paper straps and tape
- Upgrading tea and coffee machines with "bean to cup" services to reduce single use capsules
- Adding cardboard shredders to avoid bubble wrap purchasing; we repurposed cartons into packing material at an initial seven of our largest sites

**Our efforts have resulted in the avoidance of more than 519,000 single use bottles at our facilities over 3 years (2023-2025), equivalent to more than 12 tonnes of plastic.**

## Conserving Water

Water usage at Ribbon sites and in our production facilities is mainly for hygiene and catering. In 2025, our water consumption reduced by 19% compared to 2024 due to ongoing efforts. All of our large facilities use water-conserving plumbing to minimize water consumption. We have worked with the World Resources Institute to classify water stress at thirty of our largest sites and have established business continuity plans in the event of a loss of drinking water. In 2025, 20% of our total water withdrawal was in areas classified as water stressed, a reduction from 34% in 2024.

## Optimizing Logistics

We reduce the environmental impact of our logistics by maximizing use of land and sea transport. We collaborate with our customers and sales teams to produce accurate forecasts and work with suppliers to have a predictable supply chain that does not require urgent air shipments. Wherever possible, we aim to source components locally to minimize our inventory and carbon footprint and ship products directly from our contract manufacturing plants wherever possible reduce cross-shipments.

## Addressing Biodiversity

At Ribbon, we recognize the importance of biodiversity in sustaining ecosystems worldwide. With our facilities located primarily in leased sites in urban areas, we believe that our overall impact on biodiversity is not material for Ribbon and we do not establish specific biodiversity or forests targets. However, we act where possible to minimize negative impacts, for example, we conduct reviews of applicable biodiversity-related laws and regulations as part of our ISO14001 Environmental Management System and seek to comply with or exceed requirements related to biodiversity conservation and the restoration of degraded ecological systems.

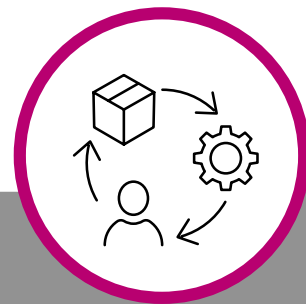
Additionally, we perform an annual assessment of our regional operations and the risks they pose to local biodiversity and pursue actions to minimize pollution from our activities and collaborate with contract manufacturers and other suppliers, to apply the same standards.



[Our Approach to Biodiversity](#)

# ENHANCING PRODUCT SUSTAINABILITY AND CIRCULARITY

Our “design for sustainability” approach means that we constantly examine our products with a lifecycle view to reduce environmental impacts through all phases, including design, material sourcing, manufacturing, use and end-of-life.



## MATERIALITY:

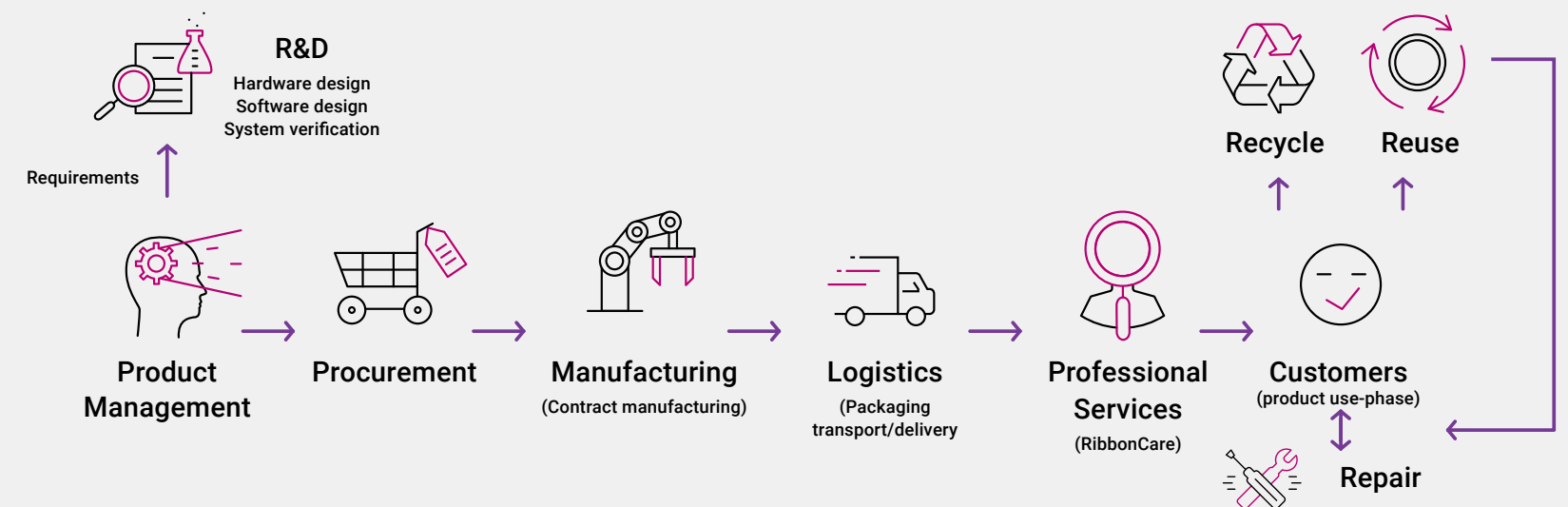
### PRODUCT CIRCULARITY

Delivering products that are aligned with circular economy principles including interoperability, durability, power-efficiency in use phase, use of recycled materials in hardware and packaging and designing with recyclability at the time of repair or end of life.

Ribbon’s solutions consider resource efficiency, minimizing the use of hazardous materials or materials of concern and anticipating future regulatory requirements. Our Design for Environment approach seeks to eliminate the potential negative environmental impacts that can result from a product or process during its lifecycle. The environmental design practices that we deploy to help minimize waste and optimize recyclability include:

- Minimum number and quantity of materials used in design
- Modular design concepts
- End-of-life disposal and recyclability of materials

### RIBBON PRODUCT LIFECYCLE



We apply Design for Environment principles to develop hardware with an average lifespan of 15 years. Upgrade and replacement processes extend product life, while our global repair network enables rapid support. Returned hardware is repaired, refurbished and reintegrated into inventory for future redeployment.

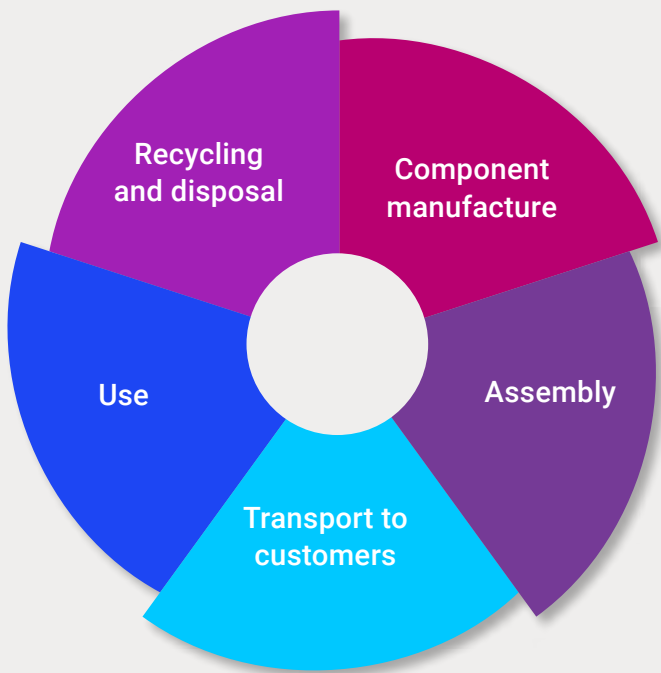


# Life Cycle Analysis (LCA)

During the past four years, we have completed LCAs on most of our hardware product groups, covering a lifespan of 15 years’ product use, across key phases from manufacture to use. Our LCAs are conducted using the ISO14040 Environmental Standard for Life Cycle Assessment.

We share life cycle assessment (LCA) data with customers to support informed decisions on energy use and total cost of ownership as part of their own sustainability and climate change mitigation plans. We also work to reduce Scope 3 emissions by promoting energy-efficient telecom equipment and extending hardware life through our RibbonCare repair and recycling program.

## KEY LCA PHASES



[Ribbon’s Resource Library including LCA findings on our assessed products](#)

# Sustainable Product Packaging

Our packaging policy emphasizes the use of environmentally friendly materials for product packaging. Examples of environmentally friendly packaging we approve include:

- Recycled paper-based materials including post-consumer waste corrugated board
- Non-toxic food-grade glues
- Recyclable foams and plastics
- Inks containing less than 2% volatile organic compounds
- Packaging consisting of > 50% organic materials for energy reclamation

We conduct a quarterly audit of cardboard outer packaging at our warehouse. We record the percentages of organic materials and reusable or recyclable content by weight, generally achieving a result of more than 99%.

**We have set an internal goal of 90% recyclable or reusable content in all our packaging materials.**

Additionally, Ribbon’s packaging is consistently reused multiple times worldwide, avoiding purchased virgin packaging wherever possible. We shred unusable carton to create internal packing material, eliminating the need for single-use plastic bubble wrap. We adhere to global specifications for recycled content in packaging across all our hardware families, ensuring strict performance standards.



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# MAINTAINING RESPONSIBLE BUSINESS

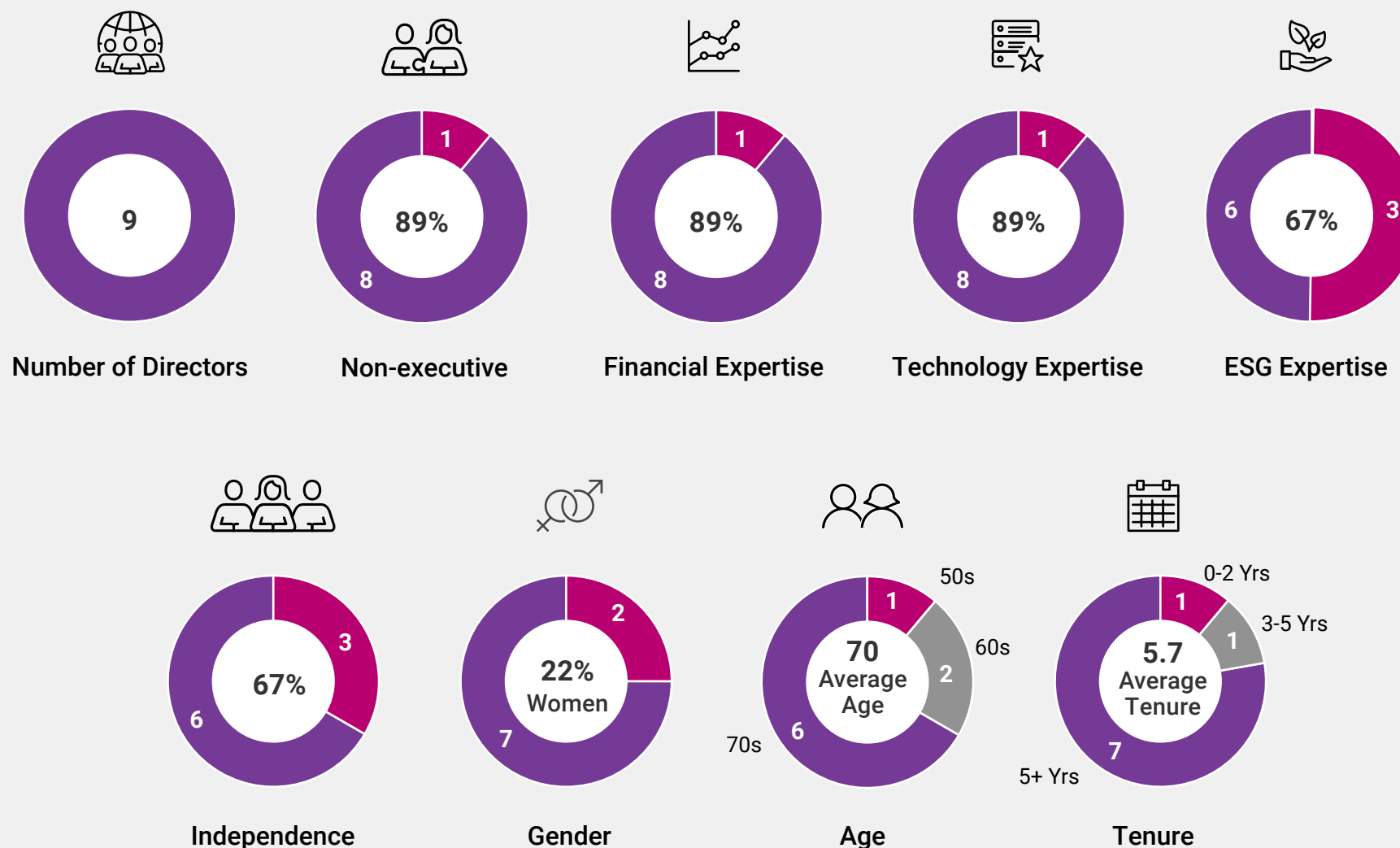


# ASSURING ROBUST CORPORATE GOVERNANCE

We are committed to building long-term value and assuring the success of the company for our stockholders and stakeholders, including the employees, customers, suppliers and the communities in which we operate. To help achieve these goals, we maintain sound corporate governance practices and controls.

Our Board of Directors is charged with overseeing company performance, compliance programs and procedures and effective risk management as well as providing guidance to the Chief Executive Officer and senior leadership on strategic matters. The Chairman of the Board is Mr. Shaul Shani.

## RIBBON'S BOARD OF DIRECTORS (APRIL, 2026)



## Board Committees

Our Board has four standing committees:

- Audit Committee;
- Compensation Committee;
- Nominating, Sustainability and Corporate Governance Committee; and
- Technology and Innovation Committee.

Each Committee is composed entirely of independent directors as defined under applicable rules, including Nasdaq rules. All members of the Audit Committee meet the independence requirements of Rule 10A-3 under the Securities Exchange Act of 1934, as amended, and all members of the Compensation Committee meet the heightened independence requirements for Compensation Committee members under the Nasdaq rules.

## Board Engagement on Sustainability

Our Board is fully committed to Ribbon's corporate sustainability ambitions and the Nominating, Sustainability and Corporate Governance Committee is updated quarterly on the current status of sustainability progress and related risks for Ribbon. In 2025, the Board was a critical partner in reviewing progress against our sustainability strategy, goals and targets.

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# Risk Management

Ribbon's Board of Directors is responsible for assessing the Company's approach to risk management and overseeing management's execution of its responsibilities for identifying and managing risk. Significant strategic risks are overseen and evaluated by the full Board while other risks are overseen by Board Committees. In our annual risk assessment process, we assign likelihood and impact scores to risk areas including business continuity, security, privacy, environmental, health and safety, human rights and others.

We maintain a centralized, standardized risk documentation process to align risk assessment procedures throughout the company and enable consistent use of our enterprise risk tracking tool across five key systems:

- Environmental Management System (EMS)
- Enterprise Risk Management System (ERMS)
- Business Continuity Management System (BCMS)
- Physical and Information Security (ISMS)
- Health and Safety at our facilities (HSMS)

Specific ESG focus areas of our annual global Risk Assessments include:

- Anti-corruption
- Biodiversity
- Business continuity
- Ethics
- Health and safety
- Human rights
- Information security
- Living wage analysis
- Supply chain
- Wellness and occupational health

In 2025, our risk review yielded the following key actions arising to address risk management and mitigation including:

- Continued monitoring of our climate change impact on our customers and Ribbon's impact on climate change, including customer expectations to align our climate transition planning with global targets under the Paris Agreement.

- New policy for battery charging and storage to address safety risks related to EV charging at our sites for a range of vehicles including cars, ebikes and scooters, charging of electronics and storage of old batteries.
- Continued drought monitoring and water availability risk assessment at several higher-risk sites with mitigation planning.
- Improved monitoring and auditing of key suppliers to address human rights, health and safety and other matters in our global supply chain.
- Heightened data security protection to address increasingly sophisticated cyber-attacks, including Distributed Denial of Service and ransomware to prevent disruption and data exposure.

# Business Continuity

Ribbon actively maintains a Business Continuity Management System (BCMS) to ensure stability of our global operations following a potential disruption or catastrophic event, such as a natural disaster, pandemic, cyber-attack or other similar events within the supply chain. The BCMS defines procedures to limit the impact from the loss of key internal services in our Customer Operations, Professional Services and R&D Programs. Our BCMS is mandated by Ribbon's Executive Management Team and is certified to the requirements of the ISO 22301:2019 Standard. Each year we perform a thorough Business Impact Assessment (BIA) and conduct quarterly business continuity drills based on relevant catastrophe or disaster scenarios.

Our robust approach to business continuity helps ensure operational resilience during disruptive events, providing confidence to our customers. We receive many inquiries from our customers about our BCMS and many customers download our Business Continuity Certifications each year. In 2025, we continued to strengthen our business continuity processes, including expanding remote platforms and virtual troubleshooting to better support customer needs.



-  [Corporate Governance webpage](#)
-  [Board of Directors](#)
-  [Charter of the Nominating, Sustainability and Corporate Governance Committee of the Board of Directors](#)
-  [Our Approach to ESG Governance](#)



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# UPHOLDING COMPLIANCE AND ETHICS

Ribbon conducts its business in accordance with the highest ethical standards and in compliance with applicable governmental laws, rules and regulations in every country in which we operate. Our global programs are designed to ensure compliance throughout our organization while striving to eliminate potential compliance breaches occurring through lack of awareness. We provide compliance training to employees throughout the year, with a strong focus on anti-harassment, non-discrimination, anti-bribery and anti-corruption. In 2025, Ribbon was not subject to any enforcement agency investigations, fines or sanctions related to noncompliance in any area of our business including but not limited to corruption and bribery.



## MATERIALITY:

### BUSINESS ETHICS

Operating with integrity and in line with Ribbon's Code of Conduct in all activities, including anti-corruption, anti-bribery and responsible use of technology.



[Ribbon Code of Conduct](#)  
[Our Approach to Compliance](#)

## Ethical Conduct

We aim to act in accordance with the principles of integrity, accountability and fair dealing in all our interactions. We expect the same standards of ethical conduct our partners, suppliers and contractors.

Our Code of Conduct sets forth the Company's unwavering expectation that all employees will behave in an ethical and lawful manner in their work for Ribbon. We regularly issue Code of Conduct reminders to all employees, including options for safe reporting of alleged Code violations.

In 2025, 100% of active employees completed the annual mandatory Code of Conduct review and survey, and 100% of new hires completed ethics training and Code of Conduct review as part of their orientation.

We also launched a new compliance training program aimed at ensuring high completion rates across all required training. Key elements included refreshed content, clear communication of the annual training plan, and active manager engagement to drive participation.

We encourage reporting by employees of issues and concerns under our Code of

Conduct and prohibit retaliation against any employee who reports ethical or other misconduct in good faith. Ribbon did not receive any substantiated reports of ethics violations by employees in 2025.



[Our Commitment to Ethical Business Practices and Legal Compliance](#)

## Anti-Corruption

Ribbon maintains a zero-tolerance policy toward corruption, bribery and any other form of illegal conduct. Each year, the Company's Chief Legal Officer conducts an in-depth corruption risk assessment to identify and address areas of risk in Ribbon's global business. Ribbon was not the subject of investigation or other enforcement actions for corruption or bribery anywhere in the world in 2025.



[Our Approach to Anti-Corruption](#)  
[Our Approach to Public Policy](#)

## Human Rights

During 2025, we completed a review and update to our global review of living wage levels in all our countries of operation, using reputable sources for living wage information in each country. We again were able to confirm that all Ribbon employees everywhere receive a living wage in line with these guidelines as a minimum, and exceed these guidelines in many cases.

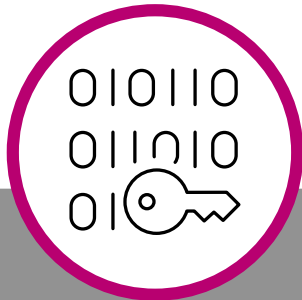
We continue to prioritize human rights as part of our engagement with suppliers and address any potential human rights risks as they arise through our supplier audit process (see section: Responsible Supply Chain).



[Our Approach to Human Rights](#)

# INFORMATION SECURITY AND DATA PRIVACY

Information security is a core enabler of Ribbon's ESG commitments. As a global communications technology provider, Ribbon recognizes that strong cybersecurity practices support customer trust and regulatory compliance, as well as long term business resilience and sustainable growth.



## MATERIALITY:

### DATA SECURITY AND PRIVACY

Maintaining robust cybersecurity controls to protect information and assets owned by Ribbon, its suppliers and customers and maintaining robust privacy controls to protect personal data processed by Ribbon.

Our information security program is designed to protect sensitive information, maintain service reliability and reduce operational risk across our value chain. The program is risk based, standard-aligned and continuously improved to reflect evolving threats, customer expectations, and regulatory developments.

## Cybersecurity Governance

Cybersecurity governance is integrated into Ribbon's corporate governance framework. A cross-functional executive steering council oversees the consistent assessment and management of information security risks across the organization. Clear accountability, defined escalation paths, and regular management reviews support effective decision-making and transparent risk management, while information security is embedded in business planning, supplier engagement and customer commitments.

the NIST CSF assessment remained robust, maintaining close alignment with internal targets. Minor variances were observed, primarily attributed to the reprioritization of specific data security and protective technology initiatives. The insights gained from the CSF gap analysis played a critical role in shaping Ribbon's cybersecurity roadmap, guiding decisions and informing executive-level reporting.

### Cyber Maturity Model Certification (CMMC) Program

To further strengthen alignment with U.S. government and defense related cybersecurity expectations, Ribbon implemented a dedicated Cyber Maturity Model Certification (CMMC) program that supports customers operating in regulated, national security-sensitive environments. As part of this program, Ribbon designed, built and operationalized a dedicated CMMC aligned secure enclave to support workloads requiring heightened cybersecurity controls. The CMMC program complements Ribbon's ISO/IEC 27001 Information Security Management System and reinforces a defense

in depth approach to cybersecurity, supporting compliance readiness, customer confidence, and responsible governance.

### ISO/IEC 27001:2022 Information Security Management System

Ribbon maintains an ISO/IEC 27001:2022-certified Information Security Management System (ISMS) that provides a structured framework for managing information security risks, defining responsibilities and driving continuous improvement. In 2025, we enhanced our ISMS to:

- Align policies and procedures with the ISO 27001:2022 standard;
- Strengthen risk assessment, incident response and asset management practices;
- Improve detection and response capabilities through upgraded security tooling; and
- Expand security awareness and training programs for employees and key contractors.



ISO 27001 certification remains a critical element in meeting customer contractual requirements and, while the ISO 27001 certificate formally identifies specific in scope organizations and locations, Ribbon applies ISO aligned policies, controls and risk management practices consistently across its global operations.

## Cybersecurity Remediation Actions

In early September 2025, we became aware that unauthorized persons, reportedly associated with a nation-state actor, had gained access to our IT network. We promptly initiated our incident response plan and began an investigation, containment and

remediation effort using multiple third-party cybersecurity experts, including federal law enforcement. While we are not aware of evidence indicating that the threat actor accessed or exfiltrated any material information, several customer files saved outside of the main network do appear to have been accessed by the threat actor and those customers have been notified by us. For further details of remediation efforts associated with this incident, see our Annual Report on Form 10K, page 38.



As cyber threats, technologies and regulatory expectations continue to evolve, Ribbon remains focused on strengthening cybersecurity maturity through standards based programs, disciplined governance and sustained investment in people, processes, and technology. Our ISO 27001 program, CMMC initiative, and ongoing engagement with customers and regulators reflect a long term commitment to responsible governance, operational resilience and sustainable value creation.

Heather Phelps, Director, Information & Cybersecurity, Ribbon



[Our Approach to Data Privacy](#)



[Our Approach to Information Security and Data Privacy](#)

# Artificial Intelligence (AI) Governance

The explosion of generative artificial intelligence technologies has the potential to transform entire industries. Ribbon anticipates that AI-powered capabilities will serve to enhance Ribbon's communications products and service offerings over time.



[Our Approach to Artificial Intelligence \(AI\)](#)

Ribbon is committed to the development and deployment of trustworthy AI technologies in line with the criteria defined by the NIST AI Risk Management Framework. Our AI risk management program supports the deployment of AI within the company, overseen by the AI Steering Committee that includes Ribbon leaders from different functions and geographies. The Committee aims to ensure we maintain knowledge of evolving AI regulation and standards in the context of Ribbon's business as well as understanding customer expectations regarding Ribbon's use of AI within its product and services offerings.

## AI in Ribbon Products and Services

Ribbon is actively advancing a portfolio of AI-driven product and service initiatives that are centered on data-centric capabilities—such as observability, analytics, machine learning, and automation—that enhance the operational efficiency and security of modern networks. At the core of this innovation is Ribbon Research Labs (RRL), our internal incubator for emerging technologies. RRL plays a pivotal role in evaluating AI technologies through the lens of trustworthiness, fairness and transparency, in alignment with the principles outlined in the NIST AI Risk Management Framework. As applicable, Ribbon incorporates these guidelines throughout the product development process.

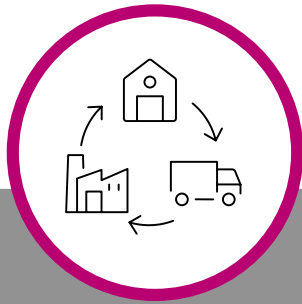
## AI Regulatory Compliance

Ribbon is committed to ensuring the responsible use of AI tools in compliance with industry best practices and applicable legal frameworks, such as the EU AI Act, a regulatory framework which aims to ensure that AI systems are safe, transparent, ethical and respect fundamental rights. Ribbon is an operator within the value chain for AI systems under the EU AI Act, and we have put in place a program to deliver compliance, leveraging elements of our product development quality management system and GDPR compliance program.



# RESPONSIBLE SUPPLY CHAIN

We view our suppliers as critical partners in our ability to deliver our products and services to meet our customers' requirements. We expect them to uphold the standards of ethical conduct, labor and human rights protection and environmental stewardship in line with our Supplier Code of Conduct (SCoC).



## MATERIALITY:

### SUPPLY CHAIN MANAGEMENT

Managing the supply base to conform with ethical standards and sustainable practices, including human rights standards and environmental targets.

## Our 2035 Supply Chain Target

### Target

Update Ribbon's Supplier Code of Conduct and establish audit compliance procedures

### Progress in 2025

In 2025, we commenced a review of our Supplier Code of Conduct, and continued with supplier audits both independently and in collaboration with the Joint Alliance for Corporate Social Responsibility (JAC).



**Tier 1 & 2 suppliers audited since 2023 against Ribbon's Supplier Code of Conduct represent 46% of our total annual supply chain spend.**

Ribbon's extended supply chain includes more than 5,000 active suppliers of goods and services across all our business units globally. Of these, we engage third-party manufacturers to build core components. In 2025, the following suppliers accounted for at least 45% of our total supplier spend and 100% of product manufacturing.

- Eastcom Group
- Flextronics
- Hawkeye Technologies
- Fabrinet
- Lumentum
- TMA
- CIG Shanghai Co Ltd
- Sanmina Corporation

In 2025, we continued our program of external supplier audits against our SCoC, covering primary ESG performance areas including working conditions, labor rights, environmental management and more. We exceeded our 2025 supply chain target with all Tier 1 suppliers by spend having been audited against our SCoC by independent external auditors. From 2026, we plan a program of renewed audits for both Tier 1 and Tier 2 suppliers against our planned updated SCoC.

Audits of our contract manufacturers to date did not uncover any critical findings but we continue to identify improvement opportunities relating to labor law compliance, health & safety practices and human rights due diligence. We are tracking the implementation of improvements in these areas, supported by quarterly monitoring for a period of at least two years.



[Our Approach to Responsible Supply Chain Management](#)



[Ribbon's Supplier Code of Conduct \(SCoC\)](#)



Additionally, we maintain a collaborative relationship with the Joint Alliance for Corporate Social Responsibility (JAC), an industry initiative of telecom operators with the common objective of raising social, environmental and ethical standards within the ICT supply chain. The initiative monitors the social, environmental and ethical conditions of common supply chains of the telecom operators with an aim to raise supply chain standards for people and the wider environment. In 2026, we plan to audit selected Tier 2 suppliers in collaboration with JAC in addition to those audited in 2024 and 2025.



## Managing Conflict Minerals

We aim to source components and materials from companies that share our values regarding environmental responsibility, ethical conduct and respect for human rights, including sourcing conflict-free minerals. We maintain systems to investigate the sources of 3TG minerals (tin, tungsten, tantalum and gold) with the aim of ensuring that conflict minerals do not enter our supply chain.

Annually, we contact hundreds of suppliers of Ribbon products with a request to provide information about their use and exposure to conflict minerals. Their responses enable further investigation to identify conflict minerals risk in our extended supply chain as part of our overall conflict minerals risk exposure analysis. For full details of supplier responses and Ribbon's conflict minerals status, please see our annual Conflict Minerals Report on Form SD as part of our [SEC filings](#).



[Conflict Minerals Policy](#)





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# ABOUT THIS REPORT

This is Ribbon Communications' seventh annual Sustainability Report, presenting our global operations. In this report, we share the ways in which Ribbon makes a positive contribution to the economy, the environment and people through our core business, and account for our environmental, social and governance (ESG) performance through 2025.

Data in this report relates to the 2025 calendar year and prior years where noted, and includes examples of practice and operational updates through 2024. Our last Sustainability Report covered the year 2024 and was published in 2025. This report was published in 2026. The scope of information in this report includes global business operations owned and operated by Ribbon, unless otherwise stated, and aligns with the scope of our Annual Report on Form 10-K.



[2025 Annual Report on Form 10-K](#)

This report was prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards. The selection of content for this report was informed by a robust stakeholder analysis and assessment of material topics conducted in 2024. We also disclose in line with the Sustainability Accounting Standards Board (SASB) Technology Hardware Standard and provide an overview of our climate change impacts using the Taskforce on Climate-related Financial Disclosures (TCFD) framework. This report also serves as our annual Communication on Progress to the United Nations Global Compact. In addition, this year, we include an index of our responses to Securities and Exchange Board of India (SEBI) Disclosure requirements for relevant customers. These standards and indices can be downloaded [here](#).

We are also preparing for future reporting obligations across the various jurisdictions in which we operate, including reporting under the International Sustainability Standards Board (ISSB)'s International Financial Reporting Standards S1 General Requirements of Sustainability-related Financial Information (IFRS S1) and IFRS S2 Climate-related Disclosures (IFRS S2).

Energy and emissions data in this report were verified by an independent third party. The Assurance Statement can be viewed [here](#). All other information and data undergoes robust monitoring and tracking and are confirmed through internal checks, audits and quality certifications by third parties. For details of compilation of environmental data, see Note to energy and emissions data compilation in the Appendix of this Report.

All \$ currency amounts disclosed in this Report refer to U.S. dollars.

Data and information in this report may differ from information published in Ribbon's Annual Report, due to the different nature of disclosures and methodologies. In such cases, for regulatory disclosure requirements, the Annual Report takes precedence. In the event of any perceived discrepancy, or any other query or observation, as well as for any feedback or suggestions, we invite you to contact us.

Please write to:

**Brian Green**

Global Sustainability

[sustainability@rbbn.com](mailto:sustainability@rbbn.com)

# GLOSSARY

## 5G

5G will deliver unprecedented scale and speed, enabling entirely new ways of living, working, consuming entertainment and connecting with others. 5G requires a step-change in network architecture and infrastructure.

## AIOps

Artificial Intelligence for Operations - the use of artificial intelligence and machine learning to automate and improve IT operations.

## Agentic AI

This refers to artificial intelligence driven systems that can advance goals, rather than simply responding to individual prompts, by taking action to help achieve objectives.

## DWDM (Dense Wavelength Division Multiplexing)

This is an optical multiplexing technology that enhances bandwidth over fiber networks by generating virtual fibers, therefore magnifying the capacity of the physical channel.

## IoT (Internet of Things)

A system whereby all devices (with an on/off switch) can be connected to the Internet and to other devices to create instant information and potential automation of many routine decisions.

## IP (Internet Protocol)

These are the rules for routing and addressing packets of data so that they can travel across networks and arrive at the correct destination. Data traversing the internet is divided into smaller pieces, called packets.

## IP Optical Networking

An integrated, multi-layer system that combines IP routing and optical transport technology for optimum efficiency.

## Latency

This is how the industry refers to the time it takes for a data packet to travel from one designated point to another. Very low latency – our objective – means that the time is shorter, so communications are faster.

## Network Transformation

This describes the process of conversion of current physical network hardware and infrastructure to virtualized networks and adoption of cloud services and functions to enable accelerated and enhanced connectivity around the world.

## Robocalling

Telephone calls from an automated source that deliver a prerecorded message. Robocalls are typically delivered simultaneously to large numbers of people. While there are positive uses for robocalling, such as emergency calls or public service announcements, the downsides are troublesome: harassment, spoof calls, scams, threats and fraud.

## SBC (Session Border Controller)

A communications element that ensures Real-time Communications traffic is properly routed between network providers, ensuring differing protocols are understood so that calls can be delivered across different networks securely. SBCs are deployed at the network perimeter so they can control and secure real-time communication sessions for both enterprises and service providers.

## SDN (Software Defined Networking)

An architecture designed to make a network more flexible and easier to manage through flexible and adaptable software controls.

## Streaming

Transmitting or receiving data (especially video and audio material) over a computer network as a steady, continuous flow, allowing playback to start while the rest of the data is still being received. Streaming is possible with high-speed connections and low latency.

## VoIP (Voice over Internet Protocol)

A system that allows users to make voice calls using the internet, rather than a telephone landline.



# Performance Data Tables and Disclosures

Download GRI, SASB, UNGC, TCFD and BRSR (India) disclosure indices [here](#)

## GRI 2-7 Employees

| Employees by region, gender and contract | 2023       |              |              | 2024       |              |              | 2025       |              |              |
|------------------------------------------|------------|--------------|--------------|------------|--------------|--------------|------------|--------------|--------------|
|                                          | Women      | Men          | All          | Women      | Men          | All          | Women      | Men          | All          |
| North America                            | 167        | 696          | 863          | 172        | 691          | 863          | 170        | 719          | 889          |
| EMEA                                     | 219        | 755          | 974          | 212        | 717          | 929          | 196        | 649          | 845          |
| ASIA                                     | 288        | 893          | 1,181        | 302        | 901          | 1,203        | 303        | 938          | 1,241        |
| LATAM                                    | 21         | 79           | 100          | 21         | 78           | 99           | 25         | 79           | 104          |
| <b>All employees</b>                     | <b>695</b> | <b>2,423</b> | <b>3,118</b> | <b>707</b> | <b>2,387</b> | <b>3,094</b> | <b>694</b> | <b>2,385</b> | <b>3,079</b> |
| Percentage full time contracts           | 96%        | 99%          | 98%          | 94%        | 99%          | 98%          | 96%        | 99%          | 98%          |
| Percentage permanent contracts           | 99%        | 100%         | 99%          | 98%        | 100%         | 99%          | 99%        | 100%         | 100%         |

**Notes:** Employee data represents headcount, year-end. Full time is equivalent to >30 hours per week.

## GRI 2-8 Workers who are not employees

At the end of 2025, approximately 1,600 workers who are not employees were engaged in work for Ribbon across more than 30 office locations and in some cases remotely. These individuals performed work as contractors, largely in the areas of software development and product verification, but in some cases contributed in roles such as security, cleaning, catering and other activities. These activities did not materially change from our previous report in 2024.

## GRI 2-28 Membership associations

Around the world, Ribbon plays a role in several associations including the Telecommunications Industry Association (TIA). See [our website](#) for a list of industry organizations in which Ribbon participates.

## GRI 2-29 Approach to stakeholder engagement

See [Our Approach to Stakeholder Engagement](#).

We categorize our stakeholders in 10 clusters (in alphabetical order):

- **Capital Markets:** including banks, financiers, investors and investment analysts, and rankers and raters of ESG performance
- **Communities:** including local communities, resident associations, and local interest groups

- **Customers:** including all different customer categories and sales channel partners
- **Employees:** including current and potential employees, employee families and retirees, and employee representatives
- **Financers:** including banks, insurance agencies and financial service providers
- **Industry:** including peers, industry associations, industry opinion leaders and standard setters
- **Influencers:** including sustainability standard setters, global or national sustainability organizations, corporate responsibility opinion leaders, UN and international institutions, media and social media
- **Regulators:** including national government and local municipalities and licensing authorities
- **Society and Planet:** including Non-Governmental Organizations, non-profits, humanitarian, human rights and environmental organizations and academia
- **Suppliers:** including suppliers, vendors, contract manufacturers and relevant supplier associations

### Key topics and concerns raised

| Stakeholder        | Key topics raised                                                                | Nature of engagement                                                    |
|--------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Capital Markets    | Compliance, ESG disclosure                                                       | Investor meetings, analyst questionnaires                               |
| Communities        | Local economic impact and support                                                | Community engagement, volunteering events                               |
| Customers          | Value, quality, service, innovation, ethical conduct, sustainability             | Meetings, ESG questionnaires                                            |
| Employees          | Clear strategy, career opportunities, recognition and appreciation               | Meetings, CEO visits, engagement and pulse surveys, performance reviews |
| Financers          | Compliance, sound financial performance                                          | Meetings                                                                |
| Industry           | Collaboration, active support for technology development and industry reputation | Working groups, industry meetings and events                            |
| Influencers        | Sustainability performance, ESG disclosure                                       | Meetings, presentations, conferences                                    |
| Regulators         | Compliance, ESG disclosure                                                       | As needed                                                               |
| Society and Planet | Sustainability strategy and performance, engagement on key issues                | Meetings as needed, conferences and events, response to queries         |
| Suppliers          | Fair dealing, opportunity to grow, clear requirements and feedback               | Meetings, business reviews, industry events                             |

### GRI 2-30 Collective bargaining agreements

| Employees covered by collective agreements | 2023 | 2024 | 2025 |
|--------------------------------------------|------|------|------|
| North America                              | 1    | 0    | 0    |
| EMEA                                       | 600  | 635  | 592  |
| ASIA                                       | 0    | 0    | 0    |
| LATAM                                      | 0    | 0    | 0    |
| All employees                              | 601  | 635  | 592  |
| Percentage of total employees              | 19%  | 27%  | 19%  |

### Note to energy and emissions data compilation

- Our threshold for inclusion of sites for data reporting covers more than 95% of our operational environmental impact and includes sites that:
  - Support a laboratory facility, or
  - Support a warehousing facility, or
  - Employ more than 15 operators.
- Reported energy and emissions data cover all Ribbons sites operational meeting the threshold described above.
- We apply an operational control basis.
- Energy conversion factors apply UK Government GHG Conversion Factors for Company Reporting for each reporting year.
- Emissions conversion factors use International Energy Agency (IEA) factors for electricity generation by country by year with trade adjustments applied. We report CO<sub>2</sub>, N<sub>2</sub>O and CH<sub>4</sub> factors supplied by IEA.
- Market based emissions are applied in locations where we have certified renewable energy sources and where local energy suppliers have provided conversion factors.
- Scope 3 emissions cover several categories. Business travel (flights) emissions are reported to us by our global travel vendors. Employee commuting is based on kilometer/passenger calculations at each site and converted using IEA private vehicle emission factors. Purchased goods and services are reported by our contract manufacturers for resources used specifically for Ribbon's business.
- YOY means year-on-year, a comparison with prior year performance.
- GJ means gigajoules.
- Some values may have been adjusted to account for rounding, or totals may not sum exactly due to rounding across some environmental data points.



## GRI 302-1: Energy consumption within the organization

| Energy Type                                           | Units     | 2021           | 2022           | 2023           | 2024           | 2025           | YoY        |
|-------------------------------------------------------|-----------|----------------|----------------|----------------|----------------|----------------|------------|
| Natural gas                                           | GJ        | 25,573         | 26,422         | 25,607         | 21,682         | 18,917         | -13%       |
| Diesel                                                | GJ        | 483            | 605            | 240            | 93             | 701            | 654%       |
| Gasoline                                              | GJ        | 208            | 306            | 715            | 1,294          | 1,722          | 33%        |
| LPG/Propane                                           | GJ        | 58             | 43             | 17             | 10             | 0              | -100%      |
| <b>Total Scope 1 energy: gases and fuels</b>          | <b>GJ</b> | <b>26,322</b>  | <b>27,436</b>  | <b>26,579</b>  | <b>23,078</b>  | <b>21,340</b>  | <b>-8%</b> |
| Purchased non-renewable electricity including cooling | GJ        | 197,010        | 165,251        | 162,280        | 151,278        | 139,590        | -8%        |
| Renewable electricity purchased                       | GJ        | 3,068          | 20,244         | 17,338         | 25,820         | 29,325         | 14%        |
| <b>Total Scope 2 energy: electricity</b>              | <b>GJ</b> | <b>200,077</b> | <b>185,495</b> | <b>179,618</b> | <b>177,098</b> | <b>168,915</b> | <b>-5%</b> |
| <b>Total energy consumption</b>                       | <b>GJ</b> | <b>226,399</b> | <b>212,931</b> | <b>206,245</b> | <b>200,176</b> | <b>190,255</b> | <b>-5%</b> |
| <b>Total energy reduction since 2018</b>              | <b>%</b>  | <b>-8%</b>     | <b>-13%</b>    | <b>-16%</b>    | <b>-19%</b>    | <b>-23%</b>    | <b>-</b>   |

## GRI 302-3: Energy intensity

| Intensity by type                           | Units                   | 2021          | 2022          | 2023          | 2024          | 2025          | YoY        |
|---------------------------------------------|-------------------------|---------------|---------------|---------------|---------------|---------------|------------|
| Scope 1 Fuels and gases                     | GJ/employee             | 7.19          | 8.19          | 9.95          | 7.77          | 6.93          | -9%        |
| Scope 2 Electricity                         | GJ/employee             | 54.64         | 55.35         | 67.25         | 58.16         | 199.99        | -6%        |
| <b>Total energy intensity/employee</b>      | <b>GJ/employee</b>      | <b>61.82</b>  | <b>63.54</b>  | <b>77.20</b>  | <b>65.93</b>  | <b>61.79</b>  | <b>-6%</b> |
| Scope 1 Fuels and gases                     | GJ/m <sup>2</sup>       | 0.22          | 0.25          | 0.27          | 0.28          | 0.29          | 7%         |
| Scope 2 Electricity                         | GJ/m <sup>2</sup>       | 1.64          | 1.67          | 1.84          | 2.09          | 2.30          | 10%        |
| <b>Total energy intensity/m<sup>2</sup></b> | <b>GJ/m<sup>2</sup></b> | <b>1.96</b>   | <b>2.00</b>   | <b>2.21</b>   | <b>2.37</b>   | <b>2.59</b>   | <b>10%</b> |
| Scope 1 Fuels and gases                     | GJ/\$M                  | 31.15         | 33.46         | 32.18         | 28.53         | 25.26         | -9%        |
| Scope 2 Electricity                         | GJ/\$M                  | 236.79        | 226.21        | 217.45        | 212.35        | 199.99        | -6%        |
| <b>Total energy intensity/\$Million</b>     | <b>GJ/\$M</b>           | <b>267.94</b> | <b>259.67</b> | <b>249.63</b> | <b>240.70</b> | <b>225.26</b> | <b>-6%</b> |

## GRI 303-1: Interactions with water as a shared resource

Ribbon is not a water intensive business. We use small volumes of water for hygiene, cooling and irrigation purposes. We aim to minimize our consumption wherever possible with water-saving devices across our sites.

## GRI 303-2: Management of water discharge-related impacts

Our water discharge is non-toxic and is treated through municipal water grids.

## GRI 303-3: Water withdrawal

| Water withdrawal                              | Units                          | 2021  | 2022  | 2023  | 2024  | 2025  | YoY  |
|-----------------------------------------------|--------------------------------|-------|-------|-------|-------|-------|------|
| Total water withdrawal - municipal water only | Megaliters                     | 21.14 | 45.51 | 40.28 | 33.88 | 27.56 | -19% |
| Water intensity                               | m <sup>3</sup> /employee       | 5.72  | 13.41 | 12.92 | 11.13 | 8.95  | -20% |
| Water intensity                               | m <sup>3</sup> /m <sup>2</sup> | 0.17  | 0.41  | 0.41  | 0.40  | 0.38  | -6%  |
| Water intensity                               | m <sup>3</sup> /\$M            | 25.01 | 55.50 | 48.76 | 40.62 | 32.63 | -20% |
| Water withdrawal from a water stress area     | Megaliters                     | -     | 16.55 | 11.78 | 11.60 | 5.47  | -53% |

**Note:** Several of our sites are leased and, in some cases, water is not effectively metered by all the landlords of our leased facilities. With increased demand from Ribbon and other users, landlords are investing in improved water metering and usage reporting.

## GRI 305-1: Direct (Scope 1) GHG emissions

| Gases and fuels                    | Units                         | 2021         | 2022         | 2023         | 2024         | 2025         | YoY         |
|------------------------------------|-------------------------------|--------------|--------------|--------------|--------------|--------------|-------------|
| Natural gas                        | Tonnes CO <sub>2</sub> e      | 1,301        | 1,340        | 1,298        | 1,102        | 961          | -13%        |
| Diesel (generators)                | Tonnes CO <sub>2</sub> e      | 32           | 40           | 16           | 6            | 46           | 663%        |
| Diesel (company-owned cars)        | Tonnes CO <sub>2</sub> e      | 24.27        | 24.68        | 23.05        | 0.24         | 1.78         | 632%        |
| Gasoline (company-owned cars)      | Tonnes CO <sub>2</sub> e      | 13.3         | 23.1         | 45.1         | 79.1         | 105          | 33%         |
| LPG/Propane                        | Tonnes CO <sub>2</sub> e      | 3.44         | 2.58         | 1.00         | 0.57         | 0            | -100%       |
| <b>Total gases and fuels</b>       | <b>Tonnes CO<sub>2</sub>e</b> | <b>1,374</b> | <b>1,431</b> | <b>1,384</b> | <b>1,187</b> | <b>1,114</b> | <b>-6%</b>  |
| Refrigerants                       | Tonnes CO <sub>2</sub> e      | 1,004        | 735          | 741          | 617          | 190          | -69%        |
| <b>Total Scope 1 GHG emissions</b> | <b>Tonnes CO<sub>2</sub>e</b> | <b>2,378</b> | <b>2,166</b> | <b>2,124</b> | <b>1,805</b> | <b>1,304</b> | <b>-28%</b> |

## GRI 305-2: Energy indirect (Scope 2) GHG emissions

| Electricity                                       | Units                         | 2021          | 2022          | 2023          | 2024          | 2025          | YoY         |
|---------------------------------------------------|-------------------------------|---------------|---------------|---------------|---------------|---------------|-------------|
| Purchased electricity location-based              | Tonnes CO <sub>2</sub> e      | 19,096        | 18,134        | 16,814        | 17,167        | 15,949        | -7%         |
| Purchased electricity market-based                | Tonnes CO <sub>2</sub> e      | 19,543        | 15,554        | 14,790        | 14,063        | 11,763        | -16%        |
| Purchased cooling                                 | Tonnes CO <sub>2</sub> e      | 451           | 421           | 401           | 391           | 331           | -16%        |
| <b>Total Scope 2 GHG emissions location-based</b> | <b>Tonnes CO<sub>2</sub>e</b> | <b>19,547</b> | <b>18,555</b> | <b>17,215</b> | <b>17,167</b> | <b>16,279</b> | <b>-5%</b>  |
| <b>Total Scope 2 GHG emissions market-based</b>   | <b>Tonnes CO<sub>2</sub>e</b> | <b>19,994</b> | <b>15,975</b> | <b>15,191</b> | <b>14,444</b> | <b>12,094</b> | <b>-18%</b> |

## GRI 305-3: Other indirect (Scope 3) GHG emissions

| Scope 3 - Emissions                                       | Units                         | 2021          | 2022          | 2023          | 2024          | 2025          | YoY        |
|-----------------------------------------------------------|-------------------------------|---------------|---------------|---------------|---------------|---------------|------------|
| Category 1: Purchased goods and services*                 | Tonnes CO <sub>2</sub> e      | 1,136         | 1,652         | 1,314         | 1,596         | 1,994         | 21%        |
| Category 3A: Upstream emissions of purchased fuels*       | Tonnes CO <sub>2</sub> e      | 238           | 247           | 233           | 206           | 199           | -12%       |
| Category 3B: Upstream emissions of purchased electricity* | Tonnes CO <sub>2</sub> e      | 6,187         | 4,988         | 4,746         | 4,389         | 3,801         | -13%       |
| Category 3C: Transmission and distribution losses*        | Tonnes CO <sub>2</sub> e      | 1,919         | 1,509         | 1,482         | 1,382         | 1,256         | -9%        |
| Category 5: Waste generated in operations*                | Tonnes CO <sub>2</sub> e      | 16            | 14            | 12            | 67            | 74            | 20%        |
| Category 6: Business travel*                              | Tonnes CO <sub>2</sub> e      | 1,026         | 1,705         | 1,800         | 2,737         | 1,530         | 52%        |
| Category 7: Employee commuting*                           | Tonnes CO <sub>2</sub> e      | 1,363         | 941           | 1,252         | 1,193         | 953           | -5%        |
| Category 8: Upstream leased assets                        | Tonnes CO <sub>2</sub> e      |               |               |               |               | 194           | N/A        |
| Category 9: Downstream transportation & distribution*     | Tonnes CO <sub>2</sub> e      | 148           | 270           | 2,043         | 2,140         | 2,978         | 5%         |
| <b>Total Scope 3 GHG emissions</b>                        | <b>Tonnes CO<sub>2</sub>e</b> | <b>12,033</b> | <b>11,325</b> | <b>12,882</b> | <b>13,711</b> | <b>12,979</b> | <b>-5%</b> |

**Note:** 2025 is the first year we have included Category 8 emissions. All categories with \* were independently verified by a CDP-accredited assurance provider.



GRI 305-4: GHG emissions intensity

| Intensity by type                   | Units                                   | 2021  | 2022  | 2023  | 2024  | 2025  |
|-------------------------------------|-----------------------------------------|-------|-------|-------|-------|-------|
| Scope 1+2 by employee               | Tonnes CO <sub>2</sub> e /employee      | 6.05  | 5.38  | 5.57  | 5.34  | 4.35  |
| Scope 1+2 by square meters          | Tonnes CO <sub>2</sub> e/m <sup>2</sup> | 0.18  | 0.16  | 0.18  | 0.19  | 0.18  |
| Scope 1+2 by revenue                | Tonnes CO <sub>2</sub> e/\$M            | 26.46 | 22.27 | 21.03 | 19.48 | 15.86 |
| Scope 1+2+3 GHG emissions intensity | Tonnes CO <sub>2</sub> e /employee      | 9.30  | 8.72  | 9.70  | 9.82  | 8.57  |
|                                     | Tonnes CO <sub>2</sub> e/m <sup>2</sup> | 0.28  | 0.27  | 0.31  | 0.35  | 0.36  |
|                                     | Tonnes CO <sub>2</sub> e/\$M            | 40.70 | 36.08 | 36.62 | 35.86 | 31.23 |

GHG emissions summary

| Emissions type                               | Units                    | 2018   | 2019   | 2020   | 2021   | 2022   | 2023   | 2024   | 2025   | YoY  |
|----------------------------------------------|--------------------------|--------|--------|--------|--------|--------|--------|--------|--------|------|
| Scope 1 GHG emissions                        | Tonnes CO <sub>2</sub> e | 1,193  | 1,469  | 1,289  | 2,365  | 2,287  | 2,178  | 1,805  | 1,304  | -28% |
| Scope 2 GHG emissions market-based           | Tonnes CO <sub>2</sub> e | 24,605 | 22,798 | 20,911 | 19,994 | 15,975 | 15,191 | 14,444 | 12,094 | -16% |
| Scope 3 GHG emissions                        | Tonnes CO <sub>2</sub> e | 7,880  | 11,874 | 8,456  | 12,033 | 11,325 | 12,882 | 13,711 | 12,979 | -5%  |
| Scope 1+2 GHG emissions market-based         | Tonnes CO <sub>2</sub> e | 25,798 | 24,267 | 22,200 | 22,359 | 18,262 | 17,369 | 16,249 | 13,398 | -18% |
| Scope 1+2+3 GHG emissions                    | Tonnes CO <sub>2</sub> e | 29,193 | 26,896 | 26,025 | 34,392 | 29,587 | 30,252 | 29,960 | 26,377 | -12% |
| Scope 1+2 GHG emissions reduction since 2018 | %                        | 0      | -6%    | -14%   | -13%   | -29%   | -33%   | -37%   | -48%   | -    |

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## GRI 306-3: Waste generated

## GRI 306-4: Waste diverted from disposal

## GRI 306-5: Waste directed to disposal

| Waste by Type                  | Units         | 2021       | 2022       | 2023       | 2024      | 2025       |
|--------------------------------|---------------|------------|------------|------------|-----------|------------|
| Cardboard, paper               | Tonnes        | 30         | 22         | 19         | 19        | 24         |
| Mixed/Unspecified              | Tonnes        | 47         | 41         | 30         | 36        | 151        |
| Metals                         | Tonnes        | 25         | 7          | 20         | 3         | 19         |
| Organic waste                  | Tonnes        | 2          | 7          | 3          | 5         | 4          |
| Electronic Waste (WEEE)        | Tonnes        | 178        | 64         | 84         | 24        | 131        |
| <b>Total waste – all types</b> | <b>Tonnes</b> | <b>282</b> | <b>141</b> | <b>156</b> | <b>86</b> | <b>330</b> |

| Non-hazardous waste diverted from disposal        |               |            |           |           |           |            |
|---------------------------------------------------|---------------|------------|-----------|-----------|-----------|------------|
| Recycling (including energy recovery)             | Tonnes        | 184        | 80        | 83        | 45        | 165        |
| Other recovery operations                         | Tonnes        | 2          | 7         | 3         | 5         | 4          |
| <b>Total non-hazardous waste diverted</b>         | <b>Tonnes</b> | <b>187</b> | <b>87</b> | <b>86</b> | <b>49</b> | <b>169</b> |
| Incineration (with energy recovery)               | Tonnes        | 8          | 8         | 4         | 6         | 5          |
| Landfill                                          | Tonnes        | 25         | 25        | 20        | 28        | 141        |
| <b>Total non-hazardous waste disposed</b>         | <b>Tonnes</b> | <b>33</b>  | <b>32</b> | <b>24</b> | <b>33</b> | <b>146</b> |
| Hazardous waste                                   |               |            |           |           |           |            |
| Hazardous waste diverted from disposal: recycling | Tonnes        | 63         | 21        | 45        | 3         | 14         |
| Hazardous waste directed to disposal: landfill    | Tonnes        | 0          | 0         | 0         | 0         | 1          |

|                                  |               |            |            |            |           |            |
|----------------------------------|---------------|------------|------------|------------|-----------|------------|
| <b>Total non-hazardous waste</b> | <b>Tonnes</b> | <b>220</b> | <b>120</b> | <b>111</b> | <b>83</b> | <b>315</b> |
| <b>Total hazardous waste</b>     | <b>Tonnes</b> | <b>63</b>  | <b>22</b>  | <b>45</b>  | <b>3</b>  | <b>15</b>  |
| <b>Total waste</b>               | <b>Tonnes</b> | <b>283</b> | <b>142</b> | <b>156</b> | <b>86</b> | <b>330</b> |

|                             |               |            |            |            |            |            |
|-----------------------------|---------------|------------|------------|------------|------------|------------|
| <b>Total waste diverted</b> | <b>Tonnes</b> | <b>250</b> | <b>108</b> | <b>131</b> | <b>52</b>  | <b>183</b> |
| <b>Total waste disposed</b> | <b>Tonnes</b> | <b>33</b>  | <b>32</b>  | <b>24</b>  | <b>33</b>  | <b>147</b> |
| <b>Total waste diverted</b> | <b>%</b>      | <b>88%</b> | <b>76%</b> | <b>84%</b> | <b>60%</b> | <b>56%</b> |
| <b>Total waste disposed</b> | <b>%</b>      | <b>12%</b> | <b>23%</b> | <b>15%</b> | <b>38%</b> | <b>43%</b> |

|                            |             |      |      |      |      |      |
|----------------------------|-------------|------|------|------|------|------|
| Waste intensity by revenue | Tonnes /\$M | 0.34 | 0.17 | 0.19 | 0.10 | 0.39 |
| Total waste to landfill    | Tonnes      | 25   | 25   | 20   | 28   | 142  |
| Total waste to landfill %  | %           | 9%   | 18%  | 13%  | 33%  | 43%  |

**Note:** Some values may not sum to total due to rounding effects.

Waste levels in 2025 increased due to one-off construction waste in Israel due to relocation and refurbishment of new head office buildings and laboratories. Construction waste disposal was managed by an external contractor hired by the property landlord and beyond Ribbon's control.



## GRI 401-1: New employee hires and turnover

|                         |                | Men < 30 | Men 30-50 | Men > 50 | Women < 30 | Women 30-50 | Women > 50 | All Men | All Women | Total |
|-------------------------|----------------|----------|-----------|----------|------------|-------------|------------|---------|-----------|-------|
| 2025:<br>New hires      | North America  | 29       | 19        | 44       | 7          | 7           | 6          | 92      | 20        | 112   |
|                         | EMEA           | 7        | 13        | 3        | 3          | 4           | 0          | 23      | 7         | 30    |
|                         | ASIA           | 80       | 31        | 2        | 24         | 8           | 0          | 113     | 32        | 145   |
|                         | LATAM          | 1        | 2         | 2        | 0          | 3           | 1          | 5       | 4         | 9     |
|                         | Total          | 117      | 65        | 51       | 34         | 22          | 7          | 233     | 63        | 296   |
| 2025:<br>New hire rates | North America  | 1%       | 1%        | 1%       | 0%         | 0%          | 0%         | 3%      | 1%        | 4%    |
|                         | EMEA           | 0%       | 0%        | 0%       | 0%         | 0%          | 0%         | 1%      | 0%        | 1%    |
|                         | ASIA           | 3%       | 1%        | 0%       | 1%         | 0%          | 0%         | 4%      | 1%        | 5%    |
|                         | LATAM          | 0%       | 0%        | 0%       | 0%         | 0%          | 0%         | 0%      | 0%        | 0%    |
|                         | Total          | 4%       | 2%        | 2%       | 1%         | 1%          | 0%         | 8%      | 2%        | 10%   |
| 2025:<br>Leavers        | North America  | 7        | 10        | 34       | 2          | 5           | 11         | 51      | 18        | 69    |
|                         | EMEA           | 7        | 28        | 43       | 3          | 10          | 7          | 78      | 20        | 98    |
|                         | ASIA           | 25       | 48        | 13       | 16         | 12          | 1          | 86      | 29        | 115   |
|                         | LATAM          | 2        | 0         | 1        | 0          | 0           | 0          | 3       | 0         | 3     |
|                         | Total          | 275      | 216       | 193      | 19         | 27          | 19         | 218     | 67        | 285   |
| 2025:<br>Turnover rates | North America  | 0%       | 0%        | 1%       | 0%         | 0%          | 0%         | 2%      | 1%        | 2%    |
|                         | EMEA           | 0%       | 1%        | 1%       | 0%         | 0%          | 0%         | 3%      | 1%        | 3%    |
|                         | ASIA           | 1%       | 2%        | 0%       | 1%         | 0%          | 0%         | 3%      | 1%        | 4%    |
|                         | LATAM          | 0%       | 0%        | 0%       | 0%         | 0%          | 0%         | 0%      | 0%        | 0%    |
|                         | Total turnover | 9%       | 7%        | 6%       | 1%         | 1%          | 1%         | 7%      | 2%        | 9%    |

**Note:** Turnover rates include both voluntary and involuntary turnover.

### GRI 403-1 Occupational health and safety (OHS) management system

We maintain a comprehensive set of OHS standards that are applied throughout Ribbon's operations. Ribbon operations are aligned with ISO 45001:2018 Safety Management System that applies across all our operations and covers all employees. Sites are audited regularly in line with this standard at least every three years at each site. Our OHS oversight structure ensures that environmental, health, and safety considerations are integrated into all aspects of our operations and is designed to meet the requirements of both ISO 14001 and ISO 45001 standards.

#### CEO/CLO

- Approves OHS policy
- Integrates OHS requirements into business processes
- Allocates resources and oversees H&S performance

#### Global Quality Manager

- Ensures implementation and maintenance of OHS Management System (ISO 14001 and ISO 45001)
- Reports OHS performance to CEO and senior management
- Arranges internal audits and recertification external audits

#### H&S Manager

- Oversees OHS management system implementation
- Manages OHS team and raises questions to consultant experts

#### H&S Team

- Include safety officers, environmental officers, technicians, consultant experts
- Develops and enforces OHS practices
- Ensures compliance with laws and regulations
- Collaborates with facilities and quality assurance teams and committees

#### ISO 14001 & ISO 45001 Committee

- Include facilities, quality assurance, procurement, human resources, business units
- Identifies and mitigates environmental risks and impacts
- Monitors and implements new legal requirements
- Participates in setting objectives and timeframes
- Provides annual OHS report to management covering performance, material changes, resource needs, stakeholder feedback, improvement opportunities

#### Health and Safety Management (HSMS) Site Committees

- Include management, employees and works councils
- Adhere to roles and responsibilities as required by law
- Provide input on HSMS policies and procedures
- Recommend improvements to senior management
- Conduct monthly hazard, risk, and incident assessments
- Identify additional training needs
- Collaborate with the ISO Committee, with several members serving on both committees to ensure efforts are complementary

### GRI 403-2 Hazard identification, risk assessment, and incident investigation

Work related hazards are identified through workplace inspections and safety observations as defined in our OHS Management System.

### GRI 403-3 Occupational health services

Ribbon does not provide occupational health services onsite.

### GRI 403-4 Worker participation, consultation, and communication on occupational health and safety

Safety Committees operate at all Ribbon sites and include representation from management and employees.

### GRI 403-5 Worker training on occupational health and safety

We provide OHS training online or in classroom format, where relevant, for all new employees and annual safety refreshers for all employees. For employees in specific roles, such as in our laboratories, targeted safety training is delivered, covering specific risks associated with identified roles.

### GRI 403-6 Promotion of worker health

Ribbon promotes health and wellness and aims to raise awareness among employees through our annual Wellness Month and other activities throughout the year. We provide health and wellness related benefits in different countries in line with local market norms, such as medical insurance, dental insurance and more.

### GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

Our Supplier Code of Conduct requires our suppliers to ensure safe working conditions and a healthy work environment for their workers and uphold a detailed list of OHS standards. We audit our suppliers regarding conformance to our Code.

### GRI 403-8 Workers covered by an occupational health and safety management system

All Ribbon employees are covered by our OHS management system.



GRI 403-9: Work related injuries

| Recordable Injury Rate by Year | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |
|--------------------------------|-------|-------|-------|-------|-------|-------|
| Employees and contractors      | 0.177 | 0.158 | 0.106 | 0.073 | 0.063 | 0.199 |

| Work-related injuries                  |         | Direct employees |      |      | Contractors |      |      | Total workforce |      |      |
|----------------------------------------|---------|------------------|------|------|-------------|------|------|-----------------|------|------|
|                                        |         | 2023             | 2024 | 2025 | 2023        | 2024 | 2025 | 2023            | 2024 | 2025 |
| Hours worked                           | Million | 4.4              | 5.5  | 6.5  | 1.1         | 0.8  | 1.6  | 5.5             | 6.4  | 8.0  |
| Number of work related injuries        |         |                  |      |      |             |      |      |                 |      |      |
| Fatalities                             | Number  | 0                | 0    | 0    | 0           | 0    | 0    | 0               | 0    | 0    |
| Work related injuries                  | Number  | 2                | 1    | 12   | 0           | 0    | 0    | 2               | 1    | 12   |
| Recordable work-related injuries       | Number  | 1                | 2    | 8    | 0           | 0    | 0    | 4               | 2    | 8    |
| High-consequence work-related injuries | Number  | 0                | 0    | 1    | -           | -    | -    | -               | -    | 1    |

|                                        |      |       |       |        |   |   |   |       |       |        |
|----------------------------------------|------|-------|-------|--------|---|---|---|-------|-------|--------|
| Work related injury rates              |      |       |       |        |   |   |   |       |       |        |
| Work-related injuries                  | Rate | 0.091 | 0.036 | 0.3694 | 0 | 0 | 0 | 0.073 | 0.031 | 0.2977 |
| Recordable work-related injuries       | Rate | 0.046 | 0.072 | 0.2462 | 0 | 0 | 0 | 0.037 | 0.063 | 0.1985 |
| High-consequence work-related injuries | Rate | 0     | 0     | 0.0308 | 0 | 0 | 0 | 0     | 0     | 0.0248 |

Notes:

- Injury rates are calculated per 200,000 hours for actual hours worked, including remote working.
- Work-related injuries include all injuries at our sites including those requiring first aid but not necessarily resulting in lost workdays.

The increase in Recordable Injury Rate in 2025 results from a small number of mostly minor injuries occurring during the transition period in our new operations site in Israel. Since then, we have worked with our landlord to assess safety risks, identify hazards and add safeguards and preventive measures to minimize the risk of further injuries in the future.

GRI 403-10 Work-related ill health

Ribbon has not identified any significant cases of work-related ill health in 2025.

## GRI 404-1 Average hours of training per employee

| Training hours                               | 2023   | 2024   | 2025   |
|----------------------------------------------|--------|--------|--------|
| Managers                                     | 7,530  | 6,411  | 7,750  |
| Non-managers                                 | 33,715 | 28,236 | 39,497 |
| All employees                                | 41,246 | 34,646 | 47,247 |
| Average training hours per employee per year | 13.23  | 11.20  | 15.34  |

**Note:** Split by gender is not available. We do not record this data.

## GRI 404-3: Employees receiving performance reviews

|                                | 2023 |       | 2024 |       | 2025 |       |
|--------------------------------|------|-------|------|-------|------|-------|
| Details of performance reviews | Men  | Women | Men  | Women | Men  | Women |
| Managers                       | 100% | 100%  | 100% | 100%  | 98%  | 98%   |
| Non-managers                   | 98%  | 98%   | 96%  | 95%   | 99%  | 100%  |
| Total by gender                | 99%  | 98%   | 98%  | 97%   | 98%  | 99%   |
| Total                          | 99%  |       | 98%  |       | 99%  |       |

## GRI 405-1: Diversity of governance bodies and employees

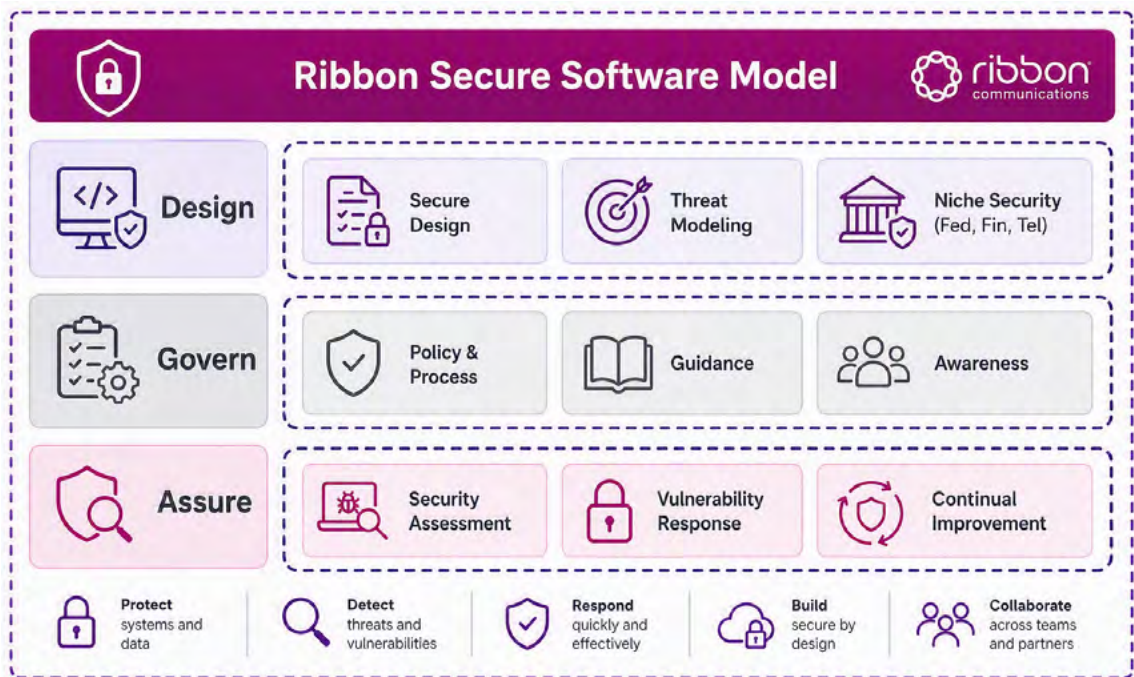
|                        | 2023 |         |       | 2024 |         |       | 2025 |         |       |
|------------------------|------|---------|-------|------|---------|-------|------|---------|-------|
| Employees by age group | < 30 | 30 - 50 | > 50  | < 30 | 30 - 50 | > 50  | < 30 | 30 - 50 | > 50  |
| Number of managers     | 4    | 303     | 302   | 3    | 293     | 309   | 4    | 267     | 301   |
| Number of non-managers | 548  | 1,157   | 804   | 549  | 1,117   | 823   | 563  | 1,104   | 840   |
| Total employees        | 552  | 1,460   | 1,106 | 552  | 1,410   | 1,132 | 567  | 1,371   | 1,141 |
| % of managers          | 1%   | 50%     | 50%   | 0%   | 48%     | 51%   | 1%   | 47%     | 53%   |
| % of non-managers      | 22%  | 46%     | 32%   | 22%  | 45%     | 33%   | 22%  | 44%     | 34%   |
| % of total employees   | 18%  | 47%     | 35%   | 18%  | 45%     | 36%   | 18%  | 45%     | 37%   |



## SASB Product Security: TC-HW-230a.1

### Description of approach to identifying and addressing data security risks in products

- Product security considerations, risk assessments, hazard identification and protection measures are built into Ribbon processes at every state of our product lifecycle through concept, planning, design validation, maintenance and end-of-life.
- Ribbon's Secure Software Model is comprised of a set of three functions under which security practices are organized ensuring all of our software is developed securely. This approach is based on the best practices in the industry and standard bodies such as ISO, CIS and others, and aims to make security an integral part of the development lifecycle. It constitutes a set of processes, policies and requirements that are interwoven into the product building at each stage leaving no gaps and security lapses.



### Design function practices:

- Secure design:** The practice encompasses elements that ensure secure design is embedded into each product. These include practices that cover secure design requirements to secure coding practices.
- Threat modeling:** Threat modeling is an integral part of secure product design that attempts to anticipate all the possible threats to a product and its attack surface and ensure adequate controls address those perceived threats.
- Niche security:** Ribbon serves special agencies and critical infrastructure providers – and to that their specific security requirements are covered under this practice to ensure those are fulfilled for applicable products where customers demand as such.

### Govern function practices:

- Policy and processes:** Policies and processes are necessary to govern and guardrail the activities of all the stakeholders that contribute to product development. This ensures that required security goals are achieved for products.
- Guidance:** Guidance helps interpret some policies into actionable best practices for key areas. Best practice guidance will provide stakeholders with the necessary industry-based approaches to carrying out an activity that promotes security.
- Awareness:** This practice will help educate stakeholders on our approach to securing our products and help drive the importance of security at each stage of the development cycle.

### Assure function practices:

- Security assessment:** Security assessment is the practice by which security requirements are tested to ensure adherence and compliance.
- Vulnerability response:** Responding to urgent vulnerabilities is necessary where customers require assistance in providing a fix/patch to Ribbon's software in the event of a security incident and/or breach.
- Continual improvement:** A self-improvement feedback loop into Ribbon's secure software model based on lessons learned, stakeholder feedback and industry changes. Includes a set of metrics and monitoring via score cards to measure products against requirements to improve their security posture.

Ribbon's product R&D organization utilizes a variety of tools to help manage and maintain product security, leveraging a combination of proprietary and third-party tools. Ribbon engineers receive mandatory annual security training that combines commercial security training and proprietary content training.



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