

2023 Environmental, Social, Governance (ESG) Report

CONTENTS

01 **ABOUT INFINERA**

Company Profile 4

Our Approach to ESG 7

02 **ESG GOVERNANCE**

ESG Strategy and Governance 9

Stakeholder Engagement 9

Determining Materiality of ESG Issues 10

Business Ethics and Fair Business Practices 11

Privacy and Data Protection 13

Responsible Sourcing and Supply Chain Management 14

Product Quality and Customer Satisfaction 16

Product and Safety Compliance 19

03 **ENVIRONMENTAL SUSTAINABILITY**

Product Sustainability and Circular Economy 21

Environmental Management 25

Climate, Energy, and Emissions 27

Water Management 32

Waste Management and Recycling 32

04 **SOCIAL RESPONSIBILITY**

Our Commitment to Our People 35

Our Workforce 35

Diversity, Equity, and Inclusion 36

Worker Safety and Human Rights 41

Employee Development and Engagement 44

Employee Benefits and Compensation 46

Community Engagement 48

05 **APPENDICES**

Appendix A. Our Locations and Data Coverage . 50

Appendix B. Membership of Associations 54

Appendix C. Support of the UN SDGs 55

Appendix D. Our Material ESG Topics 57

Appendix E. GRI Universal Standards Index 59

Appendix F. SASB Indices 67

Appendix G. TCFD Alignment 70

About This Report and External Alignment 72



Letter from the CEO

It is with great pride that I present Infinera's eighth annual Environmental, Social, and Governance (ESG) Report for the 2023 calendar year.

As we navigate an ever-evolving landscape marked by global economic shifts, digital transformation, and increasing interest in environmental impact, Infinera is at a pivotal moment in our ESG journey – a moment that is marked by enthusiasm across all levels of the company and embraced throughout our global sites.

Sustainability and corporate responsibility live in our company culture and are driven throughout our organization by our global leadership. With ongoing strategic support from our CFO, our Global ESG Working Group has been instrumental in executing our ESG roadmap. This ensures we succeed at meeting the growing expectations of our stakeholders and maintain our reputation as a responsible corporate citizen. We remain dedicated to upholding the highest standards of integrity, honesty, and unwavering quality, demonstrated by our policies, practices, and transparent reporting. We do this while providing our customers with increasingly efficient, intelligent, and greener products that enable infinite connections to everyone, everywhere.

2023 was a significant year for Infinera, marking an acceleration of our commitment to climate action and positive impact. Building on previous years of emissions reduction, we're proud to have submitted new science-based emissions targets to the Science-based Targets Initiative (SBTi) and committed publicly to achieving net-zero scope 2 emissions by 2050. Our years-long commitment to reduced environmental impact has positioned us well to meet this new challenge: now, over 80% of our global energy consumption comes from

renewable sources and our market-based scope 2 emissions have steadily declined, with a 77% decrease since our baseline year of 2020.

These successes, and many others, can be attributed most notably to the talent and dedication of our employees. Our people are our lifeblood and our commitment to the recruitment, retention, and equitable compensation of our diverse workforce is stronger than ever. With our university partners and our recruitment activities, we're extending our reach into our communities to provide new opportunities to underserved groups and tap into new potential for our growing workforce. The investments we've made into our growing mentorship program, skill development and training, and employee resource groups show our dedication to providing a safe and inclusive working community that fosters growth and celebrates authenticity.

As we reflect on our past achievements and on the road ahead, we're inspired by our collective dedication to creating an inclusive, connected, and sustainable world. I extend my sincere gratitude to our employees, customers, shareholders, and other business partners for their ongoing support and interest.

David Heard

Chief Executive Officer,
Infinera



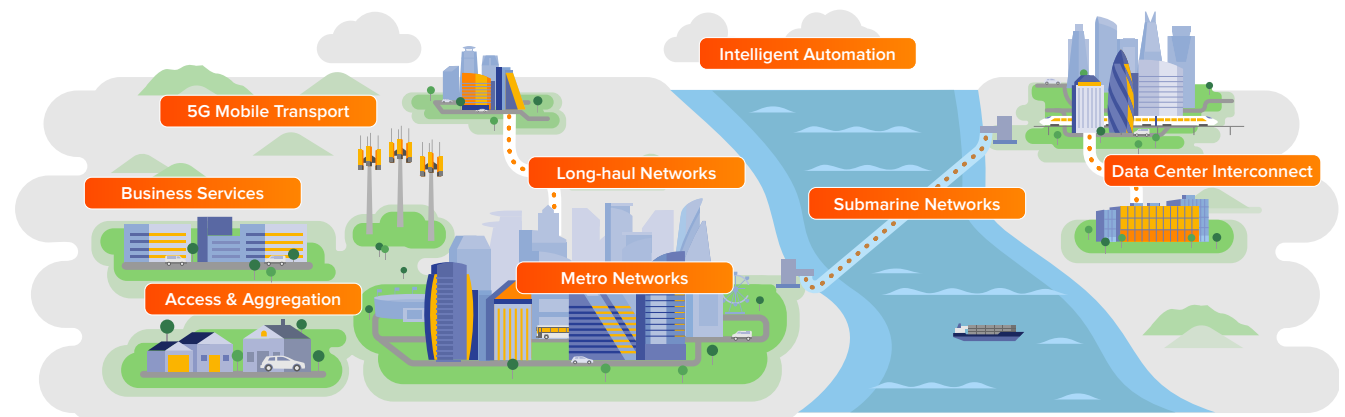
About Infinera

Company Profile

Infinera is revolutionizing telecommunications networks with innovative, industry-leading connectivity solutions. We have a long history of challenging conventional thinking, bending the laws of science, and continually reimagining telecommunication networks, and we're proud to enable our customers to usher in new services and applications that improve how people communicate with our innovative vertically integrated, open, and modular solutions. Our portfolio of offerings includes high-end subcomponent technology, systems for network infrastructure, automation software, advanced optical compound semiconductor manufacturing, and professional services.

Our Solutions

With a commitment to open networking and proven software-defined automation capabilities, Infinera is redefining service speed and agility as infrastructure networks scale to meet the demands of a new generation of end-user services. Our solutions are built upon leadership in vertical integration, superior optical performance, and a unique instant bandwidth operational model to enable the lowest total cost of ownership and a rich end-user experience. Leveraging our U.S.-based optical semiconductor fab, Infinera has a distinguished history of delivering breakthrough innovation through multi-discipline opto-electronic research and development (R&D), including industry-leading high-performance optical engines, revolutionary point-to-multipoint coherent optics, and customized design and production. With these solutions, our goal is to create a connected world with unlimited bandwidth for everyone – everywhere, always, and instantly.



Our Global Locations

Infinera has a presence across six continents, with our most significant locations in Allentown, Annapolis Junction, Bangalore, Espoo, Lisbon, Munich, Ottawa, Richardson, Rowville, San Jose, Shanghai, Stockholm, and Sunnyvale. Sites in these cities cover over 80% of our workforce. The map below illustrates the locations of these major sites, including our corporate headquarters. For a complete list of our locations, please refer to “Appendix A: Our Locations and Scope of Environmental Data” in this report.

Infinera at a Glance

(as of December 30, 2023)



Powering five of the top six internet content providers (ICPs) and nine of the top 10 service providers

Over 3,000 employees and workers worldwide, with operations in 40+ countries

1,480+ patents powering carrier-class products and services worldwide

Over 1,000 customers served in 100+ countries across six continents





The Infinera Experience

The Infinera Experience is our promise to customers for a truly differentiated business relationship – from groundbreaking technology and networking innovation that solves real customer challenges to an obsessive focus on ensuring customer success.

We fulfill this promise by continuing to challenge conventional thinking and having the courage to pave new trails and create new classes of solutions. We have the fundamental capabilities to bring never-before-seen technologies and solutions to life, and we focus on ensuring our innovations solve real network challenges. Our customer-centric solutions and business model are designed to ensure that our customers can meet their business needs and maintain a competitive advantage in the market.



WHAT INSPIRES US

A connected world with unlimited bandwidth for everyone – everywhere, always, and instantly.



WHAT MOTIVATES US

Delivering innovative and impactful coherent optical technologies and open optical solutions that unlock new value for our customers.



WHAT DRIVES US

To be a valued investment for our shareholders' money, our customers' capital expenditures, and our employees' time by delivering an unrivaled customer experience from an inclusive culture of innovation for our customers.

Our Approach to ESG

It is our commitment to act as a good corporate citizen, and we are dedicated to paving a sustainable path that strategically considers our impact on our key stakeholders, our communities, and our planet. Therefore, we focus our efforts on the elements of ESG that are most important and impactful to our business and to our stakeholders. In our operations and our supply chain, we strive to act in ways that support a more sustainable, equitable, and connected world and to execute our programs with our vision of success in mind.

Global Recognition of Our Sustainability Performance

We are dedicated to continuously improving our performance in a range of ESG areas, and we leverage third-party rankings to assess and close gaps in our current programs. In an effort to hold ourselves accountable for doing better, we track our performance across multiple public ESG ratings. While we’ve demonstrated improvements in some of our ESG scores, we recognize the work we must do to maintain and advance our performance in different areas of sustainability and social responsibility.

Our ESG Performance	2023	2022	2021
CDP Climate Change Questionnaire	B-	B-	C
EcoVadis Sustainability Rating	Bronze	Silver	Gold
MSCI ESG Rating	AA	AA	A
Sustainalytics ESG Risk Rating	15.2	11.8	15.9

Support for the United Nations (UN) Sustainable Development Goals (SDGs)

Infinera is proud to support the UN SDGs – a set of goals that act as a global blueprint to achieve a better and more sustainable future for all. Leveraging the results of our 2022 ESG materiality assessment and our ESG goals, we have assessed our alignment to the UN SDGs and determined that there are eight goals that are most closely aligned with our business and our ESG strategy*. Our activities to support these goals are reflected in our ESG strategy, programs, key performance indicators, and disclosures. See “Appendix C: Support of the UN SDGs” for a summary of our support and alignment.

- No Poverty
- Gender Equality
- Affordable and Clean Energy
- Decent Work and Economic Growth
- Reduced Inequalities
- Responsible Consumption and Production
- Climate Action
- Peace, Justice and Strong Institutions



**In our 2022 ESG Report, we shared our alignment with four UN SDGs. In 2023, we expanded our support of the UN SDGs to eight.*



ESG Governance

Our ESG strategy centers around improving our performance across the company – with a focus on our material ESG topics and an eye turned toward making a positive impact in emerging ESG issue areas including biodiversity, water security, and more.

ESG Strategy and Governance

Our ESG strategy centers around improving our performance across the company – with a focus on our current material ESG topics and an eye turned toward making a positive impact in emerging ESG issue areas, including biodiversity, water security, and more. We intend to do this by continuously meeting and exceeding the expectations of our customers, investors, and employees, as well as aligning the implementation of our programs around the priorities of these key stakeholders.

In 2023, we continued to focus on improving our ESG program, measuring our progress through a number of key performance indicators (KPIs) and tracking our public ESG scores. We recognize that our success is enabled by our employees, and we are better together when we are unified in mission and purpose. To that end, we also worked to integrate ESG into more areas of our business, training employees in the ways that ESG touches their work and empowering them to collaborate effectively to bring to life our ESG vision. Throughout 2023, we offered multiple webinars to educate our employees on the sustainability of our products, our ESG commitments, and how each person can play a role in helping us reduce our environmental footprint.

Our Executive Leadership Team works closely with our Global Quality and Sustainability team and program managers at the site level to develop and execute the company's ESG strategy, mitigate ESG-related risks, and guide the success of our sustainability programs. In 2023, we continued to roll out our ESG roadmap, which was set in 2022,

and made efforts to define and track our KPIs, create structures to hold ourselves accountable, and convene quarterly meetings with our cross-functional global ESG Working Group. Our ESG Working Group is responsible for overseeing the implementation of these activities and meets quarterly. The group is sponsored by our Chief Financial Officer and includes representatives from Environmental Health and Safety, Quality and Sustainability, Human Resources (HR), Marketing, Facilities, Legal, Finance, Internal Audit, Product Engineering, Logistics, and Supply Chain Management.

Embracing our culture of being better together, our efforts in 2023 prioritized bringing more of our employees into our ESG mission through education, engagement, and collaboration. By doing this, we are able to increase the breadth of coverage for our ESG initiatives, build awareness within our employee base, and bring sustainability to the forefront of the conversation. Through a multitude of channels, including our CEO's weekly video address, our internal Hub stories and blogs, and our internal social media forums, we have participated in a two-way dialogue with employees to share our progress and receive feedback from passionate employees who support our mission.

As a part of our commitment to ongoing improvement and continuous progress, we monitor our third-party ESG scores and participate in a number of voluntary disclosure initiatives to share progress with our customers and investors. To ensure transparency, our approach includes regular reviews and updates of our policies and reports to improve the accessibility, relevance,

and readability of our ESG disclosures. Each year, we submit responses to disclosure platforms and ESG surveys, including CDP and EcoVadis. In 2023, we were proud to submit our first response to the CDP water security questionnaire, building on our years-long engagement with CDP through the climate change questionnaire. We are inspired by the positive response from our customers and other stakeholders to push our ESG mission forward and welcome ongoing feedback and engagement from these stakeholders on our ESG performance.

Stakeholder Engagement

Our valued stakeholders are key to our success and keep us progressing forward, fueling innovation that matters. We make an effort to regularly engage and collaborate with key stakeholders, which include our employees, customers, shareholders, suppliers, partners, government and regulatory agencies, and local communities. It is our aim to continue investing in these relationships, building trust, sharing knowledge and best practices, and working together for a stronger and more sustainable future.

Activities discussed in this section support the following SDG:



Determining Materiality of ESG Issues

As a part of our commitment to continuous improvement and to ensure ongoing alignment with best practices, we conduct ESG materiality assessments with a third party every three years or whenever there are significant changes to our company, industry, or regulatory requirements. By conducting regular materiality assessments and consistently monitoring and incorporating expanded ESG topics, our aim is to focus on topics most relevant to our business and our stakeholders while taking a proactive approach to comprehensive ESG management.

Our ESG materiality assessments engage our stakeholders directly on current and emerging ESG issues and are designed to align with industry standards and guidelines set by the Global Reporting Initiative (GRI) and Sustainable Accounting Standards Board (SASB). The feedback we receive in these assessments enables us to align our ESG strategy, programs, and initiatives to stakeholder expectations and ultimately become a more inclusive, sustainable, and socially responsible company.

In 2022, we conducted our most recent materiality assessment, in which we consulted a number of stakeholders, including key customers, investors, suppliers, executives, employees, and community partners, to gain their feedback on 22 industry-aligned ESG topics. In individual interviews, we asked participants to rate the importance and impact of each topic, helping us identify which topics are most important to our stakeholders, which topics have the most potential to impact our business, and where our business has the most impact related to these topics. In 2023, we conducted internal sessions to ensure our ESG program strategy encompassed our material ESG topics as well as emerging issues in the corporate sustainability landscape. These sessions resulted in the inclusion of one additional material topic, for a total of six material topics, which are key material ESG topics that define Infinera's ESG strategy. All 15 topics included in our materiality assessment are considered material to our ESG disclosures. The definitions and scope of these topics can be found in "Appendix D. Our Material ESG Topics."

Our Material Topics

The following material ESG topics were identified in our 2022 assessment. The boundary of each topic covers all Infinera entities and locations. Key topics that are most material to Infinera's business and ESG strategy include:

- Product Sustainability
- Climate, Emissions, and Energy
- Diversity, Equity, and Inclusion
- Supply Chain Management and Responsible Sourcing
- Privacy, Data Protection, and Information Security
- Employee Health, Safety, and Well-being*

Additional topics that are considered material to Infinera's ESG programs and disclosures include:

- Waste Management and Recycling
- Employee Development, Benefits, and Satisfaction
- Global Human Rights
- Community Engagement and Philanthropy
- Customer Engagement and Satisfaction
- Innovation and Leadership
- Ethics and Anti-Corruption
- ESG Integration in Business Strategy
- Transparency and Disclosure

**In 2023, we incorporated Employee Health, Safety, and Well-being as an ESG topic that is material to Infinera's business and ESG strategy.*



Business Ethics and Fair Business Practices

Trust, honesty, and integrity are embedded in our culture, and we aim to exemplify these values at all levels of Infinera. We aim to lead by example in demonstrating the highest standards of ethics, compliance, transparency, and accountability in everything we do and in every place we operate. This expectation of conduct extends from our executive team to our employee base and to each of our supply chain partners. In 2023, we continued to build upon efforts from previous years to broaden, strengthen, and scale our policies at a global level. For example, we updated our [Compensation Recovery Policy](#) to ensure compliance with new Nasdaq listing requirements, made enhancements to our Global Background Screening and Acceptable Use Policies, updated our [Privacy Policy](#), and deployed our new Artificial Intelligence (AI) Policy. Doing this has allowed us to ensure transparency, continuity, and the consistent application of our policies across the globe. We also continue to increase the accessibility of our policies and procedures on our internal and external websites.

All Infinera employees are required to complete compliance training on an annual basis to ensure understanding of and adherence to the company's corporate policies and ethics and compliance programs. These trainings allow our workers to be aware of and prepared for situations or scenarios that may expose Infinera or our workers to ethics or corruption risks.

Code of Business Conduct and Ethics

The Infinera [Code of Business Conduct and Ethics](#) (CBCE) outlines our commitment to ethics and defines our expectations of our employees,

contractors, and business partners across our operations, subsidiaries, and affiliates around the world. The CBCE includes four sections that are designed to encourage demonstration of the company's core values each and every day: Infinera's commitment to ethics, guidance on acting with integrity, how to protect the company's sensitive information and assets, and how to practice safety and reliability.

Through ongoing training opportunities, we empower our workers to take accountability for making responsible decisions guided by ethics and honesty. In 2023, we unveiled a new customized cross-functional CBCE training for all Infinera employees. Individuals were given 60 days to complete the training, which covered topics from the CBCE, including trade compliance, human rights, environmental compliance and awareness, and other ESG-related topics. In 2023, we ultimately achieved a 98% completion rate for this training.

We understand that our Code of Business Conduct and Ethics may not include every situation one could possibly encounter in the workplace. However, we hope that it serves as a useful resource to guide our workers and business partners on how to address the most common ethical situations in a way that exemplifies the company's culture and values, including conflicts of interest, gifts and bribery, workplace conduct, and more. The code also reinforces the need to ask for guidance as necessary to navigate challenging ethical situations and provides clear direction on where to go for such guidance.

Reporting Concerns

In order to maintain high standards of ethics in our business, we encourage our employees, contractors,

and business partners to report any concerns they have to management or senior leadership, or through our anonymous [ethics hotline](#). Our hotline, non-retaliation provisions, and Whistleblower Policy enable individuals to report concerns and violations of our policies anonymously and without fear of harassment, discrimination, or retaliation.

Building on previous efforts to make reporting a concern easy and accessible, we increased the visibility of our [ethics hotline](#), including it more prominently throughout our internal website and educating our workers about it in an all-staff meeting. Though our whistleblower report figures are not publicly available, they are tracked, reviewed, and addressed internally with our Audit Committee, and our executive leadership oversees the investigation and remediation of reports as appropriate.

Compliance and Risk Management

Our core values of honesty and world-class quality guide us in conducting business responsibly. We uphold industry best practices in our ethics, compliance, and risk management programs to ensure ongoing compliance with the laws and regulations in the jurisdictions in which we operate. At the highest level, our Executive Leadership Team, with support from our Internal Audit and Legal teams, is responsible for managing day-to-day risk mitigation. Likewise, our Board of Directors and its committees are responsible for overseeing our risk management program, which includes a regular review of our strategic plans and business objectives. Our governance approach, which is detailed in our most recent [Proxy Statement](#), is designed to ensure compliance while effectively managing risk.

Every year, we conduct an internal risk assessment through our enterprise risk management system to identify potential risks that are most relevant and of highest concern to Infinera. In 2023, we surveyed over 100 employees at the director level and above, ensuring all functions and geographies were represented, including our Board of Directors. The risk assessment includes questions that cover compliance and fraud-related risks. These risks are reviewed quarterly and reprioritized if necessary.

Infinera has zero tolerance for slavery and human trafficking. To ensure all those in our supply chains comply with Infinera's values and ethics, we have a rigorous supply chain compliance program in place. As part of this compliance program, we require our suppliers to conduct their business lawfully and in compliance with the same high standards of integrity and ethics embodied in our Supplier Code of Conduct. We also conduct surveys and business reviews of our major contract manufacturers and suppliers to assess and evaluate their performance on topics including labor conditions, child labor, and human trafficking. We also conduct third-party audits and verification as part of our supplier onboarding process using Source Intelligence and EcoVadis. Infinera suppliers must also certify compliance with the Supplier Code of Conduct, which addresses human rights, forced labor, child labor, and other ethical standards.

Maintaining a Culture of Ethics

We foster a culture of ethics and integrity through regular engagement between our CEO and Executive Leadership Team and our employees in all-staff meetings, weekly video addresses, and regular memos, and by encouraging all employees of Infinera to demonstrate our company core values on a daily basis.

Paramount to maintaining our high standard of ethics are ongoing training, education, and employee development. We offer a wide variety of training resources for our employees and provide a range of opportunities for them to learn, grow, and make exemplary decisions that demonstrate our core values. All employees are required to complete training courses on global business ethics, code of conduct, anti-corruption, and other compliance areas, as well as role-specific training on other topics as needed, including anti-trust topics. To ensure Infinera is meeting our objectives, training completion and performance are tracked and shared with leaders in our HR, Internal Audit, and Legal departments, which provide updates to members of leadership as needed to conduct follow-ups with employees who have not completed training. In 2023, over 99% of employees completed their required training.



Privacy and Data Protection

We have implemented a comprehensive and robust cybersecurity risk management program to guide and strengthen our cybersecurity posture to engender trust with customers, employees, and stockholders while protecting the confidentiality, integrity, and availability of our systems and data. In 2023, we took several measures to enhance our cybersecurity strategy and program, including revising our cybersecurity policies to ensure continued compliance with regulatory requirements while strengthening our defenses against emerging threats, in addition to new risks from emerging technologies such as artificial intelligence. We also conducted tabletop exercises with expanded participation from company leadership, ensuring that best practices in cybersecurity are implemented at the highest levels of the company. Throughout our workforce, we used activities and training to further imbue a culture of cybersecurity awareness and data protection, including a “Gone Phishing” exercise to educate our employees on identifying and avoiding phishing scams.

A key component of our cybersecurity program is our comprehensive incident response plan. We track and report security incidents internally to the Executive Leadership Team, Audit Committee, and Board of Directors on a quarterly basis. On an ongoing basis, we also monitor emerging threats and global legislation through a multitude of channels to stay abreast of evolving requirements and best practices. This equips us to swiftly and effectively respond to cybersecurity incidents, minimizing potential impacts and ensuring the continuity of our operations.

In 2023, we launched a new cross-functional AI Steering Committee made up of representatives from our IT, HR, Legal, and other teams to address issues surrounding AI, including bias, reliability, and data security. The committee worked to develop and integrate an AI Policy to ensure responsible use of AI, compliance with legal requirements, and alignment with our company values. The policy outlines requirements for our employees and other business partners to follow to uphold the principles of accountability, fairness, privacy, and security. Employees continue to

receive training on this and other policies, as well as internal controls for company processes that leverage AI technology. Working alongside our established cybersecurity team, this committee is also instrumental in helping conduct accountability tests and impact assessments to determine the risks of AI, which continue to inform our strategy, policies, and employee training sessions.

We are committed to securing the confidential and proprietary information of our employees and business partners, including employee data and intellectual property. Our goal is to provide our customers and partners with the assurance that their information is secure and protected, and we aim to create an environment where stakeholders feel safe and comfortable entrusting us with their sensitive data. In 2023, we did not experience a material cybersecurity incident, nor did we receive any substantiated complaints of material security breaches resulting in a loss of customer data.

We are proud to maintain our certification to the International Organization for Standardization (ISO) 27001 Information Security Management System standard, which we held throughout 2023, with no major findings in our certification audit. We also maintain compliance with applicable regulations and reporting requirements by applicable governmental bodies. As we navigate the intricate landscape of cybersecurity and data protection, Infinera remains steadfast in our commitment to building trust, adhering to regulatory standards, and fostering an environment where innovation and security go hand in hand.



In 2023, we monitored our privacy and security performance against defined KPIs, described in the table below.

Privacy, Data Protection, and Information Security	
<i>Objective: Increase the protection of our company, stakeholder, and customer data through resilient, certified security protocols.</i>	
KPI	2023 Progress
Complete our 2023 ISO 27001 surveillance audit with 0 major nonconformities.	We completed our audit with no major findings in 2023, maintaining our certification to ISO 27001.
Ensure a secure environment for all workers through 2023.	In 2023, we did not experience any material security breaches, nor did we receive substantiated complaints of material security breaches resulting in a loss of customer or worker data.
Ensure at least 95% of employees complete mandatory trainings for cybersecurity awareness in 2023.	Our cybersecurity training completion rate was 99% in 2023.

Responsible Sourcing and Supply Chain Management

The strength of our supply chain lies in its resilience, agility, transparency, and diversity, empowering us to navigate the challenges of an increasingly interconnected global landscape and ever-growing customer needs. We strive to cultivate a spirit of trust and reliability with our valued business and supply chain partners to forge collaborative and long-lasting relationships. These partnerships not only enhance our adaptability to global challenges but also pave the way for a positive impact across our supply chain. Together, we remain committed to delivering excellence and meeting the evolving needs of our customers.

Throughout 2023, we measured our supply chain management performance against a set of KPIs described in the table below.

Responsible Sourcing and Supply Chain Management	
<i>Objective: Partner with our suppliers to ensure sourcing transparency and build a more sustainable, resilient, and equitable supply chain.</i>	
KPI	2023 Progress
Increase the percentage of our suppliers participating in the EcoVadis sustainability assessment to 90% of spend (from an 80% baseline in 2022) by 2023.	We added 12 suppliers to our EcoVadis program, bringing the total percentage of spend to 92% in 2023, which covers all our electronic manufacturing services (EMS) partners and key direct suppliers.
By 2023, update the contract terms and conditions for all new supplier contracts to require suppliers to produce greenhouse gas (GHG) emissions data upon request.	We updated the language in our new supplier contracts to require our key suppliers to provide details of their GHG emissions. Procurement personnel were also trained on this new requirement.
Engage suppliers to obtain reports on 2022 sustainability performance by the end of 2023.	Our key EMS partners, representing 68% of total spend, have ESG programs in place. Suppliers also provided information on GHG emissions goals and targets as well as future plans for GHG emissions reduction.

Supplier Engagement, Assessment, and Due Diligence

We actively embrace collaboration with our suppliers, fostering strategic partnerships aimed at driving positive change in sustainability and enhancing environmental transparency. Our strategy for maintaining a responsible supply chain is realized through active engagement with our suppliers, assessment of their performance, and due diligence to ensure consistent adherence to our standards of conduct, human rights protection, and environmental responsibility.

As a part of our onboarding process, we updated our supplier audit checklist with a revised ESG questionnaire to better assess potential suppliers for sustainability, social, and environmental responsibility. We encourage our suppliers to obtain ISO 14001, TL 9000, ISO 9001, and ISO 27001 certifications to ensure environmental, quality, and cybersecurity best practices are in place. These certifications require regular assessments, audits, and collaborative engagement forums, enabling us to maintain a regular cadence of communication while fostering an environment of continuous improvement. All suppliers of Infinera are required to adhere to our Supplier Code of Conduct, which delineates our expectations for ethical behavior and strict compliance with local and international laws and regulations. We extend these expectations beyond our immediate suppliers, urging our key suppliers to implement these standards down to their first-tier suppliers and subcontractors.

As a part of our assessment strategy, our key suppliers are required to provide information

regarding their performance on ESG issues that are important to Infinera. Each year, we ask all of our critical suppliers to complete the EcoVadis sustainability questionnaire in order to gain more insight into their management approaches, goals, progress, and metrics across vital sustainability dimensions, including Environment, Labor and Human Rights, Ethics, and Sustainable Procurement. In 2023, we received responses to this questionnaire from 77% of our critical suppliers.

We also engage directly with our suppliers to collect annual performance metrics, including GHG emissions data. In 2023, we requested GHG data from suppliers in our top 80% of spend, successfully collecting data from over 40% of those requested suppliers. We also regularly review suppliers' acknowledgment of our Supplier Code of Conduct to ensure that 100% of suppliers have signed it. Additionally, we updated our supplier contracts to include explicit environmental and social provisions, a move that further underscores our dedication to comprehensive and responsible supply chain management.

Conflict Minerals Compliance

We are committed to the ethical and responsible sourcing of the raw materials used in our products. Our conflict minerals program focuses on the responsible sourcing of minerals such as tin, tantalum, tungsten, gold, and others that are susceptible to being mined and traded by armed groups to fund conflicts around the world marked by extreme violence. To ensure ethical sourcing, we adhere to a robust Conflict Minerals

Policy, engage regularly with our suppliers, and transparently report our due diligence through annual public disclosures. Additionally, we continue to be members of the [Responsible Minerals Initiative](#) (RMI), the industry gold standard for responsible mineral sourcing.

Policy on Conflict Minerals

Our [Conflict Minerals Policy](#) outlines our requirements for suppliers to work within their own supply chains to trace the origin and custody of minerals, implement their own sourcing standards, and collaborate with us in conducting necessary due diligence. We encourage our suppliers to have their own conflict minerals policies in place to reasonably ensure that their products do not contain minerals that benefit armed groups in conflict-affected areas of the world.

Supplier Engagement and Assessment

We engage with and assess our suppliers to ensure adherence to our policies and requirements, share due diligence best practices, and collaborate in external industry forums. Every year, our suppliers are expected to provide information about their conflict minerals initiatives and due diligence results in RMI's Conflict Minerals Reporting Template. In 2023, we directly engaged with suppliers who reported non-conformant smelters for 2022 to confirm their commitment to remediate their non-conformance, emphasizing our dedication to ethical and sustainable practices throughout our supply chain. In [2022](#), our supplier response rate was 72.1%. See our annual conflict minerals report filings [here](#).

Annual Reporting and Whistleblower Provisions

Annually, we submit our conflict minerals due diligence report to the U.S. Securities and Exchange Commission, as required by the Dodd-Frank Wall Street Reform and Consumer Protection Act. In the case of confirmed or suspected wrongdoing, we encourage every party affected by our conflict minerals program to use our ethics hotline to anonymously report any violations of our Conflict Minerals Policy, knowing that they are protected under our whistleblower and non-retaliation provisions.

Product Quality and Customer Satisfaction

Our commitment to excellence is embodied in The Infinera Experience, a pledge to cultivate distinguished business relationships with our customers that extends from product design to ease of use. This commitment allows us to empower our customers with a competitive edge and provide swift responses to their evolving needs, issues, and challenges. Operating with a comprehensive global quality structure that encompasses the entire customer journey, we are dedicated to delivering unparalleled performance, quality, reliability, and value.

Product Quality and Reliability

To ensure the quality of our products, we follow a comprehensive set of quality control measures, which includes our stringent management systems, adherence to industry best practices through certifications, and a mechanism through which we receive, address, and integrate the valuable feedback of our customers. Our end-to-end global quality structure is designed for

comprehensive engagement with our operations, assists us in demonstrating quality best practices and process expertise, and even helps us in achieving our sustainability objectives.

Driving this effort is our dedicated Global Quality team, which works collaboratively with the Executive Leadership Team and cross-functional business groups to oversee product quality assurance and customer satisfaction programs, develop our strategy, and execute our sustainability initiatives. Through these combined efforts, we aim to deliver world-class performance, quality, reliability, and value for the benefit of our customers and stakeholders.

Our commitment to quality and reliability is also underscored by the certifications awarded to and maintained by our Quality Management System (QMS) from the International Organization for Standardization and by our supply chain management systems. To ensure consistent delivery of quality end products, we qualify multiple sources for our critical components and use a proprietary risk tool for supplier evaluation. We also conduct monthly reviews of potential supply chain risks and maintain an internal database of our product specifications, reinforcing our dedication to delivering products and solutions of the highest quality to our customers.

In 2023, we received the **Most Innovative Proof of Concept** award for our passive optical network (PON) overlay demonstration at FiberConnect 2023. Hosted by the Fiber Broadband Association, awards were presented to demonstrations that exemplified the ability of fiber to disrupt markets and expand the technological possibilities of our industry. By leveraging existing

infrastructure, our PON overlay technology reduces time, cost, energy, emissions, and the need for new infrastructure. This award represents our dedication to continual product advancement, innovative design, and creating technology that not only meets but exceeds the expectations of our customers while broadly supporting greater connectivity within our communities and our industry.



Infinera wins Most Innovative Proof of Concept at FiberConnect 2023

Infinera received the 2023 award from the Fiber Broadband Association for our multi-vendor middle-mile use cases enhancing PON infrastructure.

Our Quality Certifications

We are proud to maintain certifications with industry standards organizations for compliance with best-in-class standards in quality, security, and reliability. We also engage with several industry groups to help in the development and ongoing implementation of these standards for consistent, value-driven quality and innovation. Our commitment to these efforts is detailed below:

ISO Certifications

Our information management system is certified to the ISO 27001 Information Security Management standard and is designed to safeguard the confidentiality, availability, and integrity of information related to product design, development, and sourcing. We participate in ongoing measures to ensure our information security program is comprehensive, encouraging active employee participation in daily security efforts and enforcing best practices to maintain a required level of security. Oversight for the program is executed by our Executive Leadership Team and Cybersecurity Advisory Committee, ensuring effective communication and understanding of the program's charter, policies, standards, guidelines, and procedures among employees, contractors, and third-party business partners.

Our ISO 14001 certification is present at our Tier 1 manufacturing sites in Allentown, Pennsylvania; Sunnyvale, California; and Melbourne and Rowville, Australia, which covered approximately 17% of our workforce and 100% of our production sites in 2023. Our commitment to environmental activities and health and safety is guided by a

lifecycle perspective, sustainable development principles, and the fundamental belief in providing a safe and healthy working environment for all employees of Infinera. This approach is embedded in every phase of our operations, from production and manufacturing to delivery, aligning with the core principles of ISO 14001. These principles focus on improving environmental performance, meeting conformance obligations, and attaining environmental objectives. To further support our approach, we maintain certification to ISO 9001 QMS at our facilities in Melbourne and Rowville, Australia; Hod Hasharon, Israel; and Milan and Rome, Italy. Additionally, our facilities in Melbourne and Rowville, Australia maintained certification to the ISO 45001 standard for occupational health and safety in 2023.

Since 2007, we have maintained certification to the TL 9000 standard – the information and communications technology (ICT) QMS standard – covering the specialty options of “Hardware,” “Software,” and “Service.” This certification, based on the ISO 9001 Quality Management System standard, is instrumental in upholding quality standards throughout the design, development, manufacturing, operations, and service aspects of the ICT industry. TL 9000 mandates stringent requirements for our product quality and customer satisfaction practices, encompassing customer reviews, surveys, audits, and business reviews to systematically gather direct feedback from customers and ensure continuous improvement in our processes. In 2023, all of our Tier 1 and Tier 2 sites were within the TL 9000 certification scope, and we were proud to work toward the expansion of our TL 9000 certification scope to include our newest suite of ICE-X products.

Telecommunications Industry Association (TIA) QuEST Forum Engagement

As longtime members of the TIA QuEST Forum and as a contributing member of its Integrated Global Quality working group, we play a vital role in providing feedback to develop and enhance industry standards in ICT quality and supply chain security management systems. The TIA QuEST Forum, founded over two decades ago, plays a crucial role in tackling the challenges associated with digital transformation, evolving business models, innovation, and growing global competition. Our ongoing engagement allows us to collaborate with prominent companies in the ICT sector, share best practices, benchmark quality standards, and promote excellence in the industry.



Infinera recognized by TIA as Company of the Year

We're thrilled that in 2023, Infinera received a high distinction from TIA as **Participant Company of the Year** for our continued efforts and dedication to advancing the telecom industry.

Ensuring Customer Satisfaction

We strive to consistently meet and exceed expectations to ensure world-class quality in every phase of the production, delivery, and service workflows. Guided by our Global Quality Mission, we engage in collaborative efforts with our business partners to innovate and craft products that align with the ever-changing requirements for quality, performance, compliance, and efficiency demanded by our customers.

Through multiple channels of engagement, we work to ensure customer satisfaction in the following ways:

- Conduct quarterly surveys of our top customers to gain insight into overall satisfaction and quality metrics
- Receive feedback from customers through our Customer Experience Index
- Incorporate requests and suggestions into our product and service development lifecycle
- Execute closed-loop corrective actions if required
- Perform meticulous in-house quality control testing to establish the reliability of our products
- Facilitate quarterly operations business reviews
- Complete regular reviews of customer satisfaction scorecards, aligning them with our TL 9000 metrics data

We continue to leverage the Infinera Customer Experience Index as a tool to ensure the highest levels of customer satisfaction. The index relies on direct feedback from customers obtained through routine surveys and showcases our sustained quality achievements with significant year-over-year growth. The results of these surveys are

regularly analyzed by our Executive Leadership Team and shared internally with other teams to ensure closed-loop corrective actions are assigned and improvements are communicated to the customer, reinforcing our commitment to delivering an exceptional customer experience.

In 2023, we conducted an annual survey of all our customers, as well as a quarterly survey of our top 50 customers, where we included two new topics – sustainability and usability – for our customers to rate our performance. With regard to sustainability, customers shared that power consumption and product emissions are their top priorities and that the overall perception of Infinera as a sustainably conscious company was high. By leveraging these customer surveys and acting on the feedback we receive, our Customer Experience Index score has steadily risen year after year. We take pride in our track record as a trusted global partner and will continue to deliver exceptional quality and foster enduring, successful partnerships with our valued customers.

Engaging with Our Customers on ESG

Throughout 2023, we built on our efforts to embrace a culture where sustainability, quality, and customer satisfaction intersect by embedding ESG into our customer engagement strategy. For example, we enhanced our sales webinar program with sessions emphasizing ESG and why it matters to our customers and investors, as well as our company. The webinar covered key ESG issues, including our ESG activities, customer expectations of our ESG program, and green innovations in our optical transport networking solutions.

We take pride in supporting our customers to fulfill their ESG objectives and we acknowledge that our engagement with our customers on ESG initiatives

holds us accountable to continuous improvement. We communicate our progress to our customers through our annual ESG report and policies, live interviews for our materiality assessments, and ongoing communication with our customers' sustainability teams, and by completing ESG surveys, including the CDP climate change questionnaire, RBA's Self-Assessment Questionnaire, and the EcoVadis sustainability assessment.



Product Safety and Compliance

Infinera operates within a dynamic regulatory landscape, which requires compliance with local, state, U.S. federal, and international laws designed to safeguard the well-being of our workers, customers, consumers, and the planet. Our robust compliance program enables us to monitor these evolving regulations as well as collect, validate, and report the information required to meet increasingly complex requirements from our customers regarding energy use, hazardous substance compliance, and conflict minerals disclosure.

We aim to stay ahead of emerging regulations by actively participating in industry groups, completing risk assessments, and engaging suppliers to validate the data we receive. As a demonstration of our commitment to responsible sourcing and compliance, we engage frequently with our suppliers to validate data, survey their practices, and conduct due diligence to ensure compliance. For example, in 2023 we conducted a survey of our suppliers on the use of per- and polyfluoroalkyl substances (PFAS) to ensure compliance with the U.S. Environmental Protection Agency's Toxic Substances Control Act.

During 2023, we also undertook an extensive carbon footprint analysis of our products and parts, in line with evolving European Union (EU) regulations including the Carbon Border Adjustment Mechanism (CBAM). The results of this analysis provide us with details of our carbon footprint, allowing us to share more valuable information with our customers, supporting

them in their SBTi commitments and goals. By leveraging guidelines from ISO 14040 as well as an industry-developed electronics and electrical equipment footprinting tool, we aim to complete carbon footprint analyses for over 200 product components by 2025.

Maintaining Product Compliance

Throughout 2023, we maintained compliance with all applicable regulations related to product safety and did not receive any notifications of violations. Listed below are examples of the work we completed last year to ensure compliance with, among others, the Restriction of Hazardous Substances (RoHS) Directive; the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH); or the Waste Electrical and Electronic Equipment (WEEE) Directive:

RoHS

- Reviewed over 33,000 components for compliance with current RoHS requirements
- Revised and distributed our Product Environmental Specifications to suppliers
- Continued tracking our products to ensure compliance with RoHS regulations in applicable countries

REACH

- Maintained our operational processes for REACH, reporting on over 33,000 components
- Verified chemical substance registrations and identified components at risk of containing substances of very high concern (SVHCs)
- Submitted SVHC data to the SCIP database under the Waste Framework Directive

WEEE

- Continued our recycling and take-back program and complied with product identification and labeling requirements
- Maintained WEEE registration in all EU countries and reregistered in countries as required by local laws
- Provided required monthly, quarterly, and annual WEEE reporting and payment for the sales of products into the EU





Environmental Sustainability

We're proud to be at the forefront of innovation that matters, and we consistently push technological boundaries to create game-changing products that achieve more with less.

Product Sustainability and Circular Economy

We’re proud to be at the forefront of innovation that matters, and we consistently push technological boundaries to create game-changing products that achieve more with less. Our dedication to developing technologies that are powerful and efficient is not only a testament to our innovation but also a key driver in enabling our customers to achieve their sustainability objectives. With each successive generation of products, we enable our customers to transport more data at higher speeds while simultaneously reducing our product footprint, enhancing efficiency, and extending the product lifecycle.

In 2023, we measured our product sustainability performance against a number of KPIs, described in the table below.

Product Sustainability	
Objective: <i>Develop safe, high-quality products that reduce energy consumption and waste throughout the product lifecycle while continuing to increase product performance.</i>	
KPI	2023 Progress
Ensure each new product version includes at least one environmental design feature.	Both our GX G30 and G40 product lines include environmental design features such as density efficiency, adaptive power mode, bucketized power allocation, and lower energy consumption per gigawatt than previous versions.
Perform a carbon footprint assessment (CFA) on at least 200 product components.	As of 2023, we have completed CFAs for product components on our GX G31 and G42, FlexILS, and XR products.
Analyze opportunities to increase our take-back program offerings and participation.	In 2023, we expanded the communication of our take-back program by enhancing our public website, with the aim of bringing awareness to the program.
Ensure all packaging for new products contains at least 65% recyclable materials (by weight) by 2023 and all packaging for existing products contains the same by 2025.	We achieved a total recyclable content rate on our new packages of 50% in 2023. We continue to work toward a 65% recyclable content rate for new and existing product packaging.

Innovation for Energy Efficiency

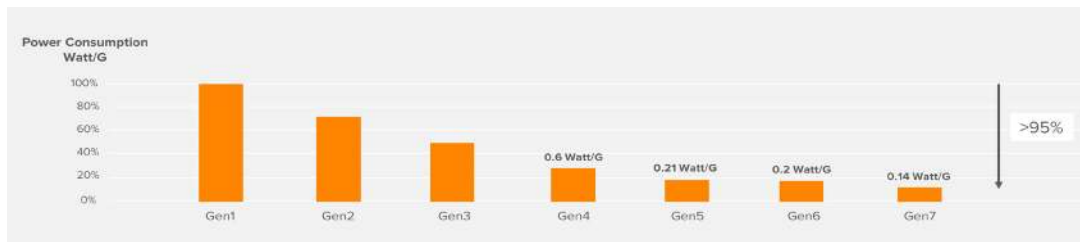
Through continuous research and development, our solutions remain at the forefront of technological advancement, providing our customers with transformative products that meet the evolving demands of the digital landscape and consistently achieve new efficiency milestones. With each successive iteration of our Infinite Capacity Engine (ICE) and XR optics-based ICE-X product lines, we have made significant improvements to energy efficiency and data transmission performance. This continuous advancement aligns our technological prowess with environmental responsibility, showcasing the seamless integration of cutting-edge innovation and a commitment to a more sustainable future.

Activities discussed in this section support the following SDGs:



Infinera Embedded Technology Generations

With each new generation of Infinera's Infinite Capacity Engine, we have increased capacity and transmission distance while lowering cost and power per bit.



ICE7

In 2023, we worked on the upcoming launch of the seventh-generation ICE optical engine with the 800G ICE7, the transmission performance of which exceeds its predecessor, ICE6. The new, more efficient ICE7 can deliver a single wavelength carrying 1.2 terabits per second of data and can enable improved wavelength capacity-reach at lower data rates including 800 gigabits per second (Gb/s), 600 Gb/s, and 400 Gb/s, allowing for significant network-wide power consumption savings as well as savings on cost and power per bit in metro data center interconnect applications. The performance of ICE7 highlights the power and flexibility of the GX platform, providing network operators with a seamless and future-proof end-to-end networking solution. Reducing cost per bit by as much as 30% and power per bit by as much as 60%, the GX platform and ICE7 optical engine will enable network operators to meet rapidly growing bandwidth demands cost-effectively and provide differentiating services to their customers.

Infinera Wins Award for Most Innovative Broadband Access Solution



In 2023, Infinera received the designation of Most Innovative Broadband Access Solution for our ICE-X high-speed business services at Light Reading's **Leading Lights Awards**, which recognize the industry's top companies and their executives for outstanding achievements in next-generation communications technology, applications, services, strategies, and innovation. Judges noted that ICE-X allows its operators to deliver "true business-class speeds and SLAs using existing PON networks but with an overlay of coherent optics."

Infinera's ICTR64 Receives Recognition

In 2023, our ICTR64 transmit-receive optical sub-assembly (TROSA) won the Most Innovative Product award at the European Conference on Optical Communication and received a score of 4.5/5 in Lightwave's Innovation Reviews.



ICE-X

As the leading producer of XR optics technology, we're proud to set the standard for efficient coherent pluggable optics with ICE-X. Our intelligent ICE-X pluggables are engineered to decrease power consumption and minimize the volume of telecommunications equipment in the network, resulting in a notable reduction in carbon emissions and e-waste.

Our ICE-X optics solution also stands out for its groundbreaking innovations in energy and operational efficiency, achieving remarkable efficiency results*:

- Up to 72% reduction in power consumption
- Up to 70% reduction in CO2 emissions
- Up to 67% reduction in the number of devices required

These efficiency advancements also create a feedback loop, contributing to other benefits such as decreased cooling requirements for technology infrastructure and decreased annual power usage at data centers.

**The results above are measured when modeled on a horseshoe network with two hub sites, five end sites, and a growth rate of 100G per end site per year. The modeling above was performed by comparing XR optics in a point-to-multipoint configuration to alternative coherent pluggables in point-to-point mode of operations.*

Carbon Footprint Assessments

To help us monitor and track our products' environmental footprint and to support the climate-related objectives of our company and our customers, we launched our first carbon footprint assessment in 2023. Throughout the year, we conducted extensive product-level CFAs for many of our products, in line with new EU CBAM legislation. Using the EU Eco Impact Calculator, we were able to develop an iterative CFA formula that can be applied to each individual part and product that Infinera produces. With this formula, we have engaged a cross-functional team to begin conducting additional carbon footprinting for the individual parts and components of Infinera products. By 2025, we aim to complete CFAs for over 200 of our product components. This CFA initiative reflects our commitment to transparency and sustainability and enables us to offer valuable feedback to our customers regarding our carbon footprint.

Circular Economy and Product Lifecycle

Our commitment to creating environmentally conscious practices is embedded in each new generation of our products. Our modular design philosophy is strategic in that it not only helps minimize waste generation and contribute to a circular economy, but it ensures that our customers benefit from the most efficient and advanced technology.

For example, Infinera's GX compact modular platform supports both optical line system technology and transponders in a single chassis,

reducing the need for new materials. Additionally, our new XR optics subcarrier-based PON overlay approach enables network operators to capitalize on their investment in single-fiber working access infrastructure and offer a full range of services over this existing fiber network using PON technology by leveraging the Infinera ICE-X PON overlay solution. This approach utilizes the underlying PON infrastructure and avoids pulling a new dedicated fiber pair to the new end customer, which significantly reduces the cost of the new deployment. Our proficiency in crafting compact modular systems positions us at the forefront of technological efficiency while helping to shape a more sustainable, responsible, and connected future.

To address the challenge of aging or obsolete equipment, we offer a recycling and take-back program to our global customers. By intercepting materials before they enter the waste stream, we are actively reusing, repurposing, repairing, and recycling our products, extending their useful lives and unlocking operational efficiencies for both our business and our customers.

We are constantly exploring opportunities to enhance product circularity, reduce environmental impact, and pioneer sustainable pathways with the aim of contributing to a brighter, greener future.



Product Take-back Program

In 2023, Infinera continued our efforts to reduce the end-of-life impact of our products by offering repair, replacement, and refurbishment services through our product take-back program. Established in 2021, our take-back program was implemented in response to requests from our customers and to meet regulatory requirements in the EU. The program allows us to divert waste from the landfill, extend the lifecycle of our products, offer lower-cost solutions to our customers, and reclaim precious metals and parts for product repair and replacement.

We offer a comprehensive decommissioning service to facilitate the de-installation, packaging, and shipping of our products to our repair facilities. As repair and replacement demand arises, products are tested and returned to the active service inventory pool to support future hardware replacement for defective products returned to Infinera under warranty or extended warranty. Refurbished products are also used to replenish the reverse logistics inventory held in local depots to support same-day advance replacement. Products that cannot be refurbished are disassembled to harvest components, with the remaining materials being disposed of responsibly. Displayed below are the product totals collected through the take-back program from 2021 through 2023. We’re proud that the work we’re doing to extend the useful life of our products is seeing an increase in demand from our sustainability-minded customers.

Product Take-back Collection (2021-2023)	2023	2022	2021
Total number of products collected (units)	3,283	1,441	804

Product Take-back Case Study

In 2023, one of our customers, a large telecommunications and digital services provider, conducted a take-back study of legacy Infinera network equipment, showcasing the process of extending the product lifecycle through refurbishment and reuse. In 2021, we began collaborating with this customer on modernizing their network, which included the decommissioning and removal of legacy Infinera equipment. During this process, the electronics were decommissioned with care to prevent damage, in alignment with relevant electrostatic discharge guidelines, with the use of purpose-built packaging. Once palletized, the products were shipped to our warehouse to be inventoried, refurbished, and put to use as Infinera Services inventory to support ongoing product maintenance. We initiated the first take-back shipment from this customer in October of 2022. Since then, a total of seven shipments have occurred, with more than 3,600 units expected to be returned for refurbishment and use as service inventory when the project is completed. We’re invigorated by the opportunities we have to partner with our customers to extend the useful life of our products while meeting the growing demands of an increasingly connected world.

Sustainable Product Packaging

Sustainability is an integral part of the product development process not only in the development phase, but in the design, manufacturing, and shipping phases as well. In 2023, we took a significant step toward progressing our sustainability mission by gaining heightened visibility into the material makeup of the corrugated cardboard, paper, and polyethylene packaging products received by our packaging suppliers. By requiring vendors to submit safety data sheets and materials documentation specifications, we now have information on the percentage of recyclable content in our packaging, allowing us to baseline our performance and set a strategic plan for improvement.

In response to the results we received from this initiative, we are in the process of performing quality tests on lightweight materials with lower plastic composition in an attempt to reduce packaging weight and our plastics footprint. Lighter-weight materials will allow us to consolidate shipping, reducing our shipping-related greenhouse gas emissions and increasing cost savings. We look forward to implementing these solutions in 2024 to meet requirements from emerging regulatory directives and reduce the impact of our products on the environment.

Environmental Management

We are dedicated to ensuring worker safety and mitigating the negative impact of our operations, leveraging our robust environmental management systems to do so. Our environmental management systems cover critical aspects of resource management, environmental risk mitigation, data collection, and goal monitoring and are applied systematically through our operations around the world. We actively monitor and manage key resource areas, including waste generation, energy consumption, greenhouse gas emissions, and water consumption, to ensure we make continued progress toward our commitments. Gathering and reporting this data also allows us to perform due diligence, track our environmental footprint, and identify opportunities for improvement.

Environmental Management Systems and Compliance

Our Environmental Health and Safety (EHS) leaders and site managers take a proactive approach with regard to addressing environmental risk, encouraging our workers to put safety first. We implement industry best practices at each of our global sites, ensuring high standards are upheld consistently when it comes to safety and environmental responsibility. Regular reviews of our environmental program are conducted to ensure compliance with all relevant local, state, U.S. federal, and international laws and regulations. This commitment reflects our dedication to not only meeting but exceeding best practices in environmental management.

In 2023, we took proactive steps to maintain our compliance with the ISO 14001 standard. Through our Internal Auditor program, we educate and equip our workers with the knowledge and skills to implement ISO best practices and comply with certification standards. Active at both our Sunnyvale and Allentown sites, our Internal Auditor program features a comprehensive multi-day training initiative and a certificate of completion, acknowledging our workers' knowledge, expertise, and skill set for ISO preparedness. By arming our workers with these best practices, we aim to demonstrate our commitment to continuous improvement and excellence in environmental management throughout our workforce.



Celebrating Earth Day 2023

Every year, Infinera employees across the globe unite in celebration of Earth Day – a dedicated occasion for education, stewardship, community engagement, and sustainability. In 2023, Infinera’s Green Team worked to organize a mix of virtual and in-person activities to inspire our employees to actively participate in and contribute to the well-being of our planet.

Following the success of our inaugural event, employees took part in the second company-wide annual photo contest, which encourages them to document their participation in environmental initiatives, with categories like “Greenest Picture,” “You and Your Garden,” and “Doing Something Good for the Environment.” High turnout for this contest in 2022 prompted the team to add a new category for “Earth Hour” in 2023.

The Earth Day and Earth Hour activities reflect our commitment to fostering a culture of environmental consciousness and responsibility around the world. By encouraging participation in these events, we empower our workforce to take environmental matters into their own hands and reinforce the power of community action. Below are some examples of activities that took place at Infinera sites around the world in 2023.

Australia

Infinera Australia was proud to participate in Earth Hour, an annual event organized by the World Wildlife Fund. During Earth Hour, people are encouraged to turn off non-essential electric lights on a Saturday in late March. In 2023, Infinera’s Rowville site became an officially registered Earth Hour participant alongside more than 5,000 other businesses.

Finland

At the Infinera Finland office, they enjoyed a locally sourced breakfast and conducted an e-waste clean-up at an aging lab building on the premises. In total, our Espoo site collected and sold 2,940 kilograms (kg), or 6,570 pounds (lbs), of electronic waste.

Germany

Employees at Infinera Germany were encouraged to use public transit to commute to the office for Earth Day in person.

India

At Infinera sites in Bangalore, Ahmedabad, and Gurgaon, employees celebrated Earth Day by hosting green festivities on campus. In an effort to enhance the local environment of our employees, Infinera distributed over 300 tree saplings to employees to take home on Earth Day.

Portugal

Infinera Portugal kicked off Earth Day celebrations with a sustainable breakfast, using eco-friendly materials and avoiding plastic waste. After breakfast, approximately 30 employees planted five fruit trees as well as herbs such as oregano, mint, and thyme around the Lisbon campus. Employees then got together to share their ideas and suggestions about how to be more environmentally conscious both in the office and at home. Each participant also received a plant to take home.

Sweden

On Earth Day, our team in Stockholm held a breakfast benefit where attendees were encouraged to donate money in support of a charitable cause. Proceeds from the event were donated to the [World Wildlife Fund](#) and the [Keep Sweden Tidy Foundation](#). On that day, Stockholm employees were also educated on a new food disposal system, in which food waste from Infinera’s Stockholm office is disposed of and later converted to biofuel.



Climate, Energy, and Emissions

We’re emboldened to do our part in helping to mitigate the impacts of climate change by reducing the greenhouse gas emissions and environmental footprint of our operations. We understand that our most significant opportunity to effect positive change lies in reducing the energy consumption of our operations, transitioning to renewable energy sources, and developing products with energy efficiency in mind.

Throughout 2023, we tracked our climate and emissions performance against a set of defined KPIs, described in the table below.

Climate, Emissions, and Energy	
Objective: Incorporate our climate mitigation activities into our business strategy to support a reduction in our emissions, conservation of energy, and minimization of our environmental footprint.	
KPI	2023 Progress
Commit to setting targets through SBTi by 2023.	We submitted two near-term targets in December 2023, which are under validation by SBTi as of the time of publication.
Reduce location-based scope 1, 2, and 3 GHG emissions by 50% by 2030 (from a 2020 baseline).	We continue to make progress in reducing our emissions, with a focus on our scope 2 emissions. We intend to revise this goal in the future, enhancing it with targets validated by SBTi.
Commit to achieving net-zero scope 2 emissions by 2050.	We are committed to achieving net-zero scope 2 emissions by 2050. We intend to submit details of this commitment and the targets that support it to SBTi in 2024.

Our SBTi Commitment

In the face of historic and pressing challenges presented and exacerbated by climate change, Infinera is dedicated to collaborating with partners across our value chain to amplify our ability to make a positive impact while mitigating potential risks. In alignment with the principles of the Paris Climate Agreement, which aims to limit the global temperature increase to below 1.5°C from pre-industrial levels, we are actively striving for a 50% reduction in our scope 1, scope 2, and scope 3 greenhouse gas emissions by 2030.

To further demonstrate our commitment to combating the growing concerns of climate change, we have made a public commitment to set a science-based target in alignment with SBTi’s target-setting criteria. We are currently awaiting independent validation of our data and targets by SBTi to advance our status from “committed” to “targets set.”

Emissions Progress and Reduction Initiatives

We take pride in the progress we have made toward our emissions reduction goal and the programs that support it, and we view our score as both a testament to our achievements and an opportunity for continuous improvement. Each year, we disclose our emissions data, climate risks and oversight, and progress on our climate targets in CDP’s climate change questionnaire, supporting our mission of increased transparency of our environmental progress and data.

In 2023, our total greenhouse gas emissions slightly increased from 2022 due to an increase in our reported scope 1 emissions and an increase in our reported scope 3 emissions. However, due to our efforts to source renewable and carbon-free energy for our operations, we've experienced a notable decrease in our scope 2 market-based emissions of nearly 77% from our 2020 baseline.

In the chart below, we share our location- and market-based emissions across scopes 1, 2, and 3. Please see “Appendix A. Our Locations and Data Coverage” for detailed coverage information on our emissions data.

Market-based Emissions by Scope 1, 2, and 3* (tons of CO2 equivalents [tCO2e])				
Emissions Categories	2023	2022	2021	2020
Scope 1	1,050	18,326 (832**)	1,060	2,055
Scope 2	4,334	5,481	14,619	19,123
Scope 3	45,861	33,390	30,887	29,623
Total Emissions	51,245	57,197	46,566	50,801

*Figures have been rounded to the nearest whole number.

**In 2022, our Lisbon site experienced an emissions excursion due to a fire caused by a loose cable. This one-time excursion resulted in the release of 17,494 metric tons of CO2e, contributing to our scope 1 emissions. This table includes emissions from the excursion for transparency. We estimate that without the one-time excursion, our normalized scope 1 emissions for 2022 would be 832 tCO2e, which is aligned with our general progress trend over the last three years.

Location-based Emissions by Scope 1, 2, and 3* (tons of CO2 equivalents [tCO2e])				
Emissions Categories	2023	2022	2021	2020
Scope 1	1,050	18,326 (832**)	1,060	2,055
Scope 2	14,119	16,368	19,866	21,294
Scope 3	49,272	36,838	33,446	29,620
Total Emissions	66,441	71,532	54,372	52,969

*We are restating our scope 1 and total emissions data for 2022, 2021, and 2020. Figures have been rounded to the nearest whole number.

**In 2022, our Lisbon site experienced an emissions excursion due to a fire caused by a loose cable. This one-time excursion resulted in the release of 17,494 metric tons of CO2e. This table includes emissions from the excursion for transparency. We estimate that without the one-time excursion, our normalized scope 1 emissions for 2022 would be 832 tCO2e, which is aligned with our general progress trend over the last three years.

2023 CO2 Emissions Intensity – Scope 1 and Scope 2*

Total market-based emissions	0.12 tCO2e per square foot of operational space
Total location-based emissions	0.15 tCO2e per square foot of operational space

*Calculated based on 438,396 square feet of operational space globally.

“We’re proud to have reduced our scope 2 market-based emissions by nearly 77% from our 2020 baseline.”

Scope 1 Emissions

To ensure continued improvement and to maintain compliance with applicable emissions regulations, we maintain a rigorous management system at our facilities, with a focus on our semiconductor fabrication facility in Sunnyvale, California, which is responsible for the majority of our scope 1 emissions. We also take measures to improve our manufacturing processes to reduce the chance of scope 1 emissions leakage or incidents that may lead to an emissions excursion. For example, in Lisbon, we conduct reviews of our lab equipment to ensure the electrical connections are secure.

Our reported scope 1 emissions increased from our previously reported annual emissions trend due to an increased scope of collection from our fabrication site in Sunnyvale. The emissions now included in our reporting cover the direct emissions produced through our semiconductor wafer manufacturing process, which was reported to local agencies as required by law but not previously incorporated in our ESG reporting process. This addition of reportable scope 1 emissions is reflected in the table above, where restatements of previous years’ emissions data are noted.

Scope 2 Emissions (Market- and Location-based)

In order to achieve our emissions reduction goal, we have invested in the transition to low-carbon and renewable energy sourcing. We’re proud to have made progress in 2023 by increasing the amount of renewable and carbon-free energy consumed companywide to over 80%, from 70% in 2022. This means that of all the energy we source to power operations throughout our sites around the world, more than 80% is derived from low- or no-carbon sources such as solar, wind, and hydroelectric power.

Both our market-based and location-based scope 2 emissions decreased between 2022 and 2023, by nearly 21% and nearly 14%, respectively. Comparing these figures to our 2020 baselines, we’ve achieved a total reduction of nearly 77% in our market-based scope 2 emissions and nearly 34% in our location-based scope 2 emissions. We’re immensely proud of this achievement, which was made possible most significantly due to our consistent investment in the sourcing of renewable and other carbon-free energy types.

Scope 3 Emissions

We continue to enhance our process to collect, validate, and monitor trends for our scope 3 emissions, with a focus on the categories of business travel, employee commuting, and upstream transportation and distribution. In 2023, our scope 3 emissions increased from previous years’ emissions. This is due to a number of factors, including an increase in business travel and employee commuting post-COVID-19, an increase in third-party deliveries from suppliers, and improvements in our data collection processes. While we estimate that business travel emissions increased due to post-pandemic travel, we also implemented a new travel booking system globally throughout 2023, ensuring that more business travel is booked through a process that allows us to track associated travel emissions more accurately. We estimate that this combination of increased travel and wider scope of coverage is attributed to an increase in business travel-related scope 3 emissions of approximately 155% from 2022. We also saw an increase in employees driving to their local Infinera offices, increasing scope 3 commuting emissions by approximately 72% from 2022. Additionally, due to the enhancements we’ve made to our GHG data collection processes, we were able to incorporate a larger portion of our upstream shipping-related emissions and do so with more accuracy, increasing our estimated third-party delivery emissions by approximately 28%.

Efficient Shipments for Reduced Emissions

In our global logistics network, we're continually looking for ways to reduce our shipment-related GHG emissions. For example, we consolidated our regional distribution centers to a single global distribution center colocated with our primary factories in Asia. By doing this, we have been able to reduce up to 90% of our inbound freight shipments, resulting in an approximately 50% reduction in our distribution-related transportation emissions.

Energy Sourcing and Management

Our commitment to mitigating the environmental impacts of our operations drives us to continuously evaluate energy-sourcing options. In 2023, the proportion of Infinera's total electricity usage from renewable sources exceeded 80%, with 12 of our global sites leveraging renewable energy. This accomplishment directly supports our goal to reduce our scope 2 greenhouse gas emissions by 50% by 2030 against our 2020 baseline and fuels our commitment to furthering clean energy initiatives at other locations. To realize this, we are intensifying our efforts to expand the use of renewable energy sources and deploying energy-conscious technologies at our sites where feasible.

In 2023, our global energy consumption decreased by approximately 8% from 2022. This is primarily attributed to the site consolidations of many of our facilities in Asia and Europe, resulting in lower consumption of electricity, district heating, and district cooling.

Additionally, energy conservation initiatives, including consolidating test beds of legacy equipment, deactivating legacy equipment, implementing weekly DC/AC monitoring and analysis, and optimizing cooling efficiency in the lab, contributed to this reduction.

Energy Consumption (MWh)

Energy Consumption (MWh)	2023	2022	2021	2020
Electricity	45,553	49,663	54,097	57,368
Natural gas and fuel oil	3,483	2,663	3,051	9,608
District heating and cooling	765	1,659	3,765	3,189
Total	49,801	53,985	60,913	70,165

Note: Please see "Appendix A. Our Locations and Data Coverage" for coverage of our energy data.

Energy Intensity

Energy Intensity*	2023	2022	2021	2020
MWh per square foot of operational space	0.11	0.12	0.14	0.16

Note: Please see "Appendix A. Our Locations and Data Coverage" for coverage of our emissions data. *Calculated based on 438,396 square feet of operational space globally.



Clean Energy Projects at Our Global Sites

We employ a multifaceted approach to reducing our scope 2 emissions and carbon-intensive energy use, including leveraging principles of innovative building design, implementing conservation technologies at our sites where feasible, and diversifying sources of clean energy in our energy portfolio. Over the last three years, we have increased the number of sites using green or renewable energy and we continue to explore the implementation of new processes and initiatives to reduce our carbon emissions and footprint. Our energy management approach is implemented at each of our locations across the globe, where we are actively looking for opportunities to conserve our energy use and leverage renewable resources.



Lisbon, Portugal

We were able to decrease the on-site consumption of electricity through a number of energy efficiency upgrades, including improved lighting switches, electricity panels, and lower ambient temperatures in the lab. These upgrades resulted in lower use of electricity at our Lisbon site in 2023 from 2022, despite an increase in employees working on site and lab relocations to this site.

Shanghai, China

Throughout 2023, we implemented several power-saving initiatives to reduce our energy consumption. We estimate that these activities, which include merging test beds of legacy equipment, conducting weekly DC/AC monitoring and analysis, and optimizing the cooling efficiency in our labs, will result in a 15% annual reduction in energy consumed in Shanghai.

Rowville, Australia

In 2022, we installed solar panels on our campus, allowing us to generate 77.22 kilowatts (peak) of renewable energy, saving an estimated 211 metric tons of CO₂e annually. In 2023, we experienced our first full year of these benefits.

Employee Commuting

Encouraging alternative commuting methods remains a priority for us, and we encourage employees to continue embracing hybrid and remote working environments as their positions allow. We aim for this flexibility to contribute to reduced commute times, decreased vehicular traffic, and lower scope 3 carbon emissions.

At many of our sites, we work to provide employees with amenities that make alternative transportation a more appealing option, including lockers and showers, access to electric vehicle charging stations, and opportunities for employees to contribute pre-tax dollars for transit and parking-related expenses. We also actively support and host employee bike-riding events to encourage our employees' active commutes and to further reinforce our commitment to sustainable commuting practices. These initiatives align with our overarching goal of reducing Infinera's carbon footprint associated with commuting emissions while providing resources to support our employees' well-being.

Every year, we conduct a global employee commuting survey in order to better understand what methods our employees use in their commute to work and to track our scope 3 GHG emissions. In 2023, we invited all employees to participate and saw an increase of 5% total participation globally. In the survey, employees were asked about their travel and commuting habits, including the frequency of their travel to and from the office, the mode of transportation, and the distance of their trips. The results indicated that the number of employees commuting to and from the office increased by approximately 20%, and the total distance traveled by employees increased by 23% from 2022. The modes of transportation changed as well, with an increase of car travel by 70% and a reduction of public transport use by 15%.

Water Management

As we navigate the path of growth and expansion, finding new and innovative ways to responsibly manage our water resources is a top priority at Infinera. Given the necessity of using deionized water in our semiconductor fabrication process, we focus our water management efforts on responsible treatment and efficiency of use. For example, at our manufacturing sites, our water and wastewater is treated on site through a permitted acid waste neutralization system, then tested before being discharged to local municipalities.

At our Tier 1 sites, we evaluate water-saving opportunities in our manufacturing processes and monitor our total water consumption, reviewing our water usage data regularly to ensure consistency and accuracy. Beyond manufacturing, we have incorporated water-efficient technologies such as low-flow appliances in restrooms across our offices and labs. Where possible, we participate in local programs that offer access to recycled water for irrigation use at our facilities.

We also engage our employees in educational activities and encourage practices that promote water conservation at our sites around the world. In Portugal, for example, HVAC water condensation is collected and reused to water plants in the employee herb garden. In Sweden, 100% of organic food waste on site is composted, returning water content from that organic matter back to the earth.

We are in the process of evaluating enhancements to our waste management programs at certain sites to include water reclamation systems. In 2022, we were fined by the City of Sunnyvale’s

regulatory agencies for one violation regarding wastewater discharge at our Sunnyvale location. This fine was reduced due to Infinera’s immediate reporting and resolution, and it was resolved in 2023.

In 2023, we reduced our water consumption by approximately 15%, primarily due to site consolidation activities and additional resource efficiency in our manufacturing processes.

Water Consumption (cubic meters)	2023	2022	2021
Total consumption	34,139	40,360	39,555

Note: Please see “Appendix A. Our Locations and Data Coverage” for coverage of our water data.

Waste Management and Recycling

We embrace a number of waste management strategies to ensure responsible and sustainable practices across our operations. First and foremost, we believe that comprehensive waste management begins with reduction. In our manufacturing processes, we seek ways to reduce the amount of new materials used to develop and distribute our products, aiming to enhance efficiency while simultaneously reducing our product footprint with each new generation.

Reuse is another component of our waste reduction strategy, as demonstrated at our photonic integrated circuit fabrication facility. In a concerted effort to promote responsible resource management, we have partnered with a third party to improve our recovery rate of precious metals like gold. This strategic partnership not only reduces our reliance on mining activities, but also lowers the respective economic and environmental costs of our operations.

Another vital component of our waste management strategy is leveraging recycled materials in our packaging. We continue to explore opportunities to decrease our reliance on new materials and promote resource conservation, including the use of biodegradable and reused materials in our packaging design. We recognize the importance of extending the use of packaging materials and promoting a circular economy, and we intend to continue building on this work in 2024.

In instances where waste generation is unavoidable and cannot be reduced, we prioritize the proper sorting, recycling, and disposal of both production and office waste. This practice, in conjunction with our other waste management initiatives, reflects our broader commitment to environmental stewardship and ensures that sustainability is woven into the very fabric of our operations. Our waste to landfill decreased in 2023 compared to 2022, due to improved processes for data collection and methods of measurement.

We also made improvements at some of our facilities to separate waste by category on site, allowing us to compost more food waste. At many sites, we also provide filtered water fountains for employees to use, reducing the plastic bottles used at our facilities.

Waste Generation (metric tons)			
Non-hazardous Waste	2023	2022	2021
Recycled	167	164.18	136.57
Compost	31.0	30.51	18.88
Incinerated	154	209	168.29
Landfilled	86.0	120	109.17
Total	438	523.69	432.92
Hazardous Waste	2023	2022	2021
Recovery off-site	0	0	0
Incineration off-site	0.25	2.03	9.34
Other off-site treatment	163	96.25	71.05
Landfill	1.40	1.92	1.44
Recycled	23.0	12.64	9.66
Total	187.65	112.84	91.50

Note: Please see “Appendix A. Our Locations and Data Coverage” for coverage of our waste data and types of waste.

Managing Our Hazardous Waste

Being a responsible steward of the environment is our priority, and we have an opportunity to demonstrate that through our hazardous waste management practices. We are dedicated to leveraging industry best practices, complying with hazardous waste disposal regulations, and protecting our natural environment from harmful pollutants. In 2023, we completed the installation of additional hydrofluoric acid waste tank capacity at our fabrication facility in Sunnyvale, which allows us to reduce the frequency of on-site pick-ups for waste disposal, minimizing fuel consumption and air emissions associated with waste transportation. Our hazardous waste incineration increased in 2023 as we moved to a new method of disposal for our copper sulphate and sludge, which was previously incinerated on site and is now processed off site by a third party.

E-waste Collection

Electronic waste, or e-waste, is the fastest growing solid waste stream in the world and thus a mounting environmental concern. At Infinera, we recognize both the responsibility and opportunity we have to address this issue through the proper management and disposal of our e-waste. We continue to seek ways to reduce e-waste sent to landfill and engage and educate our employees on the role that they can play in combating this growing challenge both in and outside of the office.

In 2023, our teams in Pennsylvania and California participated in an e-waste collection and recycling initiative, with the aim of reclaiming precious metals for reuse. Once collected, the manufacturing scrap was sent out to a refinery for processing and reclamation of these precious metals, and upon completion, the company was compensated for the value of the discarded metals. We are also excited that our team in San Jose received the for Sustainability Excellence Award 2023 from our e-waste partner, Evergreen IT Solutions, for recycling over 4,200 pounds of e-waste during 2022. We began our partnership with Evergreen IT Solutions in 2019 during the closure of our former Sunnyvale buildings to assist with the recycling of old computer and technology hardware. This achievement provides a testament to our unwavering commitment to responsibly discard our e-waste, promoting reuse and contributing to a circular economy.

E-waste Collection on Earth Day

On April 22, 2023, in honor of Earth Day, Infinera hosted an e-waste collection initiative for employees. Spearheaded by the Green Team, employees at six of our sites across three continents were encouraged to bring

to campus any e-waste present in their homes, including batteries, old phones, and other obsolete technology. The collection garnered impressive participation around the globe: across the six sites, we collected a total of 16,572 lbs of e-waste. The site-by-site breakdown is as follows*:

- Allentown – 7,511 lbs
- Finland – 6,570 lbs
- Sunnyvale and San Jose – 1,661 lbs
- China – 373 lbs
- Portugal – 282 lbs
- Ottawa – 176 lbs

*Our Annapolis Junction, Maryland site also collected three 30-yard dumpsters full of e-waste, but these were not weighed.

In 2023, our San Jose team was awarded a Sustainability Excellence Award from Evergreen IT Solutions for recycling over 4,200 pounds of e-waste in 2022.



After being collected and weighed, the e-waste was expertly recycled by a trusted third-party partner to extend the life of the precious metals contained within the waste and reduce our carbon footprint. By embracing sustainable practices such as this, we have been able to engage our employees in initiatives that matter and foster a more environmentally conscious Infinera.



Social Responsibility

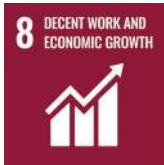
Our employees are the cornerstone of our success, and as a part of our commitment to them, we are dedicated to creating a culture of integrity, individuality, and mutual respect.

Our Commitment to Our People

Our employees are the cornerstone of our success, and as a part of our commitment to them, we are dedicated to creating a culture of integrity, individuality, and mutual respect. We are driven by a vision to ignite innovation that matters – providing game-changing solutions and exceptional value to our customers – and we recognize that we can achieve that vision when we work together, unified by our culture and our purpose. By fostering continuous team collaboration and engagement, providing the resources for employees to reach their full potential, and encouraging a culture that celebrates individuality, we aim to demonstrate that we care.

To that end, we aim to provide competitive compensation, comprehensive benefits, and a growing number of ways to engage with peers, equipping our workforce with the resources they need to succeed professionally and maintain a high quality of life. Leveraging our inclusive hiring practices and our strong sense of community, we strive to cultivate a diverse talent pool and create an environment where every employee is not only viewed as part of a team, but is seen, heard, and valued as an individual.

Activities discussed in this section support the following SDGs:



Our Workforce

Infinera’s commitment to fostering a community of inclusivity and visibility of every unique member of the company has created a dynamic environment that plays a pivotal role in our success and aids in our retention and development of a competitive, thriving workforce.

As of December 30, 2023, we had 3,389 employees, 2,119 of whom were located outside of the United States. In certain jurisdictions, employees are represented by local workers’ councils or are covered under collective bargaining agreements in accordance with local laws and customs. In 2023, we hired 403 new employees and had a voluntary turnover rate of 5.7%. With continued expansion, we consistently review our financial and administrative systems to ensure that our workforce management practices appropriately reflect the scale of our operations.

Our Employees*	2023	2022	2021	2020
Americas	1,567	1,539	1,469	1,403
APAC	1,044	971	968	880
EMEA	778	757	821	807
TOTAL	3,389	3,267	3,258	3,090

*Includes regular full-time and part-time employees as of December 30, 2023. This data does not include our contingent workforce.

Diversity, Equity, and Inclusion

It is our belief that a rich tapestry of backgrounds, lived experiences, and perspectives within our workforce is an integral part of our company culture and fundamental to our success. Infinera is shaped by the invaluable contributions of a diverse group of individuals, encompassing different nationalities, ethnicities, races, religions, gender orientations, identities, neurological differences, and veteran statuses. We view our commitment to diversity, equity, and inclusion (DEI) initiatives not as an obligation, but as an ongoing opportunity to enhance the inclusivity of our workplace and embrace the unique attributes that each of our employees brings.

In 2023, we undertook multiple initiatives to incorporate principles of DEI more comprehensively throughout the company. Our key areas of focus include offering equal career opportunities, expanding employee resources, demonstrating inclusive hiring

practices, and lowering barriers to entry for various demographics, particularly women and underrepresented minorities. For example, we expanded our existing partnerships with several academic institutions while forging new ones, increased our recruitment of women to an all-time high, and launched a new employee resource group, Infinera Veterans Employee Resource Group (IVERG), for our veteran employees as well as family members and supporters of veterans. We feel that all of these initiatives add to our culture and productivity and result in making Infinera a more equitable and inclusive place to work for our employees.

Our DEI strategy is overseen by our executive leadership, and the implementation of our growing programs is executed by our employee-led diversity program, ALL-In. Throughout 2023, ALL-In continued to facilitate monthly meetings to implement new programs, measure progress, and provide a supportive environment for members to openly discuss issues and topics related to

diversity, equity, and inclusion. This team was instrumental in the success of multiple initiatives in 2023, including incorporating inclusive and gender-neutral language in our internal processes and hiring materials as well as contributing to the DEI training curriculum, which requires equity and sensitivity training for all employees and other training for our people managers on additional DEI topics. We deliver DEI trainings every other month to build awareness, empower allyship, and foster an inclusive environment for all employees and business partners.

We value the feedback our employees provide us on our performance in key areas of DEI and employee satisfaction. Our commitment to DEI through these and many more initiatives is reflected in our Glassdoor DEI score, which ranks highest among other reported categories for Infinera. In 2023, we measured our DEI performance against a number of KPIs, described in the table below.

Diversity, Equity, and Inclusion	
<i>Objective: Promote a diverse workforce and supply chain while broadening growth opportunities for our employees and the communities in which we work.</i>	
KPI	2023 Progress
Increase our annual spend with diverse and small business suppliers.	Our 2023 supplier diversity spend was 3%, which was in alignment with our strategic sourcing goals for the year.
Invest in our DEI programs to promote a balanced and equitable workforce.	We invested in a number of DEI programs in 2023 aimed at supporting diverse hiring, equitable pay, community benefit, and employee inclusion, as discussed in this report.
Promote a workplace where everyone is accountable for DEI by expanding our training offerings in 2023.	In 2023, we deployed six new DEI trainings, covering topics including neurodivergence, allyship, bias busting, inclusive staffing practices, and more.

Diverse Hiring and Inclusive Recruitment

To continue in our mission to build and nurture an inclusive working environment, we use culture as a yardstick to make sure that we are hiring people who will not only thrive in our company culture, but actively enrich it. To that end, we engage in inclusive hiring practices that are fundamental to fostering diversity and increasing the visibility of underrepresented groups at Infinera.

Our commitment to diverse hiring and inclusive recruiting practices is supported by the demonstrable progress we made on several initiatives this year. For example, recruitment of women saw an increase, with women making up 26.2% of total hires in 2023. This recruitment trend extends beyond our employee base and into our college internship program as well, with 37% of university recruits in 2023 identifying as female. We recognize that while we are making progress toward a more equitably balanced workforce, we have more work to do to achieve gender parity. That is one reason why we continue to partner with a number of academic institutions that increase the access that underrepresented, historically marginalized, and economically disadvantaged students have to careers in technology.

In 2023, we partnered with De Anza College, Foothill College, Mission College, Morgan State University, San Jose State University, and San Francisco State University to provide valuable professional opportunities for students who might face barriers to entry into the job market. These strategic relationships have proved to be mutually beneficial, resulting in a number of successful internships.

In 2023, we completed 82 internships through this program.

In 2023, in partnership with the SEMI Foundation, we developed an apprenticeship program for individuals who may not have a diploma or a GED, as well as women and non-binary persons returning to the workforce. By updating our hiring requirements with equity in mind, we are able to lower barriers to entry for technical roles, provide tailored career paths in technology, and help address the significant gap in manufacturing professionals throughout the industry. In 2023, we welcomed two apprentices through the program and are looking forward to welcoming more as we hope to expand this program in the years to come.

Additionally, we maintained our relationships with other non-profit institutions geared toward diverse hiring and equal opportunity. We continued our partnership with [UNCF](#), a non-profit organization dedicated to connecting students from Black and Brown-serving institutions with educational and career opportunities. We also engaged with [work2future](#) – a non-profit workforce development organization – to help increase interest in STEM education for K-12 students. Our academic and non-profit partnerships help introduce us to a much more diversified candidate pool, work to promote local job growth, and contribute to a more inclusive work environment for all employees of Infinera.

Education and Training on DEI

We are dedicated to providing an enriching and inclusive learning experience for each member of our workforce. Our DEI training resources are designed to be relevant and representative of our

diverse workforce and cover a range of essential topics such as overcoming unconscious bias, active engagement in workplace inclusion, and bridging the diversity gap. We recognize that a comprehensive understanding of DEI principles is fundamental to our ability to attract and retain the best talent. To that end, in 2023, we deployed training sessions on diversity as well as other topics including neurodiversity, allyship, bias busting, and inclusive managing practices. In 2023, over 99% of our employees were trained on anti-harassment and anti-discrimination topics.

In addition to our structured DEI training courses, we actively encourage ongoing learning through platforms like LinkedIn Learning. Employees are encouraged to delve into the suite of topics offered, such as neurodiversity, leading with inclusion, and addressing microaggressions, empowering them to deepen their understanding of crucial DEI concepts and apply them in their professional journeys.

We understand that staying attuned to emerging topics is vital for fostering a workplace where open dialogue can thrive. By listening to our employees and keeping abreast of novel conversations and issues in the workplace, we create opportunities for necessary dialogues that resonate with the concerns of our employees and our communities and ultimately contribute to the success of our company. Our dedication to DEI learning is not just a commitment, but a proactive stance toward building a workplace that values diversity, nurtures equity, and champions inclusion for the prosperity of all Infinera employees.

Discrimination and Harassment

We strive to cultivate a culture that champions principles of respect and a workplace that is free from harassment and discrimination so that every employee and contractor feels secure, respected, and valued and has the opportunity to thrive at Infinera. We set the bar high, not only for ourselves but for our business partners, maintaining standards of respect and professionalism. Across all locations where we operate, we adhere to local, state, U.S. federal, and international laws regarding discrimination, harassment, and equal opportunity. Our Global Policy Against Discrimination, Harassment, and Violence serves as a comprehensive guide, outlining these standards and expectations.

To reinforce our commitment to anti-discrimination, we provide a third-party ethics helpline that is accessible to all concerned parties. This helpline serves as a secure channel for reporting instances of harassment or discrimination and ensures that we can swiftly address and resolve any concerns, maintaining an open and transparent process for handling such issues. At Infinera, fostering a culture of respect and inclusion is not just a commitment – it is a fundamental part of our identity. We remain steadfast in upholding principles of respect, embracing diversity, and prioritizing the well-being of our workers, thus creating a workplace that thrives on mutual respect and collective success.

Employee Diversity by the Numbers

Our workforce is a testament to the strength found in diversity – it's not just a part of who we are, it is a catalyst for innovation and a cornerstone of our success. We embrace the multifaceted nature of our employees, each bringing their diverse experiences, knowledge, cultures, identities, neurodiversity, and perspectives, and the unique opportunities this presents for cultivating a sense of belonging and inclusivity within our workplace.

As Infinera continues to expand, we recognize the imperative to employ a holistic approach to our hiring, development, and compensation programs that reflects the diversity inherent in our workforce. Our journey is not just about numbers – it's about people and creating a workplace where every individual feels valued, heard, and respected. We actively seek out opportunities to foster a sense of belonging and inclusivity within the workplace, acknowledging that the true strength of our company lies in the unity of our diverse voices. As we evolve, we remain steadfast in our commitment to celebrating the richness of our global workforce and ensuring that every member of our team is not only welcomed but embraced for the unique perspectives they bring to Infinera.

Employees by Employment Type and Gender*

	2023		2022		2021		2020	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Female	645	7	610	6	592	6	547	5
Male	2,640	9	2,580	10	2,615	11	2,532	6

**Includes regular full-time and part-time employees as of December 30, 2023.
This data does not include our contingent workforce.*

Gender as Percent of Global Population*

	2023	2022	2021
Total women	19%	19%	18%
<i>Leadership positions held by women</i>	21%	N/A	N/A
Total men	78%	79%	78%
<i>Leadership positions held by men</i>	79%	N/A	N/A
Employees who declined to state their gender	3%	2%	4%

**Includes regular full-time and part-time employees as of December 30, 2023.
This data does not include our contingent workforce.*

Race and Ethnicity as Percent of U.S. Population*	2023	2022	2021	2020
Asian	25.6%	25.2%	10.4%	12%
Caucasian/White	46.1%	48.9%	19.4%	21%
African American/Black	4.0%	3.6%	1.1%	1%
Hispanic/Latino	6.3%	5%	1%	1%
Native Hawaiian or other Pacific Islander	0.7%	0.8%	1%	1%
Other**	2.8%	3.9%	2%	N/A
Declined to answer***	14.5%	12.5%	66.2%	65%

*Includes regular full-time and part-time employees as of December 30, 2023. This data does not include our contingent workforce.

**Includes employees who selected the American Indian and Alaskan Native, two or more races, and/or Indian subcontinent options for FY 2023.

***Specific percentages account for those who responded to the survey.

Total Workforce	AMER	AMER	AMER	APAC	APAC	APAC	EMEA	EMEA	EMEA	Total	Total	Total
	Female	Male	N/A	Female	Male	N/A	Female	Male	N/A	Female	Male	N/A*
Regular employee	310	1,252	5	218	778	48	124	619	35	652	2,649	88
Full time	307	1,249	5	218	778	48	120	63	35	645	2,640	88
Part time	3	3	0	0	0	0	4	6	0	7	9	0
Temporary worker	0	0	322	0	0	452	0	0	156	0	0	930
Total	310	1,252	327	218	778	500	124	619	191	652	2,649	1,018

*In 2023, 88 employees declined to state their gender.

Employee Resource Groups

At Infinera, we are passionate about nurturing a culture of integrity, empathy, individuality, and community. This objective is reflected in the many employee engagement opportunities we provide worldwide. Employee resource groups (ERGs), in particular, are one of the key ways our employees are empowered to cultivate a sense of community among colleagues who share common identities or cultures. These ERGs provide a space for our employees to celebrate their collective diversity, facilitate crucial conversations, and foster a sense of belonging within the organization. In 2023, we expanded our ERG program with the addition of a new veterans' resource group. We are proud of the work our ERGs are doing and the communal celebrations of experiences, backgrounds, identities, and cultures they bring to Infinera.



Women at Infinera (WIN)

Our most established ERG, WIN represents our longstanding dedication to empowering women within the workplace and beyond. WIN conducts regular meetings, creating spaces for members to socialize, network, and plan activities that foster collegial engagement. In 2023, WIN continued to provide valuable opportunities to its members through the mentorship program, which served as the model for our new, expanded global mentorship program. Throughout the year, WIN also hosted multiple events, inviting guest speakers to present on topics including equity in STEM and celebrating International Women's Day around the globe.

Black at Infinera

Black at Infinera plays a crucial role in nurturing community and advancing inclusivity for employees of African descent and their allies within Infinera. The group's steering committee meets to discuss goals and initiatives that aim to advance the connectivity of this community. In 2023, the group organized a Black History Month celebration, promoting books and movies that educate adults and children alike on Black history.

Infinera Veterans Employee Resource Group (IVERG)

In 2023, IVERG became the newest addition to our growing ERG program. IVERG is a resource group for our veteran employees, their supporters, and family members of veterans dedicated to building community awareness and providing resources in a supportive environment. The group organized an event for Veteran's Day in November

and looks forward to executing its mission to build awareness about the experience of veterans within our organization and communities.

Supplier Diversity

We take pride in supporting principles of diversity and inclusion and equal opportunities through supplier engagement by collaborating with businesses that demonstrate a spectrum of diverse qualifications. It is our mission to drive inclusion in the supply chain, providing opportunities for diverse businesses to have equitable access to compete on bids for goods and services. As Infinera expands our business and focuses on contributing to the semiconductor industry, it is imperative that we continue to seek qualified diverse suppliers and small businesses that can become a part of our supply chain.

To support this ongoing mission, we focus on promoting, aligning, and actively engaging with small businesses and diverse suppliers who hold certifications under the following classifications:

- Disabled Small Business Owners (People with Disabilities)
- Historically Underutilized Business Zone (HUBZone)
- LGBT Business Enterprise (LGBTBE)
- Minority Business Enterprise (MBE)
- Service-Disabled Veteran (SDV)
- Small Business Enterprise (SBE)
- Small Disadvantaged Businesses (SDB)
- Veteran Business Enterprise (VBE)
- Women Business Enterprise (WBE)

The integration of diverse and small businesses into our sourcing program is not only aligned with our mission to promote diversity, but also provides us with a competitive advantage, enabling us to fulfill contractual commitments and regulatory commitments. We take pride in the resilience of our commitment, as evidenced by the stability in the percentage of spend on diverse suppliers, even amid global supply chain uncertainties. Our ongoing objective is to optimize the utilization of our existing diverse suppliers, fostering the growth of their businesses through the establishment of new and expanded contracts, and to seek opportunities for new partnerships as well. To uphold and expand our diverse supplier base, we actively engage with relevant organizations and participate in multiple events, including:

- **National Minority Supplier Development Council (NMSDC)** — NMSDC advances business opportunities for certified minority business enterprises and connects them to corporate members.
- **Tech:SCALE** — A non-profit organization with a mission to help diverse suppliers become strategic supply chain partners to corporations in the technology industry.
- **Western Region Minority Supplier Development Council (WRMSDC)** — WRMSDC supports the growth and welfare of minority communities by championing the use of minority-owned businesses in Northern California, Nevada, and Hawaii.

Worker Safety and Human Rights

We are committed to upholding principles of dignity, safety, and respect for all workers – both within our operations and in our supply chain – and to protecting internationally recognized human rights. We do this by aligning our business operations and our supply chain with the UN's [Universal Declaration of Human Rights](#), and through our support for the right to free choice of employment, the right to free association, the right to be free of harassment and unlawful discrimination, and more. We actively work to ensure the full respect and protection of human rights through the execution of our management systems, across our operations and throughout our supply chain.

We hold ourselves and our suppliers accountable to the internal policies, standards, and protocols that guide our business practices and expect that all suppliers adhere to the standards of conduct as outlined in the policies listed below:

- Anti-Human Trafficking Statement
- Health and Safety Policy
- Environmental Policy
- Code of Business Conduct and Ethics
- Supplier Code of Conduct
- Partner Code of Conduct

Human Rights and Responsible Labor Practices

At Infinera, we do not support any forms of forced, bonded, or compulsory labor and are dedicated to eliminating any such instances within our operations and throughout our supply chain. Likewise, we prohibit the recruitment of minors or underaged individuals and voice our support for the eradication of child labor exploitation. We also support the rights of our workers to participate in unions, engage in collective bargaining, and freely associate. In locations where workers are not represented by a union, we have implemented systems where grievances can be reported anonymously and without fear of retaliation and employee feedback can be incorporated into operational decisions.

We prioritize transparent communication with our employees and contractors, outlining consultation and negotiation provisions as stipulated in the collective bargaining agreements of our workers. In the event that consequential changes are made to our operations at our manufacturing facilities, we make sure to provide our workers with advance notice, adhering to region- and country-specific labor standards. In 2023, 17.1% of our global workforce was covered by collective bargaining agreements, primarily in our Belgium, Brazil, Finland, Germany, Italy, Portugal, Spain, and Sweden locations. This covers 100% of locations where it is legally required.

EHS Management Systems

To ensure the highest levels of safety in our operations, we maintain a robust EHS management system to detect, manage, and mitigate safety risks, all while enhancing our performance. Infinera's EHS management system includes a suite of different tools and resources, including our safety policies, standard operating procedures, risk assessment audits, regular site monitoring, and quarterly reviews of our operations. This approach enables us to address issues of health and safety at Infinera from a comprehensive standpoint.

We conduct regular reviews of our policies and processes in order to demonstrate best practices and maintain compliance with emerging regulations. In 2023, we revised our Environmental Health and Safety Policy, dividing it into two separate policies – “Environmental” and “Health and Safety” – to ensure comprehensive coverage for each topic. With this update, Infinera's [Environmental Policy](#) defines the company's expectations for conducting business in an environmentally responsible manner and includes our commitment to protecting the environment, preventing pollution, and reducing the environmental impact of our operations.

Our [Health and Safety Policy](#) outlines Infinera's commitment to ensuring the health and safety of our employees and contractors by setting measurable objectives, emphasizing personal accountability, fostering a culture of health and safety, and deeply integrating principles of health and safety throughout all levels of our operations without compromise.

To ensure consistent adoption of the two policies, we conducted an awareness campaign for our workers and shared these updated policies with our external stakeholders via our website.

As a critical tenet of our EHS management system, we perform EHS risk assessments of our sites regularly, utilizing qualified third parties to conduct audits and develop corrective action plans to identify, respond to, and remediate concerns. In 2023, these risk assessments covered 24.5% of our sites, 17% of our total workforce, and 100% of our manufacturing sites. Our global and local EHS teams also conduct at least one inspection per year to identify potential hazards, helping to ensure that we are operating in a way that is safe and in compliance with all applicable laws and regulations and providing us with insightful metrics to track our health and safety performance over time.

We conduct regular industrial hygiene monitoring at our Tier 1 and Tier 2 facilities to ensure that we are operating under safe risk thresholds. We work diligently to monitor our workers' auditory and visual exposure to reduce noise levels and visual hazards. We also align our environmental management systems with industry best practices and utilize third-party tools to improve our performance. In 2023, we continued to optimize the incident reporting system at our North American locations. The system allows us to record near misses and incidents as well as automate our environmental health and safety data. We also leveraged an Internal Auditor program for consistent alignment with ISO 14001, and we are proud to have maintained our

ISO 14001:2015 certifications at our Allentown, Pennsylvania; Melbourne and Rowville, Australia; and Sunnyvale, California facilities.

In the continued interest of raising awareness and knowledge of our health and safety policies and practices, our Global EHS team distributed their first newsletter to all of our Tier 1 and Tier 2 sites in December of 2023. The team plans to release this newsletter quarterly, which will include topics such as reporting of incidents and near-misses, incident prevention campaigns, promotion of healthy practices, and emergency preparedness. In addition to publishing the newsletter, the team continues to meet regularly to discuss and develop global initiatives, review health and safety performance, and ensure alignment across our sites.

Health and Safety of Our Workers

We strive to foster a culture where individual responsibility, exceptional standards, and mutual integrity are pervasive. Our top priority is to ensure a safe and healthy work environment for our workers through accident prevention, improved workplace conditions, efficient processes, and the promotion of a safety-first mindset. Therefore, we have strategically focused our health and safety programs on principles of personal accountability, open communication, professional conduct, and regulatory compliance.

At each of our Tier 1 and Tier 2 sites, we have established cross-functional EHS working groups and safety committees tasked with identifying potential EHS hazards and collaboratively devising effective solutions. These teams

convene regularly to evaluate the risks associated with our operations, diligently monitor our compliance, make strategic decisions, and ensure the realization of EHS objectives. This organizational structure currently covers over 80% of our workforce across the globe, reinforcing our dedication to safety protocols, instilling accountability, and ensuring the consistent and systematic integration of our health and safety management systems.

We continuously strive to improve upon our safety procedures through routine assessments of our programs, internal audits, and third-party compliance inspections. We work to enhance employee awareness by encouraging the reporting of near-miss incidents and providing continuous training and education opportunities. In 2023, we continued to optimize the incident reporting system at our North America locations. The system allows us to record near misses and incidents as well as automate our environmental health and safety reporting. We also leveraged our Internal Auditor program for consistent alignment with ISO 14001, and we are proud to have 14 trained auditors in 2023. Additionally, at all of our Tier 1 and Tier 2 locations, workers can assess health and safety conditions through surveys and provide recommendations for enhancing the workplace. In 2023, our global health and safety survey had a 47% participation rate, resulting in an average rate of satisfaction with our health and safety measures of 8.4/10. The results were shared with each location, and actions for continuous improvement were identified for implementation in the coming year.

We are proud to contribute operational feedback and health and safety solutions to a forum of EHS professionals and industry leaders through our membership with the [Phylmar Regulatory Roundtable](#), allowing us to help shape the outcome of EHS regulatory changes, share best practices, and create a workplace that exemplifies the principles of health and safety.

In 2023, we measured our health and safety performance against a number of KPIs, described in the table below.

Employee Health, Safety, and Well-being	
<i>Objective: Maintain a workplace culture that prioritizes safety and well-being for all individuals.</i>	
KPI	2023 Progress
Maintain a global injury rate below the industry average throughout 2023.	Our global injury rate for 2023 was 0.21, significantly lower than the industry average of 1.0.
Improve our employee participation rate for EHS training to over 95% by the end of 2023.	Our total employee participation rate in EHS training was 98% in 2023.

Safety Training and Performance

The safety and well-being of our workforce is of paramount importance. Therefore, we require that our employees and contractors undergo comprehensive safety training tailored to their specific roles and potential hazards they may be exposed to. This mandatory training covers an array of safety topics such as chemical safety, laser safety, electrical lock-out/tag-out, and hearing conservation, as well as office and industrial ergonomics. Through ongoing education, clear and consistent communication, and a multitude of employee resources, we aim to instill a sense of responsibility and empowerment in our workers to foster a workplace culture where everyone plays a vital role in ensuring safety.

To ensure we maintain the highest standards of safety and to foster a culture of preparedness across the company, each of our Tier 1 and Tier 2 sites has an emergency response team (ERT). ERT members must successfully complete specialized training, including first aid, automated external defibrillator (AED), cardiopulmonary resuscitation (CPR), and live fire extinguishing. ERT leaders are equipped with additional training in emergency response tactics and safety best practices. By enhancing accessibility to safety training opportunities, we are able to provide our workers with the knowledge and tools they need to actively engage in creating a secure working environment.

Our commitment to reducing injury and incident rates is reflected in our ongoing efforts to enhance processes and foster a safer work environment. Hazardous Materials teams and ERT members in select locations are trained to handle incidents requiring first aid or involving minor hazardous chemical spills or releases.

In 2023, we were proud to maintain an average global incident rate of 0.21, well below 1.0, which is the average for our industry. A full breakdown of our safety performance data by site can be found in “Appendix A. Our Locations and Data Coverage.”



“In 2023, we were proud to maintain an average global incident rate of 0.21, well below 1.0, which is the average for our industry.”

Employee Development and Engagement

Guided by our unwavering commitment to the development and success of our global workforce, we take a holistic approach to employee development and engagement to create an environment wherein learning, engagement, ethical considerations, and professionalism are woven into the fabric of our organization. Our program offerings, along with mandatory training, help us ensure that all employees at Infinera are in alignment with company values and culture and professionally well versed.

We strive to foster a culture of continuous learning through a variety of training and engagement initiatives. In 2023, we continued to leverage existing programs such as the Second Circle group and LinkedIn Learning to promote skill development and interaction within our global teams. These platforms are designed to enhance transparency and provide additional learning opportunities for our employees in addition to mandatory company training.

We encourage open communication between employees and managers and provide experiential learning opportunities tailored to each individual. Through regular career development, quarterly goal alignments, and skill-building programs, we hope to help tailor exciting career trajectories for our employees that include leadership training, the potential for cross-functional or cross-regional transfers, and the opportunity to take on expanded roles within the organization.

Career Development and Employee Growth

We are committed to fostering a dynamic, transparent, and communicative work environment where skills are cultivated, careers are launched, and results are achieved. Our strategy offers innovative career development programs, customized training, and measurable success, creating a culture where every employee can thrive.

Leadership and Mentorship Opportunities

Through our Management 101 initiative, a global leadership program, people managers at Infinera are trained with the essential skills needed to lead with integrity, empathy, and confidence within legal parameters. In 2023, over 60 managers participated in this initiative, building their competence in fundamental management skills, workplace best practices, business development, and ethics and compliance.

Building on the success of our employee mentoring program, which was initially piloted by our WIN employee resource group, we were proud to globally scale our mentorship offerings to guide our employees through their professional journeys and offer continuous support and opportunities for development. In its first year, the program saw the completion of its first two cohorts, where 71 employees were matched with an experienced colleague or mentor within the company to cultivate expertise, discuss principles of ethics and culture, and foster professional connections. Looking ahead, we remain dedicated

to building upon these achievements and expanding opportunities for mentorship to further enrich the professional development of our global workforce.

Professional Growth and Learning

Our employees and people managers are encouraged to conduct quarterly goal alignment sessions to discuss objectives, track progress, and strategize ways to achieve and even exceed both professional and personal goals. Through these conversations, employees can explore their career interests, enhance their skills, assess their progress, and receive the necessary resources for continued success. We have set a goal to have 95% of our employees participate in quarterly career conversations annually. We met this goal, with over 95% of our employees receiving formal performance and development reviews in 2023.

To further support our commitment to continuous, metrics-driven learning, we leverage the LinkedIn Learning platform globally. This program provides leadership training and diverse opportunities for learning and career development in multiple languages. To ensure engagement and success, we track data such as the number of employees using the platform, hours invested, and other relevant information to guide our approach to using LinkedIn Learning for continuous employee development. In 2023, over 1,800 employees opted to use the LinkedIn Learning platform, investing an average of 4.4 hours each into their extended learning.

Employee Training

Our aim is to maintain a safe, secure, and welcoming workplace that adheres to the applicable laws and regulations at each of our sites around the world. To realize this objective, we require all employees, contractors, and contingent workers to participate in and complete compliance-oriented training courses. We tailor the training experience to each individual's location and role within the company, so in addition to compliance training, many employees receive job-specific training on topics including safety, diversity and inclusion, and supply chain management. This ensures that our entire workforce is prepared to perform the tasks relevant to their roles. By fostering the ideals of ongoing education, all employees have also been provided with access to LinkedIn Learning, empowering employees to further learn, develop, and fine-tune their personal and professional skills and interests.

In 2023, employees each received an average of 3.5 hours of compliance training.

Recognizing and Engaging our Employees

We take immense pride in our employees, who consistently demonstrate talent, integrity, and a drive for success. By acknowledging and rewarding their commitment to exceptional work, we aim to make every employee feel valued for their contributions and carry a sense of pride in their achievements. Our employee recognition program is thoughtfully designed to express our appreciation through multiple channels, including spot bonuses, peer-to-peer awards, anniversary recognitions, and team awards. In recognition of outstanding service, we recently introduced the prestigious CEO Award and Spectrum of Excellence Awards, accolades that recognize employees who exemplify exceptional dedication and service.

Employee Satisfaction

At Infinera, celebrating our employees and prioritizing their engagement is not just a program – it's an integral part of our commitment to fostering a workplace where excellence is not only acknowledged but is the standard. As a

testament to this commitment, we conducted a broad employee engagement survey at the close of 2022 that provided us insight into employee satisfaction. These results enabled us to promptly implement many initiatives and programs to improve our 2023 global employee experience. Surveys are critical to gaining insight into the employee experience and gathering useful metrics on engagement, training effectiveness, and overall impact on employee skill development. We conduct employee engagement surveys at least every other year. We have invested in a best-in-class employee engagement platform to improve the user experience, design better questions, and receive better analytics from feedback. From the interview process to orientation and throughout our employees' tenures, we want to ensure that our employees know that they are being listened to and heard.

The survey covered a number of themes, including executive leadership, company strategy, communications, culture, teamwork, recognition and compensation, goals, manager engagement, professional development, DEI, and overall engagement. The results provided us with valuable insights, and we are proud to share that overall, employees perceive our company culture as friendly, supportive, and flexible and people managers as being able to foster trust and engagement. Moreover, employees shared constructive ideas to enhance communication and streamline or automate working processes within the company.

By harnessing this feedback, we aim to further enhance the employee experience, ensuring that Infinera remains a workplace where talent is not only recognized but also empowered to thrive.



Employee Benefits and Compensation

At Infinera, we know that an investment in our employees is an investment in the success of our company, and we are committed to meeting the needs of our workforce by providing a comprehensive benefits program. We provide market-competitive benefits as an integral part of our overall rewards package, catering to the diverse needs of our employees and their dependents on a global scale. In 2023, we continued to make progress toward expanding our investment in benefits offerings, with a focus on fostering inclusivity and delivering a cost-effective experience for our valued employees.

Employee Wellness Programs

Our commitment to employee well-being is embodied through our global wellness programs, which offer an array of on- and off-campus activities designed to promote physical and mental health and enhance overall quality of life. Since 2022, our Professional Services team has run a series of challenges aimed at encouraging team building, work-life balance, and healthy habits such as getting active and taking regular breaks. In 2023, we expanded the reach of this campaign to all employees globally and invited guest speakers throughout the year to share tips for well-being and inspire our employees to get active and prioritize self-care.

We aim to embed a culture of community that prioritizes mental health and work-life balance as well as physical health. Our internal policies and processes are frequently reviewed for opportunities to incorporate those priorities.

In 2023, we maintained our Flexible Working Policy, which embraces a hybrid strategy that gives employees the flexibility to choose whether to work remotely or in person. We understand that diverse work arrangements contribute to a dynamic and innovative workplace and by embracing this model, we aim to ensure that every employee feels valued, recognized, and included, regardless of their chosen work environment.

Below, we share some examples of the varied activities we completed in 2023 that contributed to our culture of employee health and wellness. Looking forward, we remain dedicated to enriching our wellness initiatives and prioritizing the holistic health and happiness of our valued employees.

Australia

Mental Health Program

In Rowville, we launched a mandatory mental health awareness training for all of our Australia employees. We are also proud to accredit Infinera's first employee as a Mental Health First Aider, who completed training from the National Council for Mental Wellbeing to be a point of contact, provide initial support, and connect employees experiencing a mental health issue or emotional distress with appropriate resources and help, if needed.

India

"Fit Fitter Fittest" Competition

In 2023, Infinera India held a "Fit Fitter Fittest" competition, where employees competed as individuals and teams participating in walking, running, and swimming exercises, and using an

app to track their activity. Together, participants covered an impressive 11,540 kilometers in this fitness event – a distance only 1,200 kilometers short of the Earth's diameter.

Portugal

5k and 10k Running Events

In 2023, employees from our Lisbon site participated in the V Corrida Clube Millenium Belem Tejo event, where participants chose to walk or run a 5 km or 10 km course. As part of the local Get Active program, the event gave employees the chance to exercise, socialize, provide feedback about their experience, and brainstorm ideas for future activities.



United States

Active&Fit Program

Following the success of its inaugural year, we continued our Active&Fit program in the U.S., which provides employees with discounts to select fitness centers and promotes a variety of health and fitness events. In 2023, a group of Infinera San Francisco employees participated in the world's largest corporate running event, the J.P. Morgan Corporate Challenge, where company teams of all speeds and abilities completed a 3.5-mile race.

Wellness Webinar Series

Our U.S. employees and eligible dependents can access a wellness webinar series to provide guidance in managing the issues of daily life. In 2023, over 20 webinars were held through this program on a variety of topics such as emotional wellness and intelligence, financial well-being, physical fitness, time and stress management, elder care assistance, healthcare service guidance, and tips to cope with global political crises.

Comprehensive Benefits

It is our mission to ensure that the benefits we offer our employees are comprehensive, valuable, and applied equitably throughout the company at all employment levels. In 2023, we continued to offer our employees competitive and affordable benefits in all of our key global regions, including Brazil, Canada, China, Finland, India, the United

Kingdom, the United States, and other locations around the world. Core coverage includes private medical coverage, life insurance, and various forms of accident or disability coverage. Eligibility for these benefits is contingent upon factors such as geographic location, statutory obligations, and local industry regulations.

In the United States, both full-time and part-time employees (working 24 or more hours per week) receive access to the complete suite of Infinera benefits. Employees working fewer than 24 hours per week receive benefits as mandated by law. To support new parents, we provide paid time off for both birth and adoptive parents. U.S. employees can also enroll in a 401(k) retirement savings plan and a flexible spending account for healthcare, dependent care, and commuting expenses.

As part of our commitment to providing inclusive and competitive benefits, we continually review employee feedback in order to better understand employee benefit needs and update our benefits package accordingly. In 2023, we expanded our disability coverage to offer a long-term care policy. Additionally, we continued to offer a Medicare education service for our U.S. employees and third-party legal services to our employees in France, the Netherlands, Spain, the U.K., and the U.S. We continue to explore new wellness initiatives by collaborating with existing vendors and global brokers and regularly assess market data to ensure that the benefits we provide remain competitive and useful for our valued employees.



Equitable Compensation

We aim to attract and retain a talented and dedicated workforce while fostering a working environment that allows that workforce to thrive. Our holistic compensation package – which encompasses base salary, bonuses, and equity awards – is designed to meet the needs and enrich the experience of all of our employees. For each person, compensation is evaluated and determined by individual performance, growth potential, and the unique skills that contribute to our collective success.

To ensure pay equity, we are guided by our pay-for-performance compensation philosophy, in which employee compensation is intricately tied to achievements and contributions. Our Corporate Bonus Plan exemplifies this approach, directly linking employee bonuses to individual performance and goal attainment. Additionally, with our egalitarian approach, we do not offer perks or exclusive offerings for certain positions, promoting fairness across our workforce.

Our compensation strategy is subject to review by the Compensation Committee of the Board of Directors on an annual basis. In order to ensure the consistent application of compensation policies and processes, managers are educated by attending specialized training on the operation of our compensation plans during the annual compensation review cycle. In addition, we review compensation elements from multiple perspectives to ensure thoughtful and fair practices.

To sustain our competitive advantage in the talent market, we are steadfast in providing fair

compensation tailored to each employee's region, role, tenure, and performance. We leverage global compensation surveys and analytics with the aim of ensuring accuracy and equity for employee compensation globally so that each individual receives appropriate remuneration for their valuable contributions to the company.

Community Engagement

Infinera's global influence extends beyond our business and into communities around the world where we operate. We are inspired by the opportunity we have to champion a number of social causes in these regions, often led by our dedicated employees. We take pride in actively participating in locally driven initiatives, fostering positive social and environmental change, and contributing to the betterment of the communities in which we conduct business.

Engagement Around the Globe

In 2023, we continued to forge impactful partnerships and make meaningful contributions to the communities around the world in which we operate. For example, we're proud that our team in Bangalore received prestigious recognition from the 2023 International Icon Awards for their Education on Wheels initiative, an award that recognizes the passion, innovation, and contributions made to help students learn.

We take a global approach to encouraging our employees' philanthropic efforts and leverage the talents of dedicated individuals to manage and execute these efforts primarily at the site level. Below are noteworthy examples of how our employees have donated their time, resources, and technical

expertise, making impactful contributions to their communities. Looking forward, we intend to build on these global community engagement activities, creating new partnerships with community organizations and demonstrating our commitment to social responsibility.

Australia

Biggest Morning Tea

In May of 2023, employees at our Rowville site hosted an event called the Biggest Morning Tea to raise awareness and funds for the Cancer Council, a non-profit organization that conducts cancer research to prevent, control, and provide information and support for people in Australia affected by cancer. All funds raised were donated to the Cancer Council to fund cancer research and provide education to those affected by it.

India

Domlur Government School Renovations

Throughout 2023, approximately 25 members of our team embarked on an extraordinary journey of renovating a school at Domlur, a small township in eastern Bangalore. Employees dedicated their time to upgrading the infrastructure of the school, constructing new classrooms, and cleaning and restoring paintings. This work demonstrates our commitment to establishing nurturing environments where young minds can blossom and grow.

Education on Wheels

Building on the success of the Education on Wheels program, which Infinera helped to create in 2022, employees from our Bangalore site volunteered their time and expertise to create impactful learning experiences for students in over 100 government schools and 120 urban and rural areas. We aim for this program to deliver quality education and inspire children to invest their time in their studies and dream big.

Our team in Bangalore was proud to receive the International Corporate Social Responsibility Award for their Education on Wheels Program at the 2023 International Icon Awards ceremony.



South Africa

Improving Digital Literacy

To represent and commemorate Nelson Mandela's 67 years of public service, the team in Centurion, South Africa sponsored Lehlabile Secondary School in Mamelodi, an area within the city of Tshwane, to promote digital literacy and close the technology gap that exists between urban and rural schools. By outfitting the school with a computer lab, our employees helped to ensure that students are able to receive an inclusive and equitable learning experience, promoting lifelong learning opportunities for years to come.

Sweden

Girls in Engineering

Introduce a Girl to Engineering Day (IGEday) is an event organized by the Swedish foundation **Womengineer**, and aims to give young female and non-binary students a chance to try out the life of an engineer for a day by visiting different technology companies. Womengineer's goal is to have an equal number of men and women graduate with an engineering degree in Sweden by 2030.

Infinera is proud to support this meaningful work, and in 2023, eight of our female engineers hosted 17 girls and one teacher at our Stockholm office to participate in IGEday. The day began with a short presentation on what it means to be an engineer, followed by a tour of our technology labs. Next, the students completed a software activity where they programmed their own digital robot to battle other robots. The day ended with a quiz on the information taught throughout the day, and all participants received an Infinera goodie bag.

United States

Helping to Stop Hunger

During Richardson's August volunteer day, 20 team members from the Richardson site helped prepare and pack meals for Feed My Starving Children (FMSC), a local non-profit organization empowering volunteers to pack meals for the malnourished in nearly 70 countries. The Richardson team, in collaboration with other local community groups, produced 18,792 meals, enough to feed 51 kids for a year!

Improving Access to Education

Through the Cristo Rey Network, we are proud to support economically disadvantaged populations by providing access to quality education, food, clothing, and more. In this partnership, we sponsor students who work one day per week at Infinera, learning new skills, gaining proficiency in computer applications and communication, and building confidence. We hope that our work together inspires the next generation to pursue their passions and achieve new milestones.

Portugal

Technology for Good

In December of 2023, our team in Lisbon held a donation event, aimed at providing technology to local charity institutions. In advance of the event, employees recommended local causes that speak to their passions, including education for children, women, immigrants, and other vulnerable groups. Infinera chose a few institutions whose missions exemplify that passion to receive the donations, which totaled 26 computers.

We are committed to progressing in sustainability with integrity, continuous improvement, and transparency. As a demonstration of this commitment, we have aligned our ESG reporting with frameworks from GRI, SASB, and the Task Force on Climate-related Financial Disclosures (TCFD).

- Appendix A. Our Locations and Data Coverage
- Appendix B. Membership of Associations
- Appendix C. Support of the UN SDGs
- Appendix D. Our Material ESG Topics
- Appendix E. GRI Universal Standards Index
- Appendix F. SASB Indices
- Appendix G. TCFD Alignment
- About This Report and External Alignment

Appendix A. Our Locations and Scope of Data Coverage

Our Locations

We have a number of Tier 1, 2, and 3 sites around the globe. Our sites are located in the following geographies: Buenos Aires, Argentina; Melbourne, Australia; Rowville, Australia; Herentals, Belgium; Sao Paulo, Brazil; Ottawa, ON, Canada; Beijing, China; Shanghai, China; Bogota, Colombia; Cairo, Egypt; Espoo, Finland; Oulu, Finland; Munich, Germany; Nuremberg, Germany; Athens, Greece; Hong Kong; Budapest, Hungary; Bangalore, India; Gurgaon, India; Jakarta, Indonesia; Dublin, Ireland; Hod HaSharon, Israel; Milan, Italy; Rome, Italy; Tokyo, Japan; Almaty, Kazakhstan; Kuala Lumpur, Malaysia; Penang, Malaysia; Mexico City, Mexico; Oslo, Norway; Manila, Philippines (Pasig City); Warsaw, Poland; Lisbon, Portugal (Carnaxide); Moscow, Russia; Riyadh, Saudi Arabia; Belgrade, Serbia; Singapore; Centurion, South Africa; Madrid, Spain; Stockholm, Sweden; Taipei, Taiwan; Bangkok, Thailand; Dubai, United Arab Emirates; London, United Kingdom; San Jose, CA, U.S.; Sunnyvale, CA, U.S.; Lisle, IL, U.S.; Annapolis Junction, MD, U.S.; Allentown, PA, U.S.; Richardson, TX, U.S.; Hanoi, Vietnam.

The site list above was accurate at the time of publication.

Tier 1, 2, and 3 Designations

Around the globe, our sites are defined as Tier 1, 2, and 3 based on the nature of their operations and risks. Below are the sites within each category and their classification criteria.

Tier Status	Classification Criteria	Site
Tier 1	Sites with high EHS complexity and hazards Laboratories and manufacturing facilities	Allentown, PA, U.S. Sunnyvale, CA, U.S.
Tier 2	Sites with low to medium EHS complexity and hazards Offices and laboratories	Annapolis Junction, MD, U.S.; Bangalore, India; Espoo, Finland; Lisbon, Portugal; Munich, Germany; Ottawa, ON, Canada; Richardson, TX, U.S.; San Jose, CA, U.S.; Shanghai, China; Stockholm, Sweden
Tier 3	Sites with very low EHS complexity and hazards Offices and customer demo labs	All other sites

Scope of Coverage and Methodologies for Reported Data

We collect and report on several elements of our operations, including energy use, greenhouse gas emissions, water consumption, waste generation and disposal, and worker incident and injury rates. By consistently monitoring and reporting on our social and environmental performance, we can focus on areas of improvement and take prompt action to improve the safety and well-being of our workers and reduce our impact on the planet. Below are summaries of the data disclosed in this report and the corresponding coverage and methodologies for each as applicable. We allocate our GHG emissions as a result of product measures and business travel for the entire company.

Environmental

Scope 1 emissions: District cooling, natural gas, other fuel(s) and refrigerant gas loss, and other fugitive emissions

Scope 1 data is collected and disclosed for all Tier 1, all Tier 2, and select Tier 3 sites where data is currently available. This data covers over 80% of our workforce, including full-time and contingent workers. The total scope 1 emissions include those resulting from district heating and cooling, natural gas, fuel oil, other fuels, and refrigerant gas loss and other fugitive emissions. Direct emissions from our semiconductor wafer processing facility in California are subject to local reporting laws and are disclosed annually to the California Air Resources Board (CARB).

Scope 2 emissions: District heating and electricity

Scope 2 data is collected and disclosed for all Tier 1, all Tier 2, and select Tier 3 sites where data is currently available. This data covers 90% of our workforce, including full-time and contingent workers.

In 2023, our sites that sourced 100% renewable energy included: Espoo, Finland; Milan, Italy; Lisbon, Portugal; Stockholm, Sweden; Allentown, Pennsylvania, U.S.; Richardson, Texas, U.S.; and Sunnyvale, California, U.S. Sites that sourced partially renewable energy included: Ottawa, Ontario, Canada; Munich, Germany; Bangalore, India; Annapolis Junction, Maryland, U.S.; and San Jose, California, U.S.

Scope 3 emissions: Third-party deliveries, commuting, and business travel

Scope 3 data is collected and disclosed for all Tier 1, all Tier 2, and select Tier 3 sites where data is currently available. Our scope 3 emissions cover the categories of business travel, employee commuting, and upstream transportation and distribution. Calculation of our scope 3 emissions relies heavily on third-party data, which we receive from our business partners. We estimate our emissions based on this data to the best of our ability, encouraging partners to provide exact data wherever possible. We use the following methodologies to estimate our scope 3 emissions:

- Employee commuting: We use a distance-based methodology as described by the GHG Protocol. For our 2023 commuting survey, a total of 1,314 employees, or 31% of our workforce, submitted a response. The final data was extrapolated from the 31% of employees that responded to the survey to represent the total commuting patterns of all employees and contingent workers.
- Upstream transportation and distribution: We use a combination of distance-based methodology and spend-based methodology per the GHG Protocol. We used the distance-based method based on available data provided by our shipment partners, and the spend-based method for information that was unavailable, which involves applying the average company emissions factor to this portion of shipment. The resulting data covers 100% of business operations.
- Business travel: Emissions from business travel include air travel, car travel (hired cars), and hotel nights. The emissions numbers were supplied by our travel partner. Air travel was calculated using a distance-based method, and cars and hotel nights were calculated based on quantities per the GHG Protocol.

Environmental**Energy: Electricity, district heating and cooling, natural gas, and fuel oil**

In 2023, site consolidations in China, India, Finland, and Germany led to a slight decrease in energy consumption. Additionally, due to the closure of our Penang site and the transition of our Sao Paulo site to a leased office, energy consumption figures for those locations are not available.

Waste: Generation and disposal

Solid waste calculations are based on container weights throughout the year by the site services team. Treatment percentage is based on annual data provided by municipalities.

In 2023, we changed the method of measurement for our landfill waste calculations for our site in Lisbon. This change from estimating weight based on volumes to measuring actual weight of waste resulted in a decreased and more accurate figure.

Types of hazardous and non-hazardous waste include:

Hazardous Waste	
Recovery off site	Solvent waste (fuel blended or recycled off site as feedstock)
Incineration off site	Flammable wipes, corrosive wipes, lab-packed and used in cleaning equipment
Landfill	Examples such as wafers and solid materials not able to be incinerated
Other off-site treatment	All other hazardous waste
Non-hazardous Waste	
Recycled	Paper, cardboard, plastic bottles, cans, and printer cartridges.
	Polyurethane and non-polyurethane foam from office, shipping, and receiving.
Composted	Food waste
Incinerated	Mixed non-hazardous trash
Landfill	Mixed non-hazardous trash

Social

Global Site-level Safety Performance Metrics for 2023 (not including suspected work-related cases of COVID-19)

Our health and safety data is collected and reported for all Tier 1 and Tier 2 sites. This data covers full-time workers.

Infinera Site	OSHA Injury Rate	OSHA Lost Time Case Rate	Days Away Restricted Transferred	Severity Rate	Fatalities
Sunnyvale, CA, U.S.	0.88	0.438	100	0.5	0
Allentown, PA, U.S.	0	0	0	0	0
San Jose, CA, U.S.	0	0	0	0	0
Annapolis Junction, MD, U.S.	0	0	0	0	0
Richardson, TX, U.S.	0	0	0	0	0
Bangalore, India	0	0	0	0	0
Lisbon, Portugal	0.73	0.36	0	2.5	0
Stockholm, Sweden	0	0	0	0	0
Shanghai, China	0	0	0	0	0
Munich, Germany	0	0	0	0	0
Espoo, Finland	0	0	0	0	0

Legend of injury rate definitions and calculations

Total IR = **Incident Rate** = Total # of OSHA Recordable Cases x 200,000 / # of Hours Worked

Lost Time Case Rate = # of LT Cases x 200,000 / 0.43 Hours Worked

DART Rate = **Number of (Cases) x 200,000 ÷ Number of Hours Worked by All Employees** = Total # of DART Incidents x 200,000 / # of Hours Worked

SR = **Severity Rate** = Total # of LW Days / # of Recordable Incidents

Appendix B. Membership of Associations

In 2023, we participated in industry associations, trade groups, and peer networking organizations. In many cases, Infinera is a full member of the organization, and in some cases, the company participates through working groups or similar forums. These associations include the following:

American Society for Quality (ASQ)

- Visit <http://www.asq.org/>

Bay Area Procurement Council

- Invitation only, no URL available

Broadband Forum

- Visit <https://www.broadband-forum.org/>

CableLabs

- Visit <https://www.cablelabs.com/>

European Photonic Industry Consortium (EPIC)

- Visit <https://epic-photonics.com/>

Innovative Optical and Wireless Network Forum

- Visit <https://iowngf.org/>

Institute of Electrical and Electronics Engineers

- Visit <https://www.ieee.org/>

International Telecommunications Union (ITU)

- Visit <https://www.itu.int/en/>

Internet Engineering Task Force

- Visit <https://www.ietf.org/>

Linux Foundation

- Visit <https://www.linuxfoundation.org/>

MEF

- Visit <https://www.mef.net/>

O-RAN Alliance

- Visit <https://www.o-ran.org/>

OIF

- Visit <https://www.oiforum.com/>

Open Networking Foundation

- Visit <https://www.opennetworking.org/>

OpenConfig

- Visit <https://www.openconfig.net/>

OpenROADM

- Visit <http://openroadm.org/>

Optica

- Visit <https://www.optica.org/en-us/home/>

Phylmar Regulatory Roundtable (PRR)

- Visit <https://www.phylmar.com/regulatory-roundtable/>

Responsible Minerals Initiative (RMI)

- Visit <https://www.responsiblemineralsinitiative.org/>

SCTE-ISBE

- Visit <https://scte.org/>

Semiconductor Industry Association (SIA)

- Visit <https://www.semiconductors.org/>

Silicon Valley Leadership Group (SVLG)

- Visit <https://www.svlg.org/>

Storage Networking Industry Association

- Visit <https://www.snia.org/>

Telecom Infra Project

- Visit <https://telecominfraproject.com/>

Telecommunications Industry Association QuEST Forum (TIA-QF)

- Visit <https://www.tiaonline.org/>

Appendix C. Support of the UN SDGs

The table below shares our support of the UN SDGs, which were identified through an internal assessment that considered the alignment of each goal to our material ESG topics.

UN SDG	Infinera's Support and Aligned Activities	Report Section(s)
No Poverty 	We support the “No Poverty” SDG through our supplier diversity program, which encourages the economic support of women- and minority-owned businesses and promotes economic inclusion during the supplier selection process. We track our supplier diversity spend as one of our annual KPIs. These activities align most closely with Target 1.b of the governmental indicators and Target G4-DMA-b of the business indicators.	Diversity, Equity, and Inclusion Supplier Diversity
Gender Equality 	We support the “Gender Equality” SDG through our continuing commitment to increase gender and minority equity and representation in our organization. We conduct regular pay reviews and track rates of new hires by age and region. We track our performance on these activities in our annual reporting and internal monitoring system. These activities align most closely with Target 5.1 of the governmental indicators and Target G4-LA1 of the business indicators.	Diversity, Equity, and Inclusion
Affordable and Clean Energy 	We support the “Affordable and Clean Energy” SDG through our continued investment in the sourcing of renewable and carbon-free energy for our operations. We measure our performance on this activity through our annual reporting practices, in this report and to CDP. Our activities align most closely with Target 7.2 of the governmental indicators and Target CC3.3 of the business indicators.	Climate, Emissions, and Energy
Decent Work and Economic Growth 	We support the “Decent Work and Economic Growth” SDG through our commitment to anti-slavery practices in our operations and supply chain, our policies and practices to ensure the safety of our employees and contractors, and our tracking and reporting of incidents, as well as by providing ongoing training to our workforce. We track our performance on these initiatives through our annual KPIs. These activities align most closely with Target 8.7 of the governmental indicators and Target C6 of the business indicators.	Health and Safety of Our Workers

UN SDG	Infinera's Support and Aligned Activities	Report Section(s)
Reduced Inequalities 	We support the “Reduced Inequalities” SDG through our commitment to partnering with veteran-, women-, Native American-, and minority-owned businesses, promoting equal opportunity in the supply chain. We track our supplier diversity spend as one of our annual KPIs. These initiatives align most closely with Target 10.2 of the governmental indicators and Target PF20.20 of the business indicators.	Diversity, Equity, and Inclusion
Responsible Consumption and Production 	We support the “Responsible Consumption and Production” SDG through our commitment to reducing materials used and increasing the recyclable content of our product packaging. This program is tracked and reported on annually and measured in our annual KPIs. These initiatives align most closely with Target 12.2 of the governmental indicators and Target G4-EN28 of the business indicators.	Product Sustainability Climate, Emissions, and Energy
Climate Action 	We support the “Climate Action” SDG through our commitment to reducing our GHG emissions through energy efficiency, clean energy sourcing, and supply chain engagement. We also work to ensure each of our products includes at least one environmentally conscious design, helping our customers lower their power consumption and related GHG emissions. Our efforts are tracked and reported on annually in this report and to CDP. We hold ourselves accountable to progress through our annual KPIs. These initiatives align most closely with Target 13.3 of the governmental indicators and Target CC3.2a of the business indicators.	Product Sustainability Climate, Emissions, and Energy
Peace, Justice and Strong Institutions 	We support the “Peace, Justice and Strong Institutions” SDG with our ongoing commitment to preventing corruption and bribery in our business and to safeguarding customer data and privacy. Our policies and management practices ensure we remain compliant with all relevant laws, including those related to privacy and data protection, anti-corruption, and anti-bribery. Progress on these activities is disclosed in the report and tracked through our annual KPIs. These initiatives align most closely with Target 16.5 of the governmental indicators and Target B2 of the business indicators.	Business Ethics and Fair Business Practices Privacy and Data Protection

Appendix D: Our Material ESG Topics

Our material ESG topics were identified through our 2022 ESG materiality assessment, described in the “Determining Materiality of ESG Issues” section of this report. In the table below, we share the descriptions of each topic and the correlating section of the report that details the management of the topic. For each topic, the boundary is within the scope of our global operations.

	Material Topic	Topic Description	Section of this Report	GRI Disclosure
Most Material to Our ESG Strategy	Product Sustainability	Promotes the creation of environmentally responsible products through environmental criteria in design as well as the assessment of a product’s impact throughout its lifecycle. Includes designing for low-carbon, energy-efficient, and gas-efficient output and considerations regarding materials sourcing and lifecycle extension. Supports a circular economy by emphasizing recyclability, reuse, and lifecycle extension.	Product Sustainability and Circular Economy	N/A
	Climate, Emissions, and Energy	Refers to the company’s climate strategy, ensuring that it is inclusive of risk and opportunity management, financial planning and business strategy, adaptation and business resilience, and science-based emissions reduction management. Includes responsible energy management through the sourcing of clean and renewable energy and the reduction of energy consumed in business operations.	Climate, Energy, and Emissions	GRI 302; GRI 305
	Supply Chain Management and Responsible Sourcing	Ensures the management of ESG risks within the company’s supply chain, emphasizing a robust management system that includes measures such as supplier screening, supplier performance scorecards, supplier audits, and ongoing performance monitoring. Includes sustainable procurement practices taken by the organization to integrate environmental and social criteria in the selection and management of suppliers and materials. Emphasizes engagement with suppliers on goals, performance metrics, and disclosure of ESG impacts on topics including human rights, conflict minerals, environmental performance, and business ethics.	Responsible Sourcing and Supply Chain Management	GRI 308; GRI 414
	Diversity, Equity, and Inclusion	Ensures the company’s culture and hiring, promotion, and retention practices embrace a diverse and inclusive workforce that reflects local talent pools and its customer base. Includes compliance with non-discrimination laws and eliminates discriminatory practices with regard to race, gender, ethnicity, religion, sexual orientation, and other factors. Emphasizes diversity of leadership, management, and employees, and ratio of basic salary and remuneration of women to men.	Diversity, Equity, and Inclusion	GRI 405
	Privacy, Data Protection, and Information Security	Refers to the company’s data collection, data protection, and privacy policies and practices, as well as its cybersecurity and IT security management systems and incident reporting. Ensures strong systems of data and IT protection and cyber hygiene.	Privacy and Data Protection	GRI 418
	Employee Health, Safety, and Well-being	Emphasizes the health, safety and well-being of the company’s employees, ensuring compliance with labor and workplace safety laws and alignment with the guidelines from the International Labor Organization, the Responsible Business Alliance, and the United Nations. Includes ongoing safety training for employees and the mitigation and reduction of worker injuries, incidents, and critical health issues. Also includes medical and disability coverage, work-life balance, and mental and physical health programs for full-time and temporary workers.	Health and Safety of Our Workers	GRI 403

	Material Topic	Topic Description	Section of this Report	GRI Disclosure
Most Material to Our ESG Strategy	Waste Management and Recycling	Addresses the company's management of hazardous and non-hazardous waste, pollution, and effluents with an emphasis on responsible waste management and mitigation activities. Includes programs to promote recycling, reuse, and reduction of materials used and discarded.	Waste Management and Recycling	GRI 306
	Employee Development, Benefits, and Satisfaction	Ensures the professional growth and personal satisfaction of employees through the company's talent attraction, management, and retention strategy. Includes programs for upgrading employee skills, developing careers, and providing ongoing education, training, fair wages, and benefits. Includes equitable compensation, flexible work schedules, and ongoing development and fulfillment. This also captures the engagement and satisfaction of the company's employees, with an emphasis on minimizing employee turnover, strengthening employee retention, and providing quality education and training to its workforce.	Employee Development and Engagement Comprehensive Benefits	GRI 401; GRI 404
	Global Human Rights	Promotes the protection of human rights in the company's operations and its supply chain by ensuring the company's activities do not have negative impacts on workers' rights or freedoms and taking action to remove from the supply chain child labor, forced or compulsory labor, unsafe working conditions, harm to migrant workers, and excessive working hours. Includes the company's efforts to empower workers' voices, promote fair wages, promote incident reporting, and comply with the United Nations Declaration on Human Rights and the Responsible Business Alliance's Code of Conduct and Validated Assessment Program.	Worker Safety and Human Rights	GRI 406; GRI 407; GRI 408; GRI 409
	Community Engagement and Philanthropy	Promotes local community engagement and philanthropic activities, with an emphasis on quality-of-life improvement in societies in which the company operates and/or sources. Includes employee engagement in volunteer work and charity and the amount and impact of the charitable contributions from the company. Promotes an increase in donations, volunteer hours, and philanthropic partnerships over time.	Community Engagement	GRI 413
	Customer Engagement and Satisfaction	Promotes the creation of shared value between the company and its customers, ensuring customer expectations are met or exceeded by seeking feedback on company performance. Includes building partnerships; sharing knowledge, performance, and risks; and aligning investments in innovation.	Ensuring Customer Satisfaction Engaging with Our Customers on ESG	GRI 416
	Innovation and Leadership	Ensures the company meets its economic performance objectives through responsible innovation, production, and industry leadership. Considers the innovation necessary to produce environmentally and socially responsible products and includes the engagement of stakeholders to advance ESG in the industry through good business practices, sourcing requirements, disclosures, and collaboration.	Product Sustainability and Circular Economy	N/A

	Material Topic	Topic Description	Section of this Report	GRI Disclosure
Most Material to Our ESG Strategy	Ethics and Anti-Corruption	Includes the company's identification, assessment, and mitigation of corruption risks including but not limited to bribery, extortion, and embezzlement. Ensures compliance with laws preventing anti-competitive behavior, antitrust, or monopoly practices and ensures that employees are regularly trained and empowered to make ethical business decisions.	Business Ethics and Fair Business Practices	GRI 205
	ESG Integration in Business Strategy	Ensures that the management and mitigation of ESG risks are integrated into the company's strategy and planning. Examples of risks include the financial, physical, operational, transitional, and market risks associated with climate change and social issues. Emphasizes the integration of ESG issues into core business strategies and functions, including in the company's corporate management system.	ESG Strategy and Governance	N/A
	Transparency and Disclosure	Ensures the company is transparent in reporting its sustainability and corporate social responsibility goals, progress, and programs using clear, benchmarked, and easily accessible public disclosures. Includes the company's responses to industry frameworks for rating and ranking companies' performance on ESG.	ESG Strategy and Governance	N/A

Appendix E. GRI Universal Standards Index

To the extent that information is available, we have developed this report with reference to the GRI Universal Standards.

Statement of use	Infinera has reported the information cited in this GRI content index for the period January 1 – December 30, 2023, with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Company Profile
	2-2 Entities included in the organization's sustainability reporting	About This Report and External Alignment
	2-3 Reporting period, frequency, and contact point	About This Report and External Alignment
	2-4 Restatements of information	Climate, Energy, and Emissions
	2-5 External assurance	About This Report and External Alignment
	2-6 Activities, value chain, and other business relationships	Company Profile
	2-7 Employees	Our Workforce
	2-8 Workers who are not employees	Our Workforce

GRI Standard	Disclosure	Location
	2-9 Governance structure and composition	2023 Proxy Statement and 2022 Annual Report
	2-10 Nomination and selection of the highest governance body	2023 Proxy Statement and 2022 Annual Report
	2-11 Chair of the highest governance body	2023 Proxy Statement and 2022 Annual Report
	2-12 Role of the highest governance body in overseeing the management of impacts	ESG Strategy and Governance
	2-13 Delegation of responsibility for managing impacts	ESG Strategy and Governance
	2-14 Role of the highest governance body in sustainability reporting	ESG Strategy and Governance
	2-15 Conflicts of interest	Code of Business Conduct and Ethics
	2-16 Communication of critical concerns	ESG Strategy and Governance Reporting Concerns
	2-17 Collective knowledge of the highest governance body	2023 Proxy Statement and 2022 Annual Report
	2-18 Evaluation of the performance of the highest governance body	2023 Proxy Statement and 2022 Annual Report
	2-19 Remuneration policies	2023 Proxy Statement and 2022 Annual Report
	2-20 Process to determine remuneration	Equitable Compensation 2023 Proxy Statement and 2022 Annual Report
	2-21 Annual total compensation ratio	2023 Proxy Statement and 2022 Annual Report
	2-22 Statement on sustainable development strategy	Information unavailable. We do not currently have a statement available for public disclosure. Please refer to our CDP climate change response for details on our governance approach to sustainability.
	2-23 Policy commitments	Business Ethics and Fair Business Practices Discrimination and Harassment Conflict Minerals Compliance Worker Safety and Human Rights Employee Wellness Programs Comprehensive Benefits Equitable Compensation

GRI Standard	Disclosure	Location
	2-24 Embedding policy commitments	Business Ethics and Fair Business Practices Discrimination and Harassment Conflict Minerals Compliance Worker Safety and Human Rights Employee Wellness Programs Comprehensive Benefits Equitable Compensation
	2-25 Processes to remediate negative impacts	Reporting Concerns
	2-26 Mechanisms for seeking advice and raising concerns	Reporting Concerns
	2-27 Compliance with laws and regulations	Compliance and Risk Management Privacy and Data Protection Conflict Minerals Compliance Supplier Engagement, Assessment, and Due Diligence Product Safety and Compliance Maintaining Product Compliance Product Take-back Program Sustainable Product Packaging Environmental Management Systems and Compliance Emissions Reduction Progress and Initiatives Water Management Managing Our Hazardous Waste EHS Management Systems Supplier Diversity Employee Training Comprehensive Benefits Our Workforce Discrimination and Harassment
	2-28 Membership associations	Appendix B. Membership of Associations
	2-29 Approach to stakeholder engagement	Stakeholder Engagement
	2-30 Collective bargaining agreements	Our Workforce Human Rights and Responsible Labor Practices

GRI Standard	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Appendix D. Our Material ESG Topics
	3-2 List of material topics	Appendix D. Our Material ESG Topics
	3-3 Management of material topics	Appendix D. Our Material ESG Topics
Material Topic: Sustainability		
There are no GRI disclosures required for this topic.	3-3 Management of material topics	Product Sustainability and Circular Economy
Material Topic: Climate, Emissions, and Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Climate, Energy, and Emissions
GRI 305: Emissions 2016	305-1 Direct (scope 1) GHG emissions	Climate, Energy, and Emissions
	305-2 Energy indirect (scope 2) GHG emissions	Climate, Energy, and Emissions
	305-3 Other indirect (scope 3) GHG emissions	Climate, Energy, and Emissions
	305-4 GHG emissions intensity	Climate, Energy, and Emissions
	305-5 Reduction of GHG emissions	Climate, Energy, and Emissions
	305-6 Emissions of ozone-depleting substances (ODS)	Information unavailable. We do not currently track this information.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Information unavailable. We do not currently track this information.
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Climate, Energy, and Emissions
	302-2 Energy consumption outside of the organization	Information unavailable. We do not currently track this information.
	302-3 Energy intensity	Climate, Energy, and Emissions
	302-4 Reduction of energy consumption	Climate, Energy, and Emissions
	302-5 Reductions in energy requirements of products and services	Product Sustainability and Circular Economy

Material Topic: Diversity, Equity, and Inclusion		
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity, Equity, and Inclusion
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Employee Diversity by the Numbers
	405-2 Ratio of basic salary and remuneration of women to men	Information unavailable. A gender pay equity study was completed in 2022; however, this ratio was not tracked in 2023.
Material Topic: Supply Chain Management and Responsible Sourcing		
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Sourcing and Supply Chain Management
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Information unavailable. This information was not tracked in 2023.
	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible Sourcing and Supply Chain Management
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Information unavailable. This information was not tracked in 2023.
	414-2 Negative social impacts in the supply chain and actions taken	Responsible Sourcing and Supply Chain Management
Material Topic: Privacy, Data Protection, and Information Security		
GRI 3: Material Topics 2021	3-3 Management of material topics	Privacy and Data Protection
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Privacy and Data Protection
Material Topic: Waste Management and Recycling		
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste Management and Recycling
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management and Recycling
	306-2 Management of significant waste-related impacts	Waste Management and Recycling
	306-3 Waste generated	Waste Management and Recycling
	306-4 Waste diverted from disposal	Waste Management and Recycling
	306-5 Waste directed to disposal	Waste Management and Recycling

Material Topic: Employee Health, Safety, and Well-being		
GRI 3: Material Topics 2021	3-3 Management of material topics	Health and Safety of Our Workers
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	EHS Management Systems
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety of Our Workers
	403-3 Occupational health services	EHS Management Systems Health and Safety of Our Workers
	403-4 Worker participation, consultation, and communication on occupational health and safety	EHS Management Systems Health and Safety of Our Workers
	403-5 Worker training on occupational health and safety	Safety Training and Performance
	403-6 Promotion of worker health	Health and Safety of Our Workers
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety of Our Workers
	403-8 Workers covered by an occupational health and safety management system	EHS Management Systems
	403-9 Work-related injuries	Safety Training and Performance
	403-10 Work-related ill health	Safety Training and Performance
Material Topic: Employee Development, Benefits, and Satisfaction		
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Development and Engagement Employee Benefits and Compensation
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Our Workforce
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Comprehensive Benefits
	401-3 Parental leave	Comprehensive Benefits

GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Professional Growth and Learning Employee Training
	404-2 Programs for upgrading employee skills and transition assistance programs	Education and Training on DEI Career Development and Employee Growth Safety Training and Performance Employee Wellness Programs
	404-3 Percentage of employees receiving regular performance and career development reviews	Professional Growth and Learning
Material Topic: Global Human Rights		
GRI 3: Material Topics 2021	3-3 Management of material topics	Worker Safety and Human Rights
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	There were no confirmed cases of discrimination in 2023.
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Information unavailable. We do not currently track this information. Our risk management approach to human rights is described in the “Human Rights and Responsible Labor Practices” section of this report.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Information unavailable. We do not currently track this information. Our risk management approach to human rights is described in the “Human Rights and Responsible Labor Practices” section of this report.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Information unavailable. We do not currently track this information. Our risk management approach to human rights is described in the “Human Rights and Responsible Labor Practices” section of this report.
Material Topic: Community Engagement and Philanthropy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Community Engagement
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Information unavailable. We do not currently track this information. Our operations implement community benefit programs where required by local law. Additional community engagement activities conducted on a voluntary basis are described in the “Community Engagement” section of this report.
	413-2 Operations with significant actual and potential negative impacts on local communities	Information unavailable. We do not currently track this information. Our operations implement community benefit programs where required by local law. Additional community engagement activities conducted on a voluntary basis are described in the “Community Engagement” section of this report.

Material Topic: Customer Engagement and Satisfaction		
GRI 3: Material Topics 2021	3-3 Management of material topics	Ensuring Customer Satisfaction Engaging With Our Customers on ESG
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	100% of products are tested for compliance with applicable health and safety requirements.
	416-2 Incidents of noncompliance concerning the health and safety impacts of products and services	Maintaining Product Compliance
Material Topic: Innovation and Leadership		
There are no GRI disclosures required for this topic.	3-3 Management of material topics	Appendix D. Our Material ESG Topics
Material Topic: Ethics and Anti-Corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Ethics and Fair Business Practices
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Information unavailable. We do not currently track this information. Our risk management approach for anti-corruption is described in the “Business Ethics and Fair Business Practices” section of this report.
	205-2 Communication and training about anti-corruption policies and procedures	Business Ethics and Fair Business Practices
	205-3 Confirmed incidents of corruption and actions taken	There were no confirmed cases of corruption in 2023.
Material Topic: ESG Integration in Business Strategy		
There are no GRI disclosures required for this topic.	3-3 Management of material topics	Appendix D. Our Material ESG Topics
Material Topic: Transparency and Disclosure		
There are no GRI disclosures required for this topic.	3-3 Management of material topics	Appendix D. Our Material ESG Topics

Appendix F. SASB Indices

We align our ESG reporting to SASB's Standards for the **Hardware** industry and certain Standards for the **Semiconductors** industry. Below are the sustainability disclosure topics, accounting metrics, and activity metrics relevant to our industry.

Accounting Metrics

Topic	Code	Metric	Unit of Measure	Our Response
Product Security	TC-HW-230a.1	Description of approach to identifying and addressing data security risks in products	n/a	Please see the "Privacy and Data Protection" section of this report to learn about our approach to identifying and addressing data security risks in products.
Employee Diversity and Inclusion	TC-HW-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees, and (d) all other employees	Percentage (%)	Please see the "Our Workforce" and "Employee Diversity by the Numbers" sections of this report for our publicly available aggregated workforce diversity data. We discuss our programs for fostering equitable representation across our operations in the "Diversity, Equity, and Inclusion" section.
Product Lifecycle Management	TC-HW-410a.1 TC-SC-410a.1	Percentage of products by revenue that contain IEC 62474-declarable substances	Percentage (%)	100% of our products contain IEC 62474-declarable substances, including lead from RoHS exemptions, TBBPA as a brominated flame retardant in PCBs, and PVC as a chlorinated flame retardant in some cables (manufactured without the restricted phthalates under RoHS [EU] 2015/863 and REACH SVHCs). All contain lead and TBBPA. Some may also contain PVC. We do not currently have plans to minimize our use of these materials but are committed to ensuring safe handling and proper labeling.
	TC-HW-410a.2	Percentage of eligible products, by revenue, meeting the requirements for EPEAT registration or equivalent	Percentage (%)	0%. Our products do not fall into any categories for the EPEAT registry. We discuss our approach to integrating environmental principles into product design in the "Product Sustainability" section of this report.
	TC-HW-410a.3	Percentage of eligible products, by revenue, certified to an energy efficiency certification	Percentage (%)	0%. Our products are excluded under ENERGY STAR Large Network Equipment version 1.0. We currently use the ATIS-0600015 Energy Efficiency Requirement for Optical Transport Products.

Topic	Code	Metric	Unit of Measure	Our Response
	TC-HW-410a.4	Weight of end-of-life products and e-waste recovered; percentage recycled	Metric tons (t) Percentage (%)	We do not have a weight of end-of-life products and e-waste recovered available for disclosure. 0%. Any electronics that fail in the field are shipped back to the contract manufacturer for a full diagnostic to determine failure; most are still in use. We also have a take-back program to reduce waste at the end of life.
	TC-SC-410a.2	Processor energy efficiency at a system-level for: (1) servers, (2) desktops, and (3) laptops	Various, by product category	<i>This disclosure is not relevant to our business.</i>
Supply Chain Management	TC-HW-430a.1	Percentage of Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by (a) all facilities and (b) high-risk facilities	Percentage (%)	While we do not currently audit our suppliers in conformance with VAP standards, we continue to evaluate opportunities to achieve alignment with the RBA's risk assessment program in the future. Please refer to the "Supplier Engagement, Assessment, and Due Diligence" section of this report for a description of our supplier assessment efforts.
	TC-HW-430a.2	Tier 1 suppliers' (1) non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent, and (2) associated corrective action rate for (a) priority non-conformances and (b) other non-conformances	Rate	While we do not currently audit our suppliers in conformance with VAP standards, we continue to evaluate opportunities to achieve alignment with the RBA's risk assessment program in the future. Please refer to the "Supplier Engagement, Assessment, and Due Diligence" section of this report for a description of our supplier assessment efforts.
Materials Sourcing	TC-HW-440a.1	Description of the management of risks associated with the use of critical materials	n/a	Please see the "Conflict Minerals Compliance" section of this report for information on risk identification and management processes for responsible minerals sourcing.
	TC-SC-440a.1			
Greenhouse Gas Emissions	TC-SC-110a.1	(1) Gross global scope 1 emissions and (2) amount of total emissions from perfluorinated compounds	Metric tons (t) CO ₂ -e	(1) Please see the "Climate, Energy, and Emissions" section of this report for our scope 1 emissions total. (2) We do not currently have this information available for disclosure.
	TC-SC-110a.2	Discussion of long- and short-term strategy or plan to manage scope 1 emissions and emissions reduction targets and an analysis of performance against those targets	n/a	Please see the "Climate, Energy, and Emissions" and "Appendix G. TCFD Alignment" sections of this report and our 2023 CDP climate change questionnaire for information on our emissions management strategy and targets.

Topic	Code	Metric	Unit of Measure	Our Response
Energy Management in Manufacturing	TC-SC-130a.1	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	Gigajoules (GJ), percentage (%)	Please see the “Climate, Energy, and Emissions” section of this report for the energy data that we are currently able to disclose publicly.
Water Management	TC-SC-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand cubic meters (m3), percentage (%)	Please refer to the “Water Management” section of this report for the water data that we are currently able to disclose publicly.
Waste Management	TC-SC-150a.1	(1) Amount of hazardous waste from manufacturing, (2) percentage recycled	Metric tons (t), percentage (%)	Please see the “Waste Management” section of this report for the waste data that we are currently able to disclose publicly.
Workforce Health and Safety	TC-SC-320a.1	Description of efforts to assess, monitor, and reduce exposure of workforce to human health hazards	n/a	Please refer to the “Health and Safety of Our Workers” section of this report for our approach to assessing, monitoring, and reducing risks and hazards related to our business that have a potentially negative effect on human health.
	TC-SC-320a.2	Total amount of monetary losses as a result of legal proceedings associated with employee health and safety violations	Presentation currency	\$0 USD.
Recruiting and Managing a Global and Skilled Workforce	TC-SC-330a.1	Percentage of employees that require a work visa	Percentage (%)	We do not currently have this information available for public disclosure.
Intellectual Property Protection and Competitive Behavior	TC-SC-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Presentation currency	\$0 USD.

Activity Metrics

Code	Metric	Unit of Measure	Our Response
TC-HW-230a.1	Number of units produced by product category	Number	We do not currently have this information available for disclosure; we are exploring the potential to disclose this in the future.
TC-HW-000.B	Area of manufacturing facilities	Square feet (sq. ft.)	Our manufacturing sites totaled 26,566 sq. ft. as of December 30, 2023.
TC-HW-000.C TC-SC-000.B	Percentage of production from owned facilities	Percentage (%)	We do not currently have this information available for disclosure; we are exploring the potential to disclose this in the future.
TC-SC-000.A	Total production	Units	We do not currently have this information available for public disclosure.

Appendix G. TCFD Alignment

Below is a table of our alignment with the guidance provided by the [TCFD](#) on climate change. Please refer to our annual disclosure of [CDP's climate change questionnaire](#) for more details.

Governance
Our organization's governance around climate-related risks and opportunities

Infinera's dedicated global ESG working group meets quarterly to assess risks and opportunities and set goals related to climate change. The decisions made by this team are regularly reviewed and approved by our Executive Leadership Team, which provides regular updates on our progress to the Nominating and Governance Committee. As needed, the full Board of Directors is made aware of these decisions and our progress.

Our annual ESG report is approved, at the highest level, by our CEO. In this report, we address some of the risks and opportunities climate change may pose to our business, including topics of energy management, greenhouse gas emissions, environmental regulation, and supply chain risk management and security. Please refer to our annual disclosure to CDP's climate change questionnaire for more details on our climate change governance approach.

Strategy
The impacts of climate-related risks and opportunities on our businesses, strategy, and financial planning

Climate-related risks and opportunities are integrated into our business strategy, practices, and planning. Our enterprise risk management (ERM) process includes risks related to climate change such as energy use and transition, environmental regulation, and supply chain resilience.

Infinera does not currently conduct scenario analysis in line with the Science-Based Targets Initiative (SBTI) but will evaluate the decision to do so as we further assess our customer and investor needs. Please refer to our annual disclosure to CDP's climate change questionnaire for more details on our climate change management strategy and supporting activities.

Risk Management

Our organization identifies, assesses, and manages climate-related risks

Our ERM process identifies and allows us to manage risks related to climate change. This process is reviewed and revised every two years and is incorporated into our business continuity planning and ESG roadmap. Climate-related risks are managed within their corresponding departments of the company. Additionally, we have a dedicated ESG team that meets quarterly to assess risks and opportunities and set goals related to the management of climate change risks and opportunities.

Please refer to our annual disclosure to CDP's climate change questionnaire for more details on our risk management approach.

Metrics and Targets

Metrics and targets used to assess and manage relevant climate-related risks and opportunities

We are focused on accelerating our progress on reducing our scope 1, 2, and 3 GHG emissions so we can better respond to and anticipate our customers' expectations and the risks associated with climate change. To identify reputational and market risks and opportunities, we conduct regular materiality assessments, in which climate-related issues such as energy, emissions, waste, water, and environmental regulation are included.

As a part of our ESG roadmap and climate risk management strategy, we set, track, and measure progress on our greenhouse gas reduction goals. In 2023, we submitted science-based targets for scopes 1, 2, and 3 to SBTi and are awaiting validation. Additionally, we have committed to achieving net-zero scope 2 carbon emissions by 2050. Please see the "Climate, Energy, and Emissions" section of this report for more details on the metrics and targets we are tracking and disclosing. Please also see our annual disclosure to CDP's climate change questionnaire for more details on these metrics and targets.

About This Report and External Alignment

This is the eighth annual ESG report of Infinera Corporation (referred to herein as “we,” “us,” “our,” and “Infinera”) and covers the 2023 calendar year. Unless otherwise noted, the data in this report is inclusive of our global operations. Our last report was published on May 2, 2023.

This report provides an overview of our sustainability programs and activities based on aspects determined to be “material” through our ESG materiality assessment. In this case, we use the term “material” to describe the ESG topics most important and impactful to our business and our stakeholders. The ESG materiality assessment,

which is conducted every three years, is aligned with the Sustainability Accounting Standards Board (SASB) and the Global Reporting Initiative (GRI). Refer to our SASB and GRI content indices in the report appendices. As of 2020, we are annual respondents to CDP, through which we disclose our environmental and climate-related governance, strategy, risks and opportunities, and metrics and targets. We align our disclosures to the Task Force on Climate-related Financial Disclosures (TCFD) through this submission to CDP’s climate change questionnaire and in the TCFD index in this report.

This report has been prepared with reference to the GRI Universal Standards to the extent that information is available for disclosure. It has not

been externally assured. To provide feedback or ask questions, please contact sustainability@infinera.com.

Visit infinera.com for more information on:

- Governance of our Board of Directors and management team
- Our innovations, technologies, products, and solutions
- The company’s financial performance and investor relations
- Recent news, press releases, and awards





© 2024 Infinera Corporation. All rights reserved. Infinera and logos that contain Infinera are trademarks or registered trademarks of Infinera Corporation in the United States and other countries.

All other trademarks are the property of their respective owners. Infinera specifications, offered customer services, and operating features are subject to change without notice. 0372-RE-RevA-0524 Published May 2024