

A hand holding a glowing digital world map with data points and lines.

harmonic[®]

2024

CORPORATE SOCIAL
RESPONSIBILITY REPORT >

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| Letter from our CEO

I am pleased to share our 2024 Corporate Social Responsibility (CSR) Report with you.

At Harmonic, we believe that innovation and responsibility must go hand in hand. As we continue to lead in transforming the broadband access and video delivery industries, we remain committed to advancing our corporate social responsibility goals – driven by transparency and a long-term view of sustainability.

In this Report, we highlight various areas of focus and progress. Our employees across our global offices continue to give back to their communities and contribute to important causes through our Harmonic Cares initiatives. As we deepen our alignment with the UN Sustainable Development Goals, we have improved our greenhouse gas emissions reporting methodology and data following a third party assessment, and we updated our Environmental Policy to establish formal Scope 1 and Scope 2 greenhouse gas emissions targets. Harmonic has made progress reducing energy consumption in certain operations, and we are actively developing a strategy to help reduce Scope 3 emissions across our value chain.

Harmonic continues to play an important role in helping its Broadband and Video business customers reduce their environmental footprints; our innovative, efficient and market-defining solutions can significantly reduce our customers’ energy consumption and greenhouse gas emissions, especially when compared to legacy products. Our technology leadership is central to our mission of enabling a more sustainable digital future. We are proud to have earned industry recognition for our community impact and sustainability leadership.

Equally important is our commitment to our people. We care deeply about our employees and prioritize efforts to attract, develop and retain our globally diverse and talented team. Their passion, creativity and dedication are the driving force behind everything we do, and the reason we continue to grow responsibly and with purpose.

While we’re proud of what we’ve achieved, we know there’s more to do. With collaboration, innovation and a common vision, we will continue building a more inclusive, sustainable future – for our employees, customers, communities and the planet.

Thank you for being part of this journey.



Nimrod Ben-Natan
President and Chief Executive Officer
Harmonic Inc.

About this Report

This report covers Harmonic’s fiscal year 2024, ending December 31, 2024. All references to years are to Harmonic’s 2024 fiscal year, unless otherwise stated. All the information in the report is current as of the date of initial publication. This report covers all Harmonic operations and entities. The activities and performance detailed in this report refer to Harmonic Inc.’s global operations, unless otherwise stated.

“Harmonic,” “we,” “us,” “our” and “the Company” refer to Harmonic, Inc. and its affiliates. All references to dollars (\$) are to U.S. dollars. Data is rounded to ease reading.

We welcome your questions about this report and Harmonic’s corporate social responsibility (CSR) efforts via email to csr@harmonicinc.com.



SMARTER. FASTER.
SIMPLER SOLUTIONS

About Harmonic

Harmonic (NASDAQ: HLIT), the worldwide leader in virtualized broadband and video streaming solutions, enables media companies and service providers to deliver ultra-high-quality video streaming and broadcast services to consumers globally. The Company revolutionized broadband networking via the industry’s first virtualized broadband solution, enabling operators to more flexibly deploy gigabit internet services to consumers’ homes and mobile devices. Whether simplifying OTT video delivery via innovative cloud and software platforms or powering the delivery of gigabit internet services, Harmonic is changing the way media companies and service providers monetize live and on-demand content on every screen.

We are a leading global provider in two industry segments, creating value for our customers and the communities we work in:

Revolutionizing broadband networks: As the worldwide leader in virtualized broadband solutions, we are shaping the next generation of multigigabit connectivity. Our market-leading cOS™ virtualized broadband platform and portfolio of network edge devices enable telcos and broadband operators to accelerate the deployment of reliable, high-speed broadband services, deliver brilliant broadband experiences and drive lasting subscriber growth.

Enabling premium video delivery: We are empowering media companies to deliver exceptional-quality video streaming and broadcast services. Our innovative SaaS and software-based video solutions fuel outstanding streaming and broadcast experiences, driving viewer engagement and monetization on every screen.

 Incorporated 1995	 Headquarters San Jose California	 \$679M 2024 Net Revenue
 1,240 Employees	 5,000 Customers Worldwide	 22 Global Offices





| Our Approach to CSR

Our Values

Harmonic embraces creativity and innovation by cultivating a diverse team, and fostering fresh perspectives and new ideas. We build strong relationships through integrity and respect while acting with honesty and transparency. We welcome feedback from stakeholders and measure our progress to continuously improve our Corporate Social Responsibility (CSR) policies and programs. At Harmonic, our commitment to CSR will always be an intentional and thoughtful choice, driven by our belief in doing what is right while recognizing its positive impact on our business.

Integrity & Respect: In our Company and supply chain, we operate from a foundation of integrity, ethics, transparency and respect for labor and human rights.

Quality & Innovation: Delivering the most innovative products and services of the highest quality to our customers, in a sustainable manner, is at the heart of our culture of excellence.

Diversity & Teamwork: One of our core strengths is our globally distributed workforce, where the diversity of backgrounds, perspectives and approaches fuels creativity, innovation and problem solving in our dynamic industry.

Through our values, we are committed to creating a corporate culture that promotes diversity, belonging and sustainable operations. Our approach to CSR includes a commitment to several priority environmental, social and governance (ESG) topics, including governance and ethics, human capital management, supply chain partnerships and environmental responsibility.

In each section, this report shows icons of the SDGs that Harmonic supports through its actions and initiatives.

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Harmonic supports the Sustainable Development Goals

Our Targets

Harmonic is committed to:



ENVIRONMENT

- Reducing its greenhouse gas (GHG) Scope 1 & 2 emissions by 45% in 2030 and by 90% in 2050, compared to the 2022 baseline
- Reaching a 90% waste diversion rate by 2030
- Recycling 100% of our electronic waste (achieved)



SOCIAL

- Increasing gender diversity across our Company
- Paying 100% of our employees at or above the applicable local living wage standard



GOVERNANCE AND ETHICS

- Annually provide training to 100% of our personnel on our Code of Business Conduct and Ethics (achieved)
- Maintaining a Board of Directors diverse in skills, backgrounds, experiences, gender and other factors to maximize its effectiveness (achieved)



RESPONSIBLE SUPPLY CHAIN

- Having 100% of our top 80% suppliers (by spending) externally assessed on ESG
- Annually provide training to 100% of our procurement team on sustainable procurement practices (achieved)

External Assessment

Our EcoVadis Bronze Medal, awarded based on our 2023 assessment, remains valid through the end of 2024. A reassessment is scheduled for submission in 2025. EcoVadis is an independent sustainability rating platform that evaluates and promotes the environmental, social, and ethical performance of companies worldwide. It has assessed over 75,000 companies across more than 200 industries in over 160 countries. In the 2023 assessment, we ranked in the 55th percentile, indicating that our performance was equal to or better than 55% of all companies evaluated by EcoVadis.

CDP is another annual external assessment we participate in. As a not-for-profit organization, CDP promotes environmental action through a comprehensive global disclosure system. It is aligned with key frameworks

including TCFD, GRI, the Greenhouse Gas Protocol, and the European Sustainability Reporting Standard (ESRS) E1. In 2024, while 15 out of our 16 sub-category scores are either rated as “Awareness” or “Management” level, we aim to further improve our overall score. One key area is the third-party verification of our data. To address this, we have submitted our 2024 greenhouse gas (GHG) inventory for independent audit, which will support our goal of improving our CDP rating. Additionally, we are actively working on defining our Scope 3 targets and developing a corresponding action plan, as described in the Environmental Responsibility section.



Governance and Ethics

Corporate & ESG Governance

Our Code of Business Conduct and Ethics guides our operations as we embrace a high standard of ethics and strong governance practices.

Corporate Governance

Our Corporate Governance Guidelines set forth the key functions of the Board, as well as principles regarding Board structure and composition, conflicts of interest, Board operations and meetings, Board interaction with management and third parties, Board committees, Director compensation and stock ownership. The Board has an Audit Committee, a Compensation Committee and a Corporate Governance and Nominating Committee. The Corporate Governance and Nominating Committee regularly reviews our Corporate Governance Guidelines and Board committee charters, and changes are recommended to our Board for approval as appropriate.

Each of our Board Directors brings knowledge of our industry, unique experiences and skills and a reputation for integrity, honesty and adherence to high ethical standards. We have adopted a Code of Business Conduct and Ethics that applies to all of our Board members, officers, employees, consultants, contractors and agents.

Our Board underwent a significant refresh in 2024, with four new, independent directors with significant broadband industry backgrounds joining and three independent directors departing. As of April 1, 2025, our Board is composed of eight directors, seven of whom are independent. We separate the roles of Chief Executive Officer and Board chairperson, and all three of our Board committees are made up of entirely independent directors. Harmonic reviews each director candidate’s time commitments prior to appointment and directors are expected to devote the time and attention needed to fulfill their duties.

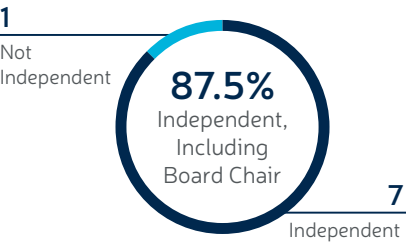
While the Corporate Governance and Nominating Committee does not have a formal policy with respect to Board diversity, the committee seeks nominees with a broad diversity of experiences, professions, skills, geographic representation and backgrounds, including racial, ethnic and gender diversity, and considers relevant legal requirements relating to diversity.

- We are committed to high standards of ethical integrity
- Strong corporate governance has been foundational to Harmonic for its 30+ years as a Nasdaq-listed technology company.
- Through its policies and actions, Harmonic supports SDG 16 “Peace, justice and strong institutions – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”



BOARD OF DIRECTORS SNAPSHOT

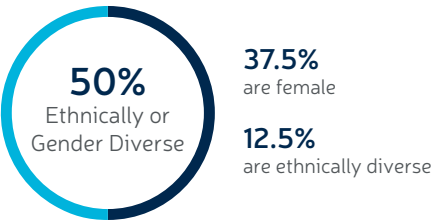
Independence



Directors' Age



Directors' Diversity



	Patrick Gallagher	Nimrod Ben-Natan	Deborah L. Clifford	Stephanie Copeland	Dana Crandall	Neel Dev	David Krall	Dan Whalen
Skills/Competencies								
Industry Experience	●	●		●	●	●	●	●
Innovation/Technology	●	●	●		●		●	●
Executive Leadership	●	●	●	●	●	●	●	●
Global Experience	●	●	●	●	●	●	●	●
Finance	●		●			●	●	●
Cybersecurity/IT					●			●
Operations	●	●	●	●	●	●	●	●
Tenure, Independence and Demographics (as of April 1, 2025)								
Tenure (years)	18	1	7	1	1	1	7	1
Independence	✓		✓	✓	✓	✓	✓	✓
Age	70	57	51	57	60	53	64	57
Gender Identity	Male	Male	Female	Female	Female	Male	Male	Male
Asian						✓		
White	✓	✓	✓	✓	✓		✓	✓

ESG Oversight

Our Board oversees Harmonic’s ESG strategy and its implementation with the help of its Corporate Governance and Nominating Committee. In 2024, our Board approved GHG reduction targets for Scope 1 and Scope 2 emissions, and endorsed the development of science-based targets to address Scope 3 emissions.

The Corporate Governance and Nominating Committee regularly reviews the Company’s ethics and governance policies and practices, as well as key areas such as diversity and inclusion initiatives; human capital management; and environmental policies and performance. The full Board receives regular updates on ESG matters from executive management, ensuring continued alignment with our strategic objectives and stakeholder expectations.

ESG Committee

Our ESG Advisory Committee is co-chaired by our General Counsel and Senior Vice President of Human Resources and our Senior Vice President of Operations. The ESG Advisory Committee is composed of senior managers from across our corporate functions, including human resources, operations, corporate quality, legal and procurement. This committee is responsible for assessing ESG risks

and opportunities, identifying the best practices and management initiatives to address any risks and opportunities and disseminating those practices into implementation tasks and guidance throughout the Company. In addition, the committee is responsible for providing updates on ESG performance to our executive management team, Board and external stakeholders through public disclosures.

Executive Compensation

The Compensation Committee reviews and approves all components of compensation, including equity compensation, for the CEO and the other Executive Officers of the Company.

Risk Management

The Board of Directors and its committees oversee Harmonic’s risk management practices and policies, and our executive team is responsible for the day-to-day management of the Company and business risks. The Board regularly reviews our long-term business strategy, our competitive positioning, potential acquisitions and divestitures, technology and market direction and operational performance, as well as the risks associated with each.



Harmonic France is a member of the College of Sustainable Development Directors, an organization dedicated to advancing CSR across businesses. The College offers valuable workshops focused on CSR strategies, implementation, and regulatory developments. More than 380 companies collaborate within this network, sharing their expertise to help shape the sustainable enterprises of the future.

The Compensation Committee is responsible for overseeing the management of risks relating to Executive and Board Director compensation, and Harmonic’s incentive, equity award and other benefit plans. The Audit Committee oversees management of financial risks as well as cybersecurity risks, and the Corporate Governance and Nominating Committee manages risks associated with the independence of Board Directors and potential conflicts of interest.

Our global tax strategy supports our commitment to high standards of corporate governance and transparency. Harmonic operates with a zero-tolerance approach to tax evasion and the facilitation of tax evasion.

Read more about executive compensation, risk management and other governance topics in our [2025 Proxy Statement](#) and [2024 Annual Report](#).

Ethics

We are committed to high standards of ethical integrity. Our approach to ethical standards is documented in our publicly available [Code of Business Conduct and Ethics](#) (CBCE), which applies to all of Harmonic’s employees, officers, Directors, consultants, contractors and agents. We also have a public Supplier Code of Conduct and Business Partner Code of Conduct, described in more detail in the Supply Chain Partnerships section of this report.

The CBCE provides rules of practice on ethical conduct and anti-corruption, conflicts of interest, compliance and communications. The CBCE sets the expectation that all Harmonic personnel and business partners live up to our commitments to Act in Good Faith, Act Ethically and Comply with the Law. In 2024, we had zero reported violations of our CBCE, and no complaints against Harmonic related to ESG matters.

Annual CBCE training and acknowledgment is mandatory, and new hire onboarding also includes CBCE training and acknowledgment. Additional mandatory employee compliance training includes modules on our insider trading policy, anti-corruption, IT/cybersecurity and unconscious bias training. Our CBCE, Supplier and Partner Codes, and Whistleblower Policy all provide for procedures for reporting potential violations internally or through an anonymous whistleblower hotline. Harmonic does not currently make any contributions to political candidates and does not maintain a political action committee.

Harmonic encourages employees to report any potential serious wrongdoing, major breaches or misconduct of our CBCE, corporate policies or legal obligations. Our procedure is designed to provide employees with a secure and confidential way of reporting to their manager or to the Senior Vice President of Human Resources, or anonymously through the various channels presented in our Whistleblower Policy.

100%
of employees completed the Code of Business Conduct and Ethics training.



Our People

We are deeply committed to attracting, developing and retaining top talent from diverse backgrounds around the world. Our goal is to foster a safe, inclusive and engaging workplace where all employees feel valued, supported and empowered to grow and thrive.

Our Culture

At Harmonic, our culture is defined by teamwork, a “can-do” mindset and a commitment to innovation and excellence. Across regions and functions, our employees come together with shared values and a strong sense of purpose, enabling us to succeed even in the face of demanding circumstances. We operate with a less formal and non-hierarchical structure centered around smaller, agile teams where every member plays a clear and meaningful role. This approach fosters a deep sense of belonging, trust and mutual respect throughout the organization.

In addition, our globally distributed and diverse workforce across over 40 countries is one of our core strengths. The diversity of backgrounds,

perspectives and approaches fuels creativity and innovation, helping us solve problems more effectively and drive continuous improvement. By embracing diversity of thought, we remain agile and adaptive in a fast-paced, ever-evolving industry. At Harmonic, we believe that an inclusive and empowering workplace — where every employee feels recognized and valued — is fundamental to our long-term success.

Our values guide our Company culture and work environments. We achieve excellence through our creativity and innovation; build our relationships on the fundamentals of integrity and respect; strive to deliver the highest quality in every aspect of our business; and embrace diversity.

Our Company culture nurtures team spirit, collaboration, tenacity and expertise.

Our globally distributed and diverse workforce across over 40 countries is one of our core strengths.

Through its policies and actions, Harmonic supports SDG 3 “Good health and well-being – Ensure healthy lives and promote well-being for all at all ages,” SDG 5 “Gender equality – Achieve gender equality and empower all women and girls,” SDG 8 “Decent work and economic growth – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all,” and SDG 10 “Reduced inequalities – Reduce inequality within and among countries.”



Harmonic firmly stands for human rights and condemns all forms of modern slavery. During recruitment and onboarding, right of abode, right to work and age verification checks are completed with all hires, in all roles and jurisdictions. Modern slavery can take many forms, including the trafficking of people, forced labor, servitude and slavery. **Harmonic Human Rights and Labor Practices Policy** strictly prohibits such practices in our own operations while our **Supplier Code of Conduct** requires our suppliers to ban such practices from their own operations and supply chain. See our Value Chain section for more information



Employee Programs

From recruitment to performance management, by way of talent development, fair and equitable compensation practices, and supporting well-being and sense of belonging, we are focused on engaging our talent to achieve organizational goals.

Human Capital Management

Our human capital management (HCM) strategy focuses on engaging our diverse global team of 1,240 employees and hundreds of contractors. We strive to create an inclusive work environment that drives performance, creativity and innovative outcomes for our customers, business partners, employees and shareholders.

Our General Counsel and SVP of HR leads our HCM efforts, which include regular updates to the Board of Directors and its committees.

Our Broadband and Video business units are supported by tailored HCM approaches that align with their distinct strategic initiatives and operational needs. While each unit operates with its own commercial strategy and reporting structure, we uphold a consistent commitment to equity, shared values and a unified corporate culture across the entire organization.

This flexibility in execution allows us to address specific business requirements, while our overarching HCM strategy remains grounded in global best practices. It drives the promotion of our culture and values, informs the design and delivery of our global HR programs, and ensures a strong focus on employee health, wellbeing, and safety.

Our strong employee culture, comprehensive HR programs, engaging and innovative work, and highly committed managers are key contributors to our strong retention rates. In 2024, Harmonic’s global voluntary turnover rate was 5.2%, while involuntary turnover reached 11.2%, largely driven by a restructuring of the Video business to drive profitable growth. This combined turnover rate of 16.4% occurred under exceptional circumstances. When viewed in context, it remains favorable compared to industry benchmarks. According to Aon Radford, a leading global source of benchmark compensation data used by total rewards professionals to make informed workforce decisions, the global average voluntary turnover rate in the technology sector is 11.4%, with total turnover averaging 20.8%.¹

These figures reflect Harmonic’s ability to retain talent at a level that outperforms industry norms, reinforcing the strength of our human capital practices and organizational culture.

¹ (based on data from 562 participating companies between June 1, 2023, and June 1, 2024, published December 2024)

Employee Engagement

At Harmonic, we strive to foster a strong sense of belonging and make every employee feel valued, regardless of role, location, or work arrangement, including fully remote employees.

We engage our global workforce through consistent and transparent communication from leadership. A key communication forum is the quarterly all-hands global meeting, which celebrates employee contributions, shares business updates and provides a platform for open dialogue. Employees are encouraged to submit questions via a pre-meeting survey or ask them live, with leadership responding in real time. When executives visit local offices, in-person group meetings are also held, often followed by informal team gatherings and meals. Additional communication channels for our leaders include email updates, pre-recorded videos, and various internal messaging and collaboration platforms. These channels and platforms ensure employees stay informed and connected, regardless of geography.

Food continues to be a unifying element of our culture. From “Lunch & Learn” sessions, team breakfasts, and holiday celebrations (such as Christmas or Diwali), to local traditions and office-specific events, Harmonic teams are eager to come together and share meaningful moments. Team-building activities are also a cornerstone of our culture, with recent examples including escape room challenges in Alicante, squid fishing and ping pong tournaments in Hong Kong, and office relocation events in Paris, the UK and Hong Kong.

Employee engagement begins at onboarding. Our New Hire Orientation Guide and Welcome Day provide a comprehensive introduction to Harmonic’s mission, values and programs. Global new hire announcements allow team members to learn both professional and personal insights about their new colleagues, helping build immediate connections.

The Harmony Newsletter is another useful communication tool to share employee news and updates, and Harmonic Cares volunteering activities, from our offices around the world.

One of our highly anticipated annual events is our global Hackathon. In 2024, under the theme “Shape the Future,” 41 employee teams competed in three categories: New Business Services, Optimization of Business Solutions, and Harmonic Effectiveness. Our Hackathons foster innovation, collaboration and a spirit of friendly competition across the Company.

Employee Engagement Survey Highlights

We regularly conduct employee surveys to measure employee engagement and satisfaction and use survey feedback to influence our workplace strategies and policies. Our survey response rate continues to be strong, with 72% of employees participating in the 2024 review, three points higher than the 2023 survey. Our overall employee engagement score was 79%, close to the 81% of the 2023 survey, and our Company score is well above the global benchmark for high performing companies (according to data gathered by Microsoft Viva Glint). The high engagement scores reflect the strength of the working and communication dynamics between our



87% of participants feel comfortable sharing their feedback and opinions with their manager.

employees and their managers, as well as the sense of purpose employees derive from their work at Harmonic.

Our surveys are a valuable tool for fostering stronger dialogue between managers and their teams, enabling more frequent and meaningful conversations around engagement and workplace experience. The confidentiality of responses encourages employees to share candid feedback, providing valuable insights into their experiences at Harmonic. All managers have access to the engagement survey platform and are empowered to work with HR to develop tailored action plans based on their team-specific results. This approach supports continuous improvement and reinforces our commitment to creating a positive, responsive and inclusive work environment.





EMPLOYEES TESTIMONIES
ON OWL STARS



Nitsan Betser, SW Engineer from the Broadband Core team, recommends the course Learning Kubernetes: “I recommend this course mostly to people that have not had any experience with Kubernetes before and want to understand it better. I would rate the instructor’s effectiveness in delivering the course material as 10/10. Everything that she explained was clear and helped me understand more about Kubernetes and its usage.”

Toni Gonzalez, from our VOS Support team in Alicante, Spain, recommends the course Learning Ansible: “Ansible Learning course was very interesting and well explained. It helped me to learn more about one of the tools that we use in day-to-day operations. It is a good start for any technical profile interested in Ops. The instructor was good and he made it easy to understand the technical concepts. There is a lot of support material and a good Q&A forum for resolving doubts and questions.”

Talent Development

Harmonic offers a chance for employees to grow their careers at the forefront of innovation, technology and leadership. We invest in tools and systems that help employees develop their skills and gain recognition for their achievements. We use in-house performance management and goal-setting tools to help us evaluate and manage talent. The tools help us to identify top talent and develop high potential employees, while flagging critical resources needed for our business success.

Career progression and learning opportunities are offered through tuition reimbursement programs, funded training programs (notably in France and Spain), coaching for leaders, management and leadership development programs, rotation assignments, and on-demand learning. Our in-house training program, named Owl Stars, has been leveraging LinkedIn Learning for employee e-learning since 2023. While total e-learning hours declined in 2024, we continue to promote development opportunities and maintain the license for all our employees, regardless of role or level, on LinkedIn Learning.

Our other internal online learning platform, Harmonic University (otherwise known as “Harmonic U”), is an invaluable tool designed not only for Harmonic customers but also for employees. It provides access to a comprehensive overview of the Harmonic product portfolio, empowering employees with the knowledge they need to excel in their roles. For employees in our Video business, Harmonic U offers essential resources like Salescope and Techscope, keeping employees updated on the latest product features and strategic developments. The Sales Enablement team ensures that all relevant recordings and materials are uploaded for easy access, enabling team members to stay informed about both current offerings and future directions. This enhances their ability to contribute to the Company’s growth and success. Additionally, the platform supports continuous learning through self-paced

courses, making it flexible and accessible for all employees. Harmonic U is a valuable tool for staying current, developing skills and aligning with the Company’s objectives.

In addition to on-demand learning, we provide in-person, technical and management training and coaching in various locations. We also offer our employees financial support for accredited undergraduate and graduate-level degree programs or professional accreditation related to employees’ work fields through our Educational Assistance Program.

In France, as required by law, employees are invited to express their training needs each year and we build training plans that take into account these individual requests, evolving technology and business requirements and management priorities. When possible, we propose training for teams to create common skill sets and team interactions. Training is provided by accredited external subject matter experts and focuses on technology developments in our industry, as well as on managerial and communication skills. Employee feedback is used to continuously improve our training offerings.

To recruit top candidates, we participate in university career fairs in countries where our R&D and support centers are located to ensure a robust pipeline of engineering talent joins our ranks. Our ongoing employee referral program incentivizes our global workforce to participate in the search for the next generation of talent.

Our Rennes’ office has long-standing internship and apprenticeship programs, with a steady increase in the number of apprentices over the past five years. In 2024, nine interns (29% female) and 26 apprentices (23% female) were part of the Harmonic team. We also welcomed two people undergoing retraining with work placements to support their revised career plans.

Building an inclusive workforce is critical to the growth and innovation of our business.

Diversity and Belonging

Building an inclusive workforce is critical to the growth and innovation of our business. We believe that the diverse backgrounds, experiences and perspectives of our employees make Harmonic a more creative, innovative, flexible and successful Company.

Unconscious Bias training remains mandatory for all employees and has been fully integrated into the onboarding process for new hires. Our Global Inclusive Recruitment and Selection Policy helps ensure that our managers conduct hiring processes in a fair and objective manner.

Our office in Alicante utilizes the Spanish government’s grant program for hiring young engineers with diverse backgrounds, including women, people of color, refugees and people with disabilities. In the U.S., we have been recognized by the U.S. Department of Labor for exceeding our hiring benchmark for military veterans.

Our commitment to diversity extends to disability inclusion. In France, we have proudly provided employment opportunities to individuals with disabilities in our logistics department for over 20 years. In 2024, we employed 12 individuals with disabilities and ensured that their workstations were equipped for accessibility and ease of use. We also partner with suppliers that employ people with disabilities, further supporting inclusive employment practices through our supply chain.

At our Rennes office, we continued to raise awareness by organizing a dedicated Disability Awareness Day during the European Disability Employment Week — building on our 2023 efforts. The event allowed employees to experience the challenges faced by people with disabilities through hands-on activities. These included navigating the office in a wheelchair, using gloves that simulate tremors and motor disorders, and wearing glasses that replicate various visual impairments. Interactive challenges and a disability awareness quiz further deepened understanding and empathy.

These initiatives reflect our ongoing commitment to creating an inclusive workplace that respects and supports individuals of all abilities.

Our General Counsel and SVP of HR leads Harmonic’s corporate diversity and inclusion efforts, with the support of our global HR team. Diversity and belonging metrics are reviewed quarterly by Company management and reviewed annually with our Board.

See our Diversity and Inclusion data in our Performance Data Table on [page 37](#).



We are committed to fair and equitable compensation practices across our global workforce

Gender Equity

At Harmonic, we are committed to fair and equitable compensation practices across our global workforce. We conduct a comprehensive pay equity analysis annually using the Syndio compensation analytics platform, in conjunction with our annual compensation review process. This tool enables us to identify and address any potential pay disparities, helping to ensure that no employee or group is disadvantaged based on gender or other protected characteristics. Any inequities flagged by Syndio are reviewed and appropriately addressed.

Harmonic collaborates with community groups to introduce girls to science, technology, engineering and mathematics (STEM), supports organizations that encourage women to pursue careers in engineering and technology, and focuses on hiring women for technical roles. Read our Community Impact section on [page 21](#).

In France, we continue to demonstrate strong performance on gender pay equity in 2024, achieving a score of 83 out of 100 on the country’s mandatory Gender Equality Index — a slight decrease from 2023 but still a solid result. The index is composed of five key indicators:

- Gender pay gap by age group and job category (less than 1.5%)
- Difference in individual salary increase rates (less than 4%)
- Promotion rates (slightly higher among women than men)
- Percentage of women receiving salary increases following maternity leave (100%)
- Representation among top earners

Additionally, our French works council includes a dedicated commission on gender equality, reinforcing our commitment to continuous improvement in this area.

A four-year Equality Plan was implemented in Spain in 2023. It includes regular training on gender equality and measures to support female employees in balancing their professional and personal lives, as well as to safeguard health.

Through proactive analysis, data-driven action and transparent practices, Harmonic remains committed to advancing pay equity and promoting diversity and inclusion across the organization.

DIVERSE REPRESENTATION AT HARMONIC



20% of global employees self-identify as women



14% of senior leadership positions at Harmonic are held by women



41% of U.S. employees self-identified as racially/ethnically diverse



36% of U.S. new hires self-identified as racially/ethnically diverse

Additional metrics are provided in the Performance Data Table of this report on [page 37](#).



Employee Health, Safety and Well-being

Our Health and Safety Strategy

Harmonic complies with all applicable health and safety laws and regulations in all countries where we operate. In addition to our Health and Safety Policy, which captures the basic principles, our internal guidelines and directives often exceed local requirements driven by applicable laws and regulations. We engage with our employees, contractors, partners and customers to maintain a healthy and safe workplace for our personnel, and all our operational sites have conducted a health and safety risk assessment.

Detailed risk assessments of our key facilities are done on a quarterly basis. Risk factors applicable to our Company, locations, employees and global business are listed in our [2024 Annual Report](#).

Our ISO 9001-related processes and Quality Management System covers risks and opportunities related to product quality. For more information, please see the Value Chain section on [page 33](#).

Safety at the Workplace

The majority of roles at Harmonic are office-based, resulting in a generally low-risk work environment. Nevertheless, we are fully committed to maintaining high safety standards and have established comprehensive processes and preventive measures to protect both our employees and external contractors working on our sites.

In more technical environments — such as laboratory facilities — employees receive specialized training, including electrical accreditation, to ensure safe operations. For example, the new Broadband lab at our Rennes site underwent a mandatory audit by an independent safety authority in compliance with local regulations.

All of our sites in France maintain active Employee Safety Committees to oversee safety practices and improvements. At our Israel site, a designated safety supervisor conducts bi-monthly inspections and delivers regular safety training sessions for high-risk departments, such as laboratories and warehouses.

External contractors working on Harmonic premises are closely supervised and required to adhere to a documented Risk Prevention Plan, which is reviewed and signed by all involved parties to ensure alignment on safety expectations.


In addition to lab and electrical risks, logistics operations present another area of focus. To mitigate these risks, we implement preventive measures across all sites, including ergonomic assessments of workstations, process optimizations, appropriate tooling, and provision of personal protective equipment. At our Rennes logistics department, for example, exoskeletons are used to support employee well-being and reduce physical strain.

The following testimony by Rachad Abdallah, handler and receiving agent from the Rennes’ logistics team highlights the benefits of using the exoskeleton: “The exoskeleton helps me a lot. The exoskeleton is easy to put on and does not take up much space when I am wearing it. I use it mainly when I handle servers, but it is also an aid for all operations where it is necessary to get down and up with a load without being able to bend my knees. It saves me back pain and aches in the evening.”

Employees are encouraged to report any safety incidents directly to their manager or to Human Resources. Given the low-risk nature of our operations and the effectiveness of our preventive safety measures, **no work-related accidents were reported in 2024**.

Harmonic remains committed to fostering a culture of safety through proactive risk management, training, and continuous improvement of our safety practices.





Harmonic has a productive, effective and agile workforce that works across time zones to deliver results.

Safety Outside the Workplace

Safety is also a priority when traveling for business within the country and abroad, and extensive information and assistance are provided, as required or requested.

Harmonic employees are also required to go on-site to customer locations to install equipment or perform technical services.

The following testimony from Phil McCarty, Sr. Manager, Broadband Field Engineering, underscores how safety was used when installing the cOS™ platform and rebuilding the HFC network to support DOCSIS 4.0 for a customer in Alaska:

“Regarding safety, we follow U.S. Occupational Safety and Health Administration (OSHA) 1910.268 Telecommunications regulations. These regulations cover equipment and tools, protective gear, ladders, aerial lifts, splicing equipment, worksite and training. Our supervisors go over these safety regulations and our installation procedures with team members at the beginning of the project. We have monthly meetings to review safety and go over situations that arise. Gear is inspected at the beginning of every shift.”

Employee Well-Being

Harmonic has a productive, effective and agile workforce that works across time zones to deliver results. Due to this, we continue to offer a flexible hybrid working model, providing employees with options to work from home. Working arrangements are made between the functional line manager and their team members. Our desired working pattern is to make use of our office facilities, where they are available, on an average of three days per week. We strive to provide all employees, whether working remotely or in our office facilities, with the tools and equipment required to efficiently conduct their roles.

In addition to a flexible working model, our employees have access to a variety of benefits that encourage healthy habits, both professionally and personally. These include office yoga, fitness boot camps, weekend walks and ergonomic adjustments, such as standing desks and special chairs. Some of our locations have on-site gym facilities. All employees have access to tips or workshops regarding balance and well-being throughout the year, as well as wellness webinars, covering a range of health and wellness-related solutions, offered remotely. Ergonomics in our day-to-day posture is not forgotten with comfortable and adaptable chairs or standing desks.



Harmonic is committed to pay **100%** of its employees and contractors above the living wage.

Fair Working Conditions

The Harmonic Code of Business Conduct and Ethics establishes expectations for a harassment-free and safe workplace. Harmonic is committed to working conditions and labor practices that inspire trust and respect, empower our people to do their best work and do not infringe in any way on the inherent dignity of our employees and personnel. We prohibit all abuse, harassment and other unprofessional conduct, and any discrimination during employment or hiring on the basis of gender, race, color, national origin, ancestry, citizenship, religion, age, physical or mental disability, medical condition, genetic information, pregnancy, sexual orientation, gender identity or gender expression, veteran status, marital status or any other legally protected status.

As described in our Whistleblower Policy, we have a clear mechanism for employees to report misconduct or other infractions — our whistleblower hotline. Zero incidents were reported through this hotline in 2024.

Our Human Rights and Labor Practices Policy commits Harmonic to prevent any forced labor in our operations and clearly states our commitment to fair practices in hiring, termination and providing wages.

Our employees in France are represented by labor unions and an employee works council which meets regularly. Additionally, our

employees in Spain, Italy and Brazil's employment is regulated by Collective Bargaining Agreements, and all of our employees have the right to freedom of association.

Benefits

We offer competitive compensation and comprehensive benefits packages in each of our locations around the globe. Harmonic goes beyond a basic commitment to paying a living wage by implementing a market-based compensation strategy. Our approach aligns pay with specific job levels and is informed by market-specific compensation data for technology companies. Other factors taken into consideration when determining compensation are an employee's unique knowledge and skills, performance and experience. All employees are entitled to an annual review of compensation. Harmonic strives to create a flexible work environment that helps employees create a healthy balance between their personal and professional lives. Our commitment to a hybrid model allows employees to balance time in the office with working remotely, and our flexible commuting program helps those who drive avoid rush hour. Our France, Spain and UK offices offer employee childcare programs.

We offer private medical insurance to all employees, or supplemental medical insurance in countries with universal healthcare systems, as well as employee assistance programs (EAPs). Harmonic also offers paid time off to its employees, and we have “unlimited vacation” policies in a few countries. We also offer incentive bonuses, equity awards, a worldwide employee stock purchase plan (ESPP) and supplementary pension plans to employees in a number of locations, other than in countries where statutory contributions provide sufficient provision for a comfortable retirement.

In addition, Harmonic regularly recognizes employees through awards, such as the Best Salesperson by Region, the Best Pre-Sales Engineer by Region, the Best Supporting Engineer, the Best Support Function by Region and the annual Sales Kick Off Awards. Additional spot bonus awards recognize employee contributions on an ad hoc basis.

Read more in our [2025 Proxy Statement](#) and [2024 Annual Report](#).



Community Impact

For Harmonic, volunteering in the communities where our employees live and work is critical to our business ethos of care. Our community engagement efforts focus on causes that are important to our employees and on initiatives where we can leverage our core competencies. Our initiatives generally focus on education — with an emphasis on helping girls, women and under-resourced and underrepresented groups in STEM — as well as refugee support, hunger relief and community health. Below, you will find several stories highlighting some of the ways we give.

Harmonic Cares Strategy



Community Impact is a key pillar of our Harmonic Cares strategy. Our goal is to develop initiatives and programs that can be sustained and replicated in the communities where we operate. At Harmonic, we are deeply committed to supporting the communities we serve, with a special focus on education and empowering women and youth — particularly those from underrepresented or underserved social groups.

Our initiatives include educational workshops that introduce young people from disadvantaged and diverse backgrounds to the media technology industry, work experience days for foster children, sponsorships supporting girls' education in communities where female education is lagging, and programs aimed at facilitating refugee integration.

Our efforts primarily focus on countries where we have significant employee presence and operational sites. The Human Resources team collaborates closely with local employees and leaders to initiate and drive Harmonic Cares programs. We partner with registered charities and maintain long-term relationships with non-profits such as Kodiko, Elles Bougent, Filles et Maths, RISE Academy, RISE WIB and Pivotal.



- We received an external recognition of our ESG engagement, with the 2024 NAB Community and Social Impact Award.
- Harmonic Cares focuses on education for girls and underrepresented groups.
- We continued sponsorship of various initiatives over the years.
- Through its policies and actions, Harmonic supports SDG 5 "Gender equality - Achieve gender equality and empower all women and girls", and SDG 10 "Reduced inequalities - Reduce inequality within and among countries."

>> In April 2024, Harmonic received the Community and Social Impact Award at the 2024 NAB Show, recognizing our global commitment to social responsibility through our numerous global volunteering actions that benefit local communities. We are dedicated to fostering a culture of volunteerism and social engagement that enriches the lives of our employees and creates a lasting impact on the world around us.



Supporting Women in Technology

The Harmonic Cares program is committed to fostering gender diversity and empowering young talent within and outside the technology industry. We aim to provide mentorship, education sponsorships and career development opportunities for women and girls. The program’s multifaceted approach addresses societal needs at various stages — inspiring youth to pursue technical vocations and supporting career advancement for professionals through mentorship. Harmonic Cares’ efforts tailor initiatives to local contexts while maintaining a global vision of gender parity.

Empowering Gender Diversity Through Harmonic Cares’ Involvement with RISE Women in Broadcast

A key mission of the Harmonic Cares program is to foster gender diversity and empower young talent in the media and broadcast technology sector. That initiative is significantly bolstered by Harmonic Cares’ partnership with **RISE Women in Broadcast**, a leading organization dedicated to nurturing gender inclusivity within the industry. The Harmonic Cares program has supported RISE WIB in the mentoring of women, notably in APAC. Several of our Harmonic employees have embraced roles as mentors.



RISING STAR AWARD

Additionally, Harmonic Cares sponsored the Rising Star Award, one of the multiple RISE Awards that provide an annual opportunity to recognize and celebrate outstanding women working in the media/tech services. The Rising Star Award focuses on recognizing women who are newcomers to and emerging leaders in the broadcast media industry. Harmonic’s sponsorship of this award is inspired by the Company’s belief in helping build the next generation of talent and create opportunity for women in the industry.

Harmonic also proudly sponsored RISE APAC for the third consecutive year at Broadcast Asia in Singapore. For many participants, this was their first face-to-face meeting, as RISE mentors and mentees are often paired across different countries in Asia and interact virtually. The event fostered meaningful connections, strengthened relationships and encouraged knowledge sharing. The event also helped attract new members and volunteers, furthering RISE’s mission to expand mentorship and community-building efforts across the region. Senior management from Harmonic’s APAC team attended, underscoring our commitment to promoting diversity and inclusion in broadcasting. Harmonic also co-sponsored the RISE Broadcast India event in October 2024.

UK: RISE ACADEMY SUMMER SCHOOL



To extend its commitment to fostering talent in the media industry, Harmonic Cares joined various other industry partners in co-sponsoring the Rise Academy Summer School, which is instrumental in encouraging young individuals aged 12-18 from diverse backgrounds to consider careers in this dynamic field. The summer school is free to attend, providing an intensive two-day learning experience for young people supported by a wide variety of facilitators with workshops including building a studio, VR & AR production, post-production, and exploring and operating an OB truck. Harmonic Cares was particularly supportive of the summer schools in London and Salford, Manchester, facilitated by Rise Academy, to inspire and educate the next generation of leaders. Harmonic employees, including women engineers from Spain, actively participated as volunteers and workshop leaders, delivering a “Video Streaming Behind the Scenes” and further enriching the experience for the students. In 2024, 720 young people participated, supported by over 100 volunteers in collaboration with 40 companies.

Empowering Future Female Leaders in Science, Technology, Engineering and Mathematics

In France, Harmonic Cares’ dedication to fostering gender diversity in science, technology, engineering and mathematics (STEM) fields is exemplified by its partnerships with organizations like Girls on the Move (“Elles Bougent”) and Girls and Math (“Filles et Maths”). Through these long-term collaborations, volunteers from Harmonic’s Rennes office actively engage with high schoolers, inspiring young girls at school to pursue technical careers and engineering.

Girls on the Move specifically aims to attract more young girls to the tech sector by organizing interactions with women engineers. These meetings are designed to spark interest in tech vocations by sharing personal experiences and insights into the industry. Harmonic volunteers helped judge the 2024 Ada Lovelace Challenge, a coding competition.



Lila Huguenel, Video Codec Senior Engineer, was one of the judges:

“The Ada Lovelace Challenge involves teams of young girls working together to develop a web project over two days. The event is structured to promote collaboration, creativity, and learning, with guidance from experienced tutors and mentors. As a jury member, our role was to evaluate the projects based on criteria such as innovation, technical execution and teamwork. Feedback and encouragement were provided to the participants, helping them to see the potential in their ideas and the possibilities within the field of computer science.”

Similarly, Girls and Math encourages girls to continue studying mathematics and sciences during the last years of high school when studying STEM subjects are no longer mandatory. Through partnering with these organizations, Harmonic Cares plays a crucial role in empowering young women, providing them with role models and illustrating the potential for a fulfilling career in the tech industry.

The Rennes’ office welcomed and hosted ninth-grade students from a nearby disadvantaged middle school for a work experience day.

Volunteering and Philanthropy – Beyond our Work & Industry

HARMONIC CARES IS ALSO ABOUT UPLIFTING DISEMPOWERED PEOPLE.



We partner with [Pivotal](#) in the U.S., a non-profit focused on providing long-term educational and career support to young people in foster care, and SOS Children's Village in Israel, the largest non-governmental organization focused on supporting children without parental care and families at risk.

INDIA: SUPPORTING GIRLS' SCHOOL EDUCATION IN INDIA IS ONE OF HARMONIC CARES' CORE PRIORITIES.

As referenced in our [2023 CSR Report](#), we are now supporting four school-age girls in Noida and Mumbai, providing books, bags and stationery, and covering school fees. The goal is to provide long-term support to pave the way for a brighter future for them and their families.



Our Bangalore office is also supporting education of girls and boys from financially disadvantaged families. The Harmonic team visited a local government school outside the city that serves children from tribal communities living in nearby forests, with limited access to resources. Two hundred school bags, water bottles and chocolates were distributed to children aged six to 13, who were absolutely thrilled. This initiative aims at inspiring these children to keep attending school and emphasizes the power of education in shaping their futures.

HK: WORLD FOOD RESCUE WEEK 2024



The Hong Kong team again proudly supported the World Food Rescue Week, organized by Food Angel, with the goal of reducing food waste and helping those in need. As part of the campaign, the team contributed by donating food to spread care and create a positive impact. In total, more than 7,000 meal boxes were donated to support people in need across Hong Kong.

UK: FURNITURE DONATION



Before leaving the Farnborough office, the UK team hosted a successful fundraising auction, raising money for the Phyllis Tuckwell charity. Many office items found new homes, and the proceeds will help fund hospice care for adults with advanced or terminal illnesses in West Surrey and Northeast Hampshire. Additionally, the ping-pong table, coffee table, and chairs were donated to the Hampshire branch of SSAFA, the UK's armed forces charity, which supports service members, veterans, and their families facing challenges like low income, injuries and mental health issues.

ISRAEL: WOODWORK VOLUNTEERING FOR EVACUATED COMMUNITIES

In June 2024, our Israel team volunteered in a woodworking activity, crafting outdoor furniture for communities displaced by conflict in Israel.

FRANCE: CONTINUED PARTNERSHIP WITH KODIKO



Our Rennes office continued its long-term partnership with non-profit Kodiko, with volunteers supporting a seventh group of refugees. Each program participant is paired with a volunteer mentor for six months. From explaining the French labor market customs to leveraging their personal or professional network, the volunteers guide and support the refugees through their job or training search. Kodiko also offers multiples workshops to refugees, such as writing up their CVs or preparing them for job interviews.

Harmonic teams in different offices participated in our annual local park clean-up activities, as well as blood donation drives.





Environmental Responsibility

Our Environmental Strategy

Like all businesses, we have environmental impacts and must collaborate with our clients, suppliers, employees and other stakeholders to address them. Our **Environmental Policy** applies to all our employees, suppliers and partners and outlines our approach and describes our commitments to reducing environmental impacts, engaging employees on sustainability and empowering our customers to save energy through the use of our products. The policy has been updated in 2024 to broaden our commitments related to our products and services, transportation, energy consumption and facilities, resources and waste.

Improving Energy Efficiency

At Harmonic, we view energy efficiency not only as a lever for reducing our environmental impact but also as a driver of long-term business value. We continue to build on previous initiatives — such as LED lighting, efficient air-cooling systems, and in-house tools developed to remotely power down servers during nights and weekends — while launching new projects to further reduce our energy use.

Of our 22 sites worldwide, one-third are now co-working spaces. By sharing office infrastructure with other companies, we increase space efficiency, reduce overall energy consumption and align with our hybrid work model.

Our labs are among the most energy-intensive areas of operation. In 2024, we completed a two-year global lab optimization initiative, shutting down three labs and migrating nearly 50 server racks to cloud infrastructure or consolidating them into existing lab spaces. These changes significantly reduced the need for both electricity and cooling systems. At our Rennes site, for example, lab electricity consumption dropped by 17% between 2023 and 2024, following a 12% reduction the year before.

This optimization created room for a new Broadband lab in Rennes, where energy efficiency was a core design principle. Features such as hot/cold aisle containment systems were integrated to reduce

power usage compared to traditional layouts. Additionally, the Rennes in-house R&D team developed remote server power-down tools, now successfully deployed across other sites including Beaverton since 2023.

In addition, heat generated by servers in Rennes is repurposed to warm the building in winter, and parking garage lighting has been upgraded from neon to LEDs. The building’s performance was confirmed by an energy audit in early 2024.

While labs are our primary energy consumers, employees are also encouraged to follow energy-saving best practices, such as switching off lights and equipment when not in use. These behaviors were emphasized in our inaugural 2024 Environmental Awareness Training (see the “Awareness” section for details).

Across all of our sites, total energy consumption decreased by nearly 6% in 2024 over 2023. Additionally, 24.3% of the total energy used came from renewable sources—28.1% for electricity specifically—marking a 7% improvement over 2023.



17% lab electricity reduction at Rennes (2023–2024)

- Our solutions offer energy efficiency advantages.
- We have set GHG targets on Scope 1 and 2, and we are now addressing a key challenge: setting Scope 3 targets.
- We value transparency in our commitments and actions, and are committed to making progress.
- Individuals are involved and are taking the initiative.
- Through its policies and actions, Harmonic supports SDG 12 “Responsible consumption and production – Ensure sustainable consumption and production patterns, and SDG 13 – Climate action – Take urgent action to combat climate change and its impacts.”



Reducing Operational Emissions

GHG Emissions

After three years of measuring our global carbon footprint and progressively refining our methodology and data quality, Harmonic took a key step in 2024 with the external verification of our GHG inventory, which strengthens the credibility of our data and reduces the risks associated with emissions reporting.

We received limited assurance for our 2024 Scope 1, Scope 2 and Scope 3 emissions. From the outset, our GHG inventory has followed the GHG Protocol Standard, the world’s most widely used framework for GHG accounting. Our inventory has always covered the full Scope 1, 2 and 3 emissions, providing a comprehensive view of our climate impact. This is particularly important for Harmonic, as Scope 3 represents over 98% of our total emissions. The vast majority of these emissions stem from the manufacturing, use and end-of-life phases of our products — of which only 4% is calculated using spend-based data, reflecting our focus on primary, activity-based data collection.

Emissions data for 2022 and 2023 have been restated to reflect enhanced data collection methods and updated methodologies. These changes, applied across all three scopes, ensure year-on-year comparability. As such, previously reported data for those years should no longer be relied upon.

Harmonic defines clear reporting boundaries that distinguish between organizational and operational sources of emissions:

- **Scope 1:** Direct emissions from sources owned or controlled by Harmonic
- **Scope 2:** Indirect emissions from purchased electricity
- **Scope 3:** All other indirect emissions occurring in the value chain

In 2024, 73% of our emissions were calculated using primary data, including product-specific information — demonstrating our commitment to accuracy and accountability.

A business unit-level analysis shows that our Broadband division accounts for over 85% of our total emissions, while generating 72% of Company revenue. This difference is in part due to the Video division’s hybrid and SaaS-based model, which has a lower environmental footprint. While our Broadband products increasingly leverage virtualization to reduce energy use, they still involve the deployment of numerous physical devices.

Our transition to SaaS and virtualized solutions is a key driver in reducing Scope 3 emissions. By partnering with cloud service providers like AWS, Azure and Google Cloud — all of which operate data centers powered by renewable energy and under Power Purchase Agreements (PPAs) — we contribute to broader decarbonization across the value chain.

Harmonic did not purchase any carbon credits in 2024.



GHG Targets

Advancing Our Climate Commitments: Scope 1, 2 & 3

In 2024, Harmonic took a significant step forward in its climate journey by publicly disclosing the first phase of our emissions reduction strategy, including science-based targets for Scope 1 and 2 emissions, aligned with the 1.5°C scenario. These targets address both the short term (2030) and long term (2050). We selected 2022 as our baseline year, as it was the first with full, high-quality data and represents a typical year in terms of business activity. To meet our Scope 1 and 2 targets, we have already initiated several key actions:

- Electrifying employee-leased vehicles (Scope 1),
- Reducing office floor space to cut energy usage for heating and lighting,
- Transitioning to LED lighting,
- Optimizing our technology labs and expanding virtualization efforts (see the “Improving Energy Efficiency” section),
- Installing a new lab in a low-carbon location (Scope 2).

In 2024, our Scope 1 and 2 emissions amounted to 5,830 metric tons of CO₂e, a nearly 3% decrease compared to our 2023 emissions.

Building Consistency and Transparency

We leveraged the insights from the external audit of our 2024 GHG inventory to update our 2022 and 2023 emissions data, using the same validated methodology. This ensures meaningful year-over-year comparisons and builds a reliable foundation for setting targets and developing our Climate Transition Plan.

Tackling Scope 3: Our Next Major Challenge

Scope 3 emissions, which stem from indirect upstream and downstream activities, account for the vast majority of Harmonic’s carbon footprint. Setting realistic yet ambitious reduction targets for Scope 3 is now a top priority — particularly given the strong business growth in 2024, which directly impacts emissions levels due to the nature of our product-based business model. Despite these challenges, we remain committed to setting science-based Scope 3 targets, with the intention to submit them to the Science Based Targets initiative (SBTi) by 2026.

In 2024, our Scope 3 emissions totaled 398,860 metric tons of CO₂e, a 20% increase compared to 2023. This rise reflects increased product sales, but we have already taken concrete actions to curb these emissions, as per the following illustrations.

Supporting Low-Carbon Workstyles and Commuting

We continue to offer remote work flexibility and hybrid policies to reduce commuting and business travel. Videoconferencing remains a key substitute for in-person meetings and contributes significantly to reducing travel-related emissions. Recognizing that infrastructure and geography influence commuting choices, we support low-carbon commuting through:

- 50% subsidies for public transportation in France,
- Financial incentives for biking to work,
- EV support programs, including EV charging stations at our San Jose HQ and incentives for EV users in Israel.

According to our 2024 global commuting survey:

- Hong Kong sets the benchmark, with 85% of employees using public transit and 7% walking or biking — 93% use low-emission transportation.
- Japan, Singapore, Switzerland, India, and Canada also perform strongly, with ~50% of employees using public transit, bikes or walking.
- In France, 21% of employees bike to work, compared to 25% in Japan and 31% in Canada.



Rennes Office: Pro-Bike Certified

Our Rennes office earned a “Pro-Bike Employer” silver medal, thanks to comprehensive cycling support: bike repair equipment, safety kits, repair workshops, Company e-bike for local errands, and support for visiting colleagues. This recognition highlights our commitment to sustainable commuting.

- In the U.S. and Israel, car commuting is more common, but EV and hybrid adoption is growing — 25% in the U.S. and 30% in Israel.

Reducing Freight & Product Lifecycle Emissions

Emissions related to product shipping and logistics are also a significant component of Scope 3. For details on our freight and packaging strategies, see the Value Chain section. Importantly, the manufacturing, use and end-of-life of our products represent over 90% of our total carbon footprint. The next section outlines our efforts to design energy-efficient solutions that help our customers reduce their own emissions.

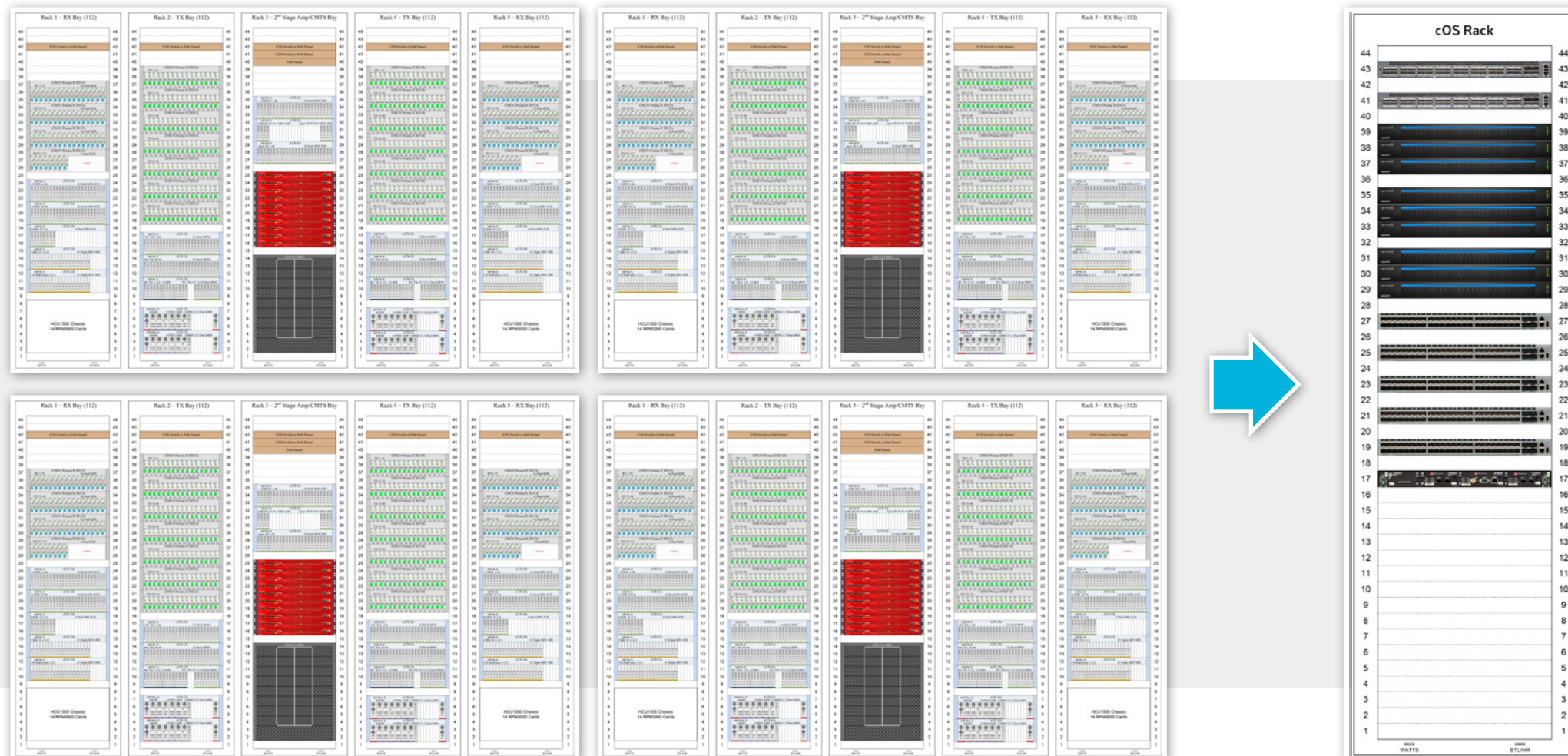
Helping our Customers Reduce their Environmental Impact

Our Broadband Products

Continuous power optimization

Power saving is delivered both from an absolute and relative perspective.

Moving from iCMTS to cOS virtualized CMTS (vCMTS) leads to both power and space savings. The case of one Latin America customer is illustrative: 83% power consumption savings and 95% space gain, moving from 20 racks to a single one, and further savings with reduced cooling requirements.



84% reduction
in power consumption
(Watts/Gbps, normalized)
between 2017 and 2024

The same benefits enjoyed by our cable customers are now being enjoyed by those customers deploying fiber-to-the-home solutions using the cOS platform. The per port power consumption of our PON OLT devices is significantly lower than competing solutions, leading to more power-efficient deployments.

Beyond having the lowest power-consuming Remote PHY and PON OLT devices, Harmonic continues to deliver additional power efficiencies in our Remote devices. With advanced Vbias control on the RF amplifier components within our Oyster and Ripple Remote PHY nodes, we optimize the RF power envelope to efficiently drive coaxial networks. Our patented power consumption optimization, tailored for multiple deployment scenarios, reduces power consumption by up to 15%. Harmonic’s patented functionality stops the waste of power that has occurred for years in legacy cable networks. A ~14W saving per node is possible thanks to Vbias.

For our Pebble-1 and Oyster products, a new PSU design improves efficiency, delivering power savings of up to 10-15%.

Next-gen Broadband

The cOS broadband platform deployed in a distributed access architecture (DAA) leverages cloud-

native software and virtualization to enhance network performance and enable flexible compute. Customers benefit from power and space savings of up to 75% with up to 90% decrease in facilities. Legacy hardware in headend and hub sites are replaced by high-performance commercial off-the-shelf (COTS) servers coupled with smarter Remote PHY node technology.

For example, Telecentro, a leading telecommunications operator in Argentina, has selected Harmonic’s industry-leading cOS™ broadband platform to modernize its broadband network. With the cOS platform, our customer will be able to reduce operational expenses, including power, space and cooling costs. Telecentro is deploying Harmonic’s cOS virtualized software in a DAA. Harmonic’s Pebble Remote PHY Device is being deployed with its Ripple modular DAA node, as well as with the Raft adapter that instantly enables DAA capabilities in Telecentro’s existing nodes. Harmonic’s cOS platform and modular edge devices will drive new capabilities for Telecentro, future-proof their investments and simplify the deployment of future high-speed broadband offerings to subscribers.

Migrating to virtual CMTS and DAA with Remote PHY has both financial and environmental benefits, significantly reducing operational expenses, power, space and cooling costs.

Interoperability

Harmonic announced expanded efforts to improve interoperability between optical network units (ONU) and optical line terminals (OLT) for fiber broadband deployment. The addition of Harmonic’s new interoperability facilities for third-party ONU vendors in North America and Europe underscores the Company’s commitment to an Open ONU approach. Actively partnering with leading ONU manufacturers, Harmonic is advancing interoperability through its cOS virtualized core software, which enables operators to support ONU devices from any vendor.

This open approach is key to avoiding changing the whole infrastructure and thus manufacturing all new equipment. Operators can eliminate vendor lock-in and drive down the financial and environmental costs of deployments. By expanding the qualification and testing centers, Harmonic fosters a robust and diversified supplier ecosystem, simplifying network evolution.

To do so, Harmonic is closely collaborating with leading ONU manufacturers to drive interoperability in the operator community, ensuring operational efficiency and future-ready adaptability for customers.

Recently, when an existing industry vendor ceased

operations, customers were able to replace the legacy OLT deployment with the cOS platform and still use existing subscriber devices, leading to efficiencies and cost savings.

Read more about collaboration in the Value Chain section.

Closing the digital divide - Broadband rural deployment

Our business activity allows us to have an impact on local communities through the deployment of Broadband in rural areas. One of the latest examples is our Pearl module for Ripple and Oyster Nodes. It integrates long-range OLT optics, which facilitates cost-effective edge-out strategies to reach new communities and underserved areas with greater agility.

Our Pier OLT shelf and Pearl Remote-OLT, in conjunction with long range optics, enable our customers to increase the serviceable area size for fiber broadband while minimizing building infrastructure requirements. When building modern infrastructure, the deployment of Harmonic’s cOS core software in a DAA with Harmonic’s Pebble Remote PHY Device and Ripple modular DAA node allows our customers to connect communities throughout wide open spaces, like the Great Plains and Midwest in the U.S.



Our Video Products

VOS[®] 360 media

Our VOS[®]360 Media software-as-a-service (SaaS) is agnostic to public cloud providers.

Continuous power optimization: Software-based solutions driving new efficiencies for production, playout, video streaming and broadcast delivery workflows

In early 2024, Harmonic introduced the **next generation of XOS media processor**. It enables a 50% increase in channel encoding and transcoding compared to the previous generation, using the latest Intel AMD CPU. CPU power is increased by 50% within the same power consumption, meaning more transcoded channels in the same unit and less watts per channel. Both this 50% greater density and power saving from CPU leads to a 33% reduction of power consumption per channel. A second optimization comes from artificial intelligence (AI). Harmonic's Dynamic Frame Rate Encoding (DFE) brings an additional 20% density increase. With DFE, the frame rate is reduced depending on the content and encoding automatically adapts the frame rate to the content. This saves CPU power by avoiding the need to deliver the maximum frames per second at all times. DFE is based on a machine learning algorithm and is 100% interoperable with all systems. Overall energy savings reach 45% per channel.

*Deutsche Telekom successfully transitioned to the XOS media processor, leading to an outstanding **50% density increase** and **50% energy savings**.*

VC is the successor codec of HEVC and is targeting 40% savings for live use cases. Harmonic has introduced its first PURE software codec implementation of VVC, also called H.266. First steps were taken during the 2024 Paris Olympic Games as Harmonic successfully demonstrated live VVC encoding and DASH packaging for VVC with the XOS media processor.

The latest generation of Harmonic's Spectrum X advanced media server doubles channel density for most workflows, representing a breakthrough in energy efficiency.

Optimization beyond power: A use case of modernizing distribution

One of our customers, a tier-1 broadcaster, gives us a **good illustration** of how Harmonic solutions enable savings beyond power consumption gains. Harmonic's advanced solution is based on migrating from satellite to SRT distribution, which reduces the need to launch new satellites and leverages existing internet infrastructure, thus reducing environmental impact. This is in addition to the 45% reduction in bandwidth usage to

transmit each channel, which is achieved by transitioning from AVC to HEVC compression. Additional bandwidth savings are enabled by the headend. It consists of a 1+1 XOS advanced media processor with EyeQ premium compression, which receives the 10 HD channels as SDI sources and encodes them in HEVC with VBR to minimize the bandwidth required for IP transport. Finally, a new SaaS-based version of our Distribution Management System™ provides efficient, centralized remote management of all XOS media processors deployed at the affiliates, and allows broadcasters to reduce the need for on-site intervention.



Artificial Intelligence

Beyond DFE's 20% CPU savings and 10% bitrate savings, EyeQ™ content-aware encoding enables up to 50% bitrate savings during the video compression stage without adding CPU load.

² On the environmental impact of satellites: https://www.researchgate.net/publication/373715821_Sustainability_assessment_of_Low_Earth_Orbit_LEO_satellite_broadband_mega-constellations



Waste

Harmonic is committed to minimizing waste generation and improving waste management across our operations. Waste is sorted at the source by stream to ensure appropriate disposal, aligned with our global waste management process, which outlines industry-standard protocols for identifying and managing waste. In 2024, 78.7% of our total waste was diverted from landfills. See the Performance Data Tables for more details.

The transition to co-working spaces for several of our locations has further supported waste optimization, with standardized waste sorting stations in shared office environments helping increase employee compliance and awareness.

In France, regulations now require food waste sorting both at home and in the workplace. At our Rennes site, employee volunteers have embraced this initiative by composting on-site for the past two years.



We also maintain ongoing partnerships with certified brokers for electronic waste recycling, ensuring responsible disposal and resource recovery.

Waste prevention is a key part of our strategy. For example, our IT team extends the lifespan of electronic equipment wherever possible. This is particularly impactful, as the production phase accounts for the majority of a computer’s environmental footprint.

Packaging-related waste has also been reduced. We encourage suppliers to use bulk and lean packaging to reduce volume, weight, emissions, and cost. For customer shipments, we use reusable or recyclable packaging materials wherever feasible. As of 2024, 97% of Harmonic’s packaging materials are recyclable. However, only 3% of incoming packaging from our suppliers is made from recycled materials — an area we aim to improve.

For more details, refer to the Value Chain section, Freight & Packaging paragraph.

Water & Biodiversity

At Harmonic, we recognize that access to clean water is a fundamental human right and support the responsible use of sustainable water sources. While water is not a primary input in our operations, we remain committed to minimizing our water footprint across our facilities.

Water use at Harmonic is largely limited to office settings — primarily restrooms and break rooms. We have implemented water-saving measures, such as the installation of water-efficient tap heads, to reduce consumption. At our Rennes office, rainwater harvesting is used to flush restrooms. In 2024, the volume of collected rainwater doubled compared to 2023, accounting for 12% of total water usage at the site. Across all facilities, total direct water consumption decreased by more than 20% in 2024 compared to the previous year.

Refer to the Performance Data Tables for additional water-related metrics.

Regarding biodiversity, Harmonic’s operations do not have a direct material impact. We have not identified any sites located in or near areas classified as biodiversity-sensitive. Nonetheless, we remain committed to monitoring our environmental footprint and integrating responsible practices into all aspects of our business.

CDP Score

Harmonic received a C rating on the 2024 CDP Water Security Questionnaire, indicating an Awareness level of water-related risks and management practices

Awareness

We believe that sustainability becomes truly impactful when it is integrated into both our business operations and our employees’ daily lives. Fostering a culture of environmental responsibility is essential to driving meaningful climate action, and we see education as a key enabler of the transition to a more sustainable future.

In 2024, we launched a global Environmental Awareness Training program designed to deepen employees’ understanding of environmental issues and promote practical, sustainable behaviors. The training covered best practices related to energy use, waste management, business travel and commuting. It also introduced broader concepts such as carbon budgets, planetary boundaries, environmental impact scales and the “ecological backpack” of electronics. Participation was strong, with 85% of employees and 63% of third-party contractors completing the program.

In addition to formal training, we regularly share tips and best practices through internal newsletters — encouraging simple yet impactful choices such as opting for trains over flights or improving waste sorting habits. We are committed to creating a workplace that supports and empowers individuals to act on their environmental values. Employees are encouraged to propose and lead sustainability initiatives that align with Harmonic’s environmental goals.

In France, our employee works council includes a dedicated CSR Commission, which plays an active role in proposing and implementing local sustainability initiatives — further embedding sustainability into the fabric of our Company culture.

Our Vancouver team came together for a park cleanup as part of one of our 2024 global Harmonic Cares initiatives, making a positive impact on the environment and our community.





Value Chain

Enabling our Customers' Sustainability

Customer Satisfaction

Harmonic's quality policy is centered on meeting customer expectations and delivering on our commitments by providing high-quality products, solutions and services — on time and with an industry-leading customer experience.

To support these goals, we select top-tier suppliers and apply best-in-class processes across our operations. We continue to strengthen our supplier relationships, particularly with our key manufacturing partner, Plexus Corp., with whom we maintain a long-standing and

- We prioritize customer satisfaction.
- We aim at engaging with our suppliers and collaborating with our whole value chain on sustainable policies practices.
- Through its policies and actions, Harmonic supports SDG 12 "Responsible consumption and production - Ensure sustainable consumption and production patterns."

collaborative partnership. We work closely to minimize the impact of short-term volume fluctuations — both increases and decreases — on our supply chain. For example, in 2024, we successfully addressed a substantial surge in production volumes by jointly improving operational efficiency, capacity, and throughput, ensuring we met our delivery commitments to customers.

To further enhance operational efficiency and reduce freight costs, we consolidated a portion of our production in Rennes, France. This strategic, customer-focused move enables us to optimize resources and deliver even more effectively.

We maintain ongoing, meaningful dialogue with our customers and actively engage those interested in advancing sustainability initiatives. Our Take-Back Program, in place for several years, offers customers the option to return end-of-life Harmonic products for proper recycling. While no products were returned in 2024 — due in part to many customers operating their own internal recycling programs — the program remains a valuable offering.

Additionally, we periodically conduct trade-in and buyback programs, refurbishing products for resale to new customers. In 2024, we successfully implemented refurbishment initiatives for our NSG-9000 and NSG-Pro product families, supporting circular economy principles and extending product life.

Freight & Packaging

Following a record year for ocean freight usage in 2023, we continued to prioritize this more sustainable mode

of transport in 2024, though at a reduced volume. This shift was primarily due to the launch of several new products, where speed of delivery was critical to meet customer expectations. In such cases, air freight was used to ensure timely fulfillment. We remain committed to minimizing our environmental impact; however, product launch cycles and customer needs occasionally require faster delivery methods.

While our current packaging models serve their purpose effectively, we continuously seek opportunities for improvement and innovation. For example, in France, we developed two new packaging solutions for video servers, each designed to accommodate multiple product types through the use of customized inserts. Originally, the packaging structure included a top layer of cardboard for accessories, a middle layer of foam to protect the server and a bottom layer of foam. To enhance sustainability, we replaced the foam bottom layer with a cardboard alternative and redesigned the middle layer's production process. Instead of hollowing out large foam planks — resulting in significant material waste — we now use smaller foam sections that are precision-cut and assembled like a jigsaw puzzle. This approach reduces manufacturing waste and significantly cuts down on plastic foam usage, which is more challenging to recycle compared to cardboard. Additionally, plastic handles were replaced with reinforced cardboard handholds, maintaining strength while reducing plastic content. These changes represent tangible steps toward more environmentally responsible packaging practices.



Working with a Sustainable Supply Chain

Compliance and Quality

Harmonic is committed to full compliance with all applicable directives and regulations related to our products, with a strong focus on ensuring customer health and safety. From material composition to usage and end-of-life considerations, our products are designed and manufactured to meet or exceed international quality and safety standards.

Each product is accompanied by comprehensive user guides that include detailed safety instructions and regulatory compliance information. In addition, our global support team operates under a “Follow-the-Sun” Technical Assistance model, providing seamless 24/7 customer support across time zones to ensure reliability, continuity and peace of mind for our customers.

Our products are designed to meet Restriction of Hazardous Substances (RoHS) and Waste Electrical and Electronic Equipment (WEEE) regulations. Our products also meet the EU Battery Directive and China RoHS requirements. Refer to our [Environmental Compliance Statement](#) for more details.

Harmonic is ISO 9001 certified, and we ensure that strategic suppliers are ISO 9001 and ISO 14001 certified.

Conflict Minerals

Harmonic has filed and disclosed its [2024 Conflict Minerals Report](#). We collect information from our suppliers based on the Responsible

Minerals Initiative survey template. 88% of suppliers for our hardware products responded to our 2024 Conflict Minerals survey, slightly more than in 2023 and 2022. The 88% of responding suppliers cover approximately 90% of our active parts or products. In the supplier responses, 59% stated “DRC Conflict Free” from the RMI survey responses to their direct suppliers; 11% stated “DRC Conflict Not Affected;” and 18% stated “DRC Conflict Undeterminable.”

Responsible Supply Chain Efforts

Harmonic works with more than 200 global suppliers to source the components and materials essential to our products. We also partner with third-party contract manufacturers to assemble and produce our hardware in accordance with our specifications. Our primary contract manufacturing partner, Plexus Corp., manages the day-to-day supplier relationships and directly procures items such as electronic components, circuit boards, enclosures, power supplies and other materials.

Harmonic actively oversees the approved vendor list and evaluates and selects key suppliers utilized by Plexus in support of our products. Additionally, we directly purchase non-custom original equipment manufacturer (OEM) hardware — primarily from leading companies such as Hewlett Packard Enterprise (HPE) — to deliver to customers preloaded with Harmonic software, or as part of integrated solutions (e.g., networking switches).

Sourcing from best-in-class suppliers is central to our operational and sustainability strategy. Most of our key suppliers, including Plexus and HPE, are large, publicly traded U.S. companies and members of the Responsible Business Alliance (RBA). Each adheres to robust codes of conduct aligned with social, environmental and ethical industry standards.

Plexus, our long-standing supplier for Broadband products, continues to advance sustainable business practices — joining the UN Global Compact and offering Life Cycle Analysis (LCA) capabilities for their products.



HPE, our primary supplier for Video servers, discloses Product Carbon Footprints (PCF), enhancing transparency around the GHG emissions of the products we procure. In 2024, HPE received Platinum Level Recognition from EcoVadis for the sixth consecutive year, placing it in the top 1% of all companies assessed.

Out of our 21 top suppliers, 16 are evaluated by Ecovadis, including three who have attained the Platinum level.

Recognizing that our suppliers are at various stages in their sustainability journeys, we have introduced a CSR Supplier Questionnaire to promote awareness and engagement across our supply chain. As of 2024, responses represent 57% of our total expenditure. Internally, we also ensure awareness: 100% of our procurement team completed annual training on sustainable procurement.

Supplier Qualification and Oversight
Harmonic qualifies new suppliers through a rigorous ISO-based supplier assessment process grounded in

risk evaluation. This includes technical risk assessments, capability reviews and on-site audits where appropriate. Existing suppliers are subject to periodic virtual or on-site audits, with increased frequency for higher-risk vendors or where specific concerns arise. These reviews include health and safety evaluations, and our key suppliers are ISO 9001 certified or compliant.

In addition, we conduct quarterly business reviews with key suppliers and utilize self-assessment surveys. We also provide technical and quality training during onboarding, new product launches, or significant product modifications.

Ethical Standards and Human Rights
Our general purchasing terms include a mandatory CSR clause requiring compliance with Harmonic’s policies and commitments. All suppliers are expected to adhere to our Supplier Code of Conduct, which aligns with the RBA Code of Conduct, and our Business Partner Code of Conduct, which emphasizes ethical labor practices, legal compliance and responsible business conduct.

Our Human Rights and Labor Practices Policy explicitly prohibits forced labor in any part of our operations or supply chain. We require all suppliers and partners,

including contract manufacturers, to uphold these principles. The Supplier Code of Conduct further reinforces expectations regarding labor standards, working conditions and workplace safety.

Supplier Diversity
While we do not yet have a formal global supplier diversity policy, we proactively source from suppliers across multiple regions and are committed to fostering diverse and inclusive supplier partnerships. In the U.S., we track spend with minority-owned businesses as defined by the U.S. Department of Commerce. In 2024, we maintained a 13% share of total supplier spend with diverse suppliers. Due to our increased business activity, our absolute spend with these suppliers also rose by 13%, reinforcing our commitment to inclusive procurement and economic opportunity.

Risks and Challenges in the Supply Chain
We performed an overall risk assessment in 2024, to initialize our Enterprise Risk Management program. Key risks were identified, and risk mitigation initiatives were developed and implemented.

Delivering on customer satisfaction requires strategic operational choices, including maintaining adequate inventory levels and ensuring additional capacity when needed —challenges our operations team continues to address effectively.

In 2024, Harmonic experienced a record-breaking year, marked by exceptional business growth and increased demand. While this growth placed pressure on our supply chain, particularly for certain minor components, we successfully mitigated the impact through a proactive and collaborative approach. This included providing suppliers and partners with accurate demand forecasts, offering strategic incentives, and leveraging long-standing relationships to secure supply continuity.

Our ability to navigate these challenges demonstrates the resilience and agility of our supply chain, even in a dynamic and high-growth environment.

CSR risks analysis
We have been working on an environmental risk analysis, based on the ISO 14001 template, as a first step towards ESG risks analysis. Both global and site-specific context were analyzed.

Cybersecurity and Data Protection

Cybersecurity

Cybersecurity is critical to our business operations and service offerings, and we regularly review and invest in our corporate infrastructure and product security capabilities. Harmonic’s cybersecurity strategy aims at maintaining our infrastructure’s integrity and protecting our business and our customers from diverse threats.

The Audit Committee oversees Harmonic’s cybersecurity controls and performance through quarterly updates from executive management and reviews of governance processes, security-related programs, performance data, potential or realized security breach information,

audit and validation results and controls to help mitigate cybersecurity risks. Our Chief Information Officer leads our IT and cybersecurity teams and initiatives, and serves as Harmonic’s Chief Information Security Officer (CISO).

Our cybersecurity program includes controls to help protect the confidentiality of data and the integrity of assets, such as security monitoring and alerts to identify internal and external threats, enhanced phishing and malware protections, data and source code access management systems, mandatory employee training and regular communications to increase cybersecurity threat awareness, and incident response processes to respond to any potential security breaches as quickly as possible.

In 2024, we continued to improve our corporate cybersecurity posture by moving from on-premises to cloud solutions, allowing us to be up to date at every moment. We use new tools to keep a close eye on this new infrastructure and track threat evolution.

We provide cybersecurity training for both new hires and existing employees, focused on phishing schemes, malware protections, physical device security, malicious links and security awareness. We also provide periodic Company-wide IT security alerts and reminders, and remote employees use a virtual private network. Employees in certain higher-risk functions receive more frequent training and reminders.

Cybersecurity is also a critical area of focus for our products and services. For example, in our Video business, we regularly employ third-party security and vulnerability testing for our software and SaaS products.

Data Protection

In addition to cybersecurity, the protection and management of personal data in compliance with the General Data Protection Regulation (GDPR) is also a priority. As a business-to-business company, Harmonic handles limited amounts of personally identifiable information. Though our Business does not involve a significant quantity of privacy data, it is included in our Code of Business Conduct and Ethics. Our Privacy Notice discusses the physical, administrative and technical safeguards that we have implemented to help protect personal information from unauthorized access, use or disclosure.

Information is accessed only by authorized staff who are instructed to handle personal information with confidentiality. We utilize firewalls, multiple-factor access and standard industry security measures. Employees are required to follow our Acceptable Use Policy, which outlines proper use and handling of devices, information and IT systems. We also contractually require that our suppliers protect such information from unauthorized access, use and disclosure.



Annex

Performance Data Tables – Social

Global Workforce	2024		2023		2022	
	Women	Men	Women	Men	Women	Men
Total Workforce (number)	249	991	273	1,086	265	1,075
Total Workforce (percent)	20.1%	79.9%	20.1%	79.9%	19.8%	80.2%
Leadership (number, including VPs, SVPs, CEO)	8	50	5	49	5	47
Leadership (percent, including VPs, SVPs, CEO)	13.8%	86.2%	9.3%	90.7%	9.6%	90.4%
Board of Directors (number)	3	5	4	3	4	4
Board of Directors (percent)	37.5%	62.5%	57.1%	42.9%	50.0%	50.0%
Global new hires that identified as women (percent)	18.6%		25.8%		22.7%	
Racial / Ethnic diversity (U.S. Workforce)	2024		2023		2022	
	Number	Percent	Number	Percent	Number	Percent
Asian	93	27.4%	109	28.3%	106	28.5%
Black or African American	9	2.7%	12	3.1%	13	3.5%
Hispanic or Latino	34	10.0%	37	9.6%	30	8.1%
Native American or Alaskan Native	2	0.6%	2	0.5%	1	0.3%
Native Hawaiian or Other Pacific Islander	1	0.3%	2	0.5%	2	0.5%
White	200	59.0%	223	58.0%	220	59.1%
U.S. new hires that identified as racially/ethnically diverse (percent)	36.4%		46.5%		36.6%	
U.S. employees who have self-identified as racially/ethnically diverse (percent)	41.0%		41.2%		42.1%	

Employee Regional Split	2024		2023		2022	
	Number	Percent	Number	Percent	Number	Percent
North America	408	32.9%	450	33.1%	430	32.1%
EMEA	661	53.3%	716	52.7%	706	52.7%
APAC	145	35.5%	163	12.0%	172	12.8%
Latin America	26	3.9%	30	2.2%	32	2.4%
Additional Workforce Metrics	2024		2023		2022	
Permanent contracts (number)	1,235		1,352		1,336	
Fixed Term contracts (number)	5		7		4	
Turnover – Total (percent)	16.4%		8.5%		12.4%	
Turnover – Voluntary (percent)	5.2%		4.9%		7.4%	
Employees covered by collective bargaining agreements (percent) ³	30.1%		29.7%		29.0%	
Employees who are represented in formal joint management-worker health & safety committees (percent) ⁴	23.8%		23.0%		23.2%	
Employees who received regular performance and career development reviews (percent)	86.0%		82%		70.0%	
Total employee and contractor training hours through online training (number)	2,466 ³		5,840 ⁵		9,674	
Accident frequency rate	0		0		0	
Accident severity rate	0		0		0	

³ In France, Spain, Italy and Brazil.
⁴ In France.
⁵ The decrease in number of hours was caused by a change in training platform in 2023.



Performance Data Tables – Supply Chain, Governance and Ethics

Supply Chain	2024			2023			2022		
Suppliers by geographic region ⁶	North America (NA)	Europe and Middle East Asia (EMEA)	Asia Pacific (APAC)	NA	EMEA	APAC	NA	EMEA	APAC
	5	2	1	4	1	0	5	2	1
	4 of 8 are Responsible Business Alliance (RBA) members			5 of 5 are RBA members			4 of 8 are RBA members		
Conflict Minerals responses from suppliers (percent)	88%			84%			85%		
Supplier diversity: Minority Owned Business, Women Owned Business, Small Business Enterprise (percent of spend) ⁷	13.0%			13.2%			11.1%		
Buyers who received training on sustainable procurement (percent)	100%			100%			-		
Supplier audits conducted (number)	0			1 virtual audit			0		
Targeted suppliers that have gone through a CSR assessment (e.g., questionnaire) (percent of spending)	57%			Initiated in 2024					
Governance and Ethics	2024			2023			2022		
Incidents reported through whistleblowing procedure (number)	0			0			0		
Employees who completed Code of Business Conduct and Ethics training (percent)	100%			100% ⁸			100%		
Nonconformance in third-party audits	No significant or material issues identified in ISO 9001 audits.			No significant or material issues identified in ISO 9001 audits.			No significant or material issues identified in ISO 9001 audits.		

⁶ Includes Tier 1 suppliers, which account for approximately 90% (96% in 2024) of our product-related supplier spending in each of the listed years. Geographic region is based on the headquarters of the supplier.

⁷ Percentage of "Not Classified" suppliers regarding Diversity Status: 22.8% in 2024 - 27.9% in 2023 - 24.8% in 2022.

⁸ Includes employees who completed the training soon after the 2023 CSR Interim Report was issued.



Performance Data Tables – Environment

Greenhouse Gas Emissions ⁹ (Metric tons of carbon dioxide equivalent (tCO2e))	2024	2023	2022
Total Scope 1 and 2	5,830	6,000	5,700
Total Scope 1	990	980	1,290
Mobile combustion	550	670	980
Stationary combustion	180	220	220
Refrigerants	260	90	90
Scope 2 – Purchased electricity ¹⁰	4,840	5,020	4,410
Total Scope 3 Emissions	398,860	332,700	356,260
Total Scope 3 Upstream	126,040	89,120	89,140
Purchased goods and services ¹¹	100,570	77,060	77,600
Capital goods ¹¹	5,710	2,640	1,860
Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	900	900	860
Upstream transportation and distribution	14,710	4,150	5,070
Waste	120	100	100
Business travel	2,530	2,520	1,960
Employee commuting ¹²	1,500	1,750	1,690
Total Scope 3 Downstream	272,820	243,580	267,120
Downstream transportation and distribution	3,920	3,460	3,460
Use of sold products	267,650	239,580	262,820
End-of-life treatment of sold products	1,250	940	840
Total GHG emissions (Scope 1, 2, 3)	404,690	338,700	361,960
GHG Emissions Intensity ¹³ Variation (percent)	+12%	-7%	NA

Energy Consumption	2024	2023	2022
Total energy consumption (gigajoules)	64,920	68,890	62,160
Total electricity consumption (gigajoules)	56,210	58,490	53,930
Total stationary fossil fuel consumption (gigajoules)	1,860	2,270	2,330
Total mobile fossil fuel consumption (gigajoules)	6,850	8,130	5,900
Renewable energy (percent) – location-based	24.3%	22.7%	24.8%
Water – Direct Usage (cubic meters)	2024	2024	2023
Water withdrawal	3,470	4,810	3,350
Water discharge	3,180	4,490	3,030
Water consumption	290	310	320
Waste	2024	2023	2022
Total operational waste generated (metric tons)	111	98	111
Total operational waste generated (not including e-waste) (metric tons)	81	84	97
Total electronic waste (e-waste) generated (metric tons)	30	14	14
Total operational waste generated (not including e-waste) sent to landfill (metric tons)	17	26	26
Total operational waste generated (not including e-waste) recycled (metric tons)	64	58	71
Waste diversion rate (not including e-waste) (percent)	78.7%	68.9%	73.5%
Electronic waste recycled (percent)	100%	100%	100%

⁹ GHG emissions were calculated using the GHG Protocol methodology. Operational control was used to set organizational boundaries. Data are provided for all sites, rounded to the nearest ten, and based on activity data unless otherwise specified. Changes in historic emissions compared to previous CSR Report are due to updates in emissions factors and/or change in methodology and/or data correction. 2024 GHG inventory has been audited by an external third-party.

¹⁰ Location-based

¹¹ Spend-based method (Extended Input-Output (EIO) method), except for packaging, goods purchased to be sold and digital usage (activity data) in Purchased goods and services.

¹² Including emissions from remote work.

¹³ Metric tons of GHG emissions per metric tons of goods sold. Compared to previous year.





Sustainability Accounting Standards Board (SASB) Standards Index

The SASB Standards are a set of standards to guide the disclosure of sustainability information by companies to their investors. The following Index maps our disclosures to certain SASB indicators in the Hardware industry, with additional indicators from the Software & IT industry included where relevant.

Topic	Accounting Metrics	2024 Report Location/Response	SASB Code
Product Security	Description of approach to identifying and addressing data security risks in products	See Cybersecurity and Data Privacy, page 36 .	TC-HW-230a.1
Data Security	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	See Cybersecurity and Data Privacy, page 36 .	TC-SI-230a.1
Managing Systemic Risks from Technology Disruptions	Description of business continuity risks related to disruptions of operations	Business continuity risks are described in our 2024 Annual Report .	TC-SI-550a.2
Employee Diversity & Inclusion	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	See Performance Data Table, page 37 for U.S. racial and ethnic representation metrics.	TC-HW-330a.1 TC-SI-330a.3
Recruiting & Managing a Global, Diverse & Skilled Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore	Through our human capital strategy, we purposefully employ a globally distributed team working across many geographic locations. We continue to see below-average industry turnover across our organization.	TC-SI-330a.1
Recruiting & Managing a Global, Diverse & Skilled Workforce	Employee engagement as a percentage	We conduct annual all-employee engagement surveys with an online engagement platform, and we track employee engagement as a quantitative metric. See Employee Engagement, page 14 .	TC-SI-330a.2
Product Lifecycle Management	Percentage of products by revenue that contain IEC 62474 declarable substances	We do not currently have the data available to calculate this metric.	TC-HW-410a.1
Product Lifecycle Management	Percentage of eligible products, by revenue, meeting the requirements for EPEAT registration or equivalent	Harmonic is not aware of any products that fall within the scope of EPEAT or equivalent registration.	TC-HW-410a.2
Product Lifecycle Management	Percentage of eligible products, by revenue, meeting ENERGY STAR® criteria	Not applicable.	TC-HW-410a.3
Product Lifecycle Management	Weight of end-of-life products, and e-waste recovered, percentage recycled	Weight of end of life products: Not applicable.	TC-HW-410a.4
		E-waste recovered: We have a product take-back program, however most of our large customers typically recycle e-waste themselves.	
		Percentage recycled: 100%	



Sustainability Accounting Standards Board (SASB) Standards Index

Topic	Accounting Metrics	2022 Report Location/Response	SASB Code
Environmental Footprint of Hardware Infrastructure	1. Total energy consumed (GJ)	1. 64,920 GJ	TC-SI-130a.1
	2. Percentage grid electricity, and	2. 86.6%	
	3. Percentage renewable	3. 24.3%	
Environmental Footprint of Hardware Infrastructure	Discussion of the integration of environmental considerations into strategic planning for data center needs	Onsite data centers are optimized to manage cooling, and we set temperatures to higher than average to save energy. We also outsource data centers to cloud-based systems from Microsoft Azure, Amazon Web Services and Google Cloud that all claim to be carbon neutral.	TC-SI-130a.3
Materials Sourcing	Description of the management of risks associated with the use of critical materials	Harmonic complies with the Conflict Minerals provisions of the U.S. Dodd-Frank Act. We work to eliminate irresponsibly sourced tin, tantalum, tungsten and gold Conflict Minerals from our products.	TC-HW-440a.1

Forward Looking Statements

Certain statements contained in this communication may be deemed forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended (the “Securities Act”), and Section 21E of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), including, without limitation, statements regarding our expectations, beliefs, intentions or strategies regarding the future. In some cases, you can identify forward-looking statements by terminology such as, “may,” “will,” “should,” “expects,” “plans,” “anticipates,” “could,” “believes,” “intends,” “estimates,” “predicts,” “potential,” or “continue” or the negative of these terms or other comparable terminology.

These forward-looking statements include, but are not limited to, statements regarding:

- our business and the anticipated capabilities, advantages, reliability, efficiency, market acceptance, market growth, specifications expected demand for and benefits of our products and services; and
- our ESG-related plans and initiatives.

These statements are subject to known and unknown risks, uncertainties and other factors, any of which may cause our actual results to differ materially from those implied by the forward-looking statements. Important factors that may cause actual results to differ from expectations include those discussed in our Annual Report on Form 10-K for the year ended Dec. 31, 2024, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. All forward-looking statements included in this communication are based on information available to Harmonic on the date thereof, and Harmonic disclaims any obligation to update any forward-looking statements.





To learn more, visit www.harmonicinc.com.