



Avaya Gender Pay Gap Report: Ireland

December 2025

Introduction

At Avaya, innovation is powered by people. Our ability to deliver exceptional experiences for our customers is driven by the diverse perspectives and unique talents of our global team. We believe that fostering an environment where every individual can reach their full potential is not simply a cultural ambition, but a fundamental business imperative.

This commitment is underpinned by a comprehensive and strategic approach to Talent Management. Our integrated framework of processes and tools is designed to ensure leadership continuity and build organizational resilience by effectively managing our talent pipeline for critical roles. Building a truly inclusive and equitable culture is an ongoing journey, and this report is a vital tool for transparency and accountability, providing a clear measure of our progress and sharpening our focus on the work still ahead.

In the spirit of that transparency, we want to be direct about the story our 2025 data tells. This year, we saw a widening of both our mean and median pay gaps for hourly pay and bonuses. Our analysis shows this was primarily driven by demographic shifts within our Irish population, which is largely composed of highly skilled specialist roles in Technology and Finance. Following a reduction in our overall workforce, we saw the distribution of our male employees shift towards the upper pay quartiles, while the distribution of female employees remained stable. This dynamic was the principal factor behind the widening of the gaps.

The volatility in our bonus pay gap, in particular, highlights an ongoing challenge. These figures are heavily influenced by representation in senior specialist and leadership roles, where bonuses constitute a significant portion of overall compensation. In this context, even minor changes in personnel at these senior levels can create significant swings in the data year-over-year.

We are not discouraged by these results; instead, they sharpen our focus. This data is a critical input into the annual review of our strategic talent management processes, reinforcing the importance of our commitment to identifying, developing, and retaining our key female talent.

As we present our third annual Ireland Gender Pay Gap Report, we reaffirm our pledge to take meaningful, sustainable action and to continue building a workplace where every Avayan feels a true sense of belonging and sees a clear path to success. Some highlights of our initiatives include:

Equity by Design

Our hiring model is built on a foundation of equity and inclusion. To ensure we attract a rich diversity of talent, we have embedded measures to mitigate bias into every stage of our talent acquisition lifecycle. This begins with gender-neutral language in our job descriptions and extends to leveraging automation tools that support objective, merit-based screening. This ensures that our hiring decisions are consistently focused on skills and qualifications, creating a fair and inclusive experience for every candidate.

Our talent management strategy is designed to provide a foundation of equitable opportunities for all Avayans. Key initiatives include:



Continuous Growth for All: Our performance framework ensures every employee has ongoing growth conversations, making development a consistent and universal part of our culture.



Transparent Talent Development: Through continuous feedback and clear goals, we have a powerful platform to fairly identify and nurture talent at every level of the organization.



Equitable Acceleration: Our Top Talent program is built with equity at its core to provide accelerated experiences, exposure, and education to a rolling annual cohort of our top talent, creating a clear and fair path for advancement.

Avaya Gender Balance Goals and Action:

The gender pay gap calculations provided in this report are summary statistics using a snapshot date of 15th June 2025 that compares the pay received by all females to the pay received by all males employed by Avaya in Ireland.

Note: In this reporting period, Avaya did not employ any part-time employees.

Avaya Gender Pay Gap Results:

Hourly Pay:

- The mean pay variance is the difference between the average hourly pay of men and women
- The median pay variance is the difference between the midpoint in the ranges of hourly pay of men and women

Bonus Pay:

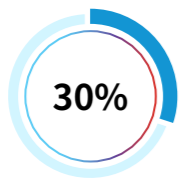
- The mean bonus pay variance is the difference between the average bonus pay of men and women
- The median bonus pay variance is the difference between the midpoint in the ranges of bonus pay of men and women

Avaya Ireland 2025 Gender Pay Gap Data (15th June 2025)

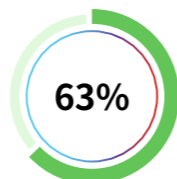
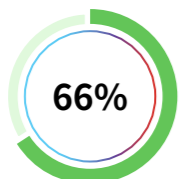
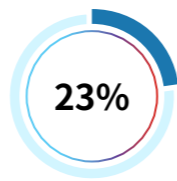
Average pay difference between women and men

Full-Time Employees

Mean



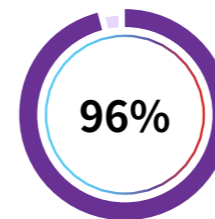
Median



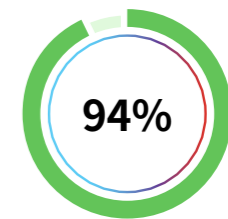
Hourly Pay ● Bonus Pay ●

The percentage of employees receiving a bonus:

Men



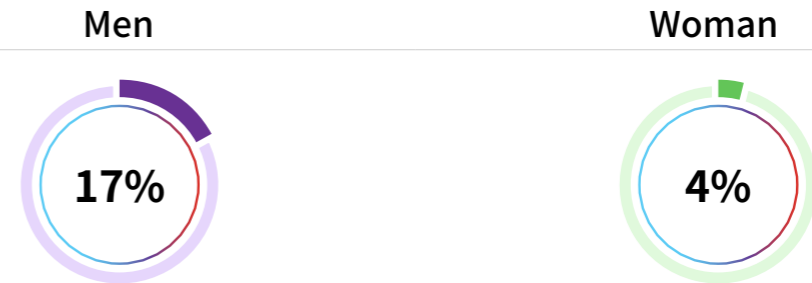
Woman



The percentage of employees receiving benefits

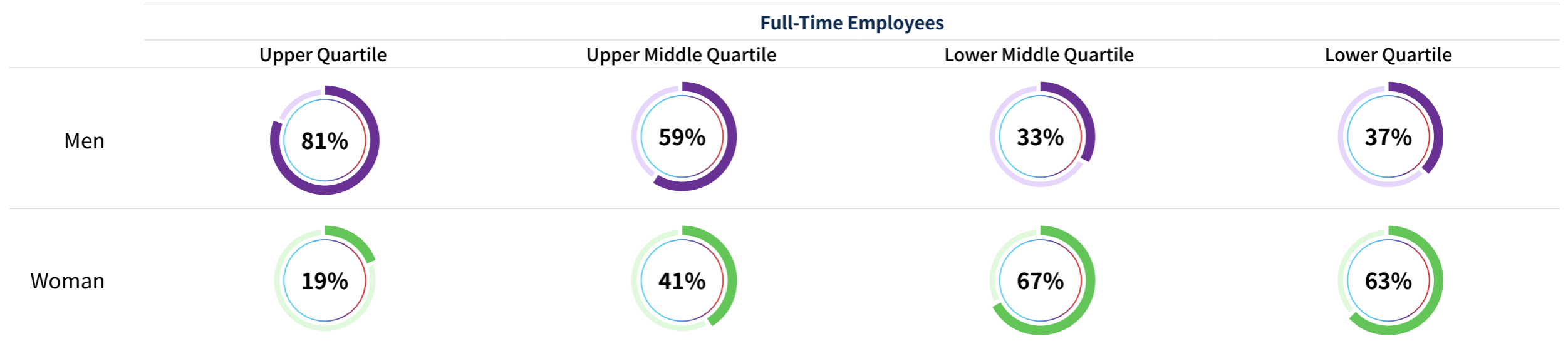
Definition (per reporting requirements) “benefits in kind” and include any non-cash benefit of monetary value provided to an employee. This would include the provision of a company car, voluntary health insurance, stock options, or share purchase schemes.

Percentage Receiving Benefits – 2025



The proportion of employee in each pay quartile according to gender.

Proportion of Women and Men in each Pay Quartile - 2025



Note: We are unable to provide the gender pay gap using hourly pay of employees on temporary contracts, as we do not hold compensation data on contracted employees.

We confirm that our data has been calculated according to the requirements of the Employment Equality Act 1998 (section 20A) (Gender Pay Gap Information) Regulations 2022. Questions can be referred to HR at the following email: connell@avaya.com



Disclaimer:

Note: To align with Irish government reporting requirements, data in this report refers to the traditional sex categories of male and female. Avaya respects that gender is on a non-binary spectrum, based on the employee's self-identification, and reporting in this manner should not be interpreted as our position on the issue. We confirm that per regulatory requirements, our gender pay gap figures have been calculated in line with the regulations set out in the Gender Pay Gap reporting.

—**Michael Murray**, Director of Avaya International Sales Limited, December 2025

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