



ESG Key Performance Indicators

Reference Indices are Global Reporting Initiative (GRI) Standards and Sustainable Accounting Standard (SASB): Software & IT Services

| Economy | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | Reference Indices |
|--|-------------|-------------|-------------|-------------|-------------|-------------|----------------------------|
| Revenue [million US\$] | \$4,371 | \$4,081 | \$3,702 | \$3,272 | \$2,851 | \$2,887 | GRI 201-2 |
| Number of employees | 13,122 | 11,701 | 10,424 | 8,735 | 8,086 | 7,888 | GRI 102-8 |
| Number of contractors | 9,972 | 8,857 | 8,220 | 7,034 | 6,289 | 6,522 | GRI 102-8 |
| Real estate square feet [thousand] | 4,800 | 4,100 | 3,900 | 3,634 | 2,426 | 2,400 | GRI 102-7 |
| Environment¹ | CY14 | CY15 | CY16 | CY17 | CY18 | | Reference Indices |
| Energy | | | | | | | |
| Energy consumption [MWh] | 234,418 | 201,775 | 157,371 | 138,701 | 112,997 | | GRI 302-1, TC-SI-130a.1 |
| Diesel | 1,857 | 2,225 | 1,415 | 2,036 | 2,088 | | |
| Natural gas | 20,894 | 21,948 | 5,404 | 5,254 | 5,140 | | |
| Grid-Connected Electricity | 143,155 | 131,965 | 113,431 | 94,388 | 76,848 | | |
| Motor gasoline | 67,219 | 44,797 | 35,977 | 35,977 | 28,921 | | |
| District Heating | 1,293 | 840 | 1,144 | 1,046 | 0 | | |
| Energy intensity | | | | | | | GRI 302-3 |
| MWh/million US\$ revenue | 53.6 | 49.4 | 42.5 | 42.4 | 39.6 | | |
| MWh/employee | 17.9 | 17.2 | 15.1 | 15.9 | 14.0 | | |
| MWh/thousand square ft. | 48.8 | 49.2 | 40.4 | 38.2 | 46.6 | | |
| Reduction of energy consumption from previous year [MWh] | -- | 32,643 | 44,404 | 18,670 | 25,704 | | GRI 302-4 |
| Emissions | | | | | | | |
| Total greenhouse gas (GHG) emissions [metric tons CO ₂ e] | 944,834 | 928,737 | 909,425 | 879,785 | 866,002 | | GRI 305-5 |
| Scope 1 emissions | 21,818 | 13,691 | 9,534 | 9,262 | 7,550 | | GRI 305-1 |
| Scope 2 emissions: location-based | 83,752 | 78,453 | 64,758 | 54,368 | 41,096 | | GRI 305-2 |
| Scope 2 emissions: market-based | | | | | 38,537 | | GRI 305-2 |
| Scope 3 emissions | 839,264 | 836,593 | 835,133 | 816,155 | 817,356 | | GRI 305-3 |
| GHG emissions intensity (Scope 1 & 2) | | | | | | | GRI 305-4 |

¹ Environmental data is reported on a calendar year basis and there is a one-year reporting lag (in line with CDP reporting).



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|---|-------------|-------------|-------------|-------------|-------------|-------------|---------------------------------------|
| metric tons CO ₂ e/million US\$ revenue | 26.4 | 22.8 | 20.1 | 19.5 | 17.1 | | |
| metric tons CO ₂ e/employee | 8.8 | 8.0 | 7.1 | 7.3 | 6.0 | | |
| metric tons CO ₂ e/thousand square ft. | 24.1 | 22.7 | 19.0 | 17.5 | 20.1 | | |
| GHG emissions intensity (Scope 3, business travel) | | | | | | | GRI 305-4 |
| metric tons CO ₂ e/million US\$ revenue | 2.8 | 2.4 | 2.2 | 2.2 | 2.5 | | |
| metric tons CO ₂ e/employee | 0.9 | 0.8 | 1.0 | 0.8 | 0.9 | | |
| Reduction of GHG from previous year [metric tons CO ₂ e] | -- | 25,146 | 19,312 | 29,640 | 13,783 | | GRI 305-5 |
| Water | | | | | | | |
| Water usage (megaliters) | -- | -- | -- | -- | 203 | | GRI 303-3, TC-SI-130a.2 |
| Labor Practices and Decent Work | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | Reference Indices |
| Occupational Health and Safety | | | | | | | |
| Case Rates [rate per 100 employees in the U.S.] | | | | | | | GRI 403-9 |
| Total case rate | 0.35 | 0.37 | 0.23 | 0.21 | 0.14 | 0.14 | |
| Lost workday case rate | 0.16 | 0.12 | 0.07 | 0.12 | 0.07 | 0.14 | |
| Injuries by type | | | | | | | GRI 403-9 |
| Slip/trip/fall | 32% | 28% | 12% | 14% | 75% | 50% | |
| Ergonomic | 16% | 17% | 18% | 0% | 0% | 25% | |
| Motor vehicle accidents | 10% | 16% | 41% | 29% | 25% | 0% | |
| Struck by an object | 11% | 22% | 0% | 14% | 0% | 0% | |
| Lifting | 26% | 17% | 24% | 29% | 0% | 0% | |
| Reach/pull | 5% | 0% | 0% | 0% | 0% | 25% | |
| Other | 0% | 0% | 5% | 14% | 0% | 0% | |
| Diversity and Equal Opportunity | | | | | | | |
| Employees in Leadership Positions [director or above] | | | | | | | GRI 405-1, TC-SI-330a.1, TC-SI-330a.3 |
| Gender | | | | | | | |
| Male | 81% | 80% | 79% | 79% | 80% | 81% | |
| Female | 19% | 20% | 21% | 21% | 20% | 19% | |
| Age | | | | | | | |
| Under 30 years old | 0% | 0% | 0% | 0% | 0% | 0% | |



| | | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|---|
| 30-50 years old | 62% | 59% | 57% | 47% | 46% | 41% | |
| Over 50 years old | 38% | 41% | 43% | 53% | 54% | 59% | |
| Minority groups [U.S.] ² | | | | | | | |
| Minority | 17% | 20% | 23% | 17% | 18% | 18% | |
| Non-minority | 83% | 80% | 77% | 79% | 78% | 82% | |
| Employees in Non-Leadership Positions [all positions below director] | | | | | | | GRI 405-1, TC-SI-330a.1, TC-SI-330a.3 |
| Gender | | | | | | | |
| Male | 77% | 77% | 77% | 77% | 77% | 77% | |
| Female | 23% | 23% | 23% | 23% | 23% | 23% | |
| Age | | | | | | | |
| Under 30 years old | 8% | 8% | 8% | 6% | 6% | 6% | |
| 30-50 years old | 65% | 63% | 62% | 57% | 56% | 54% | |
| Over 50 years old | 27% | 29% | 30% | 37% | 38% | 41% | |
| Minority groups [U.S.] ³ | | | | | | | |
| Minority | 26% | 27% | 30% | 25% | 25% | 26% | |
| Non-minority | 74% | 73% | 70% | 70% | 71% | 74% | |
| Percentage of total employees covered by collective bargaining agreements | 5% | 5% | 5% | 6% | 5% | 4% | GRI 102-41 |
| Percentage of employees that leave Avaya per year (voluntary) | 9% | 9% | 10% | 10% | 7% | 8% | GRI 401-1 |
| Society | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | Reference Indices |
| Local Communities | | | | | | | |
| Money donated through India CSR programs (million INR) | 19.6 | 24 | 27 | 19 | 24 | 30.8 | GRI 413-1 |

² Minority group data is unavailable for 4% of employees in leadership positions in the U.S. in FY17 and FY18.

³ Minority group data is unavailable for 5% and 4% of employees in non-leadership positions in the U.S. in FY17 and FY18, respectively.