

AVAYA

CORPORATE RESPONSIBILITY REPORT

Fiscal Year 2017



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About Avaya

Avaya is a leading global business communications company, providing an expansive portfolio of software and services for contact center and unified communications designed to enable our customers to improve customer and team engagement.

At Avaya, we're in the business of shaping intelligent connections. We believe when people engage, magic happens--ideas are shared, problems are solved and real innovation is realized.

Simply put, we believe engagement--the positive, value-creating relationship derived from active participation, pervasive collaboration and quality experiences--leads to increased productivity and higher revenue for our customers.

Our technologies have helped prominent companies like Google, HP and VMware address their business engagement challenges and reimagine the way they work in the 21st century.

Avaya generated revenue of \$3.272 billion in FY17 and employed 8,735 global employees at the end of FY17. This Corporate Responsibility Report is for Avaya's 2017 fiscal year (FY) which runs from October 1 through September 30 with the information and data from that time period unless noted otherwise.

A Message from the CEO

Compassion: it's one of the principles that I believe creates a dynamic and successful culture. Compassion leads to trust, trust to loyalty, loyalty to innovation, and innovation to success. In short, compassion creates the collaborative and competitive workplace needed for companies and their customers to succeed.

I take great pride in leading the Avaya team and the Avaya culture that fosters innovation, creative spirit and compassion. Avaya employees around the globe demonstrate these attributes each day. Nowhere is the compassion of our organization more evident than in the efforts put forth to better serve the communities where we do business.

You see, at Avaya, our people recognize and seize opportunities to bring about positive social, environmental and economic change. Formally, we call it our Corporate Responsibility. Our employees call it their "duty." We take it seriously and encourage our customers, partners and each other to achieve more.

As a global business communications company, we lead the industry with

best-in-class product, software and services solutions. We reflect our strength and compassion in everything we do, from upholding high ethical standards in the ways we conduct business to volunteering in our local communities and designing products that are energy efficient and require less hardware. Thanks to an expansive portfolio of products and services, we deliver technologies that power the future. The end result: our customers are able to connect, communicate and collaborate without boundaries; increase productivity; and make business goals a reality.

Take a look at some highlights from 2017:

- Avaya joined "We Are Still In," a network of 2,500 U.S. leaders that support addressing climate change
- Avaya has a tremendous track record of carbon reduction and we're doing our part every day to help the world meet its climate action goals. For the 2017 CDP report (which is based on 2016 calendar year data), Avaya achieved an 18% Scope 1 and 2 carbon emission reduction and a 34% reduction since the 2014 baseline, more than doubling our 15% cumulative reduction target.

- We hosted our third consecutive annual Month of Giving program toward the end of calendar year 2017 with close to one-third of our employees participating in one of many volunteer and fundraising activities.
- We improved safety by decreasing our U.S. Motor Vehicle Accident Total Incident and Preventable Incident Rates by more than half.

Corporate Responsibility is a journey and every day brings new opportunities to push the bar further in pursuit of the greater good. While we take great pride in our achievements, we have the humility to view our progress as milestones in the journey we continue to make as a global team. I'd like to thank our employees, customers and partners for the compassion and hard work that's making a meaningful and lasting difference in the world. I look forward to our continuing achievements in 2018.

JIM CHIRICO

PRESIDENT AND CEO, AVAYA

The Award Goes to Avaya

Avaya products, solutions and services garner recognition in the areas of customer experience management, networking, and unified communications and collaboration from widely respected industry organizations and analysts. We've received awards and recognition from leading industry analyst firms around the world. We're committed to working closely with industry analysts to ensure they are well informed on every aspect of the company so they can better guide the end user community on buying decisions.

To learn more about our recognition in the industry, visit our [website](#)

Some highlights of our awards and accolades in 2017:

- Frost & Sullivan 2017 Market Leadership Award for Contact Center Systems.
- Frost & Sullivan 2017 Customer Value Leadership Award in Contact Routing in North America.
- TMC 2017 Unified Communications Product of the Year Award for Avaya IP Office Contact Center.
- 2017 Gold Edison Award Winner for innovation in Cyber Security.

- 2017 Internet Telephony Hosted VoIP Excellence Award for innovation in IP communications by Zang, an Avaya Company.
- Frost & Sullivan 2017 New Product Innovation Award in the North American cloud-based communications market by Zang, an Avaya Company.
- Omega Management Group Corp NorthFace ScoreBoard Award for delivering "World-class" Customer Service.

F R O S T & S U L L I V A N





Customers and Partners

We have a diverse customer base, ranging in size from small businesses to large government agencies and multinational companies with more than 100,000 employees. As of the end of calendar year 2017, we had more than 130,000 customers and installations in more than half a million customer locations worldwide.

We employ a flexible go-to-market strategy with direct and indirect presence in more than 100 countries. Our channel partners are an extension of us. As of the end of calendar year 2017, we had approximately 6,300 channel partners.

Our Corporate Responsibility Vision

We remain committed to continuous forward progress in reducing our impacts and improving the lives of those we depend on for our success--our employees, communities, customers, suppliers and other partners. We appreciate that corporate responsibility sustainability is a journey, one that is facilitated by our commitment to our cultural principles: simplicity, teamwork, empowerment, accountability and trust.

- We value simplicity and focus in our programs, ensuring we tackle the challenges that are most important to all our stakeholders.
- We believe in the power of achieving our objectives and overcoming challenges with teamwork, working as a team within Avaya and partnering with our communities, customers, suppliers and other partners within our global ecosystem.
- We empower each and every Avayan--from our CEO to each Avaya employee--to find new ways to live up

to our corporate responsibility goals and bring shared value throughout Avaya.

- We remain accountable to each of our stakeholders for our efforts and outcomes.
- We trust that when each of us--employees, communities, customers, suppliers and other partners and stakeholders--pursue common objectives that a successful outcome will follow.

We consistently sharpen our focus on the most significant opportunities that lie ahead. During 2017, we took a fresh look at our materiality assessment, made good progress on our GHG targets and expanded our annual Month of Giving.

Our Corporate Responsibility policy provides the foundation for guiding our business and operations in four key areas:



Workplace

Developing a safe and desirable place to work for our diverse workforce worldwide.



Environment

Implementing environmental stewardship practices at our global locations and within our products and services to ensure the future sustainability of our communities and planet.



Governance

Engaging in fair and ethical business practices and governance with our customers, suppliers and other partners.



Community

Positively impacting society as a whole and supporting the communities where we are located around the globe.

Accountability: About This Report

This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines (G4) and covers data for fiscal year 2017 (FY17), except where stated otherwise. A GRI index is included in the Appendix. We remain committed to continuous improvement and advancing our reporting capabilities. Following the realignment of Avaya's business, we will adjust our GHG targets and reset our baseline to reflect changes in our workforce and business units.



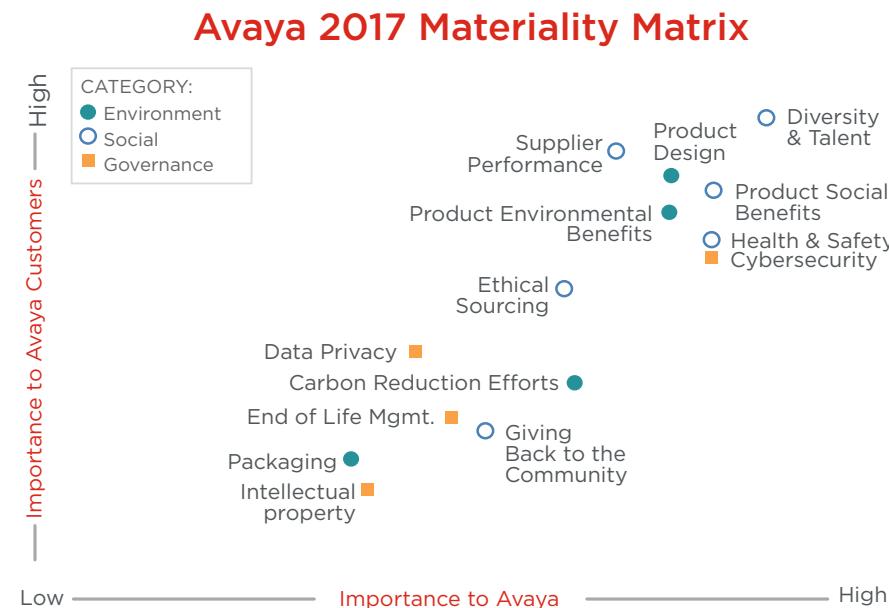
Materiality Assessment and Priorities

We have updated our materiality assessment first conducted in 2014 and updated in 2016 to refine our focus and guide us in addressing those challenges that most concern our stakeholders. We validated the selected topics, assessed availability of data and prioritized topics by the most influential stakeholders to Avaya. The materiality review considered:

- Industry trends, such as reporting best practices and material topics for the information, communication, technology and software industries.
- Topics of particular concern and interest to Avaya stakeholders, especially employees, gathered by obtaining direct feedback and data points through questionnaires.

All of the plotted topics are considered significant to Avaya. However, topics that have the greatest impact on Avaya reflect areas where Avaya has unique capabilities to address such concerns.

Moving forward, Avaya will continue to revisit our materiality assessment and the refinement process to further evaluate these topics and update them as appropriate.



Following the completion of our assessment, the issue most important to Avaya and our stakeholders and deemed to have the greatest impact on our business and the broader world, remains unchanged from last year--Diversity & Talent. We also saw the rise of other social or people issues as Product Social Benefits and Health & Safety took on greater importance. The cluster of these three issues in the upper right quadrant puts the human factor as a priority squarely alongside our environmental efforts for the years ahead.

How we source, manufacture and design our products is the second area of concern to all stakeholders. Supplier Performance has risen in importance and our stakeholders have prioritized designing environmentally favorable products.

As we plan ahead, we will evaluate our programs and targets to ensure we are focused anew on the social dimensions of our business--from the diversity of our own staff and the treatment of workers in our supply chain to working towards a lighter environmental impact footprint with respect to the manufacture and utilization of our products.

Workplace

We remain committed to developing a safe and desirable place to work and grow for a diverse, worldwide workforce.



At Avaya, we have established cultural principles propagated by our CEO and demonstrated by our employees: simplicity, teamwork, empowerment, accountability and trust. These attributes facilitate efficiency, ensure alignment within Avaya and with our communities, customers, suppliers and other partners and facilitate the achievement of our goals.

Underlying everything is a principle of compassion--a value that we believe creates a dynamic and successful culture. Compassion facilitates trust and environments of trust foster loyalty that lay the foundation for innovation. We believe that innovation results in success in pursuing both our business and corporate responsibility objectives. In short, compassion creates the collaborative and competitive workplace needed for companies and their customers to succeed.

Such compassion relies upon an environment of openness, support and inclusion. As we look ahead, we renew our focused commitment to enhancing diversity, inclusion, safety and well-being.

Health & Safety

Avaya maintains its commitment to providing a safe work environment. We firmly believe that the definition of safety extends to a harassment-free workplace and have recommitted programs and training aimed at addressing the concerns of all employees.

In accordance with best practices, Avaya maintains an Environment, Health and Safety Management System (EHSMS) that covers the gamut of our operations. While many of the programs included in the EHSMS are geared toward our office-based employees, specialized safety trainings are provided to those who work in the field including service workers, supervisors and personnel who handle special equipment.

Avaya maintains a health and safety incident tracking and reporting process to meet the needs of our global workforce. Avaya U.S. and international locations with more than 100 personnel track monthly occupational injury, illness and incident data, including: number of cases resulting in lost workdays, number of lost workdays,



number of cases requiring first aid, and number of cases requiring medical attention beyond first aid.

Trends in our U.S. Health & Safety Performance

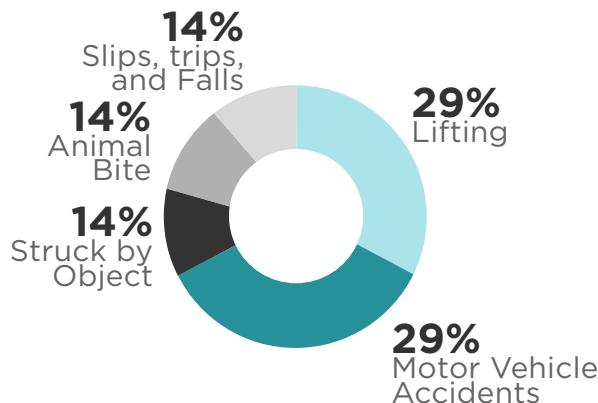
We have achieved a continuing overall decline in injuries due, in part, to our efforts to increase awareness, enhance training and continued tracking. Our Total Case and Lost Workday Case Rates have been lower than industry benchmarks from FY13 through FY17, and we've experienced an 8.6% reduction (from 0.23 to 0.21) per 100 employees in 2017 over the prior year.

Of the 15 incidents reported in the U.S. in FY17, the most common injuries were those caused by lifting and motor vehicle accidents. From 2016 to 2017, Avaya's U.S. motor vehicle accident rates decreased by more than half. Our total motor vehicle incidents and preventable incidents rates were 2.32 and 1.00 per million miles, respectively.

Avaya U.S. Operations 2013-2017 View: Total and Lost Workday Case Rates



FY17 U.S. Operations Injury Causation



Our Avaya Environment, Health and Safety Management System (EHSMS) includes the following programs:

- Occupational Injury, Illness, and Incident Requirements
- Chemical Management and Hazard Communication
- Contractor Safety
- Dangerous Goods Transport
- Ergonomics
- Hearing Conservation
- EHS Facility Inspections
- Job Hazard Analysis
- Motor Vehicle and Lift Safety
- Product Safety
- Radiation Safety
- Ladder Safety

Culture

Avaya has 5 principles that we strive to incorporate throughout our company culture: Simplicity, Accountability, Trust, Empowerment, and Teamwork. These are described below.

Simplicity

We seek to make the experience of doing business with Avaya simple and value add. Simplicity is about focusing on removing clutter or the unnecessary from our products, solutions and services, as well as the processes that support delivery, development and deployment. We seek to minimize complexity, complication and difficulties, whether for our customers or our employees.

Be Accountable, Take Ownership

We hold ourselves accountable to our employees, communities, customers, suppliers and other partners. Collectively and individually, we all share a duty to take ownership of our responsibilities and our performance.

We expect that each person understands the impact of their actions and will not

just be accountable and take ownership in their area but lead by example and take initiative when they notice issues so that the individual, the team and the company win.

Trust and Personal Responsibility in all Relationships

We actively build relationships with all the constituencies of our business including our employees, communities, customers, suppliers and other partners. We build trust by listening, following through and keeping our word. We rely on our colleagues to follow through with what they say they will do.

We do the right thing even when there is pressure not to do so and make decisions based on what's good for the organization. We foster an environment where we support our colleagues.

Empowerment

In an environment that fosters innovation, we give our employees the power to make thoughtful, business-focused decisions with the proper levels of encouragement and coaching.



We look to create a favorable environment in which individuals and teams can set their own goals and are encouraged to grow their skills, leverage resources and assume challenges where they believe they can offer solutions.

The best team members take ownership of issues and collaborate with other team members whenever challenges arise to make us all better at what we do.

Teamwork

We are a group of goal-focused individuals with specialized expertise and complementary skills who collaborate, innovate and strive to produce consistently superior results toward a shared goal. We achieve our objectives as a team by collaborating and communicating, ensuring clarity with respect to each member's role and establishing operating rules and governance protocol.

Amongst these rules is Operating with Integrity, our global code of conduct, which facilitates an ethical and inspiring workplace environment.



Diversity Matters

Innovation and success require the widest range of ideas, information, concepts, beliefs and attitudes. At Avaya, we recognize the importance of cultivating a diverse and engaged workplace that attracts and retains the best and brightest talent.

Avaya received the [2016 AT&T Global Supplier Diversity Crystal Award](#) for our support and commitment to work with minority-, women- and disabled veteran-owned companies in our supply chain. Avaya is one of only 39 suppliers to receive the award. In addition, Avaya was ranked in the Top 50 STEM Employers by the Workforce Diversity for Engineering & IT Professionals magazine, which asks readers to name the employers, both in the private and public sectors, for whom they would most like to work or that they believe would provide a positive working environment for members of minority groups.

Avaya embraces diversity as a competitive advantage. Our global workforce inherently includes a range of nationalities, traditions, languages, ethnicities and much more. As we interact with one another-- whether across the cubicle wall or around the

globe-- we develop new ideas, methods and perspectives. It is well-proven that diverse, heterogeneous teams promote creativity and innovation and enhance product development.

While Avaya's female population is on par with its industry peers, the technology industry is heavily skewed toward males with high attrition rates of female employees. We are committed to advancing woman within Avaya, where approximately 23% of our workforce is female, as well as within the industry as a whole. To further these objectives, we will design and implement a strategy to foster a safe and inclusive workplace for all.

Avaya Operations

As of Sept. 30, 2017, Avaya employs 8,735 people and operates in 57 countries around the world.





Talent as a Differentiator

Avaya has a lower than industry average voluntary attrition rate at 10 percent, thanks to the adoption of tools and programs that maximize productivity and keep employees engaged. Avaya employees utilize our technology, enabling them to solve problems quickly, strengthen engagement with one another, and have flexibility in how and where they work. They also advance their knowledge base and skill sets through department-specific trainings such as the Sales Academy and the Avaya Learning Center—a database that offers a series of online courses, including classes on solutions, sales and management.

Employees Talk, Avaya Listens

We are committed to helping employees understand and embrace our corporate strategy. We give employees opportunities to be heard via internal social media, employee surveys, polls, and more. To increase transparency, trust and two-way communication between employees and leaders, Avaya hosts quarterly All-Employee Meetings and other opportunities to interact with senior leaders, such as Leaders Unplugged campus sessions by visiting leaders, and departmental Town Hall meetings.

Environment

We are committed to creating a sustainable future by implementing environmental stewardship practices at our global locations and through the design and use of our products.



Carbon Footprint

Avaya takes a science-based approach to setting its GHG emissions program, using a methodology based on the WRI/WBCSD Greenhouse Gas (GHG) Protocol, U.S. Environmental Protection Agency (EPA), Department for Environment, Food and Rural Affairs (DEFRA), and International Energy Agency (IEA) for calculating carbon emissions.

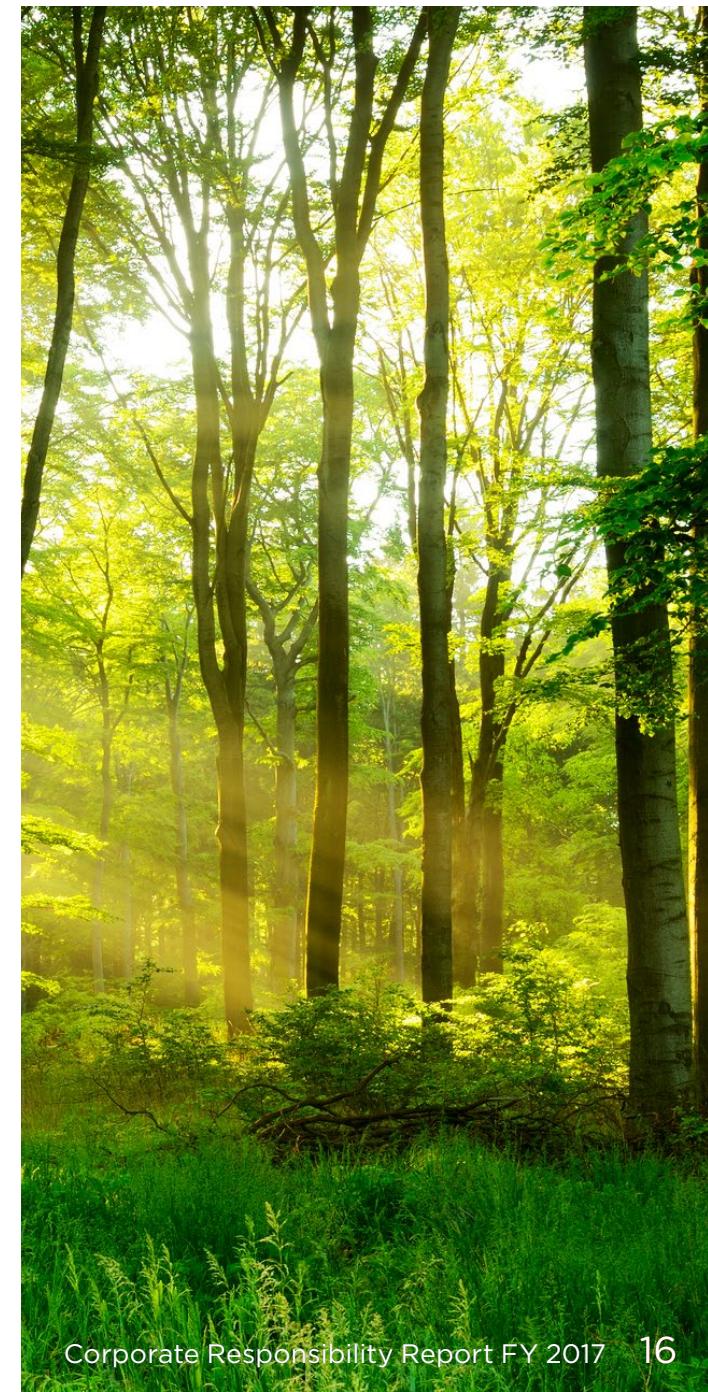
Since 2009, we have pledged to take active steps to reduce carbon dioxide emissions, a leading contributor to global climate change. Carbon dioxide is a byproduct of everyday business operations, such as business travel, electricity consumption and the use of fuel to heat, cool and power facilities.

Avaya has joined forces with some of the biggest companies in the world who are aligning strategies to the Paris Agreement and supporting the Science Based Targets initiative. Our own science-based targets and disclosures to the CDP (formerly known as the Carbon Disclosure Project) are part of what we believe is a ‘new normal’ in how business understands its role in the greater world. In FY17, Avaya joined We Are Still In, the largest U.S. climate action group comprised of over 2,500 state, local,

and business leaders. By signing the We Are Still In declaration, Avaya reinforced our commitment to reduce our carbon footprint and meet our science-based emission reduction target. We are clear that the best way to future-proof our growth and boost our competitive advantage is to participate fully in the transition to a low-carbon economy.

As a commitment to transparency and authentication, Avaya reports our carbon footprint annually to CDP as part of a voluntary program that discloses company risks and opportunities associated with climate change. Avaya’s greenhouse gas emission goals are to reduce Scope 1 and Scope 2 location-based emissions cumulatively by 15% from 2014 levels by 2020 and achieve an absolute reduction of Scope 3 emissions from 2014 levels.

- Direct (Scope 1) and indirect (Scope 2 and 3) emissions are tracked annually against Avaya’s goals and are then converted into metric tons of carbon dioxide equivalent emissions (CO₂e) per the GHG protocol.
- Scope 1 emissions result from fuel combustion of petroleum, natural gas, and on-site diesel generators.
- Scope 2 emissions are from the generation of purchased energy.



- Scope 3 emissions are indirect emissions (not included in Scope 2) that occur in the value chain, including both upstream and downstream emissions.

Energy consumption is tracked through the receipt of monthly utility bills and recorded using an online platform that converts energy into metric tons of carbon dioxide equivalent emissions. Energy use estimates are applied to sites that do not receive utility bills.

Making Good Progress

We reduced our Scope 1 and Scope 2 carbon emissions by 18% between calendar years 2015 and 2016 and by 34% cumulatively from our 2014 baseline, more than doubling our 15% cumulative reduction target. These results were included in our 2017 CDP report.

Reductions in carbon dioxide emissions between calendar years 2015 and 2016 were a direct result of more efficient use of real estate assets through laboratory consolidations and reduction in square footage, reduced electricity use in facilities and data centers, reduced business travel and fewer cars in Avaya's fleet. Additionally, Scope 3 emission reductions were realized in part through a strict travel policy and the internal adoption of our own video

and web conferencing technologies, which reduced the need for air travel. Avaya video and web conferencing solutions enable participants to interact as if they're all in the same room, face to face—with the ability to collaborate on documents, spreadsheets and other content.

Beyond Our Walls – An Engaged Supply Chain

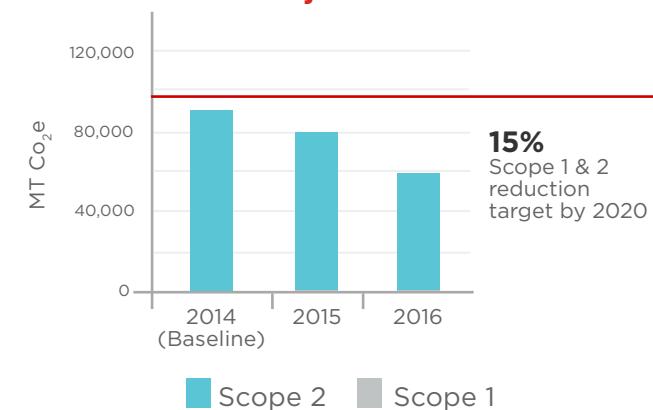
For the second consecutive year, Avaya is extending our carbon footprint reduction activities to include the operations with our supply chain. We have expanded our boundary to include supply chain activities such as procurement, transportation, product use and end of life. Emissions were assessed in accordance with the [GHG Protocol's Corporate Value Chain \(Scope 3\) Accounting and Reporting Standard](#) and calculated using input-output economic analysis when primary data was not available.

We continue to see that one of the most significant areas for developing a carbon reduction strategy is tackling the CO₂ impacts from product use. The biggest difference we can make to reduce carbon emissions is through our products, both through efficient product design and through customer adoption, which enables organizations to realize operational efficiencies and carbon reduction benefits.

Product Environmental Benefits

How our products enable our customers to reduce their environmental footprint continues to be one of the important issues in our materiality assessment – and a key motivator for our designers and engineers. When we build solutions, we design for immediacy, accuracy and security, as well as looking for ways that the product deployments can help our customers reduce their energy use, reduce air travel, or increase participation in shared resources, such as furthering deployment of solutions in the cloud.

Exceeded Carbon Disclosure Project Goal



Product Design

We aim to continually reduce the environmental impacts of our products throughout their life cycle.

Avaya has developed Design for Environment (DfE) Guidelines, Requirements and Checklists to help designers maintain compliance with legal requirements and consider environmental concerns, from raw materials extraction to end-of-life handling. The DfE process is included in our ISO 14001 Environmental Management System certification, which ensures DfE objectives have been properly incorporated into the design process.

The DfE standards, practices, and expectations are consistent across all of our products, regardless of whether they are designed in-house or by a third-party supplier. The core DfE aspects in our product design program include:

- Energy Efficiency
- Materials & Packaging
- Recyclability & Upgradability

We design our products to use less bandwidth and to be open and interoperable so that they work seamlessly with products developed by other

equipment manufacturers. Accordingly, our products offer some of the lowest total cost of ownership on the market.

Energy Efficiency

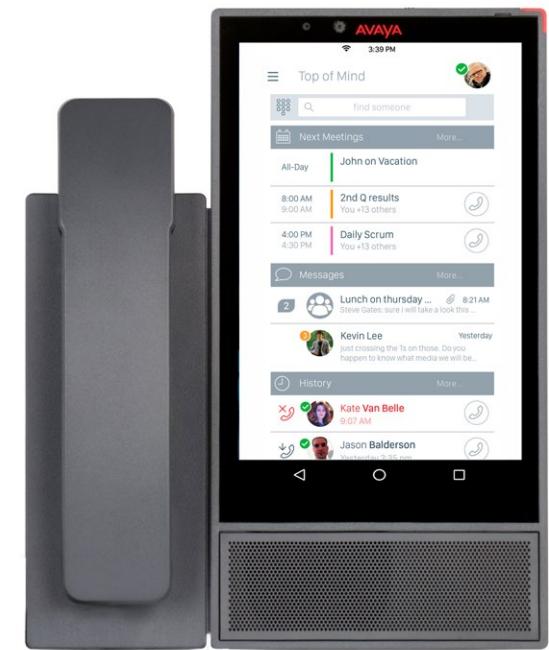
Designing products and systems that minimize energy consumption is one of our core responsibilities to both our customers and the environment.

Our products use energy in a number of ways including: power supplies, data processing and transmission, display units and cooling fans. Our DfE approach considers how to improve energy efficiency in the product design from the product or system level to the circuit and integrated circuit levels. Considerations include:

- Designing for energy efficiency in the network as a whole (e.g. reducing power consumption during periods of low data activity and putting devices into "sleep" mode when data isn't being sent).
- Designing modular products so that power can be added as the system grows.
- Minimizing power demand of displays by using efficient LCDs and LEDs.
- Reducing or avoiding the use of

cooling fans by designing the product to use passive air flows for cooling heat-generating components.

- Selecting energy efficient third party components and devices (e.g. disk drives, printers, PCs, monitors) that are incorporated into or bundled with Avaya products.



- Designing circuits and integrated circuits to minimize electrical demand.
- Using energy efficient power supplies. Avaya's J129 VoIP phone is an ENERGY STAR® certified product listed on the ENERGY STAR website. External Power Supplies (EPSs) used with Avaya's products currently have an energy efficiency rating of Level VI for the USA based on the International Efficiency Marking Protocol for External Power Supplies. Avaya is committed to furthering its energy efficiency initiatives and is working towards certifying additional client products with ENERGY STAR®.

Materials

As a global exporter and importer, Avaya is subject to many product and supply chain-related regulations linked to materials used in products. Meeting these regulatory requirements is a core function of our DfE approach, which also requires designers to consider ways to:

- Minimize consumption of materials.
- Minimize wastes associated with product manufacture and assembly.
- Design plastic parts to be easily disassembled, reassembled and cleaned.
- Design hazardous and regulated materials out of parts for safe recycling and disposition.

Avaya is also pursuing Full Material Disclosure (FMD) with its supply chain to reduce the effort of assessing the presence

of restricted and reportable substances as regulatory changes occur.

Our commitment to FMD builds on the EU Restriction of Certain Hazardous Substances (RoHS) and Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) compliance protocol, which includes collecting data for components and finished goods used in Avaya designed products as well as for Avaya-branded products manufactured and sold by partners. The protocol addresses current RoHS and REACH requirements and anticipates expected changes. Specially-trained engineers execute the RoHS and REACH program protocol, review the collected data and manage physical testing to ensure RoHS and REACH compliance.

Recyclability & Upgradability

Electronic waste (e-waste) is the fastest growing waste stream globally and is estimated to make up 5% of municipal solid waste worldwide. In Europe, e-waste is increasing almost three times faster than the total waste stream, and in developing countries, e-waste production is expected to triple over the next five years. A core aspect of our DfE objective is to reduce the amount of e-waste that results from our products. Our DfE guidelines help designers develop products that enable reuse and recyclability.

Avaya addresses the responsible management of our products at the end-of-life (EOL) phase through utilization of environmentally responsible collection and recycling processes. These processes reduce environmental impacts and meet the requirements of regulations, such as the European Union Waste Electrical and Electronic Equipment (WEEE) Directive, for the regions where we do business.

Avaya employs a number of EOL management strategies such as collective e-waste take back programs in European Union (EU) and our Authentic Avaya Trade In Trade Up and Buy Back Programs in North America. Our Trade In Trade Up and Buy Back programs enable customers to receive a cash rebate allowance to apply to the purchase of replacement equipment. We even allow some competitor equipment to be eligible for this trade-in credit.

Avaya has a global contract with SIMS Recycling Solutions to serve as its single service provider to support EOL management of its e-waste equipment in accordance with WEEE, batteries and packaging take-back laws in the EU, India, Peru and Puerto Rico. Additionally, SIMS supports environmentally sustainable EOL management of our own e-waste equipment globally.



Direct customers with equipment that needs to be recycled or deconstructed (junked/scrapped) should contact their Avaya account manager.

Packaging

We seek to comply with the following core principle guidelines with respect to our packaging:

- reduce the total amount of packaging materials used,
- reduce or remove toxicity by choosing the materials that have the lowest impact on the environment,
- reuse as much of the packaging as possible,
- recycle as much of the packaging as possible, and
- use materials that contain recycled content.

Packaging designs consider overall weight and volume reduction to reduce warehouse space and the energy consumed for transportation. Besides reducing the amount of solid waste produced, material reduction helps to conserve natural resources and often results in lower costs. In product packaging design, we strive to include parts that are easily removed or separated and avoid the use of mixed packaging materials, which must be separated prior to recycling. Avaya also aims to include

the material identification symbols "recyclable" on product packaging and "recycled" where the packaging and materials include post-consumer waste.

Design for Reuse and Recyclability

Avaya products have long life cycles, and the most common activity is to reuse the various system components as replacements or for resale to other customers. Our major DfE objectives associated with designing parts are:

- design for refurbishing and reuse (design parts to be easily disassembled, reassembled and cleaned),
- design for recycling and disposition,
- design parts to be able to be shred and to yield uncontaminated regrind (avoid "recycling inhibitors"),
- mark parts for recycling with ISO resin identification code, and
- design hazardous and regulated materials out of parts.

Recycled materials are used in Avaya products where practical. As a result, most components of Avaya products are recyclable. Electronic circuitry can generally be recycled for the precious metal content, and some discrete components may be utilized in the remanufacturing process.

Governance

We are committed to creating a sustainable future by implementing environmental stewardship practices at our global locations and through the design and use of our products.



Ethical Sourcing & Supplier Corporate Responsibility Performance

Avaya outsources the manufacturing of our products to suppliers around the world. Our product supply chain includes countries such as China, Israel, Mexico, Malaysia, Taiwan, Germany and Ireland. We hold ourselves to high standards of labor practices, health and safety, environmental and business ethics, and expect our suppliers to do the same. We implement management systems throughout our owned and contracted operations to continuously improve over time.

Direct suppliers are involved in the manufacturing and design of Avaya products. We have a direct contractual relationship with our Tier 1 suppliers. Our Tier 1 product supply chain is made up of:

- Electronic Manufacturing Services (EMS): suppliers that manufacture Avaya products according to product specifications and Design for Environment standards.
- Original Equipment Manufacturers (OEMs): suppliers that provide preconfigured hardware and software components, which Avaya may reconfigure and rebrand.

- Original Design Manufacturers (ODM): suppliers that provide preconfigured designs, which Avaya purchases and may reconfigure and rebrand.

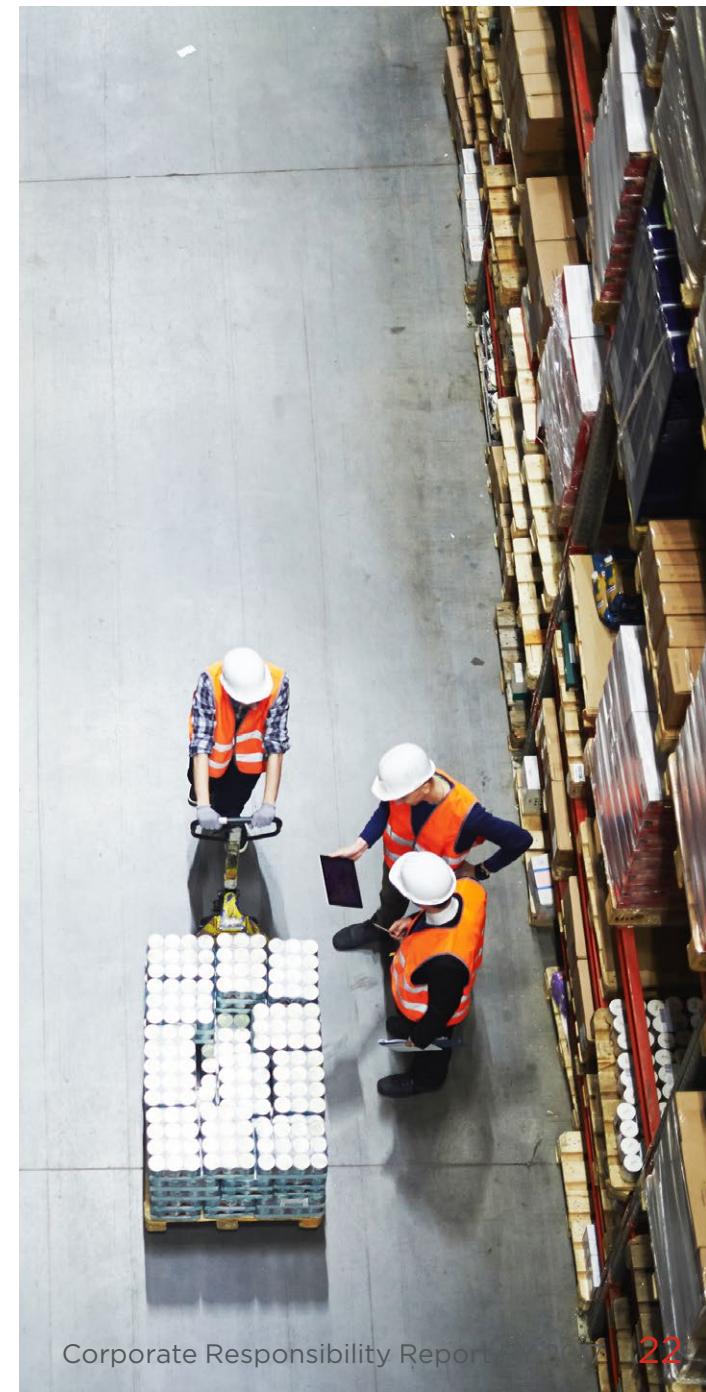
Additionally, the product supply chain includes thousands of other suppliers that provide goods and services to Avaya Tier 1 suppliers.

It is important to note that supplier relationships extend beyond the product supply chain to include thousands of indirect suppliers. Indirect suppliers are suppliers that provide goods and services to run our business operations. Avaya recognizes the importance of extending corporate responsibility initiatives to the supply chain in order to maximize our impact. Avaya is engaging with suppliers directly to understand how they can enhance, support and contribute to our environmental goals and objectives.

Compliance

As a global exporter and importer, Avaya is subject to many supply chain-related regulations linked to environmental and social issues. These include:

- restrictions on the use of hazardous materials in products,
- responsible management of products at end of life,
- sustainable use of packaging and



- management of waste,
- avoiding the sourcing of materials from countries and perpetrators of human rights abuses, and
- reporting of labor rights abuses, such as human trafficking.

To manage supply chain risk and help ensure compliance, Avaya joined the Responsible Business Alliance (RBA), formerly the Electronic Industry Citizenship Coalition (EICC), in FY15.

The RBA is the world's largest industry coalition dedicated to electronics supply chain responsibility and is comprised of more than 110 companies. RBA members agree to adopt the RBA Code of Conduct in full and require direct Tier 1 suppliers to do the same. Code requirements include provisions for:

- protecting the environment,
- upholding human rights and labor standards,
- maintaining a healthy and safe work environment, and
- ensuring continuous improvement through management systems.

RBA members also gain visibility and access to supplier audits to measure supplier performance against code requirements. This benefit increases transparency and accountability throughout the electronics industry.

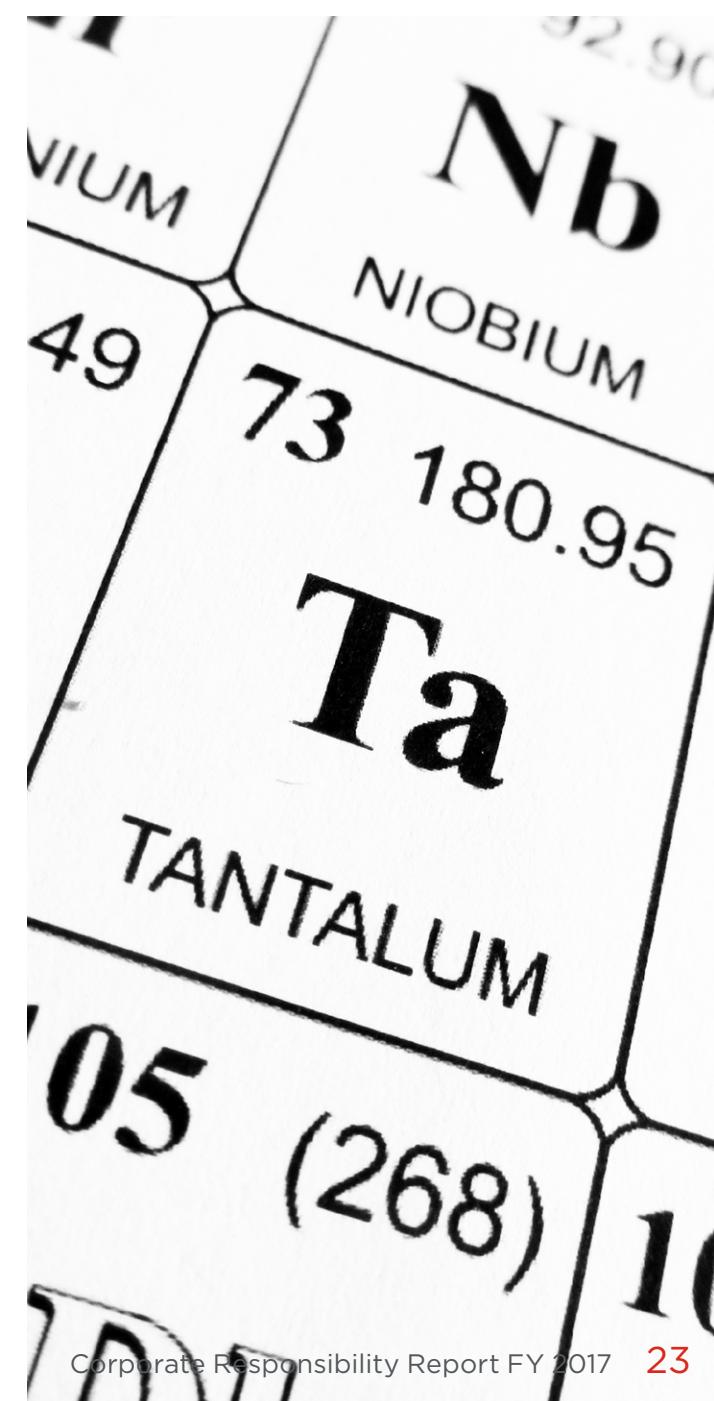
Avaya is currently in the process of collecting supplier audit information, and we will assess findings for non-compliance. We estimate the majority of our direct Tier 1 suppliers (as measured by spend) have already participated in the RBA audit process.

Conflict Minerals

Avaya has developed a program to address the U.S. Dodd-Frank Wall Street Reform and Consumer Protection Act (Conflict Minerals), which aims to eliminate the social and environmental harm brought about by the use of conflict minerals (specifically tantalum, tin, tungsten and gold) and any funding that supports armed groups in the Democratic Republic of the Congo (DRC) region.

To meet the requirements of the regulation, Avaya has introduced a policy that requires suppliers to:

- source minerals from non-conflict regions or, if sourced from conflict regions, to demonstrate compliance through Reasonable Country of Origin Inquiry (ROCI),
- disclose to Avaya the requested information necessary for Avaya to accurately report to the Securities and Exchange Commission, and
- pass the requirements down to lower levels in their supply chain using



reasonable efforts to determine the source of the specified minerals, if they do not source directly from smelters.

Avaya uses an industry standard survey template developed by RBA and Global e-Sustainability Initiative (GeSI) to determine the sourcing and chain of custody of these minerals through our supply chain. We publish an annual Conflict Minerals Report on our website.

Security

Security concerns have only increased in intensity over the last year. Customers rely on Avaya's commitment to maintaining the highest standards in dealing with threats to data, intellectual property, and financial and personal information.

Avaya was voted a 2017 Gold Edison Award Winner in the category of Cyber Security for its Avaya Surge solution. Avaya Surge consists of an IoT controller and Open Networking Adapter, which is a proxy for IoT endpoints and provides the programmable security for insecure devices. Recognition with an Edison Award has become one of the highest accolades a company can receive, and Avaya is honored to be recognized for our secure, innovative and cost-effective solutions.

Avaya has a robust security program that is maintained and driven by the following groups across our organization:

- Global Information Security Council: reviews security concerns and shares best practices with subject matter experts across the company.
- Global Services & Support (GSS) Security Assurance Team: provides policy, direction and assessments to minimize risks associated with the services provided to customers.
- Product Support Security Team: works to identify and address vulnerabilities that might be found within Avaya products.
- IT Security: ensures standards and controls are implemented to mitigate risk to internal networks and systems.
- Corporate Security and Business Continuity: verifies that key security policies are in place, investigates reports of inappropriate activity and works with the various internal teams to create and manage contingency plans that ensure operations continue if an incident occurs.

Avaya's security program is based on best practices in security policies and standards and is monitored through a Security Information Management (SIM) solution. The SIM correlates log



Koldo Loidi,
Avaya's Global Data Privacy Officer

information from assets across the Avaya environment to enable more effective and efficient incident response, suspicious activity detection, and trend analysis.

The policies provide high-level guidance for necessary controls in a variety of areas including:

- data classification and handling,
- acceptable use, and
- access to Avaya systems, networks and applications.

Avaya Security Standards provide more specific details as a complement to the Avaya Security Policy, and address multiple areas, including Remote Access, Passwords and Network Infrastructure. Standards include:

- Avaya Remote Access
- Network Infrastructure Security
- Password Security
- System Access Control

Avaya is committed to continuous improvement with regard to its security programs. Current areas of focus include developing more robust program documentation and assessing effective security strategies with our customers and internal teams.

Data Privacy

As a leading global provider of business communications, applications, systems and services, we hold ourselves to high standards in data privacy and protection. Avaya has two primary areas of focus on data privacy and data protection – our products and services and our policies and procedures for protecting customer, staff and supplier data and ensuring compliance.

Products and Services

The Internet and a wider array of Internet Protocol (IP) devices allow data to be shared quickly and broadly on a global basis. This presents a challenge for industry organizations and regulators in keeping up with the pace of change and in implementing best practice standards and frameworks that can be agreed upon across national borders.

Avaya monitors and periodically provides input to global regulatory development, and we support the requirements of customers and other industry stakeholders. Our policy is to meet our customer requirements, regardless of the industry or where they are doing business. Our customers, especially those in the banking and healthcare sectors, have rigorous standards. Accordingly, we have



adopted the highest standards set by the European Union (EU) via its Privacy Regulation, which we adhere to globally and our Binding Corporate Rules as a controller and as a processor, which have been approved by the relevant European Union data privacy authorities.

Protecting Customer, Staff, and Supplier Data

Our employees, customers, suppliers and other partners rely on Avaya to protect confidential and private information shared in their business dealings and with the company. Avaya is committed to meeting the privacy expectations of all parties with whom we do business in accordance with our agreements and applicable laws. As a minimum standard, we aim to comply with applicable privacy and information security laws and requirements related to the collection, storage, processing and transmission and sharing of personal information and with our controller and processor Binding Corporate Rules policies.

Mandatory data privacy and protection training is required of all employees, both during the on-boarding process and periodically during their employment. Our [Privacy Statement](#) and [Privacy Policy](#) are published online.



Community

We are committed to positively impacting society as a whole and supporting the communities where we live and do business.



Community

Avaya products, by design, help organizations be more productive, engaged, collaborative and accessible. Avaya solutions are implemented across geographies and sectors and are uniquely positioned to aid in emergency response and disaster recovery, increase and simplify access to healthcare services and education, increase problem-solving and collaboration and realize operational efficiencies through interoperable design – creating more resilient organizations and initiatives.

Telemedicine

Avaya video technologies enable medical centers to communicate more effectively and improve the quality of patient examinations and treatment. Telemedicine increases the number of professional consultations and can provide remote assistance and consultations during complex procedures and surgeries.

Improving Healthcare Services in India

Avaya is working with Save the Children, the international non-governmental organization that supports children in developing nations, to improve maternal and new-born healthcare services in

Pune, India. By deploying Avaya's web-based video conferencing solution, Avaya's Project Kushal will improve patient care and staff efficiency by connecting tertiary health-care facilities, general and maternity hospitals, dispensaries and other medical facilities. This will give expectant mothers access to support and information through the childbirth process, while ensuring needed medical interventions can be made in time, helping to save newborn babies live in 16 health facilities in Pune.

Emergency Services

A fundamental role of federal, state and local governments is ensuring the public safety and security of the people and property in the communities they serve. With deep expertise in multichannel communications, Avaya supports government officials focused on improving emergency response capabilities. Avaya delivers more reliable service and streamlined emergency interaction center solutions designed to identify and resolve citizen issues quickly and efficiently.

Emergency Services Solutions in Turkey

Avaya delivered next-gen emergency services communications solutions in Turkey through the deployment of its eCall vehicle accident aid system. Avaya's eCall solution is a potentially life-saving innovation that allows telemetry data to be sent from a vehicle to the emergency services in the event of an accident and providing accurate location and other vital information, such as type of vehicle and the fuel used, and the number of passengers, enabling responders to reach the scene of an incident much faster and arrive better-equipped, helping to save lives. In addition, Avaya deployed unified communications solutions that will enable responders at the scene of the incident to send voice messages to the central situation control center and coordinate more effectively in the field.

"Providing better access to emergency services will save potentially hundreds of lives every year. Avaya's solutions will play a vital role in enhancing public safety in Turkey now and in the future."

– **Nurtac Arsan, Assistant General Manager, Ministry of Interior**

Education

Education underpins social and economic growth, providing people with critical skills and tools to succeed. It helps raise incomes, improve health and reduce poverty. Avaya is helping to extend and improve the quality of education opportunities to more people by creating the next-gen campus with solutions that expand online and mobile learning opportunities. In addition, Avaya solutions are improving public safety and communication in schools around the world.

Making Schools Safer and Smarter

An integrated, multi-faceted communications solution supported, in part, by Avaya is allowing schools to become safer and smarter by speeding response times and improving outcomes in the event of an emergency. Gottesman RTW Academy integrated its Avaya IP Office Platform and Valcom's Emergency Mass Communications and Live Paging System to build a system that is capable of reaching 100 percent of the school population with emergency notifications made from any classroom or office. Placerville Union School District also streamlined its emergency response process with Avaya and Valcom, enabling staff across their across their district

to flip a switch under any office desk to trigger alert announcements and automated calls to emergency personnel, activate the lockdown bell from any classroom phone, and know when a 9-1-1 call is placed anywhere in the district via an automated digital message displayed on a LED sign in every office.

“Now, we poll people after every single drill. The amount of people we’re able to reach in an emergency is at 100 percent — and if it isn’t, we’re able to make adjustments very easily to get that to 100 percent, where it needs to be. Switching to Avaya was a seamless transition. It’s something I don’t really have to worry about — I just know it works.”

—Matt Baran, IT coordinator,
Gottesman RTW Academy.



Charitable Activities in India

Our corporate responsibility efforts in India are focused on improving education, especially STEM education, and implementing innovative uses of Avaya technology to help disadvantaged populations (in compliance with the India Companies Act of 2013).

Avaya participated in six projects in India during FY17

Door Step School provides education for children from slum and migrant labor camps. Door Step works to improve learning levels and attendance in school, and provides school transportation and parent counseling. The Avaya donation supports a Community Learning Center in Vaiduwasti and a School on Wheels for the Hadapsar area.

Agastya Foundation's mission is "to spark curiosity, nurture creativity and instill confidence" in economically disadvantaged children and government schoolteachers. Agastya does this by bringing innovative hands-on science education and peer-to-peer learning through Science Centres and Mobile Labs. The Avaya donation supports two mobile science labs and one Science Centre.

Pratham focuses on high-quality, low-cost, and replicable interventions to address gaps in the public education system. The Avaya donation provides supplemental education to over 10,000 underserved children in over 100 schools and provides two mobile science labs.

Bal Raksha Bharat (Save the Children) is an international non-governmental organization that promotes children's rights, provides relief and helps support children around the world. Avaya's donation supports two projects. The first project established an Information Communication and Technology (ICT) center within the District Institute for Education and Training (DIET), developed a group of master trainers and set up ICT friendly smart classes and Audio Visual room in 10 schools. The second project will install the infrastructure for an ICT enabled health program to improve newborn and maternal health in Pune.

Avaya participated in a 10K run organized by Bharti Foundation. The philanthropic arm of Bharti Enterprises was established in 2000 with a vision "to help underprivileged children and young people of the country realize their potential."



Employee Giving

Our employees around the globe demonstrate their accountability and passion for making a difference. Year round, they organize and participate in charitable activities that give back to their local communities. Many of these activities are organized by local Employee Engagement Committees (EECs), employee-led and managed groups that host and encourage campus participation in community building events. In FY17, Avaya had 44 EECs in 24 countries worldwide.

Avaya Month of Giving

In addition to regular, location-specific charitable events, Avaya hosted its third annual Month of Giving in October 2017. Month of Giving is a spirited campaign designed to bring together employees, suppliers and partners to make a difference in communities across the globe, and is comprised of four campaign elements:

1. global silent auction,
2. eight hours of paid volunteer time off available per employee,
3. fundraising outreach to Avaya customers, suppliers and other partners, and
4. community engagement challenge – a friendly competition between employee-

organized charitable activities for a chance to win donation money for their selected nonprofits.

Since its inception in 2015, Avaya has raised more than \$600,000 for worthy charitable organizations around the world, and global employee teams have engaged with local nonprofits, donating thousands of volunteer hours to assist the communities where we live and do business.

The 2017 Month of Giving was a major success and raised a total of \$205,000. Below are highlights:

- silent auction proceeds built and improved two schools in Mozambique (see report's cover picture)
- more than 2,000 employees participated in Community Engagement Projects and donated:
 - \$40,000 to nonprofits,
 - over 3,000 lbs. of material donations, and
 - about 3,300 volunteer hours, which is equivalent to more than 1.6 years of work time.
- customers, suppliers and other partners participated by donating about \$140,000 to the Avaya Charitable Fund.



The Month of Giving would not be possible without our employees who dedicate their time to support four main causes – disaster relief, feeding the hungry, helping children and saving animals. Avaya's Month of Giving activities were recognized with a Community Engagement Award, which are presented by the Avaya Philanthropy Award Committee to organizations based on criteria such as the amount of benefit to the non-profit partner and the activities that best promote team work.



Disaster Relief

Avaya Professional Services (APS) Business Group: American Red Cross

During the Month of Giving, APS helped build their team spirit by wearing red on Fridays, distributing red noses to everyone, and using the mantra of 'Show Us Your Red' to raise money for the American Red Cross.

Highlands Ranch: American Red Cross

The Highlands Ranch team won for their three projects. One of their projects was to support the American Red Cross by raising money to assist with hurricane disaster recovery across the states hit hardest by hurricanes and flooding.

Worldwide Law: Doctors without Borders

The Worldwide Law team supported Médecins Sans Frontières (MSF/Doctors without Borders) by hosting fundraising events around the world where representatives from the organization spoke about their humanitarian work. In addition, the Worldwide Law team held a "Walk Around the World" event where participants engaged in physical exercise for donations.

Netherlands: American Red Cross

Our Dutch Avaya team organized a charity run and silent auction to support victims of Hurricane Irma. Team member, Joost Koelega, beat his personal record by running 6.61 kilometers in 33:35 minutes.



Feeding the Hungry

Belleville: Gleaners Food Bank

Our Belleville team volunteered with the Gleaners Food Bank annual community food drive. The team donated materials, money and time. In fact, the Belleville team was able to do in two days what would have taken the Gleaners Food Bank staff seven weeks to accomplish.



Australia: StreetSmart

Our Australia team donated food and hosted a fun barbecue event to raise funds for StreetSmart, an organization that works to end homelessness.



Highlands Ranch: Food Bank of the Rockies

Our Highlands Ranch team volunteered at the Food Bank of the Rockies distribution center to help feed the hungry in Colorado. The team also held a donation drive to collect canned goods and raise money for the Food Bank.



Helping Children

Gurgaon: Cozy Cot

Our Gurgaon team raised money through fundraising activities such as a table tennis tournament and a food fete to support Cozy Cot, a school that supports children with special needs various.

Pune: Save the Children

Avaya Pune kicked off the Month of Giving with a Biryani Fest where employees came together for lunch with all proceeds going towards Save the Children to support the parts of India impacted by floods. Additionally, our Pune team hosted a flea market and food fete as part of the Diwali celebrations with the proceeds going to Save the Children.

Warsaw: Ronald McDonald Foundation

Our Warsaw team supported the Ronald McDonald Foundation, a charity that helps families with sick children find comfort and support. Employees gave donations and volunteered in the hospital where they painted children's faces, organized a mini theatre play for the children and even rolled up their sleeves and cleaned the playrooms.



Holon: After School Daycare Center

After School Daycare Center Holon worked with the Elyon Association, a nonprofit organization that supports at-risk children and teenagers. The Holon office organized into teams, visiting 11 daycare centers where employees prepared fun activities for the children such as sports competitions, creative workshops and games, in addition to giving donations to support this cause.

Saving Animals

Oklahoma City: Free to Live

The Oklahoma City Customer Operations and SOSC supported Free to Live, the only non-kill animal shelter in Oklahoma that runs entirely on private donations. The team volunteered at the shelter helping to care for the animals, clean cages, and make repairs in the facility and they donated money and pet food too.



Highlands Ranch: Dumb Friends League

Our Highlands Ranch team supported the Dumb Friends League, an animal shelter that rescues animals and offers animal adoption. The team held a donation drive to raise money and materials for the shelter by hosting 50/50 raffles, organizing weekly football pools, and selling food.



Individual Contributors

We are pleased to recognize our two top individual employee contributors: Sondra Dutton and Prem Sumetpong. They are honored for their high level of individual commitment to volunteering and donating.

Honorable Mentions

Projects Worthy of Noting

Dalian who supported the environmental organization, Save our Shores, with a family day beach cleanup.

West Area Service Sales who collected donations and materials for Houston Recovers

Avaya Germany organized a variety of activities across the country providing employees a multitude of ways to support non-profit organizations.

APPENDIX A & B

GRI G4 Content Index

KPI Summary Table

APPENDIX A GRI G4 Content Index

General Standard Disclosures		Link or Page Number Reference
Strategy and Analysis		
G4-1	CEO letter	Message from the CEO
ORGANIZATIONAL PROFILE		
G4-3	Organization name	Avaya Inc.
G4-4	Primary brands, products, services	About Avaya, 2017 Annual Report
G4-5	Location of headquarters	Santa Clara, California
G4-6	Countries of operations	Customers & Partners
G4-7	Ownership and legal form	2017 Annual Report
G4-8	Markets served	Customers & Partners
G4-9	Scale of the organization	About Avaya
G4-10	Total number of employees	8,735
G4-11	Percentage of employees covered by collective bargaining agreements	6%
G4-12	Supply chain description	Ethical Sourcing and Supplier Corporate Responsibility Performance
G4-13	Significant organizational or supply chain changes	Impact of reduced operational square feet addressed in Carbon Footprint section of this report
G4-14	Precautionary approach and principle	Upheled in the Avaya risk management process
G4-15	Economic, environmental and social charters, principles, and initiatives	Corporate Responsibility, Avaya has adopted the RBA Code of Conduct
G4-16	Membership associations	Avaya is a member of the Silicon Valley Leadership Group and Responsible Business Alliance (RBA)
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	Operational structure	2017 Annual Report
G4-18	Report content and aspect boundaries	Materiality & Stakeholder Engagement
G4-19	Material aspects	Materiality & Stakeholder Engagement
G4-20	Internal aspect boundary	Materiality & Stakeholder Engagement
G4-21	External aspect boundary	Materiality & Stakeholder Engagement
G4-22	Effects of any restatements	No significant effects
G4-23	Significant changes from previous reports	Updated materiality assessment

Stakeholder Engagement		
G4-24	List of stakeholder groups engaged	Materiality & Stakeholder Engagement
G4-25	Stakeholder identification and selection	Materiality & Stakeholder Engagement
G4-26	Engagement approach	Materiality & Stakeholder Engagement
G4-27	Key topics and concerns	Materiality & Stakeholder Engagement
Report Profile		
G4-28	Reporting period	Fiscal year 2017 (Oct. 1 2016 - Sept. 30, 2017)
G4-29	Date of most recent report	Fiscal year 2016 (Oct. 1 2015 - Sept. 30, 2016)
G4-30	Report cycle	Annual
G4-31	Report contact	Sara Broadbent, Director of Corporate Responsibility (sbroadbent@avaya.com)
G4-32	GRI Content Index	In accordance with core
G4-33	External assurance	This Corporate Responsibility Report is not externally assured
Governance		
G4-34	Governance structure	Governance
Ethics and Integrity		
64-66	Principles, standards and norms	Corporate Responsibility, Operating with Integrity Code of Conduct

	General Standard Disclosures	Link to report section where disclosure is addressed partially or fully
Category: Economic		
Material Aspect: Economic Performance		
G4-DMA	Reports why the aspect is material and process to evaluate	2017 Annual Report
G4-EC1	Economic value generated and distributed	2017 Annual Report
Category: Environmental		
Material Aspect: Energy		
G4-DMA	Reports why the aspect is material and process to evaluate	Environmental Responsibility in Business Operations
G4-EN3	Energy consumption	KPI Summary Table
G4-EN5	Energy intensity	KPI Summary Table
G4-EN6	Reduction of energy consumption	KPI Summary Table
G4-EN7	Reductions in energy requirements of products or services	Energy Efficiency

	General Standard Disclosures	Link to report section where disclosure is addressed partially or fully
Material Aspect: Emissions		
G4-DMA	Reports why the Apect is material and process to evaluate	Carbon Footprint
G4-EN15	Direct greenhouse gas emissions (Scope 1)	Carbon Footprint, KPI Summary Table
G4-EN16	Indirect greenhouse gas emissions (Scope 2)	Carbon Footprint, KPI Summary Table
G4-EN17	Other indirect greenhouse gas emissions (Scope 3)	Carbon Footprint, KPI Summary Table
G4-EN18	Greenhouse gas emissions intensity	KPI Summary Table
G4-EN19	Reduction of greenhouse gas emission	Carbon Footprint, KPI Summary Table
Category: Social: Labor Practices and Decent Work		
Material Aspect: Occupational Health and Safety		
G4-DMA	Reports why the Apect is material and process to evaluate	Health and Safety
G4-LA6	Rates of injury, occupational disease, and other work-related fatalities	Trends in our U.S. Health & Safety Performance
Material Aspect: Employment		
G4-DMA	Reports why the Apect is material and process to evaluate	Talent as a Differentiator
G4-LA1	Employee Turnover	Talent as a Differentiator, KPI Summary Table
Material Aspect: Training and Education		
G4-DMA	Reports why the Apect is material and process to evaluate	Talent as a Differentiator
G4-LA1	Programs for skills management	Talent as a Differentiator
Material Aspect: Diversity and Equal Opportunity		
G4-DMA	Reports why the Apect is material and process to evaluate	Diversity Matters
G4-LA12	Diversity in governance bodies and employees	Diversity Matters, KPI Summary Table
Material Aspect: Supplier Assessment for Labor Practices		
G4-DMA	Reports why the Apect is material and process to evaluate	Ethical Sourcing and Supplier Corporate Responsibility Performance
G4-LA15	Negative impacts for labor practices in the supply chain	Compliance
G4-EN33	Negative environmental impacts in the supply chain	Compliance
Category: Social: Society		
Material Aspect: Local Communities		
G4-DMA	Reports why the Apect is material and process to evaluate	Employee Giving
G4-SO1	Local community engagement, impact assessments, and development programs	Employee Giving

APPENDIX B KPI Summary Table

Economy	FY14	FY15	FY16	FY17	GRI Indicator
Revenue [million US\$]	\$4,371	\$4,081	\$3,702	3,272	G4-EC1
Number of employees	13,122	11,701	10,424	8,735	G4-10
Number of contracted employees	9,972	8,857	8,220	7,034	G4-10
Real estate square feet [thousand]	4,800	4,100	3,900	3,634	
Environment	CY14	CY15	CY16	CY17	GRI Indicator
Energy					
Energy consumption [MWh]	170,154	153,421	126,839		G4-EN3
Diesel	1,857	2,225	1,415		
Natural gas	21,488	13,318	5,502		
Grid-Connected Electricity	145,516	137,038	118,778		
District Heating	1,293	840	1,144		
Energy intensity					G4-EN5
MWh/million US\$ revenue	39	37.6	34.3		
MWh/employee	13	13.1	12.2		
MWh/thousand square feet	35	37.4	32.5		
Reduction of energy consumption from previous year [MWh]	-	16,733	26,582		G4-EN6
Emissions					
Greenhouse gas (GHG) emissions [metric tons CO ₂ e]	954,805	929,659	911,105		G4-EN19
Scope 1: Direct GHG [metric tons CO ₂ e]	22,437	14,070	10,152		G4-EN15
Scope 2: Indirect GHG emissions [metric tons CO ₂ e]	93,104	78,996	65,820		G4-EN16
Scope 3: Other indirect GHG emissions [metric tons CO ₂ e]	839,264	836,593	835,133		G4-EN17
GHG emissions intensity (Scope 1 & 2)					G4-EN18
metric tons CO ₂ e/million US\$ revenue	26.4	22.8	20.5		
metric tons CO ₂ e/employee	8.8	8	7.3		
metric tons CO ₂ e/thousand square feet	24.1	22.7	19.5		

GHG emissions intensity (Scope 3 -business travel)					G4-EN18
metric tons CO ₂ e/million US\$ revenue	2.8	2.4	2.2		
metric tons CO ₂ e/employee	0.9	0.8	1.0		
Reductions of GHG emissions [metric tons CO ₂ e]					G4-EN19
From previous year	25,537				
Labor Practices and Decent Work	FY14	FY15	FY16	FY17	GRI Indicator
Occupational Health and Safety					
Case Rates [rate per 100 employees in the U.S.]					G4-LA6
Total case rate	0.35	0.37	0.23	0.21	
Lost workday case rate	0.16	0.12	0.07	0.12	
Injuries by type					G4-LA6
Slip/trip/fall	32%	28%	12%	14%	
Ergonomic	16%	17%	18%	0%	
Motor vehicle accidents	10%	16%	41%	29%	
Struck by an object	11%	22%	0%	14%	
Lifting	26%	17%	24%	29%	
Reach/pull	5%	0%	0%	0%	
Other	0%	0%	5%	14%	
Diversity and Equal Opportunity					
Employees in Leadership Positions [director or above]					LA12
Gender					
Male	81%	80%	79%	79%	
Female	19%	20%	21%	21%	
Age					
Under 30 years old	0%	0%	0%	0%	
30-50 years old	62%	59%	57%	47%	
Over 50 years old	38%	41%	43%	53%	
Minority groups [U.S.]*					
Minority	17%	19%	23%	17%	
Non-minority	83%	80%	77%	79%	

Employees in Non-leadership Positions [all positions below director]					
Gender					
Male	77%	77%	77%	77%	
Female	23%	23%	23%	23%	
Age					
Under 30 years old	8%	8%	8%	6%	
30-50 years old	65%	63%	62%	57%	
Over 50 years old	27%	29%	30%	36%	
Minority groups [U.S.]*					
Minority	26%	27%	30%	25%	
Non-minority	74%	73%	70%	70%	
Percentage of total employees covered by collective bargaining agreements	5%	5%	5%	6%	G4-11
Percentage of employees that leave Avaya per year (voluntary)	9%	9%	10%	10%	LA1
Society	FY14	FY15	FY16	FY17	GRI Indicator
Local Communities					
Dollars contributed to charities by Avaya, partners and employees	--	223,000	200,000	205,000	SO1

AVAYA