



ESG Metrics

Economy	FY15	FY16	FY17	FY18	FY19	FY20	Reference Indices
Revenue (million USD)	4,081	3,702	3,272	2,851	2,887	2,873	GRI 201-2
Number of employees	11,701	10,424	8,735	8,086	7,888	8,266	GRI 102-8
Number of contractors	8,857	8,220	7,034	6,289	6,522	6,412	GRI 102-8
Real estate square feet (thousand)	4,100	3,900	3,634	2,426	2,400	2,104	GRI 102-7
Environment	Reference Indices						
Energy	CY15	CY16	CY17	CY18	CY19	CY20	
Energy consumption [MWh]	201,775	157,371	138,701	112,997	92,078	70,571	GRI 302-1, TC-SI-130a.1
Diesel	2,225	1,415	2,036	2,088	1,622	851	
Natural gas	21,948	5,404	5,254	5,140	3,300	2,118	
Grid-Connected Electricity	131,965	113,431	94,388	76,848	66,942	51,460	
Motor gasoline	44,797	35,977	35,977	28,921	20,214	16,142	
District Heating	840	1,144	1,046	0	0	0	
Energy intensity							GRI 302-3
MWh/million US\$ revenue	49.4	42.5	42.4	39.6	31.9	24.6	
MWh/employee	17.2	15.1	15.9	14.0	11.7	8.5	
MWh/thousand square ft.	49.2	40.4	38.2	46.6	38.4	33.5	
Reduction of energy consumption from previous year (MWh)	32,643	44,404	18,670	25,704	20,919	21,507	GRI 302-4
Emissions	CY15	CY16	CY17	CY18	CY19	CY20	
Total greenhouse gas (GHG) emissions (mtCO₂e)	928,737	909,425	879,785	866,002	853,382	839,916	GRI 305-5
Scope 1 emissions	13,691	9,534	9,262	7,550	5,300	4,123	GRI 305-1
Scope 2 emissions: location-based	78,453	64,758	54,368	41,096	31,456	23,858	GRI 305-2
Scope 2 emissions: market-based	-	-	-	38,537	33,685	24,913	GRI 305-2
Scope 3 emissions	836,593	835,133	816,155	817,356	816,626	811,935	GRI 305-3
GHG emissions intensity (Scope 1 & 2)							GRI 305-4
mtCO ₂ e/million US\$ revenue	22.8	20.1	19.5	17.1	12.7	9.7	



mtCO ₂ e/employee	8.0	7.1	7.3	6.0	4.7	3.4	
mtCO ₂ e/thousand square ft	22.7	19.0	17.5	20.1	15.3	13.4	
GHG emissions intensity (Scope 3, business travel)							GRI 305-4
mtCO ₂ e/million US\$ revenue	2.4	2.2	2.2	2.5	2.2	0.6	
mtCO ₂ e/employee	0.8	1.0	0.8	0.9	0.8	0.2	
Reduction of GHG from previous year (mtCO₂e)	25,146	19,312	29,640	13,783	12,620		GRI 305-5
Water	CY15	CY16	CY17	CY18	CY19	CY20	
Water withdrawal (ml)	-	-	-	203	191	126	GRI 303-3, TC-SI-130a.2
Waste	CY15	CY16	CY17	CY18	CY19	CY20	
Waste Recycled (mt)	-	-	463,395	103,091	295,770	243,386	GRI 306-2
Hazardous waste	-	-	373,028	77,810	288,260	209,149	
E-waste	-	-	372,984	77,527	288,260	208,609	
Batteries	-	-	44	284	0	540	
Non-Hazardous waste ¹	-	-	90,367	25,281	7,510	34,237	
Labor Practices and Decent Work							Reference Indices
Occupational Health and Safety	FY15	FY16	FY17	FY18	FY19	FY20	
Case Rates (rate per 100 employees in the U.S.)							GRI 403-9
Total case rate	0.37	0.23	0.21	0.14	0.14	0.14	
Lost workday case rate	0.12	0.07	0.12	0.07	0.14	0.14	
Injuries by type							GRI 403-9
Slip/trip/fall	28%	12%	14%	75%	50%	50%	
Ergonomic	17%	18%	0%	0%	25%	0%	
Motor vehicle accidents	16%	41%	29%	25%	0%	0%	
Struck by an object	22%	0%	14%	0%	0%	25%	
Lifting	17%	24%	29%	0%	0%	0%	
Reach/pull	0%	0%	0%	0%	25%	25%	
Other	0%	5%	14%	0%	0%	0%	

¹ Non-hazardous waste refers to plastic, wood, glass, metal, and misc.



Diversity and Equal Opportunity	FY15	FY16	FY17	FY18	FY19	FY20	
Employees in Leadership Positions (director or above)							GRI 405-1, TC-SI-330a.3
Gender							
Male	80%	79%	79%	80%	81%	79%	
Female	20%	21%	21%	20%	19%	21%	
Age							
Under 30 years old	0%	0%	0%	0%	0%	0%	
30-50 years old	59%	57%	47%	46%	41%	36%	
Over 50 years old	41%	43%	53%	54%	59%	64%	
Minority groups (U.S.) ²							
Minority	20%	23%	17%	18%	18%	19%	
Non-minority	80%	77%	79%	78%	82%	81%	
Employees in Non-Leadership Positions [all positions below director]							GRI 405-1, TC-SI-330a.3
Gender							
Male	77%	77%	77%	77%	77%	78%	
Female	23%	23%	23%	23%	23%	22%	
Age							
Under 30 years old	8%	8%	6%	6%	6%	6%	
30-50 years old	63%	62%	57%	56%	54%	52%	
Over 50 years old	29%	30%	37%	38%	41%	41%	
Minority groups (U.S.) ³							
Minority	27%	30%	25%	25%	26%	27%	
Non-minority	73%	70%	70%	71%	74%	73%	
Percentage of total employees covered by collective bargaining agreements	5%	5%	6%	5%	4%	4%	GRI 102-41

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.



Percentage of employees that leave Avaya per year (voluntary)	9%	10%	10%	7%	8%	6%	GRI 401-1
Society	Reference Indices						
Local Communities	FY15	FY16	FY17	FY18	FY19	FY20	
Money donated through India CSR programs (million INR)	24	27	19	24	30.8	23.5	GRI 413-1