

An aerial photograph of a city street intersection. A large red rectangular overlay is centered on the image, containing white text. The text reads "FISCAL YEAR 2015" at the top, followed by "CORPORATE RESPONSIBILITY REPORT" in large, bold letters. Below this, the Avaya logo is displayed, consisting of the word "AVAYA" in a stylized font and the tagline "Engage The Power of We™" in a smaller font. The background shows a paved street with white lane markings, several cars, and pedestrians. There are also some utility boxes and signs visible on the sidewalk.

**FISCAL YEAR 2015**

**CORPORATE  
RESPONSIBILITY  
REPORT**

**AVAYA**

*Engage* The Power of We™

# TABLE OF CONTENTS

**MESSAGE FROM THE CEO.....1**

**INTRODUCTION.....2**

- 2 | About Avaya
- 3 | Recognition
- 4 | Our Customers & Partners
- 5 | Corporate Responsibility
- 6 | About This Report

**WORKPLACE.....7**

- 9 | Health & Safety
- 11 | Culture

**ENVIRONMENT.....16**

- 17 | Environmental Responsibility  
in Business Operations
- 21 | Product Environmental Benefits
- 24 | Product Design

**MARKETPLACE.....29**

- 30 | Ethical Sourcing and Supplier  
Corporate Responsibility Performance
- 32 | Security
- 33 | Data Privacy

**COMMUNITY.....35**

- 37 | Positive Impact Through Avaya Solutions
- 39 | Charitable Activities in India
- 40 | Employee Giving

**APPENDIX.....47**

- 48 | APPENDIX 1. GRI G4 Content Index
- 51 | APPENDIX 2. KPI Summary Table





## A MESSAGE FROM THE CEO



Every day, our employees come to work with a passion, enthusiasm and commitment to create value for our customers, partners and the communities where we live and do business.

We continue to be humbled by how our innovative solutions enable customers to accelerate their missions and achieve

great outcomes. For example, our technologies help educators create safer and “smarter” schools, aid governments and nonprofits in bringing calm to turbulent disasters and tragedies, and connect patients to telemedicine during trying times.

Our cloud-enabled, mobile, interoperable solutions quickly solve customer problems and meet the demands of a changing 21st century workplace. At Avaya, we call this engaging The Power of We™.

As a global software and services company, we aim to lead the industry with best-in-class products and solutions, and to reflect The Power of We™ spirit in everything we do, from upholding high ethical standards and a can-do customer-service attitude to volunteering in our local communities and designing products that are energy efficient and require less hardware.

I am pleased to introduce the second annual Corporate Responsibility Report for Avaya. We've made significant progress over the last year, including holding our first-ever Month of Giving campaign — 31 days of charitable activities supported by our employees and partners around the globe. The Avaya Month of Giving raised approximately \$250,000 for

nonprofits worldwide, which is incredibly inspiring.

Additionally, we are proud to have:

- Exceeded our five year goal to reduce carbon emissions by 15 percent before 2015, and reduced our carbon footprint from business operations 14 percent in one year.
- Joined the Electronic Industry Citizenship Coalition (EICC) to ensure safe and humane labor standards, environmentally responsible business practices and high ethical standards in our supply chain.
- Improved our packaging designs to reduce our environmental impact.
- Partnered with the Environmental Defense Fund Climate Corps program to implement energy and cost-savings opportunities in our labs and data centers.
- Made 95 percent of our applications available as virtual machines, thereby reducing energy, hardware and costs for our customers.

While we are pleased with our results from fiscal year 2015, we're always looking for opportunities to raise the bar and do even better. In FY16, for example, we plan to pursue a science-based carbon reduction target, increase transparency in our supply chain through our EICC affiliation and establish a fund to support charitable causes.

I'd like to thank our employees, customers and partners for the hard work that's making a difference in the world. I have no doubt that our team will continue to create long-term, sustainable value for our company, our communities and all of you.

**KEVIN J. KENNEDY**

PRESIDENT AND CEO, AVAYA



# INTRODUCTION

## About Avaya

Avaya is a leading provider of contact center, unified communications and networking solutions and services designed to help enterprise and midmarket businesses improve customer and team engagement.

At Avaya, our business is the business of human engagement. 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, Salesforce and VMware address their business engagement challenges and reimagine the way they work in the 21st century.

Today, Avaya is a company reinvented. Now, approximately 75 percent of our revenue comes from software and services. For FY15<sup>1</sup>, Avaya generated revenue of \$4.081 billion and employed 11,701 global employees.

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<sup>1</sup> FY15 — Avaya's fiscal year is from Oct. 1 to Sept. 30.



## RECOGNITION

Avaya solutions have been recognized by widely respected industry organizations and analysts during FY 2015. Discover what they said about us [here](#), or keep reading for highlights.

Avaya was named a Leader in the Gartner Magic Quadrant for Corporate Telephony (10th consecutive year), Gartner Magic Quadrant for Unified Communications (7th consecutive year), Gartner Magic Quadrant for Contact Center Infrastructure, Worldwide (15th consecutive year) and Gartner Magic Quadrant for Unified Communications for Midsized Enterprises, North America.

Avaya networking continued to gain attention. Our Open Networking Adapter (ONA) was named a **Hottest Product** at Interop 2015 and received TechTarget's **Network Innovation Award**.

Services also took the spotlight. Avaya won **"Best Use of an Emerging Channel"** from the ICMI Global Contact Center Awards and received a **NorthFace ScoreBoard Award** for "world-class" customer service.

Other prominent accolades included the **Cloud Computing Excellence Award** from TMC and the **Thomas Edison Patent Award for Innovation** from the R&D Council of New Jersey (5th year).



**Gartner**

**Interop** Las Vegas  
Your Network Is Your Business

icmi global contact center  
**awards**



RESEARCH & DEVELOPMENT COUNCIL OF NEW JERSEY



**NorthFace ScoreBoard Award**  
**WORLD CLASS EXCELLENCE IN CUSTOMER SERVICE**  
Report from our Independent CEM Auditors



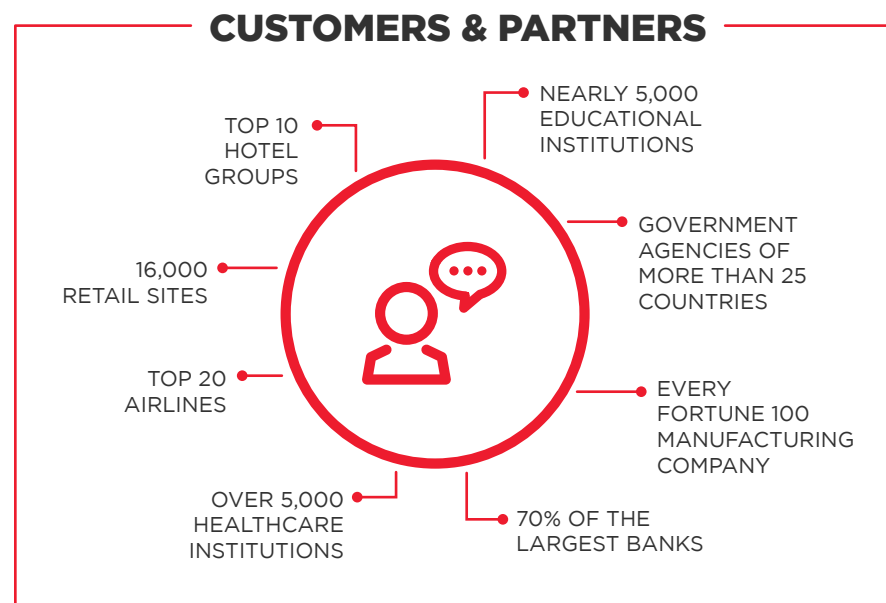
## OUR CUSTOMERS & PARTNERS

We have a diverse customer base, ranging in size from small businesses employing a few people to large government agencies and multinational companies with more than 100,000 employees.

As of Sept. 30, 2015, we had 300,000 customers and installations in more than half a million customer locations worldwide.

Our customers operate in a broad range of industries, including financial services, manufacturing, retail, transportation, energy, media and communications, health care, education and government. In fact, 83 percent of the Fortune 500 can proudly call themselves Avaya customers.

We employ a flexible go-to-market strategy with direct and indirect presence in more than 100 countries. Our channel partners are a valued community. Partners better enable us to connect with small to midmarket businesses and, as of Sept. 30, 2015, we had approximately 9,300 channel partners with around 75 percent of our total FY15 product revenue coming from indirect sales.





## CORPORATE RESPONSIBILITY

We develop Corporate Responsibility targets and objectives, which are reviewed, updated and communicated annually. The Avaya Corporate Responsibility Policy is available [here](#).

At Avaya, Corporate Responsibility means doing the right thing while also considering the social, environmental and economic impacts of doing business. Avaya is committed to four key elements: Workplace, Environment, Marketplace, and Community.

### Governance

Avaya Corporate Responsibility initiatives are led by the Senior Vice President (SVP) and General Counsel responsible for Worldwide Law, which includes our legal, governance, compliance and security teams. This role reports to the CEO and is a member of our Avaya Executive Council. On a daily basis, the initiatives are spearheaded by the Director of Corporate Responsibility.

The corporate responsibility strategy is discussed with the SVP on a quarterly basis and initiatives are implemented through cross-functional partnerships with Real Estate & Facilities Management, Sales, Marketing, Compliance and Supply Chain to advance opportunities that are mutually beneficial to Corporate Responsibility and department-level goals.



### Workplace

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



### Marketplace

Engaging in fair and ethical business practices with our customers, partners and supply chain.



### Environment

Implementing environmental stewardship practices at our global locations and keeping an eye on the future sustainability of our communities and planet.



### Community

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



## ABOUT THIS REPORT

This is our second Corporate Responsibility Report, which follows our inaugural report issued in Jan. 2015. The report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines (G4) and covers data for FY15, except where stated otherwise. A GRI index is included in the [Appendix](#). As we continue the reporting process, we are committed to continuous improvement and advancing our reporting capabilities.

## Materiality & Stakeholder Engagement

While there are a variety of aspects Avaya could report on to measure Corporate Responsibility, a specific set of aspects and indicators has been chosen to reflect those that are most significant to the company and its stakeholders.

The selection of topics was informed by revisiting the materiality analysis first conducted in 2014. An additional cross-functional review validated topics, assessed availability of data and prioritized topics by the most influential stakeholders to Avaya.

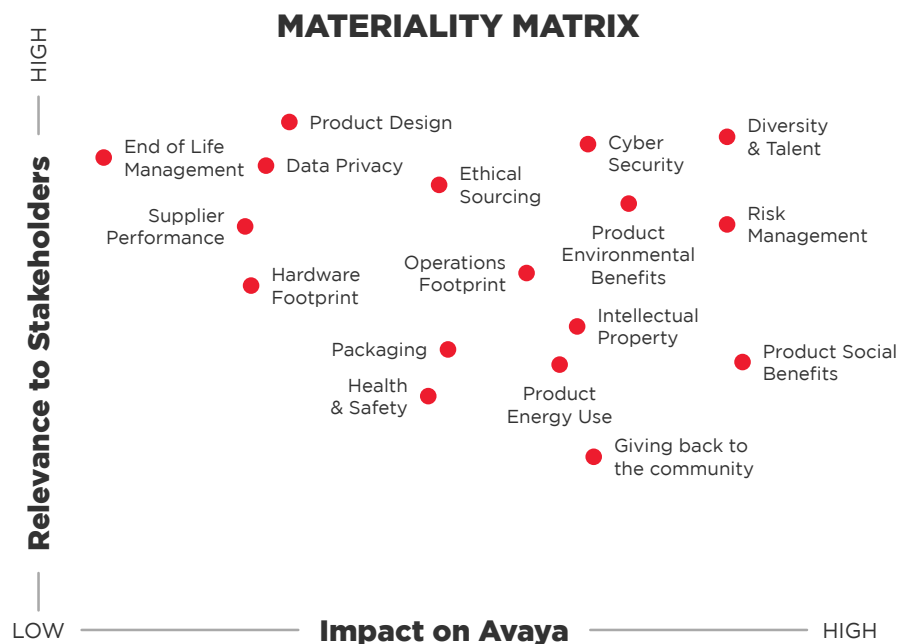
The materiality review considered:

- The sustainability context of Avaya, identifying the economic, social and environmental impacts of Avaya operations, products and services.
- The company’s operating boundaries and where impacts occur, including consideration of facilities owned or operated by Avaya and activities for which Avaya has the ability to significantly influence or control.
- Industry trends, such as reporting best practices and material topics that have been identified for the information,

communication, technology and software industries, such as trending items at industry association events and in reports.

- Topics of particular concern and interest to Avaya stakeholders, especially customers, investors and employees, gathered by obtaining direct feedback and data points through questionnaires and internal discussion boards.
- The impact of risks and opportunities for Avaya.

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 the materiality process, evaluating these topics and updating them as appropriate.







## **WORKPLACE**

**We are committed to  
developing a safe  
and desirable place  
for our employees to  
work and grow.**



In a highly competitive global marketplace, successful companies are defined not only by what they make and sell, but also by what they are and the principles on which they stand.

Our commitment to ethical behavior and doing business with integrity is at the heart of our corporate character. The following core principles serve as a daily guide to operating with integrity in our complex business environment:



## Customer Value

We deliver unparalleled value to our customers. Only by serving our customers well can we expect to continue as a successful business. We view our success as dependent on our customers' successes, both now and in the future.

## Accountability

We do what we say we will do. We keep our commitments to our stakeholders. We earn the confidence of our stakeholders by acting with integrity and behaving ethically.

## Diversity

Our value as a company is realized by recognizing the value of each individual. We embrace diversity as a competitive advantage essential to our success. We are a global company in every sense – geographically, strategically and culturally.

## Innovation

We embrace change, for ourselves and for our customers and partners. We foster creativity, innovation and risk-taking that will enhance value and improve our customers' businesses and our own. We use technology as a strategic tool.

## Velocity

We win by combining speed and direction. Our sense of urgency is manifested in timely, customer-focused execution. We understand that the best decisions balance thoughtfulness and speed.



## HEALTH & SAFETY

Avaya aims to provide a safe work environment. Employees are trained on safety topics to increase awareness of the hazards one might encounter at the office and how to avoid the risk of injury.

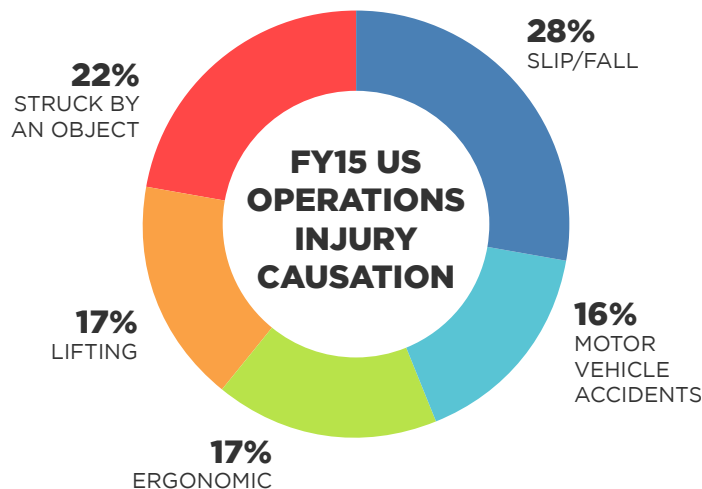
In accordance with best practices, Avaya maintains an Environment, Health and Safety Management System (EHSMS) that covers the gamut of topics applicable to our operations. Many of the programs included in the EHSMS are geared toward our office-based employees, but some of our biggest risks involve our field technicians and sales staff who are on the road much of the time. Specialized safety trainings are provided to service workers, supervisors and personnel who handle special equipment.

### Injury, Illness, and Incident Reporting and Investigation

Avaya maintains a health and safety incident tracking and reporting process to meet the needs of our global workforce. Avaya is proud to have a better than industry average safety record.

The most common injuries reported are those

caused by slips, trips and falls. The below pie chart illustrates injuries by type in the United States, for a total of 18 cases in FY15.



Avaya U.S. and international locations, with more than 100 personnel, track monthly occupational injury, illness and incident data, including:

- The number of cases that resulted in lost workdays.
- The number of lost workdays.
- The number of cases that required medical attention beyond first aid.
- The average number of Avaya associates on payroll that month.

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

- Accidents and Illnesses Reporting
- Banned Substances
- Chemical Management and Hazard Communications
- Contractor Safety
- Dangerous Goods Transport
- Ergonomics
- Hearing Conservation
- EHS Facility Inspections
- Job Hazard Analysis
- Motor Vehicle and Lift Safety
- Product Safety
- Radiation Safety



- The average number of contractor employees whose daily activities are directly supervised by Avaya that month.
- A copy of the Accident/Incident/Imminent Danger Investigation Report if not previously submitted.



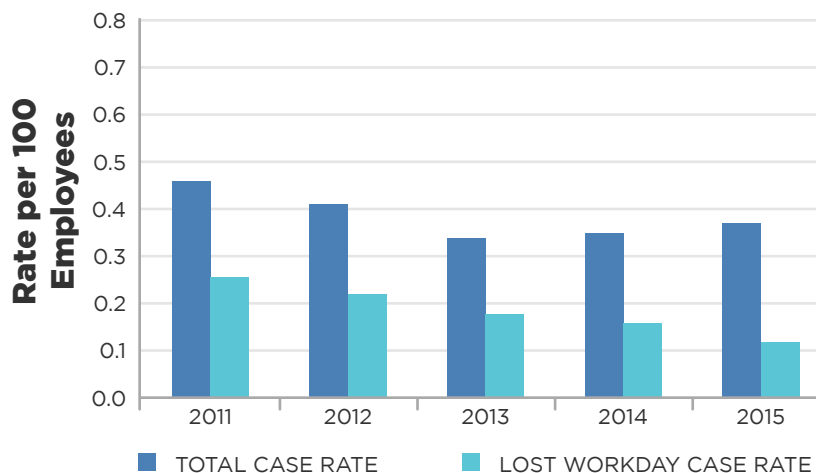
## Trends in our U.S. H&S Performance

Data shows that from FY11 to FY15, our Total Case and Lost Workday Case Rates remain low compared to industry benchmarks.<sup>2</sup>

Total case rates decreased 36 percent from 0.46 to 0.37 injuries per 100 employees from FY11 to FY15 respectively.

Lost workday case rates decreased 54 percent from 0.26 to 0.12 lost workdays per 100 employees from FY11 to FY15, respectively.

**AVAYA US OPERATIONS FY 2011-2015 VIEW:  
TOTAL AND LOST WORKDAY CASE RATES**



<sup>2</sup> 2014 Bureau of Labor Statistics (released Oct. 29, 2015) list the injury and illness rates for companies that fall under the NAICS code 423690. A representative sample of companies with this classification code have a "total case rate" of 1.40 and a "days away rate" of .40.



## CULTURE

Across the globe, we foster a positive company culture of Futuremakers who are ready to meet customer challenges head on.

A Futuremaker is someone who:

- Is bold and takes informed risks
- Makes fact-based decisions in the interest of the company
- Responds with agility to competitive market conditions
- Achieves cross-organizational effectiveness
- Acts empowered based on strong ownership and personal accountability

Our culture is rooted in our core values and commitment to [\*Operating with Integrity\*](#), our global code of conduct, which facilitates an ethical and inspiring workplace environment.



## The Award Goes to Avaya

Creating an exceptional company culture is a priority for us. It's been an honor to be recognized in this area from the likes of:

### LinkedIn

Avaya debuted on LinkedIn's annual list of the 100 most "InDemand" employers in Oct. 2014. The top-100 list is based off an analysis of more than 35 billion interactions between companies and members on LinkedIn. Other InDemand companies included Google, Apple, Facebook, Tesla, Nike, Coca-Cola and Twitter.

### Forbes

Avaya Mexico was one of six companies recognized by Forbes Mexico and Victoria 147, a nonprofit organization, for promoting equal employment and professional development on behalf of human rights, non-violence and non-discrimination.

### Reputation Institute

Avaya was ranked No. 25 on Reputation Institute's annual Top 25 Most Reputable Tech Companies list. The report was based on a survey of 27,000 educated consumers.

### Expansion

Avaya Mexico was ranked as a top company for talent development and positive company culture in Mexico's main business magazine, Expansion. Avaya Mexico was ranked No. 20 out of 880 companies, rising six spots from the previous year.



## Diversity Matters

We recognize the importance of cultivating a diverse and engaged workplace that attracts and retains the best and brightest talent.

The Avaya global workforce inherently includes a wide range of diversity dimensions including nationalities, traditions, ethnicities and much more. Because of this, we benefit from contrasting opinions and worldviews. As we interact with one another, we develop new ideas, methods and perspectives. It is well-proven that diverse, heterogeneous teams promote creativity and innovation and enhance product development.

As of Sept. 30, 2015, Avaya employs 11,701 employees in five regions across the world, with roughly 5 percent of employees represented by collective bargaining agreements. Below is a snapshot of the Avaya workforce:

Multiple studies show that the technology industry is heavily skewed toward men with high attrition rates of female employees.

On par with our industry peers, Avaya's female population is approximately 23 percent globally.

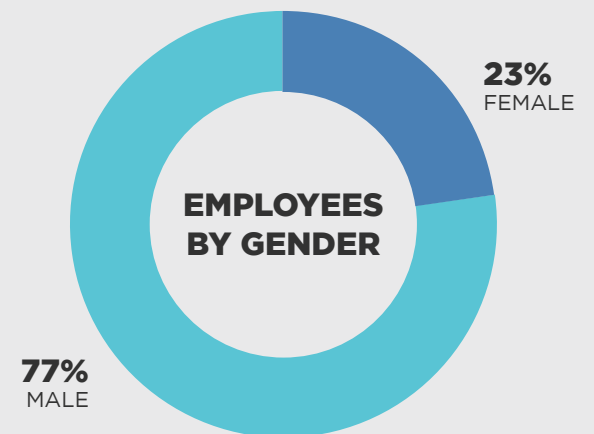
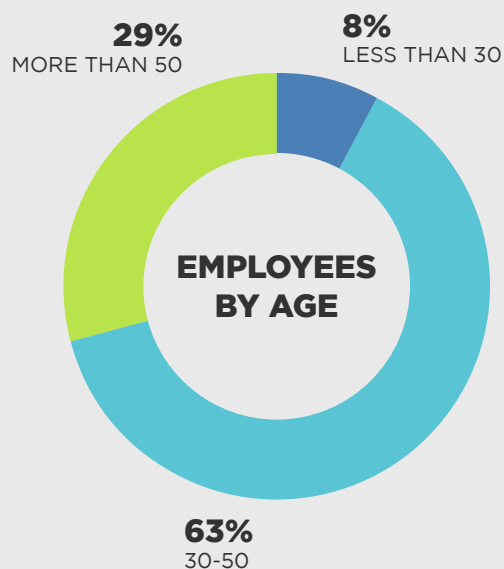
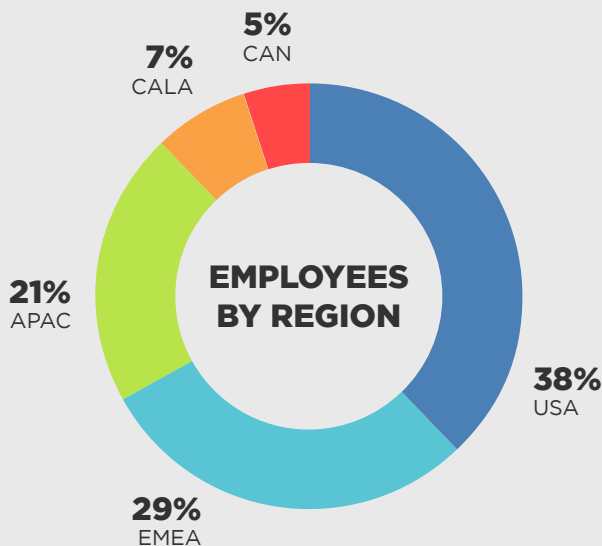
We are continuing to work on a strategy and execution plan to advance women and diversity in our population and practices.

Two of our focus areas are improving knowledge transfer to early career professionals through the Global Development Management Program (GMDP) and building a support network for women through the Avaya Women's Leadership Forum (AWLF).



11,701

employees  
in five regions  
across the world





## Global Management Development Program (GMDP)

The GMDP is focused on attracting and retaining early career hires. The program is a two-year accelerated management and leadership development program that includes job rotations, business and leadership trainings, and hands-on learning. The program objective is to develop a pipeline of home-grown leaders equipped to take on future management positions. Now in its second year, the program has 230 enrolled employees across 12 countries.



**STEPHANIE LONG**  
EXPECTED GMDP GRADUATION: JULY 2016

“The GMDP has presented invaluable opportunities for advancing my career. It has allowed me to learn from the brightest minds in the field with an energetic community of fellow GMDP colleagues to lean on and grow with. I look forward to continuing to lead by example and strengthening the relationships I have made across business units.”



**SEAN MENDEZ**  
EXPECTED GMDP GRADUATION: JULY 2016

“The GMDP has given me the opportunity to add value to several different business units including Product Management, Sales and now Marketing. I have been able to leverage my strengths and develop the areas that needed work. The exposure that I’ve gotten to senior leadership as well as to several aspects of the business has been invaluable both personally and professionally.”



### **Avaya Women's Leadership Forum (AWLF)**

The AWLF is a resource in promoting awareness, inclusion and professional development for women. The AWLF is a voluntary network open to all Avaya employees regardless of gender, focused on providing support to the advancement of women in the workplace through a speaker and discussion series.

During FY15, the AWLF hosted a global broadcast across 13 Avaya locations with our top sales leader. The AWLF also

broadcasted a series of local discussions on The Confidence Code, featuring the book's best-selling authors Claire Shipman and Katty Kay.

Additionally, the AWLF offered all employees a membership to Catalyst, a nonprofit organization that promotes inclusive workplaces for women and provides access to innovative research, coaching workbooks and speaking events.





## Talent as a Differentiator

Avaya celebrates a lower than industry average voluntary attrition rate at 9 percent. This is in part due to widespread adoption of Avaya engagement tools and innovative programs that keep employees productive and engaged.

Avaya employees are encouraged to utilize our technology, which empowers them to solve problems quickly, engage effectively with one another and exercise flexibility in where they work.

Avaya employees are also encouraged to advance their knowledge base and skillset through department level trainings and by utilizing the Avaya Learning Center — a database that offers a series of online courses, including classes on solutions, sales and management.

## Employees Talk, Avaya Listens

Avaya is committed to helping every employee understand the corporate strategy and feel confident in their connection to it. We give our employees opportunities to be heard via internal social media, employee surveys, newsletter comments and more.

To increase transparency, trust and two-way communication between employees and leadership, Avaya hosts:

### Quarterly All-Employee Broadcasts

Every quarter, President and CEO Kevin Kennedy is joined by members of his senior leadership team for a live and recorded all-employee broadcast. These all-hands conversations take a deep dive into the company strategy, review progress against objectives, provide a platform for employee recognition and empower employees to ask questions directly to leadership.

### Quarterly Spotlight Broadcasts

All employees are also invited to shorter, spotlight broadcasts, which zoom in on critical areas of the business each quarter (e.g. Spotlight on Networking). These broadcasts are a chance for all employees, regardless of business unit, to strengthen their connection to the company's solutions portfolio and to have their topical questions answered.

### Conversations without Barriers

President & CEO Kevin Kennedy hosts intimate quarterly breakfasts with headquarters-based employees, called Conversations Without Barriers. Kennedy invites 10 to 12 employees to eat breakfast with him and discuss what's on their minds. There are no slides, no presentations and no hidden agendas. This sort of program is unique to a large enterprise, and we believe the opportunity for open, honest dialogue is mutually beneficial to our workforce and our business.

### Leaders on the Road

When our leaders are nearby an office location visiting partners or customers, they make an effort to host informal, personal all-hands conversations and Q&As with employees. These sessions, called Leaders on the Road, help create a culture of transparency across the globe.





# **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.**



## ENVIRONMENTAL RESPONSIBILITY IN BUSINESS OPERATIONS

Avaya is committed to reducing carbon dioxide emissions and adopting sustainable building management practices.

As of Sept. 30, 2015, the Avaya real estate portfolio was comprised of 4.1 million square feet across 178 facilities in 58 countries. Facilities are made up of mixed-use space and contain offices, research and development laboratories, data centers and call centers, and are managed by third parties.

Nearly the entire Avaya real estate portfolio is leased space and, in many cases, we are one of a several tenants in the building. This dynamic limits our operational control and ability to make decisions such as upgrading equipment, deploying environmental improvement

projects and accessing monthly utility data.

The Avaya EHS and Corporate Responsibility Team regularly host meetings with the Avaya Real Estate team and the contracted global facility managers to review and discuss building management challenges, environmental regulations and improvement opportunities. Topics discussed include best practices for minimizing and tracking waste, water and energy consumption. Together, this team is in the process of rolling out a pilot program that will embed green building management requirements into contracts when renewing leases or entering into new building agreements.

## Green Lease

The Avaya Green Lease Program seeks to minimize the environmental impacts of business operations by including sustainable building management practices in the lease contracts.

Sustainable management practices include access to utility data, replacing outdated equipment with more efficient alternatives and implementing waste diversion techniques. Currently, Avaya has four green lease agreements in place and has plans to increase this number in the coming year.

Green lease agreements are in place at the following Avaya leased facilities:

- Minneapolis, Minnesota, U.S.
- Markham, Ontario, Canada
- Santa Clara, California, U.S.
- Stockholm, Sweden



## Carbon Footprint

Avaya has pledged to take active steps to reduce carbon dioxide emissions, a leading contributor to global climate change. Carbon dioxide is a by-product of everyday business operations, such as business travel, electricity consumption and the use of fuel to heat, cool and power facilities.

Avaya reports its carbon footprint annually to the Carbon Disclosure Project (CDP), a voluntary program that discloses company risks and opportunities associated with climate change.

In its 2015 CDP report, Avaya announced that it had achieved a 39 percent reduction in carbon dioxide emissions over the past five years, widely surpassing its goal to reduce emissions from its 2009 baseline by 15 percent before 2015.

Direct (Scope 1) and indirect (Scope 2 and 3) emissions were considered and tracked against the goal in accordance with the following activities, which were then converted into metric tons of carbon dioxide equivalent emissions (CO<sub>2</sub>e) per the GHG protocol:

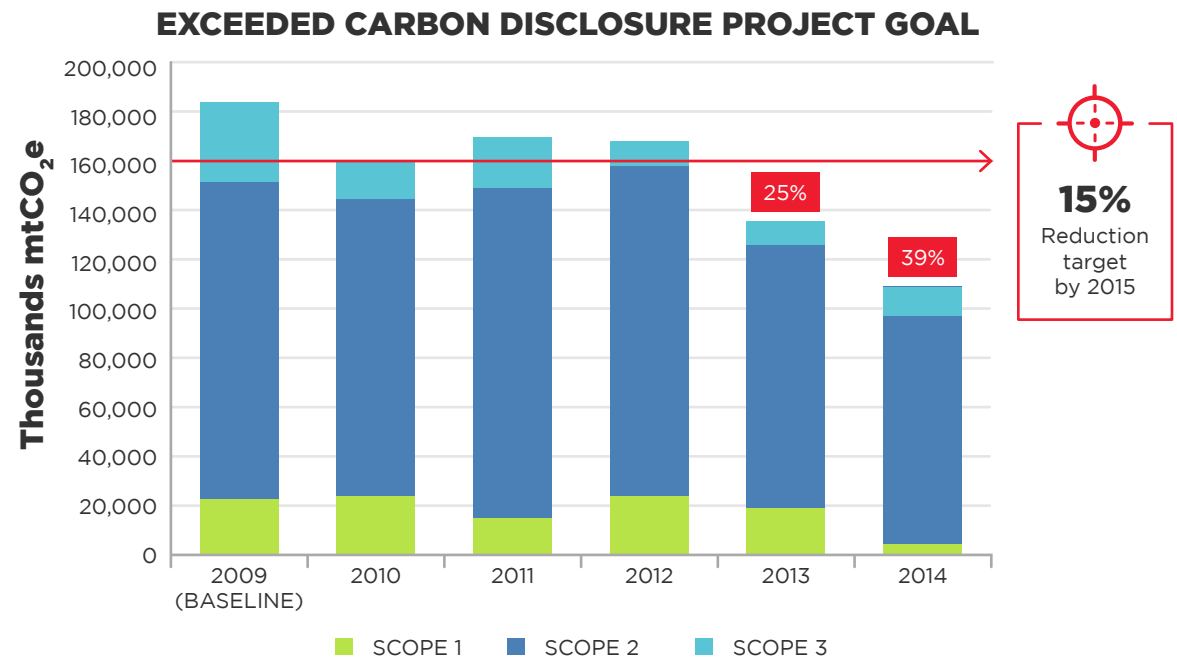
- Scope 1: Emissions from the use of natural gas and on-site diesel generators.
- Scope 2: Emissions from district heating and grid connected electricity provided by utilities.
- Scope 3: Emissions from business travel via airplane.

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.

Reductions in carbon dioxide emissions from 2010 to 2015 were a direct result of decreasing the managed real estate portfolio and smarter utilization of office space and laboratories.

Additionally, Scope 3 emission reductions were realized in part through a strict travel policy and the internal adoption of our own technologies, such as Avaya Scopia<sup>®</sup>, which reduced the need for air travel.





## Avaya Partners With EDF Climate Corps

While we celebrate our GHG reduction achievements, we continue to look for ways to reduce our carbon footprint further. For example, for the second consecutive year, we have partnered with the [Environmental Defense Fund \(EDF\) Climate Corps program](#) to explore specific energy and cost-savings opportunities.

In 2015, the EDF project focused on savings potential within Avaya R&D labs and data center spaces, which make up more than 50 percent of Avaya's energy consumption.

Through this project, several low-hanging fruit opportunities for improved energy efficiency were identified, such as increasing lab temperatures, relocating supply and recovery air ducts and removing unnecessary equipment to improve air flow throughout these spaces.

Now, the Avaya Real Estate and Corporate Responsibility teams are expanding upon these findings through a pilot initiative at the Coppel, Texas facility to quantify savings potential and to inform lab configuration strategy that can be applied throughout the Avaya portfolio.



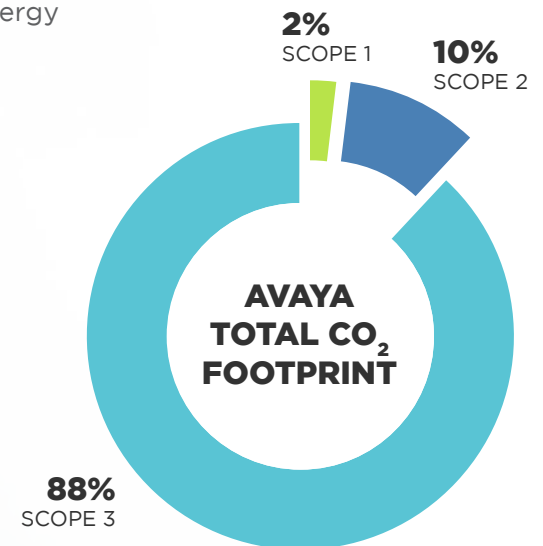
## Beyond Our Walls

In FY15, Avaya also conducted a broader analysis of its carbon footprint by expanding its boundary to include supply chain activities such as procurement, transportation, product use and end of life. Emissions were assessed in accordance with the [Greenhouse Gas \(GHG\) Protocol, Corporate Value Chain \(Scope 3\) Accounting and Reporting Standard](#) and calculated using input-output economic analysis when primary data was not available.

As a result, Avaya identified additional areas for developing a carbon reduction strategy, including supply chain procurement and CO<sub>2</sub> 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.

More information about energy efficient product design is available on [page 25](#).





## PRODUCT ENVIRONMENTAL BENEFITS

Avaya and its customers harness the power of our products to reduce the impact that we have on the planet.

### Cloud Infrastructure

The future is here, and it lives in the cloud. Consolidating IT infrastructure and virtualizing applications improves hardware utilization rates and can lead to a dramatic reduction in the number of servers and IT infrastructure.

The environmental benefit can be as much as a 90 percent reduction in energy demand and a significant reduction in the footprint of data centers, according to The Global e-Sustainability Initiative ([GeSI](#)).

Coupled with the savings in money, time and services, cloud architecture represents an important way Avaya can help its customers implement more sustainable business practices.

Today, 95 percent of our applications are available as virtual machines. We have more than 1,200 cloud-based installations

of Avaya applications on customer-provided VMWare architecture, including Avaya Aura® core applications like Communications Manager and Session Manager, as well as a number of call center applications.

By moving to the cloud, we have customers that have shrunk from 30 data centers down to just two. Minimizing data centers dramatically decreases the energy demand required to deliver services.

### Networking and the Internet of Things

#### Use Case: Intelligent Lighting

New opportunities enabled by Software Defined Networking architectures and the Internet of Things (IoT) boost the universal effort to save energy and improve efficiency across facilities.

For example, Avaya has collaborated with other companies on an intelligent lighting solution that eliminates the need for businesses to run expensive, separate high-voltage wiring and conduit for lighting.

Instead, leveraging Ethernet cabling, Power over Ethernet and LED, lighting becomes one of the many “things” on the network. Sensors in this solution detect occupancy/vacancy and areas that need more or less lighting for a good user experience.

Benefits include lower costs and energy utilization, much easier installation — simply plug and play with Avaya Fabric Connect — and greater visibility and control through detailed analytics capabilities.





## ICT: Part of the Solution

As society becomes increasingly connected through mobile devices and widespread access to information, businesses, organizations and people are adapting. As such, social, environmental and economic benefits are being realized, including more efficient business operations that reduce waste and costs, and greater access to services such as education and healthcare.

According to a [recent study](#) conducted by GeSi, the Information, Technology and Communications (ITC) industry is and will continue to play a key role in reducing environmental impacts and ensuring a more sustainable and equitable future.

In fact, GeSi estimates that, by 2030, “ICT will connect 1.6 billion more people to healthcare and half a billion more to e-learning,” which “can enable a 20 percent reduction of global CO<sub>2</sub> emissions by 2030, holding emissions at 2015 levels.”

Even with the ICT sector growth increasing data, technology and hardware demands, it is estimated that ICT will enable greenhouse gas reductions 10 times their impact.

Additional benefits realized by the use of Avaya products are explored further in the Community section.







## Remote Collaboration and the Changing Workplace

Video and audio conferencing allows individuals, teams, partners and customers to work effectively without the need to be physically together. By enabling a rich engagement experience, Avaya empowers businesses to host effective and collaborative team meetings remotely, reducing the need for business travel.

### Case Study: Ballantyne Strong

Omaha, Nebraska-based Ballantyne Strong provides state-of-the-art audio and visual equipment and professional lighting services. After acquiring another company based in Alpharetta, Georgia, Ballantyne Strong faced time-consuming and expensive travel.

Senior management was split between Omaha and Alpharetta, 60 and 40 percent, respectively. Monthly travel expenses cost



Ballantyne Strong engineers the custom lighting for NASA's Space Shuttle.

Ballantyne Strong approximately \$10,000, not counting time lost waiting in airports and in the air.

Voice-based conference calls weren't sufficient; senior management wanted to see each other's faces, gauge reactions and overall feel visually connected to peers. The technology also needed to be simple to use. Avaya Scopia addressed both needs.

After implementing Avaya Scopia, Ballantyne Strong cut travel costs by 80 percent and GHG emissions by 27.25 metric tons of CO<sub>2</sub>e per year.<sup>3</sup>

Ballantyne Strong GHG Savings Estimate	Units	Results
Scopia solution impact per month	kgCO <sub>2</sub> e/month	72.3
GHG emission saving per month	kgCO <sub>2</sub> e/month	2,343
Net Benefit per month	kgCO <sub>2</sub> e/month	2,271
Ratio savings Scopia vs. travel	—	32
Net benefit per year	tCO <sub>2</sub> e/year	27.25

The estimated benefit of Ballantyne Strong implementing Avaya Scopia is equivalent to one of the three following activities over the course of one year:



<sup>3</sup> GHG impacts of the Scopia product have been accounted for in this analysis.



## 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 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.

Energy use from office and communications equipment represents one of the fastest-growing sources of electricity consumption in the commercial sector.

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4 [Energy Information Administration \(EIA\)](#)

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 no data is 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.



## 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 virgin 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 RoHS (EU Restriction of certain Hazardous Substances) and REACH (EU Registration, Evaluation, Authorization and Restriction of Chemical substances) 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<sup>4</sup>, estimated to make up 5 percent 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<sup>5</sup>.

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

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5 United Nations, 2012

6 Greenpeace, 2013

we do business.

Avaya employs a number of EOL management strategies such as collective e-waste take back programs in the 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.

## 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:

1. Design for refurbishing and reuse (design parts to be easily disassembled, reassembled and cleaned).
2. Design for recycling and disposition:
  - Design parts to be shreddable and to yield uncontaminated regrind (Avoid "Recycling Inhibitors").

- Mark parts for recycling with ISO resin identification code.
- 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 re-manufacturing process.



## Packaging

The core principles to our packaging guidelines are the following:

- 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.
- 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.

### MULTIPACK OPTION FOR DESKPHONES

In FY15, Avaya implemented several improvements to the product and packaging design of its high volume desk phones. Avaya:

- Developed the ability to ship more than one phone per box (multipack), thereby reducing packaging materials and increasing shipping efficiency.
- Changed the shape of the Telset stand from a U- to a T-shape, reducing the amount of unused packaging space.
- Modified the fulfillment process to eliminate more than 1.5 million plastic bags annually.
- Selected packaging materials that are recyclable.





# **MARKETPLACE**

**We are committed to  
engaging in fair and  
ethical business  
practices with our  
customers, partners  
and supply chain.**



## ETHICAL SOURCING AND SUPPLIER CORPORATE RESPONSIBILITY PERFORMANCE

Avaya outsources the manufacturing of its 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 we expect our suppliers to do the same and implement management systems 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.

Below is a simple graphic illustrating the product supply chain. 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.







## 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.
- Reporting of labor rights abuses, such as human trafficking.

To manage supply chain risk and help ensure compliance, in FY15, Avaya joined the [Electronic Industry Citizenship Coalition](#) (EICC), an industry coalition dedicated to supply chain responsibility. EICC members agree to adopt the EICC Code 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.
- Ensuring continuous improvement through management systems.

EICC 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.

As a new affiliate to the EICC, Avaya is currently in the process of

collecting supplier audit information, and we will assess findings for non-compliance. We estimate that the majority of our direct Tier 1 spend has already participated in the EICC 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 SEC.
- 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 EICC and 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

Customers place a great amount of trust in Avaya. Threats to data, intellectual property, and financial and personal information are growing concerns in the Information Technology industry.

To address these concerns, Avaya has security expertise spread throughout the company:

- 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.

Our security program is based on best practices in security policies and standards and is now monitored through the adoption of a Security Information Management (SIM) solution. The SIM correlates log information from assets across the Avaya environment to enable more effective and efficient incident response, suspicious activity detection, and trend analysis.



**In FY15, Avaya Private Cloud Services (APCS) achieved ISO 27001 certification, a globally-recognized standard for an effective security program.**

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

- Data Classification and Handling
- Acceptable Use
- 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 AND PROTECTION

Data privacy and protection is important for businesses and individuals that rely on information technology in their day-to-day work and lives.

Avaya has two primary areas of focus on data privacy and data protection:

- Our products and services.
- Our policies and procedures for protecting customer, staff and supplier data and ensuring compliance.

As a leading global provider of business communications, applications, systems and services, we hold ourselves to high standards in data privacy and protection. Our approach is outlined below.

### 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 health care

sectors, have rigorous standards. Accordingly, we have adopted the highest standards set by the European Union via its Privacy Directive, which we adhere to globally and an enterprise wide legal framework of EU Model Clause Contracts.

Our global privacy organization is led out of Germany by our Global Privacy Officer, Joerg Thomas CIPP/US, CIPP/E, CIPM, UDISzert, and is supported by Data Privacy stewards in the major countries and global business units. This organization provides awareness and training to our research and development and manufacturing organizations to help ensure products are designed and manufactured with privacy in mind.





## Policies and Procedures for Protecting Customer, Staff and Supplier Data

Our customers, staff and suppliers 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 which 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.

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

We have been awarded TRUSTe's Privacy Seal signifying that our online privacy policy and practices have been reviewed by TRUSTe for compliance with its program requirements, which include transparency, accountability and choice regarding the collection and use of personal information. TRUSTe's mission, as an independent third party, is to accelerate online trust among consumers and organizations globally through its leading privacy trust mark.

We are also embarking in the process of implementing EU standards called "Binding Corporate Rules" (BCRs), which provide standards for how multinational corporations like Avaya transfer data across borders in compliance with EU Data Protection Laws.





# **COMMUNITY**

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



## 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.



## Disaster Recovery

Our strategy of designing open, interoperable and simple-to-configure solutions supports efficient and rapid deployment during disaster recovery efforts. Our Unified Communication platform, for example, enables employee mobility and teleworking that can be configured in half an hour, rather than weeks, to allow critical workers to remain productive during natural disasters.



## 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-generation campus with solutions that expand online and mobile learning opportunities.



## POSTIVE IMPACT THROUGH AVAYA SOLUTIONS

Avaya products change the way businesses and organizations operate, making them more productive, engaged and able to take their missions to scale. 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 and Fabric-based networking.

Our solutions fall into three primary categories: Team Engagement, Customer Engagement and Fabric Networking.

### Customer Engagement

Today's customer relationships are ongoing conversations that unfold across time and space. Phone, video, email, chat, social media: customer engagement is integrated and omnichannel. Done right, seamless execution pays off in increased revenue and higher lifetime value of customers. Our customer engagement solutions make it possible.

### Team Engagement

Team Engagement is the magic that happens when everyone in your workforce is connected effortlessly to the mission, to each other and to customers. When it works, you feel it in your culture and on your balance sheet – and your customers feel it most. Barriers disappear. Productivity rises. Our team engagement solutions get you there.





## Fabric Networking

Build a path to the future. Our Avaya advanced Fabric networking technology takes Software Defined Networking (SDN) and cloud services to the next level. Reduce network outages, enjoy quicker access to information and easily integrate new communication channels and applications. If you wish, do it all within your existing infrastructure.

Below are a few examples of how Avaya solutions accelerate customer missions and empower them to Engage The Power of We™:

### Blue Springs School District

The Blue Springs School District graduated to a “smart” campus on an Avaya network backbone. The district supports more than 1,000 teachers, 2,000 staff members and 14,500 students. Before upgrading its network to 10Gbps with Avaya, the IT staff was stretched thin operating many distributed systems – 144 servers and 21 data centers, to be exact. By switching to a single datacenter model running Nutanix on the Avaya virtualized network, the school district was able to upgrade their technology and cut costs. The Blue Springs School District team calculates that its electric bill has been cut by some \$100,000 yearly!

### SF JAZZ

Avaya helps SFJAZZ engage with both internal teams and audiences, inside its San Francisco home and beyond. Using the voice and contact center technologies of Avaya IP Office, the organization saves thousands annually and deftly handles the

huge peaks in call volumes that come with hot ticket sales. With Avaya Scopia video conferencing, SFJAZZ enhances internal communications as well as educational outreach programs. SFJAZZ is using Avaya solutions to engage audiences and help unleash the imagination of jazz enthusiasts everywhere.

### San Jose Earthquakes

Avaya Stadium is the first-ever cloud-enabled Major League Soccer stadium. Applications such as Wi-Fi, videoconferencing and phone systems run over the super-fast network, powered by Avaya Fabric Connect. Avaya fan engagement wall and mobile app help create the ultimate fan engagement experience.

More information about [Avaya solutions](#) and customer [case studies](#) are available on our website.



Avaya Stadium, Santa Clara, CA





## CHARITABLE ACTIVITIES IN INDIA

Along with the positive social impacts of our solutions, through strategic charitable efforts, Avaya is engaging with various organizations in India to empower local communities. In FY15, Avaya worked with Pratham Mysore, the Visvesvaraya Industrial & Technological Museum and Bal Raksha Bharat, a local subsidiary of Save the Children, to improve the quality of education for children through technology and funding. To learn more about Avaya Philanthropy efforts in India, click [here](#).

### Visvesvaraya Industrial & Technology Museum (VITM)

Avaya sponsored the Electro Technic Gallery, one of the longest running exhibits at the Visvesvaraya Industrial & Technology Museum (VITM). Avaya provided a Mobile Science Exhibition bus that contains 24 exhibits and serves as a “museum on wheels.” The bus brings the exhibit to communities that are unable to visit the museum. Avaya also provided videoconferencing to facilitate effective communication between the mobile exhibit and VITM.

### Bal Raksha Bharat

Avaya partnered with Bal Raksha Bharat to support the Integrated Child Protective Scheme (ICPS), a regional government initiative that explores viable alternatives to exploitative labor for adolescents. Avaya helped Bal Raksha Bharat reach out to 80 villages to raise awareness of issues facing children, increase demand for child protection services and advocate for government protection of children who are at risk. Avaya

continues to strive towards creating sustainable change in public attitudes towards child labor and trafficking.

### Pratham Mysore

Pratham Mysore, a grassroots charity based in Mysore, aims to teach children based on their learning levels, rather than making assumptions based on their age or test results. Avaya support brought additional education to more than 10,000 underprivileged children in 100 schools, which cover subjects such as language, literacy, mathematics and science. In addition, Avaya provided vans for science camps to 25 schools, giving students interactive learning opportunities.



## EMPLOYEE GIVING

Avaya employees bring The Power of We™ spirit to the local communities where they live and work.

Avaya Futuremakers have a passion for making a difference. Year round, employees organize and participate in charitable activities that give back to the communities where we live and work. Many of these activities are organized by Employee Activity Committees (EACs), employee-led and managed groups that host and encourage local participation in community-building events. In FY15, Avaya had 41 EACs in 22 countries.

### Avaya Month of Giving

In FY15, in addition to regular, location-specific EAC events, Avaya hosted its first ever Month of Giving, a spirited campaign designed to bring together Avaya employees, suppliers and partners to make a difference in communities across the globe.

The Month of Giving contained four campaign elements:

1. A global silent auction.
2. Eight hours of paid volunteer time off available per employee.
3. Fundraising outreach to Avaya suppliers and partners.
4. A community engagement challenge – a friendly competition between employee-organized charitable activities for a chance to win donation money for their selected nonprofit partners.

The Month of Giving was held in July. Collectively, the campaign raised approximately \$250,000 for global charities. The Month of Giving engaged 60 employee teams across 32 Avaya locations and resulted in thousands of employees dedicating volunteer hours to charitable causes.

Watch this short [video](#) for an around-the-world view of the Avaya Month of Giving activities.

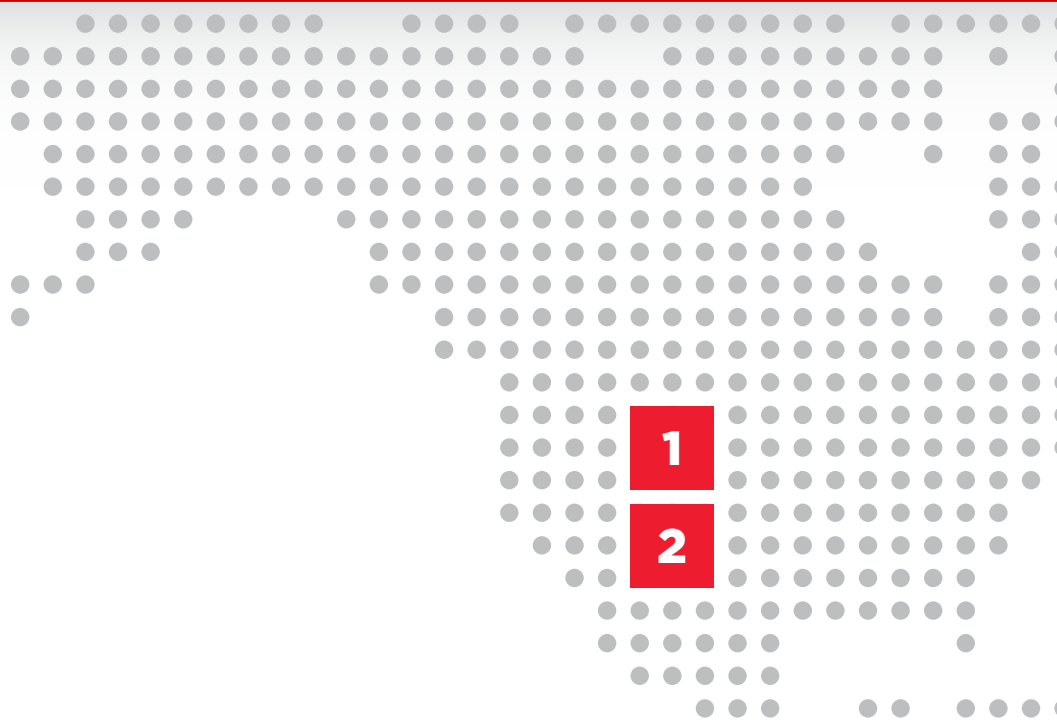
The pages that follow provide a snapshot of some of the Month of Giving activities that took place in our communities around the globe.



462 employees across seven Avaya locations in North America collected almost 5,000 pounds of food and raised \$4,700 for food bank supplies.



# MONTH OF GIVING USA



## 2 – HIGHLANDS RANCH, COLORADO

100 employees raised \$3,168 and collected 780 hygienic items for the Denver Rescue Mission, which provides meals and care packages to the homeless and less fortunate.

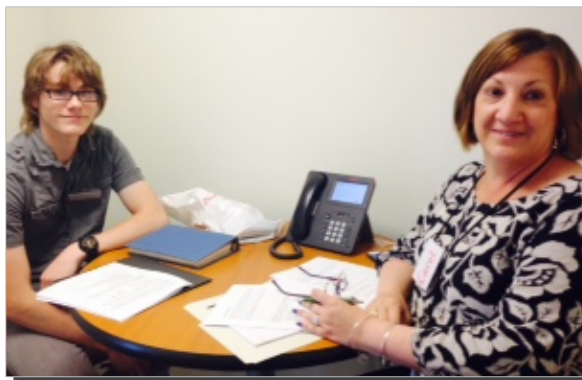
## 1 – THORNTON, COLORADO

115 volunteers dedicated 1,000 hours with Habitat Humanity to work on four homes. They raised a total of \$1,100.





# MONTH OF GIVING USA

**3****4** **4 – BASKING RIDGE, NEW JERSEY**

Avaya employees hosted interview training and resume writing workshops for transitional 18- to 21-year-olds at Bonnie Brae.

 **3 – OKLAHOMA CITY, OKLAHOMA**

85 volunteers visited the Daily Living Center every weekday in July. They provided donations and hosted fun activities for residents.



# MONTH OF GIVING CALA

**5**

## 6 — BUENOS AIRES, ARGENTINA

36 participants set up a call center at the Huerta Niño Foundation and raised \$700 to fund green garden kits for 6,000 underprivileged students in rural areas.

**6**

## 5 — MEXICO CITY, MEXICO

Employees hosted an Avaya Sports Volunteer Day for Sharing, which engaged 172 primary school students in various activities that promoted respect, tolerance and equality. The Futuremakers played games with the children to teach them about community problems and solutions, repaired playgrounds and basketball courts, and painted a school mural.



# MONTH OF GIVING CAN

7

8



## 7 — MARKHAM, CANADA

35 volunteers decorated two living rooms in Rosalie Hall, raised \$7,185, and donated five cases of diapers, towels and supplies to create a safe place for young mothers and their babies.



## 8 — BELLEVILLE, CANADA

71 volunteers hosted a “drive-thru charity” event with United Way Community Sale, which raised more than \$30,000 and was featured on the local news!



# MONTH OF GIVING EMEA

## 9 – GUILDFORD, ENGLAND

66 volunteers raised \$15,000 with FOP Friends to fund the treatment and research of Fibrodysplasia Ossificans Progressive. The Avaya initiative was the largest 2015 FOP fundraiser to date.



## 10 – NAIROBI, KENYA

The Avaya team raised \$500, enough to provide two months of food supply for children infected with or impacted by HIV/AIDS at Zion Children's Home.



## 11 – JOHANNESBURG, SOUTH AFRICA

Futuremakers in South Africa partnered with the SPCA and raised \$300, which provided funding for 50 bags of food and blankets to help animals in the shelter survive the long, cold winter.



**12**

## MONTH OF GIVING APAC

**12 — CHINA**

During the Public Health Walk, 220 volunteers across six China offices raised \$5,000 to provide 56 children the opportunity to go to primary school for a semester.

**13****14** **13 — BANGALORE, INDIA**

600 participants hosted four events at an Avaya Charity Carnival and raised \$1,400 to support the Desire Society's initiative, which provides life-prolonging nutrition supplements to HIV-affected children.

 **14 — SINGAPORE**

After spending two days at the Ren Ci Nursing Home catering special meals and spending time with the senior residents, the Avaya team received a letter of appreciation from the organization's CEO thanking them for the warmth and joy they brought to their residents.





# **APPENDICES**

**Appendix 1.  
GRI G4 Content Index**

**Appendix 2.  
KPI Summary Table**



## APPENDIX 1. GRI G4 CONTENT INDEX

### General Standard Disclosures

	General Standard Disclosures	Link or Page Number Reference
<b>Strategy and Analysis</b>		
G4-1	CEO letter	Message from the CEO
<b>Organizational Profile</b>		
G4-3	Organization name	Avaya Inc.
G4-4	Primary brands, products, services	About Avaya, <a href="#">Avaya 2015 10K pdf pages 316, 10-17</a>
G4-5	Location of headquarters	Santa Clara, California
G4-6	Countries of operations	Our Customers & Partners
G4-7	Ownership and legal form	<a href="#">Avaya 2015 10K pdf page 92</a>
G4-8	Markets served	Our Customers & Partners
G4-9	Scale of the organization	About Avaya
G4-10	Total number of employees	11,701
G4-11	Percentage of employees covered by collective bargaining agreements	5%
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	Upheld in the Avaya risk management process and addressed in the <a href="#">Avaya 2015 10K pages 23-39</a>
G4-15	Economic, environmental and social charters, principles, and initiatives	Corporate Responsibility, Avaya has adopted the EICC Code of Conduct
G4-16	Membership associations	Avaya is a member of the Silicon Valley Leadership Group and EICC
<b>Identified Material Aspects and Boundaries</b>		
G4-17	Operational structure	<a href="#">Avaya 2015 10K pdf page 92</a>
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	Expanded carbon footprint analysis to include comprehensive Scope 3 impacts
<b>Stakeholder Engagement</b>		
G4-24	List of stakeholder groups engaged	Materiality & Stakeholder Engagement
G4-25	Stakeholder identification and selection	Materiality & Stakeholder Engagement



	General Standard Disclosures	Link or Page Number Reference
G4-26	Engagement approach	Materiality & Stakeholder Engagement
G4-27	Key topics and concerns	Materiality & Stakeholder Engagement
<b>Report Profile</b>		
G4-28	Reporting period	Fiscal year
G4-29	Date of most recent report	Oct. 1 2013 - Sept. 30, 2014
G4-30	Report cycle	Annual
G4-32	Report contact	Jill Stoneberg, Corporate Responsibility Manager ( <a href="mailto:jstoneberg@avaya.com">jstoneberg@avaya.com</a> )
G4-32	GRI Content Index	In accordance with core
G4-33	External assurance	This Corporate Responsibility Report is not externally assured
<b>Governance</b>		
G4-34	Governance structure	Governance, <a href="#">Avaya 2015 10K pdf pages 139-143</a>
<b>Ethics and Integrity</b>		
64-66	Principles, standards and norms	Corporate Responsibility, <a href="#">Operating with Integrity Code of Conduct</a>

## Specific Standard Disclosures

	Specific Standard Disclosures	Link to report section where disclosure is addressed partially or fully
<b>Category: Economic</b>		
<b>Material Aspect: Economic Performance</b>		
G4-DMA	Reports why the Aspect is material and process to evaluate	<a href="#">Avaya 2015 10K consolidated financial statements</a>
G4-EC1	Economic value generated and distributed	<a href="#">Avaya 2015 10K consolidated financial statements</a>
<b>Category: Environmental</b>		
<b>Material Aspect: Energy</b>		
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
<b>Material Aspect: Emissions</b>		
G4-DMA	Reports why the Aspect is material and process to evaluate	Carbon Footprint
64-EN15	Direct greenhouse gas emissions (Scope 1)	Carbon Footprint
G4-EN16	Indirect greenhouse gas emissions (Scope 2)	Carbon Footprint
G4-EN17	Other indirect greenhouse gas emissions (Scope 3)	Carbon Footprint
G4-EN18	Greenhouse gas emissions intensity	KPI Summary Table



	Specific Standard Disclosures	Link to report section where disclosure is addressed partially or fully
G4-EN19	Reduction of greenhouse gas emissions	Carbon Footprint
Material Aspect: Effluents and Waste		
G4-DMA	Reports why the Aspect is material and process to evaluate	Recyclability & Upgradability
G4-EN23	Total weight of waste	KPI Summary Table
Category: Social: Labor Practices and Decent Work		
Material Aspect: Occupational Health and Safety		
G4-DMA	Reports why the Aspect is material and process to evaluate	Health and Safety
G4-LA6	Rates of injury, occupational disease, and other work-related fatalities	Injury, Illness, and Incident Reporting and Investigation
Material Aspect: Employment		
G4-DMA	Reports why the Aspect is material and process to evaluate	Talent as a Differentiator
G4-LA1	Employee turnover	Talent as a Differentiator
Material Aspect: Training and Education		
G4-DMA	Reports why the Aspect is material and process to evaluate	Talent as a Differentiator
G4-LA10	Programs for skills management	Global Management Development Program, Avaya Women's Leadership Forum, Talent as a Differentiator
Material Aspect: Diversity and Equal Opportunity		
G4-DMA	Reports why the Aspect is material and process to evaluate	Diversity Matters
G4-LA12	Diversity in governance bodies and employees	Diversity Matters
Material Aspect: Supplier Assessment for Labor Practices		
G4-DMA	Reports why the Aspect 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 for in the supply chain	Compliance
Category: Social: Society		
Material Aspect: Local Communities		
G4-DMA	Reports why the Aspect is material and process to evaluate	Employee Giving
G4-S01	Local community engagement, impact assessments, and development programs	Employee Giving



## APPENDIX 2. KPI SUMMARY TABLE

Economy	FY13	FY14	FY15	GRI Indicator
Revenue [million US\$]	\$4,578	\$4,371	\$4,081	G4-EC1
Number of employees	14,538	13,122	11,701	G4-10
Number of contracted employees	11,534	9,972	8,857	G4-10
Real estate square feet [thousand]	5,200	4,800	4,100	
Environment	CY13	CY14	CY15	GRI Indicator
Energy				
Energy consumption [MWh]	240,031	170,154		G4-EN3
Diesel	2,253	1,857		
Natural gas	71,264	21,488		
Grid-Connected Electricity	164,028	145,516		
District Heating	2,486	1,293		
Energy intensity				G4-EN5
MWh/million US\$ revenue	55	39		
MWh/employee	18	13		
MWh/thousand square feet	50	35		
Reduction of energy consumption from previous year [MWh]	--	69,877		G4-EN6
Emissions				
Greenhouse gas (GHG) emissions [metric tons CO <sub>2</sub> e]	134,590	109,053		G4-EN19
Scope 1: Direct GHG [metric tons CO <sub>2</sub> e]	16,601	4,850		G4-EN15
Scope 2: Indirect GHG emissions [metric tons CO <sub>2</sub> e]	107,704	92,959		G4-EN16
Scope 3: Other indirect GHG emissions [metric tons CO <sub>2</sub> e]	10,285	11,244		G4-EN17
GHG emissions intensity (Scope 1 & 2)				G4-EN18
metric tons CO <sub>2</sub> e/million US\$ revenue	27.2	22.4		
metric tons CO <sub>2</sub> e/employee	8.6	7.5		
metric tons CO <sub>2</sub> e/thousand square feet	23.9	20.4		
GHG emissions intensity (Scope 3 -business travel)				G4-EN18
metric tons CO <sub>2</sub> e/million US\$ revenue	2.2	2.6		
metric tons CO <sub>2</sub> e/employee	0.7	0.9		
Reductions of GHG emissions [metric tons CO <sub>2</sub> e]				G4-EN19
From previous year	--	25,537		
From 2009 baseline	43,779	69,316		



Effluents and Waste	FY13	FY14	FY15	
Weight of Avaya product direct sales [1,000 pounds]	--	--	18,200	
Weight of products reclaimed for recycling by Avaya vendors [1,000 pounds]	--	--	237	G4-EN23
<b>Labor Practices and Decent Work</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>GRI Indicator</b>
<b>Occupational Health and Safety</b>				
Case Rates [rate per 100 employees in the U.S.]				G4-LA6
Total case rate	0.34	0.35	0.37	
Lost workday case rate	0.18	0.16	0.12	
Injuries by type				G4-LA6
Slip/trip/fall	35%	32%	28%	
Ergonomic	17%	16%	17%	
Motor vehicle accidents	13%	10%	16%	
Struck by an object	13%	11%	22%	
Lifting	13%	26%	17%	
Reach/pull	9%	5%	0%	
<b>Diversity and Equal Opportunity</b>				
Gender				LA12
Female				
Number of employees	3,430	2,993	2,651	
Percentage of workforce	24%	23%	23%	
Number in leadership positions [director or above]	123	134	144	
Percentage of leadership positions [director or above]	18%	19%	20%	
Male				
Number of employees	11,104	10,128	9,050	
Percentage of workforce	76%	77%	77%	
Number in leadership positions [director or above]	558	588	574	
Percentage of leadership positions [director or above]	82%	81%	80%	
Age				LA12
Under 30	8%	8%	8%	
30-50	65%	64%	63%	
Over 50	27%	27%	29%	
Region				LA12
USA	42%	38%	38%	
EMEA	27%	28%	29%	



APAC	20%	21%	21%	
CALA	7%	7%	7%	
CAN	4%	5%	5%	
Minority [U.S.]				LA12
Gender				
Female employees	30%	30%	30%	
Male employees	24%	24%	25%	
Age				
Under 30	40%	56%	52%	
30-50	32%	31%	34%	
Over 50	17%	17%	17%	
Non-Minority [U.S.]				LA12
Gender				
Female employees	70%	70%	70%	
Male employees	76%	76%	75%	
Age				
Under 30	60%	44%	48%	
30-50	68%	69%	66%	
Over 50	83%	83%	83%	
Number of represented employees	774	720	621	G4-11
Percentage of employees that leave Avaya per year (voluntary)	10%	9%	9%	LA1
<b>Society</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>GRI Indicator</b>
<b>Local Communities</b>				
Dollars contributed to charities by Avaya, partners and employees during the Month of Giving	--	--	approx. 250,000	SO1

**AVAYA**

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