

2020 Corporate Responsibility Report

Creating Experiences that Matter





Experiences That Matter

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The following includes information about Avaya’s corporate responsibility activities throughout the world from October 1, 2019 through September 30, 2020. Data presented with different dates is clearly indicated. This report was published in August 2021.

ABOUT AVAYA

Avaya is a global leader in digital communications products, solutions, and services for businesses of all sizes delivering most of its technology through software and services. We enable organizations around the globe to succeed by creating intelligent communications experiences for our clients, their employees, and their customers. Avaya builds open, converged, and innovative solutions to enhance and simplify communications and collaboration in the cloud, on-premise or a hybrid of both. Our global, experienced team of professionals delivers award-winning services from initial planning and design, to seamless implementation and integration, to ongoing managed operations, optimization, training, and support.

We have social, environmental, and economic responsibilities to our stakeholders. We are committed to reducing our impact on the planet, offering a safe and inclusive workplace for all employees, and giving back where we live and work.

Avaya is defined by the experiences we create. We connect people, and things, in ways that offer more immersive, more productive, and more memorable experiences...and by memorable, we mean feel-good experiences. That's the key. By offering technology that enables discretionary effort and better outcomes, we ensure we can provide experiences that really matter to people.

190

Avaya has customers in 190 countries

#1

Global leader in Contact Center solutions

7/10

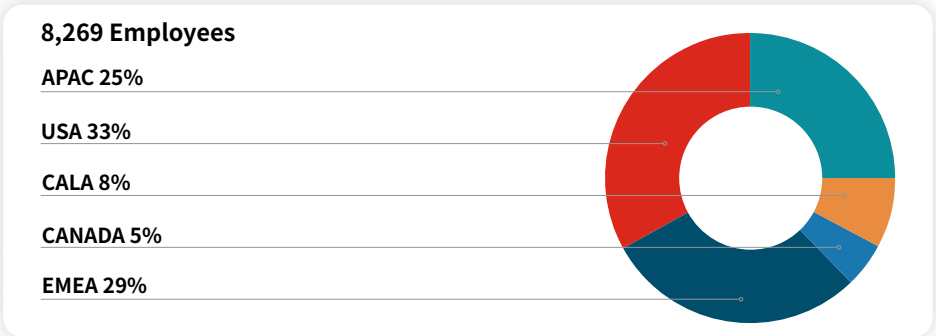
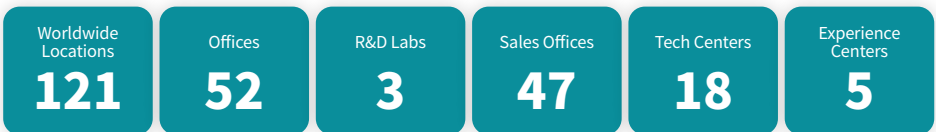
Seven of the world's top 10 health services companies are running Avaya solutions

4300

Avaya holds more than 4,300 patents and applications worldwide

Top 10

The world's top 10 airlines rely on Avaya



Our Vision

To reimagine the ways people and businesses engage and experience the world.

Our Mission

Avaya is reimagining digital communications with innovation that defines the future of work and the customer experience. Our Avaya OneCloud ecosystem and its solutions empower organizations to deliver experiences that matter to customers and employees alike.



A MESSAGE FROM JIM CHIRICO

There really are no words to describe 2020. It was a year that offered humbling reminders of the many challenges we face as a society. Global efforts to address the COVID-19 pandemic have impacted and continue to impact millions of people, cost hundreds of thousands of lives and resulted in significant economic impact. We've been challenged by racial inequity, civil unrest, and the continued urgency of the climate crisis. It is more apparent now than ever that our lives are truly interconnected and that understanding, shared innovation and collaboration are the way forward. The world needs bold, collective action to tackle these challenges and businesses have a significant role to play – we all have the opportunity and responsibility to do more.

Avaya has been resilient in the face of these global challenges. This is a credit to our employees, customers, partners and suppliers, and to the Avaya leadership team who have been steadfast and dedicated. As the coronavirus crisis began to unfold, we reacted swiftly, taking care of our employees and our customers. We helped organizations navigate the pandemic with our Avaya OneCloud workstream collaboration, communications and remote agent solutions. We leveraged cloud and A.I. innovation to help healthcare providers and government agencies coordinate the COVID-19 vaccine rollout, provide real-time information to citizens, and conduct contact tracing to stop the spread of the virus.

At Avaya, we live by our cultural principles – Simplicity, Accountability, Teamwork, Trust and Empowerment – and our people are the driving force behind our success and the success of our customers and partners. Our employees live and work all over the world, in thousands of communities and nearly 60 countries. Each of our identities are forged in combinations of different language and beliefs, different racial, gender and ethnic backgrounds, and different social environments. At Avaya, we respect and value each individual's identity and their contribution to the company's success.

Our brand promise is to deliver Experiences that Matter. And this year has reinforced the importance of experiences that make people feel seen, heard, and understood. Every day, Avaya delivers millions of these

experiences to our employees and our customers worldwide through intelligent communications and effortless collaboration. Our solutions enable reliable, secure communications when needed most. We are digitally transforming businesses, making them more agile, connected, and collaborative to compete in the new experience economy. Avaya continues to break new ground, shaping the way communications and collaboration technology addresses the future of work with enhanced customer and employee experiences. Global organizations increasingly rely on us as they adapt to a work-from-anywhere world.

Our character is both internally embedded and externally recognized. Newsweek ranked us as one of America's Most Responsible Companies, Forbes included us on the Forbes 2020 List of World's Best Employers and we were named as one of the top five most culturally powerful companies in the Americas by the Top+ Americas Ranking Organization. We are committed to meeting the needs of our partners, customers and their employees each and every day, and equally committed to improving the communities where we live and work, with sustainable, responsible and conscientious business practices. It means a lot to be recognized as a leader when it comes to corporate citizenship and governance.

I am incredibly proud of the passion and energy that our global Avaya team brings to show up for our employees, customers, partners, and communities every day. We remain excited about the future and continuing to deliver Experiences that Matter will allow us to participate and lead in the new experience economy.

Jim Chirico,
President and Chief Executive Officer.



We are committed to meeting the needs of our partners, customers and their employees each and every day, and equally committed to improving the communities where we live and work, with sustainable, responsible and conscientious business practices.”

—Jim Chirico



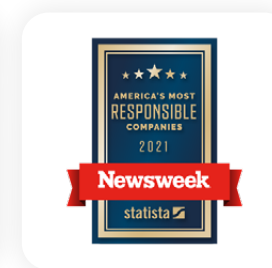
Corporate social responsibility is about more than activities such as volunteering, community grants, and raising money. At Avaya, we place responsibility at the forefront – we are thoughtful and intentional about the social and environmental impacts of our business as socially responsible business practices are a hallmark of our brand.”

—Shefali Shah
Executive Vice President, Chief Administrative Officer and General Counsel

AWARDS & RECOGNITION

We are committed to meeting the needs of our customers each and every day. We are equally committed to our employees and improving the communities where we live and work, with sustainable, responsible and conscientious business practices. It means a lot to be recognized as a leader when it comes to customer experience management, unified communications, collaboration, ESG, corporate citizenship and governance. We’re proud to receive the awards we do—because it means we’ve played an important role in helping our customers give their customers experiences that truly matter.

- **Forbes 2020 World’s Best Employers** based on over 16,000 anonymous independent employee surveys on topics such as gender equality, social responsibility, image, economic footprint, talent development, and COVID-19 response
- **Newsweek’s 2021 America’s Most Responsible Companies** based on key performance indicators in environment, social and governance derived from our Corporate Responsibility reports and an independent survey of U.S. residents
- **2020 Tech Cares Award Winner** for going above and beyond to provide global employees, clients, and communities with support during the COVID-19 pandemic
- **2020 Pandemic Tech Innovation Award Winner** for Exceptional Innovation in our Avaya Contact Tracing solutions



We monitor our standing on a number of ratings and rankings to gain perspective and insights into our environmental, social and governance impacts, to understand the competitive landscape for ESG in both our industry and beyond and to identify ways to improve our performance.



[See More](#)



We consider ourselves as trusted partners to our customers, and this was borne out during the pandemic. We have enabled countless organizations to stay online and sustain operations. In the case of Harris County Public Health, we helped them keep their citizens safe by fast tracking a solution using OneCloud CPaaS, as part of their virus containment strategy. The result was a 25% increase in investigated cases that saved lives because citizens were contacted quickly and were able to quarantine appropriately.”

—Stephen Spears
Executive Vice President and Chief Revenue Officer

HELPING WHERE WE CAN

When the pandemic hit, Avaya wasted no time and adapted quickly to address the needs of our employees and our business. Our transition to a global work-from-home model was seamless and efficient. And as the pandemic raged, we recognized that remote work was a big adjustment and sought to ensure that our employees felt fully supported as we navigated our “new normal”. Here are just a few highlights of the many programs we implemented to support our employees:

- Provided regular updates through leadership communications, virtual All-Employee Broadcasts and employee roundtables to keep Avayans informed and connected
- Offered free licenses to Avaya Spaces so employees and contractors could stay connected with friends and family
- Designated an “Employee Appreciation Month” to celebrate employee achievements through recognition, robust communications and an extra day off, and a “Wellness Month” to highlight resources focused on supporting our employees’ personal and professional well-being
- Conducted a remote work survey and responded by investing in our people and technology by among other things, improving our IT work environment and addressing the need for continued communications and employee recognition

Avaya’s top priority continues to be the well-being of our stakeholders, including our employees, customers, partners and communities. We are dedicated to supporting our heroes working on the front lines and ensuring businesses everywhere remain protected and productive when travel and connectivity are limited. Below are some highlights of how we helped organizations stay connected and build resilience this year:

Donated our Communications and Collaboration Solutions

Offered Avaya Spaces and remote agent solutions free to education institutions and eligible non-profit organizations worldwide, and remote agent solutions to organizations and contact centers:

- 2.5 million remote workers enabled
- Helped over 150,000 agents globally move to remote operations

Introduced Solutions to Assist with COVID-19 Vaccine Rollout

Our OneCloud CPaaS has helped Healthcare organizations every step of the way with:

- Vaccine rollout communications
- Safety monitoring
- Second dose facilitation
- Improved case investigations and contact tracing by 25%

Leveraged Artificial Intelligence (A.I.) to Respond to COVID-19

Partnered with Google Cloud to help government, healthcare and other organizations deploy AI in their call centers:

- Helped manage the vast increase in the number of customer inquiries
- Reduced customer wait times
- Provided immediate answers 24-7 to those with questions regarding COVID-19
- Freed up live agents to deal with more complex customer interactions



Message from Reeva Kymer

I have been a member of the Avaya family now for 8 months and I'm constantly reminded that I made a great choice. Avayans have demonstrated time and time again that we can achieve big things when we put our minds and resources to the task.

Whether reducing our carbon emissions by 65% from 2014 levels, reducing energy consumption, giving back to our communities or creating products and solutions that are inherently sustainable, our commitments make a difference and set an example for others in our industry.

We're making progress, but there's even more that Avaya can and must do. Our customers look to us to deliver experiences that are safe and effective through intelligent communications and effortless collaboration. Avayans want to work for a company that balances profit with a responsibility to protect the planet and take care of its people. Additionally, investors and other stakeholders are raising the bar and expecting more from companies on all aspects of corporate responsibility. We must keep challenging ourselves to go farther — and faster.

I'm proud to work for a company that accepts responsibility. We don't have all the answers yet, but we're asking the right questions and creating innovative, long-term solutions.

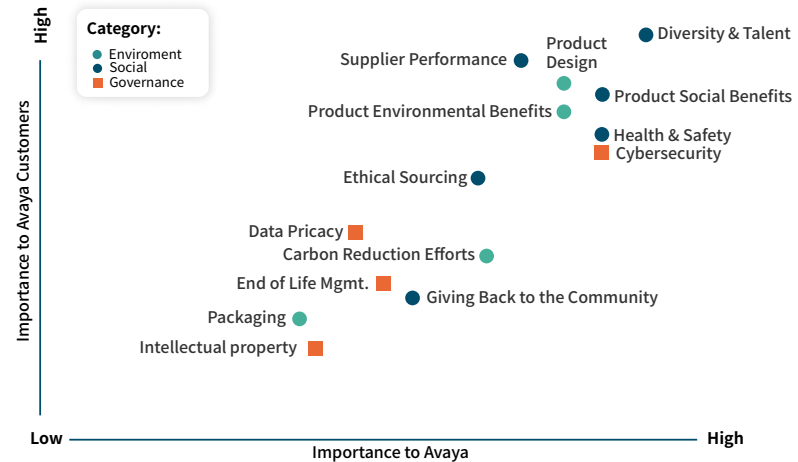
Over the past 8 months, I've spent a lot of time listening and learning in an effort to understand Avaya's business and corporate responsibility journey — where we've been and where we're headed. As we shape what's next at Avaya, we will build upon the years of progress and accelerate actions that serve our customers, support our people and communities and address our environmental impacts. I am excited for the future and everything that we will accomplish together.

—Reeva Kymer, Director ESG & Philanthropy

CORPORATE RESPONSIBILITY

At Avaya, we believe it is our responsibility to make the world a better place, and together with our employees, communities, customers, partners, and suppliers, we are working to make that a reality. Avaya embeds corporate responsibility into our day-to-day business, from our product design to supply chain management and employee giving. We pride ourselves on leveraging sustainability to drive innovation and develop new products, processes, services and technologies that contribute to the development and well-being of human needs and institutions while respecting the world's natural resources.

Avaya Materiality Matrix



Avaya's materiality assessment helps us identify and prioritize the ESG issues that matter most to our company and stakeholders and inform our strategy. Our efforts and initiatives align with the U.N. Sustainable Development Goals (SDGs) to support a better and more sustainable future for all.





Our Climate Commitments & Action

Avaya remains committed to doing our part to combat climate change. Avaya is a member of **We Are Still In**, the largest and most diverse climate action coalition in the U.S. comprised of CEOs, mayors, governors, tribal leaders and college presidents, among others. Avaya signed the initial "We Are Still In" declaration in 2018 to demonstrate our support for climate action and fulfilling our commitment to the Paris Agreement.

In 2020, Avaya joined as a signatory to the **"America is All In"** declaration, which calls for national mobilization on climate and recovery. Signed by over 1,500 leaders, this statement promotes climate action as a pathway for economic recovery, endorses a net-zero trajectory for the U.S. by 2050, and supports community partnerships to develop solutions and build resilience to climate change.

Avaya upholds its climate commitments by continually seeking ways to reduce our carbon emissions. Avaya has tracked and reported our carbon emissions annually to CDP since 2010. We set goals to reduce Scope 1 and Scope 2 emissions by 15% from 2014 levels by 2020 and to achieve an absolute reduction in Scope 3 emissions annually from 2015 to 2020.

We have exceeded our 2020 goals by using real estate assets efficiently and consolidating where possible, reducing electricity usage in facilities and data centers and reducing employee business travel. Our travel policy encourages employees to host meetings virtually using our technology. We are building on our achievements and traction to develop new carbon emission reduction targets in support of the transition to a low carbon economy.



65%

Reduction in Scope 1 & Scope 2 emissions from 2014 levels

49%

Reduction in Scope 3 emissions from business travel (air and car rental) from 2014 levels

23,000 MTCO₂e

Reduction in Scope 3 emissions from 2014 levels



- ENERGY STAR certified VoIP phones use 40% less energy than conventional VoIP phones.
- Sales of Avaya's ENERGY STAR certified phones have increased significantly from 335k in FY18 to over 1.3 million in FY20.



Avaya creates products and solutions that are inherently sustainable by reducing the need for face-to-face meetings and travel. Throughout the pandemic, our Avaya OneCloud solutions proved to be far more than efficient; they supported a world that rapidly shifted to online education and remote work. We enabled our customers to provide a safe, effective way to meet, learn, and work without compromising interpersonal connection. Additionally, Avaya OneCloud enables business continuity for organizations globally to engage with their customers, partners, and employees anytime from anywhere.”

—Anthony Bartolo

Executive Vice President and Chief Product Officer

Responsible Product Design

Avaya monitors environmental regulations and standards to ensure compliance throughout our product life cycle. We design our products with materials that comply with the European Union's RoHS and REACH Directives as well as China, Taiwan, EAEU, and UAE RoHS Regulations. We are actively populating the EU SCIP database for products that contain REACH regulated substances over the limit. For more information, view Avaya Product Design and Compliance.

Avaya's ISO 14001 certified Design for Environment (“DfE”) program focuses on opportunities to reduce the environmental impact of our solutions and services. We express our commitment to responsible product design in our [R&D Environmental Policy](#). Current initiatives include improving the energy efficiency of our products and reducing single-use plastic packaging.

We are reducing the energy consumption of our VoIP phones, making them more energy efficient for our customers, thereby helping them achieve their energy reduction goals. Conventional VoIP phones can use a significant amount of energy. Older VoIP phones can use up to 10 watts of power 24 hours a day, which is equivalent to the amount of energy used by a desktop computer.

Over the past several years, we have made great advances by listing our new J series phones – initially including the J129, J139, J169 and J179 phones – with the Energy Star Program for IP Phones. In FY20, the Avaya J159 and J189 phones were ENERGY STAR certified, adding to our suite of J series phones that are included in the Energy Star Program. In addition, we implemented Energy Efficient Ethernet (EEE) to our new IP phone products to reduce standby power consumption. We will continue our efforts to ensure that EEE is openly available and easy to use.

Finally, Avaya is actively moving ahead with reducing the number of supported accessory power supply units (PSUs) used with our products. The aim is to consolidate across our product portfolios to 2-3 USB-C power supply models which would support the broad range of power requirements (low, medium, and high). This will simplify logistics within Avaya, allow customers to use USB-C power over all their devices and will reduce the amount of PSU waste generated each year when new Smart Phone models arrive.



Minimizing our Environmental Footprint

At Avaya, we are always looking for ways to reduce our environmental footprint across our global operations. Our real estate portfolio consists of 2.1 million square feet of mostly leased space, in 126 facilities across 58 countries.

Avaya has:



Reduced real estate footprint by nearly **50%**, or 1,996 million sq. ft.

Reduced lab footprint by **42%**

Reduced real estate operating expense by **40%**

Avaya's Global Real Estate Team ensures facilities are well maintained and identifies opportunities to use our buildings more efficiently. We track our energy and water consumption and report annually to CDP. We recycle electronic waste (e-waste), our largest waste stream and report this data annually.

In 2020 Avaya:



Reduced energy consumption by over 20,000 MWh

Reduced water consumption by 6%

Diverted 209k metric tons of E-waste



Reducing Energy Use and Saving Money with LED Bulbs

Throughout 2019 and 2020, Avaya's Global Real Estate Team helped Avaya India implement an LED replacement project. LED lights last three times longer and use 30 percent less electricity than fluorescent bulbs. We converted over 4,900 light fixtures to high-efficiency LED bulbs. Since April 2019, we have saved over \$111k and made a complete return of investment in under 21 months. From our base year of FY18 we reduced our energy consumption by 39% in FY19 and 60% in FY20. Our expected 5-year savings will be \$307k. We are implementing a similar LED replacement program in Ireland, Australia and China.





Supporting Our Global Workforce

Employee Health, Safety & Wellness

The health and safety of our workforce is a top priority and through our programs and practices, we seek to maintain a culture in which employees and contractors keep each other safe on the job. In accordance with best practice, Avaya maintains an Environmental, Health and Safety Management System (EHSMS). We periodically review our EHSMS to ensure it aligns with the scope of our activities, that we conform to our established EHSMS programs and procedures and that we are effectively managing our EHS risks. Employees receive general safety awareness training, and Avaya communicates workplace health and safety and wellness information regularly through internal channels.

Consistent with the scope of our activities, the EHSMS includes worldwide standards for job hazard analysis, ergonomics, hazard communication, contractor safety, ladder safety, motor vehicle safety and illness and injury tracking and reporting.

Avaya maintains a robust 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 are reviewed periodically to identify opportunities for improvement.

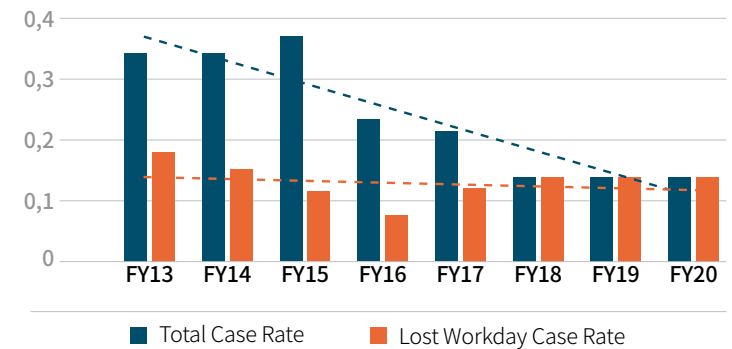
This year truly demonstrated the importance of not only protecting our employees' physical safety but caring for their mental health and well-being. All Avaya employees have access to a complete wellness platform – our Well-Being Health site – with resources and tools to track activity, get wellness advice, find healthy recipes, and support employees on the road to achieving their health goals. Avaya offers several programs and benefits to support employee wellness

Employee Assistance Plan (EAP): available to employees worldwide who may feel stressed or have difficulty coping during this time of change and uncertainty. The program offers free, confidential one-on-one professional counseling and access to webinars and resources in areas such as emotional wellness and resiliency.

Regional Healthcare Provider Resources: Most of our healthcare providers offer a number of emotional wellness benefits for employees as part of local medical plans; these can include offerings such as libraries of mental health articles and videos, relaxation and wellness apps, digital coaching, coping tools and much more.

Safety Results

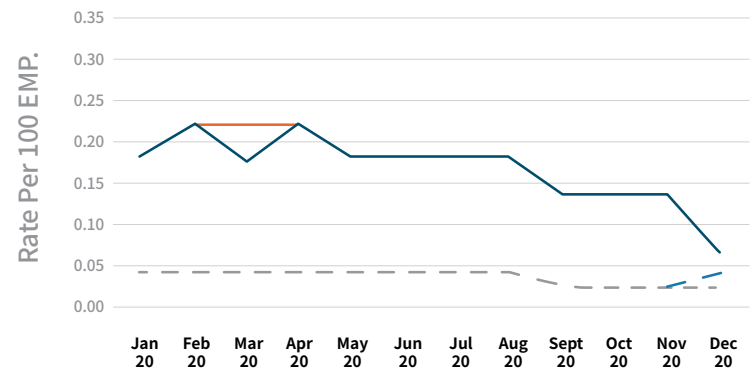
Avaya U.S Operations: Total and Lost Workday Case Rates



U.S. & International Injury Case Rates

12-Month Rolling Average

January 1, 2020 - December 31, 2020





Employee Learning & Development

Avaya is passionate about developing and empowering our employees to realize their fullest potential. Development is a shared responsibility between the employee and the company and employees are empowered to take charge of their personal and professional development through a variety of virtual and hands-on training courses and programs.

Our employees manage their career progression through annual goal-setting and performance appraisals. Managers are empowered to facilitate this growth through ongoing check-ins and feedback sessions with their direct reports. We invest in our employees to enable them to achieve their highest potential.

Employees participated in countless hours of training through a variety of online and live interactive training from internal and external providers including Magellan Ascend, True Office Learning, and LinkedIn Learning. In addition to personal development and skills training, Avaya employees, including management, are required to complete on-line training modules regarding anti-bribery and corruption, data privacy, cyber security and our Code of Conduct.

This year, the pandemic brought unique challenges for everyone. Our Learning and Development team adjusted offerings to support employees in the current work environment, and, in doing so, were able to reach a larger number of learners. These virtual trainings helped employees adapt to working remotely—from time management to hosting virtual meetings.

Learning & Development Programs

LEARNING

Launched in August 2020 for all employees, LinkedIn Learning is our Learning Experience Platform for personal and professional development and offers over 16,000 courses on various topics in 7 different languages.

Through April 2021:

- 60% of employees globally are active users
- 8,921 courses completed
- 246,806 videos completed



Global Mentoring Program

Introduced in August 2020. Employees learn, expand their network, and create unique one-to-one connections to advance their career.

Through April 2021:

- 200+ global mentors representing 24 countries worldwide supporting Avayans' development of soft and technical skill competencies



Talent Exchange Program

Employees perform their jobs in another part of the world, building cultural intelligence and driving collaboration and teamwork.



At Avaya, we take the phrase ‘people first’ very seriously. We share a mindset here to create an environment where we feel valued, productive, and have the opportunity to learn and grow. As a team, we’re all about thriving, both inside and outside the workplace.”

—Faye Tylee
Chief Human Resources Officer.



Encouraging Recognition

We all appreciate the numerous benefits and outcomes resulting from employee recognition: increased engagement, discretionary effort, productivity, retention as well as enhanced customer experiences, business success and revenue growth. At Avaya, we maintain varying formal and informal recognition programs. We are working together from the top down to foster a culture of recognition that is multi-directional and deeply embedded in our company’s DNA.

Our Cultural Principles Award rewards employees for substantial contributions to business results. At the heart of these achievements are our five core principles: simplicity, accountability, empowerment, trust and teamwork. These “core five” are needed to drive the business forward and to meet customer challenges head on – and they need to be demonstrated in everything we do from the top down.





Diversity, Equity, Inclusion & Belonging

At Avaya, our people – and the richness of their ethnicities, perspectives, experiences, and skills – are the driving force behind our every success. With 8,200+ global employees, diversity, equity, and inclusion have been fundamental to Avaya’s core values. As a company that delivers experiences that matter to our customers, we know that it’s our employees’ unique experiences that make us who we are. The richness of our global team’s diversity is our greatest strength, and we are committed to being a workplace where authenticity and individuality is celebrated, and different perspectives are embraced.

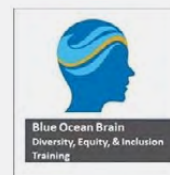
Diversity, equity, inclusion and belonging is not a function but rather a culture and we are all responsible for building it, sustaining it and fostering it. Avaya is coming together to build a more diverse, equitable, and inclusive workplace through various programs and initiatives, and we recognize there are always areas of opportunity. Diversity, equity, inclusion and belonging initiatives are driven by Talent Management, and we have recently expanded our team with subject matter experts to help us focus our efforts.

We committed to listening and learning. We engaged in dialogue with our leaders and our employees and offered ongoing education to all employees with specific focus on our leaders using experts in this field such as acclaimed author and diversity, equity, and inclusion (DEI) DEI speaker Kendall Wright of Entelechy and Blue Ocean Brain.

We enhanced our Global Policy to support our long-term strategy and near-term priorities, including the launch of a Global Diversity, Equity, Inclusion and Belonging Council to progress our mission to build a workplace where individuality is celebrated and harnessed, creating a culture of engagement, innovation and inclusivity.



Avaya provides diversity awareness and development training for all employees at every level and has entered a partnership with Blue Ocean Brain, who offers micro-lessons in diversity, equity and inclusion with a specific focus on leadership awareness. The program provides toolkits to help leaders support our diverse workforce – facilitating more challenging conversations, guiding listening skills during such sessions and creating actionable change plans. Sharing and Listening circles are in their infancy in Avaya with the goal to offer a greater support system to all employees, provide employees with a safe environment to share experiences and in turn allow Avaya to learn and grow as we continue this journey.



**Launched
November 2020**

Initial training uptake through April 2021 is exceeding expectations with:

- Over 1,300 active learners
- 24% of active learners are accessing our Blue Ocean Brain content directly vs. clickthrough from bi-weekly communications
- Trending articles including Race & Gender related topics



Diversity, Equity, Inclusion & Belonging

We've established employee resource groups (ERGs), including WIN@A (Women Inspired Network @ Avaya) and ABLE (Avaya Blacks Leading Empowerment) and established an operating structure and cadence that leverages our own technology to connect, collaborate and share. We've created a safe environment for our members to learn and grow together through meaningful dialogue, inspired by our very own member stories and in-community recognition. These company-sponsored groups provide the global Avaya team with an opportunity to share open dialogue around issues, promote a culture of diversity, equity, inclusion and belonging, and provide new business and audience insights into our diverse customer base.



In its first year, WIN@A:

- Held 13 global forums
- Hosted 22 guest speakers, including 3 external speakers
- 14 topics including Race & Gender Equity, Unconscious Bias and Mental Health
- Grew from 40 to 204 members globally
- Launched WIN@A Mentoring Program: 48 connections, 18 relationships, 15 cross-country and 3 in country pairs



In its first year, ABLE:

- Grew to 60 members
- Continues to align around current mission and vision and current ERG framework
- Future plans include:
 - Juneteenth observance and recognition
 - Drive to vaccinate in home communities
 - Recruiting strategies

Recently Added ERG's



The diversity of our global team is our greatest strength. We celebrate individuality and embrace unique perspectives, enabling us to deliver experiences that matter and new ways for people and businesses to engage and experience the world.”

—Anna Crowley

Senior Director Talent Management, DEIB

Our Talent Acquisition program has led to steady year-over-year increases in female and minority representation in leadership positions across Avaya. The team is currently implementing a series of new tools and practices to increase diversity in our candidate pools for hiring and advancement. This includes new technology which allows us to hire “blind”, removing obvious identifiers of minority groups and so removing any unconscious or even conscious bias.

CEO ACTION FOR DIVERSITY & INCLUSION

Avaya is a member of the CEO Action for Diversity & Inclusion, the largest CEO-driven business commitment to advance diversity and inclusion in the workplace. We are a signatory to the Silicon Valley Leadership Group statement standing up for racial justice and equality.

Diversity of culture, talent, and varying perspectives is key to a collaborative, innovative, and successful business. We will continue to drive change to help make a more inclusive tomorrow for all our stakeholders.



Building and Maintaining a Responsible Supply Chain

At Avaya, we hold ourselves to a high standard of integrity and professional conduct; this allows us to establish trust with our employees, customers, and partners, as well as build an ethical culture throughout our value chain. We expect the same level of commitment and conduct of our suppliers that we expect from our employees. As a member of the Responsible Business Alliance, Avaya ensures safe and humane labor standards, environmentally responsible business practices, and high ethical standards in our supply chain.

Avaya actively pursues conformance to the Code of Conduct propagated by the Responsible Business Alliance (RBA) (formerly the Electronic Industry Citizenship Coalition (EICC)), a nonprofit committed to supporting the rights and well-being of workers and communities worldwide affected by the global supply chain. The RBA Code of Conduct establishes standards to ensure that working conditions in global supply chains are safe, that workers are treated with respect and dignity, and that business operations are environmentally responsible and conducted ethically. International norms and standards including the Universal Declaration of Human Rights, ILO International Labor Standards, OECD Guidelines for Multinational Enterprises, ISO 14001 and SA8000 standards were used in preparing the RBA Code. We regard the Code as a total supply chain initiative and issue the Avaya Supplier Code of Conduct (which includes all of the principles set out in the RBA Code of Conduct modified to include additional provisions that are specific to Avaya and our supply chain) as a statement of our expectation that all suppliers and their employees understand and exhibit a dedication to integrity and ethics.

The Avaya Supplier Code of Conduct includes provisions on:

- Chemical Management and Hazard Communication
- Freely Chosen Employment
- Young Workers
- Humane Treatment
- Freedom of Association
- Non-discrimination
- Occupational Safety
- Business ethics and integrity
- Environmental responsibility

In addition to our Supplier Code of Conduct, Avaya maintains and continuously enhances its programs and policies to identify risks and prevent the use of child labor, modern slavery, and human trafficking in our business operations and supply chain. Relevant policies and statements include the Avaya Human Rights Statement, U.K. Modern Slavery Transparency Act Statement, and our Code of Conduct.



Responsible Business Alliance

Advancing Sustainability Globally

About

Founded in 2004 by a group of leading electronics companies, the Responsible Business Alliance (RBA) is a nonprofit comprised of electronics, retail, auto and toy companies dedicated to corporate social responsibility in supply chains.

Initiatives

Responsible Minerals Initiative
Responsible Labor Initiative
Responsible Factory Initiative

Focus Areas

COVID-19
Trafficked & Forced Labor
Workplace Well-Being
Chemical Management
Environmental Sustainability
Diversity and Gender

To learn more, visit:

www.responsiblebusiness.org





Supplier Diversity

Avaya has a strong Supplier Diversity Program, which promotes the creation of diverse strategic supplier alliances that reflect the diversity of our associates and our customers. Avaya aims to increase the number of its diverse suppliers, which are businesses that are at least 51% beneficially owned, controlled, operated, and managed by members of a minority group or non-minority women-owned businesses, or service-disabled veterans. Additionally, Avaya supports small businesses as part of our Supplier Diversity program.

Sourcing Minerals Ethically

Avaya's products, like most electronics, contain tantalum, tin, tungsten, and gold. These minerals, known as 3TG, are mined around the world. 3TG are sometimes known as "conflict minerals" because of concerns about their mining and sale contributing to armed conflict and human rights abuses in the Democratic Republic of the Congo (DRC).

Although we do not procure minerals directly from mines or the smelters or refiners (SORs) that process them, we are committed to upholding and respecting human rights for all people, including those who work in the earliest parts of our supply chain. Our goal is to work collaboratively with suppliers to source minerals consistent with our values around human rights, business ethics, labor, health and safety practices and environmental responsibility.

We collaborate with our suppliers to conduct due diligence for responsible mineral sourcing. We use the Responsible Minerals Initiative (RMI) Conflict Minerals Reporting Template (CMRT) to survey suppliers, review SORs they report and request that suppliers work through their supply chains to shift sourcing to SORs conformant with RMI's Responsible Minerals Assurance Process (RMAP). Our full commitment is captured in our Conflicts Minerals Policy. Our annual Conflict Minerals Report describes how our due diligence activities align to the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.



Giving Back to our Communities

Month of Giving

Avaya’s Month of Giving has a remarkable way of bringing out the best in our Avayans and this year was no different. Every October since 2015, Avaya sponsors its annual Month of Giving—a spirited campaign that brings together Avaya employees, suppliers, and partners who donate their time, money, and energy to support causes that are near and dear to our hearts. Together, we have worked to clean up our environment, protect animals, feed the hungry, support our veterans, beautify schools and playgrounds for children, and fund important medical care and research. Over the last six years, Avaya has raised over \$1.1 million; donated over 7,000 lbs. of materials, including as food, clothing, and supplies; and spent thousands of hours volunteering for charities worldwide during the Month of Giving.

This year, we joined forces once again with our long term partner, Save the Children, and focused our efforts on supporting children in need. Since 2015, Avaya has donated over \$225,000 to Save the Children through the Avaya Matching Fund, silent auctions, and employee-driven fundraising. We’ve supported children’s education in some of the most desperately needed parts of the world. Past projects include building classrooms in Uganda and establishing literacy programs with book banks and reading camps in Mozambique.

This year, Avaya doubled its corporate match from \$25,000 to \$50,000 and raised a total of \$75,000 to support our corporate partner, Save the Children.





#AvayaCares 2020 Employee Hackathon

We are thrilled with the response to our first global hackathon, #AvayaCares 2020. Our inaugural event had nearly 300 participants, 58 submissions, and an array of creative ideas that covered everything from Education to Healthcare to Emergency Management. Our judges from outside and across the organization were extremely impressed with the incredible display of teamwork, ingenuity and innovation. Avaya is actively collaborating to bring some of the amazing applications to life to better our business and the communities we serve.



Avaya Alert Bot

Category: Most Creative Presentation

Description: Real time notification for system breaches, performance and staffing levels.

Core Team Members: Mike Weller, Priya Thonduri, Pankaj Agarwal, Ambarish Kanhare, Paul Wilson and Arvind Srinat

Judge Comment: “Love the vertical applicability of this as well as the timeliness.” – Zeus

Avaya Spaces War Room

Category: Best Use of Spaces

Description: Based on a trigger (e.g. phone call, email, etc) the solution will dynamically create a Spaces, connect the right people to solve the given problem and assign tasks based on a pre-defined checklist.

Core Team Members: Alessandro Badin, Eduardo Felthes, Renato Resende, Victor Vieira and Vinicius Hernandes

Judge Comment: “Good application to eliminate manual initiation for team efforts.” – Shefali

Car Emergency Virtual Assistant

Category: Best Emergency & Crisis App

Description: A Virtual Assistant built using Avaya CPaaS, DialogFlow and analytics technologies to address car emergencies.

Core Team Members: Vagesh Mathapati, Pranay Deshmukh, Vaidya, Rahul Mahajan and Avinash Shendage

Judge Comment: “Practical use case for everyone, for car manufacturers, insurance companies, ecall emergency service providers, etc.” – Yaser

[See More](#)



Our India CSR efforts

Our CSR efforts in India are focused on community development through various initiatives in the best interest of the poor, deprived and marginalized populations to build a better tomorrow for society. We pursue CSR Programs primarily in areas that fall within the economic vicinity of the Company's operations to enable close supervision and ensure maximum development impact.

To realize significant change, we have established multi-year partnerships with non-governmental agencies that support remedial education, STEM Education, and Information, Communication, and Technology (ICT) enabled education in government schools. For more information and the full list of funded projects, view the Avaya India CSR Report.

Our India CSR activities fall into these broad areas:

- Enhancing the quality of education
- Utilizing technology to improve access to health and education
- Skills Building and Employment (Building Livelihood Capacity)
- Disaster Relief

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.



Door Step School provides education for children in the age of group 6-14 years with the focus on 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 in a ten-mile radius around Hadapsar.



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.





Partnering Where it Counts

Since the beginning of the pandemic, and of their own accord, our teams have gone above and beyond to safeguard the health and safety of others. Most recently, this quality of spirit has been on clear display in India, where the situation continues to be worrying, and where our teams are helping wherever they can.

In partnership with several non-profit organizations, we helped create [MedicSetu](#) to connect doctors to COVID-19 patients in home quarantine. We are enabling groups of doctors to deliver virtual consultations to those who cannot afford medical care or reach healthcare establishments, easing the stress on hospitals and clinics struggling with patient care.

Using Avaya's Video Consultation solution, built on Avaya Spaces™, a pilot in rural areas saw over 500 patients receive free online consultations in a single week. Following the successful trial, we are working with India's Ministry of Electronics and Information Technology to take the initiative to 300 cities nationwide, supported by over 2,000 doctors.

We're humbled by the incredible work that our teams have put into this initiative, and by their drive to use our technology for good in the face of significant challenges.

Using Avaya Technology for Social Good

Keeping veterans and responders connected during a crisis

We've all been in situations where communications fail. For most of us, it's annoying. For others, it can be life threatening. If there is one place where Unified Communications (UC) failure is not an option – not even for a second – it's on a crisis hotline. Since 2010, Avaya has provided UC services to the Department of Veterans Affairs' (VA) Veterans Crisis Line. VA employees work around the clock to manage calls, texts and live chats from veterans in distress, often suicidal. Any breakdown in these communications could be disastrous. The VA continues to invest in the crisis line and Avaya continues to expand its technical capabilities, integration, and built-in redundancies to ensure that no veteran or their loved ones ever experience a lag or dropped communication during an emergency. Avaya supports the Veterans Crisis Line in ensuring all calls can be answered immediately and a physical address is available as needed for emergency responders. The crisis line is an invaluable resource for veterans and their loved ones.

In one year alone, the crisis line received:



Enabling students and teachers to bridge the gap in the digital classroom era

Since educational institutions have been forced to adopt distance learning, our goal was to help them adapt to new ways to educate and engage with students. Avaya Spaces, our all-in-one-video collaboration app for the digital workplace, helps bring together distributed groups of people instantly with immersive work spaces where they can message, meet, share content and manage tasks. Avaya Spaces can be used from a browser or mobile device, and provides an easy, secure and effective way to collaborate in the cloud. Institutions ranging from local schools to large universities with geographically diverse student populations are using Avaya Spaces for their virtual classroom needs as they keep their students and teachers connected and safe.





Avaya is committed to the highest standards of corporate governance and conduct. We know that our stakeholders – our stockholders, customers, business partners and employees – expect no less than our constant commitment to integrity, fairness, transparency, and accountability.

Our commitment to good corporate governance is integral to our business and reflects not only regulatory requirements, the NYSE listing standards and broadly recognized governance practices, but effective leadership and oversight by our senior leadership team and Board of Directors.



Conducting Business with Ethics & Integrity

We hold ourselves to the highest ethical standards of integrity and professional conduct; this allows us to establish trust with our employees, customers, and partners and an ethical culture throughout our value chain. We understand that a trusted relationship is critical for success and that trust must be earned anew each and every day.

Our ethics program is built on a lifecycle associated with the principles of prevention, detection, and remediation. Our compliance teams work closely with our business stakeholder groups to assess, manage and mitigate compliance risk by taking appropriate actions. In addition, our compliance teams collaborate with the business to identify and thoroughly investigate issues of misconduct, identify the root cause and take corrective measures when needed.

Avaya's Code of Conduct is the foundation of our program and covers a variety of topics including an overview of our guiding principles and information on how to conduct business in a manner that complies with the law. It is a global resource that ensures employees not only comply with the law, but they do the right thing, the right way, for the right reason. Our Code of Conduct applies to anyone that conducts business on behalf of Avaya. We have also developed Codes of Conduct for our Suppliers and Business Partners that are incorporated into agreements to ensure our expectations of ethical behavior are clearly communicated.

Avaya employees, including leadership, are required to complete on-line training regarding the Code of Conduct, anti-bribery and corruption, data privacy, cyber security, harassment and publicly traded company. We monitor the successful completion of the training, and as part of these training, all employees must acknowledge their understanding of the course content.

Another critical component of our ethics and compliance program is ensuring that our employees can speak up without fear of retaliation. While issues are raised to management during the normal course of business, we want our employees as well as our customers, partners, and suppliers to know they can raise any concern through our Ethics Helpline. Issues can be presented anonymously.

To further encourage raising issues to leadership, Avaya has zero tolerance for unlawful workplace retaliation. Once a report is received, it is reviewed and investigated, and corrective action is taken if necessary.

Anonymous reports can be made through the following channels:

Phone: 1-877-99-ETHIC (1-877-993-8442) or +1 908-953-7276

Online through the [Convercent website](#).



Avaya ranks highly in Environmental, Social and Governance investing frameworks, while delivering significant value for our stakeholders and achieving impressive growth and financial performance in the past year. We are committed to continuous improvement and aligning our CSR goals with increasing stakeholder value.”

—Kieran McGrath
Executive Vice President and Chief
Financial Officer

Board Oversight & Practices

At Avaya, we believe that good corporate governance results from sound processes that ensure that our directors are well supported by accurate and timely information, and unrestricted access to management. The Avaya Board of Directors is responsible for oversight of Avaya’s business and affairs, including our strategic direction, as well as the management of financial and operational execution that can drive the success of the business and support the long-term interests of our stakeholders.

Our Board is committed to good corporate governance practices. Highlights include:

Board Practices

- Non-Executive Chairman
- 7 of 8 Directors Are Independent
- Fully Independent Board Committees
- Annual Election of All Directors
- Annual Board and Committee Self-Evaluations
- Structured Process for Board’s Risk Oversight
- Regular Executive Sessions of Independent Directors

Stockholder Matters

- Recommended Annual “Say-on-Pay” Advisory Vote
- Stockholders’ Right to Call Special Meeting in Accordance with Our Amended and Restated Bylaws

Compensation Practices

- Robust Share Ownership Guidelines
- Prohibition on Executives Hedging and Pledging Stock
- Executive Compensation Clawback Policy

Our Board is briefed regularly on our Corporate Responsibility program and our environmental, social, and governance performance.





Cybersecurity & Data Privacy

Strong security and privacy programs have never been more important. Our vigorous, risk-based cybersecurity program is dedicated to protecting our data as well as data which we process on behalf of our customers and partners. We utilize a defensive in-depth strategy, with multiple layers of security controls to protect our data and solutions.

We take cybersecurity seriously and devote significant resources and tools to protect our systems, products, and data from unwanted intrusions and to ensure we meet our contractual and regulatory obligations. We investigate potential data breach issues identified through our security procedures and terminate, mitigate, and remediate such issues as appropriate.

Avaya has a Product Security Council, a cross-functional Cyber Incident Response team, Security Operations Centers, and strong governance to ensure compliance with our security policies and protocols. These teams are comprised of internal resources and supported by external experts responsible for monitoring the effectiveness of our cybersecurity governance and vulnerability management programs.

At Avaya, security and privacy are of paramount importance. Avaya is committed to building on its experience through leading edge technology solutions that enhance privacy, as well as cloud solutions that aim to deliver both security and privacy. We have extensive experience in safeguarding personal data and helping our customers comply with their legal obligations when it comes to privacy and security, including those who must meet the highest standards of security such as governments, public authorities and organizations and financial institutions.

Our privacy compliance program is based on our controller and processor binding corporate rules which have been approved by the EU regulatory authorities. As a result of Brexit, we have now applied to the UK regulatory authorities for UK controller and processor binding corporate rules, which are fundamentally similar to those in the EU. Through the application of these rules we endeavor to apply uniform data handling practices, based on the General Data Protection Regulation (GDPR) standards, on a global basis throughout all Avaya entities which process personal data. These entities have signed on to our EU binding corporate rules and will sign on to our UK ones once approved.

We have dedicated significant time, capital, and other resources to obtain binding corporate rules and meet GDPR requirements, as well as requirements from other laws such as the Brazil Data Protection Law and the California Consumer Privacy Act. We expect that as privacy laws continue to evolve and become more prevalent throughout the world, we will be required to dedicate additional resources to ensure compliance.

Our website contains information about privacy practices that we follow, how we help our customers comply with privacy laws, privacy within our solutions and on our websites.



APPENDICES

2020 Corporate Responsibility Report



AVAYA

| Experiences
That Matter

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 (mtCO ₂ e) | 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 | |

ESG Metrics

| Emissions | CY15 | CY16 | CY17 | CY18 | CY19 | CY20 | |
|--|--------|--------|---------|---------|---------|---------|----------------------------|
| 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% | |

ESG Metrics

| 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% | |

ESG Metrics

| Diversity and Equal Opportunity | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | |
|---|------|------|------|------|------|------|--------------------------|
| Percentage of total employees covered by collective bargaining agreements | 5% | 5% | 6% | 5% | 4% | 4% | GRI 102-41 |
| 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 |

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

GRI & SASB Content Index

Disclosure map for the Global Reporting Initiative (GRI) Standards and Sustainability Accounting Standard (SASB): Software & IT Services

| GRI 102: General Disclosures 2016 | | Reference |
|-----------------------------------|--|---|
| Organizational Profile | | |
| 102-1 | Name of the organization | Avaya Inc. |
| 102-2 | Activities, brands, products, and services | 2020 10-K Report (Item 1) |
| 102-3 | Location of headquarters | 2605 Meridian Parkway, Suite 200, Durham, NC 27713 USA |
| 102-4 | Location of operations | 2020 10-K Report (Item 1) |
| 102-5 | Ownership and legal form | 2020 10-K Report (Item 1) |
| 102-6 | Markets served | 2020 10-K Report (Item 1) |
| 102-7 | Scale of the organization | 2020 10-K Report (Item 1) |
| 102-8 | Information on employees and other workers | 2020 10-K Report (Item 1) |
| 102-9 | Supply chain | 2020 10-K Report (Item 1) |
| 102-10 | Significant changes to the organization and its supply chain | 2020 10-K Report (Item 1) |
| 102-11 | Precautionary Principle or approach | Upheld in the Avaya risk management process. |
| 102-12 | External initiatives | Avaya has adopted the Responsible Business Alliance (RBA) Code of Conduct. |
| 102-13 | Membership of associations | Avaya is a member of the Responsible Business Alliance (RBA) and Silicon Valley Leadership Group (SVLG). |
| Strategy | | |
| 102-14 | Statement from senior decision maker | Message From Jim |
| 102-15 | Key impacts, risks, and opportunities | 2020 10-K Report (Item 1A) 2020 CDP Climate Change Questionnaire (Section C2) 2020 CDP Water Questionnaire (Section W2) |
| Ethics and Integrity | | |
| 102-16 | Values, principles, standards, and norms of behavior | Avaya Code of Conduct Supplier Code of Conduct Global Diversity, Equity and Inclusion Policy Avaya Life Diversity, Equity, Inclusion and Belonging Governance: Conducting Business with Ethics & Integrity |

GRI & SASB Content Index

| | | |
|-------------------------------|---|--|
| 102-17 | Mechanisms for advice and concerns about ethics | Avaya Code of Conduct Supplier Code of Conduct Avaya's Business Ethics Hotline |
| Governance | | |
| 102-18 | Governance structure | Corporate Governance 2020 10-K Report (Item 10) Governance Policies |
| 102-21 | Consulting stakeholders on economic, environmental, and social topics | Corporate Responsibility |
| Stakeholder Engagement | | |
| 102-40 | List of stakeholder groups | Corporate Responsibility 2020 CDP Water Questionnaire (Section W3.3c) |
| 102-41 | Collective bargaining agreements | ESG Metrics |
| 102-42 | Identifying and selecting stakeholders | Corporate Responsibility 2020 CDP Climate Change Questionnaire (Section C12) |
| 102-43 | Approach to stakeholder engagement | Corporate Responsibility 2020 CDP Climate Change Questionnaire (Section C12) |
| 102-44 | Key topics and concerns raised | Corporate Responsibility 2020 CDP Climate Change Questionnaire (Section C12) |
| Reporting Practice | | |
| 102-45 | Entities included in the consolidated financial statements | 2020 10-K Report (Item 1) |
| 102-46 | Defining report content and topic Boundaries | Corporate Responsibility |
| 102-47 | List of material topics | Corporate Responsibility |
| 102-48 | Restatements of information | None |
| 102-49 | Changes in reporting | None |
| 102-50 | Reporting period | Fiscal year 2020 (Oct. 1, 2019 - Sept. 30, 2020) |
| 102-51 | Date of most recent report | Fiscal year 2020 (Oct. 1, 2019 - Sept. 30, 2020) |
| 102-52 | Report cycle | Annual |
| 102-53 | Contact point for questions regarding the report | Reeva Kymer, Director ESG & Philanthropy (rikymer@avaya.com) |
| 102-54 | Claims of reporting in accordance with GRI Standards | This report has been prepared in accordance with the GRI Standards: Core Option |
| 102-55 | GRI content index | GRI Content Index |
| 102-56 | External assurance | This Corporate Responsibility Report is not externally assured. |

GRI & SASB Content Index

| GRI/SASB Topic-Specific Standards | | Reference |
|--|---|---|
| Economic Standards | | |
| GRI 201: Economic Performance 2016 | | |
| 103-1, 103-2, 103-3 | Explanation of the material topic and its boundary, the management approach and its components, and the evaluation of the management approach | 2020 10-K Report (Item 1) |
| 201-1 | Direct economic value generated and distributed | 2020 10-K Report (Item 6) |
| 201-2 | Financial implications and other risks and opportunities due to climate change | 2020 10-K Report (Item 1A) 2020 CDP Climate Change Questionnaire (Section C2) |
| Environmental Standards | | |
| GRI 302: Energy 2016; SASB: Environmental Footprint of Hardware Infrastructure | | |
| 103-1, 103-2, 103-3 | Explanation of the material topic and its boundary, the management approach and its components, and the evaluation of the management approach | 2020 CDP Climate Change Questionnaire (Section C3.1d) |
| 302-1, TC-SI-130a.1 | Energy consumption within the organization | ESG Metrics 2020 CDP Climate Change Questionnaire (Section C8.2) Environment: Minimizing our Environmental Footprint |
| 302-3 | Energy intensity | ESG Metrics |
| 302-4 | Reduction of energy consumption | ESG Metrics 2020 CDP Climate Change Questionnaire (Section C8) |
| 302-5 | Reductions in energy requirements of products or services | 2020 CDP Climate Change Questionnaire (Section C12.1b) R&D Environmental Policy Environment: Responsible Product Design |
| GRI 303: Water and Effluents 2018; SASB: Environmental Footprint of Hardware Infrastructure | | |
| 303-1 | Interactions with water as a shared resource | 2020 CDP Water Questionnaire (Sections W1, W3-5, W8) |
| 303-3, TC-SI-130a.2 | Water withdrawal | 2020 CDP Water Questionnaire (Section W1.2b) |
| 303-4 | Water discharge | 2020 CDP Water Questionnaire (Section W1.2b) |
| 303-5, TC-SI-130a.2 | Water consumption | 2020 CDP Water Questionnaire (Section W1.2b) Environment: Minimizing our Environmental Footprint |

GRI & SASB Content Index

| GRI 305: Emissions 2016 | | |
|--|--|--|
| 103-1, 103-2, 103-3 | Explanation of the material topic and its boundary, the management approach and its components, and the evaluation for the management approach | 2020 CDP Climate Change Questionnaire (Sections C2.5-2.6 & C3.1c) Environment: Climate Commitments and Action |
| 305-1 | Direct (Scope 1) GHG emissions | ESG Metrics 2020 CDP Climate Change Questionnaire (Section C6.1) Environment: Climate Commitments and Action |
| 305-2 | Energy indirect (Scope 2) GHG emissions | ESG Metrics 2020 CDP Climate Change Questionnaire (Section C6.3) |
| 305-3 | Other indirect (Scope 3) GHG emissions | ESG Metrics 2020 CDP Climate Change Questionnaire (Section C6.5) |
| 305-4 | GHG emissions intensity | ESG Metrics 2020 CDP Climate Change Questionnaire (Section C6.10) |
| 305-5 | Reduction of GHG emissions | ESG Metrics 2020 CDP Climate Change Questionnaire (Section C7.9) |
| GRI 307: Environmental Compliance 2016 | | |
| 103-1, 103-2, 103-3 | Explanation of the material topic and its boundary, the management approach and its components, and the evaluation of the management approach | 2020 10-K Report (Item 1) |
| 307-1 | Non-compliance with environmental laws and regulations | Avaya has not received significant fines or monetary sanctions for non-compliance with environmental laws and/or regulations during FY20. |
| Social Standards | | |
| GRI 401: Employment 2016 | | |
| 103-1, 103-2, 103-3 | Explanation of the material topic and its boundary, the management approach and its components, and the evaluation of the management approach | Avaya Life Social: Supporting our Global Workforce Social: Encouraging Recognition |
| 401-1 | New employee hires and employee turnover | ESG Metrics |
| GRI 403: Occupational Health and Safety 2018 | | |
| 103-1, 103-2, 103-3 | Explanation of the material topic and its boundary, the management approach and its components, and the evaluation of the management approach | Social: Employee Health, Safety, & Wellness |
| 403-9 | Work-related injuries | ESG Metrics Social: Employee Health, Safety, & Wellness |

GRI & SASB Content Index

| GRI 405: Diversity and Equal Opportunity 2016; SASB: Recruiting & Managing a Global, Diverse & Skilled Workforce | | |
|--|---|--|
| 103-1, 103-2, 103-3 | Explanation of the material topic and its boundary, the management approach and its components, and the evaluation of the management approach | Diversity, Equity, Inclusion, and Belonging Global Diversity, Equity and Inclusion Policy Social: Diversity, Equity, Inclusion & Belonging |
| 405-1, TC-SI-330a.1, TC-SI-330a.2, TC-SI-330a.3 | Diversity of governance bodies and employees | ESG Metrics Social: Diversity, Equity, Inclusion & Belonging |
| GRI 413: Local Communities 2016 | | |
| 103-1, 103-2, 103-3 | Explanation of the material topic and its boundary, the management approach and its components, and the evaluation of the management approach | Our Culture Social: Giving Back to our Communities |
| 413-1 | Operations with local community engagement, impact assessments, and development programs | ESG Metrics Social: Giving Back to our Communities |
| Privacy and Security Standards | | |
| SASB: Data Privacy & Freedom of Expression | | |
| TC-SI-220a.1 | Description of policies and practices relating to behavioral advertising and user privacy | Global Privacy Policy Avaya Code of Conduct Governance: Cybersecurity & Data Privacy |
| TC-SI-220a.3 | Total amount of monetary losses as a result of legal proceedings associated with user privacy | 2020 10-K Report (Item 3) |
| SASB: Data Security | | |
| TC-SI-230a.2 | Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards | 2020 10-K Report (Item 1 & Item 1A) Governance: Cybersecurity & Data Privacy |
| SASB: Intellectual Property Protection & Competitive Behavior | | |
| TC-SI-520a.1 | Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations | 2020 10-K Report (Item 3) |
| SASB: Managing Systemic Risks from Technology Disruptions | | |
| TC-SI-550a.2 | Description of business continuity risks related to disruptions of operations | 2020 10-K Report (Item 1A & Item 7) Avaya Business Continuity Program Overview 2020 CDP Climate Change Questionnaire (Section C2.3a) |

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