

AVAYA

Experiences
That Matter

2019 Avaya UK Gender Pay Gap Report



Avaya: A Workforce as Diverse as Our World



Innovation flourishes in workplace communities rich in diversity of thought, perspective and experience where individuals are empowered to be who they are and diversity is embraced.

Avaya promotes diversity and fosters a sustainable culture of inclusion to attract and retain great talent throughout the world. While we are proud of our rich heritage, our commitment requires ongoing and continuous action, including mitigating unconscious biases through open dialogue, supporting inclusive employee communities and celebrating diversity. Our vision is to create experiences that matter – not only for our customers but also for our employees, partners, suppliers and communities.



Beginning in 2018, UK employers with more than 250 employees are compelled to publicly share information reflecting internal pay gap analyses. Pay gaps are identified by using calculation methodologies determined by the Government Equalities Office comparing critical pay elements (hourly pay, bonuses, and distribution of pay across quartiles) as a percentage of male earnings. At Avaya, we recognise the value in transparency and continuous evaluation to assure the removal of bias and artificial barriers to equal employment practices.

While we regularly scrutinise our data and our processes to eliminate artificial barriers in the workplace, we know that gaps can exist. We remain committed to continuing our efforts toward equal employment opportunity. This report includes analyses designed to assist in the ongoing identification of national gender gaps in pay.



Our results

As mandated by the gender pay gap reporting requirements, Avaya UK provides the following data:

Gender Pay gap in hourly pay¹:

	Male	Female
Count	258	69
Mean Hourly Pay	44.36	36.99
Median Hourly Pay	37.75	33.19

16.6%

Mean Gender Pay Gap

12.1%

Median Gender Pay Gap

These figures show the mean (average) and median (mid-point) bonus gap. The identified gaps continue to be monitored by Avaya. Contributing factors include:

- The majority of male employees have worked for Avaya for more than 15 years, while 65% of females have fewer than 15 years' service.
- As is the case for our peers in the industry, the majority of employees sales and technology roles are male.
- Variable sales compensation contributed to the reported gap and is further impacted by the number of males in senior leadership roles.

1. Data reflects 12 months of compensation and analyses were conducted in accordance with the compulsory guidelines.

Bonus Gender Pay Gap:

	Male	Female
Count	248	62
Mean Bonus Pay	20,065.81	11,399.29
Median Bonus Pay	7,035.09	4,545.35

43.2%

Mean Bonus Gender Pay Gap

35.4%

Median Bonus Gender Pay Gap

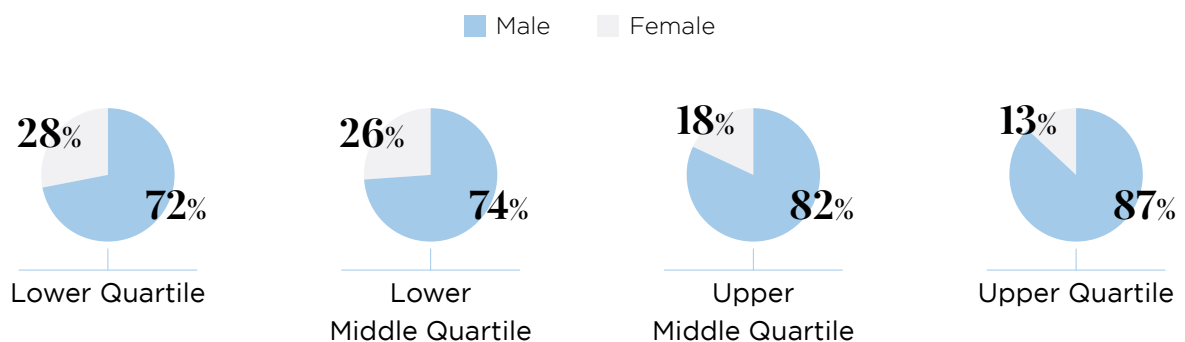
Proportion of men and women who receive a bonus:

	Male	Female
Proportions of Males and Females Receiving Bonus Payments	96.1%	89.1%

More than 89% of our employees received some form of bonus in the last year. The percentage of females in commission-based roles has a dramatic impact on these measurements. The results are further impacted by the inclusion of inactive employees who may not be eligible for bonus payments and the percentage of males in senior or executive roles with additional bonus eligibility.

Distribution of men and women across pay quartiles:

	Male	Female	Total
Lower Quartile	58	22	80
Lower Middle Quartile	61	21	82
Upper Middle Quartile	67	15	82
Upper Quartile	72	11	83



This table shows the distribution of males and females across the Avaya pay bands or levels. It should be noted that the majority of roles are management level. As stated earlier, there is a higher percentage of males in the organisation and a higher percentage of longer-term employees are males. In the last 12 months, staff reductions further impacted the distribution.

Our actions

While we know that globally, Avaya's representation of females in the workforce and in leadership roles is on par with (or in some cases better than) our peers in the industry, we strive to continue to evaluate our practices and engage in meaningful action to address identified gaps. Avaya is a diverse and inclusive business operating with a global equal opportunity policy which can be found in [this link](#).

The strength of that policy is underscored by the programs and policies that promote equal opportunity and equal treatment including:

- Flexible work arrangements.
- Regular monitoring of performance ratings, compensation and staffing.
- Global Reasonable Accommodation/Work Adjustment program including lactation rooms.
- Multiple family leaves of absence options and payment packages.
- Rotational programs to increase training and opportunities for high potential new hires.
- Dedicated, independent Equal Opportunity department with confidential and anonymous issue reporting available to globally.

We are more than words on a policy. Who we are as a community of Avayans is in our actions and in the impact we have on the industry. As people of action throughout our business, we worked together this year to understand the trends and to accelerate our progress toward eradicating artificial barriers and gaps. A few highlights of the last 12 months include:

“Focus on the opportunities and possibilities, not the hurdles or challenges.”

Natalie Keightley
Solutions Marketing Director,
Avaya International



- April 2018: Joined the CEO Action initiative to explore and address advancing diversity in our industry. [Avaya's first focus is on gender issues globally](#). A quote from that pledge reads: *“We also pledge to create accountability systems within our companies to track our own progress and to share regular updates with each other in order to catalog effective programs and measurement practices. We believe that by sharing and learning with each other, we can strengthen our existing programs and commitments to better serve our employees and society as a whole.”*
- Avaya UK leaders joined global Avaya peers in the Day of Understanding (A December 2018 event featuring open dialogue on Diversity).
- Avaya's Reasonable Accommodation program was expanded allowing for flexible work arrangements as appropriate (including lactation rooms).
- Live interactive training for UK leaders and employees on gender issues and harassment prevention.
- Avaya launched a Diversity and Inclusion policy on our public site.
- Global launch of Employee Resource Group policy.

“Learn to ask for things and listen. You will constantly be figuring out how to acquire customers, partners, investors, mentors, advisor, staff, and so on. Be concise, relevant, brave and inspire.”

Alison Hastings
Regional Channel Leader - UKI,
Avaya



- Avaya’s first Talent Exchange program provides opportunities for employees to work from other countries gaining critical global experience for career advancement.
- Created the Avaya Devices for Diversity Program: Helping Break Barriers to Girls’ Education with awareness and donations.
- [Launched the Avaya for Communities program](#) offering communications solutions at no cost, or significantly reduced cost, for qualifying female owned businesses.

“Our commitment to corporate responsibility can create a positive change in the world through transforming the modern workplace. Improving access for disadvantaged businesses to leading communications and collaboration technology can help make a difference,” said Jim Chirico, Avaya President & CEO. *“Recognizing that March 8 is International Women’s Day, we chose this month to launch an innovative and important program to support up-and-coming entrepreneurs. This is the latest in a series of diversity and inclusion initiatives that Avaya has introduced, and one that I am particularly enthusiastic about.”*

We confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations of 2017. Questions can be referred to HR at the following email: [oconnell@avaya.com](mailto:connell@avaya.com).

A handwritten signature in black ink, appearing to read 'E. Hunter'.

Ena Hunter

Legal Director, Avaya UK, Ireland, Nordics and Israel

April 3, 2019

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