



AVAYA

Experiences  
That Matter

# Avaya Gender Pay Gap Report:

United Kingdom,  
April 2023

At Avaya, we are focused on fostering a Destination Place to Work, building a culture of success where everyone feels valued, productive, and has equal and ample opportunities to learn and grow. As a team, we're all about thriving both inside and outside the workplace, with flexible, supportive, and inclusive work practices, and rewards and recognition for a job well done.

Avaya operates in an industry and sector with historic gaps in gender employment and pay which persist today. This report is a key element of our regular internal analyses and benchmarking process with the aim of eliminating those historic and current employment pay gaps. We set goals, activate plans to reach them, and evaluate the success of our efforts. We're listening, learning, and building on those lessons, and we commit to continuing our efforts in this area to ensure equal opportunities and a strong sense of belonging for everyone at Avaya.

*Alan Masarek*

Alan Masarek, Avaya CEO.





## Introduction

Our people are the force behind our every success. We celebrate every person in our global Avaya community with an ongoing commitment to Diversity, Equity, Inclusion, and Belonging.

“Diversity” is more than a buzzword or corporate line item for us. Being around people who are different from us makes us more creative, diligent, and hard-working as we learn from each other. In an environment that emphasizes Diversity, Equity, Inclusion, and Belonging (DEI&B), we become more empathetic, which enables us to better understand each other’s feelings and circumstances and often leads to more innovative thinking and improved outcomes. This shapes not just a better workplace, but a better world. And it’s why, as Avaya works on transformation across our business, DEI&B is a major focus in our pursuit as a Destination Place to Work.

Fortunately, from executive leadership on down at Avaya, we fully believe in and actively promote the importance of DEI&B. Our goal as a Destination Place to Work is to create a culture of belonging where every person feels equally included, valued, heard, and respected and fundamental to this is our commitment to equality – including equal pay for equal work.

In Avaya’s recent employee engagement survey, an overwhelming majority of Avaya employees said they value the progress the company made in DEI&B in 2022, but we know there is more to do. As we further our commitment to equality, Avaya undertakes regular internal and external benchmarking analyses to evaluate, identify and mitigate historic and existing pay gaps within our industry—setting goals and continuously monitoring the impact.



This UK Gender Pay Gap report, our sixth, is consistent with our on-going commitment to transparency and seeks to provide us with an understanding of the differences between males and females within the Avaya UK employee population, per the applicable reporting requirements.

The figures show the mean (average) and median (mid-point) gap. These identified gaps continue to be monitored by Avaya and show an increase over our prior report, partially driven by attrition and the inclusion of significantly different roles and seniority within this single analysis. But, like many of our market peers, we have a higher representation of men in higher paying roles, which negatively amplifies the gaps using the Gender pay gap reporting (GPGR) methodology.

Our own routine pay equity review shows that in a like-for-like comparison of non-quota carrying roles, the average hourly rate almost always favours females. Similarly, if we isolate Quota-carrying roles (Sales), our Mean Hourly Pay Gap favours females (-15.4%) as does the Mean Bonus Pay Gap (-20.5%).

We continue to work toward a deep understanding of the factors that impact attrition of women in the workplace, to accelerate solutions that go beyond flexible work options and address culture and behaviours, and to empower leaders to explore new possibilities to address long standing impediments.

We acknowledge the industry-wide challenge we face for available skills and maintain our focus on developing and retaining our female talent from early in career through senior leadership. To achieve this, we offer several leadership and employee development programs globally, all designed to attract and retain female talent, and prepare females to progress over time into more senior, higher paid roles across the organization. Highlights of our initiatives include:

## Leadership Development Programs

Avaya offers a variety of leadership development programs for employees at all levels, from first-time leaders to executives. We maintain internal programs supported by leadership activities and offer custom programs through our partnership with some of the most well-respected thought leaders in the industry. Our women's development program is an immersive experience looking to drive positive change results and accelerate the advancement of female talent across all lines of business in our organization, equipping them with the necessary tools to increase their leadership impact.

## Avaya Global Mentoring Program

We offer a Global Mentoring Program, which is designed to enable employees take an active role in their career development journey. Through a paired mentoring relationship, people from across the organization can connect to share and learn critical knowledge and skills. We partner with our Employee Resource Groups to encourage female employees to participate in Mentoring as mentors, mentees, or both. This program provides opportunities for participants to increase key business acumen, develop interpersonal and leadership skills, and build cross-functional and global connections. During our fiscal year 2022 (Oct 1, 2021-Sept 30, 2022), **88 mentees** were in active Mentoring partnerships, dedicating a total of **853 hours** to their personal and professional development and sharing a **4.8/5.0 relationship satisfaction rating**.

## Avaya Academy & Avaya Accelerate Programs

We take a continuous improvement approach to our Avaya Academy program to meet their needs and those of our organisation. This global training program for recent college graduates provides an immersive training experience with insight into the industry, Avaya's offerings, and outcome-based skills to accelerate their success into entry-level positions across the business. Avaya maintains several Academy programs tailored to support the introduction of early-in-career employees into different business units across the globe, including the Avaya Sales Academy and Avaya Technology Academy.

As a continuation and to develop high-potential future leaders, we also offer our Avaya Accelerate program. This program takes early-in-career employees to the next level, focused on providing a safe environment in which to hone their business acumen, develop and practice strategies to maximize productivity, explore and develop their career path and continue to build a strong cross-functional network of peers and leaders across Avaya.

## Employee Resource Groups

Avaya's seven Employee Resource Groups (ERGs) are core to our DEI&B strategy and provide opportunities for employees to come together to inspire, motivate, learn, and develop – all while influencing business change. Avaya has benefitted from significant growth in our ERGs, and we are proud of all that we have accomplished, but we see many more opportunities to build on our successes.

To take this momentum to the next level, we are launching **Avaya United**, the official shared voice for Avaya's equity and inclusion initiative. Each ERG's identity will remain but will also be part of a larger collective DEI&B committee, sponsored and supported by our CEO Alan Masarek to position Avaya as a Destination Place to Work that values a variety of voices and open sharing of ideas, as well as one that influences change outside of company walls.

## A Re-imagined Hiring Model

In recent years we've put in place measures to mitigate bias, drive inclusive hiring practices and help ensure a diverse talent pool. We achieve this through inclusive hiring processes, inclusive job descriptions and by implementing tools that support hiring decisions at every stage with merit-based screening and gender neutralization automation tools.



## Avaya Gender Balance Goals and Action:

The gender pay gap calculations provided in this report are summary statistics using a snapshot date of 5 April 2022, which compare the pay received by all females to the pay received by all males employed by Avaya in the United Kingdom.

### Avaya Gender Pay Gap Results:

#### Hourly Pay

**The mean pay variance** is the difference between the average hourly pay of men and women

**The median pay variance** is the difference between the midpoint in the ranges of hourly pay of men and women

#### Bonus Pay

**The mean bonus pay variance** is the difference between the average bonus pay of men and women

**The median bonus pay variance** is the difference between the midpoint in the ranges of bonus pay of men and women



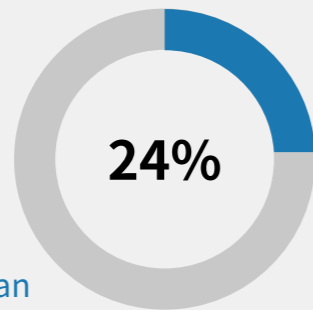
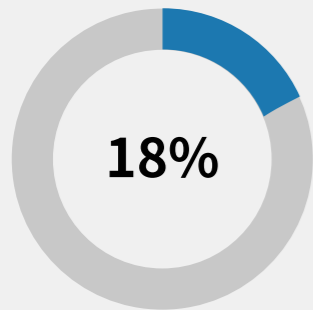
# Avaya UK 2023 Gender Pay Gap Data

Average pay difference between women and men

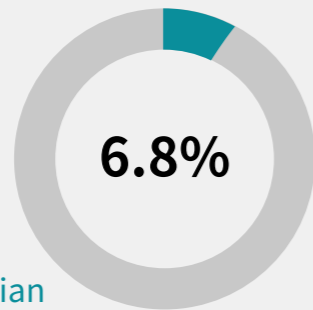
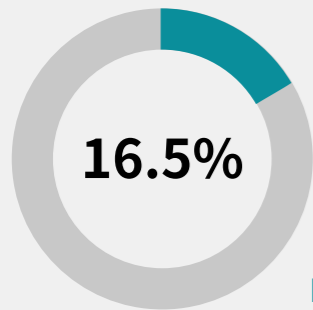
Full-Time Employees

Hourly Pay

Bonus Pay



Mean



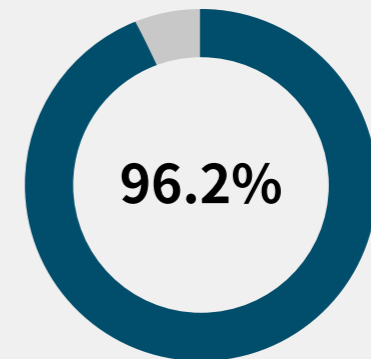
Median



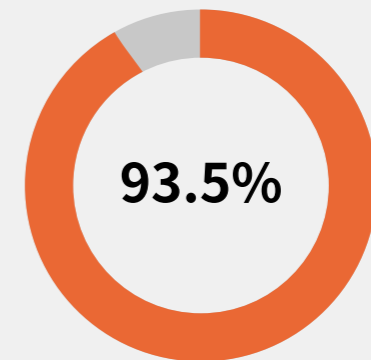
The percentage of employees receiving a bonus:

Percentage Receiving Bonus Pay

Full-Time Employees



Men



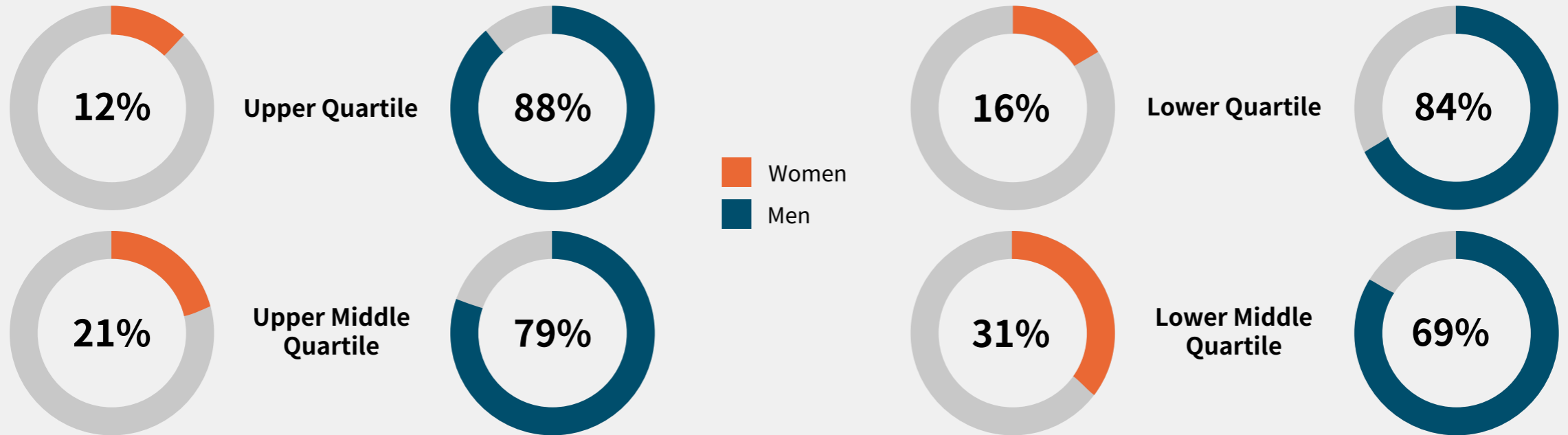
Women



The proportion of employee in each pay quartile according to gender

### Proportion of Women and Men in each Pay Quartile

#### Full-Time Employees



**Note:** To align with UK government reporting requirements, data in this report refers to the traditional sex categories of male and female. Avaya respects that gender is on a non-binary spectrum, based on the employee's self-identification, and reporting in this manner should not be interpreted as our position on the issue. We confirm that per regulatory requirements, our gender pay gap figures have been calculated in line with the regulations set out in the Gender Pay Gap reporting

*Ena Hunter*

Legal Director, Avaya UK, April 2023



AVAYA

Experiences  
That Matter

03/23 • MIS15907EN