



# Key Performance Indicators (KPI)



To assess how we're doing, we've established several key performance indicators (KPI) to measure our progress year-over-year. We've identified these areas as those most important to our stakeholders and our business. All numbers are for calendar-year 2014 unless otherwise noted.

Learn more about our initiatives at  
[att.com/sustainabilityreport](http://att.com/sustainabilityreport)



	2009	2010	2011	2012	2013	2014
<b>People and Communities</b>						
<b>Philanthropy</b>						
<b>Giving in Our Communities</b>						
Amount of corporate, employee, social investment and foundation giving						
Arts and Culture	\$14.8M	\$12.4M	\$9.5M	\$7.8M	\$7.8M	\$4.9M
Civic and Community	\$42.6M	\$36.2M	\$20.4M	\$25.4M	\$19.4M	\$21.5M
Education	\$66.6M	\$57.1M	\$46M	\$64.3M	\$64M	\$68.9M
Health and Human Services	\$30.1M	\$42.5M	\$39.1M	\$33.9M	\$38.9M	\$31.6M
Other	\$ .98M					
<b>Grand Total</b>	<b>\$155.1M</b>	<b>\$148.2M</b>	<b>\$115.0M</b>	<b>\$131.4M</b>	<b>&gt;\$130M</b>	<b>\$126.9M</b>
<b>AT&amp;T Aspire — Contributions</b>						
Cumulative amount invested toward planned \$250 million commitment over five years to AT&T Aspire				>\$43.6M	>\$94.6M	\$153.3M
<b>AT&amp;T Aspire — Aspire Mentoring Academy</b>						
Cumulative number of mentoring hours toward the goal to provide students 1 million hours of mentoring by our employees through the end of 2016				Between the program launch on October 1 and year end 2012, we provided students with over 30,000 mentoring hours	339,009	715,000



	2009	2010	2011	2012	2013	2014
<b>Disaster Recovery</b>						
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Investment in Network Disaster Recovery program — cumulative since 1992	\$500M	\$600M	\$600M	\$600M	>\$600M	>\$600M
Working hours spent on Network Disaster Recovery — cumulative since 1992				125,000	135,000	>135,000
<b>Volunteerism/Giving</b>						
<b>Activate Employees to Volunteer</b>						
Number of hours volunteered through employee and retiree volunteer programs	8.5M	9M	>6M	>5.8M	>5.3M	>5.6M
Dollar amount associated with volunteerism <sup>1</sup>	\$176M	>\$192M	>\$133M	>\$129M	>\$118M	>\$126M
<b>Employee Giving</b>						
Amount of employee giving pledged through annual Employee Giving Campaign	>\$29M	>\$31M	>\$33M	>\$33M	>\$35M	>\$36.4M
<b>Workforce</b>						
<b>Employee Health &amp; Welfare</b>						
Number of employees, retirees and dependents afforded health and welfare benefits	1.2M	1.2M	1.2M	1.1M	1.2M	1.1M
<b>Provide Quality Jobs</b>						
Percentage of union-represented employees	Approx. 60	Approx. 58	55	55	55	53
<b>Employee Retention Rate</b>						
Percent retention of total 50-state workforce: Women				87	86	88
Percent retention of total 50-state workforce: People of color				88	88	90

<sup>1</sup> The financial equivalent is determined by using \$22.55 per volunteer hour, which is based on the 2013 industry standard from Independent Sector, a leading nonprofit organization that determines the financial equivalent for a variety of volunteer initiatives.



	2009	2010	2011	2012	2013	2014
<b>Employee Training</b>						
Amount invested in direct employee training development programs; development reviews	\$244M	\$260M	>\$280M	\$280M	>\$280M	\$250M
Amount invested in tuition assistance for both management and non-management employees	\$27M	\$34M	Nearly \$28M	Nearly \$27M	Nearly \$25M	>\$30M
Percent of employees receiving regular performance and career development reviews	100	100	100	100	100	100
Percent completion rate on Code of Business Conduct training for all employees	>99	99.5	99.6	99.7	99.6	99.6
<b>Employee Safety</b>						
AT&T's OSHA total recordable occupational injury and illness rate (per 100 employees)	2.07	2.2	2.14	1.75	1.75	1.75
<b>Workforce Diversity</b>						
Women (Percent of total 50-state workforce)	41	40	39	38	36	35
People of color (Percent of total 50-state workforce)	38	38	39	39	40	41
Women (Percent of total 50-state management)	38	40	39	38	37	37
People of color (Percent of total 50-state management)	30	31	31	32	33	35
<b>Supply Chain</b>						
<b>Supplier Diversity</b>						
Spend with minority, women and disabled veterans business enterprises	\$6.9B	\$9.2B	\$12B	\$12.8B	\$15.5B	\$16.5B
Percent of total spend with minority, women and disabled veterans business enterprises			23.01	23.96	28.05	27.45



	2009	2010	2011	2012	2013	2014
<b>Environment</b>						
<b>Supply Chain</b>						
<b>Supply Chain Scorecard</b>						
Average score of top suppliers on the balanced C&S Scorecard (percent)				62	63	>70
<b>Greenhouse Gas (GHG) Emissions</b>						
<b>Carbon Footprint</b>						
Domestic company-wide greenhouse gas (GHG) emissions (metric tons CO <sub>2</sub> -equivalent)	8,931,090	8,925,724	9,066,558	8,839,290	9,100,170	9,232,009
Domestic and international company-wide greenhouse gas (GHG) emissions (metric tons CO <sub>2</sub> -equivalent)	8,973,484	8,966,682	9,144,648	8,912,080	9,165,124	9,313,886
<b>GHG Intensity</b>						
mtons CO <sub>2</sub> -e/\$ million revenue	73.25	72.15	72.16	69.93	71.18	70.75
mtons CO <sub>2</sub> -e/Petabyte of data	357.55	288.49	235.18	170.67	144.27	119.00
<b>Water</b>						
<b>Water Footprint</b>						
Gallons of water used for domestic operations		3.331B	3.357B	3.282B	3.113B	3.046B
<b>Water Intensity</b>						
Gallons/\$ thousand revenue		26.80	26.49	25.75	24.18	23.15
Gallons/Terabyte network traffic		105	84	61	48	45



	2009	2010	2011	2012	2013	2014
<b>Fleet</b>						
<b>Fleet Operations</b>						
Alternative-fuel vehicles (AFVs) in service						
Compressed natural gas (CNG)	625	2,472	3,469	5,226	6,057	8,026
Hybrid	344	1,013	1,617	1,806	2,143	2,517
All-Electric	1	2	3	3	3	3
Extended range electric			25	26	27	82
<b>Grand Total</b>	<b>970</b>	<b>3,487</b>	<b>5,114</b>	<b>7,061</b>	<b>8,230</b>	<b>10,628</b>
<b>Gasoline Avoidance</b>						
Total gallons of unleaded gasoline avoided through the deployment of AFVs — annual		1.3M	2.5M	3.6M	4.6M	5.9M
Total gallons of unleaded gasoline avoided through the deployment of AFVs — cumulative		1.6M	4.2M	7.7M	12.4M	18.3M
<b>Energy</b>						
<b>Energy Intensity</b>						
Intensity of data carried on our network (MWh electricity/Petabyte network traffic)	498	415	347	281	233	189
Energy intensity (MWh electricity/\$ billion revenue)	107,937	109,500	111,700	114,599	114,686	113,863
<b>Alternative Energy</b>						
Solar + fuel cell capacity (MW)		2.1	3.9	11	19.8	22.5
Solar + fuel cell production (kWh)		3.1M	12.8M	68.3M	134.6M	154.3M
<b>Energy Projects</b>						
Energy projects implemented		4,200	4,500	5,600	4,500	3,900
Annualized energy savings from energy projects		\$44M	\$42M	\$65M	\$40M	\$84M



	2009	2010	2011	2012	2013	2014
<b>Electricity</b>						
Total electricity use (MWh)	13.2M	13.6M	14.1M	14.6M	14.8M	14.9M
<b>Waste</b>						
<b>Solid Waste from Operations</b>						
Pounds of network "scrap" materials kept out of landfills	72.1M	56.9M	50.1M	47.3M	48.7M	48M
Percent of operational waste handled by the Investment Recovery Center that is recycled		95	>95	>94	>95.6	96
<b>Solid Non-Hazardous Waste from Office Activity</b>						
Tons of office activity material (paper, cardboard, glass, aluminum, plastic) diverted from landfill				24,455	20,750	29,296
Percent of non-hazardous office waste diverted from landfills				21	28	>29
<b>Regulated Waste</b>						
Tons of waste managed by the AT&T Resource Recovery Center (including universal and hazardous waste)	17,300	14,000	12,500	12,700	14,000	24,300
Percent of such waste recycled		70	>63	>70	>51	78
<b>E-waste</b>						
Number of computers, monitors, servers and other equipment that were donated, recycled or reused	63,000	96,000	77,000	77,000	>79,000	>91,000
Number of cell phones reused or recycled	4.2M	3.7M	3M	Approx. 3.1M	Approx. 4.5M	Approx. 4.3M
Pounds of cell phone batteries and accessories recycled	1.8M	1.8M	1.7M	1.17 M	487,000	282,500 pounds



	2009	2010	2011	2012	2013	2014
<b>Paper</b>						
<b>Paperless Billing</b>						
Approximate total number of paperless-billed customers	12.3M	14.4M	17.2M	18.7M	20M	20.9M
<b>Paper Consumption</b>						
Weight of paper purchased for AT&T Mailing Solutions (pounds)		40.2M	39.5M	26.2M	22.9M	21.4M
Percent decrease in weight of paper purchased for AT&T Mailing Solutions from 2010 baseline			1.7	34.8	43	46.8





	2009	2010	2011	2012	2013	2014
<b>Technology</b>						
<b>Network Reliability</b>						
Investment in wired and wireless networks			>\$20B	Nearly \$20B	\$21.2B	>\$21B
<b>Product Safety</b>						
Cumulative pledges logged to never text while driving				>1.3M	>4M	Nearly 6M
<b>Innovation</b>						
Average number of patents (U.S. and foreign) received per business day	2	2	>2	>3	>3	>4
Cumulative investment in development of new ideas generated through The Innovation Pipeline, cumulative since 2009				\$35 million committed	\$38 million committed	\$44 million committed
Cumulative number of app prototypes developed at AT&T Hackathons				>450	>1,000	>1,500