

# Key Performance Indicators (KPI)

PEOPLE  
PLANET  
POSSIBILITIES

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 2017 unless otherwise noted.



## PEOPLE

2013

2014

2015

2016

2017

### Network Reliability

#### Network Reliability

Investment in wired and wireless networks	\$21.2B	>\$21B	\$21B	\$22.4B	\$21.6B
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### Responsible Use of Technology

#### Product Safety

Cumulative pledges to keep eyes on the road and not on the phone through the <i>It Can Wait</i> ® campaign	>4M	Nearly 6M	>7.5M	>15M	>22M
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### Disaster Response

#### Disaster Recovery

Investment in Network Disaster Recovery program—cumulative since 1992	>\$600M	>\$600M	>\$600M	>\$600M	>\$650M
Working hours spent on Network Disaster Recovery—cumulative since 1992	135,000	>135,000	>140,000	>145,000	>150,000

### Workforce

#### Employee Health & Welfare

Number of employees, retirees and dependents afforded health and welfare benefits	1.2M	1.1M	1.2M	1.1M	1.1M
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<b>PEOPLE</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Workforce (cont.)</b>					
<b>Provide Quality Jobs</b>					
Percentage of union-represented employees	55	53	50	52	46
<b>Employee Retention Rate</b>					
Total U.S. workforce retention rate: Women	86	88	85	82	82
Total U.S. workforce retention rate: People of color	88	90	88	83	84
<b>Employee Training</b>					
Amount invested in direct employee training development programs	>\$280M	\$250M	\$230M	\$250M	\$220M
Amount invested in tuition assistance for both management and non-management employees	Nearly \$25M	>\$30M	>\$31M	>\$34M	Nearly \$30M
Percent of employees having regular performance and career development conversations	100	100	100	100	100
Percent of employees who completed Code of Business Conduct Training	99.6	99.6	99.4	98	99
<b>Employee Safety</b>					
Our OSHA total recordable occupational injury and illness rate (per 100 employees)	1.75	1.75	1.62	1.75	1.85

<b>PEOPLE</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Workforce Diversity</b>					
<b>Women</b> Percent of total U.S. workforce	36	35	33	32	31
<b>People of color</b> Percent of total U.S. workforce	40	41	42	43	43
<b>Women</b> Percent of total U.S. management	37	37	37	35	35
<b>People of color</b> Percent of total U.S. management	33	35	34	37	37
<b>Supply Chain</b>					
<b>Supplier Diversity</b>					
Spend with minority-, women-, service-disabled veteran- and LGBT-owned business enterprises	\$15.5B	\$16.5B	\$13.7B	\$14.2B	\$14.4B
Percent of total spend with minority-, women-, service-disabled veteran- and LGBT-owned business enterprises	28.05	27.45	24.06	18.83	25.22 <sup>1</sup>
<b>Supply Chain Scorecard</b>					
Average score of top suppliers on the AT&T Supplier Sustainability Scorecard (percent)	63	>70	>74	80.3	80.3

<sup>1</sup> Supplier diversity spend and performance excludes content and programming spend.

<b>PLANET</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Greenhouse Gas (GHG) Emissions</b>					
<b>Carbon Footprint</b>					
Domestic company-wide GHG emissions (mtons CO <sub>2</sub> e)	9,100,170	9,232,009	8,663,907	11,599,625	10,694,839
Domestic and international company-wide GHG emissions (mtons CO <sub>2</sub> e)	9,165,124	9,313,886	8,745,810	12,275,951	11,618,745
<b>GHG Intensity</b>					
Mtons CO <sub>2</sub> e/\$ million revenue	71.18	70.32	59.05	54.20	54.82
Mtons CO <sub>2</sub> e /petabyte of data	144.27	119.00	75.94	79.90	66.75
<b>Water</b>					
<b>Water Footprint</b>					
Gallons of water used for domestic operations	3.113B	3.046B	3.089B	2.702B	2.600B
<b>Water Intensity</b>					
Gallons/\$ thousand revenue	24.18	23.75	21.04	19.87	19.74
Gallons/petabyte network traffic <sup>2</sup>	49,007	39,918	26,821	25,225	19,250
<b>Fleet</b>					
<b>Fleet Operations</b>					
Percent decrease in AT&T fleet GHG (2008 baseline) <sup>3</sup>				12	20.1

<sup>2</sup> Prior to 2015, AT&T reported as gallons/terabyte network traffic.

<sup>3</sup> In 2016, AT&T re-focused its strategy to include a new goal to lower AT&T fleet emissions by 30% by 2020 from our 2008 baseline. Moving forward, we are now tracking emissions reductions related to fleet rather than total alternative fuel vehicles by type. Please see our [Company Fleet and Transportation issue brief](#) for more details.

**PLANET****2013****2014****2015****2016****2017****Energy****Electricity**

Total electricity use (MWh)	15.0M	15.1M	15.1M	15.4M	15.4M
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**Energy Intensity**

Intensity of data carried on our network (MWh electricity/petabyte network traffic)	233	186	145	139	128
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Energy intensity (MWh electricity/\$ billion revenue) <sup>4</sup>	114,686	113,863	101,163	94,313	91,122
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**Alternative Energy**

Solar + fuel cell capacity (MW)	19.8	22.5	25.9	39.9	50.8
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Solar + fuel cell production (kWh)	134.6M	154.3M	187.8M	290.4M	391.0M
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**Energy Projects**

Energy projects implemented (approx.)	4,500	3,900	15,050	25,000	18,000
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Annualized energy savings from energy projects	\$40M	\$84M	\$119.1M	\$101M	\$148M
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<sup>4</sup> Electricity use is the numerator and is a proxy for total energy use. Network data traffic volume is the denominator and is a proxy for our production.

**PLANET**
**2013**
**2014**
**2015**
**2016**
**2017**
**Waste**
**Total Waste<sup>5</sup>**

Pounds of waste managed by AT&amp;T

444M

Pounds of waste recycled

149M

Percent of waste recycled

33.6

**E-waste**

Number of broadband devices reused or recycled

Approx. 4.6M

Number of computers, monitors, servers and other equipment that were donated, recycled or reused

&gt;79,000

&gt;91,000

&gt;100,000

&gt;68,000

&gt;70,000

Number of cell phones reused or recycled

Approx. 4.5M

Approx. 4.3M

Approx. 7.3M

Approx. 6.98M

Approx. 8M

Number of U-verse set-top boxes (STBs) reused or recycled

Approx. 2.8M

Approx. 5M

Number of DIRECTV STBs reused or recycled

&gt;12.1M

&gt;12.6M

<sup>5</sup> Improvements to our waste data tracking now allow us to report total waste managed. Our total waste and recycling figures, and the diversion rate thereof, represent all waste accounted for through our general solid waste, investment recovery, and hazardous waste programs. For data by waste type, see our [Waste Management](#) issue brief.

## POSSIBILITIES

2013

2014

2015

2016

2017

### Philanthropy

#### Giving in Our Communities

Amount of corporate, employee, social investment and foundation giving

Arts and Culture	\$7.8M	\$4.9M	\$6.5M	\$6.2M	\$4.8M
Civic and Community	\$19.4M	\$21.5M	\$29M	\$34.1M	\$33.7M
Education	\$64M	\$68.9M	\$87M	\$67.9M	\$86.4M
Health and Welfare	\$38.9M	\$31.6M	\$34.1M	\$31.1M	\$31.1M
<b>Total</b>	<b>&gt;\$130M</b>	<b>&gt;\$126.9M</b>	<b>\$156.6M</b>	<b>\$139.3M</b>	<b>\$156M</b>

### Volunteerism

#### Employee volunteering

Number of hours volunteered through employee volunteer programs <sup>6</sup>	>1.41M	>1.59M	>1.66M	>1.63M	>1.78M
Dollar amount associated with volunteerism <sup>7</sup>	>\$118M	>\$126M	>\$124M	>\$129M	>\$42M

#### Employee Giving

Amount of employee giving pledged through Employee Pledge Campaign	>\$35M	>\$36.4M	>\$37.45M	\$40.8M	\$31.6M
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<sup>6</sup> In past years we included retirees in our reporting for volunteer hours. Beginning with this year's report, we will be reporting on employee hours only.

<sup>7</sup> The financial equivalent is determined by using \$24.14 per volunteer hour, which is based on the 2016 industry standard from Independent Sector, a leading nonprofit organization that determines the financial equivalent for a variety of volunteer initiatives.