

People  
Planet  
Possibilities



# 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 2016 unless otherwise noted.

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



	2012	2013	2014	2015	2016
<b>People</b>					
<b>Network Reliability</b>					
<b>Network Reliability</b>					
Investment in wired and wireless networks	Nearly \$20B	\$21.2B	>\$21B	\$21B	\$22.4B
<b>Responsible Use of Technology</b>					
<b>Promoting Safety</b>					
Cumulative pledges to keep eyes on the road and not on the phone through the <i>It Can Wait</i> ® campaign	>1.3M	>4M	Nearly 6M	>7.5M	>15M
<b>Disaster Response</b>					
<b>Disaster Recovery</b>					
Investment in Network Disaster Recovery program — cumulative since 1992	\$600M	>\$600M	>\$600M	>\$600M	>\$600M
Working hours spent on Network Disaster Recovery — cumulative since 1992	125,000	135,000	>135,000	>140,000	>145,000
<b>Workforce</b>					
<b>Employee Health &amp; Welfare</b>					
Number of employees, retirees and dependents afforded health and welfare benefits	1.1M	1.2M	1.1M	1.2M	1.1M
<b>Provide Quality Jobs</b>					
Percentage of union-represented employees	55	55	53	50	49
<b>Employee Retention Rate</b>					
Percent retention of total 50-state workforce: Women	87	86	88	85	82
Percent retention of total 50-state workforce: People of color	88	88	90	88	83



	2012	2013	2014	2015	2016
<b>Employee Training</b>					
Amount invested in direct employee training development programs; development reviews	\$280M	>\$280M	\$250M	\$230M	\$250M
Amount invested in tuition assistance for both management and non-management employees	Nearly \$27M	Nearly \$25M	>\$30M	>\$31M	>\$34M
Percent of employees receiving regular performance and career development reviews	100	100	100	100	100
Percent completion rate on Code of Business Conduct training for all employees	99.7	99.6	99.6	99.4	98
<b>Employee Safety</b>					
AT&T's OSHA total recordable occupational injury and illness rate (per 100 employees)	1.75	1.75	1.75	1.62	1.75
<b>Workforce Diversity</b>					
Women (Percent of total U.S. workforce)	38	36	35	33	32
People of color (Percent of total U.S. workforce)	39	40	41	42	43
Women (Percent of total U.S. management)	38	37	37	37	35
People of color (Percent of total U.S. management)	32	33	35	34	37
<b>Supply Chain</b>					
<b>Supplier Diversity</b>					
Spend with minority, women, service-disabled veteran and LGBT business enterprises	\$12.8B	\$15.5B	\$16.5B	\$13.7B	\$14.2B
Percent of total spend with minority, women, service-disabled veteran and LGBT business enterprises	23.96	28.05	27.45	24.06	18.83 <sup>1</sup>

<sup>1</sup> Excluding content & programming, spend with minority, women, and service-disabled veteran and LGBT business enterprises is 24.30%.



	2012	2013	2014	2015	2016
<b>Planet</b>					
<b>Innovation</b>					
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Average number of patents (U.S. and foreign) received per business day	>3	>3	>4	>5	>5
Cumulative investment in development of new ideas generated through The Innovation Pipeline, cumulative since 2009	\$35M committed	\$38M committed	\$44M committed	\$44M committed	\$45M committed
Cumulative number of app prototypes developed at AT&T Hackathons	>450	>1,000	>1,500	>1,000	>1,000
<b>Supply Chain</b>					
<b>Supply Chain Scorecard</b>					
Average score of top suppliers on the balanced C&S Scorecard (percent)	62	63	>70	>74	80.3
<b>Greenhouse Gas (GHG) Emissions</b>					
<b>Carbon Footprint</b>					
Domestic company-wide greenhouse gas (GHG) emissions (metric tons CO <sub>2</sub> -equivalent)	8,839,290	9,100,170	9,232,009	8,663,907	11,599,625
Domestic and international company-wide greenhouse gas (GHG) emissions (metric tons CO <sub>2</sub> -equivalent)	8,912,080	9,165,124	9,313,886	8,745,810	12,275,951
<b>GHG Intensity</b>					
mtons CO <sub>2</sub> -e/\$ million revenue	69.93	71.18	70.32	59.05	54.20
mtons CO <sub>2</sub> -e/Petabyte of data	170.67	144.27	119.00	75.94	79.90



	2012	2013	2014	2015	2016
<b>Water</b>					
<b>Water Footprint</b>					
Gallons of water used for domestic operations	3.282B	3.113B	3.046B	3.089B	2.702B
<b>Water Intensity</b>					
Gallons/\$ thousand revenue	25.75	24.18	23.75	21.04	19.87
Gallons/Petabyte network traffic <sup>2</sup>	62,853	49,007	39,918	26,821	25,225
<b>Fleet</b>					
<b>Fleet Operations</b>					
Percent decrease in AT&T fleet greenhouse gas emissions (2008 baseline) <sup>3</sup>					12
<b>Paper</b>					
<b>Paperless Billing</b>					
Approximate total number of paperless-billed customers	18.7M	20M	20.9M	21.2M	26.6M
<b>Paper Consumption</b>					
Weight of paper purchased for AT&T Mailing Solutions (pounds)	26.2M	22.9M	21.4M	19.2M	25.7M
Percent decrease in weight of paper purchased for AT&T Mailing Solutions from 2010 baseline	34.8	43	46.8	52.3	50.3

<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.



	2012	2013	2014	2015	2016
<b>Waste</b>					
<b>Solid Waste from Network Infrastructure as Managed by Global Supply Chain</b>					
Pounds of network “scrap” materials kept out of landfills	47.3M	48.7M	48M	54M	>51.1M
Percent of operational waste handled by the Investment Recovery Center that is recycled	>94	>95.6	96	>96	>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	36,874	26,411
Percent of non-hazardous office waste diverted from landfills	21	28	>29	26	29.5
<b>Regulated Waste</b>					
Tons of waste managed by the AT&T Resource Recovery Center (including universal and hazardous waste)	12,700	14,000	24,300	13,000	34,542
Percent of such waste recycled	>70	>51	78	69	86
<b>E-waste</b>					
Number of computers, monitors, servers and other equipment that were donated, recycled or reused	77,000	>79,000	>91,000	>100,000	>68,000
Number of cell phones reused or recycled	Approx. 3.1M	Approx. 4.5M	Approx. 4.3M	Approx. 7.3M	Approx. 6.98M
Number of U-verse set-top boxes (STBs) reused or recycled					Approx. 2.8M
Number of STBs (DIRECTV) refurbished					>9M
Number of STBS (DIRECTV) recycled					Approx. 2.7M



	2012	2013	2014	2015	2016
<b>Energy</b>					
<b>Energy Intensity<sup>4</sup></b>					
Intensity of data carried on our network (MWh electricity/Petabyte network traffic)	281	233	186	145	139
Energy intensity (MWh electricity/\$ billion revenue)	114,599	114,686	113,863	101,163	94,313
<b>Alternative Energy</b>					
Solar + fuel cell capacity (MW)	11	19.8	22.5	25.9	39.9
Solar + fuel cell production (kWh)	68.3M	134.6M	154.3M	187.8M	298M
<b>Energy Projects</b>					
Energy projects implemented	5,600	4,500	3,900	15,050	25,000
Annualized energy savings from energy projects	\$65M	\$40M	\$84M	\$119.1M	\$101M
<b>Electricity</b>					
Total electricity use (MWh)	14.7M	15.0M	15.1M	15.1M	15.4M

<sup>4</sup> The values in this table for 2014 and 2015 are restated Energy Intensity values, which previously read 189 MWh/Petabyte and 129 MWh/Petabyte respectively. This is due to U-verse estimation methodologies and data sources that have evolved from providing very coarse estimates, since inception and through 2015, to use of the IP Analytics portal in 2016. As of January 2016, U-verse data is now more accurate than it has ever been, though it is actually much lower than anticipated. The improved U-verse TV traffic data methodology has now been used regressively to recalculate the Energy Intensity that would have been reported from January 2014 to present. Some portions of the traffic data volume are measured, while others must be estimated. As AT&T continually works to transform and innovate its networks, so too, the methods for measuring and estimating traffic data volume have evolved and improved. This more accurate view of network traffic data volume is the reason that we see the 2016 Energy Intensity value not comport to the same trajectory as in prior years.



	2012	2013	2014	2015	2016
<b>Possibilities</b>					
<b>Philanthropy</b>					
<b>Giving in Our Communities</b>					
Amount of corporate, employee, social investment and foundation giving					
Arts and Culture	\$7.8M	\$7.8M	\$4.9M	\$6.5M	\$6.2M
Civic and Community	\$25.4M	\$19.4M	\$21.5M	\$29M	\$34.1M
Education	\$64.3M	\$64M	\$68.9M	\$87M	\$67.9M
Health and Human Services	\$33.9M	\$38.9M	\$31.6M	\$34.1M	\$31.1M
<i>Total</i>	<b>\$131.4M</b>	<b>&gt;\$130M</b>	<b>\$126.9M</b>	<b>\$156.6M</b>	<b>\$139.3M</b>
<b>Volunteerism</b>					
<b>Activate Employees to Volunteer</b>					
Number of hours volunteered through employee and retiree volunteer programs	>5.8M	>5.3M	>5.6M	>5.4M	> 5.4M
Dollar amount associated with volunteerism <sup>5</sup>	>\$129M	>\$118M	>\$126M	>\$124M	>\$129M
<b>Employee Giving</b>					
Amount of employee giving pledged through annual Employee Giving Campaign	>\$33M	>\$35M	>\$36.4M	>\$37.45M	\$40.8M

<sup>5</sup> The financial equivalent is determined by using \$23.07 per volunteer hour, which is based on the 2015 industry standard from Independent Sector, a leading nonprofit organization that determines the financial equivalent for a variety of volunteer initiatives.