



# UK Gender Pay Gap Report

April 2023

"We are dedicated to creating a work environment where all employees have the opportunity to excel and achieve their full potential, with the knowledge that they are being compensated equitably. We have created an environment of gender pay equality on a global scale, guaranteeing that employees with similar roles, experience, tenure, and location are remunerated equally, regardless of gender. Our commitment to fostering a culture where every individual feels appreciated and respected for their contributions has enabled us to attract the best talent, promote employee satisfaction and engagement, and ultimately build a robust and sustainable business."

A handwritten signature in black ink, appearing to read "Andy Gillett".

**Andy Gillett**, UKI General Manager

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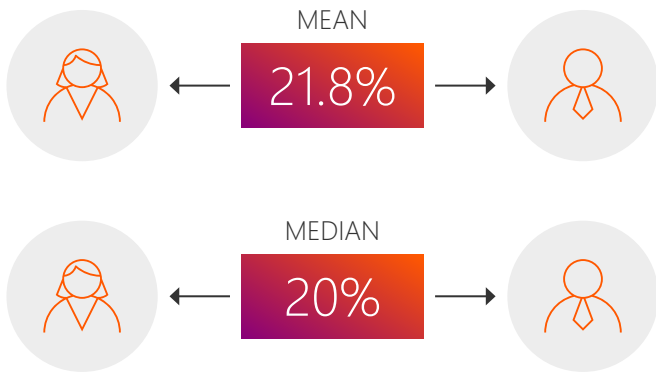
At Avanade, we are on a journey toward equality by pursuing bold and ambitious strategies to eliminate the gender gap at every level. Our goal is to make a genuine human impact and sustain high performance by being representative of the markets and our clients, and creating a culture where everyone can be and do their best.

Avanade first published its gender pay gap report in 2018, setting out our commitment to Inclusion, Diversity & Well-being, and driving positive change within our company, and the communities in which we live and work.

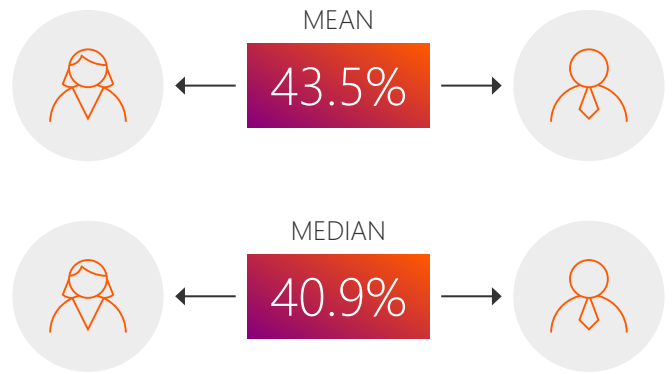
Through our efforts to drive impactful, positive changes within the inclusion space, with a focus on gender, we have seen significant changes in Avanade's population demographics. Our female representation and population have grown consistently year on year, outpacing the growth of our male representation. This growth is due to conscious changes Avanade has implemented throughout its hiring practices, ensuring diversity is put first through gender neutral job postings, mandatory inclusion and unconscious bias training for all hiring managers, and candidate and interview slating guidelines.

# Our results

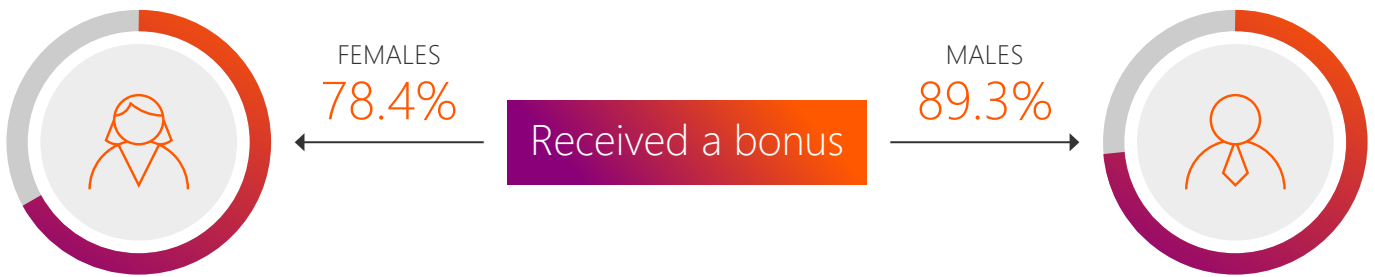
## Gender pay gap



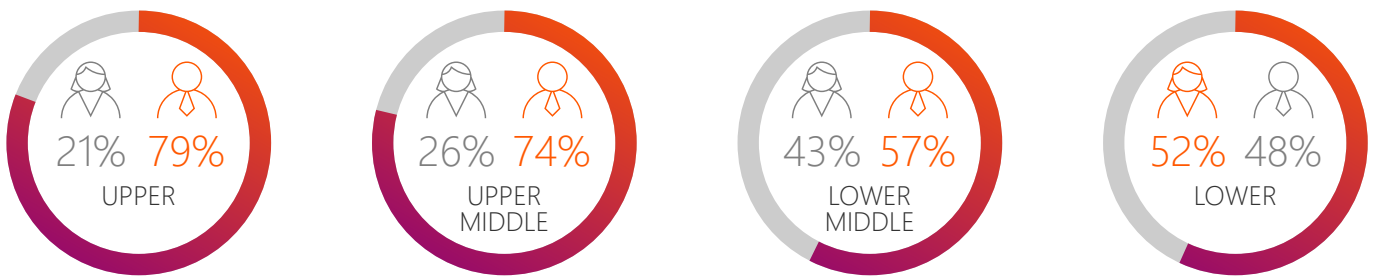
## Gender bonus gap



## Percentage of employees receiving a bonus



## Employees on pay quartiles



## Equal pay

The government's gender pay gap analysis measures the difference between average male pay and average female pay as a proportion of the average male pay within an organisation. This, therefore, reflects the distribution and relative proportion of men and women across all roles within an organisation. The report is different from pay equity analyses, which takes into consideration factors including job level and title. At Avanade, we have always been committed to equitable compensation practices and equal pay for equal work, regardless of gender.

# Building a sustainable approach

Avanade has consciously pushed the boundaries of traditional recruitment, by recognising the role we play in creating and expanding new talent pools and capabilities within the market as leaders in technology. With industry challenges in mind, Avanade is focused on increasing senior female representation, whilst investing in early talent recruitment such as internships, apprenticeships and graduate schemes, as a sustainable approach and catalyst for nurtured progression throughout the organisation into more senior roles for women.

Furthermore, through investment into external partnerships with schools, universities, and government programmes, we have opened doors for future generations to build a career in technology. In addition, our Returnship Programme creates opportunities for women to return to the workforce after taking an extended break from the world of work, providing support and training for women to succeed in their new roles and addressing the low percentage of women returning to work due to parental and care-giving responsibilities.

Whilst we know this sustainable, strategic approach might regress the gender pay gap in the short-term, Avanade continues this journey and believes that actions we invest into now will help achieve a reduced gender pay gap and a more gender-balanced workforce in the future.

## The Way Forward

### What are we doing to close our gender pay gap?



#### Talent attraction

Focus on Early Talent with 50% entry level hires to be female (intern, apprentice, graduate)

Supporting female students in STEM with existing University partnerships



#### Progression

Leadership programmes for women from junior to senior levels

Talent reviews focused on building the next generation of leaders

Sponsorship Programme for mid-level high potential females

Focused lens on processes including promotion, succession planning and pay review

Formal and informal mentoring at all levels



#### Senior talent

Strategic succession planning for UK roles

Pan-European dedicated Diversity Recruitment and Sourcing specialists to accelerate progress

Women Returnship Programme

Signatories of the Tech Talent Charter to influence change at industry level

Active Female Ambassador Network



#### Thriving at Avanade

Enhanced maternity and adoption leave pay

Menopause policy

Increased flexibility in our approach to the future of work

Women's Employee Network & Working Parents Group

A strong employee-led forum focused on gender parity and relevant initiatives

### Yasmin Ahmed, UKI HR Director:

"Fostering an equitable and inclusive environment is a strategic imperative at Avanade. Our focus remains on making opportunities to build a career at Avanade, accessible to all. Our efforts to build greater gender balance within our workforce have generated a strong talent pipeline at junior and middle management levels, with the opportunity now to really harness that talent and develop succession for senior roles."

I, Yasmin Ahmed, Senior Director, UKI HR, confirm that the information in this statement is accurate.

Signed,

# Voices from Women in Avanade



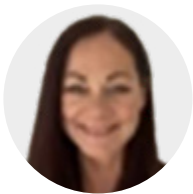
**Kavita Bhavsar**  
Solution Architect

"I joined Avanade in Autumn 2021 as part of the Reignite Returners programme after a career break of almost 10 years. My experience with Avanade from the interview and screening process until today has been simply amazing; it feels like second a home.

Avanade's leadership and senior colleagues have continuously supported and motivated me over the past two years, ensuring my career progression through mentoring and advice. Furthermore, there are countless opportunities and resources for self-development, learning and growth within the organization.

I have been part of the Women's Employee Network right from the moment I joined, and now co-lead a networking event organised twice a year. I am looking forward to being part of the 'Pay it forward' Mentorship Programme, and initiative that will help us learn from each other by sharing experiences and insights, to further develop professional skills.

I truly believe Avanade's core principles of creating a future to inspire greatness and accelerating impact in line with having a growth mindset is making a real difference in our community."



**Rachael Patricia Bristow**  
Workplace Advisory Consultant

"I joined Avanade in October 2022 as a career returner after a substantial break to raise my children. An inflexible approach from my previous employer meant I had to pause my career to meet my family's needs at the time. I was looking for a company that would value my skills and experience, and provide me with the opportunity to grow and learn, and I am delighted to have found that at Avanade. Since joining Avanade, I am now enjoying the rewarding and fulfilling career that I always wanted.

As a woman, I feel valued and respected at Avanade. I am so appreciative of the opportunity I have been given to achieve my career aspirations, and I want to help other women realise that they too can absolutely have the same opportunities. I have joined the Women's Employee Network at Avanade as I want to help inspire and empower women to pursue their goals and feel supported along the way. Avanade is the right place to be if you want to achieve those ambitions in my opinion."

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## About Avanade

Avanade is the leading global provider of digital, cloud, AI and advisory services, industry solutions and design-led experiences across the Microsoft ecosystem. Founded in 2000 as a joint venture between Accenture LLP and Microsoft Corporation, Avanade has more certifications, Gold-level competencies and most valued professionals (MVPs) than any other Microsoft partner. Every day, our 60,000 professionals in 26 countries innovate responsibly to make a genuine human impact for our clients, their employees and their customers. Learn more at [www.avanade.com](http://www.avanade.com).

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