

Gender Pay Gap Report

April 2021



"Avanade's Inclusion & Diversity vision is to be recognised as one of the most inclusive organizations in the world. We have a culture that is diverse, equitable, and inclusive, where difference is valued and celebrated. Our actions are built around three strategic pillars: Increasing Representation, Limitless Learning, and Engagement. The talent pipeline doesn't just stop with the initial hire into Avanade – it extends to the talent we develop and promote throughout our people's careers."

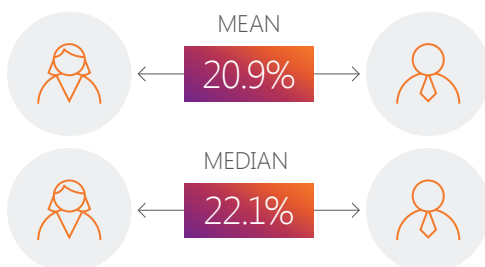
Andy Gillett, UKI General Manager

At Avanade, we remain committed to our Inclusion & Diversity approach and are working hard towards our pay equity goals. We have seen real change in our population demographics as a result of this focus, with the representation of women growing year on year across all levels both in the UK and globally. Whilst we recognise we have more work to do, we have been pleased with the results we've accomplished over the last few years. We have seen an increase in female representation on our Board of Directors from 17% to 60%, in our Executive Committee members from 23% to 45%, and with our female executive leaders from 22% to 26%.

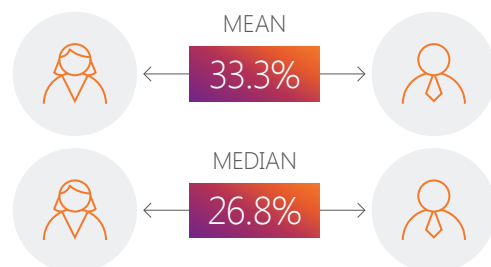
Over the past year, we have continued our efforts in attracting and expanding our pipeline of talent, retaining and empowering our people by building an inclusive culture, offering flexible working, talent and leadership development, and supporting our clients through diversity.

Our Results

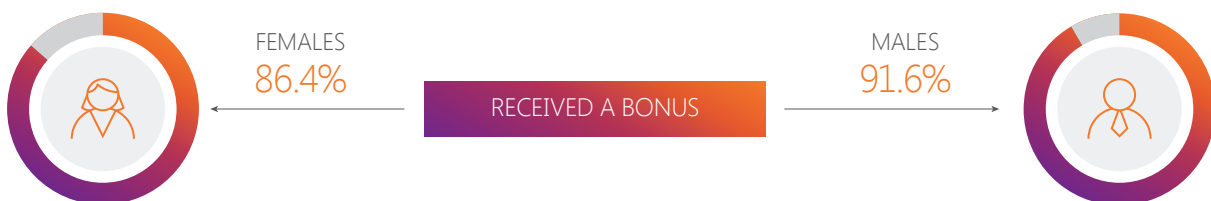
Gender pay gap



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 the average male pay and the 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. It does not take 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, race, or ethnicity.

Hiring junior female talent to nurture into senior leadership

At Avanade, we are working to both eliminate the gender pay gap and increase female representation at all levels across our business. We have made strong progress in female representation at our most senior leadership levels with our Executive Committee now at 45% female membership and our female executive leaders increasing from 22% to 26% in the past year. We are mindful of our current need to attract diverse talent into entry- to mid-level roles. We are especially focused on investing in and nurturing early-talent, which we believe will deliver the most sustainable approach to addressing our pay gap and will result in lasting change for Avanade, as more women grow their careers and advance to senior and leadership positions in the company. With this approach, we recognise that closing the gender pay gap may take more time, but over the medium- to long-term, it will reduce and ultimately be eliminated.

To help us achieve these goals we have a number of programmes specifically focused on attracting female talent into the organisation. By making focused changes to our hiring practices internally and putting diversity first, including using gender neutral job postings, mandatory inclusion and unconscious bias training for all hiring managers, and candidate and interview slating guidelines, we are creating meaningful impact over time.

Furthermore, we are focused on a sustainable approach as a true catalyst for change and are investing heavily in our early talent hiring to build capabilities and scale our workforce to meet the demands of our clients. We have taken a creative approach to hire larger classes of graduates through an academy programme that involves deep technical training, skills building, and project experience during their first twelve months.

Programmes to retain and develop women at Avanade

While we continue to hire women into senior and leadership roles, we know this will only have a short-term positive impact on our gender pay gap. We are executing several programmes and initiatives to both nurture our current female leadership as well as nurture and develop more junior talent. These include:

- Continued commitment to execute and grow our female Leadership Programme and our Sponsorship Programme for mid-level high-performing women
- We have expanded our global training resources with two mandatory all-employee courses on unconscious bias and antiracism. In addition, all recruiters, hiring managers, and 100% of our Executive Committee are 'Licensed to Hire' after receiving diversity interview training, equipping them with the skills to mitigate the impact of bias in our selection system
- We continue to build a family-friendly culture through the launch of our 'New Ways of Working' programme. This provides people with the opportunity to make personal choices about where, when, and how they work and to continue to deliver excellence for our clients and for themselves. Whilst our flexible approach is not solely focused on women, the ability to offer more flexibility within our consulting practices removes barriers for women and enables them to stay in the workforce
- Global initiatives such as our Women's Employee Network provide the opportunity for women in our organisation to connect, share and learn as we continue to educate and raise awareness and increase allyship and understanding across Avanade
- At Avanade we believe that we have a responsibility to leave the technology industry much more inclusive and diverse than we all found it. We are focused externally through initiatives such as our Returnship Programme targeting those who may have been out of the workforce for an extended period on maternity leave or caring for dependents; our Convert to Tech Programme which welcomes women who are looking for a career change and our STEM Scholarship programme which has allowed us to award nine scholarships to female STEM scholars over the past seven years in the UK.



Attract

- Minimum target of 45% hires to be female
- Focus on Early Talent with 50% entry level hires to be female (apprentice, graduate)
- Supporting female students in STEM with existing University partnerships
- Interrupting Bias through:
 - Gender neutral job postings
 - Guidelines to ensure gender-balanced shortlist and hiring representation
 - Mandatory Unconscious Bias & Diversity training for all hiring managers and key stakeholders
- Pan-European dedicated Diversity Recruitment and Sourcing specialists to accelerate progress
- Women Returnship Programme & Convert to Tech Programme
- Market recognition through Top Employer
- Signatories of the Tech Talent Charter to influence change at industry level



Progress, Develop & Retain

- 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
- Enhanced maternity and adoption leave pay
- Introduced menopause policy



Thriving in an inclusive environment

- Leadership Commitment to diversity metrics to help drive change (KPIs)
- Organisational value which acknowledges that diversity is 'everybody's responsibility'
- Increased flexibility in our approach to the future of work
- Women's Employee Network Group & Working Parents Group
- Celebrating our senior female role models both internally and externally
- A strong employee-led forum focused on gender parity and relevant initiatives
- Female Ambassador Network
- Membership to platforms like every woman for additional leadership development

We are proud of the initiatives we have put in place but recognise that we need to continue to make further progress to reduce our gender pay gap. We continue to be committed in our focus on increasing female representation at all levels at Avanade. We are committed to creating a truly diverse and inclusive work environment where everyone can bring their whole selves to work and have equal opportunities to grow and succeed. Achieving greater gender balance across our organisation is an important part of this. We know that this ambition takes time and will only be achieved by continued focus and dedicated effort over the long-term. We are confident we have the right programmes in place to help us to continue to make meaningful progress.

Nathalie Cousseau, UKI HR Director:

'We want everyone at Avanade to feel trusted, valued, and comfortable being themselves. We are proud of our diverse and gender-balanced team who contribute not only to our bottom line and our clients but also to the positive workplace culture that Avanade is known for. We have positive plans in place, that will over time, help drive change in this area.

I confirm that the data contained within this report is accurate and meets the requirements of the gender pay gap reporting regulations.'

Signed,

Voices from Women in Avanade



Magdalene Amegashitsi

Manager, Digital Advisory

Joined March 2017

'I started at Avanade in 2017, as a young woman in the middle of a divorce, having become a single parent to a baby and a toddler. I knew I had to rethink what career paths I needed to take. I decided to follow a path toward working in data and AI. I studied hard and started working with a multi-national oil company leading a team creating an analytics and AI platform whilst advising on transformational projects pivotal to the business strategy. Then in 2019, together with nine other women, I was part of the first Horizon High Potential Female Programme in UKI. This focused on developing leadership skills to support my progression. I was also given a mentor who gave me the self-belief to learn that I am more than just a data scientist. This led to my passion to support young people to get into STEM programmes and tech and create a better future for both women and men. I am so proud to share that I am now the UKI Women's Employee Network Co-Lead. Our objectives are to inspire and empower women in Avanade and provide the opportunity for women to connect, share and learn together. I am so grateful that Avanade gave me the opportunity to grow both professionally and personally.'



Kai Siekmeier

Analyst, Data Engineering

Joined July 2021

'If you had told me three years ago that I would be working as a woman in a STEM role, I would never have believed you! Today, I am working as an analyst in the data engineering team. I am so lucky to be working with people who have a lot more experience than I have, but who take the time to explain things that I don't understand in a simple and straightforward way. This gives me the opportunity to learn more about the role and gives me self-confidence both for myself and for my job. I feel so lucky because I have the opportunity to learn so much and this is what I value the most from being part of the Avanade family.'



Harriet Grace

Analyst, Change Enablement

September 2021

'Working in the organisational change management space, the thing that I value the most about the work I do for Avanade is being able to make a genuine human impact in terms of the excitement that employees are feeling for the tech transformation that is happening in their organisation. For some people, tech transformation can feel quite daunting, especially in terms of the impact it may have on the way people are used to working. So, to be able to alleviate some of that anxiety through regular and effective communication or training is really rewarding for me. I really enjoy what I do, and Avanade has given me the skills and confidence to support people effectively as we move through various transformation programmes.'



Molly Bland

Analyst, Data Engineering

Joined July 2021

'Avanade has a real focus on upskilling people. When you work in technology, things change so quickly and it's important to stay up to date with the newest technologies. Here at Avanade, we always have access to the latest changes, that's a real positive about working here. Also, it is a flat organisation so no matter how senior someone is, they are always willing to chat with you and get to know you. That's another thing I really love about the culture here at Avanade. Everyone is super friendly, and since I joined in July 2021, I have met so many wonderful people, so it is great to have a social work environment too. Also, if you ever have an issue, everyone is always so willing to help you, whether it's something you're struggling with on your project or something else. People are always willing to help you out. Also, you are not expected to overwork. I would say it's easy to maintain a good work-life balance at Avanade and I always feel appreciated for what I do.'



About Avanade

Avanade is the leading provider of innovative digital, cloud and advisory services, industry solutions and design-led experiences across the Microsoft ecosystem. Every day, our 56,000 professionals in 26 countries make a genuine human impact for our clients, their employees and their customers. Avanade was founded in 2000 by Accenture LLP and Microsoft Corporation. Learn more at www.avanade.com.

North America

Seattle
Phone +1 206 239 5600
America@avanade.com

Europe

London
Phone +44 0 20 7025 1000
Europe@avanade.com

Asia-Pacific

Sydney
Phone +61 2 9005 5900
AsiaPac@avanade.com