

Avanade Gives Annual Community Report

September 2015





Avanade is committed to helping close the gender, technology and income gaps for women to better enable them to realize their full potential.

In 2000—15 years ago—Avanade first opened its doors for business. Since then, we have experienced many milestones—in technology, in client relationships, and in our own evolution as a company. This year, we welcomed our 25,000th colleague to the team. We grew our business to more than \$2 billion and 600 clients. And we launched a global corporate citizenship effort around a key area of need.

Corporate citizenship is critical to Avanade’s ability to continue our legacy of innovation, superior technology services and realizing results. Partnering with individuals and organizations to overcome challenges and achieve a shared goal is what we do. Applying our penchant for innovation, our fondness of technology, and our passion for tangible outcomes within the non-profit sector will ignite new sources of creativity and energy in our people. Expanding our focus beyond our clients and into our communities speaks to our larger sense of purpose and commitment.

I am proud of what we have accomplished in the first year of our formal global effort. We are building upon the strong volunteering and giving that happens in our local offices. Within these pages, you will learn about where we are focusing our time and investment at a corporate level. You will discover our unique scholarship program and an endowment honoring my close friend and predecessor as CEO of Avanade, Mitch Hill. You will find out about the generosity of our people, who give time and money to improve lives within our local and global communities.

Throughout this Avanade Gives Annual Community Report, you will see images of open hands holding hearts. These pictures reflect our approach to corporate citizenship at Avanade—and our approach to many other aspects of our business as well. We step forward openly and willingly, ready to offer what we have and confident that everyone—our people, our clients and our non-profit recipients and partners—will feel good about the results.

Regards,

Adam Warby
Chief Executive Officer

Corporate citizenship steering committee

This group of leaders represent Avanade's geographic reach as well as all areas of our business. Together, the steering committee helps chart the course for Corporate Citizenship at Avanade.



Adam Warby
Executive Sponsor
Chief Executive Officer



Vikki Leach
Director, Avanade Corporate
Citizenship



Manisha Bhattacharya
Portfolio & Delivery
Management, India



Chris Buckley
Global Business Operations



David Carlino
Regional Executive, Heartlands



Anna Di Silverio
General Manager, Italy



Jeyan Jeevaratnam
Chief Growth Officer—APAC



Chris Miller
Chief Information Officer



Stephen Kelly
Chief Human Resources and
Leadership Officer



Laurent Masson
Deputy General Counsel



Richard O'Reilly
Business Management
and Integration



David Oskandy
General Counsel



Corine Vives
Country Manager, Spain



Dion Walker
Chief Financial Officer—APAC



Niamh Whelan-Reiter
Corporate Communications

A close-up photograph of a pair of hands, palms up, holding a smooth, white, heart-shaped object. The background is a blurred, sandy surface, suggesting a beach. The lighting is warm and natural, highlighting the texture of the skin and the smooth surface of the heart.

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Our commitment



Closing gaps to open up opportunities for women

Avanade strives to be the leading digital innovator, drawing upon the power of people and the Microsoft ecosystem to help our clients and their customers move forward. Ahead of customer expectations, ahead of the competition, ahead of the next wave of technology. We work with clients to determine where they want to go and realize results that will get them there.

With Corporate Citizenship at Avanade, we expand our focus toward realizing results for people and communities who are struggling to catch up—never mind getting ahead. This focus is in keeping with our Avanade core values:

- We change things for the better
- We believe everyone counts
- We innovate with passion and purpose
- We deliver with excellence
- We act with integrity and respect

Where to start?

Deciding to change the world for the better is easy. Knowing where to start is a bit more of a challenge. We knew we wanted to focus our attention to generate the greatest impact and to bring together our people behind one global cause. We looked at areas of need, areas of attention for our alliance partners, and areas that affect our own people. We landed in an area of focus that encompasses half of the world's population, and has the power to drive positive change into the rest.

Avanade is committed to helping close the gender, technology and income gaps for women to better enable them to realize their full potential.

Avanade is drawn to closing gaps for women for two main reasons. First, social science has repeatedly shown the power women hold as catalysts to sustainable community change. Second, working in technology, we experience the gender gap every day, and we want to be a part of bringing more women into science, technology, engineering and math (STEM).

We want to enhance women's lives in the communities where we operate by providing skills and technology, supporting our passion for technology, our desire to give back, and our dedication to realizing results.

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Women in the world

- Women work nearly two-thirds of the world's working hours and produce half of the world's food. At the same time, women only earn 10 percent of the world's income and own less than 1 percent of the world's property.
- Keeping a girl in primary school can increase her earning potential by anywhere from 8 percent in the United States to 27 percent in India.
- Women living in poverty are more likely to invest their earnings into their families than men (on average 80 cents per dollar for women versus 30 cents for men).
- After monitoring the gender gap for nine years, The World Economic Forum's Gender Gap report suggests we will have to wait 81 years for gender parity in the workplace.
- The gender gap for economic participation and opportunity now stands at 60 percent worldwide.

Women in STEM

- Women compose 30 percent of the STEM workforce globally; 25 percent in the United States.
- Women in STEM earn, on average, 33 percent more than women in non-STEM careers. And the wage gap between men and women is smaller in STEM professions.
- Women with a STEM degree are less likely than their male counterparts to work in a STEM occupation. They are more likely to work in education or healthcare.

We will work with all men and women across Avanade to help address fundamental inequities. Together, we will seek to empower and upskill women of all ages, and provide access to technology to help each individual move forward.

We are a high tech company that delivers high tech solutions that are used by men and women in their day-to-day activities. The more balanced our teams are in terms of gender, the better the solutions we deliver.

—Mauro Pedro de Silva, manager, São Paulo



15 for 15



Opening new avenues for next generation technology leaders

Our world is increasingly digital, as more businesses and people come online to learn, interact and transact. With technology as an undeniable force in shaping how the world works and lives, the future is bright for those who are helping shape technology.

As a leading Microsoft technology services provider, we have a unique appreciation of technology and its potential. As we continue to grow, we need to embrace a full complement of ideas and perspectives—a fullness that can only come through embracing diversity and fostering an inclusive environment.

Yet for all our hopes of closing our own gender gap—and the recruiting, training and mentoring programs we have in place—we are limited by a shortage of women pursuing degrees in science, technology, engineering and math (STEM). According to UNESCO and the Organization for Economic Co-operation and Development, fewer than 20 percent of computer

science graduates worldwide are women. Women are even less represented in engineering in high-income countries. In the U.S., U.K. and Germany, fewer than one in five graduates are women.

Where others see problems, Avanade sees opportunities.

15 for 15: The Avanade Scholarship Program

While we cannot remove all the barriers to women who want to pursue STEM degrees, we believe we have the power to help lower some. Therefore, in celebration of Avanade's 15th anniversary as a company, we have initiated a program to invest in the future of women.

In the coming school year, 15 women will receive university scholarships for their studies in science, technology, engineering or math (STEM) and kick-start their careers. Five women at each of this year's participating universities, the University College London, University of Pretoria, and California Polytechnic Institute of Pomona (CalPoly Pomona), will receive financial support from Avanade during their university tenure. These scholars are women who might not otherwise be financially able to pay for a university degree in the expensive settings of South Africa, the United Kingdom and the United States.

The 15 for 15 Avanade Scholarship Program is a long-term commitment by Avanade to building a network of next-generation technology leaders. In addition to a three to five year scholarship to enable each woman the opportunity to complete her degree, Avanade will provide mentoring, a support network and ultimately an alumni network for these young women as their education and careers grow.

Our intention is for 15 for 15 to grow as well, expanding to more women, more educational opportunities and more countries. We envision a thriving network of 15 for 15 scholars who can serve as role models for young women who are considering a career in STEM.

"Education: Distribution of Tertiary Graduates by Field of Study" (UNESCO Institute for Statistics)

"Percentage of Tertiary Qualifications Awarded to Women by Field of Education," OECD Gender Equality, March 2014 (OECD)

Humanitarian aid



Accepting an open invitation to help others in need

Avanade operates in more than 70 locations in 22 countries. From Bratislava to Bangalore to Boston, each of the communities we call home has people in need. These people are more focused on meeting their basic needs than on being able to fulfill their potential. At Avanade, we are committed to helping people in our own communities and beyond through our global employee giving campaigns.

Avanade Gives Humanitarian Aid and Disaster Relief

In fiscal 2015, Avanade employees donated more than \$55,000 to non-profits working to improve living conditions for people all over the world.

Avanade matched every employee gift, bring the total contribution to more than \$110,000 to individuals, families and communities.

Our first employee giving campaign, launched in December 2014, focused on four organizations:

- The Hunger Project
- CARE International
- Project Concern International
- The Mitchell C. Hill Endowment at Cal Poly Pomona

The first three organizations work to address short-term needs while building long-term solutions in under-served areas. In keeping with our global corporate citizenship focus, we chose organizations that have either a primary focus or strategic initiative around women as key catalysts for sustainable change. The fourth recipient of our campaign was is an endowment that honors Avanade's founding CEO at his alma mater.

I joined Avanade 9 years ago and was fortunate to meet our founding CEO, Mitch Hill. His passion for technology and learning was admirable and a great inspiration. Supporting others with better opportunities for education is one of the best ways to help them unleash their potential in my view. As such, it was a natural choice for me to support Mitch's memorial fund.

—Thomas Joergensen, senior director, Copenhagen

Nepal Earthquake Relief

When parts of Nepal were devastated by earthquakes in April 2015, our employees responded quickly and generously. Avanade people from around the world donated approximately \$25,000 between CARE International and the International Federation of Red Cross and Red Crescent Societies (IFRC), both of which were already working in Nepal and well-positioned to assess needs and provide immediate and ongoing support.

Avanade matched the Nepal relief funds as well, channelling more than \$50,000 to the two organizations.

CARE International shared stories of life in Nepal after the earthquake, including this one from Sansara, age 26: “As a mother, I am mostly worried about my children. They are afraid and are crying every night. We are now living with my parents-in-law and a total of eleven family members in a small

tent. Our toilet is broken and I am afraid that we will get sick. We are physically and mentally very weak. I am glad that we received hygiene items such as soap from CARE. With the items we have received we can protect ourselves against diseases. We have already suffered too much; we cannot afford any more catastrophes.”

CARE workers like Yashoda remained focused on the larger societal issues as well: “I speak with people affected by the earthquake almost every day. They are strong, they are resilient. They might have lost their homes, but they have not lost their hope. But for women and girls the situation is very difficult. We are worried that child marriage and human trafficking will increase as a form of protection and as a means to ease a family’s economic burden. CARE works with community health volunteers, community mobilisers and protection to raise awareness about gender based violence and offer support.”



Mitch Hill Endowment

A close-up photograph of a person's hands holding a large, three-dimensional orange heart. The heart is the central focus, held gently in both hands. The background is a blurred image of a person's torso and arms, suggesting a human presence. The overall tone is warm and positive.

Honoring a visionary who helped open Avanade's doors

As Avanade seeks to build a better world for future generations, we draw upon the strength of our heritage. This past year, we had the opportunity to create a lasting tribute to a vital figure in Avanade's company history.

The Mitchell C. Hill Memorial Endowment at Cal Poly Pomona

The technology industry is shaped by individuals with vision, passion and commitment. Mitch Hill was one such individual, building his life and career around technology innovation.

Microsoft and Accenture saw Mitch's passion when he set out to launch and lead Avanade in 2000. For nine years, Mitch was a tireless champion of Avanade and the quest to find innovative ways to realize results using Microsoft technologies.

When Mitch passed away in December 2013, many of us at Avanade were deeply affected by the loss and eager to find a way to honor Mitch's career and

his life. With financial support from Avanade, Cal Poly Pomona, established the Mitchell C. Hill Memorial Endowment Fund. The endowment will establish a student-led cloud-computing lab and underwrite faculty and student research. It will provide financial assistance for women and other under-represented populations in technology. And it will honor the name and the legacy of a man who helped shaped the technology and services industry.

Cal Poly Pomona, in addition to being Mitch Hill's alma mater, also aligns very well with our focus on closing gender, income and technology gaps for women. Many of the university's 23,000 undergraduate and graduate students gravitate toward science, engineering and business as fields of

study. Cal Poly Pomona was named eighth most diverse among regional universities in the Western U.S. and tenth most diverse in the nation. Students from socio-economically challenged backgrounds make up 77 percent of the student body, most of whom are first generation students.

Avanade is proud to work with Cal Poly Pomona on both the Mitchell C. Hill Memorial Endowment Fund and the 15 for 15 Avanade Scholarship Program.



Local impact



Participating in local communities with open hearts

This year, Avanade launched its first globally-coordinated foray into corporate citizenship. But at client sites, within offices, in cities and regions, our people have already been working diligently to give back to their communities. In that sense, corporate citizenship at Avanade started as a grass-roots campaign, where it has done a lot of good. Here are some stories from our good Avanade corporate citizens around the world.

Avanade France and Passerelle Numerique

Avanade employees in France have the option to use payroll giving for regular charitable donations. One of the chosen non-profits is Passerelle Numerique, a French-based organization that focuses on providing training for youth in information technology, with a special focus on Vietnam, Cambodia and the Philippines.

In addition to financial support, some Avanade employees choose to donate their time and expertise.

Last November, Kalifa Bayoko, a consultant, spent three weeks in Vietnam preparing teachers to

offer courses on SQL database administration and software testing. The 85 students, who ranged in age from 18 to 22, were “studious, happy and persevering,” according to Kalifa. Vietnam was a learning experience for him as well. “I have learned from Vietnamese culture that, no matter what happens in life, you should stay positive and work toward your dream. Every day is a good day to have a good day.”



Avanade Italy and Oxfam

Two years ago, Avanade Italy sent a team to Ghana to deploy technology that helps with cervical cancer screenings. This past year, Gemma Fiorentino traveled to Haiti to teach computer literacy to a group of women, many of whom are bucking the culture of Haiti by choosing independence and careers before marriage and family. Some of Gemma's students had never turned on a computer or clicked on a mouse. Through the efforts of individual volunteers, Oxfam Italia is upskilling and empowering Haiti's women to have more options.



Australia and Avanade Go Give

In July, Avanade Australia launched its Avanade Go Give initiative, which encompasses workplace giving and coordinates activities such as blood drives, holiday toy drives and morning teas to share information around chosen causes. Through workplace giving, Avanade Australia is supporting: Beyond Blue, CARE Australia, Clown Doctors, The Hunger Project, Ovarian Cancer Australia, UN Women and White Ribbon.

Avanade Spain and a community of support

Every six months, Avanade Spain chooses two charities to support with volunteer activities and payroll giving. The team is highly engaged, with 48 percent of employees opting in. The team in Spain realizes impressive results: during a holiday toy drive, the team of 500 employees collected more than 700 toys. Another giving effort had employees collecting plastic bottle caps to fund wheelchairs and other medical supplies for women.

Avanade UK and Prince's Trust

Since 2009, Avanade has been partnering with Prince's Trust in the United Kingdom, donating more than \$118,000, providing pro bono support for an IT system overhaul, and creating fundraising activities such as a cake bake to celebrate Avanade's 15th anniversary. The Avanade team has become a major contributor to events such as the Palace to Palace bicycle ride, where Avanade was among the highest individual sponsorship raisers out of 4000 participants in 2014.



Avanade North America and leadership involvement

Avanade operates in cities and regions within North America, and the range of corporate citizenship activities is as diverse as the American landscape itself.

- In Seattle, 30 Avanade employees spent a Saturday packing nearly 22,000 pounds of cucumbers for Northwest Harvest, the biggest local food bank supplier in the state of Washington (pictured below).

- When Avanade's North American Executive Committee held meetings in Chicago and Minneapolis, a typical social outing was transformed into a community outreach program. In Minneapolis, Avanade business leaders worked with Minneapolis colleagues to make sandwiches for the city's homeless. In Chicago, a reception in Avanade's lobby had employees making kits for veterans' hospitals that included toiletries, puzzle books and other sundries for the patients to enjoy.

- Many of our offices throughout North America hold holiday toy drives, dress for success clothing drives and food drives to support local shelters and food banks.

These stories are just a sampling of the activities our people undertake singly and together. Whether they are running a marathon to raise funds for a disease or volunteering at Boys & Girls Club, our people find ways to channel their passion and energy to make a positive change in their communities.

Avanade India and the Cheshire House

Working with a Mumbai-based affiliate of the U.K.'s Leonard Cheshire Disability organization, 20 Avanade employees have been working together to teach English classes to disabled and economically disadvantaged students. Of the students who have completed the class so far, 82 percent have gained employment.



The Aspire Foundation

Opening our company and our people up to new aspirations

Just as our clients call upon our expertise, Avanade looks to effective organizations already working to close income, technology and gender gaps. We are pleased to have The Aspire Foundation as our first global signature partner.

Avanade and The Aspire Foundation

The Aspire Foundation is working to make a difference in the lives of 1 billion women by 2020. Avanade has signed on to help.

By mentoring women who are working in non-profit organizations and social enterprises, Avanade is creating a ripple effect, enabling The Aspire Foundation to upskill, empower and give access to those women to make a greater impact in the organizations and communities they serve. The Aspire Foundation

is helping women to become more powerful leaders in their life, work and world by enhancing skills such as management, influence, communication, financial management and career and life planning.

In addition to a large pool of potential mentors, Avanade brings technology capabilities to help The Aspire Foundation scale its operation and reach. We are eager to leverage technology to help translate the passion and energy of a small team into greater impact for women around the world.

We are just one year into our global commitment to helping close gender, technology and income gaps for women. We draw inspiration from our alliance partners, energy from our people, and commitment from our work with clients and their customers. We know there is a lot of work to be done, but we are eager to be of service in helping create change in the world.



About Avanade

Avanade helps clients realize results in a digital world through business technology solutions, cloud and managed services that combine insight, innovation and expertise focused on Microsoft technologies. Our people have helped organizations in all industries improve business agility, employee productivity and customer loyalty. Avanade combines business, technical and industry expertise with the rigor of an industrialized delivery model to provide and deploy high quality solutions—on premises, cloud-based or outsourced. Avanade, which is majority owned by Accenture, was founded in 2000 by Accenture LLP and Microsoft Corporation and has 25,000 professionals in more than 22 countries. Additional information can be found at www.avanade.com.

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