

Gender pay gap report 2020



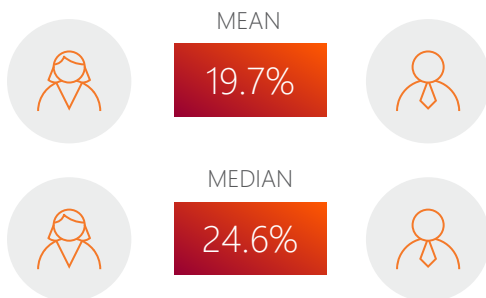
Andy Gillett, UKI General Manager: *"Diversity within a workplace challenges thinking and provides rounded perspectives that will always result in better service to clients. At Avanade, we believe in creating an environment that fosters an inclusive and diverse mindset. We continually look to raise the talent bar by recruiting people with a wide range of backgrounds and skills and we are deeply committed to investing in their individual development and needs throughout their careers with us."*

Andy Gillett, UKI General Manager

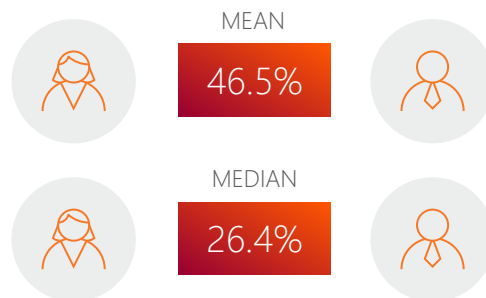
Avanade published its first gender pay gap report in 2018 and continues to work hard toward its pay equality goals. Significant progress has been made in changing company processes and introducing initiatives that support a more diverse, inclusive and equal working environment. The company ensures that its recruitment process is sympathetic to the differing needs of applicants; running hiring manager training to educate on cultural and diversity nuances.

Within the business, internal pay and performance processes have been changed to remove any unconscious bias and talent programmes have been developed to support the careers of tomorrow's female leaders. As a result of these measures and its continued support of inclusion and diversity (I&D), Avanade UK has over 30% more women in the organisation today than a year ago.

Gender pay gap



Gender bonus gap



Percentage of employees receiving a bonus



Pay quartiles

Proportion of males and females in each pay quartile



Avanade hires women at all levels, although its biggest hiring demand is within its mid- to entry-level positions. There is a high demand for deeply technical senior female professionals, and while Avanade continues to look for opportunities to bring new talent into the organisation, it is also cognizant of the role it has to play in creating new talent pools and capabilities within Avanade and within the industry.

While we of course continue to hire women into senior roles which we know has a positive short-term impact on the gender pay gap, Avanade believes in a more long-term approach through its investment in early talent. With a 50/50 target on gender hiring and comprehensive development programmes, it hopes that this early talent will progress through the organisation into more senior roles. Avanade wants to reinforce its long-standing reputation as providing long-term careers where employees can learn, develop and progress. With this strategic approach, the narrowing of its pay gap will be slower but more sustainable.

The Way Forward:

Avanade remains confident that its approach to I&D is having a significant impact throughout the organisation. While it will take time to reach its goal of gender parity across all levels, its approach to increasing the number of women across the organisation and developing their roles will create a catalyst for change and result in long-term impact.

At Avanade, I&D is part of the fabric of the organisation, from the way employees interact internally and with clients to the solutions taken to market. Transparency is a key factor in developing Avanade's I&D culture and so the organisation continues to be fully transparent about the journey it is on.

Attract



- Minimum target of 40% hires to be female
- Target for 50% entry level hires to be female (apprentice, graduate)
- Support 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 training for all hiring managers and key stakeholders
- Hired pan-European dedicated Diversity Recruitment and Sourcing specialists to accelerate progress
- Women Returnship Programme Pilot

Progress & Retain



- Established Leadership programmes for women at different stages in their careers
- Introduced Sponsorship Programme to nurture a strong pipeline of future female leaders
- Organisational value which acknowledges that diversity is 'everybody's responsibility'
- Established Diversity Council to ensure Leadership Commitment top down aligned to diversity metrics to help drive change (KPIs)
- Focused lens on people processes such as promotion, succession planning and pay review
- Formal and informal mentoring at all levels
- Encouraging usage of flexible working arrangements and ongoing review of family friendly policies including Enhanced maternity leave pay
- Women's Employee Network Group with a focus on allyship and working parents
- Celebrating our senior female role models both internally and externally
- Continued Market recognition through Top Employer Certification



Nathalie Cousseau, UKI HR Director: *"At Avanade, we are focused on ensuring that our people have distinctive experiences, limitless learning and ambitious growth opportunities. Over the last few years, we have continued to build our people strategy around achieving these goals through creative talent programmes to build future leaders, make female role models who act as sponsors and mentors visible to the new generation of talent coming behind them, as well as continue to ensure we have attractive, family friendly benefits in place to retain our talent and provide them with the flexibility they need to ensure that they do their best work".*

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

Signed,



About Avanade

Avanade is the leading provider of innovative digital and cloud services, business solutions and design-led experiences on the Microsoft ecosystem. With 43,000 professionals in 25 countries, we are the power behind the Accenture Microsoft Business Group, helping companies to engage customers, empower employees, optimize operations and transform products, leveraging the Microsoft platform. Majority owned by Accenture, Avanade was founded in 2000 by Accenture LLP and Microsoft Corporation. Learn more at www.avanade.com.

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