

Gender Pay Gap Report 2019, Avanade UK Limited



"We know that an inclusive and diverse environment drives employee engagement and increases productivity by delivering different perspectives, ideas and approaches to working. This helps to drive collaboration, innovation and ultimately enables Avanade to make a genuine human impact for our clients and their customers in the UK and around the world.

By participating in the Gender Pay Gap report each year, we are demonstrating our commitment to achieving gender parity at Avanade and across the technology industry."

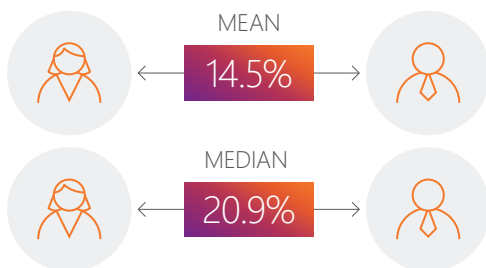
Andy Gillett, UKI General Manager

Results

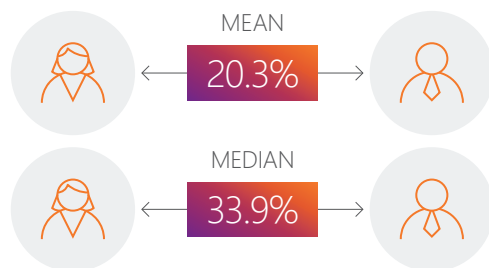
Achieving an inclusive and diverse workforce remains a key commitment for Avanade, both in the UK and globally. During the past year we have continued to take steps to increase female representation at all levels across the business, and we are particularly pleased to share that Pamela Maynard, former UK general manager and Europe area president, was appointed as chief executive officer—Avanade's first female CEO.

We view inclusion and diversity, not just as a leadership responsibility but as a shared, cultural ethos where inclusion is everyone's responsibility and every employee understands the benefits of an inclusive and diverse team, actively seeking to promote this ideal, on a daily basis.

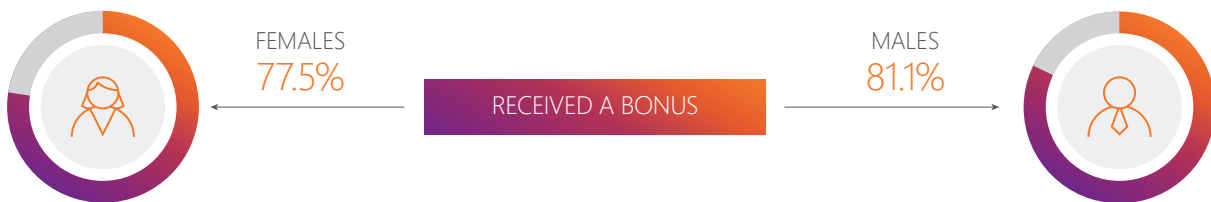
Gender pay gap



Gender bonus gap



Percentage of employees receiving a bonus



Pay quartiles

 Proportion of males and females in each pay quartile

Pay Mean & Median

Over the last year we have continued to take steps to increase the number of females within our UK business. We stay focused on achieving a 50/50 gender split across our apprentice and graduate intakes. At more senior levels, we have remained focused on providing development and promotion opportunities for females within the organization, through established programmes like the Avanade Leadership Program for Women and UKI's Horizon Leadership programme.

Bonus Mean & Median

This year, we are pleased to report that a higher percentage of female Avanade employees received a bonus. We have also seen a continued reduction in our mean bonus gap, which is now the smallest since Avanade started participating in this report. We have also seen an increase in the percent of female employees being ranked in the upper pay quartile. This change can be put down to the continued focus we have had on removing unconscious bias from decision-making in our year end processes.

The Way Forward

Ensuring we have a diverse workforce which allows all talent to grow to their full potential, not only makes business sense, but

allows us to deliver better results for both our clients and ourselves. We know that diversity in teams fuels innovation, ignites creativity and problem solving. Given our industry and the work we do for our clients, this is core to our success and what we aspire to each day.

We recognise that, while we continue to make progress, we still have work to do to achieve gender and pay parity across the business. We have the support of our leadership and our people to pursue this goal and it will remain a key focus for our teams to make this a reality for the benefit of our people, our clients, our business and the technology sector as a whole.

Two of Avanade UK's five strategic priorities are people-centric with one specifically focused on inclusion and diversity. We have a mix of management forums as well as employee-led groups focused on pressing for progress and building a more inclusive workplace which promotes belonging, purpose and wellbeing.

Where Avanade is Focusing

Our key focus is to ensure that we have the right leadership and accountability in place to continue to drive gender progress at Avanade, both locally and globally. Our plan is summarised below.

What we are doing to close our gender pay gap



Attract:

- Minimum target of 30% female hires
- Aim for 50% entry level hires to be female (apprentice, graduate)
- Support female students in STEM with existing University partnerships
- Interrupt 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
- Enhance our Outreach programme at schools and colleges encouraging females to consider STEM subjects as well as a career in technology
- Dedicated Diversity Recruitment and Sourcing specialists to accelerate progress



Develop & Progress:

- Leadership programmes for women
- Talent reviews focused on building the next generation of leaders
- Organisational value which acknowledges that diversity is 'everybody's responsibility'
- Leadership Commitment top down with company-wide diversity KPIs
- Focused lens on people processes such as promotion, succession planning and pay review
- Women returnship & Convert to Tech pilot programmes
- Established UKI Diversity Council



Retain:

- Mentoring at all levels
- Continued focus on encouraging flexible working arrangements and family friendly policies
- Sponsorship Programme for our female executives
- Women's Employee Resource Group and Female Ambassador Network
- Employee-led Inclusion forum
- Sharing career-success stories of our senior female role models
- Market recognition: Women in IT Employer of the Year

Nathalie Cousseau, UKI HR Director says "We continue to be proud of the initiatives that we are implementing to support inclusion and diversity and the organisation that we are building. This year Avanade was named 'Employer of the Year' at the Women in IT Awards. This external recognition helps reinforce our hard work and focus. We will continue to build on this momentum and we're excited to be piloting some more creative initiatives such as a 'women returnship' programme and 'convert to tech' opportunities. Both of these are aimed at increasing the number of women working in the technology industry as they either re-enter the workforce or switch career tracks. For us, we see it as our responsibility to the technology industry, as we contribute to the broader diversity agenda that sees more women taking the decision to work in technology."

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

Signed,



29th March 2020



About Avanade

Avanade is the leading provider of innovative digital and cloud services, business solutions and design-led experiences on the Microsoft ecosystem. With 38,000 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.

North America

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

South America

Sao Paulo
AvanadeBrasil@avanade.com

Asia-Pacific

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

Europe

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