

Gender Pay Gap Report, Avanade UK Limited



"At Avanade UK we are committed to creating an inclusive workplace where everyone can succeed. The attraction and advancement of women, at all levels of our organisation, is a key focus for us, whether this be through our hiring and talent management processes or by continuing to offer creative flexible working options.

Whilst our results highlight that there are still areas to work on, this report sets out the actions that we will be taking to ensure that we continue to see improvements in our gender pay and bonus gaps and enable all employees to reach their potential at Avanade."

Darren Hardman, Europe President and UK General Manager

Results

Under the UK government guidelines, all UK employers with 250 or more employees are required to publish key statistics disclosing their gender pay gap. These statistics measure the difference between the average earnings of all male and female employees, irrespective of their role or seniority.

This should not be confused with Equal Pay. We are confident that men and women are paid equally for doing equivalent jobs across our business. Our approach to pay is gender neutral. We continue to act to address any gaps and to make sure our policies and practices are fair.

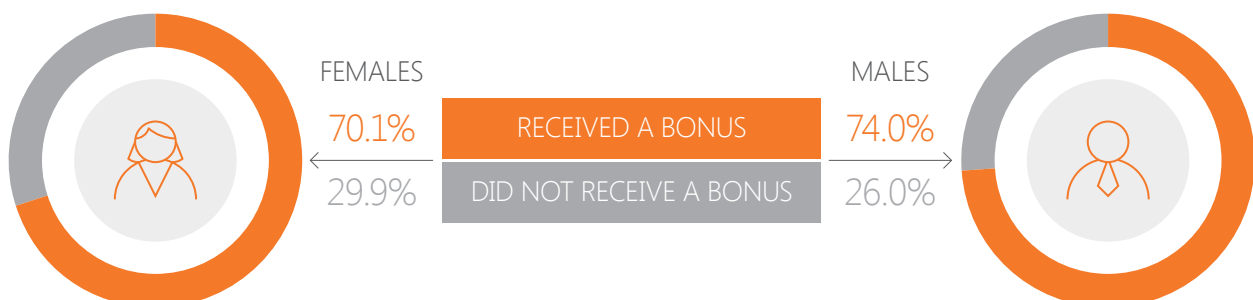
At Avanade, we have a mean gender pay gap of 16.4% and a median gender pay gap of 10.8%. We view it as a positive that our gender pay gap is less than the mean UK national average of 17.4%* and the industry Consulting average of 19.6%*.

Analysis shows that our pay gap is largely accounted for by having fewer females in senior roles, something that we are actively addressing through our hiring and talent management processes. We see a much more favourable position in our more junior career levels.

Gender pay and bonus gap

DIFFERENCE BETWEEN MEN AND WOMEN	MEAN	MEDIAN
Gender pay gap	16.4%	10.8%
Gender bonus gap	26.8%	15.0%

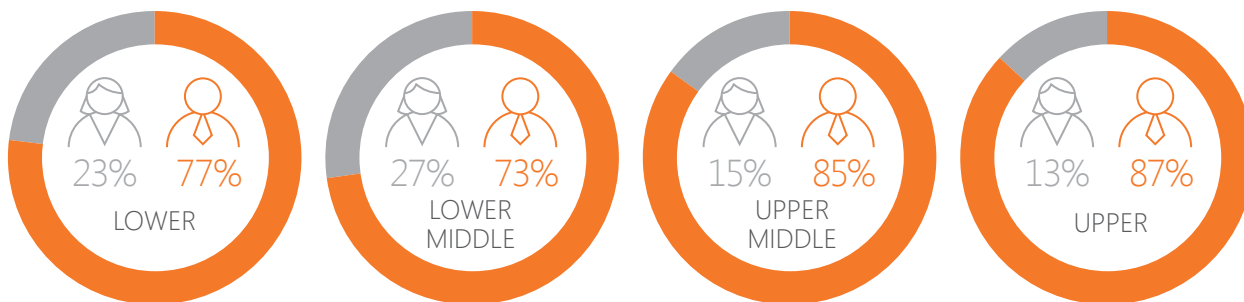
Proportion of employees receiving a bonus



*Published October 2017, the Office of National Statistics (ONS) industry average is 'computer programming, consultancy and related activities'

Pay quartiles

Proportion of males and females in each pay quartile



Where Avanade is focusing

Women are under-represented across the technology industry, especially in leadership roles. Here at Avanade we are working to change that by continuing to inspire young women and girls to pursue STEM education and careers, bring more women into our organisation, as well as develop and promote our existing female employees.

Nathalie Cousseau, HR Director, Avanade UK, says: *"Inclusion and diversity is a strategic initiative for Avanade. Over the last few years we have seen notable increases in our female representation at all levels. We include our female representation goals in our corporate Executive Scorecards as well as having specific female hiring targets from entry through executive levels. This increased focus and accountability across all levels helps reinforce our message that Inclusion is Everyone's Responsibility."*



RECRUITMENT

Have 27.5% of hires be female

Supporting female students in STEM, 15 for 15 scholarships

Gender neutral job postings



DEVELOPMENT

Leadership programmes for women

Talent reviews focused on building a pipeline of female leaders



PROGRESSION

Rolling out unconscious bias training

Workplace culture which values the importance of increased female representation in senior roles



RETENTION

Formal and informal mentoring at all levels

Flexible working options

Avanade remains committed to driving our Inclusion and Diversity agenda and reducing our gender pay gap. As with all things, closing the gap will take time, but we believe that we have the right focus and plans in place to see continuous improvement.

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

Signed,

28th March 2018



About Avanade

Avanade is the leading provider of innovative digital and cloud-enabling services, business solutions and design-led experiences, delivered through the power of people and the Microsoft ecosystem. Majority owned by Accenture, Avanade was founded in 2000 by Accenture LLP and Microsoft Corporation and has 30,000 professionals in 24 countries. Visit us at www.avanade.com

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