



# **Global Compact Annual Communication on Progress**

**Avasant Adherence to UN Global Compact Principles**

**Year 2012 - 2013**

Prepared for:

**UN Global Compact Office**

September 2013

# AVASANT GLOBAL COMPACT ANNUAL COMMUNICATION ON PROGRESS

## Company Snapshot

Company Name	Avasant LLC	Date	September 2013
Address	1960 E. Grand Avenue, Suite 1050, Los Angeles, California 90245	Membership Date	21 <sup>st</sup> November 2011
Country	US	Number of Employees	300+
Contact Name	Kevin S. Parikh	Sector	Management Consulting
Contact Position	Global CEO & Sr. Partner	Contact Telephone Number	+1 (310) 571-5211

## Company Overview

Avasant Global Consulting (Avasant), with global headquarters in Los Angeles, California, is ranked as one of the “**Top-Ten**” management consulting & strategy firms for **Information Technology** as published by the **Wall Street Journal** and **Black Book of Outsourcing**. Avasant has offices in New York, Washington, D.C, Dallas, London, Beijing and Mumbai (India).

**THE WALL STREET JOURNAL.**  
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**Avasant Ranks as the #1 Global BPO Advisor in Prestigious 2008 & 2009 Black Book Survey . . .**

2008	2009
1. <b>Avasant</b>	1. <b>Avasant</b>
2. Hackett Group	2. neoIT
3. Nelson Hall	3. TBI
4. Everest Group	4. Equaterra
5. Gartner	5. TPI
6. PricewaterhouseCoopers	6. NelsonHall
7. TPI	7. PA Consulting
8. PA Consulting	8. PricewaterhouseCoopers
9. KPMG	9. AT Kearney
10. McKinsey	10. Global Equations

2009 Black Book of Outsourcing  
**#1**  
THE TOP BPO ADVISOR

2008 Black Book of Outsourcing  
**#1**  
TOP BPO ADVISOR



Avasant helps clients with strategic advice to government and private enterprises to develop and implement business strategies and improve process efficiencies. It also helps small and medium sized organizations increase their market share by enhancing their process efficiencies and customer reach.

Avasant’s management consultants, and advisors, offer focused advisory services for developing market-expansion strategy, business process assessment, public-private partnerships as well as operations and compliance. Avasant’s methods and practices have been refined over decades of experience spread across a talented team-serving clients worldwide. Our team has conducted over 1,000 consulting engagements collectively since 2001 and are leaders in the Outsourcing Advisory Space especially in the US and Africa.

- Avasant has been at the forefront of the Global Expansion of Outsourcing Services. Among our credentials are the Black Book of Outsourcing’s **‘Number 1 BPO Advisor’** and **‘Top 10 Full Service Advisors’** honors. Additionally, Avasant has been ranked in Top 10 for three years consecutively as the ‘World Best Outsourcing Advisors’ by the International Association of Outsourcers (IAOP) in 2012, 2011 and 2010. In 2013, IAOP ranked Avasant among top 3 “Best Outsourcing Advisors”. Avasant has also been nominated by National Outsourcing Association (NOA) Award for Corporate Social Responsibility 2012 and Outsourcing Advisory of the Year Award 2013. Vault Consulting Survey consistently ranked Avasant as one of the “Best to Work For” Management Consulting Firms 2014 and 2013. Below is a snapshot of Avasant's Vault rankings for 2014.
- Leading advisory firm with extensive experience working with various Governments and donor agencies such as The World Bank, USAID, The Commonwealth Secretariat, and The Rockefeller Foundation among others to promote and expand markets for countries such as Ghana, South Africa, Uganda, Jordan, Jamaica, Dominican Republic, Haiti, Belize, Bangladesh etc.
- As a strategic advisor, Avasant plays a unique intermediary role between multinational and government clients seeking consulting and implementation services and the global service providers who offer them. With our deep relationships in “buyer” markets like the US and UK, we maintain close relationships with many Fortune 1000 companies, as well as a strong presence in leading service provider geographies like India and China.



**VAULT MANAGEMENT CONSULTING SURVEY 2014**



**VAULT RANKINGS**  
**Firm Leadership #8**



**VAULT RANKINGS**  
**Innovation #6**



**VAULT RANKINGS**  
**Internal Mobility #4**



**VAULT RANKINGS**  
**Diversity for Minorities #3**

## Declaration of Support



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### TO WHOMSOEVER IT MAY CONCERN

I am pleased to confirm that Avasant LLC reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti- Corruption.

In this second annual Communication on Progress, we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. We reaffirm our commitment to bring about a change in the community we work. We also commit to share this information with our stakeholders using our primary channels of communication.

A handwritten signature in blue ink, appearing to read "K. Parikh".

Kevin Parikh  
**Chief Executive Officer**

### Statement of support

Avasant wholly supports and adheres to UN's ten principles of the Global Compact and its endeavour to make this world a more conducive environment that fosters collaborative progress of businesses and society. Avasant believes that corporate social responsibility makes good business sense and imbibes UN's ten principles across its various processes and practices including

- Winning and Retaining Clients
- Recruitment and Retaining Employees
- Supply chain
- Culture and Value System
- Sustainable growth, revenue generation and profitability
- Accountability to stakeholders, society and the environment

Avasant's adherence to UN's ten principles of the Global Compact has been detailed as follows:

## United Nations Global Compact Human Rights & Labour Standards Principles

**PRINCIPLE 1 BUSINESS SHOULD ENSURE THAT THEY ARE NOT COMPLICIT IN HUMAN RIGHTS ABUSES**

**PRINCIPLE 2 BUSINESS SHOULD SUPPORT AND RESPECT THE PROTECTION OF INTERNATIONALLY PROCLAIMED HUMAN RIGHTS**

**PRINCIPLE 3 BUSINESS SHOULD SUPPORT THE ELIMINATION OF ALL FORMS OF FORCED AND COMPULSORY LABOUR**

**PRINCIPLE 4 BUSINESS SHOULD SUPPORT THE EFFECTIVE ABOLITION OF CHILD LABOUR**

**PRINCIPLE 5 BUSINESS SHOULD SUPPORT THE ELIMINATION OF DISCRIMINATION IN RESPECT OF EMPLOYMENT AND OCCUPATION**

### ***Within the Firm:***

#### **Avasant's Commitment**

Avasant is an equal opportunity employer and believes that its inherent strength lies in the diversity of its workforce. It strongly believes that its employees are its biggest asset. Respect for employees is the cornerstone of Avasant's Business Code of Conduct. Avasant workforce contributes through their intellect, knowledge, implicit understanding and passion towards Avasant's goal of guiding its clients through often difficult, uncertain and ambiguous situations. The firm through its policies upholds human and employee rights and strongly believes in acknowledging and respecting dignity, rights and ambitions of its employees. We treat our employees that are located globally impartially and fairly irrespective of their tradition and values. We have a zero tolerance policy for any kind of harassment, discrimination, coercion and misconduct. We adopt a fair-trade policy and neither allow nor use any child labour, bonded labour or prison labour. Avasant commitment spans for adherence to health and safety standards of its employees, contractors, partners and clients.

#### **Avasant's Initiatives**

Avasant conducts a formal 360-degree feedback sessions twice a year along with informal interactive "happy hour" sessions at least once a month. Through these interactions, employees voice their concerns and suggest changes to any policy or practice that will help nurture and develop them personally and professionally. Ideas that integrate teams globally and provide equal opportunities are also discussed. Any idea that is favoured by the majority is then taken up as a time bound initiative. Our partners and buddy mentors also hold regular one-on-one sessions with our associates where concerns are discussed freely while maintaining anonymity.

## Avasant's Impact

Being cognizant of the fact that a consulting job can be demanding on an employee's time, Avasant supports flexi-working which allows a consultant to work from his/her home as per convenience. We also believe that this lets a consultant maintain a healthy work life-balance and offers them more control of their own time. We have received positive feedback from our employee on our policies and believe that it has created good will not just among our employees but also the very people they impact – our stakeholders and clients. Based on the feedback from Avasant employees, Vault Survey has recognized Avasant among “Best to Work For” management consulting firms for 2014.

## *For the Global Community:*

### Avasant's Commitment

Avasant has adopted a focused approach to align its Corporate Social Responsibility initiatives with its deep expertise in Outsourcing:

- Avasant strongly believes in the philosophy of giving back to the society and supporting the disadvantaged in the society. The firm works with various Non-Government Organizations (NGOs) globally, primarily in areas of sustainable employment generation and social upliftment.
- One of major initiative which the firm has been involved is with **The Rockefeller Foundation's “Poverty Reduction through Information and Digital Employment”** (PRIDE) program. PRIDE aims at employment generation for the poor and disadvantaged through Impact Sourcing. Avasant's global team is supporting this crucial initiative by providing best practices insights and sharing its deep experience in the outsourcing arena.
- Avasant is empowering workforce in emerging nations by helping governments devise policies towards skills development. This helps to provide a sustainable source of livelihood to the underprivileged in the society. Avasant has been working with multiple governments including Governments of Jamaica, Uganda, Trinidad, Haiti and Palestine to identify key initiatives, policy level intervention, skill development and investment promotion required to scale up the Impact Sourcing Industry.
- Avasant supports various charities directly and in-directly by contributing time and efforts of its associates as well as supporting fund-raising. For instance, Avasant has been involved with Sony Charity Golf Tournaments for the last four years (<http://www.avasant.com/events/Sony-Charity-Golf-2012>). The event in its 7th year now is organized every year by Sony Electronics in order to raise important dollars for charity.
- Avasant continues to spearhead the Green Sourcing initiatives within the IT Outsourcing industry. The leadership team has been a proponent of green sourcing at multiple conferences around the globe and has been coaching the companies on the need to move towards green and emphasize the need in the sourcing cycle. Avasant has also been

advising governments to devise policies, which aim at involving mandatory corporate contributions towards social initiatives.

- Avasant also supports the initiatives by World Vision International & Inter-America Development Bank (IDB) globally and in Haiti respectively. The initiatives are aimed at sustainable community development and poverty alleviation by creating sufficient infrastructure and adequate jobs.

## **Avasant's Initiatives and their Societal Impact**

### **Impact Sourcing: Empowering Poor and Vulnerable People**

Avasant is proud to partner with “The Rockefeller Foundation” in its Poverty Reduction through Information and Digital Employment (PRIDE) initiative called Impact Sourcing that aims to reduce poverty across the globe by bringing the poor and disadvantaged into mainstream by generating sustainable employment in the IT and BPO sector. Prime objective of Avasant was to develop a better understanding of how Impact Sourcing (IS) can be scaled with policies and incentives. Key areas of engagement include:

- Providing global best practices related to outsourcing and engaging people from the base of the pyramid in the outsourcing sector
- Support analysis of findings in terms of likelihood of policy and incentives adoption
- Identifying countries that show the most promise for policy change with a view to understanding where Impact Sourcing is most likely to scale
- Developing roadmaps for Impact Sourcing adoption detailing policy levers, incentives and global best practices that countries with outsourcing sectors can implement to promote, support and encourage IS
  - Help build the network of key Impact Sourcing stakeholders to advance the sector

The Impact Sourcing project seeks to achieve growth with equity in Africa by enabling people at the base of the pyramid to tap into employment opportunities generated by the \$119 billion global outsourcing sector.

Avasant also works with Donor agencies like Rockefeller on impact sourcing in Latin America, India, Eastern Europe, and South America by

- Creating jobs for those who would not otherwise have the opportunity for sustainable employment
- Catalyzing a new sector that leverages the outsourcing sector and substantially improved ICT infrastructure in Africa & globally
- Many of these employment opportunities includes call center support, Business Process Outsourcing (BPO) centers, and Information Technology Outsourcing (ITO)
- Jobs are targeted to be located in economic development zones, low-income areas, and rural towns with the objective of driving employment and opportunities to lower income individuals



### **Sony Charity Golf Classic**

Avasant is proud to sponsor and support 2013 “Sony Electronics Charity Golf Classic” Avasant has been associated with the event since last four years and will be represented by its senior leadership team at the 2013 event on October 7, 2013 at Rancho Bernardo Inn, San Diego. The benefits of the 2012 Sony Charity went towards:

- **ProKids** : The mission of Pro Kids is to positively impact the lives of inner-city youth by providing programs that promote education, character development, life-skills, and values through the game of golf.
- **The Homeless Youth Outreach Project:** The goal of the Homeless Youth Outreach Project (HYOP) is to provide advocacy and legal services to homeless youth in an environment where they feel safe and secure.
- **Monarch School:** The mission of the Monarch School is to educate students impacted by homelessness and to help them develop hope for a future with the necessary skills and experiences for personal success.

### **World Vision International**

Avasant is proud to associate with World Vision International (an international evangelical relief and development organization) in its initiative to help in relief and development of children, families, and communities to overcome poverty and injustice. World Vision projects are grouped into three primary areas:

- **Short-term emergency relief**, such as providing food, shelter and medical care to victims of natural or man-made disasters;
- **Long-term sustainable community development** focusing on helping communities meet the needs its members identify, like clean water, education, health care, agricultural improvements and sanitation; and
- **Working with policymakers** and the public at the national, regional, and global level to build awareness around poverty and to address the unjust systems that help perpetuate it.

### **Inter-American Development Bank**

Avasant is proud to support initiatives by Inter- American Development Bank, which stems for larger Haiti Infrastructure Program including reliable electricity, residential housing project and a water treatment plant.

Avasant supported IDB’s initiatives by leveraging its Globalization Methodologies within Capacity Development & Go- To-Market domains. Called Le Parc Industriel de la Région du Nord d’Haïti (PIRN), it is intended to bring the following benefits

- Creating more than \$500M USD in salaries and benefits for ten years, with each employee earning an estimated 3-4 times the current per capita GDP in Haiti
- Eventually expanding to support 65,000 permanent jobs once the park is fully developed - and increasing employment of the Haitian apparel industry by over 200%
- Increasing the number of jobs in the private sector by at least 20%
- Creating the first textile factory in Haiti for knitting and dyeing
- Increasing the tax base by improving employment and trade flows



In 2013, Vault Consulting Survey recognized Avasant as the Best Consulting Firms for Diversity. This includes our representation of minorities, military veterans, and individuals with disability in our workforce. Avasant complies with local labour laws applicable to its global workforce.

**PRINCIPLE 6 BUSINESS SHOULD UPHOLD THE FREEDOM OF ASSOCIATION AND THE EFFECTIVE RECOGNITION OF THE RIGHT TO COLLECTIVE BARGAINING**

### **Avasant's Commitment**

Avasant views diverse suppliers as small and medium enterprises; suppliers from underrepresented or ethnic minority groups. Avasant's commitment to labour principles spans across its supplier base and employees, which includes removal of child labour, forced and bonded labour.

Avasant is committed to a consistent and fair tender process and to facilities this, all potential suppliers receive:

- Request for quotation/proposal RFP/RFQ letter inviting suppliers to participate
- Intent to respond document
- Non-disclosure document.

Upon completion of these documents, suppliers wishing to tender will receive the RFQ/RFP, which includes timescales and the format of responses that suppliers must adhere. All tenders provide for an opportunity to allow suppliers to respond with questions and to give an identical time-period for all to respond.

### **Avasant's Impact**

Through this process, Avasant ensures that the bidding process for suppliers is fair and is conducted through an effective bidding process, which creates a win-win situation for both suppliers and Avasant.

Avasant envisions a more integrated and inclusive supply chain in key geographies we operate and align our corporate social initiatives with the need of the outsourcing industry and our business. Fostering social upliftment of underprivileged communities helps Avasant to create a positive economic growth and employable workforce in emerging nations where we are directly engaged with government.

## United Nations Global Compact Environment Principles

**PRINCIPLE 7 BUSINESS SHOULD SUPPORT A PRECAUTIONARY APPROACH TO ENVIRONMENTAL CHALLENGES**

**PRINCIPLE 8 BUSINESS SHOULD UNDERTAKE INITIATIVES TO PROMOTE GREATER ENVIRONMENTAL RESPONSIBILITY**

**PRINCIPLE 9 BUSINESS SHOULD ENCOURAGE THE DEVELOPMENT AND DIFFUSION OF ENVIRONMENTALLY FRIENDLY TECHNOLOGIES**

### Avasant's Commitment

Although our impact on the environment is limited, we ensure that we take decisive action to mitigate any impact through our real estate, technology, employee business travel and procurement of goods and services.

Avasant's approach is to aim to establish and maintain effective and efficient environmental friendly management procedures. Avasant extends itself to comply with, and where possible, to exceed all statutory and regulatory requirements, national and international standards and industry practices. Avasant does its best to raise employee awareness on environmental issues and attempts to utilise industry best practices wherever possible. Avasant's leaders have regularly promoted green sourcing through presentations and talks in industry forums related to the importance and benefits of 'green information technology sourcing.' Avasant undertakes environment friendly initiatives and sets annual targets, which it shares regularly with its employees and stakeholders. Avasant also strives to reduce its carbon footprints by minimizing travel to client locations and promoting video conferencing facilities with clients.

### Avasant's Initiatives

#### *Within the Firm:*

- Increase use of video conferencing and web-conferencing to reduce its international workforce travel.
- Flexi- working facilities to reduce long office commutes
- Increase use of Recycled paper and published material in all of our global offices
- Use of online record keeping as a de-facto standard instead of maintaining a paper based bookkeeping and record inventory.
- Usage of double-side printing unless absolutely necessary
- Maximizing the use of email to communicate externally as well as internally. Season's greetings to clients, event invitations etc. are produced and communicated electronically

## ***For the Global Community:***

Avasant launched and is continually promoting green sourcing as one of the practice areas to consult its clients on environment-friendly purchase of various hardware and server components. This includes conducting significant research and analysis before selecting an outsourcing service provider or partner.

Our Sourcing practice aims at:

- Identifying Green Compliance Risks in Sourcing Strategy
- Inviting providers with a green record
- Incorporating regulatory guidelines into contractual language of service provider agreements
- Assessing financial impact
- Incorporating the use of well-defined checklists of agreed environmental considerations to ensure operational compliance.

## **Avasant's Impact**

As a result of our green initiatives, we have been able to:

- Considerably reduce the usage of paper in our day to day operations
- Reduce staff travel, both internationally and locally
- Build awareness amongst our clients and stakeholders that 'going green' makes a viable business case
- Spread awareness in the industry of the importance and advantages of green sourcing

## **United Nations Global Compact Anti-Corruption Principles**

***PRINCIPLE 10 BUSINESS SHOULD WORK AGAINST CORRUPTION IN ALL ITS FORMS, INCLUDING EXTORTION AND BRIBERY***

## **Avasant's Commitment**

Avasant strongly adheres to a zero tolerance policy against bribery, extortion and other corrupt malpractices. We strictly follow and adhere to the Foreign Corrupt Practices Act of 1977 (FCPA) following a disclosure by the Securities and Exchange Commission of the extensive practice by American businesses operating abroad of making payment to foreign government officials, for the purpose of obtaining or retaining business.

We have a centralised whistle-blowing cell that takes strict action against any reported malpractices observed by employees, stakeholders or clients or activities in deviance from those suggested by FCPA.

## **Avasant's Impact**

**Avasant is fully compliant with FCPA and there are no reported malpractices or acts of corruption in any form.**

This report is Avasant's second Communication on Progress to the United Nations Global Compact. It showcases our progress and continual support towards social initiatives in compliance with the United Nations Global Compact principles for the year 2012-2013. Avasant is committed to social upliftment of the underprivileged. Avasant launched "Avasant Foundation" aimed at promoting efforts to generate employment opportunities that will lift communities out of poverty. Avasant Foundation aligns with Avasant's corporate mission to work with governments, NGOs, industrialists and philanthropists to bring opportunity to the economically disadvantaged and offer the chance for every human being to realize his or her potential.



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