# **Citizenship** commitment is key to building a responsible business

Avanade Citizenship Annual Report FY21

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# Contents

Cover photo: Dave Hisler and Avanade colleagues plant trees in Puerto Rico.

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Photo: Our team of volunteers helped to clean and paint a school in Puerto Rico.

# Citizenship commitment is key to building a responsible business

Our world faces extraordinary challenges that threaten our future. It's imperative that organizations play an active role in addressing these issues by becoming more responsible in the way they treat the environment, resources and people.

At Avanade we're committed to being responsible in everything we do, from our purpose – to make a genuine human impact – to forward-looking leadership and sustainability. Nowhere is that more apparent than in our commitment to corporate citizenship.

That's why I'm #AvanadeProud when I see our employees answering the call to volunteer during these difficult times, recording more than 23,000 hours over the past two years, helping families, neighbors, businesses and community organizations. Or when we partner with nonprofit InterConnection to donate refurbished laptops to children who don't have access to technology for online learning. Or when we work with Microsoft to help UNICEF Netherlands grow its donor base in order to increase its social impact.

Citizenship is a story we write every day. We focus on helping improve the lives of people in the communities where we work, live and serve – and on the planet that we share.

At the heart is our citizenship mission: To enable young people and their communities to achieve more through the power of our people and digital innovation. You'll see our mission come to life in the stories throughout this report – from five of our STEM scholars from the New Jersey Institute of Technology, who stepped up to pay it forward, to Asam Mahina, who received a refurbished laptop and taught himself how to code.

You'll also learn about our work with clients and partners, like the World Health Organization, with whom we helped develop an end-to-end data solution for global health; and several nonprofits serving the African American and Black community, which we've joined forces with to support youth and entrepreneurs and to help make the tech industry more ethnically diverse.

None of these successes happen by magic. So I'd like to thank all our people and partners around the globe for their hard work, dedication and commitment to citizenship as we build a responsible business and sustainable future together.

Pam Maynard
Chief Executive Officer, Avanade

*Our citizenship mission: To enable young people and their communities to achieve more through the power of our people and digital innovation*

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# Citizenship at a glance

How do organizations measure the impact of citizenship initiatives? It isn't easy since that impact is often qualitative, like giving a student access to technology that they wouldn't otherwise have or helping a nonprofit expand its mission. Beyond the benefits to people and communities, there's also a positive business impact. Research shows that citizenship activities contribute to increased retention and employee satisfaction and can help attract new talent, among other benefits.

### Enabling education for underrepresented young people

**192,275+**
young people reached through JA since 2016

**7**
Avanade executives on JA boards

**Global Technology Partner**
JA Worldwide

**300+**
STEM scholars and mentees since 2015

**16**
STEM scholar university partners since 2015

**12**
STEM alumni joined Avanade

**1,347**
young people given access to computers since 2019

### Creating an inclusive and diverse culture

**60%**
of Avanade board directors are women

**50%**
of our Executive Committee members are women

**22 Employee Networks**
focused on underrepresented groups

### Transforming the social sector

**50+**
nonprofit clients (through Tech for Social Good)

**11**
nonprofits supported pro bono

### Focusing on environmental sustainability

**845**
laptops refurbished and redistributed to
**23**
nonprofits in FY21

**ISO 14001 certification**
in 13 Avanade offices

**EcoVadis**
silver rating

### Engaging our employees

**23,000+**
employee volunteer hours in the past two years

**4**
global giving campaigns in FY21 (Social Justice, World Earth Day, COVID-19, European Floods)

**$1.03 million**
in donations in FY21

**33**
Avanade Citizenship Champs

These datapoints provide a picture of the reach, scope and impact of our citizenship activities. On the pages that follow you'll find the stories behind the data.

Photo: More than 300 scholars and mentees have participated in our Avanade STEM Scholarship program since its launch in 2015.

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# Enabling education for underrepresented young people

When Tatiana Kambwa of the Democratic Republic of Congo wanted to study computers, she faced plenty of skepticism. "Many guys tried to dissuade me," she says. "'Computers are not for ladies, you'd better be a teacher or a nurse, but not computers.' So I thought, I am going to do it!" And she did. Tatiana attended Cal Poly Pomona, thanks in part to the Avanade STEM Scholarship that she received.

Tatiana's story is just one example of our commitment to making a genuine human impact by empowering and upskilling young people through opportunities and programs focused on education and enabling the future workforce. These include:

- Our partnership with JA (Junior Achievement), which offers young men and women the opportunity to learn about business, leadership and entrepreneurship
- The Avanade Aleto Tech Leadership program, which supports young people from underserved groups with a goal of making the technology industry more ethnically diverse.
- Our Avanade STEM Scholarship for young women wishing to study the STEM disciplines

- Our FUEL: Innovation, Leadership and Technology Conference, which gives young people access to experts from the innovation, technology and leadership fields

These programs are near and dear to my heart because they put our citizenship mission into action and demonstrate our commitment to being a responsible business. I'm passionate about many things, but perhaps nothing more than ensuring that young people have access to education and the right opportunities to learn, connect and grow. Our partnership with JA is a great example. It has enabled us to impact more than 192,000 young people since its inception in 2016, and we're not done yet.

In this section, you'll find stories about JA and our other citizenship programs that are designed to enable young people and their communities to achieve more through the power of our people and digital innovation.

Heba Ramzy
Global Citizenship Lead and Global Co-Lead, Responsible Business, Avanade

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# Our partnership with Junior Achievement

**Equipping the future workforce**

Heloisa Gabrielle Silva dos Santo knows exactly how valuable JA can be. "I experienced first-hand how helpful such an experience can be in developing essential skills," she says. "It really helped boost my career." As a student, Heloisa participated in JA Pernambuco in Brazil. Today she's a full-stack developer at Avanade.

So it was natural that she would want to participate in an Innovation Camp held by Avanade and JA in Brazil. The camp is a technology and innovation program that provides opportunities, knowledge and experiences for young female students. It was attended virtually by 121 girls with 46 Avanade volunteers on hand to support them.

What did the students get out of the experience? Says one: "The Innovation Camp makes me think about how to solve problems. I've started to analyze what I can do to change things, what is viable at that moment due to my conditions and it encourages me to apply this knowledge to my life."

**Our support of Junior Achievement is multifaceted**

The Innovation Camp is just one way we collaborate with JA. Our support is multifaceted and includes:

- **Enabling young people through JA programs** at both the global and local level
- **Supporting JA leadership** in both an advisory and mentoring capacity
- **Enhancing JA operations as JA Worldwide's Global Technology Partner** by advising on future digital strategy, conducting design thinking workshops, sponsoring key staff, implementing technology solutions and supporting the virtualization of major JA events

It's easy to see why our partnership with JA is a cornerstone of our citizenship commitment. Together we're enabling the future workforce for the digital era.



JA and Avanade Executive Committee virtual mentoring session

*"The Avanade partnership with JA is one of our most critical relationships. And one of the reasons for that is Avanade helps us implement our program for students and also enhances the way we work as staff."*

Asheesh Advani
CEO, JA Worldwide

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*The Avanade Aleto Tech Leadership program aims to make the technology industry more diverse by preparing young people from ethnic minorities to thrive in our digital world.*

# Bringing more ethnic diversity to the tech industry

Our commitment to enabling underrepresented young people led to the development of the Avanade Aleto Tech Leadership program, which so far has impacted 25 young entrepreneurs. The program aims to make the technology industry more diverse by preparing young people from ethnic minorities to thrive in our digital world. It's a joint initiative with our nonprofit partner the Aleto Foundation, which provides significant lifetime opportunities for young people with high potential from underrepresented groups.

The program starts with a three-day leadership bootcamp, which includes technology challenges, public speaking workshops, insights on leadership, personal skills building and group challenges. That's followed by a professional mentoring and technology workshop, with participation from Avanade and Aleto leaders. Participants are then paired with a dedicated Avanade mentor for nine months and participate in additional workshops on a range of topics, including leadership and development of both soft and technical skills.



Avanade Aleto Tech Leadership virtual workshop

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# Avanade STEM Scholarship

**Investing in the future of women**

How valuable is the Avanade STEM Scholarship? Just ask five young women who were among the early participants in our scholarship program, launched in 2015. The five alumni of the New Jersey Institute of Technology recently pledged donations for the next five years to endow a new scholarship to help other women STEM students. They call it the "Thank You, Avanade" scholarship.

"Having been an Avanade scholarship recipient myself, I know how life-changing a scholarship can be," says Dikasse Zalla, one of those five women who is now a consultant at Avanade. "Nothing compares to when you are able to just focus on going to school and getting an education, instead of worrying about whether or not you'll be able to pay your tuition for the semester."

Our STEM Scholarship program invests in the future of young women like Dikasse and offers internships, mentoring and a support network to help recipients achieve their education and career growth. We partner with 16 prestigious universities around the world (see list on page 34), and more than 300 scholars and mentees have participated in the program to date. A number of them have chosen to start their careers at Avanade.

As part of our commitment to ethnic diversity, in 2021 we extended the program to Prairie View A&M University, a historically black college/university and the second-oldest public higher education institution in Texas. The scholarship funds will be made available to individuals specifically from underrepresented communities, to encourage them to pursue education and careers in STEM.

In many regions, the program has grown beyond scholarships. In Japan, for example, we've expanded our relationship with Ochanomizu University, a women's university in Tokyo and one of the top national universities in Japan. We're helping the school run a Digital Transformation Seminar, and we support the university's Endowed Chair Program, which is designed to encourage students to learn about careers in the Japanese IT market.

**Mentoring makes a difference**

Mentoring is a key element of our STEM Scholarship program and can make a difference for a student like Jasmine Coleman. After graduating from the University of Washington, Jasmine joined Avanade last year as part of the advanced analytics team, based out of Seattle. She had completed an earlier internship and participated in the Avanade mentorship program. In fact, Jasmine is the first mentee alumni to join the company as an employee.

*The mentoring program "made me more confident. It's easier to network with other employees when I can remind myself, I have a senior director as a mentor."*

Jasmine Coleman
Advanced Analytics
Consultant, Avanade U.S.

# FUEL2021: Innovation, Technology and Leadership Conference

**Moving forward together**

When we challenged our delegates at this year's FUEL conference to go "Forward Together" with the FUEL2021 Hackathon, we were amazed at the results. More than 180 participating scholars and interns presented 37 outstanding projects, including overall winner HeadSpace, a mental health emergency service, with second place awarded to Carbon Escape, an app that applies gamification to reduce carbon emissions.
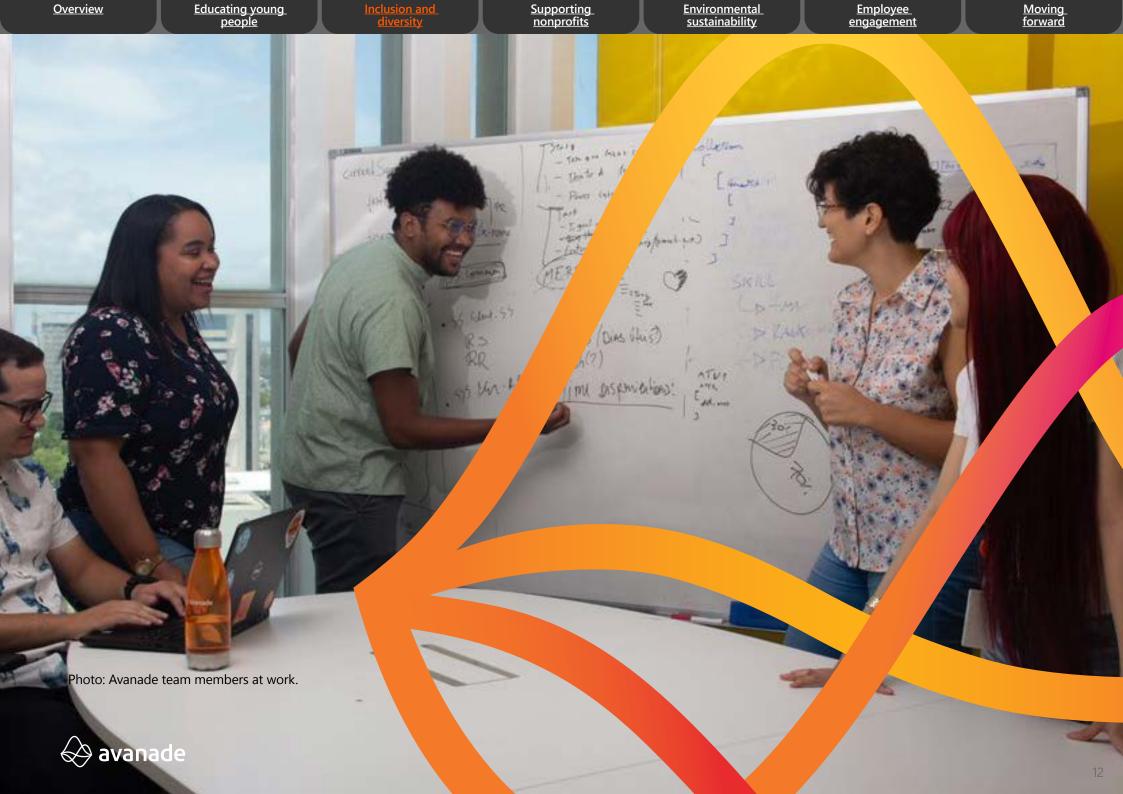
Our annual FUEL conference, which is open to our Avanade STEM scholars and summer interns, is all about giving young people access to experts from the innovation, technology and leadership fields. It's also about enabling them to make connections, work together and build their networks. In addition to the hackathon, the five-day virtual event featured more than 50 speakers, including academics, authors and technologists.

"It was a pleasure to have the opportunity to participate in such an important and impactful event," said Soraya M. Coley, president of Cal Poly Pomona, one of our partner universities. "Thank you for your significant contributions and I look forward to hearing about future plans."

*"FUEL has been like a beautiful and fun roller coaster. We have learned to live with purpose, navigate our career and to always show up as our full selves."*

Jacqueline Myers
FUEL2021 participant

Photo: Avanade team members at work.

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# Creating an inclusive and diverse culture

At Avanade we believe that inclusion and diversity is the rising tide that lifts all boats. It's not limited to one group of people or one challenge. Inclusion is everyone, everything, every day. If our inclusive culture doesn't consider all races, gender identities, ethnicities, sexual orientations, disabilities, ages, religions – all people and all phases of life – it falls short.

That commitment to I&D within our organization also reflects our citizenship goals, which focus largely on supporting underrepresented groups. Though an emphasis on inclusion and diversity has been part of Avanade's culture since its inception more than 20 years ago, there's no denying that the global pandemic and the events of 2020 have made us more intentional and have accelerated our efforts. We've significantly increased our investment and resources, expanding what it means for Avanade to be inclusive and diverse.

For example, we've expanded our Inclusion & Diversity team; we've set metrics to increase representation across multiple underrepresented communities with bold goals for progress over the next few years; we've bolstered global training resources with mandatory all-employee courses on unconscious bias and anti-racism; and we rolled out a Gender Transition Leave benefit in Australia and Europe (in addition to the benefit that already exists in the U.S.).

In the past year we've also put increased emphasis on our Employee Networks, which aim to build and strengthen the communities of identifying members and allies alike. In fact, allies play a critical role in building an inclusive and diverse culture. Our Allies At Avanade global program is designed to educate all Avanade employees on the opportunities, concerns and challenges faced by members of our Employee Networks and to promote mutual support across Avanade so that we can be better – as individuals and as a team.

Our goal is to ensure that inclusion and diversity is part of everything we do, from the way we treat people to how we make decisions, to the solutions we take to market and to the citizenship initiatives that we engage in. We believe it's a discipline that must be practiced with vigilance every day. I invite you to learn more about what that looks like on the pages that follow.

*Hallam*

Hallam Sargeant
Chief Inclusion & Diversity Officer, Avanade

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**22 Employee Networks**
focused on underrepresented groups

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# I&D is part of everything we do

Rioh Burke-Derby grew up in inner-city Birmingham in the U.K., a diverse area where different cultures co-existed peacefully. It's not surprising, then, that he understands the importance of representation and identity. Rioh, a London-based client engagement and delivery lead, says he's been able to reach many milestones during his career at Avanade because the company sees diversity and inclusion as a priority.

"I can say this confidently because ever since I was appointed as the co-chair of Beyond, Avanade U.K.'s Multicultural Employee Network, I have seen first-hand the effort our leaders continuously make to build a more inclusive workplace," says Rioh.

**3 keys: Inclusion, diversity, belonging**
Those efforts are part of a deliberate and purpose-driven strategy around inclusion and diversity (I&D). It started with our focus on a challenge that we face: the lack of women in the technology industry. To address that, we had to go to the root of the problem, which was attracting girls and young women to STEM, offering scholarships and creating programs.

But our I&D strategy has expanded far beyond our gender equity goals to include race, ethnicity, sexual orientation, gender identity, disability and neurodiversity. Our I&D framework is rooted in three concepts:
• **Inclusion**: Ensuring all individuals feel respected, heard, and that they can do their best work
• **Diversity**: Ensuring our workforce demographics reflect our clients and communities
• **Belonging**: Ensuring that everyone can be their authentic selves at work and that they feel welcomed and valued

To prioritize these concepts, we invest in tangible, positive actions: creating an inclusive culture, activating allyship, increasing representation, accelerating development, communicating with transparency and amplifying employee networks (see next page).

Communication has been particularly important given recent social unrest. We've made it a point to have honest and transparent discussions across the organization to enable change and increase awareness from the ground up. For example, we held a series of employee-wide discussions around systemic racism and discrimination in the wake of George Floyd's murder. We've continued these discussions focused on social issues impacting all underrepresented groups.

*"As an Employee Network leader, I have been equipped with the tools and sponsorship needed by our global and local leaders to amplify the voices and representation of all our brilliant people."*

Rioh Burke-Derby
Client Engagement and Delivery Lead, Avanade
Co-Chair, Beyond, Avanade U.K.'s Multicultural Employee Network

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# Our Employee Networks walk the talk

If you were looking for a good tamale recipe, the place to be was Adelante's Hispanic Heritage Month Kickoff celebration. Our Latinx Employee Network is all about championing the growth, development and pride of all Latinx employees to bring awareness and diversify the work culture at Avanade.

Adelante is one of 22 Employee Networks that are led by Avanade employees and sponsored by Avanade's Inclusion & Diversity team. These networks are a foundational part of our commitment to inclusion and diversity. They work to engage employees from all walks of life and backgrounds in order to create a more diverse, understanding and celebratory workforce.

To help our Employee Networks make the greatest impact, the strategic plans for each group align with Avanade's inclusion and diversity focus areas:
• **Increasing representation**: Intentionally hire to create diverse, inclusive teams
• **Accelerating development**: Intentionally plan careers and development opportunities for women and underrepresented employees
• **Creating an inclusive culture**: Intentionally build a culture of inclusion and belonging

Photo: Members of our INSPIRE Black Employee Network

*Our Employee Networks work to engage employees from all walks of life and backgrounds in order to create a more diverse, understanding and celebratory workforce.*

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Photo: Our digital transformation work with The Felix Project is helping the nonprofit feed the hungry.

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# Transforming the social sector

When people talk about digital transformation, they tend to focus on technology and business outcomes. However, that misses the enormous potential for delivering advances where they are arguably needed the most – creating a human impact in society. Through our focus on the nonprofit sector, delivering large-scale programs of work to global NGOs through Tech for Social Good, and building our relationships with industry bodies like NetHope, we see that human impact every day – whether it's helping The Felix Project support the hungry, enabling WHO to fight infection or The Smith Family to educate disadvantaged children.

That work has been increasingly important over the past year and a half as nonprofits were hit hard by the pandemic. Some may not survive. This is particularly distressing since the causes and people they support have often been the most impacted by the pandemic and most deserving of assistance.

But there's light at the end of the tunnel. The need to respond rapidly has led to great strides being made by nonprofits on their digital transformation journeys, and the potential for even greater impact. We are seeing that the organizations which have invested for the future and demonstrated the agility to respond to the impacts of the pandemic are very likely to move forward more strongly. We're fortunate to be working with a number of those organizations. I'm pleased to say we now have more than 50 nonprofit clients around the world where we are delivering significant services through our Tech for Social Good program. And to amplify the benefit of our work more widely, we have co-invested with these organizations to build industry IP and harvest several reusable solutions that will help many other nonprofits achieve their missions, often at low or zero cost. We see it as doing good for both business and society.

In addition, through corporate citizenship, we work with a number of nonprofit organizations on a pro bono basis. For example, we're committed to supporting nonprofits that help create opportunities for African American and Black young people – organizations like Self Enhancement Inc. and i.c.stars. We've also focused on supporting underrepresented entrepreneurs, which led us to partner with Prosperity Now, a nonprofit committed to helping people achieve financial security, stability and, ultimately, prosperity.

I encourage you to read on for examples of the real-world human impact of digital transformation.

*Innes Grant*

Innes Grant
Global Nonprofit Lead, Avanade

**50+**
nonprofit clients (through Tech for Social Good)

**11**
nonprofits supported pro bono

*"Accenture and Avanade, by making us a better organization and helping us to improve what we do, hundreds of thousands of people who are disadvantaged and vulnerable will be helped and be supported."*

Mark Curtin
CEO, The Felix Project

# Tech for Social Good

**Unlocking innovative digital solutions for nonprofits**

Change isn't always easy for nonprofits. Just ask Derieontay Sparks, vice president, retail operations for Evergreen Goodwill of Northwest Washington (formerly Seattle Goodwill). "We were not very customer or employee centric. We needed to grow up with technology," he says.

To address the challenges, Evergreen Goodwill, which offers free job training and education programs, worked with Avanade to implement a new technology platform for its retail thrift store operation. The system is helping the organization improve efficiency, customer and employee experience, and supply chain visibility. And that translates into a bigger impact. "It all ties together: The system enables faster production and improved output, which leads to a better customer experience. The customers buy more, which provides more revenue so we can help more students," says Sparks.

At Avanade, we're committed to enabling that kind of change. Through our Tech for Social Good partnership with Microsoft Tech for Social Impact, we're working with nonprofit organizations and the social sector to fulfill their missions and increase their impact through the power of digital transformation.

**Fighting infection with information**

A particularly good example of that power is our work with the World Health Organization and Microsoft, with whom we've joined forces to develop a World Health Data Hub, the world's first comprehensive, end-to-end data solution for global health. The solution aims to reduce fragmentation, streamline processes, identify and resolve gaps and inequalities, and ensure data is accessible, findable and usable for all stakeholders.

**Accelerating innovation to support children**

The Smith Family, an Australian nonprofit, knows exactly how critical data can be. The organization believes that supporting children's learning is the best way to help break the cycle of poverty. It also believes in the importance of innovation to support its goal, starting with data modernization.

The Smith Family worked closely with us to implement a cloud migration solution. With a data platform that's secure, scalable and accessible in the cloud, the organization will be able to better support volunteers, engage with donors, and understand patterns in the way people donate that will aid in fundraising initiatives. And that will enhance its ability to support disadvantaged children across Australia.

Supporting children is also at the center of our work with UNICEF Netherlands. UNICEF's mission is to create a better world for children, where they can grow up and develop their full potential. To build its donor base and income, UNICEF Netherlands wanted to replace traditional fundraising methods with a single digital solution for data, finance and marketing. Together with Microsoft we helped design and implement a solution that gives the organization unprecedented visibility into its donor base, allowing it to fundraise more efficiently and deliver more life-changing services to children around the world.

**Scalable solutions increase the impact**

Another benefit of the UNICEF solution is that it's reusable and repeatable, enabling other nonprofits to deploy and scale the technology quickly, which is critical to expanding the impact in the social sector. And that's why building industry IP and harvesting reusable solutions is a key focus of our Tech for Social Good team.

Take the Avanade Grant Making Solution, for example. Grant making programs are often complicated to manage because they can involve tracking many applications, reviewers, requirements and payments. Our solution uses a powerful centralized tool to make grant making quicker, easier and more transparent, while increasing the human impact that a nonprofit can make.

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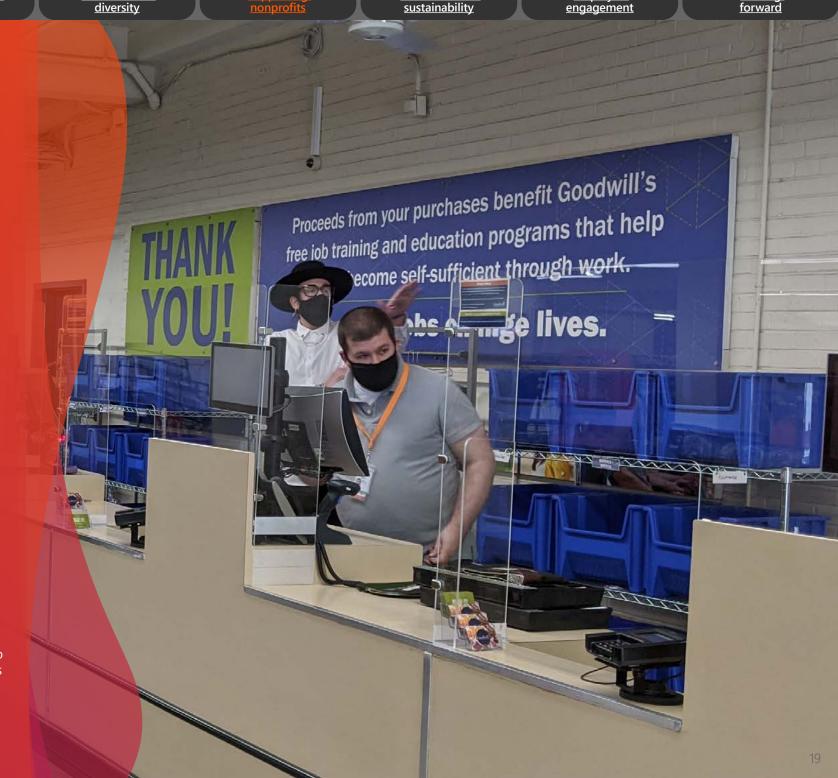*"Finding a partner that understands our work and values our mission was so important. Our partnership with Avanade has been amazing."*

Mai Nguyen
Chief Operating Officer,
Evergreen Goodwill of
Northwest Washington
(formerly Seattle Goodwill)

Photo: We worked with Evergreen Goodwill of Northwest Washington to implement a new tech platform for its retail thrift store operation.

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# Supporting underserved communities

Issues like bringing awareness to the Avanade community around social justice and facilitating opportunities to empower minority groups are close to Pam Manning's heart. "In today's climate, I think it's incumbent upon all of us to align our efforts both internally and within our communities to promote an inclusive culture and engaging environments," says Pam, a Los Angeles-based manager.

**Helping AAB nonprofits innovate and transform**
In her role on the West Region committee of INSPIRE, Avanade's Black Employee Network, Pam and others are focused on helping African American and Black (AAB) nonprofits innovate and transform. As a start, we've chosen to support several nonprofits whose missions align with our own, which is to support and create opportunities for African American and Black young people. The first of these are Self Enhancement Inc. and i.c.stars.

Working with Microsoft Philanthropies, our goal is to accelerate the digital transformation and scale the efforts of these nonprofits – including the use of the cloud and productivity tools, change management support, comprehensive training to maximize skills, and improving the overall user experience. The training will be facilitated by i.c.stars, which provides a technology-based workforce development and leadership training program for underserved adults.

"Through our partnership with Microsoft, we are implementing solutions that will streamline current processes and position these nonprofits to make a bigger impact in their communities," says Pam, who is project manager for the initiative.

**Technology is a key to the future**
Over the past year, we've also entered into partnerships with organizations specifically focused on serving underrepresented entrepreneurs. One example is Prosperity Now, a nonprofit committed to making it possible for millions of people, especially people of color and those of limited incomes, to achieve financial security, stability and, ultimately, prosperity. We're working with the organization to provide opportunities for underserved communities.
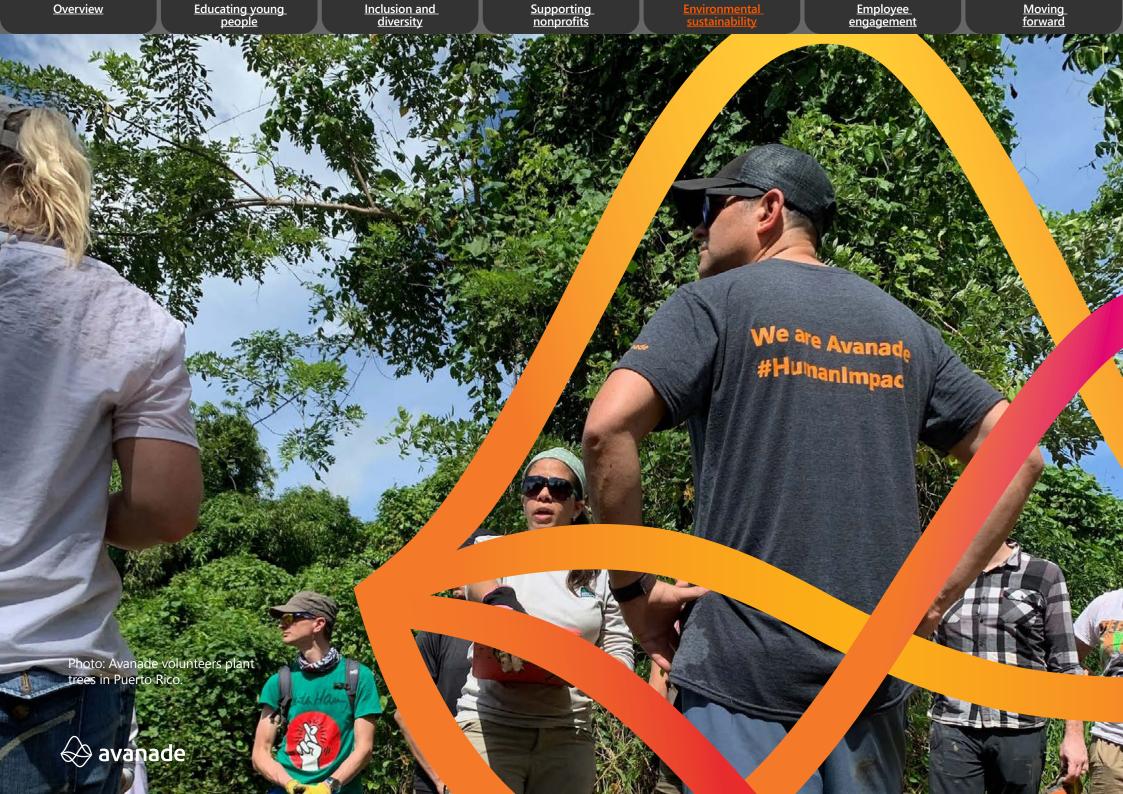
"A time of crisis and great transition creates opportunity for innovation," says Gary Cunningham, president and CEO of Prosperity Now. "And technology is a key to that future."

That's where Avanade comes in, as we help the organization digitally transform to enable the next 1 million underrepresented entrepreneurs. "Companies often ask how they can best work with and support nonprofits," says Gary. "The most critical thing is to know what you're good at. Avanade's sweet spot is in technology design and development and infrastructure. That's where you can help nonprofits who aren't experts in technology."

*"The impact is huge when there are intentional steps towards creating a culture that celebrates and embraces differences."*

Pam Manning
Manager, Avanade U.S.

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Photo: Avanade volunteers plant trees in Puerto Rico.

# Focusing on environmental sustainability

We believe that sustainability not only benefits people and the planet, but it has the potential to drive innovative new business models, reduce operating costs and improve brand reputation. And we see technology as the most important lever to realize these benefits.

So when our client TBI wanted to create the future with infrastructure for energy-neutral homes and when SSE Renewables wanted to protect puffins on the Scottish coast, they turned to Avanade and Microsoft. Helping clients achieve their environmental sustainability goals is front and center for us and a key element of being a responsible business and a good corporate citizen.

Our clients tell us they have ambitious sustainability goals – that, for example, they want to reach net-zero carbon emissions between 2040 and 2050. But many also tell us they're stuck, unable to drive more immediate impact toward their sustainability objectives. But did you know you can influence sustainability through your digital transformation? On the pages that follow, you'll find stories about how we're helping clients address some of their sustainability challenges through the power of technology.

Our focus on sustainability also extends to key nonprofit partners like InterConnection, with whom we're collaborating to refurbish laptops and make them available to underserved nonprofit organizations and families that don't have access to technology. And within our own organization, we've put increased emphasis on our Environmental Responsibility Policy and certifications such as ISO 14001 (environmental management systems). We're also a member of the Green Software Foundation, a nonprofit whose mission is to create a trusted ecosystem of people, standards, tooling and best practices for building green software. And we're proud to have earned a silver rating from EcoVadis.

We're also committed to making a difference through ambitious ESG (environmental, societal, governance) goals that align with the UN Sustainable Development Goals to reduce our effect on the planet and make a genuine human impact for our people, our clients and our community (see "Together we move forward" for more on our ESG goals).

Miranda Hill
Global Innovation Lead and Global Co-Lead, Responsible Business, Avanade

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**ISO 14001 certification**
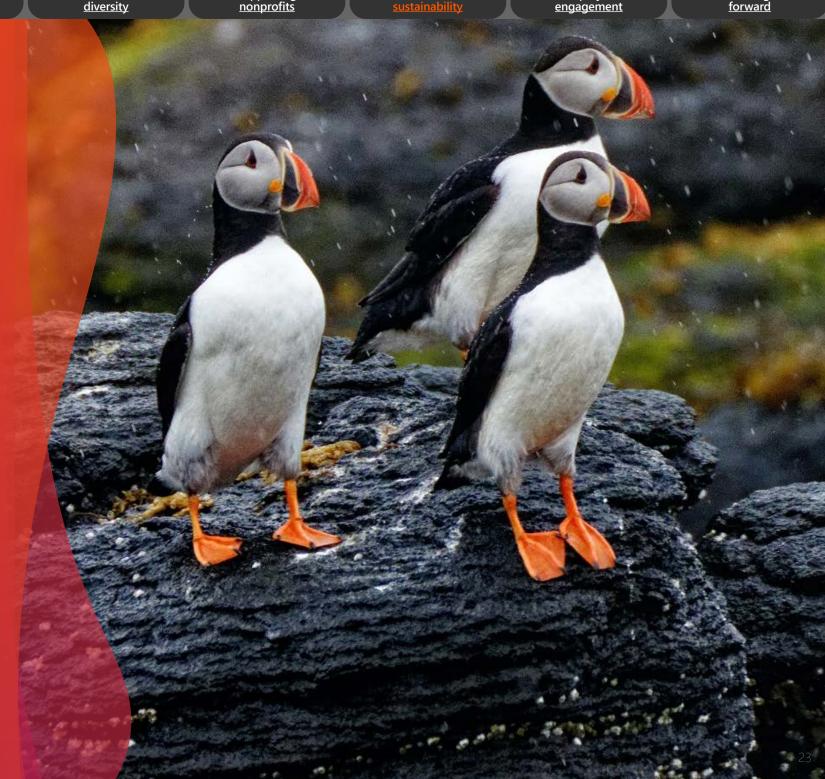in 13 Avanade offices

**EcoVadis**
silver rating

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*"The scale of the net-zero challenge is so great and the significance of achieving it so important, we need all hands on deck."*

Rachel McEwen
Chief Sustainability Officer,
SSE Renewables

Photo: Working with SSE Renewables, we built an AI solution to monitor the impact of the company's wind farms on local wildlife like puffins.

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# Creating a sustainable future with our clients

Puffins have been called the "clown of the ocean" because of their clown-like facial markings and colorful beak, but helping them coexist with wind farms is no laughing matter. It's something that SSE Renewables takes very seriously.

As the U.K.'s premier green company with sustainability at the heart of its business, SSE Renewables is sensitive to the environmental impact of its wind farms. However, manual counts of local wildlife populations, including puffins, were time consuming and inaccurate. The company wanted a better way to monitor the birds' movement as it expedites the wind farm consenting process. In a live trial, we positioned cameras on the Isle of May in Scotland to detect the birds and then uploaded the recorded video and images to a cloud platform, where an AI model is run. SSE Renewables can then use this insight to help make its wind farms safer for local wildlife.

**The many facets of sustainability**

Our sustainability work extends to a number of countries and industries. For example, in the Netherlands we're working on a solution for energy-neutral homes with TBI. The IoT and digital twin solution from Microsoft and Avanade is designed to support the Dutch government's goal to make homes energy neutral by 2050.

In the U.S. Duke Energy is working with Accenture, Microsoft and Avanade on the development of a new technology platform designed to measure actual baseline methane emissions from natural gas distribution systems. Satellites will identify and track methane emissions in near-real time, providing greater accuracy in data collection.

In addition, we're collaborating with Microsoft and Accenture to help accelerate the U.K.'s transition to net-zero carbon emissions. With our combined expertise in cloud, data and AI we'll help drive transformational change for utility and energy companies.

*"Forward-looking leaders should consider how to leverage rapidly developing digital skills, capabilities and technologies to assess and predict the impact operations and decisions have on people and our planet."*

Charles Woodhatch
Senior Director, Digital Advisory, Avanade Canada

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# Closing the digital divide in a responsible way

When Asam Mahina received a refurbished laptop through the partnership between Avanade and InterConnection, he was able to do his schoolwork during the COVID lockdown. He also taught himself how to code and built an app that demonstrates his emerging talent.

Asam is just one of hundreds of students and families who have benefited from the partnership, which is committed to helping address the digital divide by expanding access to technology for young people in need. The relationship extends to our Avanade Tech Grant program, which we run in collaboration with InterConnection. We supply our preloved computers to InterConnection to be cleaned and refurbished. They're kitted out with updated software and supplied to small nonprofits and directly to families who don't have access to technology.

To date, more than 800 laptops have been refurbished and redistributed to 23 nonprofits through this partnership. Being able to refurbish and recycle equipment at the end of its life is also in line with our Avanade Environmental Responsibility Policy, which stipulates that we reuse and recycle resources where opportunities exist to do so.

In Australia, Josh Patel and Michael Henderson, both Avanade managers, started a similar initiative. Working with a team of volunteers they've been donating reconditioned laptops to Many Rivers, an Avanade nonprofit partner and client that supports aspiring business owners with microenterprise development and provides access to finance, enabling people and communities to realize their potential.

Photo: Our partnership with InterConnection enables us to provide refurbished laptops to young people in need.

*"We're helping people to get their business up and running and at the same time we're reducing e-waste by prolonging the life of a laptop. More importantly, we're helping Many Rivers to provide much-needed support and deliver greater social impact to those people who need it the most."*

Josh Patel
Manager,
Avanade Australia

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Photo: Kasia Dobrowolska (center) and colleagues from Avanade Poland volunteer for Wroclaw Children's Hospice.

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# Engaging our employees

Our Avanade employee value proposition is driven by the strapline "Together we go beyond." Over the past year, we saw this come to life as our people donated their time, expertise, technology and financial support to help the communities where they work and live.

Kasia Dobrowolska, Daniel Krabbe, Johannes von Scheidt, Ahmed Nadim, Jens Tolkmitt, Walter Zajcev and Brett Davis are just a few examples. Their stories are inspirational, as you'll see on the following pages. They're among the many Avanade employees who logged more than 23,000 volunteer hours during the past two years. Their efforts included helping at local COVID-19 vaccination sites, raising money to revolutionize mental health, running a virtual coding camp for kids and founding a nonprofit that rescues stray pets. They're shining examples of what it means to be part of a responsible business.

To support Avanade's commitment to volunteering and to enable everyone to make a genuine human impact, our people are given eight hours of paid time to volunteer for various charities and causes.

Since the pandemic, the cap on volunteering hours was lifted to enable our people to do more for the many local charities and causes they wish to support. To thank employees for their volunteering efforts we developed the Avanade Volunteering Impact Awards.

In addition to volunteering their time, our people stepped up this year to donate $1.03 million, including company matching funds. Much of that was contributed during the four global giving campaigns that we ran last year: Social Justice, World Earth Day, COVID-19 and European Floods.

It's all part of our Avanade Gives program, which enables us to support global and local charities and organizations through giving. As employees make their personal donations, the company matches those donations to a charity of choice, an NGO or community project. So, as we give, Avanade Gives.

Caroline Fanning
Chief People Officer, Avanade

**23,000+**
employee volunteer hours in the past two years

**4**
global giving campaigns in FY21 (Social Justice, World Earth Day, COVID-19, European Floods)

**$1.03 million**
in donations in FY21

**33**
Avanade Citizenship Champs

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# Avanade Volunteering Impact Awards

**Unleashing the power of our people**

Our employees are big believers in volunteering. They don't do it for the recognition, but we still believe in thanking them for their efforts. That's why we developed the Avanade Volunteering Impact Awards. The program is designed to recognize Avanade people who have gone above and beyond to make a genuine human impact through volunteering. Candidates are nominated by their peers and the winners are selected by our Citizenship Council. Winners receive a monetary prize that they can then donate to a charity of their choice.

Some of our volunteers focus on specific causes or organizations, while others support a variety of activities and causes. Consider Kasia Dobrowolska, an HR consultant in our Wroclaw office in Poland. Kasia's volunteering comes in many forms: supporting families with health challenges, raising money, organizing volunteers at a children's hospice and rallying colleagues for a "Dress for Success" charity clothes donation event. Given the scope of her impact, it's not surprising that Kasia was voted the winner of our volunteering awards.

**Helping in time of crisis**

Others have volunteered their technology expertise to help nonprofits and social enterprises. Take the Avanade team of Daniel Krabbe, Johannes von Scheidt, Ahmed Nadim, Jens Tolkmitt and Walter Zajcev who worked with Dialoghaus Hamburg in Germany.

Recently Dialoghaus Hamburg's IT was attacked, their servers were infected with a ransomware virus and most of their business-critical files became inaccessible. As a charity with tight budgets, they didn't have the money to pay the ransom, so they needed urgent help to restore and rebuild their servers and files from backups. Our team quickly jumped in and got Dialoghaus back up and running.

**Animals need our help too**

While many of our volunteers focus on helping people in need, Brett Davis believes animals need our help too. Brett, a manager with Avanade Australia, is a volunteer native wildlife carer for WIRES, the largest wildlife rescue organization in Australia. "Nothing is more rewarding than releasing animals back into the wild after many weeks or months of care and knowing that it's all because of me – those few seconds of amazing fulfillment when the animal flies or walks or crawls away from you back into the wild/urban-wild is so worth it," says Brett.

*"While it's great to donate money, knowing that I've helped a worthwhile organization with my skills makes me feel more connected to my community."*

Lindsay LaVine
Legal Counsel, Avanade U.S.

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# Meet the Girls Who Dare

When our CEO, Pam Maynard, heard about the Girls Who Dare, she realized how much their motivation, resilience and courage aligned with our purpose to make a genuine human impact. Girls Who Dare are three women who set a new world record rowing from San Francisco to Hawaii as part of the Great Pacific Race held in May 2021.

Avanade supported their journey financially, but our people also volunteered, bringing the best of what we're good at – technological support. We built the GWD "Journey Hub," which tracked information like their progress, route, weather and biometrics.

Beyond setting a world record, the team's success and resilience through COVID provides inspiration for others to dream big, dare to set challenges and push their way out of their comfort zone. Now those are objectives we can relate to, and we're so proud of their achievement.

# Avanade Gives

**Turning dollars into a difference**

By now it should be clear that our Avanade employees like to support initiatives with purpose and impact – and to make a difference in the lives of others. That support comes in many forms, including financial, which is where our Avanade Gives program comes in.

The program allows all employees to support global and local charities and organizations through giving. And it provides flexibility. For example, they can raise money for causes that matter to them as well as specific organizations that the company supports. They can also coordinate community giving efforts. And they can contribute to larger humanitarian giving campaigns for immediate disaster relief drives.

In FY21 we launched four global giving campaigns: Social Justice, World Earth Day, COVID-19 and European Floods. The goal was to make it easy for our people to make an impact. And they've responded enthusiastically. "This is a fantastic initiative," says Kate Warman, Denver-based global talent acquisition lead, about the COVID-19 campaign. "I have been so troubled by the news out of India recently, and am grateful to Avanade for such a generous donation. Thanks for making it such a simple process."

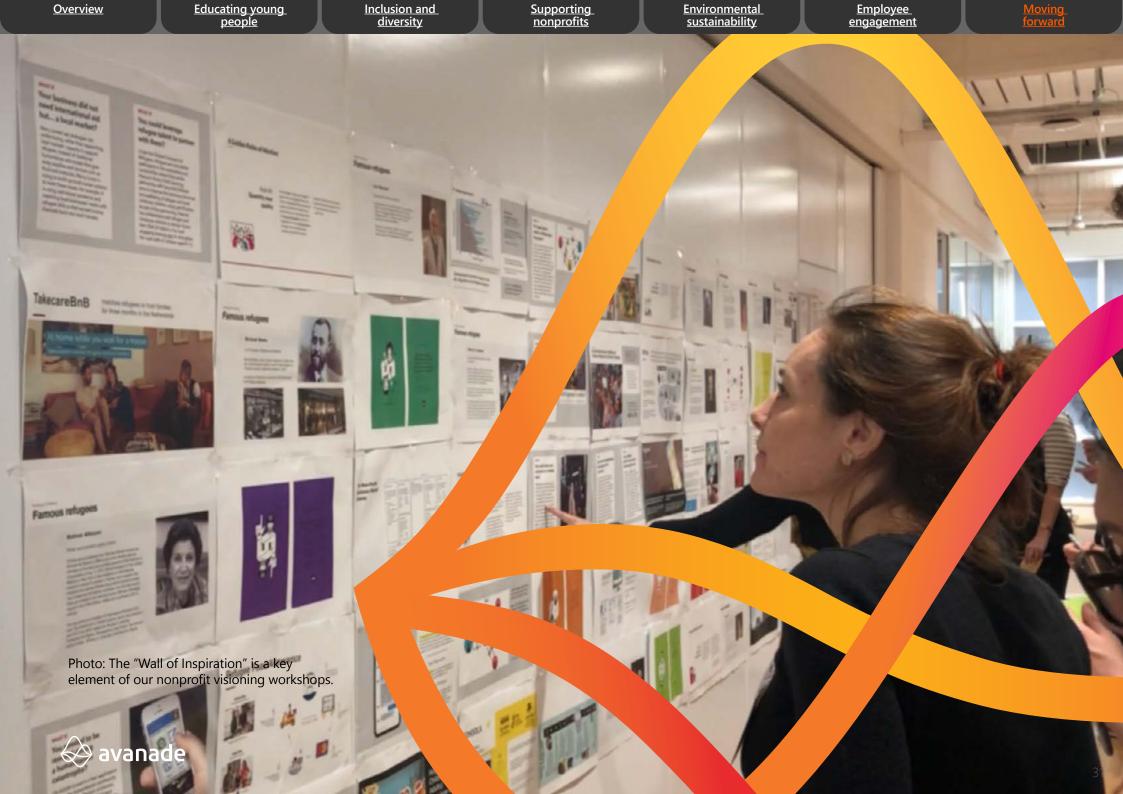**Partnering to tackle social injustice**

Our holiday season social justice campaign was particularly successful. Our Citizenship Champs partnered with our INSPIRE Black Employee Network to identify local causes and nonprofits that addressed social injustice within our communities, such as charities that provided food and shelter to those experiencing homelessness.

While it's easy to focus on the amount of funds raised, we think it's the impact that really matters. For example, the donations to UNICEF in France, Belgium and the Netherlands were used for 64,000 polio vaccines for children. And in Switzerland, our donations paid for 7,250 meals for 906 families in need. Now that's what we call a genuine human impact.

*"The giving campaign is a great example of when we focus on a cause as an organization, we can do great things to benefit the world around us. Our opportunity to make an impact on hunger and homelessness during a year of economic uncertainty is a testament of our ability to give selflessly."*

Rayfield Johnson
I&D Special Projects Lead for INSPIRE, Avanade U.S.

Photo: The "Wall of Inspiration" is a key element of our nonprofit visioning workshops.

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# Together we move forward

Key to our citizenship strategy is making sure it's connected to our brand essence and purpose and that it supports our citizenship mission.Which explains why many of the initiatives we've highlighted in this report focus on technology and enabling the future workforce. They're related to what we do as a business, but they're also about doing the right thing and engaging our people.

As you've seen, our people are at the center of our citizenship commitment. That includes everyone from our executives to our citizenship core team, our Citizenship Champs, our volunteers, our I&D team and many other employees who are involved with different aspects of being a responsible business.

It starts with our Citizenship Council, which acts as the executive sponsor for many of our citizenship initiatives. Council members come from across the business and contribute to strategy development, leadership, awareness, assessment and resourcing.

Support and leadership from the top are essential, but a real key to the success of our initiatives is our Citizenship Champs team. Our 33 champs commit to take on the role in addition to their day job. We provide training, coaching and resources to help them achieve their citizenship plans. It's an opportunity for our people to drive social impact, connect with Avanade senior leaders and develop their leadership skills. We also believe that being involved in our citizenship initiatives leads to a high level of employee satisfaction.

Critical to our citizenship commitment and our ability to make a greater impact is our partner ecosystem. This includes the 16 colleges and universities we work with through our STEM Scholarship program, our many nonprofit partners, as well as our alliance partners Accenture and Microsoft. (For a full view of our citizenship partners, see page 34.)

While this report provides many stories of our people, clients and partners living our citizenship mission, it only touches the surface. As our CEO, Pam Maynard, said in her introductory message: "Citizenship is a story we write every day."

That story will only become richer over the coming years, as we've made a commitment to ambitious goals that align with the UN Sustainable Development Goals. Our objective is to reduce our effect on the planet and make a genuine human impact for our people, our clients and our community. To this end, we've recently launched our ESG global scorecard (you'll see our commitments on the following page). The multifaceted scorecard makes it clear that citizenship is everybody's business. Together we're moving forward as a responsible business making a genuine human impact.
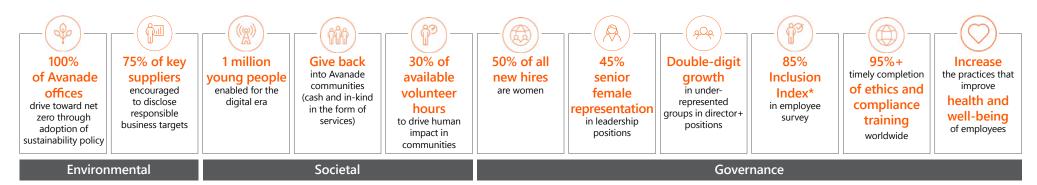
Stella Goulet
Chief Marketing Officer and
Global Lead, Citizenship Council

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# Citizenship commitments: Guiding us on our journey

Our new ESG global scorecard provides goals to help us on our ongoing journey as a responsible and sustainable business making a genuine human impact.

| **100% of Avanade offices** drive toward net zero through adoption of sustainability policy | **75% of key suppliers** encouraged to disclose responsible business targets | **1 million young people** enabled for the digital era | **Give back** into Avanade communities (cash and in-kind in the form of services) | **30% of available volunteer hours** to drive human impact in communities | **50% of all new hires** are women | **45% senior female representation** in leadership positions | **Double-digit growth** in under-represented groups in director+ positions | **85% Inclusion Index*** in employee survey | **95%+** timely completion **of ethics and compliance training** worldwide | **Increase** the practices that improve **health and well-being** of employees |

| Environmental | Societal | Governance |

\* The Inclusion Index is a measure of whether people feel involved, respected and comfortable voicing their opinions.

Avanade is aligned with these UN Sustainable Development Goals:

# Partnering for progress

Our ability to make a genuine human impact increases when we collaborate with partners. So we'd like to thank the many partner organizations that are essential to our citizenship work.

**STEM university partners**
Universidade Católica de Brasilia
Ochanomizu University
Prairie View A&M University
University of Washington Bothell
Cal Poly Pomona
Politecnico di Milano
University College London (UCL)
New Jersey Institute of Technology (NJIT)
Institut National des Sciences Appliquées Lyon
Technische Universität Darmstadt
Technical University of Munich
University of Waterloo
Faculdade Impacta Tecnologia (FIT)
Swinburne University of Technology
University of Pretoria
Shanghai University

**Nonprofit partners**
SOS Children's Villages
NetHope
JA Worldwide
Aleto Foundation
Prosperity Now
IPAM Amazônia
i.c.stars
Give Blck
Visão Mundial
Gerando Falcões
Embajadores de Educación
Cepac
SEI
Special Olympics
Catholic Relief Services
CARE Egypt
Meu Futuro Digital
The Smith Family
Australian Red Cross

**Avanade Tech Grant awardees**
Key Tech Labs
reBOOT Canada
Computer Aid
InterConnection
Graham Windham
The Big-Brained Superheroes Club
Black Girls Do Engineer Corporation
Kent Youth and Family Services
The Museum of Flight
Garfield Foundation
STEMCompass Inc.
Mona Bailey Academy
CHOOSE 180
Treehouse for Kids Seattle
Washington Aerospace Scholars
Iraqi Community Center of Washington
Many Rivers

**Alliance partners**
Accenture
Microsoft

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To learn more about corporate citizenship at Avanade, please visit [www.avanade.com/corporate-citizenship](http://www.avanade.com/corporate-citizenship).

*"Citizenship is a story we write every day. We focus on helping improve the lives of people in the communities where we work, live and serve – and on the planet that we share."*

Pam Maynard
CEO, Avanade

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**About Avanade**

Avanade is the leading provider of innovative digital and cloud services, business solutions and design-led experiences on the Microsoft ecosystem. With 50,000 professionals in 26 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](http://www.avanade.com).

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