

# AVASANT CORPORATE SOCIAL RESPONSIBILITY REPORT 2022



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## Letter from Our CEO

At Avasant, our business provides advisory services which are guided by our core objective of empowering beyond - empowering people, businesses, communities, and countries to extend beyond the status quo and challenge their potential to achieve new levels of success.

As a member of the UN Global Compact since 2011, Avasant has aligned its corporate vision and business practices with the Global Compact's ten principles, which address human rights, labor laws, environmental concerns, and anti-corruption issues.

Corporate Social Responsibility (CSR) for Avasant means that we incorporate this responsibility into our daily business operations. Avasant has prioritized employee health and safety amidst the unprecedented chaos of COVID-19. This pandemic served as an important reminder of the lesson that no enterprise can be sustainable without harmonious cooperation with society and the environment.



**Kevin S. Parikh**  
Global CEO,  
Avasant Foundation Chairman

Avasant collaborates with governments and investment promotion agencies in emerging markets to attract sustainable investment and boost economic growth. Avasant has been accredited for its efforts in attracting investments, which resulted in employment generation, increased tax revenues, and skill development for local youth. Avasant has assisted multiple governments in establishing frameworks for the development of IT and BPO industries by designing and implementing frameworks of standards, policy, and human capital. These engagements have earned Avasant global recognition for its philanthropic efforts, such as recognition in the [Vault Consulting Survey 2016](#), recognition as [Impact Sourcing Influencer from IAOP in 2018](#), recognition from the [American India Foundation in 2018](#), recognition from the [Stevie Awards for Women in Business 2018](#) and recognition from [IAOP and HCL Red Ladder Awards in 2020](#) for promoting women empowerment and diversity.

We have also established a not-for-profit organization to spearhead its community involvement initiatives. [Avasant Foundation](#) (AF) empowers youth in underdeveloped and emerging economies by creating employment opportunities through skill development training programs while also supporting local efforts toward developing science, technology, engineering, arts, and math (STEAM) education and entrepreneurship. In response to the learning challenges highlighted by the COVID-19 pandemic, AF launched its fully online, computer-based skills training model. It is the firm's responsibility as a global corporate citizen to develop and offer initiatives that create job opportunities for youth in the United States and other countries globally.

Avasant is passionately committed to environmental sustainability and is an equal-opportunity employer that does not tolerate any form of employee discrimination. As a result, we treat our partners and vendors with dignity and deploy fair practices in the selection and procurement process.

I am delighted to announce that Avasant remains adamantly committed to enhancing its CSR efforts and conducting its business in a socially responsible and ethical manner.

A handwritten signature in blue ink that reads "K. S. Parikh".

Kevin S. Parikh  
Global Chief Executive Officer



## Executive Summary

Avasant’s mission aims to empower individuals, businesses, communities, and countries to achieve sustainable economic growth and development and establish a connected, open, accessible, and equal society. As a leading management consulting firm, our vast economic, human, physical, and social resources enable us to have a significant impact on people and communities worldwide.

All our actions align with our purpose, ranging from our business operations to our employee engagement program, which supports our social impact arm - Avasant Foundation. We focus on connecting our capabilities to help our clients achieve their objectives, fuel economic growth, and connect communities to the tools they require to be sustainable. Avasant Foundation leverages its parent organization, Avasant, for its best practices and knowledge base to empower economically disadvantaged communities and utilizes Avasant consultant expertise in developing training materials using technology and innovative skills.

This Corporate Social Responsibility policy focuses on three (3) primary areas: (1) Avasant’s commitment to UN Sustainable Development Goals, (2) Avasant’s Women Centric Focus; and (3) Environment and Social Governance (ESG) and Climate Resilience.

**AVASANT**

Committed to Youth Empowerment

- 25,000+** sustainable jobs created across Africa, Asia, and Latin America
- 25+** leading ICT employers actively support Avasant Foundation's impact sourcing initiatives
- 90%** Trainees secure ICT employment within two months of graduation

Recognized by the Clinton Global Initiative, for enabling employment of over 94% of deserving youth in Jamaica & Haiti (2015-16)

The image also features a group of diverse young people, mostly women, holding green folders and certificates, standing in front of a backdrop decorated with blue and white balloons.



## OUR VISION: EMPOWERING BEYOND

Avasant is a leading management consulting firm that provides Fortune 1000 clients with digital transformation, sourcing advisory, country capacity development, and governance services. Our skilled team of consultants, technologists and lawyers has over 25 years of industry-honed experience and has executed over 5,000 engagements in over 50 countries worldwide. Avasant generates customer value by utilizing refined proprietary consulting and advisory methods, based on over decades of real-world transaction and engagement experience.



Avasant advises governments and private enterprises in developing and implementing business strategies and improving process efficiencies. It assists small and medium-sized organizations in increasing their market share by enhancing process efficiencies and customer reach. Avasant's management consultants and advisors offer focused advisory services on market-expansion strategy, business process assessment, public-private partnerships, and operations and compliance.



Avasant has been at the forefront of the global expansion of outsourcing services. Our credentials include recognition by the International Association of Outsourcing Professionals (IAOP) as being among the World's Best Outsourcing Advisors for ten consecutive years, 2009-2021 receiving a 5-star rating across all categories: Size and Growth, Customer References, Certifications, Programs for Innovation, and Programs for Corporate Social Responsibility.

Kevin S. Parikh, Avasant's Global Chief Executive Officer, has been recognized by *Corporate Vision* magazine as 'California CEO of the Year', Industry Era among the 10 Best CEOs of 2018, and has been distinguished as a Top-Rated CEO by the new community-based insights platform, Owler.

Avasant has 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 in countries like Ghana, South Africa, Rwanda, Uganda, Jordan, Jamaica, Trinidad and Tobago, Dominican Republic, Haiti, Belize, Albania, Moldova, and China.

In 2012, Avasant, with The Rockefeller Foundation, produced a report designed to enhance the understanding of the Impact Sourcing sector and specifically focuses on key initiatives that will help to develop and sustain the sector.

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 and a strong presence in leading service provider geographies such as India and China.





## Social Responsibility at-a-Glance

At Avasant, we care about what we do, how we do it, and our culture. Our work is governed by principles that add value for our clients, our professionals, and society. In 2020, we reaffirmed our people-focused policies, business ethics, environmental sustainability, and programs to empower women and youth. As a consulting firm, we deliver on engagements that directly and significantly impact people in our clients' geographies. To resolve one of the world's greatest challenges—youth unemployment—we support workplace development at local organizations and build partnerships in the United States and emerging countries. Our projects in Africa and Latin America have been focused on science, technology, engineering, arts and math (STEAM) education, notably in IT/BPO sectors, which create large numbers of knowledge-based jobs for youth.

Avasant has worked in over 50 countries, including Palestine, Albania, Moldova, Uganda, Kenya, South Africa, Ghana, Jamaica, Trinidad and Tobago, and Haiti.



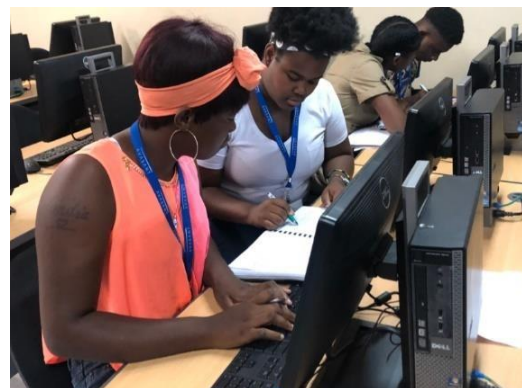
*Proud graduates in Jamaica*



We support local communities in the countries in which we operate. We believe that our involvement with society should go beyond the economic development and job creation aspects inherent in our activity. A firm's social responsibility must not be limited to its outreach initiatives. It should be an all-encompassing concept covering all stakeholders, including employees and vendors. Additionally, the basis should be rooted in moral, ethical and justifiable business principles such as fair trade, non-discriminatory policies, and zero corruption. As a consulting firm that requires employees to travel to

client sites, we support "net-zero" greenhouse gas (GHG) emissions goals. We do this by minimizing travel and using tech-collaboration tools where possible. This is one of the many ways that we contribute to environmental sustainability.

We work with leading institutional bodies, including the World Bank, Inter-American Development Bank, African Development Bank, European Bank of Reconstruction and Development, Asia Development Bank, United Nations Agency for International Development (USAID), United States Trade Development Agency (USTDA), Rockefeller Foundation, Clinton Global Initiative, American India Foundation, Girl Rising, United Nations, and SDG Funders Philanthropy Platform in their pursuits to end poverty and enable societies globally to realize their potential. In all these partnerships, we enable an environment for the use and adoption of ICTs for economic development, which



directly results in increased employment

opportunities in the IT and ITES sector.

Through Avasant Foundation (AF), our not-for-profit venture, we directly impact the lives of thousands in emerging economies across the globe by providing education, enabling employment opportunities, and building entrepreneurial skills. Avasant and its foundation are aligned in supporting the United Nations Sustainable Development Goals, especially goals 1 (No Poverty), 4 (Quality Education), 5 (Gender Equality), 8 (Decent Work and Economic growth), and 10 (Reduced Inequalities).

AF's Avasant Digital Youth Employment Initiative (ADYEI) provides deserving youth with job-related skills training to enable employment in the leading ICT BPO industries in the Caribbean. This initiative has provided over 800 deserving youth with vocational and life skills training and connected over 94% of them to employment through Impact Sourcing practices. We do this by educating the business partners on Impact Sourcing job hiring, which complements the traditional outsourcing model to provide business value and an added advantage of social benefit.



*Avasant Foundation Chairman Kevin Parikh and Executive Director Chitra Rajeshwari were recognized by the Clinton Global Initiative in 2015 and 2016 for their hugely successful youth employment initiatives in the Caribbean.*



Kevin Parikh, AF's Chairman, and Chitra Rajeshwari, AF's Executive Director, were recognized two years in a row by the Clinton Global Initiative in 2015 and 2016 for enabling employment for over 94% of the deserving youth in Jamaica and Haiti. They graduated from AF's Digital Youth Employment Initiative.

Avasant also supports organizations that have been working around the globe for economic stability and the betterment of lives. Avasant and AF have made charitable contributions to organizations including: the Clinton Global Initiative, Rockefeller Philanthropies, Association Haitienne pour le Developpement des Technologies de L'Information et de la Communication (AHTIC), Sharefest Community, American India Foundation, TiE Foundation, Project HANDUP, and the Business Process Industry Association Jamaica (BPIAJ).

In 2017, Avasant partnered with IAOP to analyze the current results of the Women Empowerment survey at OWS 2017. The purpose was to gather data on the perceptions of gender equality, empowerment, and opportunities for women in the outsourcing industry and to identify where and how outsourcing has empowered women's lives internationally, both inside and outside the workplace.



Avasant Foundation Executive Director, Chitra Rajeshwari is now the lead chair of the Women Empowerment, Leadership, and Diversity chapter. In 2018, Chitra was awarded Gold in the Transformational Sourcing Relations Leadership category in Stevie Awards for Women in Business. Chitra was the recipient of the Women Empower Women award at HCL's Red Ladder Awards 2020. This event recognizes high performing and high potential women leaders and holds them up as role models for other aspiring women.

In August 2020, Avasant collaborated with the University of Southern California (USC) for their initiative, More Than a Business: Empowering Women, Securing Communities. The program's goal is to provide financial and entrepreneurship training to women from low-incomes areas in Los Angeles County who would like to launch start-ups. The first cohort of 35 women were empowered with the skills and tools required to grow their businesses which focused on a wide range of areas, including photography, painting, and food. The program will launch a second cohort in November, continuing to support the community's next group of successful business leaders.

As part of our participation in the UNGC, Avasant has pledged our commitment to the Women’s Empowerment Principles (WEPs) – an initiative at the cornerstone of our company mission. Through the recognition of gender equality, we contribute to critical predictors of stability, economic growth and security, and entrepreneurialism,



As part of our commitment, as the CEO of Avasant, Kevin S. Parikh has signed the CEO Statement of Support, committing to developing the “initiate, implement, report” framework, as a guide and benchmarking tool for Avasant’s SDG success.



Avasant also pledged support to the Clinton Global Initiative’s efforts to digitally transform regions in the Caribbean, including Dominica and the US Virgin Islands, in conjunction with the World Bank and other similar organizations. An additional training program was recently launched in Guyana in partnership with the University of Guyana to provide entrepreneurial and digital skills training to over 200 youth, including women, in Guyana. This program is being delivered fully online, leveraging the

Avasant Learning Portal in response to the COVID- 19 pandemic. A training program was also recently launched in The Bahamas to train 500 Bahamians with some degree of working experience to upscale their professional career and enable them to participate in the digital economy. To support workforce development for the digital economy, Avasant created and delivered a Digital Skills Curriculum for Jamaica. Avasant Foundation also concluded its first training cohort of 49 students in Trinidad and Tobago benefitting from Digital Skills for Global Services. This Digital Skills Curriculum will support digital skills development within the Global Services Sector. We also developed a digital services platform to support the Haitian BPO sector.

## Corporate Social Responsibility Through the Years

- ✔ 2006: Avasant LLC founded by CEO Kevin S. Parikh.



- ✔ 2008-2020: Avasant's Global Development team works on capacity building, strengthening investment attraction, identifying market growth opportunities, and developing strategies for expanding and promoting the sourcing industry. These efforts led to job creation, skill development, and economic growth in South Africa, Uganda, Rwanda, Malawi, Nigeria, Kenya, St. Vincent & the Grenadines, Jamaica, Haiti, Belize, Colombia, Barbuda, Barbados, Jordan, Philippines, Albania, Moldova, and more.



- ✔ 2011: Avasant receives a grant from the Rockefeller Foundation and conducts a study to scale the Impact Sourcing sector.
- ✔ 2011: Avasant becomes a participant member of the UN Global Compact and is committed to upholding the ten principles with respect to human rights, labor, the environment, and anti-corruption.

- ✔ 2011: Avasant Foundation is formed with Kevin Parikh as chairman and Anupam Govil and Dr. P.K. Mukherji as co-chairs.

- ✔ 2014: Chitra Rajeshwari hired as Avasant Foundation's executive director.

- ✔ 2014: Avasant Foundation begins hosting "[Golf for Impact](#)," an annual charity golf tournament to fund their initiatives.

- ✔ 2014: Avasant Foundation funds the American India Foundation Digital Equalizer Program in India. Through the Digital Equalizer program, we provided 80 educators the technology tools they need to support 16,874 Indian students in 50 public schools in Delhi, Odisha and Bangalore with access to technology education.



- ✔ 2015: Avasant Foundation receives a grant from the Rockefeller Foundation for their DJA (Digital Jobs Africa) Initiative



- 2015: Avasant Foundation starts the Avasant Digital Youth Employment Initiative (ADYEI) in Jamaica, training high potential, deserving youth, and connecting them to employment.
- 2015: Avasant Foundation is recognized by Clinton Global Initiative (CGI) for the high impact and growth of its Avasant Digital Youth Employment initiatives in Jamaica.
- 2015: Avasant Foundation becomes an associate member of GISC- Global Impact Sourcing Coalition- an association of businesses, service providers, and NGOs with a goal of expanding the global supply chain through Impact Sourcing.



- 2015: 'Golf for Impact' continues in its second year drawing even more sponsors than the first year.
- 2015: Kevin S. Parikh joins the advisory board of the gender equality NGO GIRLRISING.
- 2016: ADYEI pilot in Haiti, graduating 30 youths, with 100% gaining employment in the telecommunication sectors.

- 2016: Avasant Foundation receives the CGI recognition for a second year in a row for the Avasant Digital Youth Employment initiative in Haiti.
- 2016: ADYEI continues training, graduating a total of 153 youth, 93% of find jobs immediately after the training.

- 2016: 'Golf for Impact' helps raise funds again for youth employment and skills development programs.
- 2016: In Trinidad & Tobago, Avasant Foundation launches Digital Works, a new initiative as part of their commitment to ensure job creation and skills enhancement for high caliber graduates.



- 2016: Kevin S. Parikh is a founding VIP member of Womensphere, a not-for-profit for the advancement of women.
- 2017: ADYEI in its third year trains 247 youth in Jamaica (more cohorts under way). 94% of the students are hired immediately after the training.



2017: Avasant Foundation is a founding funder for India of the SDG Philanthropy Platform focused on SDG #5 gender equality. 2017: 'Golf for Impact' continues attracting sponsors and attendees. USD 782,167 raised thus far.

2017: Avasant and IAOP present the results of the [Women Empowerment Survey](#) at OWS17.

2017: Chitra Rajeshwari is the Lead Chair for the IAOP Women Empowerment Leadership and Diversity Chapter.

2018: Kevin S. Parikh honored by American India Foundation (AIF) for his contributions to educational and job creation programs for deserving youth across emerging economies.

2018: Avasant Foundation partners with Massy Group and CTS College to provide professional and digital skills training to 50 students in Trinidad and Tobago.



2018: Avasant commits to Women Empowerment Principles, with Kevin S. Parikh signing the CEO Statement of Support, committing to the development of a guide and benchmarking tool for Avasant's SDG success.



2018: Kevin S. Parikh commits to supporting the Clinton Global Initiative's efforts to digitally transform regions in the Caribbean, including Dominica and the US Virgin Islands in conjunction with the World Bank and other similar organizations.

2018: Avasant Foundation is the first recipient of IAOP and the Rockefeller Foundation's Global Impact Sourcing Award as an influencer.

2018: 'Golf for Impact' attracts a great round of sponsors and attendees. USD 997,167 raised thus far.

2018: AF Executive Director, Chitra Rajeshwari awarded Gold in the Transformational Sourcing Relations Leadership category at this year's Stevie Awards for Women in Business.

2019: AF Executive Director, Chitra Rajeshwari, was honored in 2019 as Member of the Year by the International Association of Outsourcing Professionals (IAOP). The Foundation's span of accomplishments under her directorship have included chairing IAOP's Women's Empowerment, Leadership and Diversity chapter, active membership of the CSR and Impact Sourcing team and serving as a judge for 2019's Global Impact Sourcing Award.

- ✔ 2019: ‘Golf for Impact’ continues attracting sponsors and attendees. USD 1,072,167 raised thus far.
- ✔ 2020: The “Golf for Impact” event reimagined to provide a more diverse and inclusive experience. The rebranded “Impact the Future,” AF’s annual charity offers a premium whale-watching experience as an alternative to the traditional 12-hole golfing experience. [Impact the Future](#) expected to be our most successful fundraiser to-date was postponed due to COVID-19 restrictions.
- ✔ 2020: Avasant Foundation executed the Skills Development for Global Services Sector in Jamaica project. The project delivered an industry validated comprehensive soft, cognitive and digital skills curricula. Conducted one in-person and four online train-the-trainer workshops equipping 25 master trainers with the capacity needed to train 1000 other trainers in the updated curricula.
- ✔ 2020: Digital skills training for youth in Guyana launched. The training solution will hone the digital skills of economically disadvantaged youth including women and young professionals within Guyana. It will also deliver entrepreneurial skills training to support the development of local entrepreneurship.
- ✔ 2020: Digital skills training for correctional facility candidates in Guyana piloted. The training designed will offer digital skills training for catalyzing job placement for youth incarcerated within the justice system for minor infractions. It will also support sustainable job development through the delivery of digital entrepreneurship training to correctional candidates.
- ✔ 2020 : Digital skills training for Upskilling/Retooling Workforce in Bahamas affected by hurricane Dorian and COVID-19 pandemic initiated. The Digital Skills and Entrepreneurship training will support the ability of the at-risk workforce in Bahamas to use and engage with digital technologies for learning, working and sustainable economic development.
- ✔ 2020: Although ‘Golf for Impact’ was delayed due to the ongoing pandemic, a virtual event called ‘Gratitude and Cheers’ was held and USD 150,000 was raised.
- ✔ 2021: Digital Youth Skills training has reached over 200 students compared to a target of 150 trainees. 75% of participants have secured jobs thus far.
- ✔ 2021: CSSP digital skills piloting training reached 30 correctional students with 100% completion of the program.
- ✔ 2021 Digital skills training for upskilling/retooling displaced workforce in Bahamas currently has 55 enrolled students.





- ✔ 2022: Avasant launched the [Support Women and Children of Ukraine Fund](#). With a commitment of \$100,000, and matching dollar-for-dollar, up to \$200,000 of Avasant employees, families and friends' contributions. This donation was specially dedicated towards supporting Ukrainian women, children and youth to provide shelter, food, and clean water for refugees, access to education and economic assistance as well as health and psychosocial support.
- ✔ 2022: Avasant Foundation held its first in-person graduation ceremony for the Avasant Digital Skills Training (ADST) in Guyana.
- ✔ 2022: To date, the Avasant Foundation has impacted over 32,000 lives through the training programs launched in over 12 regions. Over 20,000 jobs have been created, with 70% female participation and 100% diversity and inclusion rates.
- ✔ 2022: 'Golf for Impact' resumed to an in-person event this year where USD 275,000 was raised bringing the total to USD 1,747,167 raised through this annual event thus far.

# AVASANT'S COMMITMENT: GLOBAL CITIZENSHIP

## Global Partnerships

Avasant supports numerous eminent global initiatives aimed at creating opportunities for youth employment.



## Commitment to the Global Community Case Studies

### Malawi Post COVID-19 strategy for *Capacity Building for Tourism Sector*

Malawi is one of the Least Developed Countries (LDCs) having the fourth lowest per capita income in the world. The economy is primarily agrarian, and the country does not have any manufacturing base. The Government of Malawi has identified the services sector as an engine of growth. The country is well endowed with natural assets that hold the potential to turn Malawi into a sought-after tourist destination. Tourism exports would lead to socio-economic development and help to bridge the current account deficit. However, the national infrastructure of Malawi needed major upgrades to enable tourism to flourish. In the wake of these hurdles, the COVID-19 pandemic brought greater difficulties for the already struggling tourism sector. Avasant was selected for developing a post COVID-19 strategy for capacity-building in the tourism sector.



### Intervention

Avasant designed its strategy across five sub-activities and produced outputs that included the Tourism HR Development Strategy, the Tourism Quality Development Strategy, and the Tourism Enterprise Investment Development Plan. These outputs and other important assessments and analysis of the phase were consolidated into the "Tourism Capacity Development Plan." Avasant executed the following activities during the course of this plan.

- Identified gaps between the current state of tourism department staff and desired level of knowledge required.
- Developed training strategy for the Tourism Department staff across Malawi.
- Analyzed marketing capacity of small and medium enterprises to leverage digital technologies in the tourism sector to reach out to their target audience. Analysis included use of digital technologies and tools including computers, search engines, online advertisement, and social media adoption.



- Analyzed operational capacity of SMEs to leverage digital technologies within the tourism sector to streamline operations.
- Identified major areas of concern within the services of tourism sector and conducted knowledge and service quality gap analysis across service providers in the tourism sector.
- Defined training needs and course curriculum for service quality enhancement for various private sector players.
- Developed training initiatives with centralized training for stakeholders within the tourism sector, with emphasis on investment promotion in the tourism sector.
- Formulated capacity building strategy by leveraging above elements for stakeholders in tourism sector.



### Impact

- Developed appropriate capacity to support projects worth \$25Bn recommended in the National Investment Masterplan of Malawi.
- Developed curated capacity development strategy for over 100 projects suggested as a part of the National Investment Masterplan of Malawi.

## Jamaica Digital Competitiveness Strategy



The digital service sector has emerged as a key development driver in the post-COVID recovery landscape. Economies with a higher degree of digital adoption will be able to significantly limit both the social and economic impact of the pandemic while having a much shorter recovery cycle. Avasant performed a strategic intervention for the government of Jamaica to improve digital competitiveness across five key pillars: human resources, digital ecosystem, infrastructure, business environment, and financial attractiveness. This engagement will help Jamaica develop its Digital

Services Sector Strategy for 2020-2025. The strategy will enable the island to move up the outsourcing/digital value chain focusing on:

- Creating the optimal eco-system that aids the development of the digital services sector.
- Ensuring availability of better/higher skilled resources for higher value services
- Improving Jamaica’s institutional capacity to attract FDI into the sector and increase exports.

### Intervention

- Avasant leveraged its proprietary Digital Competitiveness Index - DCI™ framework to assess the overall digital competitiveness of Jamaica. The framework helped identify sector development gaps in comparison to other locations and technological advancements within the outsourcing services sector.
- Avasant conducted extensive data collection and assessment through online surveys, focus groups and one-on-one interviews with local services providers, educational institutions, investment promotion agencies, and IT/DigitalSMEs to identify key challenges faced by these stakeholders.
- Avasant developed a well-rounded plan that would ensure a holistic development of the domestic outsourcing sectors.
- Avasant developed a Career Progression Framework, an online tool that enables a person to select the most suitable career option within the Global Services Sector before moving on the talent development platform for training and assessment.



**Impact**

- The Jamaican GSS sector now has mechanisms to add up to 3,000 trained resources every year to the outsourcing services sector for the next 5 years.
- The outsourcing sector was able to reach 80% of its full operational capacity from a state of complete shut down in less than three weeks.



## Service Sector Development in **Zanzibar**

Zanzibar, being an island economy, imports most commodities, creating a significant current account deficit. The government of Zanzibar wanted to identify the priority sectors of the economy that would attract foreign exchange and investment dollars not only to offset the deficit, but also for growth and job creation.



### **Intervention**

Avasant identified and developed the Sector Development Strategy for the priority sectors that included capacity building, private sector strategy, ease of doing business, financing, SME development and value chain integration. Avasant also benchmarked policy incentives with competing destinations and recommended best practices for promotion of investment.

### **Impact**

Based on Avasant's recommendations, the government of Zanzibar is re-aligning its policies for the development of the sectors we identified.

Zanzibar is also implementing the recommendations that would attract investment of more than 1B USD over the next 5 years and create 10,000 direct jobs and more than 25,000 indirect jobs in the archipelago.



## Global Services Sector Digital Talent Pool Development

Through the Jamaica Promotions Corporation (JAMPRO) Avasant assisted the government of Jamaica in strengthening its digital talent pool for the Global Services Sector (GSS). This initiative will play a significant role in closing the skills gap for the global digital services in Jamaica. The project will also help Jamaica compete in higher value-added segments beyond business process outsourcing (BPO). The initiative focused on upskilling and preparing persons working in the sector for higher-end jobs in areas such as information technology-enabled services (ITES), knowledge process outsourcing (KPO), and legal process outsourcing (LPO). Avasant's intervention is geared to strengthen the skills development framework and is intended to increase employment within the outsourcing sector in Jamaica from 36,000 to 50,000 by 2023.



### Intervention

Avasant updated the job-readiness curricula to provide an enhanced pipeline of talent with the appropriate job-readiness skills. This included the enhancement of HEART Trust/NTA's job-readiness curricula to align training to GSS entry-level standards. Avasant executed the following activities during the course of this Soft, Cognitive, and Digital Skills Curriculum Development:

- Conducted needs analysis with industry leaders ITEL BPO Smart Solutions, Hinduja Global Services (HGS) and IBEX.
- Identified recommendations for the Soft, Cognitive, and Digital Skills Curricula based on needs analysis, industry trends, and expertise
- Created job-readiness curricula core training materials for instructors and students
- Developed training plans and supporting material
- Conducted train-the-trainer workshops using in-person training for soft skills and online training workshops for digital skills with 25 master trainers.





## Impact

- Delivered an industry validated comprehensive Soft, Cognitive, and Digital Skills Curricula.
- Conducted one in-person and four online train-the-trainer workshops.
- Equipped 25 master trainers responsible for training 1000 other trainers in the updated curricula with Soft Skills and Digital Skills training certification.

## Investment Promotion in Ghana

Though the International Finance Corporation (IFC) had been assisting the government of Ghana in strengthening its ICT sector, they engaged Avasant to provide additional support to the government so that it could better position itself as a preferred destination for investors. The objective of the project was to present the findings from the feasibility study conducted by Avasant and provide recommendations for the ICT sector.



These recommendations are now being pursued by the IFC and the Government of Ghana to leverage successes in the ICT sector and position

Ghana as a preferred destination to leading international and domestic investors. With inward investments, the ICT can help Ghana lower prices by reducing operating costs for B2B, B2C, B2G businesses and generally contribute to the efficient functioning of both domestic and export markets.

Lower costs will lower barriers to entry and foster healthy competition, which can lead to higher productivity and more investments in Ghana's ICT sector. The feasibility study identified global ICT investment trends, assessed the overall market size for ICT inward investment into Africa and the relative value proposition for Ghana, and benchmarked against key competitors in the region (Nigeria, Kenya, Morocco, Egypt, South Africa and Mauritius). The study has also identified the key drivers for improving ICT business, competitiveness and location attractiveness of Ghana; assessed the readiness of the Accra Digital Centre (ADC) for ICT investors as an example of an investment-ready location; and developed an investment promotion strategy of Ghana's ICT sector to attract and retain investors.



A workshop was also conducted with key stakeholders from the IFC, the Ministry of Communication of Ghana, NITA - Ghana, Ghana Investment Promotion Center (GIPC) and major Ghanaian entrepreneurial ventures from the ICT sector. The findings of the study conducted by Avasant were discussed in the workshop and the recommendations were shared to promote investment in the Ghanaian ICT sector.

## Investment Promotion in **Palestine**

In July of 2018, Avasant was engaged by the DfID to consult on its Palestine Market Development Program (PMDP) for the Occupied Palestinian Territories (oPt). Avasant collaborated with DAI- Eu and assessed the supply side capabilities of the technology sector and key service providers in West Bank and Gaza. The findings from this assessment resulted in the development of the Palestinian outsourcing value proposition which was leveraged to solicit UK market demand for services supplied by Palestinian ITO and BPO services. The business linkage activities that followed resulted in the identification of 11 potential and active opportunities. The active opportunities are now being pursued by the DfID to foster buyer-service provider relations between UK-based buyer companies and Palestine ICT providers and broader economic development in this region.



One challenge for the Palestinian economy is that it has never been perceived as a business destination. Though political troubles and travel restrictions are a reality, Palestine is bolstered by a thriving economy driven by a burgeoning educated youth. Leading universities in Palestine (Berzeit, Al Quds, Bethlehem, etc.) have been producing technology professionals through alliances with leading global universities. Despite this technical pool, the world has largely been unaware of its presence.

Despite the best efforts of the Palestine Authority to attract new investments and business, they failed to present a holistic picture of the region to specific buy-side markets. In the past, their efforts focused on presenting a view of the region that was aimed more at attracting non-governmental/NGO funding or private sector organizations with Corporate Social Responsibility (CSR) functions. The HM Department for International Development (“DfID”) wanted to grant the UK corporate sector access to the Palestine ICT sector in order to facilitate the government’s approach to the region as a form of economic diplomacy. For close to three years, the DfID failed to present a commercially viable value proposition to potential buyers while the CSR approach floundered due to an absence of long-term market interest. Appealing to the “feel good factor” was not yielding results as expected and corporations continued to overlook Palestine in favor of regions in Africa to meet their CSR goals.



Our solution approached the problem differently. We recognized that the sustainable long-term solution to the challenges of Palestine lay in creating a holistic value proposition for the economy as a destination open for business. The objective database for the economy developed through our solution gave potential investors/corporations looking to do business with Palestine IT service providers the ability to build a holistic picture of the economy and compare it with nearby destinations like Jordan, Lebanon and Egypt.—



The importance of the first 11 opportunities identified through our solution cannot be understated in terms of establishing a first level awareness of the region. Their impact does not merely lie in the numbers, but because they individually and collectively confirmed the validity of Palestine's portfolio of value propositions and the value of our solution. The opportunities represented each of the different target stakeholders corresponding value propositions. These target stakeholders included those who sought to outsource providers at scale, niche specialist product development technologists, staff augmentation services, professional services (e.g., translation, documentation, and archival). They also included companies that offered product/service localization to facilitate entry into the Arab market established delivery capability in Palestine.

These opportunities gave the DfID confidence in our methodology and initial hypothesis that it was essential to adopt a granular approach to understand the data and information requirements of each target group before building a holistic picture of the region. Though it is difficult to quantify the impact at such an early stage of the process, these opportunities have triggered a range of conversations between the two sides of the market.

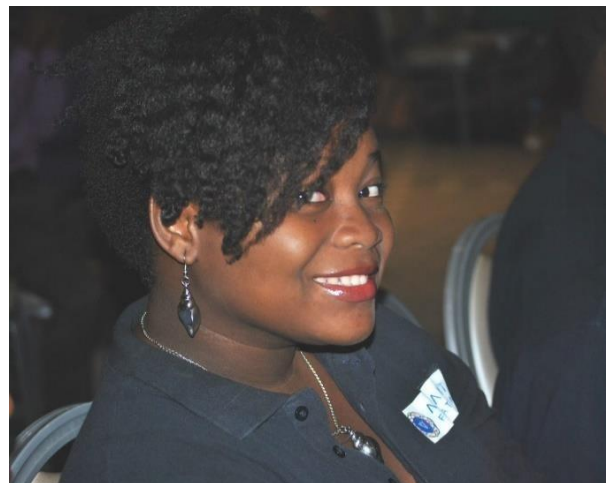
## BPO Sector Development and Capacity Development in Haiti

Avasant was engaged by the Centre de Facilitation des Investissements (CFI-HAITI) and Inter-American Development Bank (IDB) in a project focused on developing the BPO Sector and promoting capacity development and entrepreneurship skills that ended in January 2018.

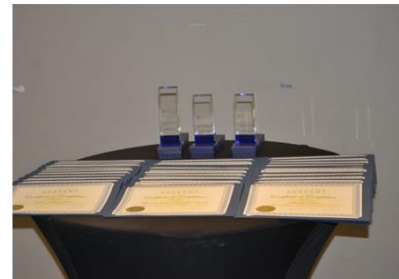


### Key Objectives

- Promote Haiti as an ideal outsourcing destination and spur development in Haiti's BPO Sector.
- Build capacity in the local workforce enabling faster uptake into newly created jobs within the sector.



- Support the development of incubation capabilities to promote entrepreneurship in the country.
- Organize a national-level job fair initiative that brings young students, professionals & experts from the IT-BPO industry under one roof on the same day. The objective of the job fair is to attract candidates who are interested in working in the IT-BPO sector in Haiti and familiarize them with the industry and the opportunities that are available to them.
- Develop an online platform that brings together BPO investors/employers and job seekers who are interested in working in the sector.



## AVASANT FOUNDATION

The Avasant Foundation (AF) is a 501(C)(3) non-profit organization established in the State of California, under the auspices of Avasant LLC. Since 2012, AF has worked to improve lives and communities through the development of in-demand digital and business training skills for deserving youth from disadvantaged background in emerging economies.

The Avasant Foundation’s mission is to create opportunities for unemployed youth around the world by giving them the skills to succeed in the digital economy and empowering economically disadvantaged communities. AF employs the best practices and knowledge base of its parent organization to develop innovative training content.





## Our Commitment to Sustainable Development

Avasant and its foundation are aligned in supporting the United Nations Sustainable Development Goals (UN SDGs), especially Goals 1- No to poverty, 4- Quality education, 5- Gender equality, 8- Decent work and economic growth, 10- Reduction of inequalities and 17- Partnership for the Goal.

As part of our participation in the United Nations Global Compact (UNGC), Avasant has reiterated our commitment to the Women's Empowerment Principles (WEP), which, in turn, is the cornerstone of our company's mission.

### Quality education



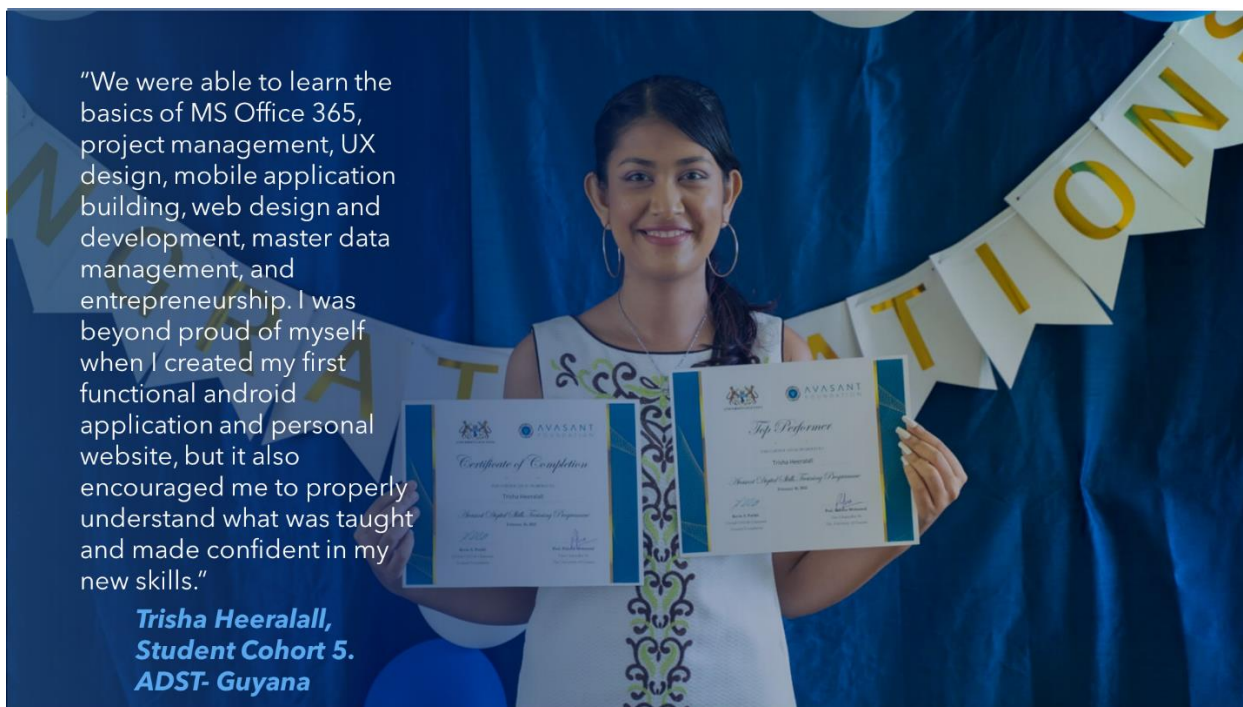
### Guyana

In 2020, Avasant Foundation, in collaboration with the Inter-American Development Bank Lab (IADB-Lab), sought to address the digital skills gap in Guyana at a critical point in the country's economic and social transformation. AF proposed the introduction of Avasant Digital Skills Training (ADST), a program that aims to bridge knowledge gaps to assist youth transitioning from education to job opportunities. The program encourages youth from socioeconomically challenged regions to participate in the fully funded scholarship program.

The program was designed to be delivered in person. However, due to Covid- 19, we offered the training virtually using the Avasant learning portal. The candidates are also given laptops and any other necessary equipment for the training.

AF designed a holistic curriculum which includes both soft and technical skills. The transversal soft skills component equipped students with tools for communication, sales and marketing, customer service, and leaderships skills critical to prosper in any industry. The technical component builds skills in high demand in the current local and global economy across all sectors including, training in Microsoft Office 365 suite, UX design, web design and development, mobile applications, data analytics, master data management, and project management. Also included is entrepreneurship training to promote methods of self-employment and incubation in supporting MSM owners who could potentially create jobs for themselves and others.

The Digital Skills for Guyanese Youth Program has exceeded the set targets for 150 graduates. Since the training began in August 2020, over 250 candidates have graduated, and about 95% have gained employment. We had 75 entrepreneurs who successfully completed the training and are putting the skills they acquired to better use in their businesses. Training continues with two cohorts currently in session.



## The Bahamas

Funded by the Inter-American Development Bank LAB (IDB LAB), Avasant Foundation kicked off the Digital Skills and Employment Opportunities for the Displaced Workforce in The Bahamas. The program is designed to help the unemployed and the under-employed impacted and displaced by Hurricane Dorian and subsequently by the COVID-19 pandemic. The training provides allows candidates to build technical skills to succeed in a high demand market. Like Guyana, the training offers both soft and digital skills. And entrepreneur skills training has a separate track. Thus far, 150 candidates have graduated, of which 80% are employed. Currently there are two cohorts in session with additional cohorts planned.



### Training quality

Both programs have a curriculum with specific goals, content, strategies, resources, and evaluation methods. The content and basic resources are designed by Avasant consultants through Avasant's Associate engagement initiative, which allows employees to contribute towards the foundation. Partnering with key local stakeholders, the program is structured to facilitate relevant and interactive teaching activities.

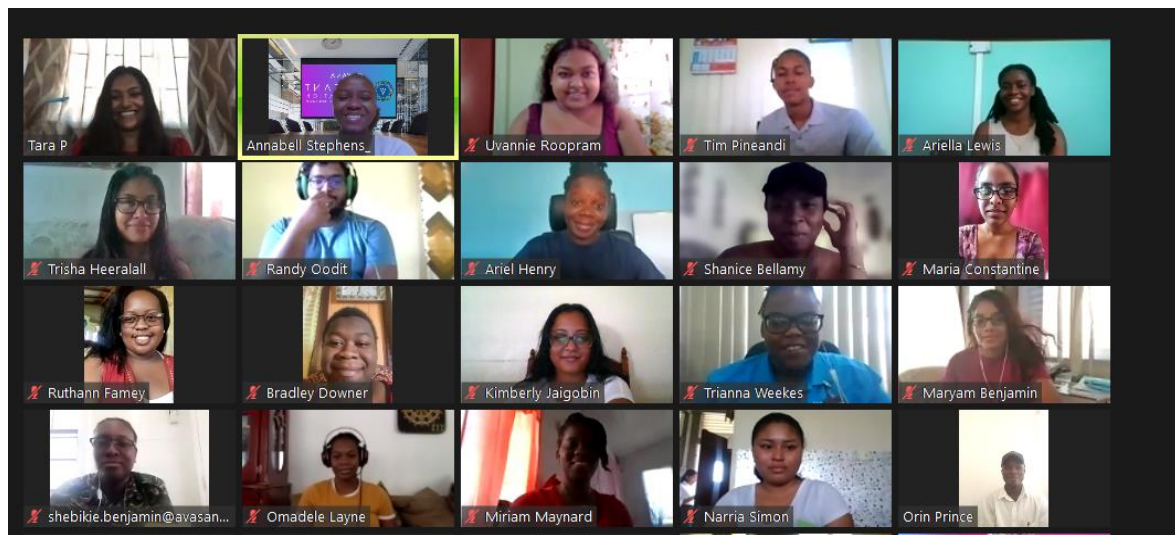
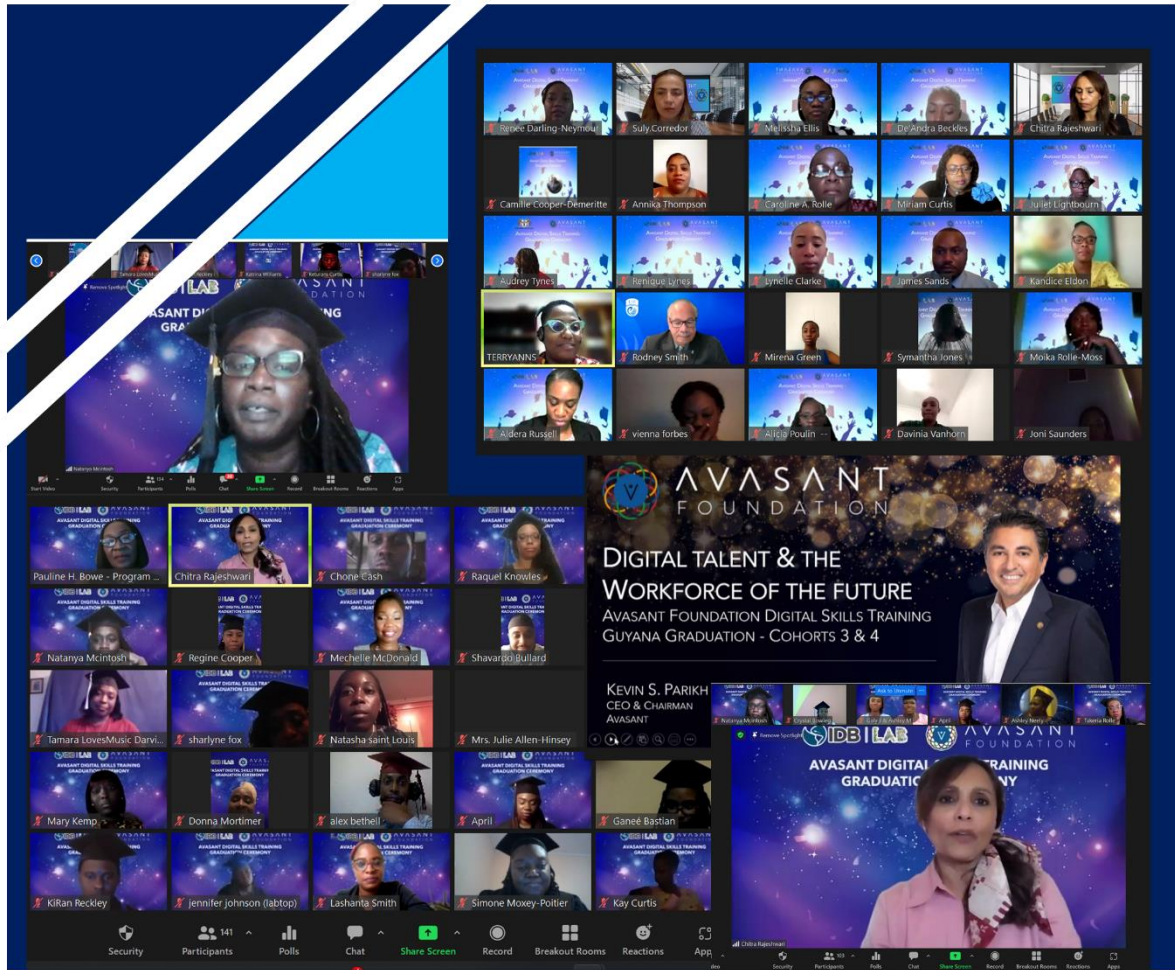
- In-class exercises to gather feedback on proficiency in content
- Group interaction
- Practical work sessions
- Final assessments
- Evaluation



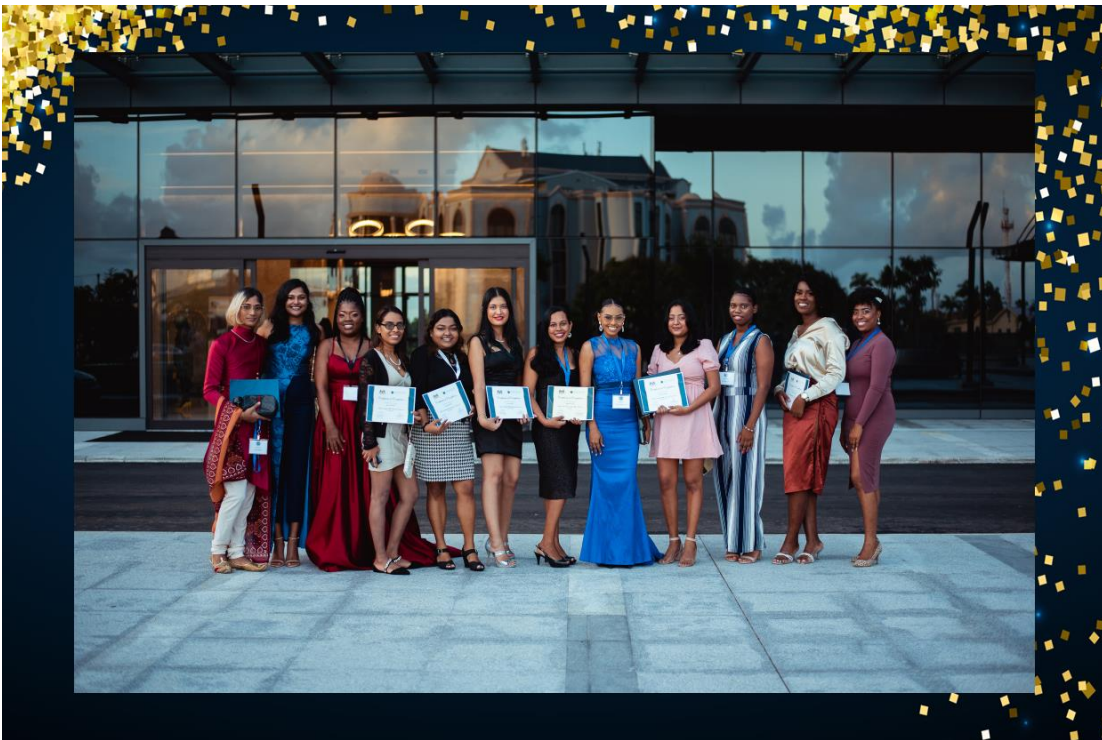
The program is extraordinarily successful with 100% graduation, 91% average test grades, 92% employment rate, and 100% diversity and inclusion. Virtual graduations are held after each cohort completes the training with guest speakers and handing of the certificate of completion.







**Celebration of our graduates- live event**



On August 17, 2022, Avasant Foundation held its first in-person graduation ceremony for the Avasant Digital Skills Training (ADST) in Guyana. The event was held at the Atlantic Ballroom, with spectacular views of the Atlantic Ocean at The Pegasus hotel in Georgetown. It was a night of gloss and glory as we celebrated our graduates.

Many of our key partners attended the ceremony. The evening kicked off with a keynote address by Avasant's global CEO, Kevin Parikh; followed by various speakers including the Executive Director of Avasant Foundation, Chitra Rajeshwari, the Vice Chancellor of the University of Guyana; Paloma Mohamed-Martén; Dr. Marcel Hutson, Chief Education Officer from the Ministry of Education; and Lorena Solórzano Salazar, Inter-American development Bank- Guyana Country Head.





The highlight of the evening was the speeches from past and current students expressing their gratitude for having been given the opportunity to be part of this fully funded training program which has, and will, continue to change their lives for the better. The evening ended with a beautiful rendition of the Guyanese traditional dance.



Gender Equality



Gender equality is core to the training program with an emphasis on recruiting over 50% female candidates. Each of the training programs is tailored to the country’s need by doing a “market needs analysis” survey prior to designing the program.” In our findings we unveiled the underrepresentation of women and girls studying and pursuing careers in STEM (science, technology, engineering, and math). During the recruitment process of both initiatives in Guyana and The Bahamas, the Foundation employs various strategies to reach females and persuade them to participate in the training.

Avasant Foundation has successfully achieved a 65% female participation in Guyana and 75% in The Bahamas programs.



Decent Work and Economic Growth



Avasant Foundation has complemented its training programs with mentorship, resume writing, and mock interview workshops. Fortune 1000 companies and HR firm executives join the class and share life experiences and tips to surpass professional challenges and develop a career in digital technologies. In the resume writing workshop, the Avasant Foundation team shares best practices for writing an effective resume. Finally, the training concludes with a mock interview workshop - an interactive session conducted by HR managers on how to ace a job interview.

## Professional Development Workshop Series



**Guest speaker series**



**Resume writing workshop**



**Mock interview workshop**

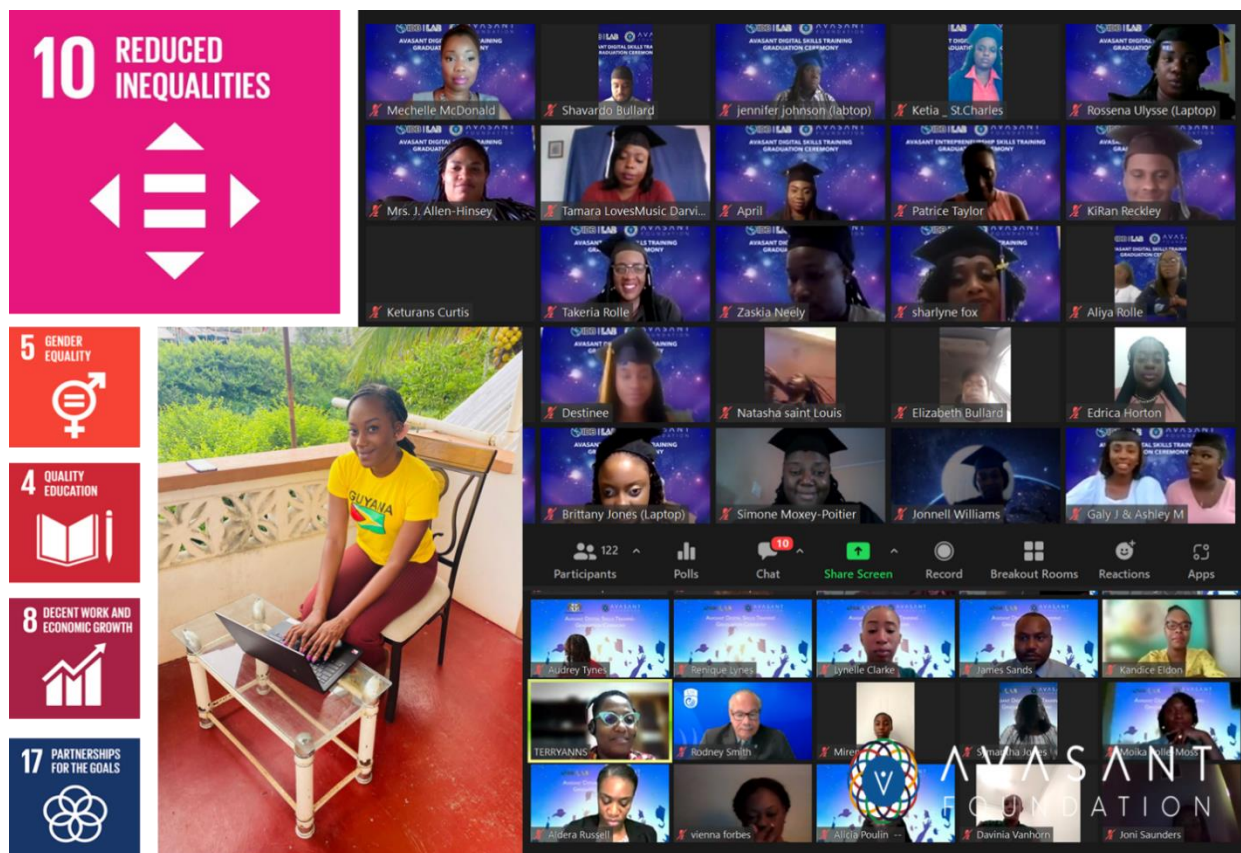


**Mentorship workshop**



All of these efforts have translated into job creation and promotions. One quarter (25%) of students who are employed when they join the training are promoted within their organization, are given additional responsibilities, or are moved to a different role based on the new skills they acquired. Of those unemployed, 70% successfully gained employment, about 12% have started their own business, and the rest continue to pursue higher education.

## Reduce Inequalities



The Foundation has worked towards the reduction of income inequalities by supporting socioeconomically challenged youth to become certificated in digital skills that are in high demand. The skills typically help them to transition from unemployment to employment within 3 months of graduating. Strategic partnerships with local stakeholders are vital to the success of the program. Job vacancies are shared in AF alumni channels and graduates are encouraged to apply. Most excel in job interviews. The graduates also receive a one-year subscription to a well-known local job portal.

Diversity and inclusion are core to the training. In Guyana virtual learning has enabled many students who live in rural or remote areas to be part of our training which otherwise would not have been possible due to lack of proper public transportation. This has also helped give single mothers the flexibility to study by eliminating commuting time and physical barriers.

In The Bahamas, virtual learning has enabled participants nationwide to join the training. The interview process and diagnostic assessment were also done online which allowed wider participation along the archipelagic state that consists of more than 3,000 islands, cays, and islets in the Atlantic Ocean. Among other locations in The Bahamas, we have several participants from Abaco and Grand Bahama, the island with higher rates of homeless and/or jobless citizens after Hurricane Dorian in 2019.



Partnerships for the Goals



Throughout the program in 2022, the foundation has consolidated international and national partnerships with private and public entities. Educational institutions, like the University of Guyana and University of The Bahamas, are important partners to the success of the training as they provide excellent lectures who train our students. Public and private sector partnerships help provide the necessary guidance and job opportunities for our candidates.

Private sector and IT companies trust in our ability to upskill and retool young people according to industry needs and latest trends. Our graduates are welcomed to apply to open positions in their companies. Our programs are designed to be sustainable and scalable.



## COMMITMENT TO HUMAN RIGHTS AND FAIR-TRADE LABOR PRACTICES

Avasant is committed to the [UN Global Compact](#) principles 1 through 6 and 10 as they relate to human rights, labor practices, and fighting corruption. Our commitment to labor principles spans across our supplier base and employees, which includes ensuring no use of child labor and no use of forced or bonded labor in the value chain. Our organization is transparent in its management and commercial relations. It is accountable to its stakeholders and respects the sensitive and confidential nature of commercial information supplied. Avasant focuses on the social, economic and environmental wellbeing of marginalized small suppliers, and does not maximize profit at their expense.

Avasant is committed to a consistent and fair tender process and to facilitate this, all potential suppliers receive a request for quotation/proposal RFP/RFQ letters which invite suppliers to participate as well as Intent to respond and non-disclosure documents. Upon completion of these documents, suppliers who wish to offer a tender will receive the RFQ/RFP, which includes process timeframes and response formats to which suppliers must strictly adhere. All tenders allow suppliers to respond with questions and give an identical time- period for all to respond.

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

Avasant envisions a more integrated and inclusive supply chain that aligns our corporate social initiatives. Fostering the social betterment of underprivileged communities helps Avasant create positive economic growth and an employable workforce in emerging nations where we are directly engaged with governments.



As an equal opportunity employer, Avasant believes that its inherent strength lies in the intellectual and cultural diversity of its workforce. It strongly believes that employees are its biggest asset. Respect for employees is the cornerstone of Avasant's Business Code of Conduct. Avasant's workforce contributes towards the firm's goal of guiding its clients through often difficult, uncertain, and ambiguous situations

with their extensive knowledge, implicit understanding, and passion. The firm, through its policies, upholds human and employee rights and strongly believes in acknowledging and respecting individuals' dignity, rights, and ambitions. Avasant maintains a zero-tolerance policy towards any kind of harassment, discrimination, coercion, and misconduct.

Avasant does not discriminate in hiring, remuneration, access to training, promotion, termination or retirement based on age, race, caste, national origin, religion, disability, gender, sexual orientation, union membership, or political affiliation.



Avasant conducts formal 360-degree feedback sessions twice a year along with informal, interactive “happy hour” sessions at least twice a month. Through these interactions, employees voice their concerns and suggest changes to any policy or practice that helps nurture and develop them personally and professionally. Ideas are principally focused around areas that integrate teams globally and provide equal opportunities. Any idea supported by the majority is then taken up in a time

bound initiative. Avasant’s eight-week training program and mentor-mentee initiative is aimed at grooming the associates through regular one-on-one sessions on career progression, firm development, and honing consulting skill sets.

Avasant adheres to health and safety standards for its employees, contractors, partners, and clients. We also support flexi-working, which allows our consultants to work from home so that they can focus more on their demanding workload and less on unproductive and often stressful office commutes. We encourage our workforce to maintain a healthy work-life balance and offer them more control of their own time. At all our offices across the world, employees take breaks to catch a gym workout, a set of tennis or a badminton match, all of which is subsidized by Avasant through a monthly fitness reimbursement. Avasant also offers health insurance to all its associates, offering products of choice for their families through company reimbursement. Avasant also took the lead to implement a COVID policy to promote remote working, worker safety, and instituted policies to create a safe office environment for regions which were able to re-open.

We continually receive positive feedback on these programs from our employees and believe that it has created goodwill, not just among our employees, but also our stakeholders and clients. Based on the feedback from Avasant employees, the Vault Consulting Survey has recognized Avasant among the [Best Places to Work For](#) management consulting firms from 2014-2016. The [Vault Consulting Survey 2020](#) has also ranked Avasant among the top management consulting firms offering “Internal Mobility” and “International Opportunities,” as well as for “Innovation,” “Challenge,” “Firm Leadership,” and “Informal Training.”



In 2016, the Vault Consulting Survey recognized Avasant as one of the [Best Consulting Firms for Diversity](#). This recognition was based on our representation of minorities, military veterans, and individuals with disabilities in our workforce. Avasant fully complies with local labor laws applicable to its global workforce.

*Avasant employees at a team-building outing during the all-companyoffsite.*

Avasant strongly adheres to a zero-tolerance policy against bribery, extortion, human trafficking, and other corrupt or criminal practices. 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 centralized whistle-blowing cell that takes strict action against any reported malpractices observed by employees, stakeholders, or clients as well as activities in deviance from those suggested by FCPA.

## COMMITMENT TO THE ENVIRONMENT AND SUSTAINABILITY

### Avasant's Point of view on gender equality and economic development for women

As part of our participation in the United Nations Global Compact (UNGC), we pledged our commitment to the Women's Empowerment Principles (WEPs) –an initiative that is at the cornerstone of our company mission. Through recognition of gender equality, we contribute to critical predictors of stability, economic growth and security, and entrepreneurialism, that positively impact our business in a myriad of ways. Avasant is proud of its ability to retain over 90% of its female talent, to motivate its female workers, to understand and respond to the needs of female employees and address complex problems by incorporating more diverse views.

At Avasant, we take active measures to comprehensively address structural barriers and gender-discriminatory practices that deny women their socioeconomic rights, restrict their economic, social and political opportunities and undermine their resilience to all forms of shock. Avasant enables women's economic empowerment as it provides all female employees the ability to participate equally in existing markets; allows access to and control over productive resources, access to decent work, control over their own time, lives, and bodies; and increased voice, agency and meaningful participation in economic decision-making at all levels from with the organization.

We know that women's empowerment boosts productivity and improves economic diversity and income equality. We recognize the benefit from increasing employment and leadership opportunities for women, which is shown to increase organizational effectiveness and growth. It values the fact that companies with three or more women in senior management roles score higher in all dimensions of organizational performance. At Avasant, we promote the inclusion of women at senior levels and as a result we have



been annually listed by Forbes as one of America's best consulting firms to work for (Click [here](#) for the 2022 feature).

*Chitra Rajeshwari, Avasant Foundation's Executive Director, at the UN Week (Sep. 2019)*

Through the Avasant Foundation (AF) the firm focuses on education, upskilling and re-skilling of girls and young women, especially to keep pace with rapid technological and digital transformations affecting jobs which are critical for women's and girl's health and wellbeing, as well as their income-generation opportunities and participation in the formal labor market. Our training and mentoring programs help females to develop their skills while sponsorship programmes are important in the promotion of women and the development of a strong pipeline of female talent. AF works with companies to partner with the public sector and with civil society organizations to protect and empower female workers in their global supply chains with an emphasis on developing nations and countries.



## Adherence to ESG

Avasant's corporate and operational policies support environmentally responsible objectives and adhere to the UN Global Compact Principles 7 through 9. Relative to Environment, Social, and Governance (ESG), Avasant has an enterprise-wide commitment both internally and with respect to the projects we support. We prioritize these key factors to measure the sustainability and societal impact of an investment in a company or a business. In addition, Avasant complies with all statutory and regulatory requirements, national and international standards, and industry practices. Avasant has committed itself to raising employee awareness on environmental issues and utilizing industry best practices. Avasant leaders have regularly promoted green sourcing through industry forums related to the importance and benefits of 'green information technology sourcing.'



Avasant leaders have regularly promoted green sourcing through industry forums related to the importance and benefits of 'green information technology sourcing.'

Avasant undertakes environmentally friendly initiatives and sets annual targets which it shares regularly with its employees and stakeholders. Avasant also strives to reduce its carbon footprint by minimizing travel to client locations and promoting video conferencing facilities using UberConference and Microsoft Teams with its clients. Some of the key environmental initiatives we have taken within the firm include:

- Increasing the use of video conferencing and web-collaboration tools (screen sharing, chat, Microsoft SharePoint, Microsoft Teams, and Yammer) to reduce international workforce travel.
- Providing a flexible work policy to reduce long office commutes.
- Utilization of recycled paper and published material in all our global offices.
- Using online record keeping as a de-facto standard instead of maintaining a paper-based bookkeeping and record inventory. For example:
  - Maintaining employee files on Bamboo HR, our HR software tool, instead of maintaining a paper-based record.
  - Utilizing an online tool, Projector PSA, for employees to submit expenses, invoices, and timesheets, instead of maintaining a paper-based record.
- Using double-side printing unless absolutely necessary.
- Maximizing the use of email and communication tools like Yammer and Microsoft Teams to communicate externally as well as internally.
- Adoption of best practices in our offices such as switching off fans, lights and devices when not required, recycling of water and carpooling.

Furthermore, in response to COVID-19, we have re-imagined our operations and business delivery to focus on virtual events, virtual conferences, and remote working, which has had a net positive environmental impact. Through our implementation of technology solutions, we have increased interaction among the Avasant team and our clients while reducing the company's carbon footprint.

Avasant continually promotes green sourcing as one of its practice areas, where it provides consulting services centered around the purchase of environmentally responsible 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 strategies.
- Inviting providers with a green record.
- Incorporating regulatory guidelines into contractual language.
- Assessing financial impact.
- Incorporating the use of well-defined checklists of agreed environmental considerations to ensure operational compliance.



Avasant spearheads green sourcing initiatives within the IT outsourcing industry. Its leadership team has been a proponent of green sourcing at multiple industry conferences around the globe and has been coaching organizations on the need to move towards green solutions. As a result of our green initiatives, we have been able to:

- Reduce the usage of paper in our day-to-day business operations.
- Reduce staff travel, both internationally and locally.
- Reduce electricity and water consumption.
- Adopt best practices by employees at their homes leading to further decline in electricity, water and fossil fuel consumption.
- Build awareness among 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.

## IMPACT THE FUTURE 2022

Avasant Foundation hosts an annual charity golf tournament to fund its initiatives. In order to prioritize the health and well-being of our stakeholders, we made the decision to delay our 8th annual Impact the Future event for 2022 but was able to raise USD \$275,000. The goal of Impact the Future is to raise money to empower high potential youth in developing and emerging economies to create better futures for themselves, their families and their communities.

Thanks to our many sponsors, Avasant Foundation has been able to make a significant impact for youth education and employment. Through seven consecutive years of hosting this event, the Foundation has raised USD \$1,747,167.





## SDG FUNDERS NETWORK

Avasant Foundation supports progress on the 17 SDG goals, with a focus on Goals 1, 4, 5, 8, 10 and 17.

	<p>Avasant, Avasant Foundation and all our affiliates support the mission of No Poverty via the Avasant Digital Youth Employment Initiative, Digital Jobs Africa, Digital Equalizer India, and the Skills for Global Services Programme in Trinidad and Tobago.</p>
	<p>Avasant, Avasant Foundation, the American India Foundation, Rockefeller Philanthropy, Pratham, Akshay Patra, and the Sharefest Community support Quality Education via the Avasant Digital Youth Employment Initiative, Digital Jobs Africa, and Digital Equalizer India.</p>
	<p>Avasant, Avasant Foundation, Plan International Girl Rising, IAOP Women Empowerment, Leadership and Diversity, FiWi Jamaica and UTech Jamaica support Gender Equality via the Women Empowerment Survey, Technopreneurship Program in Uganda, and the Avasant Digital Youth Employment Initiative.</p>
	<p>Avasant, Avasant Foundation, Jampro, BPIAJ, UTech Jamaica, Rockefeller Foundation, GISC, Sutherland, VXL, IbeX Global, Microsoft, ITEL BPO Solutions, Conduent, TelePerformance, The Massy group, Alorica SDG Philanthropy Platform, TIE Foundation, GISC support Decent Work and Economic Growth via Digital Jobs Africa and the Avasant Digital Youth Employment Initiative</p>
	<p>Avasant, Avasant Foundation, Plan International Girl Rising, IAOP Women Empowerment, Leadership and Diversity, American India Foundation IDB, World Bank, DfID support Reduced Inequalities via the Avasant Digital Youth Employment Initiative.</p>
	<p>Avasant, Avasant Foundation and its vast network support partnerships for the goals in aligning efforts across the value chain for employment opportunities, sponsorships, funding, and other support mechanisms for youth empowerment.</p>

Avasant Foundation is a founding member of SDG Funders, a global philanthropic platform founded by Rockefeller Philanthropic Advisors. Of the 17 Sustainable Development Goals (SDGs) in the UN's 2030 Agenda, Avasant Foundation works primarily on three: Quality Education, Gender Equality, and Decent Work and Economic Growth, all of which are squarely aligned with our vision and mission. As programs have expanded and the Avasant Digital Youth Employment Initiative has been able to scale and benefit more youth, we have been able to extend our SDG focal points to add No Poverty, Reduced Inequalities, and Partnerships for the Goals.

## AVASANT COMMUNITY OUTREACH PROGRAMS FOR 2021-2023

### Digital Skills Training for Youth in Guyana

Since 2020, Avasant Foundation has delivered a training program in relevant digital and entrepreneurial skills, featuring a mix of transversal and technical skills needed to succeed in the increasingly digital and knowledge-based economy. The program is delivered in partnership with the University of Guyana and other key local stakeholders to support economically challenged youth.



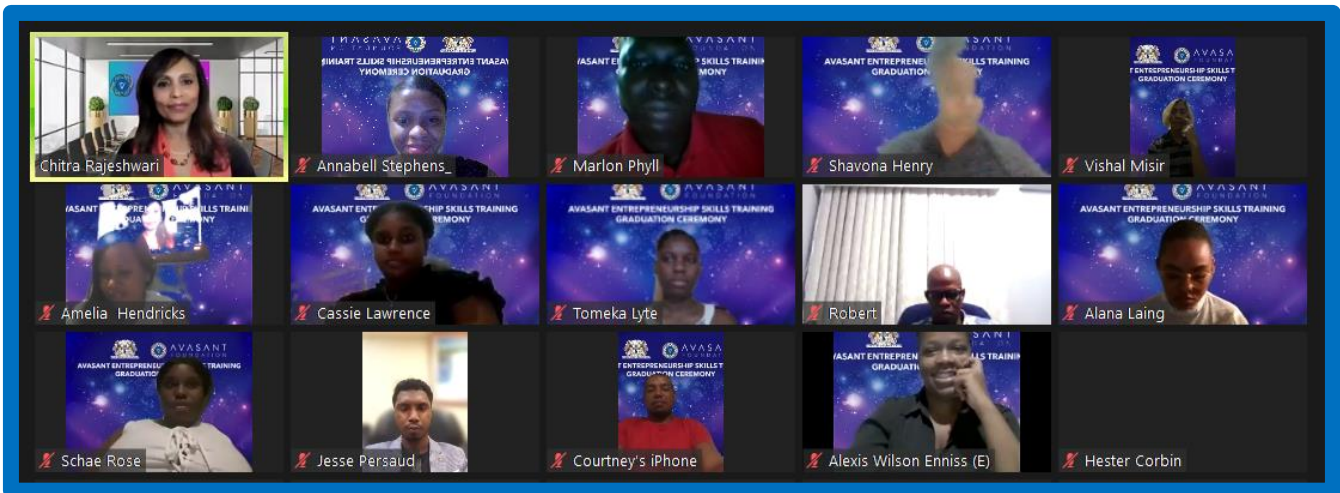
This intervention has been designed to support youth engagement in value-added work within local private companies seeking to expand and upgrade their workforce.

The project objective is to create a digital talent pool in Guyana and demonstrate a digital skills training model that supports bridging the labor skills gap. In this regard, Avasant Foundation has engaged trainees aged 18-32 from different communities in Guyana in digital skills training and job placement within the country's private sector firms.

The program has already exceeded its stipulated goal of 150 graduates. As of 2022, Avasant Foundation has graduated over 270 students, and 70 students are currently enrolled in the program. Diversity and inclusion are core to the training. Every cohort is 65-70% female and the foundation has made a conscious effort to recruit students from various regions in Guyana. Also, since the training is offered virtually using the Avasant learning portal and Google classroom, it provides access to students from rural and urban areas. The digital skills training will continue in 2023, as we have a strong pipeline waiting to be trained.

### Entrepreneurship Skills Training

The Entrepreneurship skills program was created to support micro, small and medium (MSM) businesses and to help them adapt to rapid market changes accelerated by the pandemic. To date, we have graduated 60 MSM business owners who also create employment for others. The program will continue in 2023 so we can help other small business owners adopt technology to their businesses.



The Foundation plans to include a new artificial intelligence and machine learning training program for candidates who have graduated from Avasant digital skills training to give them the additional skills they would need as Guyana continues to develop in the technology sector.

### Digital Skills Training for Upskilling/Retooling Workforce in The Bahamas

Avasant Foundation supports workforce development in the Bahamas for individuals affected by hurricane Dorian and the COVID-19 pandemic. In recognition of the high number of at-risk jobs and the risks to micro, small and medium-sized businesses (MSMEs), Avasant Foundation will continue to deliver digital skills and entrepreneurship skills training in 2023.

Training focuses on delivery of skills required by companies/sectors to combat the adverse effects posed to the economy by the threats of natural disasters and risk to health and wellbeing of the Bahamian workforce. The program supports employment and self-employment by empowering trainees to navigate their own unique career path as well as to support transformation of smaller businesses in adapting to market and business conditions. The program, designed by the foundation, helps unemployed and underemployed young people build technological skills in high demand in the current global economy including project management, data analytics, agile development, and web design and development. The program uses online learning tools, including the Avasant learning portal, and concentrates on the following areas: re-tooling and up-skilling the at-risk workforce; mentorship designed to help transform business operations and adapt to market conditions as the economy re-opens; and training digital skills to promote individual entrepreneurship opportunities. The Foundation has graduated more than 160 students and eventually 500 fully funded scholarships will be awarded.





 AVASANT  
FOUNDATION  
The Bahamas



## United States Region Pilot Program

Although the United States has a robust internet infrastructure to develop qualified digital talent, America must involve local and national institutions, promote affordability, and access, and encourage digital proficiency to spread the benefits of digital adoption.

The inability to adopt digital technologies not only pushes away access to essential services but decreases economic resilience of vulnerable groups. A high percentage of under-served communities report that they are underprepared in digital skills affecting their employability and ability to work remotely.

Avasant Foundation will contribute to America's digital adoption and bridge inequalities by tackling digital proficiency. Avasant Foundation will provide relevant job-related soft and technical skills training, workshops, and mentorship programs for candidates to meet corporate milestones and enable them to develop their careers. The pilot program will enable us to roll the initiative to various rural communities in the United States.

## The Young Entrepreneurs (TYE)- Fostering Youth Entrepreneurship

Avasant Foundation supports TYE in their extra-curricular program dedicated to fostering the next generation of leaders through the transformative experience of building a startup. Teenagers (grades 9-12) are taught business basics and the essentials of entrepreneurship. Through the TYE program, students develop self-confidence, presentation skills, leadership, and creativity.



2021 Winning Team-STELLA

*“Stella is a novel learning management system that will utilize a plethora of innovative features to increase the quality of and access to digital education. Over the past year, our team has had first-hand experience with the chaotic structure of currently available learning management systems. Using our experience, we created the ideal LMS for both students and teachers. Stella integrates collaborative opportunities through our various socialization features ranging from anonymous question boards to peer discussion opportunities. Stella further includes a unique customization feature, that allows both students and teachers to design and organize their platform in whichever way suits them. These features are designed in order to improve the educating and learning experiences for all parties involved. Our platform also offers detailed analytics on student retention, grade trends, and class engagement so that educational institutions can use Stella to grow themselves and their students to their full potential. Overall, Stella is a unique and effective solution to the many problems we have seen arise with online learning over the past year, and our team was confident that Stella would take the growing market for learning management systems to the next level. With Stella, we were able to win the local TYE competition, sponsored by the Avasant Foundation. We were also able to go on and win the award for “Best Teamwork” in the TYE global.”*

Avasant Foundation, in partnership with The Indus Entrepreneurs (TiE), addresses the need for bringing entrepreneurship, innovation, and design thinking concepts to young adults. During the yearlong TYE program, students go through workshops focused on different aspects of entrepreneurship and create products/companies around their ideas. Students are also mentored by coaches and startup founders from the local entrepreneurial community. As a result of the TYE program, many students also receive summer internships with successful startups in their local community.

TYE is a unique program that takes place in the TiE ecosystem, which brings together seasoned entrepreneurs and professionals, distinguished professors and speakers, TYE teenage student alumni - who share their passion of educating youth with life skills and innovative spirit.



## THE ROAD AHEAD: FY23-24 CSRT TARGETS

We understand that the CSR commitment to all stakeholders should be measurable and sustainable. The following list provides a sample of some CSR-related activities that Avasant will be undertaking over its next fiscal year:

- Raise funds and other support equivalent to \$1.5M for Avasant Foundation to support new community initiatives.
- Continue to expand CSR initiatives in new geographies.
- Partner with tertiary education institutions to support our mission of upskilling and retooling of young people across the world.
- Continue to promote 100% diversity and inclusion in our hiring policies and training programs recruitment. It will be a mandate that our classrooms are at least 50% female.
- Assist the governments of 3-5 countries in developing their services sector through consulting engagements leading to investment, ease of business environment, employment, skill enhancement, and improvement of living standards and tax revenues.
- Provide employment, digital and entrepreneurship skills training to students globally through online instruction through Avasant Foundation.
- Enable employment for disadvantaged youth globally by working with key stakeholders including service providers.
- Continue membership and support of the UN Global Compact and the UN Sustainable Development Goals with a focus on youth education and gender equality.
- Continue to support IAOP's efforts on Center for Social Impact initiatives to catalyze changes in the global outsourcing industry to empower the lives of refugees, women, both inside and outside the workplace .
- Continue to support UN SD goals 1, 3,4,5,8,10 and 17.
- Increase awareness of impact sourcing through educating clients, publishing white papers, and promotion of impact sourcing in Avasant and Avasant foundation communication channels such as YouTube, Facebook, LinkedIn, and Twitter.
- Provide career mentorship and business coaching to budding entrepreneurs across the globe and arrange funding for tech start-ups in the Latin American and the Caribbean region, and the continent of Africa.
- Bring our youth employment and entrepreneurship training model to new countries including United States of America, Jordan, Trinidad and Tobago, Suriname.
- Bridge the skills gap for youth in Guyana and The Bahamas through the continued delivery of digital skills and entrepreneurship training.

- Scale up the current programs into higher value demanded skills such AI and ML in emerging economies.
- Assist regional implementers to scale Impact hiring not just in the BPO and hospitality sectors but various private and public sectors across the globe through Global Impact Sourcing Coalition.
- Continue working for disadvantaged youth in all our impact regions to ensure that youth get quality education which leads to decent work and economic growth.
- Continue to support education and empowerment efforts of girls in India through Girl Rising and other initiatives.

Avasant remains committed to enhancing its Corporate Social Responsibility and ensuring that we conduct our business in a socially responsible way that adheres to the ten UN Global Compact Principles.