

## **INTRODUCTION**

This Affirmative Action Plan has been developed in accordance with Executive Order 11246, as amended, and related regulations, as amended, pertaining to affirmative action plans for minorities and women.

## **COMPANY INFORMATION**

### **Microsoft Corporation**

Microsoft is a technology company whose mission is to empower every person and every organization on the planet to achieve more. Our strategy is to build best-in class platforms and productivity services for a mobile-first, cloud-first world.

Founded in 1975, we operate worldwide and have offices in more than 100 countries. We develop, license, and support a wide range of software products, services, and devices that deliver new opportunities, greater convenience, and enhanced value to people's lives. We offer an array of services, including cloudbased services, to consumers and businesses. We design, manufacture, and sell devices that integrate with our cloud-based services, and we deliver relevant online advertising to a global audience.

Our products include operating systems for computing devices, servers, phones, and other intelligent devices; server applications for distributed computing environments; cross-device productivity applications; business solution applications; desktop and server management tools; software development tools; video games; and online advertising. We also design and sell hardware including PCs, tablets, gaming and entertainment consoles, phones, other intelligent devices, and related accessories. We offer cloudbased solutions that provide customers with software, services, platforms, and content. We also provide consulting and product and solution support services, and we train and certify computer system integrators and developers.

### **Commitment to Diversity**

Microsoft actively seeks to foster greater levels of diversity in our workforce and in our pipeline of future leaders. We are always looking for the best and brightest talent and pride ourselves on our individuality - inviting candidates to come as they are and do what they love. The common thread that attracts us to candidates is their passion for their work and the desire to make an impact in their careers, in the community, and on the world.

Some of the things we are doing to recruit top diverse talent include:

- Recruiting executive talent: Our Executive Recruiting Team has a strategic and proactive focus on prospecting diverse talent.

- Recognizing and encouraging technical women: Since 2001, Microsoft has been one of the largest supporters of the Anita Borg Institute, sponsoring awards and scholarships to enable deserving students to attend the Grace Hopper conference, the largest for technical women.
- Promoting the study of computer science at universities: In support of IT education and opportunities for women and minority students and faculty, we have formed partnerships with academic organizations, including traditionally female schools, Historically Black Colleges and Universities and Hispanic Serving Institutions to develop a strong IT curriculum.
- Encouraging girls and diverse students to study computing:
  - We offer our DigiGirlz program and Blacks at Microsoft Minority Student Day aim to expose diverse high school students to the high-tech work world. (DigiGirlz is one of Microsoft's signature programs started in 2000, the program has grown to over 45 Microsoft locations both domestically and abroad; 16 countries hosts these sessions.)
  - Our high school summer internship program in Redmond, Washington partners with IGNITE, DO-IT (Disabilities, Opportunities, Internetworking and Technology), Technology Access Foundation, and SciTechGirls in Europe.
- Recruiting the best and the brightest: Microsoft recruiters and business leaders recruit at many conferences and events throughout the year, including Grace Hopper, Tapia, National Society of Black MBAs, National Society of Hispanic MBAs, Out and Equal, Recruit Military Career Expo and others.
- Celebrating what technology can do to empower people. Steve Gleason, a former pro football player who is living with ALS, uses a Surface Pro running Tobii's eye-tracking technology to speak. The passion that we have for technology and what it can do to change lives is a hallmark of our Microsoft values.

## **ACTION-ORIENTED PROGRAMS**

In an effort to enhance its affirmative action efforts and results, Microsoft Corporation has adopted action-oriented programs in the following areas:

### **RECRUITMENT AND SELECTION**

#### **Recruitment**

Microsoft Corporation's affirmative action efforts in the recruitment process will be continued through the following processes:

1. Including minorities and women in the recruiting and interviewing process.
2. Ensuring that Microsoft's online recruiting site contains the following statement:

#### **Diversity and Inclusion at Microsoft**

Microsoft believes that a diverse and inclusive workplace leads to better products and services for our customers. As our workforce evolves to reflect the growing diversity of our communities and marketplace, the ability to leverage different perspectives for innovation and problem solving becomes increasingly important. Diversity and inclusion are foundational to a One Microsoft culture, fueling our business growth by allowing us to attract, retain, and develop the best talent from around the world. We address diversity and inclusion through clear, measurable strategies aligned to the priorities of the Microsoft CEO and senior leadership team.

#### **Equal Employment Opportunity (EEO) Policy**

Microsoft maintains a work environment free from discrimination, one where employees are treated with dignity and respect. All employees share in the responsibility of fulfilling Microsoft's commitment to equal employment opportunity. Microsoft does not discriminate against any employee or applicant on the basis of race, color, sex, sexual orientation, gender identity or expression, religion, national origin or ancestry, age, disability, marital status, pregnancy, protected veteran status, protected genetic information, political affiliation, or any other characteristics protected by local laws, regulations, or ordinances. We adhere to these principles in all aspects of employment, including recruitment, hiring, training, compensation, promotion, benefits, social and recreational programs, and discipline. In addition, it is the policy of Microsoft to provide reasonable accommodation to qualified employees who have protected disabilities including pregnancy-related disability to the extent required by federal law and any state law where a particular employee works. For more information about reasonable accommodation, visit the Accommodation Request page.

#### **Reasonable Accommodation**

It is the policy of Microsoft to provide reasonable accommodation to qualified employees and applicants who have protected disabilities, including pregnancy-related disability, to the extent required by federal law and any state or local law where a particular employee works. For more information about reasonable accommodation for disability-related limitations, visit the Accommodation Request page. Microsoft also provides reasonable accommodation to enable employees to meet religious obligations or participate in religious activities, to the extent required by applicable law.

Examples of accommodation for religious purposes include accommodating dress and grooming practices, modified work schedules, and allowing time off for religious obligations. Employees are encouraged to speak to their managers about religious accommodation needs.

3. Ensuring that all U.S. job postings include an EEO tagline.
4. Maintaining a pro-active, broad-based recruiting and outreach program.
5. Ensuring that the application form refers to Microsoft's commitment to equal opportunity employment.
6. Posting job opportunities and requirements on the internal website available to all current employees at <http://career/global/pages/search.aspx>. Local and national outreach organizations are encouraged to review the following internet site for positions available to internal and external candidates: <http://careers.microsoft.com/>.
7. Job opportunities at Microsoft are posted on numerous third party job boards including Job openings are posted on numerous job boards including, Burning Glass, Dice, Direct Employers, Diversity Working, GajGal, HBCU, Indeed, LinkedIn, Monster, and SimplyHired, as well as the Microsoft.com career site, which is optimized for organic search results allowing job seekers to find our jobs through search engines such as Bing, Google, and Yahoo! Job openings are also posted on the Washington State Employment Security Department job site which is located at: (<https://fortress.wa.gov/esd/worksource/>)
8. Attending job fairs that focus on employment and/or career opportunities for women, minorities, and other protected group members.
9. Individuals interested in positions within Microsoft are encouraged to submit a resume via internet.

### **University Recruitment**

Microsoft Corporation's affirmative action efforts in the university recruiting process will be continued through these activities:

1. Referencing Microsoft's EEO Policy in all recruitment advertising and materials.
2. Reminding school placement centers and minority programs of Microsoft's EEO Policy and commitment to diversity.
3. Publicizing employment opportunities through minority and other protected group programs and placement centers at targeted schools.
4. Actively recruiting at numerous all-women and historically black colleges/universities, as well as at colleges and universities with significant minority enrollment.
5. Placing advertisements in publications sponsored by minority and women organizations.
6. Providing scholarships to women and minorities.
7. Utilizing minorities and women in the recruiting and interviewing process and materials.
8. Analyzing recruitment statistics and results for women and minorities, to further target and develop outreach strategies.

### **Selection**

The selection process, including application forms, interview and referral procedures, job descriptions, and related selection techniques, are reviewed and analyzed to ensure that they are legal.

## **CAREER DEVELOPMENT**

Career development allows all employees to identify their professional objectives and link them to the Company's business objectives. Employees who successfully plan for career development can benefit themselves and Microsoft, resulting in the following advantages. First, employees are given an opportunity to pursue compatible positions within the organization to support their career goals. Second, this process allows the organization to fully realize the talent of its employees, which in turn can achieve higher productivity, greater employee satisfaction and long-term commitment, and positive bottom-line results for the organization as a whole.

As an organization, Microsoft provides tools and services that can assist employees in planning their career development. These resources include:

1. Counseling from the Human Resources staff.
2. Internal recruiting contacts.
3. Materials from the Microsoft Company library.
4. On-line Career Center.
5. Job listings and postings that provide information about current openings within the Company.
6. Numerous career development materials available on the Microsoft intranet site.
7. Daily job posting feeds to State agencies and other organizations.
8. On-line training programs.
9. Various leadership development classes.

In addition to the above, the Employee Resource Groups (ERGs) and Employee Networks (ENs) provide career development, support, social and career networking opportunities, mentoring, community participation, product input, and assistance in activities that promote cultural awareness and professional growth. Their programs include speaker series, scholarship programs, community service, development conferences, and heritage celebrations. The conferences are designed to inspire and empower Microsoft employees by providing a venue for personal and professional growth. Events held annually for employees include:

**Asian Heritage Month & Leadership Conference 2015** was held on various days in May 2015. May is Asian Heritage Month (AHM) and as part of the celebration, the Asian Employee Resource Group (ERG), along with the Asian Employee Networks (EN) at Microsoft, encourages all employees, their friends and family to attend the Asian Festival. Each year there are numerous activities, including music and dance performances, fashion shows, martial arts shows, art and craft booths, Asian games, and a Lion Dance. The event allows everyone to learn more about Asian culture. For 2015 we offered a professional development session on May 27, 2015. This 3-hour session on the "Myths of Asian Leadership" was delivered by Denise Peck, a former Vice President of Cisco Systems. The month-long celebration concluded with the 2015 Microsoft Asian

Leadership Conference. This year seven executive speakers were featured as speakers, sharing their thoughts and experiences about career development and Microsoft's business in Asian Markets.

The **Asian Spring Festival** is held annually and focuses on cultural awareness and personal/ professional development for members of the Asian employee resource group and other interested employees. Approximately 2,000 to 4,000 people attend the event to hear from senior executives from Microsoft and other invited guests. It also provides employees an opportunity to learn and recognize the diversity in how each Asian culture celebrates the New Year in their own unique way. During the January 31, 2015 Festival, two Executive Vice Presidents from the ASG and T&R division served as keynote speakers.

The **Dr. Martin Luther King, Jr. Day** at Microsoft focuses on awareness, employee development, and networking opportunities. Senior leaders and executives as well as guest speakers discuss the importance of diversity and inclusion. Each year, for the last ten years, Microsoft employees, families, and guests gather to honor Dr. King's legacy and his inspiring dream. In addition to commemorating the remarkable achievements of Dr. King, the celebration enables participants to explore their own commitment to diversity and inclusion and learn what they can all do every day to continue making progress to the unity in which we believe. Author and Diversity consultant **Vernā Myers**, provided the keynote address in the January 19, 2015 event.

**International Women's Day** In celebration of International Women's Day Microsoft hosted internal events including:

- 1) *Wired for Success: Career Strategies for Women* sessions were delivered globally between March 3 and April 7, 2014. The US locations were: New York, Reston/ Chevy Chase, Redmond and Las Colinas; and
- 2) Women at Microsoft hosted Maria Klawe, President of Harvey Mudd College for a fireside chat
- 3) A Yammerthon was hosted on March 3rd by women's group chapter leads. This was an all day, global conversation honoring International Women's Day. Women networked with MSG Women Chapter Leads, Executives, and each other in honor of IWD
- 4) Screening of 'Big Dream', a documentary partially underwritten by Microsoft. Employees were encouraged to bring their daughters or mentees to this film about 7 young women who are overcoming obstacles to pursue their dreams in the tech field. External partners serving youth (especially girls) were also invited.

**GLEAM Pride Month Celebration** is held annually and focuses on cultural awareness and personal/ professional development for members of the LGBT employee resource group and other interested employees. The event serves as part of the cultural heritage month for the LGBT community, celebrated both within the United States and across the world. Approximately 80 to 100 people attend the event to hear from the group's executive sponsor from Microsoft and other invited guests. It also provides employees an

opportunity to learn and recognize the diversity in how the LGBT community celebrates Pride in their own unique way. This past year, the event focused on three decades of Microsoft support for LGBT rights in the workplace. Pride month events included participation in Redmond in:

- Pride Kick off Lunch
- TransPride Seattle March
- Seattle Dyke March
- Seattle Out and Proud Parade

**Mid-Autumn Moon Festival** is the harvest festival celebrated by ethnic Chinese and Vietnamese peoples. A special event sponsored by the Chinese Employees at Microsoft (CHIME) was held September 25, 2015. Employees were encouraged to invite their family (including their elders) and friends to this special event. Nearly 200 attendees gathered for this celebration.

Organized by the Blacks at Microsoft employee group (BAM), Microsoft annually sponsors a **Minority Student Day**. This event was designed to motivate local minority students and encourage them to pursue careers in information technology. During the 23rd Annual Minority Student Days (events were held February, March and May 2015) more than 750 students from high schools nationwide had a chance to meet with various executives and managers. Minority Student Days were held in 8 locations across the country including Las Colinas; TX, Atlanta, GA; New York, NY; Washington DC; Charlotte, NC; Mountain View, CA; Philadelphia, PA and Redmond, WA. Kimberly Bryant, founder of Black Girls Code gave the keynote speech for the Redmond event. Some locations also offered technology education to teachers and staff who attended with the students.

## **OTHER ACTION-ORIENTED PROGRAMS**

### **Employee Resource Groups (ERGs) and Employee Networks (ENs)**

To help foster the diversity and inclusion of our workforce, Microsoft has a rich community of employee affinity groups that are initiated and chartered by employees and sponsored by executives. Currently there are seven Employee Resource Groups (ERGs) and over 40 Employee Networks (ENs) that play an important role in supporting and sustaining the Microsoft Global Diversity & Inclusion (GD&I) strategy. Membership is open to all employees. Whereas ENs represent more localized constituencies, ERGs represent global constituencies that have significant commonality of issues across borders. In most cases, ERGs reflect groups that have historically been underrepresented within the corporate mainstream, and today, represent viable marketplace opportunities. ERGs and ENs provide a mutually beneficial relationship for Microsoft and employees. Members voluntarily work together to align with the Microsoft GD&I strategy and to improve Microsoft business in the global marketplace. They serve as internal resources to ensure that diverse perspectives are included in business operations, marketing, and product development activities. Members can participate in awareness, recruitment, on-boarding, and community outreach events. The groups provide a sense of community in the workplace, offer a forum for their members to discuss relevant challenges and opportunities, and enable joint efforts on common areas of interests. Currently, the ERGs/ENs of varying backgrounds, include:

### **Employee Resource Groups**

- Asians ERG
- Blacks ERG
- Cross Disability ERG
- GLBT ERG
- Latinos/Hispanics ERG
- Parents ERG
- Women ERG

### **Employee Networks**

- Africans at Microsoft
- Arabs at Microsoft
- Attention Deficit Disorder
- Bangladeshi Employees at Microsoft
- Blacks at Microsoft
- Boomers at Microsoft
- Brazilians at Microsoft
- Chinese Employees at Microsoft
- Dads at Microsoft
- ExYugoslavs at Microsoft
- Filipinos at Microsoft
- French at Microsoft
- Hellenes at Microsoft
- Hong Kong Employees at Microsoft
- Huddle (Deaf/Hard of Hearing MS)
- Indians at Microsoft



- Israelis at Microsoft
- Japanese at Microsoft
- Koreans at Microsoft
- Malaysians at Microsoft
- Microsoft Asian Professional Society
- Microsoft Nepali
- Military Reservists at Microsoft
- MS Adoption
- Native Americans at Microsoft
- New Zealanders & Australians in the U.S.
- Pakistanis at Microsoft
- Persians at Microsoft
- Portuguese at Microsoft
- Rodina (Russian speaking community)
- Romanians at Microsoft
- Singaporeans at Microsoft
- Single Parents
- Taiwanese Microsoft Employees
- Thais at Microsoft
- Turks at Microsoft
- Ukrainians at Microsoft
- U.S. Military Veterans at Microsoft
- Vietnamese at Microsoft
- Visually Impaired Persons
- Working Parents at Microsoft

## SUPPORT OF COMMUNITY ACTION PROGRAMS

Microsoft Corporation is recognized for its unparalleled community action programs. To help promote interest in the technology arena for women and minorities, Microsoft has identified a number of programs and institutions that have been successful in increasing the number of students entering technical fields. The Company has developed outreach programs to provide support and direction in the areas of curriculum development, advisory board participation, and employment opportunities. Below are some of the highlights of Microsoft's extraordinary outreach programs:

- Microsoft's annual **Ability Summit** was held in May 2015. The summit focused on recognizing accomplishments in accessibility and colleagues who demonstrated "thinking inclusively" and hearing from thought leaders and industry experts in the area of accessibility. Speakers from Microsoft demonstrated Microsoft products and illustrated how they can meet the diverse needs of people with disabilities. The summit also explored resources available to employees and their family members. Exhibitors from local organizations, including **Autism Speaks, Hearing, Speech & Deafness Center and Lighthouse for the Blind**, shared ideas and offered suggestions/services to interested individuals. Keynote speakers during the 2015 event were Kathleen Hogan, Mary Ellen Smith, Peter Lee, Terry Myerson & Rob Sinclair.
- Microsoft joined with the **American Bar Association Commission on Disability Rights** to produce a video promoting the Pledge for Change. The Pledge for Change seeks to enhance opportunities for people with disabilities in the legal profession. Microsoft President / Chief Legal Officer and two attorneys with disabilities participated in the video, which was unveiled at the Commission's Reception during the ABA Annual Meeting in Chicago, IL. The Company was also a Sponsor at the ABA Commission on Racial Ethnic Diversity in the Profession's 2015 Spirit of Excellence Awards event held in February 2015 in Houston, TX.
- The **American Foundation for the Blind (AFB)** is an organization whose mission is to remove barriers, create solutions, and expand possibilities so people with vision loss can achieve their full potential. AFB envisions a world where people with vision loss have equal access and opportunities and is a leader in expanding possibilities for the more than 20 million Americans living with vision loss. They champion access and equality, and stand at the forefront of new technologies. Microsoft was a sponsor of the 2015 AFB Leadership Conference held in Phoenix, AZ in April 2015. The Company's Chief Accessibility Officer was one of the speakers at this event. Microsoft was also presented with the organization's Access Award during this event for its efforts "...to advance accessibility in computing by increasing access to the popular Window-Eyes screen reader and by supporting the needs of customers with disabilities through a dedicated technical support service."
- The **American Indian Science & Engineering Society (AISES)** is a national, nonprofit organization which nurtures building of community by bridging science and technology with traditional Native values. Through its educational programs, AISES provides opportunities for American Indians and Native Alaskans to pursue studies in science,

engineering, and technology arenas. The trained professionals then become technologically informed leaders within the Indian community. AISES' ultimate goal is to be a catalyst for the advancement of American Indians and Native Alaskans as they seek to become self-reliant and self-determined members of society. The organization's national conference provides a superior opportunity for institutional visibility and engagement. Among the many events and activities at national conference are more than 50 learning sessions organized into "tracks" targeting the interests of our participants, the largest career fair in Indian Country, and unique sharing of traditional Native culture. During the AAP year, Microsoft was a sponsor of the AISES national conference and career fair which was held in November 2015 in Phoenix, AZ.

- The mission of the **Anita Borg Institute for Women and Technology (ABIWT)** is to increase the impact of women on all aspects of technology, and to increase the positive impact of technology on the lives of the world's women. The organization has tools and programs designed to help industry, academia and government recruit, retain and develop women technology leaders. Microsoft is a Foundation partner and supporter of ABIWT. In addition, a Microsoft Principal Research Director serves as a member of the organization's Emeritus Board of Advisors. The Anita Borg Institute co-hosted the **Grace Hopper Celebration of Women** in Computing with the Association of Computing Machinery (ACM) in October 2015 in Houston, TX. It is the largest technical conference for women in computing and results in collaborative proposals, networking and mentoring for junior women and increased visibility for the contributions of women in computing. Conference presenters are leaders in their respective fields, representing industry, academia and government. Top researchers present their work while special sessions focus on the role of women in today's technology fields. During this event, one Microsoft EVP, three VPs and one member of the Global Diversity & Inclusion team participated in the Conference's Technical Executive Forum. Twenty Microsoft employees spoke at various conference sessions and many have been asked to present at future GHC events. Microsoft was a Diamond sponsor of the conference and awarded 10 scholarships at this event. The Conference's Career Fair also provided attendees with an opportunity to meet with leading high tech companies (including Microsoft), research laboratories, government agencies and universities. Microsoft had interview booths available during this event and attendees were able to visit representatives from the Company.
- **Ascend Pan Asian Leaders – Seattle Chapter's** mission is dedicated to help grow and develop future leaders without sacrificing their culture. Their goal is to enable its members, business partners and the community to leverage the leadership and global business potential of Pan-Asians. Founded in 2005, the organization focuses on inspiring people to achieve their aspirations to be a leader – both professionally and personally without compromising their culture. Since then, Ascend has expanded to include 13 professional chapters and 26 student chapters nationwide with more than 5,000 members from 200 companies. A senior Microsoft manager is a member of the organization's Leadership Committee and serves as the Chair of Student Affairs. Microsoft's Asian Employee Resource Group participated in the annual Gala held in October 2015 in Bellevue, WA.

- The **Assistive Technology Industry Association (ATIA)** is a not-for-profit membership organization of manufacturers, sellers and providers of technology-based assistive devices and/or services. The mission of ATIA is to serve as the collective voice of the assistive technology industry association so that the best products and services are delivered to people with disabilities. Microsoft is a member of this organization and a Technical Evangelist serves at the ATIA Board President. The Company was a sponsor of the ATIA 2015 Conference held in Orlando, FL in January 2015.
- The **Association of Latino Professionals in Finance and Accounting (ALPFA)** is one of the leading national professional associations, consisting of 41 chapters. ALPFA is dedicated to enhancing opportunities for Latinos in the accounting, finance, and related professions. Microsoft was a participant in the 2015 Annual ALPFA convention held in August 2015 in New York, NY. Sixteen Microsoft employees attended/participated in the convention. A Microsoft senior finance manager serves as an officer on the ALPFA National Board.
- **ACM-W is the Association of Computing Machinery's Committee on Women in Computing.** The organization supports, celebrates, and advocates internationally for the full engagement of women in all aspects of the computing field, providing a wide range of programs and services to ACM members and working in the larger community to advance the contributions of technical women. Each year a number of celebrations are organized by the Women in Computing (WiC) groups globally. The goal of the ACM-W Celebrations of Women in Computing is to bring to women at a local level the positive impact of the Grace Hopper Celebration of Women in Computing (GHC). These conference are shorter, lower cost, and help to build community, breaking down isolation for both students and women in industry. The goal is to reach the broadest possible population through a network of self-sustaining small conferences, dovetailing when possible with ACM-W chapters. ACM-W provides \$2,000 for each celebration, and also raises and disburses corporate sponsorship. Each celebration organizing committee is responsible for additional fundraising within their conference area. The goal is to keep the costs as low as possible for student attendees, with registration fees in the \$0-\$50 USD range. Whenever possible Microsoft employees serve as speakers and panelists at the conferences every year. Microsoft Research sponsored the Celebrations project by providing \$3,000 for each ACM-W Celebration in 2015.
- As part of the annual Giving Campaign, a team of Microsoft employees hosted the 7<sup>th</sup> annual **Autism Resource Day** which was held in October 2015 in Redmond, WA. The University of Washington Autism Center provided information to employees and their families about autism. Twenty non-profit organizations serving the Puget Sound autism community were also on hand to share information with the attendees.
- Each year, Microsoft joins other companies across the nation in the annual **"Bring Your Kids to Work Day."** This event was coordinated by members of the Parents at Microsoft Employee Resource Group and the Global Diversity and Inclusion Team with active involvement of various departments and employees throughout the Company. The goal of this event is to provide daughters and sons of varying ages with an opportunity to obtain

meaningful learning experiences not only about the work his or her parent does on a daily basis, but also a greater understanding of the technology and the business process within Microsoft. The event for the Redmond campus occurred on July 1, 2015.

- **Career Opportunities for Students with Disabilities (COSD)** mission is to provide career-planning services to students with disabilities. COSD provides online resources to connect recruiters with students seeking employment. In addition, COSD presents annual conferences bringing employers and students together. Microsoft was one of the sponsors of the COSD 16<sup>th</sup> Annual National Conference held in Chicago, IL, November, 2015.
- **Codess** is an engineering forum for women sponsored by the Skype team within Microsoft. The group felt it was imperative for women in engineering to have a platform to share personal and professional experiences, network and learn from one another. Codess was developed to ensure women have the support throughout their technical career path, and have a place where they can gain advice on approaching their own professional development. It has become a series of events around Europe and US bringing women together from development, test, service engineering and product management. With events in Estonia, Prague, Stockholm, Romania, London and Seattle, the team is making its way around the different engineering communities, always meeting like-minded and empowering women. Codess events provide attendees an environment to discuss topics such as breaking down the barriers in career progression, mentoring vs. sponsorship, the advantages of working in an agile environment as well as a chance to join technical workshops/panel discussions. A Codess Engineering Forum for Women session was held in May 2015 and many senior leaders from Microsoft participated in this event.
- The **College Puzzle Challenge** is an annual puzzle-solving contest sponsored by Microsoft Recruiting. Teams from schools across North America compete by racing to solve puzzles, with prizes awarded to the fastest teams at each school. The contest is organized, developed and run by alumni from each school volunteering to create a great event. More than 270 teams participated in the, Microsoft-sponsored contest which was held simultaneously at 14 campuses across the US and Canada in April 2015.
- The **Computing Research Association (CRA)** is an association of more than 200 North American academic departments of computer science, computer engineering, and related fields; laboratories and centers in industry, government, and academia engaging in basic computing research; and affiliated professional societies. CRA's mission is to strengthen research and advanced education in the computing fields, expand opportunities for women and minorities, and improve public and policymaker understanding of the importance of computing and computing research in our society. The **Computer Research Association's Committee on the Status of Women in Computing Research (CRA-W)** is an action oriented organization dedicated to increasing the number of women participating in Computer Science and Engineering (CSE) research and education at all levels. Microsoft is an active member of CRA and is a strong supporter of CRA and CRA-W.

- **The Computing Research Association** is also one of the sponsors of the ***Richard Tapia Celebration of Diversity in Computing Conference*** which is organized by the Coalition to Diversify Computing. The event that brings together diverse leading researchers to present state-of-the-art topics in the field of computing. The Tapia conference has a tradition of providing a supportive networking environment for under-represented groups across the broad range of computing and information technology, from science to business to the arts to infrastructure. The program entails a number of invited talks, a day-long doctoral consortium, a student poster session, workshops, panels, and birds-of-a-feather sessions. The 2015 Conference was held in February 2015 in Boston, MA. Over 800 students, academics and computing professionals attended the three-day conference. Microsoft was a Gold supporter of the event. A VP from the IT organization and a Microsoft Distinguished Scientist were speakers at the conference. Recruiters were on also on hand for the career fair.
- **Corporate Counsel Women of Color** was formed in 2004 to provide a support network to in-house women of color and to facilitate networking around the nation and abroad, promote career advancement and the success of in-house women of color, and promote all aspects of global diversity in the legal profession and workplace. The organization currently has a roster of over 3,000 in-house women attorneys of color in the United States, as well as in Canada, Asia, Africa, and Europe. Microsoft sponsored the organization's 11th Annual Career Strategies Conference in September 2015 in Atlanta, GA. A Microsoft attorney served as one of the panelists covering Cyber Security during the General Counsel Training Boot Camp event.
- The **CSUN Conference**, also known as the International Conference on Assistive Technology and Persons with Disabilities organized by the Center on Disabilities, California State University Northridge (CSUN) has provided an inclusive setting for researchers, practitioners, exhibitors, end users, speakers and other participants to share knowledge and best practices in the field of assistive technology. Known as a forum that showcases cutting edge technology and practical solutions that can be utilized to remove the barriers that prevent the full participation of persons with disabilities in educational, workplace and social settings, the conference is the largest of its kind in the world. Microsoft was a sponsor of the 30<sup>th</sup> Annual conference held in San Diego, CA from March 2 to March 7, 2015. Two Microsoft employees/engineers served as presenters at the conference.
- **DigiGirlz** is one of Microsoft's signature programs to invest in Science, Technology, Engineering and Math (STEM) education for young women and build a pipeline of future workers ready for the challenges of the global economy. It is a global program of 50+ multi-day and one-day camps held in multiple countries, and several locations across the US. The Microsoft DigiGirlz High Tech Camp was developed to provide girls with a better understanding of what a career in technology is all about. This exciting experience provides high school girls (9th – 12th grade) with opportunities to learn about careers in technology, talk with Microsoft employees about their life experiences, and enjoy hands-on computer and technology workshops. The DigiGirlz Day Events are aimed at engaging

young women in 6th through 8th grades. Details of the numerous events held during the AAP year are described in the Exhibits section of this Plan.

- **Disabilities, Opportunities, Internetworking, and Technology (DO-IT)** serves to increase the success of individuals with disabilities in challenging academic programs and careers. It promotes the use of computer and networking technologies to increase independence, productivity, and participation in education and employment. Microsoft hosted an on-hands visit for DO-IT Summer Study Scholars in July, 2015 where they gained a better understanding of the opportunities available to people with disabilities and how networking and technology can be used to achieve their goals.
- **The Executive Leadership Council** is the preeminent organization that recognizes the strengths, success, contributions, and impact of African-American corporate business leaders. This leadership network is guided by a bold and historic vision of inclusion, which is the leadership legacy of African-Americans - whether in business, education, or the community. With more than 500 members, one-third of them women, The Executive Leadership Council is the nation's premier leadership organization comprised of the most senior African-American corporate executives in Fortune 500 companies, representing well over 380 major corporations. The Council represents senior executives in positions one to three levels from the chief executive officers of Fortune 500 companies, CEOs themselves, and other entrepreneurs. Representatives from Microsoft and 2,200 leaders in business, higher education and government attended the ELC Annual Recognition Gala in National Harbor, MD in October 2015.
- **Girls Who Code (GWC)** is a program that was created to inspire, educate, and equip girls with the computing skills to pursue 21st century opportunities. Its vision is to reach gender parity in computing fields. We believe this is paramount to ensure the economic prosperity of women, families, and communities across the globe, and to equip citizens with the 21st century tools for innovation and social change. We believe that more girls exposed to computer science at a young age will lead to more women working in the technology and engineering fields. Together with leading educators, engineers, and entrepreneurs, GWC has developed a new model for computer science education, pairing intensive instruction in robotics, web design, and mobile development with high-touch mentorship and exposure led by the industry's top female engineers and entrepreneurs. Girls Who Code was launched in 2012 with one program in New York City. In December 2014, the organization announced 60 summer programs for 2015 to empower 1,200 girls in ten cities with intensive computer science education. GWC's alumni have completed technical internships at top tech companies including: Twitter, Facebook, Microsoft, and Google. Microsoft was a partner of GWC's summer immersion program for 2015.
- Established in 1981, the **Greater Seattle Business Association (GSBA)** is the largest LGBT and allied chamber of commerce in North America. We represent over 1,100 small business, corporate and nonprofit members who share GSBA's values of promoting equality and diversity in the workplace. The organization is widely known through the Puget Sound region for its effectiveness in marketing and providing business development

for small businesses; connecting community through business, advocating for civil rights and business; promoting LGBT tourism through Travel Gay Seattle; and investing in the next generation of leaders through the GSBA Scholarship Fund. Microsoft was a diamond sponsor of the 34<sup>th</sup> Annual GSBA Business & Humanitarian Awards dinner in February 2015. The Company was also a sponsor at the 25<sup>th</sup> Greater Seattle Business Association (GSBA) Scholarship Dinner which was held in May 2015 in Seattle, WA.

- **Hire America's Heroes (HAH)** was founded by Microsoft and other Puget Sound, WA, employers in 2007. Its mission is to connect corporate America with the rich skills and abilities of military veterans. HAH was established to understand the challenges veterans face in leaving military service to employment in the private sector. The organization's purpose is to promote best practices and success strategies among employers so that America's military service members, upon their exit from active duty, are welcomed into America's corporate workforce. Microsoft is a corporate sponsor of this organization and also was one of the event sponsors of the HAH's American Veterans Hiring Event that was held November 9, 2015.
- **Hiring Our Heroes**, a U.S. Chamber of Commerce effort was founded by veterans, for veterans, to provide career advice and job transition assistance. The organization provides employers and veterans an opportunity to meet, through job fairs throughout the year. Microsoft participated in a number of Transition Summits in 2015 including ones held at Joint Base Elmendorf-Richardson (Texas), Joint Base McGuire/Dix (New Jersey), Camp Pendleton (California), Joint Base Lewis-McChord (Washington), Camp Lejeune (North Carolina), Fort Carson (Colorado), Ft. Campbell (Kentucky), and Fort Bragg (North Carolina).
- **Hispanic Association on Corporate Responsibility (HACR)** was founded in 1986 and is an influential advocacy organization in the nation representing 16 national Hispanic organizations in the United States and Puerto Rico. Its mission is to advance the inclusion of Hispanics in Corporate America at a level commensurate with our economic contributions. To that end, HACR focuses on four areas of corporate responsibility and community reciprocity: employment, procurement, philanthropy, and governance. Microsoft is a Corporate Associate Level member of this organization and was a sponsor of the 23<sup>rd</sup> Annual HACR Symposium and CEO Roundtable held in April 2015 in Atlanta, GA. Microsoft sponsored a panel discussion on opportunities for Hispanics in the technology sector where two Microsoft leaders participated as speakers.
- The **Hispanic National Bar Association (HNBA)** represents the interest of over 25,000 Hispanic American attorneys, judges, law professors, and law students in the United States and Puerto Rico. The primary objectives of the HNBA are to increase professional opportunities for Hispanics in the legal profession and address issues of concern to the national Hispanic community. Three Microsoft attorneys participated in the HNBA 40<sup>th</sup> Annual Convention held in Boston, MA in September, 2015. In 2013, the Hispanic National Bar Association (HNBA) and Microsoft Corporation announced a bold new partnership at the HNBA Corporate Counsel Conference in Atlanta, GA. The new partnership is designed to increase the number of Latino lawyers in the U.S. practicing



intellectual property (IP) law. The highlight of the announcement was Microsoft's pledge of \$200,000 over three years to help fund the new initiative called "HNBA/Microsoft IP Law Institute." The Institute provides opportunities for Latino students interested in intellectual property law, including patents, copyrights, trade secrets and trademarks. In June 2015, twenty-five Latino law students from law schools across the country were chosen to participate in an IP immersion program in Washington, DC with all expenses covered. A Microsoft Corporate Vice President and a Senior Attorney are founders of the HNBA/Microsoft IP Law Institute.

- **Human Rights Campaign (HRC)** is the largest national lesbian and gay political organization. HRC lobbies Congress, provides campaign support to candidates for federal office, and works to educate the public on a wide array of topics affecting gay, lesbian, bisexual, and transgender Americans, including workplace, family, and discrimination issues. Microsoft was a 2015 Platinum National Corporate Partner and was also a platinum partner of the HRC National Dinner held in October 2015 in Washington, DC. Microsoft was also named as one of the Best Places to Work in 2015 by HRC, scoring 100% on the HRC's Corporate Equality Index Survey.
- Throughout the year, **Human Rights Campaign (HRC) - Seattle** sponsors and organizes events to help raise awareness about LGBT issues, attract new members and volunteers, and raise funds for HRC's national advocacy and education programs. The organization convenes Town Hall meetings throughout the year on important issues of interest to the LGBT community; partners with organizations advocating for LGBT rights at the local and state levels and hosts an annual fundraisers. Microsoft was a platinum sponsor of the HRC Seattle Gala held in September 2015.
- **Illinois Technology Foundation (ITF)** is a not-for-profit organization dedicated to the development of the technology talent pipeline in the State of Illinois. Microsoft is a foundation sponsor and participates in various events with the organization throughout the year. In February 2013, Microsoft officially launched its YouthSpark initiative in Chicago at the Microsoft Technology Center Chicago. The initiative is a three-year commitment to help create 50 million opportunities for young people in the U.S., including the Greater Chicago area. A Microsoft employee serves as a Board member of ITF.
- The Microsoft **Imagine Cup** is the world's premier student technology competition. The Company invites all eligible students to use their imagination and passion to create a technology solution in one of the competitions and challenges. Over the past ten years, more than 1.65 million students from more than 190 countries have participated in the Imagine Cup. When students join the Imagine Cup community, they connect with other creative individuals from all over the world to share ideas, have fun, and be there when the next big thing is unveiled. Imagine Cup gives students an opportunity to 1) break new ground, solve tough problems facing the world today, and maybe even turn ideas into a business; 2) get involved in the next wave of games and applications; 3) learn new technological skills; 4) test oneself against the brightest students around the world; 5) make new friends; and 6) win cash, grants, and prizes. Eighty-seven student teams from 71 countries competed in the Worldwide Finals after winning local and online competitions

around the world. Microsoft awarded cash and other prizes valued at more than \$1 million throughout the yearlong Imagine Cup competition, including awards for the winning teams at the World Finals event held in Seattle, WA, in 2015.

- **Inspiring Girls Now in Technology Evolution (IGNITE)** is a non-profit program working with female high-school students in the greater Seattle area. The program aims to inspire girls to consider high-tech careers. Many Microsoft women are members of IGNITE, volunteering their time to talk to and mentor girls about how their own high-tech careers have opened up opportunities in their lives. Over the course of the year, students from all participating high schools were brought to Microsoft for a campus field trip, which included luncheon meetings with Microsoft employees and tours of the Envisioning Center.
- **Kids in Need of Defense (KIND)** was formed by Microsoft Corporation and UN High Commissioner for Refugees Goodwill Ambassador Angelina Jolie in 2009 with the mission of ensuring that every child who arrives in the U.S. unaccompanied has legal representation while in immigration proceedings and to help make sure they receive fair treatment within our immigration system. Microsoft continues to support this effort both financially and encouraging individuals to volunteer their time. The Company's EVP and General Counsel serves as a co-chair of this organization. Microsoft co-hosted the Summer Associate Reception and Symposium in May 2015.
- **The Korean-American Scientists and Engineers Association (KSEA)** is a non-profit professional organization established in 1971, currently 63 chapters nationwide with more than 10,000 scientists and engineers. KSEA strongly believes that math and science are very important in our technological and scientific age. Proficiency in these two areas is the gateway to jobs and careers of all kinds. By offering National Mathematics & Science Competitions (NMSC), the organization aims to challenge and inspire all students to learn more math and science. Each year, students in grades 3 to 11 participate in a KSEA NMSC contest being offered in a number of states. The KSEA NMSC program is dedicated to the goal of fostering the mathematical capabilities of all students. Microsoft was a sponsor and hosted a KSEA National Mathematics & Science Competition on campus in April 2015. A Microsoft senior executive was a keynote speaker at this event. The events organized by KSEA are designed to encourage students work to explore careers in math and science and provides a forum for them to connect with others in the IT field and members of the community.
- **Leadership Council on Legal Diversity (LCLD)** is an organization of corporate chief legal officers and law firm managing partners dedicated to creating a truly diverse legal profession. Its vision is to significantly advance diversity and inclusion in the legal profession. LCLD's mission is to continue the work of the "Call to Action" initiative by having member organizations hire, retain, promote and engage the best talent. A critical and necessary element of having the best talent is having diverse talent. Microsoft is a council member and its President/Chief Legal Officer serves on LCLD's Board of Directors. In September 2015, Microsoft participated in the sixth annual meeting in

Chicago, IL and the Company's President participated in the events, including a panel discussion.

- **MBA Veterans Network** was just an idea a few years ago. During the fall of 2008, MBA programs across the nation experienced a significant decline in on-campus recruiting as corporations responded to widespread economic uncertainty. While many students viewed the new realities of the job market as a serious setback to their career searches, Chris Petersen and David Chonowski, two former US Army officers and second-year MBA students at the University of Illinois, viewed it as an opportunity. Recognizing an absence of military veteran advocacy within the broader MBA Diversity community, they organized and hosted the world's first MBA Veterans Career Conference. The objectives of this initiative were simple, but bold – to connect military veteran students who exclusively represented the top-40 ranked MBA programs with the premier MBA employers. As a result, the MBA Veterans Network formally established in August 2009 and it hosted the organization's first National Conference in October of that year. Since then this event has evolved into one of the nation's premier diversity conferences. Microsoft was a sponsor of the career conference held in October, 2015 in Nashville, Tennessee.
- Created in 2005, the **Microsoft Accessibility Resource Centers (MARC)** program empowers people with disabilities to use computers. Microsoft partnered with two nonprofit organizations – the Alliance for Technology Access (ATA) and the Association of Assistive Technology Act Programs (ATAP) - to launch MARC at 26 centers in the United States to provide technology training and assistance for people with a variety of disabilities that affect computer use, such as low vision, hand and wrist pain, and hearing loss. There are 35 centers where on-site experts in computer technology and accessibility that allow users to ask questions and learn how to adjust the personal computer. In Washington State, MARC works with the Washington Assistive Technology Act Program (WATAP) and the Easter Seals-Washington in Spokane, WA which assists individuals seeking information about assistive technology.
- The goal of the **Microsoft Autism Hiring Program** which was launched in the United State in May 2015, is to attract talent and build an inclusive approach to support individuals on the Autism spectrum that will contribute to the way we work as a company in building and servicing our products. The Program is a two-week hands on academy that focuses on workability, team projects, skill assessment, gives candidates an opportunity to showcase their unique talents and meet multiple hiring managers and teams while learning about Microsoft as an employer of choice.
- The **Microsoft disAbility Scholarship** delivers on the mission of Microsoft's cross disability employee resource group to empower and enable people with disabilities. This scholarship enables high school students with disabilities to go to college and target a career in the technology industry. The Scholarship is 100% funded by employees from across the Company with a goal of giving scholarships to talented students with disabilities entering college in the fall and helping Microsoft to build a pipeline of future talent. This scholarship is awarded to promising high school seniors who plan to attend a vocational or

academic college and have a financial need. The amount of this non-renewable scholarship to be awarded is \$5,000, which is paid through the Seattle Foundation on behalf of the disAbility Employee Resource Group (ERG) at Microsoft to the recipient's school's Financial Aid Office.

- **Microsoft Giving Campaign.** In 2015, Microsoft employees gave hope to the community through donations of over \$125 million during its annual giving campaign that is dedicated to raising awareness and generating contributions for nonprofit organizations. Microsoft and its employees have actively participated in the campaign since 1983. A special website is set up for employees to encourage them to make a pledge online and a number of resources are provided to assist them in selecting potential non-profit organizations.
- Since it was established in 2008, the **Microsoft Law Firm Diversity Program (LFDP)** has significantly increased the percentage of hours worked by diverse lawyers on Microsoft matters. In June 2015, Microsoft implemented a change in approach to reward improvements in the diversity of firm leadership. Participating firms are now eligible to earn bonus legal fees if they achieve concrete improvements in the diversity of firm leadership, leadership of the firm's relationship to Microsoft, and partnership leadership on Microsoft matters.
- Each year, **Microsoft Research** hosts a series of summits around the world. These events provide a forum for exploring research results and directions and foster conversations among scientists, faculty, and up-and-coming new students about cross-discipline opportunities. Leading academic researchers and educators join with Microsoft researchers to explore the latest research results, collectively discuss the challenges faced by the community, search for the best approaches to meeting those challenges, and identify new research opportunities. The participants' range of interests and the breadth of the technical areas covered in the program ensure a unique experience and provide a venue for meeting with colleagues and friends across the full range of the computing disciplines. On July 8-9, 2015, the **Microsoft Research Faculty Summit** brought together hundreds of thought leaders from academia, government and Microsoft to reflect on how current computing disciplines open new opportunities for research and development.
- The Microsoft Research **Graduate Women's Scholarship** is a one-year scholarship program for outstanding women graduate students and is designed to help increase the number of women pursuing a PhD. This program supports women in the second year of their graduate studies. Women who are interested in this scholarship must apply during first year of graduate studies. Scholarships are granted by Microsoft Research at the discretion of Microsoft. In 2015, ten women were recipients of the award which included \$15,000 for the 2015–2016 academic year. Awardees also received a conference and travel allowance of \$2,000 to attend a conference in their field of study.
- The **Microsoft Software & Systems Academy (MSSA)** is a program launched by Microsoft in 2013 to provide software development training to U.S. active duty service members transitioning out of the military. The Academy offers America's veterans the opportunity for new careers in the growing technology field. MSSA consists of a 16-week

course to prepare U.S. service members to obtain the certification required for technology careers such as a developer, applications engineer and IT project manager. Beginning as a pilot program partnering with Saint Martin's University and Joint Base Lewis-McChord in Washington State, the largest military installation west of the Mississippi, the program expanded to California's Camp Pendleton and Texas's Fort Hood in 2014. Additional locations are scheduled to be finalized in 2016. Active duty service members transitioning from all branches of the military as well as members of the National Guard and Reserves returning to their civilian jobs are eligible for the Academy. In addition to receiving a Microsoft IT Academy-powered curriculum provided by a college or university supporting the program, service members who complete the pilot program are offered the opportunity to interview for positions at Microsoft or its partners.

- **Military Officers Job Opportunities** (Military MOJO) is a Veteran and Minority Owned Small Business dedicated to connecting transitioning military candidates (Officer and Senior NCO) with national employers through career fairs. MOJO offers their candidates professional resume assistance and career counseling so they are prepared to engage with corporate recruiters. Microsoft attended MOJO's annual hiring events in Chicago, Philadelphia, Seattle, and Washington, DC in 2015.
- The **Minority Corporate Counsel Association** (MCCA) was founded in 1997 to advocate for the expanded hiring, retention, and promotion of minority attorneys in corporate law departments and the law firms that serve them. MCCA accomplishes its mission through the collection and dissemination of information about diversity in the legal profession, as well as scholarship and grant programs targeted to increasing access to higher education in the law for diverse and economically disadvantaged students. A Microsoft executive serves on MCCA's board and delivered the keynote address at the MCCA's Continuing Legal Education Expos in San Diego, CA in October 2015. The Company's President / Chief Legal Officer delivered the keynote address at the 2015 MCCA Diversity Gala in June 2015.
- Organized by the Blacks at Microsoft employee group (BAM), Microsoft annually sponsors a **Minority Student Day**. This event was designed to motivate local minority students and encourage them to pursue careers in information technology. During the 24th Annual Minority Student Day, held in February 2015 more than 800 students from high schools in nationwide had a chance to meet with various executives and managers. Minority Student Day was also held in 8 locations across the country including Las Colinas; TX, Atlanta, GA; New York, NY; Washington DC; Charlotte, NC; Mountain View, CA; Philadelphia, PA and Redmond, WA.
- Microsoft is a member of **MITX** (Massachusetts Innovation and Technology Exchange) which is an Internet business and marketing association in the New England area. The organization is dedicated to creating opportunities for businesses and individuals to connect, grow, and thrive. Its goal is to explore leading edge trends and networking opportunities for professionals to meet and exchange ideas. The organization focuses on programs to cultivate the next generation of leaders and advancing the industry through well-publicized awards shows, research, and government relations.

- **Mother Attorneys Mentoring Association of Seattle (MAMAS)** is a non-profit organization whose mission is to empower mother attorneys and facilitate their success in the legal profession. MAMAS's goal is to enhance the recognition of mother attorneys in the profession and community; promote the advancement of mother attorneys within the profession; facilitate the achievement of work-life balance; provide a forum for informing members and the legal profession about issues of particular concern to mother attorneys; facilitate the transition for attorney mothers who have taken time off and wish to re-enter the profession. A Microsoft attorney served as a MAMAS Director in 2015. Microsoft was a gold sponsor of the 9<sup>th</sup> Annual Reception of MAMAs, which was held in November 2015 in Seattle, WA.
- **The National Asian Pacific American Bar Association (NAPABA)** is represented by Asian Pacific American (APA) attorneys, judges, law professors, and law students. NAPABA represents the interests of over 40,000 attorneys and more than 60 state and local APA bar associations. NAPABA has been at the forefront of national and local activities in the areas of civil rights reform, combating anti-immigration sentiment and hate crimes, increasing the diversity of the federal and state judiciaries and professional development of APA lawyers. The organization provides a national network for its members and affiliates. Microsoft was one of the platinum sponsors at the Annual Convention held in November 2015, in New Orleans, LA. Five attorneys served as speakers during the convention and a Microsoft attorney is currently serving on the NAPABA Board.
- **National Association of Law Students with Disability (NALSWD)** is a coalition of law students dedicated to disability advocacy. The organization's goal is to support law students with disabilities by providing a safe and supportive community. It aims to support the growing number of law students with disabilities by providing a safe and supportive community to connect with other students from across the country, networking with lawyers with disabilities, providing information about career opportunities and advising on succeeding in law school and the legal profession. The 2015 conference was held in November 2015 in Baltimore, MD.
- Since 1899, the **National Association of Women Lawyers (NAWL)** has been providing leadership, a collective voice and resources to advance women in the legal profession and to advocate for the equality of women under the law. In 2014, Microsoft joined the Challenge Club to help improve the number of women equity partners, women chief legal officers, and women tenured law professors. In March 2015, Microsoft attorneys attended the Mid-Year Meeting in Chicago, IL. In November 2015, Microsoft attorneys attended the General Council Institute in New York City, NY. During the event, three Microsoft attorneys participated in a panel discussion.
- The **National Bar Association** is the oldest and largest national association of predominantly African American lawyers and judges. In 2015, Microsoft provided support to the NBA Crump Law Camp, which provides high school aged youth with an introduction to the American judicial system. Microsoft attorneys also attended the Annual Conference in July 2015 in Los Angeles, CA.

- **National Black MBA Association (NBMBA)** is a non-profit, national organization that serves as a support network for minority MBA graduates and professionals. Established in 1970, the Association is dedicated to develop partnerships that result in the creation of intellectual and economic wealth in the black community. In partnership with over 400 of the country's top business organizations, the association has inroads into a wide range of industries as well as the public and private sector. As in the past, Microsoft actively networks and recruits at the conference. Microsoft serves as a corporate partner through its financial contributions and participation in recruiting events including the 37<sup>th</sup> annual Conference & Expo in September 2015 in Orlando, FL. Microsoft engaged in two full days of recruiting and networking at the Microsoft Booth during the Career Fair, two full days of University Recruiting Onsite Interviews, three full days of onsite Industry interviews and hosted a networking social for Industry professionals.
- **National Center for Women in Information and Technology (NCWIT)** is an organization that ties existing organizations like Anita Borg Institute and CRA-W together in order to create systemic change at every stage of the pipeline of technical women. The NCWIT mission is to ensure that women are fully represented in the influential world of information technology. Through a nationally connected effort of programs, networks, and research, the Center works to guarantee that women's perspectives and skills contribute significantly to the creation and application of information technology. Microsoft is a member of NCWIT's Workforce Alliance and has been an Investment Partner since 2006. Microsoft also provided \$250,000 towards their Seed Fund. The purpose of the Fund is to identify, apply, and disseminate promising practices for recruiting and retaining women into computing in higher education. Microsoft made its second million-dollar grant to the National Center for Women & Information Technology (NCWIT) to support the advancement of women in IT during 2009. One Microsoft senior executive serves on the Board and on the Executive Advisory Committee. Microsoft is a strategic partner of this organization and participated in the May 2015 Summit held in Hilton Head, SC. During the summit, a Microsoft EVP spoke in a keynote session, and a Global Diversity & Inclusion Manager presented on Microsoft's Unconscious Bias training program in one of the workshop sessions. In 2015 Microsoft also was a cosponsor of NCWIT's TechnoChicas initiative, a media campaign to create awareness among young Latinas and their parents of the opportunities in the tech field.
- **National Industry Liaison Group (NILG)** promotes Affirmative Action and Equal Employment Opportunity by working closely with the Office of Federal Contract Compliance Programs, Employment Opportunity Commission, related administrative agencies and Local and Regional ILGs to advocate the positions and viewpoints of constituents, comment and provide feedback on Regulatory and Legislative initiatives, educate constituents on developments regarding equal employment, opportunity and affirmative action and related regulatory changes. This mission is accomplished by carrying out the activities outlined in the bylaws and by achieving targeted objectives. A Microsoft employee serves on the National ILG board.
- **National Society of Black Engineers (NSBE)** is dedicated to developing student interest in engineering careers, with the goal of increasing the number of minority students entering

undergraduate and graduate engineering programs. Their activities include tutorial programs, high school/junior high outreach programs, technical seminars and workshops, a national network (NSBENET), two national magazines, a professional newsletter, as well as career fairs, awards, banquets, and an annual national convention. Microsoft was one of the sponsors at the 41<sup>st</sup> Annual Convention which was held in Anaheim, CA in March 2015. Microsoft was a sponsor at this event as well as one of companies participating in the NSBE two-day Career Fair as well as its College & Graduate School Fair. At the annual conference, Microsoft's presence included 2 full days of recruiting and networking at the Microsoft booth during the career fair and two full days of University Recruiting Onsite Interviews. Microsoft also awarded \$1000 tuition scholarships to 10 conference attendees.

- The **North Carolina Technology Association's** (NCTA) was founded in 1993 and has focused on advancing the state's tech industry. NCTA has 750+ member companies, organizations and institutions representing more than 150,000 North Carolina based employees. The Association has three main focus areas: ***Executive Engagement:*** Connecting Technology Providers, Consumers & Stakeholders; ***Public Affairs:*** Providing the Voice for the Technology Industry; and ***Knowledge Workforce:*** Promoting Lifelong Learning and a World-class Workforce. NCTA helps its members grow regionally and compete globally by actively connecting business decision makers, educating government officials on issues relevant to the technology industry and providing invaluable educational and executive networking events. NCTA has remained a trusted resource for more than a decade with the access and ability to influence locally and impact globally. A Microsoft Sales Director is on the Board of Directors. The Company was a sponsor of the "2015 Outlook for IT" event in January 2015.
- The **Northwest Mountain Minority Supplier Development Council** is a regional affiliate of the National Minority Supplier Development Council, a non-profit organization dedicated to improving the relationship between major corporations, public agencies and minority-owned businesses. Founded in 1972, NMSDC has 37 regional councils, and matches more than 17,000 minority business enterprises with more than 3,500 corporate members. A Microsoft Director serves on the Board of NMSDC. In 2015, Microsoft was one of the platinum sponsors of the organization. On a side note, the University of Washington's Consulting and Business Development Center presented Microsoft's Supplier Diversity Director with its Corporate Partner Award during an event in December 2015. The Company was honored for helping the University develop its Minority Business Executive Program. This week-long executive education program is designed to accelerate the growth of minority-owned, women-owned, and other diverse businesses.
- Since 1995, **Powerful Voices** has been improving the lives of adolescent girls in Seattle through innovative evidence-based programs in public middle schools and in the juvenile justice system. Its founders met at the University of Washington - School of Social Work. During a time of dot-com start-ups they built a dot-org start-up, which was known as the Seattle Women's Resource Project. Their vision was an organization that would promote Girl Justice and address issues at their root, by instilling leadership skills, fostering the development of critical thinking, and promoting the individual potential in adolescent girls. Since completing its first assignment in 1995 - a county-wide needs assessment on behalf



of the King County Women's Advisory Board - Powerful Voices has become recognized for its valuable work in the area of supporting adolescent girls during a crucial period in their lives. Since starting its programs, Powerful Voices has served more than 5,000 young women in the Seattle-King County area. The Powerful Voices luncheon was held on October 2015 in Seattle, WA. A Microsoft Manager currently serves as a Board member.

- **Prospanica, formerly known as National Society of Hispanic MBAs Association (NSHMBA)** is a premier Hispanic organization serving 32 chapters across the U.S. and Puerto Rico. Prospanica fosters Hispanic leadership through graduate management education and professional development in order to improve society. Microsoft continues to work with the organization as a member organization and serves on the organization's Corporate Advisory Board. Microsoft was an exhibitor at the annual National Conference & Career Expo held in October 2015 in Chicago, IL. Microsoft engaged in two full days of recruiting and networking at the Microsoft Booth during the Career Fair, two full days of University Recruiting Onsite Interviews, three full days of Industry interviews at adjacent hotel and hosted a networking breakfast for Industry professionals in marketing, sales, finance and other business roles.
- **Service Academy Career Conference (SACC)** is a career program launched and supported by the 5 service academies – U.S. Air Force, U.S. Coast Guard, U.S. Merchant Marine, U.S. Military Academy and the U.S. Naval Academy. The candidates are exclusively service academy graduates transitioning out of the military, or presently working in corporate America and making a career change. The company recruiters attending the SACC come prepared to meet with a full range of candidates from junior to senior officers. Microsoft participated in a number of SACC conferences during the last AAP year including those held in Savannah, GA, Washington, DC, San Diego, CA, and San Antonio, TX. These graduates are invited to participate in professional development seminars as well as job fairs hosted by a number of employers, including Microsoft.
- **She's Geeky** convenes to inspire women for the future, creating a space to connect women from diverse STEM communities. They work with and promote existing activities and organizations in regions around the country, inviting them all to meet at an interactive event called an UnConference where the agenda is created live at the event by the people in attendance. It all began in early 2007, when a group of women working in the high-tech sector in the San Francisco Bay Area recognized a need for a gathering space. A haven where women who self-identify as geeky could meet in person to support, educate, and share experiences with one another. Microsoft sponsored an event in April 2015 in Seattle, WA. Microsoft sponsored the popular coffee bar both days.
- **Society of Hispanic Professional Engineers (SHPE)** was founded in 1974 as a national organization of Hispanic engineers who serve as role models in the community. Another important function of SHPE is to provide networking for Hispanic students and professionals. Microsoft was a bronze sponsor at the National conference held in Baltimore, MD in November 2015. At the annual conference, Microsoft's presence included 2 full days of recruiting and networking at the Microsoft booth during the career

fair and two full days of University Recruiting Onsite Interviews. Microsoft also awarded \$1000 tuition scholarships to 10 conference attendees.

- **Society of Women Engineer (SWE)** has given women engineers a unique place and voice within the engineering industry. The organization is centered around a passion for its members' success and continues to evolve with the challenges and opportunities reflected in today's exciting engineering and technology specialties. SWE's vision is to stimulate women to achieve full potential in careers as engineers and leaders, expand the image of the engineering profession as a positive force in improving the quality of life, and demonstrate the value of diversity. Microsoft was an exhibitor at the WE15 held in Nashville, TN in October 2015. At the annual conference, Microsoft's presence included 2 full days of recruiting and networking at the Microsoft booth during the career fair and two full days of University Recruiting Onsite Interviews. Microsoft also awarded \$1000 tuition scholarships to 10 conference attendees.
- In October 2014, Microsoft announced a three-year, multimillion dollar partnership with the **Special Olympics** to modernize the nonprofit's software and games management system, and elevate it to the cloud. Special Olympics has nearly 4.5 million athletes in 170 countries around the world. A spokesperson for the organization stated they have been limited in its ability to do things like schedule them to compete, track performance information and capture health data. "The more we can make that technology driven, the more power our movement has," she explains. In July 2015, the 2015 Special Olympics World Summer Games in Los Angeles opened with 6,500 athletes competed from 165 countries.
- **Student Veterans of America (SVA)**, was founded as a grassroots group. As veterans returned home to use GI Bill benefits, they found that their campuses did not provide adequate support services to assist student veterans as they worked towards their educational goals. Lacking support, student veterans decided to organize on campuses across the country. These groups began to connect through social media with one another—spreading best practices, sharing success stories, and supporting one another to further strengthen the student veteran community. In 2008, members from various chapters formalized this grassroots movement and Student Veterans of America was born. SVA was officially incorporated in January 2008 to provide programs, resources, and support to the ever-evolving network of local student veteran organizations. Each of these independent groups could then join the umbrella coalition as a chapter. Since SVA's founding in 2008, over one million veterans have returned home to pursue a postsecondary degree or certificate using VA education benefits. To meet this need, SVA's presence at the local and national levels has grown to include over 950 chapter affiliates, numerous private and non-profit partners, and most importantly, an expanding list of impactful programs and services for veterans. Microsoft's VP of Military Affairs was one of the speakers at the 2015 National Conference held in January 2015 in San Antonio, TX. He is also a member of the SVA's Board of Directors.
- Microsoft's **Supplier Diversity Supported Employment Program**, is a partnership with vendors and local employment agencies to make a substantial difference in the lives of

people with developmental disabilities who might otherwise be overlooked in the job market. People with developmental disabilities face particular challenges in the job market. There is a belief that with the right training and support, people with disabilities can become successful, productive workers with jobs that match their interests and abilities. Having fulfilling employment also promotes their independence and helps them become fully integrated members of their communities. This program was launched in 2014 and continues to grow each month.

- **Technology Education and Literacy in Schools (TEALS)** was founded by a Microsoft employee and supported by the Company. The program initially brought technology education (basic programming) into the classrooms of a few high schools located in the Puget Sound region of Washington State in 2009. During the 2013-2014 school year, TEALS partnered with 70 schools in 12 states. In 2014-2015, that number increased to 131 schools in 18 states plus Washington DC. Employees support the program by volunteering to teach courses before beginning their normal work day at Microsoft. To encourage the education of technical skills for youth, Microsoft has sought the support of technical workers outside of Microsoft providing the template and curriculum for the program. The latest volunteer tally includes 490 software engineers from industry-leading companies like Microsoft, Amazon, Google, and nationally ranked education institutions U.C. Berkeley and the University of Washington.
- Established in 1987, the **Thurgood Marshall College Fund (TMCF)**, named for the U.S. Supreme Court's first African-American Justice supports and represents nearly 300,000 students attending its 47 member-schools that include public Historically Black Colleges and Universities (HBCUs), medical schools and law schools. TMCF helps students with a clear intention and the motivation to succeed and acquire a high-quality college education at an affordable cost. Through its scholarships and programs, TMCF plays a key role in preparing the leaders of tomorrow. A Microsoft Vice President serves as one of the Board of Directors of TMCF. Microsoft was a sponsor of the TMCF's 15<sup>th</sup> Annual Leadership Institute & Recruitment Fair and Anniversary Gala held in November 2015 in Washington, DC.
- **U.S. Business Leadership Network (USBLN)** is the national disability organization that serves as the collective voice of over 60 Business Leadership Network affiliates across North America, representing over 5,000 employers. The USBLN helps build workplaces, marketplaces, and supply chains where people with disabilities are respected for their talents, while supporting the development and expansion of its BLN affiliates. A Microsoft employee serves on the Board of USBLN and another serves on the Corporate Advisory Board. During the last AAP year, Microsoft was a sponsor of the USBLN Annual conference which was held in September, 2015 in Austin, TX. Two Microsoft employees were speakers at this events.
- **VetsinTech** supports current and returning veterans with re-integration services, and by connecting them to the national technology ecosystem. The organization is committed to bringing together a tech-specific network, resources, and programs for our veterans

interested in Education, Entrepreneurship, and Employment. Microsoft is a sponsor of VetsinTech and participated in activities in 2015.

- **Washington Business Leadership Network (WSBLN)** is a state chapter of the U.S. Business Leadership Network (USBLN). The Washington State Business Leadership Network (WSBLN) provides participating employers with networking opportunities, education and information on disability related topics and resources to effectively increase understanding and awareness in the workplace. The WSBLN also provides lessons learned in recruiting, hiring, accommodating and improving customer service for people with disabilities. Additionally, the WSBLN assists businesses in navigating and directly linking to government and community resources to get their employment needs met. The chair of Microsoft's Disability Employee Resource Group was one of the speakers at the Maximizing the Effectiveness of Employee Resource Groups for Individuals with Disabilities event which was organized by the WSBLN in September, 2015 in Seattle. Microsoft also hosted the organization's joint event with the WA State Governor's Committee on Disability Issues & Employment – the 2015 Governor's Employer Awards where seven employers were recognized for their efforts to recruit, hire and promote the employment of individuals with disabilities. Also, a Microsoft Diversity and Inclusion manager serves as a board member of WSBLN.
- The **Washington State Opportunity Scholarship (WSOS)** was created in 2011 to address rising tuition at Washington colleges and universities. Businesses and the Washington State Legislature joined forces to fulfill the promise of better education and career opportunities for Washington students. Together they have created a unique public-private partnership, including major employers like Boeing and Microsoft. This scholarship provides help to students in families who earn up to 125% of the median family income attain bachelor's degrees in high employer demand fields including science, technology, engineering, math (STEM) and health care. This expands college financial aid to a greater group of young people beyond the current state need grant which only reaches families with 70% of the median family income. In 2012, the WSOS Board increased the annual amount juniors and seniors will receive from \$1,000 to \$5,000 once they are admitted into an approved STEM or health care major. This continues their commitment to invest in Washington students and meet the needs of Washington State employers to fill the jobs of the future. Microsoft's General Counsel serves on the WOSS Board.
- **We Day** is a movement that is focused in bringing together a generation of youth to be engaged in changing the world through an inspirational event and yearlong educational program. The We Day movement lives online at [weday.com](http://weday.com), an online hub dedicated to educating, engaging and empowering a generation of socially-conscious youth. It is an initiative of *Free The Children*, an international charity and educational partner that works with schools to implement the We Act program. It is a comprehensive service learning program that supports schools and youth groups in taking tangible action to make a difference in the world. Groups take on one local and one global action and report back to *Free The Children* to earn their way to We Day. Local schools and groups get the tools and resources to help students make their We Act commitments come to life. Microsoft, in partnership with Amway, sponsored We Day in the United States in March 2015.

Sixteen thousand students were invited to attend the event in Seattle - students who were involved in creating positive changes in their local and global communities.

- **We Still Serve** ([www.WeStillServe.com](http://www.WeStillServe.com)) is a special website for veterans created by Microsoft's U.S. military veteran employee network and the Staffing Team. The site is a Military2Microsoft program which provides veterans outside the Company with a job translator to help them match their skills with Microsoft positions. By entering the branch of the military in which they served along with their military job code, veterans are able to identify similar positions available at Microsoft. The site also includes information about Microsoft's Software and Systems Academy.

In addition to the above organizations, Microsoft's Community Affairs Department works with many groups in its Citizenship efforts. The Company is committed to applying its technology, talent, and financial resources to empower communities around the planet where employees, partners, and customers live and work. Our Citizenship and Public Affairs team develops and coordinates global strategies that are implemented through local citizenship teams and nonprofit partners to meet unique local needs and conditions. For Fiscal year 2015, the Company had 3 major objectives:

Goal: Meeting our YouthSpark target of empowering 300 million youth to imagine and realize their full potential through Microsoft YouthSpark between 2012 and 2015. We exceeded this goal, providing 307 million opportunities for youth through Microsoft YouthSpark between 2012 and 2015.

Goal: Donating Microsoft software and services to 100,000 nonprofit organizations. In FY15, we donated more than \$922 million in software and services to 120,356 nonprofit organizations globally. (Note: some organizations receiving Office 365 Nonprofit services may have also received other donations of Microsoft software through Microsoft's software donation program, and therefore may have been counted more than once.)

Goal: Activating an additional 1 million users of Office 365 Nonprofit. In FY15, we activated 1.09 million new seats for Office 365 Nonprofit.