Reimagining inclusion

Diversity, equity, and inclusion

Annual report
2022
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Introduction

At PATH, we are committed to championing diversity, equity, and inclusion (DEI) within global health and development while inspiring transformative change across our sector.
Within our ranks, we are striving to build a workforce that reflects the communities where we operate, and create a culture that welcomes broad perspectives, cultivates curiosity, and elevates all voices—especially of those who have been historically marginalized.

Though we are making great progress as a global team, we recognize that our processes, behaviors, and culture can limit the impact of our projects and programs. That’s why we’re always asking ourselves how we can improve and how our DEI efforts can contribute to our success as a mission-driven organization advancing health equity.

To these ends, our DEI 2025 strategy was designed to make our teams, business practices, and public health programming more diverse, equitable, and inclusive. Developed by leaders and employees across PATH, including our DEI Regional Councils, Executive Team, Human Resources department, People Resource Groups, and employee-led DEI working groups, our DEI strategy and its priorities have played a key role in guiding our institutional evolution and growth.

Today, we are proudly implementing dedicated DEI plans for each of our divisions and regions, which will enable us to take an honest and in-depth look at both our shortcomings and our accomplishments.

This inaugural DEI annual report takes a holistic look at PATH’s impact—from the communities we serve to our staff and the tools and resources at their disposal. Though we are proud of this report and of the progress we have made so far, we recognize that DEI is not an initiative with an end point and remain dedicated to promoting DEI as an ongoing enabler of our mission and our work in global health.

Our DEI 2025 strategy will build on this foundation of action and progress. We will continue to drive creative problem-solving, innovation, and business sustainability. We will enable respectful partnerships, equity in programming, and community accountability. We will improve risk and reputation management by providing industry leadership. And we will continue transforming our institution for the betterment of our staff, our sector, and the communities we support.
Letter from the president

Dear friends, partners, and colleagues,

I am honored to present PATH’s first-ever diversity, equity, and inclusion (DEI) annual report. I write in gratitude—proud of our achievements together, confident in our DEI 2025 strategy, and inspired by your commitment to this important work.

DEI is a key enabler of our institutional PATH Strategy 2025, which focuses on advancing our mission of achieving global health equity. PATH’s commitment to DEI drives our culture of collaboration, innovation, and impact-driven results.

I am pleased to report that our data show significant progress in advancing gender equity and representation across all levels of our organization. In 2022, we achieved the highest score in the Global Health 50/50 Gender & Health Index. What’s more, PATH’s global leaders were 62.3 percent female in a workforce where 52.5 percent were women.

Investing in leadership development has been and continues to be a major priority for us. The ELEVATE Sponsorship Program gave our Asian, Black, and Hispanic leaders training, networking, and sponsorship opportunities to advance their leadership skills and showcase their strengths. At PATH’s Global Leadership Meeting, more than 100 leaders from across the organization participated in leadership storytelling and “Managing Across Cultures,” an inclusive leadership training to build cross-cultural competence. Likewise, PATH’s People Resource Groups played an important part in building a culture of community, inclusion, and belonging.

The findings of an employee engagement survey that we conducted in 2022 show that—of the 70 percent of our staff who participated in the survey—74 percent feel engaged and 92 percent are proud to work at PATH. Additionally, teams across PATH are using our groundbreaking Equity in Programming Benchmarks to ensure equity is embedded in all our public health programming.

I want to express my deepest appreciation to Global DEI Director Levis Nderitu, Chief People and Diversity Officer Meïssa Diaw, PATH leadership, employee initiative leads, and all our staff. I’m consistently inspired by your commitment to building an organization that reflects the communities that we serve and that lives by our values of equity, respect, and collaboration. Thank you for your focus, your passion, and your efforts.

I invite you to explore PATH’s first-ever DEI annual report and join us in our continued efforts to create a healthier, more equitable world.

Best,

Nikolaj Gilbert
President and CEO
How PATH defines DEI

Diversity

Encompasses all our varied identities and differences that make us unique, including race, ethnicity, gender, disability, sexual orientation, national origin, thinking and communication styles, and more.

Equity

Ensures that everyone has equal access to opportunities and advancement while striving to identify and eliminate barriers that have historically prevented some groups from full participation.

Inclusion

Is the active effort to create environments where individuals and groups are welcomed, respected, supported, and valued, allowing for their full participation.
Vision and priority areas

Our DEI vision

To become a curious, collaborative workplace where the status quo can be challenged, new ideas are embraced, and different perspectives are valued

Our DEI mission

To create a culture of curiosity, collaboration, and belonging at PATH and in our work
DEI strategic priorities

PATH’s strategic priorities are structured around people, business practices, and public health programming. These pillars have helped infuse DEI into every aspect of our engagement with the communities, stakeholders, and regions we serve. Here are our priorities for each of the pillars:

People

Diversify staff at all levels by accelerating representation and development of diverse talent, cultivating inclusive leadership, and creating a culture of curiosity, collaboration, and belonging.

Business practices

Build equitable business practices in procurement, people, and communication functions by implementing inclusive policies, eliminating structural bias, and collaborating transparently.

Public health programming

Design our products and projects with—not only for—the communities we serve, embedding equity (including gender equity) in our public health programs and partnerships and becoming a catalyst for change in the sector.

Our growing workforce at a glance:

- 52.5% of all PATH staff are female
- 64% are millennials or Gen Z
- 92% are proud to work at PATH
- 1,700+ staff across 70+ countries
DEI guiding principles

We focus our DEI work through the lens of five guiding principles.
**Intentional:**
Our work will be purposeful, thoughtful, and nuanced, enabling us to implement impactful DEI programs for PATH staff, partners, and communities.

**Simplified:**
DEI work is inherently complex and multifaceted, so it is important to simplify and streamline wherever possible. If a project or program is difficult to understand or execute, we will reevaluate and reimagine it.

**Unifying:**
Our diverse PATH workforce shares common goals. To achieve them, DEI workstreams must be complementary and coordinated.

**Global:**
As a decentralized global team working in 70+ countries, we contextualize our DEI work to reflect the diversity of the local communities PATH serves. Our commitment to representative leadership ensures that everyone’s voices, issues, and ideas are represented in our global health work.

**Impactful and measurable:**
We will focus on tangible work that creates real, measurable impact, both internally and externally. Our key driver is to make our work more representative, fair, and inclusive for our staff and the communities we serve.
Our key DEI initiatives

We focused on three major areas in which we were committed to inclusive leadership development. The ELEVATE Sponsorship Program has been instrumental in empowering leaders by fostering their leadership and management capabilities. Through the Living Our Values initiative, we work to advance DEI in global health for lasting impact. Our active Listening Sessions have amplified diverse voices and promoted gender equity, as seen in PATH’s teams in the Democratic Republic of the Congo, Tanzania, Vietnam, and Zambia.
ELEVATE

We understand that investing in leadership development is critical to building a more inclusive and equitable global community, and we remain dedicated to this mission.

Launched in 2022 in partnership with McKinsey & Company, we engaged 12 emerging Black and Asian leaders to build leadership and management capabilities through the ELEVATE Sponsorship Program. Our mission is reflected in our efforts to develop scalable programs that empower emerging leaders from diverse backgrounds.
ELEVATE redefines leadership by emphasizing the power of storytelling instead of focusing solely on the traditional corporate and professional methods we are accustomed to.

— Zahra Lutfeali, Acting Executive Director of Digital Square

Being in the ELEVATE program made me realize that there are unique challenges that people who look like me face, and hence, I need to expand my network and find more opportunities to learn from and share my knowledge with other Asian leaders.

— Geneva Pham, Senior Director of Partnerships Development

The ELEVATE Sponsorship Program has a significant impact in amplifying, boosting, defending, and connecting sponsors with those being sponsored.

— Melissa Diaw, Chief People and Diversity Officer for Human Resources
Living our values

PATH prioritizes values of respect, equity, integrity, innovation, collaboration, and impact to guide our behavior and decision-making. We recognize the critical role these values play in advancing global health equity and remain dedicated to upholding them.

**Respect:**
We treat everyone with dignity, compassion, and appreciation.

**Equity:**
We strive for fairness and to eliminate obstacles created by our conscious and unconscious biases.

**Integrity:**
We do the right thing even when it is difficult.

**Innovation:**
We test new ideas, challenge the status quo, and apply what we learn.

**Collaboration:**
We partner across teams, sectors, and borders.

**Impact:**
We prioritize solutions to the most significant health issues in the communities of greatest need.
Facilitating impactful conversations

In 2022, we conducted a week-long “Living Our Values” campaign and shared it with our 1,700+ staff to emphasize the importance of living our values. We also created and rolled out guidebooks for individuals, teams, and managers to support this initiative. These resources facilitate essential conversations and strengthen our understanding of living our values.

Reinforcing our commitment to living our values

The Living Our Values initiative is ongoing and reinforces our commitment to DEI work—both within our organization as a key component of our institutional strategy and beyond it in the broader global health sector. By living our values, we encourage all stakeholders to join us in pursuing equity, improving global health outcomes, and building scalable solutions with lasting impact.
Listening Sessions

Our commitment to understanding the holistic staff experience involves intently listening to our people. Their collective voices help to shape and improve their experience in the organization, and the appreciation of their unique perspectives remains critical to our mission. Our teams in four countries—the Democratic Republic of the Congo, Tanzania, Vietnam, and Zambia—made significant strides toward amplifying diverse voices, promoting gender equity, and embedding inclusion in global health programs. Here are highlights of PATH's work in these countries:

Democratic Republic of the Congo:
We worked closely with the Women at PATH team to confront biases and barriers to inclusion. We recognized the challenges women face when applying for jobs with extensive travel requirements or masculine language, and we created opportunities that support them in breaking these barriers.

Tanzania:
Women at PATH in Tanzania are determined to take on leadership roles, and men have pledged to be allies, champions, and sponsors for their inclusion. Our engagement has amplified the voices of both women and men, recognizing that gender equity is everyone’s responsibility. These actions reflect our strategic priorities to promote equity and diversity in our global health work.
Vietnam:

In Vietnam, we prioritized equity and inclusion in our global health programs, focusing on including the LGBTQIA+ community. Our PATH Vietnam team made transformative strides in this area, setting an example for global health organizations. By embedding equity and inclusion in our strategic priorities and prioritizing cultural competence and humility, our programs can have a meaningful impact on global health outcomes.

Zambia:

In Zambia, we heard from women at PATH who spoke out on the need for gender inclusion and the importance of intersectionality in this pursuit. They desired representation in leadership roles, with the ability to influence policies and bring about change. We listened and took action by creating a work environment where everyone is valued and has a seat at the table. Our approach to gender inclusion recognized each individual’s uniqueness and circumstances.
People data

DEI by the numbers

As part of our DEI 2025 strategy, PATH developed DEI dashboards to monitor institutional progress on employee retention across gender, race, and other factors. The graphs on the following pages show self-reported employee data from some of the dashboards.
Gender distribution across roles and positions, 2022

Individual contributors:
- Female: 53.4%
- Male: 46.5%

Global leaders:
- Female: 62.3%
- Male: 37.7%

Managers:
- Female: 48.3%
- Male: 51.7%

Executive Team:
- Female: 37.5%
- Male: 62.5%
All staff by age band, 2022

- 1.1% <25
- 25.1% 25–34
- 38.1% 35–44
- 24.6% 45–54
- 8.9% 55–64
- 2.2% 65+

US-based staff by ethnicity and race, 2022

- 65.4% White
- 14.6% Asian
- 9.3% Black or African American
- 5.9% Two or more races
- 4.6% Hispanic or Latinx
- 0.2% Native Hawaiian or other Pacific Islander

At this time, PATH collects race and ethnicity data for US-based staff only.
We’re working toward:

35% of women, minority-owned, and small businesses as our suppliers and consultants.

25% increase in the number of underrepresented groups in the United States to reflect US demographics.
Engagement is a measure of people’s connection and commitment to an organization and its goals. We conducted an employee engagement survey in June 2022 to assess our progress, which revealed that 74 percent of PATH staff feel engaged in PATH’s work.
Key insights from our survey

We tracked four diversity metrics within PATH for underrepresented staff: female, race (specific to Black or African staff), LGBTQIA+, and those living with disabilities. We compared their engagement levels to the overall PATH staff engagement.
The insights borne of this survey highlighted the need for improved strategies that foster greater inclusivity across PATH.

The engagement scores for the underrepresented groups are lower than the scores for PATH staff overall:

- Female staff: -4 percent engagement.
- Black or African staff: -3 percent.
- LGBTQIA+ staff: -7 percent.
- Staff living with disabilities: -6 percent.

These data highlight the importance of considering the unique needs and experiences of underrepresented individuals at PATH when designing engagement strategies.
People Resource Groups

People Resource Groups at PATH offer a safe space for staff to learn, share, and express themselves authentically. These groups contribute to a culture of curiosity, collaboration, and belonging, aligning with our DEI mission commitment. We remain dedicated to fostering a workplace where everyone feels valued and included.
Able at PATH

Able at PATH connects and supports employees living with physical, mental, and emotional disabilities. Able at PATH raises awareness, builds community, and advocates for disability inclusion at PATH and in our work.

Disability inclusion goes beyond equal opportunity statements; it should ensure that the differently abled feel welcome and comfortable. No one wants to be pitied at work; they want to be treated like everybody else, focus on doing a great job, and have equal opportunities for promotions. Organizations must create support systems for the differently abled and for managers. Very often, people come into the workplace with biases they may not even realize they have. Some managers might be unprepared or even afraid to work with someone with a disability. Disability inclusion should encompass an understanding of what factors lead to disability exclusion and address them. In this way, our colleagues will be more confident and empathetic as they create environments inclusive of disability.

— Cynthia Changfu-Kalaiuka, Co-chair, Able at PATH
Black at PATH

Black at PATH is a community for Black employees and allies that promotes Black representation, culture, and inclusion for all employees at PATH.

“Inclusive thinking is at the heart of diversity, and when executives lead the charge, it transforms the organization’s culture. That’s why having executive representation is essential.”

— Darryl Roberts, Senior Human Resources Business Partner
Pride at PATH

Pride at PATH celebrates, empowers, and amplifies the LGBTQIA+ community by promoting LGBTQIA+ inclusion, allyship, and diversity at PATH.

“Pride at PATH means safety and community. Initially, we were focused on policy change and leadership engagement, but we realized the need for a good and safe community space for people that hadn’t found that at PATH yet. We are also mindful of what Pride at PATH looks like in different countries and that real conversations in different contexts aren’t centered in one region. We are making progress centered on the queer experience.”

— Jessie Schwartz, Senior Program Assistant, Vaccine Policy, Access, and Introduction

“Having meaningful support where you work should be all-encompassing—a space where the community has similar experiences to mine, and there is some shared understanding of experiences, challenges, and joys that we have without having to explain ourselves. Pride at PATH means bringing my whole self to work and providing a safe space for others to feel like they can also bring their whole self to work. Pride at PATH holds space for me.”

— Hope Randall, Communications Officer, Center for Vaccine Innovation and Access
Women at PATH

Women at PATH is a community for women and allies that provides a safe space to connect, empower, and support the advancement of women and allies.

“As women at PATH Tanzania, we are looking forward to more mentorship programs for women in leadership, more platforms to convene and share experiences, as well as career growth opportunities for women across the region. Hiring and promoting talented women is the right thing to do for society and it is an economic imperative.”

— Olgah Odek, Gender Focal Person, PATH Tanzania
PATH’s DEI Regional Councils develop region-specific DEI priorities and contextualize the organization’s global DEI strategy, ensuring our DEI work across Africa, Asia, the Middle East, Europe (AMEE) and the Americas is localized and culturally appropriate.
We’re working toward:

15% increase in women leaders in the Africa and AMEE Region.

Since the launch of the eleven-member council last year, we are excited to build a region that prioritizes DEI in everything we do, accounting for the nuances of local contexts. Our priorities for the AMEE Region include promoting gender equity and inclusion, sharing knowledge across countries and programs, and ensuring inclusive decision-making. We are proud of the engagement that staff have shown us.

— Nivedita Kumar, Human Resources Director, Asia, Middle East, Europe, and Co-chair, DEI Regional Council

I see it as a chance for all of us to look at issues that affect us when it comes to DEI because the agenda may be set elsewhere. In our regional councils, we are able to decide the direction and define our issues.

— Maximillian Musunse, Pre-elimination Program Coordinator for PAMO Plus, Zambia Country Program
Equity in Programming Benchmarks

The Equity in Programming Benchmarks tool enables PATH to track progress toward our equity goals. Four change strategies guide our efforts as we move forward, helping us to become an even better agent of public health transformation when assessing projects, proposals, and programs.

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PATH DEI annual report 2022
PATH's Fit for Future project in Vietnam recently conducted a self-assessment that helped the team identify ways to strengthen the project's commitment to the respectful partnerships change strategy. We are committed to identifying ways to better involve government partners and all stakeholders in project implementation and co-creating a transition strategy for when PATH's involvement with the project ends.

Nine PATH staff members are trained as coaches, who train or support others in their countries/teams to enable them to evaluate projects using the same criteria in Africa, Asia, and the Americas. Our global reach enables us to make a meaningful impact through our Equity in Programming Benchmarks tool. As PATH, we have socialized this tool with our external partners and peers, such as the International Rescue Committee, Medicines for Malaria Venture, the US Centers for Disease Control and Prevention, McKinsey & Company, the Bill & Melinda Gates Foundation, and the Deutsche Gesellschaft für Internationale Zusammenarbeit.
In sharing the benchmarks externally, we have heard from many of our peers and donors that they are also trying to figure out how best to articulate their commitments to equity. We are proud to be one of the early movers in this effort of holding ourselves accountable to centering equity in all our projects.

— Bindiya Patel, Managing Director, Programs and Innovation

“The benchmarks are not really additional work. They just enable better thinking.”

— Christelle Gogue, Senior Evaluation Officer and Benchmarks Coach

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— Bindiya Patel, Managing Director, Programs and Innovation

We’re working toward:

90% of all our projects and proposals being evaluated using these benchmarks by the end of 2025.

- Ensuring that the average rating across all benchmarks has increased by one.
- Launching, scaling, and driving awareness of the gender equity frameworks organization-wide.

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• Launching, scaling, and driving awareness of the gender equity frameworks organization-wide.
How we talk about public health and why it matters

As our understanding of global health evolves, we need to adapt our language and our narratives accordingly. For better and—when we’re not careful—for worse, public health communicators influence how sector stakeholders perceive and act on our work and the people our work supports.
For example, while countries and communities often appear as monoliths in public health communications, this oversimplification can be harmful because it encourages audiences to think of populations as being homogeneous, when, in reality, the barriers to health equity vary widely within each country and community.

Of course, potentially harmful generalizations and oversimplifications are more likely to occur when communicators are writing about a community or geography other than their own. That’s why PATH has taken steps to distribute more communications positions to our offices around the world. Local people need to tell local stories; otherwise, communicators inherently lack appropriate cultural understanding and are more likely to unintentionally cause harm. We also regularly update our brand standards to ensure that all communicators—regardless of geography and culture—are using clear and precise language, which enables more ethical and effective communication and helps avoid some of the common pitfalls sector communicators face.

“Better word choice is one small way sector communicators can guard against unintentional harm, but the best approach is ensuring communications staff are reflective of the places where the work is happening. I’m proud that PATH is actively moving in this direction across all our teams and departments.”

— David Verga, Head of Brand and Creative, External Affairs
Team spotlight

PATH’s Epidemic Preparedness and Response (EPR) internship program provides hands-on learning opportunities to students from diverse academic and cultural backgrounds. With a strong commitment to DEI, the program focuses on amplifying underrepresented voices, fostering a sense of belonging, and promoting work-life balance. Since its inception, the program has attracted 1,000+ applications from around the world and nurtured a talented pool of individuals.
EPR program

The EPR program at PATH recruits and mentors interns with a variety of academic and lived experiences, professional backgrounds, and geographic locations to give students the opportunity for hands-on learning.
EPR’s DEI action plan focuses on three areas:

Voice

Diversity in recruitment

Work-life balance

The EPR internship program has seen significant growth and retention of interns for the full length of the internship (six months), along with many interns moving into temporary, consultant, or full-time roles at PATH.

We engaged DEI consultants to lead EPR staff learning sessions that provided a common language and built a foundation for future DEI learning.

Our internship program has had a tremendous impact in several areas, such as increasing the number of women of color, extending PATH training resources to interns, advocating for an increase in stipend, and sharing learning with other PATH programs. EPR internships attract the most applicants of all internship opportunities at PATH.
EPR internship program at a glance

- 18–22 participants attended DEI learning sessions, based in India, Kenya, Senegal, Tanzania, Uganda, Ukraine, the United States, and Vietnam.
- More than 1,000 applications received.
- 45 interns engaged from 2016 through 2022.
- 8 interns transitioned to other roles within EPR following their internships.
- 3 interns moved to roles with other PATH programs.
I have been moved by the PATH EPR team's commitment to developing their interns’ technical and professional capacities. The way that the EPR team encourages and trusts interns to contribute meaningfully to projects while enthusiastically valuing them as key members of the team is truly unparalleled. For example, I had the opportunity to work directly with key members of the Global Polio Partners Group while supporting Dr. Linda Venczel in her role as co-chair. This experience was eye-opening, as it provided a front-row seat to the inner workings of the World Health Organization and the United Nations while also providing a unique and once-in-a-lifetime chance to work with the Polio Eradication movement.

— Jenna Durham, EPR Intern December 2021–June 2022, current EPR consultant
Working with a diverse and inclusive team provided me with an environment to grow and flourish. The inclusive culture of the team has allowed me to get exposure to various projects and activities and has helped me to identify my strengths and work on my weaknesses. As a result of this internship, I plan to research and advocate for AMR, AMS, and IPC practices in dentistry.

— Divyanka Pawaskar, EPR intern June–August 2022, dentist and current first-year MPH student at SUNY Buffalo
The Programs and Innovation mentorship program started in 2019 with just two mentees. The program helps the organization build and strengthen relationships across teams and programs while we support staff in defining and working toward our professional goals together as we strengthen inclusivity.

“More staff have applied each year. At the suggestion of participating mentors, the program has attempted to actively increase participation of non-US-based division staff as mentors and mentees.”

— Cathleen Collins, Executive Assistant to the Chief of Programs and Innovation

Programs and Innovation mentorship program in numbers:

2019–2022

147 mentees and 65 mentors have participated since the launch of the program.

85 mentees have gone through the program across all our regions and departments.
Human Resources inclusive recruitment

Our DEI Learning Series, launched in 2020, was designed to align our recruiting efforts with our broader DEI strategy. Inclusive recruiting practices have been at the forefront of our efforts to hire diverse talent and create an inclusive organizational culture. While our recruiting teams are regionally managed, we adopt a consistent and global approach to ensure that DEI practices are integrated throughout the recruitment process.

The DEI Learning Series provided a space for our teams to develop the necessary skills to effectively advise hiring teams on implementing these practices.

It has been a collaborative endeavor involving all talent acquisition teams across our regions. By fostering collaboration, we have created a supportive network of professionals dedicated to advancing DEI in recruitment.

Through interactive sessions, workshops, and knowledge sharing, participants gained valuable insights, expanded their perspectives, and built strong relationships. This engagement has been a key driver in our journey toward building diverse and inclusive teams. At PATH, we recognize the importance of staying connected as a global talent acquisition team and continuously enhancing our recruiting skills.

“Diversity, equity, and inclusion is at the core of everything we do.”

— Estella Opondo, Senior Global Recruiter, Human Resources, Eastern Africa
Industry leadership

In March 2022, PATH joined the InterAction DEI Compact as a signatory to DEI commitments in our people, business practices, and programming pillars.
PATH is rated as a very high performer by Global Health 50/50, which analyzes the gender-related policies and practices of 200 organizations active in global health.

PATH is a member of Washington Employers for Racial Equity (WERE)—a coalition committed to supporting Black Washingtonians and building a future rooted in equity for all. We also participate in WERE’s DEI index every year to measure our progress and hold ourselves accountable to our commitments.
Looking ahead by Levis Nderitu, Director of Global Diversity, Equity, and Inclusion

We have made great progress in DEI at PATH, but there’s still a lot of work for us to do. Looking forward, we will continue iterating our DEI 2025 strategy to respond to the shifts in our workplace, labor market workforce, changing needs of the communities and governments we serve, and donor requirements as well.

In 2023, we will focus on building a culture of curiosity, collaboration, and belonging to drive innovation and impact on our people, business practices, and public health approach as we reimagine inclusion. This will include building inclusive leadership capabilities, investing in sponsorship programs to build on emerging leadership talent, resourcing our DEI Regional Councils and People Resource Groups, establishing inclusive procurement and supplier diversity programs, as well as scaling the Equity in Programming Benchmarks tool. Additionally, strengthening our data capabilities to collect and use data to inform our DEI programs will be one of our key priorities.

We will continue to lead from the front by communicating boldly and transparently on our progress and lessons, contributing to DEI thought leadership in the global health sector, and positioning PATH as the employer of choice.

Thank you all for being part of this journey, and I look forward to another year of progress—with you.

Stay curious,
Levis Nderitu