2023 Global Diversity, Equity, and Inclusion Annual Report
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Introduction

In 2023, our commitment to diversity, equity, and inclusion (DEI) translated into real, measurable progress.

For the first time since 2020, PATH achieved gender parity across all levels of the organization, a milestone that underscores our dedication to gender equality. During that same period, we witnessed a 25.6 percent increase in Black staff in the United States, reaffirming our unwavering commitment to racial equity. From 2021 to 2023, the number of Women at PATH People Resource Group chapters increased by 200 percent, demonstrating the clear value community provides in supporting women's advancement.

Shutterstock/Image by Ground Picture
Beyond numbers, our progress is defined by the lived experiences of PATH staff. Many of these experiences are highlighted in the pages of this report, telling the story of growing communities where every voice is heard and valued.

In 2023, we continued investing in the leadership capabilities of our PATH global leaders. At our annual Global Leaders Meeting, hosted for the first time in Africa, we held workshops on leading globally distributed teams and collaborating across cultures and time zones. We are also constantly reviewing our business practices to eliminate bias and barriers to inclusion. This commitment extends from our Human Resources team’s job architecture work, ensuring equitable career growth, to our Business, Finance, and Operations team’s dedication to supplier diversity and inclusive procurement programs. These initiatives ensure that women-owned and small businesses are equitably represented in our supply chain.

In our program design and implementation, PATH’s innovative Equity in Programming Benchmarks are driving significant change. A recent survey of teams using these benchmarks indicated that over 50 percent of projects have integrated changes aimed at prioritizing equity in their work after using the tool. We are committed to implementing projects that not only serve but also center the communities we work with.

As we navigate this journey toward a more inclusive future, we are committed to creating a culture of curiosity, collaboration, and belonging. Together, we can unlock the unique staff perspectives, creative problem-solving, and innovation needed to solve the global health challenges of our times.

We’d like to thank our generous philanthropic and private donors who make this work possible through their contributions.
Letter from leadership

At PATH, we believe that global health solutions are most effective when they reflect the diverse communities we serve. In 2023, we focused on making significant progress toward achieving a truly inclusive and equitable organization.

In the past year, we’ve seen advancements in several key areas:

**Representation**
We’ve increased the representation of underrepresented groups at PATH. For the first time, we have attained gender parity at all levels, including at the Executive Team. Our Black US staff has increased by 25 percent since 2021. This ensures that the voices and perspectives of everyone are heard, valued, and inform our decisions.

**Equitable systems**
We’ve implemented concrete initiatives to promote equity in our processes, policies, and programs. This includes inclusive leadership training and executive sponsorship programs for our leaders, supplier diversity programs, inclusive communication guidelines, and designing our job architecture for career advancement.

**Building a culture of belonging**
We’ve fostered a culture of inclusion where everyone feels safe, respected, and welcome to bring their authentic selves to work. For example, our People Resource Groups have grown by 50 percent, demonstrating the importance of communities that build belonging for everyone.

**Global impact**
We’ve integrated a DEI lens into our global health programs.

This report details our 2023 DEI achievements and outlines the exciting road ahead. While we’re proud of the progress we’ve made, we recognize that DEI is an ongoing journey. We remain committed to holding ourselves accountable, measuring and tracking our progress, and continuously improving.

We invite you to explore this report and learn more about the dedicated efforts of our staff around the world. Thank you for your support. Together, we are building a more equitable and impactful PATH.

Sincerely,

Nikolaj Gilbert, President and CEO
Meïssa Diaw, Chief People and Diversity Officer
Levis Nderitu, Global Head of Diversity, Equity, and Inclusion
### Progress by the numbers

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>62% of PATH global leaders are women</td>
</tr>
<tr>
<td>100%</td>
<td>100% of PATH global leaders trained on cross-cultural competence</td>
</tr>
<tr>
<td>56%</td>
<td>50% of the Executive Team are women</td>
</tr>
<tr>
<td>52.8%</td>
<td>44% racial diversity of the Executive Team</td>
</tr>
<tr>
<td>25%</td>
<td>6 of required projects completed Equity in Programming Benchmarks</td>
</tr>
<tr>
<td>20</td>
<td>56% of all country offices visited and engaged with DEI Listening Sessions</td>
</tr>
<tr>
<td>6</td>
<td>58% of all staff are women</td>
</tr>
<tr>
<td>6</td>
<td>25% increase in Black US staff</td>
</tr>
<tr>
<td>6</td>
<td>20 ELEVATE executive leadership program alumni</td>
</tr>
<tr>
<td>6</td>
<td>6 DEI Regional Councils</td>
</tr>
<tr>
<td>6</td>
<td>3 Women at PATH chapters</td>
</tr>
</tbody>
</table>

**Glassdoor DEI rating vs. industry average of 3.7/5:**

**4.2/5**
DEI guiding principles

In 2023, we focused 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.

**Measurable**
We will focus on tangible work that creates measurable impact internally and externally. Our aim is to make our work more representative, fair, and inclusive for our staff and the communities we serve.
Vision and mission

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

**DEI mission**
To create a culture of curiosity, collaboration, and belonging at PATH and in our work.
PATH’s DEI strategic priorities

PATH’s DEI strategic priorities are structured around people, business practices, and public health programming.

These three pillars have infused DEI into every aspect of our engagement with the communities, stakeholders, and regions we serve. Here are our DEI strategic priorities for each pillar:

**For people**

to 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.

**For business practices**

to create equitable approaches in procurement, people, and communication functions by implementing inclusive policies, eliminating structural bias, and collaborating transparently.

**For public health programming**

to design products and projects with the communities we serve, embedding equity (including gender equity) in our programs and partnerships and becoming a catalyst for change in the sector.
ELEVATE

Since the launch of the ELEVATE Sponsorship Program in 2022, over 20 PATH global leaders have participated in the Asian, Black, and Hispanic Executive Leadership Academy by McKinsey.

ELEVATE at a glance:

- 60 percent of the leaders are women.
- 10 percent of the global leaders were promoted to the C-suite (Executive Team).
- 25 percent of the leaders were promoted to higher positions or had their roles and responsibilities expanded.

The most valuable aspect of the experience was the depth and quality of connections formed, encompassing both professional insights and personal bonds. As a Latina, a full-time working mom, and a first-time manager, the mutual validation and shared experiences were enlightening, providing me with new perspectives and tools. Since joining ELEVATE in June 2023, I am excited to apply these insights and foster future leaders at PATH, sparking a passion for mentoring.

— Julianna Longo, Interim Director of Global Strategic Communications
In 2023, PATH held its annual Global Leadership Meeting in Kenya, marking the first time it was hosted in Africa. PATH’s presence in the Africa division spans the East Africa Hub, West Africa Hub, South Africa Hub, and Central Africa Hub, with a total headcount of 395 staff. Kenya had the largest representation with 222 staff, implementing projects in over 40 of the country’s 47 counties.

The event brought together over 90 global leaders, providing an opportunity to reconnect, inspire, and motivate each other to continue advancing the PATH Strategy 2025. This gathering reinforced that our work and organization are built on collaboration and colleague trust.

Case studies showcased PATH’s comprehensive capabilities, but the focus went beyond simply highlighting successes. Leaders actively explored ways they could further enhance structural and operational efficiencies. Our commitment to DEI is not just a strategic priority but a fundamental aspect of PATH’s culture, driving leaders to build capabilities for more effective and inclusive collaboration.
Supplier diversity program

Supplier diversity is a method of strategically partnering with suppliers who represent minority groups or historically underrepresented communities. PATH is proactive in this area and allows underrepresented businesses to thrive and continue to deliver value for money.

To document this program, PATH uses Salesforce and Business World applications as platforms for capturing, recording, tracking, and reporting supplier diversity uptake.

“PATH is committed to advancing inclusive practices across our supply chain work by establishing a supplier diversity program that will enable equity across our supplier base, where small, women-owned, and minority-owned businesses are incorporated as we address inequalities in our supply chain. We acknowledge the power of diversity and the need to foster equitable opportunities in the communities we serve.”

— Ben Aliwa, Chief Business and Finance Officer
Listening Sessions

We held Listening Sessions in five of our global offices: Washington, DC, Seattle, Johannesburg, Nairobi, and Maputo. The insights gained from these sessions are critical to informing and strengthening our ongoing DEI efforts. The following section highlights the key takeaways from these Listening Sessions.

Seattle

The organizational culture at PATH's Seattle office has been reshaped to prioritize joy, inclusivity, and collaboration. Listening to our US–based staff's personal stories and experiences reaffirmed the importance of fostering a sense of belonging, where every voice is heard and valued. Creating psychologically safe cultures is paramount to nurturing an environment where individuals feel empowered to contribute and collaborate.
Johannesburg

In Johannesburg, discussions with our team revealed the challenges women faced in balancing motherhood and career aspirations, with many expressing concerns about delaying parenthood due to career advancement anxieties. At PATH, we are deeply committed to fostering an inclusive work environment where women can thrive both professionally and personally. Our strategic priorities include removing barriers to women’s advancement and promoting equity within our organization. By addressing these challenges and implementing supportive policies, we aim to create a workplace that values and supports the diverse needs of all employees, enhancing our collective impact on global health.

Washington, DC

In Washington, DC, workplace experiences were celebrated as diverse narratives, each enriched by unique identities and backgrounds. Women, men, Black individuals, immigrants, members of the LGBTQIA+ community, Gen Z, and Gen X all navigate the workplace differently, highlighting the importance of curiosity in understanding their stories and experiences. As we embrace younger generations entering the workforce and millennials taking on leadership roles, leadership styles and management practices must evolve to meet the changing landscape. Geopolitical dynamics significantly influence DEI approaches, shaping the present and future of DEI efforts within PATH.

Maputo

Mozambique highlighted the importance of language inclusion in our global communications. With Portuguese as the primary language in Mozambique, prioritizing translations ensured inclusivity and engagement from all staff. The team there demonstrated how every individual, regardless of rank, holds valuable insights that can drive organizational innovation and progress. We created a culture of innovation, creativity, and collaboration by fostering psychological safety within teams. Mozambique’s example reinforced that inclusion is not just a value but a strategic priority, essential for global organizations like PATH operating across diverse regions.

Nairobi

As the world evolves, so must our approach to work and organizational culture. The PATH Nairobi office is pioneering a culture of collaboration, inclusion, and innovation in Kenya. The workplace is undergoing a significant transformation, embracing flexibility, hybrid models, and collaboration as key drivers of success. The PATH East Africa Hub recently launched the Women Inspired, Resilient, Engaged, and Disrupting (W.I.R.E.D) initiative to enhance women’s leadership skills. Additionally, the monthly Knowledge Cafés have fostered connections, promoted cross-team collaboration, and created a sense of inclusion, strengthening bonds and driving progress and innovation within our global teams.
Our workplace is evolving, with notable increases in the number of leadership positions held by women, the percentage of US employees and leaders from underrepresented racial and ethnic groups, and the number of nationalities represented within our workforce.

For the first time since 2020, we have achieved gender parity across all organizational levels. Since 2020, the number of Black staff in the United States has increased, reflecting our commitment to racial equity. These numbers are important because they are evidence that our DEI initiatives are truly working.
People data

US-based staff by race from 2021 to 2023

- **White**: 68.0% (2023), 65.4% (2022), 68.0% (2021)
- **Asian**: 15.0% (2023), 14.6% (2022), 15.0% (2021)
- **Black or African American**: 7.8% (2023), 9.3% (2022), 7.8% (2021)
- **Hispanic or Latino**: 4.9% (2023), 5.9% (2022), 4.6% (2021)
- **Two or more races**: 0.2% (2023), 0.0% (2022), 0.2% (2021)
- **Native Hawaiian or Other Pacific Islander**: 0.0% (2023), 0.0% (2022), 0.0% (2021)
- **Undefined**: 0.0% (2023), 0.0% (2022), 0.0% (2021)
**Global leaders by gender**

- **2021**: Female 61.3%, Male 38.7%
- **2022**: Female 61.4%, Male 38.6%
- **2023**: Female 62.3%, Male 37.7%

**Gender by region**

- **Africa**:
  - **2021**: Female 33.3%, Male 66.7%
  - **2022**: Female 32.5%, Male 67.5%
  - **2023**: Female 31.3%, Male 68.7%
- **Asia, Middle East, and Europe**:
  - **2021**: Female 18.7%, Male 81.3%
  - **2022**: Female 19.5%, Male 80.5%
  - **2023**: Female 25.3%, Male 74.7%
- **Americas**:
  - **2021**: Female 48.0%, Male 52.0%
  - **2022**: Female 48.1%, Male 51.9%
  - **2023**: Female 43.4%, Male 56.6%

**Female leaders at executive level**

- **2021**: Female 37.5%, Male 62.5%
- **2022**: Female 37.5%, Male 62.5%
- **2023**: Female 50%, Male 50%
People data

Gender across all levels

<table>
<thead>
<tr>
<th>Female 2021</th>
<th>Male 2021</th>
<th>Undefined 2021</th>
<th>Female 2022</th>
<th>Male 2022</th>
<th>Undefined 2022</th>
<th>Female 2023</th>
<th>Male 2023</th>
<th>Undefined 2023</th>
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</thead>
<tbody>
<tr>
<td>54.8%</td>
<td>50.1%</td>
<td>37.5%</td>
<td>53.4%</td>
<td>48.3%</td>
<td>37.5%</td>
<td>53.3%</td>
<td>46.3%</td>
<td>38.6%</td>
</tr>
<tr>
<td>61.3%</td>
<td>45.2%</td>
<td>49.9%</td>
<td>62.3%</td>
<td>51.7%</td>
<td>37.7%</td>
<td>61.4%</td>
<td>49.8%</td>
<td>50.0%</td>
</tr>
<tr>
<td>62.5%</td>
<td>38.7%</td>
<td>0.0%</td>
<td>46.5%</td>
<td>37.7%</td>
<td>0.0%</td>
<td>50.0%</td>
<td>50.0%</td>
<td>0.0%</td>
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</table>

- Individual contributors
- Managers
- PATH global leaders
- Executive Team
People data

Hires by gender

<table>
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<th>Year</th>
<th>Female</th>
<th>Male</th>
<th>Undefined</th>
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<tr>
<td>2021</td>
<td>49.5%</td>
<td>50.5%</td>
<td>0.0%</td>
</tr>
<tr>
<td>2022</td>
<td>47.0%</td>
<td>52.6%</td>
<td>0.5%</td>
</tr>
<tr>
<td>2023</td>
<td>46.6%</td>
<td>53.4%</td>
<td>0.0%</td>
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Exits by gender

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<th>Female</th>
<th>Male</th>
<th>Undefined</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>54.2%</td>
<td>45.8%</td>
<td>0.0%</td>
</tr>
<tr>
<td>2022</td>
<td>48.4%</td>
<td>51.3%</td>
<td>0.3%</td>
</tr>
<tr>
<td>2023</td>
<td>51.3%</td>
<td>47.3%</td>
<td>0.3%</td>
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Retention rate by gender

<table>
<thead>
<tr>
<th>Year</th>
<th>Female</th>
<th>Male</th>
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</thead>
<tbody>
<tr>
<td>2021</td>
<td>76.7%</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>82.6%</td>
<td></td>
</tr>
<tr>
<td>2023</td>
<td>85.6%</td>
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</table>
People Resource Groups (PRGs) at PATH provide a supportive environment where staff can connect with colleagues who share similar backgrounds and experiences. These groups foster learning, sharing, and authenticity, playing a crucial role in promoting a sense of belonging at PATH.
Able at PATH

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

“In 2023, I assumed leadership of Able at PATH, a PRG dedicated to supporting staff with disabilities and caregivers. The group expanded globally, welcoming new members and preparing to raise awareness through upcoming webinars, discussions, and articles scheduled for 2024. With 13 new additions last year, Able at PATH now has 16 members.”

— Marisa Peters, Project Specialist, Reproductive Health Supplies Coalition
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.

In 2023, Black at PATH continued to foster a supportive environment where members could share experiences, contribute to DEI efforts, and engage in meaningful dialogue. For example, the virtual Black at PATH Lounge has been a safe space for diverse discussions encompassing cultural, organizational, career, and personal topics for the last three years. Equally, we have been part of the internal PRG Week and participated in an external industry-wide event for global health and development organizations to celebrate Black culture.

— Christelle Gogue, Deputy Director, Malaria Control and Elimination Partnership in Africa
Pride at PATH

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

In 2023, Pride at PATH focused on enhancing LGBTQIA+ community connections within PATH through regular virtual meetings and monthly lunches in Seattle and Washington, DC. During Pride Month, we collaborated with the global security team to provide guidance on safe and inclusive travel for LGBTQIA+ colleagues and raised awareness through the PRG Week.

— Peder Digre, Program Officer, Market Dynamics
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. We have six chapters across the Africa and AMEE Regions.

Inspired by our DEI efforts, 62 dynamic women with diverse expertise participated in a transformative event at PATH Zambia. Building on its success, a subsequent engagement on International Women’s Day 2023 led to the launch of Women at PATH Zambia. The year concluded with an inspiring address from Former First Lady Dr. Maureen K. Mwanawasa, advocating for female leadership and continuous advancement through education and skill building.

— Caroline Phiri-Chibawe, Director, Malaria and Neglected Tropical Diseases
Asian+ at PATH

Asian+ at PATH creates community, promotes allyship, and brings together the lived experiences, diverse culture, and representation of the Asian diaspora. The “+” indicates our evolving group to extend support to employees of Pacific Islander heritage.

In 2023, Asian+ at PATH transitioned from an employee affinity group to a fully recognized People Resource Group. Through a storytelling event attended by over 100 staff, members explored the theme of visibility, sharing personal experiences and shedding light on the unique experiences of the Asian diaspora in the United States. As a result, our community flourished, experiencing a remarkable 25 percent growth.

— Maureen Mukai, Director of Strategic Planning and Business Operations, External Affairs
Latinx at PATH

Latinx at PATH is a community for employees of Latin American heritage that advances, celebrates, and promotes the rich culture of Latin Americans at PATH.

“Latinx at PATH, the newest PRG, has created a charter, recruited over a dozen passionate members, secured a budget, and successfully hosted our inaugural meeting. To deepen connections, we will conduct some meetings exclusively in Spanish moving forward. Additionally, dedicated communication channels and groups exist to enhance collaboration and inclusion.”

— Daniel Hernandez, Senior Project Manager, Center of Digital and Data Excellence
PATH’s DEI Regional Councils work to ensure that our DEI work is intentional and contextualized. Our DEI Councils in the Africa; Asia, Middle East, and Europe (AMEE); and Americas Regions meet approximately every other month, working to develop region-specific DEI priorities and to contextualize PATH’s global DEI strategy.
Meet the team

Manvi Burman, Senior Human Resources Business Partner
Maximillian Musunse, Pre-elimination Program Coordinator, PAMO Plus
Nelly Muindi, Human Resources Director, Africa
Maureen Mukai, Director of Strategic Planning and Business Operations
Darryl Roberts, Senior Human Resources Business Partner
Equity in Programming Benchmarks

2023 was our first full year of implementing our Equity in Programming Benchmarks (EPBs). Notably, our Africa division achieved the highest self-assessment rating for three of the four change strategies: equity in health, respectful partnerships, and inclusive innovation. Similarly, our AMEE division excelled, achieving the highest self-assessment rating for the community-focused priorities change strategy.

In a recent survey, more than 50 percent of projects reported implementing changes aimed at centering equity in their work as a direct result of using the EPB tool. Teams highlighted how the EPBs process reshaped their approach to project design and implementation, fostering deeper engagement with local stakeholders and amplifying their voices throughout the project life cycle.

**Average scores by change strategy**

<table>
<thead>
<tr>
<th>Change Strategy</th>
<th>Africa Region average</th>
<th>AMEE Region average</th>
<th>Essential Medicines team average</th>
<th>Programs and Innovations team average</th>
<th>PATH average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity in health</td>
<td>2.88</td>
<td>2.56</td>
<td>2.13</td>
<td>2.17</td>
<td>2.27</td>
</tr>
<tr>
<td>Community priorities</td>
<td>3.00</td>
<td>2.92</td>
<td>2.41</td>
<td>2.17</td>
<td>2.27</td>
</tr>
<tr>
<td>Respectful partnerships</td>
<td>3.04</td>
<td>2.63</td>
<td>2.31</td>
<td>2.29</td>
<td>2.36</td>
</tr>
<tr>
<td>Inclusive innovation</td>
<td>2.83</td>
<td>2.81</td>
<td>2.05</td>
<td>2.43</td>
<td>2.46</td>
</tr>
</tbody>
</table>

**EPBs at a glance**

- **58%** of required projects completed and submitted the benchmarks, against a 90 percent goal.
- **100%** of the benchmarked eligible projects completed by the Essential Medicines division.

"The Equity in Programming Benchmarks tool influenced our approach to proposal development, prompting the team to explore ways to enhance project inclusivity."

—Vajra Allan, Associate Director, Project & Portfolio Management, Center for Vaccine Innovation and Access
Inclusive events guidelines

Events and conferences are powerful platforms for amplifying our values and fostering a more representative and inclusive global health landscape. In an industry where diversity remains a challenge, particularly among presenters and speakers, PATH strives to lead by example.

Gender diversity is a pivotal issue in the global health landscape. Despite women constituting about 70 percent of global health professionals, their representation in leadership is only 30 percent. This means they are equally underrepresented in policy forums and thought leadership panels. Recognizing the urgency of this issue, we are committed to driving change.

— Carol Meja, Corporate Communications Officer

Keeping inclusivity front-of-mind as we sponsor, speak at, and plan events and conferences is a tangible way we can live our values and do our part to create a more representative and inclusive global health sector.

— Carol Meja, Corporate Communications Officer
Our values are always a great lens through which to view or create an event or opportunity. We can each ask ourselves if an event or conference displays the characteristics of our core PATH values: equity, integrity, innovation, collaboration, impact, and respect.

When deciding where to allocate our limited sponsorship resources, we consider the following factors:

Inclusive representation
We ensure that individuals who represent the specific topic are included and centered in the agenda, aligning with our principle, “nothing about us, without us.”

Gender diversity
We aim for at least 30 percent of speakers or panelists to be women, with a significantly higher percentage for events focused on women and girls.

Diverse voices
We prioritize the inclusion of visible people of color and individuals from various ethnic, religious, age, and social minority groups as speakers or panelists.

Code of conduct
We confirm that the event has an official code of conduct, with measures in place to create a harassment-free and accessible environment for all participants.

Accessibility and scholarships
We evaluate whether the event lowers barriers to entry by offering scholarships to underrepresented groups who might otherwise be unable to attend. Given the varying definitions of “person of color” across different cultures and regions, we interpret and apply this principle to ensure the event reflects the communities and people being discussed or affected by the topic.

By adhering to these guidelines and embracing our core values, we reaffirm our commitment to fostering diversity, equity, and inclusion in all aspects of our engagement with events and conferences.
Country spotlight

India

In 2023, PATH India was certified as a Great Place to Work® for the third consecutive year, underscoring the progress made in fostering a positive and collaborative workplace culture. This achievement highlighted the impactful contributions of each team member, creating an exceptional work environment. The Great Place to Work Assessment, regarded as the gold standard in workplace culture evaluation, is based on a rigorous, independent assessment conducted by the Great Place to Work Institute India, free from external influence. This recognition demonstrated PATH India’s commitment to continuous improvement and positive change in the workplace.

United States of America

Global Health Programs (GHP) hosted monthly happy hours, providing an opportunity for Seattle-based employees across all divisions to gather in person. Each GHP team took turns hosting and featuring different activities and games. These happy hours aimed to foster in-person connections, enhance networking opportunities, and build camaraderie among PATH staff. These events have significantly strengthened internal relationships and promoted a collaborative and inclusive work environment.
1. Since joining your role in March 2023, could you share your vision for PATH’s Global Health Programs division?

I’ve been with PATH for nearly 13 years, working across various roles, from program officer in Advocacy and Public Policy to director of our Malaria and Neglected Tropical Diseases program. PATH’s diversity in perspectives, expertise, backgrounds, and geographies sets us apart and has kept me here. My vision is to create platforms for knowledge sharing across our diverse organization, fostering collaboration for greater impact. This year, our division is investing in knowledge management and forums that bring together expertise in product development, adaptation, and scale. Specifically, we are prioritizing women’s health, leveraging our capabilities to develop and scale affordable, effective health solutions tailored to local contexts.

2. How would you describe your leadership style?

I am dedicated to connecting and amplifying the exceptional work of individuals across our organization toward ambitious goals for maximum impact. My leadership style centers on creating an environment where authenticity thrives, humility guides us to embrace change, and accountability drives continuous learning. This approach aims to unify our team’s strengths, ensuring we work cohesively toward achieving our ambitious goals with effectiveness and impact.
3. What does inclusive leadership mean to you?

Inclusive leadership means fostering an environment where everyone’s voices are heard, respected, and valued, regardless of their background, identity, or perspective. It involves actively seeking out diverse viewpoints, experiences, and ideas and creating a culture of belonging where people feel empowered to show up as they are and contribute authentically.

4. How can leaders build inclusive and collaborative teams?

It is all about our people—the smart, diverse, humble, and fun individuals at PATH who have anchored my commitment for nearly 13 years. Building inclusive and collaborative teams requires radical pragmatism paired with kindness, cultivating trust through immediate and open communication. Humility ensures that all voices are heard, regardless of rank, promoting a bias for empowered experimentation and diverse perspectives. Emphasizing collective thought and action breaks down silos, enabling us to tackle complex challenges together with courage and resolve.

5. What leadership books would you recommend?

Becoming by Michelle Obama: While not solely focused on leadership, Obama’s memoir offers powerful insights into her journey as a woman, leader, and public figure. Her candid reflections on resilience, leadership, and finding her voice inspired me to think about pursuing my own path with courage and authenticity.

And Dare to Lead by Brené Brown: Brown combines research with personal anecdotes to explore the qualities that make for brave and daring leaders, emphasizing the importance of vulnerability and empathy.
In 2023, the Legal, Awards, Research, and Compliance division launched its inaugural Research Mentorship Program with several key goals: to support the professional development of staff interested in building their research capabilities, to strengthen partnerships between advanced and developing research professionals, and to promote a deeper understanding of PATH's research processes.

This program was part of the broader PATH Research Strengthening Initiative, which aimed to enhance institutional research capacity in the AMEE and Africa Regions, where over 85 percent of PATH's research is conducted. A needs assessment conducted in 2022 highlighted the need for such a mentorship program by PATH staff in these regions.
Recognizing PATH staff’s diverse research backgrounds and experiences, the mentorship program provided hands-on opportunities for newer researchers to build their expertise with direct support and oversight from experienced researchers. These one-on-one mentorships played a crucial role in supporting staff professional development, resulting in tangible outputs such as an increased ability to design new studies addressing health inequities, the pursuit of additional education to advance research expertise, and taking on expanded roles and responsibilities within research teams.

The Research Mentorship Program paired applicants with mentors from across the AMEE and Africa Regions for six months. During this time, the mentors worked together to address the applicants’ learning objectives. This initiative marked significant progress in PATH's commitment to fostering change and impact through enhanced research capabilities and collaborative learning.

Research Mentorship Program at a glance:

- In 2023, seven PATH staff applied for the first mentorship round of the Research Mentorship Program.
- Applicants were from West, East, Central, and Southern Africa.
- Three applicants were selected and paired with three volunteer mentors.
"I participated in the Research Mentorship Program to learn and understand end-to-end protocol development. However, the impact of the experience far exceeded my expectations. Beyond establishing new professional relationships and mastering the fundamentals of inclusive and cohesive study design, I was inspired to explore the health inequities we identified throughout the process. This program significantly advanced my understanding and ability to contribute meaningfully to addressing global health challenges."

— John Zgambo, Design and Innovation Lead, Medical Devices and Health Technologies

"My experience as a mentor in this program allowed me to update my knowledge, learn from my mentee, and witness the growing interest in research. Contributing to the mentorship program was a pleasure because research remains my passion, even as I currently hold other managerial positions within PATH. This experience reinforced the importance of mentorship in driving progress and innovation. I also advocate for increased resources for the Office of Research Affairs team to create more opportunities for impactful support and assistance."

— Djeneba Coulibaly, Project Director, MRITE
PATH is a member of Workplace Pride, Washington Employers for Racial Equity and Global Health 50/50 organizations, aligning with our commitment to industry leadership and accountability. Through these memberships, we hold ourselves accountable within a larger consortium, driving impactful change and influence within the industry.
Workplace Pride
PATH joined Workplace Pride as a member. Based in Amsterdam, Workplace Pride is a nonprofit organization dedicated to improving the lives of Lesbian, Gay, Bisexual, Transgender, Intersex, and Queer (LGBTIQ+) people in the workplace worldwide.

Washington Employers for Racial Equity
Washington Employers for Racial Equality (WERE) believes in achieving racial equity and ensuring all Washingtonians have opportunities free from racism. PATH is a signatory of this coalition, which includes employers committed to supporting Black Washingtonians and promoting workplace equity. WERE sets collective goals and advocates for statewide actions to advance equity.

Global Health 50/50
Global Health 50/50 (GH50/50) is an initiative dedicated to promoting gender equality in global health. PATH was recognized as a High Performer in GH50/50’s 2023 gender equality index and has consistently maintained this status.