

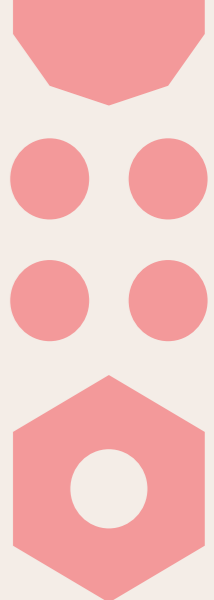


Diversity, equity, and inclusion strategy 2025

January 2023



Diversity, Equity, and Inclusion (DEI)—our vision and mission



Our DEI vision:

Is to make PATH a curious, collaborative workplace, where the status quo can be challenged, new ideas are embraced, and different perspectives are valued.

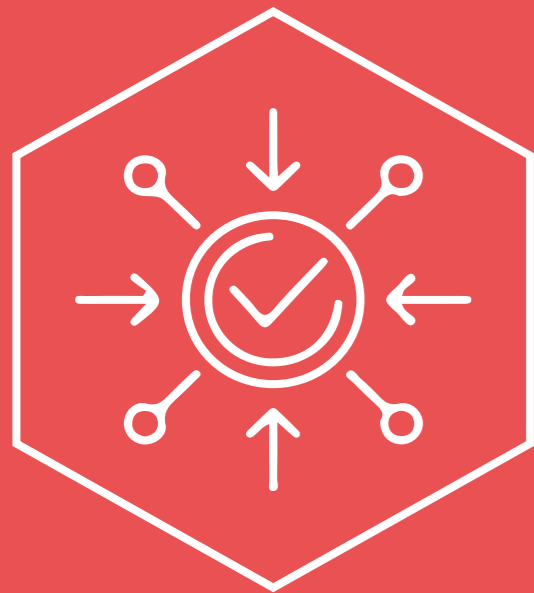
Our DEI mission:

Is to create a culture of curiosity, collaboration, and belonging at PATH and in our work.

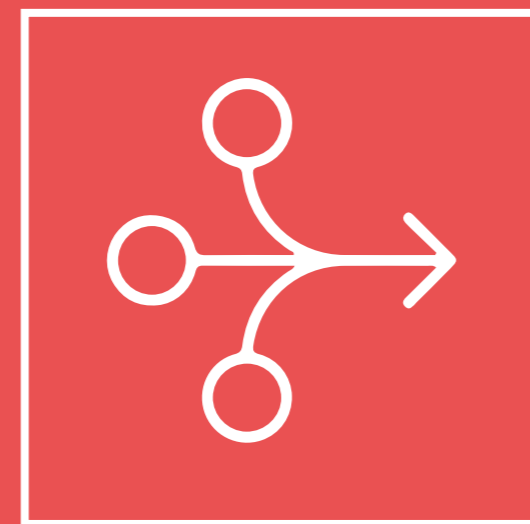
DEI guiding principles

Our approach to driving innovation, inclusion, and global impact is guided by the following principles.

DEI at PATH will be:



Intentional



Simplified



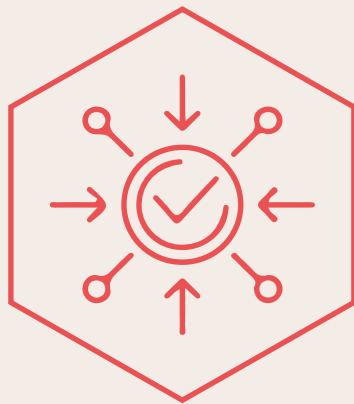
Unifying



Global

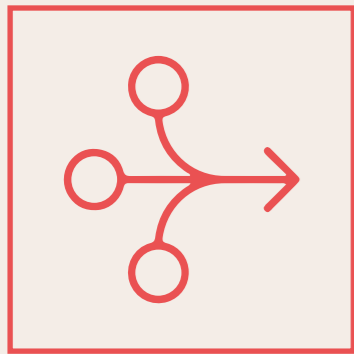


Impactful and Measurable



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 re-evaluate 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.

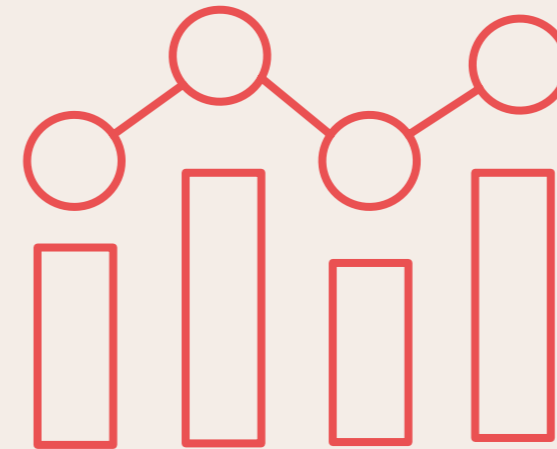
DEI strategy execution at PATH



Define success by developing clear objectives to produce key results.



Contextualize. Localize the global DEI network.



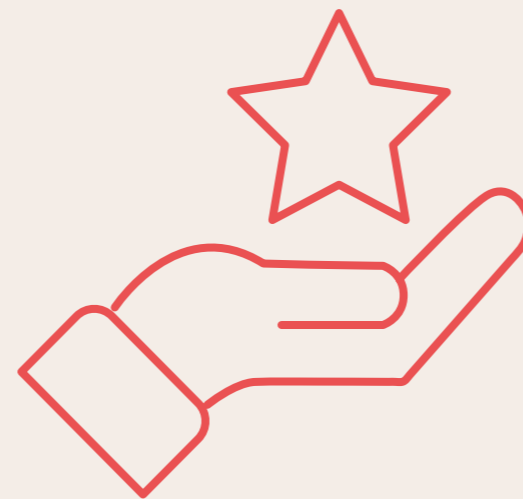
Lead with data and nuance.



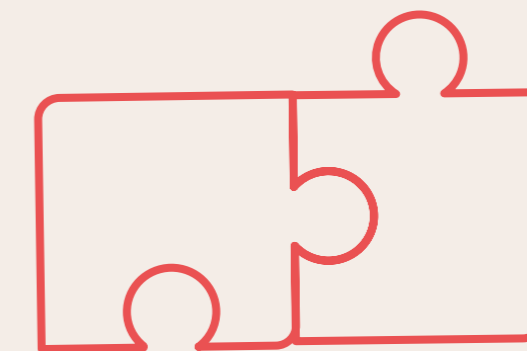
Secure leadership and financial investment.



Measure, track, and articulate strategy.

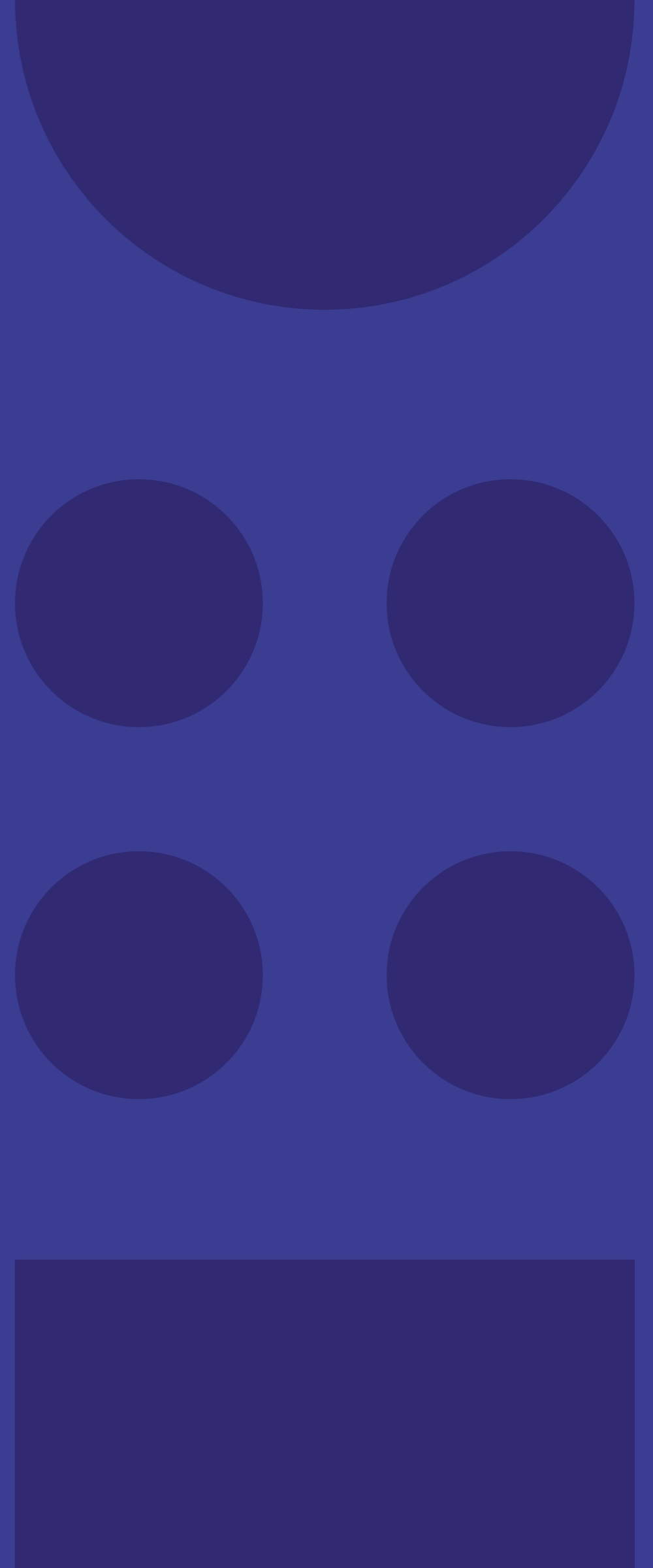


Embed DEI in values and business strategy.

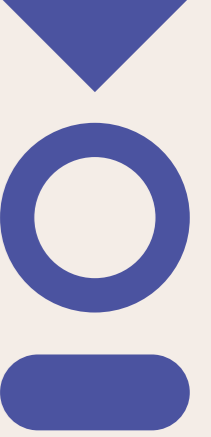


Manage cultural change by communicating and collaborating across teams.

Megatrends 2025



Megatrends impacting DEI 2025



Gen Z and millennials will make up 64% of the workforce (LinkedIn, 2019).

Gen Z alone will make up 27% of the workforce by 2025. A “diverse and inclusive organization” is one of the top three things they look for. (World Economic Forum, 2023).



The future of leadership will engage a mixed generation of workers. It will need to foster innovation, allow for flexibility, be adept at managing hybrid teams, encourage diversity, commit to globally guided values, and offer opportunities for personal growth.

(World Economic Forum, 2022).



Remote/flexible/hybrid work is preferred by all employees, especially women, who are 10% more likely than men to leave their jobs if hybrid work is not available. Collaboration and sustaining culture will be a challenge.

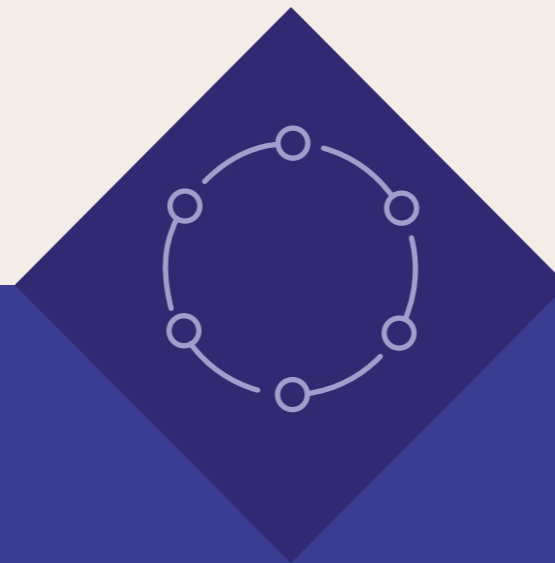
(McKinsey and World Economic Forum, 2023).



The top 5 skills of the future cover problem-solving, self-management, and collaboration:

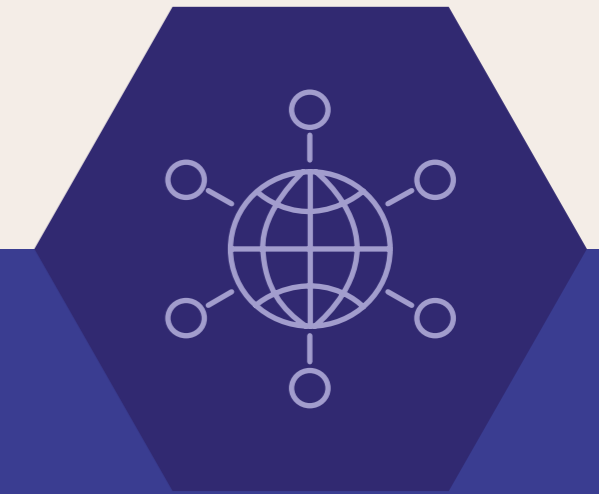
1. Analytical thinking and innovation,
2. Active learning and learning strategies,
3. Complex problem-solving,
4. Critical thinking and analysis, and
5. Creativity, originality, and initiative

(World Economic Forum, 2020).



Donor priorities are results-driven approaches, localization, and respectful partnerships with communities and governments.

(Brookings, 2019).






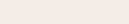
DEI is a fast-growing industry. In 2020, the global market for DEI was estimated at \$7.5 billion and is projected to more than double to \$15.4 billion by 2026.

(McKinsey, 2023).

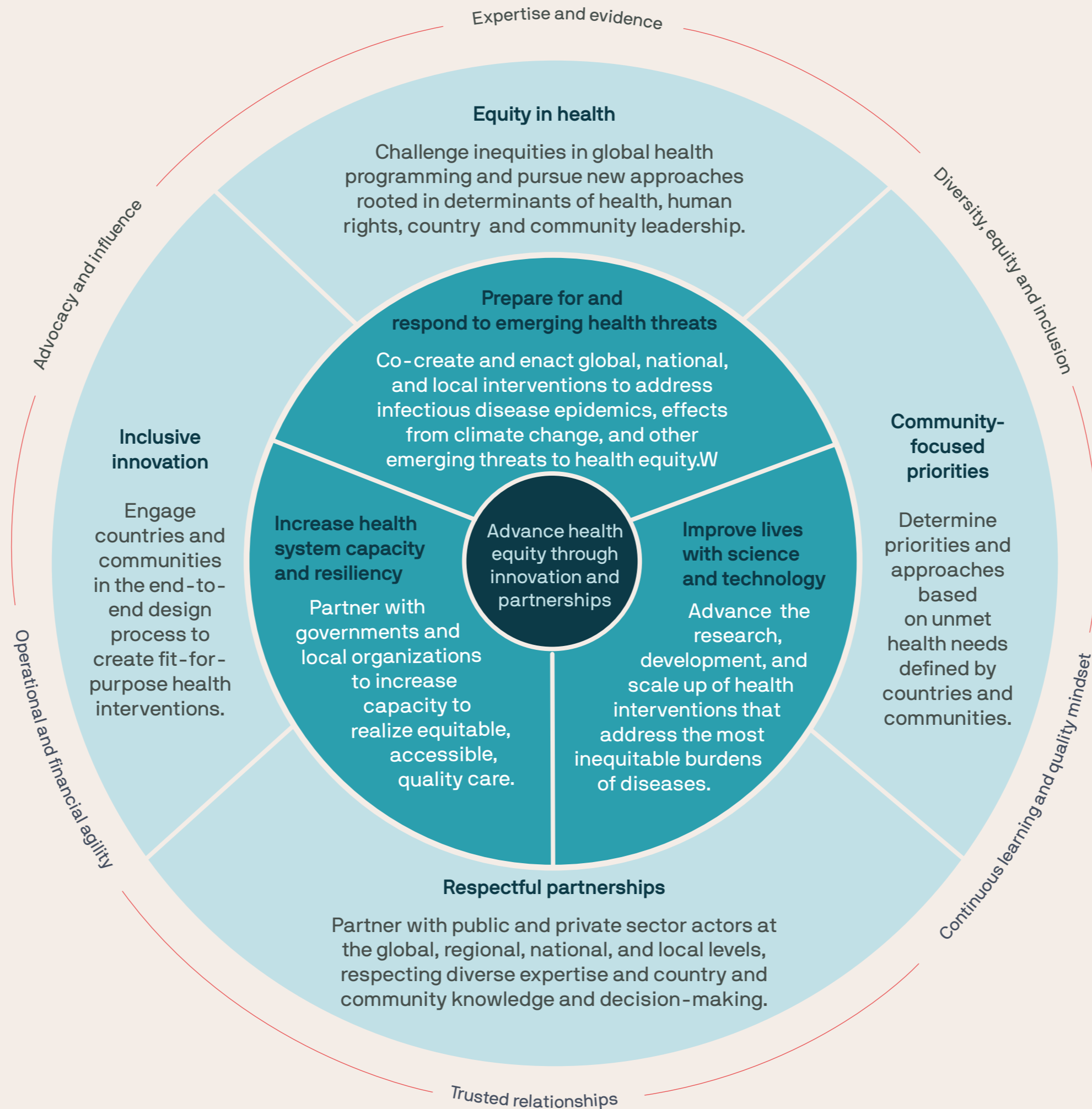
Strategic direction 2025



PATH 2025 strategy

-  Our mission
-  Strategic priorities
-  Change strategies
-  Path to execution

DEI is a key enabler of PATH's 2025 strategy implementation.



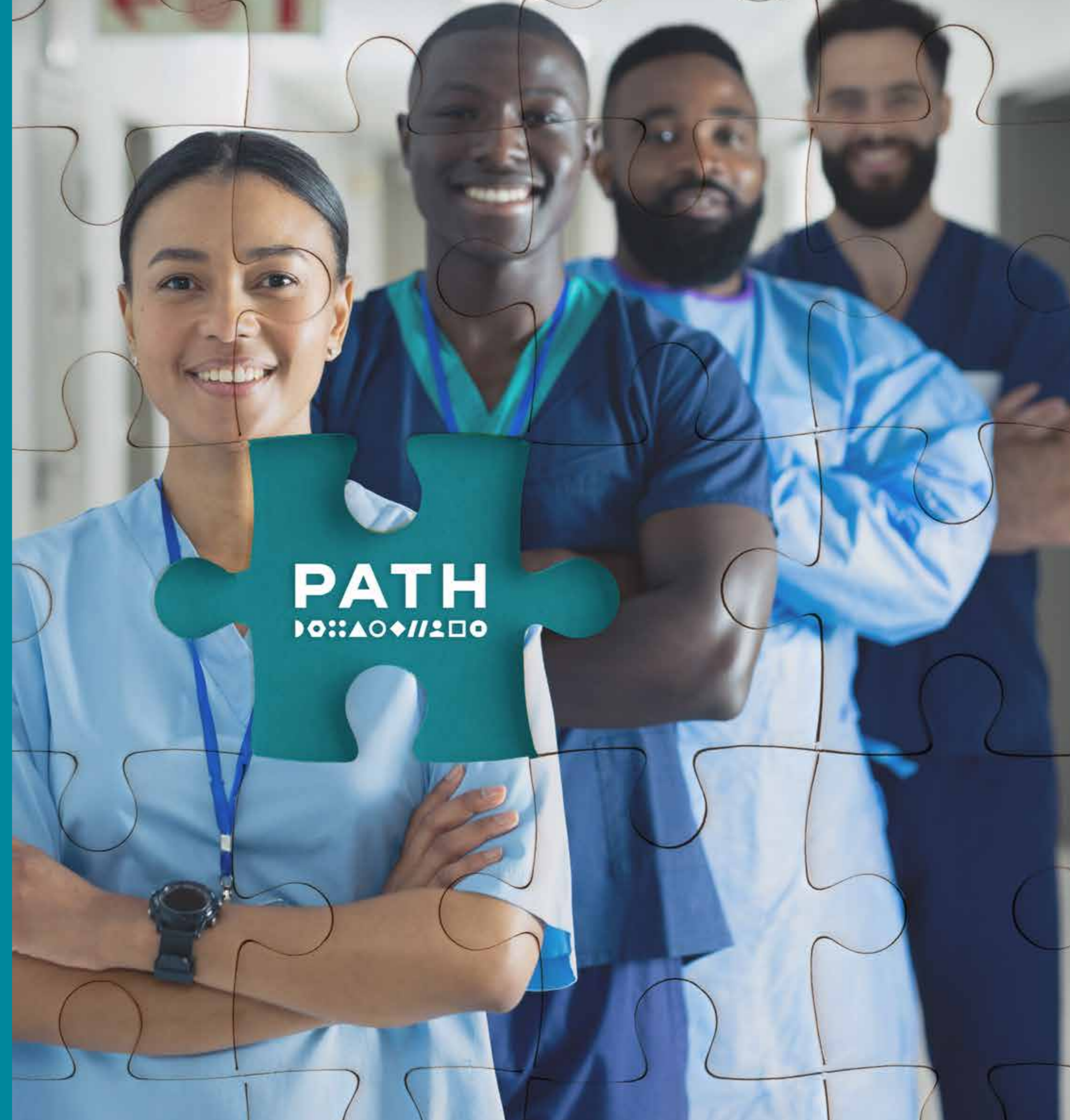
Values

- Respect
- Equity
- Integrity
- Innovation
- Collaboration
- Impact

Align our people, culture, systems, and business processes to our institutional values and to goals co-created with the communities we support.

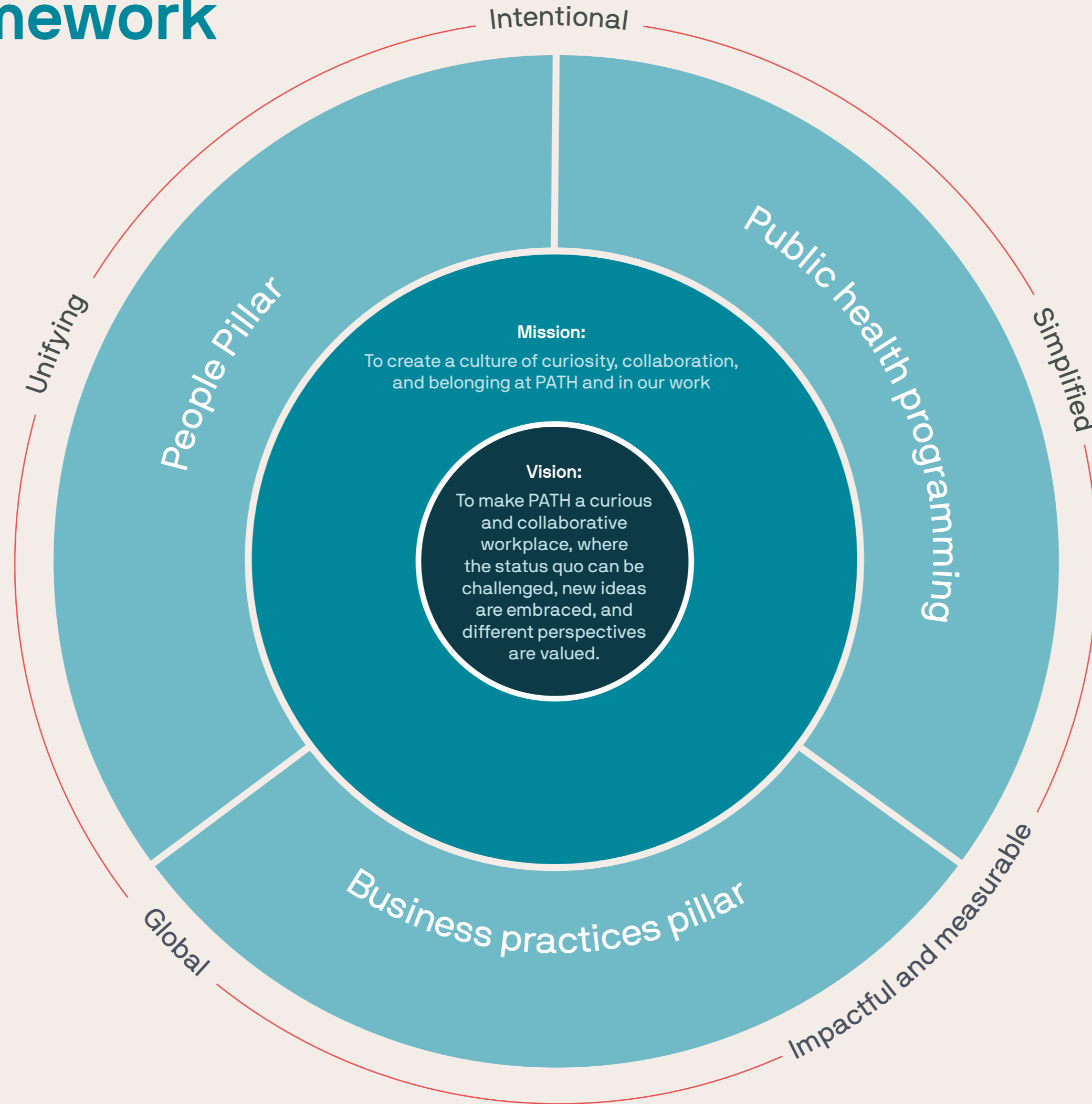
DEI as a key enabler to PATH 2025 strategy

- Drive creative problem-solving, innovation, and business sustainability.
- Enable respectful partnerships, equity in programming, and community accountability.
- Improve risk and reputation management by providing industry leadership and being a catalyst for change in the sector.



DEI Strategy framework

- PATH Vision
- PATH Mission
- DEI Pillars
- DEI Guiding Principles



DEI strategic priorities 2025

From 2023 to 2025, we will focus on the following strategic priorities:

- **People:** Diversify at all levels by accelerating the 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 establishing inclusive policies, eliminating structural bias, and leveraging transparent communications to drive change.
- **Programming:** Design our products and programs with—not just for—the communities we serve, embed equity (including gender) in our public health programs and partnerships, and become a catalyst for change in the sector.



Pillar 1: PATH people

Strategic priority:

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

2023-2025 goals:

Expand talent development

Establish a culture of curiosity, collaboration, and belonging.

Diversify PATH staff at all levels.

Programs:

- Scale sponsorship- and leadership-development programs for diverse talent, such as **ELEVATE**
- Launch and scale leadership-development programs for women of color.
- Develop inclusive leadership programs for leaders and people managers.
- Collaborate with HR to upskill talent.
- Broaden the student internship program and increase the diversity of underrepresented groups.

- Create space for DEI learning and dialogue through a DEI speaker series, storytelling, and campaigns; engage at least 75% of all staff.
- Leverage DEI councils to localize DEI at the regional level.
- Support People Resource Groups to build community and belonging.
- Lead the DEI learning plan.
- Increase staff engagement and belonging; collaborate with HR on the Employee Engagement survey.
- Provide all people managers with resources and training on inclusive decision-making to build trust and psychological safety in the workforce.

- Strengthen and leverage diversity data and measurement capabilities.
- Increase women's representation for our staff in Africa and AMEE 25% by 2025.
- Accelerate racial diversity in the US: double the number of Black American hires by 2025 to reflect the US demographics.
- Support the governance committee of PATH's board to increase diversity and inclusion.



Pillar 2: PATH business practices

Strategic priority: Build equitable and unbiased business practices in procurement, people, and communication functions.

2023-2025 goals:

- Implement supplier diversity and inclusive procurement policies.
- Eliminate bias in people, practices, and policies.
- Accomplish impact-driven DEI with accountability and communication.

Programs:

- Launch and scale a supplier-diversity program focused on women, regional, and small business inclusion.
- Develop inclusive procurement policies and processes with clear targets.
- Ensure that at least 35% of all business goes to women and minority-owned businesses.
- Share data with business development; integrate with proposals.
- Provide training and tools to staff on recognizing and interrupting bias.
- Review recruitment processes, policies, and practices to remove bias.
- Remove biased language in job postings.
- Remove barriers to promotion and career advancement for underrepresented groups.
- Annually report on our DEI progress, with metrics, for internal and external audiences.
- Leverage DEI to build our employer brand (compelling employee value proposition) to attract, grow, and retain the best talent.
- Develop and scale communication guidelines using a DEI lens.
- Strengthen DEI governance and accountability; develop DEI policy.



Pillar 3: PATH public health programming

Strategic priority:

Design our programs and innovations with—not just for—the communities we serve, embed equity and respectful partnerships in our programs, and become a catalyst for change in the sector.

2023-2025 goals:

Establish equity in programming.

Create inclusive innovation.

Make an external impact by providing industry leadership and being a catalyst for change in the sector.

Programs:

- Roll out and scale equity with programming benchmarks across PATH; ensure that 90% of all our projects and proposals are evaluated using these benchmarks; and by the end of 2025, ensure that the average rating across all benchmarks has increased by one.
- Launch, scale, and drive awareness of the gender-equity frameworks organization-wide.

- Amplify the human-centered design approach to innovation.
- Scale the inclusive innovation framework.
- Apply a DEI lens when developing product and clinical trials and research.

- Donor and sector engagement and influencing.
- Integrate DEI with organization-wide impact measurement.
- Embed DEI in PATH's authorships.
- Pursue industry partnerships that advance DEI in the global health sector.



2025 DEI commitments, by the numbers

+15%

+15% increase in women leaders in Africa and AMEE regions.

50:50

50:50 gender parity in the Executive Team leadership.

25%

25% increase in the number of underrepresented groups in the US to reflect US demographics.

90%

90% of people managers are equipped with inclusive leadership and psychological safety training and tools.

15%

15% increase in overall employee-engagement and feeling-of-belonging scores, especially among underrepresented groups.

35%

35% of women, minority-owned, and small businesses as PATH's suppliers and consultants.

90%

90% of all projects and proposals are evaluated using the benchmarks for equity in programming.

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