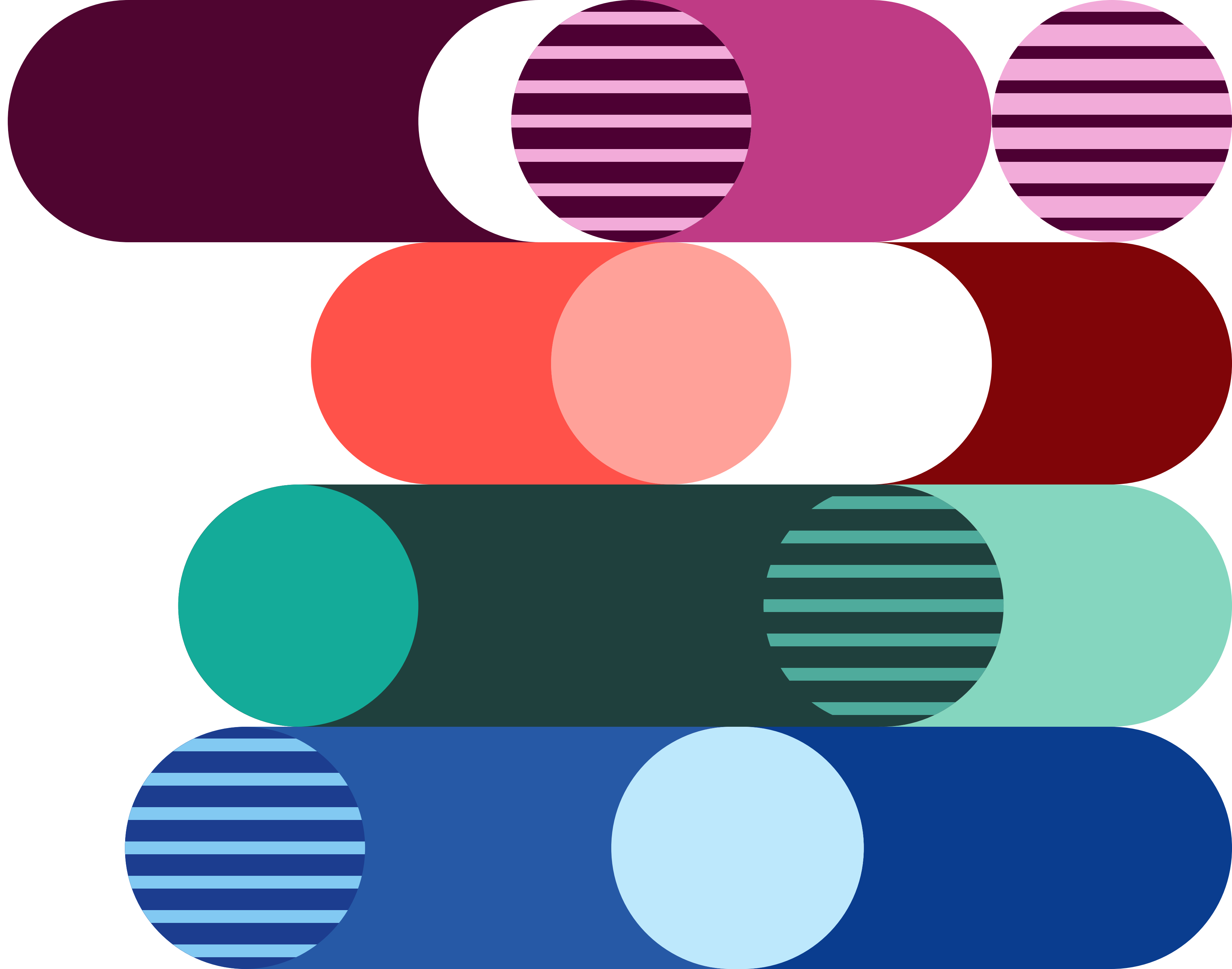


DEI Progress Report 2022



BILL & MELINDA
GATES *foundation*



Leslie Mays, Chief Diversity, Equity, and Inclusion Officer

A Letter from the Chief Diversity, Equity, and Inclusion Officer

The year 2022 was challenging for millions of people because of where they lived. The COVID-19 pandemic continued to do great damage, the effects of climate change intensified, progress against infectious diseases backslid, and the war in Ukraine set off waves of insecurity.

But 2022 was even harder for some people because of *who they are*. Around the world, the politics of exclusion and anger were on the rise, marked by ethnic conflict and gender-based violence. In the United States, where most of our employees live, the rights—and even lives—of people of color, women, and LGBTQIA+ people were threatened and in too many cases taken.

In this moment, our foundation needs to be as effective as we possibly can be in pursuing our mission to give everyone an equal chance at a healthy, productive life. That means providing a workplace where people can do their best work, where we engage meaningfully with a wide range of partners, and where every employee feels safe, valued, and included.

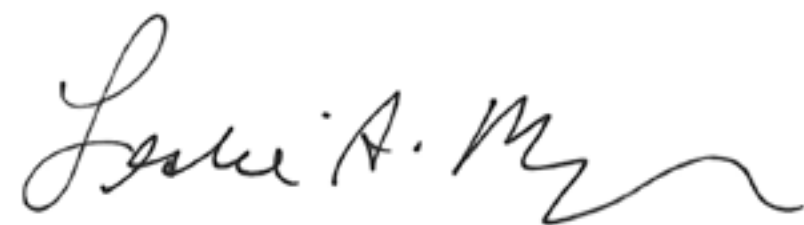
Our work has always been about making the world a more equitable place. In 2021, we announced a [formal commitment](#) to also making the Bill & Melinda Gates Foundation a more equitable—and more diverse and inclusive—organization. That year, we introduced a detailed three-year plan we called the DEI Strategic Framework, which focused on setting the direction, planning, and establishing the resources and infrastructure to achieve our diversity, equity, and inclusion (DEI) goals.¹

¹We define *diversity* as a broad array of differences in identity, perspective, skill, and style; *equity* as practices and policies that are just, transparent, and consistent; and *inclusion* as an environment that actively welcomes, connects, and values all while harming none.

Last year, in our [2021 DEI Progress Report](#), we reported on where we stood at the baseline. In this report, we provide an update after another year's work, including recent actions in 2023. Drawing on workforce data, an employee survey (with a 63% response rate), and interviews with staff, we highlight key areas where we have seen early changes and tangible results—as well as areas where we have fallen short. Our next report will assess successes, challenges, and continued opportunities after the end of the first phase laid out in our DEI Strategic Framework.

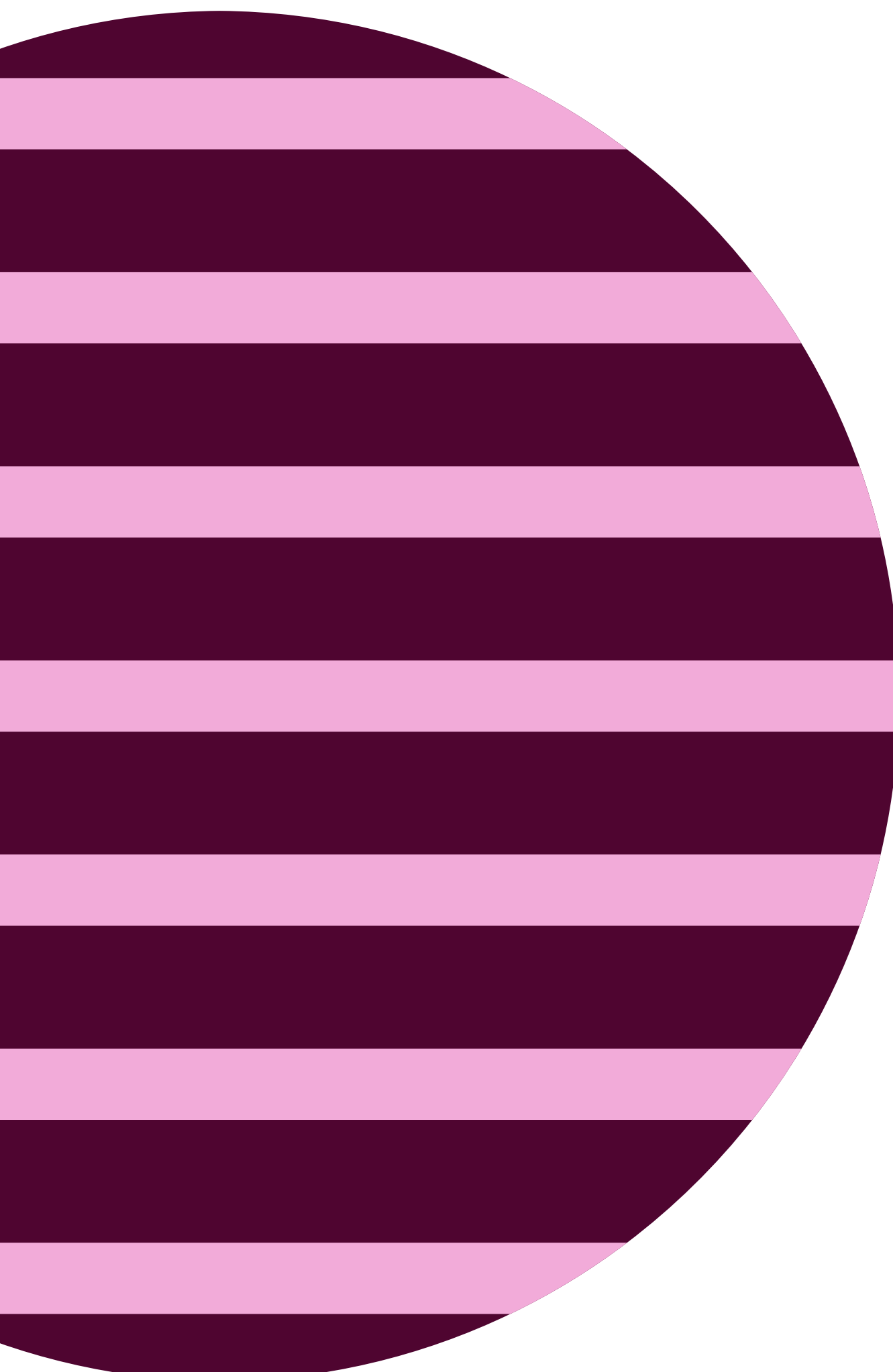
This transformational work requires us to overcome some of our most persistent challenges. It's difficult to change a complex organization with a large array of internal and external stakeholders. It can be complicated to define and measure progress, especially across different program teams and regions. The work also calls for a delicate balance between patience and urgency: Problems years in the making often take even longer to unravel, but all of us at the foundation want our organization to be better and more effective *now*.

Our strategies will evolve. We will make mistakes along the way, learn from them, and continuously improve. We believe DEI is a set of enduring values, sustainable practices, and outcomes, not a special initiative with an end date. It joins all our divisions and staff around a common purpose: Ensuring that everyone in our organization—as well as those we aim to serve—can reach their full potential.



Leslie Mays





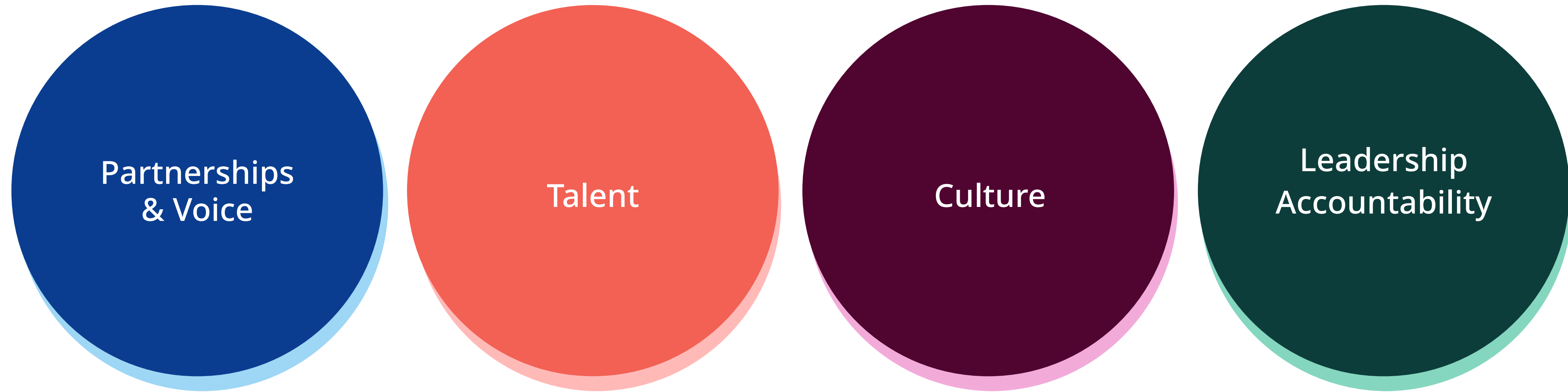
Insights from Our Surveys and Interviews

- 1** More employees think our investment portfolios are diverse but also recognize that our data doesn't yet show widespread change.
- 2** As the foundation becomes more diverse, employees believe our performance management system needs to adapt and improve.
- 3** More employees see behaviors and practices that reflect our values, as well as areas that need continued attention, such as microaggressions.
- 4** Leaders are taking action to embed DEI into culture and practice and are more frequently making decisions that align with our DEI commitments.
- 5** In all areas, disaggregated survey data shows that individual employees' views on progress can differ significantly depending on numerous factors, including their identities.

Our DEI Journey: An Overview

We organize our DEI approach, and this report, around the four pillars of our DEI Strategic Framework: **partnerships and voice, talent, culture, and leadership accountability.**

The Four Pillars of Our DEI Strategic Framework



Before 2021

We laid the foundation for a systemic DEI strategy through broad needs assessments involving current and former employees and partners in many regions and communities and through urgent action to inform a three-year strategic framework.

2021

Our DEI Strategic Framework was finalized and endorsed by our executive leadership and co-chairs. Our early work focused on communicating the four pillars of systemic change and collecting baseline data to start tracking progress.

2022

Our division, regional, and country office leaders integrated the DEI framework into their strategies by adapting it to their context and developing and implementing action plans.

2023 and beyond

We are focused on continuously improving our DEI strategies to achieve sustainable and measurable impact.

Key Results and Actions in 2022

- Every foundation division and regional and country office developed a DEI plan with specific goals and actions suited to their unique needs and opportunities, in line with our DEI framework.
- We expanded our board of trustees to ensure that our governance practices and strategic direction incorporate diverse, independent perspectives.
- We brought together separate work streams related to partner data and insights, organizational effectiveness, and vendor diversity into an integrated, foundation-wide effort to strengthen and diversify our partnerships.
- All our senior leaders (directors and above) participated in a 10-month leadership development experience, called Impact Through Inclusion, that focused on behavioral and structural inclusion.
- Each division and regional office identified DEI & Gender leads to implement customized DEI plans in close coordination with leaders and teams.
- We increased our spending on vendors from historically underrepresented groups in the United States by 22% between 2021 and 2022² and are identifying ways to measure vendor diversity outside the United States with more precision by 2024.
- We expanded our DEI Center of Excellence, which is responsible for providing thought leadership, subject-matter expertise, and program management for DEI efforts across the foundation.
- We introduced three new Employee Resource Groups (ERGs): Women of Color Connect, the Disability Advocacy Group, and the Indigenous Communities Engagement Group. ERGs serve as supportive communities for employees with a wide range of experiences and identities.



Our divisions and regional teams are carefully parsing, considering, and adapting the words diversity, equity, and inclusion for their contexts; listening better to staff, alumni, and partner perspectives; and mapping out concrete goals. We are striving for DEI to be seen as concrete actions and long-term change—not something you tackle once before returning to what you were doing before.

Mark Suzman

CEO

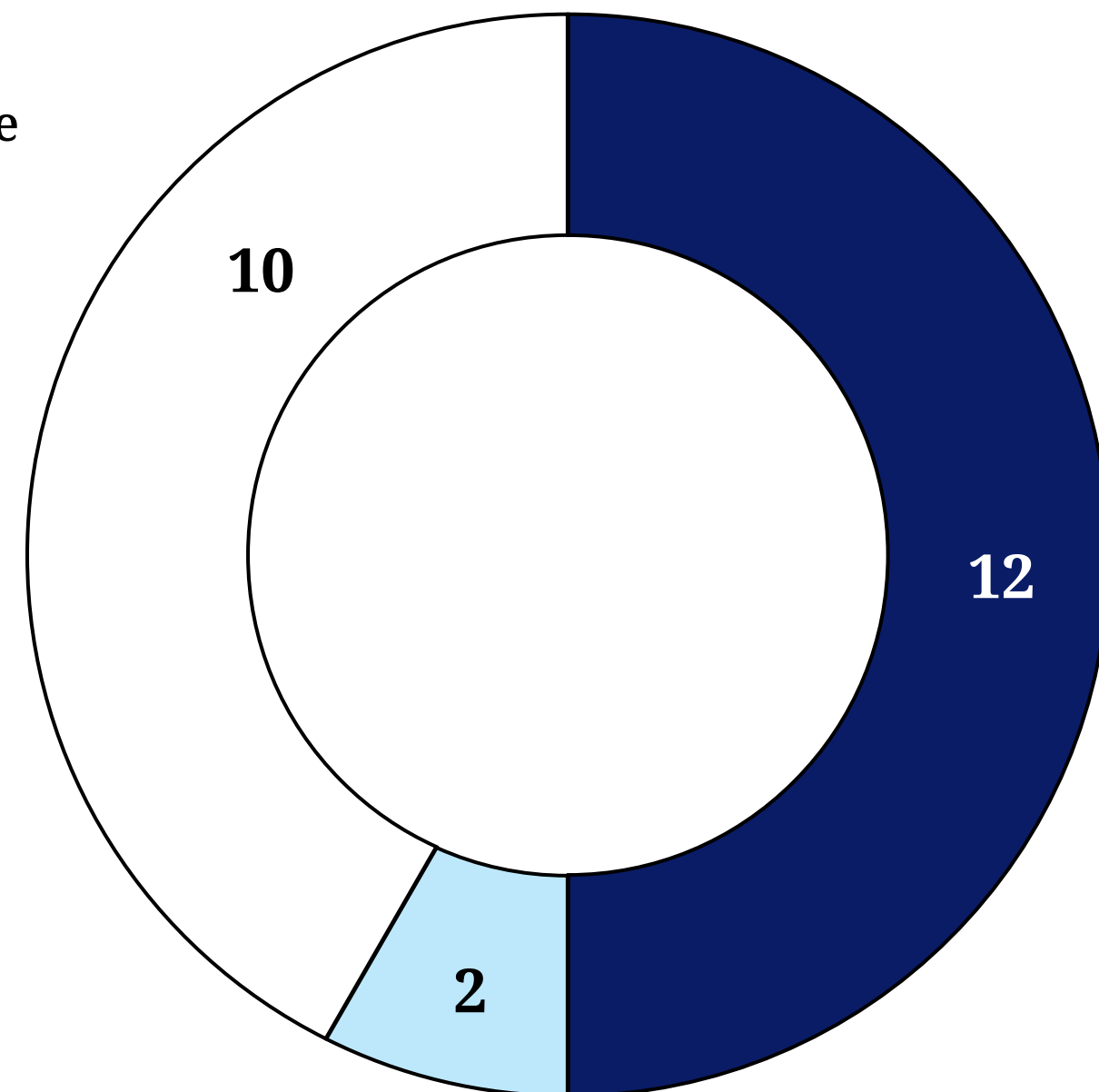
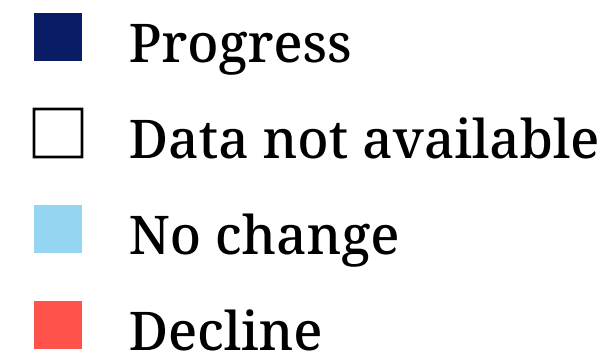
²Our pilot Vendor Diversity Program follows U.S. industry standards for vendor diversity, including certifications for business ownership that reflect race and ethnicity, gender, sexual orientation, and disability, among other characteristics.



Partnerships & Voice

Foundation staff host a partner reception during launch of the Regional Country Office (RCO) in Johannesburg, South Africa

More employees think our investment portfolios are diverse but also recognize that our data doesn't yet show widespread change



Number of indicators for Partnerships & Voice that show overall year-over-year change.³ These figures do not reflect the magnitude of change. Some significant differences are apparent for certain indicators when disaggregated by respondent groups. "Data not available" includes indicators that are not measured annually or for which measurement has not yet been established.

As a grantmaking organization, all our work is done in partnership with others—and we can be effective only if those partnerships are healthy and inclusive.

We are working toward a future where:

- We achieve greater impact because more of our partners reflect, and are deeply connected to, the populations and communities we serve.
- We are more effective because we listen to and learn from our partners and a diverse network of organizations about how to integrate their perspectives into our strategies and grantmaking.

³Refers to year-over-year change in the percentage of favorable ("agree" plus "strongly agree") responses to survey statements, or in the data value of non-survey measures. *Progress* means more than two percentage points of year-over-year positive change. *No change* means less than two percentage points of change in either direction. *Decline* means more than two percentage points of negative change.

Board member Helene D. Gayle, the president of Spelman College and a former foundation staff member, challenged us to continually ask ourselves: “Who are we listening to in the field? Whose voices matter? Who gets access to our services and innovations, and how involved are they at every step of the way?”

The answers to these questions will be unique to each team and will change over time. But they will all reflect a key intention: greater engagement with what we call *proximal partners*. These are the partners most deeply connected to the people and places our work focuses on—whether by **location, demographics, lived experience, or community engagement**.⁴

When and how we work with our proximal partners depends on multiple factors. For example, a foundation team that supports scientists working on vaccine development may diversify its partners differently than a team that supports local health workers who deliver vaccines.



An area that is taking additional time to develop is how best to track our funding to proximal partners. What percentage of our grantees are proximal, and what percentage of our funding is going to them? This brings up a broader question: Which changes in the DEI realm can we accurately measure? And how do we move from intentionality and purpose to measuring actual shifts in outcomes?

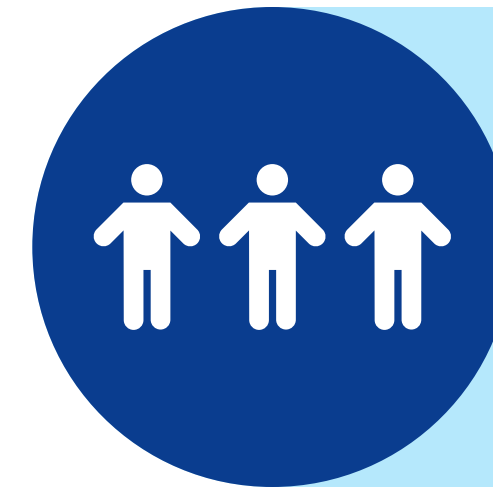
Ben Piper

Director, Global Education



Location

Partners located in or near the geographies where our work takes place



Demographics

Organizations with teams and leadership that reflect the composition of communities we serve



Lived experience

Organizations with leadership or staff who have lived experiences similar to communities they serve and have a deep understanding of the social and cultural context that could affect achievement of project impact



Community engagement

Partners that work closely with communities they serve to develop and define their strategies, products, and/or services

⁴Source: Foundation Strategy Office, Proximal Partnerships Guidance, 2021

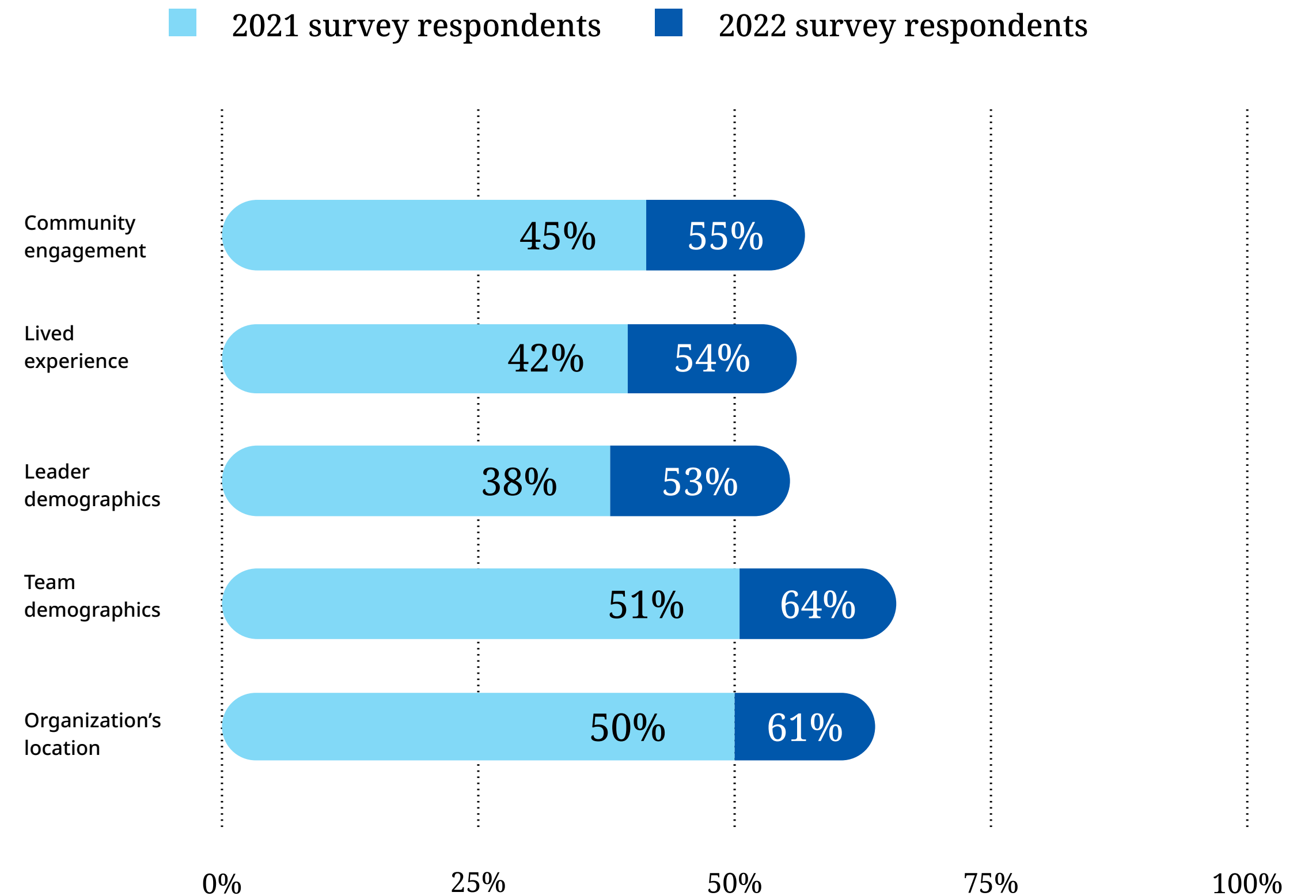
Early Progress in Perceptions of Partnership Diversification

An analysis of 2022 progress across all DEI action plans showed that among our four DEI pillars, Partnerships & Voice had the most on-track goals (60%). Similarly, in the employee survey, the share of respondents who said their own team’s portfolio was appropriately diverse increased from 30% in 2021 to 46% in 2022. Employee perceptions do matter and reflect many teams’ concerted efforts to diversify their grant portfolios. Equally important is where our grants and funds actually go: A related analysis showed the actual proportion of grants that go to organizations outside the United States or Western Europe remains at under 20%—unchanged from 2021.⁵

46% of survey respondents said their team’s portfolio was appropriately diverse, up from 30% in 2021

While it will take years for our overall portfolio to meaningfully shift—given its size and our long-term investments in anchor partners such as Gavi, the Vaccine Alliance, and the World Health Organization—early signs of geographic diversification are seen in our portfolios of new grants. For example, 44% of our Agricultural Development program’s new grants went to proximal partners in 2022—up from 25% in 2020. In another sign of progress, a group of employees across divisions and regional teams created the Equitable Grantmaking Community of Practice to share ideas about community-led strategies, participatory grantmaking, and new funding models.

A greater percentage of investment owners report that their portfolio is appropriately diverse across multiple measures



⁵Refers to grants from our five global divisions: Global Health, Global Development, Global Growth & Opportunity, Global Policy & Advocacy, and Gender Equality. This analysis does not include our United States Program. Analysis includes only direct charitable grant support.



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We have to make our investment processes and requirements easier for smaller local grantees to participate. Our [grantmaking] processes are complex and demanding...and are only in English. So, we end up granting to the usual suspects, who then subgrant.

Anonymous

Deputy Director, Global Development

Foundation staff with Amref Health Africa partners in Nairobi, Kenya

Case Studies in Partnerships & Voice

Engaging New Partners

Foundation teams are employing a variety of strategies to prioritize proximal partners. Some have broken larger projects into smaller components so several partners can work together. Others have inverted their approach to subgranting by granting directly to partners in lower- and middle-income countries that can then choose to subgrant to partners in higher-income countries—instead of the other way around. The Maternal, Newborn & Child Health Discovery & Tools (MNCH D&T) team discovered that this approach not only enabled their local grantees to play a more influential role, but it also freed up significant resources that previously went to partners in higher-income countries, who would then manage subgrantees.

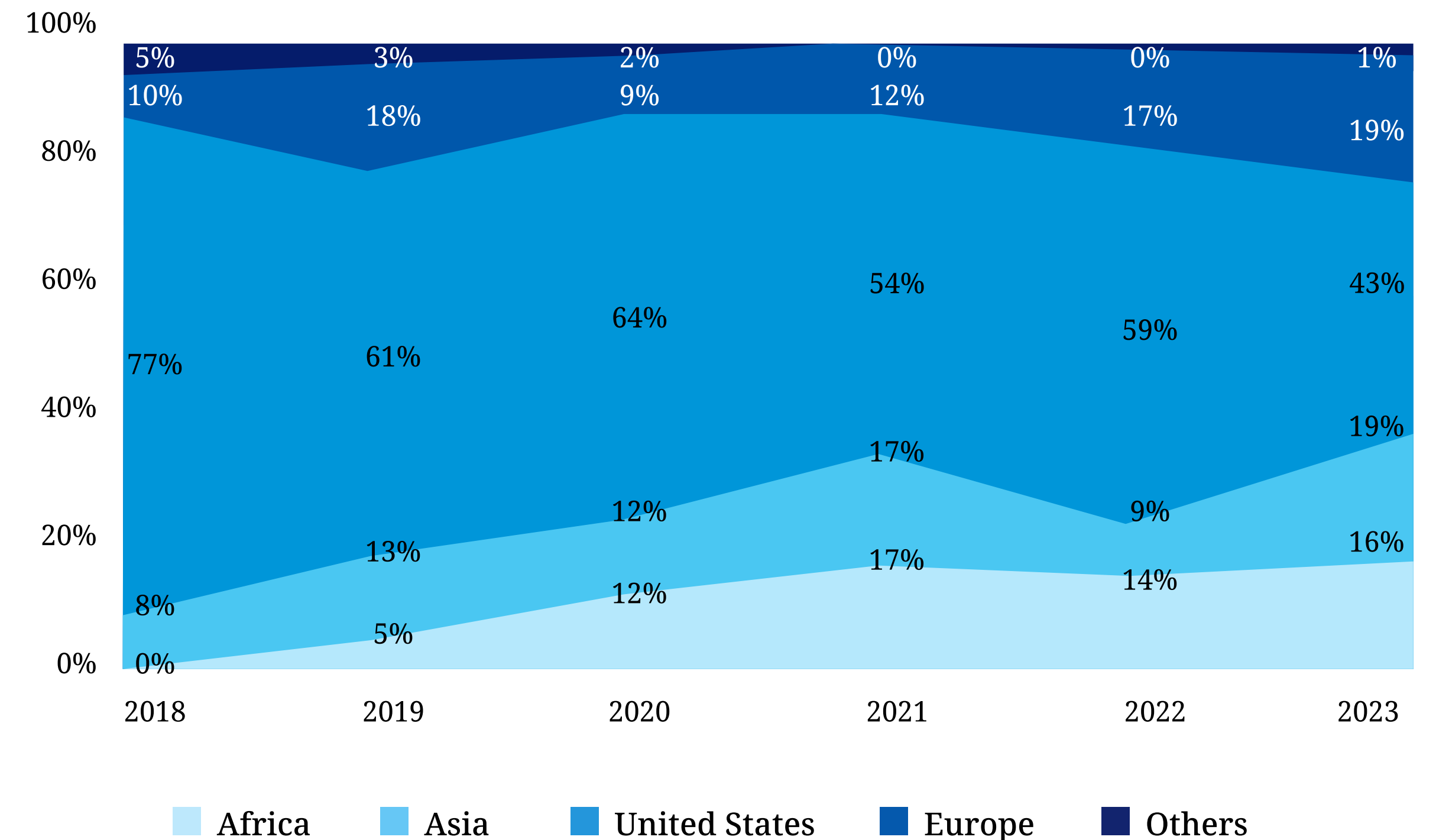


At every step, it can be easier to walk away from investing in smaller, more proximal partners. We need leadership buy-in from the beginning that this is a goal that we are all bought into, and a recognition that it may take more time to do the work sustainably.

Erin Hohlfelder

Former Senior Program Officer, Global Policy & Advocacy

Over the past five years, a growing proportion of MNCH Discovery & Tools grants have gone to organizations in Africa and Asia



Investing in Partners' Organizational Growth

As we looked to shift more of our health financing work to African organizations—and achieve greater scale and impact—we wanted to expand our partnership with Amref, Africa's largest nongovernmental health organization. But our usual funding process didn't provide the support Amref needed to manage their growth in a sustainable manner.

Amref's funding had been almost entirely restricted to specific projects and could not be used for organizational development to support such growth. So the foundation team and Amref worked to change the model, with support from our Partner Organizational Effectiveness (POE) Resource Center.⁶ We then provided three years of unrestricted funding to help Amref implement the roadmap. The flexible grant meant that Amref could invest in critical organizational development priorities like recruiting senior leaders and strengthening their governance model.

Supporting Amref's vision for growth unlocked large-scale impact. Amref now partners with seven foundation program teams on a broad range of strategic health issues.

⁶Launched in 2021, the POE Resource Center is a pilot initiative that provides our grantmaking teams with resources and guidance on supporting the operational capacity of key partner organizations.



Githinji Gitahi, CEO, Amref Health Africa



Investing in organizational strengthening is critical to building the runway to shift power closer to where the challenges are and helping partner organizations absorb the demands put on them for proximal change. We knew what we needed. This partnership gave us the flexibility to build that runway.

Githinji Gitahi

CEO, Amref Health Africa

Looking Ahead

We need improved data to measure progress in diversifying our partnerships.

Teams have different priorities when it comes to partnership diversification, so identifying common metrics that can provide a foundation-wide view of progress is an ongoing challenge. Our Partner Data Project is working to understand more about our current partners, create tools to identify potential proximal partners, and improve our reporting on portfolio diversification.

Employees need greater support from leaders to invest in partnership diversification.

It's tempting to rely on familiar partners when deadlines are looming. A quarter of employee respondents said they needed more time and resources to identify, evaluate, and build diverse partner relationships. The tension between speed and impact is a challenge. As we work to address it, our leaders need to enable program officers to take the time they need to cultivate new partnerships.

Learning from our partners.

Only 47% of survey respondents said their team had clearly communicated with their partners about what DEI means for the foundation—an improvement over last year, but we need to do better. Many of our partners are seeking ways to advance diversity, equity, and inclusion in their own work and may be waiting to see how our work might influence theirs. We recognize that some may be further along in the journey than we are, and we can learn from the work they have already done.

Note: In partnership with the Center for Effective Philanthropy, we launched a comprehensive partner survey in 2021 with the intent to survey partners every three to four years. The 2021 findings were cited in our inaugural DEI Progress Report, and we will share results from our next survey in a future progress report.

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In order to appropriately diversify our portfolios, we need to adjust expectations from leadership on what projects [we] will accomplish and on what timelines. There is often substantial time and energy involved in making investments in new, local partners.

Anonymous

Senior Program Officer, Global Health

Supporting Our Regional and Country Offices

The foundation has seven offices outside the United States, and we plan to further increase our presence in Africa in the coming years. We had 252 employees in our regional and country offices (RCOs) at the end of 2022 (13% of the total foundation workforce), compared to 231 (11% of the total) in 2021. This growing global presence is increasingly essential not only for our DEI commitments but also for achieving sustainable impact.

As a global organization, we know that the values of diversity, equity, and inclusion are interpreted and lived differently around the world. Therefore, all of our offices are bringing partners and employees together to build a shared understanding of DEI for their context.



The RCOs build and maintain relationships with local partners, from community nonprofits to national and subnational governments. They also help foundation colleagues who have less proximity to the work understand the nuances of local social, cultural, and political contexts. They nudge us away from old habits and toward new ways of thinking.

The RCOs are also an important conduit for honest feedback from partners. They have held forums to support potentially difficult conversations, and partners have taken advantage of the opportunity. We've heard from partners that micromanagement and non-inclusive decision-making can make the relationship feel unequal. They have also expressed that asking too much of the same set of grantees can make the work feel unsustainable, and that investing based on an organization's leader can give power to one individual as opposed to a team.

Based on the vital role that RCOs play, we are rethinking how our Seattle-based teams can best collaborate with them to maximize our collective impact. This inevitably means looking at how power is shared within the foundation. Significant financial and human resources have already shifted, with more changes likely. But we must take a range of other critical actions to foster real inclusion and collaboration. For example, we can place additional staff in RCOs to bolster capacity and diversify technical expertise. We can do more to involve RCOs in developing grantmaking strategies. And we can give RCO-based experts more opportunity to help shape individual investments that are aligned with those strategies and then measure progress.



When [CEO] Mark [Suzman] and the foundation decided that we wanted to strengthen our impact by working through and strengthening the regional offices, that brought a lot of energy and excitement to the people in these offices, as well as a feeling of connection and empowerment. It will take all of us in programs and operations to successfully implement the vision.

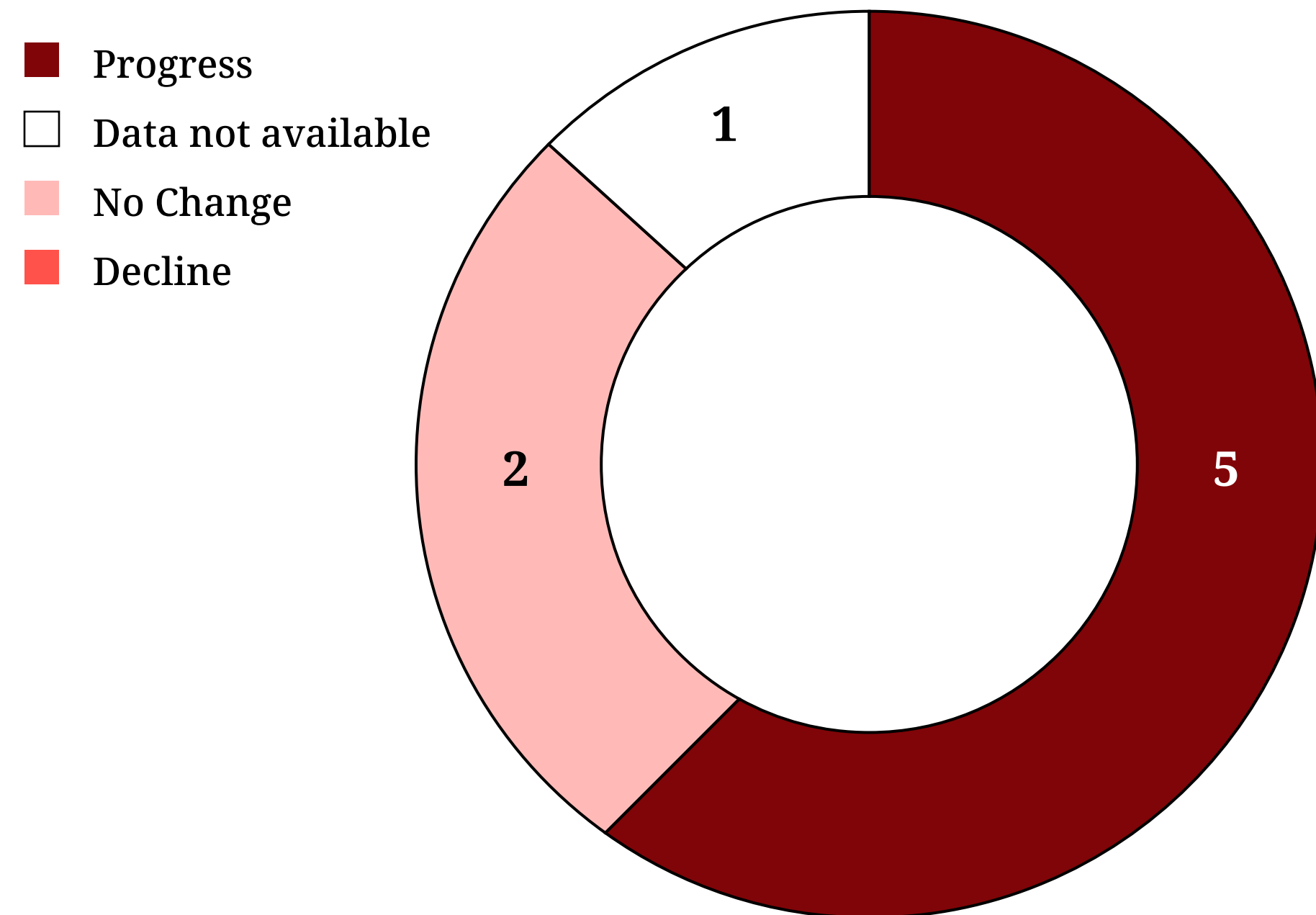
Haddis Tadesse

Director, Ethiopia Country Office

Talent

Foundation staff attend a personal storytelling session during Annual Employee Week in Seattle, Washington

As the foundation becomes more diverse, employees believe our performance management system needs to adapt and improve



Number of indicators for Talent that show overall year-over-year change.⁷ These figures do not reflect the magnitude of change. Some significant differences are apparent for certain indicators when disaggregated by respondent groups. "Data not available" includes indicators that are not measured annually or for which measurement has not yet been established.

We are focused on our goal of supporting and increasing diversity at all levels of our organization, and by several measures our workplace is changing: The proportion of leadership positions held by women, the percentage of U.S. employees and leaders who identify as members of underrepresented racial and ethnic groups, and the number of nationalities represented in our workforce are all increasing.

We are working toward a future where:

- The foundation's talent is diverse at all levels and better reflects the demographics of the communities we serve.
- Compensation, benefits, performance management, professional development, and mobility policies and programs are transparent, consistent, and equitable.⁸
- Our foundation culture and our DEI strategy are deeply aligned and work in tandem to support a diverse and equitable organization.

⁷Refers to year-over-year change in the percentage of favorable ("agree" plus "strongly agree") responses to survey statements, or in the data value of non-survey measures. *Progress* means more than two percentage points of year-over-year positive change for survey data or any positive change for workforce data. *No change* means less than two percentage points of change in either direction for survey data or no change for workforce data. *Decline* means more than two percentage points or any negative change for workforce data.

⁸*Mobility policies* are policies that support the geographic movement of employees, including through relocation and immigration.

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You can have a perfect strategy on paper, but it does not work if you do not have the right people, experiences, and perspectives to actually implement that strategy.

Akruti Desai

Senior Program Officer, Philanthropic Partnerships, Global Policy & Advocacy

Foundation staff and partners take part in a learning session during a Networks for School Improvement (NSI) meeting in Baltimore, Maryland



Our Workforce is Becoming More Diverse

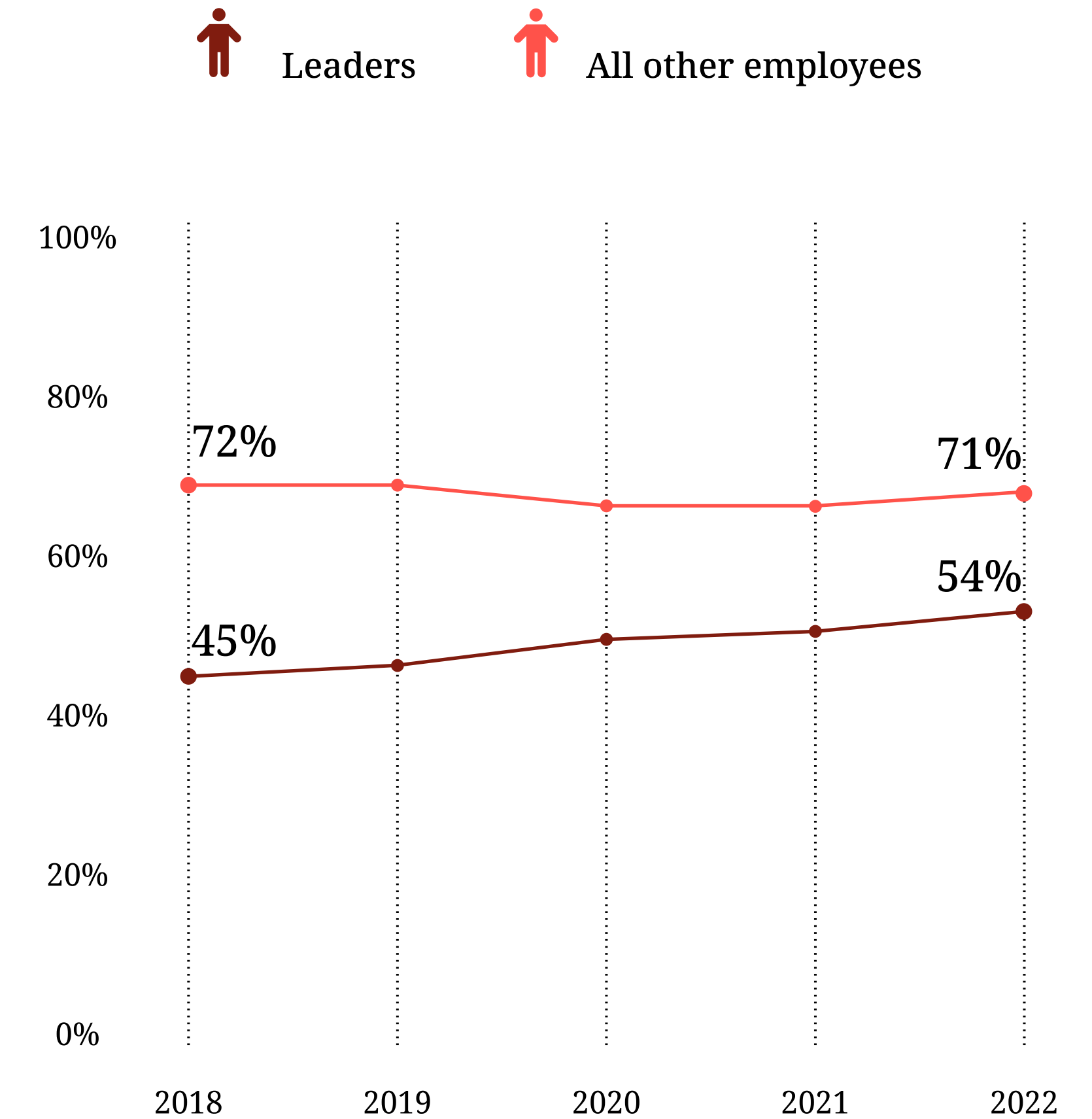
Gender

Historically, the foundation and the philanthropic sector overall have employed more women than men. Women currently make up more than two-thirds of our employees.⁹ The proportion of our leaders who are women has risen from 45% in 2018 to 54% in 2022—an important step in building a leadership team that more fully reflects the communities we serve. And we expect that the proportion of women leaders will continue to increase.

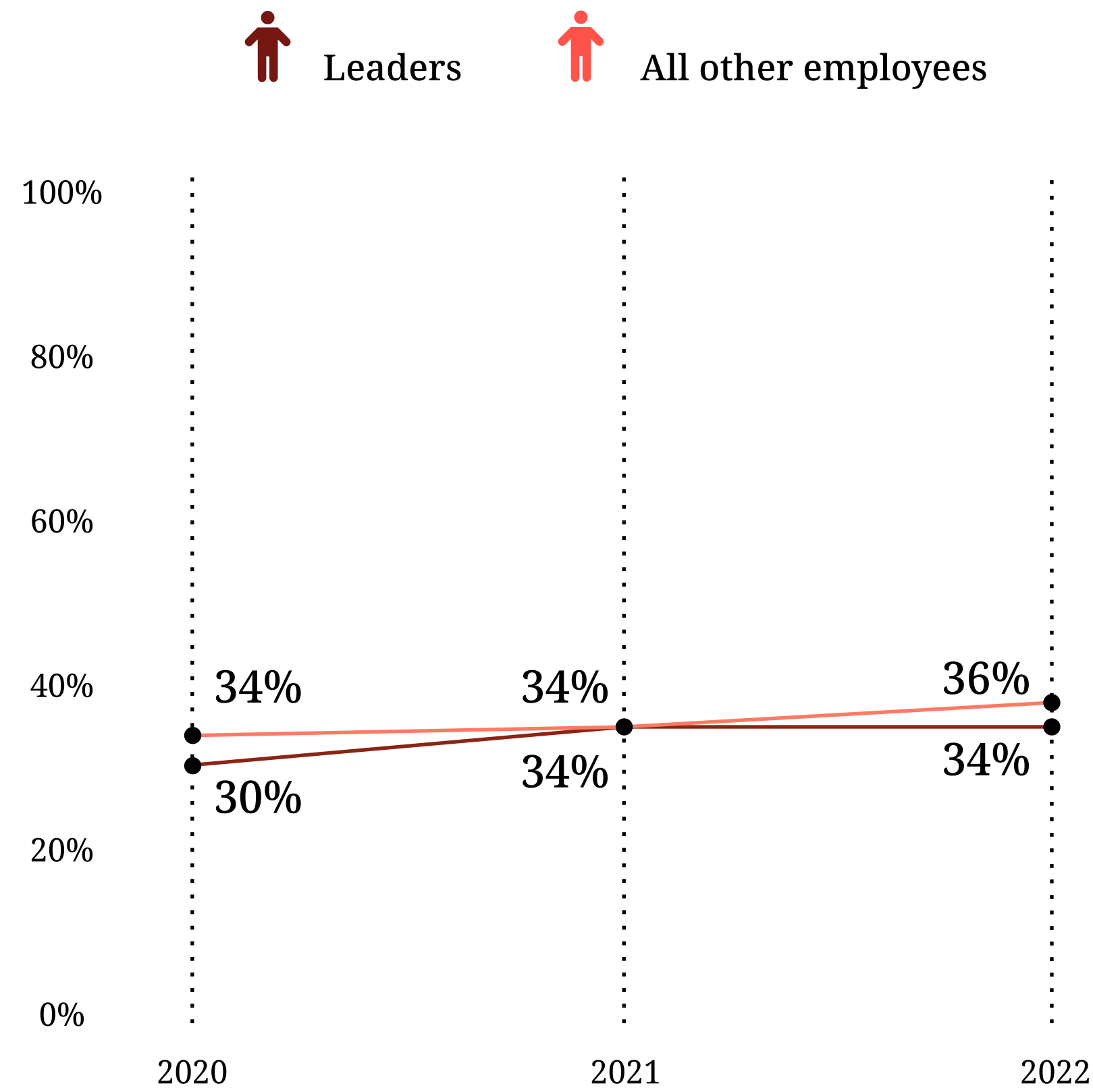
54% of our leaders are women, up from 45% in 2018

⁹Data in this section refers to our global workforce. Leaders are defined as deputy directors, directors, and presidents/ chief officers. We have expanded the self-identification options to include a broader array of genders and are beginning to see U.S. employees select those added genders. We have yet to collect enough data to generate disaggregated findings beyond the gender binary for our global workforce.

The percentage of our leaders who are women continues to grow



The percentage of our U.S. workforce that is from underrepresented racial and ethnic groups is gradually growing¹⁰



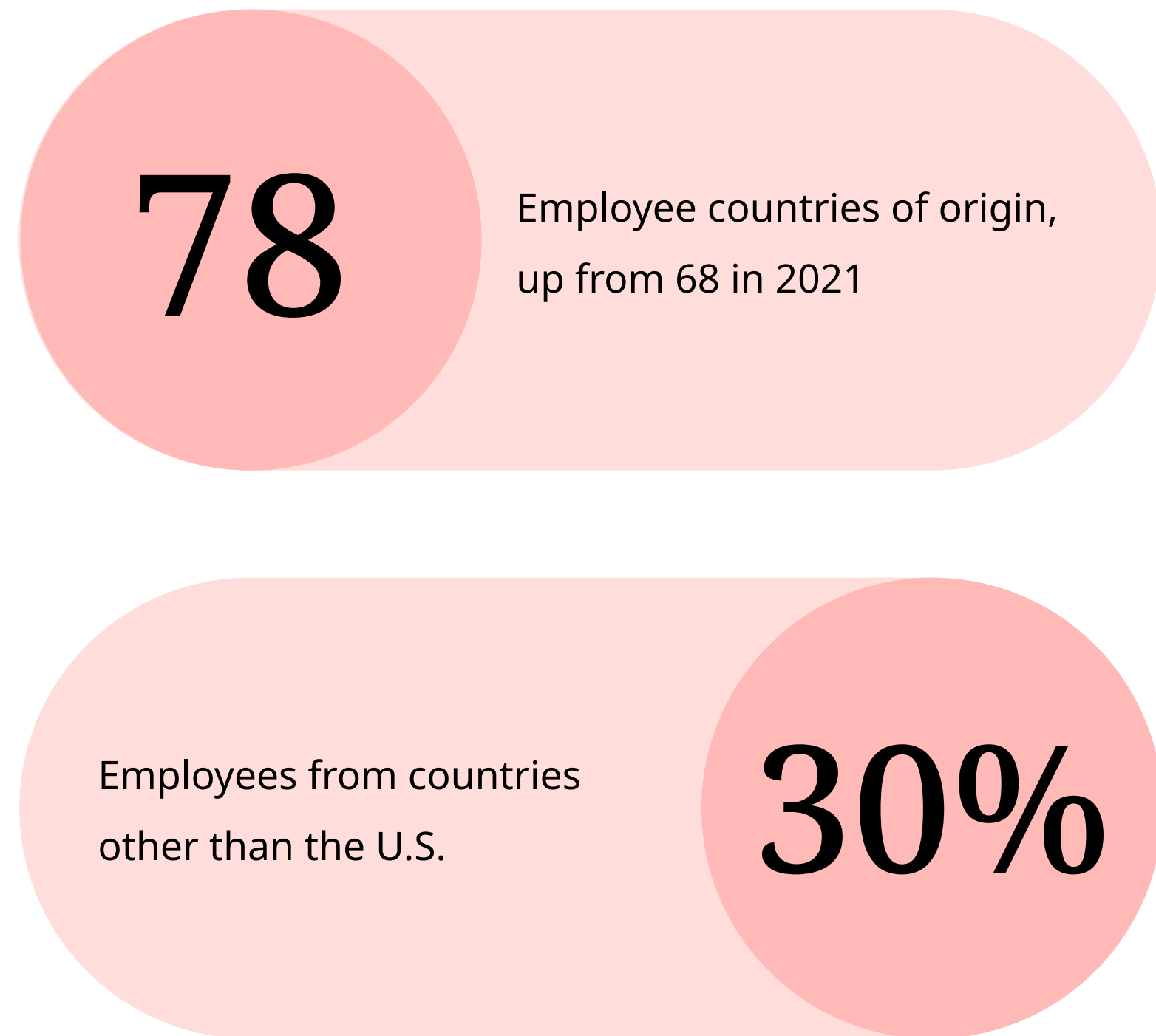
Race and Ethnicity

In the United States, where our employee demographics are more readily accessible, we can see that our workforce is becoming more racially and ethnically diverse. We're also working to create culturally relevant race and ethnicity self-reporting options for our employees based outside the United States. This and other actions will help us build on and track progress across our global workforce.

¹⁰Employees based in the United States who indicate that they identify as Black or African American, Hispanic or Latino/Latina/Latinx, Native Hawaiian or other Pacific Islander, American Indian or Alaska Native, Asian or Asian American, multiracial, or "other." Reflects employees who opted to report this information.

National Origin

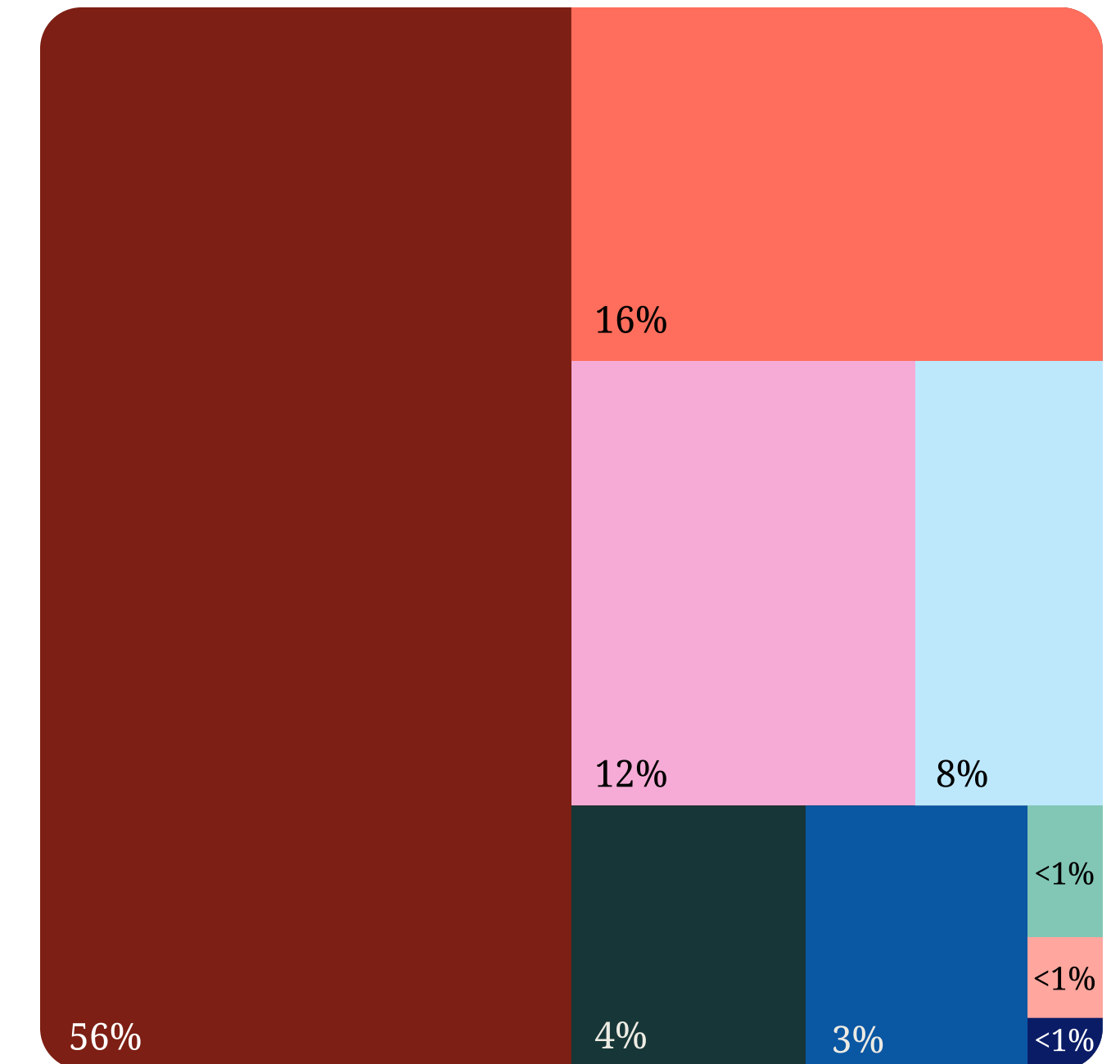
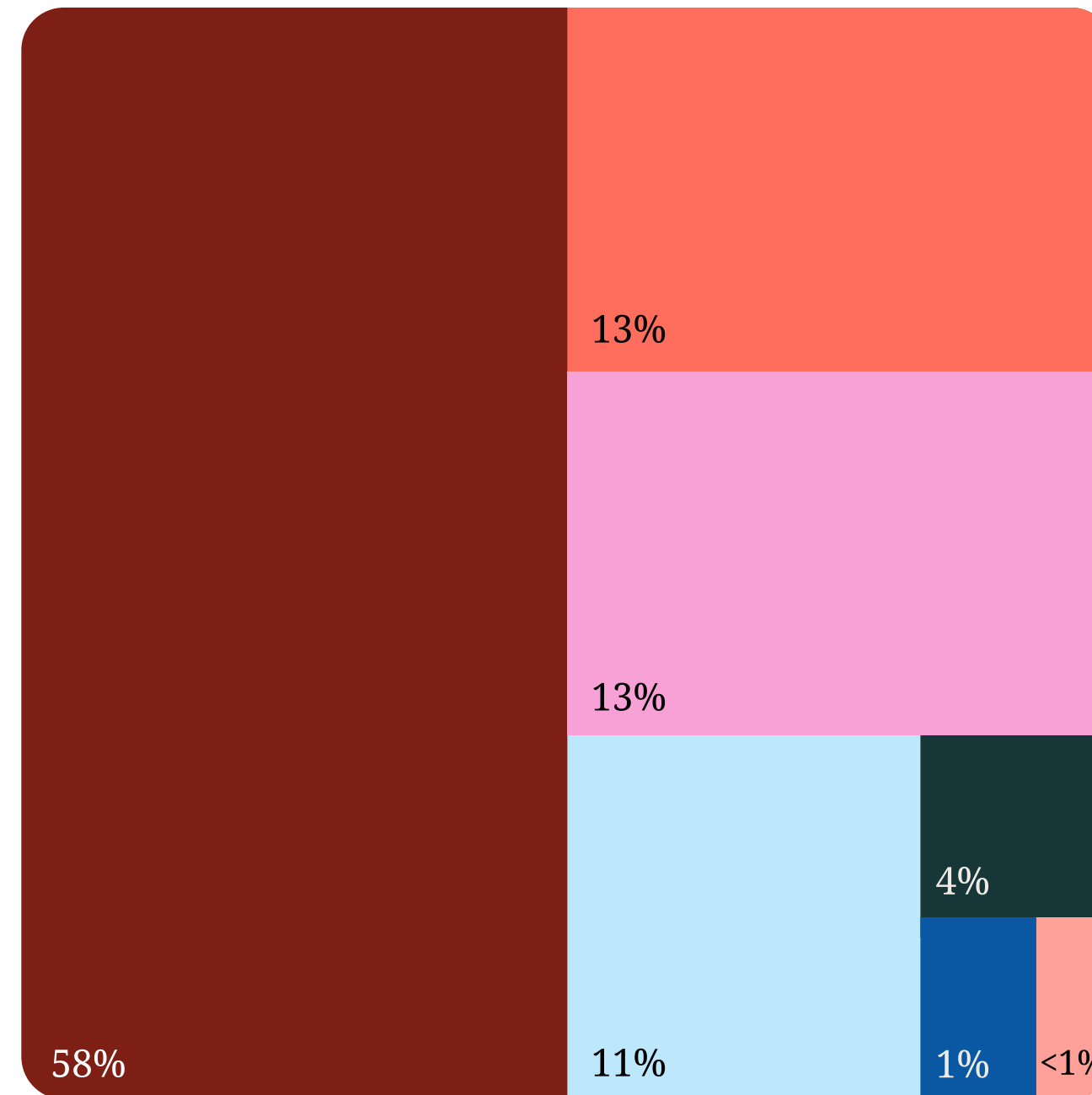
Our 1,820 employees originate from at least 78 different countries, compared to 68 countries in 2021. About 30% of our workforce comes from countries other than the United States, up from 28% in 2021.¹¹



The race and ethnicity of foundation leaders continues to generally reflect the demographics of foundation employees

U.S.-based leaders at the foundation

All other U.S.-based employees at the foundation



- White
- Black or African American
- Native Hawaiian or Pacific Islander
- Asian or Asian American
- Hispanic or Latino
- Other
- Unreported
- Two or more races
- American Indian or Alaska Native

¹¹79% of our employees opt to report their nationality, so this statistic reflects those who report.

Our Commitment to Transparent, Consistent, and Equitable Compensation

As noted in our 2021 DEI Strategic Framework, we are committed to rigorously assessing our internal pay equity practices each year and increasing transparency by sharing high-level information about results. (The foundation initiated annual reviews of pay equity practices in 2012, engaging an external firm that specializes in such assessments; we also conduct pay equity reviews globally, although the update in this report focuses on our recent U.S.-based analysis.)

But what *is* pay equity? One common misconception is that it means that people who do similar work or have the same job title get paid the same amount. But in fact, differences in compensation are to be expected and may be based on differences in roles, time in job, amount of experience, and other legitimate business reasons.

Pay equity assesses whether there are statistically and practically meaningful discrepancies in pay across the workforce—that may be due to gender, race, or other protected classifications—after we take into account statistical controls for legitimate factors such as time in job and level of experience. The goal is for the *adjusted pay gap* (adjusted for legitimate factors) to be as close to zero as possible.

We are pleased to report that we have no meaningful (greater than 1%) adjusted gender or race pay gap for our U.S.-based workforce, according to a pay equity review by an outside firm. We have also invested in a rigorous process of checks and balances to protect against

future pay inequity issues by promptly addressing (via financial adjustments) any adjusted pay gaps that may develop.

In summary, our foundation has an unwavering commitment to compensating employees fairly by ensuring equitable practices and processes, applying a consistent methodology to determine pay, and addressing pay equity issues when they arise. We are also committed to wage transparency; while we are doing this later than many other organizations, we now publish salary and pay ranges for each new U.S.-based position we post. In 2022, we finalized our Total Rewards Philosophy to reflect these values and ground our decisions.



New Approaches to Hiring and Onboarding

Our Gender Equality Division was able to be intentional about adopting best practices from its inception in 2020. Jackie Jones, the division's chief of staff, says that foundation hiring processes had often "felt like a black box to staff," eroding trust. So division leaders took steps to make the process of working with the foundation's Talent Acquisition team transparent to everyone in the division.

The division looks beyond technical skills to consider the whole person—and what their knowledge and experience can bring to the team. Throughout the process, the division's hiring managers and Talent Acquisition work together, drawing from diverse candidate pools, providing consistent recruitment experiences, assessing and selecting candidates based on best practices, making fair job offers, and helping new employees transition successfully into the organization.

The team sends an announcement every time a hire is made that includes a summary of the hiring process, including how many people applied and who was involved in the interviews.



It's important to us that new team members see themselves as active participants in the formation of our team culture—and are not just expected to mold to the existing ethos. We are always learning and growing!

Lekha Davé

Deputy Director, Strategy, Planning, and Management, Gender Equality



What sets GE [Gender Equality] apart is that it resists the foundation's culture of urgency and deliberately prioritizes increasing representation, even when it takes more time and resources in the short term.

Jason Marzano

Executive Recruiter, Talent Acquisition, Human Resources

Looking Ahead

90% of survey respondents said they are committed to one or more behaviors or actions that support DEI in their goals, up from 86% in 2021

A theme underlying all our planned work is our commitment to transparent and equitable talent policies informed by our charitable purpose. Improvements we are introducing in 2023 include updating our job architecture (a framework for classifying roles based on the work people do) and compensation methodology, addressing challenges related to hiring and retaining staff in our regional offices, and updating our performance review processes.

We will focus on improving our performance management system.

The proportion of employees who view our performance management system as fair, transparent, and consistent is far too low. We are not yet seeing the kind of progress in this area that we've seen in recruiting and hiring. We are committed to understanding this feedback better so we can improve in 2023 and beyond.

We will take a deeper look at intersectionality.

Our individual identities are unique and multifaceted. To fully realize our commitment as an organization to equity and inclusion, we must explore more deeply the complex and interconnected aspects of our identities, particularly how class, ability, sexuality, race, and gender identity and expression intersect to create who we are and inform our experience as employees.

51% of survey respondents said their manager shared feedback on their DEI-related performance in their most recent performance reviews, up from 39% in 2021

More managers need to give feedback on DEI-related goals.

Survey results indicate that DEI-related goal setting is now nearly universal (90%) among respondents, and an increasing number of managers are addressing individuals' progress on these personal goals during performance reviews. More managers need to do this, and the next step is to move from goal setting to learning and ultimately to genuine behavior change.

We are supporting organizational growth in Africa, aligned with Executive Leadership Team (ELT) priorities.

The number of employees in our Africa RCOs has doubled over the past four years. Our continued focus on operations in Africa ensures foundation offices are set up to support significant growth of staff in the region, including the opening of additional subregional offices in the coming years.

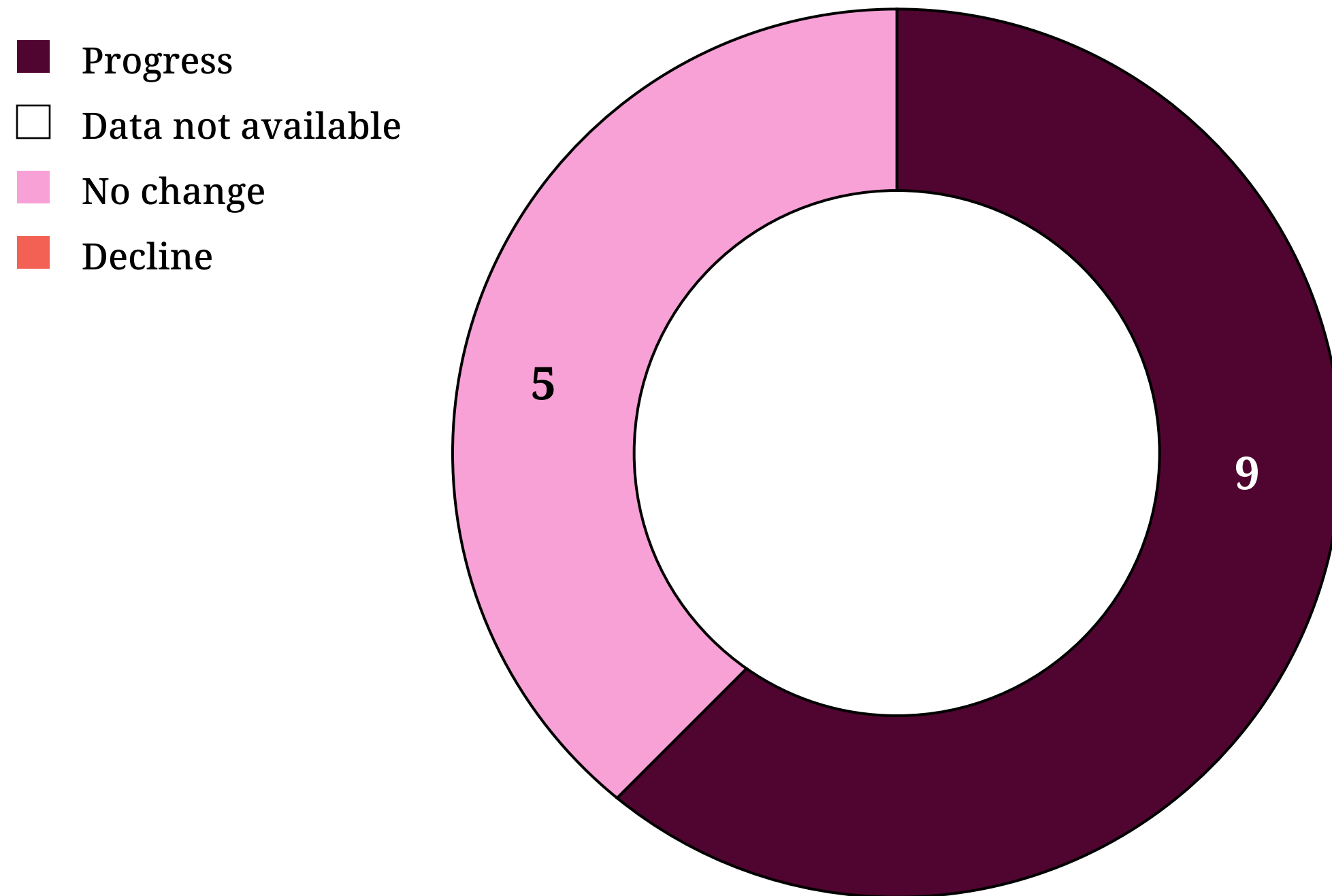
29% of survey respondents said the foundation's performance assessment system is fair, transparent, and consistent

Culture



Foundation staff participate in an event to celebrate young leaders at the Discovery Center in Seattle, Washington

More employees see behaviors and practices that reflect our values, as well as areas that need continued attention, such as microaggressions



Number of indicators for Culture that show overall year-over-year change.¹² These figures do not reflect the magnitude of change. Some significant differences are apparent for certain indicators when disaggregated by respondent groups. "Data not available" includes indicators that are not measured annually or for which measurement has not yet been established.

Our culture is the sum of the behaviors, values, and practices that constitute day-to-day life at the foundation—everything from which contributions are rewarded or discouraged, to how we make meetings inclusive of colleagues in different time zones and locations, to intentionally making space to talk about DEI in our weekly team meetings, interactions with managers, and goal-setting conversations.

We are working toward a future where:

- The foundation’s commitment to DEI is consistently reflected in the daily behavior and work of all teams and individuals.
- In a constructive manner, we identify, acknowledge, and address microaggressions and other harmful behaviors when they occur, and we provide learning opportunities to help people avoid and address them.
- A more equitable balance of power sparks greater input, participation, and transparency among employees at all levels, across all our RCOs, and with partners and community members.

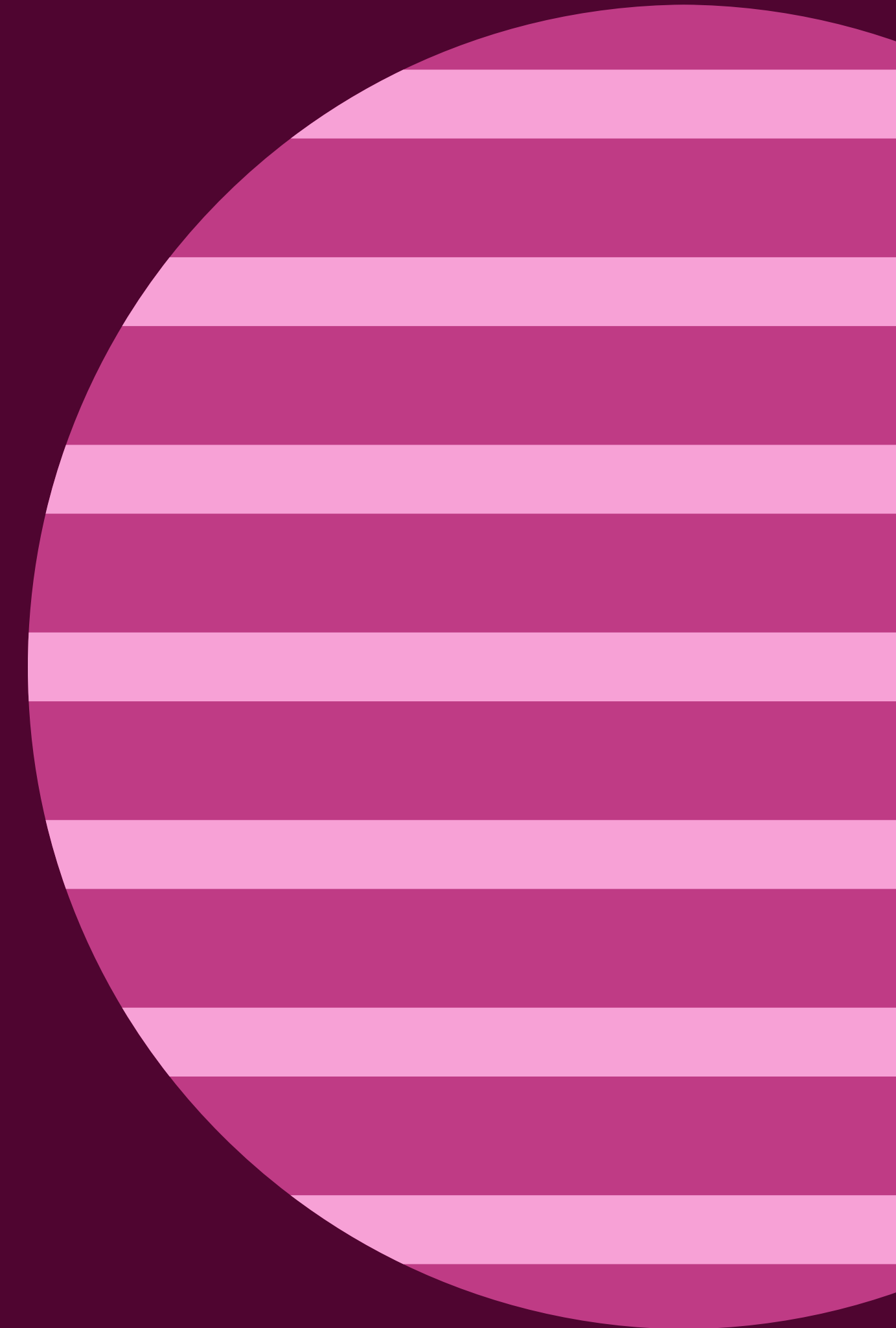
¹²Refers to year-over-year change in the percentage of favorable (“agree” plus “strongly agree”) responses to survey statements, or in the data value of non-survey measures. *Progress* means more than two percentage points of year-over-year positive change. *No change* means less than two percentage points of change in either direction. *Decline* means more than two percentage points of negative change.

“

We create impact externally with audacious goals and a thousand different smaller decisions. Internal culture works the same way—our goals should be audacious, but we will feel the change when the choices each of us make every day are intentionally enabling those goals.

Sonia Vora

Chief Human Resources Officer



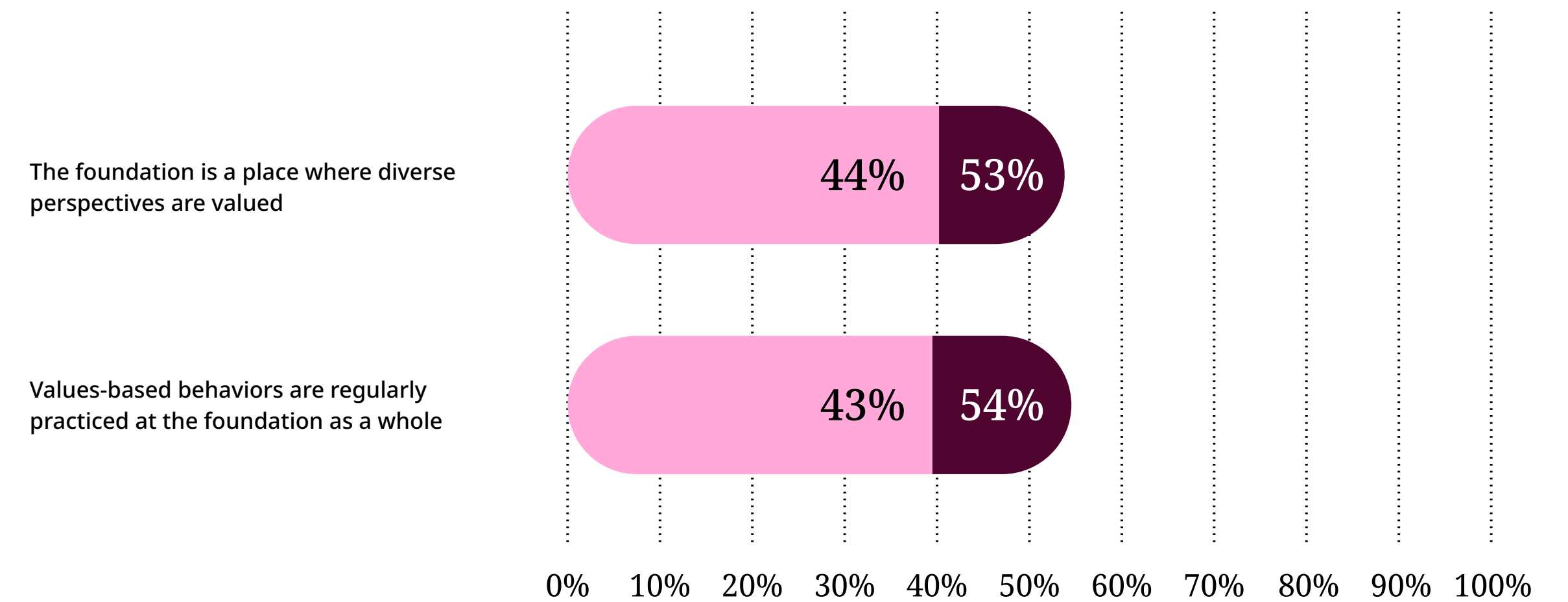
Embracing Our Values Around DEI

More employees reported that behaviors that advance our core foundation values of optimism, collaboration, rigor, innovation, and inclusion are regularly practiced at the foundation.

However, almost half of survey respondents felt otherwise. Some groups of employees, such as women from underrepresented groups,¹³ were less likely than others to agree that behaviors at the foundation in general and on their own team were aligned with our values. Moreover, the proportion of Africa-based respondents who said that the values-based behaviors were regularly practiced on their team declined, from 66% in 2021 to 60% in 2022. Notably, the share of neutral responses decreased as the proportion of critical perspectives increased.

The proportion of survey respondents who believe that our values are being practiced across the foundation has grown

■ 2021 survey respondents ■ 2022 survey respondents



¹³Employees based in the United States who indicate that they identify as women and Black or African American, Hispanic or Latino/Latina/Latinx, Native Hawaiian or other Pacific Islander, American Indian or Alaska Native, Asian or Asian American, multiracial, or "other."



Celebrating 10 Years of Employee Resource Groups

Employee Resource Groups (ERGs) have served as important culture carriers and change agents for the employee experience at the foundation. The first five ERGs were launched in 2013 and the number of formally recognized ERGs is on the rise, now numbering 13 across multiple identities and experiences. ERGs are key partners in the foundation's DEI strategy and work; they are open to all employees, with some joining an ERG because of a shared identity and others because they want to be an ally or bolster their understanding of issues that affect colleagues.

“

ERGs enable incredible energy and serve as a safe space for employees to have their voices heard and perspectives shared. This is where a lot of culture change happens. My hope is for more leaders—deputy directors and above—to elevate and lean into this space, since they really have the power to shift things in visible and obvious ways.

Seng Thor

Senior Manager, Finance and Accounting, U.S. Program and Co-Leader, Gates Asians in Philanthropy ERG

“

The Latinos in Philanthropy ERG is an active community where we strive to share our culture and engage in courageous dialogues in support of foundation priorities, but also in support of the Latino community. ERG work like this should not be perceived as an extracurricular activity—it’s core to our mission.

Pilar Pacheco

Senior Program Manager, Emergency Response, Global Development and Co-Leader, Latinos in Philanthropy ERG

“

Many African professionals who moved to Seattle struggled to feel welcomed and valued. In 2018, I started meeting with colleagues who had developed the resilience, adaptation, and coping mechanisms needed to stick around, with an idea of helping colleagues who were struggling to fit into the foundation culture. This group later became the Africa ERG.

Enock Chikava

Director, Agricultural Delivery Systems, Global Growth & Opportunity and Co-Sponsor, Africa ERG

Experiencing Equity at the Foundation

Day-to-Day Treatment

Two-thirds of survey respondents said they were treated equitably, a figure nearly unchanged from 2021. As we work to ensure that all employees experience equitable treatment, it's important that we gain an understanding of why some, such as women from underrepresented groups, non-leaders, and, to an increasing degree, employees based in India, are more likely to disagree.

Addressing Microaggressions

Microaggressions can proliferate when people in an organization do not recognize them as they are happening and do not prioritize acknowledging them, learning from them, and healing. The foundation does not tolerate microaggressions and strives to reduce and prevent them. By definition, microaggressions can be unintended, and they offer a powerful learning opportunity. This is why we have made addressing microaggressions after they occur an explicit goal, with a focus on learning, healing, and reconciliation.

Defining Microaggressions

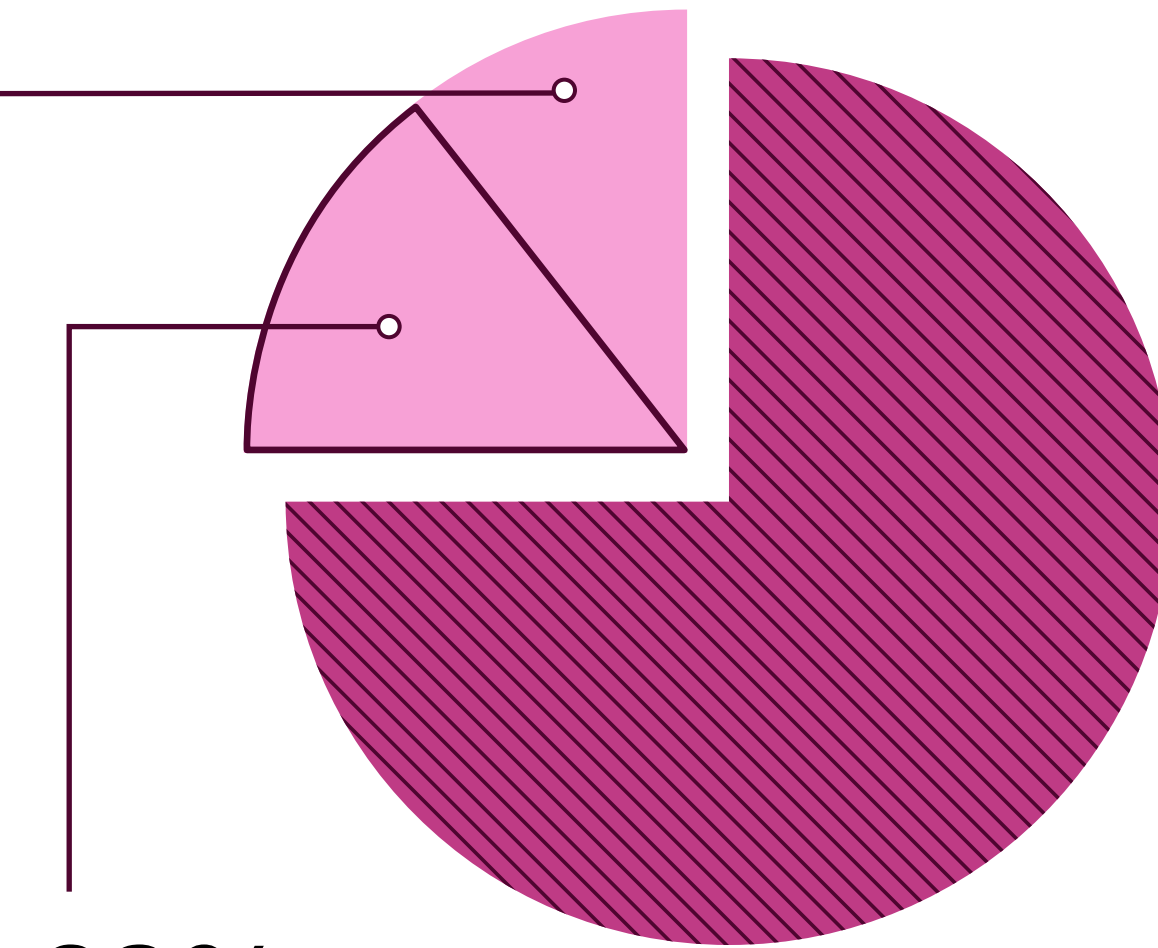
Our employee survey used Columbia University Professor [Derald Wing Sue's definition](#) of microaggressions: "everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership." The *micro* in microaggressions means interpersonal; it does not necessarily mean the offenses are small or insignificant.

In its questions about microaggressions, our employee survey let respondents subjectively determine whether they identified as a member of a "marginalized group." Their self-designation as a member of a marginalized group was thus not necessarily tied to a legally protected class (based on, for example, race, gender, ethnicity, or age). As defined above, microaggressions do not equate to harassment or discrimination under the law, so there may be a variety of ways to address them. Foundation policy calls for employees to immediately report misconduct that rises to the level of discrimination or harassment. Respondents who said they had observed microaggressions may not have been aware of formal or informal processes and resolutions involving other employees.

We see little change in the proportion of survey respondents who say they experience microaggressions

24%

Nearly 1 in 4 employees said they had experienced microaggressions sometimes or often in the previous year—unchanged from 2021.



68%

However, of those who said they had experienced microaggressions, fewer felt that those incidents weren't addressed to their satisfaction compared to 2021.

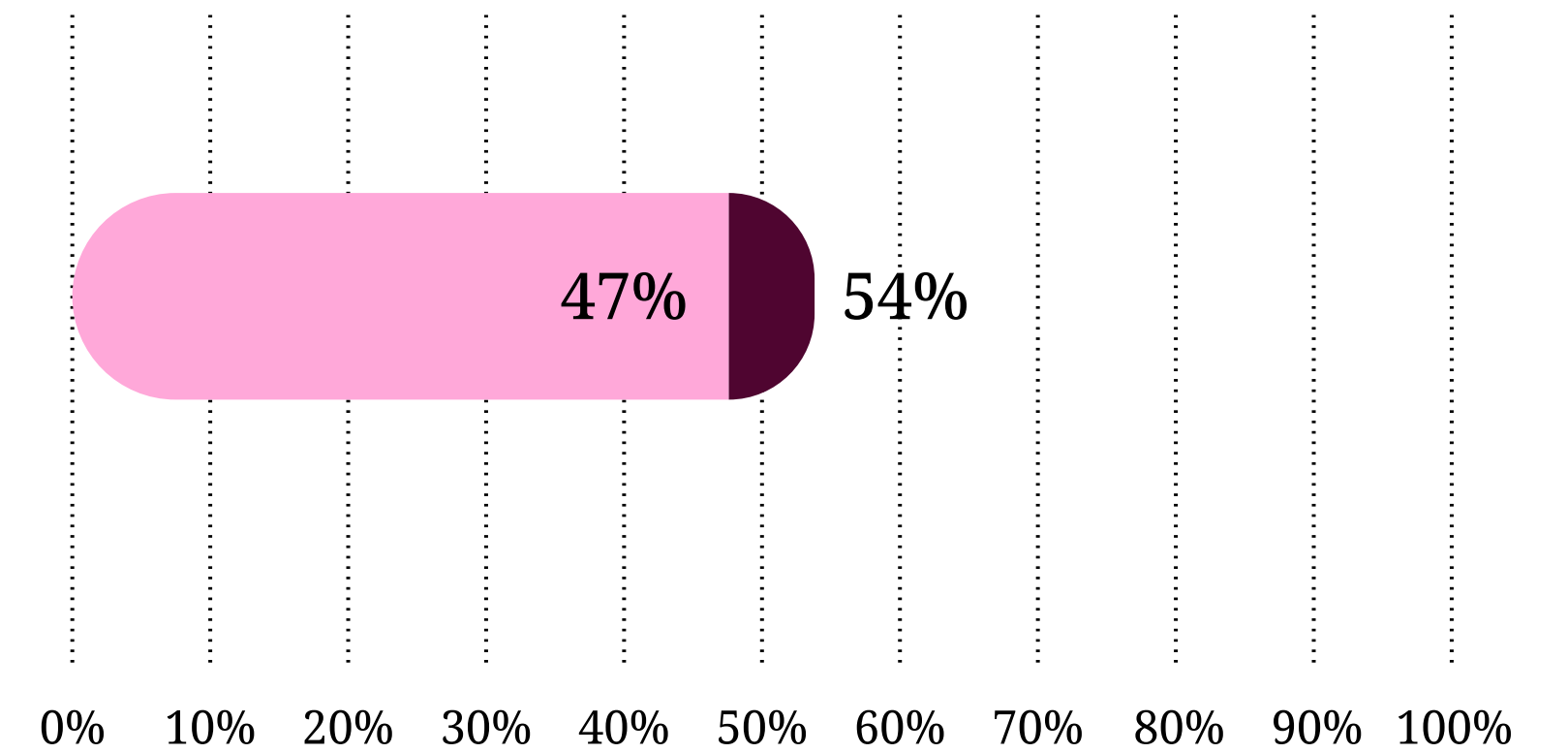
The survey found little change in the frequency of microaggressions and the frequency with which microaggressions were appropriately addressed. The percentage of respondents who said they had experienced microaggressions remained at 24%. Of the respondents who said they had experienced microaggressions, 68% said that those incidents weren't addressed to their satisfaction—only a slight improvement from 73% in 2021.¹⁴

¹⁴The increase of 5 percentage points since 2021 is not statistically significant.

More survey respondents are comfortable speaking up about microaggressions

■ 2021 survey respondents ■ 2022 survey respondents

I feel comfortable speaking up if/when I witness or experience a microaggression at the foundation



On the other hand, the survey results showed a significant increase in employees who reported feeling comfortable speaking up, reporting, or taking action when they experienced or witnessed a microaggression.

“

I think power dynamics still prevent people from speaking up, but I do think the DEI trainings we have been having and my relationship with my team has really equipped me to speak up in some uncomfortable situations.

Kashley Toledo

Workplace Strategy Manager, Global Facilities

To make sure employees know what to do if they experience or witness a microaggression, the DEI Center of Excellence provides tools, learning and development resources, and forums featuring open, honest dialogue. For example, many division and regional action plans include a focus on continuous learning about microaggressions to foster a more inclusive work culture. Accordingly, participation in the multipart Microaggressions and Microaffirmations learning module increased in 2022.

We continue to encourage employees to report possible illegal, unethical, or improper conduct via the EthicsPoint anonymous hotline. Finally, we offer an informal, impartial, and confidential “safe channel” for employees who need a place to process difficult workplace issues, including microaggressions. Use of the safe channel continued to be robust, though unchanged, in 2022.¹⁵

¹⁵ Measured in terms of number of visits.

Looking Ahead

As we build a more diverse, equitable, and inclusive culture, we will focus on questioning long-held assumptions and finding opportunities to foster healthy discussion and debate among our employees.

We need to develop a clearer and more confident approach to building our culture.

Some employees do not have a clear sense of what role they might play in creating the culture we wish to see, others are reluctant to take time for internal work associated with culture-building—or feel they simply can't afford to—because it might slow progress on the urgent external issues we work on. Culture-building is everyone's job—which means that the foundation and leaders at all levels are responsible for providing employees with a tangible understanding of how they can connect to culture-building work and provide meaningful opportunities to do so.

We must challenge the idea that rigor and cultural sensitivity are mutually exclusive.

Being data-driven is central to the foundation's identity and work. We will continue to value empirical research while also acknowledging the ways in which lived experience, history, and identity shape people's perceptions of reality. We can better deploy inclusive, participatory practices when designing research and collecting and analyzing data. We will also continue to broaden our research methods and communication styles to invite more people—with a wide range of backgrounds and styles—to join in our work.

“

Being nice or ‘not committing harm’ is not enough, especially for those in positions of influence. We need to advocate for those colleagues who don't have institutional power and elevate their voices. A growing number of colleagues identify as would-be allies. And I want to see more participation by leaders—with both formal and informal influence.

cindy ogasawara

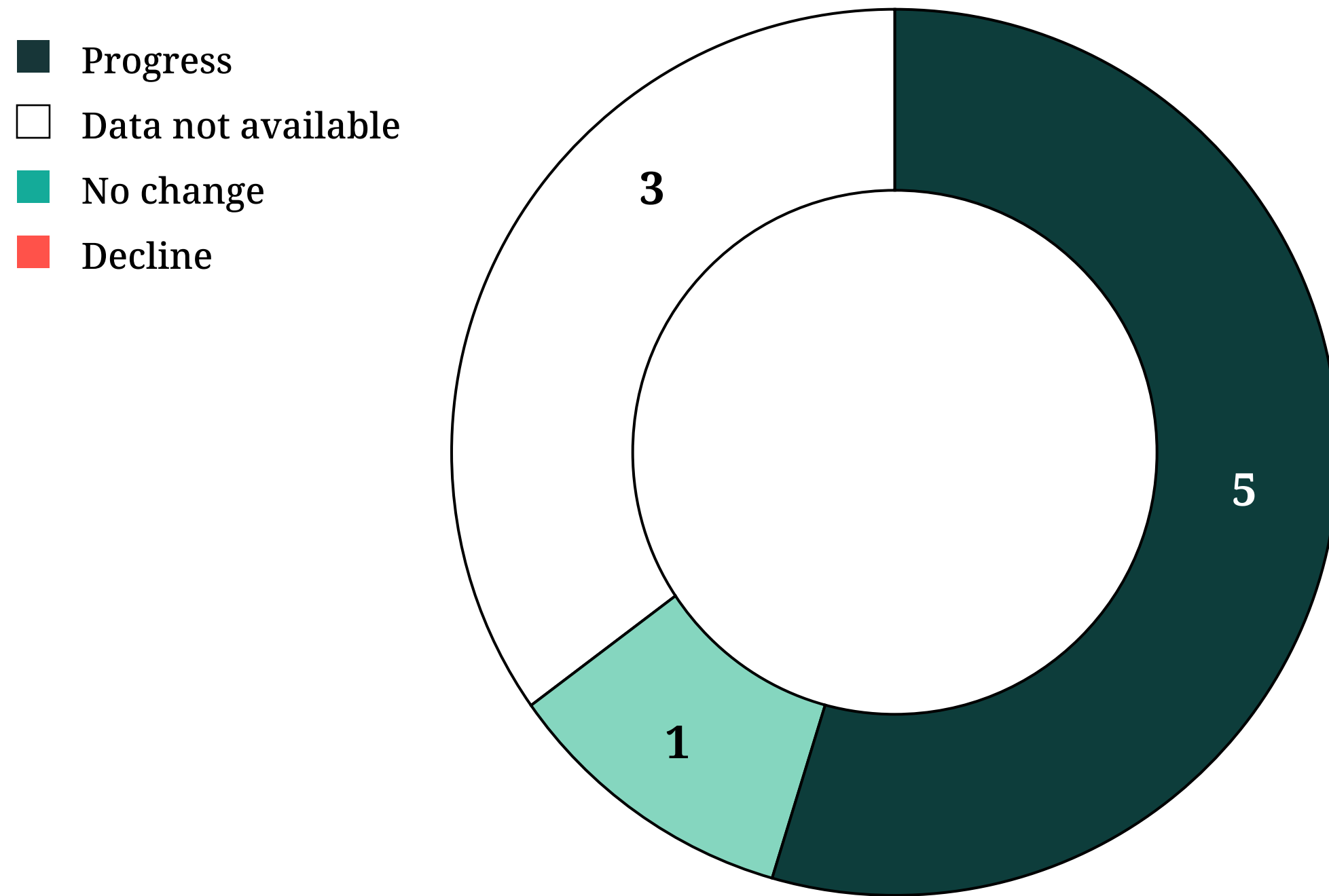
DEI Learning and Engagement Lead, DEI Center of Excellence

Leadership Accountability



Foundation staff in conversation with leaders during an employee meeting in Seattle, Washington

Leaders are taking action to embed DEI into culture and practice and are more frequently making decisions that align with our DEI commitments



Number of indicators for Leadership Accountability that show overall year-over-year change.¹⁶ These figures do not reflect the magnitude of change. Some significant differences are apparent for certain indicators when disaggregated by respondent groups. "Data not available" includes indicators that are not measured annually or for which measurement has not yet been established.

Many employees have been working individually and in small groups to address DEI for a decade or more. But DEI ultimately cannot just fall on the shoulders of passionate employees. Leaders must not only support it but sponsor it, by setting the vision, providing the necessary resources and incentives, and holding themselves and their teams accountable for results.

We're working toward a future where:

- Decisions on hiring or promoting leaders and managers consider DEI competencies and results as key criteria.
- Leaders and managers commit to, authentically engage in, and actively apply DEI learning.
- Our board of trustees, led by our co-chairs, advises, engages, and monitors progress on the foundation's DEI commitments.

¹⁶Refers to year-over-year change in the percentage of favorable ("agree" plus "strongly agree") responses to survey statements, or in the data value of non-survey measures. *Progress* means more than two percentage points of year-over-year positive change. *No change* means less than two percentage points of change in either direction. *Decline* means more than two percentage points of negative change.

“

DEI must begin with, and then circle back to, the people with power in an organization, or it doesn't work. Power starts at the top. The co-chairs, the board, the CEO, and the leadership team must embrace these changes across programs and throughout the organization, or it just won't get traction.

Tom Tierney

Foundation Board Member and Co-Founder, The Bridgespan Group

Leaders' Commitments Are Becoming More Visible

90% of leaders who responded said managers who report to them have a DEI goal that is documented, meaningful, and challenging, up from 85% in 2021

Nearly all respondents said their managers had meaningful, challenging, and documented DEI goals. Moreover, most employees said they saw leaders taking concrete steps to embed DEI in their team's culture and practices and make decisions aligned with DEI commitments.

“

I've learned how seriously and thoughtfully our leaders and board are taking DEI-related issues—it's clearly not lip service. Progress is incremental, but real.

Anonymous

Senior Manager, Business Operations



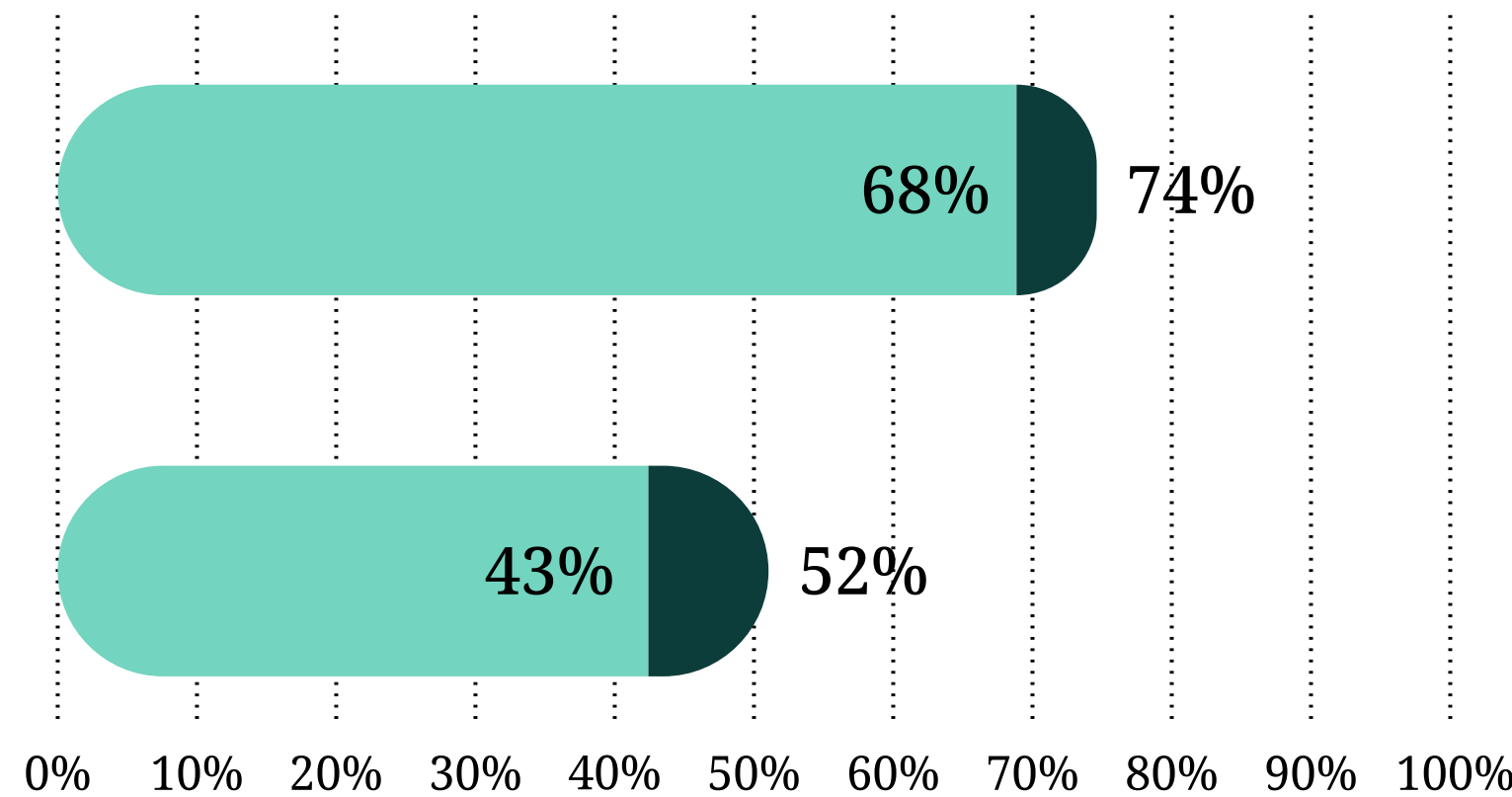
Sonia Vora, Chief Human Resources Officer, speaking at a foundation event

More employees are seeing leaders take action to embed DEI values in culture, practices, and decision-making

■ 2021 survey respondents
■ 2022 survey respondents

Leaders are...

Taking concrete steps to embed DEI in culture and practices



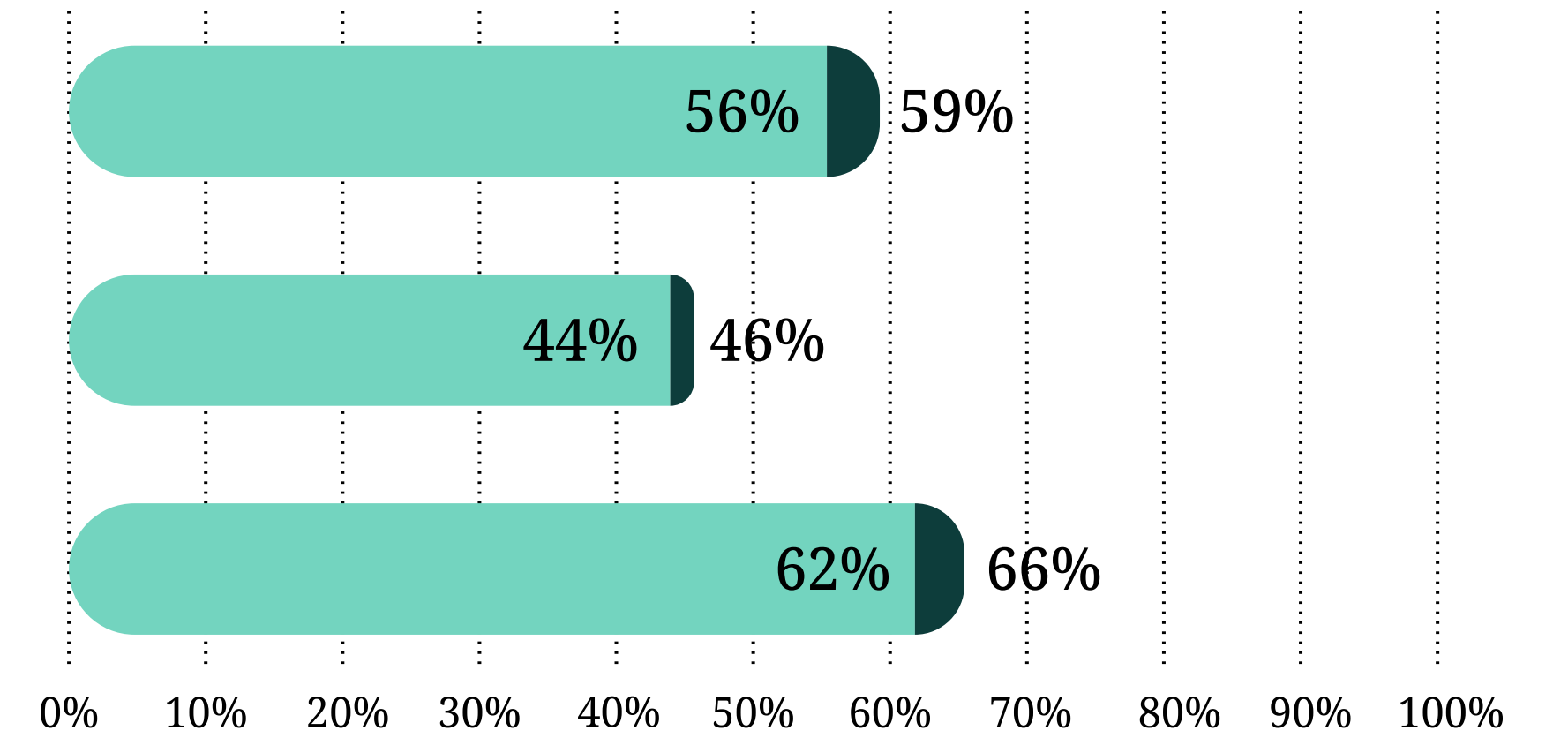
Making decisions aligned with DEI commitments

Employees rate leadership accountability in other areas as more modest but following a positive trend

■ 2021 survey respondents
■ 2022 survey respondents

Leaders are...

Considering input from multiple perspectives in decision-making



Making decisions with appropriate transparency

Routinely behaving in ways that promote inclusive work culture

While responses overall showed improvements in leadership accountability, employee respondents based in India and Africa held less positive views.¹⁷ Their responses indicated that leaders have significant room for growth in promoting an inclusive work culture and embedding DEI into their teams’ culture and practices. As a global foundation, we recognize that leaders need to localize and adapt DEI efforts across our RCOs to build an inclusive culture. Leaders in our India Country Office have taken an active role in socializing DEI efforts and supporting culture changes—for example, by setting up a learning plan for the office and inviting outside DEI experts to speak about the complexities and opportunities of diversity and inclusion within the Indian context.

¹⁷ Respondents based in India were far less likely than those based in Seattle, Washington to agree that leaders had taken concrete steps to embed DEI into their team’s culture and practices. Compared to 2021, respondents based in Africa RCOs were much less likely to agree that their leaders routinely behaved in ways that promoted an inclusive work culture.



We haven’t seen the big wins yet, but in the past year we have seen active engagement and ownership of DEI work by India Country Office leadership to understand better what the challenges are and to work towards addressing them in a focused way.

Saachi Bhalla

Senior Program Manager, Global Development, India Country Office

Looking Ahead

Our leaders are increasingly focusing on culture.

A newly formed action team of executives, chaired by Sonia Vora, our chief human resources officer, is focusing on influencing and supporting a culture in which employees can thrive and do their best work.

We are equipping leaders with the tools, skills, and knowledge to act and lead more inclusively.

Starting in mid-2022, all foundation leaders (director and above) began participating in a 10-month learning and development experience, Impact Through Inclusion, with the aim of fostering greater leadership accountability for inclusive leadership. The experience included individual skills assessment, personalized coaching, learning plenaries and labs to improve leadership performance and is the beginning of a focused strategy to engage leaders in ongoing, transformative DEI work.

“

We're unpacking what [building trust] means for me as a Black, female leader in the context of this country's history—which is still playing out today. When not many people look like me, that affects how I show up and whether I trust or distrust others' intentions. I'm working on how, where, and why I show up the way I do.

Angela Jones

Director, Washington State Initiative, U.S. Program



“

The major challenge in the next 18 to 24 months is to resist the tendency to snap back to comfortable, old ways of work, which many institutions are susceptible to. We must relentlessly push to stay focused on our DEI commitments and make this an integrated part of how we work. If we can overcome this challenge, I am confident that we can truly embed DEI into our organization. It is crucial for foundation leaders to consistently reiterate the importance of this work.

Mark Suzman

CEO

Concluding Note

Chris Elias, President, Global Development

It is no coincidence that two of the foundation's top priorities are eradicating polio and accelerating gender equality and DEI. In the Global Development Division, these goals are closely linked and are front and center as we work to reach marginalized people and communities and ensure that they have equitable access to life-saving vaccines and services and the agency to make their own health choices.

Through our work with government leaders, partners, and experts in the field, we know that we cannot succeed in eradicating polio without including, listening to, and empowering everyone. It is exceedingly difficult to reach the most marginalized people with polio vaccines in the virus's last strongholds, but doing so is the only way we can secure a future free from this devastating disease.

The foundation's mission is about equity: *Every* person deserves the chance to live a healthy, productive life. And, in our view, the stakes are just as high inside our own organization: To advance equity in the world, we must successfully apply those same standards to ourselves.

Living our values within the foundation has a direct influence on how we achieve impact and collaborate with our partners, and I am encouraged by the progress I'm seeing. We must close the gap between what we aspire to be in the work we do and how we show up

every day with our colleagues. All employees should feel included and valued and should be supported with internal systems and practices that align with our foundation's values.

The foundation's leaders are committed to addressing the DEI challenges we are seeing and embracing the diverse cultural perspectives, experiences, and expertise that make our work not only possible but effective. That is why the Global Development Division has developed an integrated gender, equity, diversity, and inclusion strategy that focuses on how we support our staff in how we do our work *and* in how we integrate inclusion into the programs and partnerships we fund. Leadership accountability is a large part of this shift—as leaders, we must model inclusive behavior to reach our audacious goals and support our teams. Each member of our staff—whoever they are, whatever their role, and wherever they work—should be fully supported and able to bring their best to this incredibly challenging and important work that will transform lives.



Chris Elias

Acknowledgments

This report would not have been possible without the collective efforts of dozens of staff, leaders, and external partners.

We would like to thank the foundation's Senior Leadership Forum Advisory Council, DEI and Gender Equality leads, and the leaders and advisors of our ERGs for their wise counsel and dedication.

The foundation's Human Resources department, particularly the Talent and Organizational Development and People Analytics teams; the Foundation Strategy Office; the Data, Reporting, and Analysis team; and the Finance and Resource Planning Division all played major roles in generating the content for this report. Our employee survey was designed by an internal team and analyzed and reported by EY.

We also owe a debt to all of the employees interviewed for this report, who gave generously of their time and insights. Not everyone was quoted, but all shared insights are worthy of being highlighted.

Members of the Executive Office, Legal, and Communications teams helped tremendously with this report.

The report would also not have been possible without our community of assistants, who managed critical logistics and ensured that key meetings took place. Support from the chiefs of staff was invaluable.

Another big thank-you goes to the members of the DEI Center of Excellence, who lead, coordinate, or participate in a great deal of the work described in the report.

The report was written by Sankofa Consulting and designed by Socialisssima in close collaboration with foundation employees, with special recognition to Jeremy Paley for his superior project management skills and leadership.

We want to close by acknowledging that our headquarters in Seattle, Washington, sits on the traditional, unceded territories of the Duwamish and Coast Salish people. We acknowledge and honor them with gratitude and recognize that this land continues to be their home.

Thank you.





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