



Pathfinder International
Communication on Engagement (COE) with the UN Global Compact
Period covered by this COE: November 2017 – February 2020

Part I. CEO Statement of Continued Support

To our stakeholders:

Pathfinder International reaffirms its ongoing support to the United Nations Global Compact and its ten principles in the areas of Human Rights, Labor, Environment, and Anti-Corruption. This is our Communication on Engagement with the United Nations Global Compact. We welcome feedback on its contents.

In this Communication of Engagement, we describe the actions that our organization has taken to support the UN Global Compact and its Principles as suggested for an organization like ours. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Sincerely,

Lois Quam
President & CEO

Part II. Description of Actions and Measurement of Outcomes

Human Rights

Pathfinder International is an international nongovernmental organization driven by the conviction that all people, regardless of where they live, have the right to decide whether and when to have children, to exist free from fear and stigma, and to lead the lives they choose. Pathfinder envisions a world where everyone has access to contraception, where there are zero new HIV infections, where no woman dies from preventable pregnancy-related complications, and where everyone leads a healthy sexual and reproductive life. Our mission is to champion sexual and reproductive health and rights worldwide, mobilizing communities most in need to break through barriers and forge their own path to a healthier future.

Under these guiding principles, Pathfinder will play our part in meeting United Nations Sustainable Development Goal 3: reducing the global maternal mortality ratio; ending preventable deaths of newborns and children under the age of 5; and, ensuring universal access to sexual and reproductive health care. We share the principles espoused by the UN Global Compact and bring our commitment to them into the work we do every day and into the partnerships that make our work possible.

With more than 1,300 staff worldwide, Pathfinder is headquartered in Watertown, Massachusetts, and operates branch and affiliate offices in Washington, DC, and 17 countries around the world. Since 1957, Pathfinder has worked to increase access to sexual and reproductive health and rights and promote healthy pregnancies. We are committed to fulfilling the unmet need for contraception among the 214 million women worldwide who want to avoid pregnancy but are not using modern contraception; reducing barriers to and increasing access to comprehensive safe abortion care; and, designing and implementing sexual and reproductive health programs with and for young people to help them realize their full potential and make decisions about their bodies and lives. We collaborate closely with our partners around the world to offer life-saving maternal and newborn care; integrate health and environment work to address the holistic needs of communities; and, reach the most vulnerable populations, including those who have been displaced due to conflict and natural disaster. Taken together, our programs empower millions of women, men, and young people to choose their own paths forward.

Pathfinder's programs are designed to champion sexual and reproductive health and rights globally by mobilizing communities most in need to break through barriers and forge their own path to a healthier future. Pathfinder goes where the need is greatest. We work throughout the developing world to ensure people can make free and informed decisions about their bodies and futures. Pathfinder designs its programs around the belief that the people we serve can make their own informed choices about their health and what works best for them. Moreover, by integrating conflict sensitivity and Do No Harm principles into program design, Pathfinder endeavors to provide project services that do not inadvertently cause a negative impact on the community.

Pathfinder believes all people can and should have control of their sexuality, sexual health, and fertility, and that this is best achieved when people have greater voice, choice, and agency over the products and services that most affect them. Pathfinder's approach is grounded in ensuring that human rights are actively protected and promoted in the context of comprehensive sexual and reproductive health information and services, so that everyone has access to quality care without discrimination of any kind.

Our Values:

Respect: Everything we do is built on a foundation of understanding and respect for the values, beliefs, knowledge, and capabilities of our staff, our local partners, and the people we serve.

Courage: We go where others often won't—among the most marginalized populations, in the most challenging environments, and in the hardest-to-reach regions—and do what others often don't—confronting obstacles head-on and challenging the status quo—to achieve our mission.

Collaboration: We embrace diverse perspectives and disciplines, joining with partners at the local, national, and global levels towards a common vision and the realization of transformational change.

Innovation: Our staff and partners seek out the most effective solutions, piloting new approaches and adapting current practices to respond to the ever-evolving nature of our work and the communities we serve.

Integrity: We earn the trust of donors, partners, governments, and the people we serve by rigorously measuring performance, sharing our results, and holding ourselves accountable.

We are committed to transparency and accountability. Pathfinder has a long tradition of smart and effective financial stewardship. In fiscal year 2018, 90 cents of every dollar went directly to services in some of the world's poorest countries.

We take pride in maintaining high standards of excellence in ethics and compliance. We are committed to complying with laws, regulations, and contractual obligations to which we are subject. We require our employees to conduct themselves with integrity and in an ethical manner. Similarly, all partners and subcontractors are expected to promote lawful and ethical conduct. In situations where the person is not comfortable approaching their supervisor, a member of the compliance business unit, HR, or management, he or she is encouraged to use the Pathfinder confidential and anonymous hotline, hosted by a third-party hotline provider, EthicsPoint. The information provided via the hotline will be sent by EthicsPoint on a totally confidential and anonymous basis.

Labor

To prevent human rights and labor abuses in Pathfinder's work, Pathfinder has put in place a number of policies and procedures to prevent such abuses among our workforce, as well as supply chain partners.

Pathfinder has designed and launched a new Code of Conduct for all Pathfinder employees based on the same values that have guided us for more than 60 years: integrity, respect, courage, collaboration, and innovation. Our Code of Conduct highlights the intersection of our core values and organizational policies, and reaffirms the idea that all Pathfinders—in every work function—play a role in upholding the integrity of our organization by ensuring ethical and responsible behavior is woven into all of our decisions and actions.

Our organizational policies prohibit harassment and discrimination, trafficking in persons, and sexual exploitation and abuse in all its forms. In 2020, Pathfinder is also launching an online training to accompany our Code of Conduct for all employees across the globe. All Pathfinder

staff will be required to complete an annual Code of Conduct refresher training online and the training will be mandatory as part of onboarding for all new hires.

In 2018, Pathfinder reaffirmed its commitment to equality, fairness, and preventing harm by updating our Anti-Harassment and Anti-Discrimination policy. The policy explicitly states that any form of violence, exploitation, harassment, or bullying will not be tolerated in the workplace, in programs, operations, or externally by staff and parties with whom we work. Similarly, discrimination in all its forms are not tolerated by the organization and complaints are duly investigated and remedied. Beginning in 2020, Pathfinder will mandate that all new employees complete training on this policy.

Pathfinder prohibits, and will not tolerate, discrimination against any employee or job applicant. We promote policies and practices that protect employees and job applicants from interference and retaliation, including Pathfinder's Reporting and Whistleblower Protection policy and EthicsPoint hotline. Under this policy, any Pathfinder employee or job applicant can report allegations of harassment, retaliation, discrimination or adverse employment action. All allegations are taken seriously and investigated thoroughly.

In 2019 and 2020, Pathfinder has undertaken revision and updating of many of our human resources policies to ensure our policies concerning discrimination and harassment, professional conduct and ethics, and affirmative action and equal employment opportunity comply with applicable laws and regulations. These updates will be reflected in our Personnel Manual for both US and international staff.

Pathfinder operates through both direct implementation of programs, as well as contracting with local and international non-profits and NGOs, suppliers of health products, government ministries of health, public and private healthcare providers, companies, health promoters and educators, and researchers. As part of Pathfinder's commitment to identify and mitigate potential risks in suppliers' and subrecipients' operations, we undertake due diligence prior to signing of vendor agreements and sub-agreements with implementing partners proposing to work on behalf of Pathfinder. Pathfinder condemns trafficking in persons and modern slavery in all its forms. Policies, such as our Trafficking in Persons Policy, are built into contracts and agreements. Pathfinder requires its vendors and subrecipients to prohibit activities directly related to trafficking in persons and requires reporting of any credible violations to Pathfinder, as well as cooperation with any investigations or corrective actions. The EthicsPoint hotline information is included in Pathfinder's sub-agreement and vendor agreement templates.

Pathfinder has a zero-tolerance policy on all forms of sexual exploitation and abuse. Based on our Prevention of Sexual Exploitation and Abuse Code of Conduct, all Pathfinder representatives are responsible for promoting respect for fundamental human rights, social justice, human dignity, and the rights of all people to exist free from fear and stigma. In this regard, Pathfinder is guided by the United Nations Secretary General's Bulletin on the Protection from Sexual Exploitation and Abuse of Beneficiaries as a standard for professional conduct among our representatives.

Environment

Pathfinder recognizes the integrated nature of people's lives and the need to create holistic approaches that address the linkages between people's health and their environment. We also recognize the crucial role that climate change plays in people's lives, both directly and

indirectly. The urgency of climate action has led to a groundswell of global support for those most vulnerable to the rapid changes and resulting migration and instability that are increasingly a part of life. The effects of climate change will be felt most acutely by those who are the most vulnerable—those who are far from social services and directly dependent on natural resources.

Our programs in Population, Health and the Environment (PHE) address these challenges by integrating maternal and child health, sexual and reproductive health, and conservation and natural resource management. By integrating health and the environment, we achieve greater impact—reaching more remote and vulnerable communities than we would through single-sector programming. PHE programs aim to address climate change through multiple activities that build the resilience of the communities to adapt and thrive in the face of environmental change. Our PHE programs build the capacity of communities to sustainably manage their natural resources, introducing training and technology on climate-smart agriculture; support livelihood diversification to reduce dependence on natural resources adversely affected by climate change; work at both the household and health facility levels to improve family health, including sexual and reproductive health, and sanitation and hygiene; and, work with communities to ensure that they understand the potential of climate change-induced shocks, so that they can plan their lives.

Pathfinder works on these complex issues by forming strategic partnerships, particularly with conservation organizations, which better enable our programs to reach people in hardest-to-reach scenarios. We are also exploring bold partnerships that bring together leaders from the climate change and family planning communities to find complementarities and connections that will allow us to work together for greater impact. We are making connections with climate organizations, both domestically and in the countries where we work. For example, our CEO Lois Quam recently spoke on a panel in San Francisco hosted by Climate One with DrawDown, a research organization that identifies global climate solutions. We are reaching out to a range of climate organizations in the San Francisco area to host a convening to discuss the nexus between sexual and reproductive health and climate, and we are reaching out to climate organizations, such as the Climate Action Network, in East Africa, to form potential partnerships.

In addition to our PHE programs, we have embarked on an effort to create an eco-friendly and green office environment. Pathfinder International has taken the following steps in the U.S offices:

- **Selected building and designed space with LEED professionals:** Pathfinder recently moved the Washington, DC-based team to a new office space. We chose LEED-certified realty advisors and architects for our space search and renovation work. Although the selected building is not LEED-certified, it has a well-established recycling program and limits energy consumption by timing engineering systems for each tenant's needs instead of providing unnecessary services 24 hours/day. The new location makes commuting by public transit convenient. Pathfinder's suite was designed with recycled and sustainable materials, and the process included a staff messaging campaign to scan documents whenever possible instead of printing and storing in the office.
- **Energy-efficient lighting design:** Pathfinder's architects designed the space to take advantage of natural light. Sensors along exterior walls automatically adjust indoor lighting based on the brightness of natural light at any given time. Interior lighting is

motion-activated. Pathfinder also switched to all-LED bulbs. These changes have reduced Pathfinder's largest source of energy consumption.

- **Recycling program:** The building's property management of both our Washington, DC and Watertown offices provides recycling bins to tenants. Pathfinder took the extra step of procuring recycling receptacles for each desk to make recycling even more convenient for staff. Pathfinder began recycling its printer toner and recently enrolled in TerraCycle to recycle non-compostable items and typically hard-to-recycle waste streams.
- **Composting program:** Pathfinder procures composting service through Compost Cab (DC) and Bootstrap Composting (Watertown), which collect compostable material weekly and distribute it to local farms and gardens in the area. Staff have received composting training and Pathfinder receives data monthly on composting contributions.
- **Eco-friendly supply orders:** Pathfinder switched many of its regular café and office supply orders to brands with recycled options and more recently to compostable options. Many of Pathfinder's cleaning supplies are now "green" versions. Pathfinder buys in bulk whenever possible to reduce packaging waste. After investing in new dishware and appliances for the café, the use of disposable café supplies dropped significantly.
- **Plant décor:** Pathfinder invested in plant varieties known to absorb airborne pollutants and emit healthy negative ions and oxygen into the air.

Anti-Corruption

Regardless of where Pathfinder works, we expect the same level of commitment to transparency, integrity, and anti-corruption. To this end, Pathfinder maintains an *Anti-Bribery and Anti-Corruption Policy*, which clearly states that Pathfinder is committed to the highest standards of ethical and legal business conduct; this includes complying, without exception, with the letter and spirit of anti-bribery and anti-corruption laws. Pathfinder staff and those acting on behalf of Pathfinder are prohibited from involvement in corruption or corrupt practices or bribing any individual whether directly or indirectly (for example, by channeling improper acts, payments, or requests through a third party). The *Anti-Bribery and Anti-Corruption Policy* and the *Lobbying and Political Activity Policy* address how to handle requests for facilitation payments, giving and receiving gifts, engaging in sponsorships, giving political contributions, and lobbying.

Pathfinder also has a global *Fraud Policy* that prohibits Pathfinder representatives from engaging in fraud, including but not limited to theft, corruption, and collusion. This policy is supported by other Pathfinder policies, including the *Procurement* and *Conflict of Interest Policies*. Based on the guidance in these and other organizational policies, including Pathfinder's Code of Conduct, Pathfinder expects that all employees worldwide have sufficient guidance on how to behave ethically and in conformity with the law.

The *Reporting and Whistleblower Protection Policy* requires Pathfinder representatives to report any actual or suspected misconduct by Pathfinder, a Pathfinder representative, or a third party doing business with Pathfinder, and safeguards individuals from retaliation for making a report or participating in an investigation. Pathfinder provides several channels for confidential

reporting, including a third party-managed hotline (EthicsPoint) that provides the option for anonymity.

The expectation of ethical and transparent behavior and the reporting requirement is included in all purchase orders/contracts signed with vendors, as well as in subrecipient agreements with our partners.

All Pathfinder staff are required to complete a Conflict of Interest disclosure annually and at any time when a potential conflict may occur. All potential conflicts of interest are escalated to the employee's supervisor, and if deemed necessary, a mitigation plan is established in consultation with Global Compliance.

The Compliance Business Unit monitors all reports of suspicions of fraud, theft, corruption, collusion, and conflict of interest regardless of channel received. All reports are reviewed upon receipt and, if an investigation is warranted, assigned to an investigator to provide investigation oversight, in accordance with Pathfinder's *Investigation Policy*.

Pathfinder's Partnerships

Partnership has been at the heart of Pathfinder's work since the organization was founded in 1957. These partnerships may be with local government institutions, with community-based or faith-based partners, or with global corporate partners whose work and services align with the vision and mission of the Pathfinder organization.

It is critical that our partnerships enhance organizational impact, but that they also maintain our credibility and reputation. A strong due diligence process is undertaken to ensure strict cohesion with the goals, policies, and ethics of Pathfinder. This assessment includes a review based on legal standing and financial practices alongside ethical and sustainability metrics. Additionally, discussions are held at an executive level to ensure senior leadership agree to any partnership decisions.

Pathfinder has worked with numerous corporations across the world, such as Merck & Co., Inc. (which operates the Merck for Mothers program).

Through these partnerships, Pathfinder supports greater access to goods and services for many of our beneficiaries, leverages a multi sectoral approach in our work with country governments, expands the horizons of partner organizations, and develops greater sustainability for the work needed.

Part III. Measurement of Outcomes

Beginning in 2020, all Pathfinder staff are required to certify compliance with the organization's Code of Conduct. The Code references key policies as well as organizational values and reminds staff about the organizational requirement to report misconduct. Pathfinder has developed and uses a digital application that links to a centralized reporting system for adherence to US Government environmental compliance across all health facilities when applicable, and Pathfinder offices participating in US-funded projects. Human rights and environment are often at the center of Pathfinder theories of change and are therefore tied to specific programmatic indicators reported to donors.