

Population Services International (PSI) Communication on Engagement (COE) with the UN Global Compact

Period covered by this COE: November 2019 – November 2021

CEO STATEMENT OF ONGOING SUPPORT

To our stakeholders:

With this our second Communication on Engagement, Population Services International (PSI) is proud to again reaffirm its ongoing support to the United Nations Global Compact, and we continue to take seriously our commitment to its ten principles in the areas of Human Rights, Labor, Environment, and Anti-Corruption. These principles have perhaps never been more important than when held up against immense challenge, as has been the case with the COVID-19 pandemic.

COVID-19 has been the greatest challenge to global health in our lifetime but through our unwavering commitment to the healthcare consumer, PSI has continued to play our part to make it easier for all people to lead healthier lives and plan the families they desire, even in times of great difficulty across the world. We carry the UN Global Compact principles with us into the work we do every day, through our presence in over 50 countries and our vast network of global, regional, national, and local partners. It is partnerships that make our work possible, and we strive to bring the Global Compact's principles to bear in all our engagements.

This report will take stock of the policies and actions that PSI has taken to support the UN Global Compact. We welcome feedback and look forward sharing this information with our stakeholders.

Sincerely,



Karl Hofmann
President & CEO



DESCRIPTION OF ACTIONS AND MEASUREMENT OF OUTCOMES

In 2020 and throughout 2021, PSI has been operating on the front lines of the COVID-19 pandemic. We have adapted over 300 healthcare programs worldwide, innovating to continue responding to the health needs of our consumers. Our programs ensured that consumers could continue to access high quality, essential health services against the backdrop of COVID-19. However, none of this would have been possible if we hadn't first prioritized the health needs of our staff. From the outset of the pandemic, we rapidly and radically adjusted our business operations to safeguard our people.

Throughout our COVID response, there were countless examples of how the various UN Global Compact Network USA webinars, events, newsletters and the annual Leaders' Summit influenced our thinking about the challenges we were facing. As we shifted into new ways working, engaging with the in-country UNGC networks around the world showed us the power of the principles and of the UNGC community behind them.

PARTNERSHIPS THAT ADVANCE PRINCIPLES:

Working with partners is core to PSI's work and to achieving impactful results for the people PSI serves. PSI conducts due diligence prior to entering into any agreement with business partners, regardless of sector. The work of the Grants and Contracts and Procurement Departments are important to our efforts to hold supply chain partners, award subrecipients and vendors accountable. The departments do this through policies, standard operating procedures and tools that provide requirements for due diligence. These include an assessment of human resources manuals, legal standing, financial practices, and running checks to ensure the entities are not on any terrorist or criminal watch list.

Corporate partners add to PSI's capabilities through grant funding and contributions such as employee volunteering, knowledge transfer, networking and in-kind use of products and/or services. PSI maintains robust policies and guidelines on donations, fundraising and gift acceptance. PSI's corporate due diligence framework was updated in 2020. This framework is a rigorous approach to evaluating potential partnerships by ensuring companies are scrutinized for adherence to PSI values and principles. The due diligence process includes specific inquiries for company red flags, potential conflicts of interest, and media searches. We consider factors such as any previous harmful practices, human rights violations, illegal labor practices, corruption, environmental violations, past and on-going lawsuits, and other threats to PSI's work and to our consumers. PSI's decision-making process is steered by our Corporate Partner Risk and Audit team. This team gathers relevant information and engages Senior Leadership in the event that any of our partners are involved in any infringements of the Global Compact's ten principles. This process also applies if we learn of any potential risk with new or existing partners.

HUMAN RIGHTS & LABOR:

PSI's programmatic work, service delivery, human subjects research, and business operations center around respect for and promotion of human rights and just labor practices. Our approach is grounded in ensuring that human rights are actively protected and promoted. Our beliefs in consumer-powered healthcare, informed choice, Do No Harm, and human-centered program design principles are evident across our broad spectrum of work. Our primary objective is to

provide health services that do not inadvertently cause a negative impact on the consumer's rights or her community.

In order to prevent abuses of human rights and labor rights, PSI promotes its policies and procedures among its staff and partners. Since our last report, PSI has revamped its policies and revised its Code of Conduct. The training on the Code is taken annually by all employees and includes curriculum on anti-trafficking in persons, child protection, preventing sexual exploitation and abuse in all its forms, and the organization's commitment to acting fairly and impartially. The most recent update of the Code included expanding PSI's position against harassment and discrimination, as well as on forced labor and safeguarding. Our Policy on Child Protection and Preventing Sexual Exploitation and Abuse guides our efforts at preventing sexual exploitation and abuse, child abuse and neglect, and child labor, as well as our conversations on these topics with donors, suppliers, and implementing partners.

PSI's Safeguarding Policy has clear expectations and reporting mechanisms for anyone suspecting a violation. An e-learning course on safeguarding, which includes modern day slavery, is now a mandatory annual requirement for all staff. PSI has an annual statement expressing zero tolerance for modern day slavery and human trafficking that is approved by its Board of Directors.

In 2020, a Respect Framework was issued to proclaim zero tolerance for unprofessional conduct. Also in 2020, we launched the Promoting an Ethical Workplace Environment that heavily focused on anti-harassment, anti-discrimination, reporting and internal processes for investigation.

PSI's Workplace Handbook is an important repository of key policies, such as our Policy Against Discrimination and Harassment, Global Code of Business Conduct and Ethics, and Affirmative Action and Equal Employment Opportunity.

In addition, PSI has important tools at its disposal to uncover violations of any of our policies and principles, including our Whistleblower Policy and EthicsPoint hotline. The EthicsPoint reporting tool is also available to all external PSI partners and vendors.

We aim to do our part to mitigate potential risks in partner operations by undertaking due diligence on suppliers, subrecipients, peer organizations and vendors prior to finalizing any work agreements. Should PSI suspect any violations by external actors of our policies against modern slavery, human trafficking, corruption, and fraud, we will investigate and take appropriate action. Our Trafficking in Persons Policy is built into our contracts and agreements, and we require our vendors to prohibit modern day slavery and trafficking activities, report any violations to PSI and cooperate fully with investigations.

While impacted by COVID-19, PSI has been more deeply examining how to improve modern slavery and human trafficking compliance in its supply chain and with partners through documentary desk review.

Our Diversity, Equity and Inclusion Strategy and accompanying actions have bettered our workplace. The DEI Advisory Council was established in June 2020 to further expand DEI initiatives across the organization and improve internal practices. A DEI training series around diversity, implicit bias, microbehaviors, cultural awareness and racism / other "isms" was also launched with high participation from staff.

PSI's Gender Equality Policy continues to showcase our commitment to equality and the prevention of harm. The policy included specific mention of zero tolerance for violence, exploitation, harassment, bullying and discrimination.

ENVIRONMENT:

PSI recognizes the direct and devastating effects that climate change is having and will continue to have on people's lives throughout the world, as well as the interconnectedness of people's health and the health of the planet.

PSI also recognizes and accepts its responsibility to take action to reduce our environmental footprint, increase our contributions to sustainability and mitigate climate change, as well as influence those we work with to do the same. As a result, in 2021 we adopted and publicly released [PSI's Policy on Environmental Sustainability](#).

As part of that commitment, PSI's Washington DC office has gone "carbon-free" by electing to have our energy consumption offset through the purchase of an Emissions-Free Energy Certificate (EFEC). This means that our building's energy usage will be matched by the equivalent creation of energy from zero-emissions sources and contributed back to the grid. This is an important step in support of our commitment to a healthier planet by mitigating pollution. We look forward to building upon these efforts.

While COVID-19 played an outsized role in a significantly decreased environmental footprint in 2020 and 2021, we intend to continue that trend going forward through opting for virtual meetings and events, replacement of printed reports and communications, and use of green gathering guidelines when an in-person meeting is necessary. We advocate with funding partners for the inclusion of carbon credit purchase on all travel.

As a global organization dedicated to helping others lead healthier lives, we are committed to applying our organizational expertise, innovative solution seeking, and global reach to address the climate challenge through our programs. To this end, PSI partnered with Mercy Corps in 2020 to conceptualize and propose to the Rockefeller Foundation a convening at the Bellagio Center to bring together thought leaders from the climate change and family planning communities to find interconnections that create a framework for partnership towards the achievement of SDGs 3 (good healthcare and wellbeing) and 13 (climate action). PSI and Mercy Corps together hoped to facilitate open and transparent dialogue towards a joint understanding of the relationship between these issues, consensus on priority actions and policy goals, and a shortlist of promising innovations and ideas, including on ways to engage civil society, governments, and private sector.

Although ultimately unsuccessful in securing support for the convening in 2020-2021, PSI remains proactive in pursuing the development of a climate change programming portfolio that is multi-sectoral, that incorporates health considerations, and aims to build more equitable and resilient systems and communities that place individuals at the center. PSI is investing its own resources to shape our approach leading into 2022 and is working with experienced climate insiders to better understand priorities, potential strategic partners with complementary strengths and expertise, and entry points for collaboration that will allow us to bring our technical expertise and deep community engagement for global advocacy and meaningful impact.

PSI welcomes increasing recognition that gender equality and climate change are linked¹ and is engaging in global fora to make the case for increased investments in girls and women as innovators and changemakers. PSI participated in the Generation Equality Forum in June 2021, a landmark effort bringing together governments, corporations and change makers to accelerate equality, leadership and opportunity for women and girls worldwide. PSI shared experiences from our flagship A360 project, which actively examines the rigid gender norms and imbalances of power that often disadvantage adolescent girls and young women and harnesses these insights to work alongside girls to enable them to advocate for their voice, choice and agency.

In addition, PSI's Strategy and Insights team, through a consultancy by MSc students from the International Development Department at the London School of Economics, is conducting a literature scoping and developing an organizational learning agenda for the linkages between SRHR, climate change resilience and girls' and women's empowerment. This project acknowledges that interventions that empower girls and women might also build their and their communities' resilience to a changing climate, but that the evidence for these linkages is sparse at present. We aim to build an evidence base to influence engagement and investment in these critical interventions as part of our climate action strategy.

ANTI-CORRUPTION:

Across PSI operations around the world, there is a shared level of commitment to transparency, integrity, anti-bribery, and anti-corruption. To meet this commitment, PSI maintains a suite of policies and supporting mechanisms that reinforce this pledge. All PSI staff, Board members, consultants, partner organizations, and vendors are vetted through LexisNexis® Bridger Insight™ to identify any suspension, debarment, or anti-terrorism flags and to prevent funding from being provided to blacklisted individuals or organizations. In addition, PSI's Code of Conduct reflects a zero tolerance for bribery and corruption in any form and requires that all employees worldwide behave ethically and legally. The Code of Conduct includes how to handle requests for bribes and/or facilitation payments, giving and receiving gifts, engaging in sponsorships, giving political contributions, and a prohibition on lobbying. PSI has a Global Anti-Fraud policy that requires all employees, partner organizations, vendors, and clients report all suspicions of fraud, theft, corruption, collusion, and conflict of interest to their manager, to the Global Internal Audit and Investigations Department, or via PSI's third party whistleblower hotline (EthicsPoint). This Anti-Fraud policy is supported by a Whistleblower policy that prohibits retaliation against any employee that makes good-faith allegations of fraud or corruption.

PSI uses multiple regular and robust means of education and communicating to employees across the network about PSI's commitment to the principles of anti-fraud and anti-corruption. These include the annual mandatory Code of Conduct and Conflict of Interest online training, which is offered in four languages, and a regular cadence of micro-training messages and guidance broadcast to all staff. Network members receive regular ethics and anti-fraud training during routine internal audit visits, and "Speak Up" and "It's Right to Report Wrongdoing" hotline posters are displayed in local languages in all PSI and PSI partner offices. The hotline posters provide multiple avenues of reporting including a local phone number, a web link, and a mobile

¹ Policy Brief: Invest in Girls and Women to Tackle Climate Change and Conserve the Environment. Deliver for Good, prepared by Nicholas Wederman and Trucia Petruney, FHI 360. 2019

reporting QR code. These reporting details are also included all purchase orders, vendor contracts, and partner agreements.

All reports of suspicions of fraud, theft, bribery/corruption, collusion, and conflict of interest are monitored by the Global Internal Audit and Investigations Department. Reports are triaged upon receipt and thoroughly investigated if predication is determined. All credible suspicions of fraud, theft, bribery and corruption, collusion, and conflicts of interest are also reported to impacted funders, and evidence of fraudulent activity is shared with appropriate local authorities.

PSI's anti-corruption and anti-bribery commitment extends to the communities in which we work and is reflected in all purchase orders and contracts signed with vendors and in subrecipient agreements with partner organizations. Evidence of success is highlighted by robust engagement with our partners through training and education and access to reporting mechanisms. Over the past 18 months, the number of concerns raised through our hotline from non-PSI staff has increased and include vendors alerting us to potential kickback solicitation attempts and health clinic workers providing evidence of manipulation of client data by their colleagues. These allegations are investigated in the same manner as all other suspicions of misconduct.

Many of the corporate partners that PSI chooses to work with are signatories of the UN Global Compact. There continues to be opportunity for us to make a positive effect on these businesses' commitments to human rights and labor standards, the environment and anti-corruption. Examples include but are not limited to:

- **Unilever:** PSI and Unilever have worked together in varying capacities since 2012 on projects including clean household water programs in India, handwashing programs in Kenya, Vietnam and Zimbabwe, preventing diarrheal disease in Vietnam, and sanitation financing and toilet demand generation in India. PSI has also worked closely with the Hygiene and Behaviour Change Coalition (HBCC), funded by Unilever and FCDO, for COVID-19 prevention campaigns in Vietnam, Myanmar, India, Kenya, and South Africa.
- **AstraZeneca:** Beginning in 2014 in Kenya and ongoing in Ethiopia since 2016, PSI and AstraZeneca partner on the Healthy Heart Africa initiative, improving hypertension detection and management across Africa.
- **Merck:** Since 2012, PSI and Merck have partnered in many of PSI's health and technical areas, including maternal health in Uganda, access to contraceptive options in Vietnam, social franchising, and the world's first maternal and newborn health development impact bond in India. PSI was an NGO partner of Merck's Global Health Fellows Program, whereby Merck employees execute an agreed upon scope of work in PSI countries.
- **Pfizer:** PSI has collaborated with Pfizer's Global Health Fellows program since 2005 on initiatives across Asia, Africa, and the PSI global office in Washington, DC. Previous Fellows have supported the launch of new programming and market ventures, including introduction of HbA1c monitoring for diabetes in Myanmar; establishing a performance plan for PSI's social enterprise in India; and performing market assessments for NCD programming in Tanzania. PSI and Pfizer have also created impact as partners on multiple health projects, including Healthy Communities, which improved hypertension care in Myanmar and Vietnam, and an ongoing antibiotic stewardship program in Cambodia.
- **Eli Lilly:** From 2012-2019, PSI implemented Project UDAY, in collaboration with Eli Lilly. Project UDAY focused on increasing awareness of and availability of services for NCDs in India.

- **Bayer:** PSI has been a member of Bayer's World Contraception Day, a worldwide campaign with a vision for a world where every pregnancy is wanted, since 2011.
- **Facebook** PSI is working to counter misinformation and build confidence toward COVID-19 vaccine uptake alongside a coalition of global Facebook partners including WHO, CARE, and UNICEF. This newly formed coalition is actively promoting vaccine confidence messaging to encourage COVID-19 vaccine uptake in dozens of countries. With Facebook, PSI is also working to build digital health best practices for COVID-19 campaigns, expanding efforts to integrate e-Learning for health care workers, and improving targeted campaigns through Brand Lift Studies that measure social media campaign results. Our partnership with Facebook allows increased access to resources that grant us a wider scope to effectively deliver social behavior change interventions and bring trusted health information to Facebook users in 28 countries across Asia, Africa, and Latin America.
- **Autodesk:** PSI has partnered with the Autodesk Foundation to mobilize the skills and expertise of Autodesk design engineers to help our WASH team develop an R&D strategy and process for creating a new, easy-to-install toilet installation product and process that will make it easy for customers to purchase and install affordable, high-quality latrines without the need for skilled labor. This effort will guide the creation of a product development and go-to-market work plan for a new easy-to-install toilet product that will make it possible to reach 20M households with hygienic toilets by 2030.
- **General Electric (GE):** In 2021, PSI and GE partnered on an evaluation of maternal & child health equipment needs in primary healthcare centers in Benin.
- **Johnson & Johnson:** PSI is working with Johnson and Johnson on a joint research agenda into COVID-19 vaccine hesitancy.
- **Babylon:** PSI is working with Babylon to integrate their symptom checking tool with PSI digital tools for both health providers and consumers in South East Asia.

IMPACT:

PSI's impact would not be possible if it weren't for our commitment to promoting human rights and upholding labor standards, protecting the environment, and zero tolerance against corruption. Please see the supplement to this COE, our 2020 Annual Report, beginning on page 8.



2020
**IMPACT
REPORT**



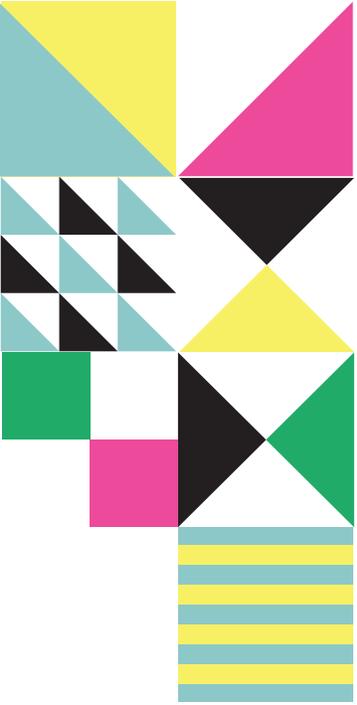
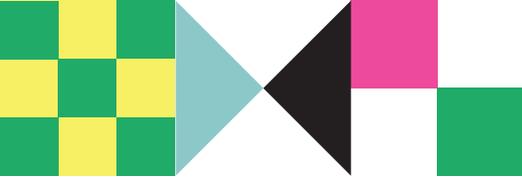


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ABOUT PSI

PSI is a global nonprofit that makes it easier for all people to lead healthier lives and plan the families they desire.

PSI brings innovation to scale, shaping healthcare market systems through our presence in over 50 countries and a vast network of global, regional, national and provincial partners.

With an unwavering commitment to the healthcare consumer, PSI designs effective and sustainable solutions to the world's biggest healthcare challenges.



50+ MEMBERS

A global network structure of more than 50 member organizations



50 YEARS

A 50-year track record of developing cutting-edge health solutions



PSI is focused on the right goals. Quality, affordable, accessible basic healthcare for all, and alignment to Universal Health Coverage and the Sustainable Development Goals. PSI is a systems-change agent, working in the interface of understanding primary healthcare but also understanding that many others have a role to play, like the private sector and government. PSI is not a standalone silo but a systems change agent.

- Dr. Angela Gichaga

Chief Executive Officer at the Financing Alliance for Health and PSI Board Member

TOGETHER WITH OUR PARTNERS WE



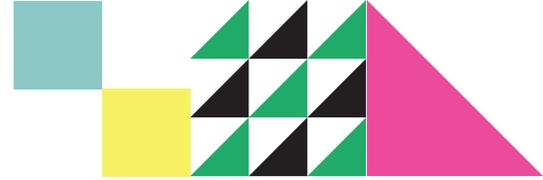
Invent and innovate effective health solutions



Test concepts and bring investments to the right ideas



Deliver healthcare to our consumers where, when, and how they want it



A NOTE FROM OUR LEADERSHIP

In 2020, PSI’s 50th anniversary coincided with one of the greatest challenges to global health in our lifetime: COVID-19.

In the face of COVID, we leveraged innovation and impact, world class talent, experience from previous pandemics, and a resilient global network to respond. Doing so required that we: fundamentally shift how we work (we became a nearly all-remote workforce); significantly adapt our existing health programs; and rapidly design and introduce entirely new interventions to expand COVID-19 diagnostics and address vaccine hesitancy.

PSI’s global efforts were guided by capabilities 50 years in the making, but also by a new strategy that charts a pathway forward in a world marked by persistent health worker shortages, strained healthcare facilities and health financing shortfalls. This new strategy commits us to working with government partners and others, to design healthcare systems that are more responsive to consumer needs and that take advantage of medical and digital technologies to put more care and control into consumer hands. We believe these consumer-powered approaches to Universal Health Coverage (UHC) will dramatically improve both equity and effectiveness.

OUR APPROACH

Align with and support health ministries. We work to ensure our efforts are in service of government plans and priorities.

Work locally. We work to maximize national capacity and local decision-making power. Last year, more than 20% of our funding went directly to local and national partners in the countries where we work, to achieve the health impact we collectively seek—and that percentage continues to steadily increase.

Strive for sustainable impact. Donors are rightly concerned about the never-ending need for external funding; shouldn’t programs evolve

and shouldn’t the need for subsidy decline? Our social business work is one example of how to achieve this.

Connect globally. PSI delivers health programs through our network members in 50+ countries. The technical leadership, talent overall, learnings shared, and standards upheld collectively represent the value this network brings to every project.

Celebrate diversity. To counter sector-wide power imbalances, we aim for 50% of our leadership to be comprised of underrepresented gender identities, and 50% comprised of underrepresented groups by 2025. On the former, we’re already above target.

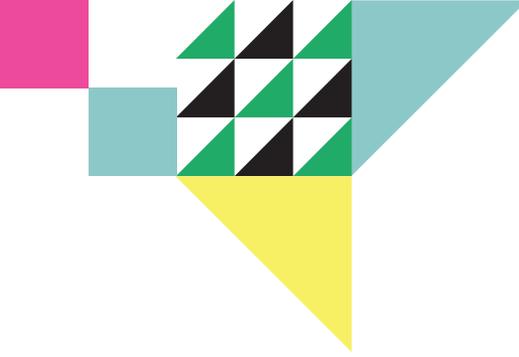
2020 was a year of immense challenges and grief. We lost colleagues and family members, dearly loved and sorely missed members of our community, to COVID-19. We will never lose sight of the human aspect of living and working through a pandemic. But this was also a year in which we discovered what we are capable of delivering during a global health crisis. This was possible in large part due to the many partners who helped us get through 2020, together. These partnerships will remain equally vital in 2021 as we navigate continued uncertainty, meet the urgent health needs where we operate, and build more consumer-powered health systems for the long-term. We are grateful to all our partners for making this important work possible.

- **Karl Hofmann**
President
& Chief Executive Officer

- **Michael Holscher**
Senior Vice President
& Chief Delivery Officer

- **Kim Schwartz**
Senior Vice President
& Chief Financial Officer

- **Brandon Guzzone**
Chief Human
Resources Officer

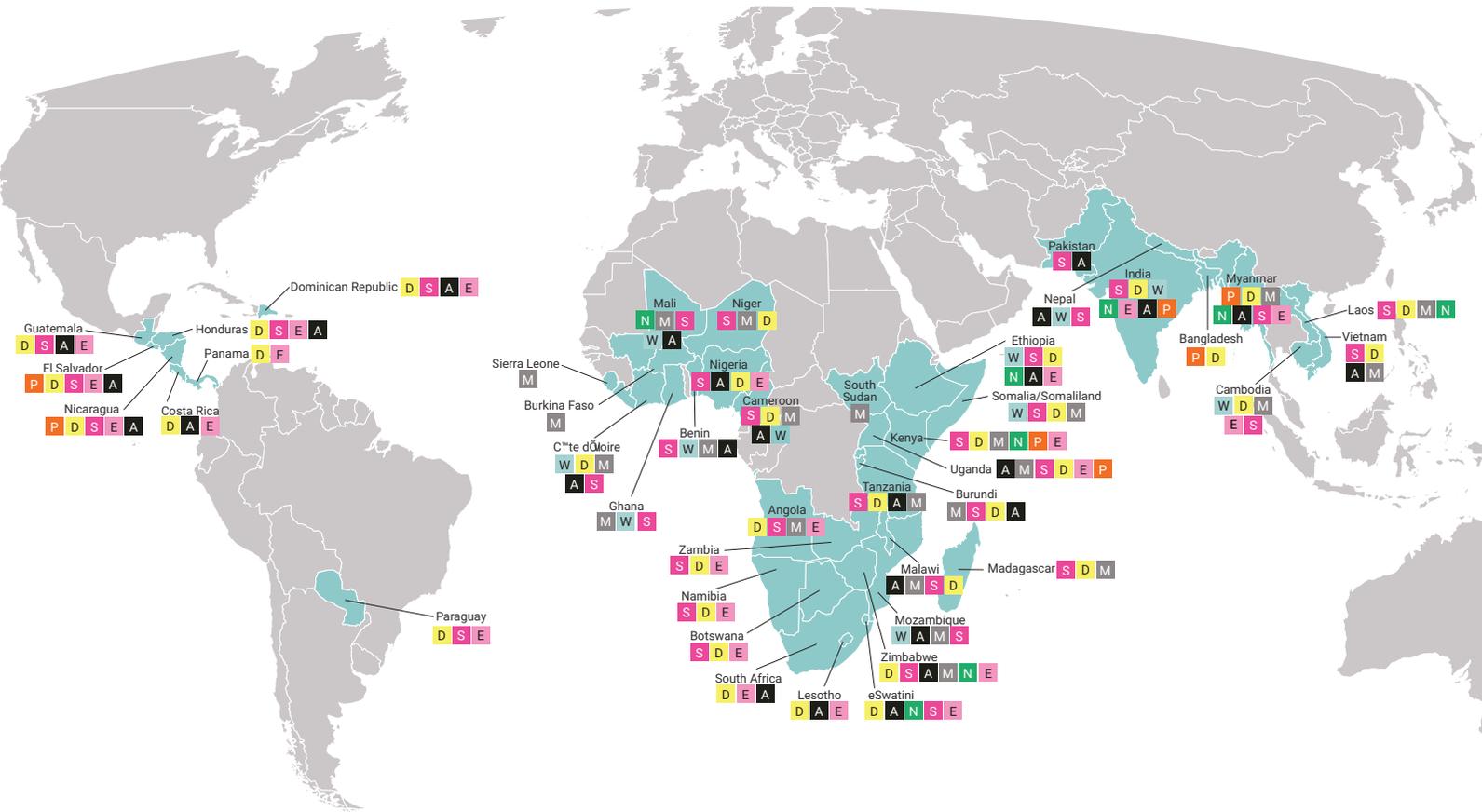


WE'RE LOCALLY ROOTED AND GLOBALLY CONNECTED

PRACTICE AREAS MAP

We recognize that when we advance our strategies, not everything is certain, but with a relentless focus on the metrics that matter, we will learn from our experience and support Sara in securing a brighter future for herself.

- **Byron Pollitt**
Former Chief Financial Officer at Visa Inc. and PSI Board Member



- A**
Adolescents and Youth
- D**
Digital Health
- M**
Malaria
- N**
Noncommunicable Diseases
- P**
Primary Healthcare
- S**
Sexual & Reproductive Health
- E**
Social Enterprise
- W**
Water, Sanitation & Hygiene

MAIN OFFICES Washington, DC Amsterdam Nairobi

For a full list of the countries where we work, please visit: psi.org/where-we-work

THE POWER OF THE NETWORK RAPIDLY ADAPTING OUR PROGRAMS TO THE COVID-19 CONTEXT

This year, PSI found itself operating on the front lines of the pandemic. In response, we adapted over 300 healthcare programs worldwide, innovating to continue responding to the health needs of Sara – our archetypal consumer. Our network enabled rapid learning – marrying strong local capacity and experience with global expertise. Our programs ensured that consumers could continue to access high quality, essential health services in the context of COVID-19. From March to December 2020 we specifically tracked where and how we continued to show impact through our programs spanning: HIV and TB, malaria, sexual and reproductive health and rights, and water, sanitation and hygiene, or WASH.

Visit our COVID-19 map at:
psi.org/practice-area/covid-19

In 50+ countries across Asia, Africa, and Latin America, PSI's work continued in advocacy, capacity building, commodity security, COVID-19 prevention, demand creation, quality assurance and service delivery. We put self-care tools into Sara's hands, such as HIV self-tests. We launched social behavior change campaigns to encourage hand washing and mask wearing. We implemented digital tools like chat bots, HNQIS¹ and DHIS2² to support all participants across mixed, public-private healthcare systems from consumers to health workers; and we worked directly with governments to respond to the pandemic.

We also launched COVID-specific programs and partnerships, including bi-lateral initiatives, to address the clarion call for health systems strengthening. We look forward to carrying the best practices and lessons learned from these efforts into our long-term global health security efforts over the next fifty years of PSI's – and Sara's – future.

DURING THE GLOBAL
PANDEMIC, PSI DELIVERED
**OVER 21 MILLION
YEARS OF HEALTHY LIFE**



PSI has been a vital partner in supporting our health partnership programs to expand how global health teams can use Facebook as a part of their social behavior change communications work. In this year, when access to accurate health information is more important than ever, global health partners, including PSI, are essential to our ability to increase access to authoritative information in an agile way that resonates with communities globally.

- **John Cantarella**
Vice President, Community and Impact
Partnerships at Facebook



Norway is taking a leading role in the digital public goods alliance...What have we learned?...Work in partnership with countries and institutions like the US President's Emergency Plans for Aids Relief (PEPFAR), Population Services International, and Doctors without Borders. Over time, provide solutions, build support relations, and expand in-house capacity.

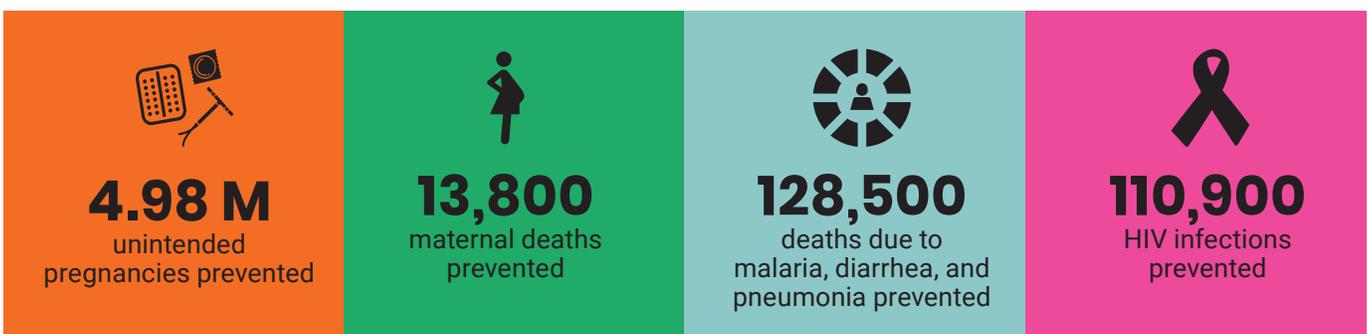
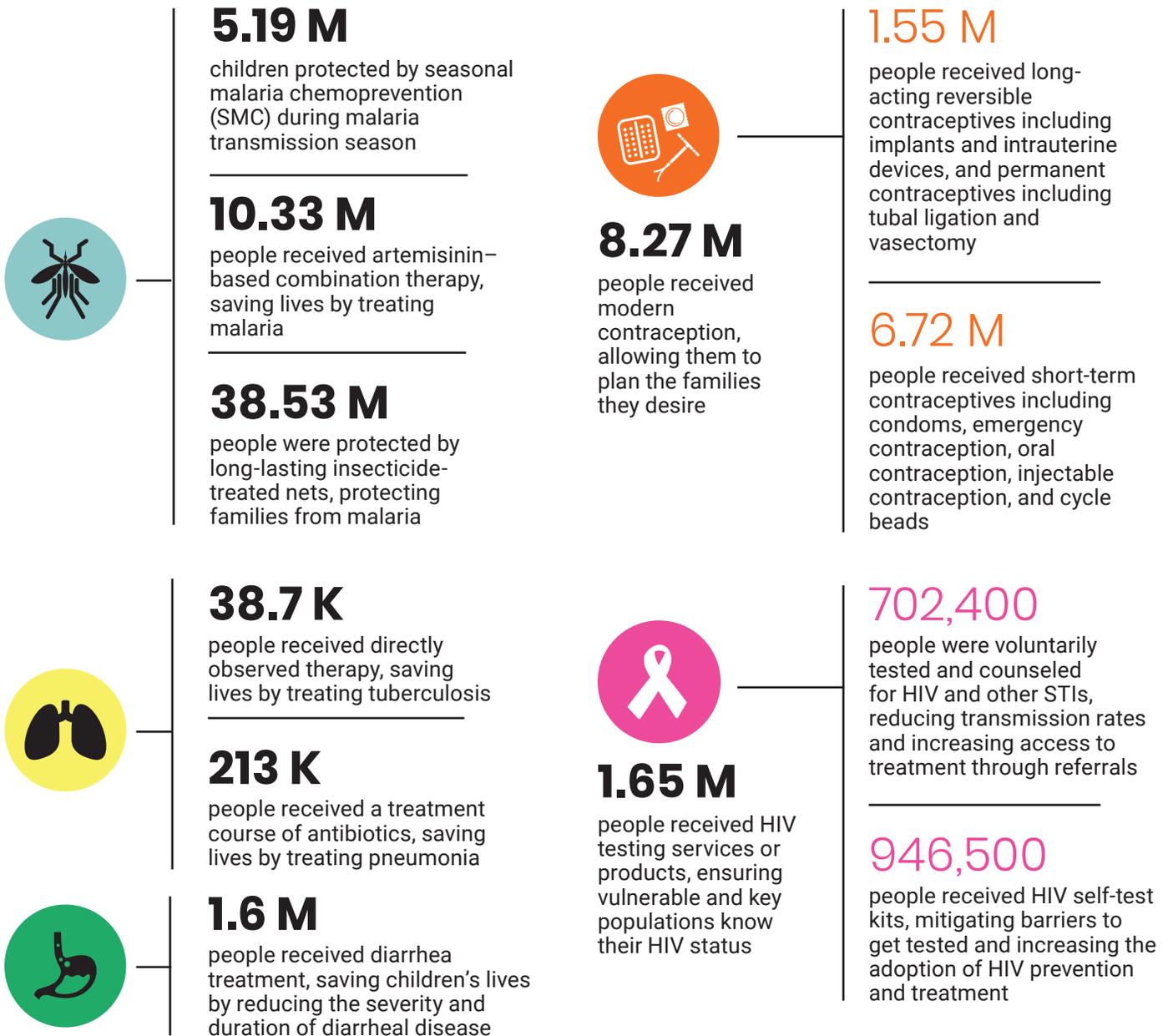
- **Bård Vegar Solhjell**
Director General of the Norwegian Agency
for Development Cooperation

¹HNQIS: Health Network Quality Improvement System
²DHIS2: District Health Information Software 2



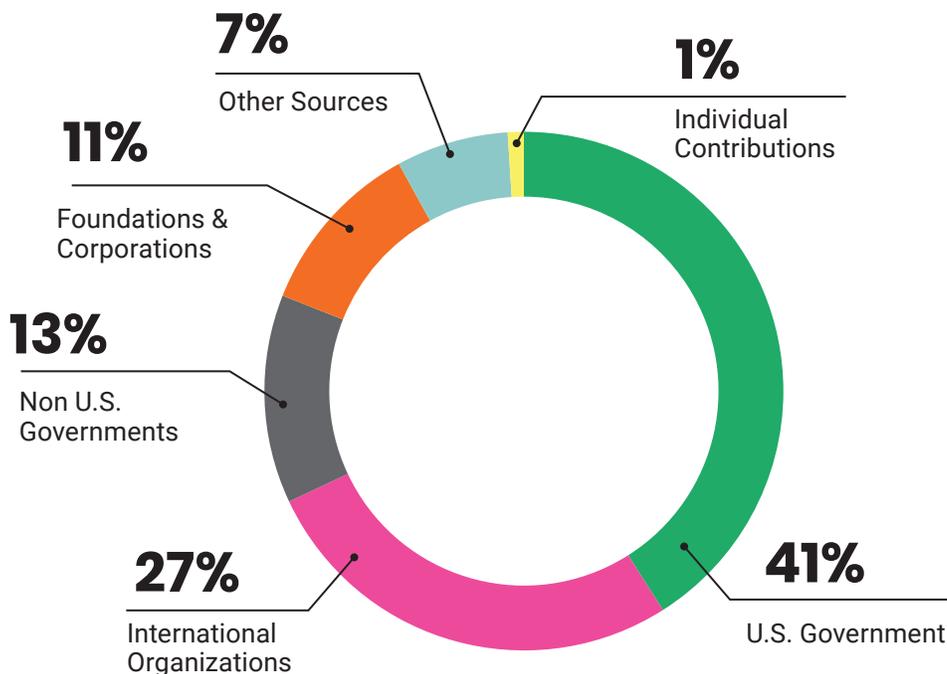
THE SCALE OF PSI PROGRAMMING IN 2020

SERVICES PROVIDED INCLUDE



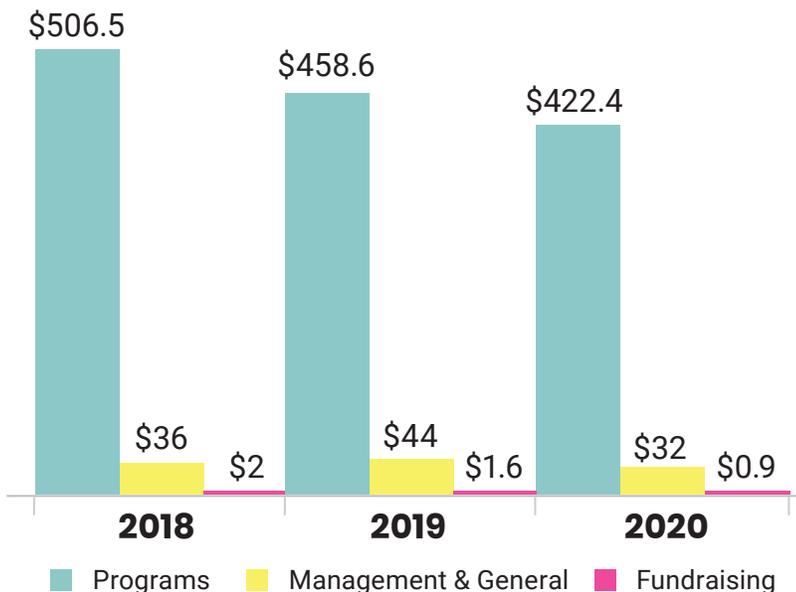
FINANCIAL STATEMENTS

2020 REVENUE BY DONOR TYPE



The figures on these pages are excerpted from statements and schedules issued by PSI's external auditors. Copies of audited statements are available at psi.org/annual-reports

EXPENSES BY YEAR (IN MILLIONS)

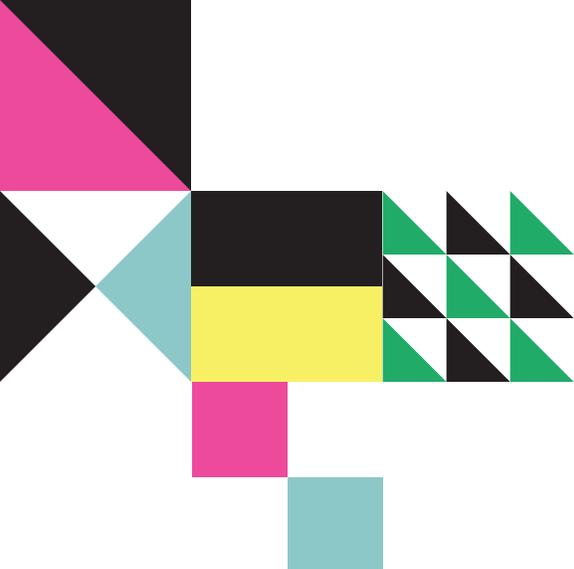


REVENUE BY YEAR

2020
\$457,172,281

2019
\$503,845,982

2018
\$542,349,734



This is what I find the most attractive about PSI: it is consumer driven and people focused. This enables PSI to be thoughtful about what it engages in and very focused on the types of services that are provided. And it is an interesting model; sure, there is a standard NGO component to PSI but because of the market and consumer driven approach, it is broader than a standard NGO.

- Tariro Makadzange
Senior Director of Biology at Gilead Sciences and
PSI Board Member

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