



Our DEI Journey

**2022 CHEMONICS DIVERSITY,
EQUITY, AND INCLUSION REPORT**

The background of the entire page is a light blue and white pattern of constellations. It features various star patterns connected by thin lines, with some stars represented by small blue dots of varying sizes. The pattern is scattered across the entire surface, creating a sense of a vast, interconnected network.

Thank you to all current and former staff who put in the emotional and mental labor to begin to create a work environment where everyone can come to work as their authentic selves and feel psychologically safe to speak up. Our diversity and inclusion (D&I) program started as the grassroots effort of staff around the company who recognized the need for a formalized system to ensure that diversity, equity, and inclusion (DEI) are woven into our programmatic and operational work. Our progress would not have been possible without that effort, and we are grateful to our network of extraordinary colleagues worldwide for their dedication. We look forward to the next chapter of our journey and will continue to value the important voices and experiences of our staff around the globe to shape our DEI efforts on this journey.

About the design of this report: It takes a constellation of committed individuals to systematize DEI in our work. We use the term “constellation” throughout the report to refer to the dedicated teams that are leading our DEI journey. Progress would not be possible without the constellation of people making positive changes to our organization.

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We are committed to a workplace where belonging, inclusion, learning, and innovation are promoted and celebrated. By working together and learning from each other, we can continually grow and enhance our diversity, equity, and inclusion.

”

Jamey Butcher (he/him), president and CEO

Our journey so far



A message from Jamey Butcher, president and CEO

At Chemonics, taking on the world's toughest challenges is in our DNA. It is built into our mission, values, and the work we do each day in communities around the globe. Our successes and the progress and impact of international development depend on our ability to include and champion diverse voices, practices, and approaches.

In fact, our differences are our greatest strength. To achieve our global mission, our workforce must reflect the diversity of the communities we serve, integrating and elevating the voices of people with different backgrounds, identities, and experiences. To ensure we hear those voices, we have introduced a D&I Council, employee resource groups (ERGs), Standing Committee on Racial Equality (SCORE), and management and leadership training, among many other

meaningful changes. These resources help us identify areas where we can continue to grow and respond to a dynamic world. At the end of the day, we are committed to a workplace where belonging, inclusion, learning, and innovation are promoted and celebrated. By working together and learning from each other, we can continually grow and enhance our diversity, equity, and inclusion. This report is an opportunity and a reminder for all of us to share our achievements, challenges, and commitment to the work ahead to spur critical discussion and collaboration across our company and our industry.

I am grateful to work with such dedicated professionals around the world, and I value the voice of each member of our global workforce in this journey, whether they are providing feedback, promoting inclusion, or challenging us to do more and keep growing. I am excited by the work we will continue to do and the path we continue to forge together.



“

Chemonics seeks to engage a global community. We aim to live up to our values and create the same opportunities for engagement and growth for our workforce worldwide.

”

Dr. Kenya Dugger (he/him), senior director of Corporate DEI

DEI: The way forward



A message from Dr. Kenya Dugger, senior director of Corporate DEI

Stepping into the role of senior director of Corporate DEI at Chemonics fills me with enthusiasm. Being the “new guy on the block” comes with challenges in any organization, but the Chemonics community has already established a strong foundation on which to keep building our DEI work.

Chemonics’ core values, passionate and talented colleagues working on the company’s ERGs, and robust DEI initiatives equip the organization for continued growth, innovation, and leadership in DEI work.

As I’ve told my new colleagues, an effective DEI program focuses on sustaining and improving a good quality of life for every member of an organization. And this means that colleagues feel less alienated from — and more recognized for — the many facets of their lives. My experiences in the military, government, and academia have taught me that psychological safety — the ability to bring one’s full, authentic self to work without fear of judgment or exclusion — is crucial to ensure an effective, healthy, and inclusive workplace. Part of cultivating such a workplace means expanding Chemonics’ previously titled “D&I” framework to include equity, accessibility, and belonging.

When we do our work well, diversity, inclusion, equity, accessibility, and belonging are mutually reinforcing and empower every Chemonics employee — regardless of the job description, location, identity, or background. Weaving equity,

accessibility, and belonging into our framework also helps ensure the framework's value for our colleagues around the globe, with whom U.S.- or U.K.-based definitions of diversity may not always resonate. Every journey begins with that famous first step, and Chemonics started with improving diversity, equity, inclusion, accessibility, and belonging in its Washington and London offices. As an international development organization, however, Chemonics seeks to engage a global community. We aim to live up to our values and create the same opportunities for engagement and growth for our workforce worldwide. As I take the torch of leading Chemonics' DEI initiatives, I look forward to the journey.

I hope you find the report that follows as useful and illuminating as I have. We have much to be proud of, and we have much to do. As we push forward, we will value progress over perfection, embracing opportunities to model DEI leadership in the 21st century for our peers within and beyond Chemonics' global workforce. We won't get it right every time, but we will always move in the direction of inclusion and belonging. This report is a resource and an invitation to connect with our Chemonics colleagues to make a more diverse, inclusive, equitable, and accessible world in which everyone knows they are valued and belong.



Introduction

THANK YOU FOR JOINING US

We have come a long way on our journey to become a more diverse, inclusive, and equitable company, and we are eager to share all that we have done here in our first biennial DEI report. Still, as we strive to be a leader in DEI in our industry, we know there is so much more to do. This report will help promote transparency to our global workforce and international community to ensure that we truly live our values and make good on our promise to enhance DEI for all. Join us as we reflect on our progress to date in advancing DEI for our global workforce and the communities in which we work.

WHO WE ARE

Since 1975, Chemonics, a global development firm, has worked in more than 150 countries to support clients, partners, and communities

operating in alignment with a simple belief: The challenges we face are best solved through sharing knowledge, expertise, and experience to deliver results. We reimagine global supply chains to deliver essential medicines to the right place at the right time. From improving literacy in Tajikistan to increasing access to justice in Colombia, we embrace project management as a discipline, not an afterthought, so our clients get maximum impact for minimum risk. And we think big about forging partnerships that unite the world's best minds to solve its toughest problems.

Our approximately 5,000 colleagues who make up our global workforce share an unwavering resolve to work collaboratively. We are driven by a conviction that the world must be healthier, more just, and more sustainable. That conviction is rooted in our [values and core competencies](#):



CARING

Work Inclusively and Collaboratively



EXCELLENCE

Drive Results and Think Critically



INNOVATION

Operate with Agility and Resilience



INTEGRITY

Reinforce Transparency



OPPORTUNITY

Embrace Continual Learning

These values and core competencies drive us to envision, attract, and retain a diverse global workforce. Through our differences, we inspire, challenge, and hold each other accountable to ensure we live up to the principles at the foundation of our company and our work. We take our mission and our commitment to lead through inclusion and diversity seriously. Therefore, we focus intentional and concerted efforts on DEI.

GENDER EQUALITY AND SOCIAL INCLUSION AND DIVERSITY, EQUITY, AND INCLUSION

Chemonics' Gender Equality and Social Inclusion Practice (GESI) has long aimed to ensure that Chemonics-implemented development programs attend to the needs of everyone, particularly those who may be the hardest to reach or most underrepresented in the communities we serve. Using that as our model, we turn our lens inward, making certain that we apply the same principles and care to our colleagues and coworkers that

we provide in our projects to our workforce and operations.

Our GESI and DEI efforts represent two branches of the same tree. While GESI focuses on our programmatic work around the world, DEI focuses on our operations and global workforce.

These entwined initiatives are both critical to the success of our work; we cannot succeed in one without the other. For example, the GESI Practice and D&I Team took complementary approaches to strengthen Chemonics' relationships with LGBTQI+ communities. To promote an inclusive and respectful workplace, our D&I Team and ChemPRIDE ERG launched a [video campaign](#) tailored to our global workforce. The campaign underscored the importance of respecting and using colleagues' and partners' pronouns. Meanwhile, the GESI Practice launched an LGBTQI+ Technical Working Group to ensure we deliver our work inclusively for LGBTQI+ populations globally. This working group implements, tracks, and measures LGBTQI+ inclusive development programming that is accessible, equitable, and responsive to the unique needs of communities in which we work. As part of this work, the group supports global

GESI project staff in designing indicators that measure how well activities work for sexual and gender nonconforming populations and providing project teams with resources and best practices to ensure the safety and security of LGBTQI+ participants.

In supporting the delivery of inclusive development programs globally — whether advancing LGBTQI+ rights in Mexico or safeguarding children with disabilities in Syrian schools — we must foster the same inclusion throughout the workplace. To do so successfully, we must value the lived experiences of everyone we work with as they are the experts in their own lives.



“YOU, ME, US, WE, THEY, THEM!” VIDEO CAMPAIGN

DEI AT CHEMONICS

We aspire to embed DEI in all we do by focusing on three strategic areas: the workforce, the



I believe it's everyone's responsibility

"As a bilingual, first-generation Colombian American, I've previously felt that I had to mask my identity to succeed in a professional working environment. When I joined Chemonics, I was welcomed by colleagues who not only embraced my identity but saw my diverse experiences as something to be celebrated. I began working in DEI because I saw that not all of my colleagues had this same experience, and I believe it's everyone's responsibility to ensure we create an environment where our systems and behaviors truly reflect our values."

Caroline Gomez (she/her), senior DEI and Operations manager, Executive Office



workplace, and our interactions with the industry and our stakeholders. We continually build organizational capacity to engage meaningfully across differences and foster DEI. Learning and growth are the core of Chemonics' DEI journey. We have made great strides by launching and sustaining six ERGs, achieving high scores on the Disability and Corporate Equality Indexes, and

enhancing DEI throughout our organization and the communities in which we work. Still, we are humbled by the significant work yet to be done.

We have made progress in our D&I journey, institutionalizing it with dedicated job positions, D&I Councils, and ERGs starting in 2017. In the more recent years, we have expanded



At the heart of inclusive development is DEI

"As a child of a deaf adult (CODA), with American Sign Language as my first language, I grew up witnessing how being part of the Deaf community can be community-forming, and conversely, isolating from the world around us by ableist perspectives. It has shaped the way I view our systems, practices, and social norms, which influence an individual's sense of belonging and access to opportunity. When I think about advancing GESI in international development work, I know at the heart of this work is DEI."

Shauna Aron Caria (she/her), global practice lead, GESI Practice

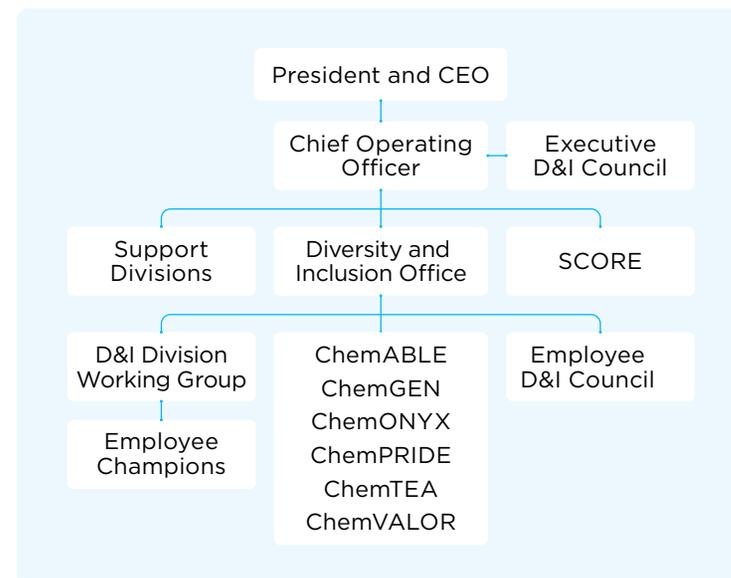


and deepened our efforts. The murder of George Floyd in the summer of 2020 shook the Chemonics community like many across the world. The rightful reckoning and unrest that followed led Chemonics' U.S. and U.K. offices to hold difficult, crucial, and productive conversations about police brutality and racial injustice and inequality. We recognized the need to address systemic inequality within the company and in the communities in which we live and work.

Backed by Chemonics' board, our president and CEO launched SCORE (the Standing Committee on Racial Equality). SCORE's explicit mandate is to center the experiences of members of the Black and African-American community as well as Indigenous Persons and People of Color (BIPOC) in a corporate-wide strategy and operational plan to address inequities and foster inclusion and advancement for underrepresented populations around the company. SCORE is also tasked with ensuring that our DEI efforts become the responsibility of everyone across the organization, no matter the person's job description.

Our efforts expanded into what we call our "D&I Constellation" (see Exhibit 1). The constellation comprises teams and individuals throughout our workforce. These teams and individuals contribute substantially to DEI activities and programming.

EXHIBIT 1. D&I CONSTELLATION



Our efforts have expanded, but our core values have remained at the heart of everything we have done and will be our North Star as we move

forward. These core values are the foundation of our 2020-2023 D&I Strategy, which has five pillars (see graphic below).



LEADERSHIP
Develop Inclusive Leaders



TALENT
Unleash Human Potential



CULTURE
Be Collaborative and Inclusive



THOUGHT LEADERSHIP
Live Our Values



COMMUNITY
Leverage Our Influence

These pillars, which we detail in the following pages, have helped infuse DEI into every aspect of our engagement with the development community, partners, clients, and regions we serve.

PROGRESS IN THE CONSTELLATION

Below, we list some of the major steps we have taken over the last few years to promote diversity,



Although we have used the terms “D&I” or “diversity and inclusion” to characterize the focus of our work in and prior to 2021, we have always considered attention to equity integral to D&I efforts. Our D&I work plans have consistently prioritized equity. To reflect this emphasis, we are now describing our area of focus as “DEI” or “diversity, equity, and inclusion.” However, this report also uses “D&I” for historical accuracy and to refer to groups with “D&I” in their name.

equity, inclusion, accessibility, and belonging at Chemonics.

- Launched Executive D&I Council (2017).
- Launched Employee D&I Council (2019).
- Launched SCORE, which has pledged almost \$10 million for the period of 2020-2023 to advance racial equality within Chemonics, our community, and the development sector.
- Created six ERGs for employees who identify as Asian, Black, LGBTQI+, veterans, women, and as having a disability. Of course, ERG members have intersecting identities, and our ERGs honor and engage the concept of intersectionality.
- Created and filled an outreach, partnership, and internship specialist position to increase diversity in our talent pipeline and remove barriers to the development sector so that the next generation of global development professionals better reflects the communities in which we live and work.
- Created and filled an events and outreach specialist position to develop and oversee opportunities for more meaningful engagement with our local and global communities.

- Signed on to the CEO Action Pledge for Diversity and Inclusion (both current President and CEO Jamey Butcher and former President and CEO Susi Mudge), committing to concrete steps toward a more diverse and inclusive workplace.



Intentionally creating a safe, affirming, and inclusive culture at work

“In 2017, just months after I joined Chemonics, the white supremacist demonstrations and violence descended on Charlottesville, Virginia, where I had lived previously. The events that day and the days that followed disturbed and devastated me. At work, no one brought it up, so I remained silent, but I felt distracted and heavy-hearted all day. The next day, I decided to mention it to a few colleagues. They confessed to feeling the same way about the events. That’s when I knew that it was important to intentionally create a safe, affirming, and inclusive culture at work for people to be vulnerable and honest about how current events — whether personal or social — affect their wellbeing at work. Since then, Chemonics has made great strides in building that culture, and it’s why I’ve become so deeply involved in and proud of our DEI work here.”

Chad Anderson (he/him), senior specialist, External Communications and Outreach; SCORE member



- Earned 90 out of 100 points on [Disability:IN's 2021 Disability Equality Index](#) and was named a “Best Place to Work for Disability Inclusion.”
- Earned a 100% rating on the [Human Rights Campaign's Corporate Equality Index](#) and was



THE HUMAN RIGHTS CAMPAIGN'S CORPORATE EQUALITY INDEX

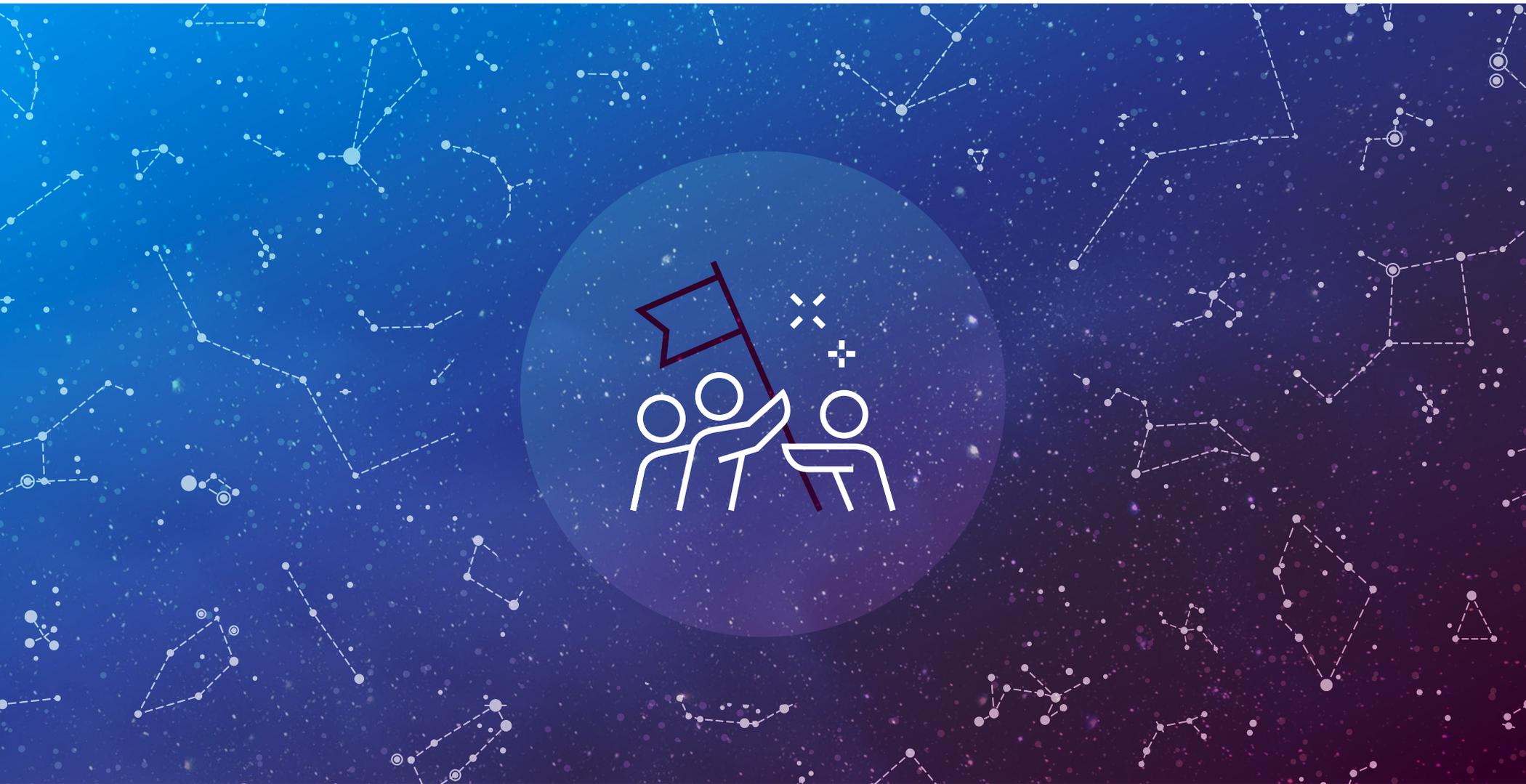
named one of the “[Best Places to Work for LGBTQ Equality.](#)” Currently, Chemonics is the only organization working solely in the international development space that is ranked by this index.

- Developed new and enhanced existing partnerships with world-renowned universities (Gallaudet University and Howard University) to increase inclusion in technical development areas.
- Donated \$100,000 in June 2020 to [Legal Aid Society of the District of Columbia](#), the single largest donation to the organization’s “[Making Justice Real Campaign](#)” in its 30-year history.

- Made a \$10,000 donation in May 2021 to [Asian Americans Advancing Justice \(AAJC\)](#) to support ongoing efforts to combat Anti-Asian hate.

Each of the four main sections that follow corresponds to one of our pillars, elaborating on how our efforts have contributed to that pillar. However, we have not created a discrete section for thought leadership (the fourth of our five pillars) because it has been inextricable from our efforts focused on leadership, talent, culture, and community. Our thought leadership is woven throughout this report. These five pillars, then, collectively support the whole of our community; intersectionality is built into each one.

We intend this report to serve as a resource for those in the global development community and in other sectors. Throughout the report, we highlight activities, thought leadership (op-eds, blog posts, conferences), community organizations, and partnerships that may interest, educate, and empower you and your organization **to take action.** We want to talk with, learn from, and share with you. We are just at the beginning of our journey and have much to do. The purpose of this report is to ensure that we do not take this journey alone.



Leadership

Inclusive leadership is crucial to any company's DEI journey. Investing in inclusive leaders, disrupting bias, leveraging DEI in decision-making, and assessing and supporting DEI throughout the company are all key elements of our strategy. We believe in equipping current and future leaders to take decisive actions that prompt personal and organizational awareness,

produce greater social engagement, build trust, boost employees' morale and self-efficacy, and cultivate high-performing teams. And we have built accountability checks into existing processes and structures to ensure we are living our values.

Chemonics began its systematic promotion of DEI in 2017 by creating the D&I Office led by a



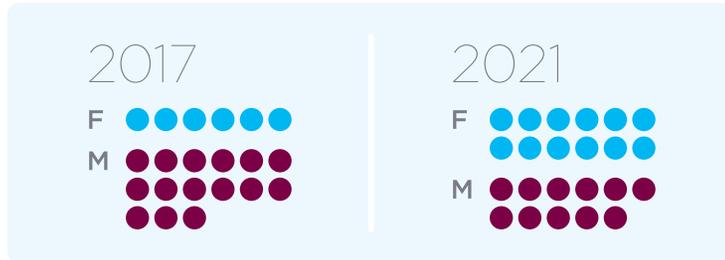
DEI is central to who we are

“In my experience at Chemonics, the principles of DEI have always been core to our work. Although DEI is central to who we are, our DEI systems are more robust than before we began this journey, and we're excited to continue learning. We have seen great progress through specific initiatives such as the establishment of our ERGs and inclusion trainings for our managers. I am proud of this growth as it is critical to the type of organization we want Chemonics to be.”

Catherine Kannam (she/her), chief operating officer; executive sponsor of ChemTEA ERG



EXHIBIT 2. GENDER DIVERSITY AT CHEMONICS' EXECUTIVE LEVEL



director. Since then, we have implemented several activities to achieve our leadership goals. Some examples include:

- We doubled representation of women at the executive level since 2017 (see Exhibit 2 above) so that the gender composition of our executive team better corresponds to the gender demographics of our workforce and industry, although gender is only one part of diversity. We also promote the inclusion and acknowledgment of complex intersecting identities on the executive team along with gender diversity.
- We engaged the company's executive leadership through the Intercultural Development Inventory to illustrate how bias

is a natural function of the human brain. This training helped enhance inclusion in recruitment and within our systems and processes broadly.



THOUGHT LEADERSHIP: CONFERENCES AND COLLABORATIONS

► [CEO in Action Annual CEO Closed-Door Session and the Chief Diversity Officers Summit](#)

Chemonics' President and CEO Jamey Butcher and former Director of D&I Albert Smith joined over 1,100 CEOs, chief data officers (CDOs), and chief human resources officers (CHROs) for the 4th Annual CEO Closed-Door Session and CHRO & CDO Summit to discuss how companies can take critical action on D&I in the workplace and society.



THOUGHT LEADERSHIP: OPINION PIECES

► [Opinion: Development starts here — a pledge to action for diversity and inclusion](#)

Susanna Mudge, Board of Directors Chair and former CEO of Chemonics (originally published in Devex)

- We joined the “Disability:IN — Are You In” pledge, showing our ongoing commitment to advancing disability inclusion in the workplace.



Becoming the change we want to see

“As co-chair of SCORE, I appreciated Jamey’s genuine commitment to empower and resource the committee and Chemonics to become the change we wanted to see in our industry and country. The professionals working on SCORE brought the same knowledge, skills, and passion to this task as we do to every development challenge! Through SCORE’s work, our company took the sometimes-painful look in the mirror to identify the behaviors, attitudes, and biases that hindered the diverse and inclusive environment we sought to achieve. We defined our expectations and committed to being accountability partners along the way because we are all determined to be better than we were before George Floyd was murdered.”

Victoria Cooper (she/her), senior vice president, East and Southern Africa Division; SCORE co-chair



THOUGHT LEADERSHIP: OPINION PIECES

• **Opinion: Demonstrating leadership for racial equality in development**, Victoria Cooper, senior vice president, East and Southern Africa; SCORE co-chair (originally published in Devex)

- We formed SCORE, chaired by President and CEO Jamey Butcher and Senior Vice President Victoria Cooper of the East and Southern Africa Division, to underscore our goals related to racial equity and inclusion and incorporate accountability systems into our processes, teams, and structures. SCORE has conducted listening sessions and focus groups for Black employees to address racial inequalities in a safe, Black-centered space and create a more inclusive workplace. SCORE also drove the creation of two full-time positions dedicated to community outreach and building a diverse recruitment pipeline. In addition, SCORE partnered with the Human Resources (HR) Division to make key changes to our benefits



Building strong, inclusive leaders

“When I first started at Chemonics, “D&I” was not a term we referenced or a team we could reach out to for resources. As newer and wiser colleagues organized around D&I issues that we typically discussed in the privacy of our offices, many of them explicitly asked about my career trajectory and how I, as a woman of color, had achieved a leadership position at Chemonics. These questions gave me a sense of responsibility to join our employee Diversity and Inclusion Council and SCORE. Throughout these experiences, I’ve had the privilege of meeting, learning from, and creating deep friendships with people from across the company. These colleagues, who have created ERGs, served on councils, and organized D&I activities have taught me to be a stronger, more inclusive leader, willing to bring all of my identities to work and have both vulnerable and affirming conversations with colleagues.”

Ayesha Ali (she/her), senior director, Contracts; SCORE member

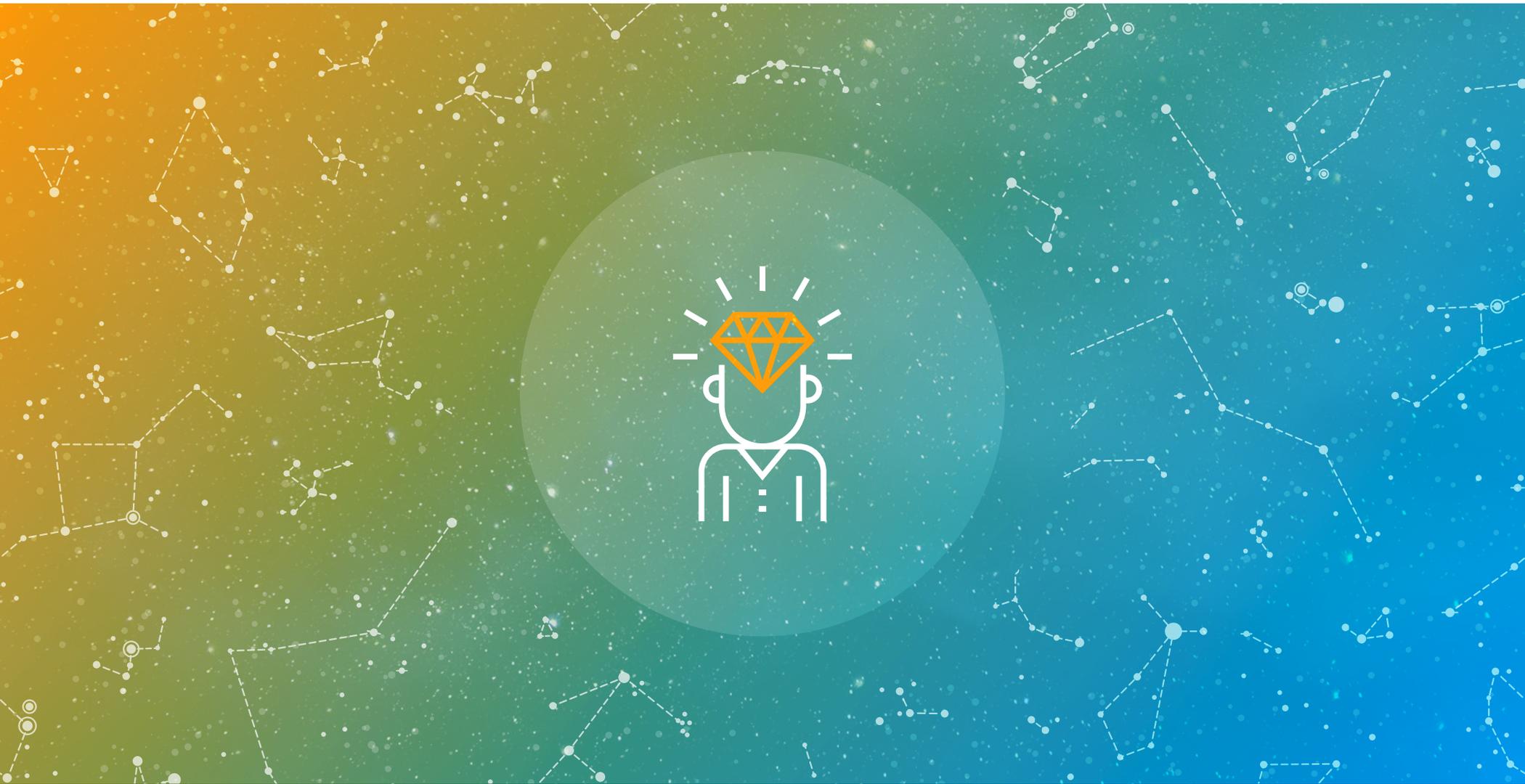


structure so that staff can better integrate their career paths with their unique identities.

Read more about these policies in the Talent section below.

Chemonics is taking steps to develop inclusive leaders at all levels of the company. We also continue to diversify our workforce. We launched

“super supervisors” and “inclusive leaders” communications campaigns to share profiles of staff who were nominated by their supervisees and peers to highlight the traits and habits of outstanding, inclusive supervisors and leaders across the company. We featured these profiles in staff communications to further encourage inclusive behaviors among supervisors.



Talent

Chemonics' mission of promoting meaningful change and achieving development impact requires a workforce rich in diversity of thought, experience, and culture. Chemonics is committed to creating an inclusive workplace where all employees draw on their unique backgrounds

and bring the best of themselves to sustain our business. We, in turn, invest in them, using the best practices in HR and professional development necessary to compete in today's global marketplace. Our HR Division routinely meets and partners with our D&I Team and ERG



Collaboration and inclusion across all spectrums of diversity

“Diversity, equity, and inclusion are not a nice to have — they are a must and should be a given everywhere. It is undeniable that the complexities of our work can only be addressed through collaboration and inclusion across all spectrums of diversity. In that process, we must pay particular attention to include the voices of those who are marginalized or underrepresented. In different contexts, these groups may look different, but they are there, and the onus is on us, who are in positions of power, to seek them out and create space for them to be heard and to grow. Someone did that for me, when I worked as project staff in my own country, sending me on a trajectory I couldn't have imagined. Being able to do so for others is the most rewarding part of my job.”

Mina Day (she/her), senior vice president, HR Division



leaders to help ensure the efficacy, timeliness, and inclusiveness of policies and procedures. We share some examples of this crucial collaboration throughout this section.

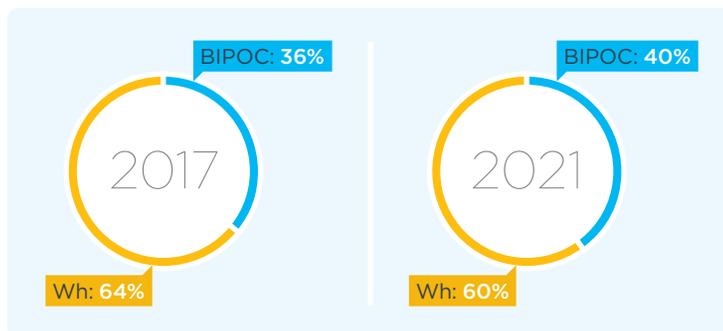
RECRUITMENT

One way we have done this is through piloting the U.S. Department of Defense SkillBridge Program (SkillBridge), which connects qualified organizations in a variety of sectors with exceptional members of the U.S. Armed Forces who are in the final months of active duty, and hosting our first SkillBridge intern this year. We have strengthened our ability to recruit employees with diverse backgrounds, education,

experiences, skills, and ways of thinking to help us grow and innovate. We continue to develop our capacity to attract, retain, and develop individuals from underrepresented groups and backgrounds in the United States and globally. In the United States, as shown in Exhibit 3, we have increased the number of BIPOC staff from 36% to 40% since 2017. This progress is part of our plan to foster a workforce rich in diverse backgrounds and ideas as well as better reflect the communities in which we live and work.

Globally, more than 90% of the individuals who make up our workforce are employed in their home countries, which helps ensure our work is locally driven. Hiring knowledgeable, local employees who are invested in their communities also enhances the quality of service we provide through the projects we implement.

EXHIBIT 3. RACIAL DIVERSITY OF U.S.-BASED STAFF AT CHEMONICS



We offer multi-session training on recruitment to build our staff's ability to attract individuals from underrepresented groups, as many around the company participate in the recruitment process for their teams and proposals. Over the last two years, our D&I Team has partnered with the HR Division, operations teams, and our in-house training team to mitigate bias in hiring and



Achieving meaningful development through honoring our differences

“Human rights work in Colombia depends on respect for the country’s cultural and ethnic diversity. This respect is important both in our team dynamics and in our relations with stakeholders. We cannot achieve our development goals without respecting and honoring the differences within our team and valuing exercises such as the one we had in northern Cauca with a group of Afro-Colombian women who wrote songs in a traditional style to teach others about effective self-protection strategies.”

Maria Mendoza (she/her), chief of party, USAID/Colombia Human Rights Activity



integrate DEI into the recruitment process and the training module. For example, the ChemVALOR ERG and HR Division co-hosted the Hire Heroes Training to understand the value of U.S. military veterans’ professional skills and experiences (▶ [See Culture section below.](#)) Collaboration across the organization has proven crucial to this effort.

TRAINING

In addition to ensuring that we hire people with diverse backgrounds, we invest in training — including interactive videos with quizzes, workshops, and self-guided modules — to ensure inclusivity, psychological safety, and growth opportunities for all employees. Chemonics strategically offers numerous opportunities for staff to develop the knowledge, skills, and behaviors to succeed in a global firm. These opportunities include managing client projects to achieve development impact, contributing to new business efforts, building technical expertise, and leading teams effectively to accomplish project goals. In addition, our DEI learning agenda, through the D&I Team’s partnership with the HR Division, has focused on mitigating unconscious bias, as mentioned above. Below we list training we have developed to help staff root out unconscious bias.

- **Microaggression training:** The Learning and Development Team (InDepth), HR Division, and D&I Team designed an eLearning module on defining, identifying, and addressing microaggressions. The mandatory training was designed for all U.S.- and U.K.-based staff in July 2020.



Providing tools and accommodations to represent the full diversity of our staff

“Supporting our staff with disabilities and strengthening a culture of inclusion at Chemonics is important to me as someone whose personal experience has intersected with disability. My brother was born with behavioral and mental health disabilities and encountered many challenges throughout his life, including exclusion and isolation. When he was in school and work environments in which there were accommodations available, he thrived. For Chemonics, in our journey to become a more inclusive organization, it is important that we enable our staff with disabilities with tools and accommodations so that our organizational decisions and direction represent the full diversity of our staff.”

Melissa Gasmi (she/her), senior vice president, Middle East and North Africa Division; ChemABLE co-sponsor

• **Mitigating Bias in Talent Management**

training: The D&I Team designed and delivered unconscious bias training to more than 100 HR staff, operations teams, executive leaders, and others with hiring authorities. They focused on

how to understand bias and how it shows up in the workplace. The D&I Team followed up on this training by facilitating three Mitigating Bias in the Recruitment Process sessions as part of the corporate recruitment multi-session training.

- **Job Description Review training:** The D&I Team and recruitment staff trained leaders in Chemonics’ D&I Constellation to review job descriptions for biased language and thereby mitigate bias in the recruitment process.

MENTORSHIP OPPORTUNITIES

For Women’s History Month in 2021, a group of staff members organized mentoring events in which participants engaged with more senior staff in small group discussions to learn about how these individuals broke into their field, fostered their development, and gained the skills to realize their current success. The eight senior mentors included Susi Mudge, Chemonics’ former president and CEO and current board chair; Anne Spahr, the senior vice president of the Latin America and the Caribbean Division; and Melissa Gasmi, the senior vice president of the Middle East and North Africa Division. Other ERGs and division-level working groups (see next page) used this event as a model for future

mentoring and networking opportunities to target other historically underrepresented groups in the company.

POLICIES FOR INCLUSIVITY

As the different training courses and modules our staff has developed show, inter-departmental collaboration and partnership are constant factors in Chemonics' progress in DEI. Our HR Division works with ERGs and others in the D&I Constellation to ensure that our policies are inclusive, performing joint reviews and collaborating to meet external index benchmarks. The HR Division also conducts an annual compensation equity analysis in partnership with the D&I Team to continue to ensure fair, equitable, and competitive compensation and counteract pay inequities by “paying for the job” instead of “paying for the person.”

In addition, we routinely review the composition of our staff to ensure that our policies and procedures best suit the needs of our workforce.

▶ **See the Inclusion in Action section below** for an example of how we recognized the need to review the makeup of our staff to develop inclusive policies. It is imperative to observe staff

demographics and assess staff needs so that we can maintain inclusive, fair, and relevant policies that not only uphold the letter of civil rights laws but also embrace the spirit of them.

The work of SCORE and the wider D&I Constellation, including the D&I Council and ERGs, led Chemonics to make the following



Working to overcome historic and institutional barriers to equality

“Project leaders and Chemonics-Washington staff re-evaluated the salaries of our team to ensure gender pay equity, which resulted in an increase in all women’s wages. While the journey toward equal pay for equal work is still ongoing, I appreciate the effort to overcome historic and institutional barriers that perpetuate gender and economic inequality.”

Karina Pérez Jvostova (she/her), monitoring, evaluation, and learning specialist, USAID/Mexico Violence Prevention and Reduction Activity (PREVI)



improvements to benefits and policies for U.S.-based staff to enhance staff care and inclusion:

- Established a flexible remote work environment. U.S.-based employees who can fulfill their job descriptions remotely may now work from anywhere in the United States.
- Increased the number of days off per year by replacing three “floating holidays” tied to federal holidays with four personal days, which



Support and flexibility among teams

“Coming back to the U.S. from a project assignment and becoming a mother in 2020 during a global pandemic was my most challenging ‘assignment’ to date. Easing back into work while receiving the support and flexibility from my teams made all the difference. Though we still have a lot of work to do, the efforts to provide increased benefits and flexible work arrangements during these trying times have allowed me (and so many others) to care for my child while also continuing to grow in my role.”

Bernadette Naoum (she/her), director, Middle East and North Africa Division



employees may use at any time for religious observances or other reasons.

- Increased paid parental leave from four to 12 weeks for employees — regardless of their gender — who deliver or adopt a child or children; who become a foster parent; or whose spouse or domestic partner delivers, adopts, or fosters a child or children.
- Revised our standard language usage, including how we refer to employees in different locations, phasing out antiquated terms like “field office” via an Inclusive Language and Imagery Guide for staff to use in their formal and informal communications.
- Established internal guidance on billing and time management for staff working on D&I leadership efforts, ERGs, professional development and training, and other employee engagement activities. We have accounted for this time in corporate reporting and budgeting and are committed to on-the-clock professional development and opportunities to learn and lead.
- Switched health insurance providers to offer coverage with trans-inclusive, gender-affirming healthcare benefits.



Enabling everybody to feel comfortable and valued for who they are

“Disability inclusion at Chemonics and in the communities where we work is very important. We believe that everybody has a right to equal opportunities and deserves to contribute to their communities. In my experience as a training administrator, when securing conferencing and training venues, we identify venues that provide services for participants with disabilities, including ensuring that the venue has accessible parking, is barrier-free, is easily accessible with elevators and ramps, and provides auxiliary communication aids and services. We do the same in our operations for our own employees. Promoting and supporting inclusiveness enables everybody to feel comfortable and valued for who they are, and it enables them to participate and work in ways that best suit their needs and capabilities.”

Etimah Mutsago (she/her), training administrator, USAID Global Health Supply Chain Program, Zimbabwe

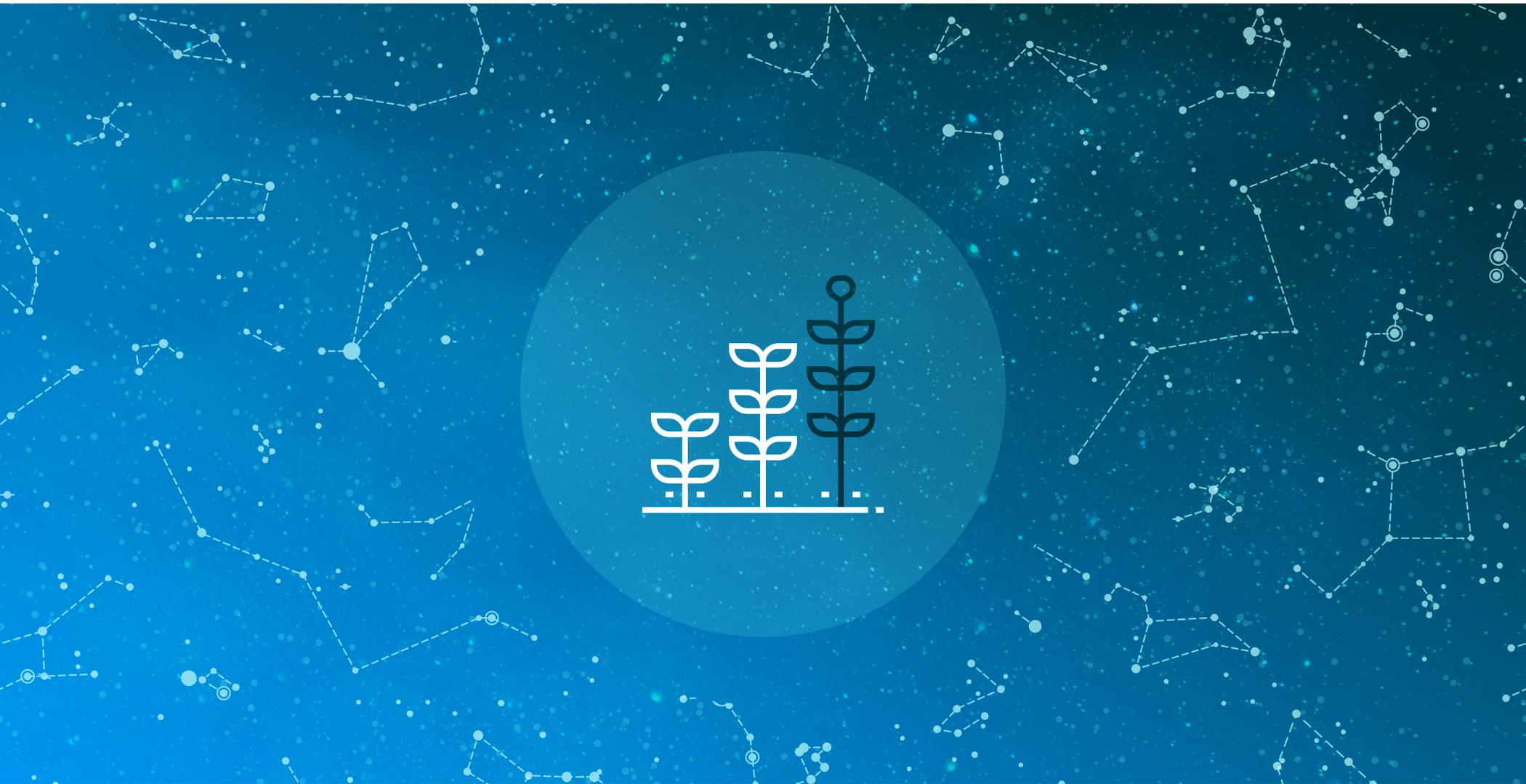


COLLABORATION AND INCLUSION IN ACTION: SELF-IDENTIFICATION

Through communications and campaigns to increase the knowledge and engagement of our

global staff, we amplify DEI issues. In 2021, the ChemABLE ERG, HR Division, and D&I Team set out to educate staff about disability self-identification: what it is, how the self-identification process works, and how self-identification fosters a culture of belonging at Chemonics. In 2020 and years prior, 3.71% of our staff self-identified as individuals with disabilities. Because of the campaign, 7.09% of our staff now self-identify as individuals with disabilities, meeting the Department of Labor Office of Federal Contract Compliance Programs’ benchmark of 7% participation of individuals with disabilities in the workforce.

More importantly, this campaign helped Chemonics ensure the company provides the resources and accommodations for all employees who need them. The success of this campaign demonstrates the importance of collaboration between the HR Division, D&I Team, and ERGs. These efforts build on advances made over the past several years, reducing the perceived stigma around disability, self-identification, and self-disclosure and contributing to a culture that is more aware and inclusive of employees who identify as having a disability. See the Culture section for more details about this campaign.

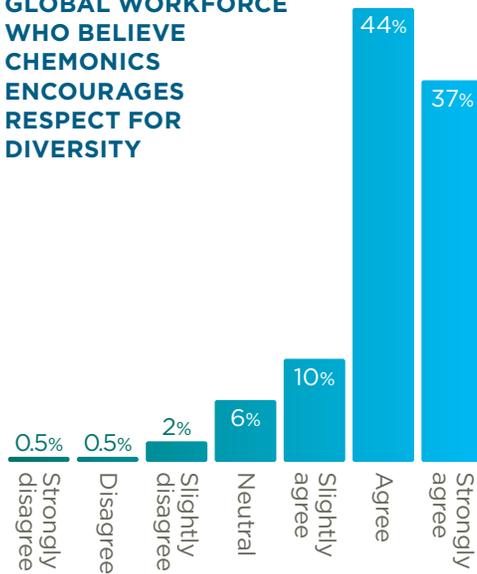


Culture

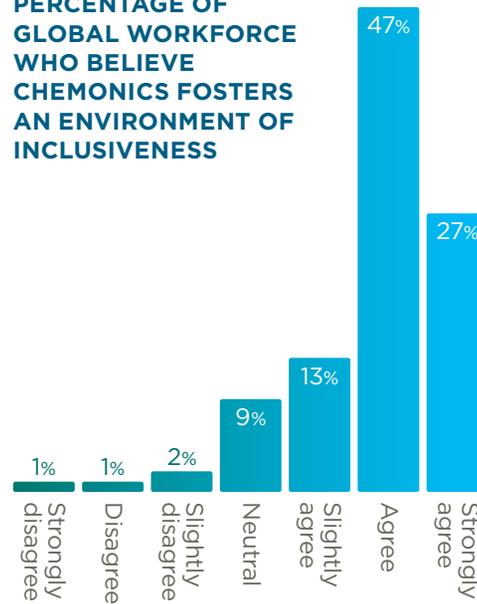
At Chemonics, our goal is to foster and sustain a culture that empowers and engages our global workforce and an environment in which people’s passions intersect with their aim to achieve development impact. In 2021, more than 85%

of our global workforce agreed that Chemonics encourages respect for diversity, fosters inclusion, and supports employees in bringing their authentic selves to work. See charts below.

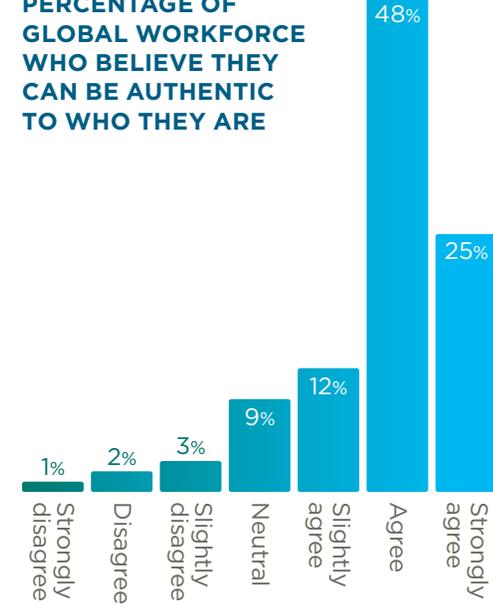
PERCENTAGE OF GLOBAL WORKFORCE WHO BELIEVE CHEMONICS ENCOURAGES RESPECT FOR DIVERSITY



PERCENTAGE OF GLOBAL WORKFORCE WHO BELIEVE CHEMONICS FOSTERS AN ENVIRONMENT OF INCLUSIVENESS



PERCENTAGE OF GLOBAL WORKFORCE WHO BELIEVE THEY CAN BE AUTHENTIC TO WHO THEY ARE



To foster a culture of inclusion, we have created experiences, opportunities, and spaces that enable us to hone our inclusion acumen and forge meaningful connections with one another and with the international development community. We elaborate on this work below.

EXECUTIVE D&I COUNCIL

Although many D&I initiatives began as grassroots movements to harness a sense of belonging, we know that leadership must create the structures that support a sustained, inclusive working culture and environment. Launched in 2017 and led by the president and CEO, the Executive D&I Council consists of members of Chemonics' executive leadership and a chief of party or team leader from one of our global projects. This council has worked alongside the D&I Team to help define the DEI and SCORE strategy each quarter. The council's responsibilities include:

- Supporting activities and initiatives that foster a culture of inclusion
- Advocating for funding that supports DEI and SCORE initiatives

- Assigning and directing future D&I and SCORE initiatives and activities
- Reviewing all business decisions with a DEI focus

EMPLOYEE D&I COUNCIL

Formally launched in January 2019, Chemonics' Employee D&I Council elevates the voices of our global workforce by cultivating trust and respect for difference. The council raises awareness by providing resources to create a workplace culture that fosters dialogue and learning every day. Representatives from each division sit on the council, ensuring it accounts for a breadth of experiences and perspectives.

The objectives of the council include:

- Advocating for DEI at Chemonics
- Aligning internal policies and practices with Chemonics' DEI vision and strategy
- Building cultural competence for inclusion and equity among colleagues and leadership
- Serving as ambassadors of Chemonics' DEI efforts and thought leadership



Ensuring colleagues feel seen and appreciated

“As D&I Council leaders, we are most excited about the enthusiasm our colleagues bring to the DEI space at Chemonics. It is inspiring to see staff so invested in the success of DEI initiatives, such as the efforts to ensure Chemonics employees worldwide feel seen and are appreciated for the hard work and dedication put into our projects daily.”

Asha Matthews (she/her), Enterprise Resource Planning global support specialist, Finance and Administration Division, and Bwalya Mwaba (he/him), records management coordinator, Global Technology and Infrastructure Division; D&I Council co-chairs



The council was instrumental in standing up Chemonics’ six ERGs and other initiatives, including creating a more inclusive workplace by amending the company’s personal holidays policy (as discussed in the Talent section). Additionally, the council launched “coffee circles” to create safe spaces for staff members to discuss DEI

concerns and topics with others around the company. Guided topics have included inclusive leadership, best practices for remote work, hope amid political unrest, microaggressions in the workplace, and the lasting effects of colonialism and imperialism in international development.

HONORING OUR DIFFERENCES PROGRAM

In 2016, Chemonics launched the Honoring Our Differences program to highlight heritage and history months and cultural days throughout the year. These opportunities enable staff to learn and share personal stories, foster dialogue, and connect across commonalities as well as differences. For example, a working group of Chemonics employees put on extensive programming for Latinx or Hispanic Heritage Month in recent years (September 15 to October 15). This programming included a live virtual concert with Latin Grammy nominee Sonia De Los Santos, a staff fundraiser for [The Family Place](#), and an interactive workshop on taking a decolonizing development approach to program design, using examples of Chemonics’ projects in Latin America that have engaged with Indigenous and Afro-Latinx communities.



Enacting positive change and righting the wrongs of the past

“D&I is an avenue by which we can enact positive change to right the wrongs of the past and build a more inclusive future. Today, institutions like Chemonics are listening to the voices of communities that have been underrepresented and oppressed throughout history. Chemonics’ staff have contributed to so much progress in our D&I work, and we have built a foundation for Chemonics to stand up to racial injustice and structural inequality.”

Carlos Flores (he/him), senior program manager, East and Southern Africa Division; East and Southern Africa D&I Working Group and Latinx Honoring Our Differences Committee



Honoring Our Differences programming often served as a launching point for our ERGs. Employee committees planning Black History Month or Asian and Pacific Islander Heritage Month, for example, evolved into working groups to charter and establish ERGs related to those identities. These working groups, guided by the D&I Team and the Employee D&I Council,

presented the business case for the ERG and proposed their charters to senior leadership for formal approval.

OUR EMPLOYEE RESOURCE GROUPS

Employees voluntarily lead and participate in ERGs to build understanding and belonging around a common interest or identity through employee development, engagement, advancement, and business contributions. ERGs support Chemonics’ DEI vision by engaging the global workforce and contributing to an inclusive workplace in which all employees can grow professionally, draw on their unique backgrounds, and bring their best selves to sustain our business of promoting meaningful change worldwide. Currently, more than 400 members of Chemonics’ global workforce belong to an ERG. Many employees are in more than one.

CHEM **ABLE**

ChemABLE.

Established in December 2019,

this ERG supports, represents, and advocates on behalf of the global disability community by sharing knowledge, building capacity, fostering resilience, and eliminating barriers to flourishing professionally.

- **Best Place to Work for Disability Inclusion.**

In partnership with Chemonics' HR Division, ChemABLE and other stakeholders across the company worked to complete [Disability:IN's 2021 Disability Equality Index](#). We were proud to earn 90 out of 100 points and to be designated



A sense of relief and safety at work

“One of the biggest impairments resulting from my disability is trouble with unfamiliar or unstructured interactions. In the past, I've had jobs where I felt pressure to attend informal parties and gatherings — which sounds like a small thing but caused me a lot of stress and tension, including the feeling that my job somehow depended on my social skills. One of the things I appreciate about Chemonics is clarity about what's core to my job function and what's optional: and those informal events are truly optional! Being able to set that boundary brings me a sense of relief and safety at work, which is incredibly valuable.”

Ivan Plis (he/him), senior specialist, writer-editor, Project Development and Support Division; ChemABLE co-chair



a “Best Place to Work for Disability Inclusion” by Disability:IN.

- **Count Me In campaign.** ChemABLE, the HR Division, and the D&I Team developed the self-identification campaign discussed in the Talent section. They launched [a video series](#) in which staff shared their stories about disability inclusion and how self-



“COUNT ME IN” VIDEO CAMPAIGN

- advocacy, trust, and acceptance affect how we show up at work. As a result of the campaign, the percentage of staff identifying as individuals with disabilities more than doubled from 2020 to 2021, giving the HR Division a clearer picture of the potential needs of our workforce.
- ChemABLE officers were embedded in various subcommittees of the team designing Chemonics-Washington's new office building to help ensure inclusivity and accessibility.

They tested furniture, reviewed evacuation procedures, and advised on QR codes as part of the wayfinding/navigation system for the building to meet the needs of people experiencing low vision or intellectual disabilities.



Visibility into the needs of our workforce

“Before I knew I had ADHD, I was fighting against an invisible opponent. When I got a diagnosis, I was able to ask the right questions and make adjustments, ultimately improving my life. Disability inclusion works the same way on an organizational level — we can’t effectively identify the gaps in support for disabled employees if we don’t understand the makeup of our staff. With self-ID data, we have visibility into the needs of our workforce, and that information allows us to implement programs that address relevant problems. It feels so rewarding to connect with staff, listen and support as they encounter challenges, and work with experts around the company to improve our systems and ensure staff feel safe and have the resources they need to succeed.”

Gwynn Pollard (she/her), senior associate, Project Development and Support Division; ChemABLE co-chair



THOUGHT LEADERSHIP: CHEMONICS BLOGS

► **Building an Inclusive and Accessible Remote Work Environment**, by Rachel Chaikof, program manager, and Zhiyan Arif, global technology support manager

► **Making the Future Accessible: Safeguarding Women with Disabilities in the Workplace**, by Rachel Chaikof, program manager, and Rowshan Hannan, programme director, UK; D&I Council

CHEM **GEN**

**ChemGEN
(Chemonics’
Gender Equity**

Network). Established in April 2021, ChemGEN promotes gender equity and is committed to representing women and others who have faced discrimination based on gender or gender expression in the workplace, including people of all races, ethnicities, sexual orientations, abilities, and gender expressions. ChemGEN promotes an inclusive environment that enables women to advance their skills and leadership through mentorship, sponsorship, and professional development; achieve their version of work-life harmony; and educate our global workforce



Listening, learning, and taking action

“Leading ChemGEN from ideation to launch is one of my proudest professional accomplishments. It’s incredibly important to have a safe place where employees can discuss gender equity in the workplace. I am proud to be a part of a group where we can listen, learn, and then take action to make Chemonics a more equitable and inclusive place for all individuals – regardless of gender identity or expression.”

Rachel Marquez (she/her), senior manager, Supply Chain Management Division; ChemGEN co-chair



THOUGHT LEADERSHIP: CONFERENCES AND COLLABORATIONS

► **Women Innovators and Leaders (WILD) Network’s Women in Global Development Leadership Forum**. WILD Forum supports the advancement of women’s leadership and inclusive leadership across the global development sector. Chemonics has been a partner, sponsor, presenter, and an active participant for four years and counting. From our executive leadership to our ERGs, our staff embrace opportunities to share, learn, collaborate, and connect at WILD events.

on issues that affect gender equity and all who identify as women.



ChemONYX.

Established on Martin Luther

King Jr. Day in 2021, ChemONYX cultivates Black leaders at Chemonics and beyond by promoting individual and collective growth and opportunity to ensure the international development industry reflects the diversity of the communities in which we live and work. The ERG seeks to create a welcoming, safe space for Black people to learn, share, and remain supported, resulting in greater



A hunger for connection

“What excites us most about ChemONYX’s recent work are the connections that we make with Black staff throughout the company. There are truly some exceptional people within our workforce, and it is an honor to shine a light on their talent. Our biggest takeaway from 2021 is that there is a hunger for connection. We have seen firsthand the power of convening spaces for Black staff to be seen, heard, and understood.”

Taylor Jack (she/her), program manager, East and Southern Africa Division, and Baraka Ondiek (he/him), senior advisor, Project Development and Support Division; ChemONYX co-chairs



fulfillment for Chemonics’ Black employees, deeper understanding of the Black diaspora’s diversity, and increased success for the company. ChemONYX is open to everyone who values diversity in the workplace and contributes to Chemonics’ mission.

Activities have included a speed networking event for Black staff to connect with BIPOC leaders, a podcast on Juneteenth’s history, an event raising nearly \$2,500 for D.C. non-profit [BeGreatDC](#),

and collaboration with the Health and Supply Chain Management Division’s Community for Activities, Knowledge, and Engagement group on a personal protective equipment drive in D.C.’s Ward 6.



ChemPRIDE.
Established in
March 2019,

ChemPRIDE focuses on creating an atmosphere that welcomes, affirms, and empowers all



THOUGHT LEADERSHIP: CHEMONICS BLOGS

► [Leveraging Your Company's ERG: How to Partner with Global LGBTI Civil Society Organizations](#), by Spencer Parsons, new business manager, UK Division, and Adrián González, former senior D&I specialist

► [Out and About: How to Create Responsive Security Resources for LGBTQ+ Travelers](#), by Poulami Banerji, former recruitment manager; Adrián González, former senior D&I specialist, and Christina Johnson, senior global safety and security director

members of our global workforce to reach their full career potential while bringing their authentic selves to work regardless of their sexual orientation, gender identity, gender expression, or sexual characteristics.

In 2021, ChemPRIDE worked with departments across the company to be considered for the Human Rights Campaign's Corporate Equality Index. We are proud to lead in our industry within this index, having earned a 100% rating and a designation as one of the "[Best Places to Work for LGBT Work for LGBTQ Equality](#)."

ChemPRIDE created a video campaign entitled "[You, Me, Us, We, They, Them!](#)" to educate our workforce around the world about the



Creating a strong network of LGBTQ+ allies

"When I was first selected to join an LGBTQ+ Working Group — before ChemPRIDE chose its name and formally launched — it was to find others like me, and to help each other improve our wellbeing at work and our chances of career success. I never expected to become part of such an amazing community and to receive such overwhelming support across the company. Seeing pronouns in staff email signatures and gender-neutral language in our templates, hearing from colleagues how much they enjoyed a training or event, and knowing that our ERG played a part in those collaborations warms my heart every day. The most important lesson I have learned is that awareness building and creating a strong network of allies is critical to helping our LGBTQ+ staff be safe, supported, and able to thrive wherever in the world they work."

Lazarus Bennett (they/them or he/him), operations manager, Health and Supply Chain Executive Office; ChemPRIDE co-chair



importance of using and sharing personal pronouns and encouraging everyone to do so.



THOUGHT LEADERSHIP: CONFERENCES AND COLLABORATIONS

► **Out & Equal Workplace Summit.** Each year, more than 5,000 executives, ERG leaders and members, HR and D&I professionals, and experts convene at the Out & Equal Workplace Summit — the largest LGBTQI+ focused conference in the world. Out and Equal is non-profit organization dedicated to achieving lesbian, gay, bisexual, transgender, and queer workplace equality. The organization partners with companies and government agencies to provide training and professional networking opportunities to build inclusive and welcoming work environments. Chemonics has attended or presented at the Workplace Summit for three years and counting.

► **International Lesbian, Gay, Bisexual, Trans and Intersex Association (ILGA) World Conference.** Chemonics staff has attended ILGA’s World Conference. ILGA is the world federation of national and local organizations dedicated to achieving equal rights for LGBTI+ people across the globe.

CHEMTEA

ChemTEA. ChemTEA, launched in 2021, is committed to

supporting, connecting, and promoting Asian and Pacific Islander talent at Chemonics to grow as a community; fostering intersections and connections; advancing development and leadership; and increasing cultural awareness internally and externally. ChemTEA celebrates the diversity of all who identify with the Asian and Pacific Islander community, which includes those in West Asia/Middle East, Central Asia, East Asia, South Asia, North Asia, Southeast Asia, and the Pacific Islands. The ERG has organized panel discussions, including “Reframing Identity and Breaking Stereotypes of Asian and Pacific



CHEMTEA’S PHOTO ESSAY



Meaningful and important work

“Launching and leading ChemTEA has been the most meaningful and important work that I have done yet at Chemonics. I stepped out of my comfort zone and took a critical leadership role in the ERG, presenting to Chemonics’ senior leadership and the whole company, mediating disagreements, and leading a team and making tough decisions. I am beyond grateful for my ChemTEA co-leaders and their steadfast commitment to the ERG.”

Chloe Chang (she/her), program manager, Health Supply Chain Division; ChemTEA co-chair



Islander Communities,” published [a photo essay](#) on Asian and Pacific Islander culture and identity, and teamed up with the Ethiopian Community Development Council to host a volunteer day of service to support Afghan refugee families that resettled to the Washington area.

ChemVALOR. Established in December 2019, ChemVALOR aims to support a global workplace

CHEM VALOR

that welcomes, hires, retains, and values

military veterans and their families as well as builds staff capacity to recognize the value of military talent globally.

- ChemVALOR co-hosted with the HR Division and D&I Team the company’s first [Hire Heroes](#) training for 62 employees, most of which were



Sharing my story

“After returning from a deployment to Afghanistan as a U.S. Army Reservist in 2021, the ChemVALOR ERG greatly helped with my transition back to Chemonics by reminding me that there are veterans everywhere, in all walks of life. I was afforded the chance to share the story of my transition and life as a part-time soldier with my Chemonics colleagues during a Veterans Day panel and found the experience and support I received from colleagues incredibly rewarding.”

Christopher Diamond (he/him), senior associate, Regional Security Management Unit; ChemVALOR co-chair



HR professionals, to increase awareness of best practices when recruiting veterans and military spouses.

- In coordination with ChemVALOR, Chemonics became an official host of The Murph Challenge, a workout challenge and fundraiser to support the [Lt. Michael P. Murphy Memorial Scholarship Foundation](#).
- ChemVALOR hosted a panel discussion on the experiences and cultural influences of some military members and veterans at Chemonics. This discussion aimed to increase awareness of the experiences of individuals who have served or are serving in the military and are continuing their commitment to service within global development.

As staff interests and needs arise, we will continue to create ERGs. Interested in establishing and formalizing ERGs at your organization or want to learn more about how we created ERGs? [Please see our process map: “Starting an Employee Resource Group.”](#)

DIVISIONAL WORKING GROUPS

SCORE recommended launching divisional working groups throughout Chemonics to ensure an emphasis on DEI is woven into the fabric of our culture and the work we do. These groups help form a more comprehensive portrait of Chemonics’ corporate DEI efforts and meet corporate goals. Each division has designed activities meaningful for the teams in that division, as informed by our staff engagement data.

Here is a snapshot of what our divisional working groups have done so far:

- The Europe and Eurasia Division conducted an inclusive leadership learning session during the division-wide retreat.
- The Asia Division led three coffee circles on parenting, Korean culture, and Japanese culture and had two discussion sessions: *Let’s Talk About Anti-Asian Hate* and *Stonewall Forever – A Documentary about the Past, Present and Future of Pride*.



Shifting the power balance and supporting the communities where we work

“Development work in Europe emerged largely from the work of missionaries that began along the slave trade route, and then later became associated with a new form of ‘colonialism’. Today, development in the UK market is very much about shifting that power balance and supporting the communities where we work to rewrite their histories and own their futures. For me, D&I at Chemonics is central to this development vision — a vision of social justice that embeds equity across our systems, processes, and how we operate every day.”

Rowshan Hannan (she/her), program director, UK Division; D&I Council member



- The Latin America and Caribbean Division organized a wellbeing session titled *Your Brain on Stress: Working and Connecting 1 Year into a Pandemic* for Washington-based and English-speaking project-office staff.
- The Global Health Division and the Procurement Supply Management and Supply Chain Management divisional working groups teamed up with the D&I Team to hold the Decolonizing Development Series and Systemic Racism in Global Health Series. The D&I Team facilitated two train-the-trainer sessions on best practices for supporting divisional working groups in developing these series.
- The Procurement Supply Management and Supply Chain Management divisional working group held a speed mentoring event for staff who identify as BIPOC. The event sought to understand and address the dearth of BIPOC representation in senior management positions in the division. Participants had honest discussions on career advancement



Amplifying Black voices

“Serving as executive co-sponsor of the ChemONYX ERG offers me direct exposure to the creativity, career aspirations, and impressive depth of Black talent within Chemonics that might not otherwise be visible to a board member. It enables me to better amplify Black voices and deepen the Board’s perspective in strategic discussions around diversity, equity, and inclusion.”

Phyllis Caldwell (she/her), board member; ChemONYX executive co-sponsor



opportunities and challenges, using the lens of race and ethnicity. These discussions deepened intentional connections between BIPOC employees and leaders for networking and mentoring.

INCLUSIVE LANGUAGE AND IMAGERY GUIDE

Language, word choice, and visuals have an enormous impact on an overall message. As conversations about DEI flourished in 2020, Chemonics recognized the need for guidance on speaking, writing, and producing communications

materials that were inclusive and up to date. This insight prompted us to develop the Inclusive Language and Imagery Guide. Led by our Internal Communications Team, individuals across Chemonics’ global workforce contributed to this effort and helped compile a list of online resources about communicating inclusively. Highlights of the guide include:

- The development space is moving away from language and imagery that objectify or minimize the role individuals and communities play in our work.

- The guide advises employees and partners on the elements of inclusive language and imagery. For example, the guide assists staff in asking the right questions so that they can communicate the intention of inclusivity rather than have



Building our systems from the bottom up

“I have been incredibly inspired by my colleagues at Chemonics who recognized the need for diversity, equity, and inclusion work and built our systems from the bottom up. Women, people of color, and other marginalized individuals cannot shoulder the burden of educating others and standing up against inequity alone, and I have been so humbled to watch Chemonics learn from its brilliant workforce and begin to transform by enabling a more flexible remote work environment, improving upon the language we use to communicate about our work and people, and continuing to explore processes and trainings to make Chemonics a more inclusive place.”

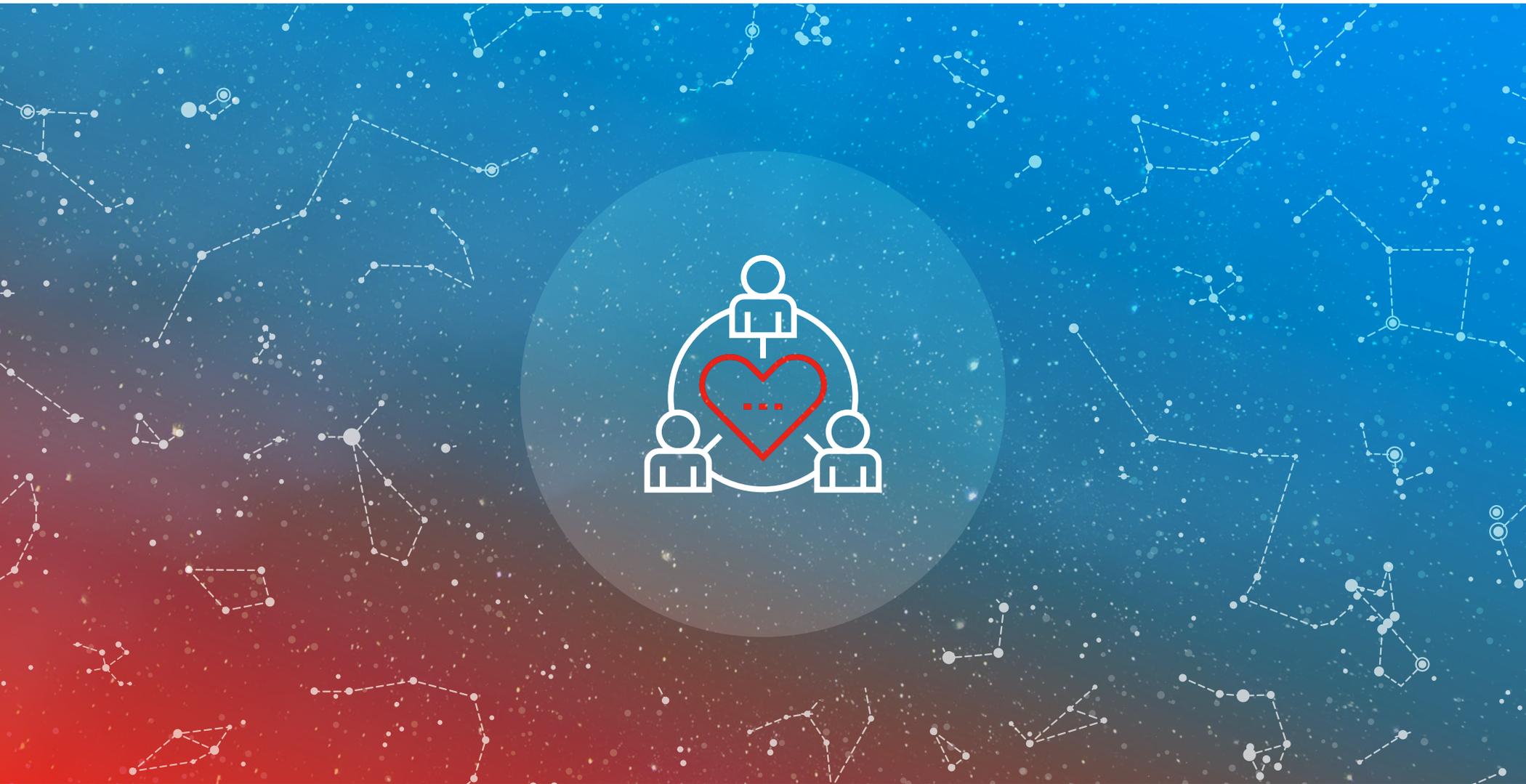
Lindsay Pollack (she/her), senior specialist, Internal Communications; SCORE member



to wonder how a phrase might translate in a different culture.

- We encourage and support offices, business units, and others to suggest updates and changes to the guide. We also support our project offices to create localized supplements to the guide, which foster greater inclusivity.
- The main principles of the guide are:
 - Use people-first communications wherever possible.
 - Use language that unites, not divides.
 - Be specific when it is necessary to refer to the identity of a group or individual.
 - Avoid using jargon and acronyms.
 - Be careful using expressions or idioms from your culture.
 - Be aware of the historical significance of the terms you use.

In 2022, we are updating the guide to release externally so that others in the development community may benefit from it if it is useful to them.



Community

At Chemonics, we embrace socially responsible business practices that improve society and look for solutions that assist with those improvements. We are dedicated to making the world more safe, equitable, inclusive, and just for all by leveraging the power and responsibility of our global

presence and experience — from supporting women farmers' land rights and helping our partners build resilience to climate change to greening our own physical workspaces. We work all over the world, but we are also responsible for supporting and engaging the communities in



Global is always local first

“The business case for D&I in today’s workplace is irrefutable. As a staff member who started working at Chemonics during the pandemic, I’ve been pleasantly surprised by the desire of my colleagues across the company to make a difference in our local communities. It’s apparent that the hunger for connection, the desire for impact, and the willingness to help are alive and well at Chemonics. I’m so excited to be a part of these efforts moving forward and look forward to doing more on a global scale. Global is always local first.”

Paris Rossiter (he/him), senior specialist, Community Engagement and DEI



which we are based, including the Washington metropolitan area in the United States and the London area in the United Kingdom. Chemonics-Washington's newly built office in the Navy Yard neighborhood will engage its local community by creating space for the neighborhood's involvement. This involvement started as we invited local artists to create a mural and art installation available to view with the 2022 opening of the Chemonics-Washington office.

Below, check out some of the activities we have completed or are working on to engage with our community.

PARTNERSHIPS WITH WASHINGTON-BASED SCHOOLS AND UNIVERSITIES

To enhance diversity in the international development sector, we must more intentionally build a pipeline for underrepresented communities to ensure diverse talent has an awareness of and access to our field. Chemonics proudly works with local schools and universities to engage with the Washington metropolitan community, give back, and support the next generation of leaders and thinkers.

- **Partnership with Gallaudet University.**

Chemonics partners with Gallaudet University — the only university in the world at which students live and learn using American Sign Language and English — and the university's [International Development Master of Arts Degree \(IDMA\) Program](#) to provide Gallaudet students with professional development opportunities. The master's program prepares students to work on a range of international development and social change activities, requiring a part-time practicum based in Washington and a semester-long international internship. To help students complete these requirements, Chemonics has hosted a student placement on the [USAID Uganda Youth-Led Activity \(YLA\) project](#) in support of St. Anthony's School for the Deaf in Uganda as well as student placements at Chemonics-Washington. These placements offer students exposure to the international development field while strengthening Chemonics' capacity to promote opportunities for all at its corporate offices and inclusive development in project offices across the globe.

- **Partnership with Howard University.**

Chemonics and Howard University — a leading historically Black institution for educating



Meaningful connections with the local community

“I’m proud to see my Chemonics colleagues bring the same passion and talent they bring to solving global challenges by making meaningful connections with the local community and meeting a real need to strengthen early grade literacy here in Washington, D.C.”

Audrey Spencer (she/her), global practice lead, Education and Youth Practice



professionals in health, science, engineering, and more — proudly launched the joint Pharmacy Practice Fellowship in July 2021. The fellowship aims to diversify the talent pool of pharmaceutical professionals and help improve pharmaceutical management around the world. Selected fellows will work with Chemonics’ global health supply chain experts, fostering innovation by researching and documenting technical solutions, advancing pharmaceutical best practices, and strengthening systems

to improve health outcomes throughout our projects worldwide.

- **Partnership with Reading Partners.** As part of Reading Partners’ [proven literacy program](#), select Chemonics employees dedicate up to two hours weekly to tutor students from five Washington elementary schools at each student’s instructional level. In 2021, Chemonics’ sponsorship supported a virtual reading center for Van Ness Elementary School, where Reading Partners engages 33 children in weekly literacy instruction over the school year and provides support to their parents and caregivers. Chemonics partnered with Reading Partners, the Water Environment Federation (WEF), Reading Partners D.C., and Anacostia Riverkeeper on the first UNLEASH: Race for Oceans – D.C. Cleanup Event. The organizations mobilized members of the Washington metropolitan community to participate in the event as part of a global movement to achieve the United Nations’ Sustainable Development Goal 14: Life Below Water. The cleanup reduced plastic pollution in the Anacostia River over the weekend while facilitating virtual and in-person educational activities that increased community awareness of the importance of environmental stewardship.



A new-found sense of community, belonging, and support

“Through working on ChemPRIDE community events, workshops, and virtual social channels, I’ve connected with people across the company and globe and in doing so discovered a new-found sense community, belonging, support, and ability to bring my whole self to work. It has also meant a lot to me to support colleagues around the company in navigating complex issues, like improving Chemonics’ safety procedures for LGBTQ+ travelers and helping teams foster more inclusive environments for gender non-conforming/non-binary colleagues.”

Spencer Parsons (he/him), senior manager, UK Division; founding ChemPRIDE member



SUPPORT FOR LOCAL COMMUNITY ORGANIZATIONS

Chemonics is proud to support local organizations in Washington and London, where its U.S. and U.K. offices are located.

- **Legal Aid Society of the District of Columbia.** In June 2020, Chemonics donated \$100,000 to Legal Aid, an organization established in 1932 to provide legal services to “make justice real, in individual and systemic ways, for people in poverty in D.C.” We were humbled and proud to learn that we made the [single largest donation](#)

to the “Making Justice Real Campaign” in its 30-year history.

- **Asian Americans Advancing Justice (AAJC).** In May 2021, Chemonics, guided by its ChemTEA ERG, made a \$10,000 donation to [AAJC](#), a national non-profit dedicated to advocating for civil and human rights for Asian Americans and promoting a fair and equitable society for all.
- **Sponsorship of Whitman Walker Virtual Walk to End HIV and AIDS.** Chemonics’ staff raised funds and participated in the [Whitman Walker Virtual Walk to End HIV and AIDS](#). In 2021,

staff participated from a remarkable number of locations — including the United Kingdom and Taiwan as well as states across the United States like Ohio, Arkansas, Colorado, Georgia, and the District of Columbia. With a corporate sponsorship of \$1,000, Chemonics' staff raised over \$2,300 in total.

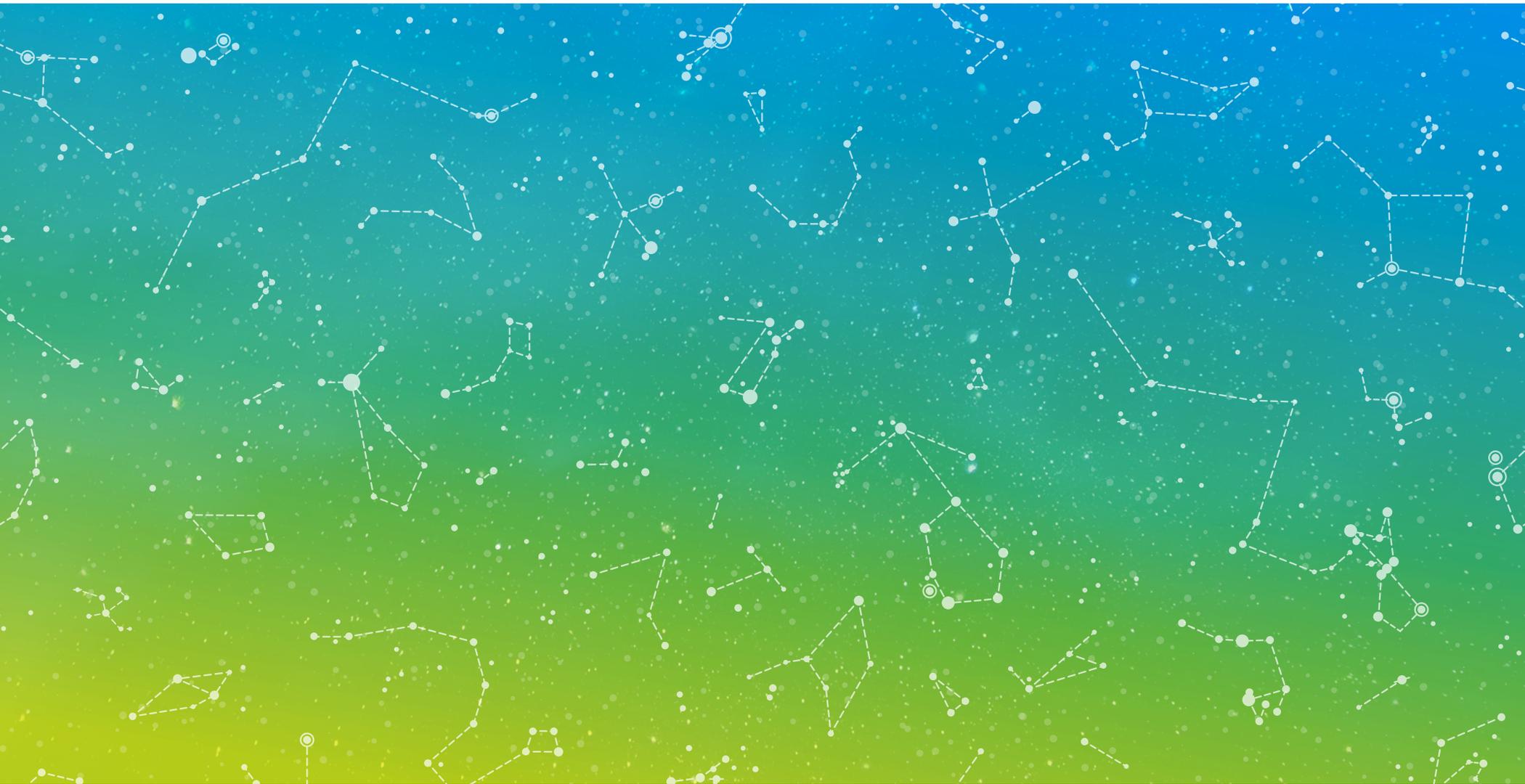
- **Donations of office supplies to local schools and NGOs.** Our senior specialist of events and outreach, Paris Rossiter, and the Community for Knowledge and Engagement group made an initial delivery of 265 boxes of excess office supplies that became available after Chemonics vacated offices in downtown Washington while preparing to move to a new office in the Navy Yard neighborhood to Van Ness Elementary School and the School Without Walls at Francis-Stevens in July 2021. The group has continued to make deliveries since then to those schools and others, as well as local NGOs, for a current total of 750 boxes of supplies delivered.

The ERGs and departments across Chemonics often engage with or collect donations for local organizations during commemorative months. Some of the organizations our staff has supported in recent years include:

- [Asian American Youth Leadership Empowerment and Development](#)
- [BeGreatDC](#)
- [Casa Ruby](#)
- [The Family Place](#)
- [Girls Inc.](#)
- [Girls Rock! D.C.](#)
- [Opening Doors London](#)
- [Rosa, the UK Fund for Women and Girls](#)
- [Spanish Education Development Center](#)

CORPORATE MATCHING PROGRAM

As part of the SCORE work plan, Chemonics launched a corporate matching program, which allows all 19 divisions to access up to \$2,500 in matching donations if members of a division engage in community efforts related to SCORE community outreach work. SCORE's current community outreach focuses on partnering with organizations that address educational, professional, and economic attainment as well as criminal justice reform. With this sort of incentive, we can give back to our employees while they give back to our communities. Through this program, we donated a total of \$6,880 in 2020 and a total of \$10,482 in 2021 to organizations including [Global Kids](#), [NAACP](#), [Whitman Walker Health](#), and more.



Conclusion

We freely acknowledge that we have much to do to become more equitable, inclusive, accessible, and intentional about fostering belonging in our workplaces and in the communities we serve. This report does not cover everything we in the Chemonics community have done on our DEI journey, but we hope it provides useful context, resources, and opportunities to reflect on for our staff and others in global development who are also on DEI journeys.

LESSONS AND NEXT STEPS

We offer some lessons and next steps below that will continue to guide us:

- Establish a formal corporate mentoring program. Our employees have demonstrated a hunger for professional development and relationship-building — for example, in the speed mentoring and networking events that our ERGs have coordinated. As part of SCORE work planning, we have begun establishing a formal mentoring program, which will include tailored components to address the needs of historically marginalized and underrepresented groups.
- Create more formalized avenues to receive and acknowledge feedback. We have realized that without formal feedback loops, staff may find it challenging to raise concerns or suggestions. Likewise, leadership may find it difficult to acknowledge that input and communicate when, how, and whether the input is possible to address.
- Establish a sustainable governance model for ERGs and D&I Constellation members. We are proud of the growth we have made in our DEI efforts and programming over the past several years. Now that we have built a solid framework and engaged so many members of our workforce, our challenge is

to strengthen governance models and create standard operating procedures to ensure clarity, sustainability, and cross-team coordination between and among initiatives and avoid siloed or duplicated efforts.

- Work with our global project offices to formally incorporate and tailor our DEI principles and strategy into project operations so that their activities and goals are appropriate to their distinct cultural and demographic contexts, which may differ from the needs of our U.S.- and U.K.-based staff.
- Embed DEI into the job responsibilities of our staff. DEI work cannot fall just on the shoulders of our DEI and HR colleagues. Every member of our community will be involved in advancing DEI. We will steadily ensure that fostering diversity, equity, inclusion, accessibility, and belonging is woven into everyone's job function and performance expectations.
- Maximize our positive impact on our communities. We are proud of our colleagues giving back to our local Washington and London communities and of our corporate matching program. We plan to formalize

our corporate matching program and build a corporate partnership strategy focused on long-term engagement with community organizations that align with our corporate values. This engagement could be financial, or it could mean leveraging our internal technical expertise to help organizations access the resources and knowledge they need to grow.

We invite you to join us on our journey and discuss what you have learned with us through the [Coalition for Racial & Ethnic Equity in Development \(CREED\)](#). As we noted, we look forward to using the term “DEI” consistently from here forward to double down on our investment in equity, accessibility, and belonging in addition to diversity and inclusion. We plan to release a corporate DEI report like this every two years as our progress continues. We have a long journey ahead of us, and we know we may sometimes misstep. But by listening to, learning from, and welcoming our colleagues and partners' whole selves, we will keep growing. This growth will position us to take meaningful action, ensuring we live our values, sustain a culture of belonging, and forge a more diverse, equitable, inclusive, and accessible workplace and world.

Acronyms

BIPOC	Black, Indigenous, and People of Color
DEI	Diversity, equity, and inclusion
D&I	Diversity and inclusion
ERG	Employee resource group
GESI	Gender equality and social inclusion
HRC	Human Rights Campaign
HRD	Human Resources Division
SCORE	Standing Committee on Racial Equality
USAID	United States Agency for International Development



Our DEI Journey

**2022 CHEMONICS DIVERSITY,
EQUITY, AND INCLUSION REPORT**