



UPDATE ON SECRETARIAT DIVERSITY

Outline: This document updates the Board on the Secretariat's progress towards hiring a competent and diverse team at the Global Fund. It identifies the strengths and weaknesses of our efforts to date and describes activities to improve the diversity of future staff selections.

This is an update only with no decision points for the Board.

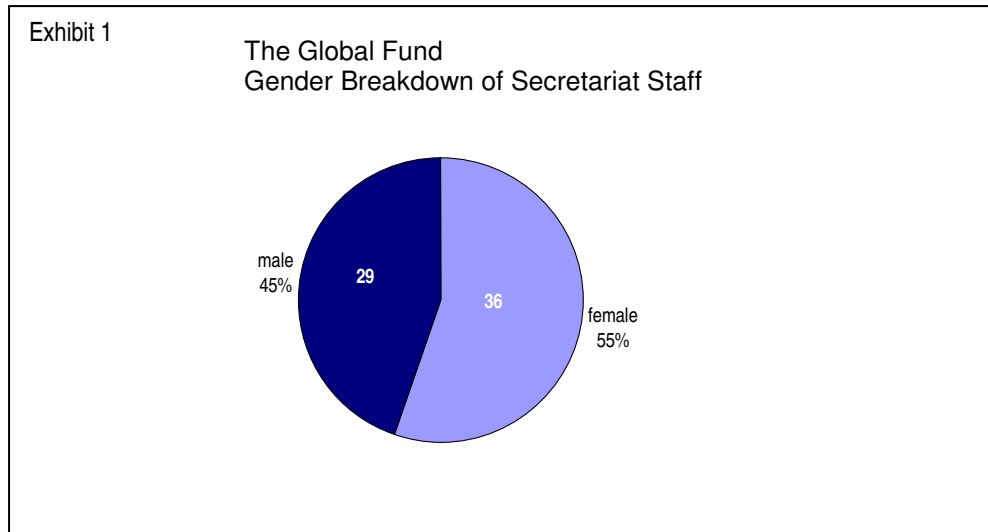
Introduction

1. Hiring a highly professional, competent, diverse and motivated staff is an important foundation for the Global Fund. The Secretariat must have staff who are capable of performing in a demanding and fluid environment, requiring flexibility, a tenacious commitment for results, an understanding of and sensitivity to the three disease and a strong sense of personal accountability for enabling country efforts to fight these diseases.
2. To date, 67% (or two-thirds) of the permanent Secretariat of 53 have been hired. They are included in the 65 staff, permanent and temporary, currently working at the Global Fund.

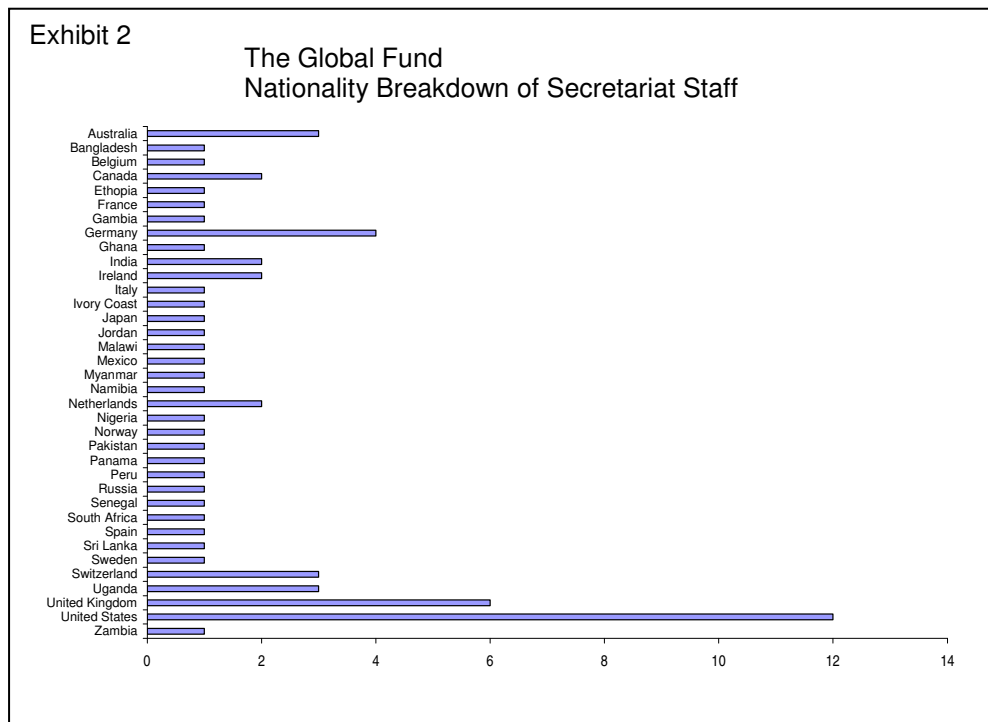
Results to date

3. The recruitment effort over the past few months has placed a strong emphasis on gender, multi-cultural and language diversity by ensuring that:
 - a. All vacancy notices invite applicants from either gender, encouraging women to apply for management positions;
 - b. All vacancy notices are posted on both the Global Fund and WHO websites to encourage multi-sector interests;
 - c. Targeted advertising is used for senior management positions;
 - d. Relevant language proficiency is listed as a key element for positions, with fluency in English being a requirement and fluency in French being a major asset. For certain positions, linguistic skills in one or more of the following languages are also a prerequisite (e.g. French, Spanish, Russian, Arabic, Chinese);
 - e. Applicant screening includes a preference for applicants living with one of the three diseases.
4. The attainment of these diversity objectives can best be illustrated by reviewing the following statistics relating to the staff currently working in the Secretariat.

- a. **Gender:** 55% of the staff are female, with 60% of the Executive Leadership team and 40% of all management being women;



- b. **Nationality:** 36 different countries are represented in the Secretariat, with 21 of those countries being low to middle income countries.



- c. 58% of the staff in the Secretariat are from Europe and North America and 42% are from Africa, Asia and Latin America.

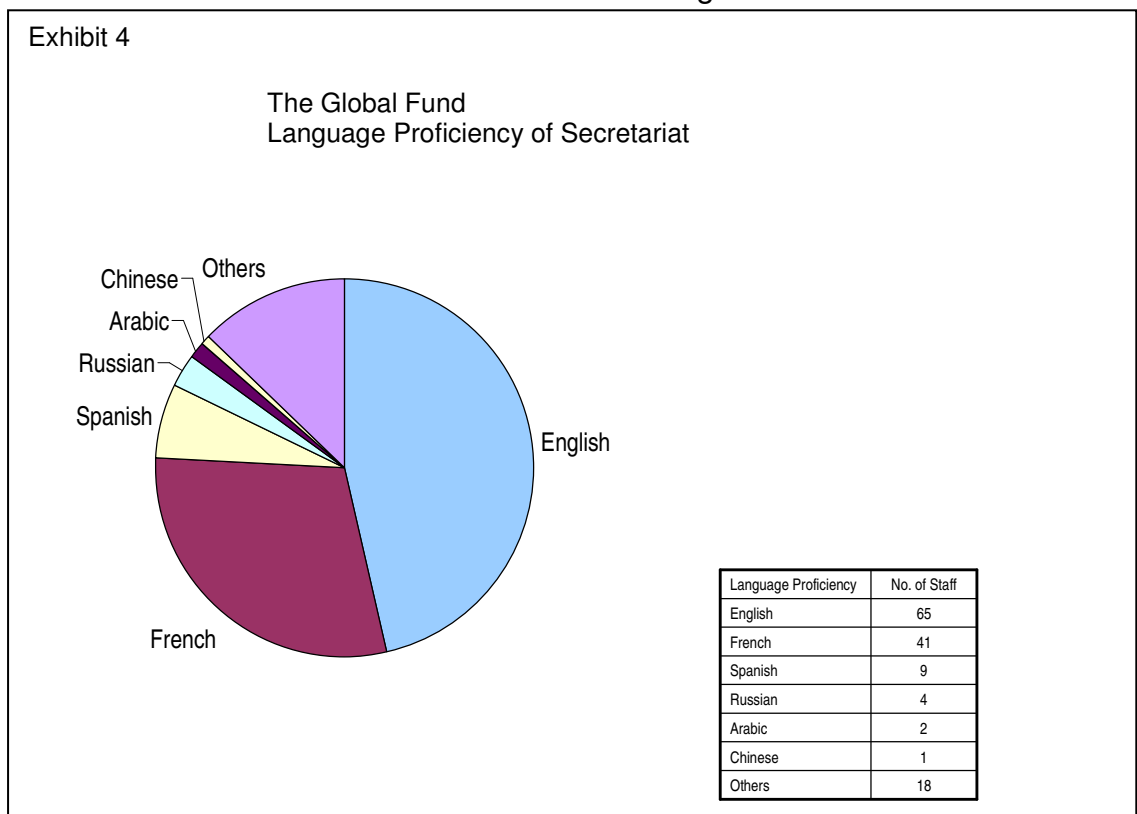
- d. 9 different nationalities are represented on the Executive Leadership team.

Exhibit 3

The Global Fund
Executive Leadership National Representation

Name	Title	Nationality	Region	Gender
FEACHEM, Richard	Executive Director	UK	Europe	male
HEMPEL, Dominique	Senior Legal Counsel	Switzerland	Europe	female
HERBERT, Brad	Senior Fund Portfolio Advisor	USA	N.America	male
MAILER, Dee Jay	Chief Operating Officer	USA	N.America	female
MANE, Purnima	Chief Fund Portfolio Director	India	Asia	female
NANTULYA, Vinand	Director, Strategy, Evaluation & Senior Health Advisor	Uganda	Africa	male
PINEL, Arletty	Fund Portfolio Director Latin America & Eastern Europe	Panama	S.America	female
SAITO, Yoshiko	Fund Portfolio Director East & South East Asia	Japan	Asia	female
SY, Elhadj	Fund Portfolio Director, Africa	Senegal	Africa	male
SOLENDER, Tom	External Relations Director	USA	N.America	male
STEWART, Dianne	Board Relations Manager	S.Africa	Africa	female

- e. **Language:** In addition to all staff being competent in English, over 63% have proficiency in French and 14% are proficient in Spanish. A number of staff have other language skills including Russian, Arabic and Chinese and there are over 20 different mother tongues in the Secretariat.



- f. **Living with Diseases:** At least four of the current staff are people living with HIV.

Evaluation and Future Action Plans

5. We are pleased with our performance on gender balance and are encouraged by the growing national diversity we are seeing in our leadership and regional portfolio teams. We are also encouraged by the breadth in language skills we are acquiring as we recruit our permanent Secretariat. This is especially useful during our present grant agreement negotiations in-country.
6. Even with these promising results, we are not fully satisfied with the representation in the Secretariat from key parts of the world, including Asia and Latin America. This gap is particularly important in our Portfolio Management teams, where in-country experience and understanding are keys to success.
7. We are also not fully satisfied with our success in recruiting private sector, civil society, national public sector talent and people living with the diseases. To assure better representation, future professional vacancies will be advertised in popular world and targeted national periodicals. In addition, we will be actively notifying stakeholders (such as our Board members) and partners of job notices so they can alert candidates in their constituencies.
8. To build the competencies of our Secretariat, we will include in our induction program and our staff development plans, training on the three diseases, orientations to the countries staff will be covering and language proficiency courses.