

“CHANGE NOT CHARITY”

invokes the essence of iDE’s approach to ending poverty. Across the world, we are powering low-income communities to confront challenges and develop resilience to climate change. As we near our 40th anniversary, we invite you to join us.

Visit us at ideglobal.org/get-involved to join our monthly giving program, start a corporate partnership, or create a lasting legacy of impact for generations to come.

iDE Powering entrepreneurs to end poverty.

1031 33rd St #270, Denver, CO 80205 ideglobal.org

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Cover: Workers deliver latrine rings to customers in Bangladesh, where inadequate sanitation services have led to high levels of waterborne disease.
Photo by Abdul Momin



HERE FOR CHANGE NOT CHARITY

iDE
2021 ANNUAL REPORT

DOERS NOT DREAMERS

When iDE founder Paul Polak first visited Ethiopia in the 1980s, Somalis were being driven across the border by conflict in their home country.

He noticed the refugees were struggling as they carried wood, water, and food with rudimentary carts pulled by donkeys.

Practical and innovative, Paul used abandoned car parts and displaced blacksmiths to modify the carts, making them much more efficient. The improved carts were then sold by the blacksmiths to other refugees on credit, with payments made from income generated by hauling goods with the carts. Five hundred carts were sold, producing more than \$1 million in net income for cart owners over three years.

For nearly 40 years, iDE has been working with entrepreneurs like the Somali refugees, coming up with market-based fixes to enduring challenges. We believe the market offers the best way to incentivize people and find sustainable solutions that can be passed down through generations.

Our in-country staff begin by listening to every stakeholder, working their way around barriers and through bottlenecks to build local economies and value chains that deliver goods and services to “last mile” rural and remote areas. These geographically-defined “resilient market ecosystems” add three-dimensional layers of opportunity, touching people’s lives as they buy affordable goods in the market, plant improved crops in their fields, and access clean water in their homes.

Letter from the CEO

Dear Partners,

Last year was one of iDE’s most challenging and hard fought. And yet, as we look ahead, we have a lot to celebrate and be proud of!

In 2021, we responded to climate change, increasingly impacting countries where iDE is working. While global warming affects everyone, it is particularly concerning in developing countries where people are already suffering regular cyclones, drought, and floods. In Ethiopia, conflict in the northern Tigray region struck at our clients, put our staff at risk and forced us to divert operations to safer locations. In the meantime, COVID-19 outbreaks continued to limit our field access across the globe and took a heavy toll on the marginalized communities we work in.

But through it all, I was relieved and impressed by the perseverance of our entrepreneurs and the tireless efforts of our 1,300 staff. In a word, they showed resilience. I use this term – borrowed from natural science to describe absorption and rebound from shock, and adopted by international development – because it says so much about the difficult circumstances our clients find themselves in.

If we cannot learn to adapt and be resilient in the face of the new normal of changing climates and other shocks and stressors, we risk failing in our mission to end poverty. We cannot let that happen.

As we look ahead to iDE’s 40th anniversary, we should reflect on what we’ve achieved, solving enduring problems, powering small scale entrepreneurs, and positively impacting more than 37 million lives. But we’ll also be looking to the future, resetting our goals around impact and scale, doubling down on our commitments on gender and social inclusion, and pushing the boundaries of innovation, technology, and big hairy ideas. The next 40 years could well be harder than the first 40. Being resilient to the crises of tomorrow will test us all. But I have every confidence we’ll get there. At iDE, we don’t back down from a challenge.



Yours in impact,

Lizz Ellis

Lizz Ellis, CEO

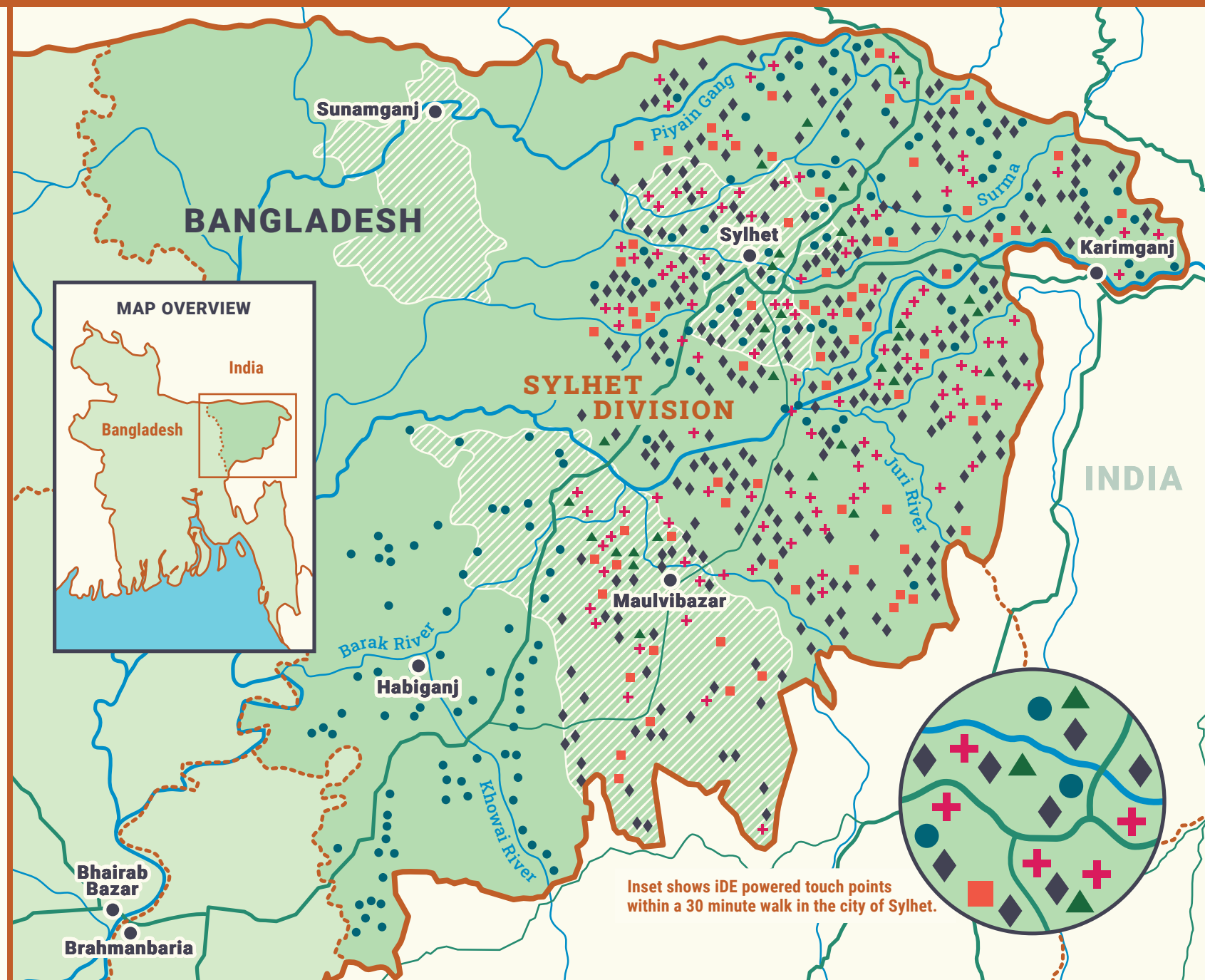
SYLHET'S RESILIENT MARKET ECOSYSTEM

is made up of many interconnected parts. Every market is a community, a value chain, and a collection of individuals and businesses working together to buy and sell products and services that people need. In the Sylhet Division – an area the size of Rhode Island in north-east Bangladesh, where 16.2 percent of people live in poverty – iDE is implementing three overlapping programs.

These programs together form a network of market relationships where iDE's actors and know-how are made available to thousands of people living in the region. This map shows the location of some 2,360 iDE-powered touch points – local business advisors, livestock service providers, agricultural collection points, sales agents, entrepreneurs and latrine producers – all engaging with market actors, communities, and individuals spread across Sylhet — one example of our global operations.

This concentration of business activity provides wide-spread access to a range of goods, services and knowledge for households and small scale business owners who might otherwise be isolated from income generating opportunities they require to boost their livelihoods and lift themselves out of poverty.

Learn more at ideglobal.org/Sylhet



Map Legend

- + **Livestock Service Providers**
Provide husbandry services for households farming livestock and poultry
- **Local Business Advisors**
Lead farmers connect other farmers to markets with agricultural inputs and crop aggregation
- ▲ **Collection Points**
Places where farmers bring high value market crops to sell in bulk to buyers
- **Latrine Producers**
Manufacture and sell latrines to rural people as a sanitary alternative to open defecation
- ◆ **Sales Agents**
Mostly women who provide links between rural households and quality products, services and advice on how to use them
- ▨ **Entrepreneurial Zones**
Areas where small business owners are powered to improve their incomes, livelihoods, and environments in rural communities

In 2020, 73 percent of survey respondents were classified as "food secure" in Sylhet compared to the 2019 baseline of 46 percent. In addition, respondents in the "severely food insecure" category dropped from 13 percent to 2 percent.

HERE FOR SUSTAINABLE LIVING

iDE uses human-centered design to develop products, services, and market ecosystems that solve everyday problems in local communities.

POOR SANITATION THREATENS CAMBODIANS living on “floating villages,” with only five percent of people residing in communities around the Tonle Sap Lake, a large Cambodian freshwater body, having access to a latrine or well.

To assist these villages in developing safe sanitation options, iDE is using human-centered design to prototype solutions for 3,000 homes, including traditionally marginalized groups such as ethnic Vietnamese, Cham, and people with disabilities.

“Sky Latrines” that sit above the waterline and empty into submerged tanks, as well as tanks suspended in the water under a floating house’s toilet, are two of the innovative ideas being tested. iDE is also designing and implementing clean water, solid waste management, and hygiene behavior-change solutions.



HER 2 CENTS ARE PROBABLY WORTH MILLIONS

Drawing on decades of experience, Parbati distills essential oils from native aromatic plants, like lemongrass and chamomile.

Last year, we conducted surveys in Nepal, Bangladesh and Mozambique to understand how markets — such as essential oils — respond to climate change and other shocks.



NEPALESE ESSENTIAL OIL MAKERS FACE CHALLENGES. Parbati Khadka used to stay home and raise her children, but now makes a living working in an essential oils distillery.

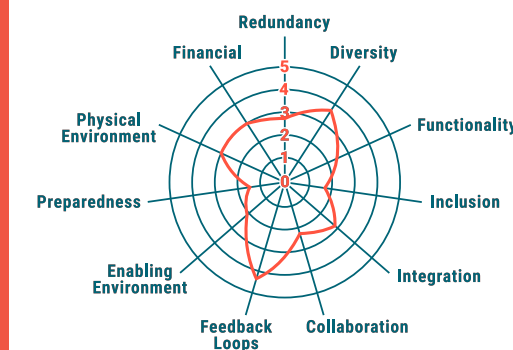
“My husband no longer has to go abroad to work days and nights.”

— Parbati Khadka

In 2021, iDE surveyed Nepalese essential oil makers to determine their ability to overcome challenges such as changing climates. Using the Market Systems Resilience Index (MSRI), iDE found they showed high levels of resilience when it came to learning from experience and understanding local environmental conditions, but were less resilient when it came to including women and minorities, or being able to promptly respond to shocks.

The findings will inform any of iDE’s future essential oils work in Nepal.

Average MSRI Resilience Scores in Essential Oil Sector



Resilience is measured across a range of categories, which receive a score between 0 and 5, where 5 represents the most resilient systems.

HANDSHAKES ARE BETTER THAN HANDOUTS

We work to connect women entrepreneurs in Zambia to microfinance opportunities.

But to do so, we must first address power imbalances and harmful social norms that prevent women and marginalized populations from participating in market ecosystems.

ZAMBIAN WOMEN ACCESS MICROFINANCING from village savings groups. As a member of a women's savings and loans group, Tryness Nsofwa, 57, borrowed 1,500 Kwacha (US\$88), twice what she contributed. Under group rules she must spend the money on a business enterprise – in her case to sow, fertilize, and harvest a field of groundnuts – and pay the loan back with interest.

“Without the loan, I could not say where I would have gotten the money.” — Tryness Nsofwa

The money contributed by members is stored in a locked metal box, only ever opened at group meetings by three separate “key holders.” At the end of each six-month “cycle” all outstanding loan repayments must be made, and the box, now laden with interest payments, is opened and its contents shared among the group.



WATER PROTECTORS

NOT WATER COLLECTORS

As extreme weather increasingly impacts smallholder farmers, we leverage market ecosystems to help them adapt to climate change.

HONDURAN FARMERS MANAGE THEIR WATERSHEDS TO COMBAT CLIMATE CHANGE. Maria Gloria Martinez remembers what the watershed was like before her community took charge: when it rained, water gushed in unmanageable quantities. In drought, it merely produced a trickle.

“Families that used to work elsewhere are now able to stay and work on their own land.”

— Maria Martinez

As climate change produces more extreme weather events, Honduran farmers like Maria are adapting to the times. With assistance from iDE, her family and 21 others in her community formed a caja rural, a local savings group, which funded a small concrete dam. Water is now carried through canals to nearby farms where drip irrigation lines feed crop rows.

Based on estimates for the first phase of a recent watershed project, we expect \$125 in annual income (representing a quarter the average monthly income) has been gained on average by 87,000 water basin households.

WANTED: SEED CAPITAL



Smallholder farmers linked to our market ecosystems across the globe see average income gains of \$326 a year, a significant amount considering many earn less than \$1.90 a day.

AS A FARM BUSINESS ADVISOR (FBA), Flora Mostiço is a change agent in her small Mozambican community. At her market store, the mother of six sells affordable agricultural inputs including high quality seeds, fertilizer, and water pumps. She also runs her own farm and employs laborers to help with the harvest.

At the same time, she rides her bicycle into the countryside, demonstrating to other farmers how to spray their crops to prevent pests from destroying them. It's a long way from her situation a few years ago.

“I was a person who walked around without anything.”

— Flora Mostiço

But with training from iDE, Flora learned about high-yield, climate smart agricultural techniques; learned to keep track of spending; and formed a business relationship with a supplier which transports her goods.

A recent survey of local iDE FBAs – which number 332 (117 women) in Mozambique — found they'd increased the number of clients they had by an annual average of 72 percent.

LET'S CHEER ON THOSE REWRITING THE RULES



iDE believes that diseases caused by poor sanitation can be reduced by powering market ecosystems to drive behavioral change

BY ASKING PROBING QUESTIONS, iDE Ethiopia WASH manager Martha Gebeyehu (shown here at far left) learned a critical lesson —

“People’s preference is sometimes different from our assumptions.” — Martha Gebeyehu

The realization helped her develop innovative sanitation solutions targeting 60,000 people in the rural Amhara region where children often die from diseases caused by open defecation and contaminated water.

Using human-centered design, iDE is building resilient market ecosystems here, powering entrepreneurs to establish latrine businesses, as the sales agents we train go door-to-door with plans to sell 15,000 latrines in rural communities. Despite having limited incomes, the design process determined community members are willing to pay for durable, aspirational toilet solutions.

POWERING OUR PASSIONATE TROUBLESHOOTERS

iDE global staff have always been a source of grassroots innovation. Now we've harnessed that passion, creating a formal process called "Playbook" to support our teams to develop solutions to their internal business challenges.

Every country team last year picked a "play" centered on a challenge they wanted to brainstorm and solve, ranging from communications, to finance, to impact measurement. Countries then selected small teams to workshop their challenges over an 8-week period with each playbook team leader receiving specialized training.

"Teamwork brings out the great ideas harbored in people."

— Sanda Ubaida

This is how we invest in and mentor our future leaders.

Meet our 2021 Playbook team leaders. →



Abigail Musinga
ZAMBIA



Hilda Wunniche
GHANA



Aruna Subba
NEPAL



Saroja-Thapa
BANGLADESH



Claudio Bento
MOZAMBIQUE



Ephrem Abebe
ETHIOPIA



Rebecca Merrifield
ETHIOPIA



Tsion Markos
ETHIOPIA



Dana Smith
USA



Jennifer Roglà
USA



Mab Klann
CAMBODIA



Saqif Khan
BANGLADESH



Sim Veasna
CAMBODIA



Trang Bui
VIETNAM

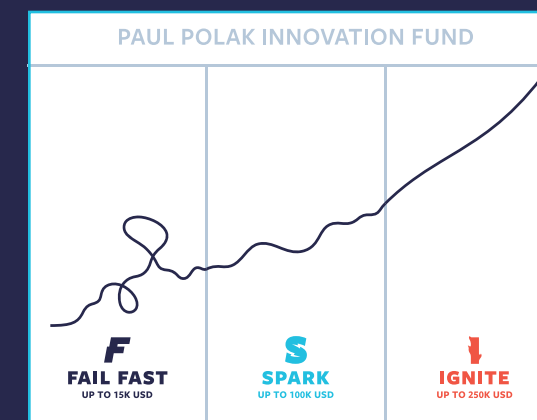
Introducing The

PAUL
POLAK



INNOVATION FUND

Inspired by iDE founder Paul Polak's legacy, this fund has a simple mission: to ignite local innovation within iDE. It provides iDE staff with the freedom to think outside the box and come up with creative ideas that could be a catalyst for transformational change.



The fund provides three levels of support to fuel innovative projects:

Fail Fast

Testing a new solution to an existing problem.

Spark

Refining the impact model of a proven idea.

Ignite

Scaling up a fully operational impact model.



Concerned about the impact of climate change on agricultural staples such as rice, iDE design strategist Amey Bansod spent years studying the potential of mushroom farming as an alternative for small-scale farmers.

Under a Spark grant, Amey will now get to test his hypothesis: the highly nutritious, low maintenance crop can boost livelihoods, build resilience, and improve food security.

In Nepal, Lalit Sah, our agriculture program lead, won a Fail Fast grant to explore a business model for Nepali-grown organic compost. In addition to improving soil and agriculture, this idea has the potential to reduce dependency of farmers on chemical fertilizers and international supply chains.

As well as Cambodia and Nepal, employees from Mozambique and Nicaragua last year received grants from the fund to develop projects that could lead to the "next big thing" in their respective countries. Future grants will be announced throughout 2022.

MAKING A DIFFERENCE BEYOND WRITING A CHECK?

CHECK.



As a nonprofit, iDE relies on the generosity of socially conscious donors, including companies big and small.

QUEEN CITY USES BLOCKCHAIN TO SUPPORT iDE AND HONDURAN COFFEE FARMERS. Last year, Denver roastery Queen City Collective Coffee linked up with iDE in support of Honduran coffee farmers threatened by climate change, as part of a blockchain promotion that showed Denver coffee drinkers the journey of their authentic cup of joe.

Bext 360, a Colorado digital supply chain company, hosts the blockchain app capturing key steps of the journey from cherry tree to cup, each step tokenized in “blocks” and stored on a secure peer-to-peer digital network, visible by scanning a QR code on a bag of roasted coffee.

Building on an arrangement struck in 2020, the farmers were paid first when they initially sold coffee to a social enterprise and again for every bag sold in Denver. In the four weeks leading up to Colorado Gives Day in December, Queen City generously donated 5 percent of sales to iDE.

ECOVESSEL®

Concerned about plastic bottle waste, EcoVessel supports iDE’s work.

EcoVessel, a Boulder-based company that makes insulated water bottles, mugs, tumblers and growlers, graciously donated 10 percent of its October 2021 sales to iDE. iDE and EcoVessel are both members of 1% percent for the Planet.



The Toro Company & iDE work to enhance the productivity of local land.

The Toro Company, a Minneapolis-based manufacturer of lawn mowers, snowblowers, and irrigation supplies, has been partnering with iDE for nearly a decade to drive sustainable solutions for smallholder farmers.



Who Gives A Crap & iDE fight killer waterborne disease.

Who Gives A Crap is an eco-friendly Australian toilet paper company that donates half its profits to organizations working to improve access to hygiene, clean water, and basic sanitation in developing countries. Under the partnership, iDE shared in a \$4 million donation made to six nonprofits.

Partner with iDE and help power entrepreneurs to end poverty.

Customers and employees care about the effect businesses have on the world: in the products they sell, the services they deliver, the supply chains they use, and the causes they support.

Corporate partnering with iDE is a demonstration of a true commitment tackling tough challenges like ending global poverty.

Other selected companies that partner with iDE include Thankyou, Arrow Electronics, Bayer, and Audley Travel.

Catalysts of Growth
(\$1,000,000+)

Australian Department of Foreign Affairs and Trade (DFAT)
Chevron
Church of Jesus Christ of Latter-Day Saints
Danish Ministry of Foreign Affairs - Danida
ECLT Foundation
European Commission (EC)
Global Affairs Canada (GAC)
Helmsley Charitable Trust
iDE Canada
Ministry of Foreign Affairs and Trade (New Zealand Aid Programme)
Norwegian Ministry of Foreign Affairs
Stone Family Foundation
Swedish International Development Cooperation (SIDA)
Swiss Agency for Development and Cooperation (SDC)
UK Foreign, Commonwealth & Development Office (FCDO)
United Nations Children’s Fund (UNICEF)
United States Agency for International Development (USAID)
Vale S.A.

Partners in Prosperity
(\$100,000–999,999)

AGFUND
Arup
Australian Centre for International Agricultural Research (ACIAR)
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
Dutch Ministry of Foreign Affairs (MoFA)
Gayané and Tom Ebling
ExxonMobil
The Genesis Charitable Trust
Kalora Interiors International Inc.
Manitoba Council for International Cooperation (MCIC)
Nacala Logistics Corridor (CLN)
The Navigator Company
Norwegian Agency for Development Cooperation (NORAD)
Philip Morris International
Roswitha Smale
United States Department of Agriculture (USDA)
Vitol Foundation
World Food Programme (WFP)
Anonymous (2)

Agents of Change
(\$25,000–99,999)

Benson Family Foundation
Centre de Coopération Internationale en Recherche Agronomique pour le Développement (CIRAD)
David and Lucile Packard Foundation
Ethiopian Agricultural Transformation Agency (ATA)
William and Margaret Fast
The Bill and Melinda Gates Foundation
John F. and Mary A. Geisse Foundation
GlobalGiving
Kohler
Richard and Marlene Mazur
Kathryn B. McQuade Foundation
New Venture Fund
Ted and Mary Paetkau
Len and Carol Penner
Jack and Judith Pottle
Rudy and Alice Ramsey Foundation
The Toro Company
The Toro Company Foundation
United Nations Development Programme (UNDP)
United Nations Industrial Development Organization (UNIDO)
The Waterloo Foundation
Who Gives A Crap
World Bank

Impact Makers
(\$10,000–24,999)

Ana Ximenes and Steve Baroch
George Dixon
Chris Graham
Helene and Patrick Harding
Mary Dreier Holleman
Kiva Microfunds
Reemi Charitable Trust
Kort and Kathryn Schnabel
Anonymous (3)

100 Farmers Society
(Legacy Program)

William and Margaret Fast
Richard and Marlene Mazur
Linda Porter-Cox
Anonymous (1)

Global Citizens
(\$1,000–9,999)

Robert and Sydney Anderson
Shannon and Todger Anderson
Audley Travel
Richard and Victoria Baks
Gary Barr
The Battilega Family Foundation
Bayless Charitable Fund
Catherine Bertini and Thomas Nobel
Timothy and Leanna Boers
William Cauffman
Centre for Agriculture and Bioscience International (CABI)
Judith and Tom Close
Bradley Davids
Joshua DeBartolo
Rita Derjue and Carle Zimmerman
EcoVessel
Michael Ehrenberg and Donna Richman
Elizabeth and Nathan Ellis
Glen Engel-Cox
Nuala and Mark Fitzgerald
Sidney B. and Caleb F. Gates Jr. Fund
Amy Hecht
Judith Hermanson and Keith Ogilvie
Steve and Lynn Hetterich
Nan Hildreth
Robert and Laura Hill
JD Sheth Foundation
Carol and John Jeunnette
Lauren and Andy Keller

Global Citizens (continued)
(\$1,000–9,999)

Tish and Marvin Key
Thomas and Kristin Knapp
Katherine Koch
F. Patrick Listermann
Thomas Logan
Keith and Beth May
Abbie Melnick and Joel Lipsitch
Frederick Osterhagen
Linda Porter-Cox
Queen City Collective Coffee
Elizabeth Rantz
Jere Michael Richardson and Faye O. Richardson
Wanda Root
Ken and Lisa Smith
Steve Smith
Troy Sniff
Mary and Kent Taylor
Joyce and Michael Thomas
University of North Carolina at Greensboro
University of Technology Sydney - Institute for Sustainable Futures (UTS-ISF)
Jaimie and Kelly Williams
Shirley and James Williams
Samuel Wittmer
Marianne Woodward
Cammie Wynn
Anonymous (2)

Activators
(Monthly Donors)

Oluade Ajayi
The Battilega Family Foundation
Rhoda Benson
Laura Bernard
Doug Coleman
Bradley Davids
Joshua DeBartolo
Glen Engel-Cox
Marshall Essig
Mark Fitzgerald
James Fritz
Alexander Georges
Carol and John Jeunnette
Elaine Karol
Emily Karol
Thomas and Kristin Knapp
Ratana Kong
Rick Kwan
Gordon Lau
Alice Lee
Thomas Logan
Joni McGhee
John McGovern
Julie Nydam
Judith Hermanson
Frederick Osterhagen
Jacquelyn Pruitt
Cóilín Rush
Philip Schuyler
Sathya Babu Shankar
Daniel Snaith
Andrea Hernandez Tobar

Activators (continued)
(Monthly Donors)

Margaret Tyler and Dave Schutz
Caitlin Warkentin
Jaimie and Kelly Williams
Mouakong Xiong

2021 Board Members

Lee Addams
Kebede Ayele
Gerry Dyck
Tom Ebling
William Fast
Mark Fitzgerald (Treasurer)
Judith Hermanson
Robert Hill (Chair)
Shashwat Jha
Andrew Keller (Vice Chair)
Venkata Kishore
Rick Kwan
Alix Lebec
Chandra A. Madramootoo
Richard Mazur
Ted Paetkau
Len Penner
Ling Ling Phung
Linda Porter-Cox
Joyce King Thomas
Ana Ximenes

LEARNING TO ADAPT



IN GHANA, WOMEN OFTEN DON'T HAVE ACCESS TO MODERN IRRIGATION, instead spending hours walking to fetch water.

However, by talking with our clients and asking questions, we learned about “keyhole gardening”, a type of raised gardening bed that uses very little water, saving women the trouble of fetching large amounts.

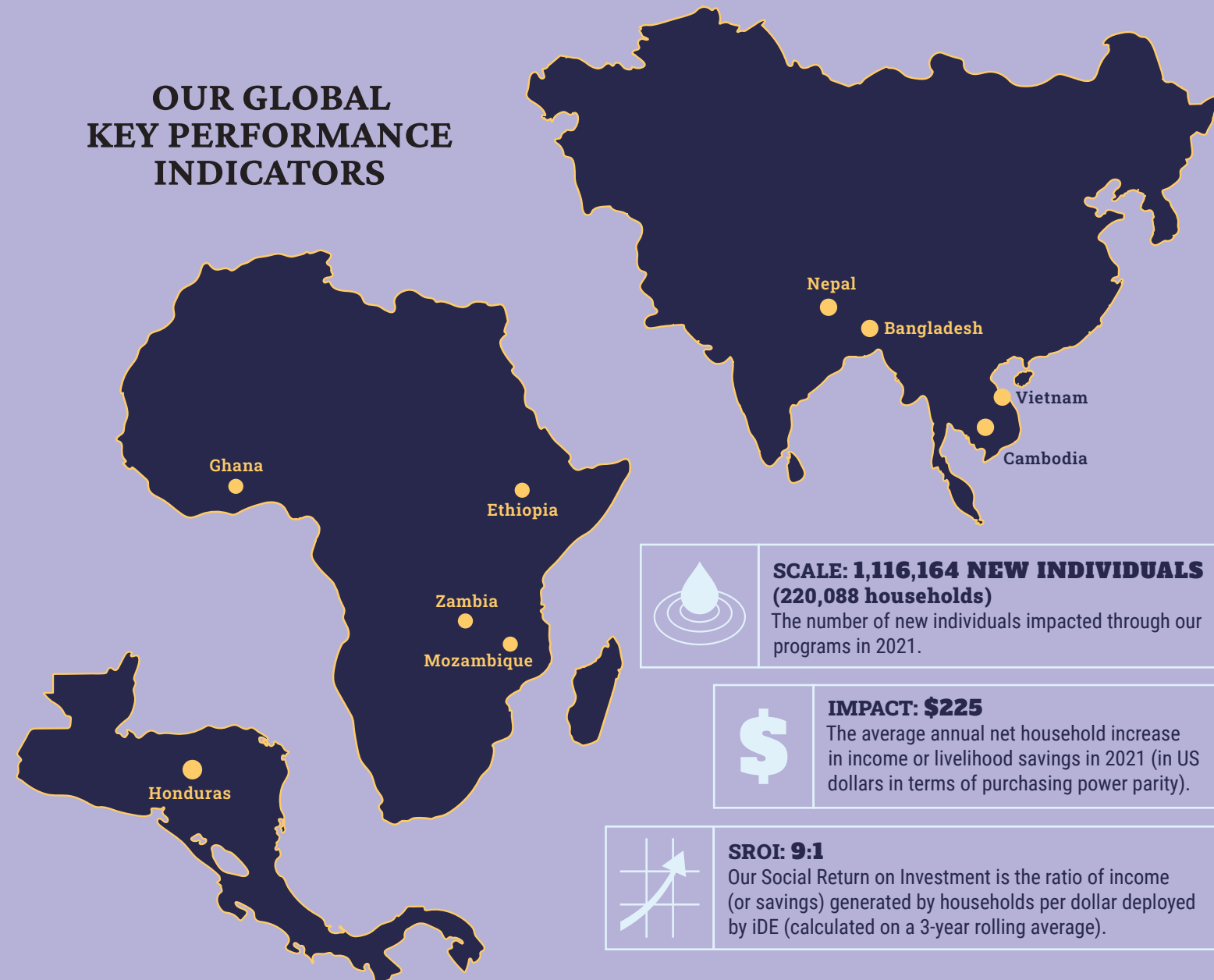
By applying knowledge we learn from our clients, iDE can adapt its programs, powering women to grow their small farming businesses.



IDE HAS BEEN WORKING IN VIETNAM since 1991 building markets for sanitation, clean water, and agriculture. Now that Vietnam is a lower middle-income country, we're turning our attention to a modern problem: Vietnam is a major global generator of plastic waste.

iDE is now exploring how we can apply our entrepreneurial know-how to Vietnam's circular economy, linking informal plastic collectors to municipal waste systems, providing a plastic feedstock to manufacturers, and reducing demand for new plastic.

OUR GLOBAL KEY PERFORMANCE INDICATORS



2021 Income	(US Dollars)	
Grants	\$ 20,417,721	75%
Individual Donations	\$ 1,054,998	4%
Field & Program Revenue	\$ 3,209,301	12%
Sales & Other Income	\$ 2,566,501	9%
Total	\$ 27,248,521	

2021 Expenses By Country

Bangladesh	\$ 5,363,892
Cambodia	\$ 5,145,595
Ethiopia	\$ 1,048,800
Ghana	\$ 1,263,956
Honduras	\$ 584,518
Mozambique	\$ 4,025,225
Nepal	\$ 742,460
United Kingdom	\$ 60,683
Vietnam	\$ 171,173
Zambia	\$ 1,108,899
Multi-Country	\$ 916,313

2021 Expenses of iDE’s Social Enterprise

Hydrologic (Cambodia)	\$ 1,181,735	
2021 Expense Breakdown		
Field Programs	\$ 21,613,249	80%
General & Administrative	\$ 4,925,177	18%
Fundraising	\$ 396,202	2%
Total	\$ 26,934,628	

2021 Expense Detail

Personnel	\$ 15,673,564	58%
Subgrants	\$ 207,626	1%
Office Expenses	\$ 2,623,147	10%
Professional Services	\$ 2,307,996	8%
Travel & Transportation	\$ 1,369,997	5%
Subcontracts & Consultants	\$ 3,936,876	15%
Business Admin Expenses	\$ 637,913	2%
Depreciation Expenses	\$ 177,509	1%
Total	\$ 26,934,628	

2021 Ending Net Assets

Total	\$ 5,180,595
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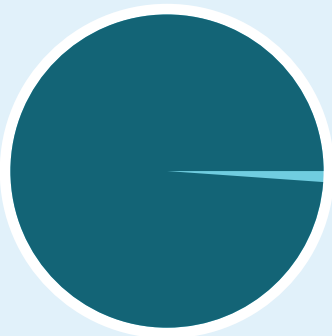
We’ve committed to equity and inclusion in our GESI policy and we’re moving toward better gender equity in our leadership and workforce teams.

iDE’S EMPLOYEES make up a network of diverse individuals who are committed to the organization’s values and mission.

We believe in the principles of equity, diversity and decolonized development when it comes to hiring processes.

But because we recognize we need to improve our global employee census data, we are transparent about where we are today.

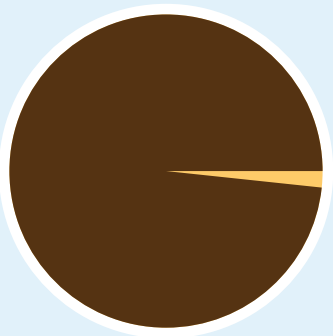
EMPLOYEES BY LOCATION



4% Headquarters
96% Field Offices

The overwhelming majority of our staff (96%) live and work in the countries and areas we support.

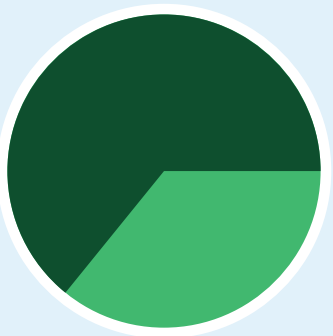
EMPLOYEES BY CITIZENSHIP



6% International
94% National

We hire locally. In fact, 94% of our staff are citizens of the same countries they are working in.

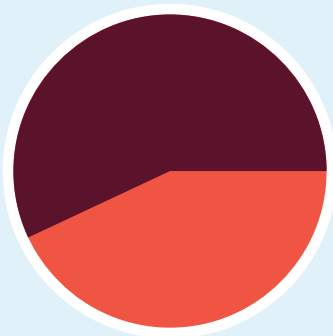
EMPLOYEES BY SEX



36% Female
64% Male

36% of our global staff are female, and we’ve committed to hiring more women in all aspects of our business.

SENIOR MANAGERS BY SEX



43% Female
57% Male

43% of our senior management positions are held by women, who serve as role models and mentors.