

Background

In 2019, we conducted and [published](#) our first gender pay gap analysis as part of our commitment to gender, equity, diversity, and inclusion (GEDI). Since then, we have finalized our [GEDI policy](#), which has as its core commitments to build an inclusive workplace, to advance women and underrepresented employees in the workforce, and to strengthen a safe and secure workplace. We have a new compensation policy and are updating salary grade structures for our offices, which includes a detailed equity review. We also participate in the [Global Health 50/50](#) assessment and the [Fair Share of Women Leaders](#) monitor, both to demonstrate our commitment and to learn from others across our sector about how we can improve.

Here we report on our 2020 pay gap analysis. The gender pay gap represents the difference between the average pay of women and the average pay of men in an organization, irrespective of position. It is expressed as a percentage of the average pay for men. The pay gap is often an indicator of gender balance, or lack thereof, in the different staffing levels of an organization. Beginning this year, we are also reporting on the race/ethnicity pay gap for our US staff.



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Methodology

For our 2020 pay gap analysis, we included our offices that have 10 or more staff. We note that for all our offices except Ethiopia, Tanzania, and to a certain extent India, our staff numbers per office are small and any individual shifts in staffing can have a disproportionate impact on our analyses. However, we include them because we can learn from our trends over time.

We followed the standard gender pay gap [methodology](#), calculating the mean and median hourly wages for men and women, and representing the difference of women's pay from men's pay as a percentage of men's pay. The median pay gap measure is often considered more representative of pay gap because it is not affected by outliers; we present both mean and median.



We based our analysis on our staffing as of September 30, consistent with the previous year’s report. We excluded from analysis any staff hired after that date, as well as paid interns.

Different from 2019, the US data include overseas staff members who are paid based on the US pay scale plus international staff in global roles, even if on different pay scales. This decision emphasizes their roles over their geography, and, while imperfect – especially with our small datasets – we think it is a better way of viewing our staffing structure.

Staff who are in offices with fewer than 10 people, or who work from a separate country of residence and are not in global roles, are not included in the analysis.

In addition to reporting on the pay gap, we report on our pay quartiles, which shows how our staffing at different levels of pay is balanced (or not) by gender.



Results

Last year we reported on our overall global gender pay gap. This year we report only on offices where we have 10 or more staff. We do this not to hide results (we still have a significant negative pay gap across our global staff) but because we recognize that it is not meaningful to combine data across countries with different economies and pay scales. We hope that in the future we will be able to peg salaries to a consistent benchmark and conduct a logical global analysis.

Data from 367 staff were eligible for analysis based on hiring date. We report here on staff from Ethiopia, Tanzania, India, the United States (US), and the Democratic Republic of Congo (DRC), representing a total of 350 staff.

Ethiopia

Key changes from 2019: While the mean pay gap is the same this year as last year, the median pay gap is smaller, at 17%. The proportion of women in the upper and upper middle pay quartiles increased compared to last year. Our Ethiopia team leadership is specifically working on increasing the number of women in senior management positions.

Ethiopia Staff (N = 132)		
Distribution		
Women: 39 (30%)	Men: 93 (70%)	
Gender Pay Gap (%)		
Mean Pay Gap: 12	Median Pay Gap: 17	
Pay Quartile	Women (%)	Men (%)
Upper	21	79
Upper Middle	30	70
Lower Middle	45	55
Lower	21	79

Tanzania Staff (N = 105)

Distribution

Women: 43 (41%)	Men: 62 (59%)
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Gender Pay Gap (%)

Mean Pay Gap: -26	Median Pay Gap: -11
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Pay Quartile	Women (%)	Men (%)
Upper	54	46
Upper Middle	38	62
Lower Middle	42	58
Lower	30	70

India

Key changes from 2019: Staff reduced from 97 to 58 people, with proportionately similar gender balances (41% women in 2019; 36% women in 2020). The mean pay gap is the same as 2019. The median pay gap is greater: -23% in 2020 compared to -15% in 2019. The percentage of women in the lower pay quartile fell from 12% to 7%, and in the lower middle quartile fell from 44% to 36%; the upper quartile is now evenly balanced.

Tanzania

Key changes from 2019: The negative pay gap (women being paid more than men) increased in Tanzania over the year, with fewer women represented in the lower middle quartile (52% in 2019 and 42% in 2020).

India Staff (N = 58)

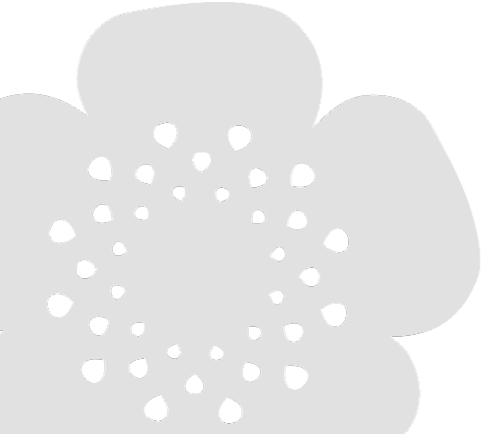
Distribution

Women: 21 (36%)	Men: 37 (64%)
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Gender Pay Gap (%)

Mean Pay Gap: -21	Median Pay Gap: -23
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Pay Quartile	Women (%)	Men (%)
Upper	50	50
Upper Middle	53	47
Lower Middle	36	64
Lower	7	93



US / Global Staff (N = 43)

Distribution

Women: 30 (70%)	Men: 13 (30%)
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Gender Pay Gap (%)

Mean Pay Gap: 11	Median Pay Gap: 23
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Pay Quartile	Women (%)	Men (%)
Upper	64	36
Upper Middle	64	36
Lower Middle	82	18
Lower	70	30

bands after September 30, so are not included in the 2020 analysis.

Democratic Republic of Congo (DRC)

DRC was not included in our 2019 analysis because the office had fewer than 10 staff at the time. DRC’s quartiles provide important context for their results and point to the challenge of conducting pay gap analyses for such a small number of staff. Although the upper quartile is equally comprised of women and men, men make up the entire upper middle quartile, and women are a greater proportion of the lower quartile.

US / Global

Key changes from 2019: Our US staff went from 80% women in the upper quartile in 2019 to 64% in 2020, leading to a significant traditional pay gap, compared to our relatively even pay in 2019. This again is an effect of having such small numbers in our analysis. In the upper quartile, one executive position that was held by a woman in 2019 is held by a man in 2020, and one new position was filled by a man. Two men were hired into senior positions (in the upper middle quartile) before September 30; two women were hired into positions in the same general salary

DRC Staff (N = 15)

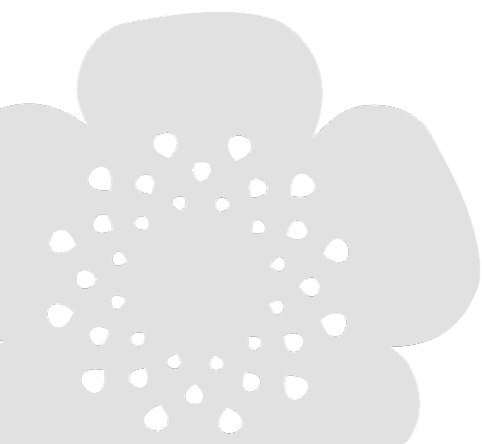
Distribution

Women: 6 (40%)	Men: 9 (60%)
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Gender Pay Gap (%)

Mean Pay Gap: 9	Median Pay Gap: 39
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Pay Quartile	Women (%)	Men (%)
Upper	50	50
Upper Middle	0	100
Lower Middle	50	50
Lower	67	33



US / Global Staff (N = 43)

Distribution

BIPOC: 26 (60%)	White: 17 (40%)
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Race/Ethnicity Pay Gap (%)

Mean Pay Gap: 1	Median Pay Gap: -9
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Pay Quartile	BIPOC (%)	White (%)
Upper	55	45
Upper Middle	64	36
Lower Middle	73	27
Lower	50	50

**Additional Analysis:
Race/Ethnicity Pay Gap**

Our organizational commitments, principles, policies, and analyses of equity go beyond gender. For 2020, we conducted a race/ethnicity pay gap analysis for our US office/global staff (in our other offices, different types of analysis will be required to meaningfully measure and support our principles for diversity).

We conducted this review using the same format as the pay gap analysis: showing the difference between the hourly salaries for Black, Indigenous, and People of Color (BIPOC) staff and the

hourly salaries for white staff, expressed as a percentage of the salaries of white staff. Mean pay for BIPOC and white staff is virtually the same (a difference of less than 1% in favor of white staff) and the median pay gap is -9%, in favor of BIPOC staff.



Discussion and Next Steps

Our commitment to diversity, equity, and inclusion takes many forms. Reviewing and sharing our data related to our gender pay gap (and now our US office race/ethnicity pay gap) is just one of those. The steps we take to ensure that our hiring practices are consistent our principles are another example. We post salary ranges with job postings; we do not ask candidates about their recent salary history; we keep “years of experience” and earned degrees to the minimum required for each role; and we ensure that through active recruitment we have a diverse shortlist for each position.

With two years of gender pay gap analysis, we can see that our gender balance across our different offices varies across our geography and from year to year. We recognize and are comfortable with this variation, keeping in mind the bigger objectives: a meaningfully engaged and diverse leadership team and workforce, and policies that support each person in bringing their whole selves to their office and work.

Part of our comfort with this variation derives from our confidence that we are paying equitably. Pay equity refers to people earning the same income for doing work of the same value (“equal pay for equal work”). We are reviewing internal pay equity on an office-by-



A sincere commitment to diversity, equity, and inclusion is definitely a journey, and not simply a destination.



office-basis. Our pay equity review for our US office demonstrated that we do not have any significant differences in pay based on gender, race/ethnicity, or department.

In last year's report, we noted that we were not concerned with having a reverse gender pay gap. Where we do, we still feel that way – we are working in a sector and in countries where women are still not equally represented in leadership roles, and we are eager to encourage and support women in rising within our organization. Where we have a traditional pay gap, we are practicing one of our core values of reflection – questioning, challenging, learning, and adapting our policies and practices related to recruitment, hiring, promotion, and retention of staff. We continue to conduct further review and analysis of any median pay gaps, in either direction, of more than 15%.

We value that there are many ways for our staff and teams to be diverse. We appreciate that just as people are more than their gender, or race, or age, the diversity of our teams needs to be considered on multiple dimensions. We were pleased to conduct our first race/ethnicity pay gap this year, and will continue to push forward to review and learn from our data in new ways.

Once again, we note our hope that in the future we will be able to calibrate salaries for analysis across countries so that we can see how we are doing globally and so that we can include staff in our smaller offices in our analysis. And once again, we note that gender pay gap analysis requires binary gender data, and gender is not binary. While imperfect, gender pay gap analysis – and now a race/ethnicity analysis – helps hold a mirror up to our progress in being an equitable, inclusive, and effective organization. We reflect on and learn from our results, and we learn from and appreciate diversity, equity, and inclusion initiatives across the non-profit and global health sectors. A sincere commitment to diversity, equity, and inclusion is definitely a journey, and not simply a destination.

