



Background

As part of our commitment to gender, equity, diversity, and inclusion, EngenderHealth conducted its first gender pay gap analysis with data from September 2019.

The gender pay gap represents the difference between the average pay of women and the average pay of men in an organization, irrespective of job positions. It is expressed as a percentage of the average pay for men. The pay gap is often an indicator of gender balance (or imbalance) in leadership, middle-management, and lower-paying positions. The gender pay gap is not the same as pay equity, or equal pay for equal work. Pay equity refers to men and women receiving the same pay for the same job, or for roles of the same value. EngenderHealth is committed to pay equity and our systems for recruitment, hiring, and promotions are designed to ensure that we pay equally and fairly for equal jobs, irrespective of gender, race, religion, or other individual characteristics.

EngenderHealth has a strong, public commitment to equal employment opportunity and to gender, equity, diversity, and inclusion. Our statements on these topics are available on our [website](#).

Although we are not required by our government or funders to conduct a gender pay gap analysis, we recognize that an understanding of our pay gap data could help us identify areas in which we can improve in our efforts of diversity, equity, and inclusion. In particular, the pay gap analysis can help us identify areas in which our staffing structure has a gender imbalance.

Methodology

We followed the widely accepted methodology for gender pay gap calculation, specifically using the [calculation guidance provided by the Government of the United Kingdom \(UK\)](#).

This analysis is based on a snapshot of EngenderHealth staff as of September 30, 2019, at which point we had 410 employees worldwide. As an organization with a head office in the US and program offices

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in Africa and Asia, we provide results by country for each country with ten or more staff. Even this cut-off is low; small numbers of our staff in country offices allow one or two salaries to shift the mean pay gaps dramatically. For this reason, we also provide median pay gaps and the percentage of women and men in each pay quartile.

US data include two members of our US office who are based overseas (they are on the US pay scale and paid in US dollars), in addition to staff in or attached to our US head office in Washington, DC, and staff in a project office in Texas. Data from our program countries in Africa and Asia include staff who are based in those countries and paid in local currency, even if they have regional or global scopes of work.

EngenderHealth has 27 staff who are not included in the country-based analysis as the numbers per country were too small to be meaningful.



Results

Our global gender pay gap is negative, with women paid more than men. Out of 410 global staff members at the time the data were captured, 42% were women and 58% were men (Table 1). Our CEO, two of four vice presidents, and four of seven country and regional representatives were women. Globally, our gender pay gap was negative (mean: -84%, median: -38%), reflecting more women than men (57% vs. 43%) in the upper pay quartile and more men than women (74% vs. 26%) in the lower pay quartile (Table 1).

Table 1. Gender Pay Gaps for Global Staff

Global Staff (N = 410)		
Distribution		
Women: 174 (42%)	Men: 236 (58%)	
Gender Pay Gap (%)		
Mean Pay Gap: -84	Median Pay Gap: -38	
Pay Quartile	Women (%)	Men (%)
Upper	57	43
Upper Middle	44	56
Lower Middle	43	57
Lower	26	74

Country-level data reveal more of the story. Because our pay scales differ by country, and we did not standardize pay across countries (e.g., as a percentage of national median pay), it is important to review our pay gap analysis by country (Table 2).

Table 2. Gender Pay Gaps by Country

India Staff (N = 97)			Bangladesh Staff (N = 14)		
Distribution			Distribution		
Women: 40	Men: 57		Women: 2	Men: 12	
Gender Pay Gap (%)			Gender Pay Gap (%)		
Mean Pay Gap: -21	Median Pay Gap: -15		Mean Pay Gap: 14	Median Pay Gap: -20	
Pay Quartile	Women (%)	Men (%)	Pay Quartile	Women (%)	Men (%)
Upper	45	55	Upper	0	100
Upper Middle	62	38	Upper Middle	67	33
Lower Middle	44	56	Lower Middle	0	100
Lower	12	88	Lower	0	100
Ethiopia Staff (N = 129)			Tanzania Staff (N = 100)		
Distribution			Distribution		
Women: 37	Men: 92		Women: 46	Men: 54	
Gender Pay Gap (%)			Gender Pay Gap (%)		
Mean Pay Gap: 12	Median Pay Gap: 27		Mean Pay Gap: -23	Median Pay Gap: -3	
Pay Quartile	Women (%)	Men (%)	Pay Quartile	Women (%)	Men (%)
Upper	25	75	Upper	56	44
Upper Middle	22	78	Upper Middle	40	60
Lower Middle	44	56	Lower Middle	52	48
Lower	24	76	Lower	36	64
Malawi Staff (N = 15)			US Staff (N = 37)		
Distribution			Distribution		
Women: 10	Men: 5		Women: 30	Men: 7	
Gender Pay Gap (%)			Gender Pay Gap (%)		
Mean Pay Gap: -62	Median Pay Gap: -3		Mean Pay Gap: 4	Median Pay Gap: -2	
Pay Quartile	Women (%)	Men (%)	Pay Quartile	Women (%)	Men (%)
Upper	75	25	Upper	80	20
Upper Middle	75	25	Upper Middle	78	22
Lower Middle	75	25	Lower Middle	89	11
Lower	33	67	Lower	78	22

Quartile Analysis

Analyzing our staff by pay quartile provides a more detailed understanding of our gender pay gap at the country level. For example, quartile data for Bangladesh show that the two women on staff are in the upper middle pay quartile. This influences the median to show a negative pay gap, while the mean reflects the fact that all the highest paying leadership positions in the office are held by men. Quartile analysis for the US staff show that women are slightly more underrepresented in the lower middle and lower pay quartiles, however, it is the office where we have the greatest consistency across pay quartiles.



Discussion and Next Steps

Our gender pay gap analysis will help us fulfill our commitments to diversity, equity, and inclusion. With staff in more than a dozen countries, we face a range of realities regarding hiring and recruitment. Regardless of country setting, however, we work hard to establish policies and systems that will promote diversity, equity, and inclusion in our organization. As shown in Table 2, our India, Bangladesh, Tanzania, Malawi, and US offices have a reverse pay gap with women being paid more than men (i.e., negative median pay gap). In only one country, Ethiopia, do we have a traditional pay gap, with men being paid more than women (i.e., positive median pay gap) (Table 2). We can see the cause of these pay gaps in our staffing patterns. For example, in our India office, men and women are relatively balanced in the upper pay quartile, but in the lowest pay quartile there are more men than women; therefore, we were not surprised to see the negative pay gap.

As an organization committed to sexual and reproductive health and rights and gender equality, working broadly in the “women’s health” space, our reverse pay gaps did not raise flags for our leadership team. In fact, we see these results as both a reflection of our success in hiring, supporting, and retaining women in leadership positions and as a contribution to improvements in the (traditional) national pay gaps present in all the countries where we have staff. However, we are also cognizant of our commitment to equality: we are not aiming to have only women serving in leadership positions, and any median pay gap over 15% in either direction is receiving our attention. These data are a snapshot in time with annual analysis, we will be able to see how our hiring, mentoring, and retention of staff at all levels of our organization influence our gender pay gap. In the



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future, we hope to calibrate salaries for analysis so we can look across the whole organization, including for our smaller teams. Additionally, we find the binary gender reporting methodology to be limiting; we would like to explore ways to be more inclusive across the gender spectrum in the future to better align to our goal of being a gender-transformative organization.

Meanwhile, we continue our efforts to implement processes that generate diverse candidate pools, train hiring managers in gender-equitable hiring practices, and support under-represented staff in pursuing higher-level and higher-paying positions. We will be more attentive to balance at all levels of the organization – not just the upper quartile or leadership level. A gender pay gap analysis is an informative and instructive tool, but must not be an exclusive one. Therefore, EngenderHealth will continue working to track and hold ourselves accountable for ensuring equity, irrespective of someone’s gender identity, sexual orientation, race, ethnicity, religion, and other characteristics.

