

Background

EngenderHealth takes pride in our commitment to gender equality and fairness in all aspects of our work, including both our external programmatic work and our internal processes. Internal equity regarding pay and professional opportunities is part of this commitment. This is EngenderHealth’s fifth year conducting and publishing our gender pay gap analysis and our fourth year conducting and publishing a racial pay gap analysis for our United States (US)/Global team. We share our [reflections](#) about our pay gap analysis process on our website in the context of our organizational commitment to and [policy](#) on gender, equity, diversity, and inclusion.

The gender pay gap refers to the difference in average earnings between men and women in an organization, irrespective of position. Per its standard definition and formula, it is expressed as a percentage of the average pay for men¹. The pay gap is

often an indicator of gender balance, or lack thereof, in the different staffing levels of an organization. Pay gap is different from pay equity (also referred to as equal pay for equal work). EngenderHealth also reviews and adjusts our pay practices and pay scales for equity on a routine basis.



We continue to report our pay gap data publicly because we are committed to transparency about our efforts ... to promote diversity and equity.



Methodology

For our 2023 pay gap analysis, we included our offices with 10 or more staff, consistent with our methodology in past years. The data for this analysis were captured at a standard point in time (September 30, 2023). At that time, our offices in Mozambique, Burkina Faso, Democratic Republic of Congo (DRC), Ethiopia, India, Nigeria, Tanzania, and the US/Global team had 10 or more staff.

As in previous years, we followed the standard gender pay gap [methodology](#), calculating the mean and median hourly wages for men and women and representing the difference between women’s pay from men’s pay as a percentage of men’s pay. We present both mean and median.

The US/Global team 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—it is the most transparent way to view our staffing structure.



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



Data from 240 staff were eligible for analysis. Data from 221 staff in eight country offices are presented here. Because themes remain similar from past years, and several countries are presented here for the first time, we do not provide year-on-year reflections for each country in this report. However, there are a few notable changes between 2022 and 2023 which merit comment. Past reports are available on our [website](#) for additional comparison purposes.

Nigeria Staff (N = 19)		
Distribution		
Women: 6 (32%)	Men: 13 (68%)	
Gender Pay Gap (%)		
Mean Pay Gap: -5	Median Pay Gap: 0	
Pay Quartile	Women (%)	Men (%)
Upper	40	60
Upper Middle	20	80
Lower Middle	40	60
Lower	25	75

Tanzania (N = 50)		
Distribution		
Women: 23 (46%)	Men: 27 (54%)	
Gender Pay Gap (%)		
Mean Pay Gap: -4	Median Pay Gap: 3	
Pay Quartile	Women (%)	Men (%)
Upper	46	54
Upper Middle	42	58
Lower Middle	67	33
Lower	31	69

Our Nigeria and Tanzania office pay gaps, which are very close to zero, are very similar to those reported last year. This represents both consistency in practices and continual review and improvement. In Nigeria, the team conducted a pay equity audit of compensation practices to identify and rectify any pay disparities. In Tanzania, the team identified pay disparities between newly hired and longer tenured staff and addressed those to ensure fair and equitable compensation. These examples demonstrate the active effort it takes to maintain our gender balance in roles and pay.

Ethiopia Staff (N = 48)

Distribution

Women: 13 (27%)	Men: 35 (73%)
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Gender Pay Gap (%)

Mean Pay Gap: 27	Median Pay Gap: 59
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Pay Quartile	Women (%)	Men (%)
Upper	17	83
Upper Middle	17	83
Lower Middle	25	75
Lower	50	50

India Staff (N = 25)

Distribution

Women: 10 (40%)	Men: 25 (60%)
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Gender Pay Gap (%)

Mean Pay Gap: 30	Median Pay Gap: 36
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Pay Quartile	Women (%)	Men (%)
Upper	29	71
Upper Middle	50	50
Lower Middle	50	50
Lower	33	67

In Ethiopia and India, on the other hand, our pay gaps widened. Our team in Ethiopia has increased the percentage of women on staff from 14% to 27% since last year. However, the gender pay gap has increased with an increase in women in lower-paying, community-focused roles. Despite attention to recruiting and promoting female candidates to senior positions, our pay gap in India also increased, both as measured by the mean and median.

This is our first time reporting for Mozambique and Burkina Faso (in past years, those offices did not have more than 10 staff). Our pay gap in DRC is similar in 2023 to 2022.

DRC Staff (N = 13)

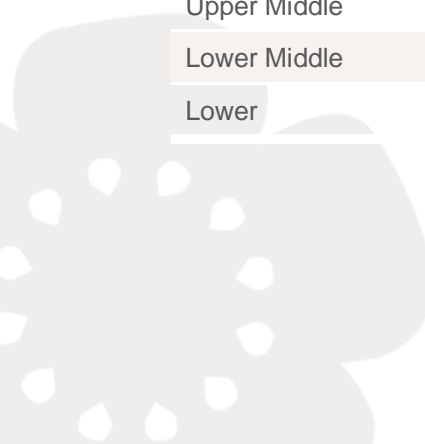
Distribution

Women: 3 (23%)	Men: 10 (77%)
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Gender Pay Gap (%)

Mean Pay Gap: 28	Median Pay Gap: 43
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Pay Quartile	Women (%)	Men (%)
Upper	25	75
Upper Middle	0	100
Lower Middle	33	67
Lower	33	67



Burkina Faso Staff (N = 13)

Distribution

Women: 8 (62%) Men: 5 (38%)

Gender Pay Gap (%)

Mean Pay Gap: 46 Median Pay Gap: 50

Pay Quartile	Women (%)	Men (%)
Upper	25	75
Upper Middle	100	0
Lower Middle	100	0
Lower	33	67

Mozambique Staff (N = 11)

Distribution

Women: 7 (64%) Men: 4 (36%)

Gender Pay Gap (%)

Mean Pay Gap: 19 Median Pay Gap: 13

Pay Quartile	Women (%)	Men (%)
Upper	67	33
Upper Middle	50	50
Lower Middle	100	0
Lower	33	67

Our US/Global team gender pay gap is wider favorable for men) than last year, and our race/ethnicity

US/Global Staff (N = 42)

Distribution

Women: 31 (74%) Men: 11 (26%)

Gender Pay Gap (%)

Mean Pay Gap: -4 Median Pay Gap: 17

Pay Quartile	Women (%)	Men (%)
Upper	82	18
Upper Middle	60	40
Lower Middle	91	9
Lower	60	40

US / Global (N = 42)

Distribution

BIPOC: 24 (57%) White: 18 (43%)

Race/Ethnicity Pay Gap (%)

Mean Pay Gap: 9 Median Pay Gap: 0

Pay Quartile	BIPOC (%)	White (%)
Upper	45	55
Upper Middle	70	30
Lower Middle	55	45
Lower	60	40

pay gap is narrower (favorable for BIPOC staff, compared to white staff). This is our fourth year conducting a race/ethnicity pay gap analysis for our US /Global staff, reflecting our commitment to look at equity in areas beyond genderⁱⁱ.

Discussion and Next Steps



It remains our reality that with so few people in any given office, our pay gap analysis is not particularly robust. We have seen that a change in just one or two positions can flip us from having a visibly positive to negative pay gap, and vice versa. However, we continue to report our pay gap data publicly because we are committed to transparency about our efforts, including our successes and areas yet to improve, to promote diversity and equity within our offices and across the organization.

We will continue to improve our policies and practices, to reflect internally on our internal structure, and to explore how we can best live into our values.

ⁱ In every report, we note that gender pay gap analysis requires binary gender data, and gender is not binary. Staff self-identify their gender and race and we use that information in our analysis.

ⁱⁱ Race/ethnicity analysis is done 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.