

GENDER PAY GAP REPORT - 2023



1 September 2024

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1 Introduction

In line with our mission and our key values of internationalisation, diversity and ethics, Wittenborg promotes total equality of students and staff, of cultures, gender, and people with disabilities within the institute. As such, we promote a working environment that is fair and emphasises respect between and within its student and staff body. As part of our commitment to diversity and ethics, as well as our internal PDCA cycle, we continue to assess our policies' and procedures' alignment with these values, and take further steps to continue improving.

As part of this commitment, we will publish annual gender pay gap reports going forward. These reports provide transparency and help us to target actions and initiatives in an impactful manner aligned with our core values.

1.1 *Scope of the report*

This report covers the period 1 January 2023 – 31 December 2023. The data covers all permanent and temporary staff employed at Wittenborg University of Applied Sciences at any point during the reporting period, as well as staff members engaged on the basis of assignment at any point during the reporting period, i.e. freelance agreements. The report cover staff members at all campuses and study locations, including Apeldoorn, Amsterdam, and Munich. If pay rates changed for individuals during the course of the reporting period, we take the last known salary for them during the reporting period.

There are no structural bonuses at Wittenborg, and overtime only exists in the form of extra hours paid to part-time faculty members for additional tasks, at the same hourly rate as their base salary. Moreover, additional benefits and compensation exist only in the form of cost compensations, for example for home-to-work travel, based on actual cost and following a fair and transparent principal, applicable to all staff members equally. Therefore, the report focuses on base pay, not considering any additional compensation.

Wittenborg works with a diverse body of staff members, in diverse roles, and on the basis of various types of contracts. In this report, we make a basic distinction between staff members who work in employment and staff members who work as freelancers, as their rates are incomparable. Furthermore, whenever appropriate we break data down to show differences between professional staff members and faculty. This is also done as there are, in many cases, contractual differences between professional staff and faculty, and we work with different salary ranges for those two categories.

While Wittenborg continuously engages interns across different departments, they are not considered as part of this report. Internships are fundamentally about learning and developing, and linked to an intern's study, rather than being about working and productivity. As such, the compensation for internships is not a salary. Wittenborg intentionally pays a standard, fixed internship compensation to all interns.

1.2 Key Terms and Definitions

We have chosen to use the terms ‘male’ and ‘female’ staff members rather than ‘men’ and ‘women’, as our calculations are based on sex and not on gender identity. This is due to the fact that we have complete and accurate data on the sex of our staff members, which might not reliably be the case for gender identity.

1.2.1 Gender Pay Gap

It is important to understand that gender pay gap refers to the difference in average hourly earnings between male and female staff members. A pay gap usually exists because of an imbalance in the proportion of male and female staff members across all levels an organisation.

Crucially, a gender pay gap is different from equal pay, which refers to the requirement of male and female staff members in the same job, performing equal work, to be paid the same. By law, no difference in pay can be made on the basis of a staff member’s sex for equal work.

We report on the unadjusted pay gap at Wittenborg, comparing average gross hourly earnings of males and females, not considering factors like education or experience.

We use two measures of average pay and the resulting gaps, the mean gender pay gap and the median gender pay gap.

Mean Gender Pay Gap

The mean (average) pay gap shows the difference between the average hourly pay of male staff members and average hourly pay of female staff members. The difference between the average hourly earnings of males compared to the average hourly earnings of females is expressed as a percentage of average male earnings.

Median Gender Pay Gap

The median (middle) pay gap shows the difference between the median hourly pay of male and female staff members. The median difference is the difference in hourly pay between the middle paid (the person at the mid-point between high and low hourly rates) male staff member and middle paid female staff member. This measure, unlike the mean gender pay gap, helps to avoid skewing of the results by small amounts of people in very high or very low salary brackets. The difference between the median hourly earnings of males compared to the median hourly earnings of females is expressed as a percentage of median male earnings.

2 Our Gender Pay Gap

We have calculated the mean gender pay gap and median gender pay gap for all staff members in employment and working on assignment-basis respectively. We have then further broken it down to get a better understanding of the differences between professional staff and faculty.

	Employment	Freelance
General/ All Staff	12,6%	-3,5%
Professional Staff	-8,5%	40,5%
Faculty	18,9%	-3,8%

Table 1: Mean Gender Pay Gap

	Employment	Freelance
General/All Staff	14,1%	0,0%
Professional Staff	-12,6%	37,4%
Faculty	18,9%	0,0%

Table 2: Median Gender Pay Gap

A positive percentage shows that female staff members have lower pay than male staff members. Whereas a negative percentage shows that men have lower pay than female staff members. While the mean gender pay gap shows this based on the average hourly pay, the median gender pay gap takes the middle hourly pay among female and male staff members as the basis, taking basically the middle paid female staff member and the middle paid male staff member to calculate the pay gap. As such, the mean gender pay gap uses all observations in the data set, whereas the median does not, only representing the middle value of the dataset.

By using both metrics, we can ensure that we get a comprehensive idea of our gender pay gap. The mean gender pay gap takes the whole dataset into account, so that we get a good idea of the overall situation. However, it can be affected by outliers, such as a few staff members in very high or very low paid roles, which can cause skewing of the results. Therefore, the median gender pay gap is a helpful additional metric, as is not affected by outliers and as such allows us to accurately identify the centre of the dataset.

2.1 Employed Staff

54% of the staff members working in employment at Wittenborg are professional staff members, and 46% are faculty members (Figure 1).

We have a mean gender pay gap of 12,6% and a median gender pay gap of 14,1% when looking at all employed staff. This means that when comparing mean (average) hourly pay, male staff members' mean hourly pay is 12,6% higher than it is for female staff members. When comparing median (middle) hourly pay, male staff members' median hourly pay is 14,1% higher than it is for female staff members.

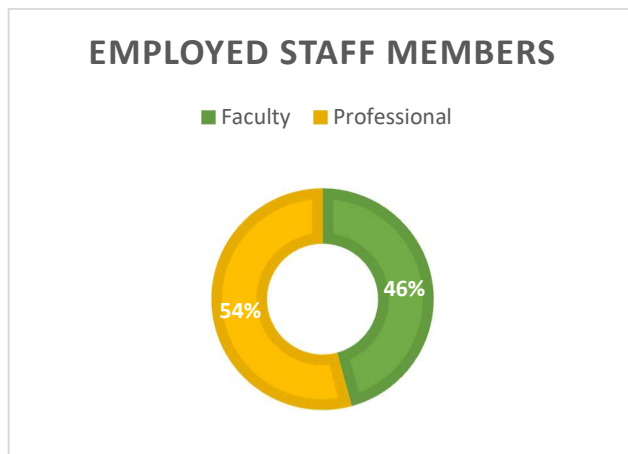


Figure 1: Employed Staff Population by Category

If we distinguish between the categories of faculty and professional staff, we can see that the overall gender pay gap apparently stems from the category of faculty, with the mean gender pay gap, and the median gender pay gap, both at 18,9%, whereas among professional staff average pay for female staff members is higher than for male staff members, with a mean gender pay gap of -8,5% and a median of -12,6% respectively.

2.2 Freelance Staff

6% of the staff members working as freelancers at Wittenborg are professional staff members, and 94% are faculty members (Figure 2).

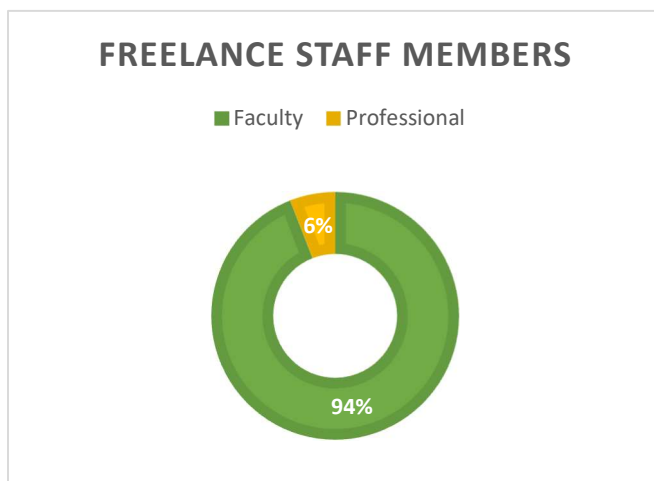


Figure 2: Freelance Population by Category

We have a mean gender pay gap of -3,5% and no median gender pay gap when looking at all freelance staff members. This means that when comparing mean (average) hourly pay, male freelance staff members' mean hourly pay is 3,5% lower than it is for female freelance staff members. When comparing median (middle) hourly pay, female freelance staff members' median hourly pay is the same as it is for male freelance staff members.

If we distinguish between the categories of faculty and professional staff among freelancers, we can see that the overall gender pay gap apparently stems mostly from the category of professional staff, with

the mean gender pay gap at 40,5%, and the median gender pay gap at 37,4%, whereas among faculty there is no median gender pay gap at all, and the mean gender pay gap is -3,8%, meaning that male freelance faculty members on average earn 3,8% less than female freelance faculty members.

It should be highlighted here that professional freelancers are a very small group, only making up 6% of all freelancers (Figure 2). As such, this group is not representative of the general staff body at Wittenborg, and the resulting pay gap cannot be seen as meaningful.

2.3 Representation

Further looking at the different categories that make up the staff body at Wittenborg, as well as at the representation of female and male staff members in different categories, and the pay levels, helps to gain more insight into our gender pay gap.

Generally speaking, we have a slight overrepresentation of male staff members (58%) compared to female staff members (42%) at Wittenborg (Figure 4).

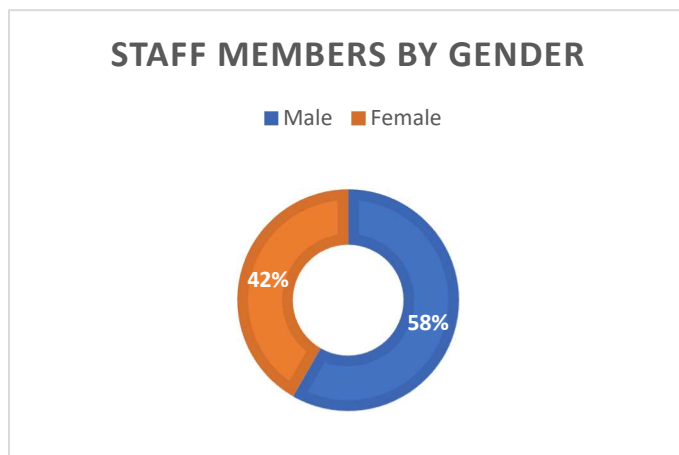


Figure 3: Staff Members by Gender

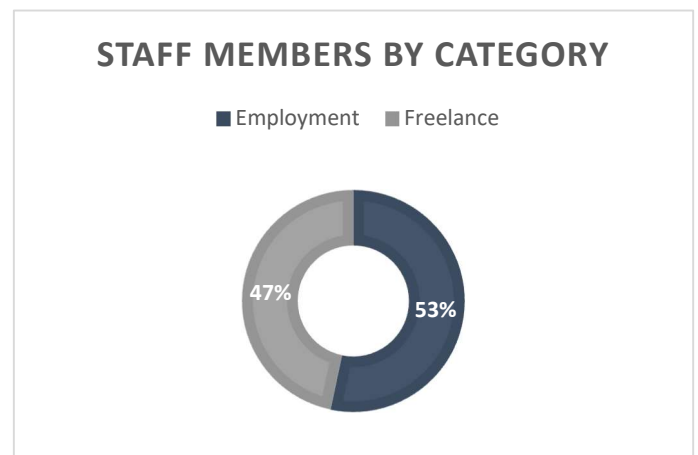


Figure 4: Staff Members by Category

The proportions of staff members in employment and on the basis of assignment, i.e. freelance, are almost equal (Figure 3), with slightly more staff members working in employment (53%).

In the line with the nature of our organisation, most of our staff members are faculty members (68%), compared to fewer staff members in non-academic and supporting roles (32%) (Figure 5).

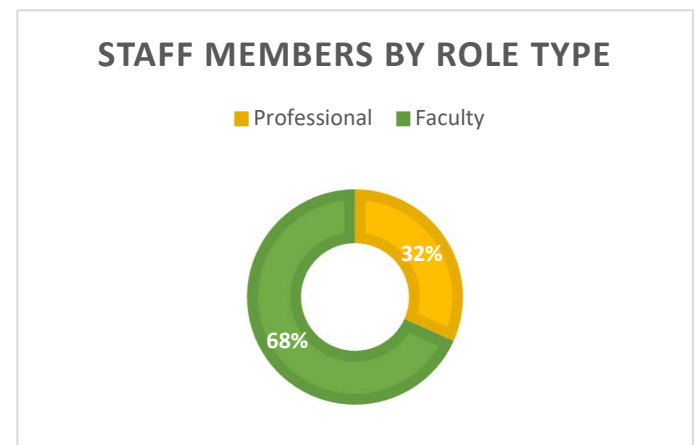


Figure 5: Staff Members by Role Type

2.3.1 Pay Quartiles

To look at the representation across pay levels, we have looked at the representation of male and female staff members in salary quartiles. For this purpose, we have divided all staff members in the separate categories of employment and freelance into four equally-sized groups, ranked from highest to lowest hourly pay. In instances of the same hourly pay on both sides of the dividing line, we have distributed female and male staff members as evenly as possible between both quartiles based on the percentages of male and female staff members in the groups with the same hourly pay.

Freelance Staff

In 2023, we engaged a total of 84 freelancers, out of which 66,7% were male and 33,3% were female (Figure 7), showing a general over-representation of male freelancers.

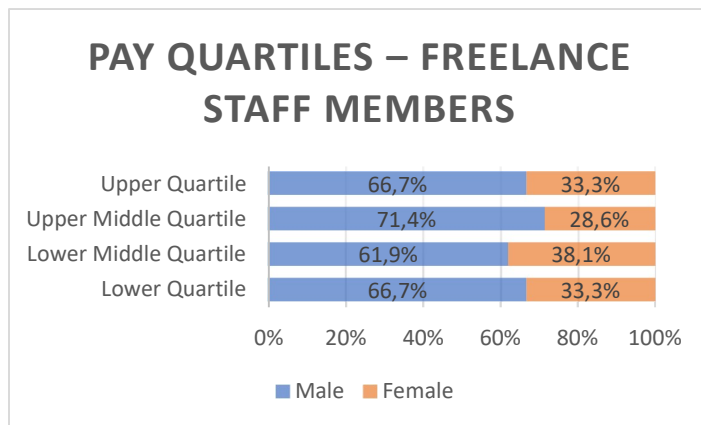


Figure 6: Pay Quartiles - Freelance Staff Members

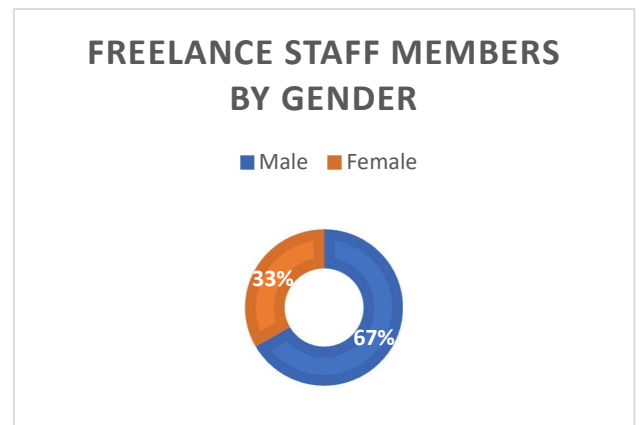


Figure 7: Freelance Staff Members by Gender

While the representation in the upper and lower quartiles are exactly in line with the general representation of female and male staff members among our freelance staff members, female freelancers are slightly over-represented in the lower middle quartile (38,1%) and slightly under-represented in the upper middle quartile (28,6%), compared to general representation (33,3%) (Figure 6).

Employment

In 2023, we employed a total of 96 staff members, out of which 51,0% were male and 49,0% were female, showing an almost balanced representation (Figure 8).

Looking at the representation per quartile, female staff members are under-represented in the upper quartile (29,2%), compared to general representation among employed staff members (49,0%), as well as slightly in the lower quartile (45,8%). Female staff members are, relative to general representation among employed staff members (49,0%), over-represented in the upper middle (54,2%) and lower middle (66,7%) quartiles (Figure 9).

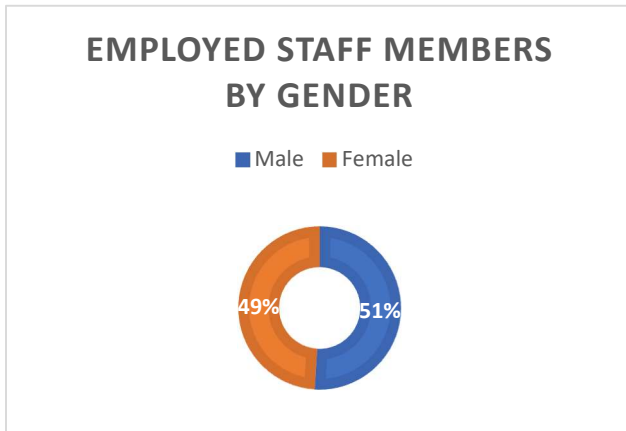


Figure 8: Employed Staff Members by Gender

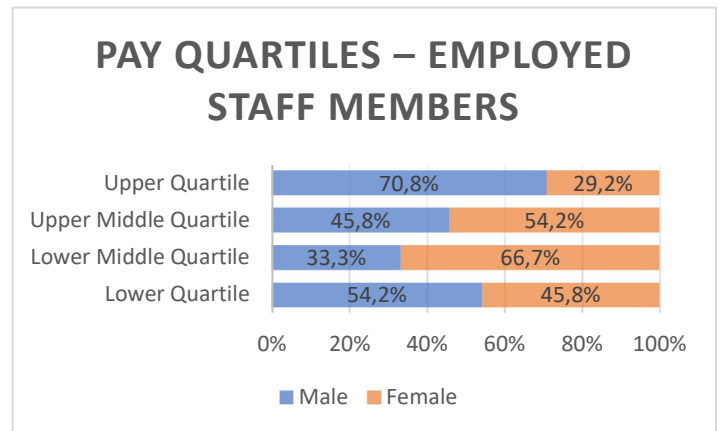


Figure 9: Pay Quartiles - Employed Staff Members

It is interesting to see that apart from the group of faculty members, female staff members make up the majority of the groups of Executive, management team and professional staff (Figure 10), being over-represented in those groups, compared to the representation in the general staff body of 42% (Figure 3).

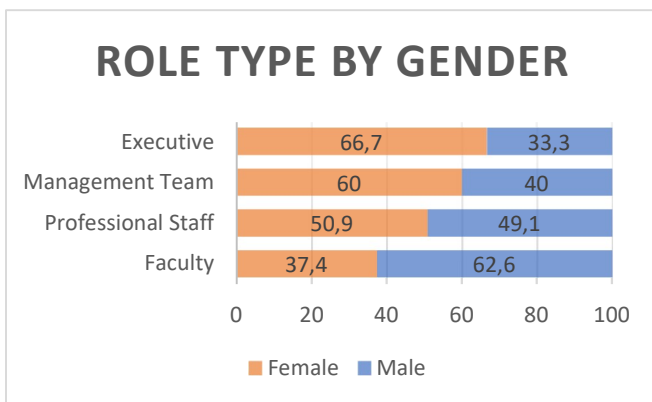


Figure 10: Role Type by Gender

Male staff members on the other hand, are slightly over-represented in the group of faculty members (Figure 10), compared to representation in the general staff body of 58% (Figure 3).

This also becomes apparent when looking at the populations of male and female staff members by role type, with a larger proportion of male staff members working as faculty members, compared to female staff members (Figure 11, Figure 12).

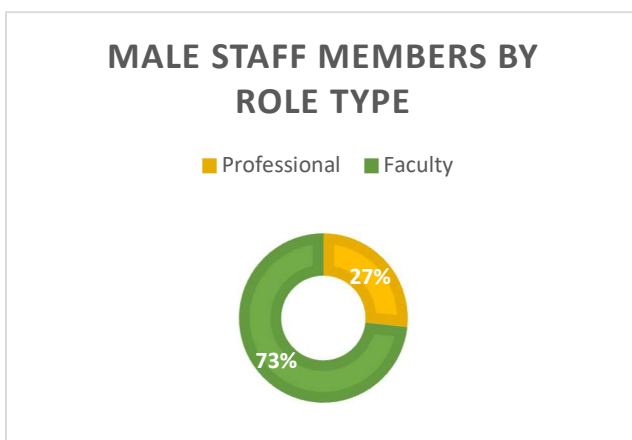


Figure 12: Male Staff Members by Role Type

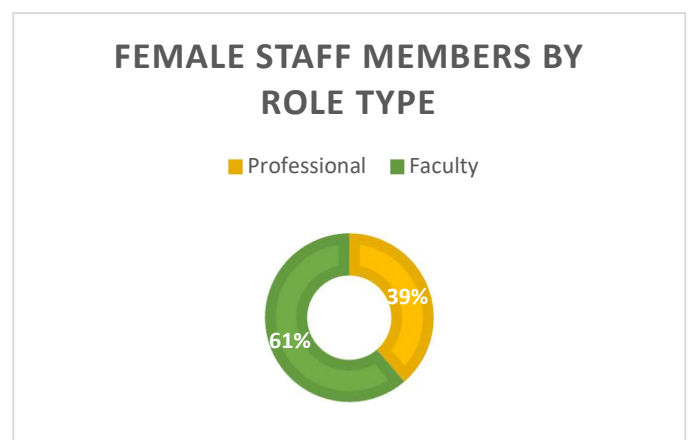


Figure 11: Female Staff Members by Role Type

2.4 Understanding our Gender Pay Gaps

The insights gained when looking more closely at representation across the organisation, its roles and pay levels, helps to understand the factors contributing to the gender pay gaps apparent at Wittenborg. It is interesting to see that the pay gaps identified at Wittenborg are not consistent across different categories of staff members and point to significant differences between different groups of staff members.

2.4.1 Pay Gap: Employed Professional Staff

Among employed professional staff, female staff members earn more than male staff members with a mean gender pay gap of -8,5% (Table 1) and a median gender pay gap of -12,6% (Table 2). The most likely reason for this is the over-representation of female staff members in high paying professional roles, such as as part of the management team and the Executive (Figure 10).

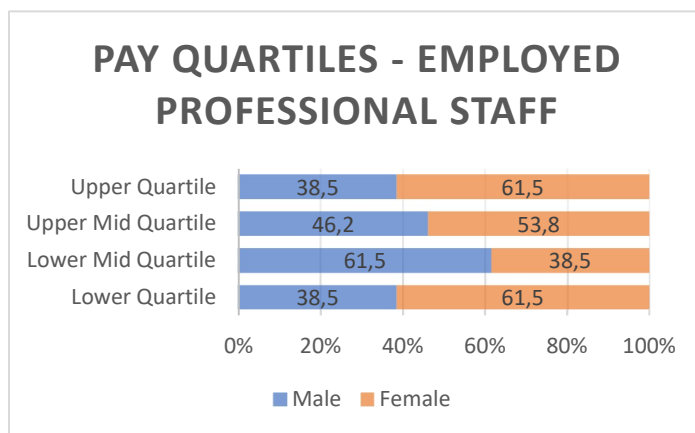


Figure 13: Pay Quartiles - Employed Professional Staff

This analysis is supported by looking at the representation across salary quartiles among only employed professional staff (Figure 13). Female professional staff members are over-represented in both the top, as well as the upper mid quartiles.

2.4.2 Pay Gap: Employed Faculty

Among employed faculty, female staff members earn less than male staff members with a mean and median gender pay gap of 18,9% (Table 1, Table 2). Female staff members are generally under-represented in the category of faculty (Figure 10). Furthermore, the proportion of female staff members within the pay quartiles

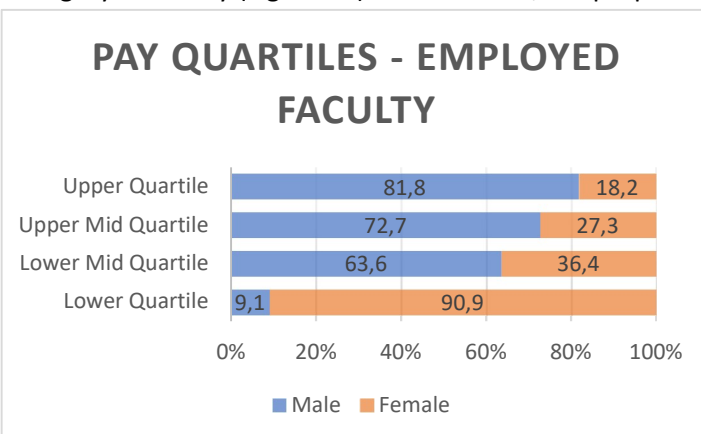


Figure 14: Pay Quartiles - Employed Faculty

for employed staff suggest that male staff members are over-represented in the top salary quartile (Figure 9).

This analysis is supported by looking at the representation across salary quartiles among only employed faculty (Figure 14). Female faculty members are under-represented in the top, upper mid and lower mid quartiles, while they are significantly over-represented in the lower quartile.

Taking a closer look at the group of employed faculty members to help understand this, shows that the average age of employed female faculty members is 43 years, whereas the average age of employed male faculty members is 55 years. The resulting difference in experience can explain why male faculty members are over-represented in higher salary quartiles, with more years of experience leading to higher pay. The qualifications of faculty members are another factor, explaining the representation across pay quartiles: In 2023, we had 56 doctoral-level faculty members (PhD- or DBA-qualified) at Wittenborg. Out of those, only 28,6% were female and 71,4% were male. Among the scholarly academics (SA-status) at Wittenborg, only 34% were female.

2.4.3 Pay Gap: Freelance Faculty

Among freelance faculty, female staff members on average earn more than male staff members with a mean pay gap of -3,5% (Table 1). Since the mean gender pay gap is 0,0%, this is most likely caused by outliers in the higher and/or lower salary quartiles. Looking at the raw data shows that we have a small amount of female freelance faculty members in very high pay quartiles who are engaged for very specialised courses and/or assignments.

2.4.4 Pay Gap: Freelance Professional Staff

All professional freelancers fall within the lower pay quartile, and represent 5 male staff members and 1 female staff member. This group exists mostly of connections which are upheld in the form of freelance agreements. Wittenborg generally does not offer or actively promotes freelance agreements for professional staff members. These only exist to accommodate collaborators with an existing connections, who mostly live outside of the Netherlands, and provide a specialised support services. The gender pay gap among freelancers in the category of professional staff is a result of only 1 female staff member being part of this group and happening to be in the lowest paid group at Wittenborg. This can be seen as coincidental rather than a systemic issue. Furthermore, as highlighted above, professional freelancers are a very small group, only making up 6% of all freelancers (Figure 2). As such, this group is not representative of the general staff body at Wittenborg, and the resulting pay gap cannot be seen as meaningful.

3 Further Actions

We are proud to be an organisation that champions women in leadership roles. As such, we see the negative pay gap in the category of employed professional staff generally as a positive development in counteracting the general pay gap that exists to the disadvantage of women in the EU and in the Netherlands. Nonetheless, we are of course committed to working towards overall balance and ensuring that male professional staff members do not fall behind and are not disadvantaged in their development, and promote equity in our policies.

We see the key focus area for action among the employed faculty members:

We are aware that women in academia are under-represented in leadership roles in general. As part of our commitment to diversity and our mission to contribute to society in Apeldoorn and the region by promoting excellence in teaching and learning international business and management, as well as to create the best environment for students and staff, where internationalisation, diversity and ethics are setting the premises for successfully applied-research-informed global learning, we are committed to making contributions to achieving fair representation of women in academia.

Looking at our commitment in previous years, we are happy to report that in terms of faculty qualifications, we are already making headway in attracting more highly qualified female faculty members: As aforementioned, 28,6% of our doctoral-level faculty members were female in 2023, and this is up from 21,5% in 2022. Similarly, 34,0% of our scholarly academic faculty members (SA-status) were female in 2023, with just 20,4% in 2022.

In terms of hiring, we always make an effort to distribute vacancies in such a manner as to reach a wide variety of possible applicants, regardless of skin colour, nationality, ethnic origin, marital or civil partnership status, disability, religion, belief, age, sexual orientation, gender identity or expression (LGBTQ+), sex, or socio-economic status (non-exhaustive). We monitor applicant pools closely based on diversity and inclusion criteria and adjust the recruitment to reach candidates of underrepresented groups in the applicant pool, if applicable. We will continue those efforts in the coming years, while continuing to review and enhance them.

To further promote gender balance within our faculty, we may give preference to female candidates for certain positions, provided all other applicants possess equivalent qualifications. We will continue our efforts in this regard as we have seen positive developments in recent years.

We are also actively supporting female faculty members to develop further and obtain higher qualifications. In 2023, we have supported 3 female faculty members with their PhD- or DBA-studies, which represents 75% of faculty members receiving support with their studies. We are committed to upholding our support of female faculty members and ensuring development opportunities are available to all staff members equally, as well as to investigating further mentoring and career development initiatives targeted at female faculty members.

Moreover, we will continue to report on our gender pay gap annually to monitor development and re-evaluate initiatives to achieve meaningful impact.