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2025 REPORT ON GENDER PAY GAP

1. Introduction

The gender pay gap refers to the difference between the average (mean or median) earnings of men and women within the same organization or profession. This report aims to assess income differences between male and female staff at the Hanoi School of Business and Management (HSB) and to keep the gender pay gap under regular review, ensuring pay equity, equal opportunities, and a fair, inclusive, and sustainable working environment for all staff.

HSB is committed to equality, diversity, and fairness in all aspects of recruitment and employment. Our recruitment policy is strictly based on merit, qualifications, skills, and experience, and does not differentiate between candidates on the basis of gender. All applicants are assessed through transparent and objective criteria to ensure equal opportunities for women and men at every stage of the recruitment process. This commitment helps to promote a fair, inclusive, and non-discriminatory working environment across HSB.

II. Data Collection and Processing Methods:

- Data Source: Data provided by the Organization & Personnel Department and the Finance & Planning Department, including information on gender, position, seniority, salary coefficient, allowances, and total annual income of lecturers, staff, and employees.

- Analysis Method: Comparison of mean and median salaries between men and women by job title group (lecturers, specialists, administrative staff), by seniority, and by departments/faculty.

III. Analysis Results:

1. Workforce Overview

Gender	Total workforce	Number of Lecturers	Number of Staff/Employees	Number of staff in leadership/management positions
Male	77 (51.7%)	58 (69.9%)	19 (28.8%)	15 (62.5%)
Female	72 (48.3%)	25 (30.1%)	47 (71.2%)	9 (37.5%)
Total	149 (100%)	83	66 (100%)	24 (100%)

The data reflect the composition of the HSB workforce as of December 2025. Overall, the gender distribution is relatively balanced, with men accounting for 51.7% of the total workforce and women 48.3%. Male staff are more highly represented among lecturers (69.9%) and in leadership and management positions (62.5%), while female staff constitute the majority of non-academic staff and employees (71.2%). Although women comprise nearly half of the total workforce, their representation in leadership roles remains lower than that of men, indicating an area where HSB may continue to strengthen career development and progression opportunities to promote greater gender balance at senior levels.

2. Annual Average Income by Gender

Based on the data provided by the Organization & Personnel Department and the Finance & Planning Department, the gender distribution among HSB staff shows no significant difference between male and female employees. This reflects HSB's commitment to fairness and equal opportunities, as all policies and HR practices are applied consistently to all staff members, without discrimination by gender.

However, the proportion of female leaders and female faculty members remains relatively low as compared to their counterparts. This is partly because many female staff are balancing responsibilities with family commitments, including childcare for young children. To improve female representation in leadership and academic positions, HSB is implementing targeted measures such as encouraging female staff to pursue further education (e.g., Master's and PhD programs) and nominating them for advanced training and skills building courses to strengthen professional and leadership competencies.

IV. Conclusion:

Overall, the analysis indicates no significant gender pay gap at HSB. It is important to maintain this balance through transparent and consistently applied compensation policies to ensure a fair, inclusive, and sustainable working environment. Going forward, HSB will continue periodic monitoring of pay and promotion data, strengthen support for female staff development, and actively promote the recruitment of more women into academic and leadership positions during the 2025–2030 period, with the aim of sustaining equity in both compensation and career progression across all levels of the HSB.

Receivers:

- Rector Board (to report);
- Departments (to implement);

 **RECTOR**
TRƯỜNG
QUẢN TRỊ VÀ
KINH DOANH
Prof. Hoang Dinh Phi