

FAIR SHARE Monitor 2024

5 years of monitoring the social impact
sector





Founded on the premise that making gender disparities transparent is a first step to advocate for equity, FAIR SHARE has been annually measuring the representation of women in leadership in the largest and most well-known international organisations since 2019 through the FAIR SHARE Monitor.

Since then, we've evolved into an organisation that not only advocates for gender equity in the social impact sector, but also pushes for a restructuration of the sector based on feminist leadership principles.

So, what is the state of gender equity in the social impact sector in 2024 and how has it evolved, if at all, since we started monitoring the sector in 2019?

As we celebrate **FAIR SHARE's five-year anniversary**, we are pleased to present the **6th edition of the FAIR SHARE Monitor**, along with our learnings of monitoring the sector and trends we've observed over the years.

About the FAIR SHARE Monitor



The FAIR SHARE Monitor is a data-based tool that **measures and tracks gender equity in the international social impact sector.**

Based on data we either receive from organisations or research for them, we create a ranking of organisations based on the proportion of women in their leadership.

The progress, stagnation or regress of each organisation is measured and made transparent from year to year – making the FAIR SHARE Monitor a tool with which both individual organisations and the sector can hold themselves accountable to gender equity.

About the FAIR SHARE Monitor



This year, the publication of the FAIR SHARE Monitor has a special significance: this sixth edition of the Monitor marks FAIR SHARE's 5th anniversary as a feminist organisation working towards gender equity and feminist leadership.

While an increasing number of organisations continue to opt for transparency and accountability regarding women's representation in their structure by choosing to participate in the FAIR SHARE Monitor, we also acknowledge that there is still a long way to go before the international social impact sector walks the talk on intersectional gender equity.

The process: Data collection



As with previous Monitor editions, various organisations from around the world were invited to participate in this sixth edition of the FAIR SHARE Monitor. This time around, a total of 104 organisations working in various sectors including healthcare, human rights, climate & the environment, children & youth, international cooperation and more, were invited to participate.

These organisations were invited to share data on the gender make-up of their staff and leadership teams, as well as more general information about their internal organisational culture via an [online survey](#).



The process: Research

Typically, when organisations do not provide data, we research the necessary information on their websites and other public platforms. In the process, we assume a 70% proportion of women on staff when exact numbers aren't available. The researched data is then shared with the respective organisation for a chance to confirm or amend the data where necessary.

When data isn't confirmed by organisations, we publish the researched findings and differentiate, in our Monitor publication, between organisations who actively participated in data collection through either data submission or data confirmation, and those who did not respond to any of our data inquiries.



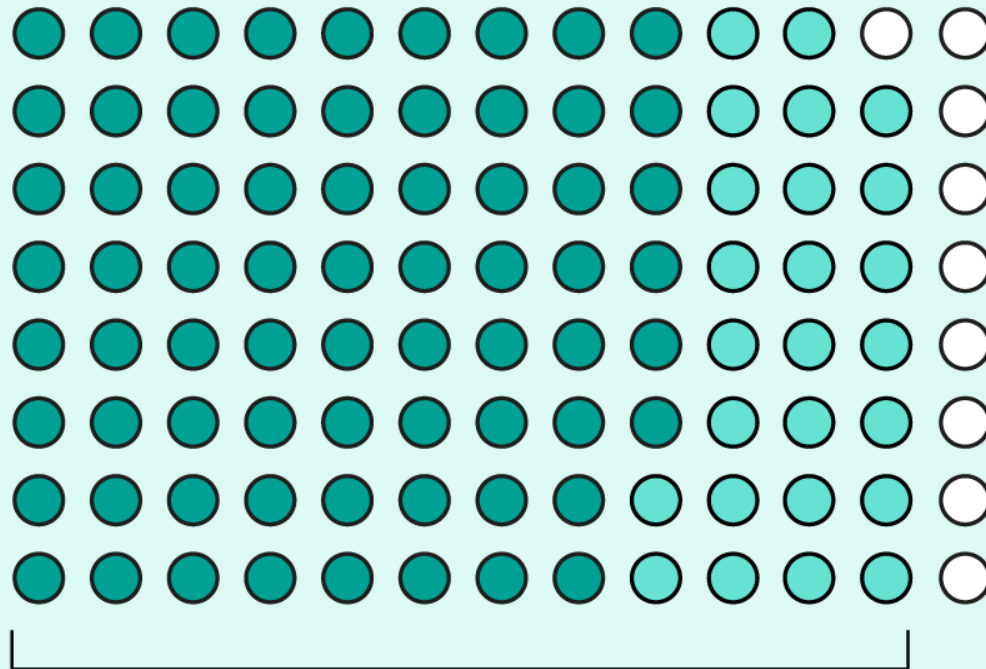
The process: Analysis

When we are unable to find sufficient gender data on organisations through research, the organisations are removed from the Monitor analysis and results publication. This year, 9 organisations were removed from the Monitor due to insufficient gender data.

For the FAIR SHARE Monitor 2024, this process led to the monitoring and analysis of **95 international organisations**, for an estimated total staff size of **over 260,000 employees**.



104 organisations invited to take part in the FAIR SHARE Monitor 2024



Σ = over 260,000 staff

95 in total

-  70 Previously monitored (74%)
-  25 New organisations (26%)
-
-  9 Removed

Data collected in the FAIR SHARE Monitor



To measure women's representation in social impact organisations and better understand their culture, we collect data on the gender make-up of their different organisational levels as well as general information on their internal structure and culture. For the Monitor 2024, this included:

- Overall Staff gender distribution (women, men, non-binary)
- Middle Management gender distribution
- Senior Management Team gender distribution
- Board gender distribution
- BIWOC representation in staff, Senior Management Team and Board
- Organisation's scope of work
- Internal Diversity, Equity and Inclusion mechanisms
- Outcomes from past Monitor results if applicable

Monitor evolution over the years: BIWOC



Throughout the years, internal reflections and invaluable feedback from our community of monitored organisations have enabled us to make essential adjustments to the FAIR SHARE Monitor. In 2020, we made the commitment to make the Monitor more intersectional by including race in our data collection process. This commitment laid the foundation for measuring the representation of **Black, Brown, Indigenous women and women of colour (BIWOC)** in the FAIR SHARE Monitor in 2021.

Despite the challenges related to collecting data on race at the international level, we've managed to measure BIWOC's representation in leadership for the past four years and continue to think about better ways of capturing the diversity of women in the social impact sector.

Monitor evolution over the years: Gender inclusivity



In keeping with our aspirations of making the Monitor an intersectional tool for gender equity, we committed to make non-binary staff members visible in our data collection process by expanding the Monitor gender categories in 2023. This came after feedback from members of our community, committed organisations in particular, who advocated for non-binary and gender non-confirming employees of the sector to be reflected in the FAIR SHARE Monitor.

Ultimately, the FAIR SHARE Monitor ranking remains focused on women's leadership. However, collecting data on non-binary employees has uncovered the numerous challenges organisations themselves face in collecting and reporting this data given the various safety concerns of those involved.

Our aim moving forward is to continue making the Monitor gender-inclusive and reflect on ways to make the Monitor data collection process safer for non-binary and gender non-conforming individuals.



Monitor evolution over the years: Thematic focus

In the last few Monitors, we've attempted to cluster monitor organisations based in their scope of work. While the diversity of the international sector makes it difficult to come up with neat categories to classify organisations, we nonetheless managed to identify six broad categories for the FAIR SHARE Monitor 2024:

- International Cooperation & International Aid (24% of monitored organisations)
- Health & Welfare (16%)
- Climate & Environment (11%)
- Human Rights / Civil Rights / Promotion of democracy (9.5%)
- Children & youth (9.5%)
- Women's and girls' rights / Gender equality (6%)
- Other (24%)

Monitor evolution over the years: Middle Management



The latest addition to the FAIR SHARE Monitor is the introduction of **Middle Management** in the Monitor data collection process. While our approach to women's leadership, and subsequent Monitor ranking, remains focused on the top leadership of organisations (i.e. Senior Management Teams and Boards), we also acknowledge that tracking the gender distribution of organisations' Middle Management is a significant step towards developing a more comprehensive picture of women's contribution to and leadership journey in the social impact sector.

FAIR SHARE Monitor 2024 participation



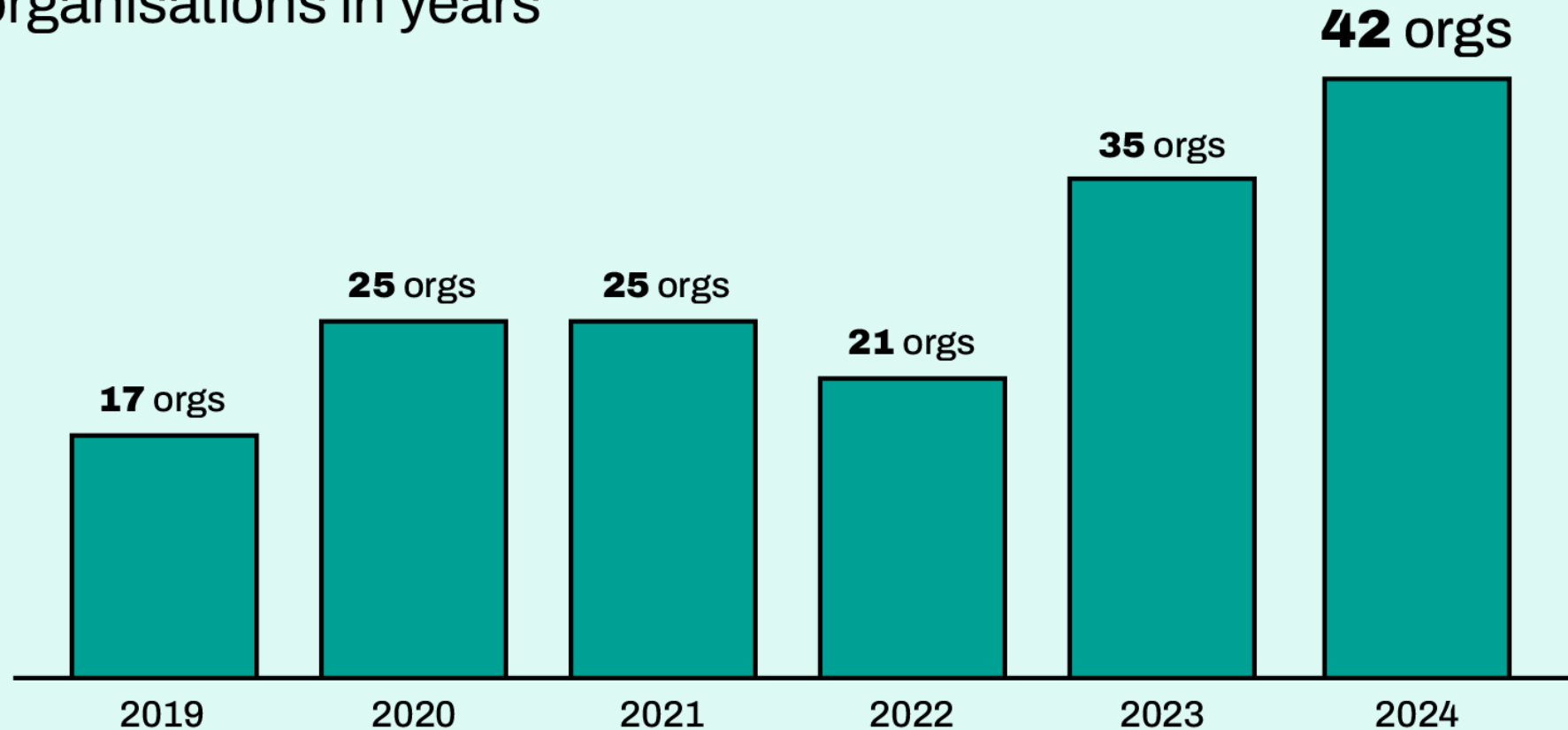
This anniversary edition of the FAIR SHARE Monitor included a total of **95 international organisations**, of which **42 actively participated in data collection**.

This is the highest number of organisations included in the Monitor since its inception in 2019 as well as the highest number of organisations submitting their data to the FAIR SHARE Monitor.

As an organisation founded on the premise that the social impact sector ought to be transparent about women's representation in its structure and subsequently held accountable to gender equity, this rising monitor participation figure makes us particularly hopeful. Indeed, it reinforces an observation from the past couple of years: a growing number of organisations are concerned about transparency and equitable gender representation and are interested in addressing gaps in their internal structures.



Highest number of participating organisations in years





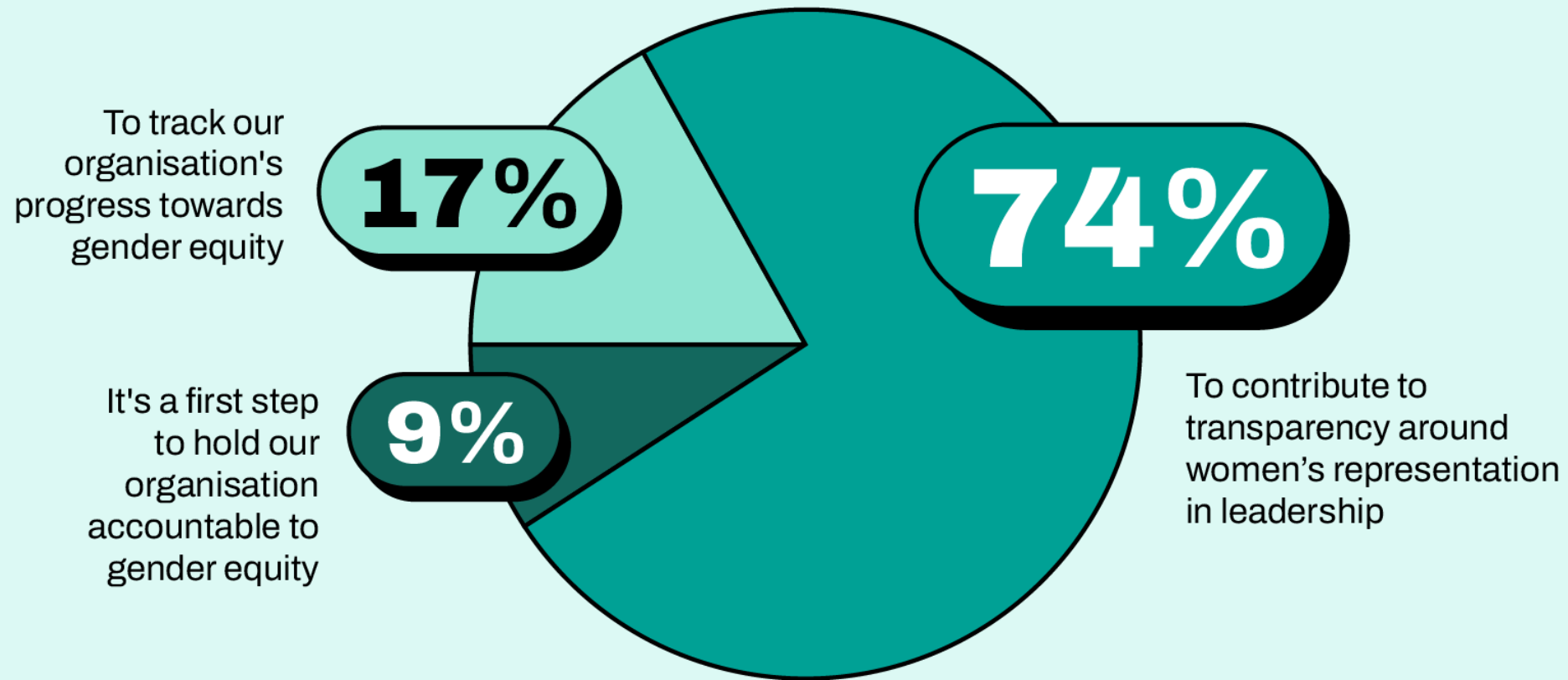
Transparency: A major motivation for participation in the FAIR SHARE Monitor

For the first time in the FAIR SHARE Monitor, we inquired about organisations' motivations for participating in the Monitor. For the majority of organisations who submitted their data for the Monitor 2024 (**74%**), **contributing to transparency around women's representation in leadership** is a major reason for participation. Other reported reasons include the need to **track one's organisation's progress towards gender equity** as well as **holding one's organisation accountable to gender equity**.

While these findings do not reveal much about reasons for non-participation by other organisations, they do indicate that for organisations dedicated to gender equity, the need for transparency around women's representation is strong, and the FAIR SHARE Monitor can be a tool for transparency when internal mechanisms aren't available.



Why are organisations choosing to participate in the FAIR SHARE Monitor?



Women's representation in the FAIR SHARE Monitor 2024

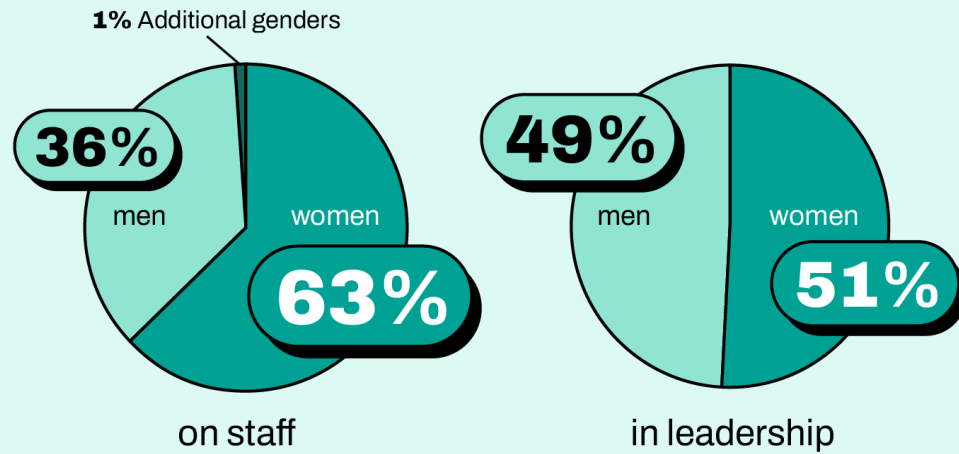


Since we've launched the FAIR SHARE Monitor in 2019, a key metric we've been interested in has been women's leadership. Hence, we've been tracking the proportion of women who occupy positions in organisations' high decision-making spaces, namely Senior Management Teams and Boards. This also involves recording the number of women who specifically hold CEO/Executive Director as well as Chair positions on organisations' Boards.

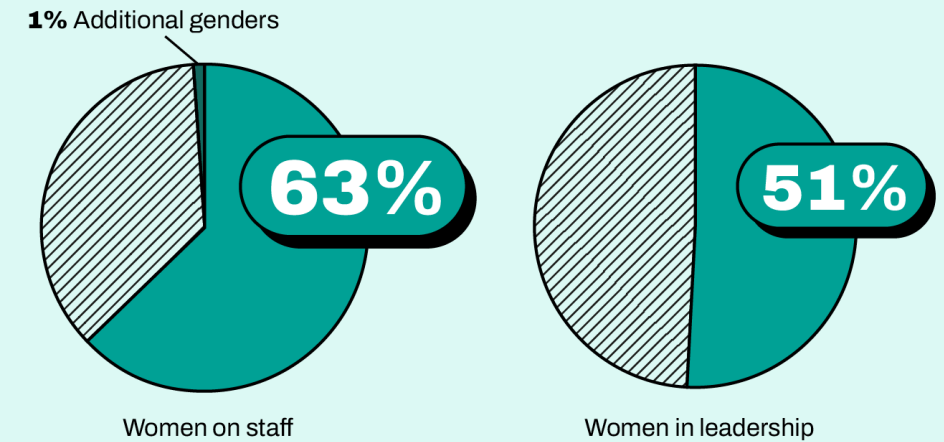
Five years later and six editions in, the FAIR SHARE Monitor still records a notable gap between women in the sector's general workforce and women in leadership positions. For organisations in the Monitor 2024, women accounted for **63% of staff** against **51% in leadership** on average. In contrast, men represented 36% of organisations' staff against 49% of their leadership and had, on average, 2 times more chances of being in a leadership position than women (men comparative advantage).



Gender distribution in the social impact sector



Women's representation in the social impact sector



Women leaders in over half of monitored organisations



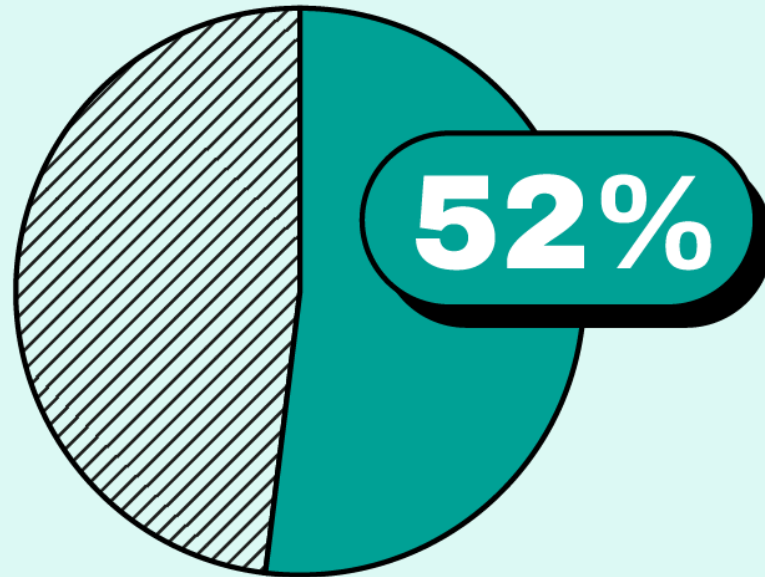
For the first time since we started monitoring women's leadership in the social impact sector, we observe that over half of monitored organisations are headed by women.

Indeed, **52% of monitored organisations have at least one woman CEO or Executive Director** and women make up 55% of Senior Management Teams.

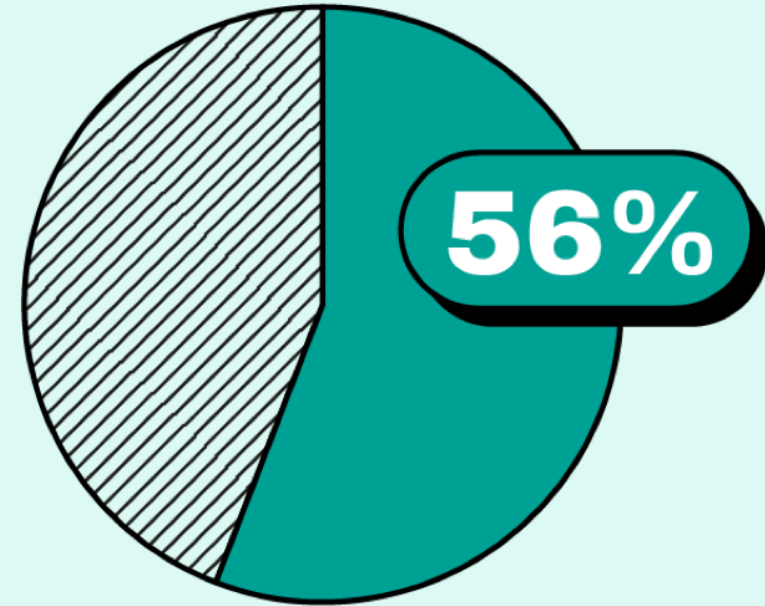
Similarly, for the first time in the Monitor's history, **more than half of boards are chaired by women**, with 52% of Boards headed by at least one woman, and on average 49% of Board members being women.



Women leading more than half of all organisations for the first time in Monitor



Organisations with Women CEOs



Organisations with
women Chairs

Monitoring Middle Management

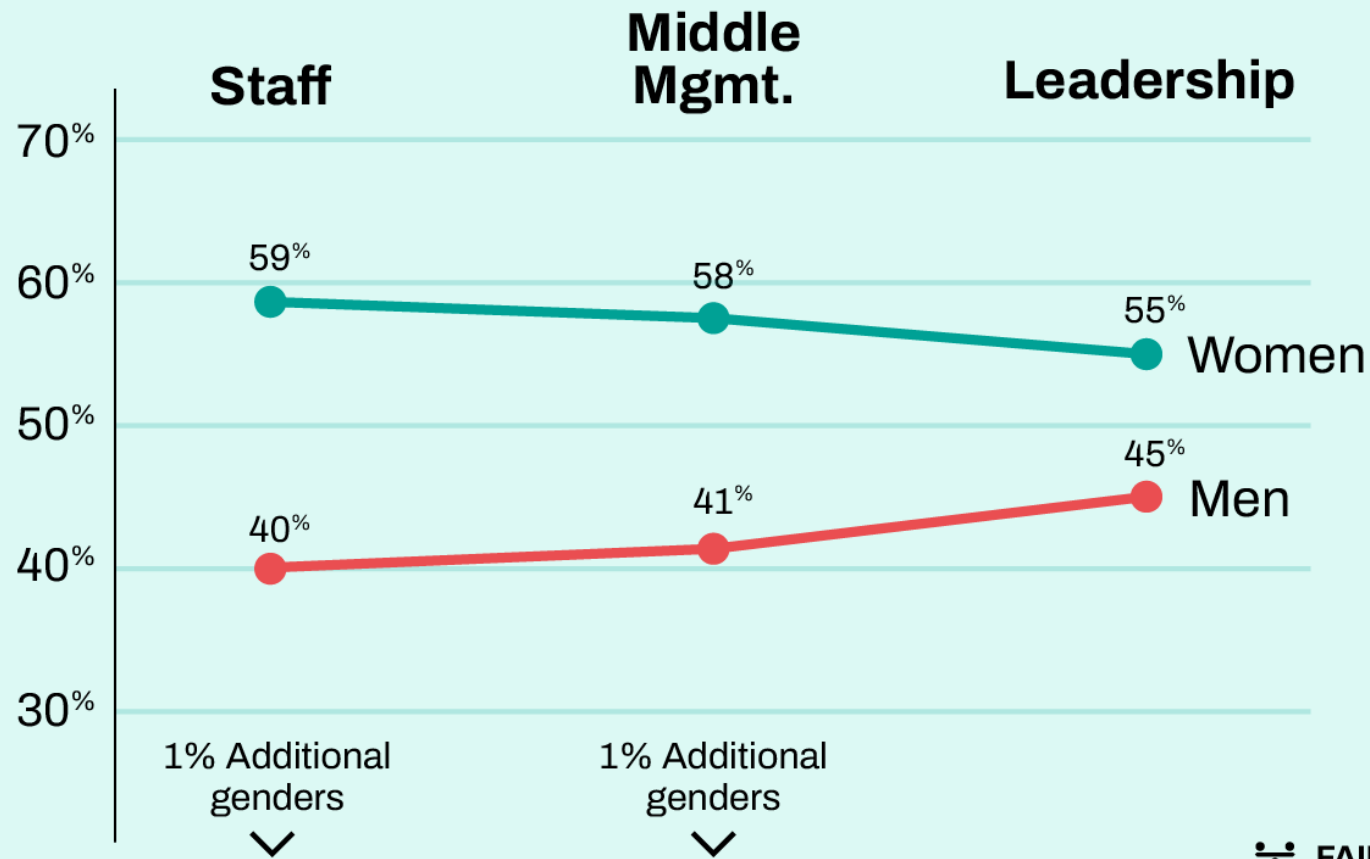


For the first time in the FAIR SHARE Monitor, we collected data on the gender distribution of organisations' Middle Management Teams. While we acknowledge that an increasing number of organisations are opting for less hierarchical leadership structures, for a harmonised approach across organisations, a high-level definition of Middle Management was proposed to organisations. Thus, in the FAIR SHARE Monitor 2024, Middle Management is used to refer to employees who oversee fellow employees but are not involved in high decision-making processes concerning the organisation.

A total of 35 organisations reported having a middle management structure and of these, 29 were able to provide data on their middle management gender composition.



Gender distribution across organisational levels



About a third of women's leadership positions held by BIWOC



For the first time since we started monitoring the representation of Black, Brown, Indigenous women and women of colour (BIWOC) in the FAIR SHARE Monitor in 2021, we analysed data on BIWOC staff and BIWOC board members separately.

This came about after numerous feedback from participating organisations emphasising the challenging nature of collecting data on race at different organisational levels. Indeed, for some organisations, while race data may be available, collecting it at the staff, Senior Management Team or even at the Board level can prove challenging as this information is often optional to provide.

At the Board level, the option is sometimes not even given for members to report their race, making this data inexistent in many organisations.



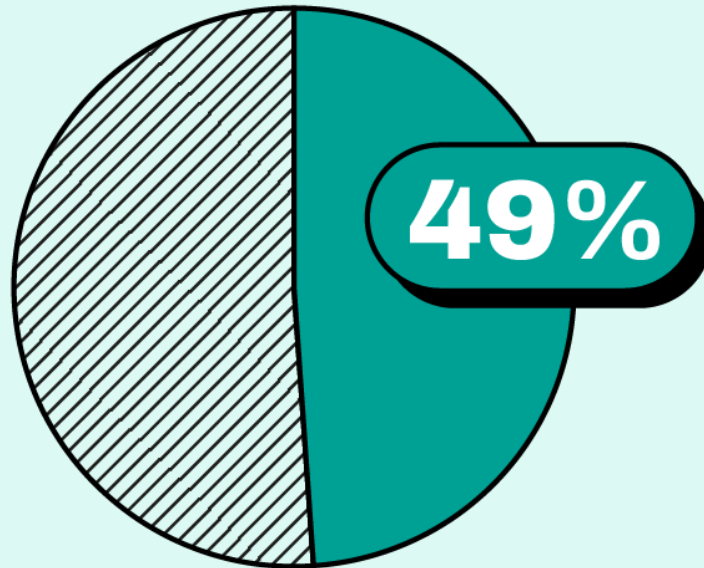
BIWOC Staff

For the Monitor 2024, we were able to collect data on BIWOC staff for a total of **61 organisations**, which represents 64% of all monitored organisations. Among these organisations, **women held 49% of all leadership positions. BIWOC held about 36% of women leadership** positions, which is only about 18% of all leadership positions across the 61 organisations with BIWOC staff data.

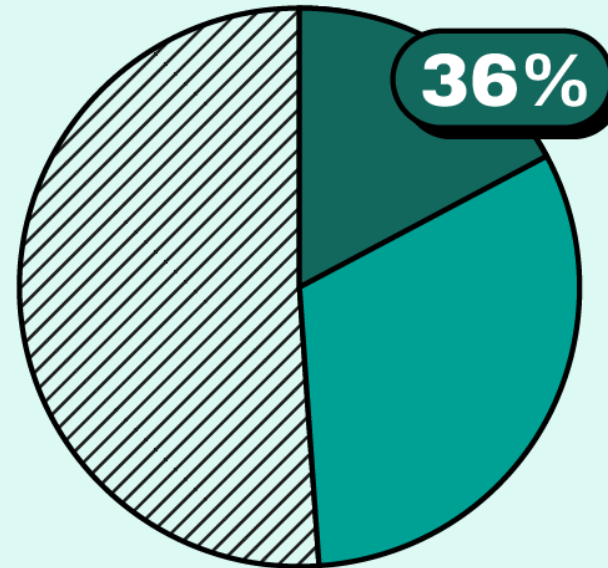
Among organisations with BIWOC staff data, 52% were led by women, with at least one woman in a CEO or Executive Director position. Among women-led organisations, BIWOC CEOs or Executive Directors were represented in about **44%** of organisations, a significant progression from past years.



About a third of women's
leadership positions held by BIWOC



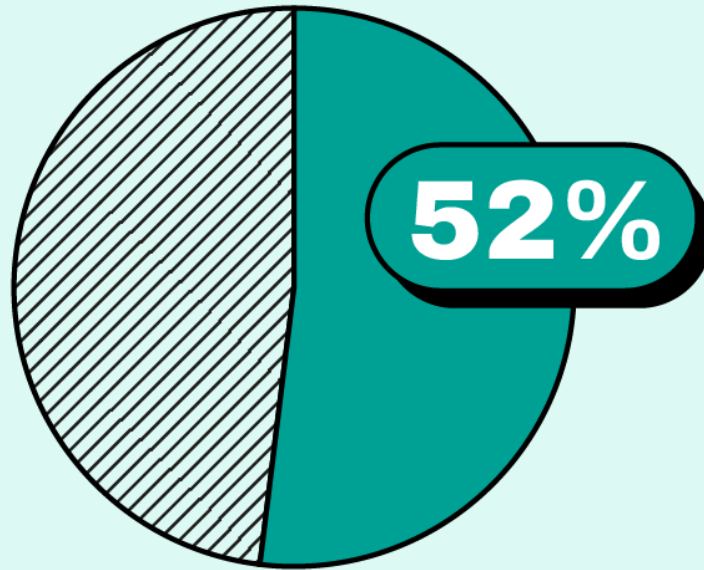
Women in leadership



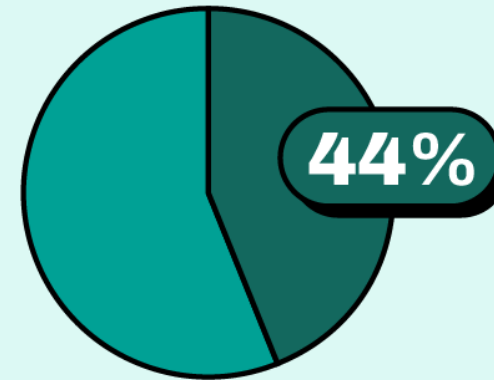
Proportion of BIWOC among
women in leadership



Almost half of women-led organisations **headed by BIWOC**



Organisations with
women CEOs



Proportion of which are
BIWOC CEOs



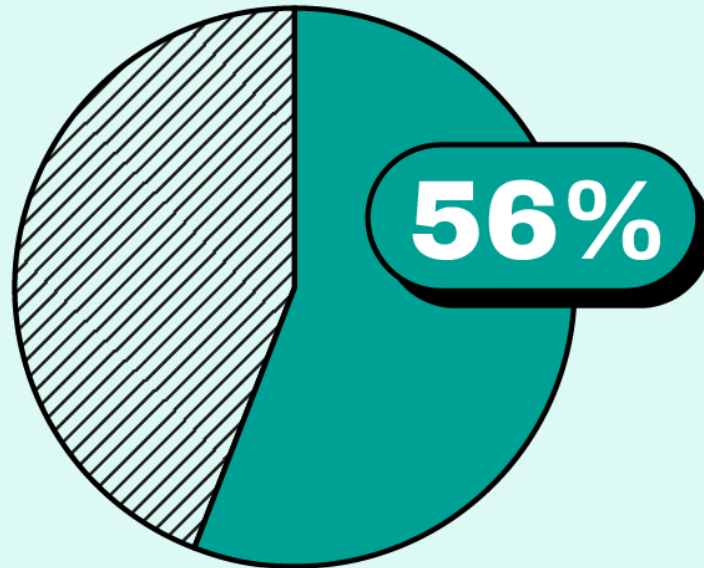
BIWOC Board Members

When looking specifically into data on BIWOC board members, 41 organisations were identified as having complete and exploitable data. Among these organisations, 56% had chairwomen, of which **33% were by women of colour**.

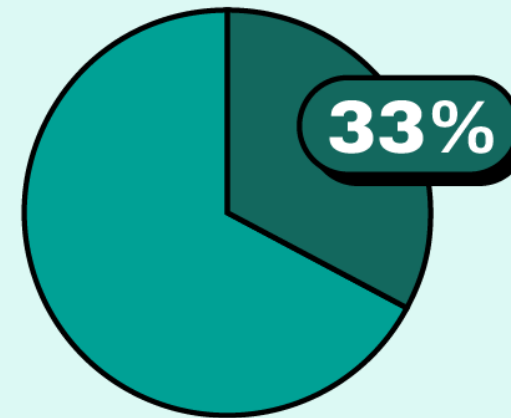
While these findings, and the trends on the general availability of data on Black, Brown, Indigenous women and women of colour are encouraging, it is evident that organisations in the social impact sector ought to do more to achieve meaningful intersectional gender equity in leadership.



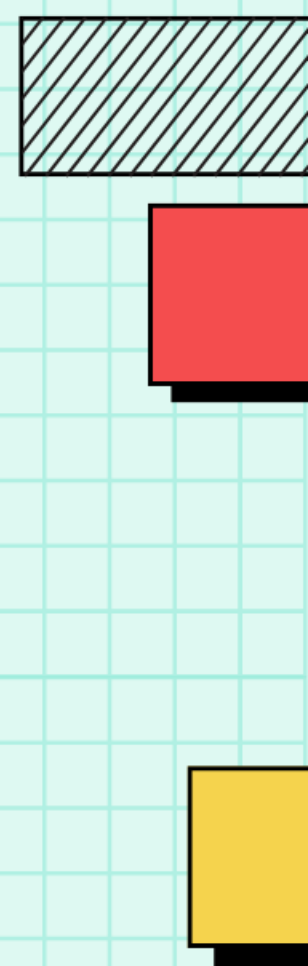
A third of women-led boards **chaired by BIWOC**



Organisations with
women Chairs



Proportion of which are
BIWOC Chairs



**Does the social
impact sector
walk the talk
on gender equity?**

So, how did women fare in the Monitor 2024?

As part of the monitoring process, organisations are ranked based on their individual **FAIR SHARE Index**. The FAIR SHARE Index makes visible the gap between the proportion of women in staff and the proportion of women in leadership positions at Senior Management and Board levels. An organisation is said to have a **fair representation of women** in its leadership when it has a **FAIR SHARE Index of 15 or lower**.

For this anniversary edition of the FAIR SHARE Monitor, the average **FAIR SHARE Index for 95 monitored organisations is 19.92**, significantly higher than the ideal Index value of 15 or lower established by the FAIR SHARE Monitor.

Less than half (47%) of the 95 monitored organisations had a FAIR representation of women in leadership. In the majority of organisations (53%), women continue to struggle with being fairly represented in leadership.

Does organisation size matter?



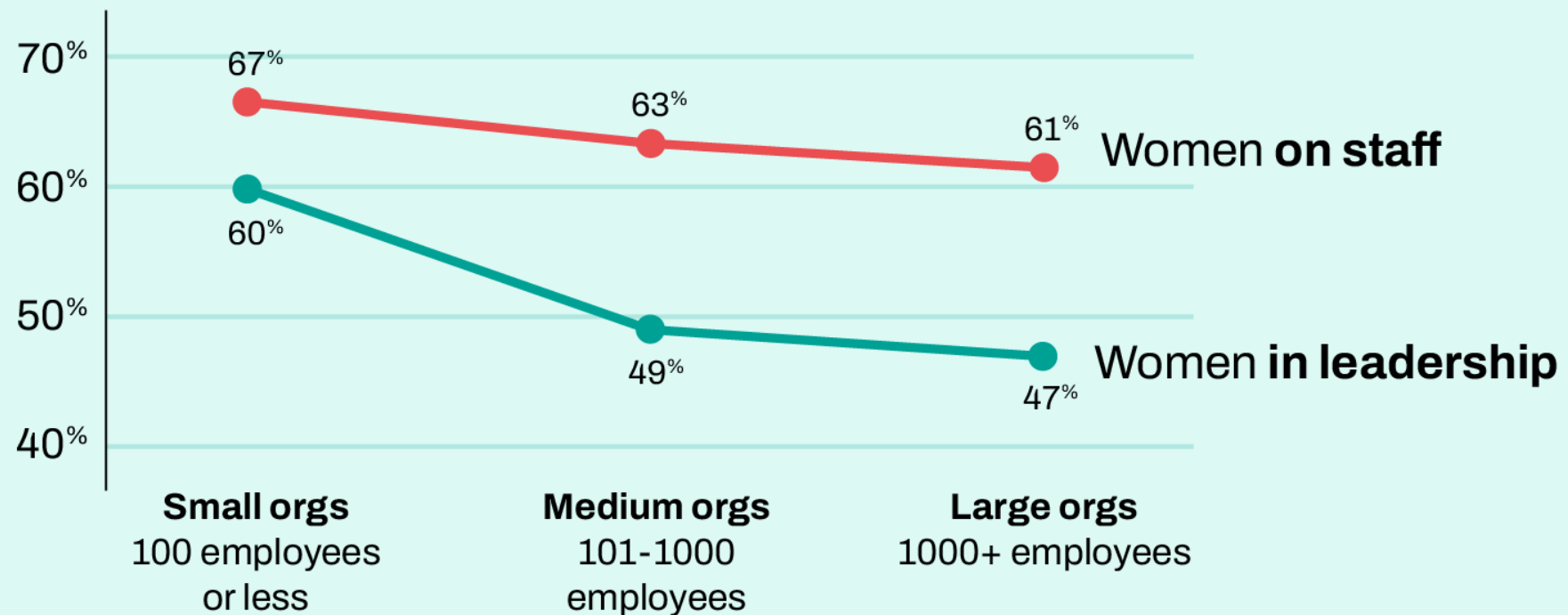
For the second time in the Monitor history, organisations were categorised by staff size. This time around, organisations were separated into three size clusters: **Small** for organisations with 100 employees or less; **Medium** for organisations with a total number of employees between 101 and 1000; and **Large** for organisations with over 1000 employees.

By clustering organisations, our aim is not only to uncover the differences in women representation based on organisations' staff size, but also to allow organisations to benchmark themselves against comparable organisations in the sector.

As it was rightfully pointed out by past monitored organisations, a general ranking of all organisations regardless of size does not account for the various cross-country staffing and management challenges that organisations face as their operations and staff needs increase.

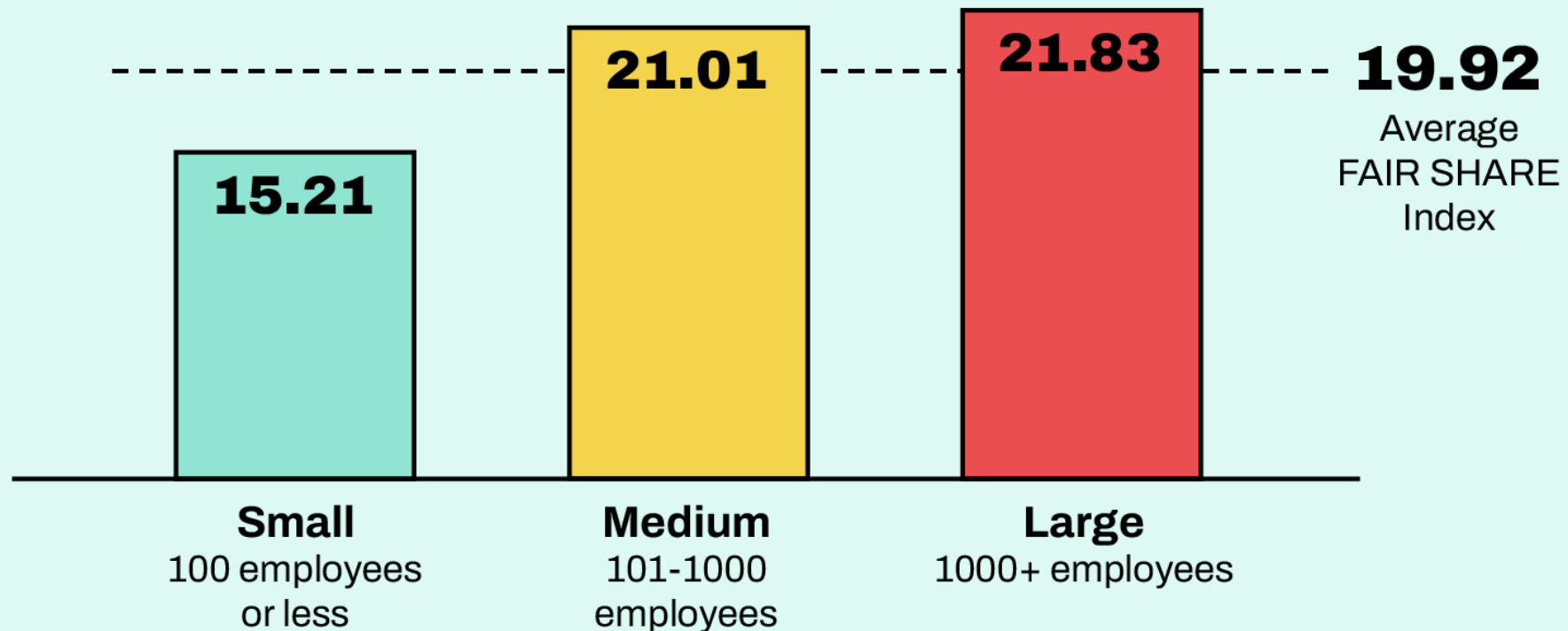


Organisation size and women's representation: A closer look





Larger organisations struggling to achieve a FAIR SHARE of women leaders



Small organisations leading the way



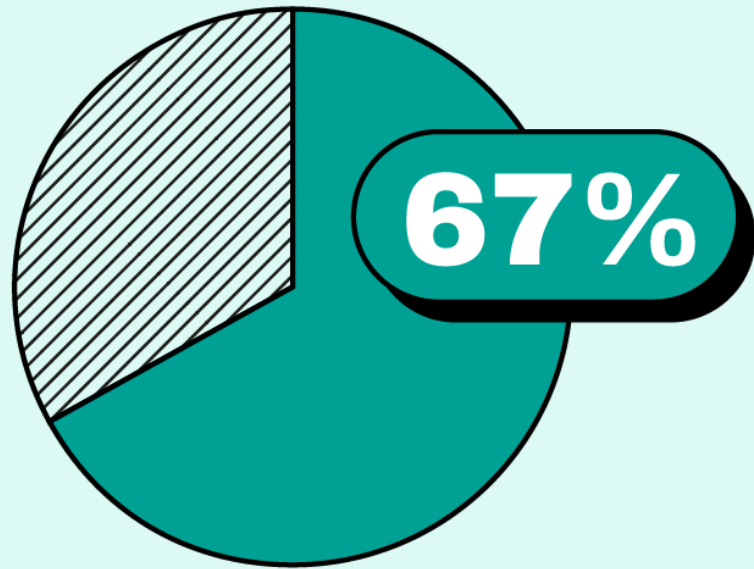
22 small organisations accounted for 23% of all monitored organisations, with an average percentage of **women on staff of 67%** against **60% of women in leadership**. The majority of small organisations in the Monitor 2024 are led by women, with 68% of organisations with a woman CEO/Executive Director, and 59% of Boards with a Chairwoman.

These organisations are also characterised by a majority of women both in their Senior Management Teams (SMT) and their Boards. Indeed, in 73% of small organisations, women represent more than half of Senior Management Team members, while organisations with a majority of women Board members represent 64% of all small organisations.

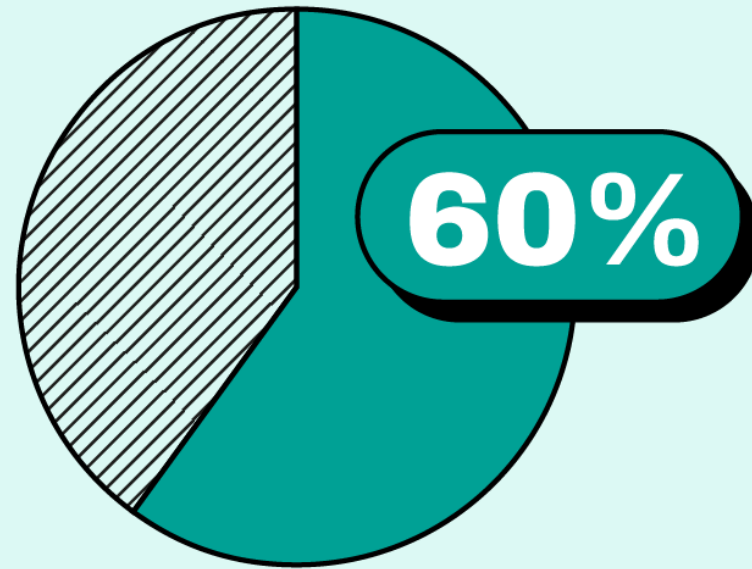
With this representation of women in leadership, small organisations have the lowest average **FAIR SHARE Index at 15.21**, the closest to the FAIR SHARE Index benchmark of 15 or lower.



Organisation size and women's representation: **small organisations** (100 employees or less)



Average women on staff



Average women in leadership

Medium organisations: Home to both lowest and highest FAIR SHARE Indexes



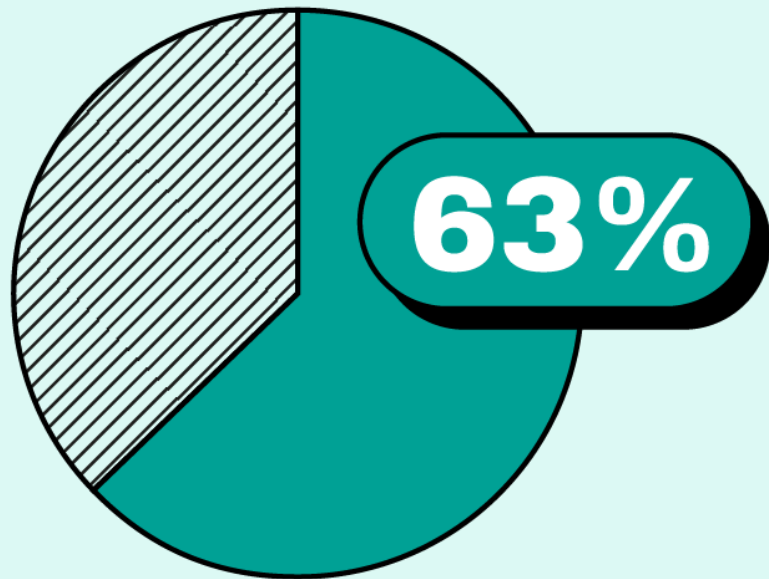
Medium organisations account for 45% of organisations in the Monitor 2024, representing the largest cluster. For these organisations, the average percentage of **women on staff is 63%** against **49% of women in leadership**.

In comparison with small organisations, we observe a decline in women's leadership, with 51% of organisations having a women CEO/Executive Director, and 51% of Boards having a Chairwoman. This declining trend continues when looking into the composition of leadership bodies with 51% of medium-sized Senior Management Teams being women-dominated, and most Boards (51%) having men members.

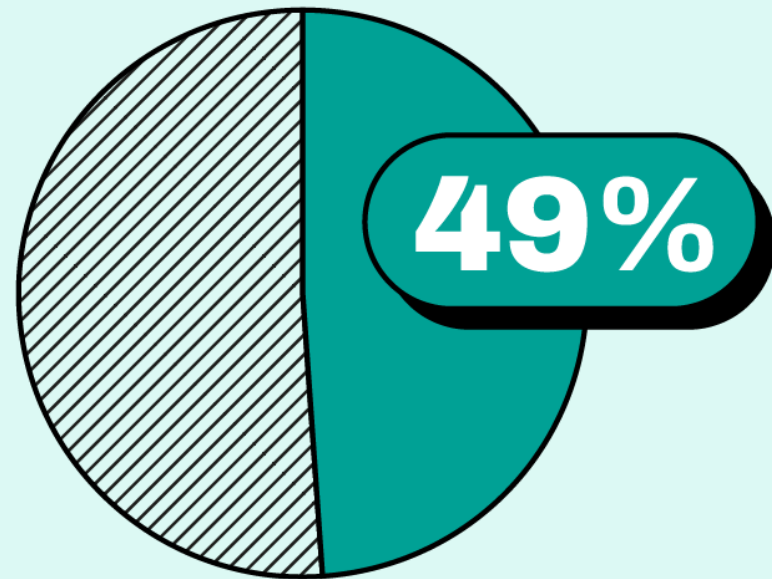
For medium organisations, the **average FAIR SHARE Index is 21.01**, considerably higher than the average 19.92 of the overall Monitor 2024, and highlighting a significant gap between women's representation in medium organisations' staff and leadership.



Organisation size and women's representation: **medium organisations** (101-1000 employees)



Average women on staff



Average women in leadership



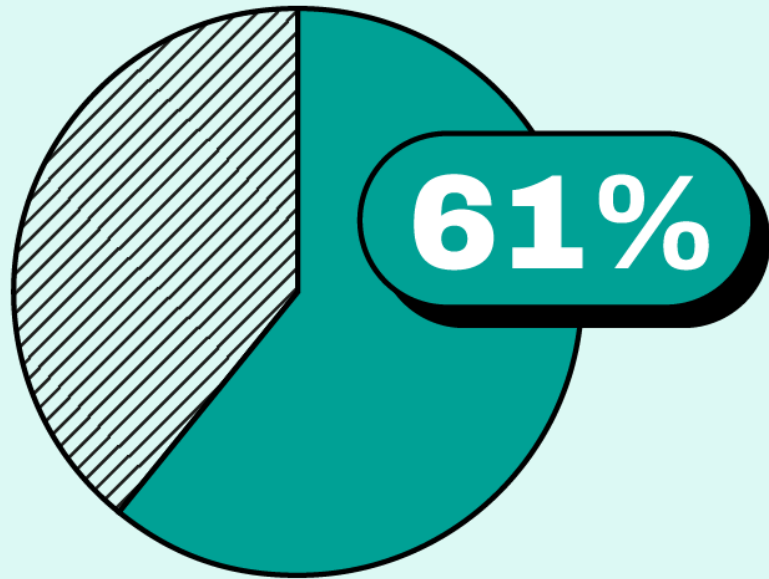
Large organisations struggling with fair representation of women

Large organisations, with over 1000 employees, account for 32% of all monitored organisations, with an average percentage of **women on staff of 61%** against **47% in leadership**. Here, the declining representation of women in leadership continues, with 40% of large organisations having a women CEO/Executive Director, and 47% of Boards having a Chairwoman. This drop is further exacerbated in leadership bodies with majority-women Senior Management Teams present in 53% of large organisations, and women-dominated Boards representing 27%.

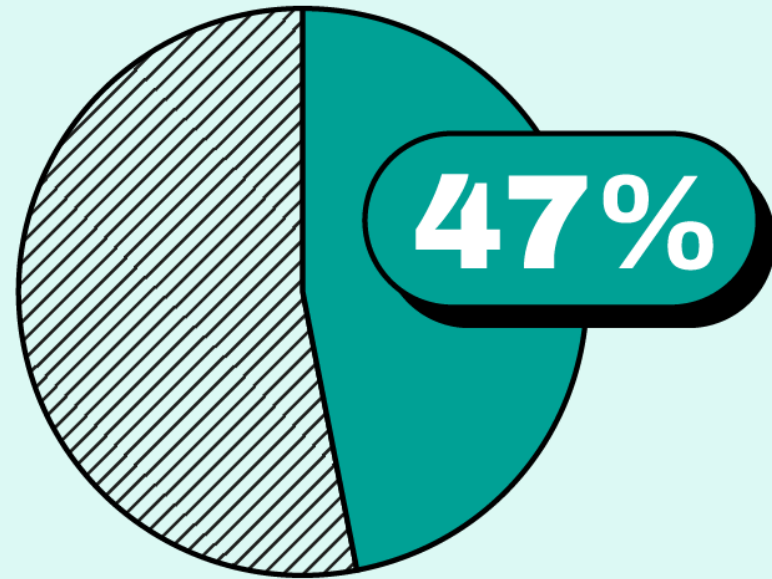
The **average FAIR SHARE Index of large organisations is 21.83**, higher than the average Monitor 2024's and confirming, without excusing it, organisations' challenges with maintaining gender equitable leadership representation the larger their staff size.



Organisation size and women's representation: **large organisations** (1000+ employees)



Average women on staff



Average women in leadership

FAIR SHARE

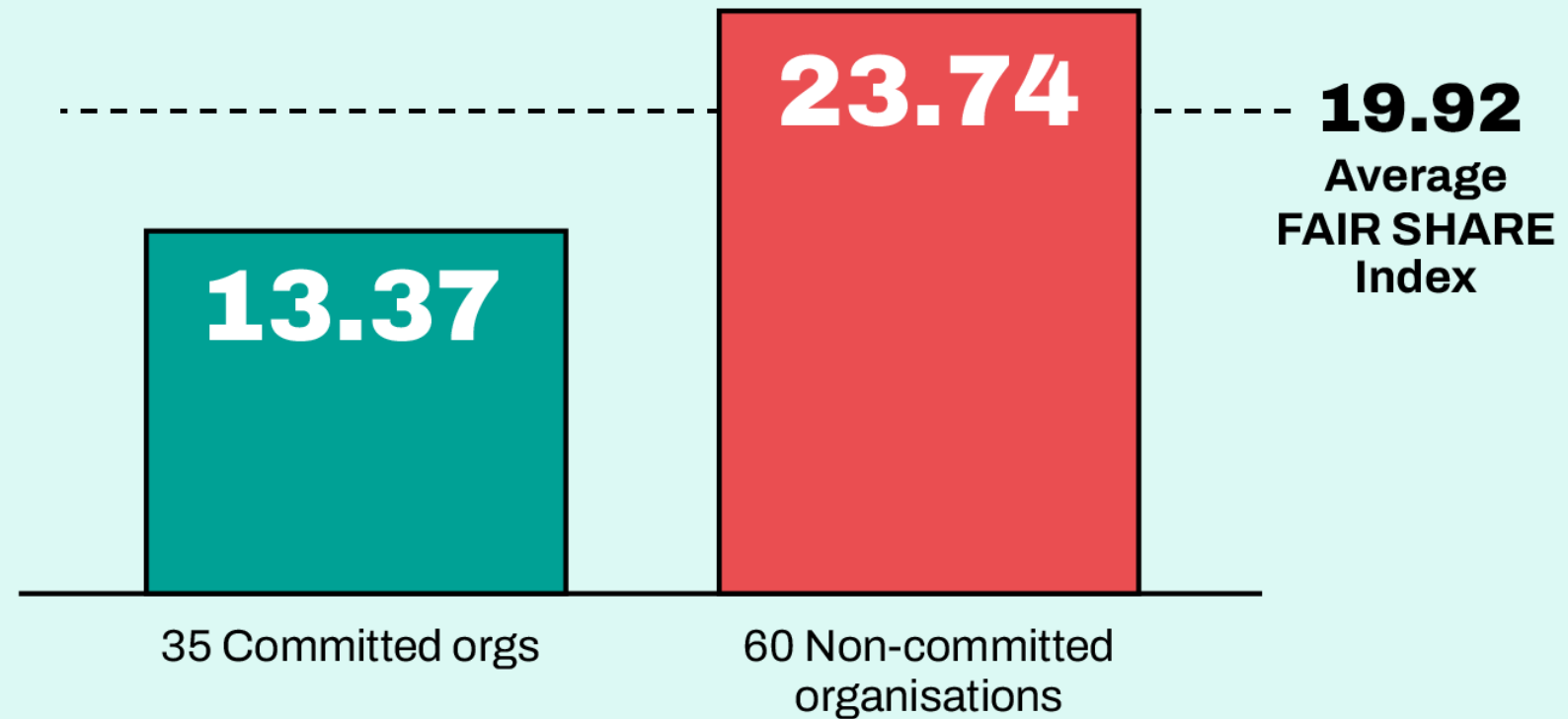
Commitment and women's leadership

The FAIR SHARE Monitor 2024 counts **35 committed organisations**, making up 37% of all monitored organisations. 27 committed organisations submitted their data for the Monitor and together, they account for **64% of overall active participation** in the Monitor 2024. Besides their encouraging participation rate, committed organisations also stand out for their **overall fair representation of women leaders**, with an average FAIR SHARE Index of 13.37, and 23 committed organisations having a FAIR SHARE Index well below the recommended 15.0 value.

When cross-referencing organisations' commitment status with their average FAIR SHARE Index, most organisations who have both signed the FAIR SHARE Commitment and have a fair representation of women in their leadership (Index of 15 or less) are medium-sized organisations, making up 48% of committed organisations with a fair share of women in leadership.



How did **committed organisations** fare?



36 international organisations have made the commitment to achieve gender equity





5 years in!
What we have learned from monitoring the sector

Still a long way to go towards full transparency



Over the years, we have observed a growing number of organisations acknowledging the necessity for gender transparency when it comes to leadership.

The growing number of organisations participating in the FAIR SHARE Monitor each year reaffirms this observation. However, with an **active participation rate below 50%** since 2021, we are also faced with the reality that too many organisations are missing from the Monitor for us to truly measure the extent (and consequences) of women's underrepresentation in the social impact sector.

Growing interest and commitment to achieve gender equity



When we set up the FAIR SHARE Commitment, we could not have imagined that so many international organisations would not only be open to submitting their data for the FAIR SHARE Monitor each year, but also be eager to engage with fellow organisations from the sector around issues of diversity, inclusion and equity.

While the proportion of committed organisations is still low relative to the total number of organisations monitored since 2019 (35%), the increasing number of organisations reaching out to us to express their desire to join the FAIR SHARE Commitment community is encouraging. The engagement in peer learning spaces also testify to committed organisations' motivation to reflect and exchange on various ways and mechanisms to improve their internal structures for better representation.

Organisation size shouldn't be a barrier to gender equity



Twice now, we have clustered organisations according to their staff size. Twice now, we have found that organisation size alone cannot be to blame for women's underrepresentation in leadership.

In fact, for the Monitors 2023 and 2024, organisations of all sizes (including the very large ones) have stood out by being among the top-ranking organisations. Of course, more data on this matter is still needed to better understand how staff size influences women's representation in leadership and what organisations are doing well to make gender equity a reality.

Bridging racial representation gaps shouldn't be optional



Our findings from monitoring the representation of Black, Brown, Indigenous women and women of colour (BIWOC) are unequivocal: whatever progress we, as a sector, make in terms of women's representation in leadership will be meaningless if this progress only includes a fraction of women who contribute to the sector.

Since 2021, only a fraction of organisations has been able to provide data on BIWOC to be included in the FAIR SHARE Monitor. In the Monitor 2024, women of colour still only hold a small fraction of all available women leadership positions among those organisations.

Without intentional approaches to improve both data collection on BIWOC employees and their representation in leadership, the sector will still fall short of walking the talk of intersectional gender equity.

5 years of monitoring the sector

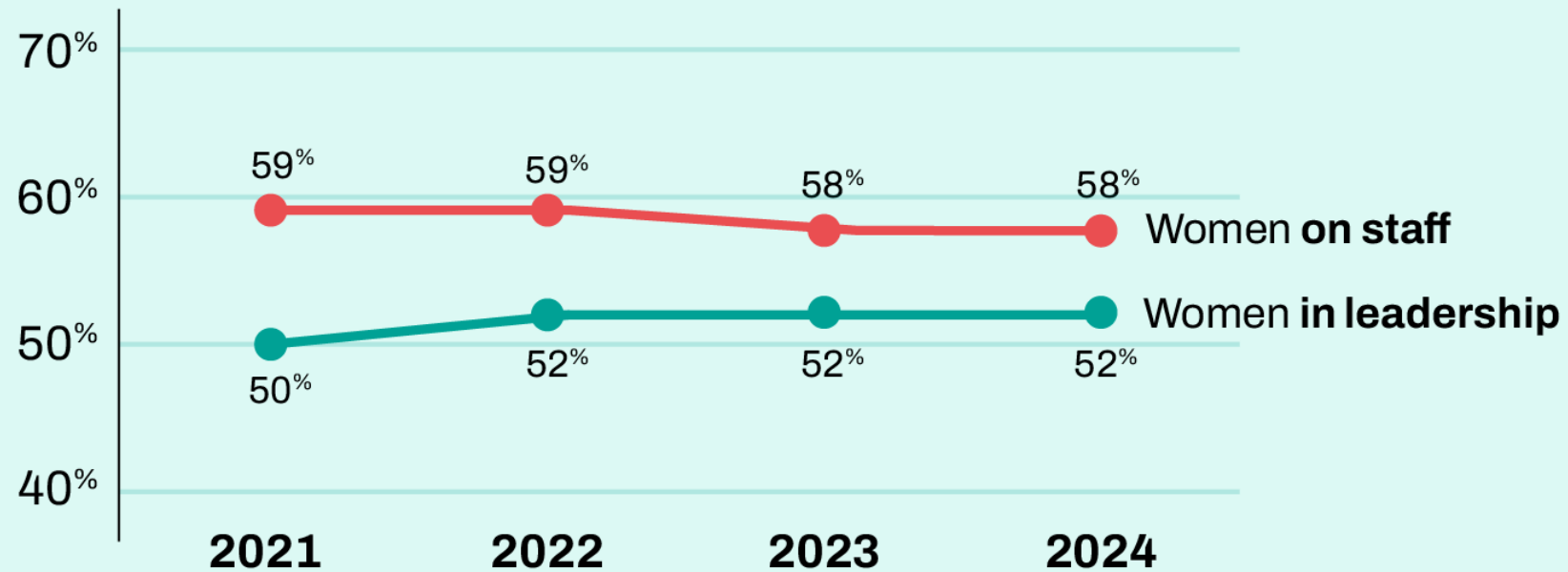


Over the last five years, the FAIR SHARE Monitor has tracked women's leadership in **a total of 102 unique international organisations** from various parts of the world. Throughout, 30 organisations have consistently been monitored since we started our work in 2019.

An **analysis of this core sample of 30 organisations** has enabled us to draw an important conclusion on the state of gender equity in the international social impact sector: while there has been some progress over the years, there is still a noticeable gap between the proportion of women on staff the proportion of women in leadership.

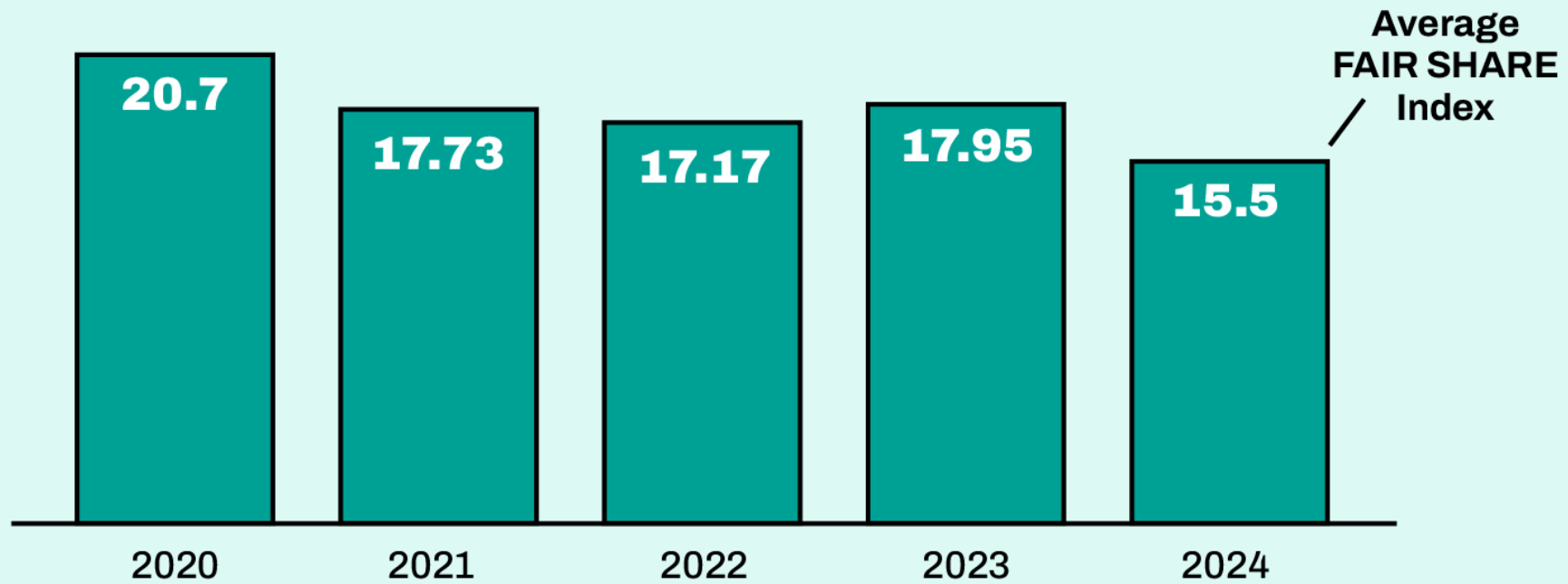


Little change in women's representation gap over the years



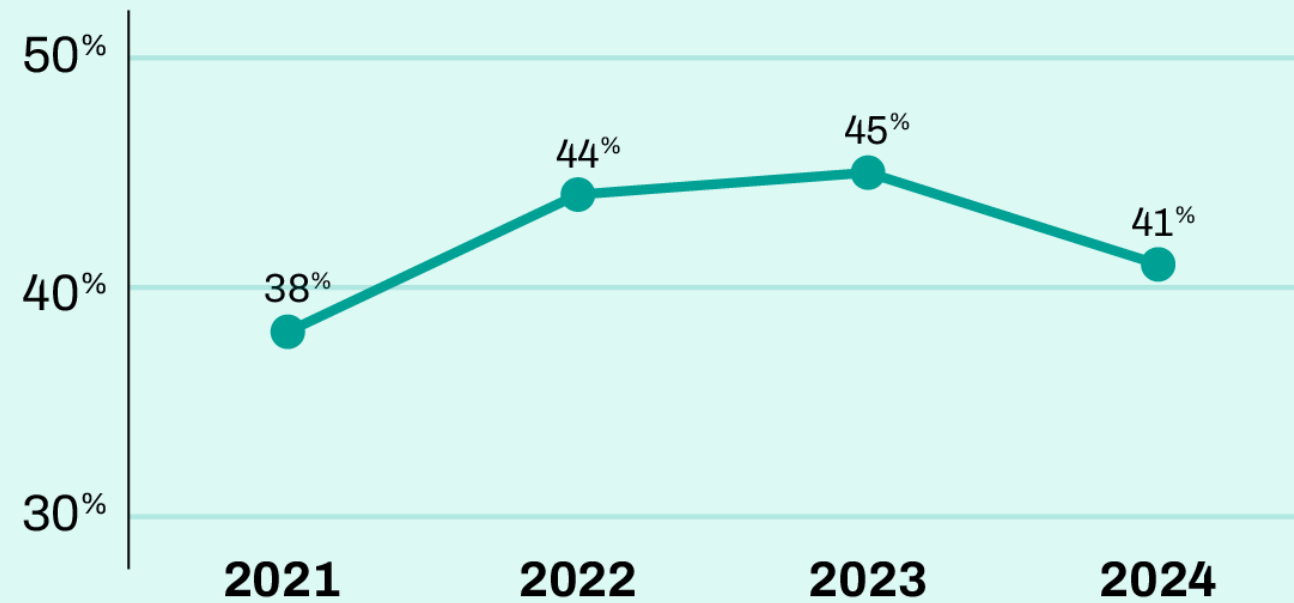


5 years of monitoring the social impact sector





Evolution of BIWOC Leadership since 2021



5-year FAIR SHARE streak



In the last five years, 10 organisations in particular, have had a consistent fair representation of women in their leadership, with an annual FAIR SHARE Index consistently below 15 each year.

We commend these organisations for their continuous dedication to equitable gender representation and hope that more organisations will join them as the sector progressively recognises the imperative to collectively work towards intersectional gender equity.



5-year FAIR SHARE streak

Organisation	Size	FAIR SHARE Index 2024	FAIR SHARE Index 2023	FAIR SHARE Index 2022	FAIR SHARE Index 2021	FAIR SHARE Index 2020
Sightsavers International	Medium	0.53	2.64	2.00	8.00	9.60
350.org *	Small	0.96	2.35	1.10	0.70	1.00
WeMove Europe *	Small	0.96	6.43	5.40	1.80	11.80
CIVICUS *	Small	2.14	0.24	2.38	0.40	11.00
Skateistan *	Medium	4.30	5.95	2.29	0.30	7.60
CARE International *	Large	5.30	6.57	8.65	10.60	13.40
Frontline Aids *	Small	6.08	5.37	5.00	1.80	13.00
Oxfam International *	Medium	7.36	4.03	9.70	9.70	13.20
Greenpeace International	Large	8.72	0.78	0.78	11.30	11.30
HelpAge International *	Medium	9.09	0.91	8.59	8.60	13.40

FAIR SHARE Monitor 2024

**5 years of
monitoring**



Scan to view the results