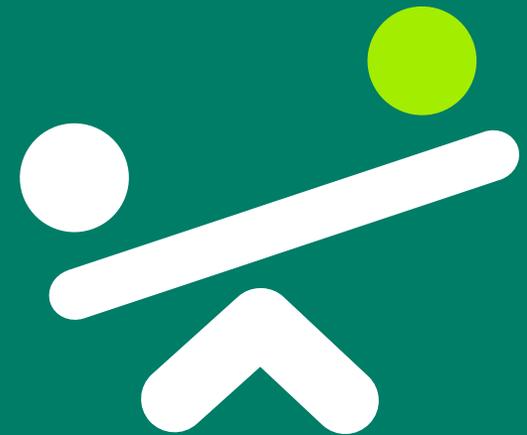




FAIR SHARE Monitor 2021  
Tracking progress towards gender equality in the civil society sector



# The FAIR SHARE Monitor





# What is the FAIR SHARE Monitor?

The FAIR SHARE Monitor is a **data-based tool tracking progress towards a FAIR SHARE of women\* leaders** in the international civil society sector by 2030.

We use the Monitor to collect and publish data on the proportion of women in staff and leadership of civil society organisations. Based on the data collected, we rank organisations according to the FAIR SHARE Index, which measures how close they are to a FAIR SHARE of women in their leadership.

Progress, stagnation or regression is documented from year to year, allowing both individual organisations and the sector in general to set benchmarks and track developments. Our aim with the Monitor is also to **encourage more transparency and accountability** as we collectively work towards a more equitable and inclusive sector.

We began collecting this data in 2019 and will continue to do so until 2030, in line with Goal 5 of the United Nations Sustainable Development Agenda.

\*We aim to go beyond the normative construction of a cis, able-bodied white woman and instead bring an intersectional perspective to this term, including (for example) women of colour, women with disabilities and trans women.



# Why do we need a FAIR SHARE of women leaders?

Civil society organisations around the world are working to build more inclusive, equitable and just societies. But these values are often not practiced in their internal structures. To become a truly effective actor for change, the sector must address gender inequality in their own backyards.

We need a FAIR SHARE of women leaders in order to:

- Walk the talk on gender inequality
- Reflect the societies in which we operate
- Design and implement effective gender equality programmes
- End sexual harassment, sexual abuse and other abuses of power
- Make use of all available talent
- Make space for silenced perspectives that offer solutions to current issues

# FAIR SHARE Monitor Process





# Which data do we collect for the FAIR SHARE Monitor?

Number of staff  
broken down  
by gender

Number of  
women in senior  
management  
team

Number of women  
in supervisory  
board

Equality, diversity  
or inclusion  
policies

2021: Data on  
Black, Brown,  
Indigenous  
women &  
women of  
colour

**Senior management team:**  
By this we mean the salaried team making executive decisions (e.g. board of directors, executive management).

**Supervisory board:**  
This is the body that oversees the senior management team (sometimes known as a board of trustees), usually appointed on a voluntary basis.



## The FAIR SHARE Monitor is growing

28

CSOs in 2019

31

CSOs in 2020

56

CSOs in 2021

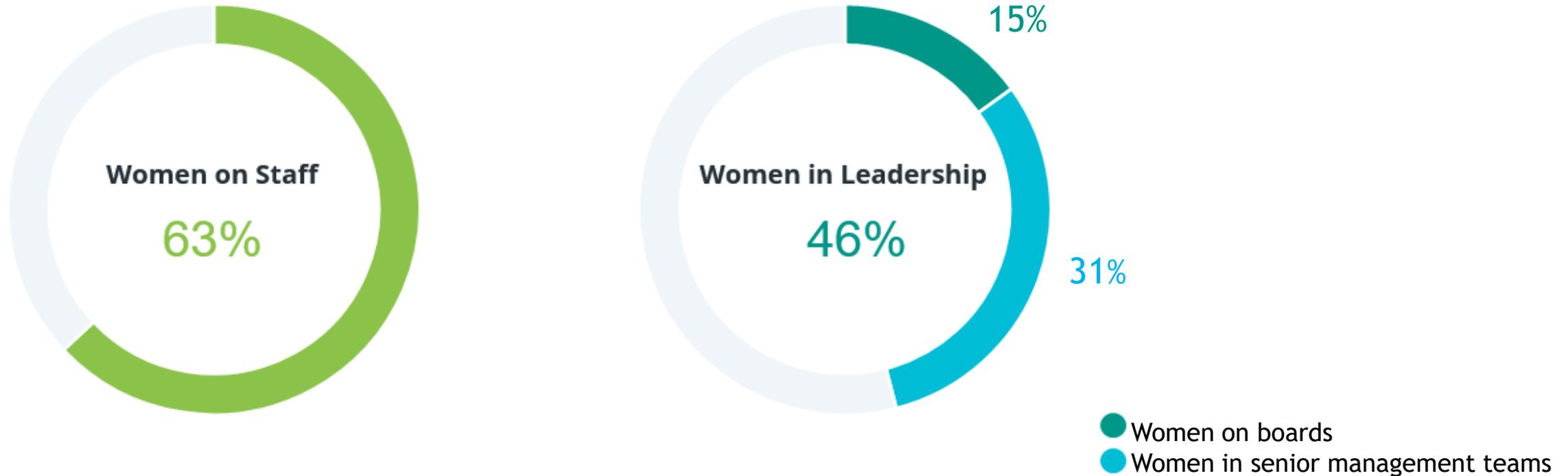
Almost half of the organisations actively and voluntarily participated in the Monitor by sharing their data with us.

So how did women  
leaders fare in  
2021?





# More women, but not more women leaders



While the proportion of women on staff of civil society organisations has grown 5% since 2020, the proportion of women leaders has remained at 46%.



# Senior management teams skewing further towards men



Of **56** researched and participating organisations:

- **9%** have a gender-equitable senior management team (-4%)\*
- **43%** have senior management teams with a majority of women (+1%)
- **48%** have senior management teams with a majority of men (+3%)

\*all changes since FAIR SHARE Monitor 2020



# Nearly half of organisations are led by a woman - but fewer than last year



Of **56** researched and participating organisations, **43%** have a woman CEO or ED.

While this approaches the halfway mark, it also marks a 2% decline since the FAIR SHARE Monitor 2020.



# Did you know that a man is twice as likely to reach a leadership position than a woman?

But change is in the air: last year, we measured that a man was almost **three** times as likely to make it to the top.





# Despite small gains, men continue to dominate boards



Of **56** organisations:

- Only **11%** have a 50/50 gender balance on their boards (+1.5%)\*
- **36%** have a majority of women (+5%)
- **52%** have a majority of men (-9%)
- **48%** have a woman chairperson

\*all changes since FAIR SHARE Monitor 2020



# Where do we see a FAIR SHARE of women leaders?

All organisations with a FAIR SHARE Index of **15 or less** have a fair representation of women in leadership.

The FAIR SHARE Index takes into account:

- If there are at least 50% of women on all organisational levels (the average representation gap, across overall staffing, senior management and Boards) and if there is a difference between the share of women in the total workforce and women in leadership (the FAIR SHARE Gap).
- Both gaps are added to calculate the FAIR SHARE Index.

In 2021 we adjusted the formula to ensure that a FAIR SHARE gap in favour of women would not be penalised in the same way as a FAIR SHARE gap in favour of men.

More on the Index in our [FAQs](#).





# Progress towards gender equality isn't linear or equal



● Progress: 50% ● No Change: 24% ● Regress: 26%

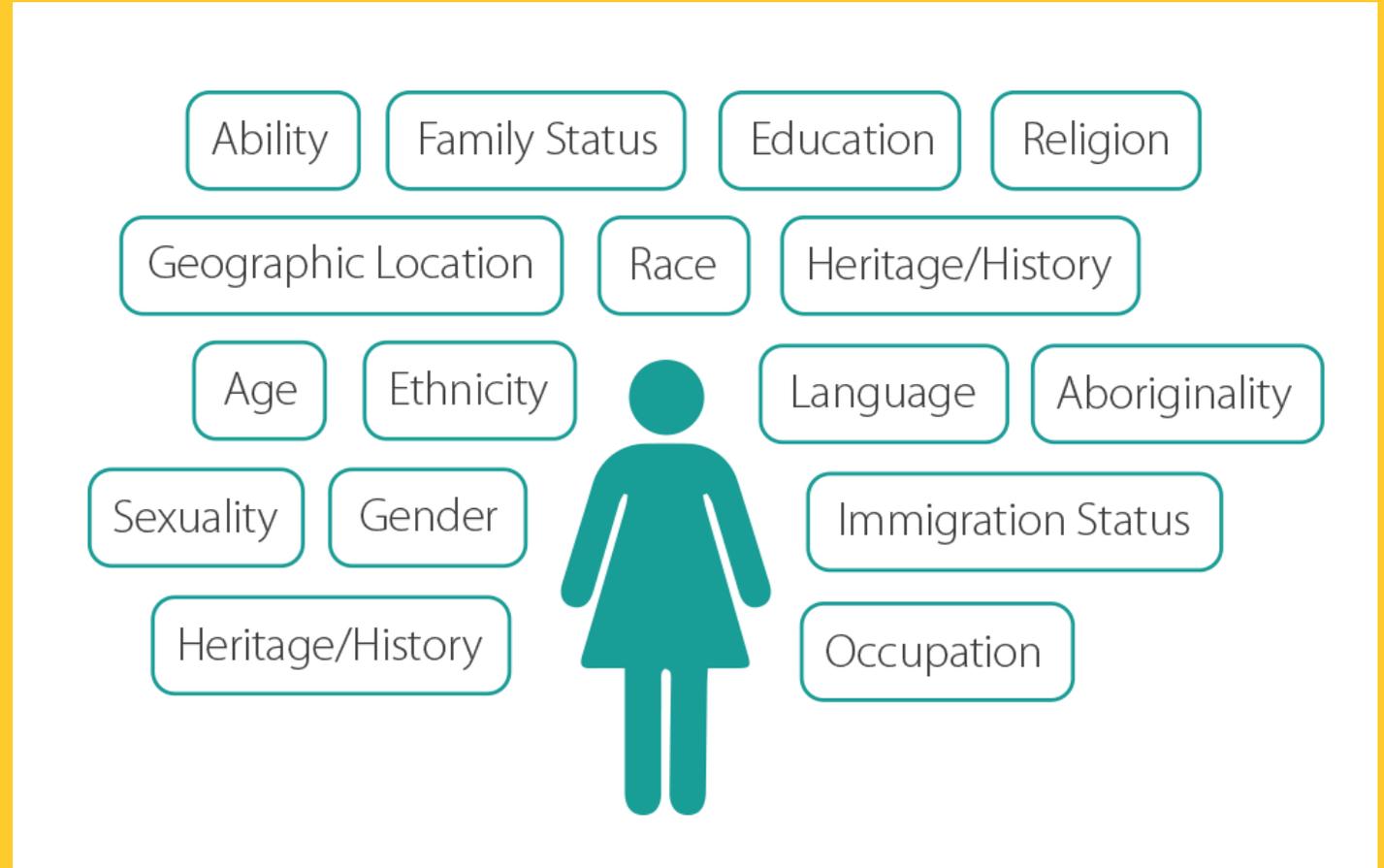
Of the 34 organisations who participated  
in the FAIR SHARE Monitor 2020

While awareness about gender equality is growing, the results of this year's FAIR SHARE Monitor don't show unilateral or linear progress. After all, demonstrating awareness doesn't necessarily indicate readiness to take concrete action.

Next, we look at how race/ethnicity affects how women benefit from gender equality.



# Let's make intersectional gender equality the new normal.





# Taking a step towards intersectionality

When we first launched the FAIR SHARE Monitor in 2019, we focused first on the largest subset of the population underrepresented in the sector's leadership: women.

This year, as a step towards making the Monitor more intersectional, **we also collected data specifically on Black, Brown, Indigenous women and women of colour (BIWoC)** in order to investigate how racism, in addition to sexism, can affect a woman's chances of reaching a leadership position.

We recognise that intersectionality encompasses much more than just racism and sexism. Collecting this data is for us, as a small organisation with limited resources, a first but not exhaustive step towards making the Monitor a more intersectional – and therefore more accurate – tool for the sector. You can [read more about this decision](#) on our website.

We are learning by doing and welcome your feedback and thoughts in this process!



# Taking a step towards intersectionality

How did we count these numbers?

We asked how many people identify as women on staff, in senior management teams, and so on. Then we asked how many of these women identify as Black, Brown, Indigenous women or women of colour.

As an example, a CSO with one woman CEO identifying as BIWoC, 3 women on senior management with 1 of these women identifying as BIWOC and 4 men in senior management would be listed as:

	Woman	BIWoC	Men
CEO	1	1	0
Other members of sr. management	3	1	4
<b>Total</b>	<b>4</b>	<b>2</b>	<b>4</b>



# Black, Brown, Indigenous women & women of colour in leadership



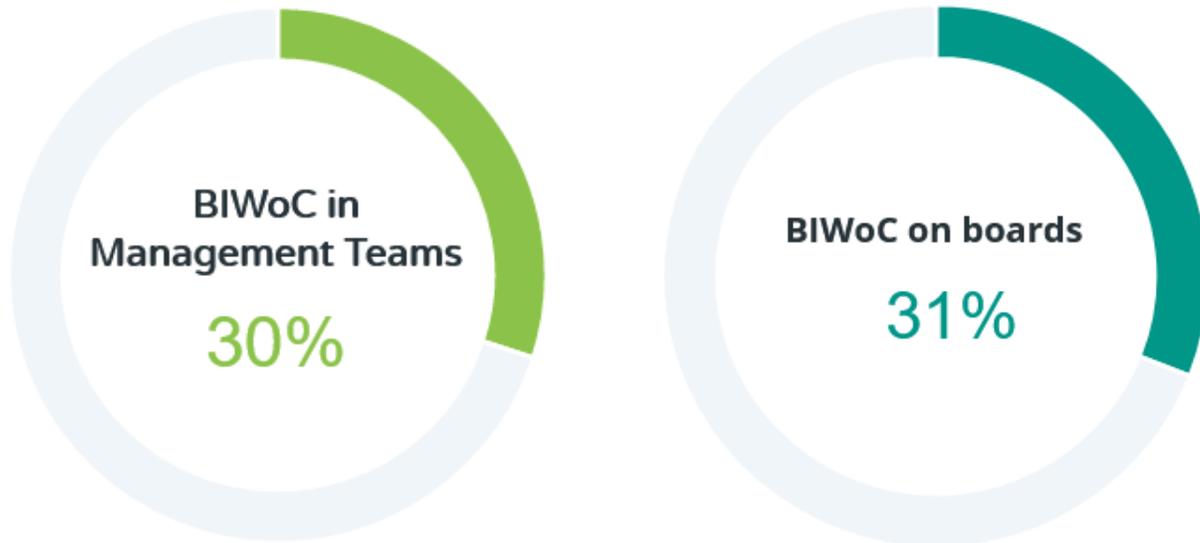
Of **43** organisations who had data on BIWoC:

- **44%** have a woman CEO or ED, but only **26%** of those women are BIWoC
- **9%** had no BIWoC in leadership

Not all organisations confirmed the data we researched for them; we have possibly missed some women who identify as BIWoC.



# BIWoC in Boards and Senior Management



Of **43** organisations who had data on BIWoC:

- Women make up **46%** of members of boards, but of these only **31%** are BIWoC
- Women make up **46%** of the senior management, but only **30%** are BIWoC
- **16%** of these organisations had no BIWoC in their boards
- **42%** had no BIWoC in senior management

Not all organisations confirmed the data we researched for them; we have possibly missed some women who identify as BIWoC.



Some organisations  
are on the forefront  
of gender equality



By signing the FAIR SHARE Commitment, organisations pledge to achieve:

**At least 50%**

women in their leadership

**or more**

if there are more women  
in their workforce

**by 2030**

in line with the United  
Nations Sustainable  
Development Agenda

All organisations who share our vision of gender equality in the sector are invited to join this community!



# 23 organisations have signed the FAIR SHARE Commitment





Going above and beyond for gender equality:  
these organisations have more women in  
leadership than  
on staff



EngenderHealth  
for a better life



**RESTLESS  
DEVELOPMENT**  
POWERED BY YOUNG PEOPLE

# Save the date!

## FAIR SHARE Monitor 2021

The way forward is  
intersectional

Tuesday 30 March

15:00 CET



[Join us](#) to discuss the results of the Monitor 2021 and swap best practices with your peers



# ANNEX



## The FAIR SHARE Monitor at a glance:

	Total 2020		Total 2021	
	Commitment	18	31	23
	58,06%		41%	
Data approved /delivered	26	31	25	56
	83,87%		45%	
Data not approved	5	31	31	56
	16,13%		55%	
FAIR SHARE	15	31	27	56
	48,39%		48,2%	
Women in staff	58%		63%	
Women in Leadership	46%		46%	
BIWoC in Leadership (43 orgs)			30%	
50/50 in Boards	3	31	6	56
	9,68%		11%	
Majority of women in Board	9	31	20	56
	29,03%		36%	
Majority of Men in Board (including if 0 women)	19	31	29	56
	61,29%		52%	
No women in Board			0	56
			0%	
No BIWoC in Board			7	43
			16%	
Chairwomen of a Board		31	27	56
	0,00%		48%	
BIWoC as Chairwoman of Board			3	43
			7%	



## The FAIR SHARE Monitor at a glance:

	Total 2020		Total 2021	
50/50 in Senior Management Team	4	31	5	56
	12,90%		9%	
Majority of women in senior management teams	13	31	24	56
	41,94%		43%	
Majority of men in senior management teams (including 0 women)	14	31	27	56
	45,16%		48%	
No BIWoC in Senior Management Teams			18	43
			42%	
Women Leaders (orgs w/ woman as CEO/ED)	14	31	24	56
	45,16%		43%	
BIWoC Leaders (43 orgs w/ woman as CEO/ED)			5	43
			12%	
No women in any leadership positions			0	56
			0%	
No BIWoC in any leadership positions			4	43
			9%	
Progressed			50%	
Stagnated			24%	
Regressed			26%	

This is merely an excerpt of our data (status 15.03.2021).



# About FAIR SHARE of Women Leaders

In the wake of reports of abuse of power in the civil society sector in 2019, a group of women from around the world gathered to mindmap how they could take action. A lack of women in decision-making roles was quickly identified as a contributing factor to these structural problems.

But when they looked for data that would confirm this observation (based on cumulative decades of work in the sector), they encountered very little research on the subject. Then and there, the idea for FAIR SHARE of Women Leaders was born and as volunteers we published the first FAIR SHARE Monitor in 2019.

Since then, FAIR SHARE has grown into an organisation made up of five staff members and published three FAIR SHARE Monitors.

With the FAIR SHARE Monitor, we track progress annually towards a FAIR SHARE of Women Leaders. Last year, we established our first national Monitor in Germany. In addition to pushing for equality in numbers, we also advocate for Feminist Leadership as a tool for cultural change in our organisations and sector. Learn more about Feminist Leadership and the FAIR SHARE Action Circle on our website.

**Do you share our vision of gender equality in our sector?**

Here's how you can join us:

- Sign the FAIR SHARE Commitment
- Help us spread the word on social media with our toolkit
- Donate to support gender equality in the civil society sector



**FAIR SHARE**  
of Women Leaders

[www.fairsharewl.org](http://www.fairsharewl.org)

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