

# **FAIR SHARE**

## **Monitor 2022**

**Tracking progress towards a FAIR SHARE  
of women leaders**





# 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 international social impact 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.



## The Monitor, continued

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.

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.



# Why do we need more women leaders?

**The social impact sector needs a FAIR SHARE of women leaders in order to:**

- Walk the talk on gender inequality
- Provide women equal career opportunities
- 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



# So how did women leaders fare in 2021?



## The 2022 survey

- 67 organisations invited
- Of which 11 new organisations
- 6 removed due to lack of data on staff
- Ultimately 61 organisations representing 282,593 staff

61 organisations in the FAIR SHARE Monitor





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

Number of staff

Number of women on staff

Number of women and men in senior management team

Number of women and men on supervisory board

BIWoC on staff

BIWoC in SMT and board

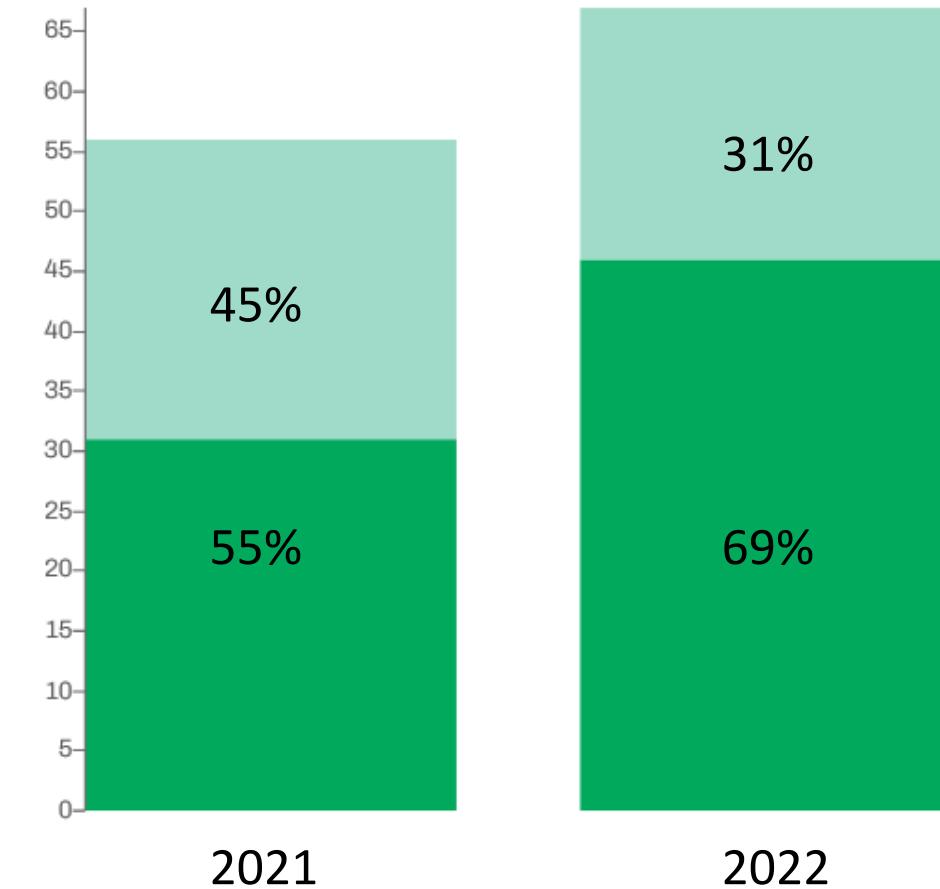
Established gender/diversity policy



## Only a third of organisations shared their data with us

Participation was lower this year: **21 organisations** actively participated by **sharing** their data with us, and we had to **research** the data of **46 organisations**.

We believe this may have been due to Covid-19 and/or a shortened timeframe for data submission.





## Representation gap may be shrinking, but women still underrepresented in leadership

**61%**  
Women on staff  
  
Compared to  
63% in 2021



**50%**  
Women in leadership  
  
Compared to  
46% in 2021



## Almost half of the organisations have a woman as CEO or ED



**46%**

have a woman as CEO or Executive Director, compared to **43%** in 2021

**8%**

Of which are co-CEO or co-ED



# Could co-leadership make decision-making roles more accessible?

In our recent publication, 'Leading for Change: Case studies from organisations committed to gender equality', Gemma Graham of Restless Development shares learnings from her organisation's co-leadership pilot, as well as how data informed their decision.



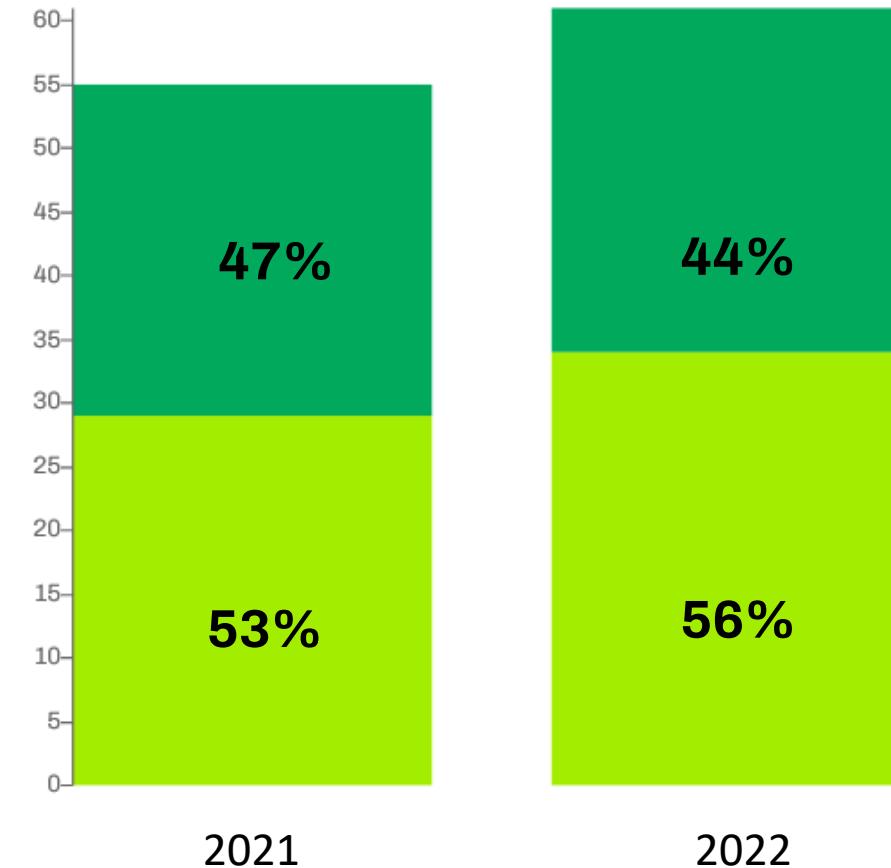
Learn more and explore nine other case studies from organisations like Amref Health Africa, CARE International and Frontline AIDS.



## The number of women Board chairs seems to be decreasing

Of the 61 organisations surveyed, **27** (44%) have women as chairs of the Board.

While this means nearly half of Boards are led by a woman, it marks a 3% decrease from 2021.





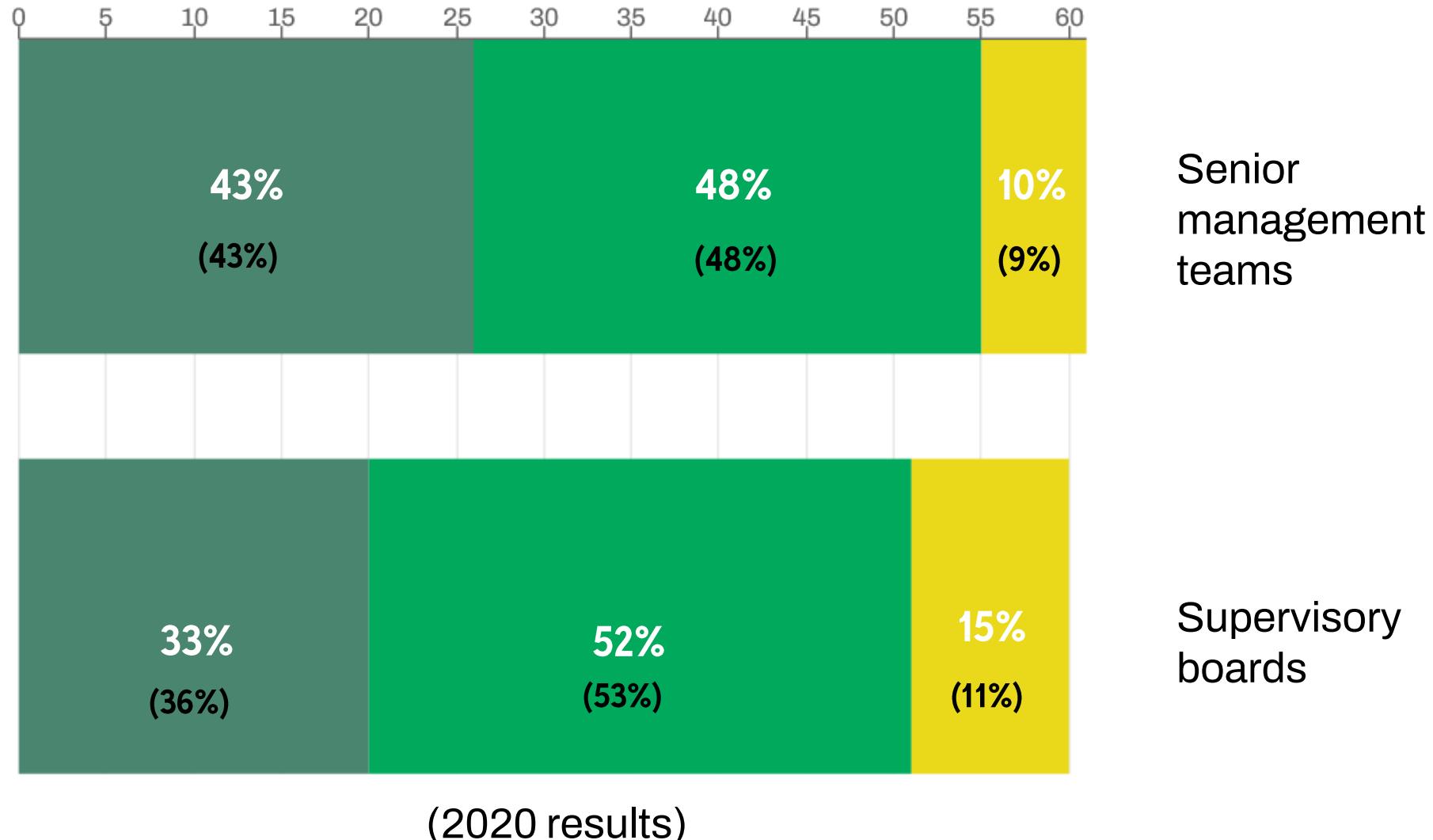
# Boards more likely to be male-dominated

Organisations with senior management teams and boards made up of:

**Majority women**

**Majority men**

**50-50 gender distribution**





# Women in the international social impact sector aren't only facing sexism.

Despite the risks and emotional toll, staff and leaders have increasingly been sharing their experiences of racism in the sector.

We hope to contribute to this movement by using data to make the different forms of oppression which women face visible.

That's why since last year we also collect data on Black, Brown, Indigenous women and women of colour on staff and in leadership.  
[Read more here.](#)



# BIWoC make up only a third of women leaders.



**47%**

of leadership positions are held by women\*

**32%**

of those women are Black, Brown, Indigenous women and women of colour, compared to **30%** in 2021



# Almost half of organisations do not have a Black, Brown, Indigenous or woman of colour in their SMT



**15.6%**

Organisations with no women on their senior management team

**44%**

Organisations with no Black, Brown, Indigenous women or women of colour on their SMT, up from **40%** in 2021\*



# Very few BIWoC chairing supervisory Boards



**41%**

Organisations with a woman as chair of the board

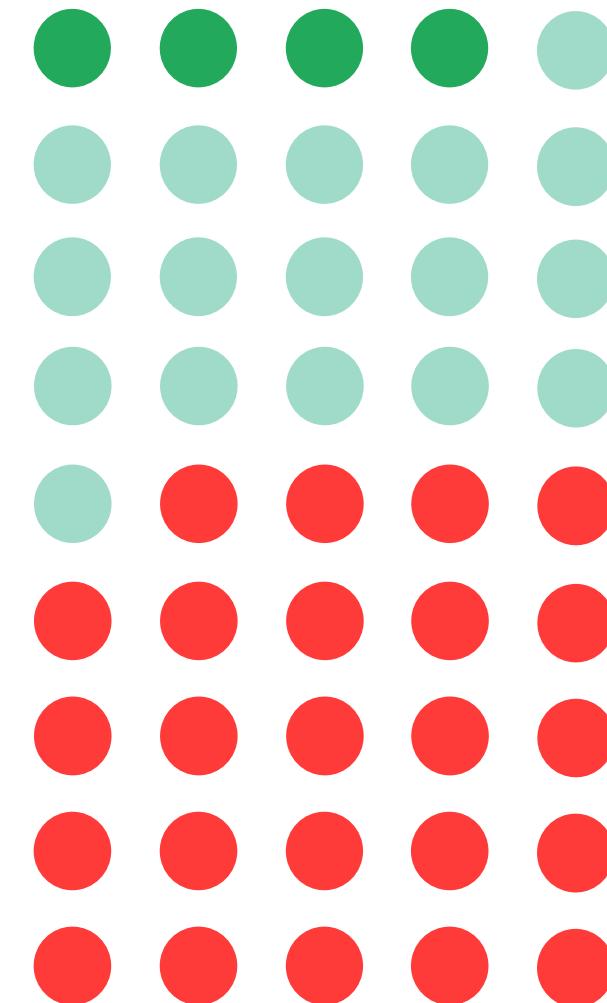
**9%**

Organisations with BIWoC as chair of the board, up from 7% in 2021



# How many organisations are led by a Black, Brown, Indigenous woman or woman of colour?

Of 45 organisations with data,  
21 are led by women



But only 4 are led by BIWoC  
(compared to 5 in 2021)



# The FAIR SHARE Index

The FAIR SHARE Index shows how well or poorly women are represented in leadership based on our criteria for a FAIR SHARE. **The lower the index, the more fairly women are represented in leadership.**

The average FAIR SHARE Index has been improving over the years, starting at 26,5 in 2019, down to 21,3 in 2020, and now at its lowest rate of **20,3**. This year the average FAIR SHARE index is still well above a desired level. However, this is due to large discrepancies, with some organisations having the perfect FAIR SHARE Index of 0 averaged with the highest index standing at 59,4.

See [our FAQ](#) for more details on the FAIR SHARE Index.



# Halfway to a FAIR SHARE – but making a commitment helps

**51%**

Organisations with a FAIR SHARE,  
compared to **48%** in 2021



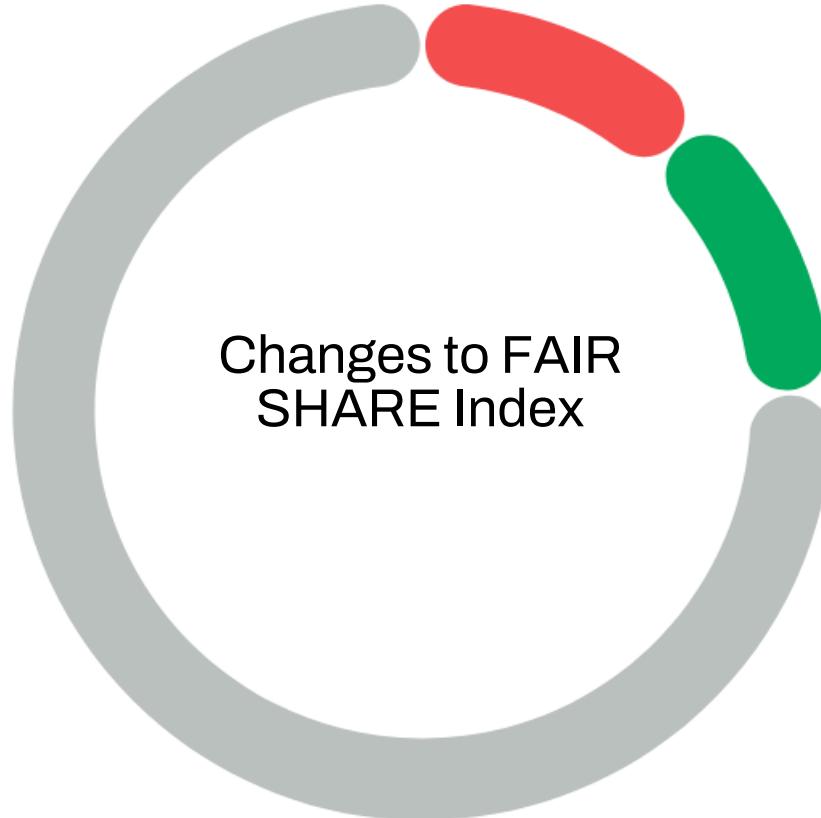
**78%**

Committed organisations  
with a FAIR SHARE,  
compared to **61%** in 2021

Learn more about the Index in our [FAQ](#)



# Little progress in organisation's FAIR SHARE Indexes



**6 organisations**

Increased

**6 organisations**

Decreased

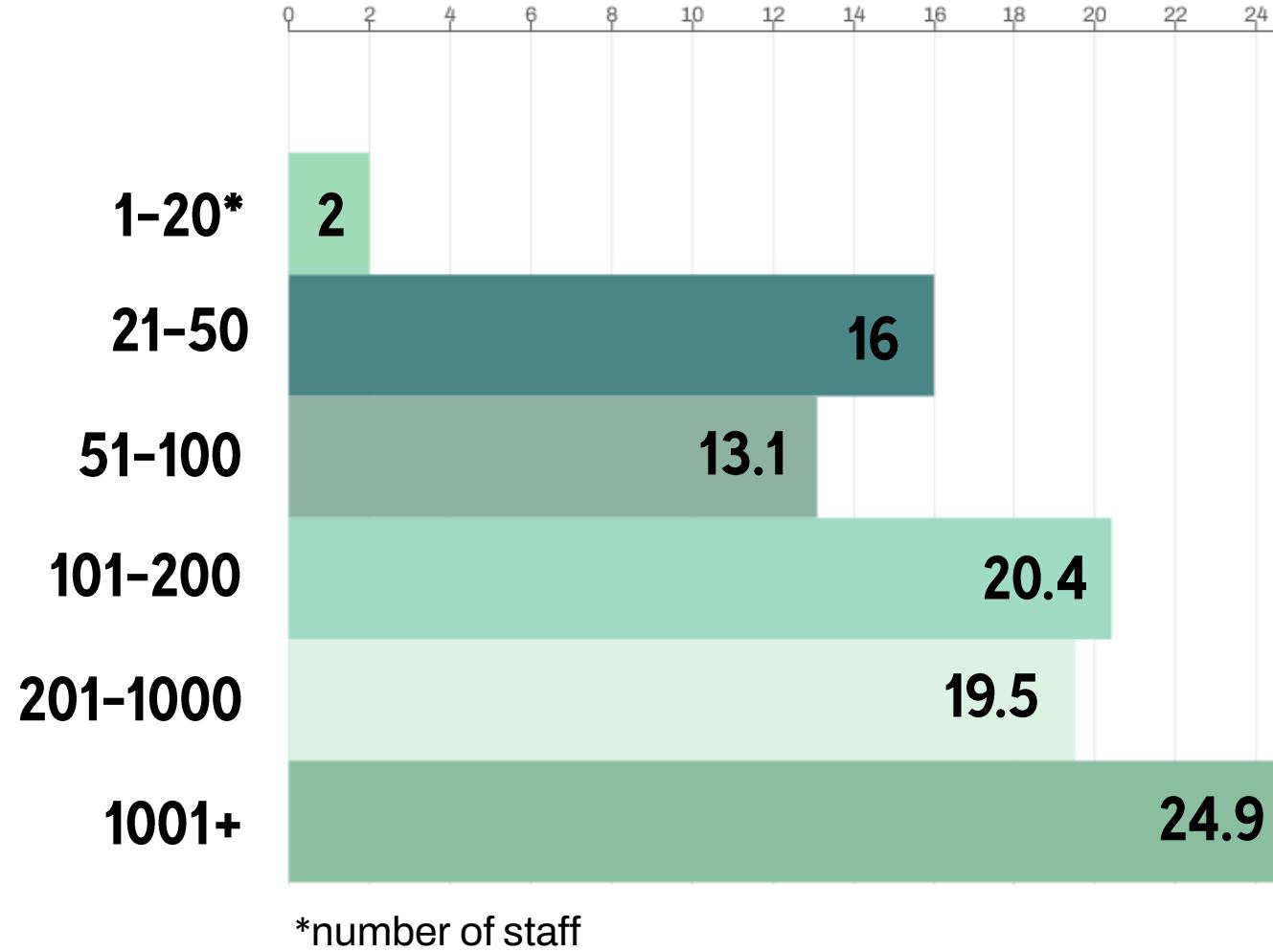
**38 organisations**

Unchanged

Based on 56 organisations who were included in the FAIR SHARE Monitor 2021



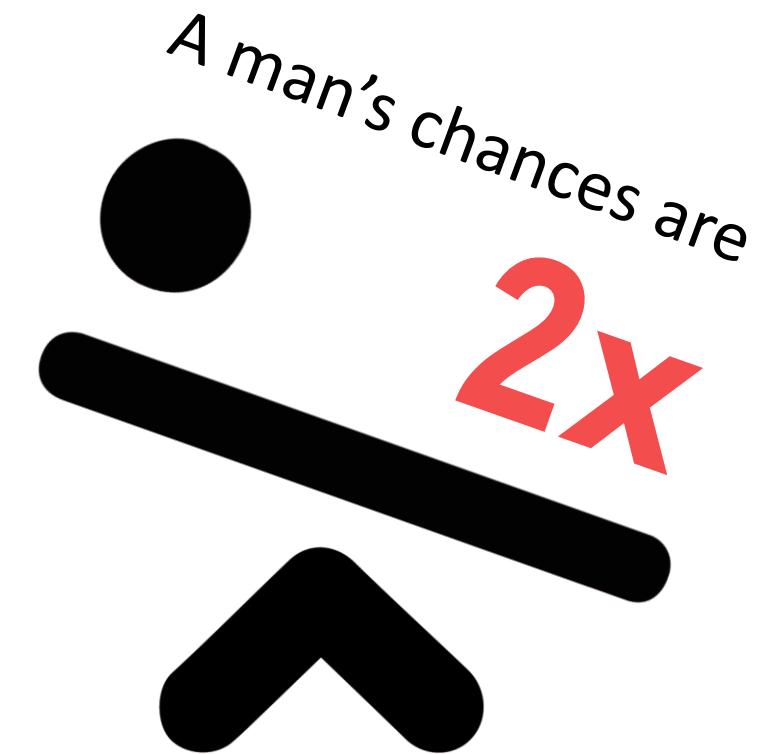
# Small and mid-sizes organisations fare better





# Does the sector walk the talk on equity, inclusion and representation?

Not yet...



higher than a woman's to reach a leadership position



But 27 organisations have committed to achieving a FAIR SHARE of women leaders by 2030. Learn how you can join them.



THE B TEAM ➤



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DEVELOPMENT  
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DEMOCRACY  
REPORTING  
INTERNATIONAL



←350



EngenderHealth  
for a better life



WeMoveEurope



HelpAge  
International



# 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 four international FAIR SHARE Monitors.

With the FAIR SHARE Monitor, we track progress annually towards a FAIR SHARE of Women Leaders. We have also 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 on our website.

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

**Here's how you can join us:**

- Donate to support gender equality in the civil society sector
- Get in touch now to participate in next year's Monitor
- Sign the FAIR SHARE Commitment



**Follow us to hear more about our work and opportunities to get involved.**

