

FAIR SHARE Monitor 2025

Report





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.

We are pleased to present the **FAIR SHARE Monitor 2025**, the 7th edition since we started tracking gender equitable leadership representation in the social impact sector.

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.**

Using data sourced from organisations or gathered through our research, we rank 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, we publish the 7th edition of the FAIR SHARE Monitor at a time when the global civil society sector faces immense threats, ranging from funding cuts and the rise of anti-rights movements to various political crises. These challenges undeniably impact organisations' participation in the Monitor. Yet, they also serve as a stark reminder that driving meaningful change in our sector requires prioritising intersectional gender equity (and leveraging data to that end!), even in turbulent times.

The process: Data collection



For the FAIR SHARE Monitor 2025, social impact organisations from around the world were invited to participate in data collection. In total, 106 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 composition of their staff and leadership teams, as well as general information about their internal organisational culture, though an [online survey](#).

The process: Research



When organisations do not respond to our data collection requests, we proactively research the necessary information from their websites and other public platforms. When exact numbers aren't available, we assume a 70% proportion of women on staff. The researched data is then shared with the respective organisation, giving them an opportunity confirm or amend the data as needed.

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 final results publication.



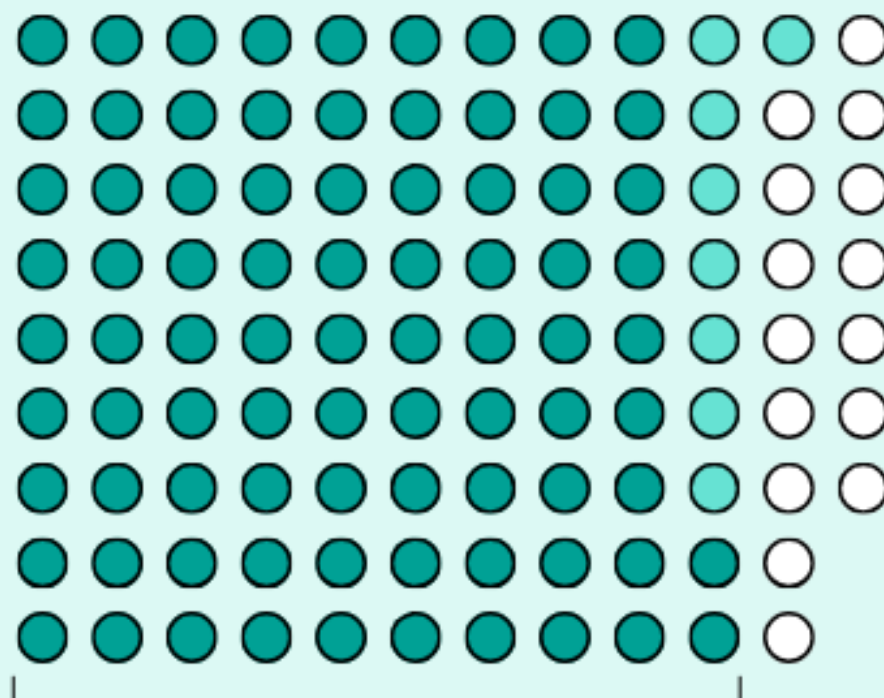
This year, while 8 new international organisations were added since the last Monitor, 15 other organisations had to be removed from the final data analysis for various reasons. These reasons include unavailability of sufficient gender data on public platforms, limited staff capacities due to ongoing crises in the sector (such as the USAID funding freeze, attacks on DEI, and growing anti-rights movements worldwide to name a few), resulting in competing priorities for organisations.

Ultimately, **91 international organisations**, were included in the FAIR SHARE Monitor 2025, representing an estimated staff size of **over 266,000 employees**.



106 organisations invited

to participate in the FAIR SHARE Monitor 2025



Σ = over 266,000 staff

91 in total

- 83 Previously monitored (91%)
- 8 New organisations (9%)
-
- 15 Removed

Data collected in the FAIR SHARE Monitor

To measure women's representation in social impact organisations and gain a deeper understanding of their internal culture, we collect data on the gender composition across various organisational levels as well as general information about their internal structure and culture. Similar to previous editions, the FAIR SHARE Monitor 2025 includes the following data:

- 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



Gender data transparency in the face of sector-wide threats

For this 7th edition of the FAIR SHARE Monitor, out of 91 international organisations included in data analysis, **40 organisations actively participated in data collection**, accounting for a **44% participation rate**. Most organisations acknowledged the importance of gender data transparency in advancing gender-equitable leadership, with **63% citing transparency as a major reason for participation**.

However, while the previous Monitor recorded the highest number of actively participating organisations in its history, the current edition has seen a slight decline. This decrease in participation can be partly attributed to the various challenges the sector continues to face amidst rising anti-rights movements around the world. But the question remains: **how can the social impact sector navigate these challenges while remaining committed to shedding light on and addressing gender gaps within its internal structures?**



Gender equity: The unmoved needle of our sector

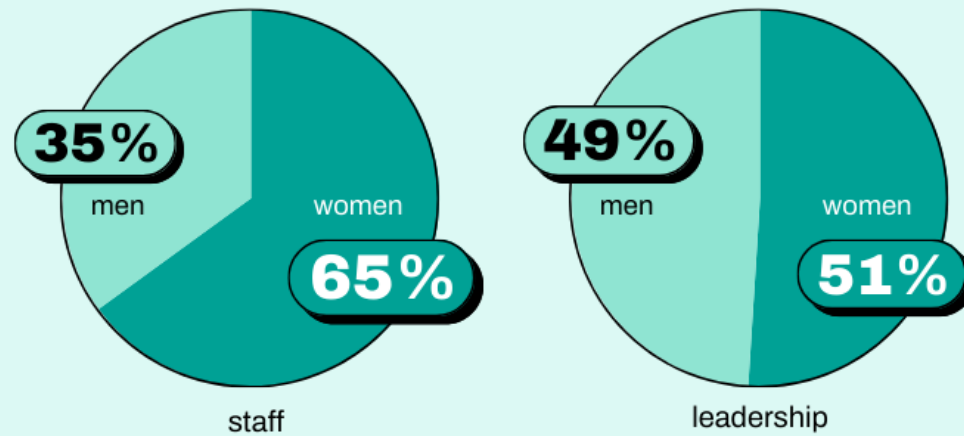


Six years since we started collecting gender data on the social impact sector, what changes have we observed towards equitable gender representation?

With women representing **65% of the sector's staff and 51% of its leadership** in the FAIR SHARE Monitor 2025, it is evident that the social impact sector still has a long way to go to achieve equitable leadership representation. Additionally, **men in the sector are twice as likely to reach leadership positions** compared to women, maintaining a comparative advantage of 2.0, consistent with trends from previous Monitors. This persistent disparity raises a crucial question: is the fate of women in the social impact sector sealed?

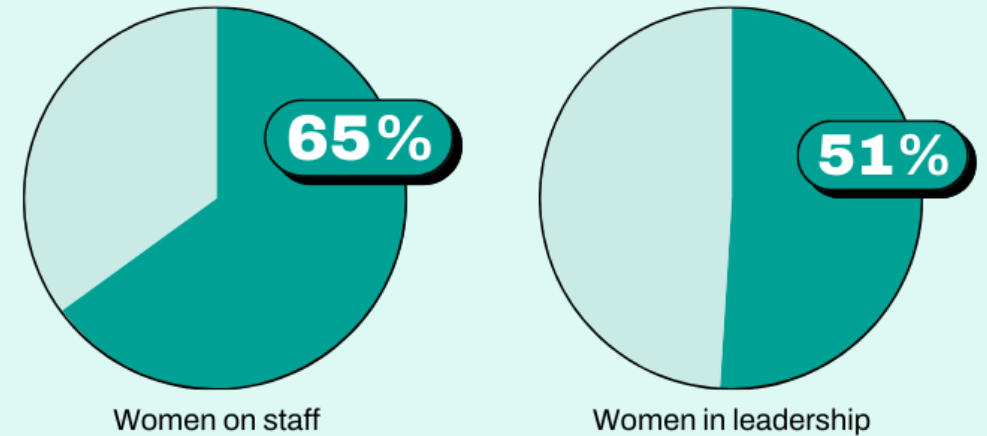


Gender distribution in the social impact sector



FAIR SHARE MONITOR 2025

Women's representation in the social impact sector



FAIR SHARE MONITOR 2025

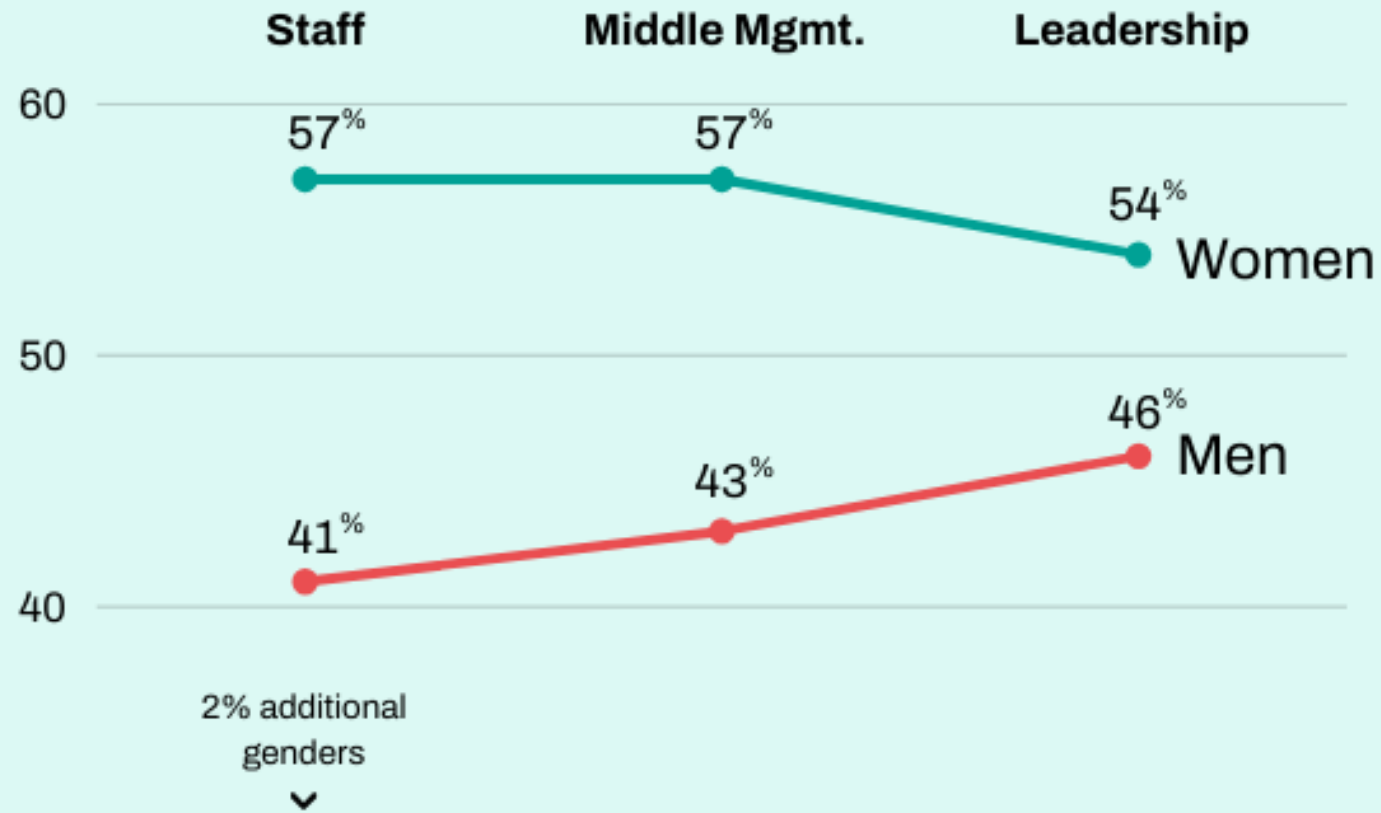
Monitoring Middle Management



To better understand women's leadership journey in the sector, we looked into **29 organisations with Middle Management** in their internal structures. This analysis revealed trends consistent with the previous Monitor: in the sector, women and men progress in opposing directions. While it is worth noting that, on average, in organisations with a middle management structure, women represent the majority at all levels – 57% of staff, 57% of middle management, and 54% of senior leadership – it is also important to recognise that when contrasted with data on men's representation, a notable gap persists. Indeed, women's representation steadily declines as they move up the organisational ladder, while men's representation increases.



Gender representation across **organisational hierarchies**



Who leads the social impact sector?



Given the FAIR SHARE Monitor's focus on women's leadership, a key part of data collection involves measuring the proportion of women in high decision-making spaces, specifically at the Senior Management and Board levels. This includes tracking the number of women who hold positions such as CEO or Executive Director in Senior Management Teams, and Chair in organisations' Boards.

In the Monitor 2025, **women make up 56% of all Senior Management teams** on average, with most senior management teams (53%) having more than half of their teams made up of women.

However, in a surprising turn of events, **the proportion of organisations with women CEOs or Executive Directors fell to 45%**, a significant dip from the Monitor 2024 where women-led organisations represented 52% of all monitored organisations, and the lowest since the Monitor 2021.

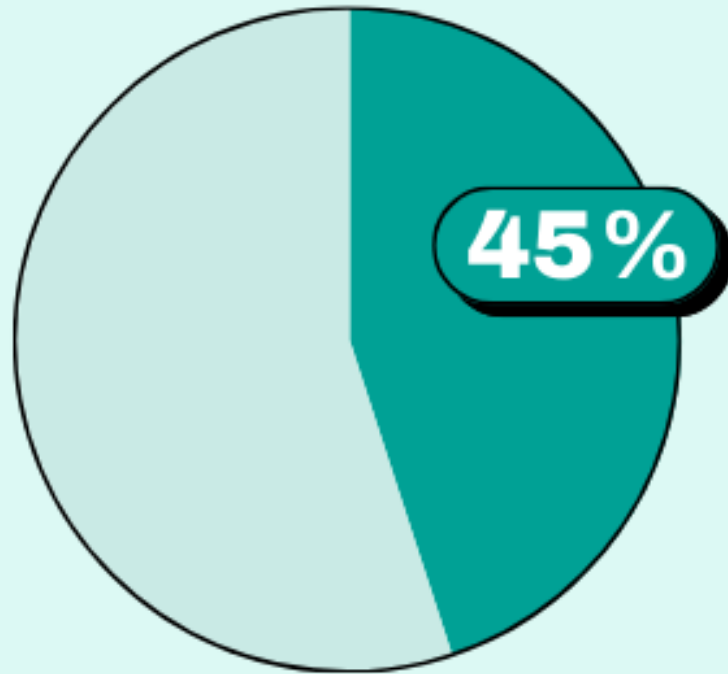


Who leads the social impact sector?

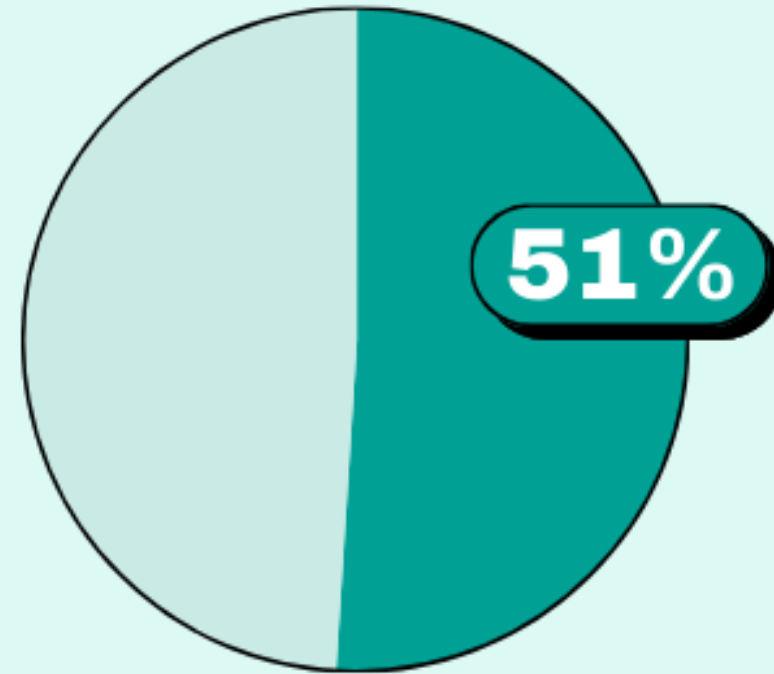
At the Board level, Monitor 2025 findings remain consistent with previous Monitors, with **women making up 49% of monitored Boards on average**. And though 51% of all monitored organisations were recorded to have women chairs in their boards, most boards remain dominated by men, with **52% of boards having a majority of men members**.



Who leads the social impact sector?



Organisations with Women CEOs



Boards with Women Chairs

Where are BIWOC leaders?



In 2021, the FAIR SHARE Monitor started tracking the representation of Black, Brown, Indigenous women and women of colour (BIWOC) in the leadership of the social impact sector. Since then, findings on BIWOC leaders have been consistent throughout the years: **BIWOC leaders are systematically underrepresented in the social impact sector.**

Aside from the fact that many organisations still do not collect data on the race make-up of their staff, even fewer organisations have data available on their Boards members. For this Monitor edition, only 44% of monitored organisations have data available on their BIWOC boards members.



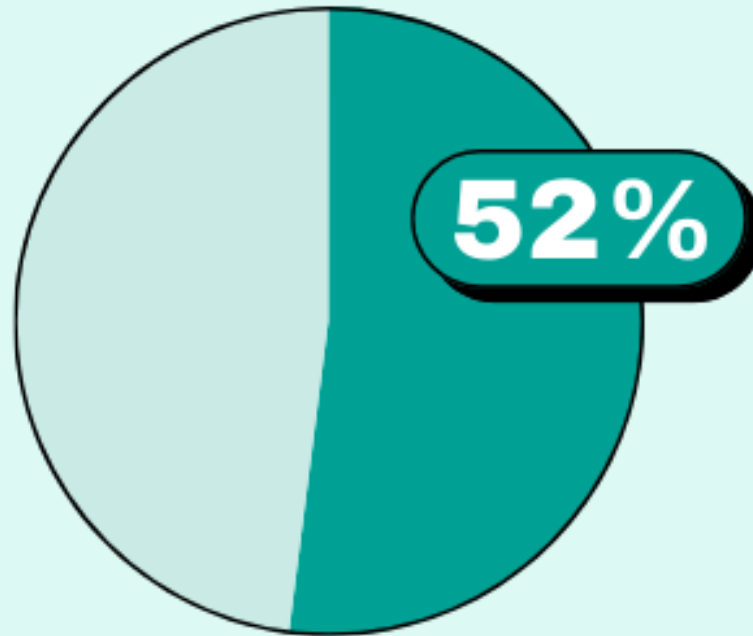
Underrepresentation of BIWOC leaders

In the Monitor 2025, 54% of organisations were reported to have race data on both staff and Board members, making it possible to draw conclusions, though limited, on the representation of BIWOC leaders in their structure. For this sub-group of monitored organisations, women, on average, made up 65% of staff against 54% in leadership.

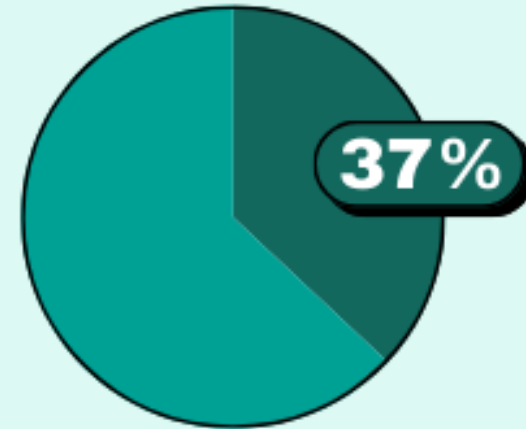
When examining specific leadership positions, findings show that while women, all races confounded, hold 52% of all leadership roles, **BIWOC occupy just about 19% of these positions.** In the context of women's leadership, this translates to **BIWOC holding 37% of women leadership roles**, which is consistent with the last Monitor where this figure was 36%.



BIWOC systematically underrepresented among women leaders



Women in leadership



Proportion of BIWOC
among women leaders



Underrepresentation of BIWOC leaders


This persistent underrepresentation of BIWOC leaders in our sector is further illustrated by the fact that only **35% of women-led organisations have a BIWOC CEO or Executive Director**. For organisations with BIWOC data on Board members, 38% of women-led boards have a BIWOC Chair.

For the sector, the availability of this data, though incomplete, is welcomed. However, the consistent underrepresentation of BIWOC leaders calls for organisations and the sector as a whole to be more intentional about addressing the root causes of this disparity. To truly embody the principles of diversity, equity and inclusion that are so prominently promoted in their external work, organisations must take deliberate actions to rectify this imbalance.



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

What advancements for women's leadership?

A key element of the FAIR SHARE Monitor is ranking  organisations based on how fairly women are represented in their leadership using the **FAIR SHARE Index**. The FAIR SHARE Index highlights the **gap between the proportion of women in staff positions and the proportion of women in leadership roles**. Organisations are considered to have a FAIR representation of women in leadership when their FAIR SHARE Index of 15.0 or lower.

For the FAIR SHARE Monitor 2025, the average **FAIR SHARE Index for all 91 monitored organisations is 20.31**, indicating that the sector still has a long way to go to achieve gender-equitable leadership. In fact, the current index is not only significantly higher than the ideal index value, but it also marks a notable increase from the last Monitor's index of 19.92, the lowest since we started monitoring the sector. This illustrates how fragile progress can be in a constantly shifting landscape and serves as a stark reminder that our efforts towards gender equity must never cease.

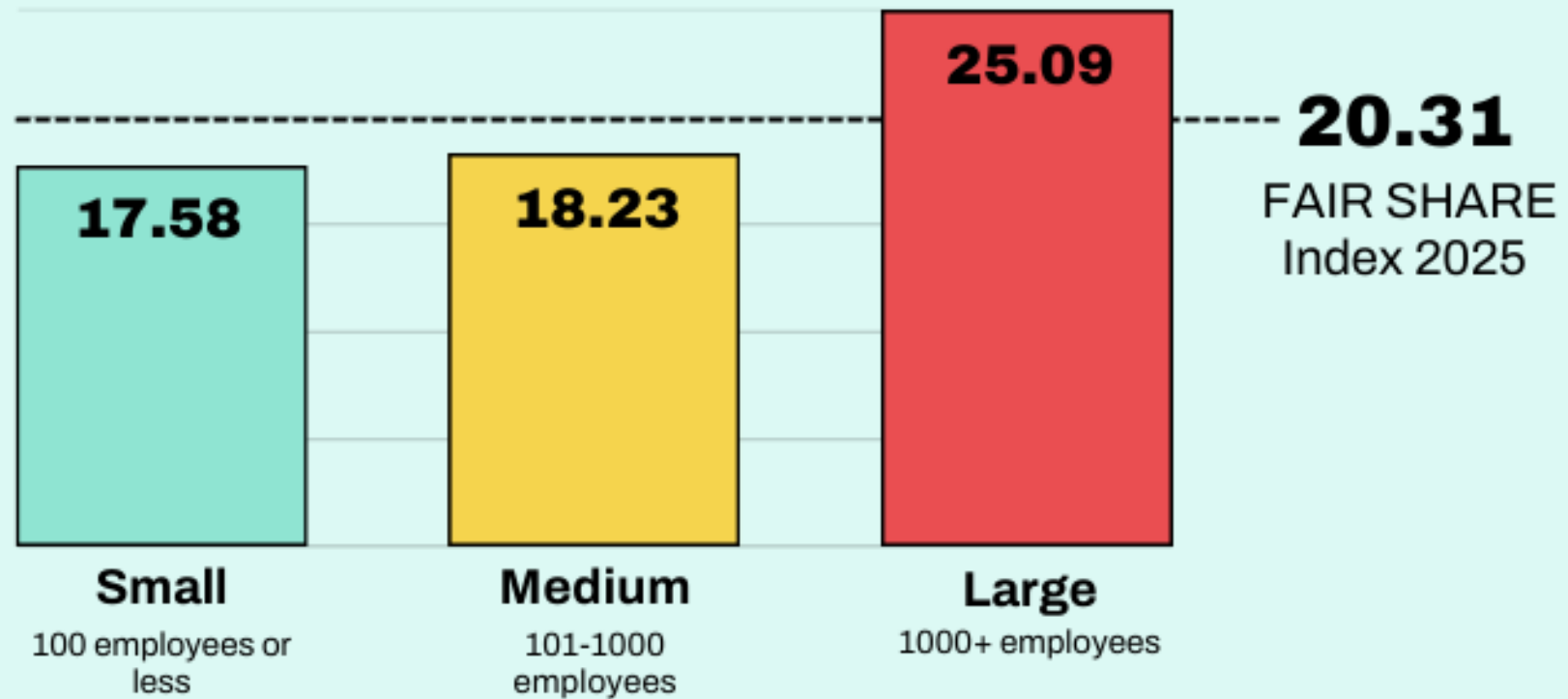
Gender equity across different organisation sizes

In this Monitor edition, the **majority of organisations are medium-sized (40%)**, with a staff size ranging from 101 and 1000 employees. Small and large organisations make up 27% and 33% of all monitored organisations, respectively. At first glance, it is evident that while each of the cluster has a FAIR SHARE Index well below the average Monitor 2025 Index of 20.31, none achieved a fair representation of women in leadership (index of 15 or lower).

Incidentally, when comparing clusters to their past Monitor performance, we observe a commendable **decline in the index of medium-sized organisations, from 21.01 in the Monitor 2024 to 18.23 in the Monitor 2025**, a significant progress for these organisations. For small and large organisation clusters, however, the surge in index value is rather disappointing, especially for small organisations which were closest to the ideal index value in the Monitor 2024 with a score of 15.21.

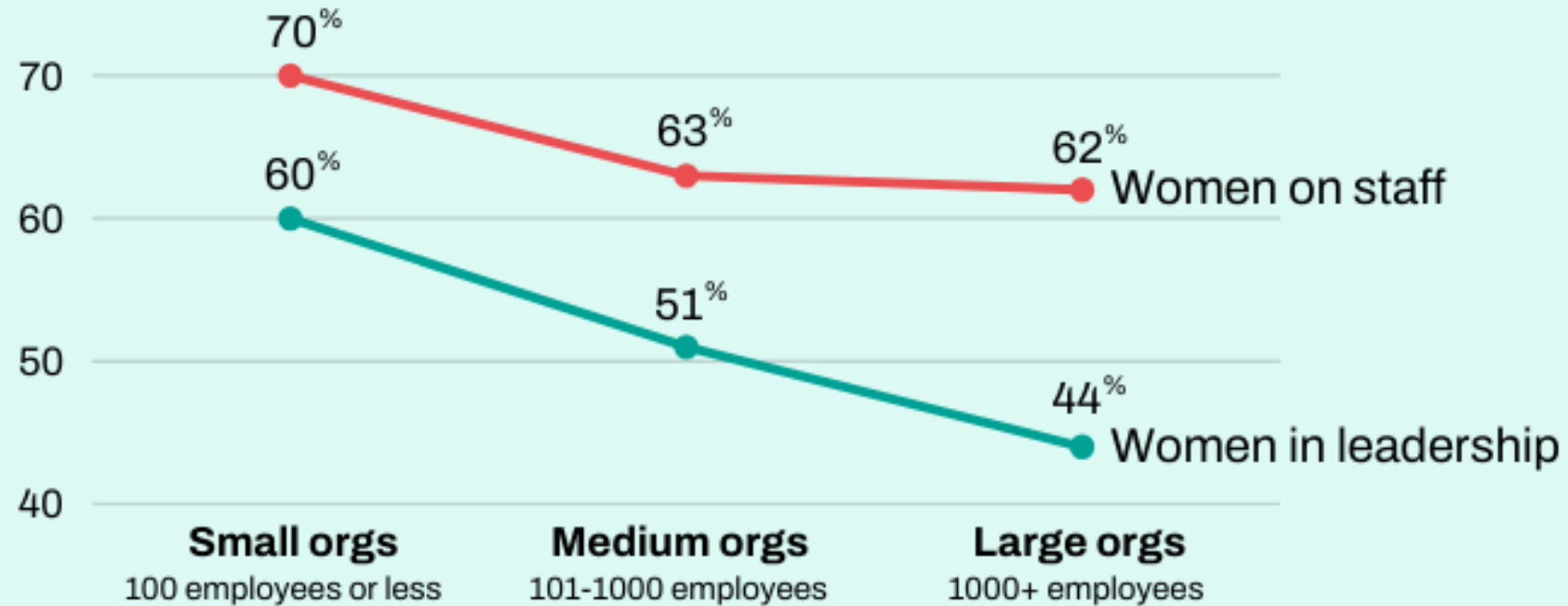


How did organisations fare?





Does organisation size influence women's representation in leadership?





One step forward, two steps back?

Detailed findings reveal that, similar to the last Monitor, **less than half of monitored organisations (47%) have a FAIR representation of women in leadership.** In most organisations (53%), men are twice as likely to reach leadership positions compared to women.

Since the last Monitor, 7 organisations have successfully lowered their individual FAIR SHARE Index below the 15.0 threshold, achieving a fair representation of women in leadership. Conversely, 6 organisations have lost their fair representation of women in leadership.



One step forward, two steps back?

Generally, we observe that 34% of monitored organisations improved their women's leadership representation since they were last monitored. This **progress** is measured by a **decrease of at least 10% in their FAIR SHARE Index**, bringing them closer to the ideal threshold.

On the other hand, **the proportion of organisations with a significant increase in their index value (regress) is at a high 41%**. This marks yet another increase from the previous Monitor and is the highest in the last three years, illustrating a concerning trend in our sector.

16% of monitored organisations recorded no significant change in their FAIR SHARE Index while 9% of organisations were monitored for the first time.

Commitment to gender equity in action



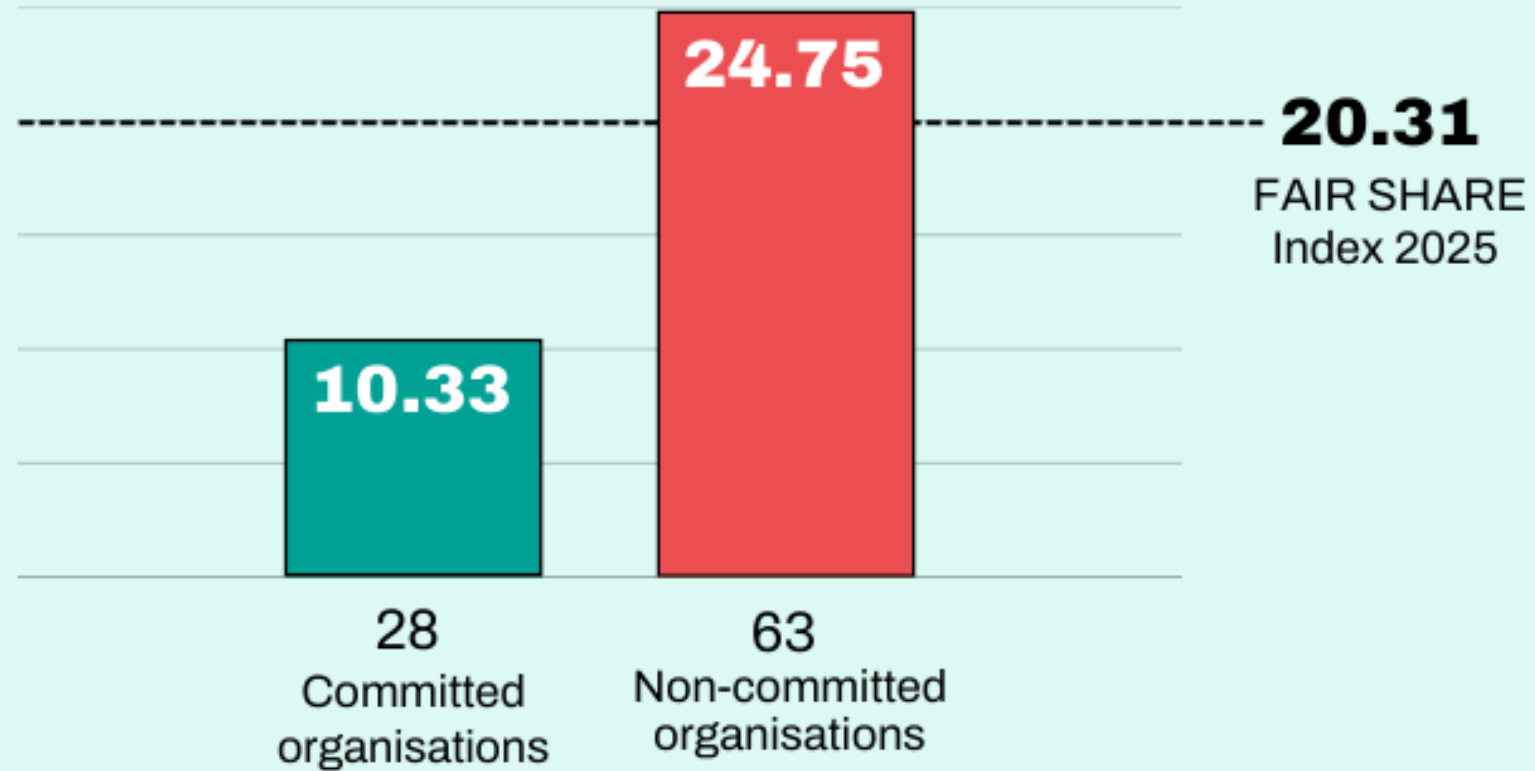
In the FAIR SHARE Monitor 2025, 28 international social impact organisations have signed the FAIR SHARE Commitment, a pledge to achieve gender equity in their leadership structure by 2030. These **28 committed organisations** represent 31% of all monitored organisations and account for **60% of organisations who actively submitted data for the Monitor**.

Beyond their historically consistent participation in the Monitor, committed organisations have also been leading the way in terms of equitable-gender representation in leadership. In the Monitor 2025, these organisations achieved an **average FAIR SHARE Index of 10.33**, a marking a record low compared to the last few years, and significantly below the 15.0 index threshold.

Additionally, **75% of monitored committed organisations recorded a FAIR SHARE Index below 15.0**, illustrating a fair representation of women in leadership.



Committed organisations leading the way



International organisations committed to achieving gender equity



FAIR SHARE Monitor 2025: Top 10 leading organisations



Rank	Organisation	Size	Women on staff	Women in leadership	Proportion of BIWOC in women leadership	FAIR SHARE Index 2025
1	Greenpeace International ✓	Large	53%	53%	N/A	0.12 ↗
2	Humanity United ✓	Small	73%	73%	45%	0.16 ↗
3	CIVICUS ✱ ✓	Small	67%	71%	17%	1.61 ↗
4	Worldwide Initiatives for Grantmaker Support ⚠	Small	67%	65%	36%	1.96 ↗
5	Christian Aid ✱ ✓	Medium	54%	57%	44%	1.97 ↗
6	Skateistan ✱ ✓	Medium	50%	56%	56%	2.88 ↗
7	350.org ✱ ✓	Medium	62%	69%	56%	3.48 ↘
8	Cuso International ✓	Medium	58%	65%	46%	3.51 ↗
9	Oxfam International ✱ ⚠	Medium	56%	56%	33%	3.58 ↗
10	Restless Development ✱ ✓	Medium	52%	59%	42%	3.61 ↘

FAIR SHARE **Monitor 2025**



Scan to view the results



FAIR SHARE
of Women Leaders