

Image: Husnah Kukundakwe
by Marjin Fidder



HOLDING THE LINE

2025 Global Health 50/50 Report



GLOBAL 50/50: OUR FOCUS

Global 50/50 is an independent research initiative that informs, inspires and incites action and accountability for gender justice around the world.

We focus on two dimensions of equality in the health sector:

EQUALITY IN HEALTH CAREERS

Monitoring the equitable career opportunities of women and historically marginalised groups in health spaces

EQUALITY IN HEALTH OUTCOMES

Monitoring strategies on gender as a determinant of everyone's health and wellbeing

2025 REPORT: WHAT WE ASSESS

EQUALITY IN HEALTH OUTCOMES

EQUALITY IN CAREER OUTCOMES

Commitments to redistribute power

- Public commitments to gender equality
- Organisational definitions of gender

Policies to tackle power & privilege imbalances

- Workplace gender equality policies
- Workplace fairness and equity policies
- Board representation and inclusion policies

Who holds power & enjoys privilege?

- Gender parity in senior management and governing bodies
- Gender, nationality and education of CEO and board chair

Gendered power dynamics driving health inequalities

- Policies on sex-disaggregated monitoring and evaluation

WHY WE PUBLISHED IN 2025

The struggle for equality and universal human rights is long, punctuated with progress but also setbacks.

In 2025, we find ourselves at an inflection point in that ongoing journey. The global health ecosystem faces multiple and unprecedented shocks, including funding cuts and anti-gender and anti-justice backlash.

We spent many months consulting with advisors, stakeholders and organisations assessed in this Report about how to maintain a gender and fairness accountability mechanism and the integrity of our approach and methods in the current climate.

We are aware that the findings presented in the report may not represent the 'true picture' of organisational performance. For example, policies and commitments may continue to be applied, even if they are no longer publicly available. Furthermore, presence of a policy does not guarantee implementation.

Despite these caveats, we present the findings of our annual review, not just as a matter of accountability and historical record, but also as a reminder that progress is still being made in many parts of the sector despite the political context.





IN MOMENTS OF POLITICAL VOLATILITY, THE TEMPTATION IS TO SOFTEN OUR VOICES OR MAKE COMMITMENTS INVISIBLE. BUT SILENCE NORMALISES RETREAT. AS FUNDING SHIFTS AND IDEOLOGIES HARDEN, WE MUST REMAIN CONSISTENT IN OUR PRINCIPLES.

AS THIS REPORT HIGHLIGHTS, MAKING THESE VALUES VISIBLE THROUGH COMMITMENTS AND PUBLIC POLICIES IS PART OF THE LONG JOURNEY TOWARD SOCIAL JUSTICE.

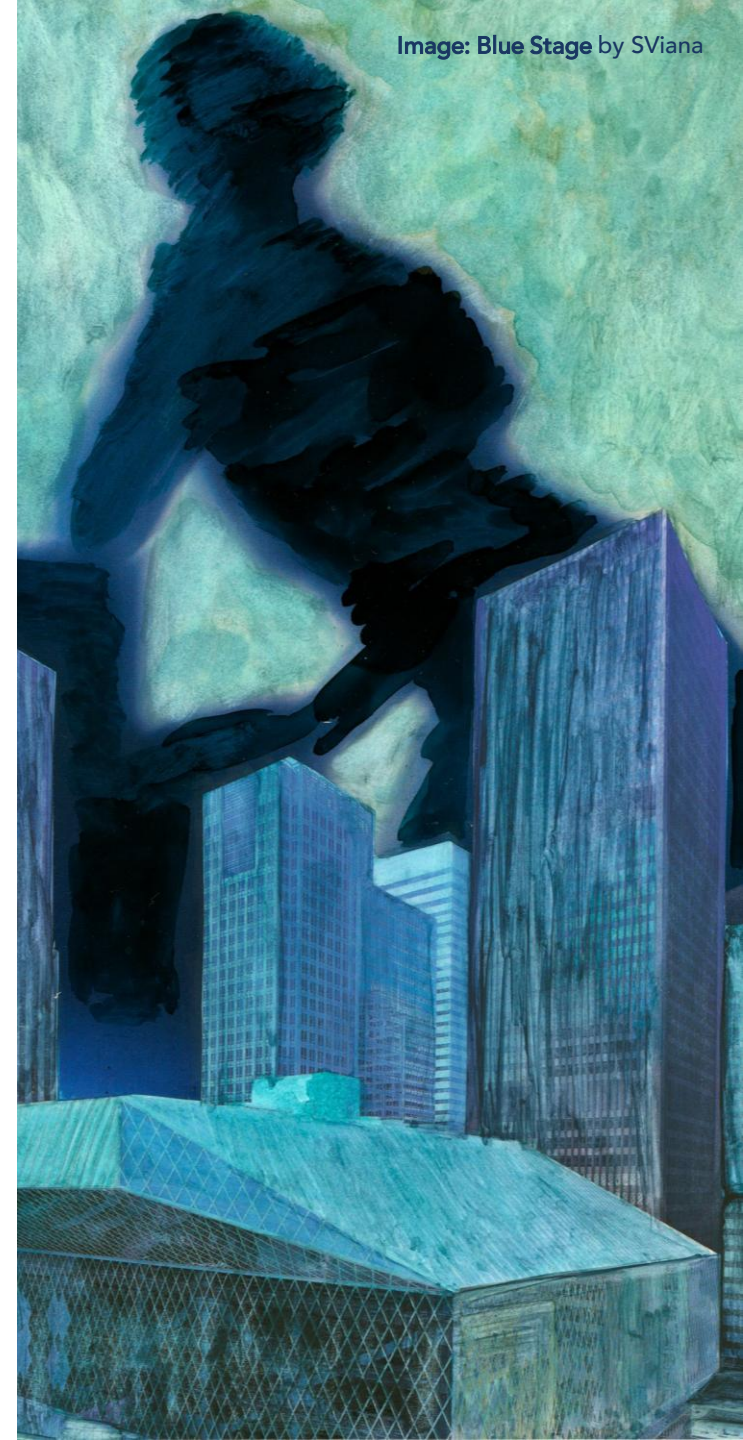
James Chau

WHO Goodwill Ambassador & Global 50/50 Advisor



WHAT'S NEW IN 2025

- ▶ Findings show, for the first time, a measurable regression across every core variable since monitoring began in 2018
- ▶ Performance categories of organisations are not published this year
- ▶ Quotes from stakeholders are anonymised where requested
- ▶ Key terms updated:
 - Workplace Diversity & Inclusion → Workplace Fairness & Equity
 - Board Diversity & Inclusion → Board Representation & Inclusion



OUR METHODS

The 2025 Report reviews the policies and practices of 199 organisations working in the global health space from a variety of sectors and headquartered in 33 countries.

- ▶ Rigour: Data is collected by two researchers working independently and reviewed by a third researcher
- ▶ Transparency: Data is drawn from public sources only and primarily from organisations' websites
- ▶ Validity: Each organisation is contacted at least twice to review and validate their data

62

Nonprofit & non-governmental organisations

11

Research and surveillance

42

Private for-profit companies

11

United Nations bodies

17

Public-private partnerships

11

Consulting firms

14

Multilateral and bilaterals

10

Faith-based organisations

13

Funders and philanthropies

8

Regional political bodies

KEY FINDINGS



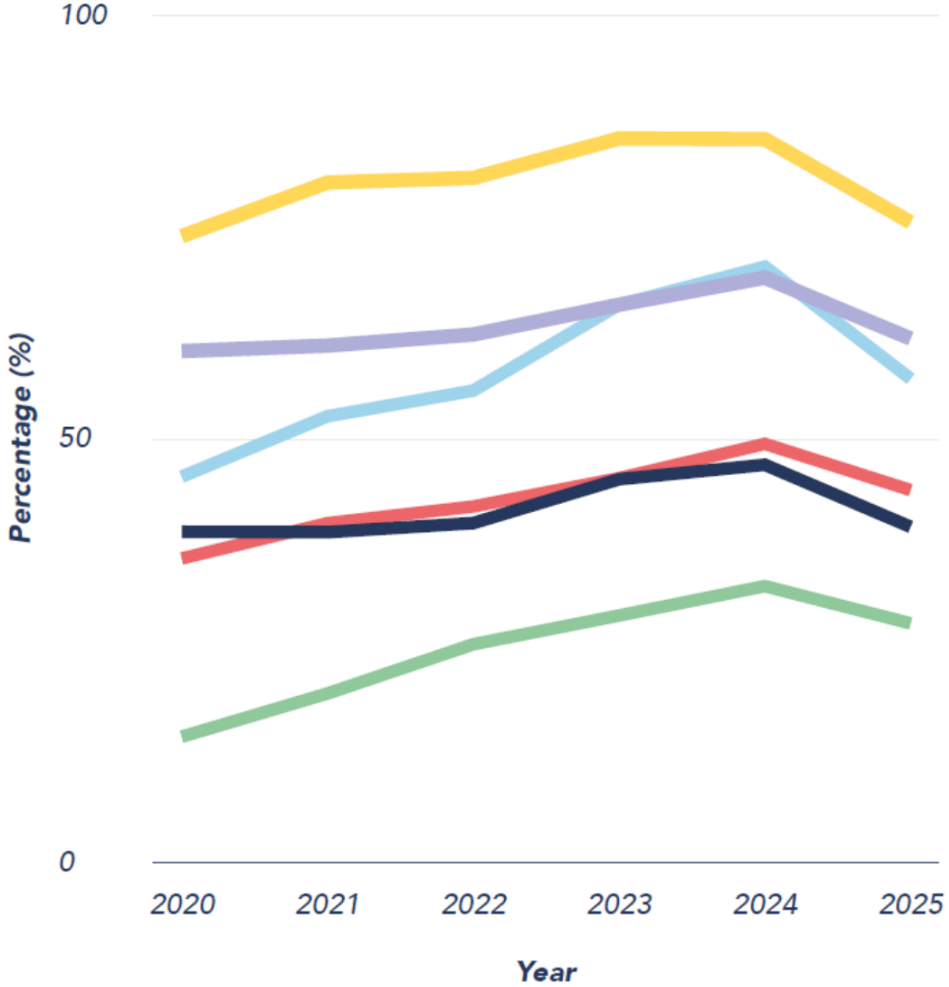
Image: *If Fishes Could Talk*
by David Olayide



KEY FINDING 1

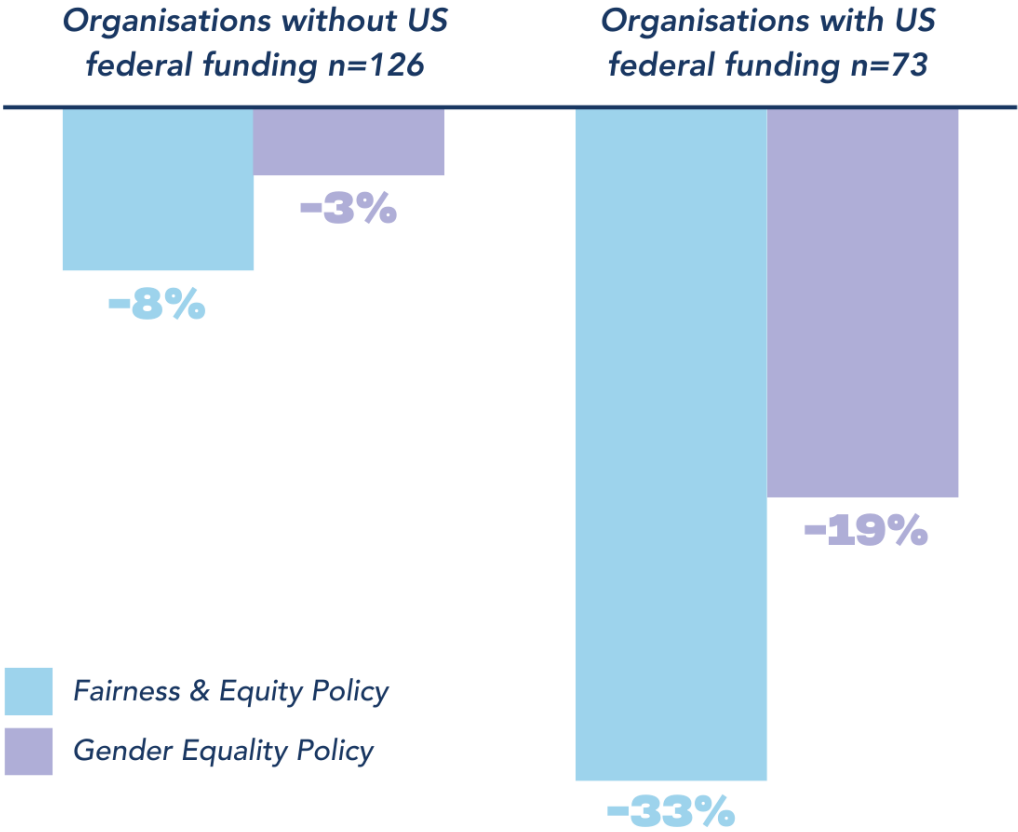
For the first time since our monitoring began, we document regression across every core variable we assess

- Commitment to gender equality
- Gender equality policy
- Fairness and equity policy
- Definition of gender
- Sex-disaggregated data policy
- Board representation and inclusion policy



KEY FINDING 2

Decline in gender equality, fairness and equity policies, 2024-2025



Workplace fairness and equity policies have **DECREASED BY 33%** across organisations with US federal funding.

Workplace gender equality policies have **DECREASED BY 19%** across organisations with US federal funding.

KEY FINDING 3

Representation on the rise: Twice as many non-profit CEOs and Board Chairs are from low- and middle-income countries

2020
17%



2025
33%



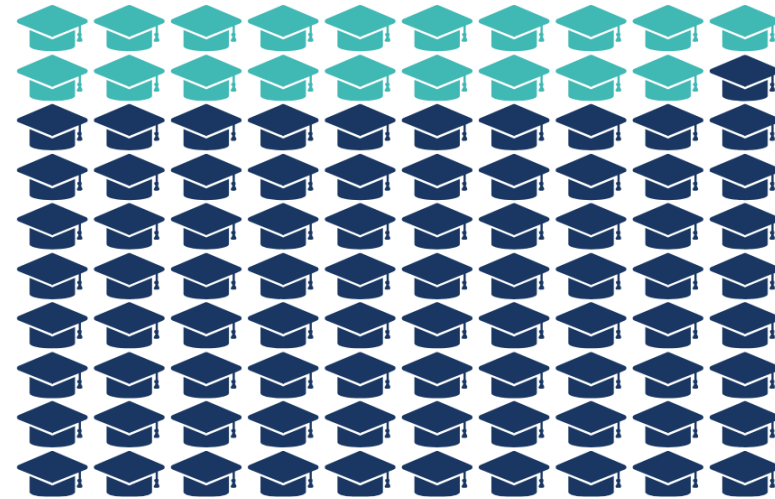
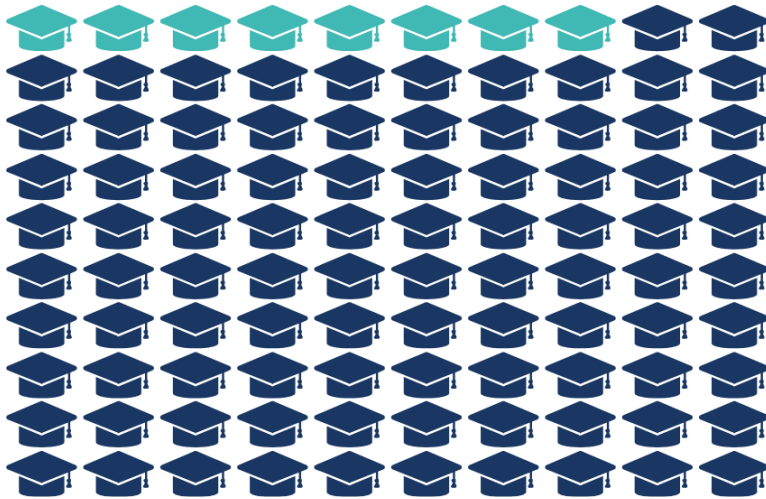
KEY FINDING 4

Representation on the rise: More than twice as many non-profit CEOs and Board Chairs completed their degrees in low- and middle-income countries

2020
8%



2025
19%

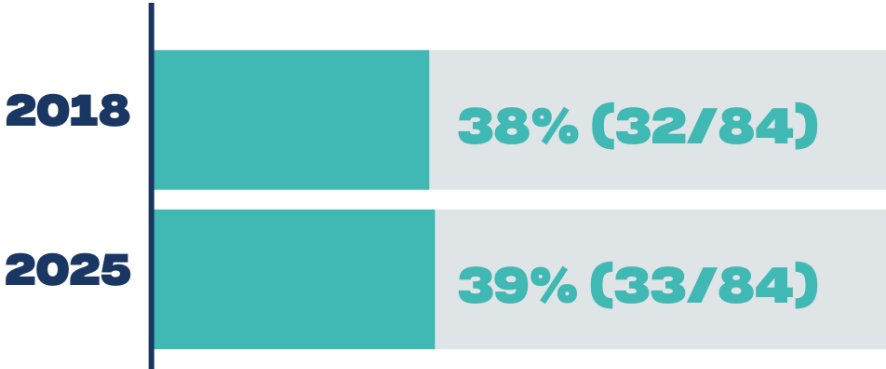


KEY FINDING 5

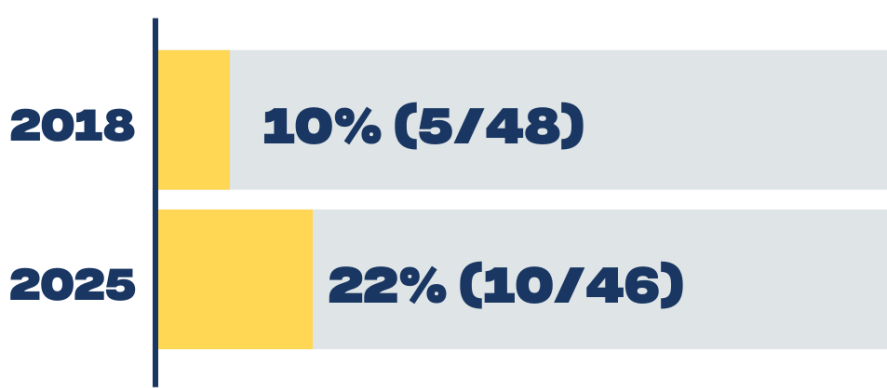
Bad news and good news: Uneven progress towards women's equal representation at the CEO level

Percentage of women CEOs across non-profits and for-profits in our sample:

NON-PROFITS



FOR-PROFITS



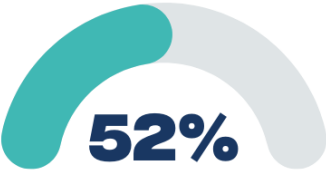
KEY FINDING 6

Global health organisations still not committing to disaggregate data by sex

Between 2024 and 2025, policy commitments to sex-disaggregate data fell from 46% to 41%.

Organisations with a policy to disaggregate data by sex in 2025 by sector

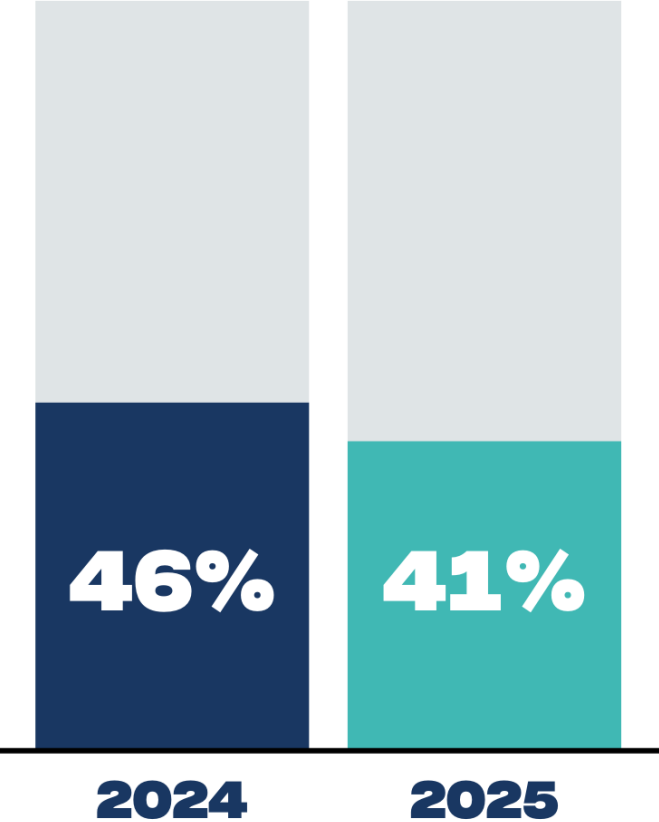
NON-PROFIT



FOR-PROFIT



ALL ORGANISATIONS



ALL FINDINGS

Image: *When The Mountain Won't Move, Healthcare Must*
by Gina C. Meneses



2025 REPORT VARIABLES



**PUBLIC
COMMITMENT
TO GENDER
EQUALITY**



**PUBLIC
DEFINITION
OF GENDER**



**POLICY
ON GENDER
EQUALITY IN THE
WORKPLACE**



**POLICY ON
FAIRNESS AND
EQUITY IN THE
WORKPLACE**



**POLICY
ON BOARD
REPRESENTATION
AND INCLUSION**



**DEMOGRAPHIC
CHARACTERISTICS
OF THE CEO AND
BOARD CHAIR**



**GENDER
PARITY IN SENIOR
MANAGEMENT
AND GOVERNING
BODIES**



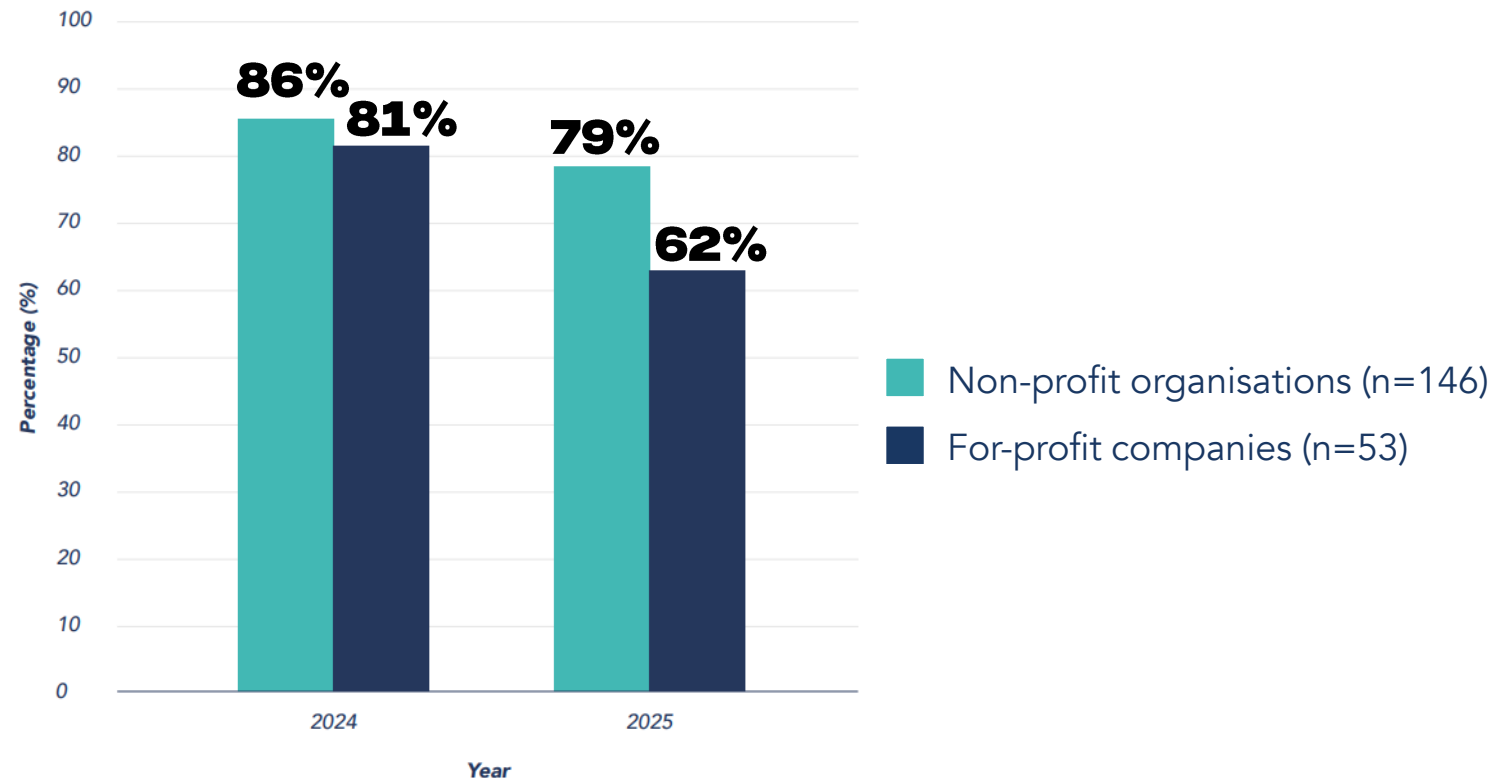
**POLICY
ON SEX-
DISAGGREGATED
PROGRAMMATIC
DATA**





PUBLIC COMMITMENT TO GENDER EQUALITY

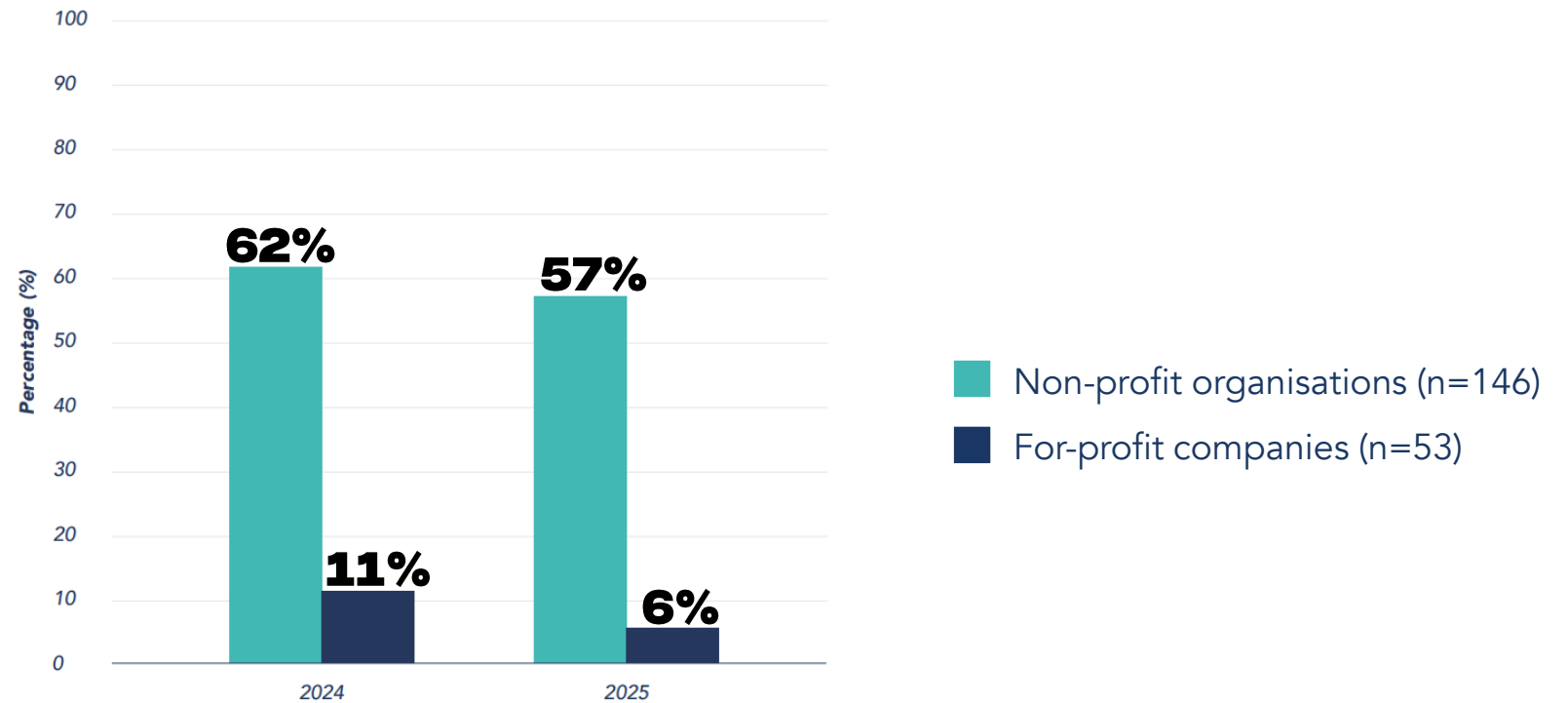
Organisations with a commitment to gender equality by sector, 2024-2025 (%) (n=199)





PUBLIC DEFINITION OF GENDER

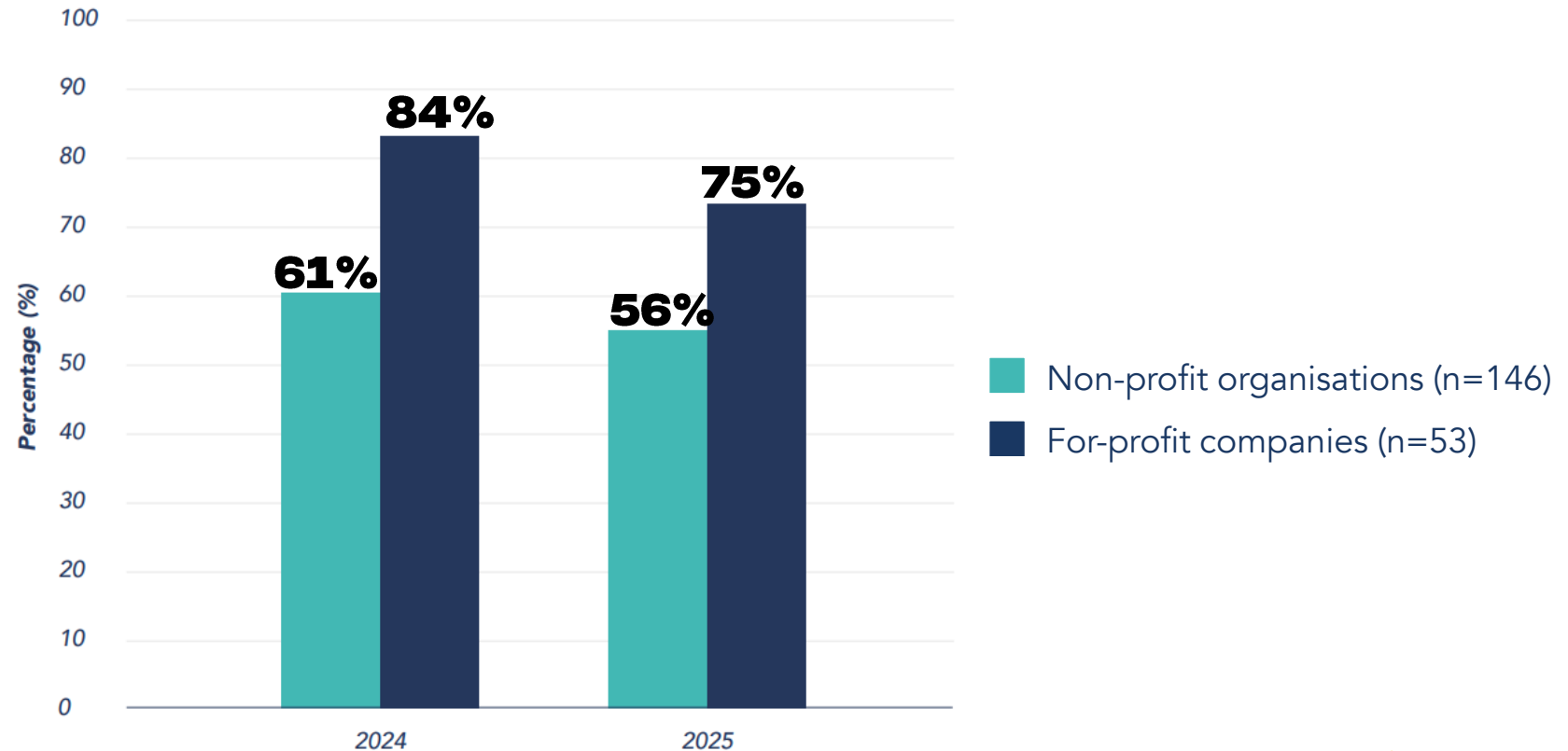
Organisations with a definition of gender, by sector, 2024-2025 (%), (n=199)





WORKPLACE GENDER EQUALITY POLICY

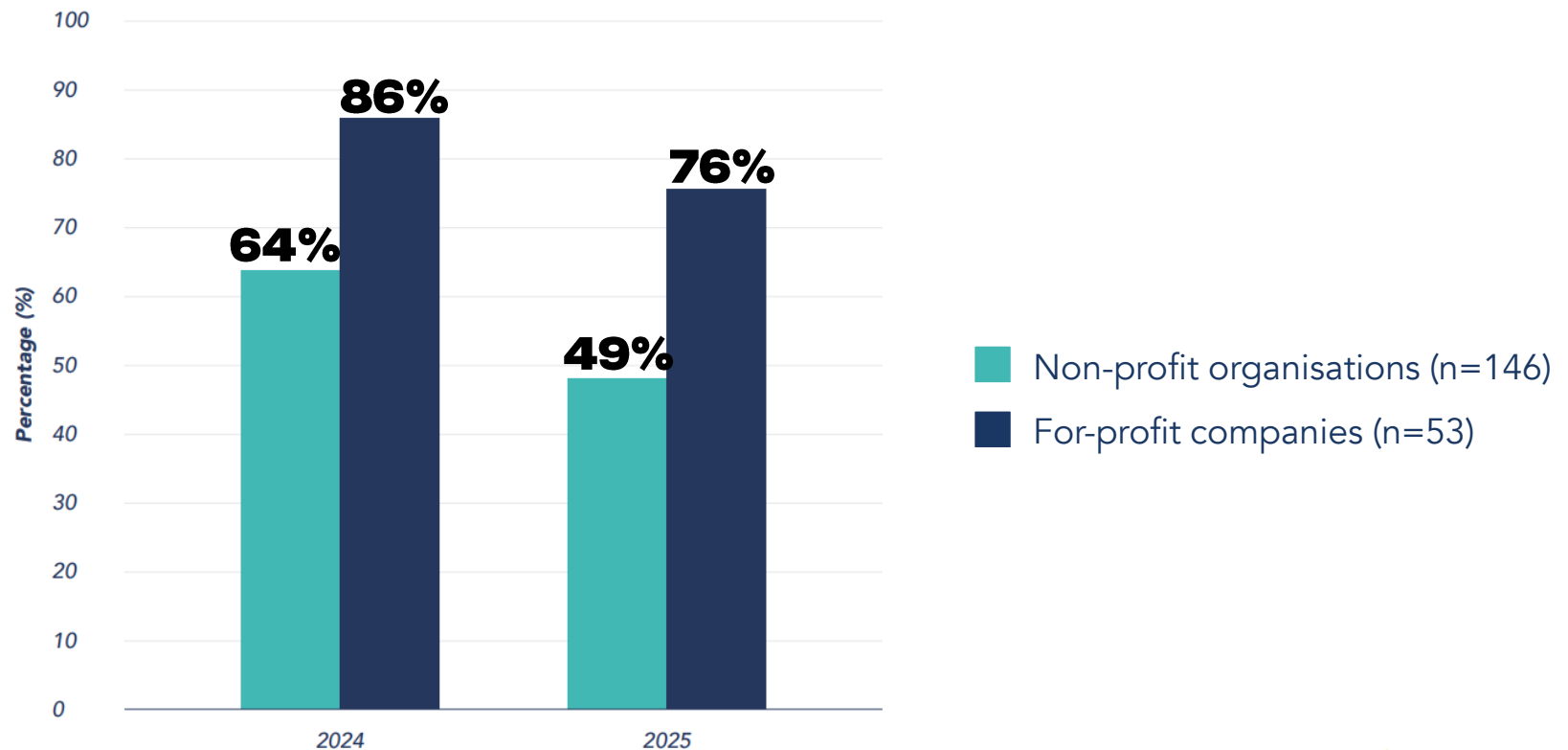
Organisations with a workplace gender equality policy with specific measures by sector, 2024-2025 (%), (n=191)





FAIRNESS AND EQUITY IN THE WORKPLACE

Organisations with a workplace fairness and equity policy with specific measures by sector, 2024-2025 (%) (n=199)





THE BEAUTY OF GLOBAL 50/50'S WORK IS THAT IT PROVIDES A NONPARTISAN SPACE TO TALK HONESTLY ABOUT A SHARED, IF CHALLENGING, AGENDA. ITS EVIDENCE-INFORMED ANNUAL REPORT STANDS OUT AS A MUCH-NEEDED MIRROR ON THE GLOBAL HEALTH SECTOR, AND IN MANY WAYS, IT IS THE SINGULAR ACCOUNTABILITY MECHANISM FOR GENDER EQUALITY IN THE SECTOR. IN THESE TIMES MORE THAN EVER, GLOBAL 50/50'S DATA NUDGES AND REWARDS OUR QUIET PERSISTENCE TO TRANSLATE VALUES INTO PUBLIC-FACING ACTIONS.

Karl Hofman

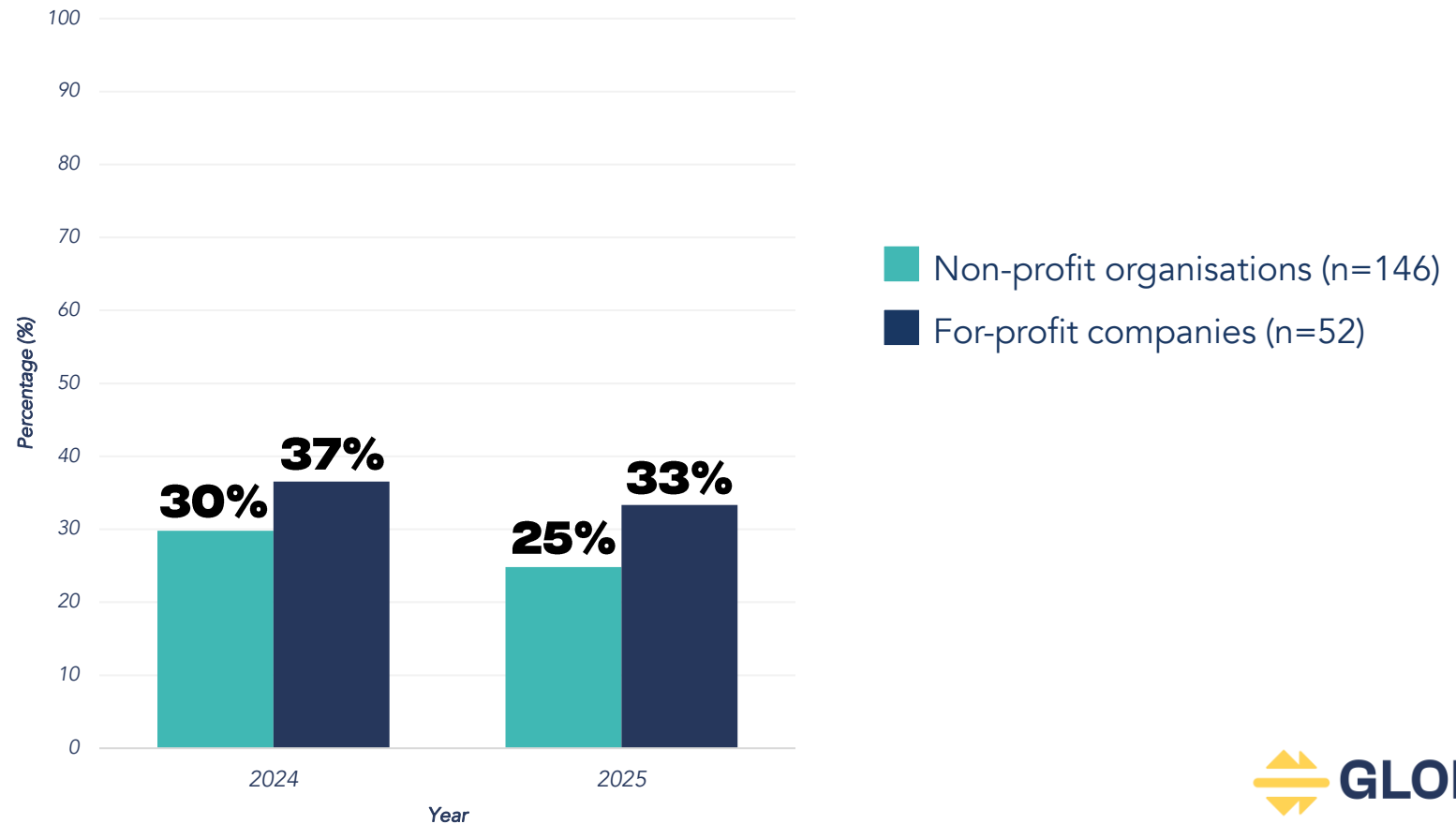
CEO of HealthX Partners, Washington DC





BOARD REPRESENTATION AND INCLUSION

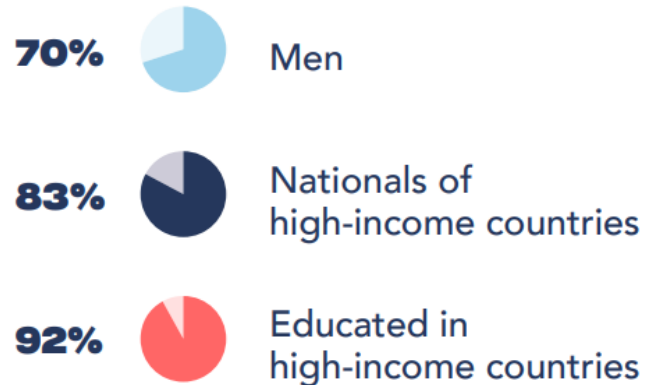
Organisations with a board representation and inclusion policy with specific measures, 2024-2025 (%), (n=199)



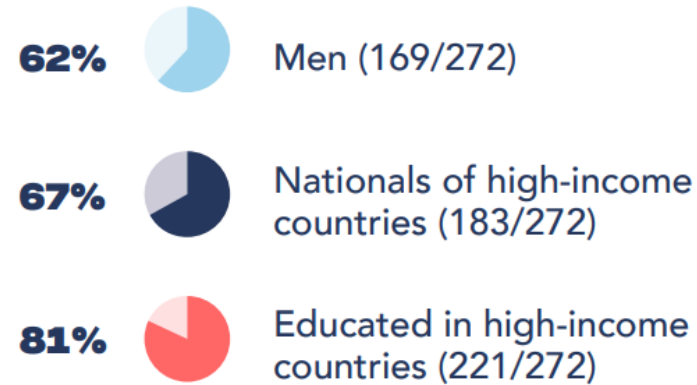


DEMOGRAPHIC CHARACTERISTICS OF THE CEO AND BOARD CHAIR

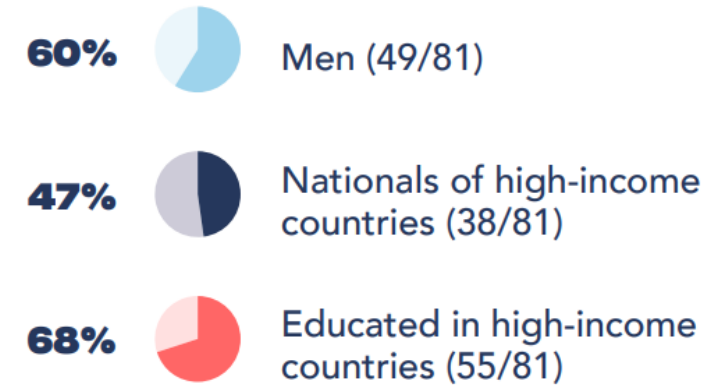
Non-profit CEOs and Board Chairs in 2020 (n=258)



Non-profit CEOs and Board Chairs in 2025 (n=272)



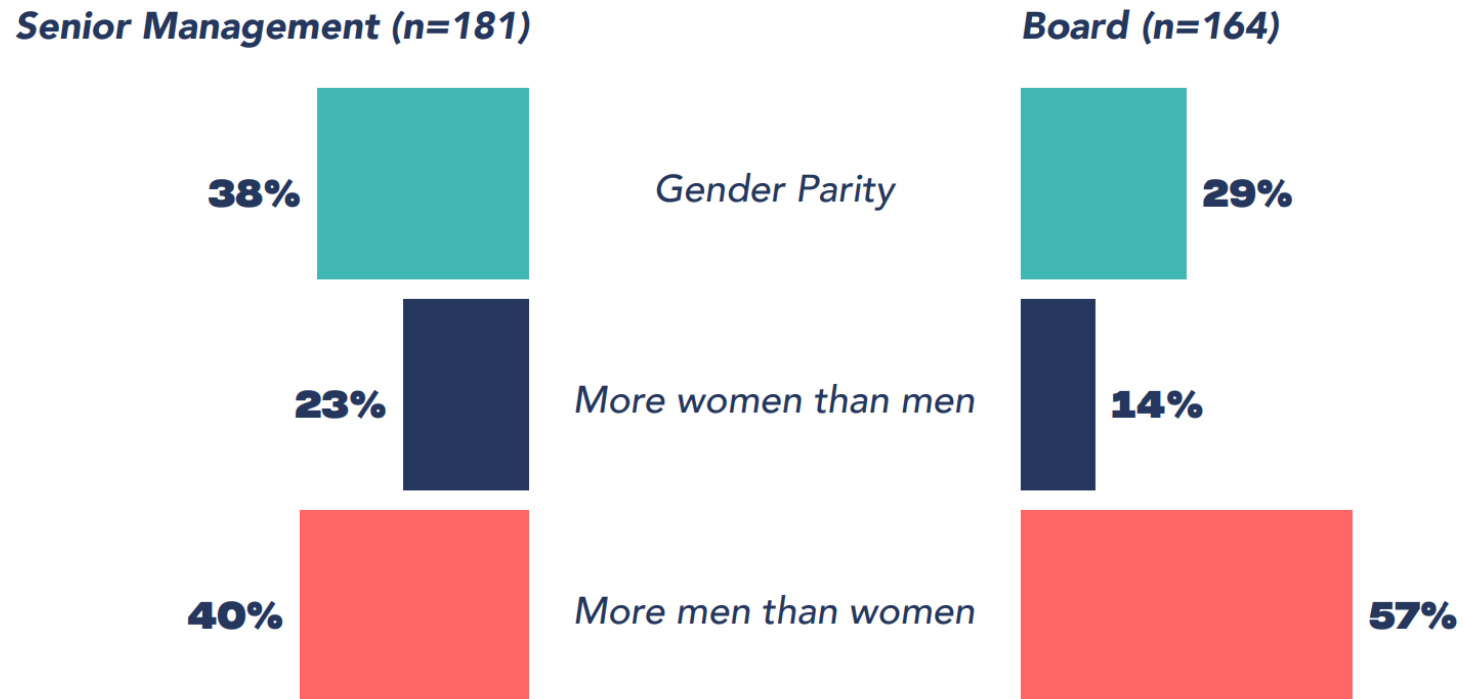
New Non-profit CEOs and Board Chairs (n=81)





GENDER PARITY IN SENIOR MANAGEMENT AND GOVERNING BODIES

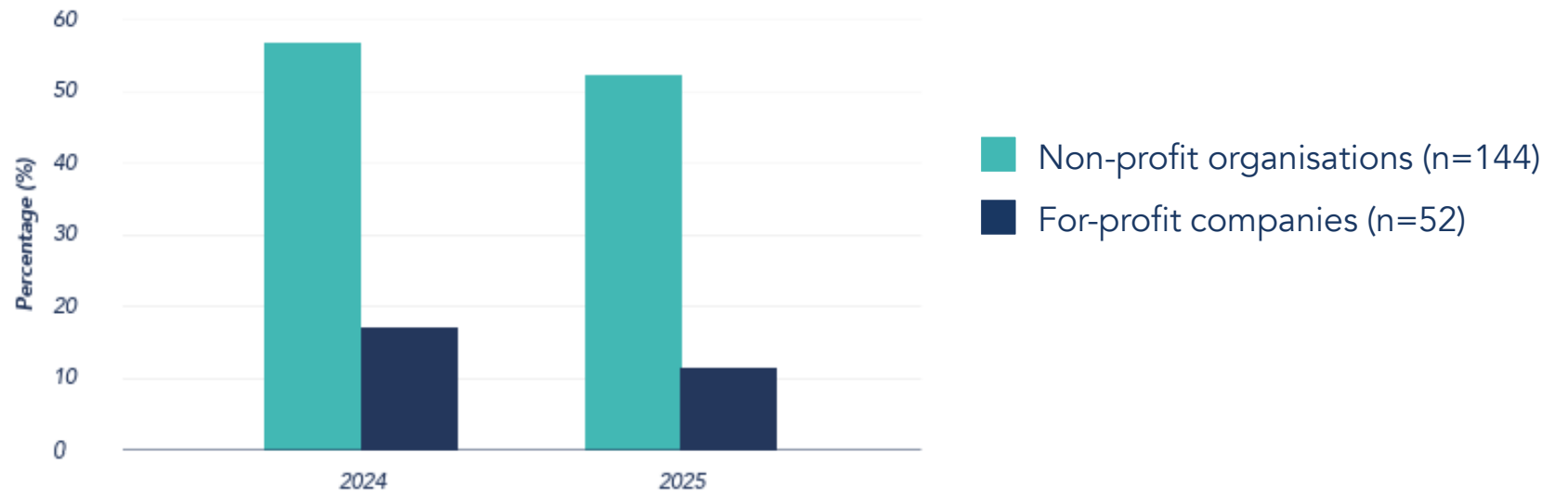
Gender composition of decision-making bodies (%), 2025





PUBLIC SEX-DISAGGREGATED POLICY

Organisations with a policy or commitment to disaggregate data by sex and/or gender (n=199)

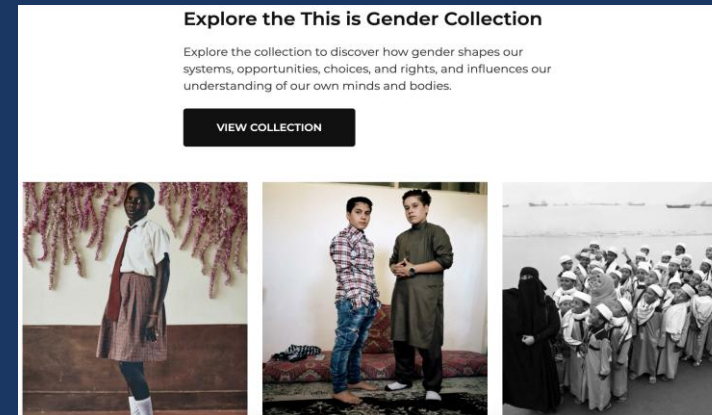






EXPLORE MORE FROM GLOBAL 50/50

Global Justice 50/50



This is Gender imagery collection



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info@global5050.org 