

REGAINING

2026 Global Health 50/50 Report

(SOME)

GROUND

 GLOBAL 50/50



Cover illustration:

Sisterhood.

Paris, France. 2024.

Photograph by Su Cassiano.

Two girls stand on the basketball court. The collective Basket Pour Toutes brings together players, coaches, and advocates to challenge the exclusion of Muslim women from public life. Here, the two teammates stand side by side, their posture steady and assured. The court that once symbolised play becomes a space of resistance, and the ball, held firmly between them, a quiet emblem of persistence and hope.

About the photographer:

Su Cassiano is a self-taught documentary photographer and visual artist based in Australia. Her work is characterised by the intimate connection she creates with her subjects, and straddles an often blurred line between personal diary and documentary.

ACKNOWLEDGMENTS

Global 50/50® is an independent think tank. Global 50/50 (G5050) was co-founded by Professors Sarah Hawkes and Kent Buse. It is staffed by a collective of researchers, strategists and communications experts, most of whom work in the global health and development sphere while also contributing to the work and aims of G5050. Collective members who contributed to the 2026 Global Health 50/50 Report include: Grace Arina, Alexandra Cordeiro, Unsia Hussain, Richard Kuhon, Jiwon Lee, Sheree Marshall, Victoria Olarewaju, Zoe Old, Lynsey Robinson, Lydia Sloof, Sonja Tanaka and David Zezai.

The initiative is guided by a diverse independent Advisory Council and charity oversight is provided by a Board of Trustees. We are deeply indebted to the members of both bodies.

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Global 50/50

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Women who bring life.

Quito, Ecuador. 2020.

Photograph by Karen Toro.



EXECUTIVE SUMMARY

Global 50/50's Gender and Health Index is our annual account of how the organisations that shape global health understand and act on gender: who holds power inside them, and who benefits from the work they do.

Our 2025 report [Holding the Line](#) recorded the first across-the-board regression since our monitoring began: every core variable had gone backwards. This year, the direction has turned. The core variables we measure have recovered some ground, but the recovery is partial, unevenly shared, and it follows the same lines of power that have always run through global health.

The 2026 Index assessed 198 organisations active in, or seeking to influence, global health across 37 countries. Each is scored on publicly available information against eight core variables, coded on a traffic-light system and grouped into five performance categories. Who is in the Index, what we measure and how we score are set out in full in Part 1 and Annex A.

FIVE FINDINGS DEFINE THE YEAR

A year after the first across-the-board regression since our monitoring began, organisations have begun to regain ground, but unevenly, incompletely, and along lines that reveal where power in global health still sits.

1 GROUND REGAINED, NOT RESTORED. All core variables, bar one, recovered some ground in 2026, but almost all remain below their 2024 peaks. Organisations placed in the top two of our five performance categories rose from 38% (76/198) to 45% (90/198), and the share in the bottom two fell from 25% (49/198) to 18% (35/198). This is recovery in progress, not recovery complete.	2 THE RECOVERY IS A NON-PROFIT STORY. Non-profit organisations account for most of the gains: 57% (82/145) perform at High or Very High against 15% (8/53) of for-profit companies, and every Very High performer is a non-profit. On several variables, for-profit companies are still falling – fairness and equity policies have declined each year since 2024, and commitment to gender equality sits 16 percentage points below its 2024 level.	3 LEADERSHIP REMAINS GENDERED AND GEOGRAPHICALLY CONCENTRATED. Women hold 38% (75/198) of chief executive officer (CEO) and 34% (60/174) of board chair roles; at current rates, parity arrives in 2033 for board chairs and 2039 for CEOs. Nearly seven in ten CEOs (men and women) are nationals of high-income countries, the US and UK together hold 38% (137/361) of all leadership seats, and just one CEO in 198 was educated in a low-income country.
4 GENDER AND GEOGRAPHY ARE MOVING AT DIFFERENT SPEEDS, AND SOMETIMES IN OPPOSITE DIRECTIONS. The 2026 cohort of incoming leaders included more women than the 2025 cohort, but fewer nationals of low- and middle-income countries and fewer leaders educated there. Progress on one axis of power is not delivering the other.	5 FOR-PROFIT POLICIES OUTPACE FOR-PROFIT DELIVERY. For-profit companies lead on workplace gender equality policies (73%; 37/51) and fairness and equity policies (75%; 38/51), against 61% (85/139) and 62% (86/139) for non-profit organisations, yet fall away where the questions turn to power and purpose: 14% (7/50) have a woman board chair, 4% (2/53) define gender consistently with the WHO/UN understanding, and 20% (10/51) commit to reporting sex-disaggregated data. The pattern points to policy adoption driven by human resources (HR) compliance rather than institutional commitment.	

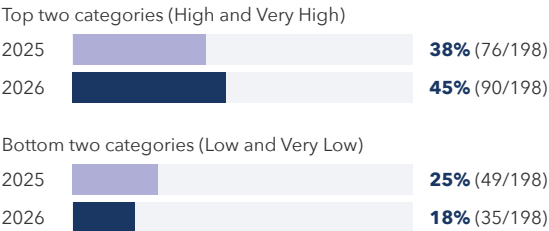
2026 SNAPSHOT

1

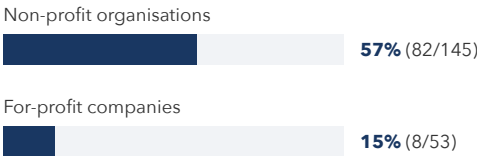
The recovery is a non-profit story

The core variables we measure recovered some ground in 2026, but almost all remain below their 2024 peaks.

Performance categories, all organisations 2025 and 2026



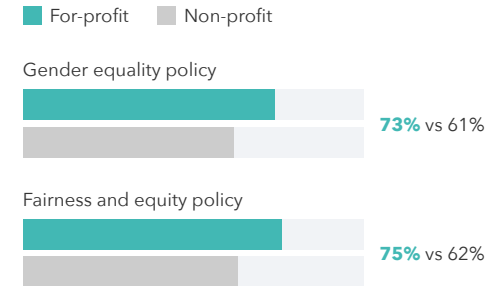
Percentage at High or Very High, 2026



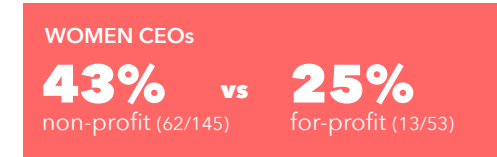
Non-profits account for most of the gains, and every Very High performer is a non-profit.

2

For-profit policies outpace delivery



yet fall away where the questions turn to power and purpose

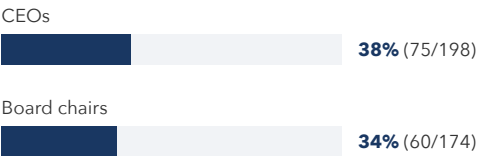


3

Leadership remains gendered and geographically concentrated

2039 CEO parity at current rates; 2033 for board chairs

Roles held by women, 2026



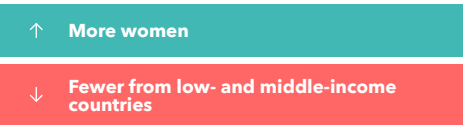
Nearly seven in ten CEOs are nationals of high-income countries; the US and UK hold 38% of leadership seats.

4

Gender and geography are moving at different speeds

The 2026 cohort of incoming leaders included more women than the 2025 cohort, but fewer nationals of low- and middle-income countries and fewer leaders educated there.

2026 cohort of new leaders



Progress on one axis of power is not delivering the other.

THIS IS RECOVERY IN PROGRESS, NOT RECOVERY COMPLETE.

PART 1

INTRODUCTION



▼
Acompañantas.

Matamoros, Tamaulipas, Mexico. 2023.

Photograph by Mahé Elipe.

THE YEAR IN SUMMARY

READ HOLDING THE LINE,
THE 2025 GLOBAL HEALTH
50/50 REPORT



A YEAR OF PRESSURE BUT REGAINING GROUND

Progress on gender justice goals has been threatened and, in many cases, reversed since 2025. Regressive forces that had spent decades building the legal, financial and narrative infrastructure to roll back gains found their opening in the United States, where an explicitly anti-gender agenda moved from the political margins into Executive Orders. Diversity, equity and inclusion programmes were dismantled across government, agencies were directed to abandon 'gender' in favour of a strict binary definition of sex, and the machinery of development assistance was turned to the same purpose: foreign assistance was frozen, the United States Agency for International Development (USAID) was dismantled, and an expanded Mexico City Policy was reinstated, cutting off support for gender and equity programming across the world. That pressure showed in our own findings. Our 2025 report [Holding the Line](#) recorded the first time we reported regression on every core variable we track since monitoring began in 2017.¹ Declines were steepest among organisations with active US federal funding, where we recorded falls between 19% and 33% across all variables.

The 2026 report finds that, a year on, some progress has been made on the core variables we measure, with non-profit

organisations accounting for most of the gains. Workplace fairness and equity policies, which had fallen furthest, rose seven percentage points to 65% (124/190).

ABOUT THE REPORT

Global 50/50 is an independent think tank holding the organisations that shape global health to account on gender justice. The Gender and Health Index is Global 50/50's annual assessment of how the organisations working in and influencing global health understand and act on gender. Its core variables, set out on the next page, are the measures we score for every organisation, every year. They ask about two interlinked dimensions of inequality: who holds power inside an organisation, and who benefits from the work it does.

We begin the Report with a short reflection on the current moment, followed by a snapshot of this year's findings and of who is in the Index, what we measure, and our methodology (pages 10-12). We then present organisational performance by category followed by our findings for each core variable and trend data covering 2018-2026 and 2020-2026 (pages 13-35). The findings explore: who holds power (demographics of CEOs and board chairs,

senior management and governing bodies), the availability of policies to advance equity in career pathways, and whether organisations commit to reporting sex-disaggregated programmatic data.

BOX 1. MONITORING UNDER PRESSURE

We monitor because the record matters. Public commitments, the language organisations use and what they are willing to disclose are what pressure reaches first, and without an independent account year on year that change goes unrecorded.

That pressure has not lifted. Funding has been withdrawn and organisations working for gender justice continue to be targeted, including through lists that name them. We recognise what that costs and stand in solidarity with those organisations, as we provide a public measure of what the past year has done to the sector.



Unseen Paths.

Beirut, Lebanon, 2025.

Photograph by Nma Dhahir.



“Every year when your report comes out, we take it to the board. They hold us accountable. And honestly, none of us ever want to walk into that room and say we’ve gone down. I would hate to explain why that happened. That motivates you. When we say, ‘Here’s where we are, and here are our gaps,’ the board says, ‘Okay – fix it.’ So yes, the index influences our KPIs. Not directly on the number, but your benchmarking drives that indicator. It keeps us moving.”

– **Alvaro Bermejo**, Former Director General, International Planned Parenthood Federation (IPPF) on the Global 50/50 health index

WHO IS IN THE INDEX

In 2026 the Index assessed 198 organisations across 37 countries, together employing more than four million people.

Organisations are included because they are active in, or seek to influence, global health and health policy. They are highly heterogeneous, each with its own purpose, system of governance and organisational arrangements. Global 50/50 takes a deliberative approach to identifying a broad and representative sample, including organisations from across a wide range of geographies and regions. The sample is largely stable from year to year: 192 of the 198 organisations assessed in 2026 have been monitored continuously since 2020. It changes only where an organisation ceases to operate, or no longer operates globally, or where the sample has been expanded.

Findings are disaggregated by non-profit and for-profit throughout, recognising the differences in roles, interests and motivations between profit-generating companies with an interest in health and non-profit organisations whose core mandate is to advance global health and wellbeing. Figure 1 provides an overview of how we have grouped the sub-sectors under non-profit and for-profit status.

FIGURE 1. Sub-sectors grouped under non-profit and for-profit status, 2026



WHAT WE MEASURE AND THE UNDERLYING LOGIC

The variables we categorise as ‘core’ and measure annually are drawn from our [conceptual framework](#), in which each captures a distinct component of what contributes to a fair and inclusive workplace – and, in turn, to the outcomes such workplaces can produce (see Figure 2). What an organisation commits to on gender, and how it defines gender, shape the gender equality policies it adopts. Its fairness and inclusion policies, and its board representation policies extend that concern to other dimensions

of diversity – including the representation of people from low- and middle-income countries and from the communities the organisation serves. Together, these policies should widen the path to more equitable and representative leadership, including better support for women to reach senior positions. Whether an organisation commits to reporting sex-disaggregated data is the clearest test of whether it is asking who its work reaches.

FIGURE 2. The eight core variables

Whether the organisation makes an explicit, public commitment to gender equality in its policy, strategy or vision.

COMMITMENT TO GENDER EQUALITY

BOARD REPRESENTATION AND INCLUSION POLICY

Whether the organisation has a board-level policy with specific measures, such as targets, to advance representation and inclusion.

Whether the organisation publicly defines gender, and whether that definition is consistent with the WHO and UN understanding of gender as socially constructed.

DEFINITION OF GENDER

GENDER, NATIONALITY AND EDUCATION OF CEO AND BOARD CHAIR

The gender, and where available the nationality and country of education, of the two most senior leadership positions.

Whether the organisation has a policy with specific measures to advance gender equality among its staff.

GENDER EQUALITY POLICY

GENDER PARITY IN SENIOR MANAGEMENT AND GOVERNING BODIES

Whether women hold between 45% and 55% of seats in the organisation’s senior management team or governing body.

Whether the organisation has a policy with specific measures addressing inequalities beyond gender (race, ethnicity, disability, sexuality, age and others).

FAIRNESS AND EQUITY POLICY

SEX-DISAGGREGATED DATA POLICY

Whether the organisation has a commitment to disaggregate its programmatic data by sex and to conduct gender analysis.

NB: The variables previously called Workplace Diversity and Inclusion and Board Diversity and Inclusion were renamed Workplace Fairness and Equity and Board Representation and Inclusion in 2025, to reflect the broader range of inclusion strategies they capture, beyond diversity, equity and inclusion (DEI).

WHY WHAT WE MEASURE MATTERS

These variables are not abstract indicators. The 198 organisations we assess employ some 4 million people, and their decisions shape the health and wellbeing of millions more – so how they are led, and who leads them, carries real consequences.

It matters for gender pay gaps. Our 2025 Gender Pay Gap analysis of 45 global health organisations found that those led by a woman CEO have smaller median gender pay gaps, on average, than those led by men. The longer a woman leads, the greater the effect: organisations with a woman CEO for at least five of the previous eight years were predicted to close their gap four years earlier than those led by a man, and those led by a woman throughout, nine years earlier.

It matters for health outcomes. A 2025 scoping review of 137 studies from low- and middle-income countries (LMICs) found women's leadership had a positive impact in 87% of them. In relation to health this included greater food availability, lower COVID-19 mortality and higher contraceptive procurement where need is greatest (66% higher under women health ministers across 101 countries).² But the benefit depends on genuine representation and style of leadership, not tokenism.³

METHODOLOGY

The Gender and Health Index applies a standing methodology. In brief, two reviewers independently extract each publicly available data item and a third verifies it; data are coded on a traffic-light system (green, amber and red, with not-found and not-applicable codes); and participating organisations are invited to validate their results before publication.

For 2026, each organisation was coded by one researcher, with a random sample independently double-coded. A third reviewer verified the data, using an AI assistant (Claude, from Anthropic; Opus 4.6) as an additional layer of verification. The full methodology is set out in Annex A.

BOX 2. HOW TO READ THE FIGURES

We present two sets of findings for each variable – current status and trends over time. Trend data start from either 2018 or 2020 and represent continuous monitoring of the variable.

Where an organisation cannot be scored on a variable, because it has no governing body, has ten or fewer staff, or does not report programmatic data, it is scored not applicable (NA) and excluded from that variable for that year. This is why the sample size under each trend figure is given as a range rather than a single number.

Table A1 in Annex A sets out, for each variable, the number of organisations assessed in 2026, the trend sample, and the reason for any exclusions.

PART 2

FINDINGS: ORGANISATIONAL PERFORMANCE ON GENDER, FAIRNESS AND EQUITY



Gender equality in education.
Mymensingh, Bangladesh. 2017.
Photograph by Sultan Ahmed Niloy.

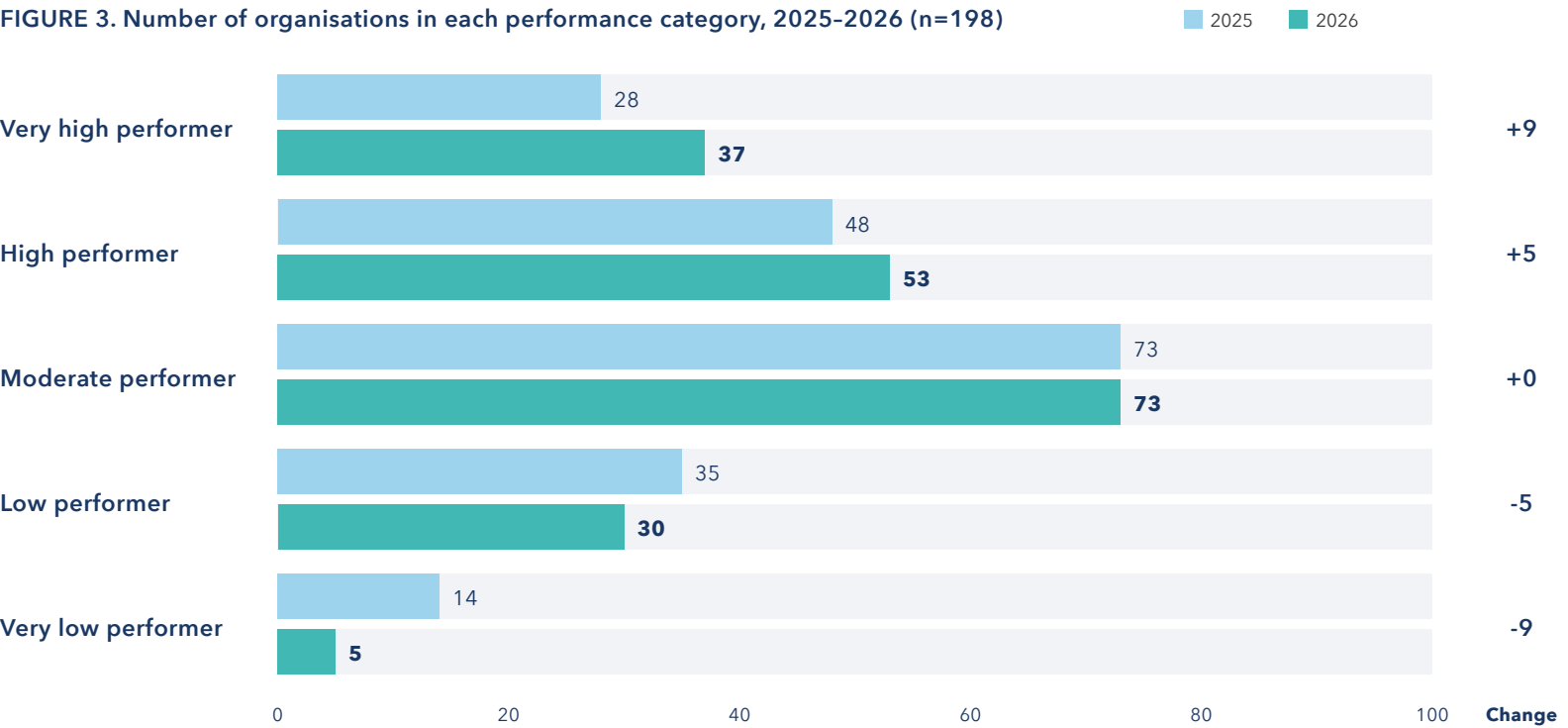
PERFORMANCE BY CATEGORY

Since 2022, Global 50/50 has reported organisations’ performance across five categories: Very High, High, Moderate, Low, and Very Low. Performance is calculated using a point-based system applied to seven of the core variables (the gender of the CEO and board chair is not scored). The updated scoring methodology for 2025 and 2026, introduced to improve clarity and better reflect our commitment to transparency and accountability, is set out in Annex A.

Between 2025 and 2026, the share of organisations performing at High or above rose from 38% (76/198) to 45% (90/198), and the share in the bottom two bands fell from 25% (49/198) to 18% (35/198).

The recovery is led by non-profit organisations. In 2026, 57% (82/145) perform at High or above, and every organisation in the Very High band is a non-profit. Just 15% (8/53) of for-profit companies reach High.

FIGURE 3. Number of organisations in each performance category, 2025-2026 (n=198)



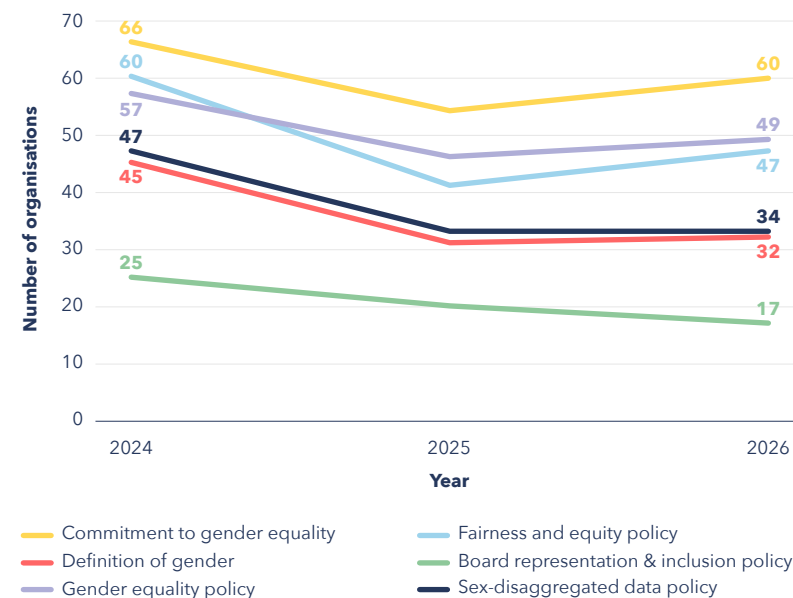
CHANGES AMONG ORGANISATIONS WITH US FEDERAL FUNDING, 2025-2026

In 2025, *Holding the Line* recorded the steepest declines among organisations with active US federal funding, as set out in the Introduction. This year we returned to that same group.*

The number of US-funded organisations with a public commitment or workplace policy for gender equality, fairness and equity fell across the board in 2025 and has only partly recovered since. Between 2025 and 2026, the number with a public commitment to gender equality rose from 54 to 60 (of 72), and the number reporting sex-disaggregated data rose from 33 to 34. On the workplace and leadership measures the recovery was weaker: the fairness and equity figure rose from 41 to 47 and workplace gender equality from 46 to 49, while board representation and inclusion fell further, from 20 to 17. On every variable the 2026 figure remained below its 2024 level.

Some of this recovery reflects organisations restoring commitments they had dropped in 2025.

FIGURE 4. Number of US-federally-funded organisations where a commitment or policy was found (scored green) across 6 variables, 2024-2026, (n=72)



*The US-funded cohort is drawn from the 73 organisations identified in the 2025 Report (*Holding the Line*). USAID, included there, closed on 1 July 2025 and is removed, giving 72 organisations for the 2024 to 2025 comparison. A further 11 organisations, whose only federal funding was USAID awards now winding down following USAID's closure, are treated as having their funding ending. Figures for 2024 and 2025 differ slightly from those published in the 2025 Report because USAID has been removed.

26 TOP SCORES RESTORED BY 17 ORGANISATIONS WITH US FEDERAL FUNDING IN 2025

5 ■■■■●

Commitment to gender equality

4 ■■■■

Definition of gender

5 ■■■■●

Workplace gender equality policy

8 ■■■■

Workplace fairness and equity policy

3 ■■■■

Board representation and inclusion

1 ■

Sex-disaggregated data

Each square is one top score that an organisation with US federal funding dropped in 2025 and had it back by 2026.

Workplace gender equality policy is the only variable where a for-profit organisation restored a top score.

■ funding ending ■ for-profit ■ non-profit

BOX 3

The pressure to drop public commitments to gender equality has eased somewhat. It has not lifted.

FURTHER READING

Read Roll Back and Resistance



RETREAT AND RESISTANCE ACROSS THE SECTOR

THE EXECUTIVE ORDER

In January 2025, the United States federal government adopted Executive Order No. 14173 – although directed at executive agencies and directing the end of diversity, equity, inclusion and accessibility (DEIA) programmes, employment and contracting, it extended to gender and foreign aid, and targeted federal agencies and private employers receiving federal funding. Its reach also extended outside the US: in March 2025, European companies doing business with the US government were requested to certify that they do not operate DEI-related programmes, with the threat of an end to that business held over them.⁴

WHERE FOR-PROFIT COMPANIES RETREAT

The pressure on organisations to remove public commitments to gender equality and inclusion has not yet lifted.

For-profit companies may retreat preemptively, where a public commitment is judged to carry an economic cost, through market reaction or through political and regulatory threat such as the loss of government contracts. The Human Rights Campaign Foundation's 2026 Corporate

Equality Index recorded a 65% fall in the number of Fortune 500 companies publicly documenting their DEI policies, from 377 to 131.⁵ Where policies and commitments have not returned to public websites, the reason may lie less in business performance than in political caution: a 2026 study found that S&P 500 companies that kept their DEI practices after the executive order performed no worse on the stock market than those that pulled back.⁶

The case for holding the line rests on both law and self-interest: the United Nations Human Rights Office's 2026 analysis of pushback on gender equality and rights restates equality and non-discrimination as binding human rights standards that companies are expected to act on, and sets alongside them the business evidence that diverse leadership is associated with stronger performance.⁷

"It is the US context where we've had to adjust how we describe our work to promote gender equality and inclusion. We have kept the work on women's and girls' equality going strong as this is not contested. In terms of inclusion, we have always ensured that everyone can access the help they need, regardless of their demographic or other background. We have remained true to this important principle without naming every single population group individually. However, colleagues in places that feel settled today may be one election away from having to do what our US colleagues have done."

Focal point at an organisation in the Index, speaking to Global 50/50, 2026

RESISTANCE AND RECOVERY AMONG NON-PROFITS

Non-profit organisations are exposed just as directly. For those reliant on US federal grants and contracts, a public commitment can put the funding itself at risk, and in 2025 the steepest declines we recorded were among organisations with active US federal funding. What differs is not the exposure but the response. A 2024 survey of non-profit organisations in the US found that pressure from staff and state government was associated with greater, not weaker, commitment to DEI, which the authors attribute to mission alignment and a focus on long-term change.⁸ The finding matches the modest recovery we see among non-profits in our own sample, and some of that recovery may be deliberately quiet.

DEMOGRAPHIC
CHARACTERISTICS
OF THE CEO AND
BOARD CHAIR



*In 2026 we have collected data for 198 CEOs across 196 organisations. For two organisations no information could be found regarding their CEO, and two organisations recorded co-CEOs. We also collected data for 174 board chairs across 169 organisations. For 24 organisations, no information could be found regarding their board chair, plus five organisations that informed us that they have no governing body. Five organisations had more than one board chair.

FINDINGS, 2026

WHAT WE MEASURE

The gender of people holding an organisation’s two most senior positions – the CEO and board chair – and, where available, their nationality and the country where they gained their highest education qualification.

WHY WE MEASURE

Leadership is where power sits. Who leads shapes the decisions an organisation makes and who its work reaches, so the gender and geography of those at the top are a direct measure of who holds power in global health.

More women lead non-profit organisations than for-profit companies, and the gap is wider still among board chairs.

GENDER OF LEADERS

38%

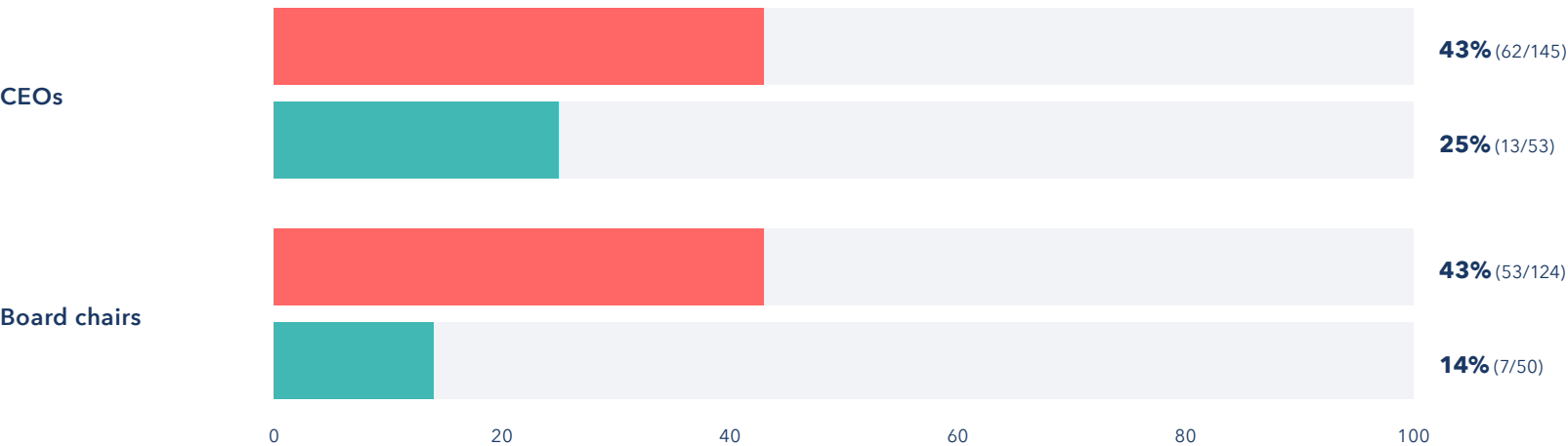
of CEO roles were held by women
75/198

34%

of board chair roles were held by women
60/174

FIGURE 5. More women lead non-profit organisations than for-profit companies, and the gap is wider still among board chairs.

Non-profit For-profit



Share of roles held by women, bars to 100%. No CEO or board chair was recorded as non-binary or gender diverse.

DEMOGRAPHIC CHARACTERISTICS OF THE CEO AND BOARD CHAIR



*of the 131 organisations continuously monitored since 2018, between 0 and 3 CEOs were recorded not found in a given year, and up to two organisations recorded co-CEOs.

**The sample varies between 115 and 124 board chairs, taken from the same 131 organisations that have been continually monitored since 2018. Annual variation is due to between 11 and 18 NAs and NFs, where either an organisation does not have a governing body (NA) or no board chair could be found (NF). Additionally, up to three organisations record co-Chairs each year.

TREND, 2018-2026

YEARS TO PARITY

Projecting the trend since 2018, when this variable was first collected, parity is not reached until 2033 for board chairs and 2039 for CEOs.

Between 2018 and 2026, the percentage of women CEOs increased from 28% (37/131) to 39% (51/130) across all organisations: for non-profit organisations, this was 39% (32/83) to 49% (40/82) and for for-profits, 10% (5/48) to 23% (11/48).

The percentage of women board chairs increased from 19% (22/116) to 35% (42/119) across all organisations: for non-profit organisations, this was 30% (21/70) to 48% (35/73) and for for-profits, 2% (1/46) to 15% (7/46).

READING THE PROJECTIONS

These trend figures use the 131 organisations monitored continuously since 2018, so differ slightly from the 2026 full-sample figures. The projection is based on the average rate of change across 2018 to 2026 (a linear regression), not the most recent year: because the share of women CEOs in 2026 sits a little above its long term trend, parity measured from the trend line falls later than the latest figure alone would suggest.

FIGURE 6. Percentage of women CEOs, non-profit and for-profit, 2018-2026 (n=129-133)*

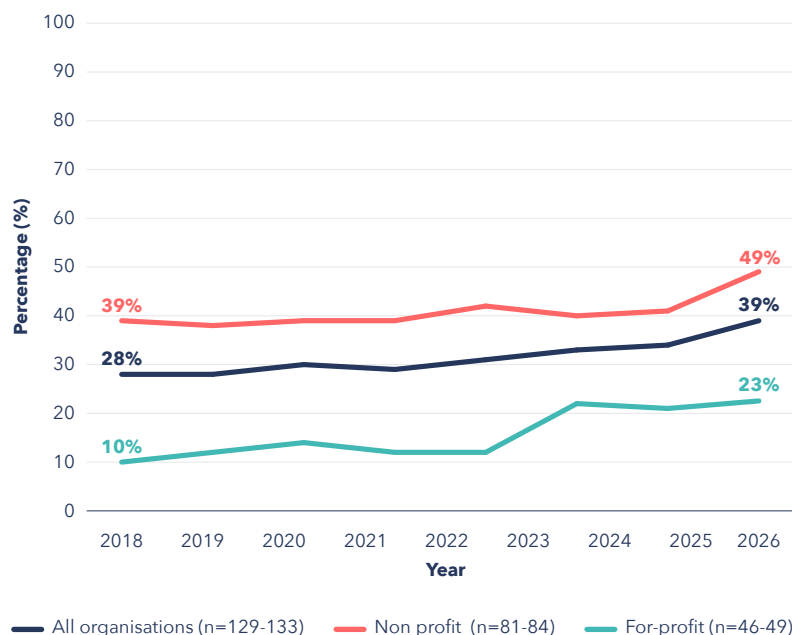
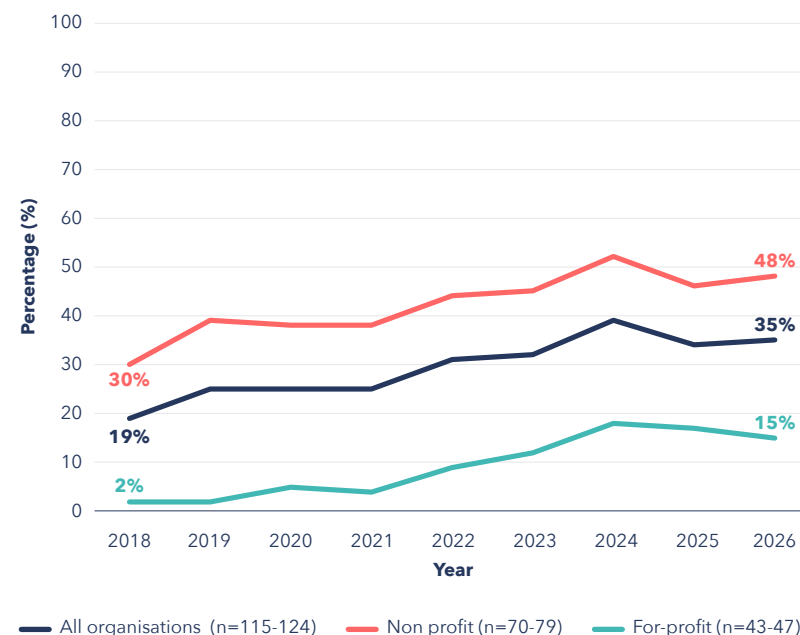


FIGURE 7. Percentage of women board chairs, non-profit and for-profit, 2018-2026 (n=115-124)**



DEMOGRAPHIC
CHARACTERISTICS
OF THE CEO AND
BOARD CHAIR



FINDINGS, 2026

GEOGRAPHY OF LEADERSHIP

7 IN 10 CEOs were nationals of high-income countries (135/198)

25% of CEO positions were held by nationals of middle-income countries (MICs) (49/198)

20% of board chair seats were held by nationals of middle-income countries (MICs) (34/174)

3% of CEO positions were held by nationals of low-income countries (LICs) (6/198)

2% of board chair positions were held by nationals of low-income countries (LICs) (3/174)

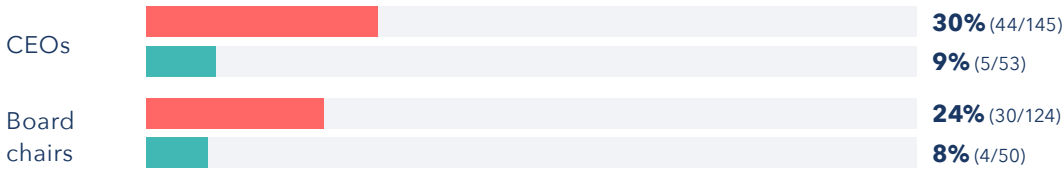
WHERE LEADERS WERE EDUCATED

8% (16/198) of CEOs were educated in MICs and 1% (1/198) in an LIC

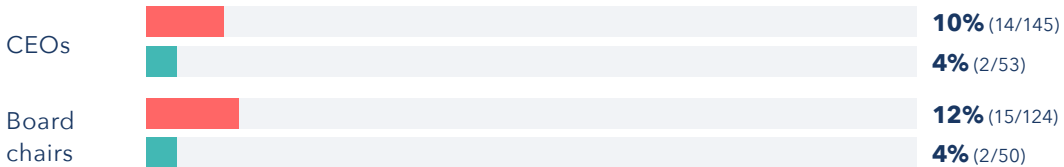
10% (17/174) of board chairs were educated in MICs, and none in an LIC

... reflecting that leaders from LMICs largely pass through high-income institutions on the way to the top.

Leaders from middle-income countries



Leaders completing their education in middle-income countries

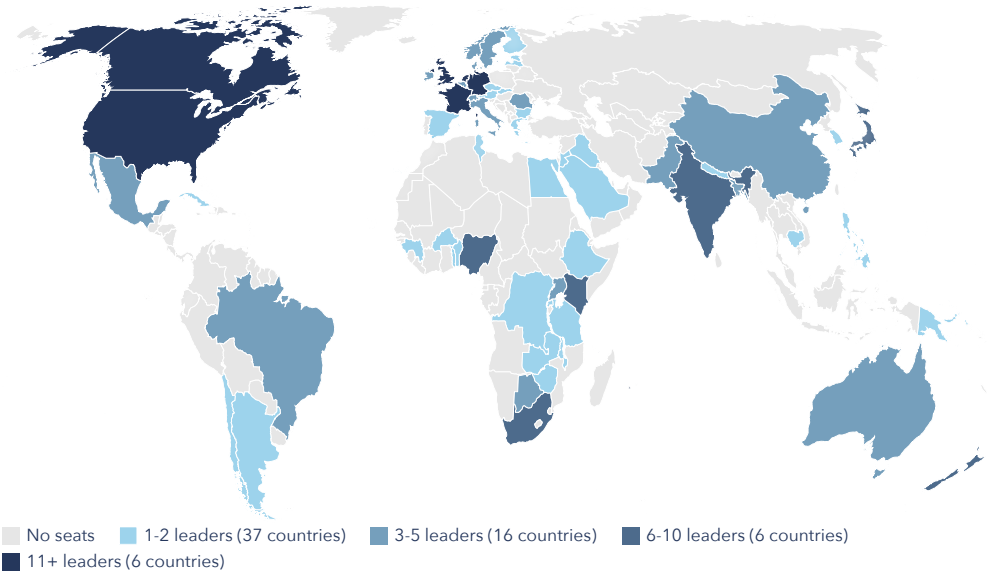


No for-profit company in the sample had a CEO or board chair who was a national of, or educated in, a low-income country.

DEMOGRAPHIC CHARACTERISTICS OF THE CEO AND BOARD CHAIR



FIGURE 8. Nationality of CEOs and board chairs, 2026, and the biggest shifts since 2020*



UP BY THREE OR MORE SINCE 2020

India	1 → 9	+8
Ireland	0 → 4	+4
Mexico	0 → 4	+4
Nigeria	5 → 9	+4
South Africa	6 → 9	+3
Kenya	4 → 7	+3
Netherlands	12 → 15	+3
New Zealand	3 → 6	+3
Botswana	0 → 3	+3

DOWN BY THREE OR MORE SINCE 2020

United States	118 → 103	-15
Norway	9 → 4	-5
Italy	7 → 3	-4
United Kingdom	37 → 34	-3
Australia	8 → 5	-3
Republic of Korea	3 → 0	-3

WHAT CHANGED AND WHAT STAYED THE SAME BETWEEN 2020 AND 2026

In 2026, the United States held more leadership positions (CEO and board chair) than any other country, 103 of 361, and together with the United Kingdom (34) held 38% (137/361).

At the same time, the number of countries with at least one CEO or board chair increased from 42 in 2020 to 65 in 2026. Twenty-four countries recorded their first representation over the period, most of them low- or middle-income, including Botswana, Djibouti, Malawi, Nepal, Togo and Zimbabwe; most held one or two seats.

Among countries with a net change of three or more top leadership positions, those that decreased were all high-income: the United States (118 to 103), Norway (9 to 4), Italy (7 to 3), the United Kingdom (37 to 34), Australia (8 to 5) and the Republic of Korea (3 to 0). Those that increased were led by India (1 to 9), Nigeria (5 to 9), South Africa (6 to 9) and Mexico (0 to 4), with Ireland, the Netherlands, Kenya and New Zealand also increasing their representation.

Across all leaders, representation from MICs rose from 15% (52/357) in 2020 to 22% (78/361) in 2026, and from LICs held constant at 9 seats in both years. By education, the share educated in MICs rose from 6% (22/357) to 9% (32/361), and in LICs held at 1 seat in each year.

*n=361: CEO and board chair seats recorded in 2026 across the 192 organisations continually monitored since 2020.

DEMOGRAPHIC CHARACTERISTICS OF THE CEO AND BOARD CHAIR



*Since 2020, 192 organisations have been continually monitored. Data were recorded for 357 CEOs and board chairs in 2020 and 361 in 2026. In 2020 this covered 191 CEOs and 166 board chairs; in 2026, 192 CEOs and 169 board chairs. Numbers differ from the number of organisations because some record co-CEOs or co-chairs, no post-holder could be identified in others, and a small number have no governing body.

TREND, 2020-2026

FIGURE 9A. Nationality of CEOs and board chairs, by country income level, 2020-2026 (n=357-385)*

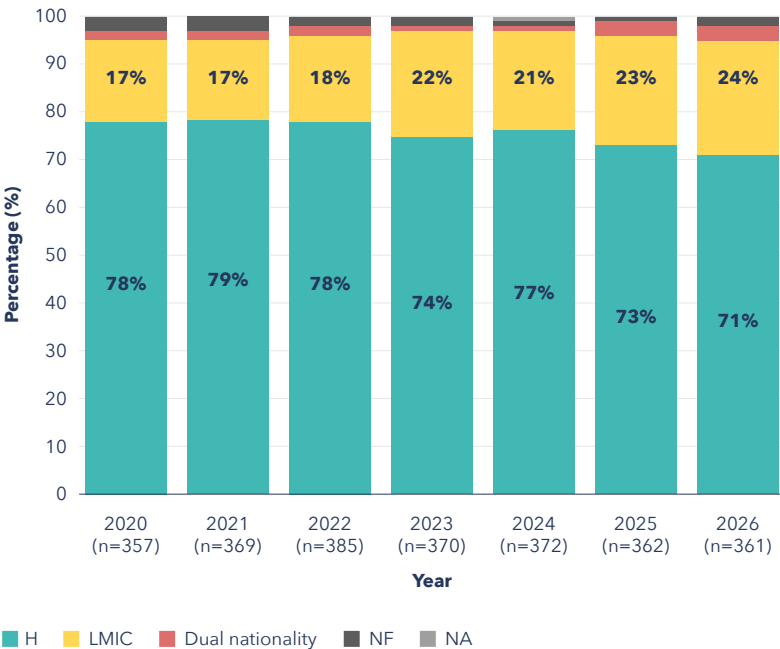
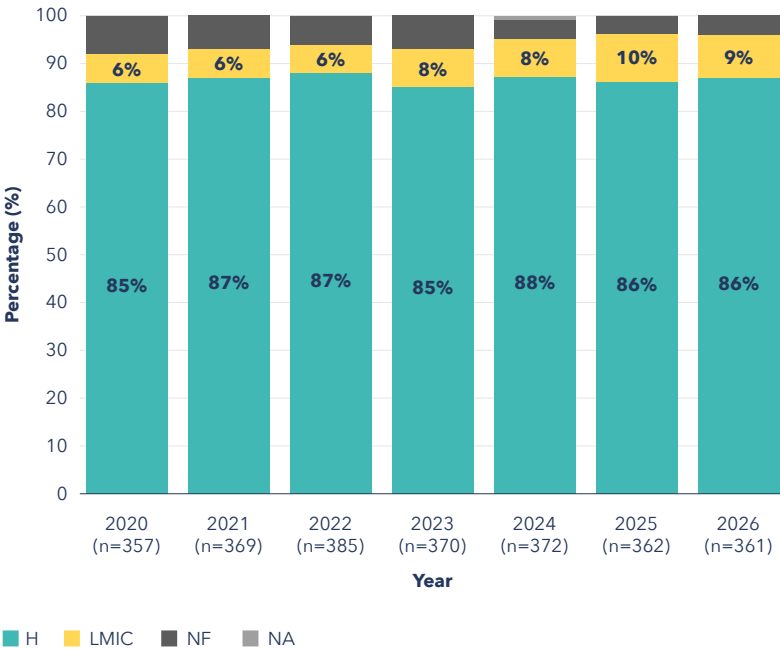


FIGURE 9B. Place of education of CEOs and board chairs, by country income level, 2020-2026, (n=357-385)*



INCOMING LEADERS

45

new CEOs have been appointed

48

new board chairs have been appointed

The 2026 cohort of new leaders (CEOs and board chairs combined) included more women (41%; 38/93) than the 2025 cohort (35%; 36/102), but fewer nationals of low- and middle-income countries (25%; 23/93 in 2026 vs 42%; 43/102 in 2025) and fewer leaders educated in LMICs (8%; 7/93 in 2026 vs 22%; 22/102 in 2025).

GENDER PARITY IN SENIOR MANAGEMENT AND GOVERNING BODIES



FINDINGS, 2026

WHAT WE MEASURE

Whether women hold between 45% and 55% of positions, the parity band, in the organisation's senior management team or are within one member of it.

This is Global 50/50's threshold, reflecting that a 50/50 split is hard to sustain. Other bodies apply the same principle: the United Nations treats parity as within a 47% and 53% margin for its workforce⁹, while the European Commission's standard is at least 40% of each gender.¹⁰

WHY WE MEASURE

Parity in senior management tests whether an organisation's stated values and policies translate into equitable career outcomes including access to leadership opportunities.

SENIOR MANAGEMENT

34%

of organisations had
gender parity
(68/198)

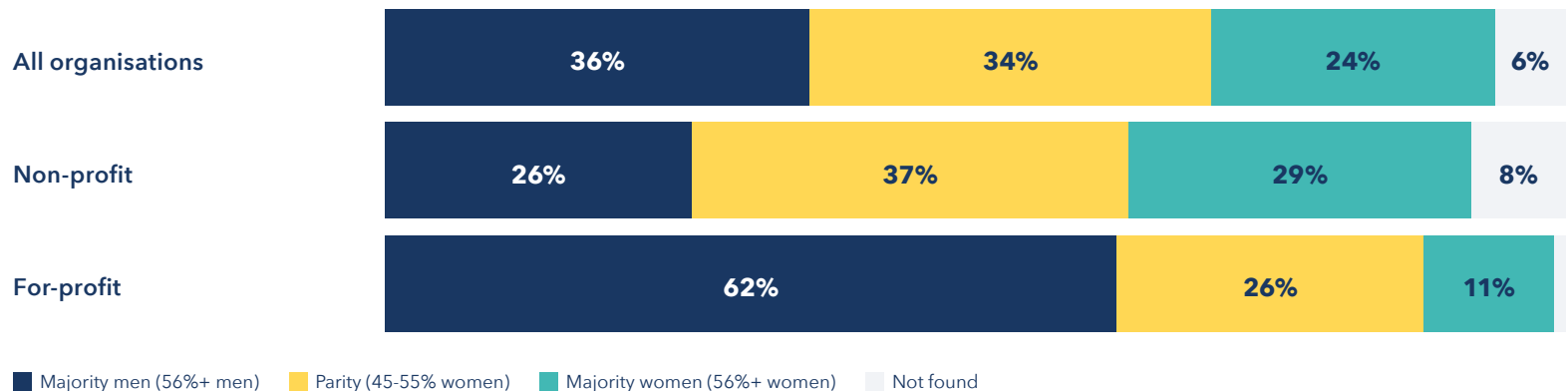
36%

of organisations had
majority-men teams
(71/198)

24%

of organisations had
majority-women teams
(48/198)

FIGURE 10. Gender composition of senior management teams, comparison of non-profit and for-profit, 2026 (n=198)



On average, women held 46% (1086/2384) of senior management seats: 50% (774/1548) in non-profit organisations and 37% (312/836) in for-profit companies.

GENDER PARITY IN SENIOR MANAGEMENT AND GOVERNING BODIES



FINDINGS, 2026

WHAT WE MEASURE

Whether women hold between 45% and 55% of seats, the parity band, on the organisation's governing body, or are within one seat of it.

WHY WE MEASURE

Governing bodies hold authority over leadership, strategy and resources, so their composition is a direct measure of who holds power at the top of an organisation.

GOVERNING BODIES

28%

of organisations had gender parity on their governing body
(54/193)

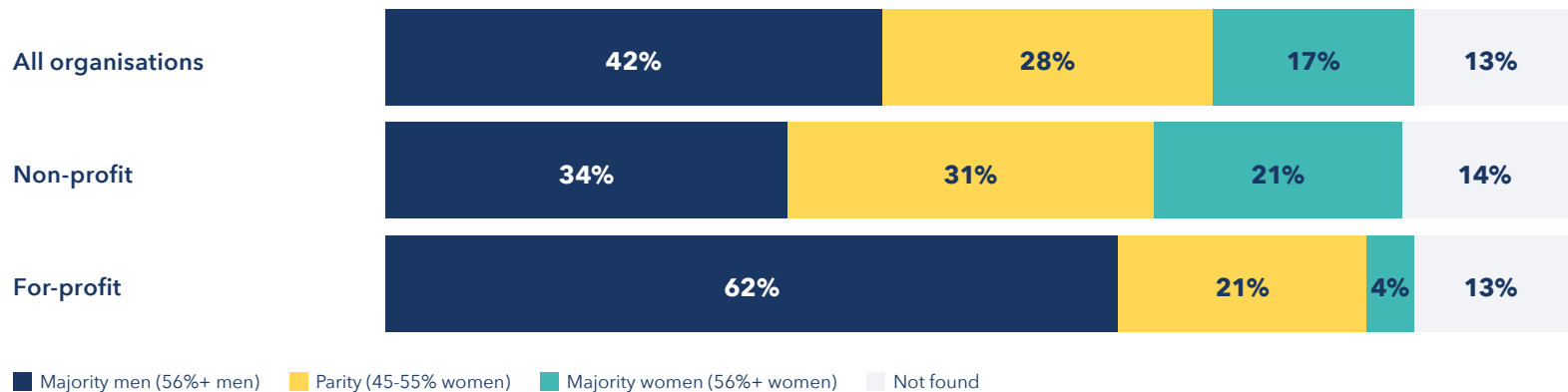
42%

had majority-men boards
(81/193)

17%

had majority-women boards
(32/193)

FIGURE 11. Gender composition of governing bodies, comparison of non-profit and for-profit, 2026 (n=193)*



*Five organisations have informed us they have no governing body and are scored NA.

BOARD REPRESENTATION AND INCLUSION POLICY



FINDINGS, 2026

WHAT WE MEASURE

Whether the organisation has a board-level policy, in the public domain, with specific measures, such as targets, to advance representation and inclusion on its governing body.

We look for targets · dedicated seats · monitoring

WHY WE MEASURE

Policies are important because they capture an organisation’s stated values, provide guidance for how it should act, and offer a basis on which boards can be held accountable.

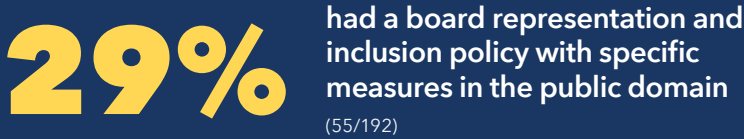
EXPLORE TOOLS FOR ORGANISATIONAL CHANGE

Practical tools and guidance to help organisations set board-level targets, dedicate seats and monitor progress on representation and inclusion.



Note on sample: In 2026, data have been collected for 198 organisations. Six organisations informed us that they do not have a governing body and are scored not applicable (NA), and have been excluded from this variable.

ALL ORGANISATIONS ASSESSED · N=192

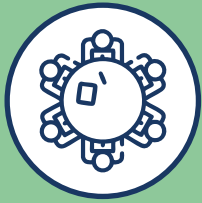


HOW THIS COMPARES

The lowest percentage of organisations of any core variable (excluding leadership) in 2026.

Commitment to gender equality	79%	Sex-disaggregated	47%
Fairness and equity	65%	Gender definition	44%
Gender equality policy	64%	Board policy	29%

BOARD REPRESENTATION AND INCLUSION POLICY



*n=186-192: of the 192 organisations monitored continually since 2020, between 0 and 6 were scored not applicable in a given year (full sample detail in Annex A).

NINE YEARS OF DATA

Scores and profiles for each organisation, 2018-2026, are available in the Gender & Health Index.

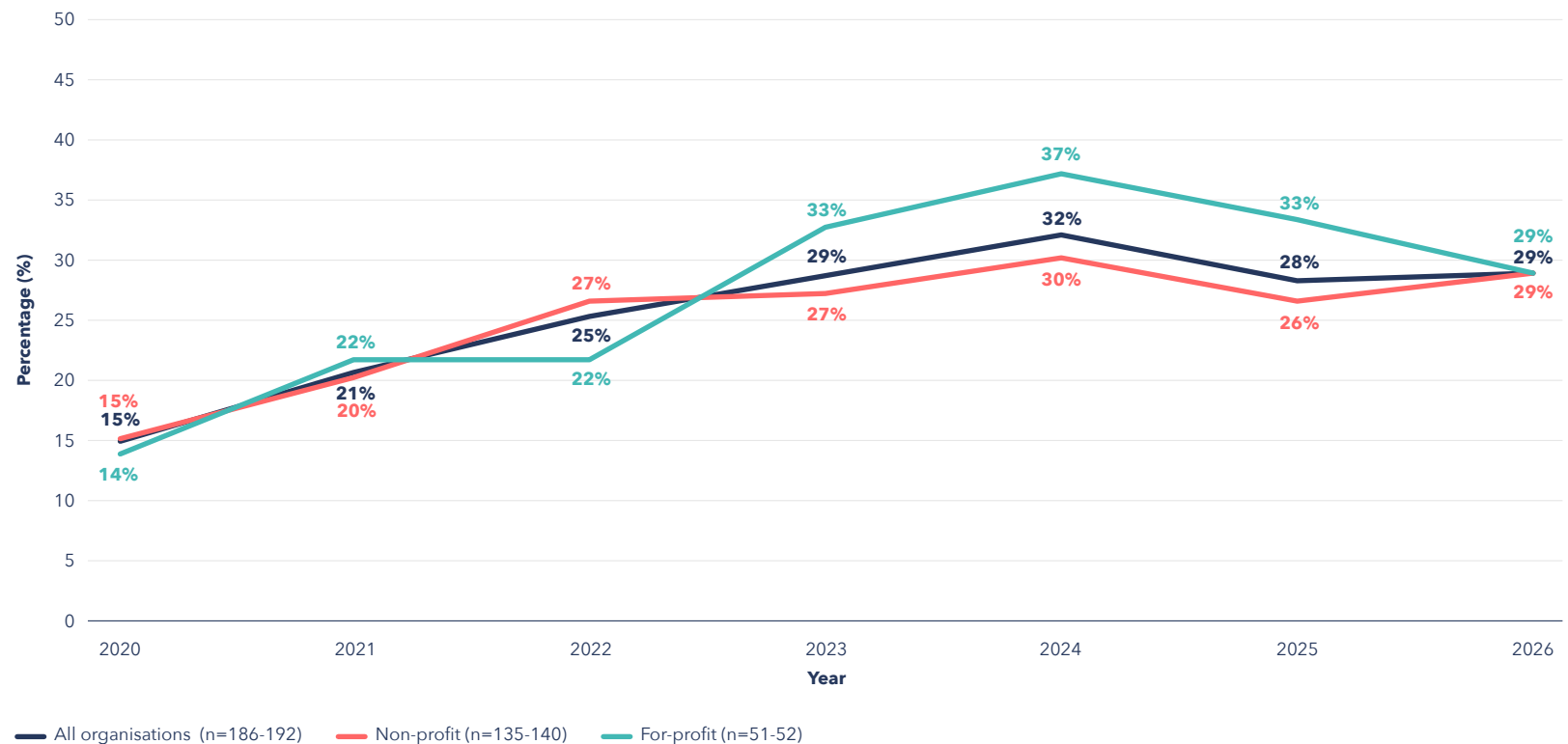


TREND, 2020-2026

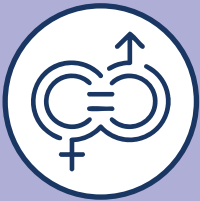
Both sectors are above their 2020 level, but non-profit organisations have recovered almost all of the ground lost since 2024, while for-profit companies remain eight percentage points below their 2024 peak.

Non-profit organisations rose from 15% (21/139) in 2020 to 29% (39/135) in 2026, one percentage point below their 2024 level of 30%. For-profit companies rose from 14% (7/51) to 29% (15/51), eight percentage points below their 2024 peak of 37% (19/51).

FIGURE 12. Percentage of organisations with a publicly available board representation and inclusion policy, comparison of non-profit and for-profit, 2020-2026 (n=186-192)*



WORKPLACE GENDER EQUALITY POLICY



FINDINGS, 2026

WHAT WE MEASURE

Whether the organisation has a policy or plan, with specific measures, to advance gender equality among its staff.

This variable captures whether an organisation has concrete measures to support gender equality across its workforce at key points of career progression.

hiring · promotion · pay · retention · leadership development

WHY WE MEASURE

Implemented meaningfully, gender equality policies can support talent development and career advancement, help shift organisational culture, and redistribute power. A policy signals that an organisation treats gender equality as an institutional commitment rather than leaving it to individual goodwill.

EXPLORE TOOLS FOR ORGANISATIONAL CHANGE

Practical tools and guidance to help organisations develop, publish and review a workplace gender equality policy.



*Note on sample: In 2026, data have been collected for 198 organisations. Eight organisations with ten or fewer staff have been scored as not applicable (NA) and are excluded from this variable.

ALL ORGANISATIONS ASSESSED · N=190

64% had a publicly available workplace gender equality policy with specific measures
(122/190)

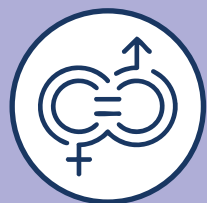


HOW THIS COMPARES

The gap between sectors is 12 percentage points, wider than for board policies, but narrower than for the other variables.

Commitment to gender equality	79%	Sex-disaggregated	47%
Fairness and equity	65%	Gender definition	44%
Gender equality policy	64%	Board policy	29%

WORKPLACE GENDER EQUALITY POLICY



*n=185-186: of the 192 organisations monitored continually since 2020, between 6 and 7 were scored not applicable in any given year (full sample detail in Annex A).

Explore the Gender & Health Index Data in the 50/50 Dashboard. Trends from 2018 to 2026, interactive and downloadable.



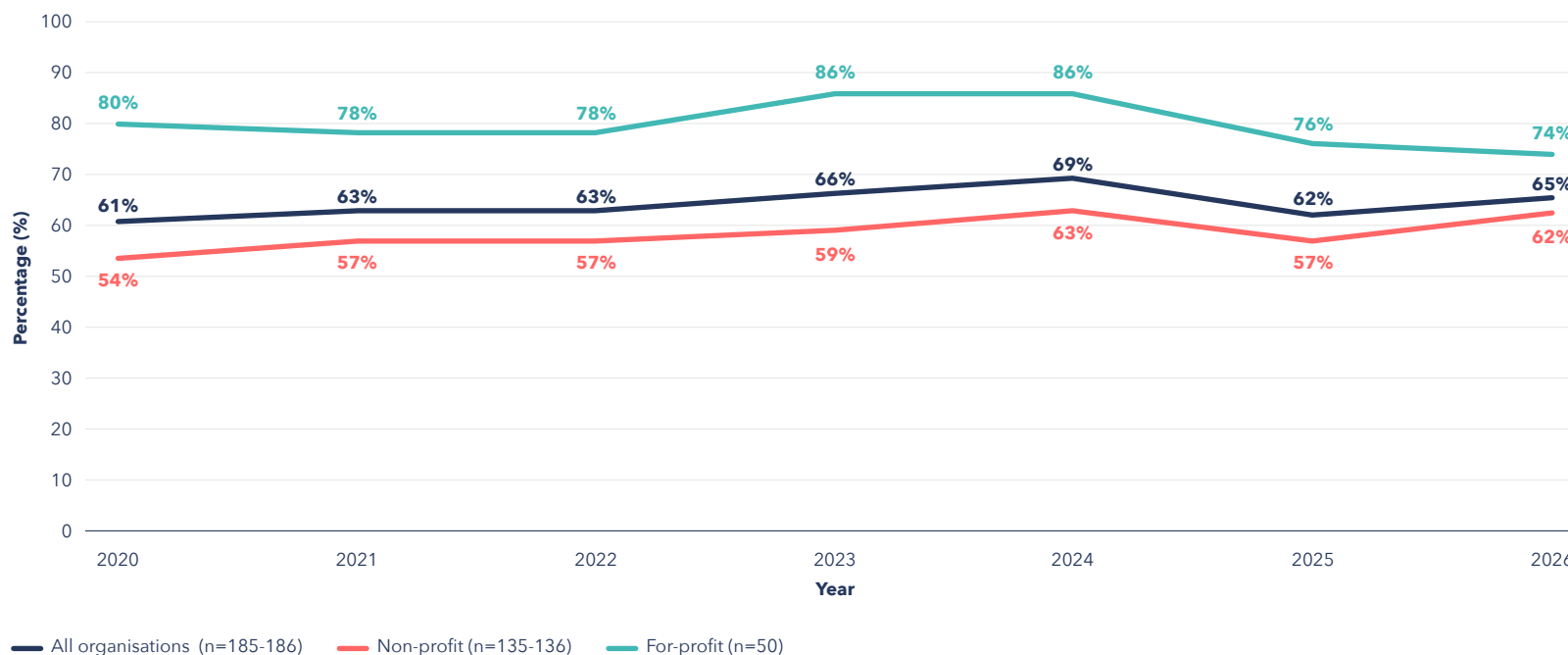
TREND, 2020-2026

All organisations remain above their 2020 level but below the 2024 high. For-profit companies continue to record the highest scores, though they have fallen furthest from their 2024 peak; non-profit organisations sit just below their 2024 level and well above where they started in 2020.

Across all organisations, the share rose from 61% (113/186) in 2020 to 65% (121/185) in 2026, four percentage points below the

2024 high of 69% (128/185). The dip from 2024 is shared across the sample. For-profit companies moved from 80% (40/50) in 2020 to 74% (37/50) in 2026; having peaked at 86% (43/50) across 2023-2024, they remain the higher-scoring group but sit twelve percentage points below that peak. Non-profit organisations rose from 54% (73/136) in 2020 to 62% (84/135) in 2026, one percentage point below their 2024 level of 63% (85/135).

Figure 13. Percentage of organisations with a workplace gender equality policy, comparison of non-profit and for-profit, 2020-2026 (n=185-186)*



WORKPLACE FAIRNESS AND EQUITY POLICY



FINDINGS, 2026

WHAT WE MEASURE

Whether the organisation has a policy with specific measures addressing inequalities beyond gender.

This variable was introduced in 2020, originally as workplace diversity and inclusion policy and renamed in 2025 as workplace fairness and equity policy. As with the gender equality policy, the highest score requires concrete measures rather than aspiration.

race · ethnicity · disability · sexuality · age · caste · class

WHY WE MEASURE

Implemented meaningfully, fairness and equity policies can shift organisational culture and redistribute power. By addressing inequalities including but additional to gender, they recognise that staff experience an organisation through a range of characteristics.

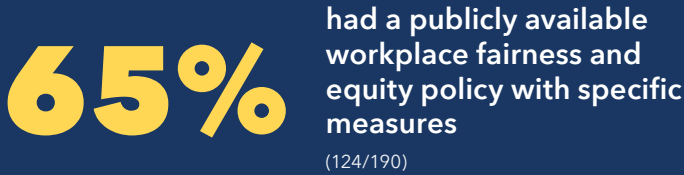
EXPLORE TOOLS FOR ORGANISATIONAL CHANGE

Practical tools and guidance to help organisations publish, apply and monitor policies that support fair and equitable workplaces.



In 2026, data have been collected for 198 organisations. Eight organisations with ten or fewer staff have been scored as not applicable (NA) and are excluded from this variable.

ALL ORGANISATIONS ASSESSED · N=190



HOW THIS COMPARES

The gap between sectors is 13 percentage points.

Commitment to gender equality	79%	Sex-disaggregated	47%
Fairness and equity	65%	Gender definition	44%
Gender equality policy	64%	Board policy	29%

WORKPLACE FAIRNESS AND EQUITY POLICY



*n=185-186: of the 192 organisations monitored continually since 2020, between 6 and 7 were scored not applicable in any given year (full sample detail in Annex A).

NINE YEARS OF DATA

Scores and profiles for each organisation, 2018-2026, are available in the Gender & Health Index.



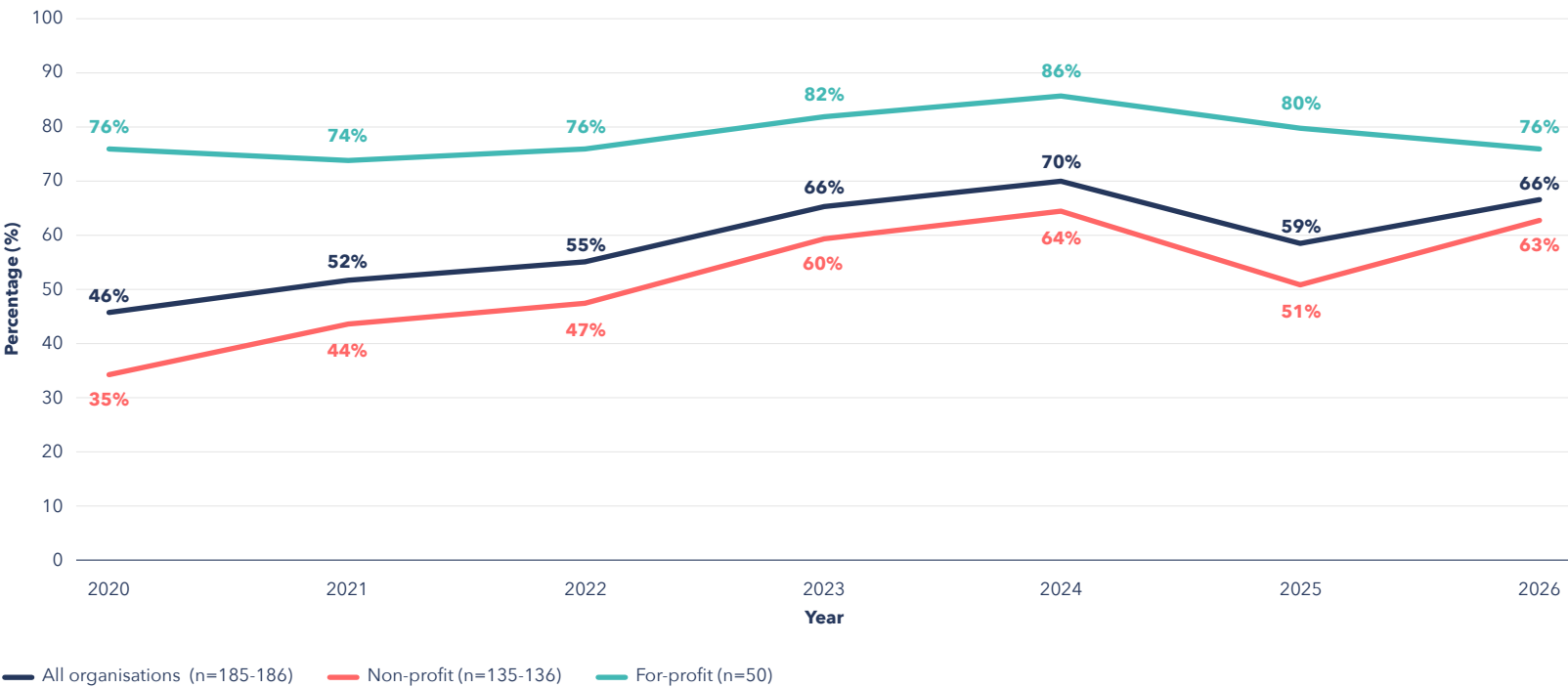
TREND, 2020-2026

Both sectors remain below their 2024 high. Non-profit organisations returned to near their 2024 level after a dip in 2025; for-profit companies have declined further from their 2024 peak.

Across all organisations there was an increase from 46% (85/186) in 2020 to 66% (123/185) in 2026, four percentage points below the 2024 high of 70% (130/185). Non-profit organisations

rose 28 percentage points, from 35% (47/136) in 2020 to 63% (85/135) in 2026, one percentage point below their 2024 level of 64% (87/135), after dipping to 51% (69/136) in 2025. For-profit companies were unchanged at 76% (38/50) between 2020 and 2026, ten percentage points below their 2024 peak of 86% (43/50) and down from 80% (40/50) in 2025.

Figure 14. Percentage of organisations with a workplace fairness and equity policy, comparison of non-profit and for-profit, 2020-2026 (n=185-186)*



DEFINITION
OF GENDER



FINDINGS, 2026

WHAT WE MEASURE

Whether the organisation publicly defines gender, and whether that definition is consistent with the WHO/UN understanding of gender as socially constructed, distinct from, though interacting with, biological sex.

Global 50/50 adopts the WHO definition of gender as its benchmark.

WHY WE MEASURE

Gender definitions reflect the depth and breadth of an organisation’s understanding of power and equality, and that understanding may influence organisational decision-making and practice.

EXPLORE TOOLS FOR ORGANISATIONAL CHANGE

Practical tools and guidance to help organisations adopt, publish and use a clear definition of gender.



In 2026, data have been collected for 198 organisations, all of which are included.

ALL ORGANISATIONS ASSESSED · N=198

44% had a publicly available definition of gender that aligns with WHO/UN guidance
(88/198)



HOW THIS COMPARES

The widest sector gap of any core variable in 2026, at 55 percentage points.

Commitment to gender equality	79%	Sex-disaggregated	47%
Fairness and equity	65%	Gender definition	44%
Gender equality policy	64%	Board policy	29%

DEFINITION
OF GENDER



Since 2020, 192 organisations have been continually monitored. No organisation has been scored as not applicable, and the n value is 192 organisations for each year.

Explore the Gender & Health Index Data in the 50/50 Dashboard. Trends from 2018 to 2026, interactive and downloadable.

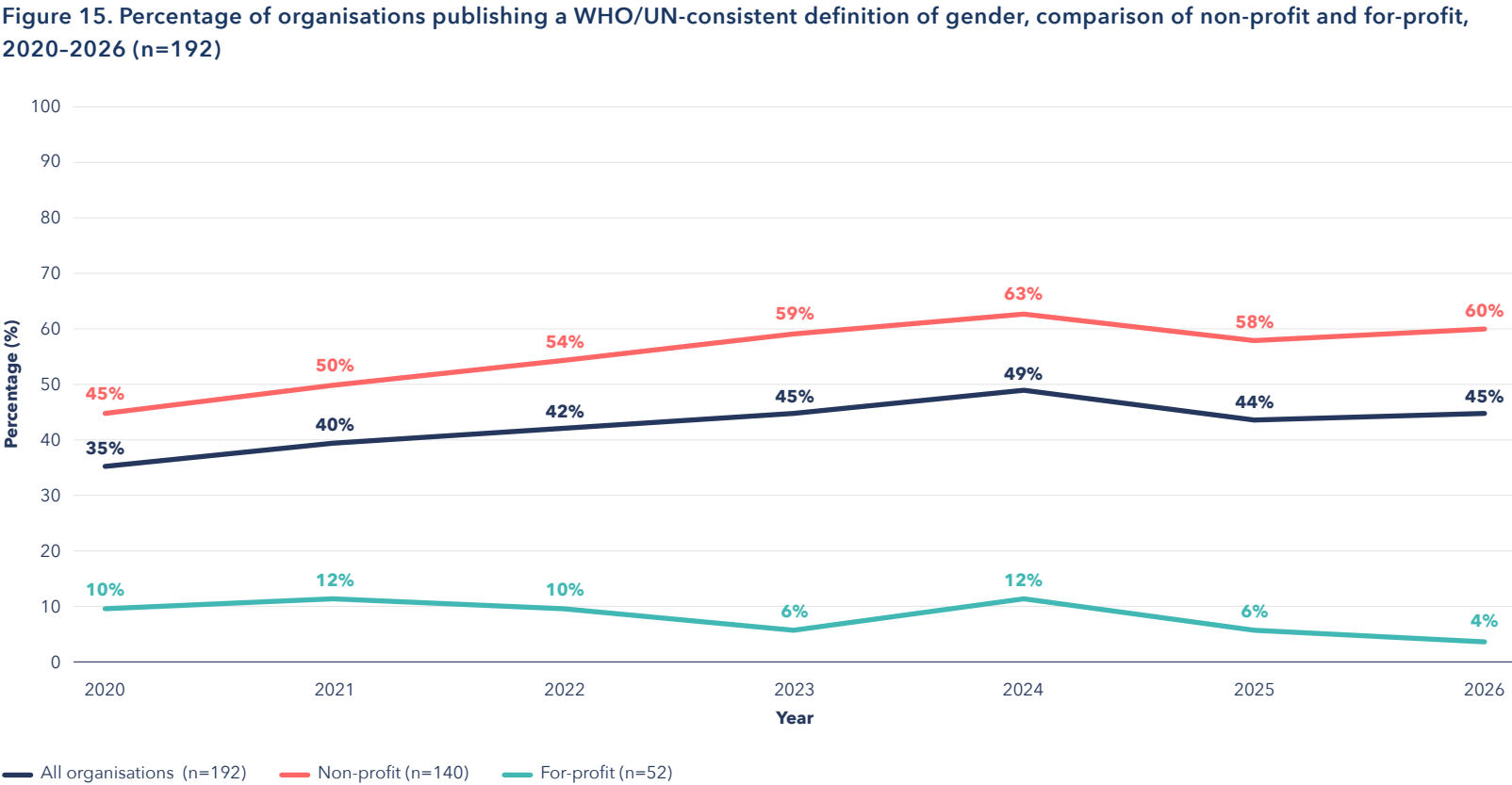
→

TREND, 2020-2026

Non-profit organisations have recovered some of the 2025 loss; among for-profit companies, published definitions have all but disappeared.

Across all organisations there was an increase from 35% (68/192) in 2020 to 45% (86/192) in 2026, four percentage points below

the 2024 high of 49% (94/192). Non-profit organisations rose from 45% (63/140) to 60% (84/140), three percentage points below their 2024 level of 63% (88/140). For-profit companies fell from 10% (5/52) in 2020 to 4% (2/52) in 2026, having peaked at 12% (6/52) in 2024.



COMMITMENT TO GENDER EQUALITY



FINDINGS, 2026

WHAT WE MEASURE

Whether the organisation makes an explicit, public commitment to gender equality or equity in its policy, strategy or vision.

We review organisations’ visions, missions and core strategy documents in the public domain to determine whether such a commitment is stated.

WHY WE MEASURE

Every other variable rests on a public commitment, because a commitment made openly is one an organisation can be held to account for.

EXPLORE TOOLS FOR ORGANISATIONAL CHANGE

Practical tools and guidance to help organisations set out a public commitment to gender equality.



In 2026, data have been collected for 198 organisations, all of which are included.

ALL ORGANISATIONS ASSESSED · N=198

79% had a public commitment to gender equality
(156/198)



HOW THIS COMPARES

The highest percentage of organisations of any core variable in 2026, with around four in five non-profit organisations committing to gender equality, but a 20-percentage-point gap between sectors.

Commitment to gender equality	79%	Sex-disaggregated	47%
Fairness and equity	65%	Gender definition	44%
Gender equality policy	64%	Board policy	29%

COMMITMENT TO GENDER EQUALITY



Since 2020, 192 organisations have been continually monitored. No organisation has been scored as not applicable, and the n value is 192 organisations for each year.

NINE YEARS OF DATA

Scores and profiles for each organisation, 2018-2026, are available in the Gender & Health Index.



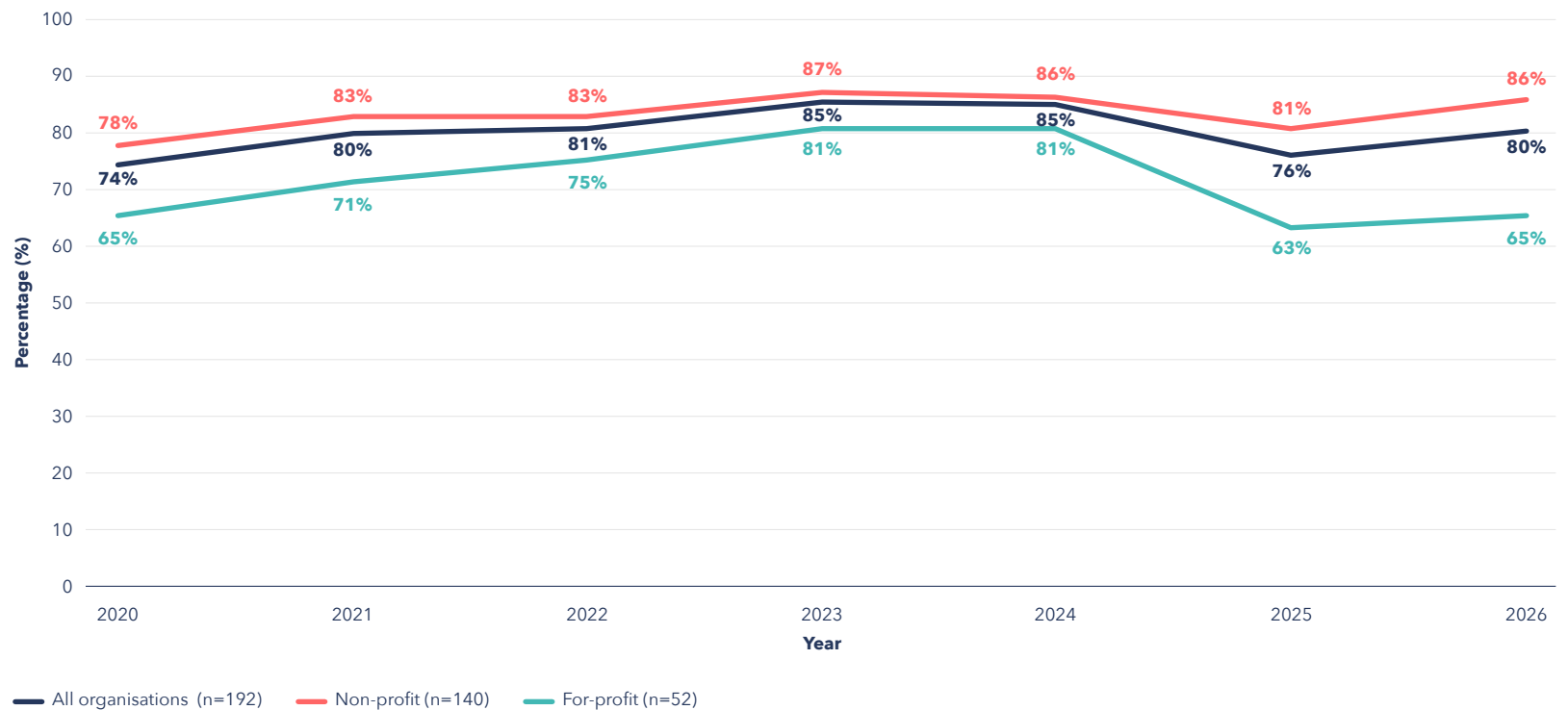
TREND, 2020-2026

Non-profit organisations have recovered to their 2024 level; for-profit companies remain well below theirs.

Across all organisations, commitment to gender equality rose from 74% (143/192) in 2020 to 80% (154/192) in 2026, five percentage points below 2024 (85%; 163/192). Non-profit organisations rose

eight percentage points, from 78% (109/140) to 86% (120/140), recovering five percentage points since 2025. For-profit companies ended where they began, unchanged at 65% (34/52), and remain 16 percentage points below their 2024 level of 81% (42/52).

Figure 16. Percentage of organisations with highest score for commitment to gender equality, comparison of non-profit and for-profit, 2020-2026 (n=192)



POLICY ON REPORTING SEX-DISAGGREGATED DATA



FINDINGS, 2026

WHAT WE MEASURE

Whether the organisation has a commitment to disaggregate its programmatic data by sex and to conduct gender analysis.

This is about programmatic data, who an organisation's work reaches and affects, not workforce statistics. Sustainable Development Goal (SDG) 17.18 calls for exactly this kind of disaggregated data.

WHY WE MEASURE

Whether an organisation commits to reporting sex-disaggregated data is the clearest test of whether it is asking who benefits from its work. Without data broken down by sex, it cannot know who is being reached by the organisation, or who is being left behind, and cannot be held to account for closing those gaps. This has been a UN commitment since 1975.

EXPLORE TOOLS FOR ORGANISATIONAL CHANGE

Practical tools and guidance to help organisations collect, report and use sex-disaggregated data across their work.



In 2026, data have been collected for 198 organisations. Four organisations that do not report programmatic data are scored not applicable.

ALL ORGANISATIONS ASSESSED · N=194

47%

had a policy on reporting sex-disaggregated programmatic data

(91/194)

Non-profit  **57%** (81/143)

For-profit  **20%** (10/51)

HOW THIS COMPARES

Over half of non-profit organisations but only one fifth of for-profit companies, this is the second widest sector gap of any core variable.

Commitment to gender equality	79%	Sex-disaggregated	47%
Fairness and equity	65%	Gender definition	44%
Gender equality policy	64%	Board policy	29%

POLICY ON REPORTING SEX-DISAGGREGATED DATA



*n=188-192: of the 192 organisations monitored continually since 2020, between 0 and 4 were scored not applicable in a given year (full sample detail in Annex A).

Explore the Gender & Health Index Data in the 50/50 Dashboard. Trends from 2018 to 2026, interactive and downloadable.

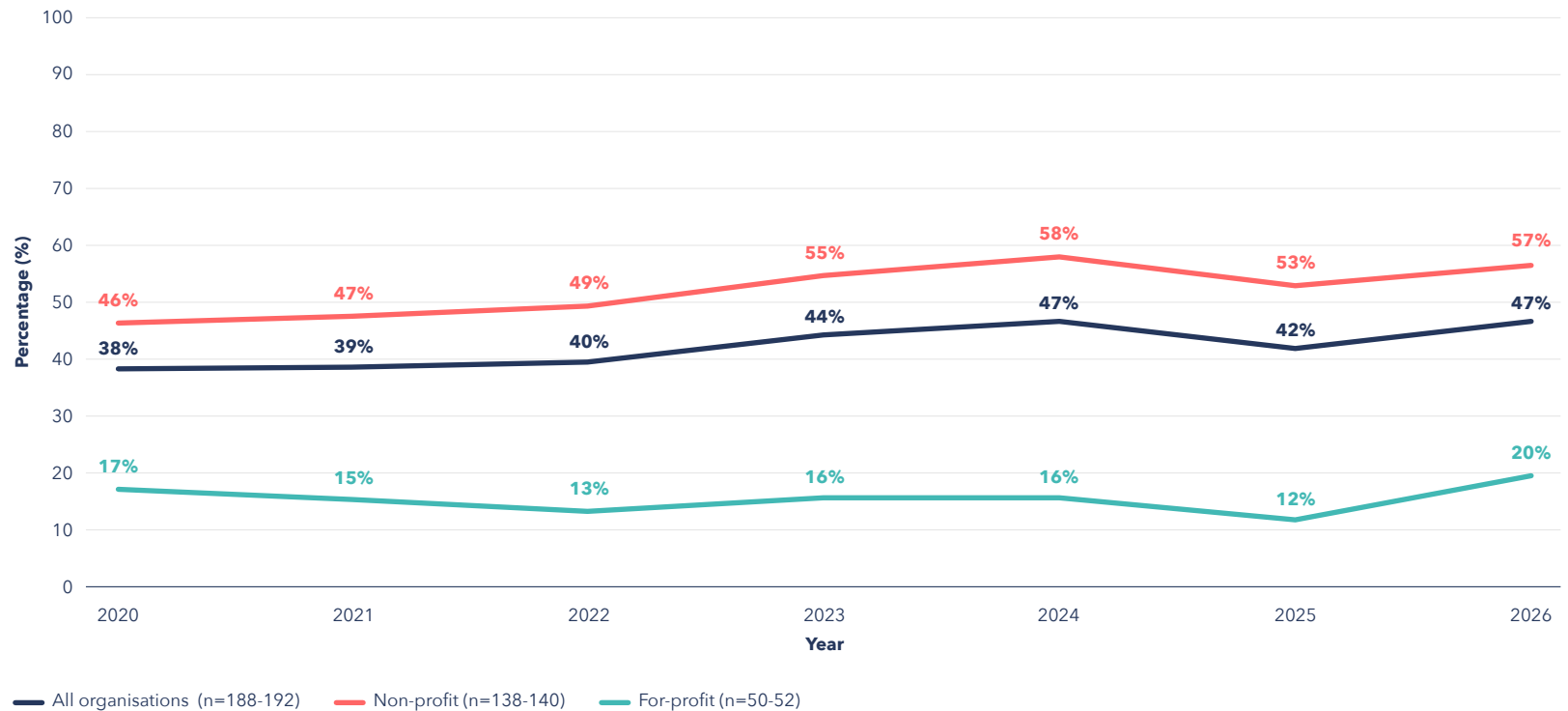


TREND, 2020-2026

Non-profit organisations have recovered from their 2025 dip; for-profit companies have edged above their 2024 level, returning the variable to where it stood in 2024.

All organisations rose from 38% (73/190) in 2020 to 47% (89/188) in 2026, level with their 2024 figure of 47% (88/189). Non-profit organisations rose from 46% (64/138) to 57% (79/138), one percentage point below their 2024 level of 58% (80/138). For-profit companies rose from 17% (9/52) to 20% (10/50), four percentage points above their 2024 level of 16% (8/51).

Figure 17. Percentage of organisations with a policy to report sex-disaggregated programmatic data, comparison of non-profit and for-profit, 2020-2026 (n=188-192)*



PART 3

CONCLUSIONS



▼
Equality in craftsmanship.
Kathmandu, Nepal. 2023.
Photograph by Madan Nepal.

WHAT THE EVIDENCE ASKS

Global 50/50 is a monitor. We do not tell organisations how to run themselves: we hold up the evidence, year after year, and put it in the hands of those with the power to act. But after nine years of measurement, the findings point one way. The variables we measure regained some ground in 2026, and those gains need defending. The six calls below are not new, they are drawn from commitments already made, standards set by the international system, and the leadership of organisations that have shown what is possible. Each lies within the power of those we address, and will be measured in the 2027 Index.

The asks below are addressed to the 198 organisations we assess – and beyond them, to the funders, governments and organisations across global health and beyond whose choices they mirror. Earlier this year, our inaugural Global Justice 50/50 Report reported across 171 law and justice organisations: 54% commit publicly to gender equality, 18% commit to sex-disaggregated data, and 81% of the sector's highest offices are held by nationals of high-income countries. What we measure in health is how power also works across institutional structures and systems in other sectors.

1

COMMIT IN THE OPEN.

Four in five organisations (79%; 156/198) make a public commitment to gender equality. To the remaining fifth: a commitment made openly is one you can be held to, and one your staff, partners and the people you serve can hold you to.

2

BOARDS: GOVERN YOURSELVES FIRST.

A board representation and inclusion policy is the weakest policy variable we track (29%; 55/192) – and, among organisations that retained US federal funding, the only one that fell further this year. We do not underestimate the pressure: for some boards, a public policy on representation now carries legal and financial exposure. But pressure makes deliberate governance more necessary, not less. Every board can still ask who sits at its table and by what route, monitor its own composition, and decide – on the record, as a board – which commitments it will defend in public, which it will protect out of sight, and which it will let go.

3

DEFINE GENDER.

Fewer than half of organisations (44%; 88/198) publish a definition of gender consistent with the WHO and UN understanding. An organisation that does not define its terms cannot design its programmes, defend its policies, or measure its progress. The benchmark is not ours: it belongs to the institutions that member states themselves have built.

4

FOR-PROFIT COMPANIES: EXTEND WHAT YOU ALREADY DO WELL.

For-profit companies lead the ecosystem with high-scoring human resource policies - commitment and strategies for workplace gender equality, and wider goals of fairness and inclusion. However these policies are not translating into equitable outcomes - women and people from LMIC are under-represented in positions of power in these companies. It's time to turn policies into practice.

5

FUNDERS AND MEMBER STATES: ASK FOR THE DATA YOU FUND.

Last year we reported the steepest declines among organisations holding US federal funding. This year we can say more: organisations whose US funding ended have largely returned to their 2024 levels, while those that retained it have not. The pattern is descriptive, not causal - it points to one interpretation: what funders expect, organisations do, whether the expectation advances equality or buries it. That influence carries a responsibility. Use it deliberately: make public commitments to gender equality and sex-disaggregated reporting a routine expectation of stewardship, written into what you fund and how you account for it.

6

COUNT WHO YOUR WORK REACHES.

Fewer than half of organisations (47%; 91/194) commit to reporting sex-disaggregated programmatic data - a commitment the United Nations first made in 1975 and that SDG 17.18 renews. Funders can require this; but organisations do not need to be commanded to do this. Without data broken down by sex, no organisation can know who it serves and who it leaves behind, and no one can hold it to account for closing the gap.

The ask of this Report is plain: keep the commitments, count who they reach, report the results. But nine years of monitoring have taught us that organisations rarely change because a report asks. They change when accountability is backed by organised power. In the months before this Report, we put the question of how the field responds to this moment to more than a hundred gender justice leaders, across four convenings and a survey of the field.

The agenda they set - sustained independent monitoring, a connected movement, narrative power, changed funding, and getting organised around power - is published in [The organised many: a gender justice agenda for action](#). The six asks above are the accountability half of that agenda. The movement is building the other half. The organisations in this Index regained ground in 2026 - the 2027 Report will show who held it, and who built on it.

ANNEX A METHODS



▼
Making Postcards.
Inle, Myanmar, 2025.
Photograph by Kyaw Zay Ya.

A core function of our work is independent monitoring – which sits at the heart of systems of accountability¹¹. Measuring ‘from the outside’ presents several challenges. For example, capturing concepts as contextual as those of fairness and equity with a standardised, simple methodology may seem a fool’s errand. We recognise and acknowledge the critiques, including that reducing nuanced concepts such as intersectionality to measurable indicators may risk flattening their meaning. Nonetheless, we are all aware that what gets measured, gets done.

ORGANISATIONAL SAMPLE AND CRITERIA FOR INCLUSION

This Report reviews 198 global organisations active in global health. Global 50/50 defines ‘global organisations’ as those with a presence in at least three countries. The sample includes organisations actively involved in global health and those organisations that aim to influence global health policy even if this is not their core function. Inclusion of an organisation does not signify G5050’s endorsement of its activities, nor that G5050

considers the organisation to be contributing to advancing population level health in a positive direction. Rather, organisations under review have been identified as having demonstrated an interest in influencing global health and/or global health policy.

SAMPLE NOTES FOR THE TREND FIGURES

Leadership trend samples (Figures 6 and 7) use leadership data collected since 2018. For the percentage of women CEOs, the sample varies between 129 and 133 CEOs taken from 131 organisations that have been continually monitored since 2018. Annual variation is due to between 0–3 recorded NF and NA scores and instances of co-CEOs. Between 0–2 organisations have recorded co-CEOs over this period. For the percentage of women board chairs, the sample varies between 115 and 124 board chairs, taken from the same 131 organisations that have been continually monitored since 2018. Annual variation is due to between 11–18 NAs and NFs, where either an organisation does not have a governing body (NA) or no board chair could be found (NF). Additionally, annually up to three organisations record co-chairs.

The 2026 sample comprises:

145 **NON-PROFITS**

- 62** Non-governmental and non-profit organisations, which can include industry groups registered as charitable organisations (e.g. 501(c)(3) in the US)
- 17** Public-private partnerships defined as those partnerships with for-profit and public sectors represented on their governing bodies
- 13** Funding bodies, including philanthropic organisations
- 13** Multilateral and bilateral organisations, including the 10 largest bilateral contributors of development assistance for health in the period 2005–2015
- 11** United Nations bodies working in the health, nutrition and labour fields
- 11** Research and surveillance
- 10** Faith-based organisations
- 8** Regional political bodies

53 **FOR-PROFITS**

- 42** Private sector for-profit companies: Corporate participants in the Business and Health Action Group of the Global Business Council that provided a platform for the engagement of business in setting the health-related targets of the SDGs¹², or companies that contributed to consultations on the Uruguay Road Map on noncommunicable diseases¹³
- 11** Consultancy firms with an interest in the health sector

APPROACH AND METHODS FOR DATA COLLECTION

G5050 has developed a rigorous methodology that is consistent with established systematic review research methods. At least two reviewers extract each publicly available data item independently, and a third reviewer verifies the data. The reviewers discuss any discrepancies in data extraction until they reach a consensus. For the 2026 Report we updated this approach. Each organisation was coded by one researcher, a random sample of 54% of organisations was independently double-coded with discrepancies resolved by discussion, and a third reviewer verified the data. During this verification, an AI assistant (Claude, from Anthropic) was used as an additional verification layer, and for each entry it checked that source links were live, that the recorded evidence matched the source, and that the score followed the coding rubric, and it flagged discrepancies rather than resolving them. It set no scores. A researcher reviewed every item the assistant flagged, and all final scores were confirmed by a human. Data are coded by content using a traffic-light system established in advance of data collection and refined iteratively.

Most data collected and analysed come from publicly available websites. Transparency and accountability are closely related and by relying on publicly available data we aim to hold organisations and stakeholders to account – including for having gender-related policies accessible to the public. We do not ask for confidential information, information of a commercially sensitive nature or information that would identify individuals in organisations (other than the binary gender identity of the CEO and board chair, for example, which is publicly available for all included organisations). For our in-depth specialised reports we ask for internal HR documents; for this annual core variable assessment we only use information in the public domain.

Several variables assess the availability and contents of policies. We do not consider newsletters or blogs as evidence of policy. Further, for workplace-related policies, we do not consider the contents of job advertisements as evidence of policy; rather, we

look for evidence of actual policies or an overall commitment from the organisation. This decision is also drawn from our concern that some people may not get as far as the job ads if they don't see any commitment to equality in the main pages of the organisation itself.

Some organisations follow the workplace policies of host organisations or parent companies. In these cases, we used the same code as for the host/parent. For example, several organisations employ the workplace policies of the World Health Organization, e.g. Partnership for Maternal, Newborn and Child Health and the Alliance for Health Policy and Systems Research. Other non-workplace policy variables (e.g. gender parity in leadership, stated commitment to gender equality, etc.) are coded for each organisation individually.

For the corporate alliances and federations, we looked for evidence of policies that were normatively gender equality-promoting. We did not accept evidence from members alone (e.g. the International Food and Beverage Alliance (IFBA) has membership including Coca-Cola; we did not accept evidence of gender-responsive programmes from Coca-Cola for coding IFBA).

We used an earlier version of this methodology to review a small number of global health organisations and global public-private partnerships (PPPs) in health. These reviews were published in peer-reviewed journals (The Lancet¹⁴ and Globalization and Health¹⁵) prior to 2017.

ENGAGING AND VALIDATING RESULTS WITH ORGANISATIONS

We contact each organisation at least twice during data validation. Initially we inform the CEO and head of human resources or their equivalent about the project and the start date of data collection, using email addresses found online. In that correspondence, we request the nomination and contact details of a focal point in the organisation who can review and validate the data once collected.

Following completion of data collection, we send each organisation their preliminary results and ask them to review and provide any additional information, documentation or policies to review.

For this Report, 70 organisations validated or partially validated their data.

We also offer all organisations the opportunity to engage with us directly to discuss the methods, data, and findings.

To amend organisational scores, we request that organisations show us evidence in the public domain to support their amendment. Throughout the process of data collection, G5050 encourages organisations to contact us to discuss queries about the process and the variables. Results are shared with all organisations before publication.

Data were collected between March and April 2026; data validation with organisations took place between 1 June and 29 July 2026.

ETHICS

The methods described above were approved by the ethics committee of University College London, where G5050 was previously housed.

STRENGTHS AND LIMITATIONS

As far as we know, this is the only systematic attempt to assess how gender is understood and practised by organisations working in and/or influencing the field of global health across multiple dimensions (commitment, workplace policy content, gender and geography of leadership and gender-responsive programming). While our efforts may have omitted relevant measures and do not include all active organisations, this method provides the opportunity to measure the status quo and report on organisations’ progress. This method has

allowed us to shine a light on the state of gender equality in global health, and organisations across all sectors have begun to respond to our call. We believe that the collection of data and information for measurement and accountability is a fundamental first step to change.

ORGANISATIONAL SCORES AND RANKING

The Gender and Health Index scores organisational performance predominantly using a traffic light system (green, amber, red).

Organisational performance for 2026 is categorised into five categories: Very High performer, High performer, Moderate performer, Low performer, and Very Low performer. The variables that are included in this calculation are:

 Public commitment to gender equality	 Board representation and inclusion policy
 Public definition of gender	 Gender parity in senior management
 Workplace gender equality policy	 Gender parity in governing bodies
 Workplace fairness and equity policy	 Policy on reporting of sex-disaggregated programmatic data

We also present trends in organisational performance, in aggregate, across the seven core variables assessed annually. Performance is categorised into five levels:

- Very High: 90% and above
- High: 75-89%
- Moderate: 50-74%
- Low: 25-49%
- Very Low: 0-24%

Each organisation is assessed using a point-based system, with a maximum possible score of 24 points and a minimum of 0 points.

Scores are assigned as follows:

For the following variables:

- Commitment to gender equality
- Definition of gender
- Sex-disaggregated programmatic data

Organisations receive:

- 3 points for Green (G)
- 2 points for Amber (A)
- 0 for Red (R) points if no relevant commitment, definition, or policy is found

For the following variables:

- Workplace gender equality policy
- Workplace fairness and equity policy
- Board representation and inclusion policy
- Gender parity in senior management
- Gender parity in governing body

Organisations receive:

- 3 points for each Green (G) or Purple (P)
- 2 points for Amber (A)
- 1 point for Red (R)
- 0 points for Not Found (NF)

NF applies when policies or information could not be located on the public website, or when the existence of relevant bodies could not be verified.

Special notes on the scoring:

Organisations receiving a score of Member State (MS) for the Board representation and inclusion policy variable are assigned one point. This recognises that UN and other MS board-led organisations should be held accountable for promoting representative and inclusive board structures, while they may not control board appointments directly.

Boards themselves also have the authority to revise and improve their own policies.

Not Applicable (NA) scores are excluded from the total possible score (i.e., 3 points per NA variable are subtracted from the denominator). NA is applied in the following cases:

- Organisations with 10 or fewer staff receive NA for workplace policies, unless they are subject to the policies of a larger host organisation.
- Organisations that have informed G5050 that they do not have a governing body receive an NA for Board representation and inclusion policy and Gender parity in governing body.
- Organisations that do not report programmatic data receive an NA for reporting of sex-disaggregated programmatic data.

We have not assigned a score based on the gender of the CEO or Board Chair, as we have not agreed on a methodology that is fair and defensible. We welcome your suggestions as to what a fair assessment would look like. Please email us at: info@global5050.org.

For organisations that are not included in our sample but wish to self-assess using the same methods, please see the self assessment tool on the G5050 website: <https://global5050.org/gh5050-how-to-series-2>

TABLE A1. Organisations assessed and excluded, by core variable, 2026

Core variable	2026: organisations assessed	Trend series, 2020-2026	Excluded in 2026, and why
Demographic characteristics of the CEO and board chair	198 CEO roles across 196 organisations; 174 board chair roles across 169 organisations	Gender of CEO and board chair roles: 2018-2026. Nationality and education demographic data for CEO and board chair roles: 2020-2026	Two CEOs could not be identified 5 organisations NA – no governing body 24 board chairs could not be identified
Gender parity in senior management	198	N/A: No trend series	None
Gender parity in governing bodies	193	N/A: No trend series	5 – no governing body
Board representation and inclusion policy	192	186-192	6 – no governing body
Workplace gender equality policy	190	185-186	8 – ten or fewer staff
Workplace fairness and equity policy	190	185-186	8 – ten or fewer staff
Definition of gender	198	192	None
Commitment to gender equality	198	192	None
Policy on reporting sex-disaggregated (programmatic) data	194	188-192	4 – do not report programmatic data

Organisations assessed are all 198 in the 2026 sample less those scored not applicable on that variable. The trend series covers organisations monitored continuously since 2020; where the count varies by year the range is given, and the variation reflects organisations scored not applicable in a particular year rather than any change in the organisations followed.

CEO and board chair counts. 198 CEO roles were identified across 196 organisations: the CEOs of two companies could not be found, and two organisations have co-CEOs. 174 board chair roles were identified across 169 organisations: five organisations have co-chairs, five were scored not applicable because they have told us they have no board or governing body, and for a further 24 no board chair details could be found.

Sisterhood. *Paris, France. 2024.* Photograph by Su Cassiano.

Women who bring life. Quito, Ecuador. 2020. Photograph by Karen Toro.

Acompañantas. *Matamoros, Tamaulipas, Mexico. 2023.* Photograph by Mahé Elipe.

Unseen Paths. *Beirut, Lebanon, 2025.* Photograph by Nma Dahir.

Gender equality in education. *Mymensingh, Bangladesh. 2017.* Photograph by Sultan Ahmed Niloy.

Equality in craftsmanship. *Kathmandu, Nepal. 2023.* Photograph by Madan Nepal.

Making Postcards. *Inle, Myanmar, 2025.* Photograph by Kyaw Zay Ya.

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