

(צילום: איאד בלבלי)

Ethnic Diversity Among Women CEOs and Annual Compensation in NPOs

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Research Motivation

- ▶ Nonprofit organizations (NPOs) have become key economic and social actors worldwide, with significant contributions to GDP and employment across countries, including Israel.
- ▶ CEOs of NPOs play a crucial role in maximizing organizational and economic impact, yet compensation is constrained by the sector's "non-distribution constraint."
- ▶ Growing interest surrounds the determinants of nonprofit CEO compensation
- ▶ In Israel, **Arab-Palestinian women** face intersecting barriers in employment, leadership, and pay, despite improved education levels
- ▶ The lack of representation of Arab-Palestinian women in executive roles raises concerns of **intersectional inequality** in NPO leadership

Research Objective

- ▶ To examine the relationship between ethnicity and gender, particularly being an Arab-Palestinian woman, and CEO compensation in the Israeli nonprofit sector
- ▶ To identify whether and how pay disparities vary across **different nonprofit sectors**.
- ▶ To apply an **intersectional framework** that considers the overlapping effects of gender, ethnicity, and structural inequalities
- ▶ Ultimately, to shed light on patterns of **inequity** within a sector committed to **social justice and inclusion**



Literature review

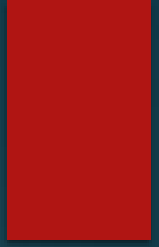
Women's Employment in the Nonprofit Sector

- ▶ Structural changes in the welfare state (e.g., privatization, devolution) increased women's presence in the nonprofit sector (Baines Charlesworth, Cunningham, & Dassinger, 2012)
- ▶ Women comprise ~70% of NPO employees in countries like the U.S., Canada, Israel, and the U.K.—a higher rate than in both the business and public sectors (Benz, 2005; Katz & Yogev-Keren, 2015; Lanfranchi & Narcy, 2015; Teasdale et al., 2011).
- ▶ Common explanations include:
 - ▶ Alignment between NPO missions and perceived "feminine" traits (e.g., empathy, care) (Benz, 2005).
 - ▶ Socialization toward altruistic service roles (Themudo ,2009).
 - ▶ Greater availability of flexible hours and part-time roles (Lanfranchi & Narcy, 2015).
 - ▶ Lower pay structures make NPO jobs more suitable for secondary earners—often women (Mirvis, 1992).

Underrepresentation in Leadership

- ▶ Despite high representation overall, women are concentrated in lower-level positions within NPOs (Gibelman, 2000; Pynes, 2000).
- ▶ Men hold the majority of executive and board positions—even in female-dominated sectors (Harris & Miller (2018)
- ▶ Studies report:
 - ▶ Slower promotion rates for women, even when controlling for age, education, and experience (Damman, Heyse, & Mills, 2014).
 - ▶ Male-dominated leadership and boards recognize gender imbalance as a concern (Harris & Miller, 2018).
- ▶ Gendered organizational norms and "glass ceiling" dynamics persist in nonprofit leadership.

Gender Pay Gaps in NPOs



- ▶ Women earn less than men at all organizational levels within NPOs (Katz & Yogev-Keren, 2015; Themudo, 2009).
- ▶ Minority women earn the least, even in executive roles (Gibelman, 2000)
- ▶ Largest gender pay gaps are found in **larger** NPOs and in **male-dominated fields** (Rooney & Mesch, 2008).
- ▶ Pay disparities are shaped by:
 - ▶ Sector (Faulk, Edwards, Hamilton, Lewis & McGinnis, 2013).
 - ▶ Type of occupation (nursing vs. financials officers) (Damman et al., 2014)
 - ▶ Organizational size and mission (Taylor, 2024).
 - ▶ Region (Taylor, 2024)
- ▶ Female-dominated sectors sometimes exhibit *lower* promotion rates to management.

Donations and DEI

- ▶ Recent trends suggest that donors are increasingly demanding greater diversity, equity, and inclusion (DEI) from the nonprofit organizations they support.
- ▶ Foundations and donors are increasingly incorporating DEI considerations into their investment decisions (Capek & Mead, 2006).

Research Hypotheses

H1: *Jewish women CEOs earn higher annual compensation than Arab-Palestinian women CEOs.*

H2: *The size of NPOs moderates the relationship between women's ethnicity and annual compensation. As the size of the organization increases, the gap in annual compensation between Jewish and Arab-Palestinian CEOs decreases.*

H3: *The donation ratio moderates the relationship between women's ethnicity and their annual compensation. As the ratio of donations to revenue increases, the gap in annual compensation between Jewish and Arab-Palestinian women CEOs decreases.*

Research Hypotheses

H4: *Women CEOs managing nonprofits located in peripheral areas (North/South) earn lower annual compensation than women CEOs managing nonprofits in other areas.*

H5: *Women CEOs managing nonprofits located in the center earn higher annual compensation than women CEOs managing nonprofits in other areas.*

H6: *In sectors with greater percentages of nonprofits and occupations dominated by women employment, Jewish women CEOs receive higher compensation than Arab-Palestinian women CEOs.*



Methodology

Data Sources

Income Statements
Balance Sheets

Narrative Reports

CEO information: name and salary

Central Bureau of Statistics

NPO's Regions and the ethnic composition of city

CEOs' gender
LinkedIn
NPOs' website



Israeli GuideStar website Period from 2018 to 2022

12,535 NPOs

8,514 NPOs
Managed by
Men CEOs

4,021
Managed by
Women CEOs

Sample

3942
Women CEOs
100%

207
Arab-Palestinian
Women CEOs
5.2%

3742 Jewish
Women CEOs
94.8%



Univariate Tests

Multivariate Regressions

Dependent variable

CEO compensation

Annual salary of CEOs

Independent variable

Women's ethnicity

A dummy variable

1 denotes an Arab-Palestinian CEO

0 denotes a Jewish CEO





Control Variable

NPO age

Subtracting the year of establishment
from the current year.

NPO size

Total program expenses (Frumkin & Keating, 2010)

Ethnic demography

The ethnic composition of the city

A dummy variable

1 indicating a majority of Arab-Palestinian population (above 50%)

0 indicating a majority of Jewish population (above 50%)

Control Variable

The government and local funding ratio

The proportion of government and local authority funding relative to total revenue

Donation ratio

The proportion of local and international donations to total revenue

Contribution growth

Donations in year $t+1$ minus donations in year t



Control Variable

Commercial revenue share

The ratio of commercial revenue (CR) to total revenue

CR includes proceeds from sales of goods and program service fees

Administrative efficiency

One minus the ratio of administrative expenses to total expenses

Years

A dummy variable
2018,2019,2020,2021,2022



Control Variable

Region

Jerusalem
Northern District
Haifa
Central District
Tel Aviv
Southern District

A dummy variable

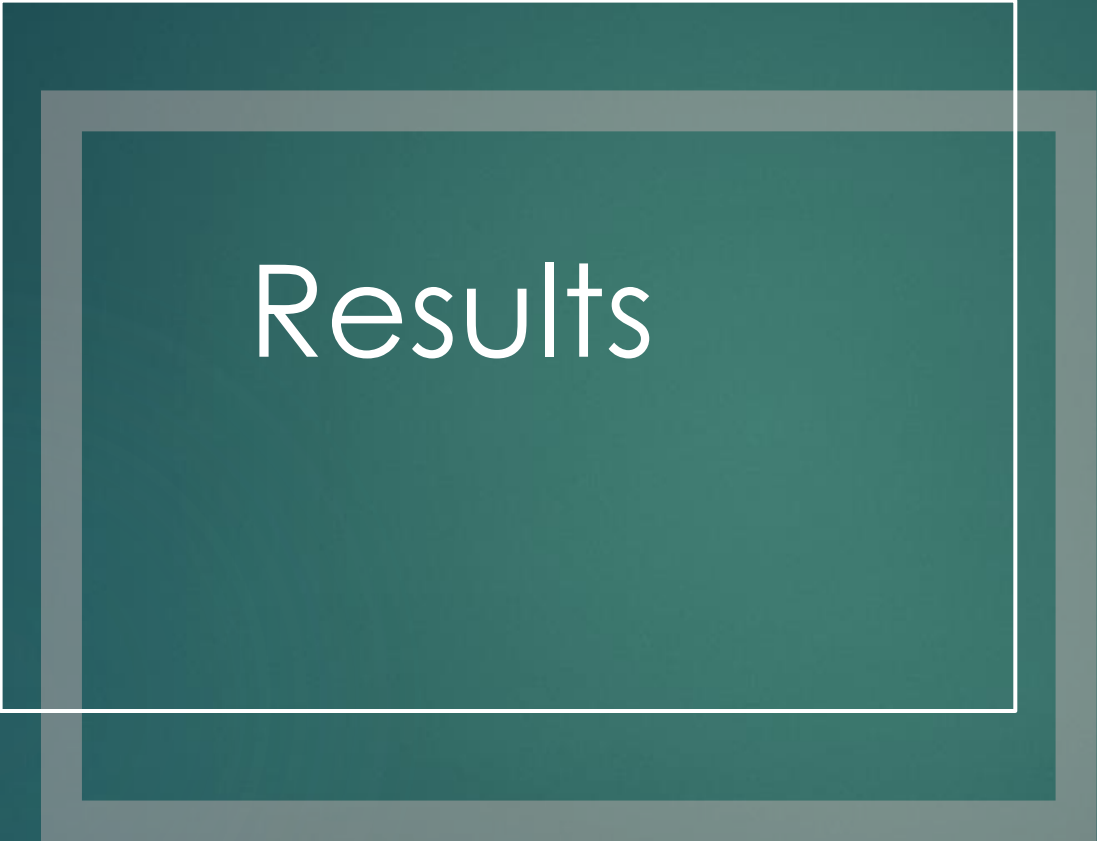




Sectors

1. Religion
2. Culture
3. Sports
4. Research and Education
5. Welfare Services
6. Health
7. Volunteering and Philanthropy
8. Professional Associations
9. Advocacy
10. Social Services
11. Legacy
12. Development and Housing
13. Environment
14. International Activity

A dummy variable



Results

Comparison of Mean and Standard Deviation of Annual Compensation for Men and Women CEOs

	Men CEOs	Women CEOs
Mean	268	263
SD	173	159.7

* Data in thousands



Table 1: Descriptive Statistics and Correlations

	Mean	Std Dev	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Annual Compensation	262.98	159.70	1												
2. Women Ethnicity (1=Jewish, 0=Arab)	0.947	0.223	0.09 ^a	1											
3. NPO's Age	20.85	12.40	0.268 ^a	0.10 ^a	1										
4. Program Expenses	6370	39313	0.229 ^a	0.026 ^c	0.097 ^a	1									
5. Contribution Growth	191.76	3014	0.0095	0.009	0.0057	0.064 ^a	1								
6. Government and Local Funding Ratio	0.225	0.307	0.063 ^a	-0.031 ^b	0.218 ^a	0.084 ^a	-0.038 ^b	1							
7. Donation Ratio	0.335	0.392	-0.097 ^a	-0.028 ^b	-0.228 ^a	-0.077 ^a	0.102 ^a	-0.44 ^a	1						
8. Commercial Revenue Share	0.381	0.374	0.05 ^a	0.047 ^a	0.077 ^a	0.014	-0.0646 ^a	-0.328 ^a	-0.599 ^a	1					
9. Administrative Efficiency	0.407	0.416	0.041 ^a	0.0135	0.093 ^a	0.193 ^a	0.0013	0.005 ^a	0.0097	0.0335 ^b	1				
10. Center (1=Yes, 0=No)	0.479	0.499	0.127 ^a	0.191 ^a	0.024	0.053 ^a	0.0048	-0.056 ^a	0.068 ^a	0.0775 ^a	0.029 ^c	1			
11. North (1=Yes, 0=No)	0.092	0.289	-0.092 ^a	-0.317 ^a	-0.027 ^c	-0.024	-0.0105	0.102 ^a	-0.080 ^a	-0.026 ^c	-0.013	-0.30 ^a	1		
12. South (1=Yes, 0=No)	0.069	0.254	-0.042 ^a	0.030 ^c	-0.015	-0.016	-0.0043	0.094 ^a	-0.112 ^a	-0.002	-0.026 ^c	-0.26 ^a	-0.08 ^a	1	
13. Ethnic Demography (1=Jewish, 0=Arab)	0.97	0.169	0.061 ^a	0.696 ^a	0.084 ^a	0.021	0.0105	-0.069 ^a	0.012 ^a	0.028 ^c	0.005	0.146 ^a	-0.40 ^a	0.02	1

Table 2: Descriptive Statistics of Jewish Women CEOs and Arab - Palestinian Women CEOs Subsamples

	Jewish Women CEOs			Arab-Palestinian Women CEOs		
	N	Mean	Std Dev	N	Mean	Std Dev
Annual Compensation	3742	267.54	160.78	207	202.22***	136.71***
NPO's Age	3742	21.17	12.46	207	15.41***	10.105***
Total Program Expenses	3742	6714.52	40710	207	1919.48***	5366.25***
Contributions Growth	3742	199.219	3107.45	207	67.79	1025.66***
Government and Local Funding Ratio	3742	0.2248	0.3028	207	0.267	0.3837***
Donation Ratio	3742	0.3317	0.3898	207	0.381*	0.4151
Commercial Revenue Share	3742	0.385	0.3741	207	0.3060***	0.368
Administrative Efficiency	3742	0.4093	0.4179	207	0.3841	0.4008
Ethnic Demography (1=Jewish, 0-Arab)	3742	0.9981	0.043	207	0.4686***	0.5002***
Region						
Center (1=Yes, 0=No)	1895	0.5064	0.5000	16	0.0772***	0.2677***
North (1=Yes, 0=No)	264	0.071	0.2561	100	0.4831***	0.5009***
South (1=Yes, 0=No)	256	0.068	0.2524	7	0.0338***	0.1811***

* Data in thousands

Regression of Annual Compensation for Women Sample

(1)

$$\text{CEOC}_{it} = \alpha + \beta_1 \text{NPO Size}_{it} + \beta_2 \text{NPO Age}_{it} + \beta_3 \text{Government and Local Funding Ratio}_{it} + \beta_4 \text{Donation Ratio}_{it} + \beta_5 \text{Administrative Efficiency}_{it} + \beta_6 \text{Contribution Growth}_{it} + \beta_7 \text{Commercial Revenue Share}_{it} + \beta_8 \text{Ethnic Demography}_{it} + \beta_9 \text{Region}_i + \beta_{10} \text{Sector}_i + \beta_{11} \text{Years} + \varepsilon_{it}$$

(2)

$$\text{CEOC}_{it} = \alpha + \beta_1 \text{Women Ethnicity}_{it} + \beta_2 \text{NPO Size}_{it} + \beta_3 \text{NPO Age}_{it} + \beta_4 \text{Government and Local Funding Ratio}_{it} + \beta_5 \text{Donation Ratio}_{it} + \beta_6 \text{Administrative Efficiency}_{it} + \beta_7 \text{Contribution Growth}_{it} + \beta_8 \text{Commercial Revenue Share}_{it} + \beta_9 \text{Ethnic Demography}_{it} + \beta_{10} \text{Region}_i + \beta_{11} \text{Sector}_i + \beta_{12} \text{Years} + \varepsilon_{it}$$

(3)

$$\text{CEOC}_{it} = \alpha + \beta_1 \text{Women Ethnicity}_{it} + \beta_2 \text{NPO Size}_{it} + \beta_3 \text{NPO Size}_{it} * \text{Women Ethnicity}_{it} + \beta_4 \text{NPO Age}_{it} + \beta_5 \text{Government and Local Funding Ratio}_{it} + \beta_6 \text{Donation Ratio}_{it} + \beta_7 \text{Donation Ratio}_{it} * \text{Women Ethnicity}_{it} + \beta_8 \text{Administrative Efficiency}_{it} + \beta_9 \text{Contribution Growth}_{it} + \beta_{10} \text{Commercial Revenue Share}_{it} + \beta_{11} \text{Ethnic Demography}_{it} + \beta_{12} \text{Region}_i + \beta_{13} \text{Sector}_i + \beta_{14} \text{Years} + \varepsilon_{it}$$

Table 5: Regression of Annual Compensation for Women Sample

	Annual Compensation Model 1	Annual Compensation Model 2	Annual Compensation Model 3
<i>Women Ethnicity (1=Jewish, 0=Arab)</i>		18.48* (13.81)	62.54*** (20.19)
<i>Total Program Expenses (NIS)</i>	0.00079*** (0.000062)	0.00078*** (0.000062)	0.0094*** (0.0020)
<i>Women Ethnicity* Program Expenses</i>			-0.0086*** (0.0020)
<i>NPO Age</i>	2.908*** (0.24)	2.88*** (0.24)	2.81*** (0.24)
<i>Government and Local Funding Ratio</i>	-23.09 (18.51)	-22.3 (18.52)	-19.38 (18.51)
<i>Donation Ratio</i>	-34.85*** (17.09)	-34.18*** (17.09)	21.37 (37.00)
<i>Donation Ratio*Women Ethnicity</i>			-56.22** (34.07)
<i>Administrative Efficiency</i>	-24.05*** (11.50)	-24.35*** (11.50)	-27.61*** (11.49)
<i>Contribution Growth (NIS)</i>	0.000015 (0.00094)	0.000024 (0.00094)	0.00002 (0.00093)
<i>Commercial Revenue Share</i>	-8.05 (17.02)	-7.89 (17.02)	-7.60 (16.98)
<i>Ethnic Demography (residual) (1=Jewish, 0=Arab)</i>	-31.76 (24.92)	-29.37 (24.98)	-45.76 (25.73)
<i>Center (1=Yes, 0=No)</i>	27.44*** (6.27)	26.47*** (6.31)	26.64*** (6.29)
<i>North (1=Yes, 0=No)</i>	-35.98*** (10.92)	-32.13*** (11.29)	-33.13*** (11.27)
<i>South (1=Yes, 0=No)</i>	-10.26 (12.20)	-10.98 (12.21)	-11.56 (12.18)
Constant	257.45*** (20.66)	240.56*** (24.21)	200.28*** (27.80)
<i>Sector Dummy</i>	Yes	Yes	Yes
<i>Year Dummy</i>	Yes	Yes	Yes
<i>Adjusted R²</i>	0.14	0.1403	0.1452
# Observations	2783	2783	2783

Regressions by Sectors

(4)

$$\begin{aligned} \text{CEOC}_{it} = & \alpha + \beta_1 \text{Women Ethnicity}_i + \beta_2 \text{NPOs' size}_{it} + \beta_3 \text{NPO size}_{it} * \text{Women Ethnicity}_i \\ & + \beta_4 \text{NPO's age}_{it} + \beta_5 \text{Government and Local Funding Ratio}_{it} + \beta_6 \text{Donation Ratio}_{it} \\ & + \beta_7 \text{Donation Ratio}_{it} * \text{Women Ethnicity}_i + \beta_8 \text{Administrative efficiency}_{it} + \\ & \beta_9 \text{Contribution growth}_{it} + \beta_{10} \text{Commercial Revenue Share}_{it} + \beta_{11} \text{Ethnic Demography}_{it} \\ & + \beta_{12} \text{Region}_i + \text{Years} + \varepsilon_{it} \end{aligned}$$

Table 6: Regressions by Sectors

	Research and Education	Welfare	Social services	Culture	Health	Advocacy
<i>Women Ethnicity</i>	70.06*** (30.47)	6.68 (64.44)	148.34** (64.75)	342.03* (251.54)	-252.14*** (91.03)	532.09*** (249.90)
<i>Total Program Expenses</i>	0.0075*** (0.0034)	0.0014 (0.0036)	0.227*** (0.058)	-0.0035 (0.077)	0.012** (0.0081)	-0.031 (0.034)
<i>Women Ethnicity* Program Expenses</i>	-0.00675*** (0.0034)	-0.0011 (0.0014)	-0.2265*** (0.058)	0.0067 (0.076)	-0.010* (0.008)	0.042 (0.033)
<i>NPO' Age</i>	3.04*** (0.52)	1.75*** (0.60)	1.76*** (0.72)	2.82*** (0.61)	2.68*** (0.72)	0.159 (0.67)
<i>Government and Local Funding Ratio</i>	2.45 (33.77)	152.37*** (49.58)	5.33 (49.69)	101.67** (57.04)	-48.67 (83.87)	4.98 (94.19)
<i>Donation Ratio</i>	-15.43 (75.63)	201.33** (113.47)	-13.91 (89.24)	655.17* (502.84)	-172.49 (174.00)	742.59*** (322.25)
<i>Donation Ratio*Women Ethnicity</i>	10.21 (71.52)	-126.68** (113.47)	-19.46 (84.06)	-606.71 (501.19)	87.79 (157.76)	-773.24*** (316.88)
<i>Administrative Efficiency</i>	-13.97 (21.79)	-25.71 (26.15)	-93.14*** (33.37)	-72.41*** (32.50)	-71.54** (36.91)	17.3 (31.12)
<i>Contribution Growth</i>	0.0013 (0.0033)	-0.0001 (0.0014)	-0.0055** (0.0034)	-0.0096* (0.0067)	0.00133 (0.0021)	-0.0055 (0.007)
<i>Commercial Revenues Share</i>	15.29 (30.35)	140.87*** (47.82)	-48.57 (40.14)	70.70* (54.67)	-14.89 (70.50)	-263.70 (101.80)
<i>Ethnic Demography (residual)</i>	-64.13 (41.56)	-160.70 (82.91)	-191.88 (75.37)	-598.39 (486.33)	0	-71.33 (58.96)
<i>Center (1=Yes, 0=No)</i>	51.29*** (12.38)	17.75* (12.75)	14.42 (18.10)	-5.3 (17.92)	42.28*** (18.39)	-25.88** (17.07)
<i>North (1=Yes, 0=No)</i>	-8.33 (22.40)	-12.19 (19.51)	-89.76*** (39.31)	-74.46*** (28.33)	1.66 (36.37)	-152.26*** (62.60)
<i>South (1=Yes, 0=No)</i>	2.22 (24.76)	-26.99 (24.48)	-64.855** (33.87)	2.43*** (37.13)	36.99 (31.30)	-107.64*** (36.18)
<i>Constant</i>	155.99*** (46.89)	125.33** (79.00)	164.97** (81.15)	-111.57 (257.07)	553.15*** (112.55)	-292.01 (257.07)
<i>Year Dummy</i>	Yes	Yes	Yes	Yes	Yes	Yes
<i>Adjusted R²</i>	0.188	0.139	0.13	0.21	0.34	0.363
<i># Observations</i>	823	454	385	340	271	87



Discussion and Implications



Persistent Ethnic and Gender Pay Gaps Among CEOs in NPOs

- ▶ Despite women's dominance in the nonprofit workforce (70%), **significant compensation gaps persist** between men and women, and especially **between Jewish and Arab-Palestinian women CEOs**.
- ▶ Jewish women CEOs earn more than Arab-Palestinian women across **all NPO types, sizes, and ages**.
- ▶ **Organizational growth** (size) slightly narrows the gap but does not eliminate it.

✦ **Implication:** These patterns challenge the social justice values that NPOs are expected to embody.



Factors Affecting and Moderating the Pay Gap

- ▶ **Funding sources** (government, donations, revenue) do **not** eliminate ethnic pay disparities.
- ▶ **Higher reliance on donations** can slightly **moderate the gap**, suggesting that **donors and funders may influence equity**.
- ▶ **Sub-sector variations:**
 - ▶ Gaps persist in education, and social service, where most Arab-Palestinian women CEOs work.
 - ▶ In sectors like **welfare, sports, advocacy**, the pay gap is smaller or negligible.
 - ▶ In **health**, Arab-Palestinian women earned more—but sample is small.

✦ **Implication:** External oversight (e.g., donor expectations) and sector dynamics may promote greater fairness in pay.



Structural Barriers and the Need for Inclusive Change

- ▶ Arab-Palestinian women face **intersectional challenges** :
 - ▶ Cultural and patriarchal norms
 - ▶ Language barriers (Hebrew proficiency)
 - ▶ Limited geographic and social mobility
 - ▶ Ongoing Jewish–Palestinian conflict
- ▶ **Ethical gap**: While NPOs claim to promote equity and inclusion, the evidence points to **structural discrimination**. (Livnat & Almog-Bar, 2024)
- ▶ Recent improvements in Arab-Palestinian women's education offer opportunity, but **conflict and systemic exclusion hinder progress**.

✚ **Call to Action**: NPOs, funders, and the broader public must push for inclusive hiring, transparent pay policies, and leadership pathways for minority women.



Thank You!

	Mean	Std Dev
1. Annual Compensation	262.98	159.70
2. Women Ethnicity (1=Jewish, 0=Arab)	0.947	0.223
3. NPO's Age	20.85	12.40
4. Program Expenses	6370	39313
5. Contribution Growth	191.76	3014
6. Government and Local Funding Ratio	0.225	0.307
7. Donation Ratio	0.335	0.392
8. Commercial Revenue Share	0.381	0.374
9. Administrative Efficiency	0.407	0.416
10. Center (1=Yes, 0=No)	0.479	0.499
11. North (1=Yes, 0=No)	0.092	0.289
12. South (1=Yes, 0=No)	0.069	0.254
13. Ethnic Demography (1=Jewish, 0=Arab)	0.97	0.169

* Data in thousands

Table 3: Comparison of Mean and Standard Deviation of Annual Compensation for Jewish and Arab-Palestinian CEOs by Age and Size

	Jewish Women CEOs		Arab-Palestinian Women CEOs	
<i>NPO Age</i>				
<u>Young NPOs</u>				
# Observations	N=916		N=79	
	Mean	SD	Mean	SD
	214.5	140.35	151.5***	71.80***
<u>Veteran NPOs</u>				
# Observations	N=2826		N=128	
	Mean	SD	Mean	SD
	284.75	163.22	233.55***	156.71
<i>NPO Size</i>				
<u>Large NPOs</u>				
# Observations	N=1735		N=82	
	Mean	SD	Mean	SD
	280.90	150.38	248.42*	164.34
<u>Small NPOs</u>				
# Observations	N=2007		N=125	
	Mean	SD	Mean	SD
	255.99	168.44	171.91***	105.22***

* Data in thousands

Comparison of Mean and Standard Deviation of Annual Compensation for Jewish and Arab-Palestinian CEOs by Contribution Growth and Government and Local Funding Ratio

	Jewish Women CEOs		Arab-Palestinian Women CEOs	
<i>Contribution Growth</i>				
<u>High Contribution Growth</u>				
# Observations	N=595		N=20	
	Mean	SD	Mean	SD
	295.3	139.5	295.0	204.1***
<u>Low Contribution Growth</u>				
# Observations	N=3147		N=187	
	Mean	SD	Mean	SD
	262.3	164.0	192.3***	124.2***
<i>Government and Local Funding Ratio</i>				
<u>High Government and Local Funding Ratio</u>				
# Observations	N=1299		N=71	
	Mean	SD	Mean	SD
	279.17	148.15	200.01***	93.64***
<u>Low Government and Local Funding Ratio</u>				
# Observations	N=2443		N=136	
	Mean	SD	Mean	SD
	261.36	166.80	203.37***	154.82

* Data in thousands

Comparison of Mean and Standard Deviation of Annual Compensation for Jewish and Arab-Palestinian CEOs by Donation Ratio and Commercial Revenue Share

	Jewish Women CEOs		Arab-Palestinian Women CEOs	
<i>Donation Ratio</i>				
<u>High Donation Ratio</u>				
# Observations	N=1403		N=91	
	Mean	SD	Mean	SD
	247.2	144.4	205.1***	161.7
<u>Low Donation Ratio</u>	N=2339		N=116	
# Observations	Mean	SD	Mean	SD
	279.8	168.7	199.9***	114.0***
<i>Commercial Revenue Share</i>				
<u>High Commercial Revenue share</u>				
# Observations	N=1578		N=69	
	Mean	SD	Mean	SD
	272.9	176.0	210.0***	131.9***
<u>Low Commercial Revenue share</u>				
# Observations	N=2164		N=138	
	Mean	SD	Mean	SD
	263.7	148.1	198.3***	139.4

* Data in thousands

Comparison of Mean and Standard Deviation of Annual Compensation for Jewish and Arab-Palestinian CEOs by Administrative Efficiency and Region

	Jewish Women CEOs		Arab-Palestinian Women CEOs	
<i>Administrative Efficiency</i>				
<u>High Administrative Efficiency</u>				
# Observations	N=1791		N=96	
	Mean	SD	Mean	SD
	271.8	152.1	227.7***	161.7
<u>Low Administrative Efficiency</u>				
# Observations	N=1951		N=111	
	Mean	SD	Mean	SD
	263.6	168.3	180.2***	106.7***
<i>Region</i>				
<u>Northern NPOs</u>				
# Observations	N=264		N=100	
	Mean	SD	Mean	SD
	228.54	140.06	191.65***	110.85***
<u>Southern NPOs</u>				
# Observations	N=256		N=7	
	Mean	SD	Mean	SD
	237.4	153.1	394.6	363.4***
<u>Central NPOs</u>				
# Observations	N=1895		N=16	
	Mean	SD	Mean	SD
	285.33	166.72	164.53***	55.04***

* Data in thousands

Comparison of Mean and Standard Deviation of Annual Compensation for Jewish and Arab-Palestinian CEOs by Ethnic Demography

	Jewish Women CEOs		Arab-Palestinian Women CEOs	
<i>Ethnic Demography</i>				
<u>Jewish population</u>				
# Observations	N=3735		N=97	
	Mean	SD	Mean	SD
	267.44	160.84	203.63***	138.79*
<u>Arab population</u>				
# Observations	N=7		N=110	
	Mean	SD	Mean	SD
	324.64	118.18	200.98**	135.47

* Data in thousands

Table 4: Sector-Based Comparison of Mean and Standard Deviation of Annual Compensation for Jewish and Arab-Palestinian CEOs

	Jewish Women CEOs		Arab -Palestinian Women CEOs	
<i>Sectors</i>				
<u>Research and Education</u>				
# Observations	N=1105		N=88	
	Mean	SD	Mean	SD
	287.30	179.07	180.26***	88.45***
<u>Welfare</u>				
# Observations	N=598		N=18	
	Mean	SD	Mean	SD
	251.17	134.29	273.93	98.24
<u>Social services</u>				
# Observations	N=521		N=41	
	Mean	SD	Mean	SD
	261.74	161.23	189.25***	179.98
<u>Culture</u>				
# Observations	N=444		N=25	
	Mean	SD	Mean	SD
	264.77	160.46	126.77***	52.39***
<u>Health</u>				
# Observations	N=367		N=9	
	Mean	SD	Mean	SD
	291.78	157.32	530.71***	81.31**

* Data in thousands

Sector-Based Comparison of Mean and Standard Deviation of Annual Compensation for Jewish and Arab-Palestinian CEOs

	Jewish Women CEOs		Arab -Palestinian Women CEOs	
<u>Sport</u>				
# Observations	N=131		N=4	
	Mean	SD	Mean	SD
	210.88	134.38	360.57	194.44
<u>Religion</u>				
# Observations	N=127		N=6	
	Mean	SD	Mean	SD
	217.91	145.93	118.69***	50.24**
<u>Advocacy</u>				
# Observations	N=113		N=10	
	Mean	SD	Mean	SD
	199.57	66.98	210.35	76.14
<u>Environment</u>				
# Observations	N=70		N=4	
	Mean	SD	Mean	SD
	220.44	114.64	152.52***	15.64***

* Data in thousands