THE **REYKJAVIK** INDEX FOR LEADERSHIP

2019 - 2020

REYKJAVÍK GLOBAL FORUM

WOMEN LEADERS

KANTAR

Foreword

Kantar and Women Political Leaders launched The Reykjavik Index for Leadership in November 2018 to support the journey to equality between women and men. We believe in a world where women and men have equal rights and opportunities, not just to participate, but to lead. We created the Index to shed light onto society's perceptions of and prejudices towards women in leadership – understanding that we must document and measure our social norms so that we can challenge them, track them over time and hold ourselves, our actions and our leaders to account. Indeed, after we launched the Index in November 2018, we found it enabled a different kind of conversation to take place about equality – not just focused on where and how men and women aren't viewed equally – but on why.

The Index revealed that behind all the figures for participation in Boardrooms or differences in the wages of men and women, are the everyday beliefs and behaviours that shape outcomes. Driving the statistics are attitudes and stereotypes that inhibit society from reaching true equality. The findings were powerful and revealing. Building on this, in The Reykjavik Index for 2019, we are pleased to be presenting the findings of our research not only in the G7 nations of Canada, France, Germany, Italy, Japan, the UK and the USA, but also in Brazil, China, India and Russia. The widening of the study enables us to further understand both where stereotypes endure and where public policy or private sector intervention is making a difference.

As we all know, progress is not guaranteed. On average in the G7 in 2019, just 46% of society is very comfortable with a woman as head of government, and 48% with a woman as CEO of major national company. That means that more than half of people in the G7 countries have some discomfort with women as leaders. We also see notable changes from last year: for instance, a decline in the Index for the UK, specifically linked to a shift in male attitudes, and an increase in Index scores for Germany and Italy. The Reykjavik Index is a tool for politicians, the business community and civil society to understand how society views and values women and men. Social transformation is challenging, but with this evidence and a global community of purpose, we can progress to equality in leadership as the social norm - where men and women are equally able to fulfil their potential.

Dr Michelle Harrison
Global CEO,
Public Division, Kantar

Silvana Koch-Mehrin
Founder and President,
Women Political Leaders (WPL)

Hanna Birna Kristjánsdóttir
Chair of Executive Board,
Women Political Leaders (WPL)

Introduction to
The Reykjavik Index for Leadership 2019

The Reykjavik Index for Leadership measures how women and men are viewed in terms of their suitability for leadership. Essentially, it asks: how comfortable is society with women in leadership compared to men in leadership?

The Reykjavik Index for Leadership was launched in 2018, covering the G7 countries and 20 sectors of the economy. This report focuses on the 2019 Reykjavik Index for Leadership, which has been extended to cover G7 and Brazil, Russia, India and China and two additional sectors.[1]

A country's Reykjavik Index for Leadership is equal to the average proportion of people selecting 'both equally' across the 22 economic sectors studied. This is a measure of the extent to which, across society, men and women are viewed to be equally suitable for leadership. For consistency between countries, the views of men and the views of women have each been given a 50% weight rather than a weight based on their exact population share (which varies slightly between countries).

Similarly, the G7-wide and versions of The Reykjavik Index for Brazil, Russia, India and China weight each constituent country equally. The calculation of the Index has been simplified for 2019 and the Methodological Appendix explains the differences between the calculation methods used in 2018 and 2019. In the report, any comparisons between the 2018 and 2019 findings use the 2019 method for calculating the Index. The Reykjavik Index for Leadership is based on interviews with 22,000 working-age people from across the whole of society. The research was undertaken by Kantar between July and September 2019.[2] The samples have been weighted so that each country's gender, age and education profile match the relevant population profile.

[1] Automotive manufacturers and food and drink manufacturers.

[2] Please see the methodological note appendix on our website for the data collection periods broken down for each country.

Key Findings

OVERALL RANKING FOR THE G7

This year, Canada and France, with a score of 77 have the highest scores in The Reykjavik Index for Leadership. In third place is the USA with an Index of 75. The UK has fallen four points to 73, meaning that it is now in fourth place. As before, Italy has the lowest Reykjavik Index in the G7 (68) followed by Germany (69) and Japan (70). However, these three countries have all shown improvement from 2018: Japan and Germany are up by three points and Italy by five.

WOMEN'S VIEWS ARE CONSISTENT

Across the countries studied, women are more likely than men to think that both are equally suitable for leadership roles. That view has remained stable and in some countries, has shown a marked increase – up six points in Japan, five points in Italy and three in Canada. The Reykjavik Index for women has increased by three points from 74 in 2018 to 77 in 2019. The Index for men in the G7 has remained unchanged at 69.

BRAZIL, INDIA, CHINA AND RUSSIA INCLUDED IN THIS STUDY OF ATTITUDES OF LEADERSHIP

This year, the four additional countries – Brazil, Russia, India and China – were included in the study for the first time and demonstrated some marked differences amongst them in attitudes towards women in leadership. India, with an Index of 67, and Brazil, with an Index of 66, score relatively highly and are broadly in line with lower-scoring G7 countries – Italy, Germany and Japan. Russia (53) and China (48) have the lowest Reykjavik Index scores.

UK LOSES ITS POSITION AS THE FIRST AMONGST G7 COUNTRIES – DUE TO WORSENING MALE PERCEPTIONS

In 2018, the UK ranked highest in The Reykjavik Leadership Index, with the lowest level of dissonance between the views of men and women. This year the UK has moved to fourth place with an Index of 73. Since the views of women have remained stable, the fall in the rankings is due to changing attitudes amongst men in the UK. The number of men who say that men and women are equally suitable for leadership has fallen by eight points. The continuation of this Index in the future will allow us to follow any emerging trends.

Key Findings

TECH, MEDIA AND POLITICS – WHAT THE INDEX TELLS US

Government/politics, Entertainment/media and Tech/AI shape our perceptions of gender and the findings from the Index are instructive. All three sectors score above average of the 22 sectors in the G7, with Entertainment/media leading the way amongst the 22 sectors with a score of 81. Tech/AI score relatively highly with a G7 score of 78. Canada (82), France (82) and the USA (81) score the highest for this sector. Again, Canada (81) and France (81) have the highest Reykjavik Index scores for this sector. The Index illuminates perceptions in suitability for leadership. Further research for this report finds that when asked how comfortable people are with a woman as head of government in their country, we see a shift in perceptions. Canada is the most comfortable with the idea of a female head of government with 59% of people saying so, but Germany, with Angela Merkel at its head, is far less comfortable. Less than a third of people say they would feel 'very comfortable' with a woman leading the government (31%). Russia scores the lowest; just 8% of people say they would be comfortable with a female head of government. These findings illustrate the extent of the challenge that we face in the journey to equality.

IMPROVEMENT IN THE LOWEST RANKING SECTORS – EXCEPT FOR THE UK

Industry sectors which score lowest in terms of perceptions of women and men being equally suited to leadership roles - including Defence/police, Gaming, and Fashion/beauty - all demonstrated improvement compared with 2018's figures across the G7. This included a rise of ten points for fashion and beauty in Germany and a rise of 11 points in Italy – lessening of prejudices about men's suitability to lead in this sector. However, the UK was the exception and saw a fall in 18 of the 22 sectors surveyed, including a nine-point drop in Government/politics and eight points in the Judiciary. It is too soon to establish whether this represents a genuine shift in beliefs and we will track this over time.

Key Findings

PROGRESS IN ITALY AND GERMANY?

Alongside this, we can see an improvement in the scores of Italy and Germany. Again, it is too early to discern permanent change, but these improvements could be the result of a greater focus on, and public debate about, the role of women in society generally Italy has shown increases on last year's Indices of 11 points for Fashion/beauty, Defence/police; ten points for Education; and nine points for Gaming and Tech/AI. It is a similar picture in Germany with an increase of ten points for Fashion/beauty and an increase of seven points for Health/well-being – lessening of prejudice against male leadership in these two sectors.

RUSSIA AND CHINA DEMONSTRATE GREATER VARIATION ACROSS SECTORS

Russia and China illustrate high levels of discrimination across the sectors and there is a high level of variation between them. In Russia for example, Media/entertainment, Natural sciences and Health/well-being are the best performing sectors and closest to the Index average. Media/entertainment in Russia, for example, has an Index of 75 compared with the G7 average of 81. The lowest-performing sectors in Russia include Engineering with an Index of 22 versus the G7 average of 72 and Defence/police (21 vs 62). In China, the best performing sectors relative to the average include Pharma/medical research (71 vs the G7 average of 78) and Healthcare/well-being (62 vs 71).

THE GAP BETWEEN MEN AND WOMEN'S VIEWS IS SMALLER IN BRAZIL, RUSSIA, INDIA AND CHINA

The Reykjavik Index for Leadership is higher for women than for men in Brazil, Russia, India and China, but the levels of dissonance are less variable than in the G7 countries. Across the G7, the gap between men and women ranges from five points in Italy, to 11 points in the UK, with an average gap of nine points. In India and Russia, there is a gap of three points – 69 for women and 66 for men in India, and 55 for women and 52 for men in Russia. There is a seven-point gap in Brazil and a five-point gap in China. The dissonance between the opinions of men and women can help us understand where in society stereotypes about men and women perpetuate.

CHILDCARE IS SEEN AS 'WORK FOR WOMEN'

The Reykjavik Index measures discrimination against men as well as against women. Childcare is not a sector where men are seen as suitable to lead; leadership roles in Childcare are still more likely to be seen as more suitable for women. Across the G7 it is the lowest ranking sector in terms of being seen as equally suited to men and women. Japan has the lowest Index – 46 – compared with France with an Index of 63, six points higher than Canada, its nearest rival. Amongst the countries introduced this year, China scored lowest with an Index of just 19 points for this sector.

The G7 2019 Reykjavik Index for Leadership

The 2019 Reykjavik Index for Leadership for the G7 is 73 (Figure 1). Canada and France have the highest Reykjavik Index (77), followed by the USA (75) and the UK (73). Italy has the lowest Reykjavik Index (68), followed by Germany (69) and Japan (70).

2019 Reykjavik Index (women and men equally suited)	
G7	73
Canada	77
France	77
USA	75
UK	73
Japan	70
Germany	69
Italy	68

Figure 1: The 2019 G7 Reykjavik Index for Leadership by country

At the G7 level, the 2019 Reykjavik Index of 73 is one point higher than the Index of 72 recorded in 2018 (Figure 2). At country level, the Indices for Canada, France and the USA are similar in 2019 and 2018. However, the UK's Reykjavik Index has fallen four points from 77 in 2018 to 73 in 2019, meaning that the UK has dropped from first place in the G7 in 2018 to fourth place in 2019.

Japan, Germany and Italy sit in fifth, sixth and seventh places respectively in both 2019 and 2018. However, the Index for all three countries has increased between 2018 and 2019, by three points for Japan and Germany, and by five points for Italy. Combined with the drop in the UK's Index, this means that the step-change observed in 2018 between the top four and bottom three countries in the G7 is much less apparent in 2019.

2019 Reykjavik Index (women and men equally suited)	2019	2018	Change 2019 vs 2018
G7	73	72	+1
Canada	77	76	+1
France	77	76	<0.5
USA	75	76	-1
UK	73	77	-4
Japan	70	67	+3
Germany	69	66	+3
Italy	68	63	+5

Figure 2: The G7 Reykjavik Index for Leadership by country: 2019 vs 2018

The 2019 Reykjavik Index for Leadership:
BRAZIL, RUSSIA, INDIA AND CHINA

Among the additional countries studies for this report, India (67) and Brazil (66) have a relatively high Reykjavik Index for Leadership, while Russia (53) and China (48) have a relatively low Index (Figure 3). The Indices for India and Brazil are broadly in line with those for the lower-scoring G7 countries (Italy 68, Germany 69 and Japan 70), while those for Russia and China are much lower.[3]
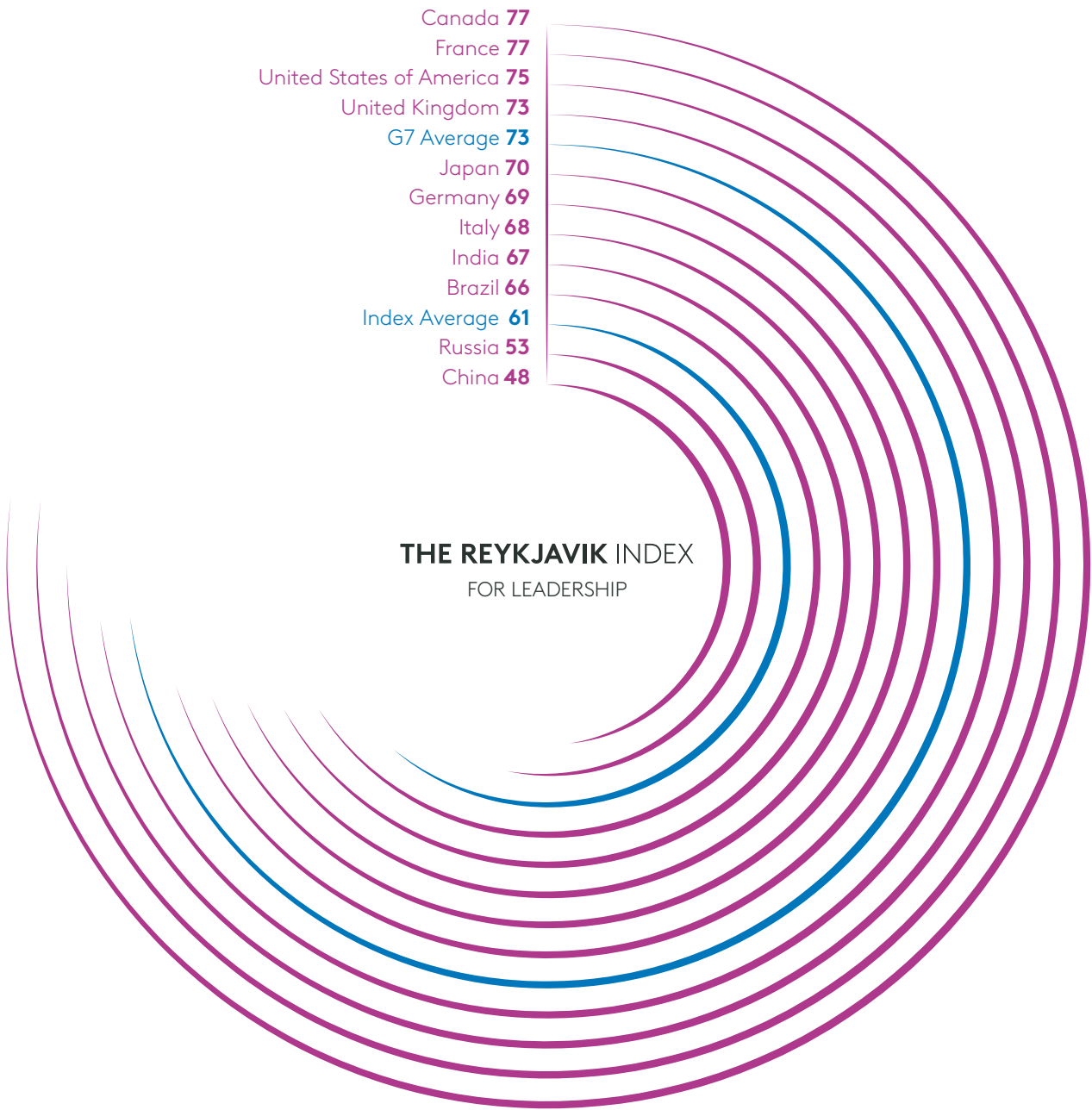
[3] Some sectors were excluded from the research in China.

2019 Reykjavik Index (women and men equally suited)	
India	67
Brazil	66
Russia	53
China	48

Figure 3: The 2019 Reykjavik Index for Leadership by country (BRIC countries and G7 average)

The 2019 Reykjavik Index for Leadership:
OVERALL AND BY COUNTRY

Canada **77**
France **77**
United States of America **75**
United Kingdom **73**
G7 Average **73**
Japan **70**
Germany **69**
Italy **68**
India **67**
Brazil **66**
Index Average **61**
Russia **53**
China **48**

THE REYKJAVIK INDEX
FOR LEADERSHIP

The 2019 Reykjavik Index for Leadership:
SECTOR DIFFERENCES

	G7	Canada	France	USA	UK	Japan	Germany	Italy	India	Brazil	Russia	China
OVERALL INDEX	73	77	77	75	73	70	69	68	67	66	53	48
Media/entertainment	81	84	83	82	79	82	79	75	78	72	75	67
Natural sciences	80	84	83	82	78	80	77	75	75	74	75	66
Banking/finance	80	84	83	82	79	78	76	76	73	73	70	67
Economics/political science	79	82	83	81	78	77	77	76	73	71	67	
Food/drink manufacturers	78	83	79	82	78	75	77	74	61	72	62	69
Pharma/medical research	78	82	81	81	78	78	76	73	74	71	69	71
Judiciary	78	82	80	80	78	79	75	75	71	71	70	
Tech/AI	78	82	82	81	77	76	74	74	74	73	59	55
Government/politics	77	81	81	77	77	76	73	75	74	72	58	
International sports orgs	76	79	79	75	75	81	73	71	74	66	70	49
Architecture	75	82	83	79	75	58	77	74	66	70	63	19
Foreign Affairs/diplomacy	74	79	78	74	76	75	67	70	71	68	56	
Education	73	75	75	75	74	76	71	65	76	66	68	60
Intelligence services	72	77	73	76	75	72	65	66	71	69	34	
Engineering	72	78	80	76	68	66	62	71	71	69	22	23
Aerospace	71	78	76	76	69	69	61	69	71	66	35	41
Healthcare/well-being	71	75	75	74	71	62	66	70	64	60	68	62
Gaming	69	74	70	75	67	72	64	61	72	62	43	44
Automotive manufacturers	66	73	70	71	67	61	61	61	55	58	25	25
Defence/police	62	69	70	65	69	46	59	58	68	63	21	
Fashion/beauty	57	62	62	57	58	60	49	51	38	48	38	24
Childcare	54	57	63	54	56	52	51	46	34	43	30	19

Figure 4: Sector-level Reykjavik Index for Leadership by G7 country

80+	75 < 80	70 < 75	60 < 70	50 < 60	40 < 50	30 < 40	< 30	

Attitudes about men and women and their suitability for leadership vary widely across sectors, and stereotypes persist across the countries surveyed. Childcare, Education, Fashion/beauty, Healthcare/well-being are still regarded as roles more suited to women, while men are regarded as more suitable leaders in traditionally male-dominated sectors such as Defence/police, Automotive manufacturers, Gaming, Aerospace and Engineering. There is clearly some way to go before being a man or being a woman is not an issue when debating how suitable someone is to lead.

Women are more likely to perceive men and women as equally suited to leading an organisation in all the 22 sectors covered in the 2019 survey – the proportion of women who think both are just as capable of taking the lead, is between seven and 12 percentage points higher than the proportion of men.

There is also a clear split between the G7 countries – Canada, France and the USA scored higher Indices than the G7 average for most sectors, while the opposite is true for Japan, Germany and Italy. Germany, for example scored the lowest Indices for Foreign affairs/diplomacy, Engineering and Aerospace, while Japan scored an Index of 58 for Architecture compared with France's Index of 83. Italy's Index for Childcare is 46 compared with France's particularly high Index of 63. In both cases, this is a measure of prejudice against men.

Russia and India, two of the four new countries added to the Index this year, show relatively high scores for Media and Entertainment at 78 and 75. India also scores highly for Education. Brazil has relatively low levels of sector variation and scores the highest for Natural Sciences (74), followed by Banking and Tech/AI (both 73).

In Russia and China there is a high amount of sector variation. Highs of 75 for Media in Russia and 71 for Pharma in China reach down to relatively low scores for Engineering (22 and 23), Automotive (25 and 25) and Gaming (25 and 25).

However, despite these differences between countries, there are some encouraging signs that attitudes may be changing. Since last year's study, the sectors in which the strongest gender stereotypes prevail – Childcare, Fashion/beauty, and Defence/police, have seen the biggest improvement. Childcare is up eight points from 46 in 2018 to 54 in 2019; Fashion/beauty is up seven points from 50 to 57; and Defence/police is up five points from 57 to 62. While it's is too early to determine what could be driving this change, in terms of Defence/police, there are several high-profile female role models, at least in some countries, which may have had an impact. For example, Canadian Prime Minister Justin Trudeau last year appointed Brenda Lucki as the first female commissioner of the Royal Canadian Mounted Police.

The Fashion/beauty sector, is something of an anomaly, where perceptions don't match reality. With a score of 57, it is clearly still regarded as a sector suited more to women in leadership roles, yet it is dominated by men in leadership roles, with just 14% of the world's 50 major fashion brands being run by women.[4]

The sectors with the highest Indices for men and women being regarded as equally suited to leadership roles are Media/entertainment (81), Natural sciences (80) and Banking/finance (80).

Traditionally Banking/finance was a male-dominated sector, but it has demonstrated greater numbers of women leaders in recent years, and the Index indicates that men and women have less prejudice towards women in terms of their ability to carry out leadership roles. Some women are breaking through the 'glass ceiling' in this sector: Christine Lagarde, former head of the International Monetary Fund recently became President of the European Central Bank. She has been succeeded at the IMF by a woman, Kristalina Georgieva, who was previously chief executive of the World Bank.

[4] Business of Fashion survey, 2017.

Business of Fashion: How can fashion develop more women leaders

---

In focus:
FINDINGS FROM 2019 INDEX AND SECTORS

IN FOCUS: MEDIA/ENTERTAINMENT

Media/entertainment lead the way amongst the 22 sectors surveyed in 2019 with a score of 81 in the G7. This compares with an average of 83 in 2018. Canada (84), France (83) the USA (82) and Japan (82) are ahead of the UK and Germany (79) while Italy languishes at 75. India scores highest for the newly included countries with 78, followed by Russia (75), Brazil (72) and China (67).

These relatively high scores compared with other sectors may reflect the fact that women in leadership roles are now more visible in Media/entertainment than in other sectors, with women delivering the news and appearing on our screens.

Further, individual broadcasters have acted to address the lack of representative equality in the industry. France has launched a state funding bonus for productions in which the director and key crew members are women, as part of a drive to improve gender equality in the French cinema industry. In the USA, Warner Media is self-reporting gender parity among employees with a 53-47% male-female ratio in the USA and 54-46% worldwide. This proportion is fairly consistent at all levels, with women representing 43% of vice presidents and above and 50% of new hires and promotions.

But even in Media, there is much to be done to achieve equality. Over time there is a need to continue to measure attitudes towards leadership in this sector and gain greater understanding into the drivers of change.

IN FOCUS: TECH/AI

Tech/AI are having an unprecedented impact on our society and affect all economies and industries across the globe. The growth of tech industries is creating demand for new skills – skills that are in short supply.

The sector scores relatively highly in The Reykjavik Index, particularly in Canada (82) France (82) and the USA (81). Germany and Italy have also seen an improvement in their Indices with scores of 74 compared with 62 for Germany and 61 for Italy in 2018. India has a score of 74, closely followed by Brazil with 73.

Tech/AI is an emerging sector and a relatively 'new' industry compared to others researched in this report, with increased scrutiny in recent years into its workplace practices. Over time we will be able to track attitudes in this sector and gain greater understanding into levels of prejudice against women in leadership roles.

Relatively high Reykjavik Indices in Tech/AI and other related sectors such as Natural sciences, Pharma/medical research and Banking/finance may be a result of a greater encouragement and investment in women and girls in STEM subjects (science, technology, engineering and maths) – the continuation of this research year on year will give greater insight into this.

IN FOCUS: GOVERNMENT/POLITICS

The Reykjavik Index research finds that Canada and France score the highest for this sector, with Reykjavik Indices of 81.

Canada has had only one female Prime Minister in its history, Kim Campbell, who held the role for 132 days 1993. Germany, by contrast, has the lowest Reykjavik Index amongst the G7 for this sector (73), even though its Chancellor, Angela Merkel, has led Germany since 2005.

India, which has had a female Prime Minister (Indira Gandhi with two terms of office 1966-1977 and 1980-1984)) and a female President (Pratibha Patil – 2007-2012), has an Index score of 74 for this sector. Currently, 14% of members of the Indian Parliament are women.

Brazil scores similarly, with an Index of 72. Brazil has seen a woman in its highest political office, with Dilma Rousseff serving as President from 2011 to 2016. In the current cabinet, there are two women – Tereza Cristina, Agriculture Minister, and Damares Alves, Minister of Human Rights, Family and Women.

Russia scores the lowest of all the countries[5] with an Index score for this sector of 58 – 13.6% of representatives in the State Duma are women.

There is prejudice against women holding leadership positions in government and politics, evident from these scores of less than 100. Further, no country research in this report demonstrates equal representation in their national parliaments. Indeed, the World Economic Forum estimates that the global average women holding nearly one in four seats in Parliaments.[6]

[5] Some sectors were excluded from the research in China.

[6] We Forum: Record number of women set to enter India Parliament

In the UK, 32% of the Members of the House of Commons are women. In 2017, France voted 223 women into parliament - 38.6%. Canada's election in October 2019 also saw record female participation with 98 women elected, 29% of the House of Commons. The US also saw record numbers of women winning seats in Congress – in 2018 at 23.4%. In Germany's Bundestag, 30% of the representatives are women and in Italy 34% of the legislature is female. Japan, meanwhile, languishes at the bottom of the G7 only 10.2% of politicians are female, ranking Japan 165th out of 193 countries globally. In May 2019, voters elected 78 women to the 542 positions in the lower house of parliament in India, a 14% share.

Lack of participation in national parliaments by women is just one indication of inequality; attitudes towards how suitable society deems a woman to be to lead in government and politics will need to be measured over time to see if more women in positions of power in Cabinets and Parliaments leads to a change in attitudes for the better.

IN FOCUS: CHILDCARE

Childcare is a sector where stereotypes appear the most resistant to change, with the lowest Index score across the 22 sectors of 54 in the G7 and 43 in Brazil, 34 in India, 30 in Russia and 19 in China – but to note, this demonstrates prejudice against men in their suitability to lead in this area.

The G7's Gender Equality Advisory Council has called for care work – for children and the elderly – to be recognised as formal economic activity and for "gender-transformative legislation" to be introduced to mandate or incentivise men to take parental leave. It has also called for countries to work towards the goal of men doing 50% of care work including childcare and housework.

Some G7 countries have introduced new legislation to increase gender equality when it comes to childcare. Japan, for example, in May 2019 enacted the 'Act on Childcare Support' under which the government pays for nurseries and kindergartens for children between the age of three and five.

Germany has introduced financial incentives if both parents share parental leave, as a result, the number of fathers who take parental leave has increased from 7% to 36%.

However, despite changing legislation and the impact of men taking a larger role in caring for their children in some countries, in the world of professional childcare it is still viewed as an occupation for women.

Discrimination against men in this sector must be overcome to break through the vicious cycle of prejudice surrounding women in all but two[7] of the sectors we have reviewed.

[7] Discrimination is seen against men in both the childcare and the fashion/beauty sectors.

THE REYKJAVIK INDEX FOR LEADERSHIP

2019 - 2020

The 2019 Reykjavik Index for Leadership:
COUNTRY PROFILES: **CANADA**

Reykjavik Index Score	
2019	77
2018	76

Canada, with a Reykjavik Index of 77 – up one point from last year – ranks joint first with France amongst G7 countries. Amongst women, the number who regard men and women as equally suitable for leadership has risen by three points to 79 and remains at 73 for men.

Canada's Reykjavik Index ranks first or first equal amongst the G7 in 14 of the 22 sectors, including sectors that are traditionally viewed as male occupations such as Automotive manufacturers and Aerospace.

At the G7 summit in 2018, Canadian Prime Minister Justin Trudeau placed gender equality at the top of his priority list. Soberingly, only 4% of companies on the Toronto Stock Exchange have a female CEO and just 17% of board members are women.

In the 2019 Canadian general election, a record number of women were elected to Parliament – 98 in total, which is only 29% of the members of the House of Commons.

Overall, we note that whilst scoring the highest amongst the countries studies in this report, Canada, like every country studied, is a country where women experience significant and ongoing discrimination that constrains their ability to exercise their potential as leaders.
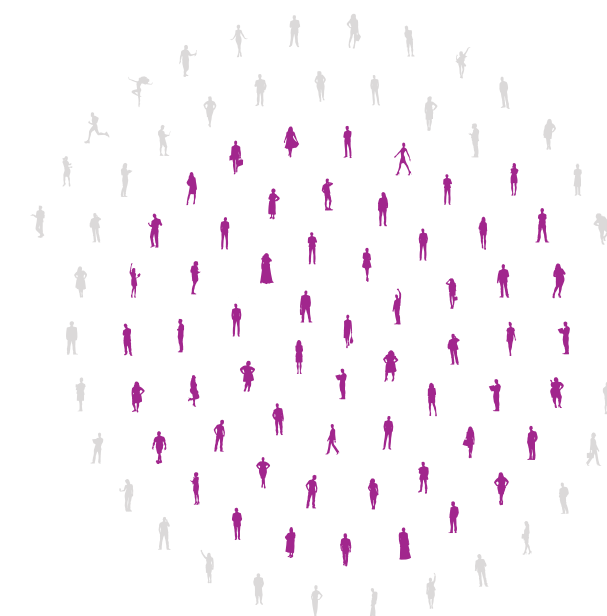
59%

of people in Canada would feel very comfortable having a woman as head of government.

62% of people in Canada would feel very comfortable having a woman as CEO of a major company in Canada.

Data source is Kantar survey of working-age adults aged 18-64 as part of the wider Reykjavik Index for Leadership study of men and women, carried out between July – September 2019.

# The 2019 Reykjavik Index for Leadership:
COUNTRY PROFILES: **FRANCE**

Reykjavik Index Score	
2019	77
2018	76

France with a Reykjavik Index of 77 – up one point from last year – ranks joint first with Canada amongst G7 countries. There is an eight-point gap between the views of women (81%) and men (73%) regarding women and men as equally qualified to hold leadership positions.

In terms of sectors, France ranks first for Economics/political science with an Index of 83 and first for Architecture, with an Index of 83. It also has particularly high Indices for Engineering (80) and for Childcare (63) – a rise of seven points compared with last year. France has the lowest level of prejudice against men working in leadership roles in Childcare. It is one of the reasons for its overall high score.

France has ambitious plans to increase gender diversity amongst its leading companies. There are more women on boards in France than in any other European country – the biggest French listed companies have on average 44% of women on their boards. In the 2017 general election, a record number of women were elected and took more than a third of seats in the French parliament.

44%
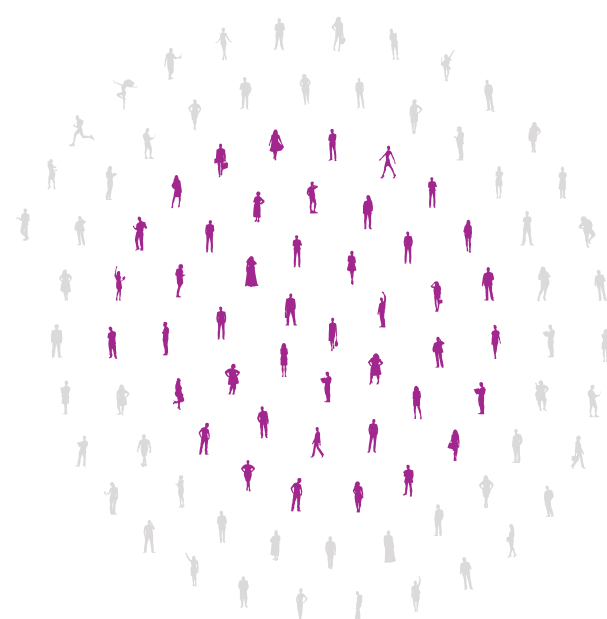
of people in France would feel very comfortable having a woman as head of government.

45% of people in France would feel very comfortable having a woman as CEO of a major company in France.

Data source is Kantar survey of working-age adults aged 18-64 as part of the wider Reykjavik Index for Leadership study of men and women, carried out between July – September 2019.

The 2019 Reykjavik Index for Leadership:
COUNTRY PROFILES: **USA**

Reykjavik Index Score	
2019	75
2018	76

The USA has a Reykjavik Index of 75, one point lower than in 2018 and is in third position amongst G7 countries. As with the other G7 countries (with the exception of Germany and Italy), the level of dissonance between the views of women and men has increased since 2018.

There are ten points between them; with 80% of women saying that women and men are equally suited to leadership roles compared with 70% of men. This may, to an extent, reflect a political and cultural shift in the USA, where those on the left accuse President Donald Trump of misogyny and of harbouring sexist views towards high profile women in politics, the media, entertainment and sport.

However, despite the reported views of President Trump, women in politics are gaining ground in the USA.

In the House of Representatives there are a record number of women, comprising 23.4% of the Chamber's voting members and more than a third of them (35 women) won their seats for the first time in the November 2018 midterm elections.

The USA lags one or two points behind Canada and France in most sectors in the Reykjavik Index including Media/entertainment, Natural sciences, Banking/finance and Food/drink manufacturers. In America's boardrooms, there are a record number of female Fortune 500 CEOs – 33 or 6.6%.

54%

of people in the USA would feel very comfortable having a woman as head of government.

61% of people in the USA would feel very comfortable having a woman as CEO of a major company in the USA.

Data source is Kantar survey of working-age adults aged 18-64 as part of the wider Reykjavik Index for Leadership study of men and women, carried out between July – September 2019.
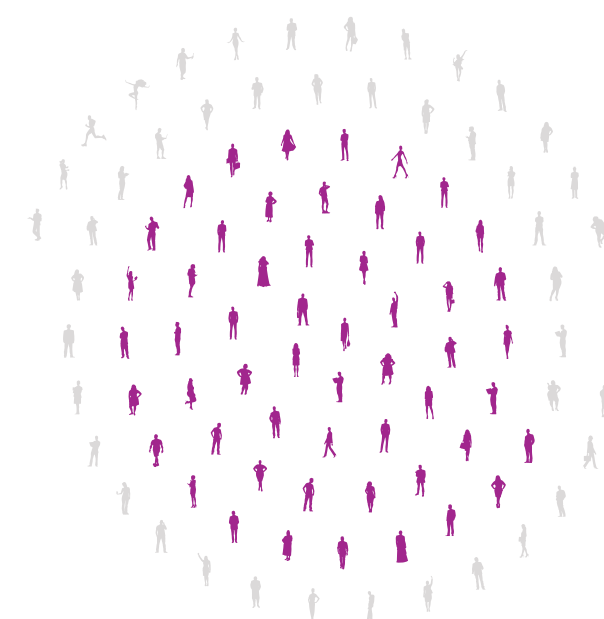
The 2019 Reykjavik Index for Leadership:

COUNTRY PROFILES: UNITED KINGDOM

Reykjavik Index Score	
2019	73
2018	77

Last year the UK ranked first amongst G7 countries with an Index of 77, but this year it has slipped to fourth place with an Index of 73, due entirely to lower scores from men.

There is a marked difference in the perceptions of British men and women – the index for women has remained the same, but in the space of just a year, the number of men who state that men and women are equally suitable for leadership has dropped by eight points. There is now an 11-point gap between the views of women and men than women are men are equally suitable to hold leadership positions, compared with a three-point difference in 2018.

This dissonance may reflect increasing tensions in British politics, frustration with former Prime Minister Theresa May's Brexit deal, from both 'remainers' and 'leavers', and polarised opinion in society more generally. The UK's Metropolitan Police Commissioner says that female MPs are being subjected to unprecedented levels of abuse and threats of violence since the Brexit referendum. However, this requires more research.

58%

of people in the UK would feel very comfortable having a woman as head of government.

59% of people in the UK would feel very comfortable having a woman as CEO of a major company in the UK.

Data source is Kantar survey of working-age adults aged 18-64 as part of the wider Reykjavik Index for Leadership study of men and women, carried out between July–September 2019.

The 2019 Reykjavik Index for Leadership:

COUNTRY PROFILES: JAPAN

Reykjavik Index Score	
2019	70
2018	67

Japan has a Reykjavik Index of 70 and is ranked fifth amongst G7 countries. It has seen an improvement of three points on last year's figure. However, established attitudes remain entrenched and accepting women in positions of leadership in government or business is still an issue for many Japanese people – particularly men.

Around a quarter (27%) of men say they would feel very comfortable with a female head of government compared to 32% of women. 29% of men in Japan say they would feel 'very comfortable' with a woman as CEO of a major company in Japan compared with 36% of women.

Japan is the highest amongst the G7 countries for International sports organisations and with an Index of 81 ranks two points higher than Canada and France.

Japan appears to be experiencing change – albeit slowly. While there are ingrained attitudes regarding women in political life and a lack of female representation in politics – only 10% of Lower House members of the Japanese Diet are women – in a nationwide series of local elections held in April 2019, a record number of female candidates were elected.

30%

of people in Japan would feel very comfortable having a woman as head of government.

33% of people in Japan would feel very comfortable having a woman as CEO of a major company in Japan.

Data source is Kantar survey of working-age adults aged 18-64 as part of the wider Reykjavik Index for Leadership study of men and women, carried out between July–September 2019.

The 2019 Reykjavik Index for Leadership:
COUNTRY PROFILES: **GERMANY**

Reykjavik Index Score	
2019	69
2018	66

Germany has a Reykjavik Index of 69 – up three points compared with 2018 and sitting in sixth place amongst the G7. Less than a third of people in Germany feel very comfortable with having a woman as head of government, despite being led by one of the most powerful leaders in the world and certainly the most powerful woman, Chancellor Angela Merkel.

However, Germany has seen a relatively large increase of four points in the Index for men who state that men and women are equally suited to leadership roles. The Index has remained broadly stable amongst men in all other G7 countries apart from Italy which has improved by five points and the UK, where the Index among men has fallen by eight points.

Germany has relatively low Indices for Aerospace – 61 compared with the G7 average of 71, Engineering (62 vs 72) and Fashion/beauty (49 vs 57).

Angela Merkel may be a dominant figure on the world stage, but the number of women in the Bundestag has fallen from 36% to 30% in the last two years. Germany also lags behind when it comes to boardroom representation. More than a third of the 30 largest companies in Germany – in the biggest economy in Europe – do not have a single woman on their board.

31%

of people in Germany would feel very comfortable having a woman as head of government.

33% of people in Germany would feel very comfortable having a woman as CEO of a major company in Germany.

Data source is Kantar survey of working-age adults aged 18-64 as part of the wider Reykjavik Index for Leadership study of men and women, carried out between July – September 2019.

The 2019 Reykjavik Index for Leadership:
COUNTRY PROFILES: **ITALY**

Reykjavik Index Score	
2019	68
2018	63

Italy has a Reykjavik Index of 68 – placing it in seventh position amongst the G7 countries. However, it is an improvement of five points compared with 2018. The dissonance between the views of men and women is the lowest in this year's survey with 71% of women and 66% of men stating that women and men are equally qualified to hold leadership positions –

a view that has improved by five points amongst both women and men in the space of a year.

Italian respondents have entrenched stereotypical views in a number of sectors with the lowest Indices for Childcare – 46 compared with the G7 averages of 54. Both men and women still regard Childcare as women's work. Education has an Index of 65 compared with the G7 average of 73, and Gaming has an Index of 61 compared with the G7 average of 69.

However, Italy has shown improvement on last year's Indices – up 11 points for Fashion/beauty and for Defence/police, up ten points for Education and nine points for Gaming and Tech/AI.

Italy currently has no female chief executives amongst its largest companies. In government, change is taking place, although slowly. In September 2019, in a new coalition between the populist Five Star Movement and the centre-left Democratic Party (PD), seven women were appointed as ministers in a cabinet of 21 people.

47%

of people in Italy would feel very comfortable having a woman as head of government in Italy.

43% of people in Italy would feel very comfortable having a woman as CEO of a major company in Italy.

Data source is Kantar survey of working-age adults aged 18-64 as part of the wider Reykjavik Index for Leadership study of men and women, carried out between July – September 2019.
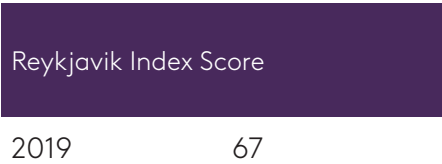
FOUR NEW COUNTRIES WERE ADDED TO
THE REYKJAVIK INDEX FOR 2019-2020:
BRAZIL, RUSSIA, INDIA AND CHINA

REYKJAVÍK GLOBAL FORUM | **WOMEN LEADERS**

The 2019 Reykjavik Index for Leadership:
## COUNTRY PROFILES: **INDIA**

Reykjavik Index Score	
2019	67

India (67) has a relatively high Index for Leadership and is broadly in line with those for the lower scoring countries (Italy 68, Germany 69 and Japan 70). India has a relatively low level of sector variation.

The level of dissonance between the views of men and women is particularly low in India (69 for woman and 66 for men). The ranking of sectors by their Reykjavik Index in India is also quite different for some sectors when compared with the G7 average. Most notably, Food/drink manufacturers, which has the fifth-highest Index of the 22 sectors at G7 level, is ranked 19th of 22 in India; conversely, Education ranked 13th at G7 level, is ranked 2nd in India.

| India has a **higher Reykjavik Index** than the average in three sectors:	India has **particularly low Indices** relative to the average for:
— Defence/police (68 vs the G7 average of 62)	— Childcare (34 vs the G7 average of 54)
— Gaming (68 vs 62)	— Fashion/beauty (38 vs 57)
— Education (76 vs 73)	— Food/drink manufacturers (61 vs 78)
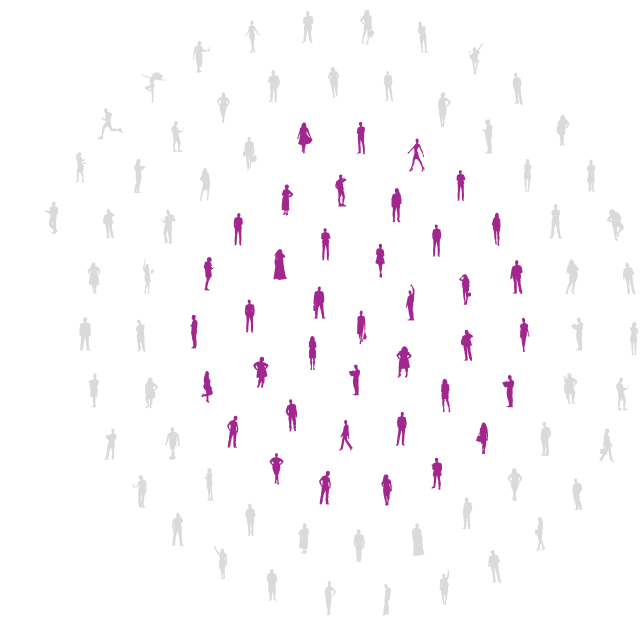
39%

of people in India would feel very comfortable having a woman as head of government.

34% of people in India would feel very comfortable having a woman as CEO of a major company in India.

The 2019 Reykjavik Index for Leadership:
COUNTRY PROFILES: **BRAZIL**

Reykjavik Index Score	
2019	66
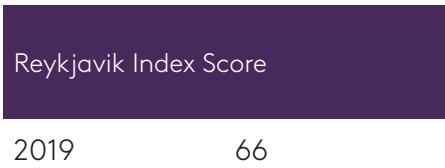
Brazil's overall Reykjavik Index of 66 is seven points below the G7 average of 73. Like the G7 countries, it has a relatively low level of sector variation.

Highest-scoring sectors are:	Lowest-scoring sectors are:
— Natural sciences - 74	— Childcare - 43
— Banking/finance - 73	— Fashion/beauty - 48
— Tech/AI - 73	— Automotive manufacturers - 58

43%

of people in Brazil would feel very comfortable having a woman as head of government.

41% of people in Brazil would feel very comfortable having a woman as CEO of a major company in Brazil.

Data source is Kantar survey of working-age adults aged 18-64 as part of the wider Reykjavik Index for Leadership study of men and women, carried out between July–September 2019.
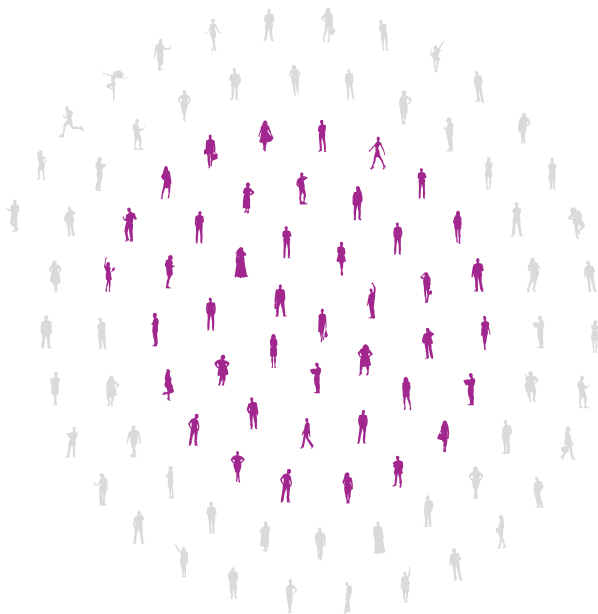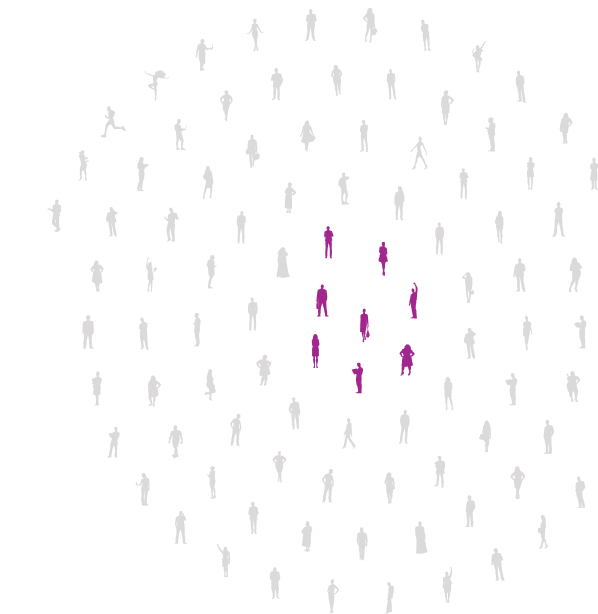

The 2019 Reykjavik Index for Leadership:
COUNTRY PROFILES: **RUSSIA**

Reykjavik Index Score	
2019	53
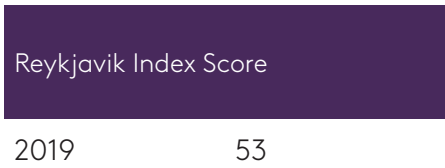
Russia's overall Reykjavik Index of 53 is 20 points below the G7 average of 73. It has a relatively high level of sector variation compared with all other countries in the survey, with the exception of China.

Highest-scoring sectors are:	Lowest-scoring sectors are:
— Media/entertainment - 75	— Defence/police - 21
— Natural sciences - 75	— Engineering - 22
— Banking/finance - 70	— Automotive manufacturers - 25

8%

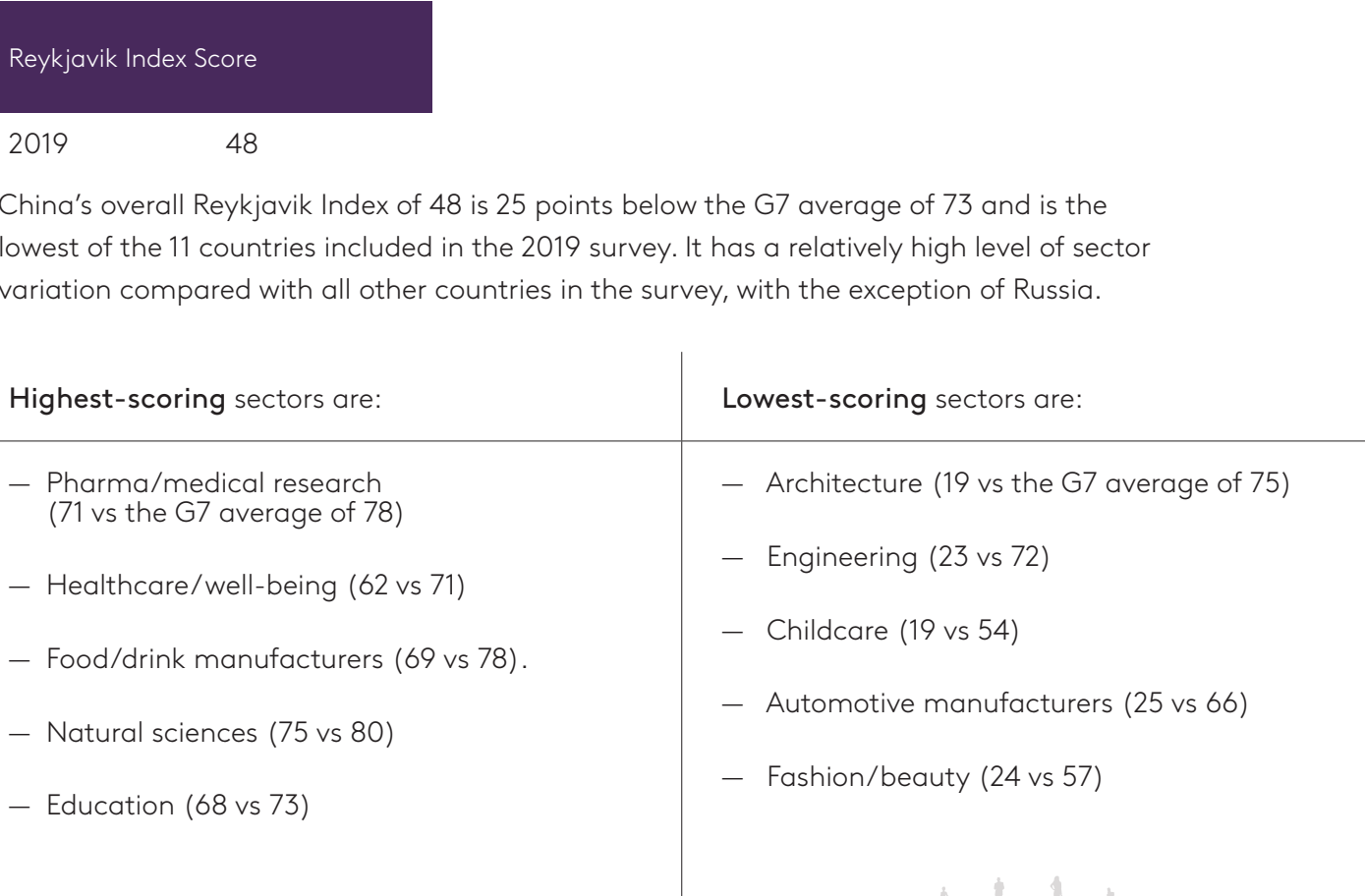of people in Russia would feel very comfortable having a woman as head of government.

11% of people in Russia would feel very comfortable having a woman as CEO of a major company in Russia.

Data source is Kantar survey of working-age adults aged 18-64 as part of the wider Reykjavik Index for Leadership study of men and women, carried out between July–September 2019.
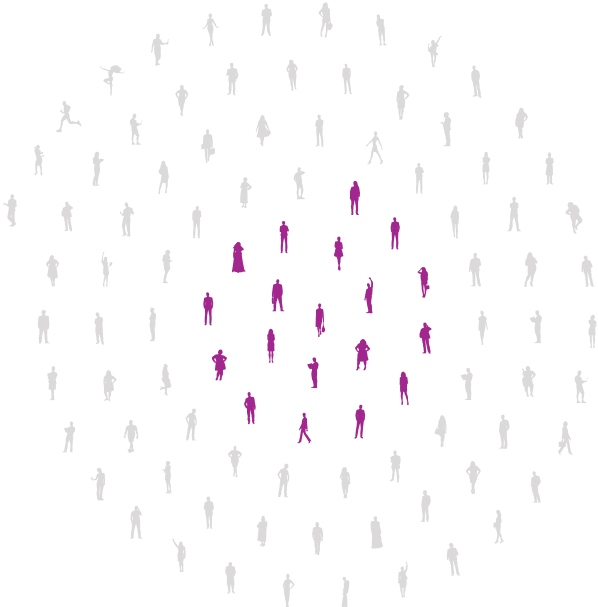
The 2019 Reykjavik Index for Leadership:
COUNTRY PROFILES: **CHINA**

Reykjavik Index Score	
2019	48

China's overall Reykjavik Index of 48 is 25 points below the G7 average of 73 and is the lowest of the 11 countries included in the 2019 survey. It has a relatively high level of sector variation compared with all other countries in the survey, with the exception of Russia.

Highest-scoring sectors are:

— Pharma/medical research
(71 vs the G7 average of 78)

— Healthcare/well-being (62 vs 71)

— Food/drink manufacturers (69 vs 78).

— Natural sciences (75 vs 80)

— Education (68 vs 73)

Lowest-scoring sectors are:

— Architecture (19 vs the G7 average of 75)

— Engineering (23 vs 72)

— Childcare (19 vs 54)

— Automotive manufacturers (25 vs 66)

— Fashion/beauty (24 vs 57)

19%

of people in China would feel very comfortable having a woman as CEO of a major company in China.

At a glance

HOW COMFORTABLE IS SOCIETY WITH WOMEN AS LEADERS OF GOVERNMENT OR MAJOR COMPANIES?

As part of the wider Reykjavik Index for Leadership research, people were asked how comfortable they would feel with a woman as Head of Government and a CEO of a major national company. These findings do not contribute to The Reykjavik Index scores but give us richer insight into society's attitudes into who is suitable to lead. For example in France, there is a high Index score for perceptions of men and women being equally suitable to lead in government and politics, yet society in France is not very comfortable in practice with the idea of female head of government, as seen below.

'I would feel very comfortable with a woman as head of government in my country[8]			
	Average	Men	Women
Canada	59%	53%	65%
UK	58%	56%	61%
USA	54%	49%	59%
Italy	47%	41%	52%
France	44%	42%	45%
Brazil	43%	34%	52%
India	39%	34%	44%
Germany	31%	27%	36%
Japan	30%	27%	32%
Russia	8%	7%	9%

'I would feel very comfortable with a woman as the CEO of a major company in my country'			
	Average	Men	Women
Canada	62%	57%	67%
USA	61%	56%	66%
UK	59%	56%	61%
France	45%	44%	47%
Italy	43%	35%	50%
Brazil	41%	33%	48%
India	34%	30%	37%
Germany	33%	28%	38%
Japan	33%	29%	36%
China	19%	14%	25%
Russia	11%	11%	11%

There is an interesting conundrum in these findings when compared to the Index scores for government and politics sector. For example, Canada and France both have Index scores of 81 for government and politics. And yet, only 44% of people in France say they would feel 'very comfortable' with a female head of state, and 59% say the same in Canada.

This may highlight the juxtaposition of people feeling comfortable with female leadership in different economic sectors in principle, but when asked to address the comfort levels in the context of a specific head of government or CEO of a major national company, those comfort levels drop.

What this research reveals is that overall, women are much more comfortable with women leading the government or major national company; larger proportions of women answer as such in every country except Russia.

[8] Some sectors were excluded from the research in China.

ABOUT WPL

Women Political Leaders (WPL) is the global network of female politicians. The mission of WPL is to increase both the number and the influence of women in political leadership positions. WPL members are women in political office – Presidents, Prime Ministers, Cabinet Ministers and Members of Parliament. Membership is free and members are honoured by their participation. WPL strives in all its activities to demonstrate the impact of more women in political leadership, for the global better.

www.womenpoliticalleaders.org

ABOUT KANTAR

Kantar is the world's leading data, insights and consulting company. We understand more about how people think, feel, shop, share, vote and view than anyone else. Combining our expertise in human understanding with advanced technologies, Kantar's 30,000 people help the world's leading organisations succeed and grow.

www.kantar.com

CONTACT

For more information about The Reykjavik Index for Leadership please contact

grace.lown@kantar.com

Appendix

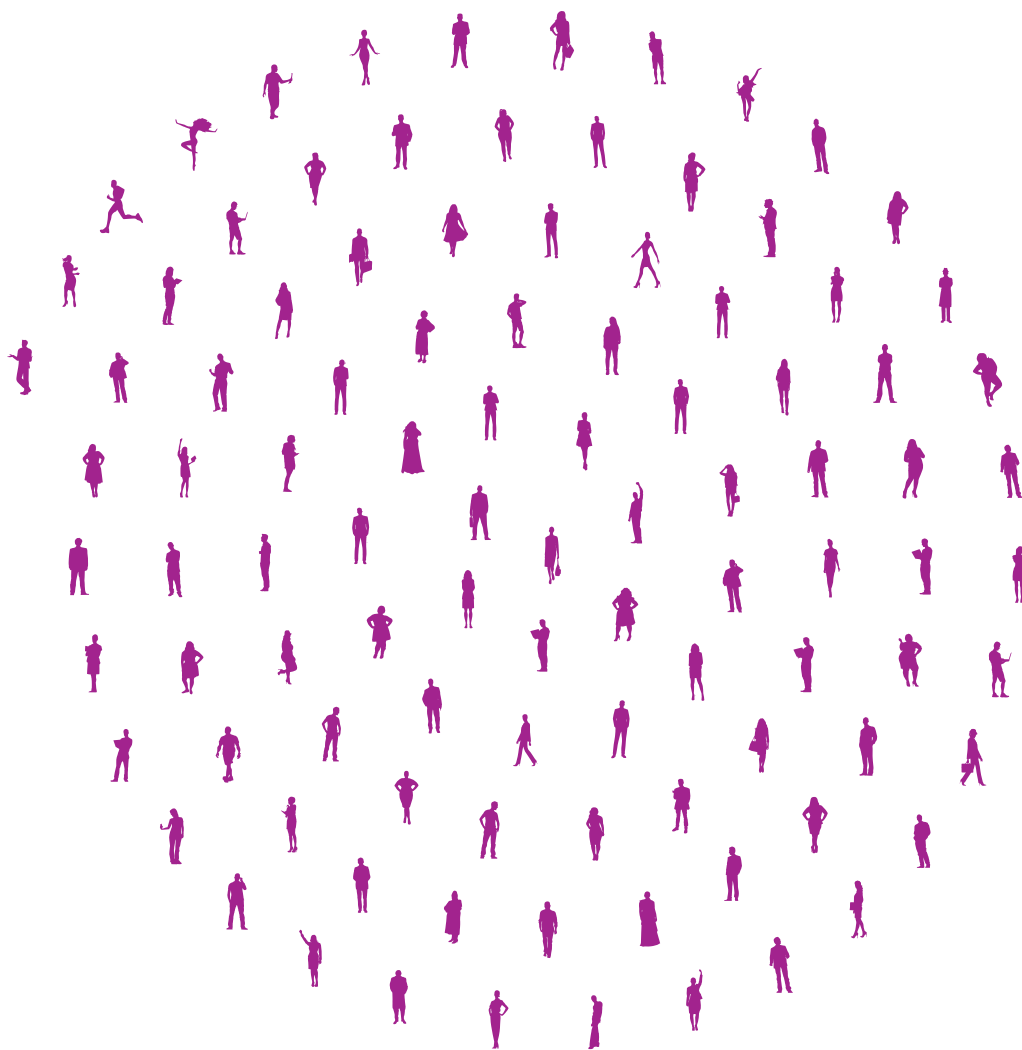|	Link	Page Number
[1] Automotive manufacturers and food and drink manufacturers.		4
[2] Please see the methodological note appendix on our website for the data collection periods broken down for each country.		4
[3] Some sectors were excluded from the research in China.		10
[4] Business of Fashion survey, 2017.	www.businessoffashion.com/community/voices/discussions/how-can-fashion-develop-more-women-leaders/less-female-fashion-designers-more-male-designers	14
[5] Government and politics was one of six sectors omitted from the study in China because of political sensitivities.		17
[6] We Forum: Record number of women set to enter India Parliament.	www.weforum.org/agenda/2019/05/record-number-of-women-set-to-enter-india-parliament/	17
[7] Discrimination is seen against men both childcare and fashion and beauty sectors.		19
[8] Government and politics was one of six sectors omitted from the study in China because of political sensitivities. The omitted sectors were: Economics and political science; Judiciary; Government and politics; Foreign Affairs and Diplomacy; Intelligence services; and Defence and Police.		34

Notes

Notes

THE **REYKJAVIK** INDEX FOR LEADERSHIP

2019 - 2020

REYKJAVÍK GLOBAL FORUM

WOMEN LEADERS

KANTAR