



The Reykjavik Index for Leadership 2024-2025

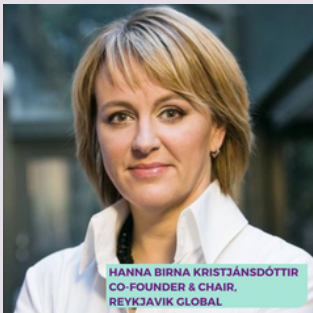
**Measuring society's perceptions of equality
for women and men in leadership since 2018**

Contents

| | |
|--|-----------|
| Foreword..... | 3 |
| Background..... | 4 |
| Seven years of The Reykjavik Index in the G7..... | 5 |
| Decline continues..... | 7 |
| By age..... | 8 |
| By gender | 10 |
| By sector | 12 |
| Perceptions of women as head of government..... | 15 |
| Conclusion..... | 16 |
| Next steps..... | 17 |
| Results by country..... | 18 |
| Methodology..... | 31 |
| About Verian & Reykjavik Global..... | 32 |

Foreword

We shared early headlines from our 2024–2025 Reykjavik Index for Leadership in November 2024 at the Reykjavik Global Forum.



When we set out to measure perceptions of women's suitability for leadership, we knew that progress would not be linear. It rarely is. 2025's index scores in the G7 show that the increase in prejudice seen over the last two years has continued.

This decline is driven by polarisation in society, between young people and previous generations, and between men and women.

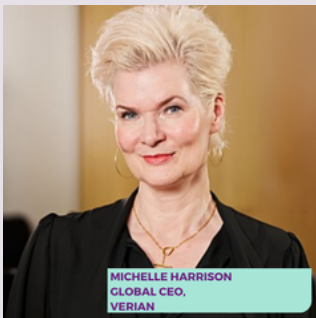
At a sector level, our research continues to demonstrate prejudice against men & women, particularly in professions associated with “caring” such as healthcare and wellbeing, childcare, and education.

Similarly, women are seen as less suitable for leadership than men in traditionally 'masculine' sectors such as defence & police, engineering and aerospace.

With regression, there is also resilience. As we presented the findings of The Reykjavik Index at Reykjavik Global Forum in November 2024, we saw shining examples of resilience within communities and stories emerging that will help to drive positive change.

There is clearly more work to be done. We hope that these findings will enable policymakers across the world to continue efforts to create a world where gender is not perceived as a limiting factor in leadership.

**Michelle Harrison and
Hanna Birna Kristjánsdóttir**



Background

The Reykjavik Index for Leadership is the measure of perceptions of equality for men and women in leadership.

The Index runs from 0 to 100. A score of 100 means that across society, there is common understanding that men and women are equally suited to leadership, in all sectors. Any score of less than 100 is an indication of prejudice in society.

Launched in 2018, the Index measures perceptions of women and men as leaders across the G7 and Iceland.

The Index has been constructed based on research exploring the question "For each of the following sector or industries, do you think men or women, or neither, are better suited to leadership positions?"

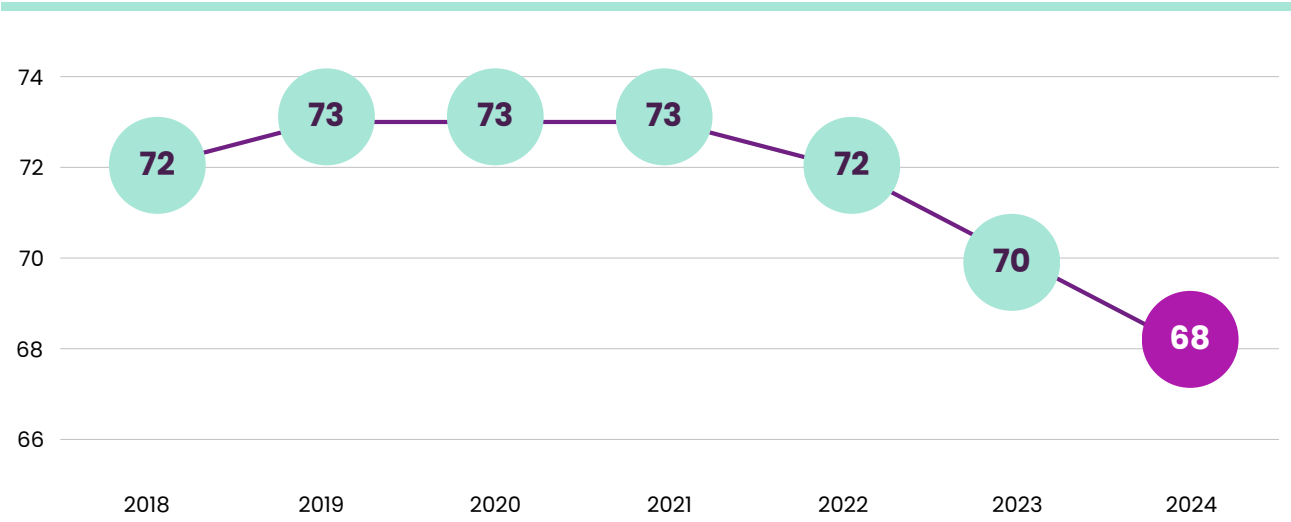
This year, thanks to funding from the Gates Foundation, our work extended to understanding perceptions of women in leadership in Kenya and Nigeria. For the first time, Verian also conducted this research in New Zealand. We also continued research in The Netherlands, marking our second year of index scores for this country.



Seven years of The Reykjavik Index in the G7

This year's score, an average of 68 across the G7 countries, marks the lowest result since our research began in 2018. At best this indicates an era of stasis and at worse points to continued regression on attitudes to gender equality in leadership.

Average Reykjavik Index scores across the G7 2018 – 2024



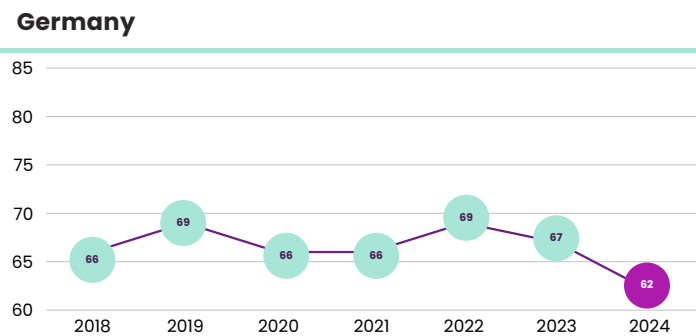
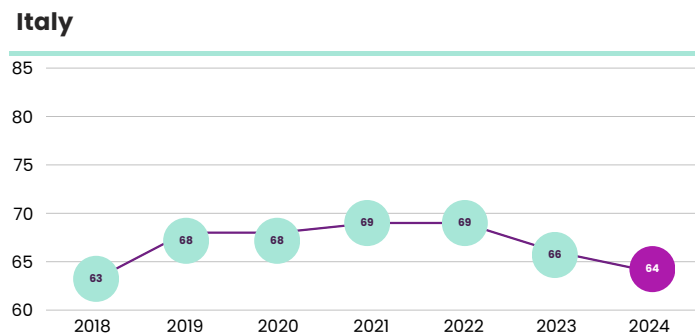
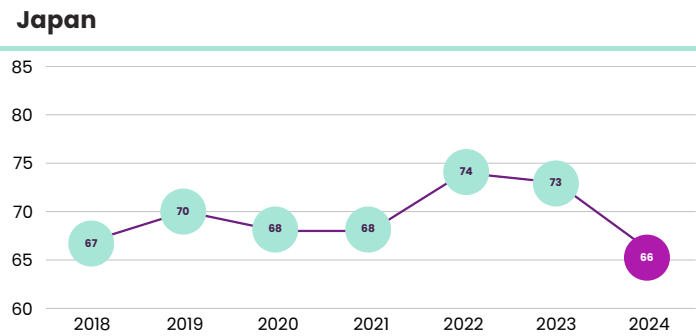
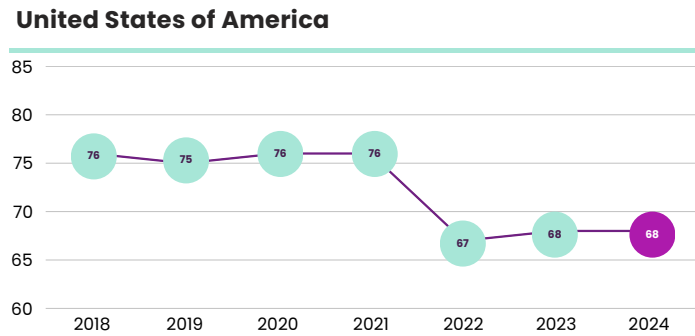
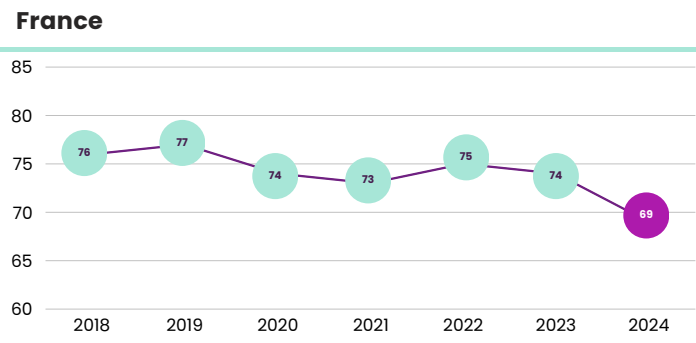
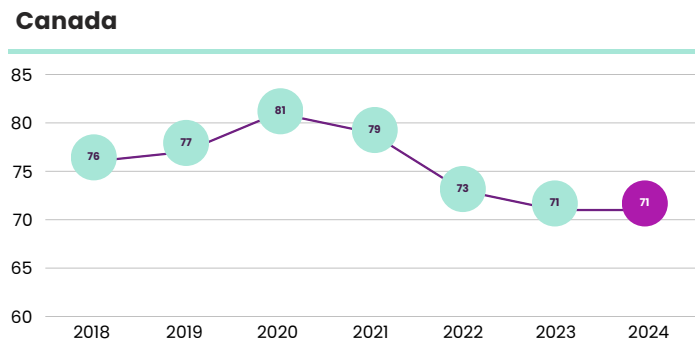
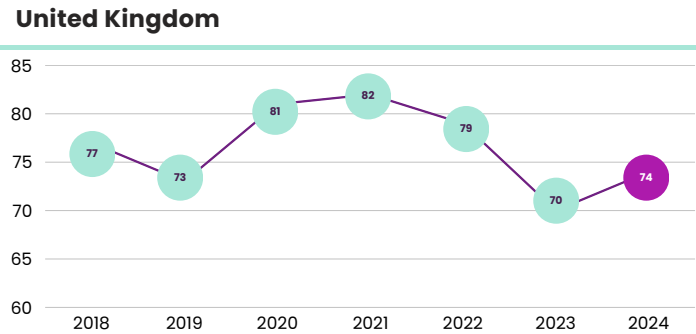
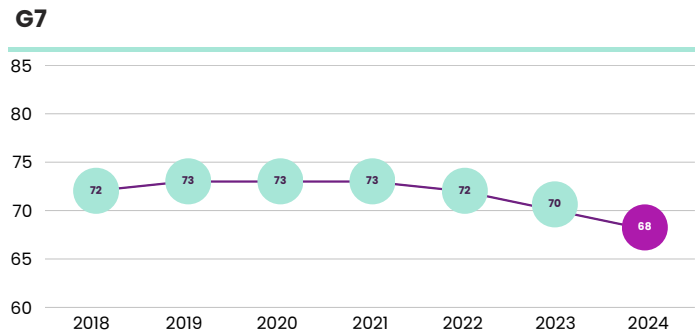
Reykjavik Index for leadership score by country over the last 7 years (change from previous year)

| Country | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 |
|---------|---------|------|------|------|------|------|------|
| UK | 74 (+4) | 70 | 79 | 82 | 81 | 73 | 77 |
| Canada | 71 (nc) | 71 | 73 | 79 | 81 | 77 | 76 |
| France | 69 (-5) | 74 | 75 | 73 | 74 | 77 | 76 |
| US | 68 (nc) | 68 | 67 | 76 | 76 | 75 | 76 |
| Japan | 66 (-7) | 73 | 74 | 68 | 68 | 70 | 67 |
| Italy | 64 (-2) | 66 | 69 | 69 | 68 | 68 | 63 |
| Germany | 62 (-5) | 67 | 69 | 66 | 66 | 69 | 66 |

While overall scores have declined since last year, there is nuance and even some positive change within the G7. For example, there has been a positive shift in the United Kingdom since 2023 which now regains its position as highest ranking among the G7 countries.

The greatest regression in attitudes since last year can be seen in Japan (-7 points), Germany (-5) and France (-5). There is no change in North America, with Canada and the United States both remaining the same as 2023.

Seven years of index scores for the G7: Reykjavik Index by country and over time, 2018 - 2024





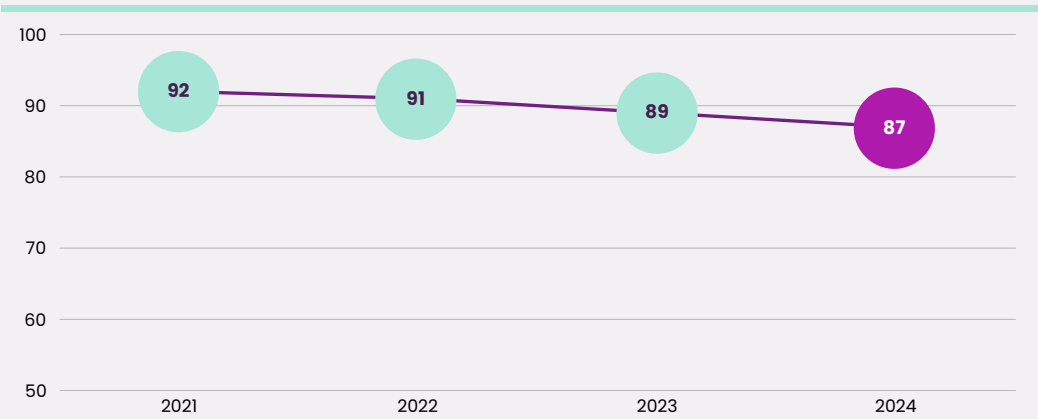
Decline continues

While Iceland continues to lead the way on perceptions of gender equality in leadership, they are not immune to global forces driving the regression of attitudes.

For the second year in a row, we see a 2-point decline in Iceland's scores, In 2024, they are still 13 points ahead of the highest scoring country in the G7.

Iceland has the highest index scores of any country we have monitored in the Reykjavik Index.

Iceland: Average Reykjavik Index scores across the 2021 - 2024



By age - polarisation between generations

In the last two studies, the data has shown that overall, young people have a lower Reykjavik Index score than their parents, illustrating that some groups of young people now have more gender prejudice than their parents' generation.

Across the G7, this continues to be the case overall, although in 2024 the older generations have also seen a decline in scores.

In the G7, younger people are less progressive than older generations when it comes to perceptions of gender equality in leadership

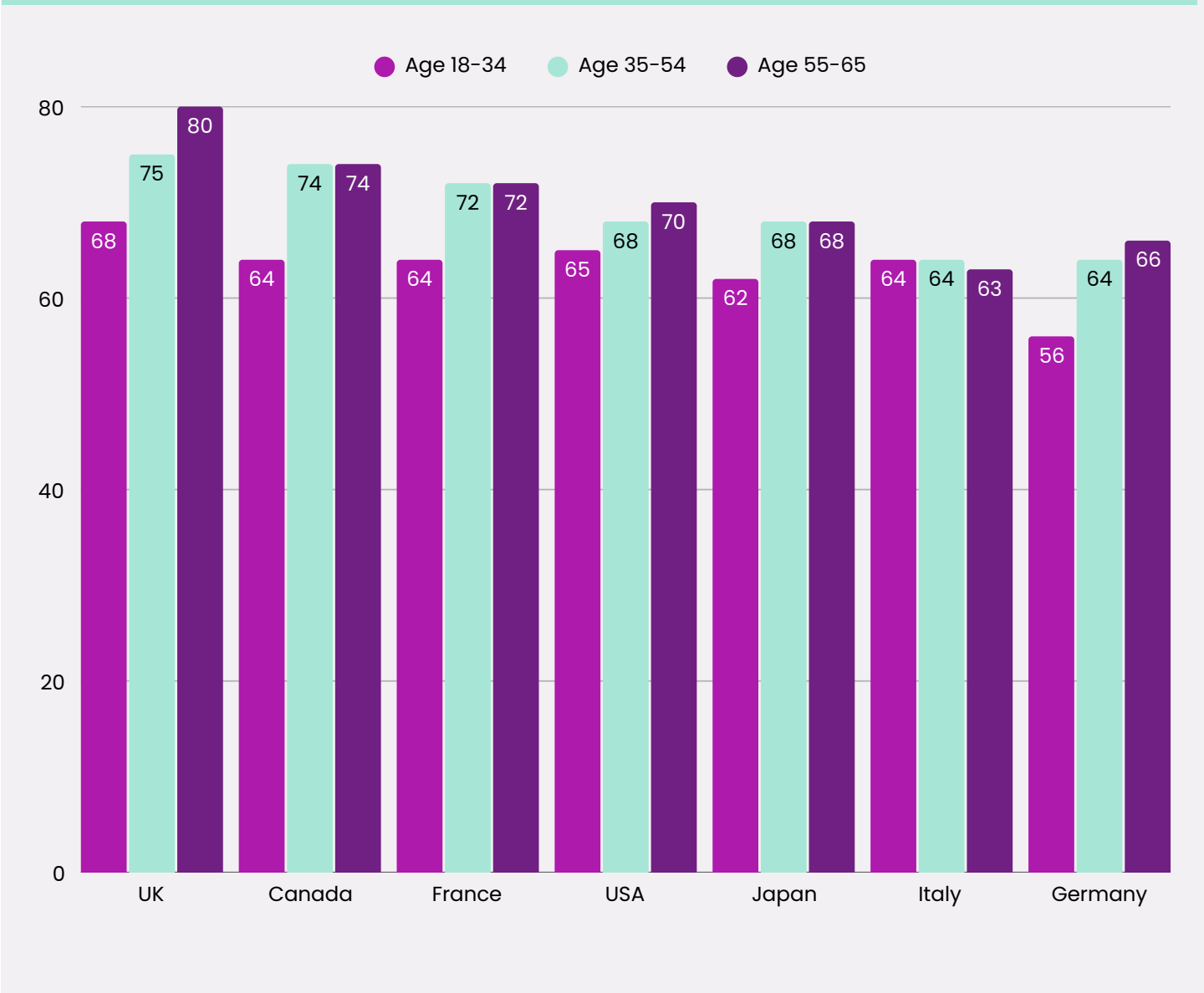
G7: Average Reykjavik Index score by age group 2018-2024



At country level, younger people are more prejudiced, apart from Italy where the index scores do not vary significantly by age.

Canada, UK and Germany show the greatest polarisation of opinion between age groups, with ten percentage points separating 18-34-year-olds from those aged 55-65.

G7: Average Reykjavik Index score by age group and country





By gender - overall across the G7

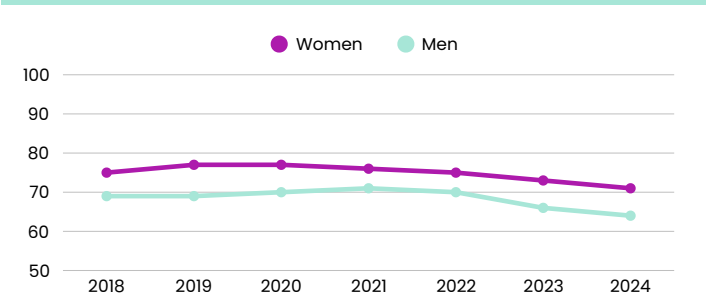
If we look at the index scores **by gender of respondent** across all age groups, overall women are less prejudiced than men when it comes to perceptions of gender equality in leadership.

However, the gender divide is not increasing; rather the scores for women and men alike are declining across the G7, with some minor exceptions in the UK (for both women and men), Italy (for women) and the US (for men).

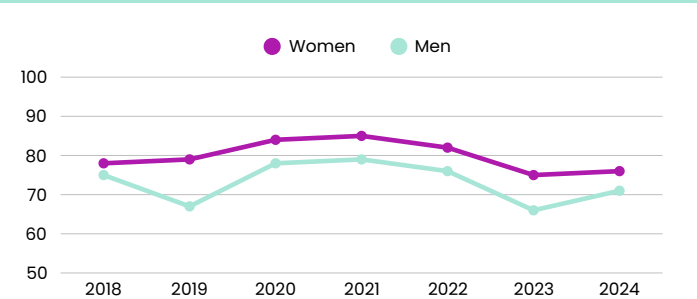
There is a divide
between women's and
men's views on gender
equality in leadership

Across the G7, data reveals gap between perceptions of male and female respondents

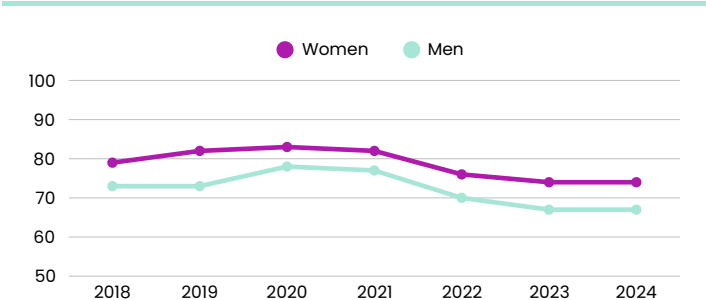
G7



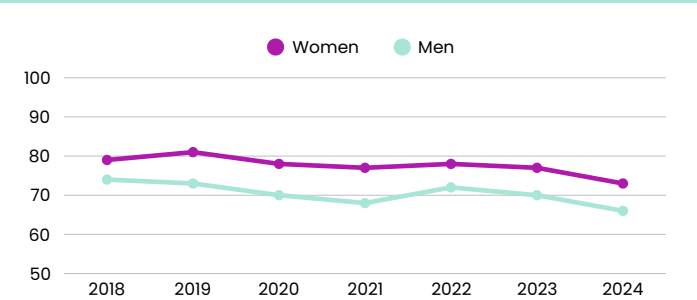
United Kingdom



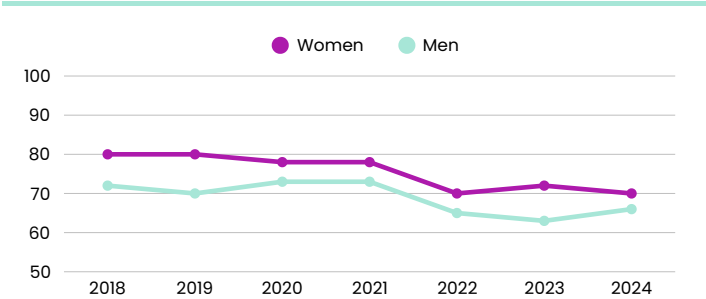
Canada



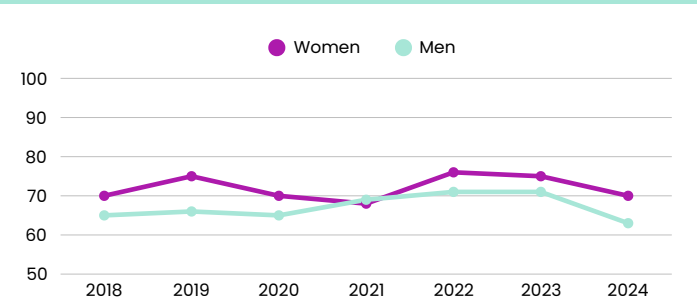
France



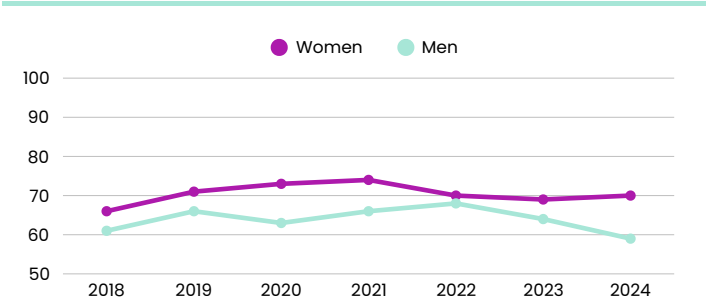
United States of America



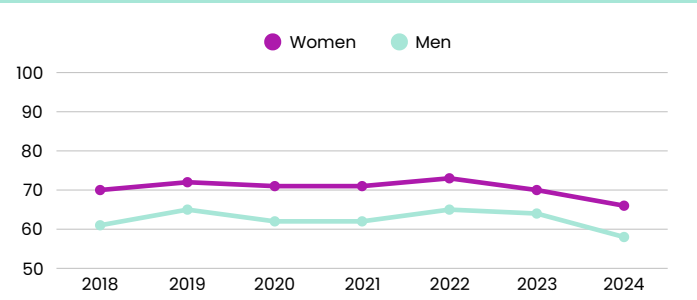
Japan



Italy



Germany

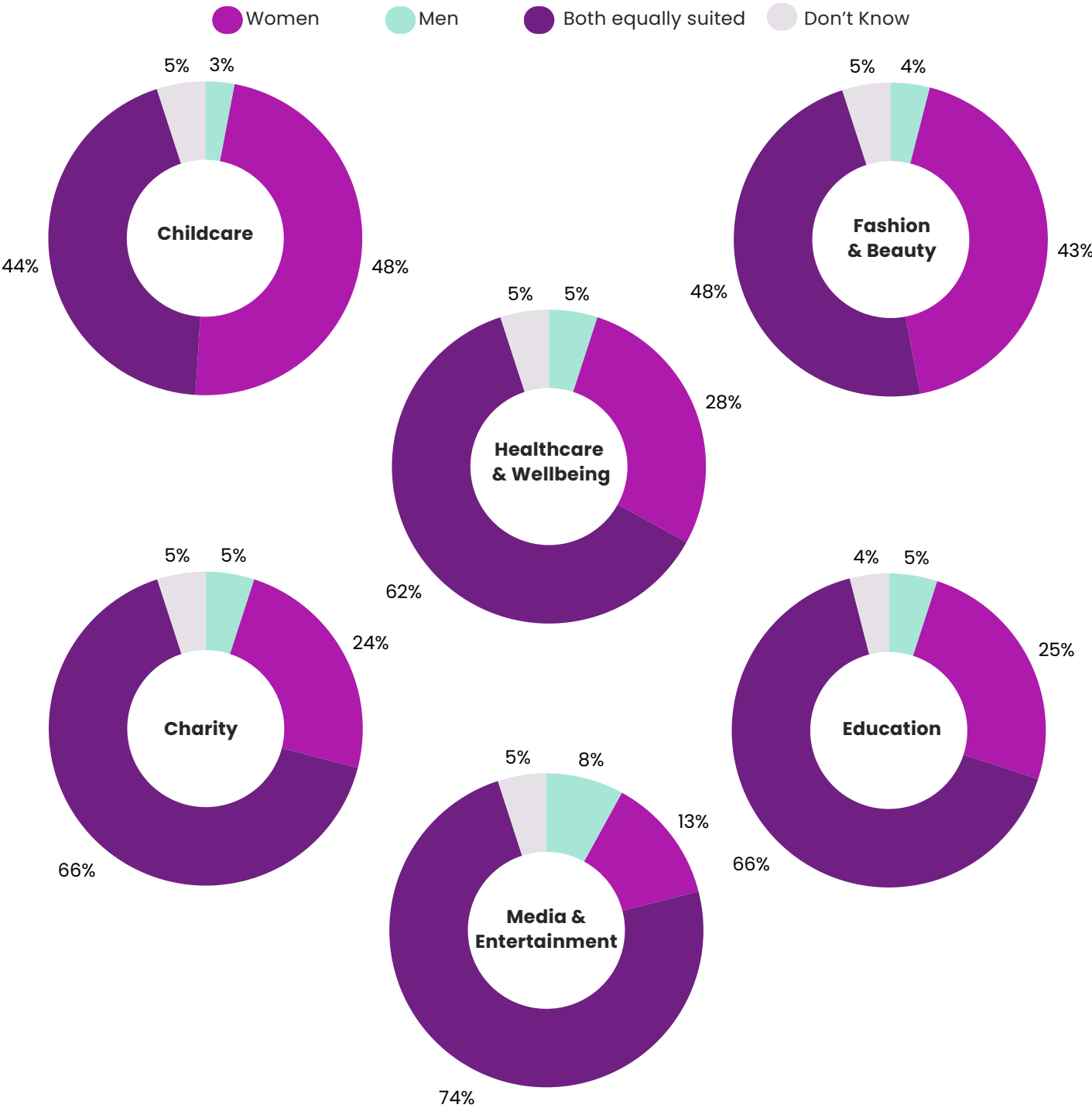


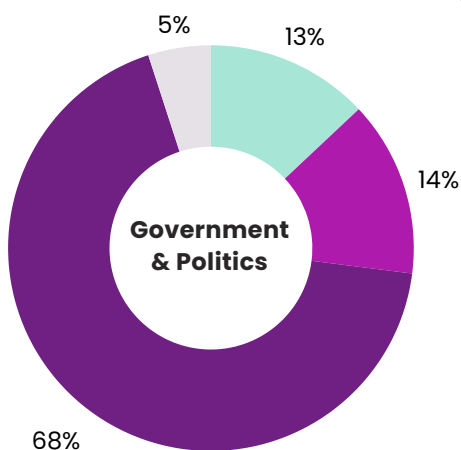
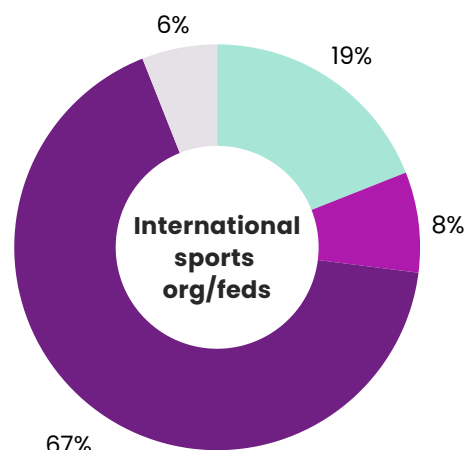
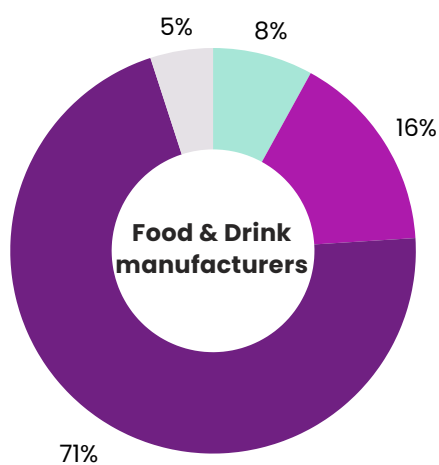
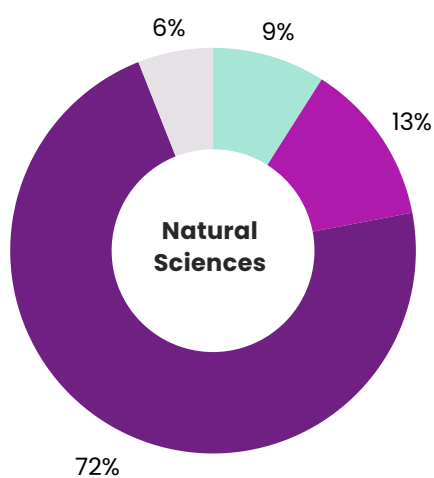
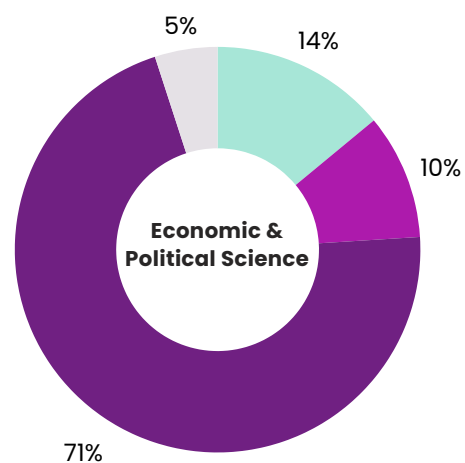
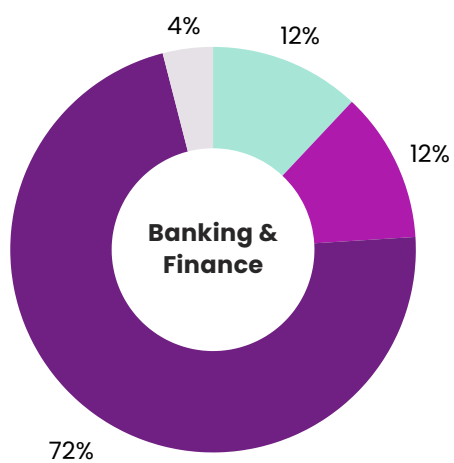
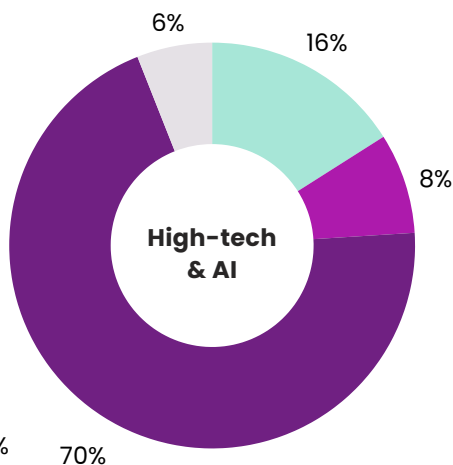
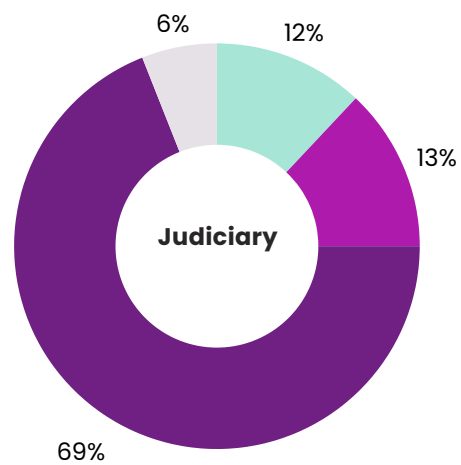
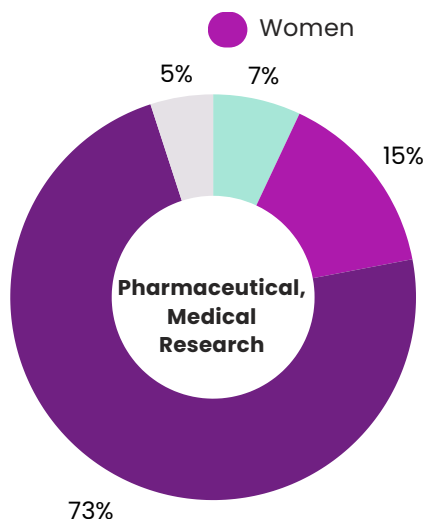
By sector- gendered views of certain roles persist

We also asked respondents for their view on different industries: **"for each of the following sectors or industries, do you think men or women are better suited to leadership positions?"**

In our latest research, we see evidence of a 're-traditionalization' that reveals prejudice against both men and women in leadership, but depending on the sector.

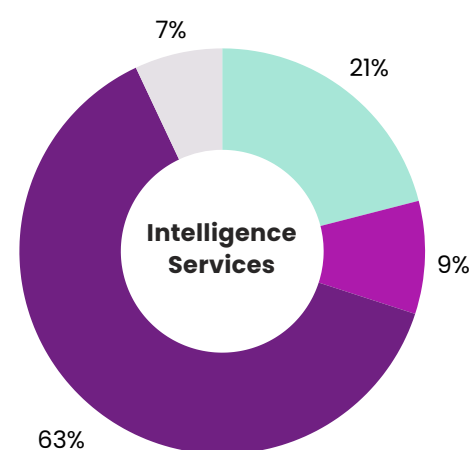
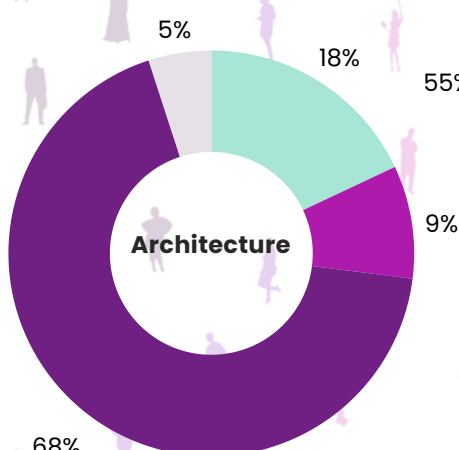
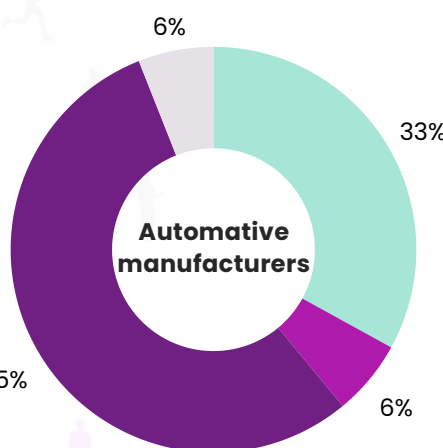
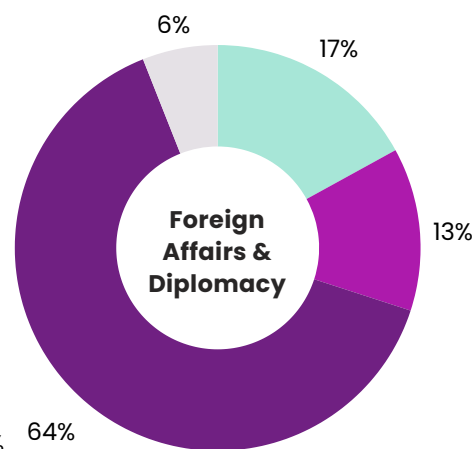
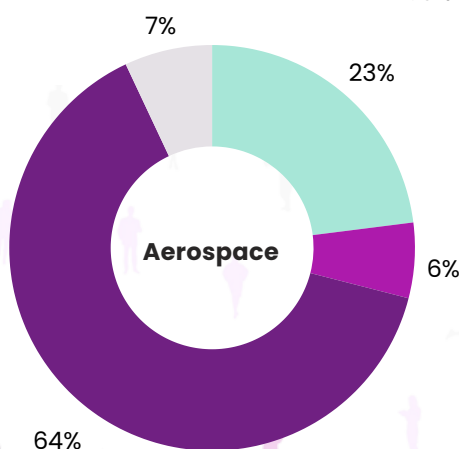
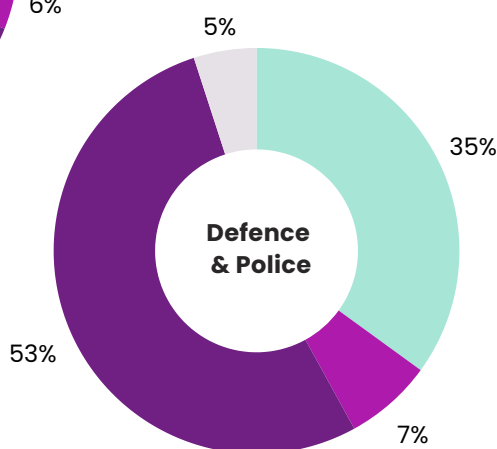
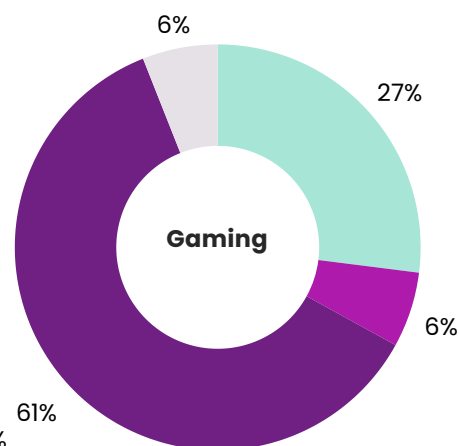
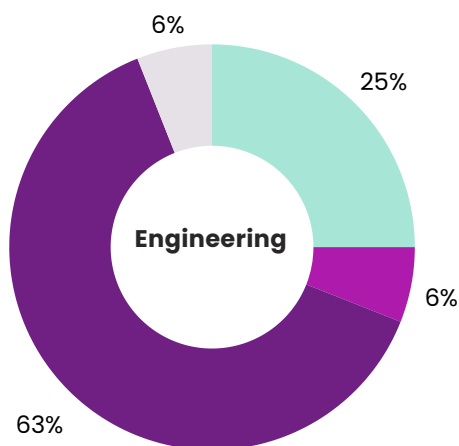
Men are seen as less suited to lead than women in 'caring' sectors such as childcare, healthcare and wellbeing and education.





Similarly, there is prejudice against women in leadership in defence and police, automotive manufacturing and engineering.

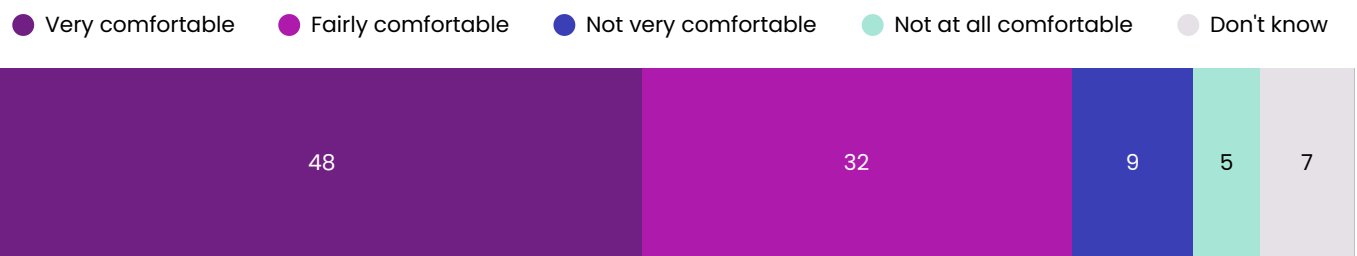
Women Men Both equally suited Don't Know



Perceptions of women as head of government

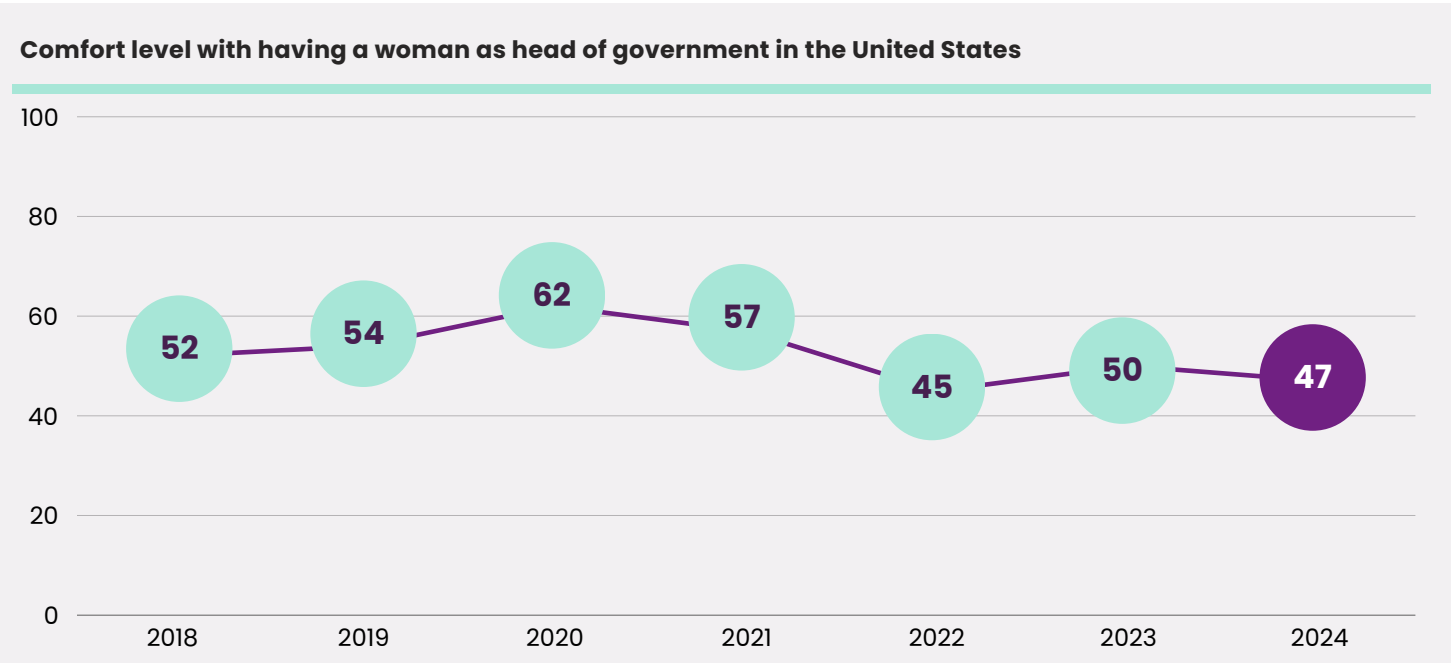
In a year of elections, perceptions of women as head of government are prescient. As part of our research, we also asked respondents **"How comfortable do you or would you personally feel about having a woman as head of government?"**

"How comfortable do you or would you personally feel about having a woman as The head of government"



In the United States of America, Verian's research was undertaken in the months leading up to the US presidential election (research conducted in September and October 2024).

Less than half of people felt very comfortable with having a woman as head of government. This has decreased significantly since the previous presidential election, as 62% of the population were 'very comfortable' in 2020.



Source: Shares who said 'very comfortable' in % over time, United States of America

Conclusion

The Reykjavik Index serves to provide evidence to support the quality of debate on gender equality in society. It helps us understand the nature of prejudice that women, and men, experience in their journey to leadership.

Over the last seven years the data has shown us that equality will not arrive simply through time. Indeed, current trends are driving towards higher levels of discrimination.

We will continue the work to uncover what's driving these rapid changes in society. To develop public policy, we need to work with the nuances, the polarisation, and the speed of change that we see in society which the data demonstrates. Over the following months we will explore themes, from this report in more details.

Time to act!.

Power, Together for Change **The Reykjavík Action Items for Gender Equality**

Reykjavík Global encourages its global community members to advocate for The Reykjavík Action Items in business, government, and societal policy-making, using their power, influence, and privilege to drive change.

Equal Pay, Equal Representation, Equal Parental Leave, and Ending Gender Based Violence – the Reykjavík Action Items are grounded in Iceland's progressive gender equality policy models.

Iceland consistently ranks among the highest countries in the world for gender equality, including in the Reykjavík Index, the World Economic Forum Global Gender Gap Report, etc. Equal pay, equal representation, equal parental leave, and ending gender based violence are considered the critical factors in Iceland's multi-decade path to gender equality success.

The Four Reykjavík Action Items based on Iceland's successful policy models contributing to its high ranking in gender equality measurements, are:

Equal Pay
Equal Representation
Equal Parental Leave
Ending Gender Based Violence

The Four Reykjavík Action Items were developed by Reykjavík Global's Action Advisory Board in a collaborative study of the factors contributing to societies that rank the highest in the Reykjavík Index, the first measure of perceptions of women and men as leaders.



Next steps

Reykjavik Global is committed to finding solutions to support progress towards gender equality.

In that spirit Reykjavik Global continues expand its work on the Action Items. Please visit reykjavikglobal.com for more info.

If you would like to discuss potential partnerships on solutions designed to make a sustainable and positive impact for societies around the world please contact us directly on mail@reykjavikglobal.org

Results by country



Iceland

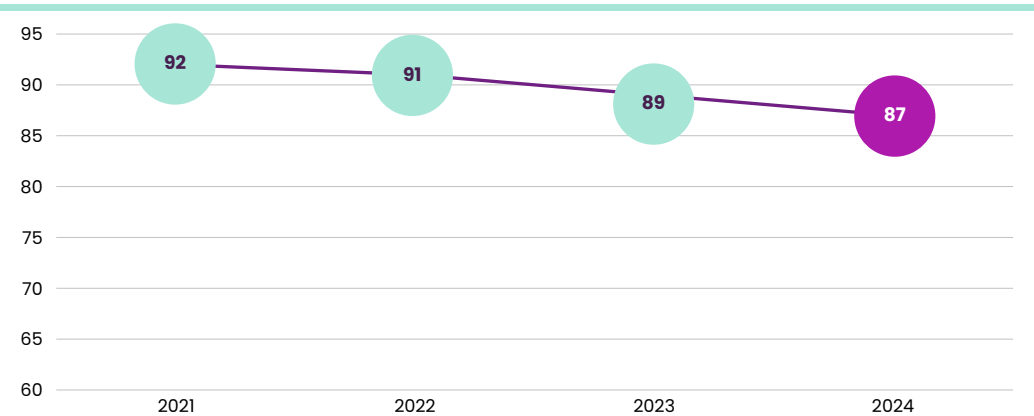
In 2024, Iceland has an index score of 87, which is the highest for the countries measured this year. Nevertheless, this has declined from a high of 92 in 2021, when Iceland was measured for the first time.

The results also show a noticeable gap between the views of women and men. Women in Iceland have an index score of 90, compared to men who have a score of 84.

In Iceland, it is the group age 35-54 that have the highest index score (90), whereas both the youngest (18-34) and oldest (55-65) age groups score 5-points lower (85).

Young men (18-34) have the lowest score measured in Iceland, with a score of 82. This is 7 points lower than young women (age 18-34).

Iceland: Average Index score over time 2021 - 2024



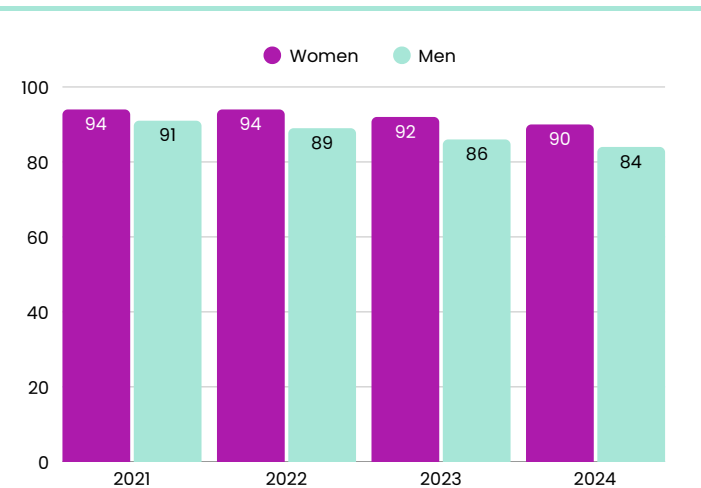
76%

of respondents in Iceland said they were ‘very comfortable’ with having a woman as head of government. This is the highest of all the countries measured in 2024.

77%

of respondents in Iceland said they were ‘very comfortable’ with having a woman as the CEO of a major company. This is also the highest of all the countries measured in 2024.

Iceland: Index score by gender over time 2021 - 2024



United Kingdom

In 2024, the United Kingdom (UK) has an index score of 74, which is higher than the G7 average.

Overall, the UK's index score has declined 3-points since first measured in 2018, suggesting an increase in gender prejudice in leadership.

However, the 2024 index score has increased since it was last measured in 2023.

Younger people in the UK (age 18-34) are more prejudiced than older people when it comes to perceptions of gender equality in leadership.

Young men (18-34) have the lowest score measured in the UK, with a score of 65.

This is 13-points lower than men age 55-65, and 6-points lower than young women (age 18-34).

Perceptions of gender equality in leadership also differ by gender of respondent, with male respondents indicating higher levels of prejudice.

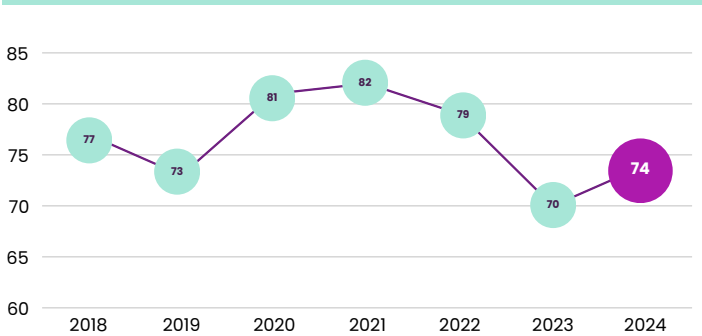
60%

of respondents in UK said they were 'very comfortable' with having a woman as head of government.

65%

of respondents in UK said they were 'very comfortable' with having a woman as the CEO of a major company.

UK: Average Index score over time 2018 - 2024



UK: Index score by gender of respondent



Canada

In 2024, Canada has an index score of 71, which is higher than the G7 average.

Overall, Canada’s index score has declined 5-points since first measured in 2018, suggesting an increase in gender prejudice in leadership. Younger people in Canada (age 18-34) are more prejudiced than older people when it comes to perceptions of gender equality in leadership.

Young men (18-34) have the lowest score measured in Canada, with an index score of 62.

Young women (18-34) have an index score of 66 which is 11-points lower than women age 35-54 and 13-points lower than women age 55-65.

Perceptions of gender equality in leadership also differ by gender of respondent, with male respondents indicating higher levels of prejudice.

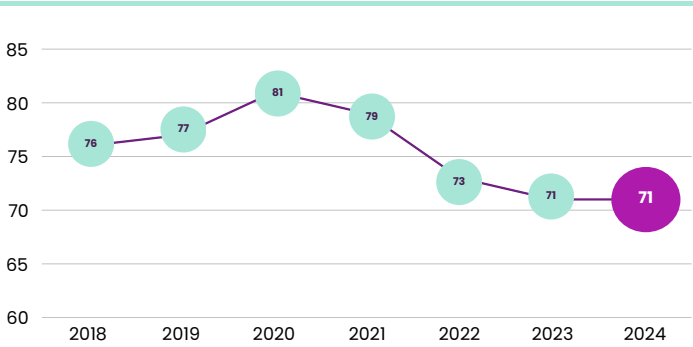
55%

of respondents in Canada said they were ‘very comfortable’ with having a woman as head of government.

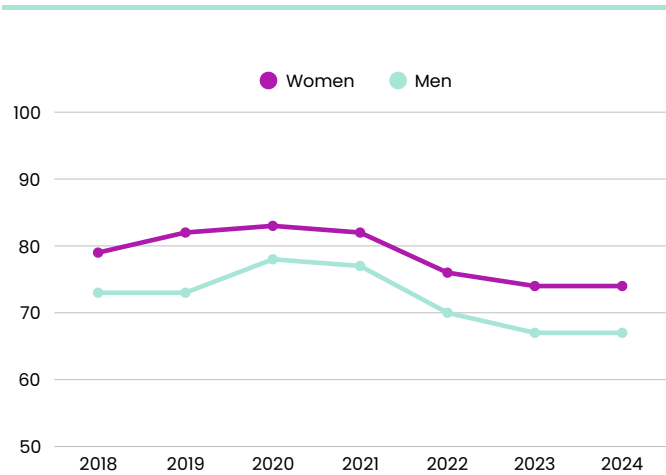
60%

of respondents in Canada said they were ‘very comfortable’ with having a woman as the CEO of a major company.

Canada: Average Index score over time 2018 - 2024



Canada: Index score by gender of respondent



France

This year France has an index score of 69, which is one point above the G7 average.

France’s index score has declined 5-points since 2023, and 6-points since it was first measured in 2018, suggesting an increase in gender prejudice in leadership.

The results also show a noticeable gap between the views of women and men. Women in France have an index score of 73, compared to men who have a score of 66.

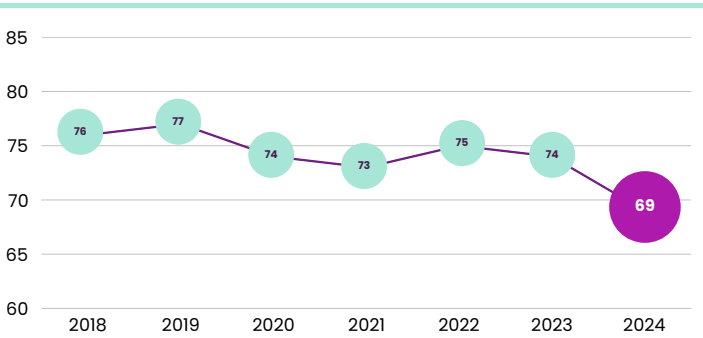
Younger people in France (18-34) are more prejudiced than older people when it comes to perceptions of gender equality in leadership.

Looking at age and gender combined, we can see that the main difference is between women aged 18-34 and aged 35-54 and men of the same age groups.

Women ages 34-54 have an index score of 77, whereas men of the same age group have a score of 67.

Young men (18-34) have the lowest score measured in France, with an index score of 60. Young women (18-34) have an index score of 69.

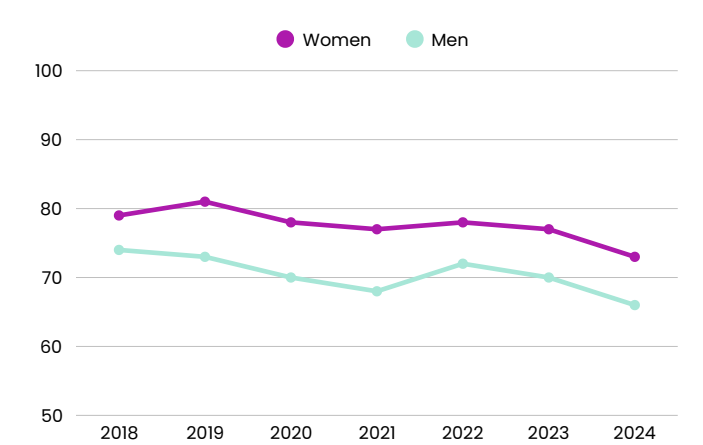
France: Average Index score over time 2018 – 2024



44%

of respondents in France said they were ‘very comfortable’ with having a woman as head of government.

France: Index score by gender of respondent



47%

of respondents in France said they were ‘very comfortable’ with having a woman as the CEO of a major company.

United States of America

In 2024, the US has an index score of 68, which is the same as the G7 average.

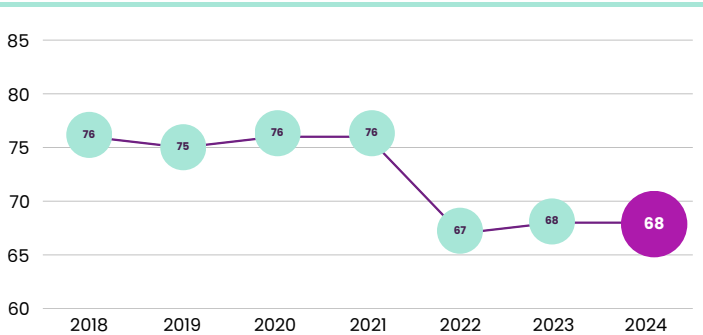
Overall, the US index score has declined 8-points since first measured in 2018, suggesting an increase in gender prejudice in leadership.

Younger people in the US (age 18-34) are more prejudiced than older people when it comes to perceptions of gender equality in leadership.

Perceptions of gender equality in leadership also differ by gender of respondent, with male respondents indicating higher levels of prejudice.

Less than half of people in the US felt ‘very comfortable’ with having a woman as head of government, with research conducted in the months immediately before the 2024 presidential election.

USA: Average Index score over time 2018 – 2024



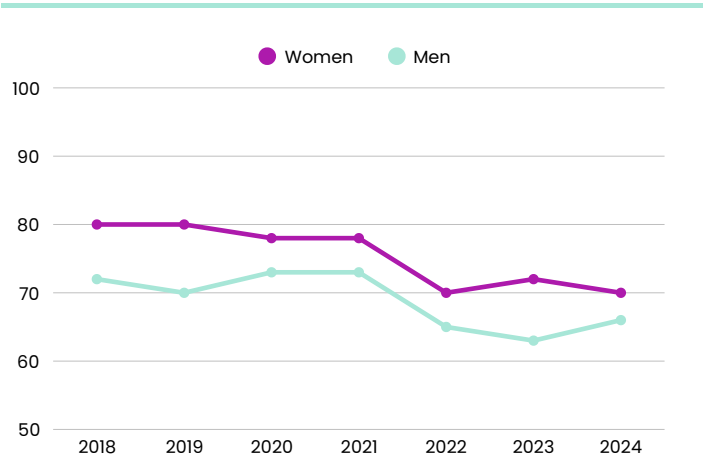
47%

of respondents in US said they were ‘very comfortable’ with having a woman as head of government.

53%

of respondents in US said they were ‘very comfortable’ with having a woman as the CEO of a major company.

USA: Index score by gender of respondent



Japan

In 2024, Japan has an index score of 66, which is slightly lower than the G7 average.

Japan's index score has decreased by 7-points since 2023, suggesting an increase in prejudice when it comes to women and men's suitability for leadership.

Perceptions of gender equality in leadership differ by gender of respondent, with male respondents indicating higher levels of prejudice than women across every age group.

Young women (age 18-34) are more gender prejudiced than older women in Japan, with index scores of:

- 63 (women age 18 - 34)
- 75 (women age 35-54)
- 70 (women age 55-65)

People in Japan have the lowest levels of comfort in the G7 with a woman as head of government or the CEO of a major company.

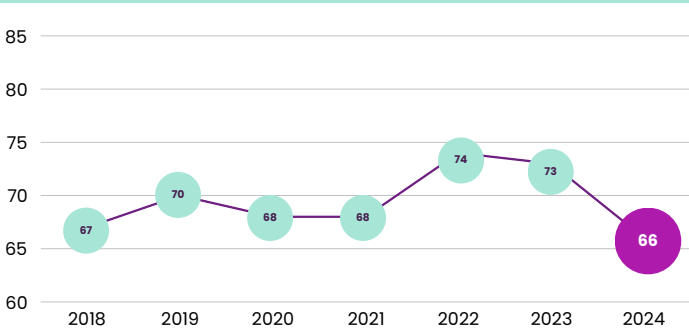
35%

of respondents in Japan said they were 'very comfortable' with having a woman as head of government.

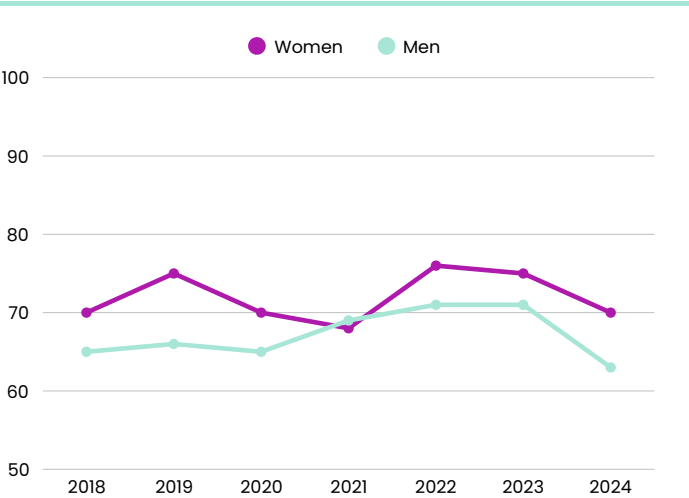
37%

of respondents in Japan said they were 'very comfortable' with having a woman as the CEO of a major company.

Japan: Average Index score over time 2018 - 2024



Japan: Index score by gender of respondent



Italy

In 2024, Italy an has index score of 64, which is lower than the G7 average.

Overall, Italy's score has decreased since 2023, decreasing by a further 2-points this year.

Men indicated higher levels of prejudice, with an 11-point difference in index score between male and female respondents. This is the biggest gap between the respondents within the G7

Men age 35-54 have the lowest score measured in Italy, with an index score of 58. This is 13-points lower than their women age 34-54, with a score of 71.

Perceptions of gender equality in leadership differ by gender of respondent, with male respondents indicating higher levels of prejudice than women across every age group.

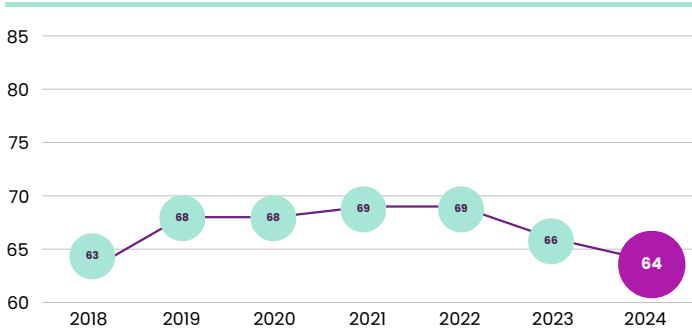
49%

of respondents in Italy said they were 'very comfortable' with having a woman as head of government.

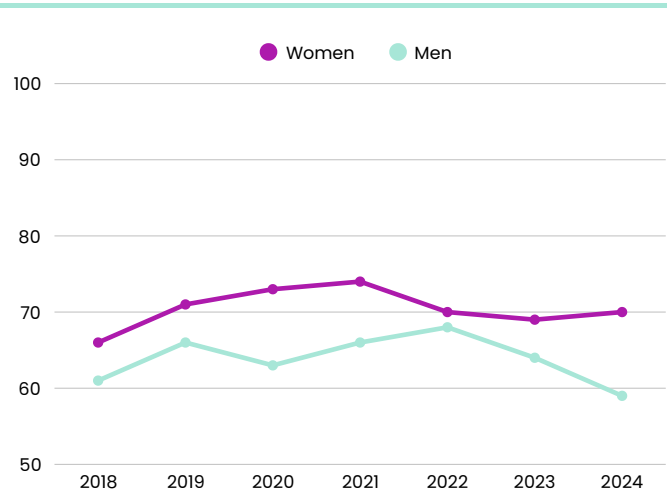
50%

of respondents in Italy said they were 'very comfortable' with having a woman as the CEO of a major company.

Italy: Average Index score over time 2018 - 2024



Italy: Index score by gender of respondent



Germany

In 2024, Germany has an index score of 62, which is lower than the G7 average of 68.

Overall, Germany’s index score has declined by 4-points since it was first measured in 2018, suggesting an increase in gender prejudice in leadership.

Younger people in Germany (age 18-34) are more prejudiced than older people when it comes to perceptions of gender equality in leadership.

Germany is the only country in the G7 where people feel more comfortable with having a woman as head of government than as the CEO of a major company.

44%

of respondents in Germany said they were ‘very comfortable’ with having a woman as head of government.

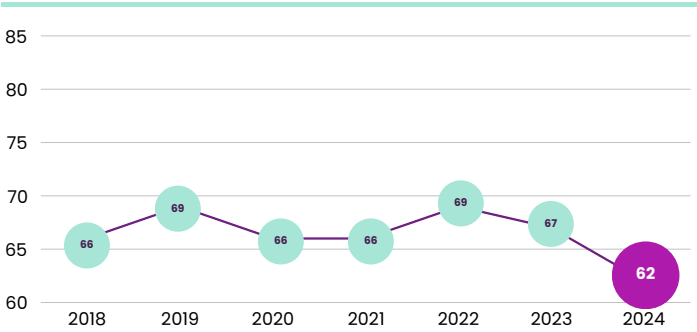
41%

of respondents in Germany said they were ‘very comfortable’ with having a woman as the CEO of a major company.

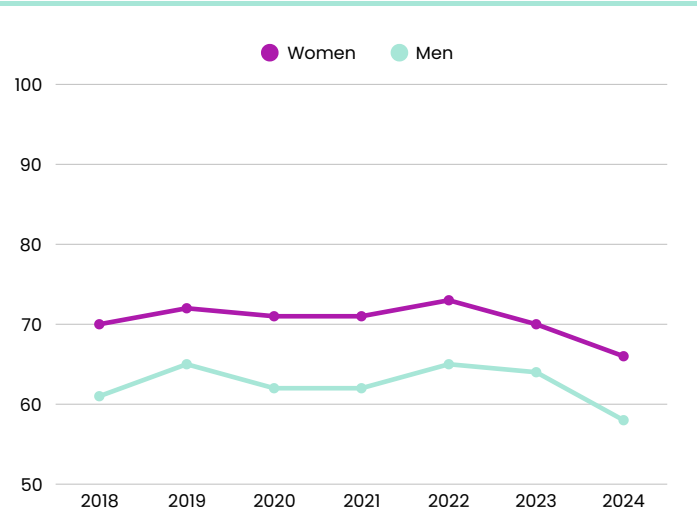
Perceptions of gender equality in leadership also differ by gender of respondent, with male respondents indicating higher levels of prejudice.

Young men (18-34) have the lowest score measured in Germany, with an index score of 53. Young women (18-34) have an index score of 59 which is 11-points lower than women age 55-56.

Germany: Average Index score over time 2018 - 2024



Germany: Index score by gender of respondent



Kenya

Kenya's index score in 2024 is 52

There is a noticeable difference between perceptions of men (49) and women (54).

The younger generation (those aged 18 – 34) hold more progressive views than their predecessors, with an average score of 53 versus 46 for those aged 55–65.

Women aged 55-65 are the group with the lowest scores in Kenya.

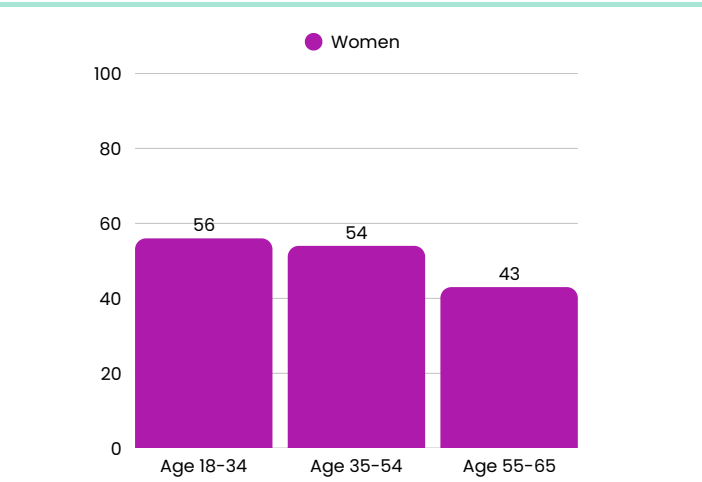
48%

of Kenyans are very comfortable with a woman as head of government. A total of 76% say they are 'very' or 'fairly' comfortable.

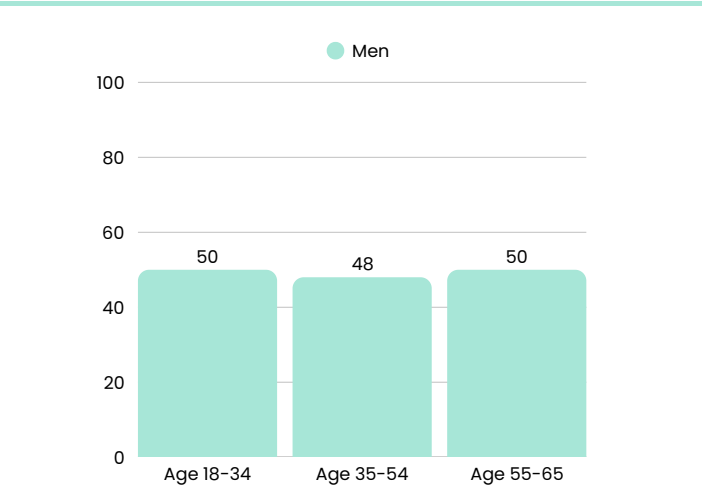
51%

of respondents in Kenya said they were 'very comfortable' with having a woman as the CEO of a major company. A total of 86% of people are either 'very' or 'fairly' comfortable.

Kenya: Index score, women by age



Kenya: Index score, men by age



How comfortable do you or would you personally feel about having a woman as...

Shares in %



Nigeria

Nigeria’s index score in 2024 is 57

This contrast is particularly stark when it comes to those age 55–65, where ten percentage points separate the views of women from men on average.

Women are more progressive than men on gender, with respective scores of 61 to 53.

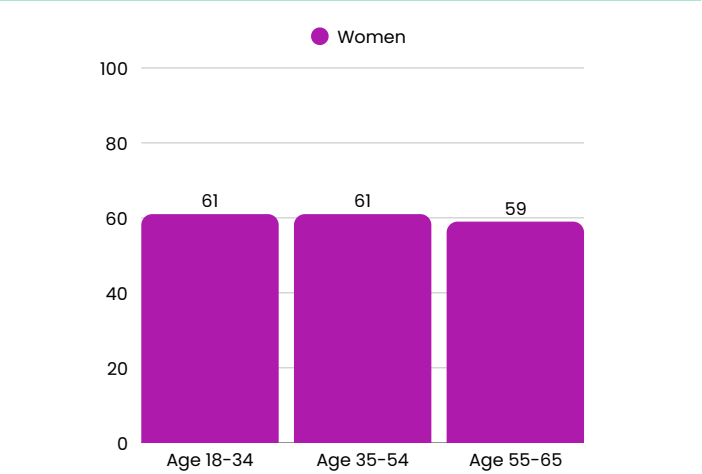
50%

of people in Nigeria would feel very comfortable with having a woman as head of government. A total of 75% say they are ‘very’ or ‘fairly’ comfortable

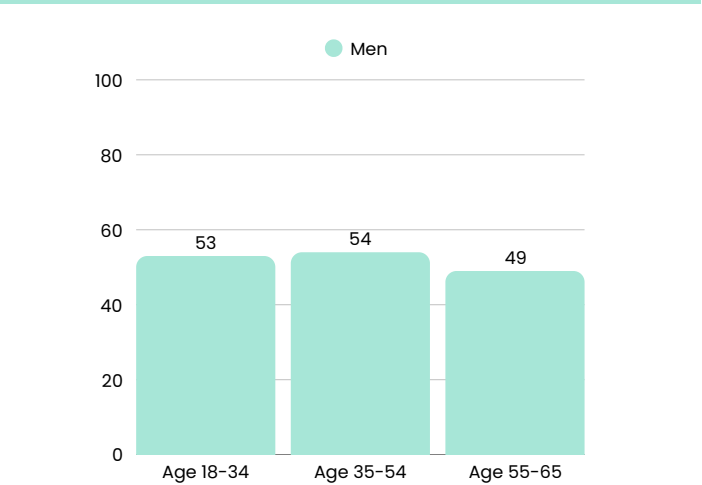
64%

are very comfortable, 25% fairly comfortable and only 11% are either ‘not very’ or ‘not at all comfortable’ with a woman as CEO of a major company in Nigeria

Nigeria: Index score, women by age

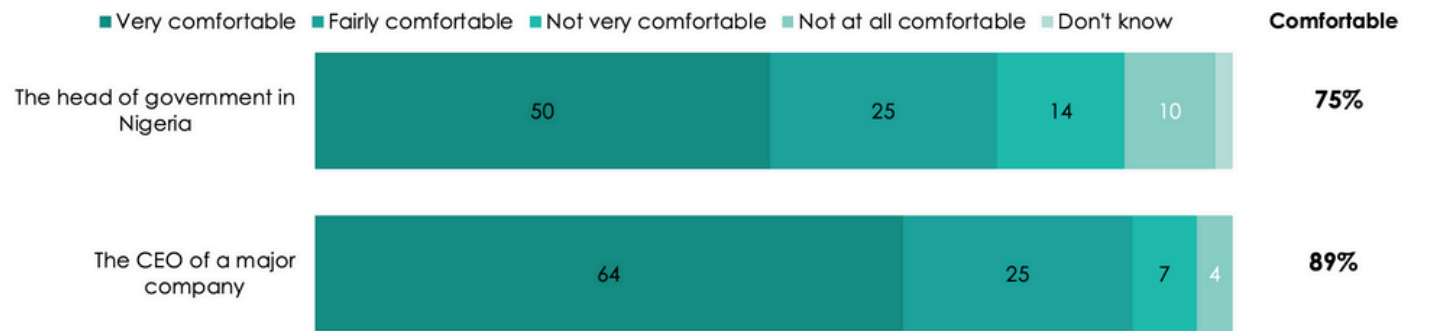


Nigeria: Index score, men by age



How comfortable do you or would you personally feel about having a woman as...

Shares in %



New Zealand

This is our first year conducting The Reykjavík Index in New Zealand.

Overall, there is a gap in attitudes between men and women.

New Zealand has an index score of 80, which is 12-points higher than the G7 average.

Young people are less progressive than people aged 55-65 when it comes to perception of gender equality in leadership

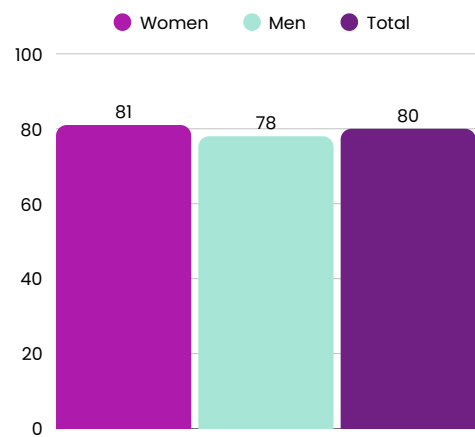
64%

of people in New Zealand would feel very comfortable with having a woman as head of government.

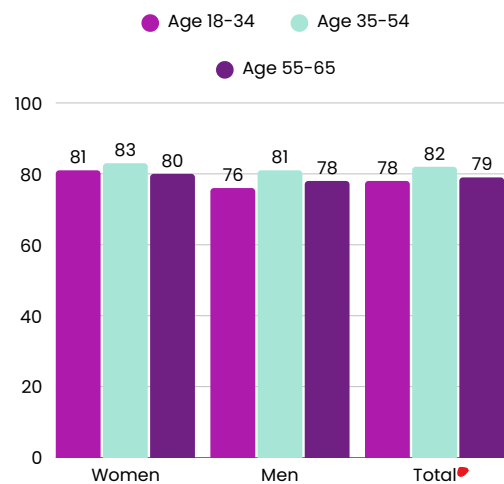
65%

are very comfortable with a woman as CEO of a major company in New Zealand

New Zealand: Index score



New Zealand: Index score by age



The Netherlands

The Index for the Netherlands is 80 in 2024. This is down 2-points from 82 in 2023, when the Netherlands was first included in the Reykjavík Index.

The results also show only a small gap between the views of women and men. Women in the Netherlands have an index score of 81, compared to men who have a score of 78.

In the Netherlands, it is the group aged 35-54 that have the highest index score (82), whereas both the youngest (18-34) and oldest (55-64) age groups score lower (78 vs 79).

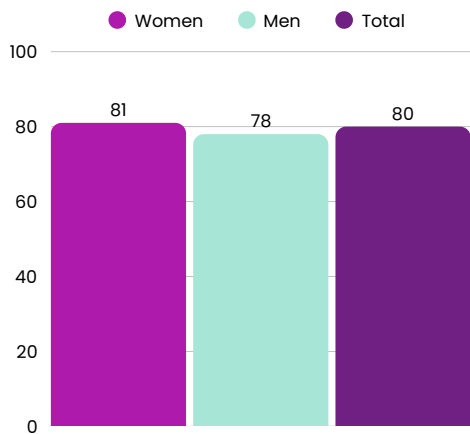
Young men (18-34) have the lowest score measured in the Netherlands, with a score of 76. This is 5-points lower than young women (age 18-34).

41%

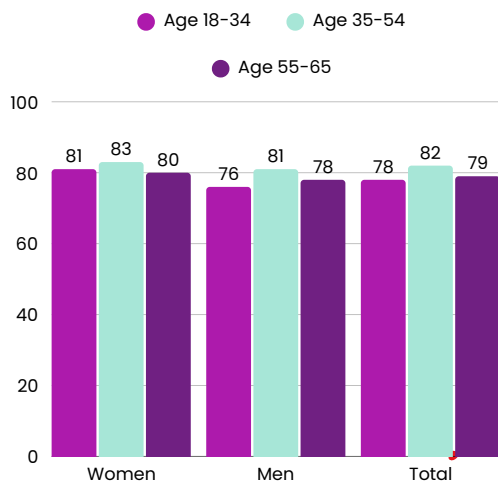
of people in the Netherlands would feel very comfortable with having a woman as head of government.

A similar percentage (42%) of respondents in the Netherlands said they were ‘very comfortable’ with having a woman as the CEO of a major company. Despite a higher index, this proportions are comparable to the ones in Germany, with an index of 62

The Netherlands: Index score



The Netherlands: Index score by age



Methodology

The Reykjavik Index for Leadership has been constructed based on research exploring the question:

“For each of the following sectors or industries, do you think men or women are better suited to leadership positions?”.

This question allows responses of ‘men’, ‘women’, ‘both equally’ and ‘don’t know’ for 23 different economic and professional sectors.

Aligned with our goal, a response of ‘both equally’ results in a point for that country within the Index, while a response of ‘men better suited’, ‘women better suited’ does not. ‘Don’t know’ are excluded from the Index score.

A country’s Reykjavik Index for Leadership is equal to the average proportion of people selecting ‘both equally’ across the 23 economic sectors. This is a measure of the extent to which, across society, men and women are viewed to be equally suitable for leadership.

When average scores are presented (e.g., the Nordics or G7), each country’s index is weighted equally regardless of population size.

| | |
|----------------------------|---|
| G7 | <ul style="list-style-type: none">• Collected through online panel providers• Weighted by gender, age and education• Age group: 18–65• Sample: 1000• Web survey• Fieldwork period: September–October 2024 |
| Iceland | <p>Collected through the University of Iceland’s Social Science Research Institute’s panel</p> <ul style="list-style-type: none">• Weighted by gender, age and education• Age group: 18–65• Sample: 1000• Web survey• Field work period: September–October 2024 |
| Kenya & Nigeria | <ul style="list-style-type: none">• Collected by trusted suppliers in each country• Kenya: Apex Research Solutions• Nigeria: Yucca Consulting• Nationally representative sample for gender, age and region, weighted for age and gender• Age group: 18–65• Samples: 1000 Kenya 1000 Nigeria• Random Digit Dialing• Field work period: September–October 2024 |
| The Netherlands | <ul style="list-style-type: none">• Collected through online panel providers• Weighted by gender, age and education• Age group: 18–65• Sample: 1000• Web survey• Field work period: September–October 2024 |
| New Zealand | <ul style="list-style-type: none">• Collected through online panel providers• Weighted by gender, age and education• Age group: 18–65• Sample: 1000• Web survey• Field work period: September–October 2024 |

About Verian

Verian is a world leading, independent research, evidence, evaluation, and communications agency, providing services to government and the public realm.

We work with our clients to help solve the next generation of public policy challenges. With offices across Europe, APAC and in the US, our consultants and researchers are supported by our unique global data ecosystem.

We provide gold standard data on the economy and society to decision makers and engage directly with many millions of citizens each year on their behalf.

Combining expertise in human understanding with advanced technologies and data science, our work with clients creates policy interventions, designs better public services, and unlocks behaviour change.

We support the rapid development of policy thinking in moments of urgency. We implement policies on the ground.

We build communications to reach diverse and complex audiences. We bring global best practice and local expertise.

We are Verian.
Powering decisions that shape the world.

veriangroup.com

About Reykjavík Global

Reykjavík Global Forum launched in 2018 as a diverse network of women leaders and their allies working to ensure that women attain and retain power.

Each year in Reykjavik, the Forum convenes global leaders, including presidents, prime ministers, parliamentarians, cabinet members and leaders from business, academia, civil society, arts, and media to connect and exchange best practices and solutions on how to further advance society towards equality and to promote and positively develop the number of women in leadership positions.

During the past eight years, Reykjavík Global has grown tremendously in its impact, creating a community with deep, meaningful relationships oriented toward long-term solutions and measurable results in women's leadership.

The Reykjavik Global Community is active year-round and is built around 4 pillars: Global Events, Initiatives (including the Reykjavik Index for Leadership, the Power, Together Awards & the Action Items), Virtual Events and the flagship event, Reykjavik Global Forum.

The annual Reykjavik Global Forum is co-hosted by Reykjavik Global, the Government of Iceland and the Parliament of Iceland.

reykjavikglobal.com



For any questions please contact mail@reykjavikglobal.org



Please visit reykjavikglobal.com for
more info on the Reykjavik Index for
Leadership and the Reykjavik Global