

KANTAR PUBLIC



The Reykjavík Index FOR LEADERSHIP

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

2022 - 2023 PART ONE

Foreword

It was at The Reykjavík Global Forum, on 8 November 2022 in Iceland, that we shared the early headlines from our 2022-23, Reykjavík Index for Leadership.



Dr Michelle Harrison
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Founder and President,
Women Political
Leaders



**Hanna Birna
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Chair of the Board of
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The collective response from the many global leaders from across politics, business, NGOs, and academia, was one of frustration and dismay – that after five years of measuring perceptions of women’s suitability for leadership, we appear to have made little discernible progress as a global society on viewing women and men as equally suitable to lead.

When The Reykjavík Index was launched in 2018, we acknowledged that progress in equality for women was far from guaranteed. Across the G7 group of countries, many of the 2018 Index scores fell short of the target score of 100, which indicates a consensus across society that women and men are equally suited for leadership. Nevertheless, we fully hoped at that time to witness improvements in perceptions in the years to come, with countries and sectors approaching the target score of 100, meaning an absence of prejudice.

We are now five years on, and our 2022-23 data shows us that in some areas, we have even seen regression on the perception of women and men being equally suitable for leadership – with some countries in the Index, dropping to levels lower than were first measured in 2018.

What this tells us is that governments and policymakers, corporations, academic institutions and communities need to double down on collective action – not just for women and men living and working around the world today, but for future generations.





As we pursue gender equality across all aspects of society, we do so with the acknowledgement that we are concerned with equality for all.

At the launch of the latest Index results during The Reykjavík Global Forum in November, we made a clear commitment to maintain our drive for progress. Sima Sami Bahous, the Executive Director for UN Women, reminded us all that if we stick with the current rate of progress, it will take another 300 years before we achieve full gender equality.

We can't wait that long.

Discrimination against women rarely exists in isolation. Societies either view their citizens as equal, or they don't. Where we see gender prejudice, we recognise too the many other aspects of discrimination, including those held on the basis of ethnicity, sexual identity, disability and age. As we pursue gender equality across all aspects of society, we do so with the acknowledgement that we are concerned with equality for all.

This is the first in a series of reports which will be released through 2023, where we will explore the data from The Reykjavík Index for Leadership in more depth with the intention of helping to identify the solutions and interventions which will deliver sustained and accelerated progress towards equality of opportunity for women and men to lead.

Michelle, Silvana and Hanna

Background and Context

The Reykjavík Index for Leadership measures the extent to which men and women are viewed equally in terms of their suitability for positions of 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.

Our explicit goal is a world in which
The Reykjavík Index score of 100
is the norm; this would be a world
where men and women are viewed
as equally suitable to lead.

The Index 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’ or ‘both equally’ for 23 different sectors. Aligned with our goal, a response of ‘both equally’ scores a point while a response of ‘men’ or of ‘women’ scores zero points.

The Reykjavík Index for Leadership was launched in 2018 for the G7 countries and repeated every year since. As well as covering the G7 as a consistent cohort, each year since launch, we have also been able to extend its reach. In 2021- 2022, The Reykjavík Index was able to cover all G20 countries, plus Iceland, Poland and Spain.

The Reykjavík Index for Leadership 2022-23 presents findings drawn from the attitudes of over 14,000 respondents between the ages of 18-65 across 14 countries – the G7 nations (comprising Canada, France, Germany, Italy, Japan, the United Kingdom, and the United States of America) along with Australia, Iceland, Indonesia, Poland, Singapore, Spain and Thailand. Across the 14 countries covered in the 2022-23 Reykjavík Index for Leadership, we have a view of the extent to which society holds perceptions of prejudice on whether women are seen as equally suitable as men to lead. We also ask a number of additional questions which explore how ‘comfortable’ respondents feel with having a woman as CEO of a large company or as Head of Government.

Importantly, this year, for the G7 countries, we now have five-year’s worth of data for the Index. This provides us with an indepth global data set for multiple countries on the societal perceptions from women and men, on women’s suitability for leadership across 20+ different industry sectors and over 30 different countries across all continents.

A five-year view across the G7 countries

G7 Reykjavik Index No progress 2018-2022



First, let's start with the five-year view of the total aggregated Index score for the G7 countries (Canada, France, Germany, Italy, Japan, the United Kingdom and the United States).

A look at the average Index score for the G7 countries, which we can now track across five-years, shows that there has been no overall measurable progress since 2018 – with an overall index score of 72.

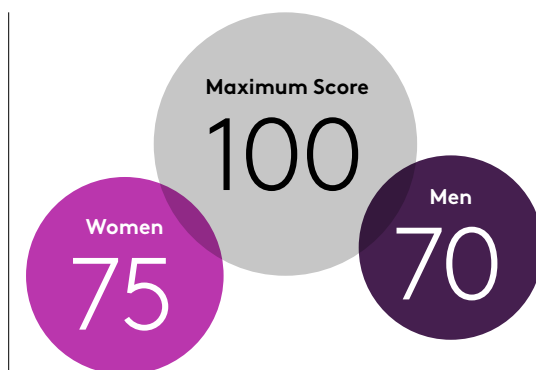
The gap between an overall index score of 72 and total equality measuring 100, can be regarded as the gap between the assumption of equality for men and the everyday reality of women's experiences with inequality across the world.

Consequently, 2022-23 is a period which requires us to take stock, understand the combination of factors that are behind the data, as well as driving us to look forward and focus on what action can, and should be taken.

Complacency and a reliance on 'the passing of time' as an effective strategy to address deep seated prejudices that exist within our societies, systems and institutions, is not effective. And whilst the Reykjavik Index for Leadership is a very specific study of women in leadership, we believe it will correlate with wider issues of discrimination in society.

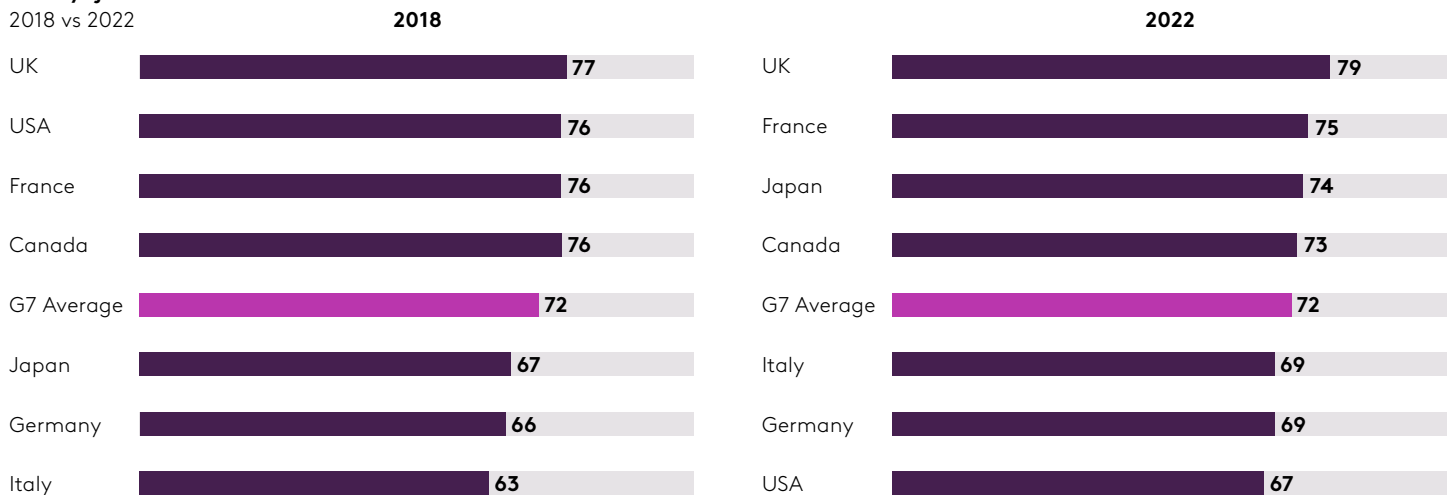
A common misunderstanding is that prejudice against women leaders is held only by men, but the reality is this is an issue across society. If we split the Index score to look at the results for women and men separately, we can see that Index score for responses from women is only slightly higher at 75, than the Index scores from men at 70. Women are therefore, only marginally less prejudiced than men in terms of their views or perceptions on the suitability of women for leadership.

Reykjavik Index 2022 By gender



Across the G7 we see some progress – but also some concerning declines in Index scores

G7 Reykjavik Index
2018 vs 2022



The Index scores in 2018 and 2022 for the G7 countries overall is the same at 72. However, this does not mean that each country within the G7 has remained static. The graph above illustrates which countries have seen improvements in their overall Index scores, how this has affected their ranking within the G7, and also which countries have seen a decline in their scores.

The United Kingdom

Amongst the G7 nations, the UK scores highest on the Index, both in 2018 and 2022. But progress over this five-year period has been marginal, with only a small increase of two index points.

France

France moves up one place to second in the ranking of the G7 countries. However, this is not an indication of progress, as the overall Index score for France has dropped from 76 in 2018, to 75 in 2022. When we consider the responses for France, particularly by gender and age, we can see some interesting dynamics at play, which may account for the lack of progress in the perception of women's equal suitability for leadership as men.

Japan

Japan is the stand-out within the G7 countries having made strong progress from an initial Index score of 67 back in 2018, rising to 74 in 2022. This also moves them up to third place in the overall ranking of G7 countries, from fifth place in 2018 – when they also fell below the G7 average. We hope to see that this progress is sustained when we repeat the research in a year's time.



Canada

Canada retains its position of fourth place amongst the ranking of the G7 countries, but this is with a three-point drop on their Index score from 76 in 2018, to 73 in 2022, which is concerning.

Italy

Italy has followed a similar trajectory to that of Japan, moving from an Index score of 63 in 2018 to 69 in 2022 – an improvement of six points. This has also moved them from bottom of the ranking of the G7 countries in 2018, to fifth place in 2022 – and whilst their overall score is still below the G7 average – this progress should be recognised, (despite starting from a low base). It should also be noted that Italy has one of the smallest levels of dissonance between the views of women and men with only two points between them with women scoring 70 on the Index and men scoring 68.

Germany

Germany's Index score has increased from 66 in 2018 to 69 in 2022. Their overall ranking within the G7 remains static in sixth place and they are still below the G7 average at 72 points on the Index. However, the data shows that only minimal progress has been made in the last five years and this warrants further exploration and discussion to better understand the factors at play – and then what needs to be done to again accelerate progress.

The United States of America

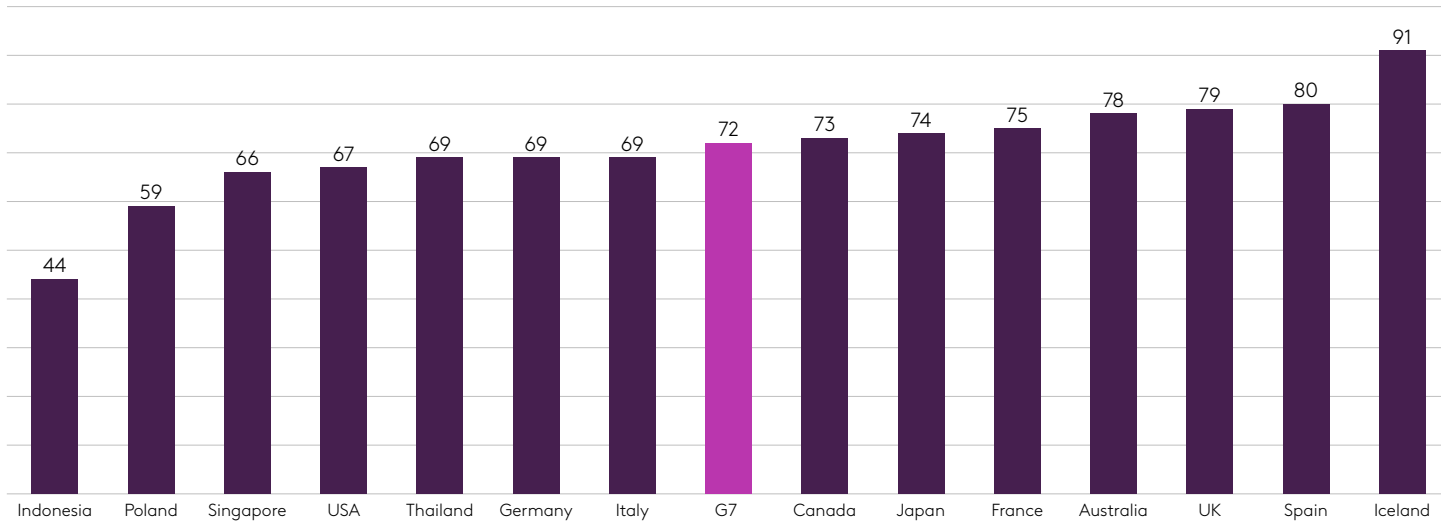
The USA is possibly the biggest story from our 2022-2023 data. The overall Index score for the USA has dropped nine-points from 76 in 2018 to a low of 67 in 2022. This dramatic shift has also moved them from second place in the overall ranking of G7 countries in 2018, to bottom of the ranking in 2022 – and five points below the G7 average of 72.

The data for the USA, was one of the biggest topics of discussion at The Reykjavik Global Forum in November, as speakers and attendees alike, debated the factors which may have led to this drop.

What can we learn from Iceland?

When we look across all 14 countries included in the 2022-2023 Reykjavik Index for Leadership, we can see there is a significant gap between those countries with the lowest Index scores (Indonesia, Poland, Singapore, USA) and those with the highest scores (Iceland, Spain, UK and Australia). It is also interesting to observe that at both the lowest and highest scoring ends of the spectrum, there is a mix of countries from different regions around the world, as well as a span of economic power. In fact, many countries from around the world are outperforming the G7 nations. The most notable, is Iceland.

Reykjavik Index 2022
By country, all countries



Iceland tops the Index by some margin. Iceland is a clear 11 points higher on the Index than the next highest-ranking country, which is Spain. At The Reykjavik Global Forum, much discussion was had with our Icelandic hosts and conference delegates on this subject. However, despite achieving high scores on the Index, Icelandic women were very clear that they still have further to go as they pursue the genuine equality between women and men in positions of leadership which would see Iceland achieving a score of 100 on the Index.

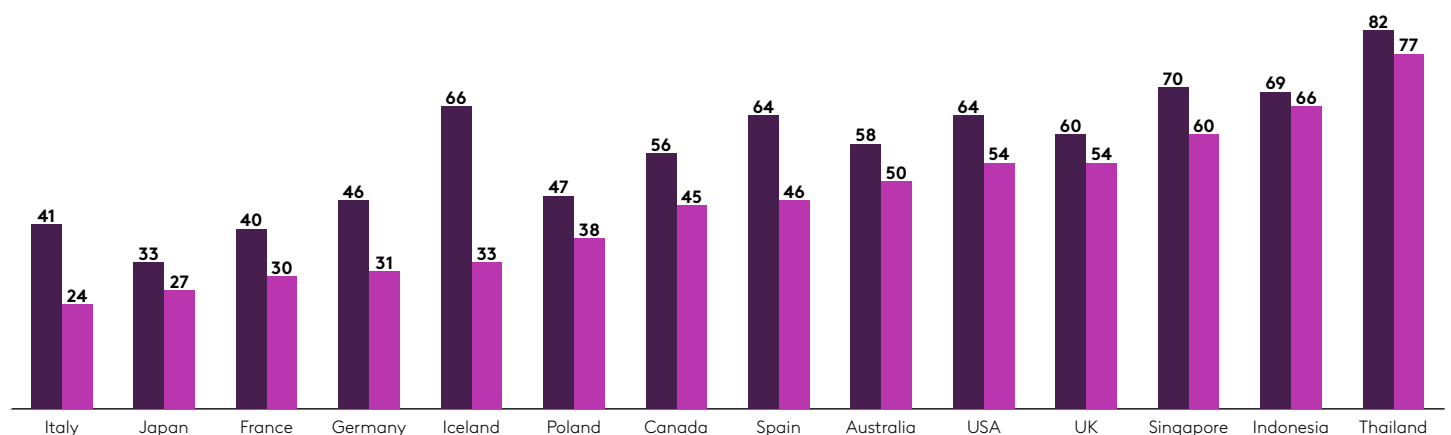


For example, when asking the question: 'At work – do you think gender equality has been achieved in [country]?', only 33% of Icelandic women answered either 'Yes, definitely' or 'Yes, to some extent', compared to 66% of Icelandic men answering positively to the same question. It therefore, appears to indicate that the level of progress a country has made to date is perhaps proportionate to the level of current dissatisfaction women and men in that country have with the status quo.

At work – Do you think gender equality has been achieved in [country]?

% Yes definitely + Yes, to some extent

● Male ● Female



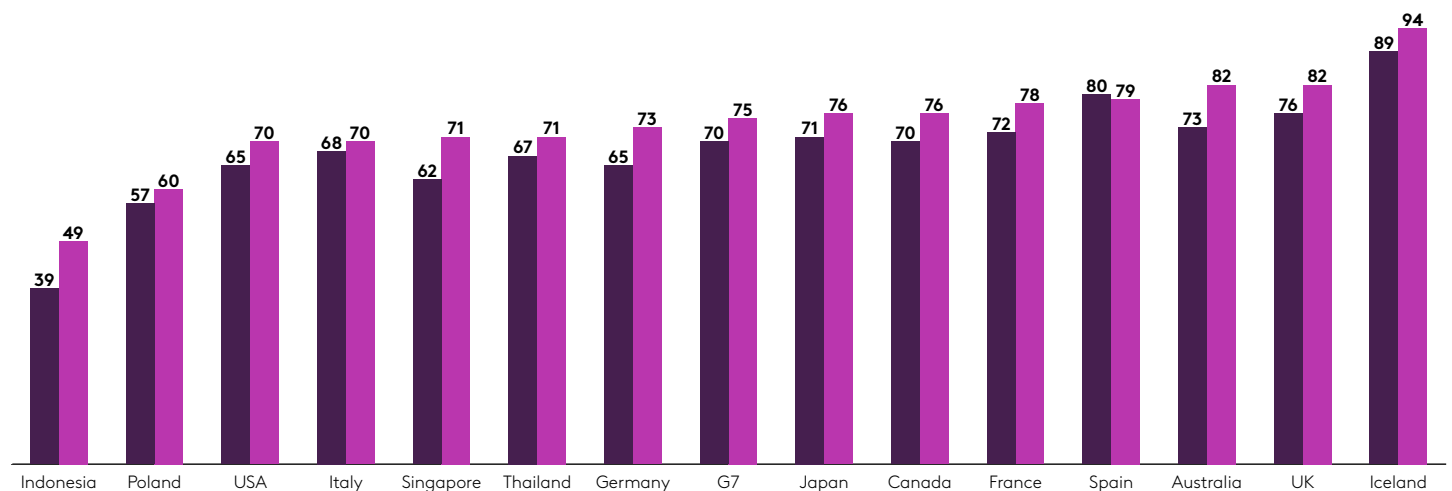


Women are prejudiced against women leaders; but men are more so

The Reykjavik Index 2022-2023

By gender, all countries

● Male ● Female



It can sometimes be assumed that prejudice against women's suitability for positions of leadership is only something that affects men. But this is not the case as women also show significant prejudice against women being equally suitable as men for positions of leadership.

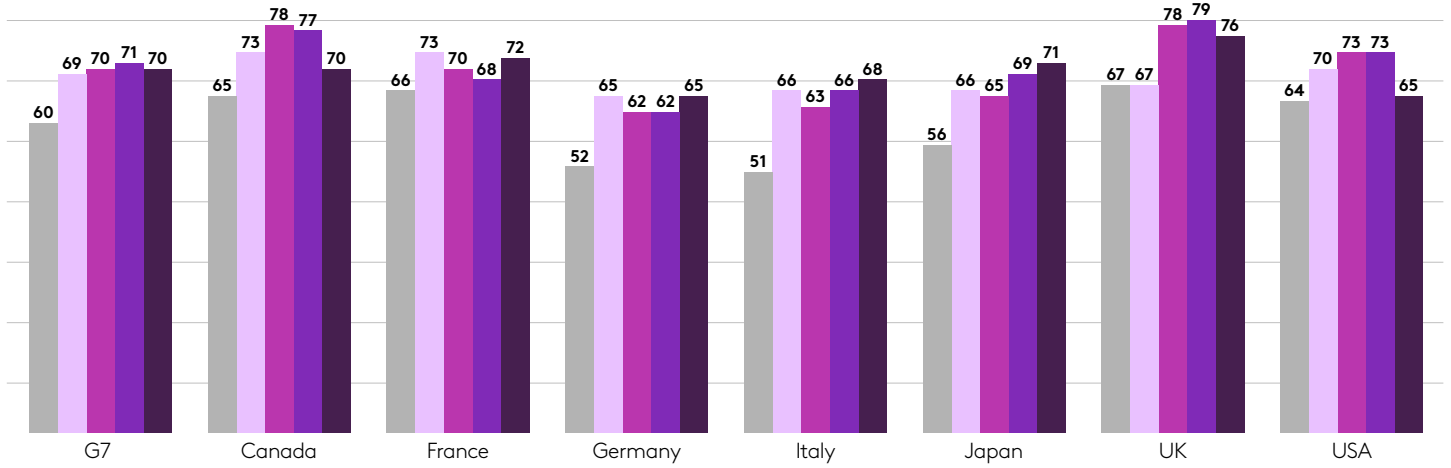
The fact that both women and men hold perceptions which are prejudiced against women's suitability for leadership or positions of power, means that this is not about 'fixing' women or men. It is about how we tackle these prejudices across society as a whole.

However, it is in the UK, USA and Canada, where we have seen the sharpest declines in Index scores from both men and women. Notably in the USA, where Index scores from both men and women have dropped by a significant eight points in the last 12 months.

5-year comparison

Male respondents

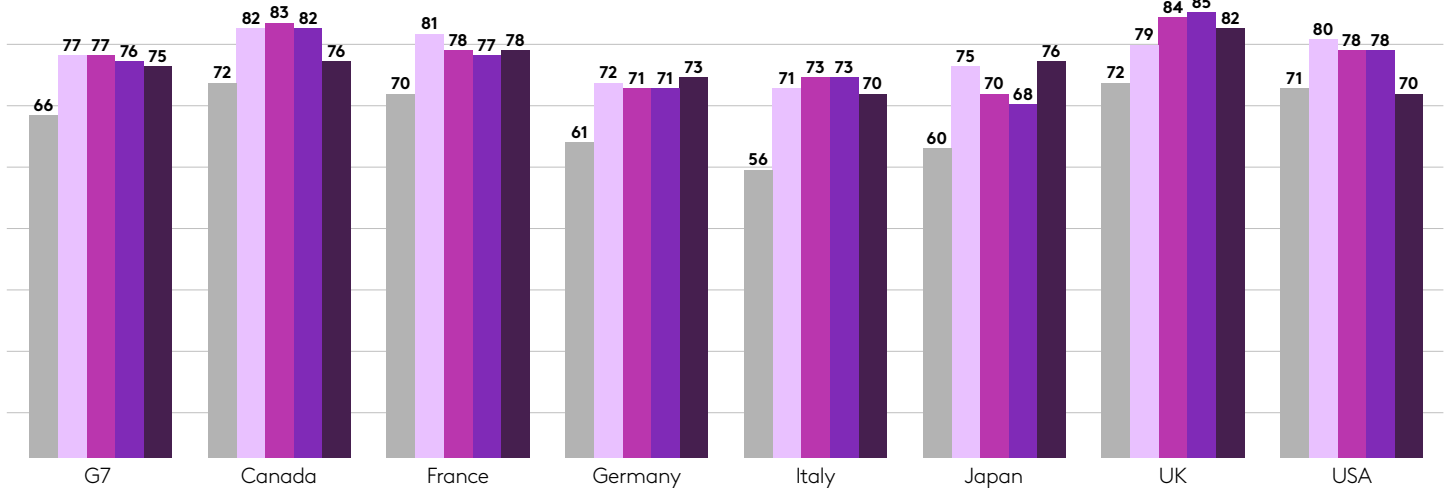
● 2018 ● 2019 ● 2020 ● 2021 ● 2022



5-year comparison

Female respondents

● 2018 ● 2019 ● 2020 ● 2021 ● 2022



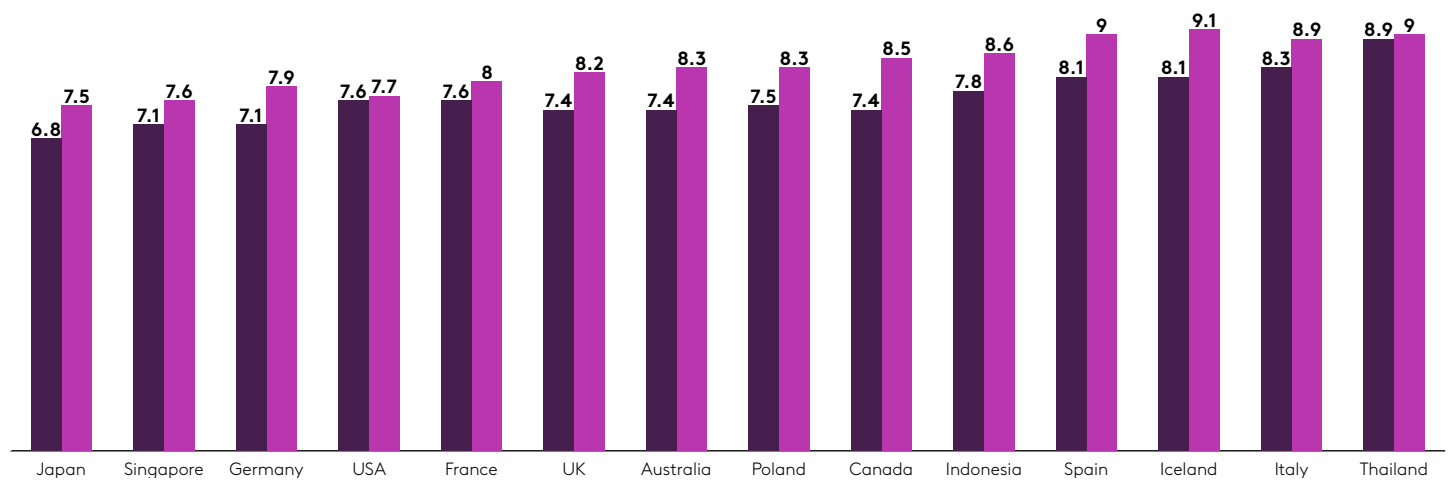


When we start to explore other factors at work here, it is interesting to look at responses to one of our other questions: ‘In your view, how important is gender equality for our society?’ Here we see both men and women in the US again returning relatively low scores against other countries, with only 77% of women in the US believing that gender equality is important for our society.

In your view, how important is gender equality for our society?

Gender gap, all countries*

● Male ● Female

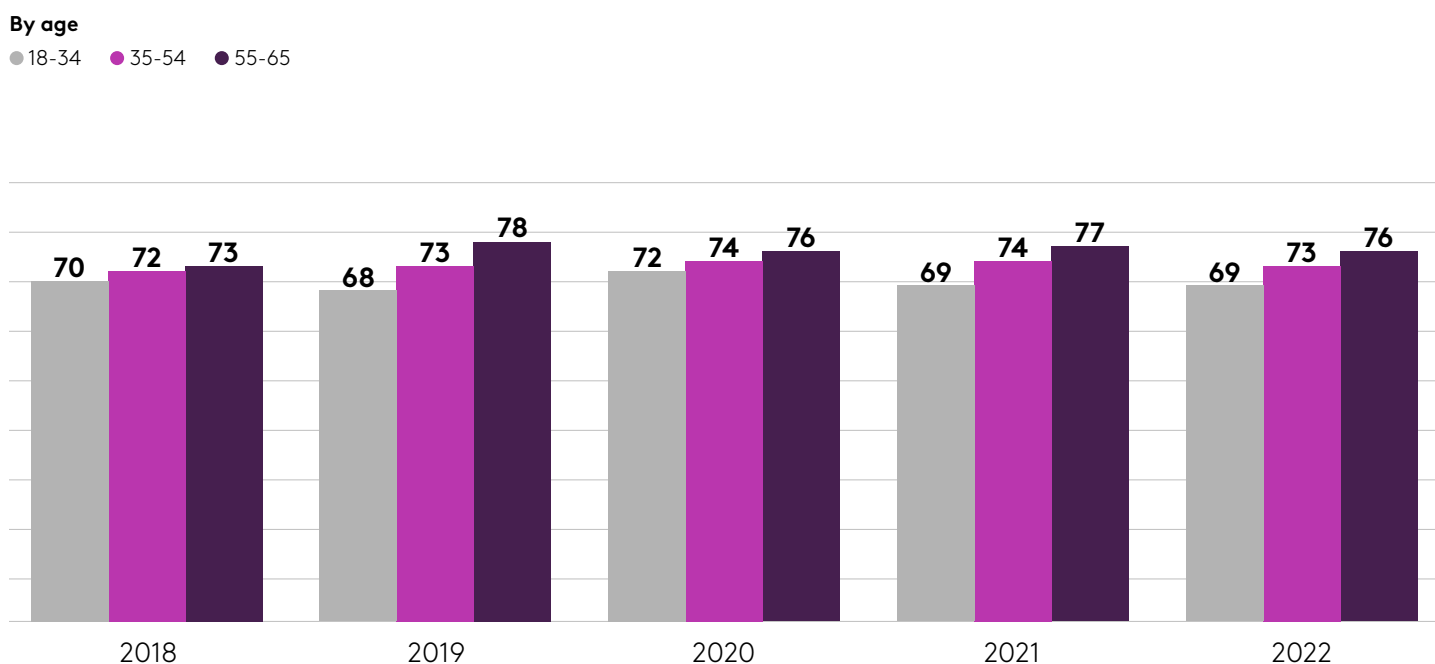


* G7 + Iceland, Australia, Indonesia, Poland, Spain, Singapore, Thailand

In the G7, young people are more prejudiced than their parents

This is typically one of the most surprising and worrying data points from our research. It is a reflection that the research is representative of the whole of society and therefore, also the diversity of viewpoints among young people.

This isn't a new trend. However, what is new is the increasing gap between the age cohorts we have been researching over the past five years and that the younger age cohort has dropped a point on the Index from a starting score of 70 in 2018 to now only 69 points in 2022-2023.

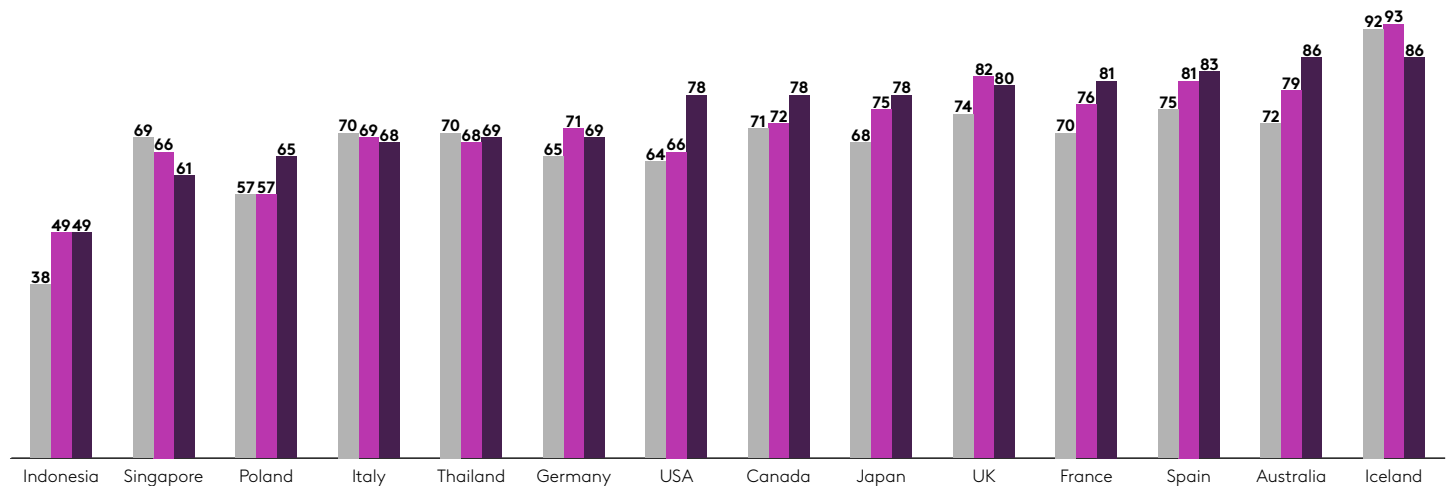


When we look at all 14 countries covered in the 2022-2023 Reykjavik Index for Leadership, we can see broadly that there is a trend of younger people holding more prejudice against women's suitability for leadership, but this is not everywhere, as the chart below shows.

In most countries, younger people hold more stereotyped views of leadership than the generations above them

Reykjavik index by age, all countries covered in 2022

● 18-34 ● 35-54 ● 55-65



Given that this particular cut of the data can feel challenging to more liberal norms, it is worth considering some of the factors that might be at play here. Discussions at The Reykjavik Global Forum centred around three main themes:

1. This data arrives at the same time as we are seeing an increasing global public debate and awareness about the targeting of young people with misogynistic material online.
2. Disinformation is a challenge. We note the fragmentation of traditional media through to non-traditional sources.
3. This is the first generation of young people to have unmonitored, and relatively easy, access to pornography from a young age.

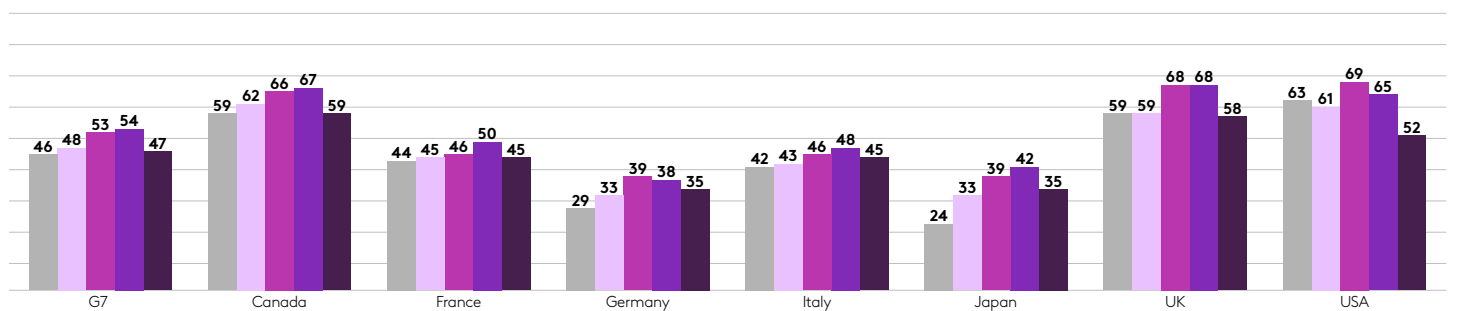
If younger generations carry more prejudice against women leaders than older generations, we potentially find ourselves in a situation where movement towards gender equality may start to go backwards.

Views on women's suitability for leadership in government and business are increasingly prejudiced

After seeing progress in earlier years, all G7 countries now see a downward trend in acceptance of female business leaders, which is also mirrored in declining acceptance of women as heads of government.

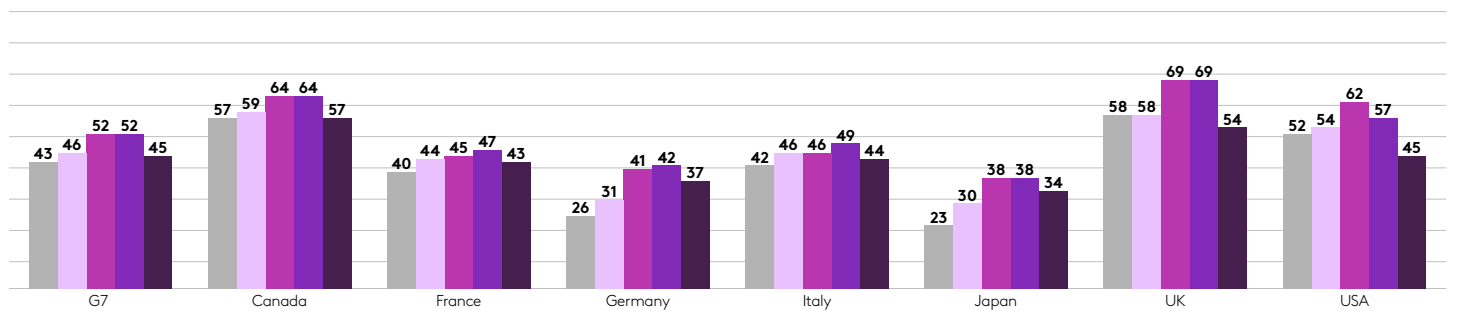
Share of respondents who are 'very comfortable' with a woman as CEO of a major company

● 2018 ● 2019 ● 2020 ● 2021 ● 2022



Share of respondents who are 'very comfortable' with a woman as head of government

● 2018 ● 2019 ● 2020 ● 2021 ● 2022



Across the G7 overall, we saw a drop of 7% from 54% to 47% for people being very comfortable with a woman being CEO of a major company, and the same drop of 7% from 52% to 45% when asked the question in relation to a woman as head of government.

Two countries, the UK and the USA, saw the sharpest declines for both questions which saw a 10% differential for both questions between 2021 and 2022.



Conclusion

The data from The Reykjavík Index should make us concerned.

When you are looking at perceptions of women and equality, it's also a proxy for a number of other things. And where discrimination and prejudice against one section of society exists, we know that discrimination along other lines will also be present.

During 2023, The Reykjavík Global Forum will commit to tackling the underlying causes of gender based prejudice, to support women to attain and retain power, and to work towards a more equal world across all aspects of society.

This is a moment for renewed focus on how we drive change.

Over the coming months, we will continue to follow up with more in-depth analysis at a specific country level.

We welcome thoughts from all those working in the space of gender equality as part of our collective ongoing pursuit of a better society for all.



Please feel free to contact us directly at: kantarpublicmarketing@kantar.com if you would like to discuss the data and partner on solutions designed to make a sustainable and positive impact for societies around the world.



Methodological information

The Reykjavik Index for Leadership was launched in 2018, covering the G7 countries and 20 sectors of the economy. It was then repeated in 2019 and extended to cover the BRIC countries and two additional sectors. In 2020, the Reykjavik Index for Leadership was repeated, covering the G7 countries plus India, Kenya and Nigeria, and extended to cover 23 sectors. In 2021, The Reykjavik Index undertook its biggest ever country scope, covering all G20 countries (including the G7), as well as Iceland, Poland and Spain.

Our 2022-2023 research for The Reykjavik Index for Leadership covers all G7 countries – Canada, France, Germany, Italy, Japan, the United Kingdom and the United States of America), plus Australia, Iceland, Indonesia, Poland, Singapore, Spain and Thailand.

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’ and ‘both equally’ 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’ or ‘don’t know’ does not.

A country’s score on The Reykjavik Index for Leadership, measures the proportion of people selecting both equally.


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 and G20-wide versions of The Reykjavik Index weights each constituent country equally.

Overall sample

The total sample for the 2022-2023 edition of the Index is >14,000.

The data source for the 2022-2023 Index calculations is a Kantar Public survey of c.1,000 working-age adults (aged 18-65) conducted in each of the G7 countries (Canada, France, Germany, Italy, Japan, the United Kingdom and the United States) in October 2022, representing a total of c.7,000 people.

The samples have been weighted so that each country’s gender, age and education profile match the relevant population profile. Kantar’s online panel was used for data collection in each of the G7 countries.



For any questions on the methodology, please contact public@kantar.com

The data source for the 2022-2023 Index calculations is a Kantar survey of working-age adults (aged 18-65) conducted in each of the G7 countries plus Australia, Iceland, Indonesia, Poland, Singapore, Spain and Thailand in October 2022:

- c.1,000 per country in Canada, France, Germany, Italy, Japan, the United Kingdom and the United States
- c.1,000 per country in Australia, Iceland, Indonesia, Poland, Singapore, Spain and Thailand
- c.1,000 in each Poland and Spain: these countries were included because the 20th member of the G20 is the EU. With Spain, Poland, France, Germany and Italy, the Index covers the largest EU countries and over 65% of EU population.

The samples have been weighted so that each country’s gender, age and education profile match the relevant population profile. The samples for Australia Iceland, Indonesia, Poland, Singapore, Spain and Thailand were weighted so that each country’s gender and age match the relevant population profiles.

Kantar’s online panel was used for data collection in each of these countries, except for Iceland.

The data source for the 2022 Index calculations in Iceland is a survey of just over 1,000 working-age adults (aged 18-65), carried out between 9th and 24th of October 2022 by the Social Science Research Institute (SSRI), at the University of Iceland. The sample has been weighted so that the gender, age and residence to reflect the composition of the Icelandic population as accurately as possible. SSRI’s probability based online panel was used for data collection.

About Kantar Public:

Kantar Public is a world leading independent specialist research, evidence and advisory business providing services to government and the public realm, across all aspects of public policy.

With permanent fully staffed offices in 21 countries, our specialist consultants and researchers are supported by our unique global data ecosystem providing gold standard data. We combine expertise in human understanding with advanced technologies and data science, to provide the evidence and advisory services for successful decision-making in government and organisations working for the public realm. We share global best practice through local expertise. For more information, please visit www.kantarpublic.com

About Women Political Leaders:

Women Political Leaders (WPL) communities are women in political office – Presidents, Prime Ministers, Cabinet Ministers, Members of Parliaments, Mayors. WPL strives in all its activities to demonstrate the impact of more women in political leadership, for the global better. To accelerate, women need three things: communication, connection, community. At WPL, optimising the power of communication and connection builds new communities of knowledge for women political leaders everywhere. WPL believes that progress happens by convening women political leaders who have the drive and the influence to create positive change.

Founders of the Reykjavík Index for Leadership



Dr Michelle Harrison
Global CEO, Kantar Public

Michelle is the CEO of Kantar Public, the global evidence and advisory business supporting governments, multilateral organisations, corporations and NGOs in the fields of public policy, the environment, and global health, across five continents.

Alongside a career in public policy and social impact advisory and innovation, Michelle is a gender and diversity advocate and advisor. In partnership with the Reykjavík Global Forum, she created The Reykjavík Index for Leadership, which is the first international measure of how societies perceive the suitability of women for leadership. Listed as 'Best of Davos' in 2018 and presented by Michelle at UNGA, the G7 and the G20, The Reykjavík Index is now a go-to reference in public debate, the media and policy development.

Previously, Michelle was the founding global CEO of WPP's Government and Public Sector practice, and the creator of WPP's Executive Education Programmes for Integrated Government Communications, now in their 11th year, at the Blavatnik School of Government at Oxford University and the Lee Kuan Yew School of Public Policy in Singapore.



Silvana Koch-Mehrin
Founder and President,
Women Political Leaders

Silvana is the President and Founder of Women Political Leaders (WPL), the worldwide network of women politicians. Silvana served as Vice-President of the European Parliament (2009-2011) and Member of the European Parliament (2004-2014). Before her time in politics, she founded and ran a public affairs consultancy in Brussels, which later merged with a larger US firm. In addition to her work for WPL, Silvana serves on the board of the Council of Women World Leaders, the network of women President and Prime Ministers. She is also a member of the European Leadership Network (EUN), a member of the Global Advisory Network of Apolitical Academy Global and an advisory board member to PINK! She also works as a Senior Advisor to Binance, and is a Venture Partner at Conny&Co. Previously, she was a senior Special Advisor for EY.

2016-2020 Silvana represented the EU in the Executive Committee of W20, an official engagement group of the G20. In 2018 and 2019, she was ranked as one of the 100 most influential persons in gender equality by Apolitical. Silvana is a Young Global Leader Alumni of the World Economic Forum.



Hanna Birna Kristjánsdóttir
Chair of the Board of the
Reykjavík Global Forum, Iceland

Hanna is the Senior Advisor on Women's Leadership at UN Women. She is also the Chair of the Board of the Reykjavík Global Forum, Women Leaders. She has been active in Icelandic politics for many years, both in the national Parliament and local government. She is the former Chair of the Foreign Affairs Committee in the Parliament and former Minister of the Interior in Iceland. Before getting elected to Parliament, she was the Mayor of the Reykjavík, the President of the City Council and chaired several committees and organisation for the City of Reykjavík. She is also the former Vice Chair of the Independence Party in Iceland; the former deputy Secretary General of the party and the former Secretary General of its Parliamentary Group.

She obtained a Bachelor of Arts in Political Science from the University of Iceland in 1991. After that, she received a Master of Science in International and European Politics from the University of Edinburgh (1993).