



Reykjavík Index 2023/2024

Nordic Edition

Report



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Reykjavík Index 2023/2024 Nordic Edition

The Nordic countries produce Index scores that are significantly higher than the rest of those measured in the Index. With scores averaging 10+ points higher than the average aggregated score of 70 measured in this year's Index for the G7 countries, the Nordic countries are leading the pack.

These results indicate a clear pattern of progress towards consensus across Nordic societies that women and men are equally suited for leadership. Nevertheless, they still have some distance to go before they achieve an index of 100.

Preface

This report presents and discusses the findings from the first Nordic Edition of the Reykjavík Index, where, for the first time, the perception of suitability for leadership across a range of different sectors is measured in all five Nordic countries.

The Nordic countries, Denmark, Finland, Iceland, Norway, and Sweden, produce Index scores that are significantly higher than the G7, with scores averaging 10+ points higher than the average aggregated G7 score of 70. The Nordics also produce a high Index of 85 for the Tech sectors which sets them apart from the G7.

Nevertheless, despite this progress, there is still work to be done, with a lower Index score among most younger people in the Nordics, and pervasive gender stereotypes in some sectors, including certain tech sectors.

These findings suggest that this progress is the result of sustained work by women leaders across the Nordics, pushing for their right to an equal place in society. As such, if we are to see continued progress and avoid any backsliding, the secret is to not give up the battle and continue the fight towards gender equality.

The findings of this report which so clearly place the Nordic countries as leading on gender equality, also includes a call to action to women leaders in the Nordics to continue their important work and focus. We present a number of suggested actions, but most prominent is a) a dedicated Action Plan for the Nordic Edition of the Reykjavík Index to be a constant factor of research and learning; and b) a special coalition between governments and the tech sector, with the aim of increasing the Index score for the tech sectors with 5 points by 2030.

On behalf of the Reykjavík Global Forum and Kantar Public.

Hanna Birna Kristjánsdóttir
Chair & Co-Founder of RGF

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Executive Summary

When the Reykjavík Index for Leadership was first launched in 2018, it was acknowledged that progress on the perception of women's leadership was far from guaranteed. Nevertheless, the hope was, 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.

The findings revealed significant, complex, and deep-seated prejudice towards women – women were not seen as equally suitable to lead. They revealed entrenched gender norms in the perception of leadership across the economy, but particularly in those sectors that are seen as traditionally male, such as defense and police, or female, such as childcare.

Six years on, and the 2023-24 data shows that we have not merely seen stagnation in some areas, but regression on the perception of women and men being equally suitable for leadership, with the data for the G7 in the Index this year dropping two Index points lower than was first measured in 2018.

Governments, policymakers, corporations, academic institutions and communities must move from words to action to ensure that not only we, but future generations, can live to experience significant improvements in the way society perceives women leaders across all sectors and industries.

In 2024, there is a very real risk that the situation could worsen. Recent years have seen significant social and political turbulence – from the war in Ukraine and its vast implications on national economies, the displacement of women and girls, and the global cost of living crisis, to the devastating consequences of climate change, and widespread global civil movements demanding transformation in the face of increasing backlash against women's rights.

Iceland, the only Nordic country that has been included in the research (since 2021) until this edition, has consistently been measured as the most progressive country in the Index, and therefore the least prejudiced against women in positions of leadership. However, the Index results from the last few years show little to no progress and that there is still a lot of work to be done when it comes to addressing systemic prejudice against women leaders and pervasive gender norms in professional life.

This year, building on the initial collaboration between Reykjavík Global and Kantar Public, in partnership with the Government of Iceland, it was decided to create a special Nordic Edition of The Reykjavík Index, including Denmark, Sweden, Norway and Finland. With this new Nordic Edition, a clear commitment to progress is made; to learn from what has worked in the Nordics, whilst working to protect what has been achieved in advancing the perception of women's suitability to lead.

The Nordic countries - Denmark, Finland, Norway, and Sweden - produce Index scores that are significantly higher than the rest of those measured in the Index. With scores averaging 10+ points higher than the average aggregated score of 70 measured in this year's Index for the G7 countries, the Nordic countries are leading the pack. These results indicate a clear pattern of progress towards consensus across Nordic societies that women and men are equally suited for leadership. Nevertheless, they still have some distance to go before they achieve an index of 100.

Building on the data and analysis of the Nordic Edition of the Index, the aim is to engage with a wide range of stakeholders to identify the entry points that work to shift discriminatory sector norms, identify case studies, and respond to the main question "what seems to be working?" to remove persisting barriers and enable women equal and lasting sector representation and participation. Moreover, the data from Index will be explored in more depth to produce an endorsed roadmap or 'call to action' identifying the solutions, key policy and best practice recommendations which will deliver sustained and accelerated progress towards equality of opportunity to lead.

The Nordic Edition of the Index places particular emphasis on setting goals and an action plan for further research and for achieving a 5-point increase in index score in the tech sector by 2030, with annual tracking of data. By placing a specific focus on how to shift discriminatory social norms that hold women leaders back, the Nordic Edition will make the case for the urgent action needed to shift the status quo and unleash women's representation and participation in the tech sector. The urgency is particularly acute given the focus on gender bias and representation in these sectors, including but not limited to Generative AI, privacy, funding/lending, and overall financial opportunity and well-being.

However, despite achieving high scores on the Index, significant disparities in perceptions of women and men leaders in the Index data are still being seen, particularly worryingly amongst young men in the Nordic countries. It is very clear that even the Nordic countries still have further to go as they pursue the genuine equality between women and men in positions of leadership and the goal of achieving a score of 100 on the Index.

Facing up to the enormous scale of this task is difficult and demanding. The Reykjavík Global Forum and Kantar Public will continue the collaboration to encourage our community to join us in partnering, pledging, and committing to the uncomfortable conversations required in order to arrive at a more comfortable future, with diverse leadership that benefits both women, men, and the larger societies in which they live and work.



Introduction

The Reykjavík Index for Leadership was the world's first measure of how society perceives women and men in terms of their suitability for leadership, exploring how comfortable society is overall with women's leadership. It was launched in 2018 as a partnership between Women Political Leaders and Kantar, with the Index being presented for the first time by Michelle Harrison at the 2018 Global Women Leaders Forum in Reykjavík (now the Reykjavík Global Forum).

The Index is designed to "better understand where there is prejudice in society's perceptions of women and men in leadership, across 23 economic sectors". It also gives insight into differences in attitudes between women and men, and between age groups.

The methodology used to determine the Index is constructed based on research exploring the question: "who is most suited to leadership positions: men, women or both equally?" The 2018/2019 and 2019/2020 reports covered the G7, and the 2020/2021 report also included India, Kenya, and Nigeria.

The Reykjavík Index for Leadership 2022-2023 reflected the views of more than 14,000 people between the ages of 18-65, across the G7 nations (Canada, France, Germany, Italy, Japan, the United Kingdom and the United States of America), as well as Australia, Iceland, Indonesia, Singapore and Spain.

Now in its sixth year, the Index provides a view on the extent to which society holds perceptions of prejudice on whether women are seen as equally suitable as men to lead. This latest edition will expand in scope to include all the Nordic countries (as well as including the Netherlands).

After establishing a baseline of research results, Reykjavík Global and Kantar Public will work in partnership to recommend an action plan to achieve a 5-point increase in the Index score in the tech sectors by 2030. With one of the objectives of the Reykjavík Global Forum being to build public and private partnerships, and this year's theme of Power, Together for Leadership, this collaboration will seek to foster multi-stakeholder goals and measurements to achieve sustainable gains in the ability for women to attain and retain leadership in the tech sectors in the Nordic countries.

The results of this latest edition of the Index will be publicly presented and discussed at the Reykjavík Global Forum 2023, on the 13th of November. In light of the Nordic focus of this year's Index, there will also be a dedicated 'Nordic' discussion on the 14th of November with women parliamentarians from all the Nordic countries being invited to take part.

The Nordic Model Background

The world-leading results for Nordic countries will not come as a surprise to anyone familiar with these nations, and the results can undoubtedly be attributed to, at least in part, the adoption of the *Nordic Model*. There is no fixed definition of the Nordic Model, as it has existed in some form for almost a century and has regional variations when moving from Iceland to Finland, Denmark to Sweden, and Norway. A research paper published by the Research Institute of the Finnish Economy, titled *Embracing globalization and sharing risks*, defines the Model thusly: “*combining economic efficiency and growth with a peaceful labour market, a fair distribution of income and social cohesion*”. The international press seems to agree, as *The Economist*, famously in 2013, presented the Nordic countries on their cover page as the “*next supermodel*” based on their combination of “*competitiveness and innovation, equality and wellbeing*”.

- Multiparty democracies
- Model of consensus democracy (compromise and negotiation) in lieu of an ‘adversarial’ model
- Strong institutions within the labour markets
- Strong welfare state: comprehensive, generous, tax-funded and universal
- Successful economies with high standards of living and relatively low levels of inequality and high levels of gender equality

The name *Nordic Model* has the implication that it can be copied by other countries who aspire to similar outcomes in their own countries.

The Nordic Model and Gender Equality

The Nordic countries hold one of the smallest gaps in gender employment inequality of all OECD countries, being at the forefront of the implementation of policies that promote gender equality. There is much debate about the links between Nordic gender equality and the economic and social elements of the Nordic Model, but there is much evidence to suggest that the most salient gender employment gaps arise in parenthood¹ and that laws and policies spearheaded in the Nordic countries have been very effective in combating this gap. For example, Nordic countries spearheaded laws to provide women with full voting rights, legislation prohibiting dismissal from employment on the grounds of marriage or parenthood. More recently, comprehensive public early childhood education and care services and mother and father quotas as part of paid parental leave.²

This is, of course, not to say that the Nordic countries are perfect in any respect, however, in terms of pay, board representation, parental leave and other indicators, the Nordic countries lead the OECD rankings. This must be caveated with the fact that gender pay gaps remain

¹ N. Angelov, P. Johansson, E. Lindahl; *Journal of Labor Economics*, Vol. 34, No. 3 (July 2016), pp. 545-579.

² <https://www.oecd.org/els/emp/last-mile-longest-gender-nordic-countries-brief.pdf>.

in all Nordic countries, women remain underrepresented at board and CEO level, and women still take more parental leave than men.³

Women's Leadership in the Nordics

Women's leadership in the Nordics cannot be seen as a monolith, as there are significant differences between countries and between sectors. With the appointment of Magdalena Andersson as Prime Minister of Sweden in 2021, all the Nordic countries have had a woman Head of Government and the Nordic countries have, as of August 2023, a share of around 45 percent of women in their parliaments.

The Nordic countries have a strong history of promoting gender equality, yet they face unique challenges. Denmark, for instance, grapples with a gender equality paradox: although 58% of the population believes gender equality is achieved in leadership, only 29% of leadership roles are held by women.⁴ Sweden, conversely, excels with 43% of women in leadership despite a perception of lesser equality. Root causes include early disparities in educational choices, traditional gender roles, and parental leave policies.

Meanwhile, in Norway, significant progress has been made in gender equality indicators over the past decade. Although there's been improvement in women's representation in leadership, gender imbalances in higher education persist, with 39% women and 30% men holding degrees in 2019.⁵ Income disparities persist where men earn more or significantly more than women. Moreover, more fathers are taking full paternity leave, with 62% utilizing the full quota, though rates vary across counties.

Iceland and Finland can boast world-leading levels of public perception of suitability for women in leadership roles, as the Reykjavík Index demonstrates, however this is not necessarily reflected by the reality of the number of women who actually occupy leadership roles. Unlike Denmark, Norway and Sweden, both Finland and Iceland have a lower percentage of women CEOs and Board Presidents than the EU average.⁶ However, the two countries both perform better than the EU average when it comes to executives, non-executives and board members.

Women's Leadership in Tech

The presence of women in tech leadership roles is of paramount importance. Although women have historically been underrepresented in both technical and leadership positions, progress is now accelerating, and the benefits of diverse workforces and executive teams are increasingly recognized across the technology, media, and telecommunications sector.

³ Ibid.

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<https://www.thediversitycouncil.com/wp-content/uploads/2022/06/The-Danish-Gender-Equality-Paradox-Report-JUN-2022.pdf>

⁵ <https://www.ssb.no/en/befolkning/artikler-og-publikasjoner/increase-in-female-leadership>

⁶ <https://www.statista.com/statistics/1368735/nordics-managers-listed-companies-female-type/>

According to Deloitte, from 2019 to 2022, the proportion of women in the global tech workforce has risen by 6.9%, with technical roles experiencing a substantial 11.7% growth. Remarkably, leadership positions have witnessed the most rapid change, with an estimated 20% increase. This dramatic progression suggests that, by 2022, one in four leadership roles at large global tech firms will be occupied by women, marking a 4% increase since 2019.

Numerous major tech companies have made public commitments to amplify gender diversity, not only in technical and leadership roles but also across various social factors, such as race and age. HP, for example, aims to achieve 50% gender equality in director-level positions and above by 2030, and to surpass labour market representation for racial and ethnic minorities.

Companies prioritizing women in leadership roles tells prospective employees that this is an inclusive work environment and is also crucial in reshaping corporate culture. This approach can potentially enhance the retention of women in the overall and technical workforce. Furthermore, endless research over decades shows that having more women in leadership roles, in any sector, improves problem-solving, drives innovation and, ultimately, also increases revenue. However, despite some progress, the 2021 Women @ Work study indicates that, globally, there is much more companies can be doing to encourage more women's leadership within the sector.

The ascent of women to leadership positions in the tech industry would hold profound implications, besides some of the points made above. It is a sector which shapes cultural norms, government policies, the day-to-day life of almost everyone on planet earth and is expected to be only more predominant in the future. It is a sector which, up to now, has been dominated by men, and not necessarily progressive ones. It is high time for much more diversity of perspective to accompany the dizzying diversity of products, apps, hardware, and other tools that control our lives.

It is likely to be an insurmountable task to achieve gender equality in positions of tech leadership in just a short five-year window (the goal set by HP) if looking industry wide. However, serious progress can be achieved, and goals such as fixing a specific target number that all Nordic countries can aim for, in alliance with the tech sector to form a sort of 'action coalition' could be a realistic goal.

Objectives of the Reykjavík Index for Leadership - Nordic Edition

The objectives of this specific Nordic Edition of the Reykjavík Index for Leadership are an expansion of scope to include all Nordic countries, with the aim of working in partnership with the co-hosts of the Reykjavík Global Forum, the Government and Parliament of Iceland, to recommend and collaboratively align on an action plan to achieve 5 point increase in the Index score in the tech sectors by 2030. This edition of the Index features a Reykjavík Index score in the tech sector of all Nordic countries.

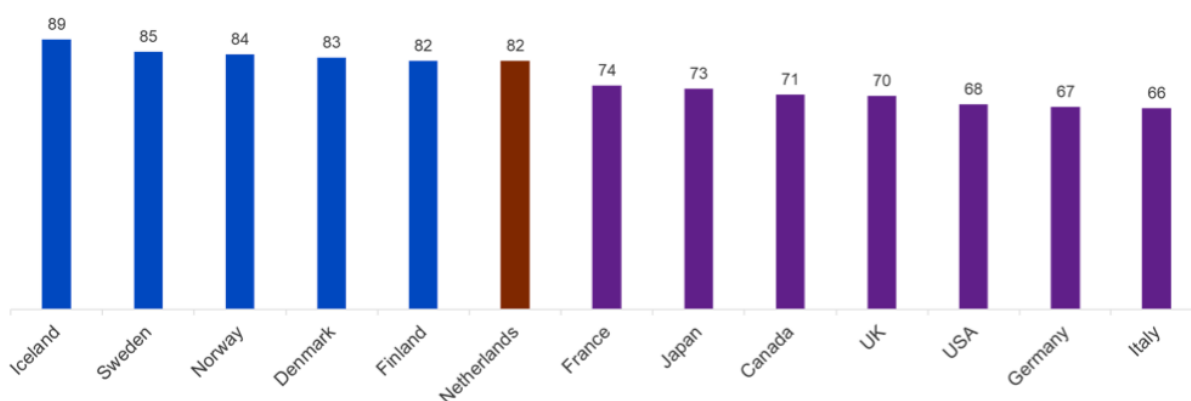
One of the objectives of the Reykjavík Global community is to build public private partnerships and, with this year's theme of *Power, Together for Leadership*, this collaboration will seek to foster multi-stakeholder goals and measurement to achieve sustainable gains in the ability for women to attain and retain leadership in the tech sector in the Nordic countries.

It is hoped that there will be increased awareness on discriminatory social institutions and the main barriers to women's political representation, participation, and leadership in the Nordic countries, with a focus on tech. We expect an increased visibility and use of the Reykjavík Index for Leadership, the identification of good practices in the tech sector and improved knowledge of potential solutions and ways to address persistent obstacles, engaging both current and past public-private leaders. Finally, the hope is to obtain a commitment from Nordic countries to take this issue seriously through an endorsed roadmap or 'call to action'.

Index Findings

The findings of the Reykjavík Index for Leadership 2023 shows that Iceland remains the most progressive country of all those surveyed, as it has been every year since it was first included in the Index in 2021. The Nordic countries are all more progressive in their attitudes than any G7 country, however, the Netherlands shows results more in step with the Nordic countries, obtaining the same overall score as Finland (82), the lowest Nordic country score.

By country, **the Nordics**, **G7-countries**, and **the Netherlands**

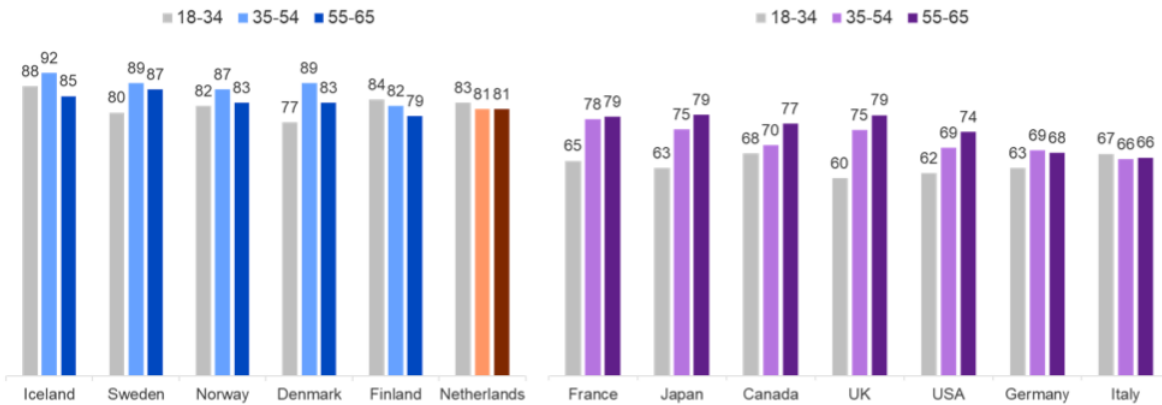


The findings confirm the trends which have been seen in previous editions, namely that progress has remained glacial up until last year, and this year a regression is observed, with the G7 Index dropping 2 points, from 72 to 70.

In the G7, this regression is primarily driven by perceptions within the younger age group (18-34) which shows the lowest index score in every G7 country, bar Italy. Furthermore, this difference is not slight; in France, Japan and the UK the difference between the youngest

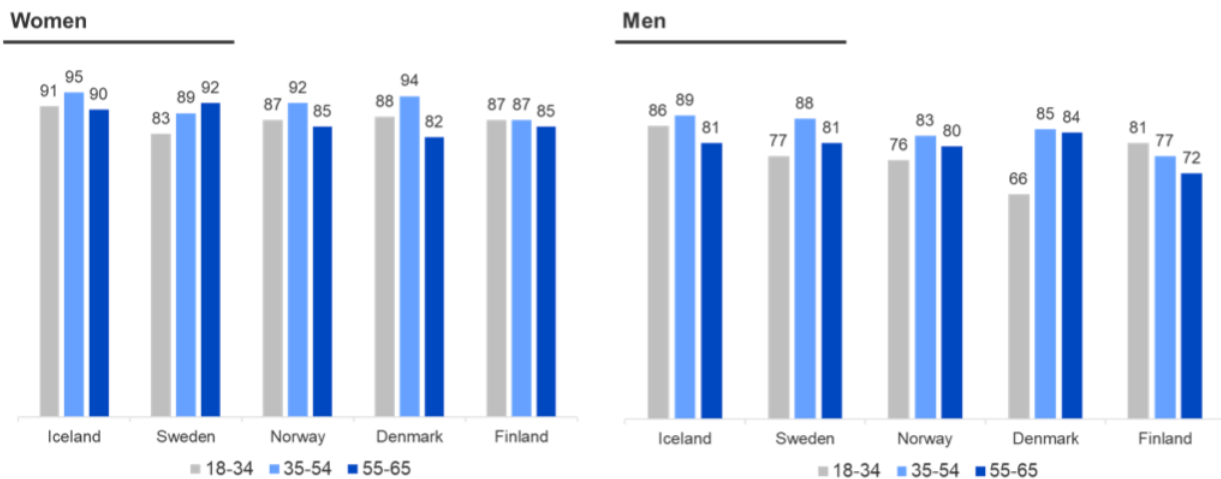
age group and the middle age group (35-54) is at least 12 points. It should be noted that this specific age group is also a note of concern in all the Nordic countries, except Finland, however to a slightly lesser extent. This issue is one of paramount concern and needs to be addressed with the utmost seriousness and urgency.

By country and age, the Nordics, G7-countries, and the Netherlands



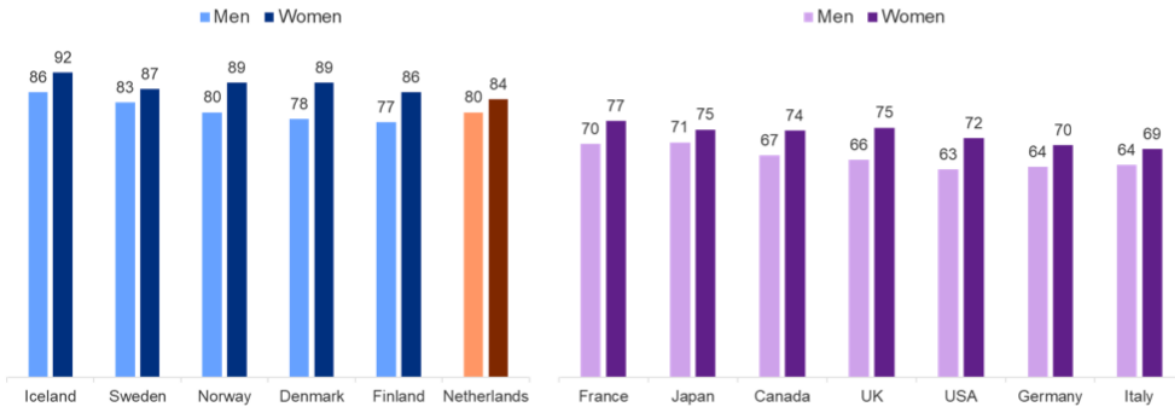
If we dig deeper into this data, it is noteworthy that younger men show less progressive attitudes than younger women, with the age gap between younger men and younger women particularly significant in Denmark.

By country, gender and age, the Nordics



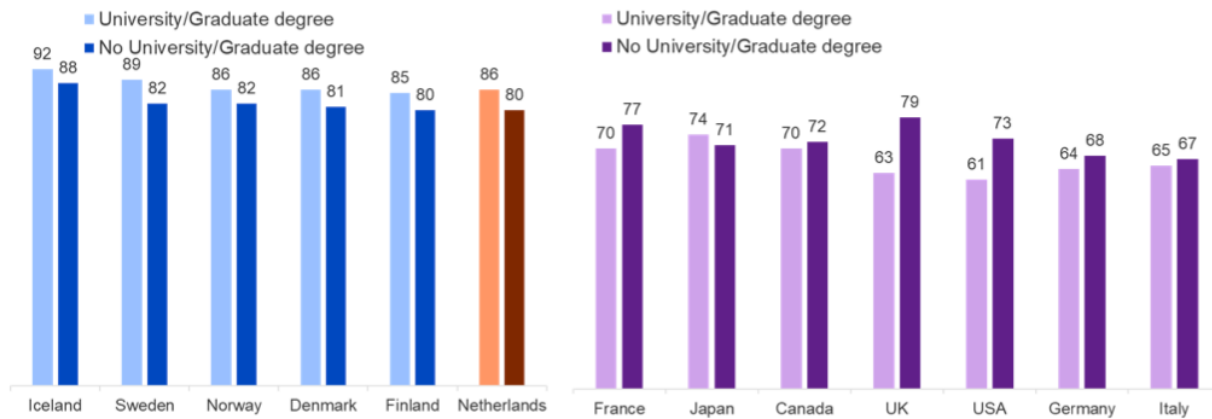
As has been seen in previous years' findings, women score higher than men in every single G7 country, a result mirrored in the Nordic countries. Across the Nordics, some quite stark differences between men and women can be seen, with the gender gaps in Denmark and Finland similar to the ones for the UK and the USA.

By country and gender, the Nordics, G7-countries, and the Netherlands



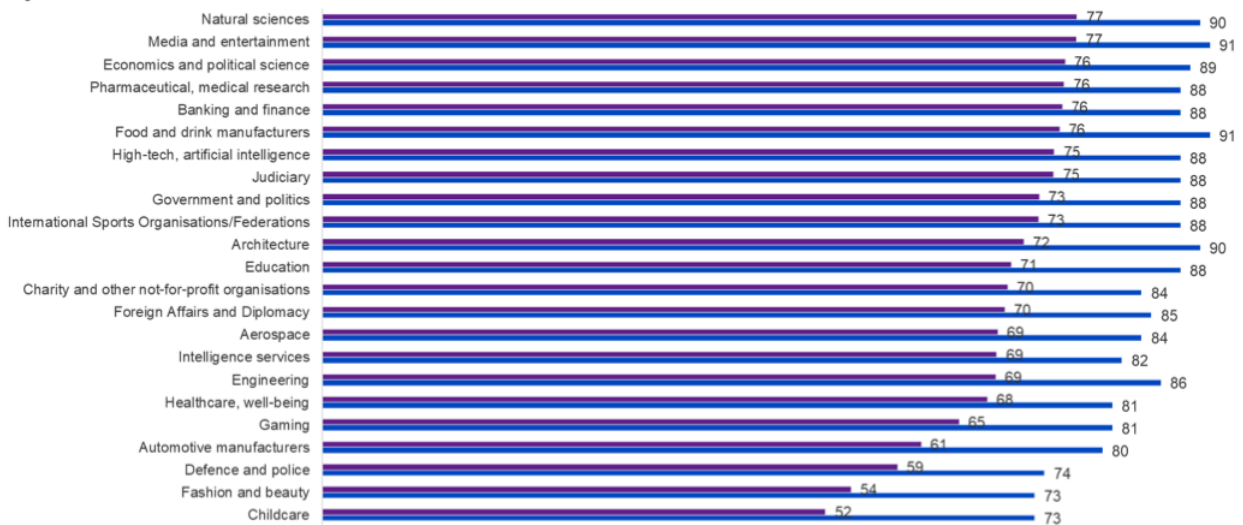
Some Index findings merit further research as, like the youngest generation being the least progressive, they do not line up with certain preconceptions about who has more or less gender equal perspectives. For example, in all G7 countries bar Japan, men and women without university degrees have higher index scores (significantly higher in some cases) than university graduates. and thus more inclined to think that a woman or a man are equally suitable to lead. The opposite is the case in every Nordic country and the Netherlands.

By country and education, the Nordics, G7-countries, and the Netherlands



When observing the results by sector similarities with previous years' studies can be seen. As this latest study has examined all the Nordic countries for the first time, the one novel result is the possibility of comparison with G7 countries and we can observe that the Nordic countries are never less than twelve points ahead of G7 countries, even if traditional stereotypes still persist in the Nordic countries Women are seen as more suitable than men as leaders in childcare, fashion and beauty, while men are seen as more suitable than women as leaders in defence, police, or gaming.

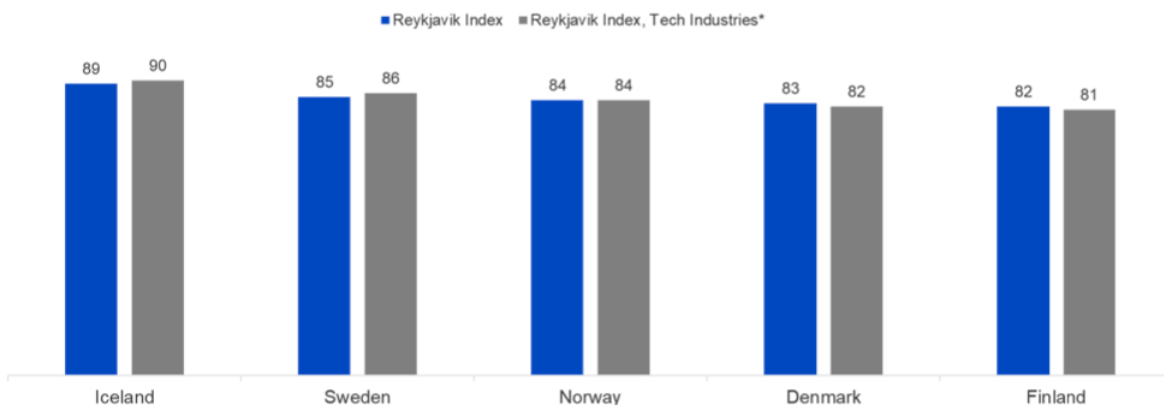
By sector*, G7 and the Nordics



*The share of people that answers "Both equally" on the question "For each of the following sectors or industries, do you think men or women are better suited to leadership positions?"

When it comes to the tech sectors, the Nordics have an overall Index of 85, which is the same as the overall Index. At the country level, Iceland and Sweden have higher scores in the tech sectors in comparison to the overall Index. This shows remarkable levels of equality and presents a stark difference to some of the G7 tech sectors, such as engineering, where the Nordics have an Index score of 86 and the G7, a score of 69.

By country and Industry, the Nordics



*Hightech, artificial intelligence, Gaming, Engineering, Natural sciences, Aerospace, Automotive manufacturers

Conclusion

The Nordic Edition of the Reykjavík Index for Leadership highlights positive results for the Nordic countries, with Iceland, Sweden, Norway, Denmark and Finland all scoring higher than the G7.

Nevertheless, there is still a long road ahead even in this particularly progressive region in terms of the perception of equality in suitability for leadership, with quite significant gaps between age groups and between men and women. The results also show entrenched gender norms in specific sectors seen as traditionally for men or for women which serve to lower the overall scores.

This should not obscure the fact that there is a great deal that can be learned, globally, from the Nordic countries. The people of Iceland, the country consistently finding itself in first place, still has enough concerns about the equality of treatment of women that 100,000 women went out on a 24 hours strike on 24th of October 2023, in a country with a population of 372,000. Continuing to demand equality, even when it can be reasonably argued that a country is the most equal in the world, seems to be the path to equality.

Action Plan: Key Policy and Best Practice Recommendations

This report should be seen as a call to action. Building on the findings of the Nordic Edition of the Index, the aim is to engage with a wide range of stakeholders to identify solutions, key policy and best practice recommendations which will deliver sustained and accelerated progress towards equality of opportunity to lead.

The first port of call is to draw on evidence of what is working or not in the Nordics to develop effective actions in general. This would mean the continuation of tracking, measuring, and analyzing the Nordic countries as a group and comparing them to the results of other countries measured in the Reykjavik Index. This would be of vital importance to make sure the outcome and results from the Nordic countries can be the learning and leading model they can be for gender equality.

On other dedicated actions to focus on for greater results within the Nordic countries themselves, below are three suggestions:

Women in Tech

Aim to reduce prejudice in the tech sectors and increase the Index for the tech sectors. This would entail:

- Using this year's index as a baseline to measure progress over time.
- Set a goal to a 5-point increase in the Index by 2030, from 85 to 90.
- Build an action coalition for the Nordics between governments and the tech sector, with a target of all five governments teaming up with key tech companies in the Nordic countries.
- Target specific sectors within tech where the score is lower and where women are seen as less suitable leaders than men. Based on this year's Index this includes

gaming, engineering, automotive manufacturers, and aerospace. This could be done by promoting women role models together with the companies that employ them to encourage increased interest of women in these sectors.

The Attitudes of Young People

To counter the younger generation's heightened prejudice and polarisation, develop specific actions to prevent further decline in the Index scores over time:

- Use this year's index as a baseline to measure progress over time.
- Partner with academic institutions and advocacy groups to conduct further research to understand better the reasons for the differences between younger and older populations and between younger women and men in the Nordics. Develop specific actions based on this research.

Sectors with Low Index Scores

To counter entrenched gender norms in specific sectors, develop initiatives to promote the equal participation of women and men in sectors with low Index scores:

- Partner with government agencies in the Nordic countries to support targeted actions to increase the representation of women in professions traditionally associated with men and men in professions traditionally associated with women.
- These sectors could include defence, police, and childcare, fashion, beauty, and health care. The focus should as much be in showcasing men as role models in childcare, and in showcasing women role models within defence and police.



Reykjavík Index Nordic Edition: Panel Discussion on Main Stage

This is the first time the Reykjavik Index included a special Nordic Edition, consisting of 5000 interviews across Denmark, Sweden, Norway, Finland and Iceland, asking the same questions as in the Reykjavik Index overall. The research was published and presented at the Reykjavik Global Forum 2023 in Iceland in November 2023. Michelle Harrison, CEO of Verian, presented key findings and foreword on the main stage which was followed by a panel discussion with representatives from the Nordic countries. The panelists were Sidsel Bleken, Ambassador for Women's Rights and Gender Equality at The Norwegian Ministry of Foreign Affairs, Bryndis Haraldsdottir, Parliamentarian from Iceland and Lotta Johnsson Fornarve, Parliamentarian from Sweden. The panel was moderated by Katja Iversen from Denmark, who serves as CEO of the Museum of the United Nations.

Below is a summary of the live session.

Panel Discussion Key Points

Michelle Harrison's presentation included a combination of hopeful and encouraging messages for the Nordic countries, as well as some worrying statements regarding the perceptions of young people.

The Nordic countries: Iceland, Denmark, Finland, Norway, and Sweden, as well as the Netherlands, produce Index scores that are significantly higher than the rest of those measured in the Index. Iceland remains the standout performer.

However, the 2023-24 Reykjavík Index data shows that we have not merely seen stagnation in some areas, but regression in the perception of women and men being equally suitable for leadership, with the Index data for the G7 this year dropping two Index points lower than when measured in 2018.

There is a clear gap between men and women in all countries when it comes to views of women's suitability to lead, where women tend to have more progressive views than men. However, despite achieving high scores on the Index, significant disparities in perceptions of women and men leaders in the Index data are still being seen, particularly, and worryingly, amongst young men in the Nordic countries.

Young men are reducing their progressive views faster than young women, which is happening everywhere but in Finland. There is a big difference between the views of young men and their fathers or grandfathers.

The Nordics do better regarding how men are perceived in sectors that historically have been women-oriented such as childcare, beauty and fashion-related areas.

Although there is plenty to celebrate, sadly, pervasive gender norms still linger across certain sectors of the economy, and we can see a clear regression amongst the opinions of young people.

“It is worrying that there are still not enough women political leaders in the Nordic countries, even though the numbers look good”, said Sidsel Bleken. The women argued that the famous *Nordic Model* is based on strong social welfare systems and strong reform models, as well as safe and legal abortions that support women. This foundation is vital when it comes to equal gender rights. This did not come out of the blue - it’s important that even if women continue the battle, society puts emphasis on the need for men’s support as well. According to Lotta Johnsson Fornarve, the school system is failing boys to a certain extent, and there needs to be support in place for all genders in school environments so everyone can succeed.

Regarding the fact that the Nordics tend to view sectors of the workfield that have been more women-oriented more favorably, Bryndis Haraldsdottir argued that parental leave policies in those countries could be a potential factor, as *parental leave* has been emphasized in the culture and not just maternal leave.

According to the findings, a rising number of young people think that gender equality is not as important as former generations considered it. Sidsel Bleken pointedly argued that a general distrust of the future within that generation could be a part of this mentality.

In summary, it is very clear that the Nordic countries lead the way when it comes to the perception of women in leadership positions, although there is further to go as they pursue genuine equality and the goal of achieving a score of 100 on the Index.



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