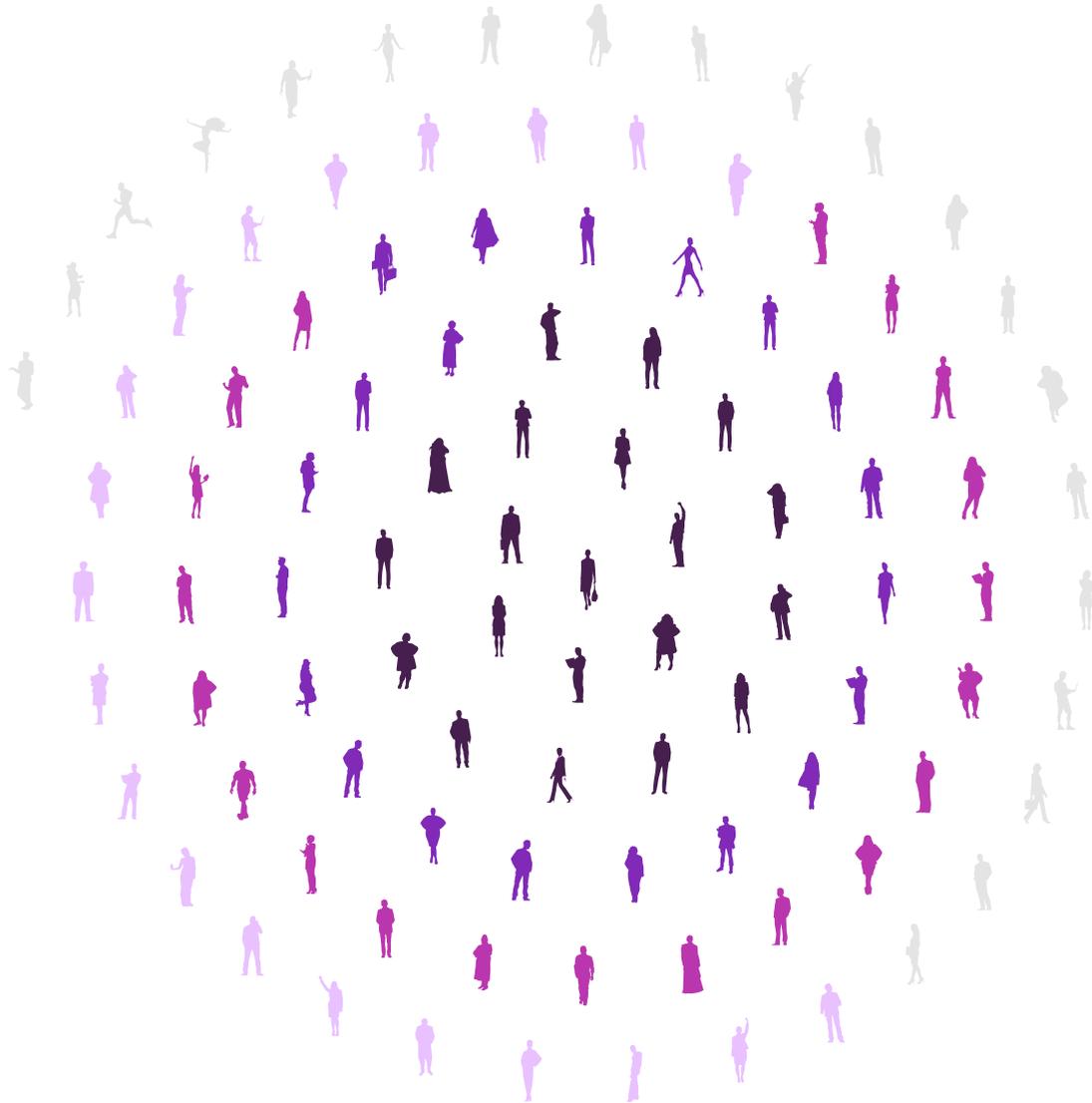


THE REYKJAVIK INDEX FOR LEADERSHIP

Measuring perceptions of equality for men and women in leadership



2020 - 2021



KANTAR

Supported by the Bill & Melinda Gates Foundation



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Foreword

Women Political Leaders and Kantar came together in 2018 to create the Reykjavik Index for Leadership – the first measure of perceptions of women and men in terms of their suitability for leadership. The initial findings revealed significant, complex, and deep-seated prejudice towards women – where women were not seen as equally suitable to lead.

When the Reykjavik Index was launched, we acknowledged that progress in equality for women was far from guaranteed. Across the G7 group of countries, and in multiple areas of economic activity, 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 scores of countries and sectors approaching the target score of 100.

Unfortunately, in 2020, the third year of Index results, we can only note a striking absence of progress. Indeed, this year cannot be called a period of advancement.

The Reykjavik Index for Leadership 2020-2021 presents findings drawn from the attitudes of over 20,000 people across ten countries – the G7 nations (comprising Canada, France, Germany, Italy, Japan, the United Kingdom, and the United States) along with India, Kenya, and Nigeria. We believe that the addition of new countries to the G7 nations will allow us to better observe whether progress is being made, where stereotypes endure, and where public policy or private sector intervention is making a difference.

A look at the average score for the G7 countries, which we can now track across three years, shows very little change: it remains at 73. This can be regarded as the gap between the ‘birthright’ of equality for men, and the everyday reality of women’s experiences with inequality across the world.

Perception matters: it manifests in numerous and deepening inequalities across every aspect of society, government, and business. It leads to further prejudice in the education choices and opportunities offered to girls; it impacts the paths of careers, interrupting earning potential and access to basic livelihoods. It also impacts who we nominate to create and improve policy in our countries, disrupting the chance for policymaking to rightly reflect the societies it is meant to serve. And the list goes on.

In 2020, there is a very real risk that the situation could worsen. This has been a year of significant social turbulence and change – from COVID-19 and its vast implications for government intervention, national economies, labour, public health and community cohesion, to devastating natural disasters and widespread civil movements demanding transformation in the face of institutional racism. Ensuring that we remain focused on embedding the progress already achieved for women and girls across decades of dedicated effort is now paramount, especially given the disproportionate negative economic impacts for women from COVID-19, as well as sobering early findings of a growing ‘shadow pandemic’ of violence against women.

The Reykjavik Index was established to quantify levels of comfort in society with the prospect of female leadership. Facing up to the enormous scale of this task is difficult and demanding. We hope you will 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 and men and the larger societies in which they live and work.



M Harrison

Dr Michelle Harrison
Global CEO, Kantar Public



Silvana Koch-Mehrin

Silvana Koch-Mehrin
Founder and President,
Women Political Leaders



Hanna Birna Kristjánsdóttir

Hanna Birna Kristjánsdóttir
Chair of the Board, Reykjavik Global Forum;
Senior Advisor, UN Women

What is The Reykjavik Index for Leadership?

The Reykjavik Index for Leadership measures the extent to which men and women are viewed equally in terms of their suitability for positions of power. The Index runs from 0 to 100; a score of 100 means that across society, there is complete agreement that men and women are equally suited to leadership in all sectors. Our explicit goal is a world in which the Reykjavik Index score of 100 is the norm; this would be a world where men and women will have an equal opportunity 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 points¹.

The Reykjavik Index for Leadership was launched in 2018 for the G7 countries and repeated in 2019². This report summarises the results for The Reykjavik Index for Leadership 2020/2021, which has been undertaken again in the G7 countries (Canada, France, Germany, Italy, Japan, United Kingdom and USA), repeated in India and with the addition of two African countries: Kenya and Nigeria (see part two of this report).

¹ For more information on the Index methodology, please see the section [Methodology](#) at the end of this report

² The research in 2019 included the G7 and the countries of Brazil, Russia, India and China

The Reykjavik Index for Leadership scores for the G7 for 2020/2021 are:



Figure 1: The Reykjavik Index for Leadership scores for the G7 2020/2021

Executive Summary

1. The absence of progress in social attitudes towards equality for men and women

The most striking finding from the 2020/2021 Reykjavík Index for Leadership is that the average Index score for the G7 has not improved year-on-year, remaining at 73. In 2018, the average for the G7 countries was 72. This means there has been very little improvement in the way societies in the G7 view men and women's suitability to lead; we are not in a moment of progression.

This G7 average score of 73 is a measure of prejudice. Indeed, any score lower than 100 is an indication of prejudice and it can be seen as the gap between the 'birthright' of equality and the lived realities of women's lives across the world.

Despite movements calling for greater equality between men and women – for example, in participation in politics and business, in equal pay, in equal access to opportunity – the Index shows only a few improvements at a sector or country level. We are not seeing leaps forward in the attitudes of our societies.

Historically, in times of crisis, stereotypes can be seen to endure, and 2020 is no different. The United Nations Foundation³ has labelled the rise of physical, sexual or emotional abuse or violence against women as a result of COVID-19 lockdowns as the 'shadow pandemic', signifying that the wider implications from the events of 2020 will be disproportionately felt by women.

Indeed, studies across the world⁴ have found that what Angela Merkel has labelled 'retraditionalisation', where women spend more time on unpaid labour such as home schooling children or housework than their fellow male citizens, is a risk to the hard-won gains for equal rights. Indeed, these studies state that the "consequences of the crisis are far greater for women and threaten to push them back into traditional roles in the home which they will struggle to shake off once it is over". With more women than men restructuring their paid jobs in the face of the pandemic, it will impact not just their earnings and career potential, but also their pension contributions, meaning in the medium term, we could see a widening of the pay gap between men and women later in life as well⁵.

³ [United Nations Foundation - The Shadow Pandemic: How the COVID-19 crisis is exacerbating gender inequality - April 2020](#)

⁴ [The Guardian - Research finds lockdowns reinforcing gender inequality - May 2020](#)

⁵ [Forbes - Coronavirus likely to widen gender gap in retirement - July 2020](#)

2. Young men are significantly less progressive in their views than young women

As in previous years of research, women are more progressive than men when it comes to attitudes about equality in leadership, with higher Index scores. This is especially pronounced in the youngest age group measured, 18-34-year olds.

Young men (18-34) in Italy and Germany, in particular, have Index scores significantly lower than their female peers. In Italy, there is a 16-point gap between men (61) and women (77) in this age bracket, and in Germany, there is an 11-point gap between men (57) and women (68) at these ages.

In France, there is a 9-point gap between women (76) and men (67) aged 18-34. In the same age bracket, in the USA, there is an 8-point gap between women (79) and men (71), like the UK where there is also an 8-point gap (women 80, men 72).

The wide gap between scores of men and women in this age group may indicate greater tensions when it comes to the topics of work and equality and could have lasting implications for the future, with stressors in the home, office and wider communities as these differences in opinion of who is suitable to lead embed.

Further, it may load the young women in these countries with the role of calling and working for greater equality as the more progressive group.



Executive Summary

3. Women of the north and women of the south – a shared battle for the right of equality

Overall, across all the countries measured, the average Index score for leadership is higher for women than for men. The Index is higher for women in almost every sector, in every country, meaning that women are more likely than men in all countries to perceive men and women as equally suitable for leadership.

The importance of measuring and tracking this dissonance between men and women is that it gives an indication of who may be carrying the burden of pushing for equal rights for men and women within society. Without widespread societal belief in equality, there is a risk that equality for women will remain a 'women's issue' and not receive the attention, resource and weight it requires to sustainably change.



4. Younger people overall are less progressive in their views

The Index shows that in the G7 countries, overall the youngest age group (18-34) reports lower Index scores than older people. Young men in the G7 show the lowest Index score of any cohort – 67 compared to 76 for their female peers, and 71 for the men in the next age group up (35-54).



Executive Summary

5. Political leadership in a pandemic – who do we think is most suitable to lead us?

Overall, the average G7 Index score for Government and Politics has remained steady at 78 (it was at 77 in 2019 and 79 in 2018).

At the country level, the number of people who think that men and women are equally suited to leadership roles in Government and Politics was down four points in France to 78, down three points in Italy to 73, and down two points in Japan to 74. India has remained at 74 from 2019. Kenya and Nigeria, both measured for the first time this year, scored 62 and 56 for Government and Politics respectively.

In 2020, it is female leaders who have garnered the most public support of their handling of the COVID-19 crisis. Countries led by women had “systematically and significantly better” outcomes suffering half as many deaths on average as those led by men, according to an analysis of 194 countries by the Centre for Economic Policy Research and the World Economic Forum.

Germany’s Angela Merkel, Jacinda Ardern of New Zealand, Denmark’s Mette Frederiksen, Taiwan’s Tsai Ing-wen and Finland’s Sanna Marin have all been singled out for the way in which they have dealt with the pandemic⁶.

The report’s authors said that their results indicated that:

“Women leaders reacted more quickly and decisively in the face of potential fatalities. In almost all cases, they locked down earlier than male leaders in similar circumstances. While this may have longer-term economic implications, it has certainly helped these countries to save lives, as evidenced by the significantly lower number of deaths in these countries.”

Angela Merkel’s popularity – which had been on the wane in Germany – increased during the pandemic. With her scientific background, rigorous examination of evidence, her honesty in discussing what is unknown about the disease and her composure, Germans rallied behind her, and her approval rating rose to over seventy per cent, compared to mid-fifties this time last year⁷.

Whether the response of female-led governments or female ministers to COVID-19 will have impacts on how suitable women are seen to be to lead in this profession will remain to be seen in future research.



⁶ [The Guardian – Female-led countries handled coronavirus better, study suggests – August 2020](#)

⁷ [Politico – Everybody loves Merkel. Her likely successors? Not so much – July 2020](#)

Executive Summary

6. Positive perceptions of women in leadership in Pharmaceutical and Medical Research, but this is not yet reflected in pay and inclusion

The Pharmaceutical and Medical Research sectors score highly (G7 average Index score: 80) in terms of being perceived as having leadership roles equally suitable for women and men.

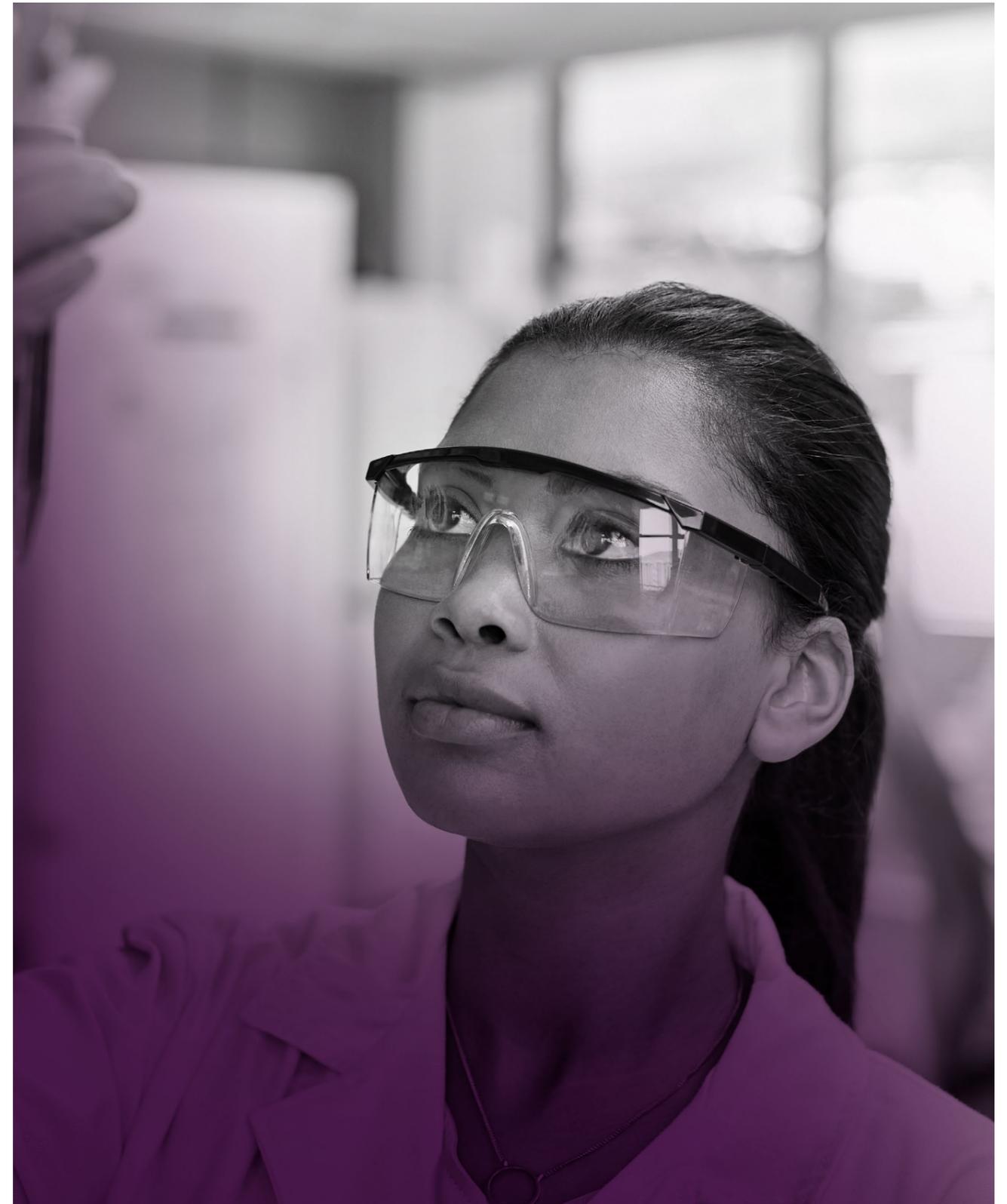
However, in terms of participation, research from UNESCO shows that less than 30% of the world's scientific researchers are women, that they publish fewer research papers than men, and are less likely to collaborate internationally⁸.

In Italy, where COVID-19 had an early and devastating impact, leading female scientists demanded that they be included in the national response. Initially, there were no women on Italy's 20-member technical scientific committee Comitato Tecnico Scientifico (CTS) – a group of experts advising the government during the coronavirus outbreak. However, after public criticism, six women have joined the committee.

In the US, only two women are on The White House Coronavirus Task Force of 27 people, and in the UK, 17 of the approximately 55 members of the UK's equivalent body, SAGE (Scientific Advisory Group for Emergencies), are women.

The gender pay gap in the sector is lower than in many other industries. For instance, the multinational pharmaceutical and diagnostics company Roche, says that 59% of its highest paid employees are women and its mean gender pay gap stands at 4.65%, down from 8.14% in 2018. GlaxoSmithKline, a multinational pharmaceutical says that its gender pay gap in the UK is 2.43%, which means that it significantly outperforms the national average of 16.2%.

⁸ [UNESCO Institute for Statistics Fact Sheet No. 55 – Women in Science – June 2019](#)



Executive Summary

7. Female-dominated Healthcare and Well-being sector lands in 18th place in our ranking of 23 sectors

Healthcare and Well-being scores nine points lower in The Reykjavík Index for Leadership (G7 average Index score: 71) than the Pharmaceutical and Medical Research sector (G7 average Index score: 80).

A report⁹ by the medical journal The Lancet, says that approximately 75% of the global health workforce is female, yet women disproportionately represent lower cadres of health workers such as nurses and care assistants. The report adds that in medicine, imbalances in specialist training participation persist, with women remaining the minority in surgical specialties. In the UK, for example, women GPs earn on average £40,000 (USD 52,000) less per year than their male counterparts – one of the worst gender pay gaps for any profession¹⁰.

The World Health Organisation recognises that across the health and social care workforce, women are substantially under-represented in management, leadership, and governance. Further, COVID-19 has had a significant impact on the health of women in healthcare. By June 2020, more than 1,000 nurses had died from COVID-19 globally, according to a report from the International Council of Nurses (ICN) – nurses are predominately female. The ICN has called on world governments to address their ‘collective failure’ after it highlighted 1,097 nurse deaths across 44 countries with available data – although this is likely to be ‘significantly’ lower than the total global figure¹¹.

⁹ [The Lancet – Gender equality in science, medicine and global health: where are we at and why does it matter? – February 2020](#)

¹⁰ [The Independent – Female doctors earn £40,000 less than male colleagues due to ‘two-tier’ GP pay gap – January 2020](#)

¹¹ [Nursing Standard – Nurses have increased risk of death from COVID-19, data confirms – June 2020](#)

8. Optimism for Economics, Political Science, Banking and Finance

Economics and Political Science (G7 average Index score of 81) and Banking and Finance (G7 average Index score 80) both score highly in terms of being viewed as roles equally suitable for women and men – and there is a growing number of female role models in this sector.

There have been several recent high-profile female appointments, including: Christine Lagarde as President of the European Central Bank; Kristalina Georgieva who took over Lagarde’s old role as Chair of the International Monetary Fund (IMF); Suni Harford the new President at UBS Asset Management – the first woman to hold the job in Swiss banking giant’s history; Liz Myers as Global Chairman, Equity Capital Markets at JP Morgan; and Gita Gopinath as the IMF’s Chief Economist.

However, women are still under-represented at all levels of the global financial system – the IMF says that women hold less than 20% of board seats in banks and bank supervision agencies; they account for less than 2% of bank CEOs and only 22% of board members are female¹².

The IMF’s Deputy Managing Director, Antoinette Sayeh, says that its...

“research indicates that the presence of women in leading roles in Banking and Finance is associated with greater bank stability, reduced conflict and greater focus on transparency and ethics. And adding just one more woman in a firm’s senior management or corporate board is associated with between 8 and 13 basis point higher return on assets.”

¹² [The International Monetary Fund – Gender-balanced leadership: Guarding financial stability in crisis times – June 2020](#)

The G7 Reykjavík Index for Leadership 2020/2021

WHAT'S CHANGED AT THE NATIONAL LEVEL?

At the G7 level, the Reykjavík Index 2020/2021 average of 73 is unchanged since 2019/2020, and is one point higher than the Index of 72 recorded in 2018 (Figure 2).

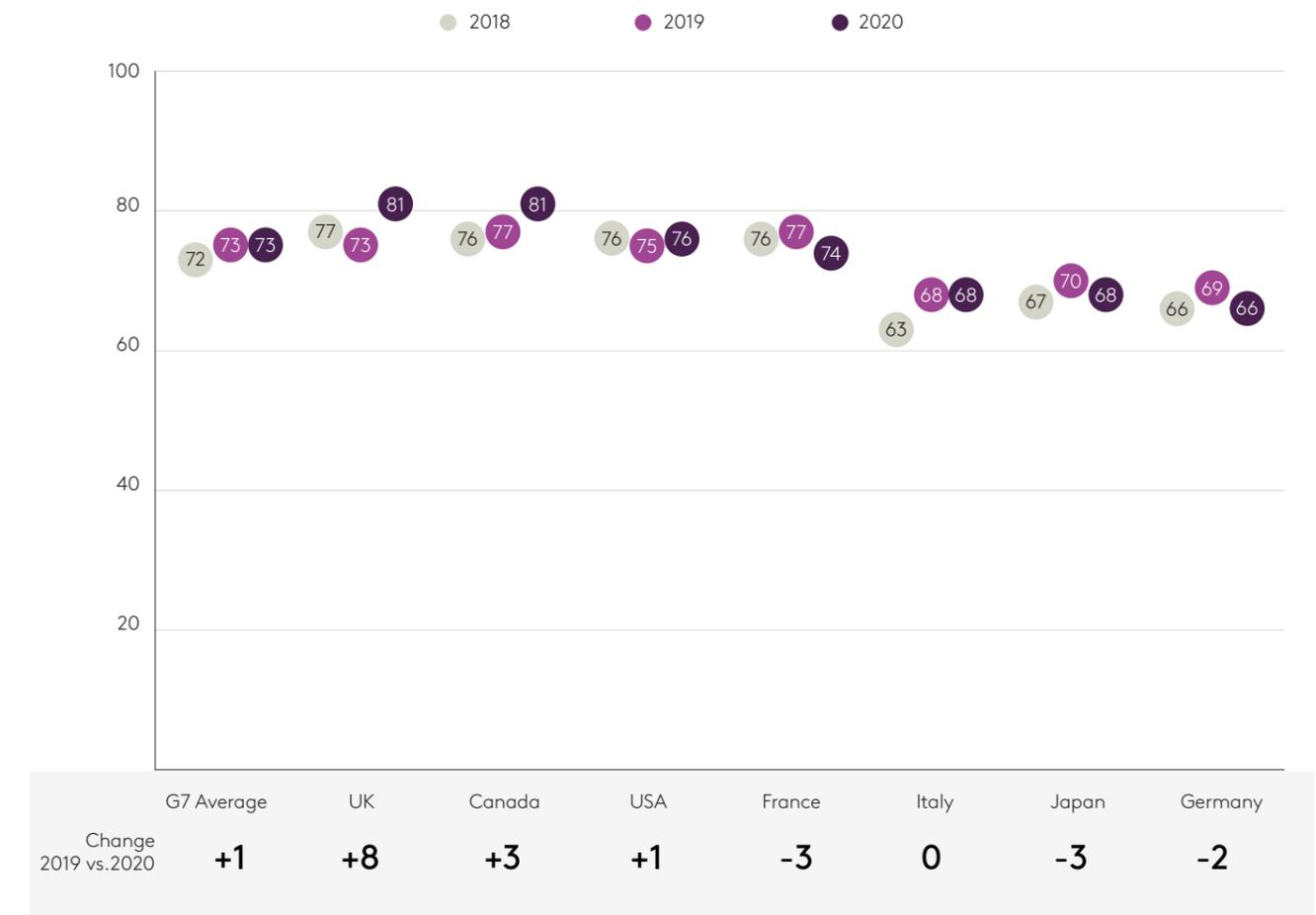


Figure 2: The Reykjavík Index for Leadership by G7 country, 2018-2020

THE REYKJAVÍK INDEX FOR LEADERSHIP

PART 1

The G7 Reykjavík Index for Leadership 2020/2021

The G7 Reykjavík Index for Leadership 2020/2021

THE DISSONANCE BETWEEN WOMEN AND MEN IN THE G7

Across the G7, the Reykjavík Index for Leadership is **77 for women and 70 for men**.

The Index is higher for women in all of the G7 countries (Figure 3). This means that women are more likely than men in all countries to perceive men and women as equally suitable for leadership.

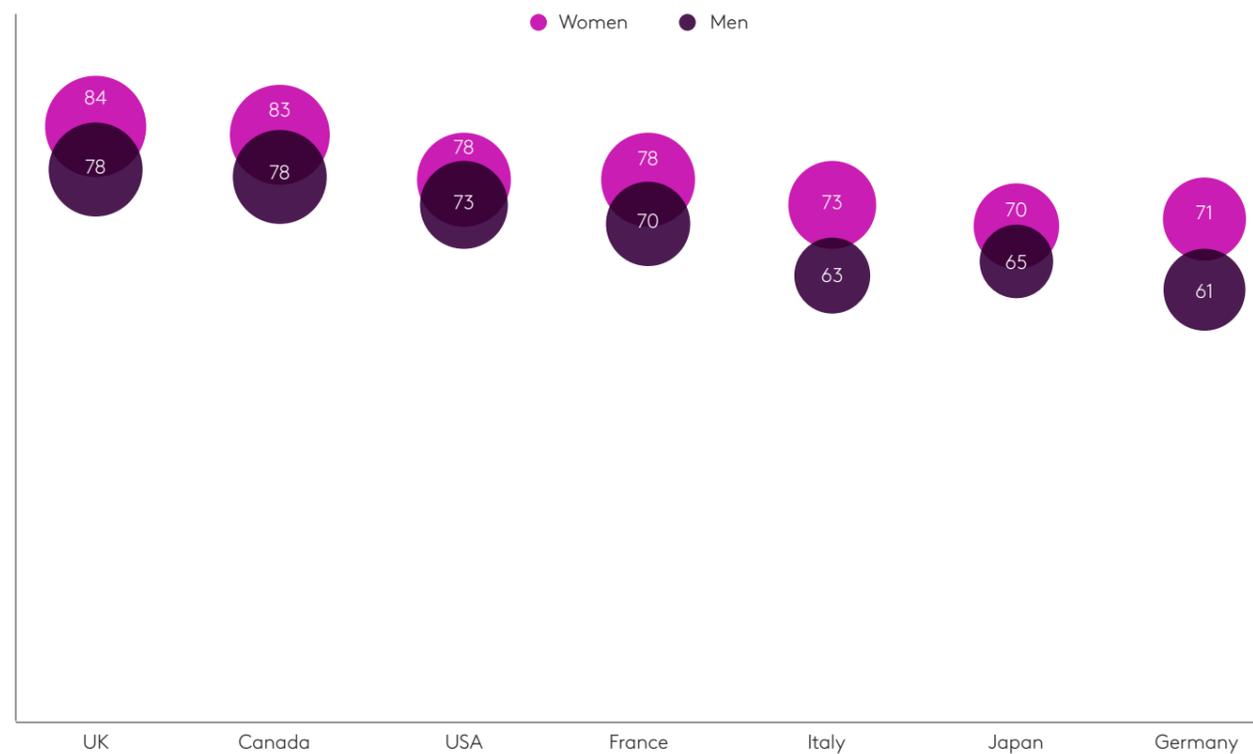


Figure 3: The Reykjavík Index for Leadership 2020/2021: women/men by G7 country

The rank order of countries for both women and men is similar to those observed for the population-level Index. However, the level of dissonance between the views of women and men varies by country.

It is lower in the UK, Canada, the USA and Japan (a five to six-point gap); higher in France (an eight-point gap); and higher still in Italy and Germany (a ten-point gap).

Changes in women's and men's views in the G7 between 2020 and 2019

At the G7 level, the Reykjavík Index for women is unchanged since 2019, at **77** (see table in appendix). The Index for men increased by one-point year-on-year to **69**. Overall, there is no sign at the G7 level of any reduction in dissonance between the views of women and men since the Index was launched in 2018.

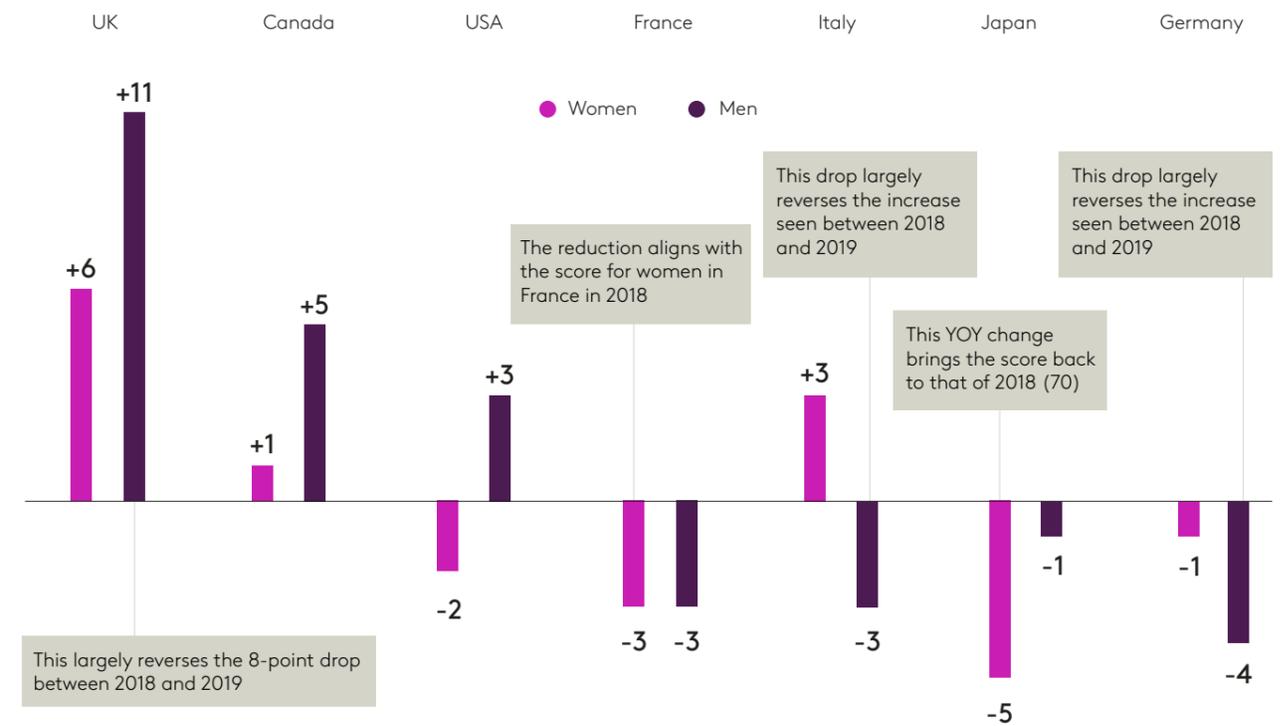


Figure 4: The Reykjavík Index for Leadership 2020/2021: the changes in women's and men's views by G7 country

The G7 Reykjavík Index for Leadership 2020/2021

DIFFERENCES BETWEEN AGE GROUPS IN THE G7

The Reykjavík Index also provides insight into how much different age groups agree or disagree that men and women are equally suitable to lead.

Younger people in the G7 are *less* likely to think that men and women are equally suitable to lead across the 23 different economic sectors, **compared to** older people.

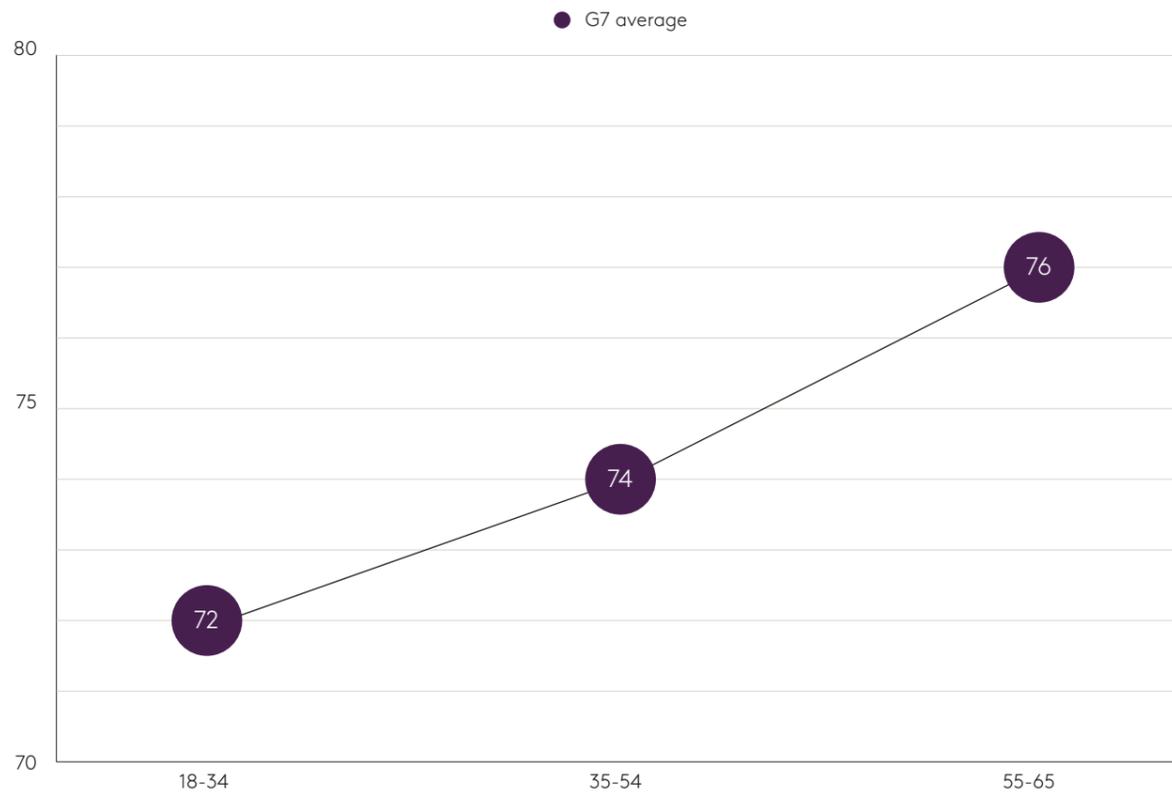


Figure 5: The Reykjavík Index for Leadership 2020/2021: G7 average by age group

With a different lens, we can see that younger people are less progressive, but also that men are less progressive than their female counterparts in every age bracket.



Figure 6: G7 average by age group for women and men

The countries that have the biggest difference between age groups in their index scores are the UK, France and Germany. In all three countries, a significant shift in attitudes is taking place where younger people are less progressive in their attitudes towards equality for men and women than their older counterparts.

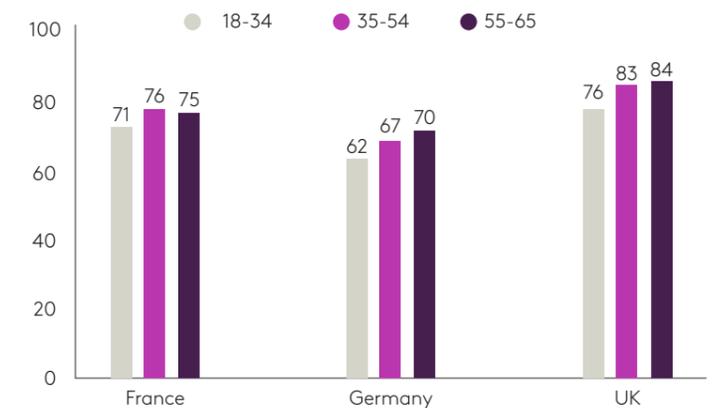


Figure 7: Age group scores in France, Germany and the UK

For the scores by age groups across all G7 countries, see the country profiles in [part 3](#).

The G7 Reykjavík Index for Leadership 2020/2021

SECTOR DIFFERENCES AT A COUNTRY LEVEL IN THE G7

Sector-level perceptions of the suitability of individuals to hold positions of power vary between the G7 countries in the research:

	G7 average	UK	Canada	USA	France	Italy	Japan	Germany
OVERALL INDEX	73	81	81	76	74	68	68	66
Media and Entertainment	81	88	88	83	81	74	79	76
Natural Sciences	81	88	88	85	81	74	76	75
Economics and Political Science	81	87	87	83	81	77	74	75
Banking and Finance	80	88	87	82	81	76	74	74
Food and Drink Manufacture	80	87	88	85	78	74	72	74
Pharmaceutical and Medical Research	80	87	86	83	79	73	77	73
Judiciary	79	86	86	81	77	73	76	71
Government and Politics	78	85	85	79	78	73	74	75
High-Tech and Artificial Intelligence	78	84	85	81	79	74	72	70
International Sports Organisations	76	82	80	73	77	71	77	70
Architecture	75	84	86	80	80	74	49	75
Foreign Affairs and Diplomacy	75	83	82	77	75	70	73	66
Charity and Not-for-Profit	75	83	81	76	75	68	75	64
Education	73	83	77	73	73	64	73	70
Intelligence Services	73	83	82	78	70	66	68	62
Aerospace	72	79	82	80	72	67	65	61
Engineering	72	76	82	76	79	69	63	60
Healthcare and Well-being	71	79	77	73	73	71	61	64
Gaming	69	75	77	72	68	62	69	61
Automotive Manufacture	65	74	74	68	66	60	55	59
Defence and Police	64	78	72	66	68	58	46	57
Fashion and Beauty	56	65	63	55	56	52	58	46
Childcare	54	63	58	53	59	48	50	50

● 80+ ● 75 - <80 ● 70 - <75 ● 60 - <70 ● 50 - <60 ● 40 - <50

Figure 8: Sector-level: The Reykjavík Index for Leadership 2020/2021 by G7 country

Changes at the sector level from last year

	UK	Canada	USA	France	Italy	Japan	Germany
Media and Entertainment	+9	+5	+1	-1	0	-3	-3
Natural Sciences	+10	+4	+2	-2	-1	-3	-2
Economics and Political Science	+9	+4	+3	-2	+1	-3	-2
Banking and Finance	+9	+4	-1	-1	0	-4	-2
Food and Drink Manufacture	+9	+5	+3	-1	+1	-3	-3
Pharmaceutical and Medical Research	+9	+3	+2	-2	0	-1	-3
Judiciary	+8	+4	+2	-3	-2	-2	-4
Government and Politics	+8	+4	+2	-4	-3	-2	+1
High-Tech and Artificial Intelligence	+8	+3	0	-3	0	-5	-4
International Sports Organisations	+8	+1	-2	-2	0	-4	-2
Architecture	+9	+4	+1	-3	-1	-9	-2
Foreign Affairs and Diplomacy	+7	+3	+3	-2	+1	-3	-1
Education	+8	+2	-2	-2	-1	-3	-1
Intelligence Services	+9	+5	+2	-3	+1	-5	-3
Aerospace	+10	+3	+4	-4	-1	-5	0
Engineering	+7	+4	-1	-1	-2	-3	-3
Healthcare and Well-being	+8	+1	-1	-2	+1	-1	-3
Gaming	+8	+2	-3	-3	0	-4	-3
Automotive Manufacture	+7	+2	-3	-4	-1	-6	-3
Defence and Police	+8	+3	+1	-2	0	0	-2
Fashion and Beauty	+7	+1	-2	-6	+1	-2	-3
Childcare	+7	0	-1	-4	+3	-2	-1

● 5+ ● 2 - <5 ● -2 - <2 ● -5 - <-2 ● -5 or less

Figure 9: Year-on-year: The sector-level change in The Reykjavík Index for Leadership by G7 country

Please note that the research in 2019 and 2018 did not ask about Charity and Not-for-Profit as a sector

THE REYKJAVIK INDEX FOR LEADERSHIP

PART 2

New baselines and extended studies



Overview

INDIA, KENYA AND NIGERIA

The research has also been conducted for the 2020/2021 study in the countries of India, Kenya and Nigeria. India was also researched in The Reykjavik Index for Leadership 2019 study, which allows for some helpful comparisons through the second year of research. For the overall Index score, India shows only a small change in average score from the baseline year, from 67 in 2019 to 68 in 2020.

Kenya and Nigeria are researched for the first time, creating valuable baselines for the study of perceptions of equality between men and women for these two countries.



Figure 10: The 2020/2021 Reykjavik Index score for India, Kenya and Nigeria

The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: INDIA¹³



India has an Index score of 68, up one point compared to 2019.

Women in India have an Index score of 69, compared to men who have a score of 68. This one-point dissonance between the views of women and those of men is the smallest of all the ten countries measured for this year. This indicates that the views of men and women in India towards equality for men and women in leadership are relatively aligned. Further, any efforts to improve how women in leadership are perceived will need to communicate to men and women alike in India.

India also has some sectors where men score more highly than women, meaning that for these sectors, men are more likely than women to think that women and men are equally suited to lead. These are Education, Healthcare and Well-being and Charities and Not-for-Profit.

¹³The research was conducted in India, Kenya and Nigeria thanks to the support of the Bill & Melinda Gates Foundation

For more information on their partners and programmes in these countries to address global development goals, please visit the [Gates Foundation website](#)

India's highest scoring sectors are:

- Pharmaceutical and Medical Research (78, with 77 for men, 78 for women)
- Media and Entertainment (78, with 77 for men, 79 for women)
- Education (77, with 78 for men and 76 for women)
- Banking and Finance (75, with 75 for men, 76 for women)

The sectors with the lowest scores are:

- Automotive Manufacture, (61, with 60 for men and 62 for women)
- Fashion and Beauty, (39, with 40 for men and 38 for women)
- Childcare, (37, with 38 for men and 36 for women)

	India	Change vs. 2019
OVERALL INDEX	68	-1
Media and Entertainment	78	0
Natural Sciences	74	-1
Economics and Political Science	73	0
Banking and Finance	75	+2
Food and Drink Manufacture	64	+3
Pharmaceutical and Medical Research	78	+4
Judiciary	73	+2
Government and Politics	74	0
High-Tech and Artificial Intelligence	71	-3
International Sports Organisations	74	0
Architecture	66	0
Foreign Affairs and Diplomacy	67	-4
Charity and Not-for-Profit	70	Not measured in 2019
Education	77	+1
Intelligence Services	70	-1
Aerospace	69	-2
Engineering	70	-1
Healthcare and Well-being	70	+6
Gaming	71	-1
Automotive Manufacture	61	+6
Defence and Police	73	+5
Fashion and Beauty	39	+1
Childcare	37	+3

● 75 - <80 ● 70 - <75 ● 60 - < 70 ● 30 - <40

Figure 11: The Reykjavík Index for Leadership 2020/2021 scores in India by sector, with YOY changes



The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: INDIA

The below graph shows the differences between men and women's scores for the 23 sectors:

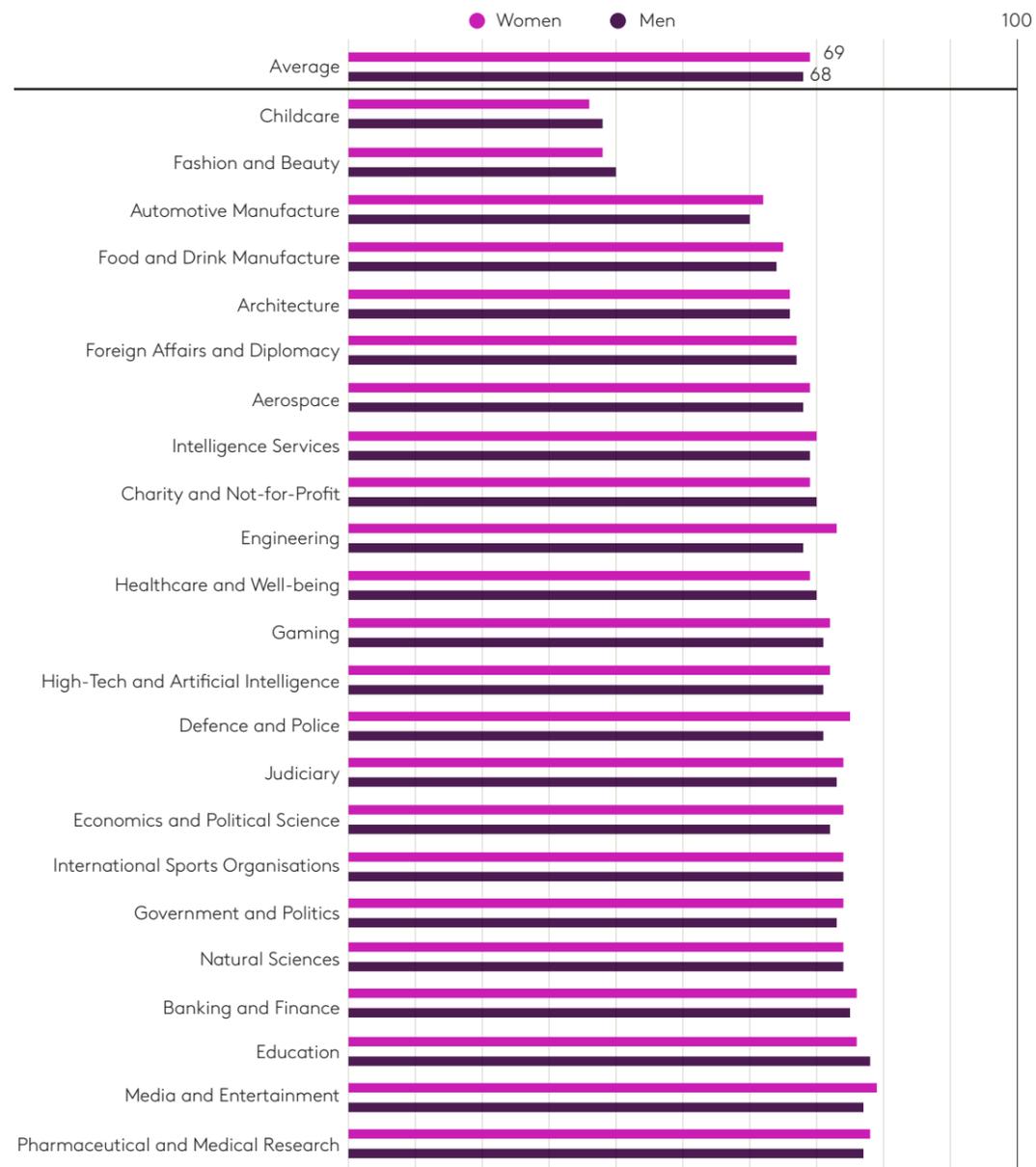


Figure 12: Differences between scores for men and women, by sector, in India



The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: INDIA

As part of the wider leadership study, we ask people about their general comfort levels with the idea of a woman as CEO or Head of Government in their country.

- 50% of women in India are very comfortable with a woman as Head of Government, compared with 40% of men.
- 44% of women in India express comfort with a woman as CEO of major national company in India, compared with 37% of men [see Figure 14].

However, women make up only 14% of India's parliament – in what is the world's biggest democracy¹⁴. While India has had many notable female politicians including Indira Gandhi (Prime Minister 1966-1977 and again from 1980-1984) or Pratibha Patil, (President 2007-2012) their positions were the exceptions, rather than the norm. A Bill legislating for 33% representation for women in India's legislatures is pending in Parliament, but progress is slow¹⁵.

Female politicians in India are subject to very high levels of abuse online. Research by Amnesty International found that they suffered substantially more abuse than British or American politicians. In the run-up to the last election, 95 female MPs in India received almost 1 million hateful mentions on Twitter¹⁶.

Women also face very high levels of sexual violence across all levels of society. Several high-profile cases have raised awareness and outrage, not only in India, but across the world, prompting the government to launch a fund in 2013 to pay for initiatives focused on women's safety. So far, however, only 20% of the allocated funds have been used¹⁷.

Women in India make up less than a quarter of the workforce – despite rising levels of education – placing it in the bottom ten countries in the world for women's workplace participation.¹⁸ Further, women in India bear the responsibility for childcare and managing the home, as well as caring for in-laws.

Women in India spend around five hours a day on unpaid care work – compared with 30 minutes for men. This “second shift” as it has been described, together with gender bias in hiring and inflexible working, means that women are significantly disadvantaged compared with their male counterparts¹⁹.

14 [The Diplomat – Where are India's women politicians? – October 2018](#)

15 [The Economic Times – Record 78 women MPs in new Lok Sabha – May 2019](#)

16 [The Independent – ‘Rape threats were routine’: India's female politicians bombarded with vitriolic online abuse – January 2020](#)

17 [Time – ‘Nothing has changed’ 7 years after a gang rape that shocked a nation, brutal attacks against women continue – December 2019](#)

18 [World Bank – Labour Force Participation Rate – 2020](#)

19 [Strategy Business – As India advances, women's workforce participation plummets – May 2020](#)

20 [Economic Times – The virus has made India's devastating gender gap even worse – June 2020](#)

Women in India have also been disproportionately hit by COVID-19. Women employed before India locked down are 23.5% less likely than men to be employed post lockdown and women are at higher risk of contracting the virus because they are overrepresented in the healthcare sector²⁰.

Score by age groups

Looking at the scores of the three age groups measured, women and men are quite closely aligned in their views. Men aged 55-65 have the lowest scores of the groups, at 66.

Unlike in the G7 countries, in India, Index scores are not higher among older age groups, but younger people are marginally more progressive with slightly higher Index scores.

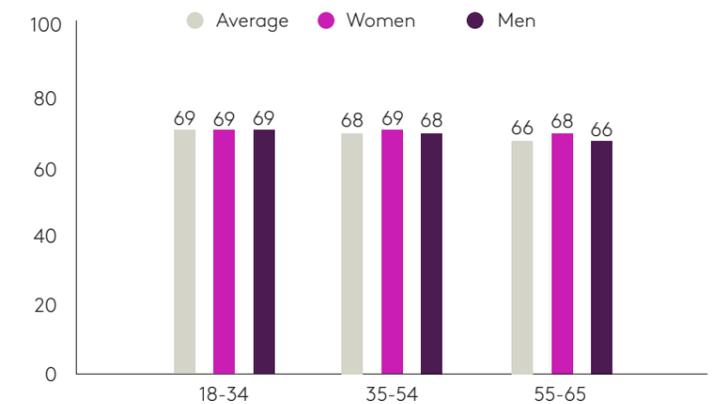


Figure 13: The Reykjavík Index for Leadership scores by age groups and for men/women in India

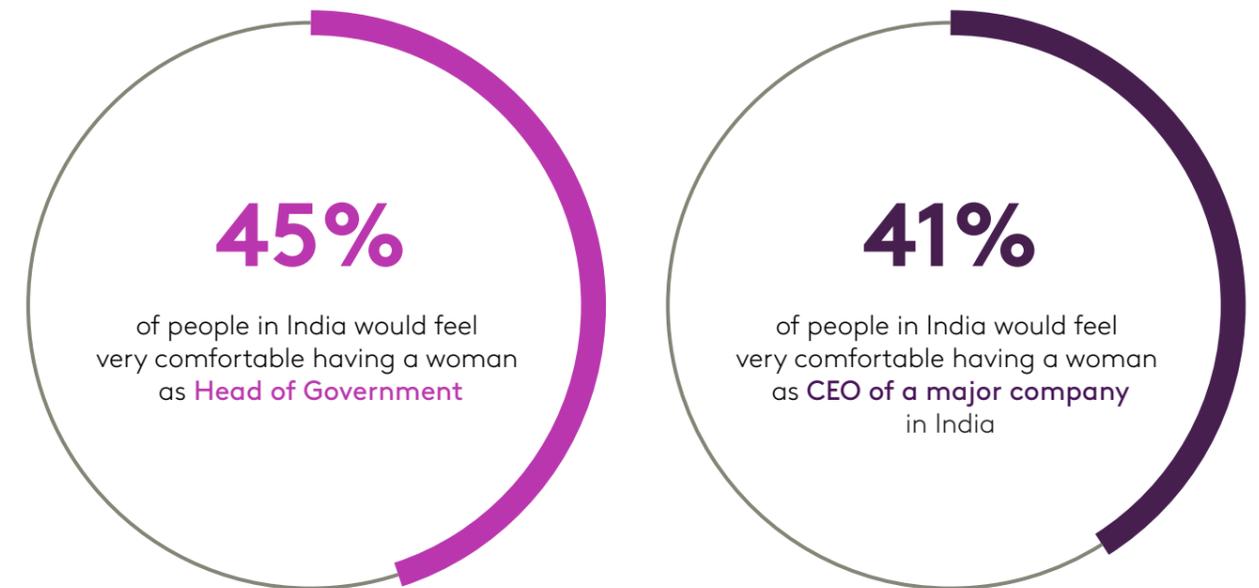


Figure 14: Percentage of people who agree with statements about women as Head of Government and CEO in their country, as part of the wider Reykjavík Index for Leadership study

The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: **KENYA**²¹



Kenya was researched for The Reykjavik Index for Leadership for the first time in 2020. With the overall Index score of 53, there is significant prejudice against both women and men in their perceived suitability to lead across the 23 economic sectors.

The sectors with the highest scores are:

- Education, 69
- Pharmaceutical and Medical Research, 68
- Media and Entertainment, 67
- Natural Sciences, 63
- Government and Politics, 62

The sectors with the lowest scores are:

- Defence and Police, 44
- Automotive Manufacturer, 39
- Fashion and Beauty, 24
- Childcare, 22

In all 23 of the sectors researched, women in Kenya report higher Index scores than men. However, there are significant differences between the scores for different sectors. This could indicate where there is more dissonance in society, and more tension when judging who is seen as more suitable to lead:

- Defence and Police – women score 53 vs. men score 36
- Government and Politics – women score 67 vs. men score 56
- Engineering – women score 60 vs. men score 49

²¹ The research was conducted in India, Kenya and Nigeria thanks to the support of the Bill & Melinda Gates Foundation.

For more information on their partners and programmes in these countries to address global development goals, please visit the [Gates Foundation website](#)

	Kenya
OVERALL INDEX	53
Media and Entertainment	67
Natural Sciences	63
Economics and Political Science	58
Banking and Finance	61
Food and Drink Manufacture	51
Pharmaceutical and Medical Research	68
Judiciary	54
Government and Politics	62
High-Tech and Artificial Intelligence	53
International Sports Organisations	53
Architecture	50
Foreign Affairs and Diplomacy	56
Charity and Not-for-Profit	53
Education	69
Intelligence Services	49
Aerospace	50
Engineering	55
Healthcare and Well-being	59
Gaming	50
Automotive Manufacture	39
Defence and Police	44
Fashion and Beauty	24
Childcare	22

● 60 - < 70 ● 50 - < 60 ● 40 - < 50
● 30 - < 40 ● 20 - < 30

Figure 15: The Reykjavik Index for Leadership 2020/2021 scores in Kenya by sector



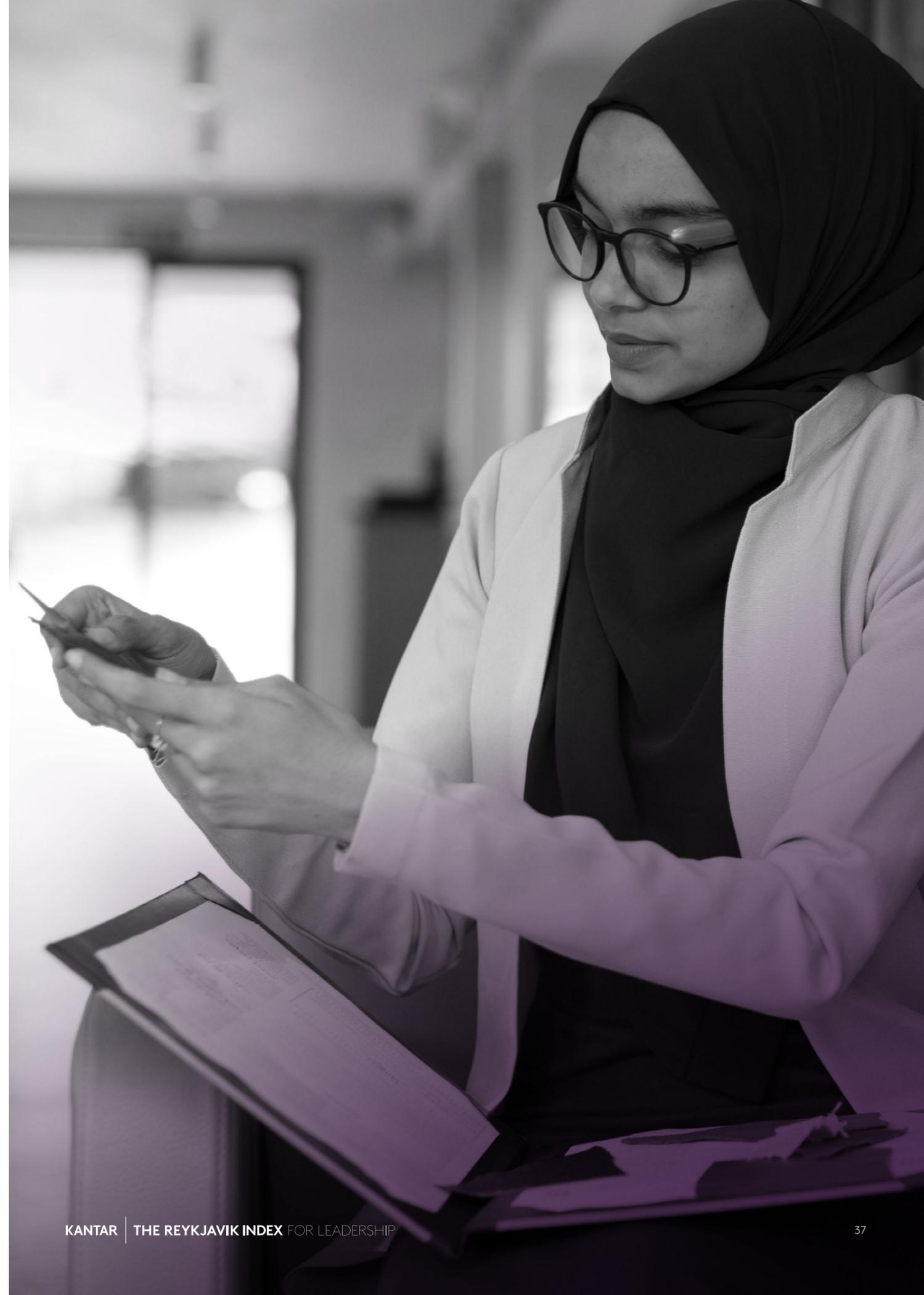
The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: KENYA

Graph below shows the differences in Index scores between men and women in Kenya for each sector:



Figure 16: Differences between scores for men and women, by sector, in Kenya



The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: KENYA

As part of the wider leadership study, we ask people to label their general comfort levels with the idea of a woman as CEO or Head of Government in their country.

- Half of women (50%) in Kenya express that they would feel very comfortable with a woman as Head of Government, compared to just three in ten men (30%).
- Over half of women in Kenya (53%) feel the same about a woman as a CEO of a major national company in Kenya, compared to 42% of men [see Figure 18].

Following Kenya's latest general election (2017), women made some significant gains. For the first time, women were elected as governors and senators, and 29% more women stood for election than in the previous election in 2013²².

Women hold 172 of the 1,883 seats in the Kenyan government – that is just 23% of the seats available, even though Kenya's constitution states that at least one third of elected bodies should be made up of women.

In the workplace, women also suffer discrimination. According to Kenya's National Bureau of Statistics, women make up only a third of the 2.5 million people employed in the formal sector, and whilst women provide 80% of Kenya's farm labour, they own only 1% of agricultural land²³. Kenyan women earn 32% less than men; and at the current rate of change, pay parity may not be achieved before 2069²⁴.

²² [National Democratic Institute - Record number of women elected during Kenya's 2017 election - February 2018](#)

²³ [Reuters - Kenyan MPs debate giving women a third of Parliament seats - November 2018](#)

²⁴ [Nation - Women earn less and this is why - August 2020](#)

Score by age groups

The scores for the younger age groups are higher in Kenya, with the older age bracket (55-65) being less likely to think that men and women are equally suitable to lead compared to their younger counterparts.

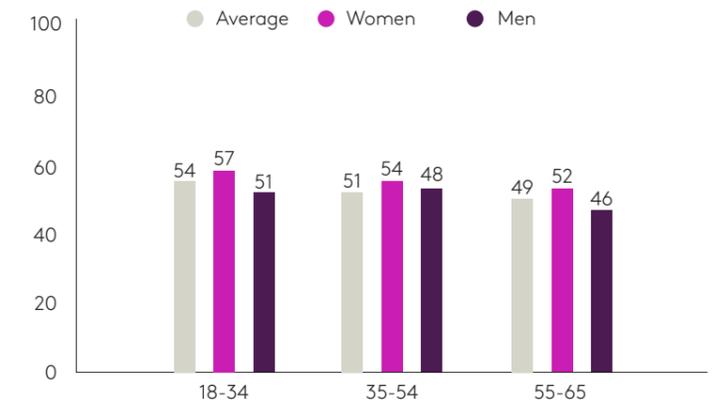


Figure 17: The Reykjavík Index for Leadership scores by age groups and for men/women in Kenya

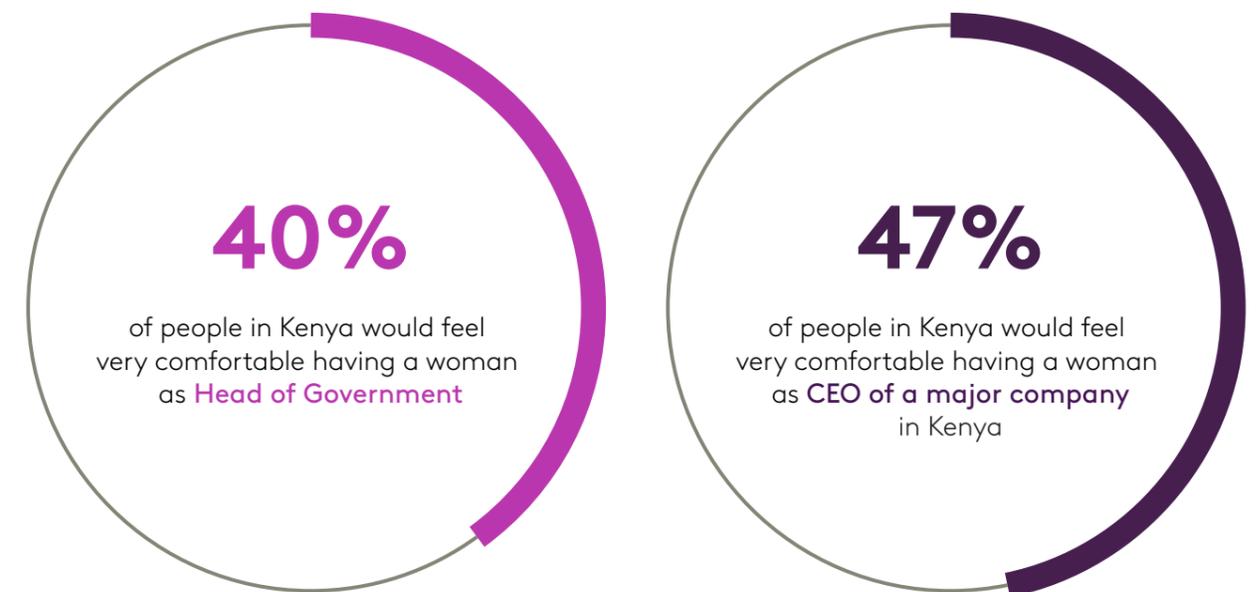


Figure 18: Percentage of people who agree with statements about women as Head of Government and CEO in their country, as part of the wider Reykjavík Index for Leadership study

The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: NIGERIA²⁵



Nigeria was researched for The Reykjavik Index for Leadership for the first time in 2020. It has an average Index score of 47.

Women in Nigeria have an Index score of 48, compared to men who have a score of 46. This two-point dissonance between the views of women and those of men is one of the smallest gaps of all the ten countries measured for this year. This indicates that the views of men and women in Nigeria towards suitability of men and women for leadership are relatively aligned. Further, any efforts to improve how women in leadership are perceived will need to communicate to men and women alike in Nigeria.

Nigeria's highest scoring sectors are:

- Education (64, with 63 for men, 66 for women)
- Banking and Finance (60, with 58 for men, 61 for women)
- Media and Entertainment (59, with 56 for men, 61 for women)
- Economics and Political Science (56, with 55 for men, 57 for women)
- Government and Politics (56, with 53 for men, 60 for women)

The sectors with the lowest scores are:

- Automotive Manufacturer, 33 (33 each for men and women)
- Fashion and Beauty, 30 (31 for men, 29 for women)
- Childcare, 21 (20 for men, 22 for women)

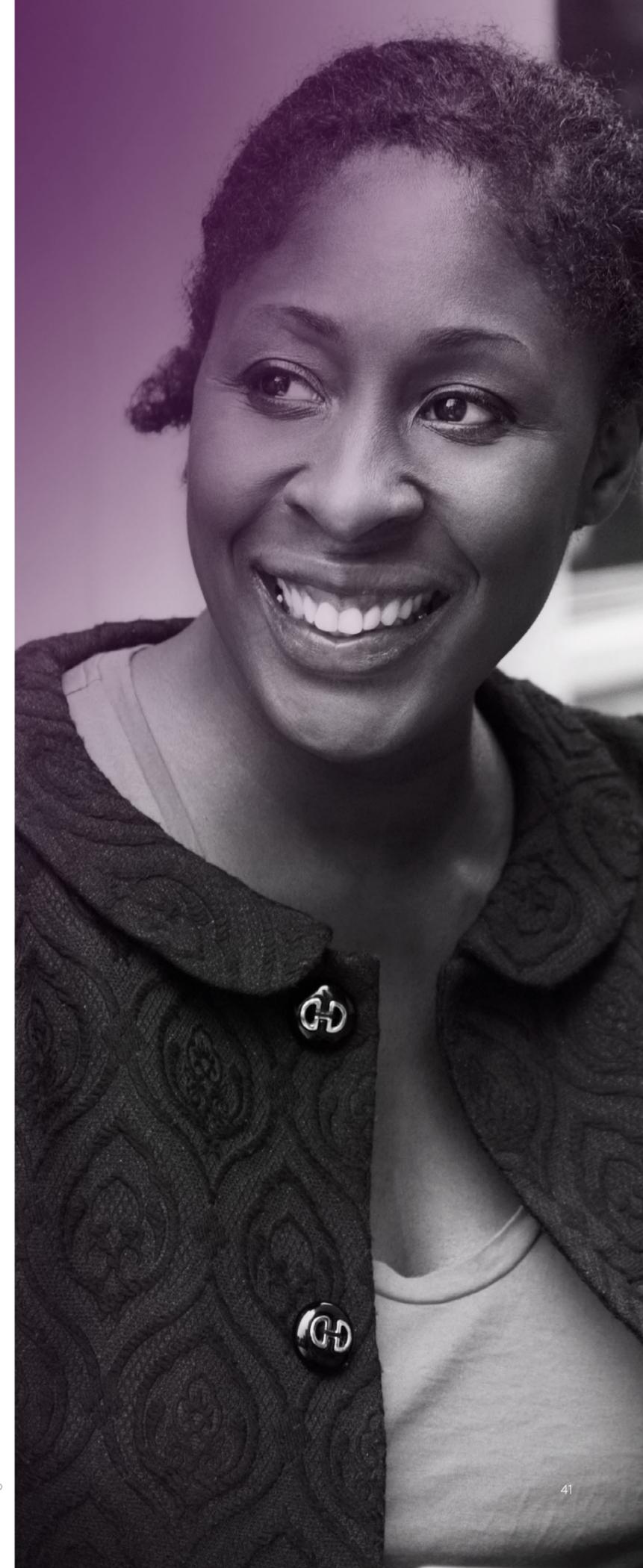
²⁵ The research was conducted in India, Kenya and Nigeria thanks to the support of the Bill & Melinda Gates Foundation.

For more information on their partners and programmes in these countries to address global development goals, please visit the [Gates Foundation website](#)

	Nigeria
OVERALL INDEX	47
Media and Entertainment	59
Natural Sciences	54
Economics and Political Science	56
Banking and Finance	60
Food and Drink Manufacture	46
Pharmaceutical and Medical Research	59
Judiciary	54
Government and Politics	56
High-Tech and Artificial Intelligence	48
International Sports Organisations	43
Architecture	36
Foreign Affairs and Diplomacy	52
Charity and Not-for-Profit	48
Education	64
Intelligence Services	49
Aerospace	39
Engineering	35
Healthcare and Well-being	55
Gaming	38
Automotive Manufacture	33
Defence and Police	44
Fashion and Beauty	30
Childcare	21

● 60 - < 70
 ● 50 - < 60
 ● 40 - < 50
● 30 - < 40
 ● 20 - < 30

Figure 19: The Reykjavik Index for Leadership 2020/2021 scores in Nigeria by sector



The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: NIGERIA

The below graph shows the differences between men and women's scores for the 23 sectors:



Figure 20: Differences between scores for men and women, by sector, in Nigeria



The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: NIGERIA

As part of the wider leadership study, we ask people about their general comfort levels with the idea of a woman as CEO or Head of Government in their country. 57% of women in Nigeria are very comfortable with a woman as Head of Government, compared with 31% of men. Both men and women in Nigeria women are more comfortable with the idea of a woman in a senior role in business than in politics, as 53% of men in Nigeria express comfort with a woman as CEO of major national company, compared with 70% of women [see Figure 22].

When it comes to women in political leadership, according to the United Nations, Nigeria has one of the lowest rates of female participation in government in the world – women hold just 5.29% of seats in Nigeria’s state assemblies²⁶.

In terms of workplace participation, World Bank statistics indicate that only 50% of Nigerian women are in formal employment compared to 60% of men. There is also a lack of regulation which could remove some of the barriers to equality for women and men in the workplace. For example, “Nigerian law does not mandate non-discrimination in employment based on gender, nor equal remuneration for work of equal value. Women are not even allowed to work in the same industries, or perform the same tasks at work, as men; among other restrictions, it is illegal for women to work overnight in manual labour²⁷”.

²⁶ [UN Women – It’s election season in Nigeria, but where are the women? – February 2019](#)

²⁷ [Council on Foreign Relations – Nigeria’s laws hold women back and the economy suffers – March 2019](#)

Score by age groups

In Nigeria, the Index scores are relatively aligned across the different age groups.

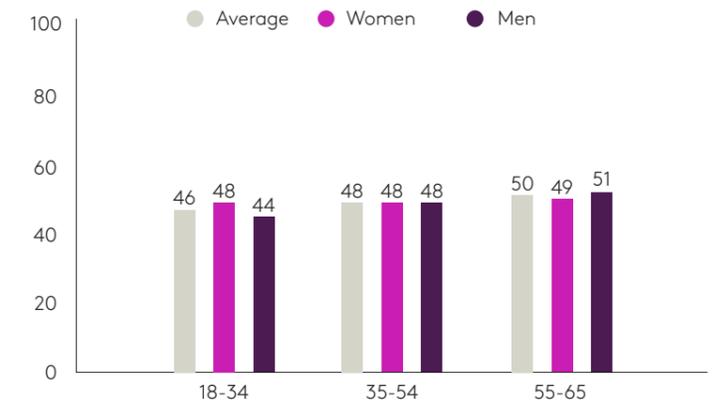


Figure 21: The Reykjavík Index for Leadership scores by age groups and for men/women in Nigeria

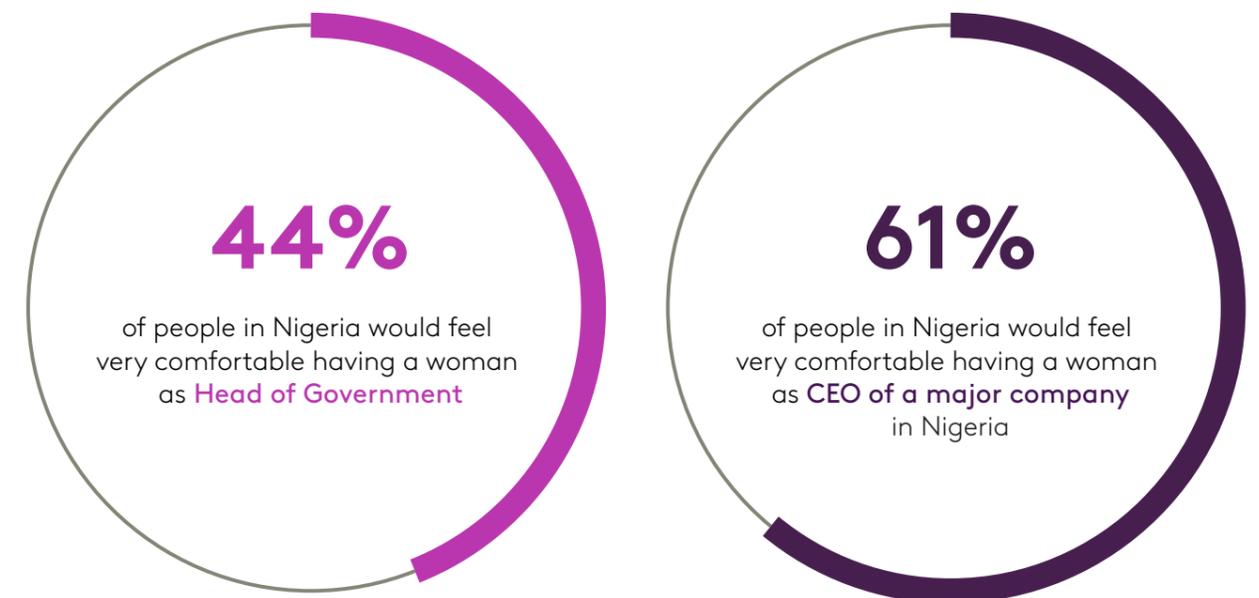


Figure 22: Percentage of people who agree with statements about women as Head of Government and CEO in their country, as part of the wider Reykjavík Index for Leadership study

THE REYKJAVIK INDEX FOR LEADERSHIP

PART 3

In focus: The G7 countries over time



Overview

G7 COUNTRIES

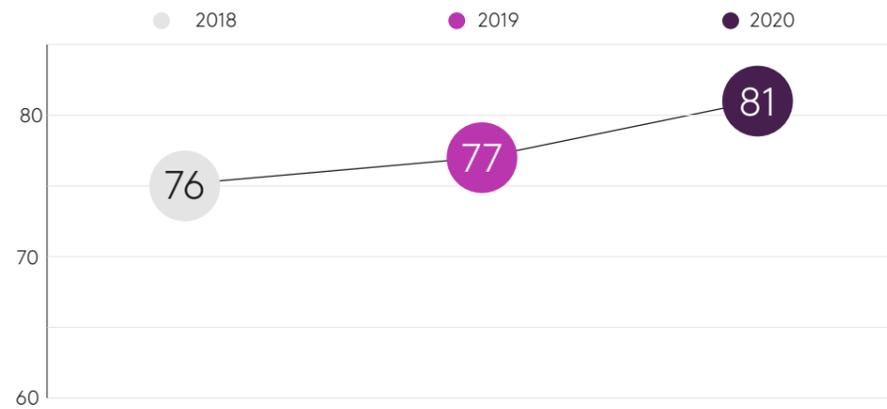
Each of the countries researched in this year's index has its own unique cultural, economic, political and social ecosystem in which the movement for more equality between men and women exists. The events of 2020 – from COVID-19, devastating natural disasters and widespread citizen movements calling for action against institutional racism – will have long-lasting implications on the attitudes and actions of societies across the world to deal with these complex challenges.

The following pages provide a snapshot of the findings for the G7 countries, offering some context to the national-level scores and results.

Canada	48
France	52
Germany	56
Italy	60
Japan	64
UK	68
USA	72

The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: CANADA



Canada, with an Index score of 81 – up three points from last year – retains its first position in the Index, ranking joint first this year with the UK.

The Index score improvement in Canada is a result of both scores for men and women increasing – amongst women, the Index score has risen to 83 (from 79), and to 78 for men (from 73). What this means is, even though women in Canada are still more likely than men to think that men and women are equally suitable to lead, any changes in attitudes are being seen across society. Indeed, men’s attitudes in Canada are, joint with men in the UK, the most progressive of the countries we studied in 2020.

Canada has particularly high indices for Architecture (86 vs. G7 average of 75), and Automotive Manufacture (74 vs. G7 average of 65). Canada’s index score ranks first or first equal in 10 of the 23 sectors, including sectors that are traditionally viewed as male occupations such as Aerospace (82) and Engineering (82). Canada also scores equal first for the public sector areas of Government and Politics (85), Economics and Political Science (87), as well as Judiciary (86).



The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: CANADA

At the G7 summit in 2018, Canadian Prime Minister Justin Trudeau placed gender equality at the top of his priority list. However, only 29% of Canadian MPs are female and only 43 (8%) of the 538 named executive officers in Canada's top 100 publicly traded corporations are women – down from 53 in 2019.

In a statement to mark the beginning of Gender Equality Week in September 2020, the Canadian Minister for Women and Gender Equality, Maryam Monsef spoke of the government's commitment to addressing the disparities that exist in Canada, including the gender wage gap, the devaluation of care work and other women-led fields, as well as the many other systemic barriers that women still face. She acknowledged that COVID-19 had amplified the gender inequalities that already exist, saying:

“COVID-19 put at risk hard-won gains towards gender equality, but we will not allow progress to stall... As Canada continues to manage the pandemic and recovery, our government will apply an intersectional feminist lens to ensure that we rebuild our economy in a way that's inclusive and fair.”

A study published by the Royal Bank of Canada in July 2020²⁸ found that within a matter of months, women's participation in the workforce fell from a historic high to its lowest level in 30 years, with more than 1.5 million women losing their jobs as Canada went into lockdown. The government has pledged CA\$625 million (USD 475 million) to expand support for working parents, particularly mothers, by investing in childcare provision and a safe reopening of schools²⁹.

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

28 [The Royal Bank of Canada – Pandemic threatens decades of women's labour force gains – July 2020](#)

29 [The Government of Canada News Release – July 2020](#)

Score by age groups

Canada shows the lowest difference between the Index scores of the three age groups measured.

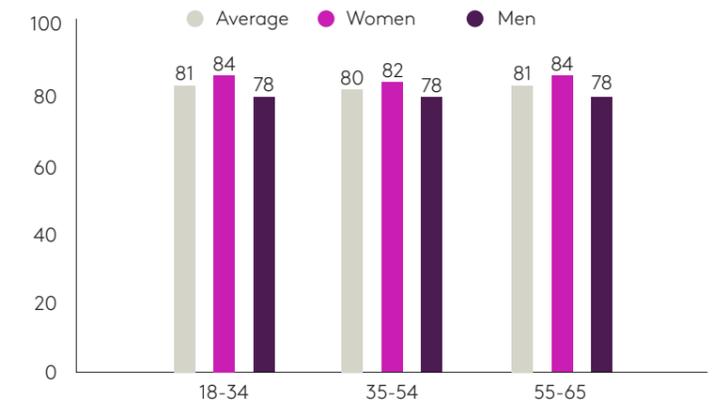


Figure 23: The Reykjavík Index for Leadership scores by age groups and for men/women in Canada

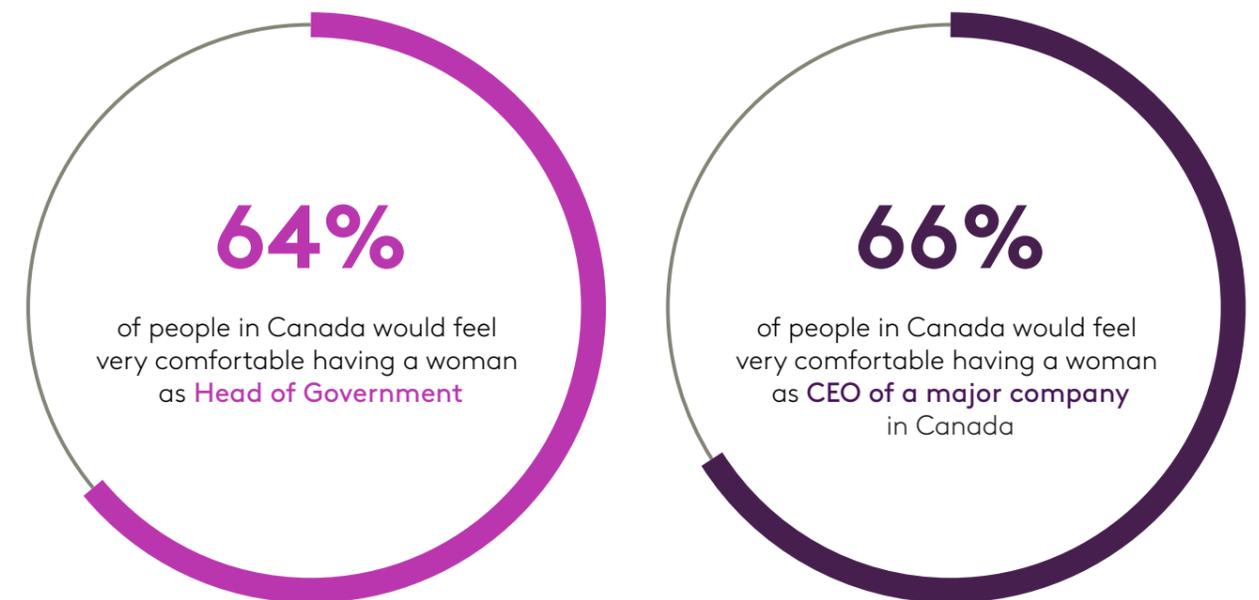
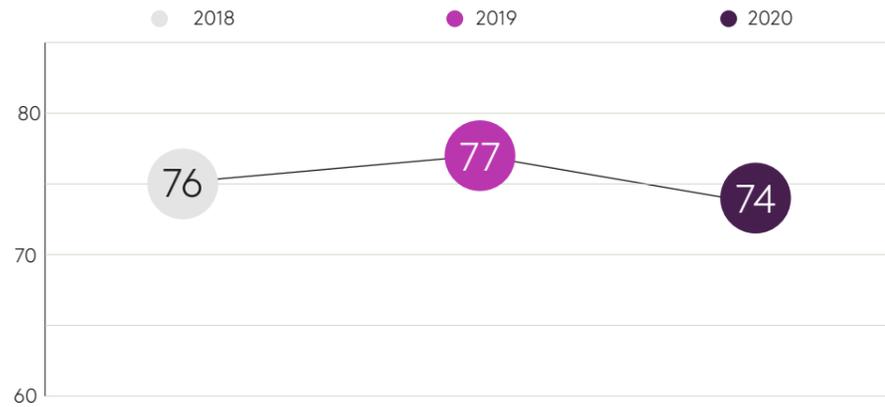


Figure 24: Percentage of people who agree with statements about women as Head of Government and CEO in their country, as part of the wider Reykjavík Index for Leadership study

Please see G7 society's perceptions of female leadership on [page 78](#) for more on the wider research

The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: FRANCE



France with an Index score of 74 – down three points from last year, falling from the top slot that it jointly held with Canada in 2019, to fourth position amongst G7 countries.

There is an eight-point gap between the views of women (78) and men (70) regarding women and men as equally qualified to hold leadership positions.

France's indices have fallen across all sectors including Government and Politics, Aerospace, Automotive Manufacture, and Childcare, which have all dropped by four points compared with last year, with Fashion and Beauty falling by six points.



The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: FRANCE

France introduced legislation in 2011 requiring that the boards of the country's largest companies were made up of at least 40% women by 2020: 44% of board seats are now held by women. At the time of writing, none of the companies from the CAC 40 blue chip index (which follows the top 40 stocks on the Paris Bourse) is led by a female CEO, since Isabelle Kocher was dismissed from her role at Engie SA in February 2020³⁰.

French President, Emmanuel Macron, said that gender equality was "the cause of my term." In 2017 he stated that he would like to appoint a female Prime Minister. Three years, and two Prime Ministers on, it hasn't yet happened.

As for COVID-19, French women fared worse than men during the pandemic. Within a week of France instituting a national lockdown, reports of domestic violence rose by 30%³¹, putting even more women at risk. A report published by the National Institute for Demographic Studies says that amongst those employed in France on 1 March, only two out of three women were still working two months later, compared with three out of four men.

"The pandemic and the economic crisis it has generated are widening the gap between men and women, after half a century of reducing gender inequality.³²"

In response, the French government has issued a good practice guide on equality as people have begun to return to work. It has also introduced a temporary unemployment scheme, which is aimed at women and men, but is particularly protective of "highly feminised" sectors such as Hospitality.

³⁰ [Bloomberg – France's top female CEO becomes a stranded asset – February 2020](#)

³¹ [The Lancet – The indirect impact of COVID-19 on women – August 2020](#)

³² [Euractiv – Gender equality: How post-COVID economic recovery programmes took a step back – September 2020](#)

Score by age groups

Looking at the scores of the three age groups measured, France shows a significant amount of dissonance between men and women aged 55-65 – ten points and of 18-34-year olds – nine points between men and women.

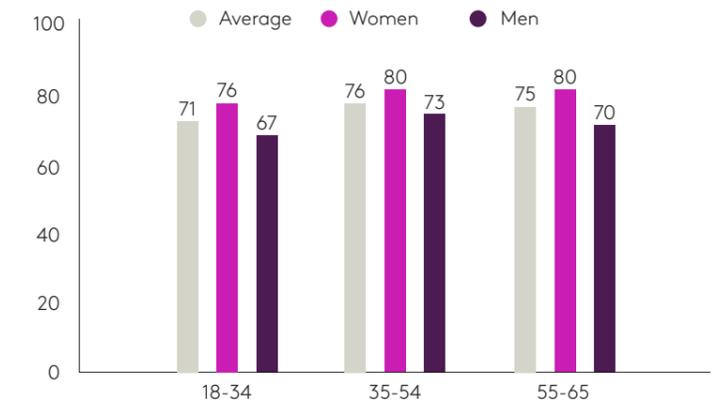


Figure 25: The Reykjavík Index for Leadership scores by age groups and for men/women in France

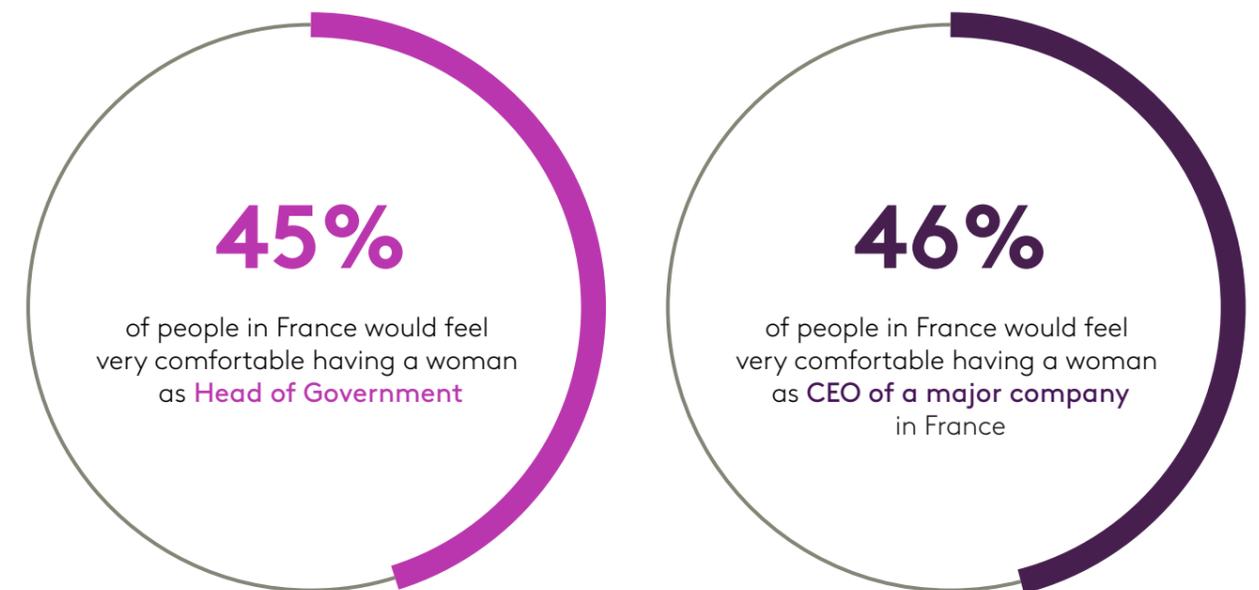
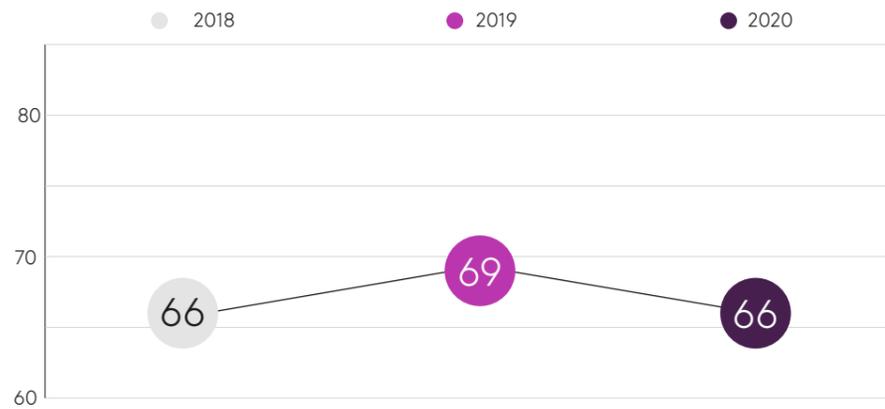


Figure 26: Percentage of people who agree with statements about women as Head of Government and CEO in their country, as part of the wider Reykjavík Index for Leadership study

The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: GERMANY



33 [The Economist – Why the pay gap in Germany is so large – March 2020](#)

Germany has an Index score of 66 – down three points compared with 2019 and in last place amongst the G7.

Women in Germany have an Index score of 71, compared with 61 for men. This 10-point dissonance between the views of women and those of men is the biggest in the G7, shared only by Italy.

Germany has relatively low indices compared to the G7 average for Fashion and Beauty (46 vs. 56), Engineering (60 vs. 72), Aerospace (61 vs. 72), Intelligence Services (62 vs. 73), and the Charity and Not-for-Profit sector (64 vs. 75). Government and Politics scores 75 points, compared with the UK and Canada’s score of 85 points.

When asked about the highest position of power in politics, only four in ten (41%) people in Germany say they feel very comfortable with having a woman as Head of Government, despite being led by Chancellor Angela Merkel since 2005. More women express themselves to be wholly comfortable with a woman as Head of Government (48%) compared to men (34%).

Germany has lagged behind other EU member states in terms of gender equality, for many years. It has a gender pay gap between men and women of 21% - in the EU, only Estonia has a wider gap³³.

The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: GERMANY

The COVID-19 crisis is likely to exacerbate the pay gap, according to research from the Hans Boeckler Foundation, which says that women cut their hours to care for children when schools and nurseries shut down³⁴. In households with at least one child under the age of 14, 27% of women reduced their working hours, compared with 16% of men.

However, Germany is now taking steps to address the issue. In July 2020, the federal government issued a nine-part plan to reduce the gender pay and pension gap, and to ensure that more women are appointed to the boards of 600 of Germany's biggest companies. Family Minister, Franziska Giffey, said: "The strategy is a joint commitment by the German government to equality. And all departments have been actively involved. Only in this way can we ensure that it is an issue for all ministries." She added that it had taken "decades" for the entire government to commit itself to this.

"When companies tell me, 'look we're a technical company, we don't have any qualified women, 'I always say, they were there in high school, at university, where did they all go? We're talking about the fact that you can't say we only have less than 10% of women that are suitable, effective and competent. I can't accept that.'³⁵"

³⁴ [Reuters – Coronavirus to exacerbate gender pay gap – German study - May 2020](#)

³⁵ [Deutsche Welle – Germany unveils first national strategy for gender equality – July 2020](#)

Score by age groups

Looking at the scores of the three age groups measured, men in Germany aged 18-34 demonstrate the lowest Index score of all cohorts in the G7, at only 57. Further, there is a significant gap between men and women in this age bracket, with women 11 points higher at 68.

As in other G7 countries, Index scores are higher in Germany among older age groups, indicating older people are more likely to say that women and men are equally suitable to lead than younger people are.

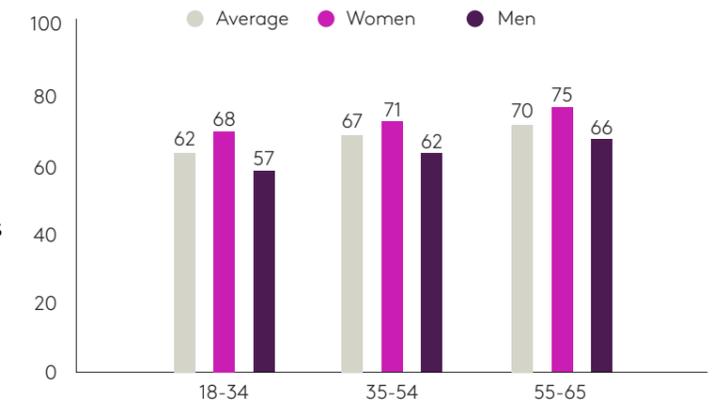


Figure 27: The Reykjavík Index for Leadership scores by age groups and for men/women in Germany

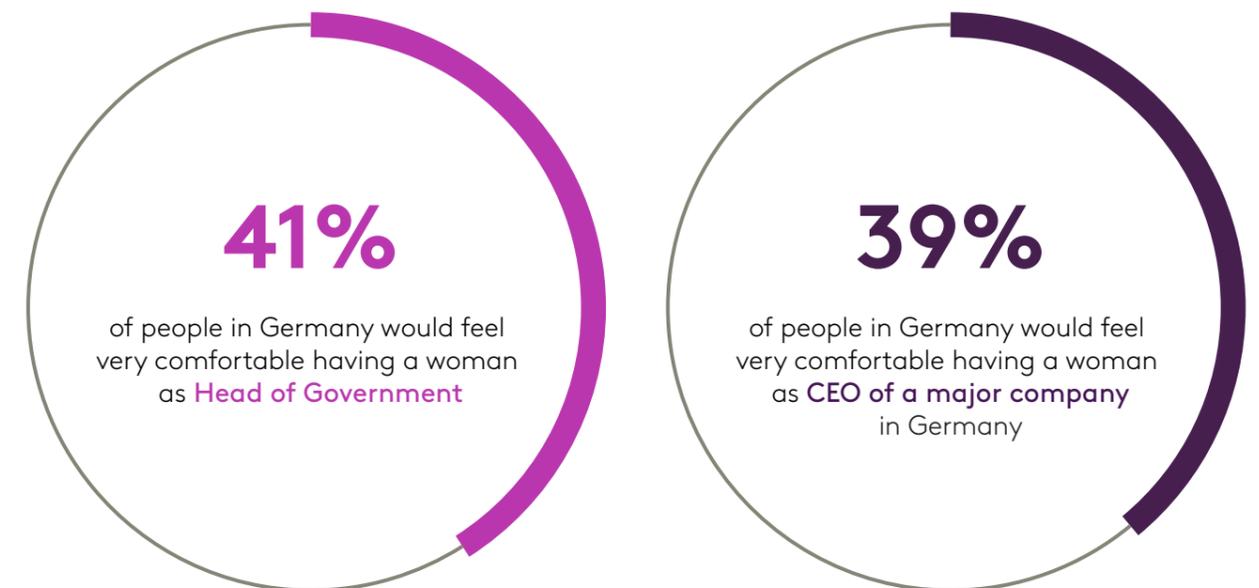
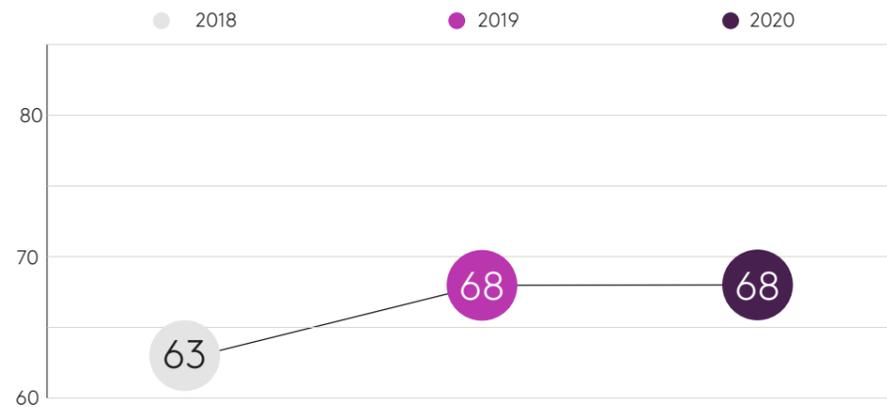


Figure 28: Percentage of people who agree with statements about women as Head of Government and CEO in their country, as part of the wider Reykjavík Index for Leadership study

The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: ITALY



36 [Reuters – Italy aims to boost quotes for women on corporate boards – December 2019](#)

37 [Politico – Italy’s problem with working women made worse by coronavirus – July 2020](#)

Italy has an Index score of 68 – placing it in joint fifth position amongst the G7 countries with Japan. However, it is an improvement of five points compared with 2018 when it ranked last of the G7.

There is a ten-point gap between the Index score for men in Italy (63) and that of women (73). This dissonance between the views of women and those of men is the biggest in the G7, shared only by Germany. Indeed, more than half of women in Italy are very comfortable with the idea of a woman as Head of Government (55%) or CEO of a major Italian company (55%). Just 37% of men feel the same.

In December 2019 the Italian government pledged to boost quotas for women on corporate boards, raising the threshold to 40%.

It first introduced a law in 2011 stipulating that 30% of boards were to be made up of women – the figure currently stands at around 38%³⁶. Many of Italy’s leading companies including gas company Snam, power group Enel, aerospace firm Leonardo and Ubi Banca now include gender equality provisions in their corporate policies. Leonardo’s CEO, Alessandro Profumo, says that for Italy to achieve a balance in corporate leadership “we need a profound change of mentality.”

However, Italy has little affordable public childcare, which makes life difficult for working women generally. Italy’s national labour organisation, the INL reports that in 2019, almost 40,000 women voluntarily resigned from their jobs citing “reconciling employment with care needs” as the reason; fewer than 14,000 men did the same³⁷.



The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: ITALY

COVID-19 has exacerbated the problem. As schools shut down, women bore the brunt of juggling work with childcare and home schooling. Italy's national statistics institute, ISTAT, says that women are responsible for 70% of caring in families. Women are also over-represented in jobs that cannot be done from home such as in hospitals, sanitation services and shops, so women were more likely to get sick in the workplace. More than 70% of people who contracted COVID-19 at work were women, according to data from the Fondazione Studi Consulenti del Lavoro.

It has been called the "bonus casalinghe" or "housewives' bonus", by the Italian press and will focus on training for the finance and digital sectors³⁹. Starting in May 2020, the Italian government also paid a monthly allowance of €1,200 (USD 1,400) to grandparents to help with childcare.

38 [Reuters – Italy's PM says virus crisis should be opportunity to reform country – June 2020](#)

39 [The Italian Times – How the fund works – October 2020](#)

Italy's Prime Minister Giuseppe Conte says Italy's economic recovery will depend on getting more women into the workforce³⁸. The government is investing €3 million (USD 3.5 million) in training opportunities for women who are not currently in work.

Score by age groups

Looking at the scores of the three age groups measured, Italy demonstrates the largest gap between men and women in the 18-34 age group – a gap of 16 points. Additionally, there is a gap of ten points between the men and women aged 55-65.

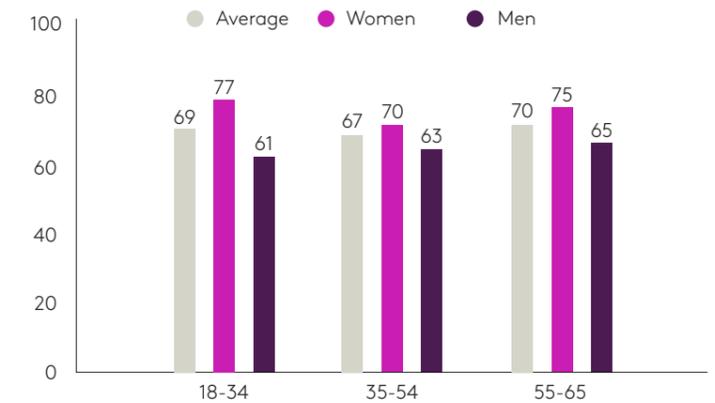


Figure 29: The Reykjavík Index for Leadership scores by age groups and for men/women in Italy

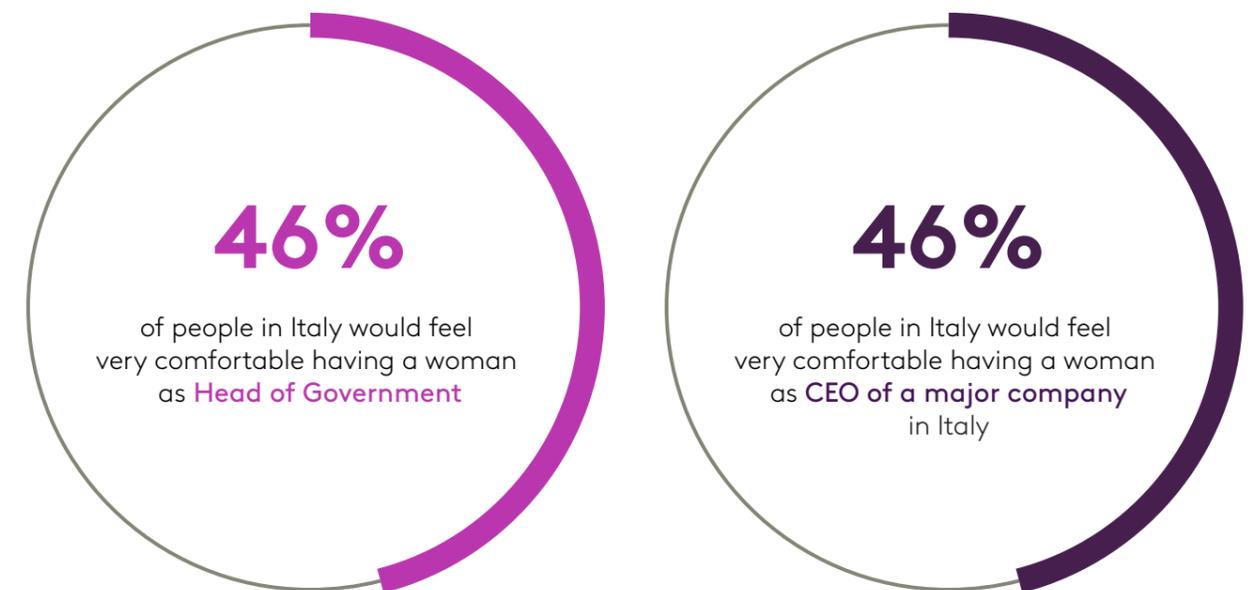
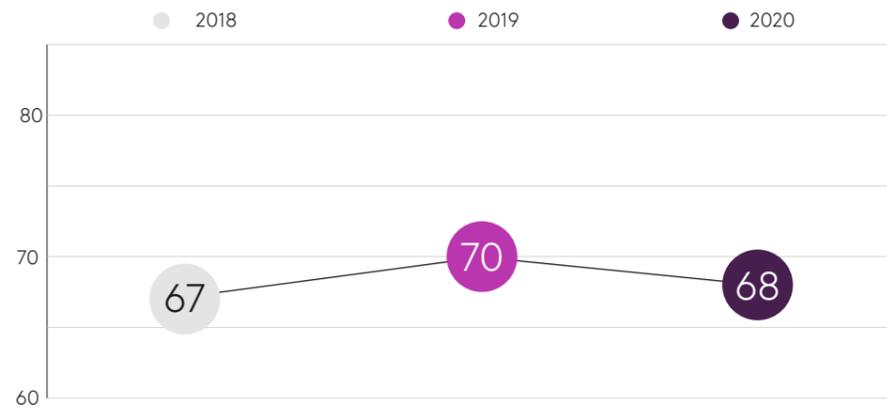


Figure 30: Percentage of people who agree with statements about women as Head of Government and CEO in their country, as part of the wider Reykjavík Index for Leadership study

The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: JAPAN



Japan has an Index score of 68, down two points on last year's figure. Japan is joint fifth in the G7 with Italy. Long-established attitudes remain entrenched and accepting women in positions of leadership in government or business is still an issue for many Japanese people – particularly men.

Japan scores equal to the G7 average for just two sectors – International Sports Organisations and Charity and Not-for-Profit. Japan has particularly low indices for Architecture (49 vs. 75), Defence and Police (46 vs. 64), and relatively low indices for Healthcare and Well-being (61 vs. 71) and Automotive Manufacturer (55 vs. 65).

Despite Index scores falling in specific sectors [see Figure 8], general attitudes about women in the highest positions of power are showing some signs of improvement. A third of men in Japan (33%), say they would feel very comfortable with a female Head of Government compared with 27% in 2019. 44% of women say they would be very comfortable, compared with 32% last year. More men in 2020 (35%) say they would feel 'very comfortable' with a woman as CEO of a major company in Japan compared with last year (29%). 43% of women say the same, compared with 36% of women in 2019.



The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: JAPAN

Japan has, for years, languished near the bottom of global studies into gender parity⁴⁰. For example, the World Economic Forum ranks Japan 121st out of 153 countries in its 2020 Global Gender Gap report. Women make up just 10% of Japan's legislature, there is only one woman in the cabinet of 18 people and only 14.8% of senior and leadership roles are held by women. With a rapidly ageing population – the over-64s now account for 28.7% of Japan's population – the highest proportion of any country⁴¹ – the Japanese government recognises that it must make changes and provide women with greater work and career opportunities. It announced that it will introduce a national plan to get more women into leadership roles "as soon as possible."

However, COVID-19 has had a particularly negative impact on Japanese women.

A report from the International Monetary Fund says that Japan's lockdown had a bigger impact on women than men – due to a "guilt gap" because women felt compelled to take on more childcare as schools shut down, than men⁴². Around one million women left the workforce during the pandemic.

In addition, research from MIT and the University of Tokyo, found that more than 50% of Japanese women are irregularly employed on contract or part-time work which has been disproportionately impacted by the economic crisis resulting from COVID-19⁴³.

⁴⁰ [The Japan Times – Japan to set new goal on gender equality after missing 2020 target – July 2020](#)

⁴¹ [The Guardian – Woman marks becoming Japan's oldest ever person – September 2020](#)

⁴² [World Economic Forum – Guilt is fuelling Japan's gender gap – September 2020](#)

⁴³ [Bloomberg – Japan's women disproportionately hurt by COVID-19 income slump – July 2020](#)

Score by age groups

Looking at the scores of the three age groups measured, their views of women are relatively closely aligned, but the scores for older men are four to five points higher than for younger men.

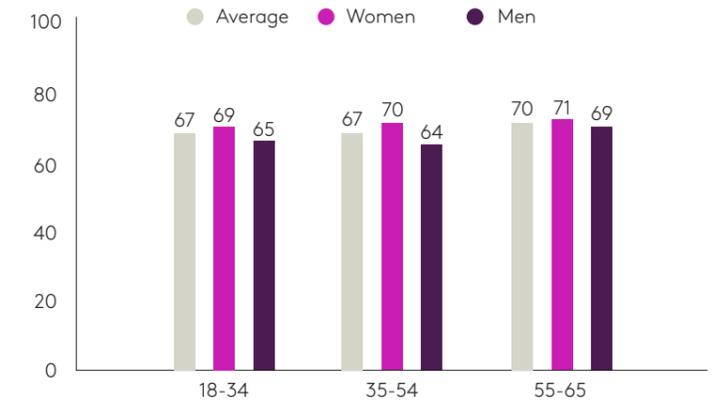


Figure 31: The Reykjavík Index for Leadership scores by age groups and for men/women in Japan

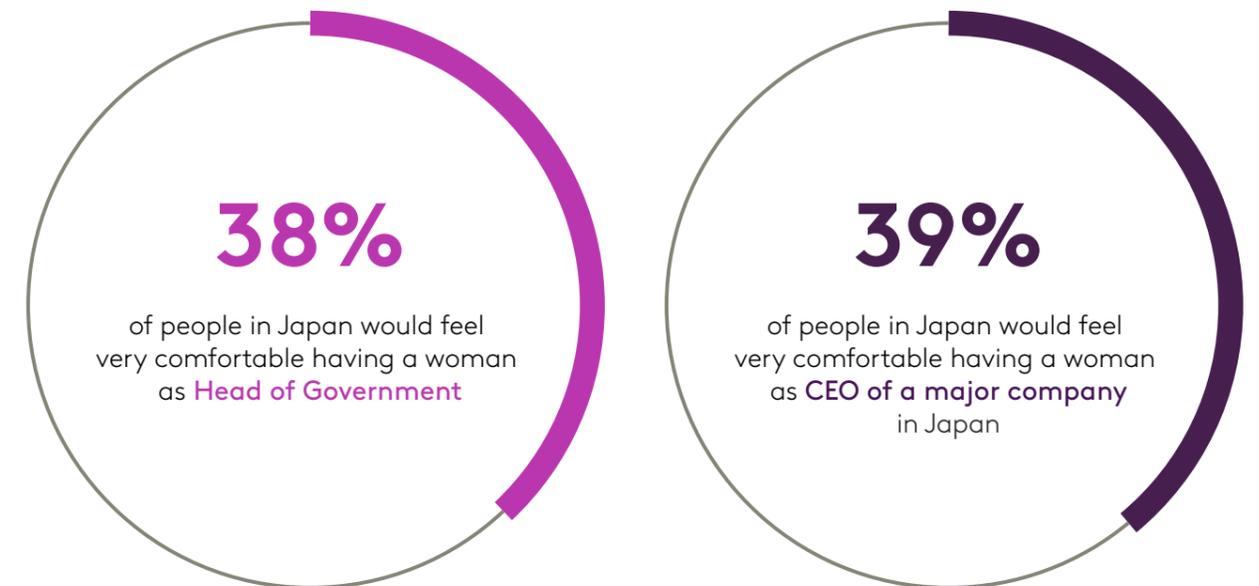
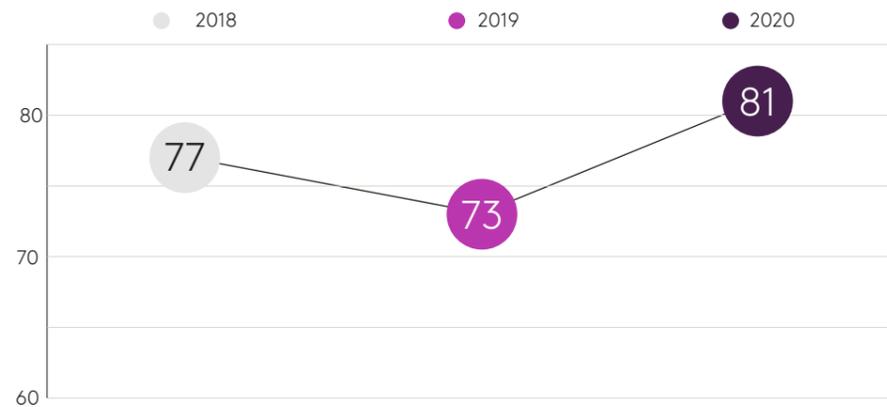


Figure 32: Percentage of people who agree with statements about women as Head of Government and CEO in their country, as part of the wider Reykjavík Index for Leadership study

The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: UK



The UK's Index score has increased by eight points compared with the 2019 figure, having fallen by four points between 2018 and 2019. It now ranks joint first with Canada.

This is due to an improvement in scores amongst both women (84, up from 79 in 2019) and men (78, up from 67 in 2019). Of all the countries measured in this 2020 study, women in the UK are the group who hold the highest Index scores at 84.

In 2019, there was a marked difference in the perceptions of British men and women. The eleven-point difference between men and women from 2018 to 2019 was driven by a fall in the number of men who stated that men and women are equally suitable for leadership. The dissonance gap between men and women in 2020 is much smaller, at six points, with both women and men in the UK demonstrating more progressive views.

The UK has particularly high Indices (compared to G7 averages) for Defence and Police (78 vs. the G7 average of 64), Fashion and Beauty (65 vs. 56), Childcare (63 vs. 54), Intelligence Services (83 vs. 73) and Automotive Manufacture (74 vs. 65). The UK ranks first for eleven of the twenty-three sectors, including Banking and Finance (88), Pharmaceutical and Medical Research (87), International Sports Organisations (82), Foreign Affairs and Diplomacy (83), Charity and Not-for-Profit (83), Education (83) and Intelligence Services (83). It ranks joint first or second for a further ten sectors.

Since last year's report was published, Boris Johnson has become Prime Minister, replacing Theresa May. Since his appointment, the share of women in senior ministerial roles (the Cabinet) has fallen to 27% - the lowest figure since 2014.



The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: UK

Compared with other G7 countries, the UK has made some progress in getting more women onto company boards. In 2020, women make up more than a third of board members across the FTSE 350 for the first time. However, while the FTSE 350 overall has met the government-backed Hampton-Alexander Review's minimum target of 33% women, more than 100 of FTSE 350 companies have not. Of those that have reached the target, 18 companies have a 'one and done' approach, appointing a single woman but taking no further steps.

This inequality is matched financially, too. The UK's gender pay gap is 17.3%, meaning that women were paid 83 pence for every pound earned by a man⁴⁴.

As with all other countries in the G7, women in the UK have borne the brunt of COVID-19, juggling with work and childcare. Research from University College London found that women spent twice as much time as men home schooling children. Women are also over-represented in jobs in sectors that have been most badly affected by the lockdown such as Hospitality and Retail.

In the UK, women with children are 1.5 times as likely as men with children to have lost or quit their jobs during the COVID-19 "lockdown", according to the Institute for Fiscal Studies, a UK-based think-tank⁴⁵.

⁴⁴ [UK Parliament – House of Commons Library – How much less were women paid in 2019? – January 2020](#)

⁴⁵ [The International Monetary Fund – Gender-balanced leadership: Guarding financial stability in crisis time – June 2020](#)

Score by age groups

Looking at the scores of the three age groups measured, women in the UK aged 55-65 demonstrate the highest Index scores of all cohorts in the G7, at 87. As in other G7 countries, Index scores are higher in UK in older age groups, indicating older people are more likely to say that women and men are equally suitable to lead.

There is a significant gap between the views of people aged 18-34 in the UK with a score of 76 and those aged 35-54, with a score of 83.

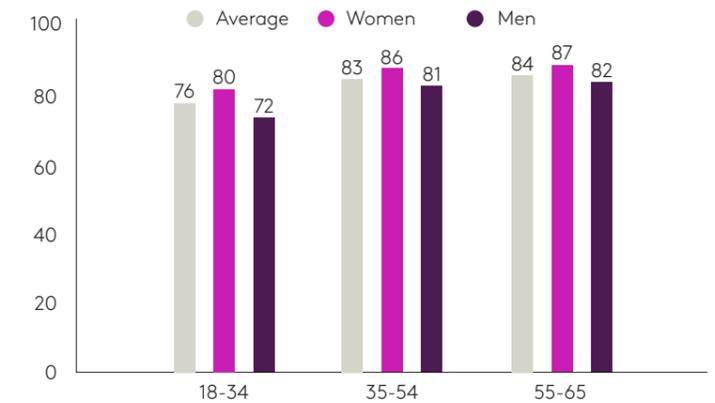


Figure 33: The Reykjavík Index for Leadership scores by age groups and for men/women in the UK

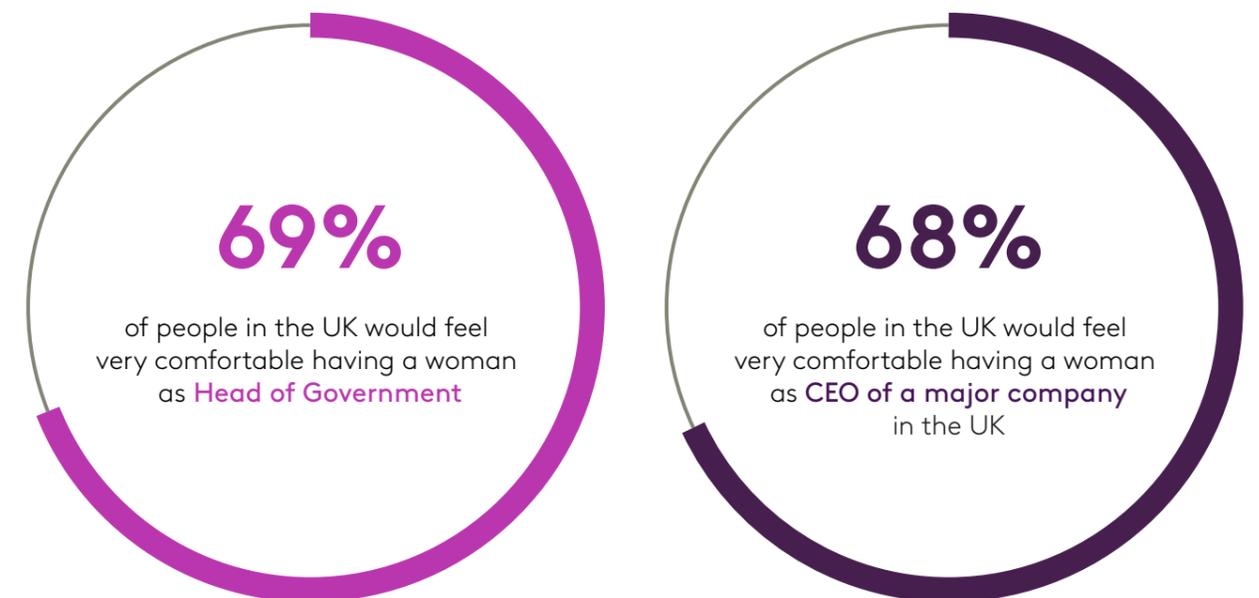
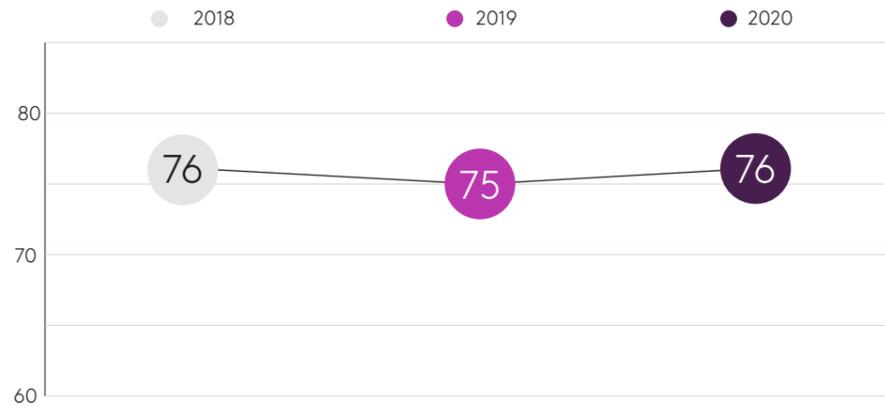


Figure 34: Percentage of people who agree with statements about women as Head of Government and CEO in their country, as part of the wider Reykjavík Index for Leadership study

The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: USA



The USA has an Index score of 76, one point higher than in 2019, and in third position amongst G7 countries, behind Canada and the UK.

The level of dissonance between women and men has reduced since last year, from ten points (80 for women, 70 for men) to five points (78 for women, 72 for men). This reduction in difference between men and women may be viewed as a positive, as their views trend towards more closely aligning. However, what the 2020 scores also indicate is a reduction in the scores of women in the USA. Although only a small change, over time we will be able to understand if this is part of a larger trend.

As part of the wider leadership study, we ask people about their general comfort levels with the idea of a woman as CEO or Head of Government in their country. American women are the most comfortable in the G7 with the idea of a woman as a CEO (76%), compared with 61% of men. Seven in ten women in the USA are very comfortable with the idea of a woman as head of their government (70%), compared with just over half of men (54%).



The Reykjavík Index for Leadership 2020/2021

COUNTRY PROFILE: USA

2020 is a year that has put women in politics in the spotlight. The year marks the 100th anniversary of the women's suffrage movement with the passage of amendment to the US Constitution giving women the right to vote. Further, with the 2020 Presidential election, the candidacy of women is again featured prominently in the news across media outlets. Democratic Presidential nominee Joe Biden selecting Kamala Harris has placed gender front and centre in the campaign and was celebrated during the Democratic National Convention in August 2020, which featured women in leadership during the third day.

Additionally, the death of Supreme Court Justice Ruth Bader Ginsburg in September 2020 has sparked renewed interest in the American media in the legislation which she worked to change. President Trump's confirmed nominee to the Supreme Court Amy Coney Barrett is also a woman, sending a signal of how important gender is in American politics in 2020.

As for business, women are still under-represented on USA boards. Among the biggest 3,000 American publicly traded companies, only one in five board members are women – and almost one in ten boards have no women at all. In 2018, California introduced a law requiring publicly traded companies based in the state to have at least one female board director or face a fine of \$100,000. New Jersey, Washington and Massachusetts have introduced similar legislation⁴⁶. Meanwhile, Goldman Sachs has announced that it will not take companies public in the USA and Europe unless they have at least one "diverse" board member, with a focus on women⁴⁷. As well as being under-represented in top company roles, women in the USA earn 82 cents for every dollar earned by a man, according to US Census Bureau data⁴⁸.

Women have also been disproportionately affected by the COVID-19 crisis. Figures released by the US Bureau of Labor Statistics show that when America 'locked down', women lost their jobs at a higher rate than men, and, as the country started to open, women were re-employed more slowly than men.

46 [National Public Radio – A push to get more women on corporate boards gains momentum – March 2020](#)

47 [Forbes – The CEO of Goldman Sachs says the bank won't take companies public unless there is at least one 'diverse' board member – January 2020](#)

48 [Center for American Progress – Quick Facts about the gender wage gap – March 2020](#)

49 [Time – Women were making historic strides in the workforce. Then the pandemic hit – June 2020](#)

Women accounted for 55% of the 22 million jobs lost in March and April but accounted for only 45% of the 2.5 million jobs that came back in May.

Women have lost jobs across all sectors. In professional and business services for example, where women make up 46% of the workforce, they endured more than half of the job losses. In retail, where women held 50% of the pre-COVID-19 jobs, they suffered 60% of the job losses. This is due, say policy experts, to the fact that women had to juggle their jobs with childcare responsibilities when schools shut down⁴⁹.

Score by age groups

There is a notable gap between the scores of men aged 18-34 (71) and women aged 18-34 (79). There is also a gap between the score of 71 of these younger men and men aged 55-65, who score 77.

Women in the different age groups are closely aligned in their Index scores, as seen in figure 35.

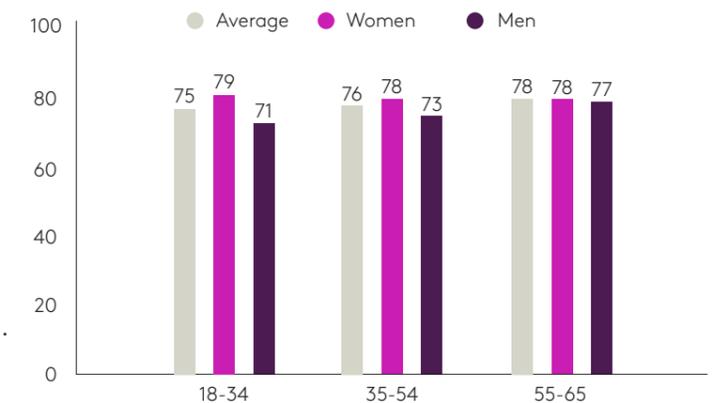


Figure 35: The Reykjavík Index for Leadership scores by age groups and for men/women in the USA

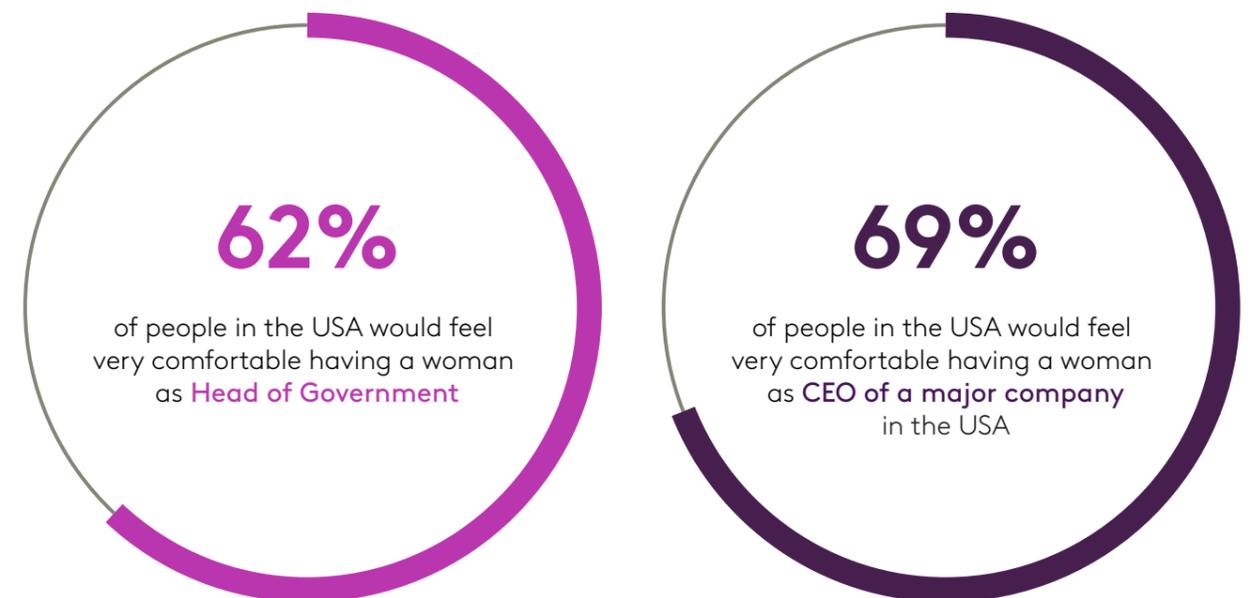


Figure 36: Percentage of people who agree with statements about women as Head of Government and CEO in their country, as part of the wider Reykjavík Index for Leadership study

THE REYKJAVIK INDEX FOR LEADERSHIP



The Reykjavík Index for Leadership 2020/2021

SOCIETY'S PERCEPTIONS OF FEMALE LEADERSHIP

How comfortable is society with women as leaders of government or major companies?

As part of the wider leadership study⁵⁰, people were asked how comfortable they would feel with a woman holding some of the highest positions of power within a country: Head of Government and a CEO of a major national company. These findings do not contribute to The Reykjavík Index for Leadership scores but give us richer insight into society's attitudes into who is suitable to lead and there are marked differences between countries.

In the UK, for example, almost three quarters of women are very comfortable with the idea of a woman as Head of Government, compared to less than half of women in France.

Despite some notable increases in these comfort levels below – it is worth noting that in no country does any group express complete comfort with the concept of a woman as Head of Government or CEO of a major company.

⁵⁰ Data source is a Kantar survey of working-age adults in the G7 aged 18-64 as part of the wider Reykjavík Index for Leadership study of men and women, carried out between July – September 2020

People who say that they feel "very comfortable" with a woman as the Head of Government

Country	Average		Women		Men	
	2020	2019	2020	2019	2020	2019
UK	69%	58%	74%	61%	63%	56%
Canada	64%	59%	73%	65%	55%	53%
USA	62%	54%	70%	59%	54%	49%
Italy	46%	47%	55%	52%	37%	41%
France	45%	44%	47%	45%	43%	42%
Germany	41%	31%	48%	36%	34%	27%
Japan	38%	30%	44%	32%	33%	27%

Figure 36: Percentage of people who agree with statement "I would feel very comfortable with a woman as the Head of Government in my country", as part of the wider Reykjavík Index for Leadership study

People who say that they feel "very comfortable" with a woman as the CEO of a major company

Country	Average		Women		Men	
	2020	2019	2020	2019	2020	2019
USA	69%	61%	76%	66%	61%	56%
UK	68%	59%	74%	61%	62%	56%
Canada	66%	62%	74%	67%	57%	57%
France	46%	45%	49%	47%	44%	44%
Italy	46%	43%	55%	50%	37%	35%
Germany	39%	33%	45%	38%	33%	28%
Japan	39%	33%	43%	36%	35%	29%

Figure 37: Percentage of people who agree with statement "I would feel very comfortable with a woman as CEO of a major company in my country", as part of the wider Reykjavík Index for Leadership study

Contact Us

Kantar partners to unlock the most effective ways to address global public policy challenges. We offer our proprietary research, in partnership with Women Political Leaders, to contribute to the quality of public debate on this crucial issue of equality for women and men.

If you would like more information on the study, to talk to our public policy experts or to discuss our Evidence and Consulting services please contact

public@kantar.com

G7 differences between sectors

The highest Indices are recorded for Media and Entertainment, Natural Sciences and Economics and Political Science (all 81), with 13 of the 23 sectors having an Index of 75 or higher, including Charity and Not-for-Profit organisations, the new sector added for the 2020 survey. The lowest scoring sectors are Childcare (54), Fashion and Beauty (56) and Defence and Police (64).

There are large skews towards people thinking women are more suited to leading organisations in:

- Childcare (43% say women are more suited, compared with 3% who say men are);
- Fashion and Beauty (41% vs. 3%);
- Healthcare and Well-being (25% vs. 4%); and
- Education (22% and 5%)
- Charity and other Not-for-Profit organisations (21% vs. 5%)

Likewise, people are much more likely to see men than they are to see women as suitable leaders in:

- Defence and Police (31% say men are more suited, compared with 5% who say women are);
- Automotive Manufacture (30% vs. 5%);
- Gaming (27% vs. 4%);
- Aerospace (23% vs. 5%);
- Engineering (23% vs. 5%); and
- Intelligence Services (20% vs. 8%).

	2020/2021 The Reykjavík Index for Leadership (women and men perceived as equally suited)	Women perceived as more suited	Men perceived as more suited
Sector average	73	13	14
Media and Entertainment	81	12	7
Natural Sciences	81	11	8
Economics and Political Science	81	8	12
Banking and Finance	80	9	11
Food and Drink Manufacture	80	13	8
Pharmaceutical and Medical Research	80	13	7
Judiciary	79	11	10
Government and Politics	78	10	11
High-Tech and Artificial Intelligence	78	7	16
International Sports Organisations	76	6	18
Architecture	75	7	18
Foreign Affairs and Diplomacy	75	11	14
Charity and Not-for-Profit	75	21	5
Education	73	22	5
Intelligence Services	73	8	20
Aerospace	72	5	23
Engineering	72	5	23
Healthcare and Well-being	71	25	4
Gaming	69	4	27
Automotive Manufacture	65	5	30
Defence and Police	64	5	31
Fashion and Beauty	56	41	3
Childcare	54	43	3

Figure i: The Reykjavik Index for Leadership by sector 2020/2021

Changes between 2020 and 2019 at sector level in the G7

The overall tendency for women to be more likely than men to perceive men and women as equally suitable for leadership is also reflected at sector level (Figure ii).

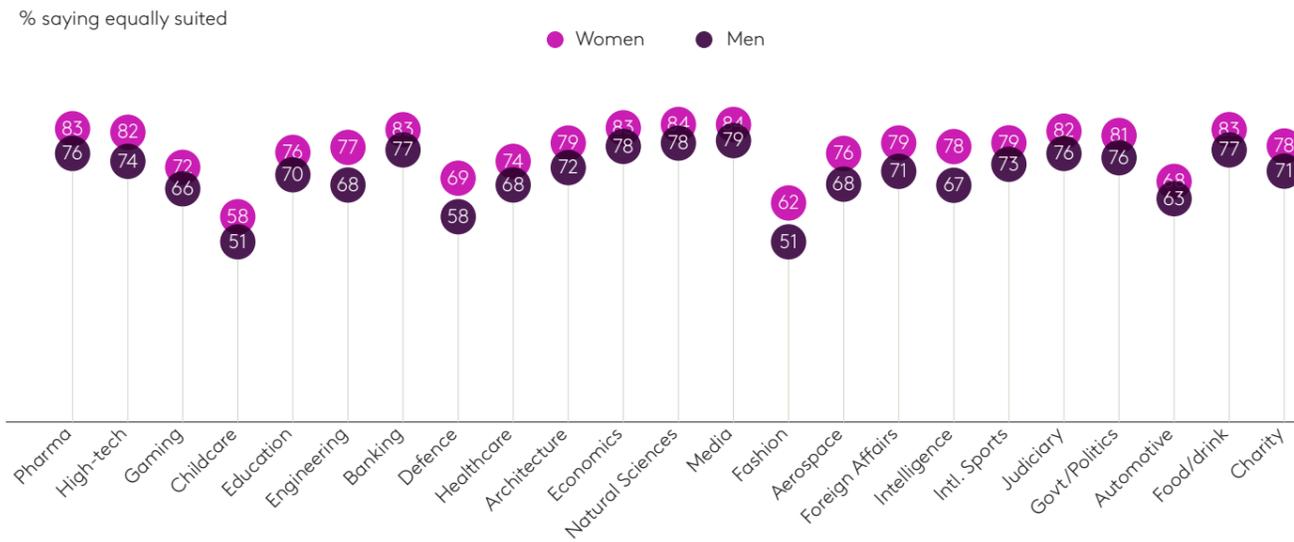


Figure ii: The Reykjavik Index for Leadership by sector 2020/2021 (G7 women vs. men)

The Reykjavik Index for Leadership (women and men perceived as equally suited)								
	Women				Men			
	2020	2019	2018	Change 2020 vs. 2019	2020	2019	2018	Change 2020 vs. 2019
G7	77	77	74	N/A	70	69	69	+1
UK	84	79	78	+6	78	67	75	+11
Canada	83	82	79	+1	78	73	73	+5
USA	78	80	79	-2	73	70	72	+3
France	78	81	79	-3	70	73	74	-3
Italy	73	71	66	+3	63	66	61	-3
Japan	70	75	70	-5	65	66	65	-1
Germany	71	72	70	-1	61	65	61	-4

Figure iii: The Reykjavik Index for Leadership by women/men and by country (G7 countries 2018-2020)

There has been little change in the sector-level G7 Index between 2019 and 2020, in terms of either the rank order or individual sector Indices. The lower performing sectors that saw quite large increases in their scores between 2018 and 2019 – Childcare, Fashion and Beauty, and Defence and Police – have stabilised in 2020, although the Index for Defence and Police has further improved (from a low of 57 in 2018 to a high of 64 in 2020).

	2020	2019	2018
Media and Entertainment	81	81	83
Natural Sciences	81	80	82
Economics and Political Science	81	79	81
Banking and Finance	80	80	80
Food and Drink Manufacture	80	78	N/A
Pharmaceutical and Medical Research	80	78	81
Judiciary	79	78	80
Government and Politics	78	77	79
High-Tech, Artificial Intelligence	78	78	76
International Sports Organisations	76	76	75
Architecture	75	75	76
Foreign Affairs and Diplomacy	75	74	75
Charity and Not-for-Profit	75	N/A	N/A
Education	73	73	70
Intelligence Services	73	72	72
Aerospace	72	71	69
Engineering	72	72	70
Healthcare and Well-being	71	71	66
Gaming	69	69	65
Automotive Manufacture	65	66	N/A
Defence and Police	64	62	57
Fashion and Beauty	56	57	50
Childcare	54	54	46

Figure iv: The Reykjavik Index for Leadership by sector, G7 averages: 2018-2020

Methodology

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. This report focuses on the 2020 Reykjavik Index for Leadership, which was undertaken in the G7 countries plus India, Kenya and Nigeria, and extended to cover 23 sectors⁵¹.

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 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. For consistency between countries, the views of men and the views of women have each been given a 50% weight rather than a weight based on their exact population share (which varies slightly between countries). Similarly, the G7-wide version of The Reykjavik Index weights each constituent country equally.

⁵¹ Automotive Manufacture and Food and Drink Manufacture were added in 2019; Charity and Not-for-Profit organisations was added in 2020.

G7 countries

The data source for the 2020 Index calculations is a Kantar survey of c.2,000 working-age adults (aged 18-65) in each of the G7 countries (the USA, Canada, Japan, the UK, Germany, France and Italy), carried out between July and September 2020, a total of c.14,000 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.

Kenya and Nigeria

The data source for the 2020 Index calculations for Nigeria and Kenya is a Kantar survey of working-age adults (aged 18-65). In Kenya the survey was of c. 2,300 people and in Nigeria c. 2,100 people. The samples have been weighted so that each country’s gender and age profile match that of the relevant population profiles. The surveys in Nigeria and Kenya were conducted face-to-face using CAPI. The fieldwork in Kenya was carried out between 24 September and 1 October 2020. The fieldwork in Nigeria was carried out between 30 September and 12 October 2020.

India

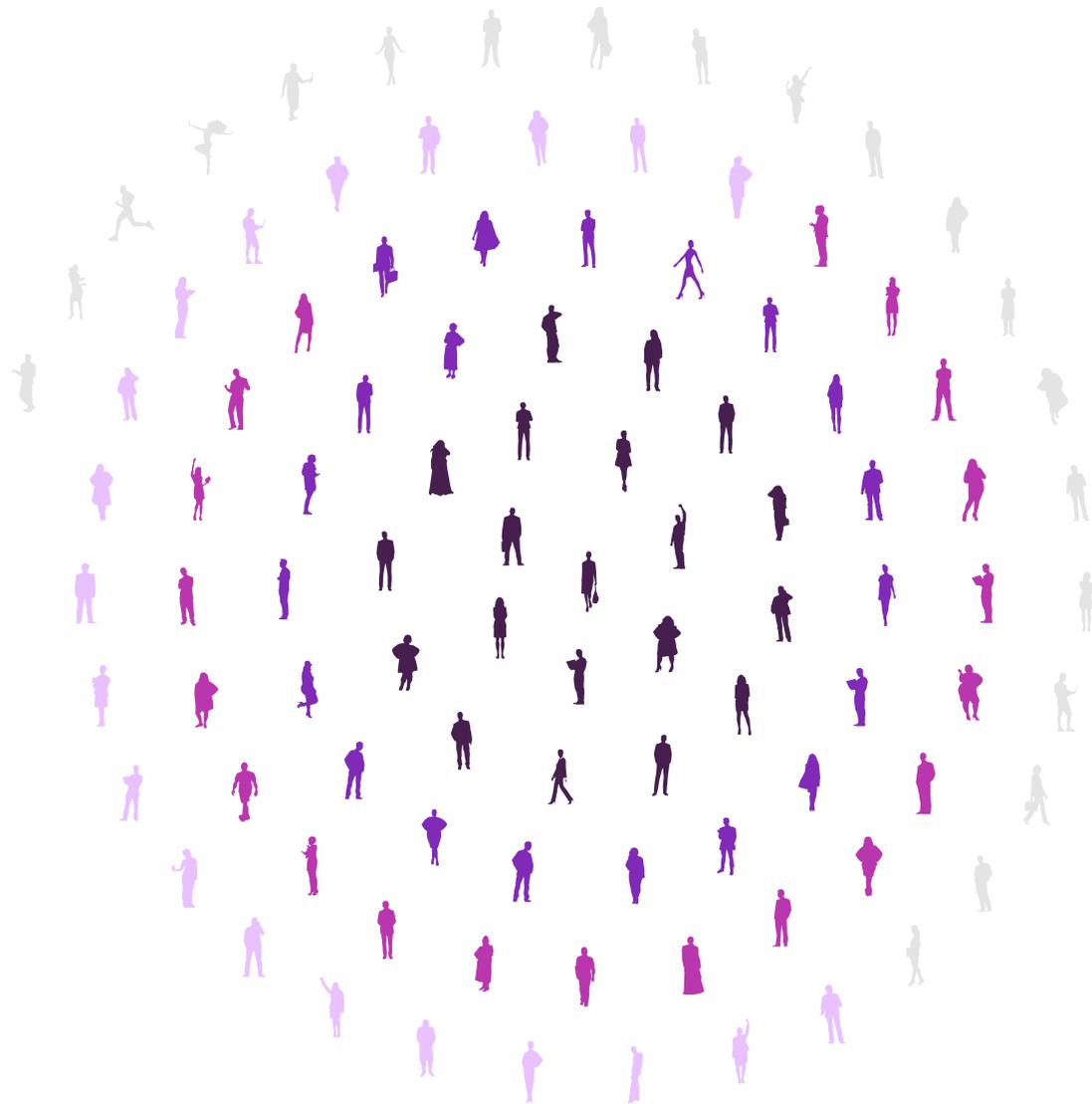
The data source for the 2020 Index calculations for India is a Kantar survey of working-age adults (aged 18-65). In India, the survey was of c.5,368 people. The samples have been weighted so that the gender and age profile match that of the relevant population profiles. The surveys in India were conducted using CAPI, collected between 21st of September 2020 to 30th of September 2020.

In India, the data was collected wholly via face-to-face interview and with restricted geographical coverage. Samples were drawn from 10 states (1-2 states for each agro-climate region) of 32 states with data collected in both urban (40.4%) and rural (59.6%) areas. In each state, two districts were selected purposively (one urban, one rural) and a variable number of city wards (urban districts) or villages (rural districts) were then selected in each district using random sampling methods. Quotas for gender crossed by age group were used in each village/city ward. The achieved sample size was 5,368, spread between 101 villages and 98 wards across 10 states.

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

THE REYKJAVIK INDEX FOR LEADERSHIP

Measuring perceptions of equality for men and women in leadership



2020 - 2021



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