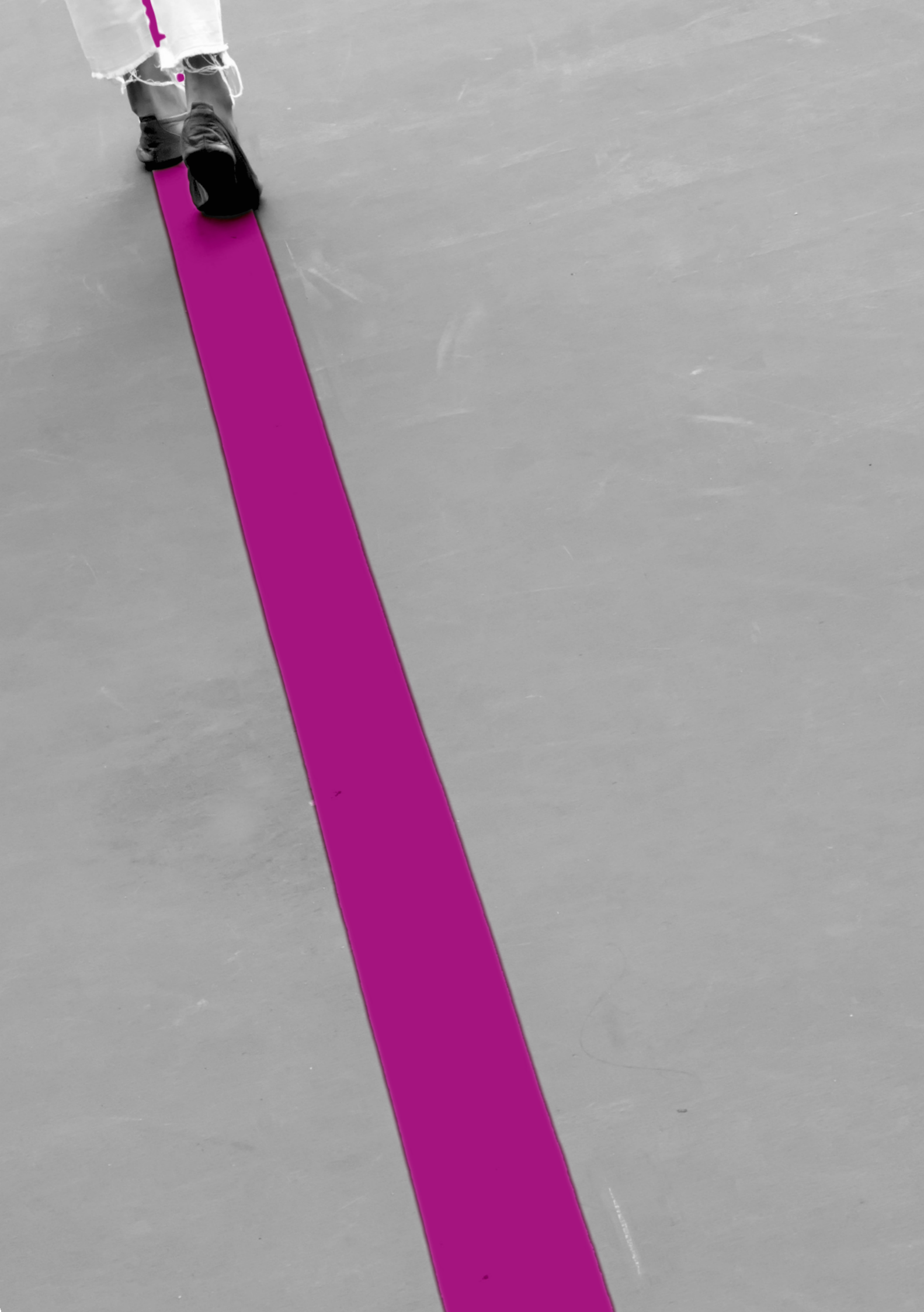


# THE REYKJAVIK INDEX FOR LEADERSHIP



**KANTAR**



## Foreword

Over the last two years, the movement for fairness and equality between men and women has found renewed energy and conviction around the world. In public life, in politics, in business, and across different economic sectors, women and men have been working for change and a world where economic opportunity is no longer shaped and constrained by being a man or being a woman.

Evidence is an essential tool in public policy and social progress. To support the cause of equality, we need to understand values, perceptions and attitudes, the speed of change or the failure to realise it, and the drivers and barriers towards a fairer world. So, we need to document the social norms that societies operate within, the everyday beliefs and behaviours of men and women, and the interplay of the drivers for change against those of stasis. We need to document our social norms so that we can challenge them, and we need to measure change over time to hold ourselves and our

leaders to account.

We have created The Reykjavik Index for Leadership to support the journey to equality between women and men. We believe in a world where women and men have an equal right and opportunity, not just to participate in all aspects of economic and political life, but to *lead*.

In this first report, which focuses on the G7 countries, we see some areas of progress to equality among men and women. However, the evidence also shows that we have a long way to go before equality in leadership between men and women is the social norm. We will use The Reykjavik Index for Leadership to measure our progress on the journey ahead.



*M Harrison*

**Dr Michelle Harrison**  
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**Hanna Birna Kristjánsdóttir**  
Chair of the Executive Board of WPL



## Executive Summary

The Reykjavik Index for Leadership measures the extent to which men and women are viewed equally in terms of the suitability of individuals 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 for 100 to be the global norm.

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' and 'both equally' for 20 different sectors. Aligned with our goal, a response of 'both equally' scores a point while a response of 'men' or of 'women' scores zero points.

This report focuses on The Reykjavik Index for Leadership for the G7 countries.



## Executive Summary

- **The Reykjavik Index for Leadership for the G7 is 66.**
- The G7 divides into two groups of countries:
  - A group of four that have relatively high Reykjavik Indices, led by the UK (72), followed by France and Canada (both 71) and the USA (70).
  - A group of three that are a step change below these four countries: Italy (57), Germany (59), and Japan (61).
- **Across the G7, the Reykjavik Index for leadership is higher for women (67) than it is for men (61). This means that women are more likely than men, to view women and men as equally suitable for leadership roles. This is the case not just overall for the G7, but within every individual G7 country.**
- The Index is higher for women than for men in all 20 sectors of the economy that have been researched. This means that women are more likely than men to view men and women as equally suited to leadership in every professional and economic category included in the study. Or, to put it the other way, men are more likely to perceive suitability for leadership as being influenced by whether the leader is a man or woman.
- **The views of women and men are most closely aligned in the UK and least closely aligned in Germany, followed by the USA. The gap in perceptions between men and women in Germany is the highest in the G7.**
- The Reykjavik Index for leadership is highest for the Media & Entertainment sector (80). This is the sector where perceptions of equal suitability for leadership for men and for women, is highest.
- **This Index is also above 75 for the Natural Sciences; Pharmaceutical and Medical Research; Economics and Political Science; the Judiciary; Government and Politics; and Banking & Finance. Whilst we do not have historical data for comparison, we believe that this is demonstrative of significant changes in recent years and a cause for optimism.**
- Three sectors stand out where stereotypes about the suitability of women and men to hold leadership positions are most resistant to change: Childcare (an Index of 44), Fashion and Beauty (46) and Defence and Police (51).

## Introduction to the Reykjavik Index For Leadership

The Reykjavik Index for Leadership measures the extent to which men and women are *viewed equally* in terms of the *suitability of individuals 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 an index score of 100 is the norm. This would be a world where men and women will have an *equal opportunity to lead*.

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 20 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’ or of ‘women better suited’ does not.

The Reykjavik Index for Leadership has the following components:

### The base score

A country’s base score is equal to the average proportion of people selecting ‘both equally’ across the 20 economic sectors<sup>1</sup>. This is a measure of the extent to which, across society, men and women are viewed to be equally suitable for leadership.

The base score is then modified by two additional factors:

#### 1. Male & Female Dissonance

A penalty to the base score is applied for the variation between men and women in their opinion<sup>2</sup> of ‘equal’ suitability for leadership. This means, is there a difference between women’s views of men and women’s suitability for leadership, as compared to men’s views? This matters because such a difference would suggest ‘dissonance’.

#### 2. Between-Sector Variation

Lastly, we apply a penalty for between-sector variation in opinion<sup>3</sup>. This relates to the

well-documented issue that perceptions of the suitability of male and female leadership have varied between different sectors of the economy or professional life, such as engineering, or childcare.

These penalties are applied to reflect the fact that dissonance of opinion between men and women and discrimination based on sector are both obstacles to progress<sup>4</sup>. When men are less likely than women to perceive women and men as equally suitable for leadership, this is likely to relate to barriers to progress for women as well as cultural challenges at home and at work. The reverse is also true and is also measured in the Index.

Two countries with the same base score may have different Index scores if one has more male and female dissonance, or between-sector variation, than the other.

## The Reykjavik Index For the G7 Countries

In the table below, we show the different components of the Reykjavik Index for Leadership for each country. The G7-wide version of the Reykjavik Index weights each of the seven countries equally<sup>5</sup>.

	The Reykjavik Index For Leadership	Base score	Men/Women Dissonance Score	Sector Variation Score	Total penalty
G7	66	71.6	-1.4	- 3.9	- 5.3
UK	72	76.8	-0.8	- 3.7	- 4.5
France	71	76.3	- 1.2	- 4.0	- 5.2
Canada	71	76.3	- 1.5	- 3.7	- 5.2
USA	70	75.8	- 1.8	- 4.1	- 5.9
Japan	61	67.4	- 1.1	- 4.7	- 5.9
Germany	59	65.7	-2.4	-4.7	-7.1
Italy	57	63.2	-1.2	-4.7	-5.8

The Reykjavik Index for Leadership in each country

- The small number of ‘Don’t know’ responses are excluded when this proportion is calculated. Also, 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).
- The penalty for variation in opinion between men and women is equal to the average difference between the men/women-specific base scores and the overall base score.
- The penalty for sector variation in opinion is equal to the average difference between the 20 sector-specific base scores and the overall base score.
- To ensure that each country’s Reykjavik Index for Leadership is equal to its overall base score minus the average of the two penalties, the two penalties are halved in the table below.
- The data source for the Index calculations is a Kantar Public survey of c.900 working-age adults (aged 18-64) in each of the G7 countries (the US, Canada, Japan, the UK, Germany, France and Italy), carried out in September/October 2018. The samples have been weighted so that each country’s gender/age profile matches the relevant population profile. Kantar’s online panel was used for data collection.

# The G7 Reykjavik Index for Leadership Findings:

## OVERALL AND BY COUNTRY

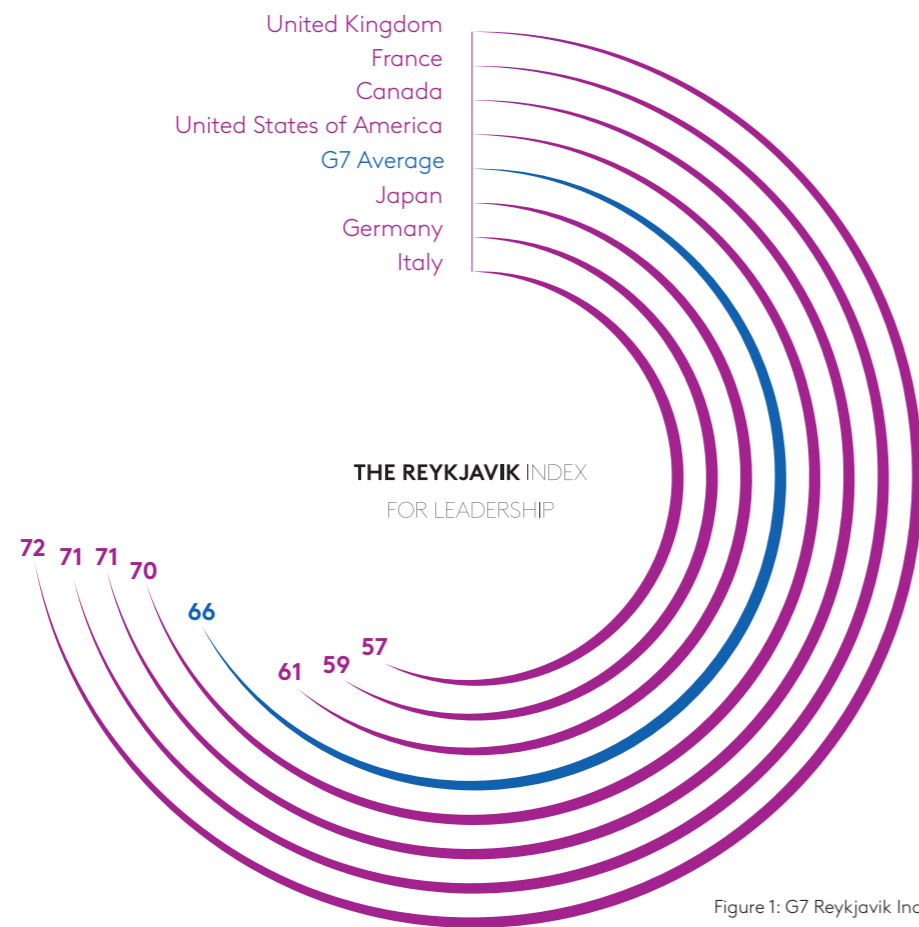


Figure 1: G7 Reykjavik Index for Leadership by country

The Reykjavik Index for the G7 is 66

The G7 divides into two groups of countries:

1. A group of four that have similar, relatively high Reykjavik Indices. This group is led by the UK with a Reykjavik Index for Leadership of 72, followed closely by France and Canada (both 71) and the USA (70).
2. A group of three that are all a step change below these four countries: Italy with the lowest Reykjavik Index (57), followed by Germany (59) and Japan (61).

# The G7 Reykjavik Index for Leadership:

## DIFFERENCES BETWEEN MEN AND WOMEN

Across the G7, the Reykjavik Index for Leadership (see Figure 2) is higher for women (67) than it is for men (61). The Index is also higher for women in every G7 country. This means that women in the G7 are more likely than men in the G7 to perceive men and women as equally suitable for leadership.

The grouping of countries observed for the population-level Index persists for both women and men: the UK, France, Canada and the USA have relatively high Indices for both women and men, while Japan, Germany and Italy have relatively low Indices for both. Italy has a particularly low Index for women (56, compared with the G7 average of 67).

The level of dissonance between the views of women and men is smallest in the UK and largest in Germany: on average across the 20 sectors, 78% of women and 75% of men in the UK say that women and men are equally qualified to hold leadership positions, a three point gap; in Germany, where the equivalent figures are 70% for women and 61% for men, the gap is nine points<sup>6</sup>.

	Women	Men
G7	67	61
UK	72	67
France	70	66
Canada	72	65
USA	71	64
Japan	60	56
Germany	61	52
Italy	56	51

Figure 2: The G7 Reykjavik Index for Leadership by men/women within country

6. These figures are higher than the overall Index figures shown in Figure 3 because, as explained in the Introduction, the Index for both woman and men includes a penalty for between-sector variation in opinion.

# The G7 Reykjavik Index For Leadership:

## SECTOR DIFFERENCES

### Sector differences at the G7 level

Figure 3 shows the Reykjavik Index for Leadership and component scores for the 20 sectors covered in the study. In addition, the table shows the proportions of respondents, averaged across the G7 countries, who think, for each sector, that women and men are more suited to leadership. The sectors can be divided into four tiers: Tier 1 (Index >75); Tier 2 (Index 70-75); Tier 3 (Index 60-65); and Tier 4 (Index <60).

#### Adults aged 16-64

	The Reykjavik Index For Leadership	Women <sup>7</sup> & men equally suited %	Gap between women & men %	Women more Suited %	Men more suited %
G7	66				
Tier 1: Index of >75					
Media and entertainment	80	83	5	6	11
Natural sciences	79	82	5	9	9
Pharmaceutical and medical research	79	81	4	12	7
Economics and political science	78	81	5	7	13
Judiciary	77	80	4	10	10
Government and politics	77	79	5	8	13
Banking and finance	77	80	6	9	12
Tier 2: Index of 70-75					
International Sports	74	75	3	5	20
High-tech and artificial intelligence	73	76	6	5	19
Foreign Affairs and Diplomacy	72	75	5	9	16
Architecture	72	76	8	7	17
Tier 3: Index of 60-70					
Education	68	70	4	26	4
Intelligence services	67	72	10	6	23
Aerospace	66	69	5	4	27
Engineering	66	70	9	4	26
Healthcare and well-being	65	66	3	30	3
Gaming	65	65	2	3	31
Tier 4: Index of <60					
Defence & police	51	57	11	4	39
Fashion & beauty	46	50	8	47	3
Childcare	44	46	4	51	2

Figure 3: The G7 Reykjavik Index For Leadership by sector

7. The difference, averaged across countries, between the percentage of woman and the percentage of men who say that women and men are equally suited to leadership in the sector.

# The G7 Reykjavik Index For Leadership:

## SECTOR DIFFERENCES

Clearly there is a way to go in all sectors before being a man or being a woman is universally regarded as a non-issue when debating the suitability of individuals for positions of power. Even in high-scoring sectors, a sizeable minority of people consider either women or men to be more suited to leadership, rather than considering both equally qualified.

For example, while Media & Entertainment leads the way among the 20 sectors, with an average of 83% of respondents across the G7 countries regarding women and men as equally qualified to lead organisations in this sector, this still leaves 1 in 6 who think either women or men are better equipped to do so. The proportion that regard it as an issue rises to around a quarter in the Tier 2 sectors, around a third in the Tier 3 sectors, and up to a half or more in the three Tier 4 sectors (Defence and Police; Fashion and Beauty; and Childcare), where stereotypes appear to be most resistant to change.

The figures on the right of the table show that the more widely male and female difference is considered an issue when debating the suitability of individuals for positions of power, the more unidirectional the bias in people's attitudes are, thus there are huge skews towards people thinking women are more suited to leading organisations in Childcare (51% say women are more suited, compared with 2% who say men are) and Fashion and Beauty (47% vs. 3%); and there are large skews towards women in Healthcare and Wellbeing (30% vs. 3%) and Education (26% and 4%). Likewise, people are much more likely to see men as suitable leaders than they are to see women in Defence and Police (39% men vs. 4% women), Gaming (31% vs. 3%), Aerospace (27% vs. 4%) and Engineering (26% vs. 4%). The bias towards men is also relatively large in Intelligence services, International Sports Organisations and Federations, and High-tech and artificial Intelligence. In contrast, for the Tier 1 sectors, where people do express a bias

for either men or women, they are more evenly divided in terms of who they think makes more suitable leaders.

On average across the 20 sectors, the proportion of women who think women and men are equally suited to leadership is 5-6 percentage points higher than the proportion of men who think this. Although not shown in Figure 4, there is no sector where men are more likely than women to consider gender a non-issue when evaluating the suitability of individuals for positions of power. That said, the degree of male/female dissonance between the views of women and men does vary by sector. It is relatively low or average in most of the Tier 1 and Tier 2 sectors, but varies more in the Tier 3 and Tier 4 sectors. This variation is illustrated in Figure 4, which shows the breakdown of responses of women and men for a selection of the Tier 3 and Tier 4 sectors.

The degree of male/female dissonance is highest for Defence and Police, with 63% of women

# The G7 Reykjavik Index For Leadership:

## SECTOR DIFFERENCES

and men are equally suited to leadership in the sector, and it is also relatively high for Intelligence Services, Engineering, and Fashion and Beauty). Conversely, the level of dissonance is relatively low in the other three sectors shown. In the Gaming sector, women and men have almost identical views (66% of women and 65% of men think women and men are equally suited to leadership in the sector), and in Healthcare and wellbeing, and Childcare, their views are similar.

In all of the sectors shown in Figure 4, where women and men do differentiate between the men and women, they do so in the same direction: Defence and Police, Gaming, Engineering, and Intelligence services are disproportionately seen as suiting male leadership by both men and women. Healthcare and Wellbeing, Fashion and Beauty, and Childcare as seen as suiting female leadership by both men and women.

	Women			Men		
	Equally suited %	Women more suited %	Men more suited %	Equally suited %	Women more suited %	Men more suited %
Defence and Police	63	4	33	51	4	45
Gaming	66	3	30	65	4	32
Engineering	75	4	21	66	4	30
Intelligence Services	77	7	17	67	5	29
Healthcare and Well-Being	68	30	2	65	30	5
Fashion and Beauty	54	44	2	46	50	3
Childcare	49	50	1	44	52	3

Figure 4: Dissonance and agreement in selected Tier 3 and Tier 4 sectors

This directional agreement between women and men holds for 16 of the 20 sectors, albeit to different degrees. The four exceptions (Figure 5) are Government, and Politics, the Judiciary, Banking and Finance, and the Natural Sciences. For all of these sectors, men are more likely to favour men as leaders (although only marginally for the Natural Sciences), while women are more likely to favour women (except for Government and Politics, where equal proportions favour men and women).

# The G7 Reykjavik Index For Leadership:

## SECTOR DIFFERENCES

	Women			Men		
	Equally suited %	Women more suited %	Men more suited %	Equally suited %	Women more suited %	Men more suited %
Government & Politics	82	9	9	77	6	17
Judiciary	82	11	7	77	9	13
Banking & Finance	83	9	8	77	8	16
Natural Sciences	84	9	6	79	10	11

Figure 5: Sectors where direction of bias differs between women and men

Overall, these findings show that women are further ahead than men in believing both men and women are equally suited to leadership across all types of organisation.

Nonetheless, there are some sectors where stereotypes persist among relatively large proportions of both men and women.

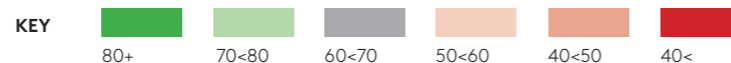
# The G7 Reykjavik Index For Leadership:

## SECTOR DIFFERENCES

How do sector-level perceptions of the suitability of individuals to hold positions of power vary between the countries in the G7? Figure 6 shows the Reykjavik Index for Leadership by sector for the G7, and for each G7 country. Colour-coding is used to highlight sector and country-level differences.

	G7	UK	FRANCE	CANADA	USA	JAPAN	GERMANY	ITALY
<b>Tier 1: Index of &gt;75</b>								
Media and entertainment	80	83	83	85	83	79	75	73
Natural sciences	79	85	82	84	84	75	71	74
Pharmaceutical and medical research	79	85	83	83	83	77	72	70
Economics and political science	78	84	81	82	81	74	72	73
Judiciary	77	84	77	79	83	77	72	71
Government and politics	77	85	82	80	78	71	69	74
Banking and finance	77	82	79	81	81	70	70	72
<b>Tier 2: Index of 70-75</b>								
International Sports Organisations	74	78	79	73	71	77	69	66
High-tech and artificial intelligence	73	80	81	80	79	69	62	61
Foreign Affairs and Diplomacy	72	81	77	78	74	69	62	65
Architecture	72	80	81	79	75	52	70	69
<b>Tier 3: Index of 60-70</b>								
Education	68	76	74	72	69	66	64	53
Intelligence services	67	76	70	70	74	68	51	56
Aerospace	66	71	70	74	72	67	51	60
Engineering	66	66	77	72	72	61	50	60
Healthcare and well-being	65	69	69	71	71	53	58	64
Gaming	65	69	65	70	70	67	57	49
<b>Tier 4: Index of &lt;60</b>								
Defence & police	51	66	58	54	54	40	46	41
Fashion & beauty	46	56	52	51	44	48	36	36
Childcare	44	49	54	50	44	41	42	31

Figure 6: Sector-level Reykjavik Index For Leadership by G7 country



# The G7 Reykjavik Index For Leadership:

## SECTOR DIFFERENCES

It is clear from Figure 6 that overall differences in the Reykjavik Index For Leadership between the G7 countries persist across most sectors: the Reykjavik Index for Leadership in the UK, France, Canada and the USA is higher than the G7 average for most sectors, while the converse is true of the Indices for Japan, Germany and Italy.

Within this overall finding, there are interesting findings in specific sectors that warrant highlighting. In particular:

- **The G7 Index for High Tech & Artificial Intelligence (73) is dragged down considerably by low scores in Germany (62) and Italy (61); it is relatively high (79-81) in all other countries with the exception of Japan (69)**
- Japan has a much lower Index for Architecture (52) than any other G7 country. The G7 average is 73 and the nearest to Japan is Italy with an Index of 69
- **Italy has particularly low**

**Indices for Education and Gaming relative to the G7 average:**

- 53 for Education vs. the G7 average of 68
- 49 for Gaming, vs. the G7 average of 65

- Germany has particularly low Indices for Aerospace, Intelligence Services and Engineering relative to the G7 average:

- 51 for Intelligence vs. the G7 average of 67
- 51 for Aerospace vs. the G7 average of 66
- 50 for Engineering vs. the G7 average of 66

- **France has a particularly high Index for Engineering (77) relative to the G7 average of 66. Engineering is also the only sector where the UK's Index (66) is not higher than the G7 average (also 66)**

- France also has a particularly high Index for Childcare (54) relative to the G7 average of 44. Italy (31) has a particularly low Index for this sector

- **The UK has a particularly high Index for Defence and Police (66) relative to the G7 average of 51. Japan (40) and Italy (41) have particularly low Indices for this sector**

- The UK also has a particularly high Index for Fashion and Beauty (56) relative to the G7 average of 46. Germany and Italy (both 36) have particularly low Indices for this sector





# The Reykjavik Index For Leadership:

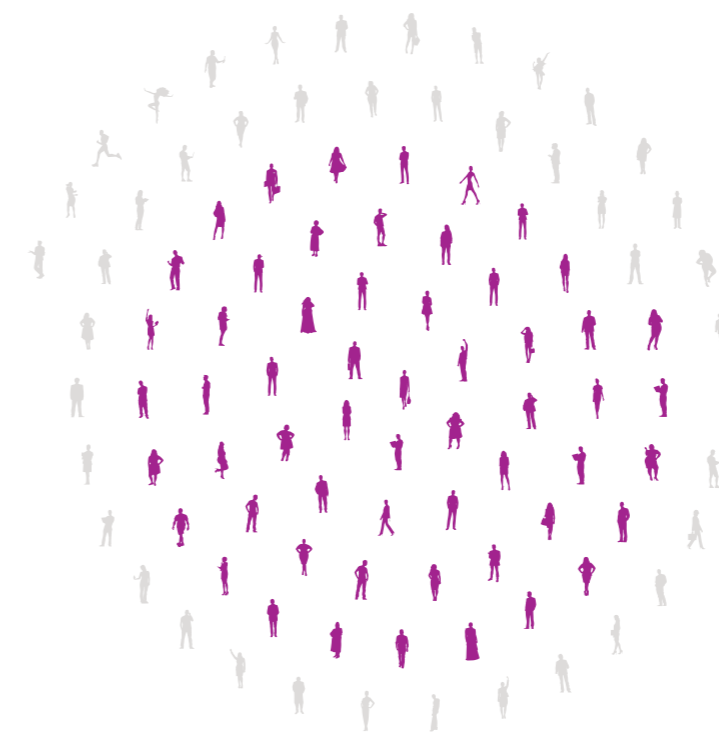
## COUNTRY PROFILE - UNITED KINGDOM

	The Reykjavik Index for Leadership	Base Score	Men/Women Dissonance Score	Sector Variation Score	Total penalty
G7	66	71.6	-1.4	-3.9	-5.3
UK	71	76.8	-0.8	-3.7	-4.5

The UK's Reykjavik Index of 72 ranks first among the G7 countries. It has the highest Base Score, the lowest level of men/women dissonance and, together with Canada, the equal lowest level of sector variation. Its Reykjavik Index ranks first for men and equal first (with Canada) for women.

The UK's Reykjavik Index ranks first among the G7 in eleven of the 20 sectors. It has a particularly high Index relative to the G7 average for Defence and Police (66 vs. 51) and Fashion and Beauty (56 vs. 46). The only sector where the UK's Index is not higher than the G7 average is Engineering (66 for both the UK and G7).

## THE REYKJAVIK INDEX FOR LEADERSHIP



**58%**

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

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

Data source is Kantar Public survey of working-age adults (aged 18-64) in each of the G7 countries, as part of the wider Reykjavik Index for Leadership study of men and women in the G7, carried out in September/October 2018.

# The Reykjavik Index For Leadership:

## COUNTRY PROFILE - FRANCE

	The Reykjavik Index for Leadership	Base Score	Men/Women Dissonance Score	Sector Variation Score	Total penalty
G7	66	71.6	-1.4	-3.9	-5.3
FRANCE	71	76.3	-1.2	-4.0	-5.2

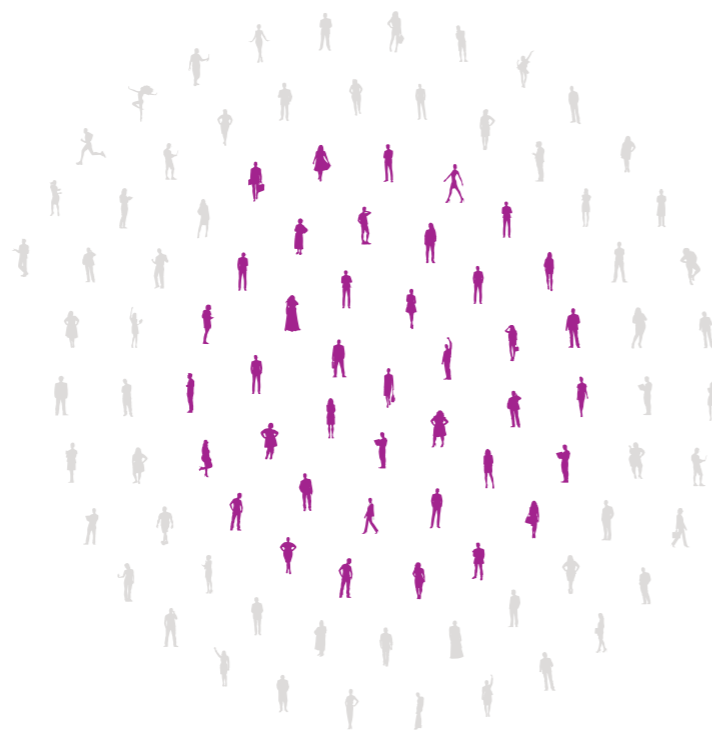
France's Reykjavik Index of 71 ranks equal second (with Canada) among the G7 countries. It also has the second highest Base Score in the G7, again equal with Canada. The level of men/women dissonance in France is lower than the G7 average, while the level of sector variation is similar to the G7 average. Its Reykjavik Index ranks second for men and fourth for women.

France's Reykjavik Index ranks first among the G7 in five of the 20 sectors and is higher than the G7 average in 18. The only exceptions are the Judiciary and Gaming, where France's Index is equal to the G7 average. France has a particularly high Index relative to the G7 average for Engineering (77 vs. 66) and Childcare (54 vs. 44).

**40%**

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

**44%** of people in France would feel very comfortable having a woman as CEO of major company in France



Data source is Kantar Public survey of working-age adults (aged 18-64) in each of the G7 countries, as part of the wider Reykjavik Index for Leadership study of men and women in the G7, carried out in September/October 2018.

# The Reykjavik Index For Leadership:

## COUNTRY PROFILE - CANADA

	The Reykjavik Index for Leadership	Base Score	Men/Women Dissonance Score	Sector Variation Score	Total penalty
G7	66	71.6	-1.4	-3.9	-5.3
CANADA	71	76.3	-1.5	-3.7	-5.2

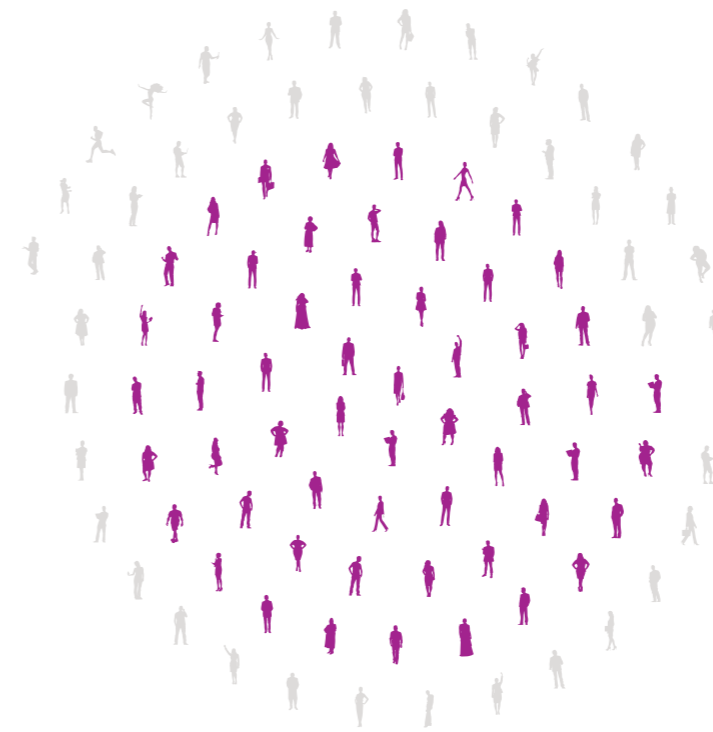
Canada's Reykjavik Index of 71 ranks equal second (with France) among the G7 countries. It also has the second highest Base Score in the G7, again equal with France. The level of men/women dissonance in Canada is similar to the G7 average, while the level of sector variation is the equal lowest in the G7 (with the UK). Its Reykjavik Index ranks first equal (with the UK) for women and third for men.

Canada's Reykjavik Index ranks first or first equal among the G7 in four of the 20 sectors. It does not stand out as having a particularly high or particularly low Reykjavik Index in any one sector, but its Index is higher than the G7 average in 19 of the 20 sectors. The only exception is International Sports Organisations and Federations, where Canada's Index is in line with the G7 average.

**57%**

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

**59%** of people in Canada would feel very comfortable having a woman as CEO of a major company in Canada



Data source is Kantar Public survey of working-age adults (aged 18-64) in each of the G7 countries, as part of the wider Reykjavik Index for Leadership study of men and women in the G7, carried out in September/October 2018.

# The Reykjavik Index For Leadership:

## COUNTRY PROFILE - USA

	The Reykjavik Index for Leadership	Base Score	Men/Women Dissonance Score	Sector Variation Score	Total penalty
G7	66	71.6	-1.4	-3.9	-5.3
USA	71	75.8	-1.8	-4.1	-5.9

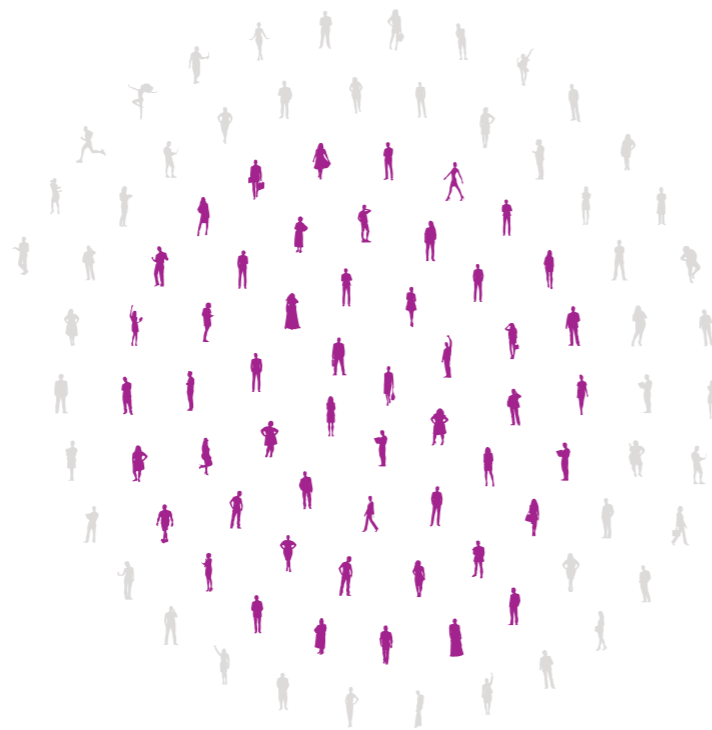
The USA's Reykjavik Index of 70 ranks fourth among the G7 countries, two points below the highest ranked country (the UK, 72) and nine points clear of the fifth-ranked country (Japan, 61). It also has the fourth highest Base Score in the G7. The level of men/women dissonance in the USA is the second highest in the G7, while the level of sector variation is slightly higher than the G7 average. Its Reykjavik Index ranks third for women and fourth for men.

The USA's Reykjavik Index ranks first equal among the G7 in two of the 20 sectors (Healthcare and Wellbeing and Gaming, in both cases alongside Canada). It does not stand out as having a particularly high or particularly low Reykjavik Index in any one sector, but its Index is higher than the G7 average in 17 of the 20 sectors. The only exceptions are Childcare, where the USA's Index is equal to the G7 average, and International Sports Organisations and Federations and Fashion and Beauty, where the USA's Index is slightly below the G7 average.

**52%**

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

**63%** of people in the USA would feel very comfortable having a woman as CEO of a major company in the USA



Data source is Kantar Public survey of working-age adults (aged 18-64) in each of the G7 countries, as part of the wider Reykjavik Index for Leadership study of men and women in the G7, carried out in September/October 2018.

# The Reykjavik Index For Leadership:

## COUNTRY PROFILE - JAPAN

	The Reykjavik Index for Leadership	Base Score	Men/Women Dissonance Score	Sector Variation Score	Total penalty
G7	66	71.6	-1.4	-3.9	-5.3
JAPAN	61	67.4	-1.1	-4.7	-5.9

Japan's Reykjavik Index of 61 ranks fifth among the G7 countries, nine points behind the fourth-ranked country (the USA, 70). It also has the fifth highest Base Score in the G7. The level of men/women dissonance in Japan is the second lowest in the G7, while the level of sector variation is equal highest (with Germany and Italy). Its Reykjavik Index ranks fifth for men and sixth for women.

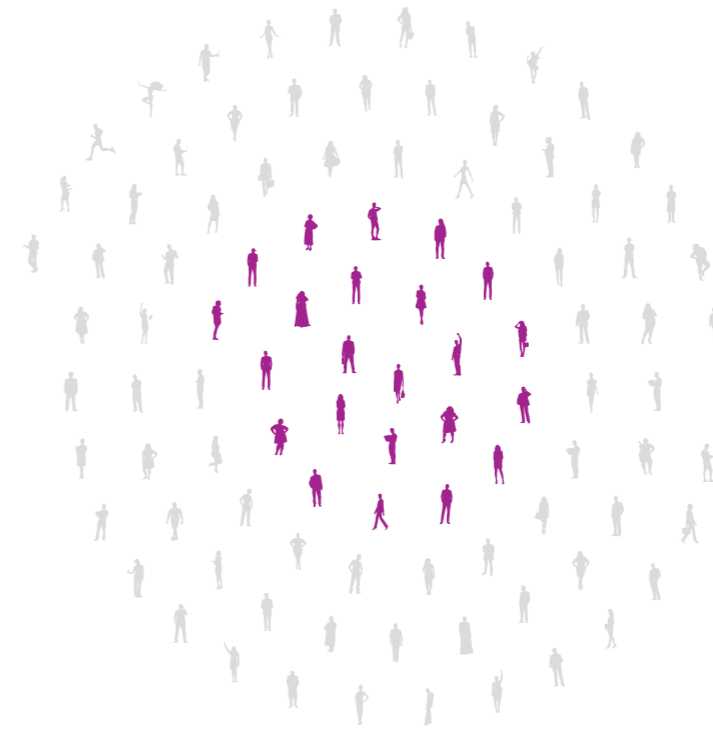
Japan's Reykjavik Index does not rank first among the G7 in any of the 20 sectors, but is higher than the G7 average in five: International Sports Organisations and Federation, Fashion and Beauty, Intelligence Services, Gaming and Aerospace.

Japan has a much lower Index for Architecture (52) than any other G7 country. The G7 average is 73 and the nearest to Japan is Italy with an Index of 69. Along with Italy (41), Japan also has a particularly low Index for Defence and Police (40) relative to the G7 average of 51. In addition, Japan has the lowest ranking in the G7 for Healthcare and Wellbeing and the equal lowest for Banking and Finance (with Germany).

**23%**

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

**24%** of people in Japan would feel very comfortable having a woman as CEO of a major company in Japan



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# The Reykjavik Index For Leadership:

## COUNTRY PROFILE - GERMANY

	The Reykjavik Index for Leadership	Base Score	Men/Women Dissonance Score	Sector Variation Score	Total penalty
G7	66	71.6	-1.4	-3.9	-5.3
GERMANY	59	65.7	-2.4	-4.7	-7.1

Germany's Reykjavik Index for Leadership of 59 ranks sixth among the G7 countries. It also has the second lowest Base Score in the G7. The level of men/women dissonance in Germany is higher than any other G7 country, while the level of sector variation is equal highest (with Japan and Italy). Its Reykjavik Index ranks fifth for women and sixth for men.

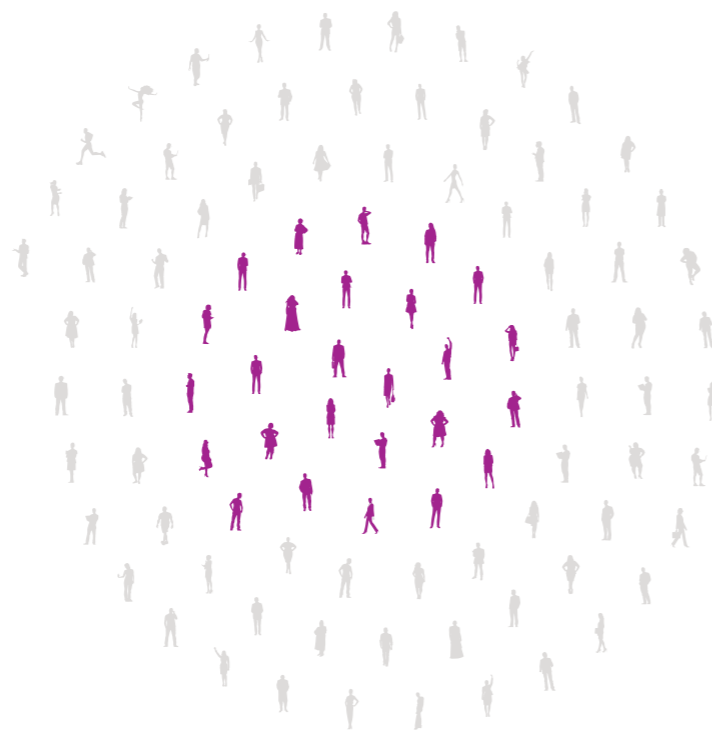
Germany's Reykjavik Index for Leadership is lower than the G7 average in all 20 sectors, and is the lowest or equal lowest in the G7 in eight sectors.

Relative to the G7 average, Germany has particularly low Indices for Aerospace (51, vs. the G7 average of 66), Intelligence Services (51 vs. 67) and Engineering (50 vs. 66). Along with Italy, it also scores poorly for Fashion and Beauty (36 for both countries, vs. the G7 average of 46) and High Tech & Artificial Intelligence (Germany 62 and Italy 61, vs. the G7 average of 73).

**26%**

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

**29%** of people in Germany would feel very comfortable having a woman as CEO of a major company in Germany



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# The Reykjavik Index For Leadership:

## COUNTRY PROFILE - ITALY

	The Reykjavik Index for Leadership	Base Score	Men/Women Dissonance Score	Sector Variation Score	Total penalty
G7	66	71.6	-1.4	-3.9	-5.3
ITALY	57	63.2	-1.2	-4.7	-5.8

Italy's Reykjavik Index of 57 ranks lowest among the G7 countries. It also has the lowest Base Score in the G7. The level of men/women dissonance in Italy is lower than the G7 average, while the level of sector variation is equal highest (with Germany and Japan). Its Reykjavik Index ranks lowest for both women and men.

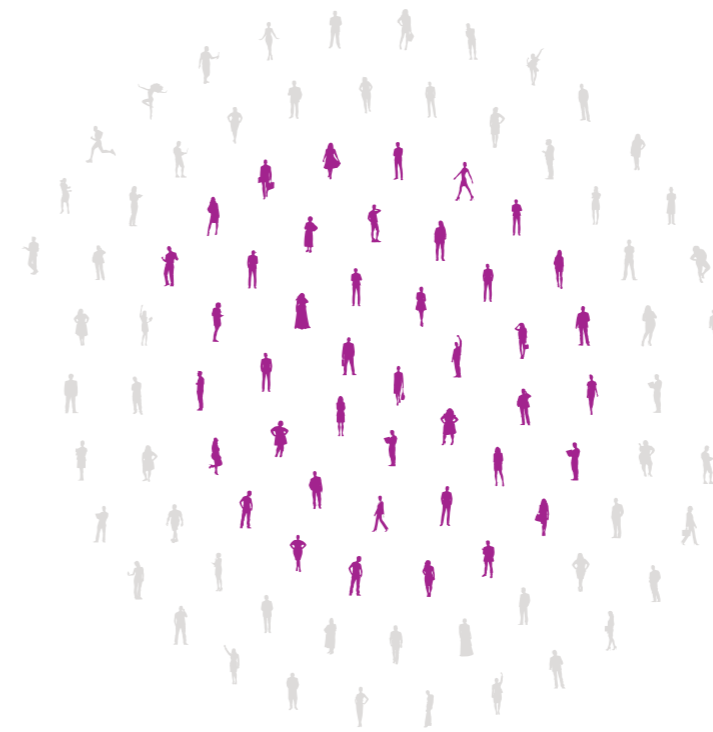
Italy's Reykjavik Index is lower than the G7 average in all 20 sectors, and is the lowest or equal lowest in the G7 in nine sectors.

Relative to the G7 average, Italy has particularly low Indices for Education (53, vs. the G7 average of 68), Gaming (49 vs. 65) and Childcare (31 vs. 44). Along with Germany, it also scores poorly for Fashion and Beauty (36 for both countries, vs. the G7 average of 46) and High Tech & Artificial Intelligence (Italy 61 and Germany 62, vs. the G7 average of 73); and, along with Japan, it has a particularly low Index for Defence and Police (Italy 41 and Japan 40, vs. the G7 average of 51).

**42%**

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

**42%** of people in Italy would feel very comfortable having a woman as CEO of a major company in Italy



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## About WPL

Women Political Leaders (WPL) is the global network of female politicians. The mission of WPL is to increase both the number and the influence of women in political leadership positions.

WPL members are women in political office – Presidents, Prime Ministers, Cabinet Ministers, Members of Parliaments, Mayors. Membership is free and members are honoured by their participation. WPL strives in all its activities to demonstrate the impact of more women in political leadership, for the global better.

[www.womenpoliticalleaders.org](http://www.womenpoliticalleaders.org)

## About Kantar

Kantar is one of the world's leading data, insight and consultancy companies. Working together across the whole spectrum of research and consulting disciplines, its specialist brands, employing 30,000 people, provide inspirational insights and business strategies for corporations and governments in 100 countries. Kantar is part of WPP and its services are employed by over half of the Fortune Top 500 companies. For further information, please visit us at [www.kantar.com](http://www.kantar.com)



## Notes

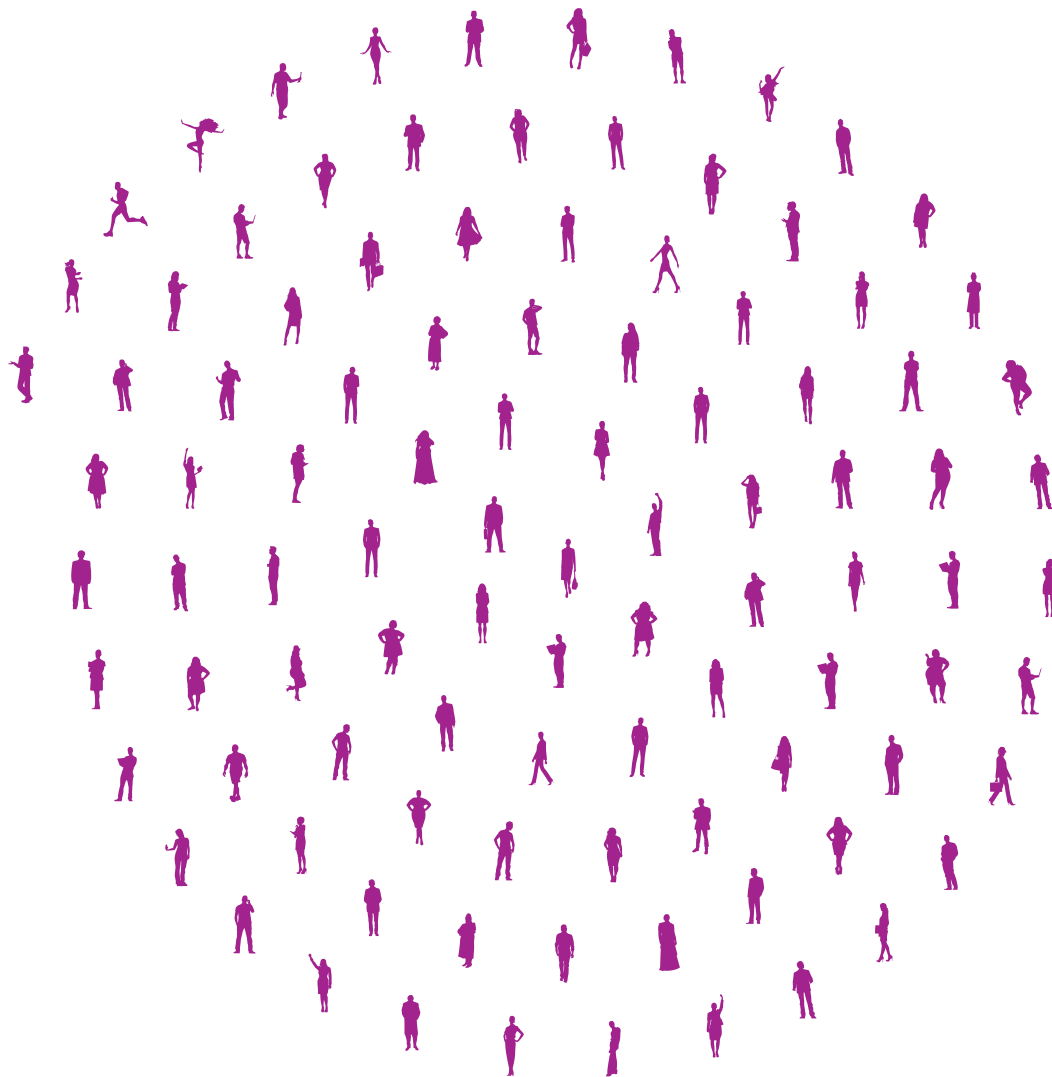
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# THE REYKJAVIK INDEX FOR LEADERSHIP



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