



LLYC

**WOMEN LEADERS
ON THE THRESHOLD
OF VISIBILITY**

ANALYSIS OF DIGITAL CONVERSATION
ON LEADERS IN POLITICS, BUSINESS, AND JOURNALISM

March 2022

INTRODUCTION

At LLYC, we are convinced that **the visibility of female talent accelerates equality in the work force because it normalizes the presence of women in all sectors and disciplines, provides references for new generations, promotes models of diverse success and leadership, and boosts women's professional careers.** In 2019, we published a report titled "*Contar y contarlo*" [Say and tell it,] in which we compiled and compared studies on this trend.

Deciding to cross this threshold and become more visible is not as simple a task as it appears. The "self-promotion" gap, that is, the difference in the efforts made by women and men in highlighting their achievements, **advertising themselves in the marketplace, and generating visibility regarding their professional profile is as much as 33%, according to studies published in the Harvard Business Review.** This research points to some potential reasons for this, such as a lower level of confidence by women in their own professional capabilities and greater conviction by men of the relationship between these self-promotion strategies and financial incentives.

One of the factors that could have the most influence is the "double-bind bias." This refers to the fact that these visibility and marketing actions create the opposite effect for women. They are, or fear being, penalized for promoting themselves, even when their minimized presence also has negative consequences for their careers. In contrast, men are applauded and not penalized for the same conduct and attributes.

Another barrier may be the greater dedication of women to their families and to care work. **According to the ILO, women devote 4.4 hours per day to unpaid caring, while men devote only 1.4 hours per day.** As promotion and visibility activities are considered to be additional – and not inherent – to work duties, they are often performed out of working hours, which thus adds another layer of difficulty to the already complicated work-life balance.

Lastly, reports by international bodies like Amnesty International warn of the violence that exists against women on social media, a clear disincentive for greater participation.

None of these elements would seem, judging by what has been published to date, to be the only cause or one that wholly justifies the lower visibility of women individually. We wondered whether, analyzing digital conversation, we could contribute to understanding this combination of reasons and, with a clearer diagnosis, what strategies could be most effective in general or specifically in the countries in which we operate.



~~THE VISIBILITY~~
**OF FEMALE
TALENT IS
AN ACCELERATOR
OF EQUALITY**

HOW CAN ~~DIGITAL CONVERSATION~~ ABOUT WOMEN LEADERS BE MEASURED AND HOW DOES THIS COMPARE WITH THEIR MALE COUNTERPARTS?

The lower presence of women in politics, business, and the top echelons of journalism is clear and still glaring. **UN figures confirm the lack of parity governments – in 2021, only 14 countries achieved this – and that 75% of MPs around the world are men. Only 8% of Fortune 500 companies have a woman CEO.** In the media, despite a balance in editorial staff in many cases, the gender gap expands as the responsibility of the position rises, as described in the [annual report of the Press Association of Madrid](#).

For that reason, we felt it limiting to only check the number of women journalists, politicians, or business leaders spoken about on social media. We took it for granted that the number is much lower than for men in the three professional realms that are the subject of conversation, and that replicates the [situation of the under-representation of women in the traditional media](#). (It is worthwhile highlighting here the [commitments by some media companies](#) to change this situation; there are exceptions).

Once the number of profiles was balanced, we focused on **identifying the differences in the attention paid to women, and what the tone and content of the conversation generated around them was. Could that be the key to why women do not cross the threshold of visibility?**

We chose a sample of 720 people: 360 women and 360 men in 12 countries (Argentina, Brazil, Chile, Colombia, Ecuador, Spain, the United States, Mexico, Panama, Peru, Portugal, and the Dominican Republic,) endeavoring to

ensure a fair representation of three professions (10 politicians, 10 business owners, and 10 women journalists by country, and the same distribution of men in each geographic location.)

Including the United States among the locations studied creates an imbalance due to cultural and linguistic factors. In fact, this country has more Twitter users than all of Ibero-America together. Accordingly, when we highlight the results from the whole sample, we should check whether the trend is confirmed in Ibero-America or whether the North American data influences the result too much.

Natural Language Processing (NLP) trends allowed us to process 11.5 million posts on Twitter over the last 12 months (between February 1, 2021 and January 31, 2022,) comprising almost 70 million words. Using NLP, we can make different types of automated analysis of the grammar and syntax of the messages. For the comparative analysis of the frequency of words relating to men or women, we used automatic lemmatization techniques to obtain the root form, while pools of words from different semantic fields were identified: emotions, insults, opinions, disparagements, etc.ç

For the qualitative evaluation of messages, we employed sentiment analysis techniques based on a multilingual model of 16 languages learned by transfer; in other words, we employ them to have a more general comprehension and then transfer this learning to apply it to a specific task, in this case the assigning positive, negative, or neutral meaning to the messages directed at male and female leaders.



WE HAVE PLACED THE FOCUS ON THE ~~TONE AND CONTENT~~ OF THE DIGITAL CONVERSATION GENERATED ABOUT WOMEN

THE VISIBILITY GAP IS SIGNIFICANT. WOMEN ARE CLEARLY UNDERREPRESENTED IN DIGITAL CONVERSATION.

Even by using a balanced sample (remembering that the conversation was measured regarding 360 men and 360 women,) female leaders are quoted much less often than their male counterparts. **Only one in every four messages (25.76%) refers to or is about the selected woman leaders.**

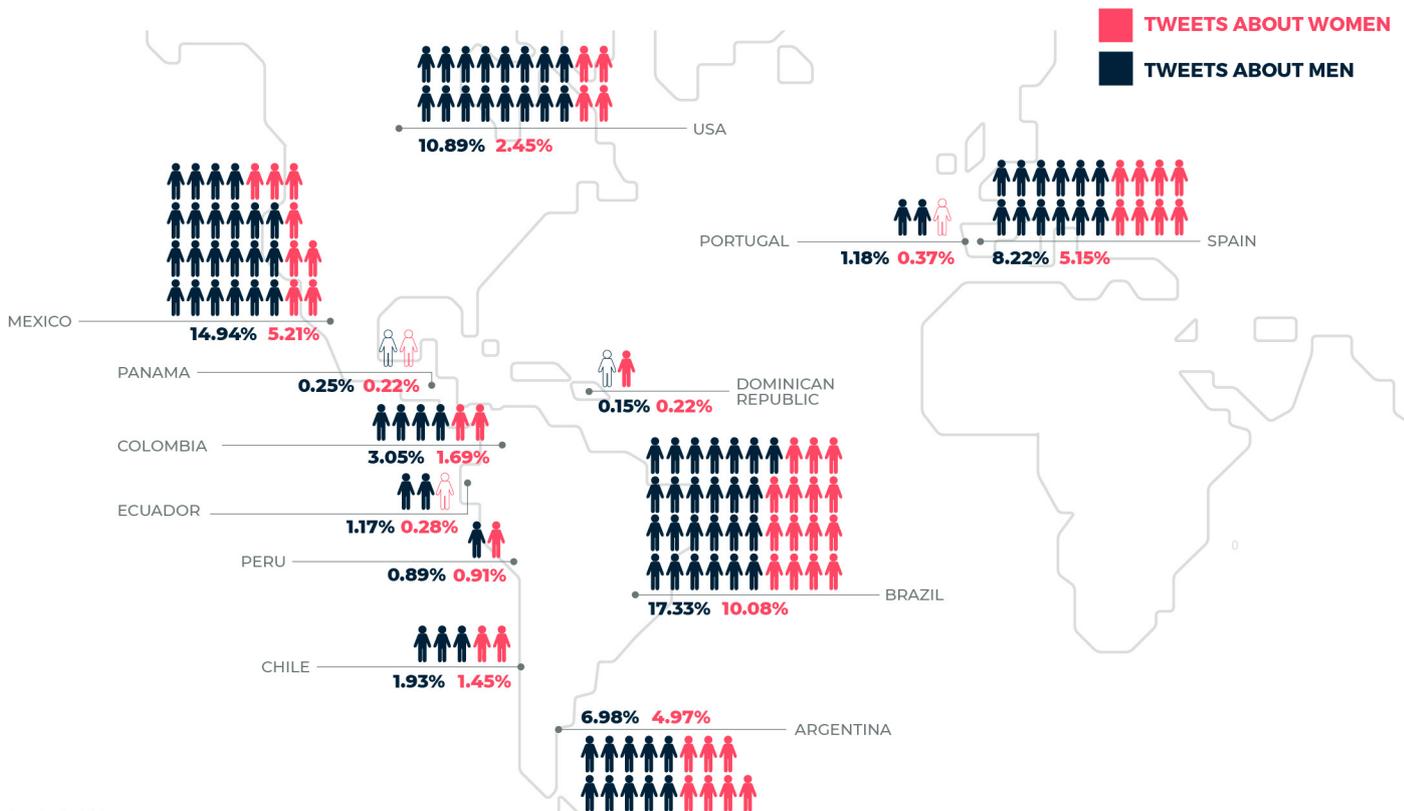
The situation is even worse when we begin to look at the countries that fell below the average, in Portugal (17.1%), the United States (18.3%), and Ecuador (19.5%). Countries with percentages that point toward an equal presence include Peru (50.6%), Panama (47.2%), and the Dominican Republic, which particularly stands out with 71.5% of messages posted about women.

With such a limited sample for each country, each case must be analyzed individually. Specific profiles with a high

visibility may show results that cannot be accounted for without human analysis and we must try to prevent that giving rise to generalizations. This same situation may also be interpreted as a glimmer of hope: **when women leaders take an active role and increase their visibility, the impact on the balance of the conversation is significant, particularly in smaller countries.**

Why then are women not spurred on to cross this line and make themselves more visible when they observe the lack of female voices? *McKinsey, in its annual report in collaboration with Lean In*, refers to the impact felt by “women who are onys” at work, and how this makes their daily experiences more difficult. It is highly likely that, when perceiving a conversation in which they may be “unique” (or at the very least an exception,) many women prefer not to cross this threshold.

DISTRIBUTION OF THE CONVERSATION ANALYZED



STUDY DATA

11,552,472 MESSAGES

69,392,949 WORDS

12 MONTHS

720 LEADERS FROM POLITICS, BUSINESS AND THE MEDIA

12 COUNTRY

WOMEN BUSINESS LEADERS ARE ALMOST NONEXISTENT IN DIGITAL CONVERSATION

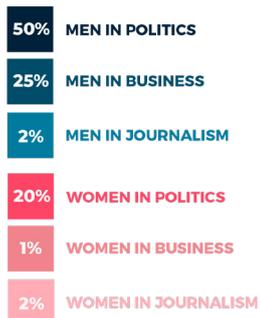
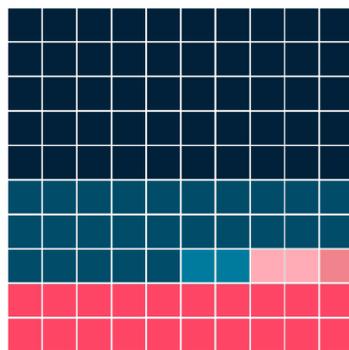
70% of all the conversations analyzed revolves around male and female politicians, 26% around leaders in private companies, and the remaining 3% around journalists.

Politicization achieves highs in countries like Argentina, Brazil, Spain, and Portugal which leads to more discussion regarding male and female politicians; meanwhile, for business leaders mentions of women do not even amount to 3% (and in Brazil not even to 1%.)

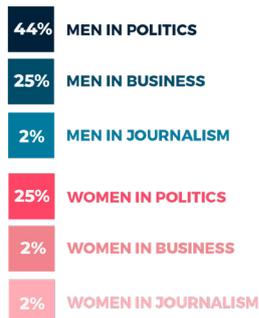
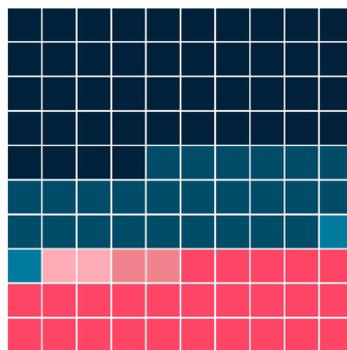
Since only 5% of the messages in the business category mention women, the conclusion is clear; **female executives practically do not exist in digital conversation, and only 1% of messages about leaders refer to women in the business world.**

PARTICIPATION IN THE CONVERSATION BY GENDER AND OCCUPATION

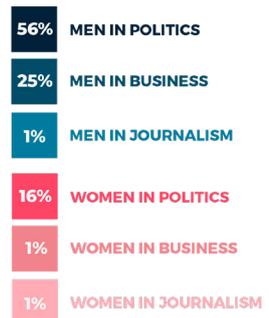
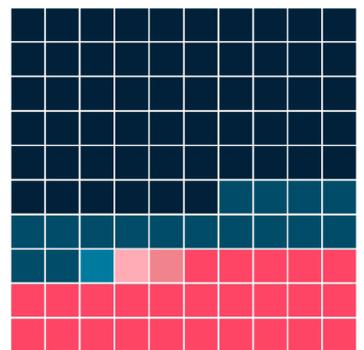
TOTAL COUNTRIES ANALYZED



TOTAL IBERO-AMERICA



TOTAL USA



Aspiring to greater visibility of female business leaders in a strongly politicized context may seem too ambitious. Will we find a little more balance if we only compare their presence with the data generated about men in the same field, that of private investment? The answer is a resounding “no.”

In the United States, the absence of visible women heading up technology companies, which generate very high volumes of conversation, displays a huge difference: **98% of the conversation about 20 business leaders we selected revolves around the ten that are men.**

Although the average is also low in Ibero-America (9% of messages about businesses,) the situation is even worse than in the USA **in countries such as Chile, Colombia, and Mexico, all of which show a presence of women business leaders in conversation below 1%.**

Peru is the only exception, where the percentages are reversed. The high level of activity by women business leaders on Twitter is probably the reason why only 17.9% of the conversation about business leaders is in relation to men.

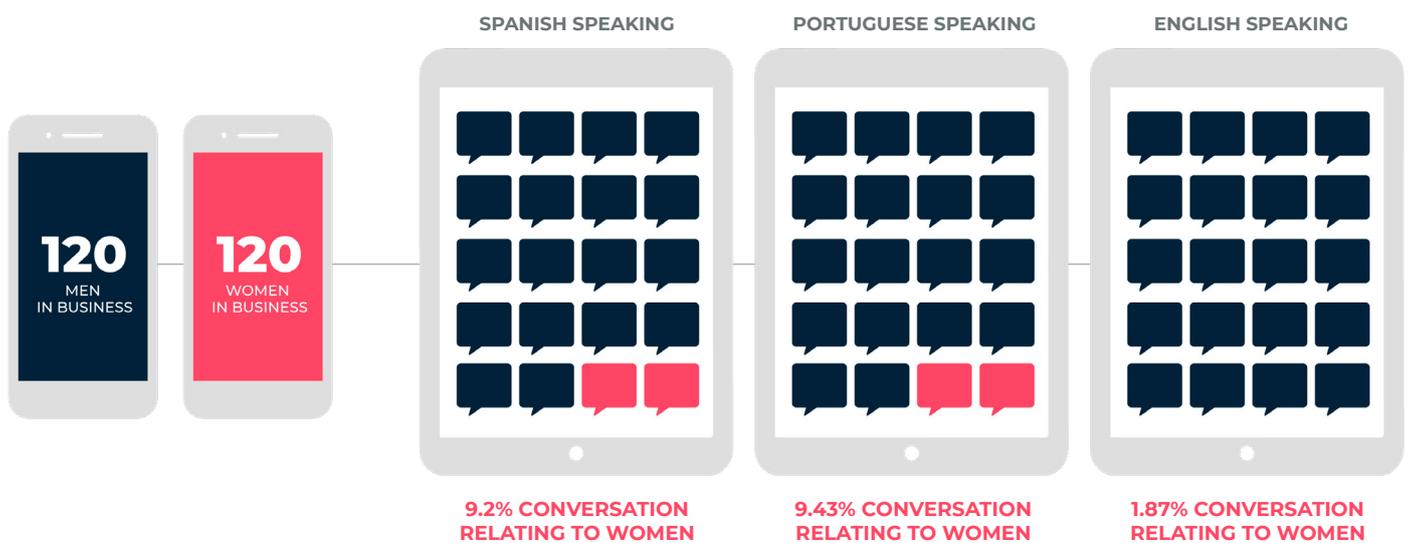
Spain, Portugal, and the Dominican Republic stand in the bracket where between 75% and 80% of the business conversation is about men.

Lastly, **the only country with balanced conversation is Panama (50.4% about women business leaders.)**

These percentages would not be acceptable even if we had included all business leaders in our sample - which would be 33% women in management positions in Latin America, 30% in Europe, and 29% in the United States - where they would also be underrepresented in the conversation. Since the sample is balanced in this study, the conclusions are even more disgraceful.

What does a young woman, who active on social media and aspires to run a company see? The image of a man doing it.

BUSINESS: COMPOSITION OF THE SAMPLE AND PARTICIPATION IN THE CONVERSATION



ONLY 5.1% OF THE CONVERSATION REFERS TO INFLUENTIAL WOMEN BUSINESS LEADERS

JOURNALISM – A FIELD WITH GREATER FEMALE VISIBILITY

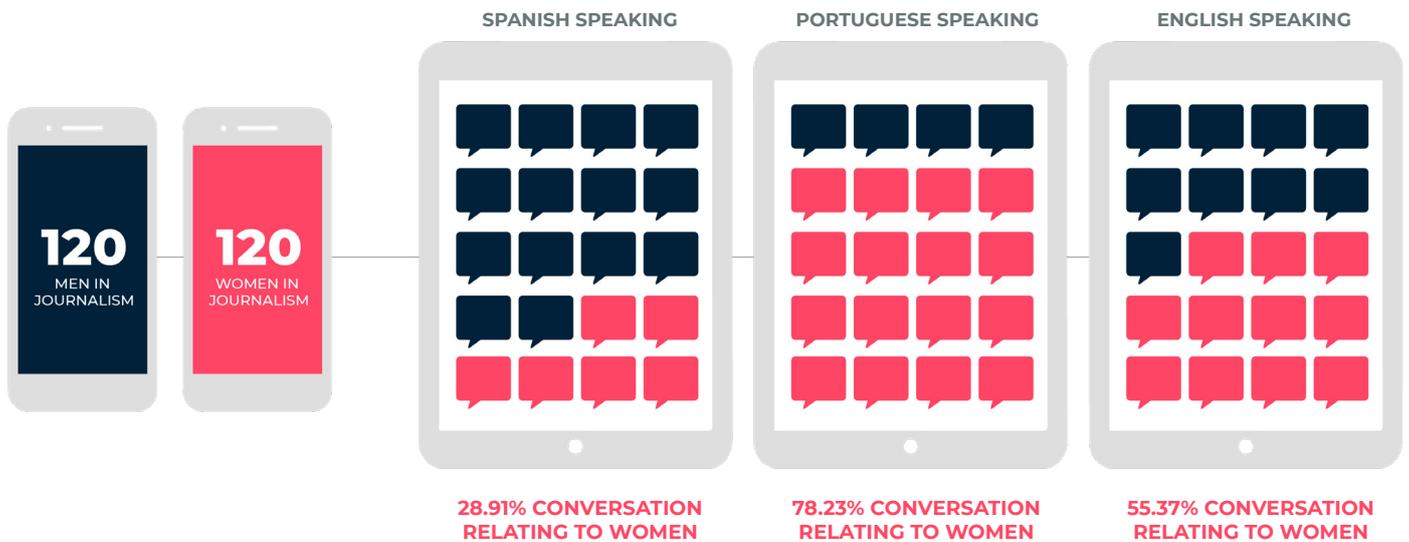
The first point to make in reference to the figures for Spain, which is also depicted by McKinsey from an international perspective: there is considerable parity in editorial media staff positions while **the management of these media outlets and their support staff is mostly men.**

This higher presence of women at daily papers, radio stations, television channels, and in digital media, in a profession that cannot avoid operating on social media and is particularly active on Twitter, is reflected in the results. **The visibility of women journalists is significantly higher than for men in the United States (by 25%)**

and, in the three fields studied (business, journalism, and politics) **the highest percentage of mentions of women is recorded in Ibero-America (37.07% of the total).**

The importance of Brazilian, Peruvian, and Dominican women reporters – countries where more than 70% of the messages in this category were about women journalists – offsets those that still have men as the most visible face of their media (Chile with less than 15%, Mexico with 21.75%, and Argentina with 25.3% of messages about journalists mentioning women).

JOURNALISM: COMPOSITION OF THE SAMPLE AND PARTICIPATION IN THE CONVERSATION



47% OF THE CONVERSATION ABOUT JOURNALISTS REFERS TO ~~WOMEN~~

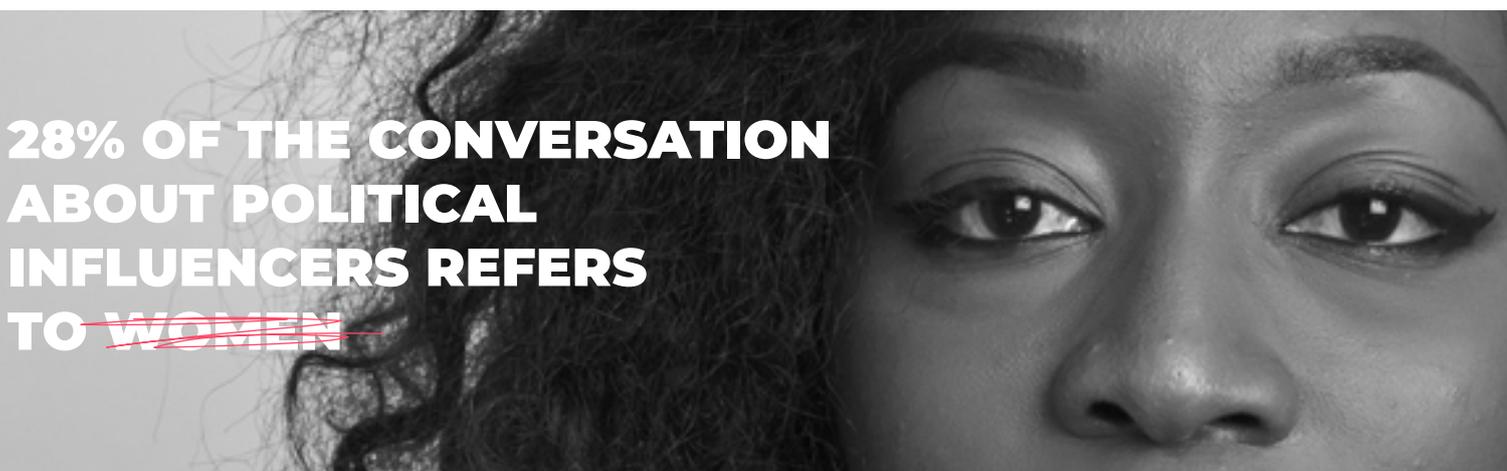
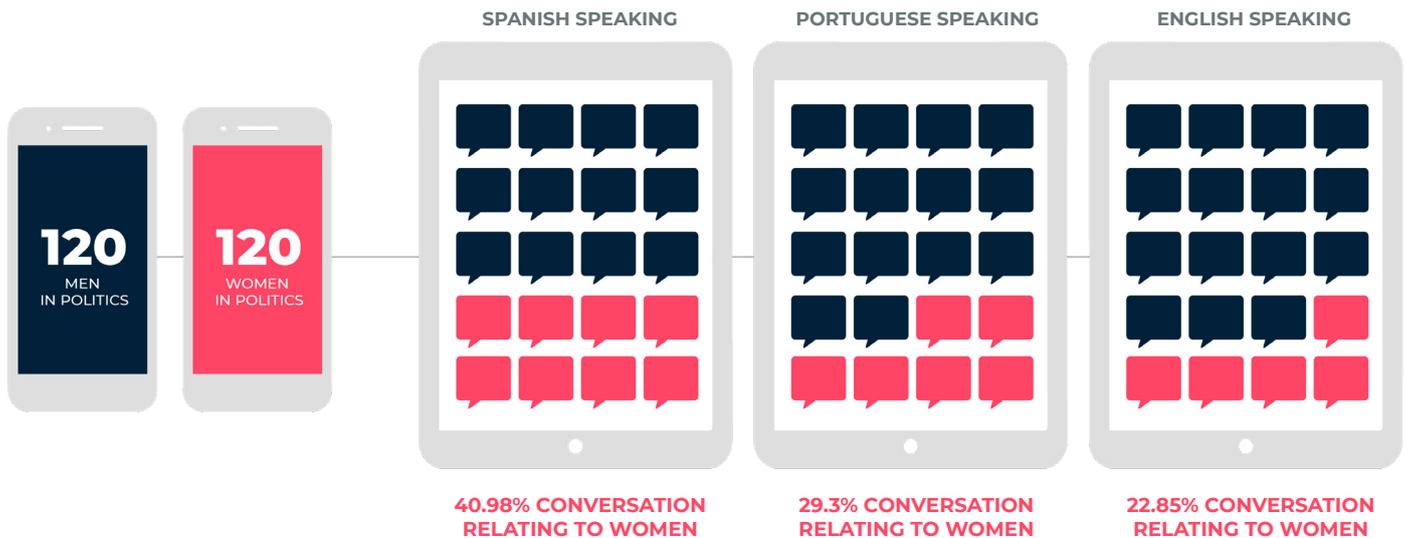


~~Men~~
**VISIBLE PARITY OF POLITICIANS
 IN ARGENTINA, CHILE, AND PANAMA**

Unlike countries like Ecuador and Portugal, where female politicians receive one-fifth of the attention given to their male counterparts, we find a volume of conversation near parity in the two countries in the Southern Cone of America and Panama. This is a particularly important milestone in Chile, given that in the other two fields - journalism and business - it was ranked as one of the countries with the most focus on men in the 12 countries analyzed.

In Spain, despite the fact that the Council of Ministers is comprised of a majority of women, more conversation is still generated about male politicians. This is probably due to their positions as the leaders of the parties with the highest parliamentary representation as well as greater public activity.

POLITICS: COMPOSITION OF THE SAMPLE AND PARTICIPATION IN THE CONVERSATION



**28% OF THE CONVERSATION
 ABOUT POLITICAL
 INFLUENCERS REFERS
 TO ~~WOMEN~~**

THE MOST VIOLENT CONVERSATION RELATES TO MEN

Messages that contain insults, profanities, or threatening language have been considered “violent,” but doubt arises as to the gender bias in the semantic classification. Certain turns of phrase may have a more or less violent connotation or be perceived differently according to the gender of the recipient.

We should remember that conversation is only being measured on one social media outlet, generated in relation to certain leading figures, both men and women. **These conclusions should not therefore be extrapolated to other social media, to general conversation, or to the harassment that the general population, and women in particular, suffer from in their digital interactions.** In fact, the [Pew Research Center](#) estimated in 2021 that four out of every ten North Americans have suffered some kind of harassment on social media.

Furthermore, the harassment of women is less literal and is often hidden behind ambiguous and ironic expressions or emojis (for example erotic characters like 🍆 are used 16% more toward women, and romantic characters like 💕 are used 200% more.)

Given these preliminary considerations, which are very important due to the gravity of the issue under analysis, **conversation that was clearly violent in relation to these 720 people amounts to 3.65% of the total.** It was almost one percentage point higher in the USA, amounting to 4.21% of the total.

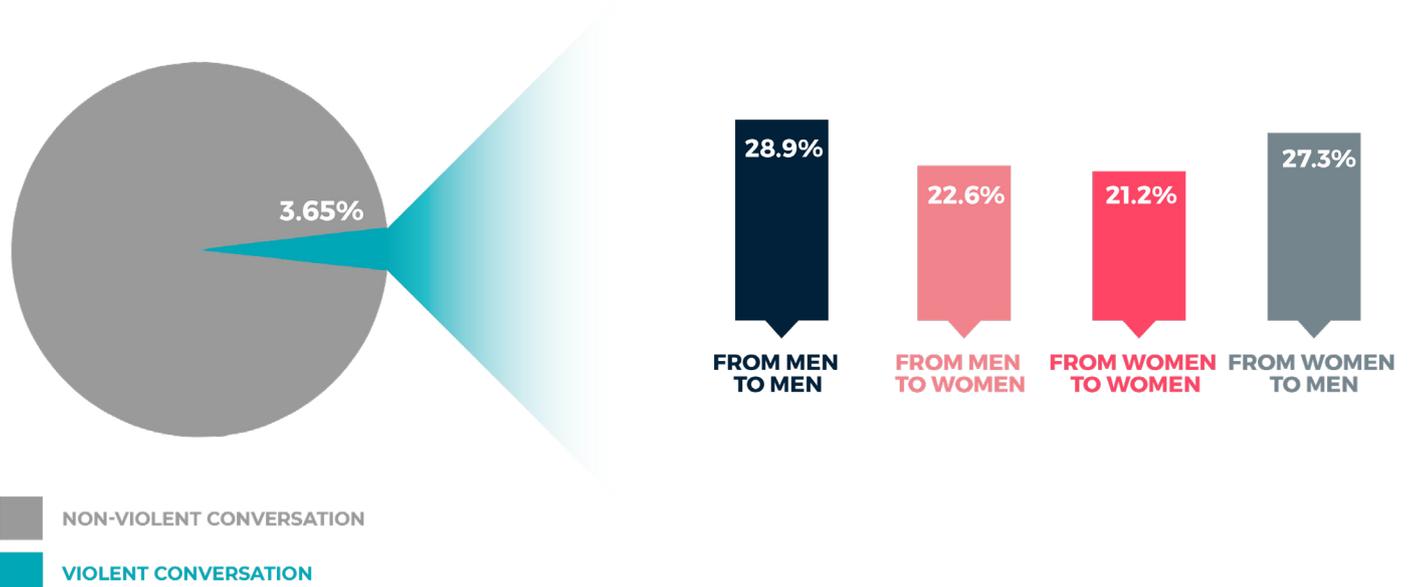
In Ibero-America, **tweets with profanities are 33% more commonly used to refer to male leaders**, who are also insulted on 22% more occasions.

The study mentioned above by the Pew Research Center coincides with this, stating that “although men are more likely to suffer harassment online, women are more likely to feel upset by this and feel that it is a serious problem.”

In fact, a violent environment, even though they may not be targeted directly, generates greater fear and rejection among women and they feel the need to take more drastic protective measures than men. The search for security is less visible and hence the problem is perpetuated, as described by [Begoña Gómez Urzaiz](#) in *El País*.

With few exceptions, it seems **that business leaders receive this type of verbal assault more often and that, among women, journalists are the most exposed.** In the case of North Americans, this is even higher than for men (up to 24.12% more.)

Portugal, Panama, and the Dominican Republic consistently have fewer documented insults and profanities. Regarding the latter, the level of “crudeness” of the language rises in Mexico (1.42% of messages with this type of expression) and in Spain (1.38%), while they do not even amount to 0.5% in Portugal and Ecuador.



WOMEN'S ~~IDENTITY~~, DEFINED BY THEIR GENDER, THEIR PARTNER OR THEIR POSITION

The family and women's relations are associated with their image more frequently just because of their status as a woman. This holds true for female politicians and business leaders in Ibero-America as well as for female journalists and business leaders in the USA.

It is still common to describe women leaders as "the wife of" instead of deeming their own merits sufficient. (This is more common in the case of Spanish-speaking women business owners, reaching a difference of 62% compared with men.) Although this is fundamentally an Ibero-American phenomenon, **it is also more frequent for American female executives, with almost 30 points more mentions than those received by men.**

In Ecuador (102% more than men,) Spain (103% more) and, very particularly, Mexico (242% more,) **the personal relationships of women business leaders are clearly a subject of conversation.** For Ibero-American politicians it is also common (a 34.8% difference,) while among female journalists there does not seem to be a consistent trend in the countries analyzed, and it would seem to depend on specific profiles.

The need to identify the leading women analyzed in relation to their position is also noteworthy. Particularly in the Spanish-speaking business world the position held by women is between two and three times more common in conversation (149.6% higher.)

MEN RECEIVE MORE CRITICISM; WOMEN MORE EXPRESSIONS OF AFFECTION

The conversations that contain references to positive qualities account for 3.5% of the total, compared with 2.9% of messages that include negative adjectives or nouns. In the former category, there are 6.5% more messages toward women, while in the latter – criticism - men are 4.8% more likely to be the recipients. These are not significant differences, but they do change perception that: a) digital conversation is fundamentally harmful, and b) women are more heavily criticized.

The differences in the treatment of women business leaders are particularly impactful in Argentina (where they receive 66% more messages with positive qualities than male executives,) and for Brazilian women journalists, who receive 46% more compliments for their professional performance.

Similarly, affectionate words (less than 2% of the total conversation) play a more central role in messages on women leaders than they do for men (16% more in Ibero-America and 8% more in the United States.)

There are different circumstances that are worth analyzing, above all in countries where women business owners receive much fewer expressions of this type than their male counterparts. This is the case of Argentina, Colombia, and the Dominican Republic.

In total contrast, **women executives received double the number of explicit messages of support and affection than men.**

EXPRESSIONS OF AFFECTION

AIMED AT WOMEN



AIMED AT MEN



THE RISK OF CHILDISHNESS

Those terms that could move from appreciation and affection to childish treatment are separated into a different category. This group comprises another 1% of the conversation and are indeed **used much more recurrently with affectionate female emojis, outside of a framework of seriousness and professionalism**, or shortened or childish terms like “yupi”, “guapi”, “gordi” or “chuli” (33% more in Spanish-speaking countries and 15% more in Portuguese-speaking countries.)

In the United States, this trend doesn't hold (in fact, men receive 7% more childish treatment than women in general,) except for female journalists, who suffer this twice as much (difference of 150%.)

There is a **marked trend to use childish expressions to discuss women in Argentina (51.26% more than expressions of this type to men,) Chile (108%), Spain (64%), Panama (49%), and Portugal (67%).**

CHILDISH EXPRESSIONS

AIMED AT WOMEN

AIMED AT MEN



THERE IS A MARKED TREND OF CHILDISHNESS TOWARD ~~INFLUENTIAL WOMEN~~ IN ARGENTINA, CHILE, SPAIN, PANAMA AND PORTUGAL



“DOUBLE BIND” CONFIRMED IN SOCIAL CONVERSATION, PARTICULARLY FOR ~~WOMEN BUSINESS LEADERS~~

We have found few attributes that are radically positive for one gender and totally negative for the other, although we have found some that are particularly attributed to women, such as empathizing, adaptation, and prestige (included between 52% and 62% more positive messages than for men.)

This “double bind” can be seen when we measure the sentiment produced by some characteristics. We saw evidence that, **although also men were also penalized, there are some terms that are included in messages with a more negative sentiment when associated with women.** For example, superiority, arrogance, and an overbearing nature generate a sentiment that is twice as negative toward women business leaders than toward men. In fact, the business discussions produced the most distant assessments with the greatest negativity toward women.

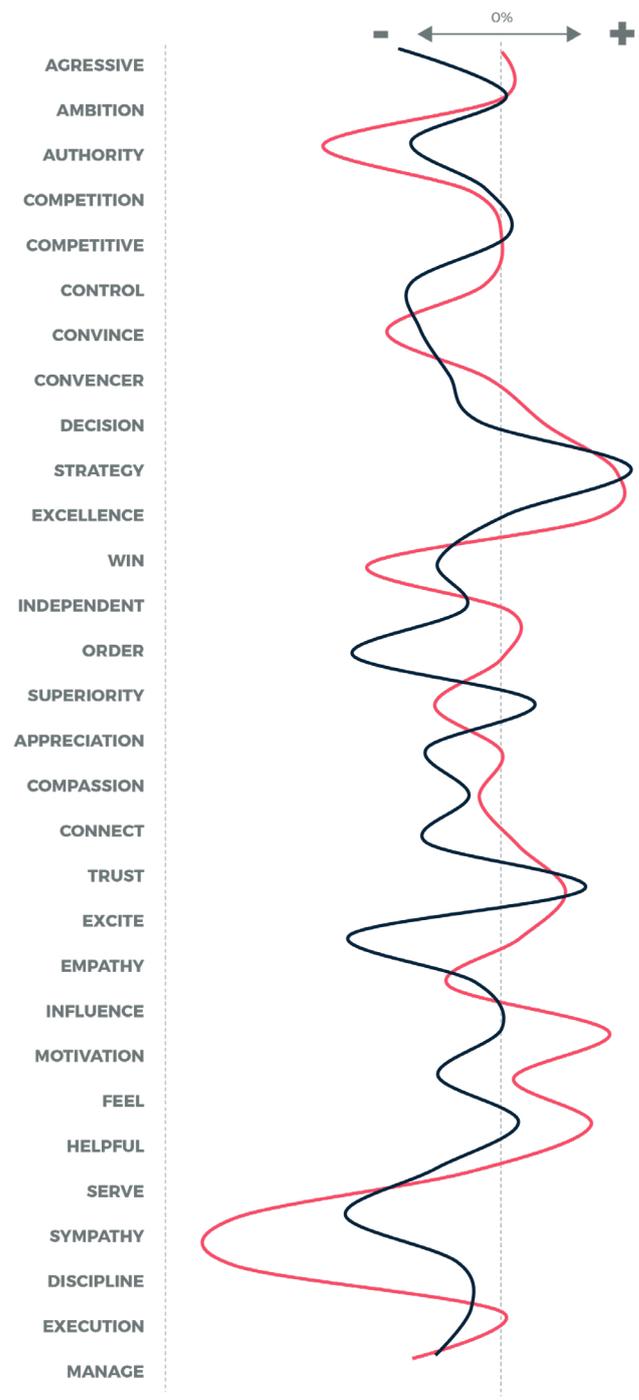
Still looking at the business segment, logically if women are penalized for being ambitious (which they are 27% more than men,) then they would be appreciated for being empathetic, accommodating, and constant in their efforts. Bias does not understand logic and quite the opposite happens. **Women are criticized twice as strongly as men for these three qualities (empathy, accommodation, and constancy.)**

The title of the Catalyst report on this issue would be appropriate to use here: *“Maldita si lo haces, condenada si no lo haces. Demasiado suave. Demasiado dura. Nunca del todo bien.”* [Damned if you do; damned if you don’t. Too soft. Too hard. Never completely right.]

Characteristics that are theoretically neutral, **such as independence (13%) and competitiveness (8%) are also negatively assessed in general and are viewed particularly negatively in relation to women.**

In politics, we should highlight that the playing field appears to be becoming more level. Empathy, understanding, and persuasion have a more positive connotation for women than for men. For the rest of the terms, the differences in the sentiment are much greater, at around 10% in one direction or another in most cases, and **with slightly more favorable treatment toward women.**

BUSINESS: DIFFERENCES IN THE SENTIMENT OF ATTRIBUTES



■ WOMEN ■ MEN

~~DIFFERENT EMOTIONS~~

Almost 2% of the conversations refer, through words or emojis, to emotions. In total, you **are 16% more likely to find references of this type when the messages relate to women**, with a significant rise (up to 24% more) in the United States. The trend is also more marked in Chile and Peru.

In this case, what is interesting stems from the type of emotion associated with each gender and in how they are expressed. In women, we find terms such as “cry” or “get emotional” more frequently, while for men we more often see “fear,” “worry,” and “nervous”. In Spain, the emotions expressed in relation to male leaders are verbally represented in higher proportion than those expressed towards women, where they resorted to an emoji between 13 and 35% more in conversations about women.

In general, it seems **that women who express their feelings generate 23% more positive feelings than men**, although once again, the trend is reversed for women business leaders, whose emotions generate 42% more rejection.

It is important to highlight that in the United States, as well as attributing more emotional content to women, this generates a higher differential of positive sentiment toward them, 60% in the case of female politicians and journalists. The impact of this greater appreciation of emotional expression, in the case of women, is being studied by political analysts in relation to ideal candidate profiles.

Regrettably, examples also exist in this category of double bind. **Anxiety, confusion, anger, and frustration generate more rejection in women** (between 12 and 32% more negative sentiment,) **while serenity is also criticized 27% more than in men**.

**THE REFERENCES
TO EMOTIONS ARE
MORE COMMON IN
TWEETS RELATED
TO WOMEN**



FEMINISM AND EQUALITY – ~~A WOMAN'S THING~~

The report entitled Barriers to equality published by LLYC in 2021 warned about the waning importance of gender equality in digital conversation. From the messages analyzed in the report in the last year, **only 0.25% refer to feminism, equality, parity, and related matters.**

The small number of tweets on this matter involving men is even more striking: women's rights continue to still be primarily promoted by women, however much governments, companies, and the media outlets occasionally declare their commitment to them. **In total, women talk about equality twice as much as men.**

The figures in the United States are even more overwhelming, above all in relation to the media. Despite harassment being reported on television channels, **male journalists, for example, do not adopt a position on this matter**, and their female colleagues amass six times more statements (519% more.) This proportion is even higher for women business leaders in the Dominican Republic (630% more) and in Argentina (574% more,) followed by their counterparts in Portugal, Ecuador, and Spain, who amass four times the volume of messages on feminism than their male counterparts in these countries.

The countries where the opposite occurs (more men than women, above all in the business world, generating conversation on equality) are Brazil, Panama, and Peru.

Why are these cases the exception and why is it so hard for men to take on the agenda of equality and parity? Perhaps it is protective strategy, **given that the sentiment of the overall conversation related to these leaders about feminism is negative in 8 out of the 12 countries analyzed.** Talking about equality in Brazil, Colombia, Spain, the United States, Mexico, Panama, Peru, and the Dominican Republic could make you subject to criticism, however incredible that may seem. In contrast, it is an opportunity to generate mainly positive feedback in Argentina, Chile, Ecuador, and Portugal. The countries with the most extreme positions seem to be Panama (23% more negativity in the conversation) and Argentina (almost 27% more positivity in the debate.)



**WOMEN TALK
TWICE AS MUCH
ABOUT ~~EQUALITY~~**

CONCLUSIONS AND RECOMMENDATIONS

IT IS PRESSING TO ENHANCE THE VISIBILITY OF WOMEN LEADERS, PARTICULARLY IN THE BUSINESS WORLD

The lack of visible women in the business world creates a **major lack of references**. This gap not only has a negative impact on young people and adolescents who struggle to their full potential without role models, but also **on the total or partial abandonment of the professional** career of invaluable women during complex times in effort to strike a work-life balance, such as during maternity and caring for the elderly. **The loss of talent** is not only unfair for women, but also costly for businesses.

The markedly greater visibility of men in all fields **reinforces classical and stereotypical leadership models**, expelling those who do not feel represented and demotivating those who think that, to attain an important position, they must imitate alien conduct and styles. **More balanced visibility is not only important for women but fundamental for creating more diverse and inclusive societies.**

THE VISIBILITY OF WOMEN IS INCUMBENT ON US ALL

To reduce the difference in visibility, **it is not enough for women business leaders to play a more active role in their self-promotion. The responsibility also falls on the media** to ensure that they consult the same number of female as male experts, on **organizers of events** to require programs have female representation, and on **companies** to facilitate greater dedication to these tasks for women, through training, professional support, and available time.

THE HIGHER THE PRESENCE OF WOMEN IN CONVERSATION, THE QUICKER PERCEPTION BIASES ARE CORRECTED

The fact that female journalists and politicians suffer less from the double bind bias is not by chance. The figures in this study show that, despite still being underrepresented, their greater visibility in public life in relation to women business leaders **normalizes different success models and contributes to qualities ceasing to be viewed as exclusively masculine or feminine**. Accordingly, ambition may cease to be poorly perceived in the future if personified by a woman, and vulnerability may move from being an exception to a different, yet habitual, way of exercising leadership.

EFFORTS AT MODERATION ON SOCIAL MEDIA ARE FUNDAMENTAL

Violence should never be permitted by anyone or against anyone, and we are increasingly more aware of the consequences of harassment movements on social media. **For women to interact in a violent environment, even if they are not the target victims, is particularly uncomfortable.** Efforts by technology companies to detect and **remove threatening messages, insulting content, and fake or anonymous users are thus particularly important (and still insufficient.)**

The debate on whether self-regulation is enough or if legislation is needed that imposes co-responsibility is increasingly veering toward this latter idea. Meanwhile, **users must continue to demand resounding action and avoid becoming complicit in this type of conduct.**

THE COMMODIFICATION AND INFANTILIZATION OF WOMEN ARE EASILY AVOIDABLE

Being aware of our **unconscious biases** and turning them into conscious decisions is the first step toward equality. Even with the best of intentions, when we highlight the professional achievements of women and continue to identify them as “the wife of” or “the daughter of,” we contribute more to the problem than to the solution.

Our expressions of affection should be the same for women as for men. If we do not feel comfortable calling a male political leader “dear” or “pretty” then we should not do that to female political leaders, even if there is no irony intended.

Reflecting on the language we use when referring to women is an essential effort in our contribution to enhancing their visibility.

THE EQUALITY AGENDA MUST BE ADVOCATED BY MEN AS WELL

Even though most conversations absolutely dominated by men, we have allowed women to head up the pro-equality movement. Consequently, **feminism and parity will never reach the level of importance in the conversation that it should have in a society that aspires to be equal.**

We need more women talking about the economy, science, technology, and international politics, and more men being explicit about their commitment to equality, demonstrating their familiarity with the issues, and showing, by example, that the companies they run are more inclusive and diverse thanks to women in leadership.

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ANNEX: LIST OF LEADERS FOR ANALYSIS

BUSINESS

Acosta, Antonio (ECU)
 Albanesi, Alcione (BRA)
 Alcocer Koplowitz, Esther (SPA)
 Alemán Zubieta, Alberto (PAN)
 Almánzar, Circe (DOM)
 Altavilla, Paula (ARG)
 Álvarez Guil, Marta (SPA)
 Álvarez- Pallette, José María (SPA)
 Alvear, Fernando (CHL)
 Amorim, Paula (PRT)
 Angarita, Carolina (COL)
 Añaños, Carlos (PER)
 Aramburuzabala, María Asunción (MEX)
 Arango, Cristina (COL)
 Arango, Sol Beatriz (COL)
 Araúz, Carlos (ECU)
 Arévalo-Carpentier, Michelle (ECU)
 Assis, Ana Paula (BRA)
 Awad, Janet (CHL)
 Azcárraga, Emilio (MEX)
 Azevedo, Cláudia (PRT)
 Azevedo, Juliana (BRA)
 Baillères, Alejandro (MEX)
 Bakker, Luis (ECU)
 Barbieri, Pierpaolo (ARG)
 Barbotó, Carla (ECU)
 Barceló, Juana (DOM)
 Bardin, Gabriela (ARG)
 Barnator, Laura (ARG)
 Barra, Mary (USA)
 Bejarano, Claudia (COL)
 Beleza, Leonor (PRT)
 Belmont, Eduardo (PER)
 Belmont, Janine (PER)
 Benavides, Roque (PER)
 Benchimol, Guilherme (BRA)
 Bern de Mena, Jackie (PAN)
 Bertorello, Costanza (ARG)
 Bezos, Jeff (USA)
 Birman, Alexandre (BRA)
 Bitrán, Gabriel (CHL)
 Bloomberg, Michael (USA)
 Boeri, Claudia (ARG)
 Bolinaga, Miguel (PAN)
 Boneti, Ligia (DOM)
 Bortoni Dias, Ana Karina (BRA)
 Botín, Ana P. (SPA)
 Brache, Pedro (DOM)
 Braga, Daniela (PRT)
 Brewer, Rosalind (USA)
 Buffet, Warren (USA)
 Bulgheroni, Alejandro (ARG)
 Cajías, Catalina (ECU)
 Calle, Arturo (COL)
 Caputi, Angelo (ECU)
 Chapman, Felipe (PAN)
 Chen, Min (PAN)
 Chesky, Brian (USA)
 Claro, Juan (CHL)
 Clemares, Fuencisla (SPA)
 Contreras, Mónica (COL)
 Cooper, Claudia (PER)
 Corral, María Fernanda (ECU)
 Corredor, Beatriz (SPA)
 Corripio, Manuel (DOM)
 Cosentino, Tania (BRA)
 Costa, Alexandre (BRA)
 Costa, Mariana (PER)
 Costantini, Isela (ARG)
 Cruz, Eduardo (DOM)
 Daes, Christian (COL)
 DancaUSA, Dolores (SPA)
 De La Puente, SUSAna (PER)
 De La Riva, Gabriela (MEX)
 de Maduro, Aida (PAN)
 de Mello, Salvador (PRT)
 de Moya, Campos (DOM)
 De Stisin, Carmen (ECU)
 Deller, Michelle (ECU)
 Díaz, Juan Octavio (PAN)
 Díez Barroso, Laura Renee (MEX)
 Diniz, Abílio (BRA)
 Dorsey, Jack (USA)
 Duarte, Jessica (CHL)
 Durán, Guadalupe (ECU)
 Egas, Fidel (ECU)
 Elías Rainieri, Frank (DOM)
 Ellison, Larry J. (USA)
 Errázuriz, Jorge (CHL)
 Escobar Corredor, Camila (COL)
 Escobar, Sylvia (COL)
 SPAino de Marotta, Ilya (PAN)
 Eurnekian, Eduardo (ARG)
 Fajardo, Ernesto (COL)
 Feldmann, Alceu Elias (BRA)
 Fernández Carvajal, José Antonio (MEX)
 Fernández, Beatriz (COL)
 Fernández, Romina (ARG)
 Ferreira, Cristina (PRT)
 Flores Aráoz, Rosa María (PER)
 Fonseca, Alexandre (PRT)
 Fonseca, Cristina (PRT)
 Forero, Efraín (COL)
 Fort Brescia, Álex (PER)
 Fraga, Arminio (BRA)
 Fraser, Jane (USA)
 Galperin, Marcos (ARG)
 Garamendi, Antonio (SPA)
 García, Ana Victoria (MEX)
 Garijo, Belén (SPA)
 Garza Sada, Armando (MEX)
 Gates, Bill (USA)
 Giraldo, Carlos Mario (COL)
 Goirigolzarri, José Ignacio (SPA)
 Gómez Morera, Blanca Juana (MEX)
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 González, Mayra (MEX)
 Gronchi, Alessio (PAN)
 Guazzotti, Sandra (CHL)
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 Hazoury, Abraham (DOM)
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 Hernández, Mario (COL)
 Herrera, Roberto (DOM)
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 Martin, Milenne (PAN)
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 Mizrahi, Mayer (PAN)
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 Noboa, Isabel (ECU)
 Ortega, Amancio (SPA)
 Ortega, Marta (SPA)
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 Ourmières-Widener, Christine (PRT)
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 Pagani, Luis (ARG)
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 Alvarado, Nicanor (PAN)
 Álvarez Rodrich, Augusto (PER)
 Álvarez, Montserrat (CHL)
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 Aristy, Marien (DOM)
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 Attiah, Karen (USA)
 Ávila, Ricardo (COL)
 Bacal, Sabrina (PAN)
 Ball, Molly (USA)
 Baquet, Dean (USA)
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 Beltrán del Río, Pascal (MEX)
 Bergamo, Mónica (BRA)
 Bloise, Bárbara (PAN)
 Bocardí, Rodrigo (BRA)
 Bonner, William (BRA)
 Borghi, Sandra (ARG)
 Bran, Linda (PAN)
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 Burnier, José Roberto (BRA)
 Bustamante, Mauricio (CHL)
 Bustos, Jorge (SPA)
 Butters, Phillip (PER)
 Cabrera, Edwin (PAN)
 Cacho, Lydia (MEX)
 Calderón, Diana (COL)
 Campos Mello, Patricia (BRA)
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 Carrillo, Mónica (SPA)
 Carvalho, Manuel (PRT)
 Carvalho, Fernando (PER)
 Casals, Pedro Manuel (DOM)
 Castro, Nelson (ARG)
 Cavada, Rafael (CHL)

ANNEX: LIST OF LEADERS FOR ANALYSIS

Lewin, Yasna (CHL)	Rucker, Philip (USA)	Calviño, Nadia (SPA)	Kirchner, Cristina (ARG)	Rice, SUSAN (USA)
Leyva, Milagros (PER)	Ruiz, Gonzalo (ECU)	Cano, Corina (PAN)	Kirchner, Máximo (ARG)	Rio, Rui (PRT)
Lim Yueng, Eduardo (PAN)	Ruiz, Yolanda (COL)	Carrió, Elisa (ARG)	Lasso, Guillermo (ECU)	Ríos Farjat, Margarita (MEX)
Liriano, Jonathan (DOM)	Sadi, Andrea (BRA)	Casado, Pablo (SPA)	Levy, Katleen (PAN)	Robledo, Ángela María (COL)
Longobardi, Marcelo (ARG)	Salazar, Altigracia (DOM)	Castillo, Pedro (PER)	Llori, Guadalupe (ECU)	Robledo, Jorge Enrique (COL)
López Dóriga, Joaquín (MEX)	Salazar, Federico (PER)	Cepeda, Iván (COL)	Lombana, Ricardo (PAN)	Robles, Margarita (SPA)
Lora, Huchi (DOM)	Salgado, Alicia (MEX)	Cerrón, Vladimir (PER)	Loncón, Elisa (CHL)	Rodríguez dos Santos, Francisco (PRT)
Loret de Mola, Carlos (MEX)	Saltiel, Adela (PAN)	Chahuán, Francisco (CHL)	López Aliaga, Rafael (PER)	Rodríguez Larreta, Horario (ARG)
Lozano, Juan (COL)	Samper, Daniel (COL)	Chandler, Walkiria (PAN)	López Obrador, Andrés Manuel (MEX)	Rodríguez, Zulay (PAN)
Macari, Mirko (CHL)	Samper, María Elvira (COL)	Chanis Barahona, Iván (PAN)	López-Gatell, Hugo (MEX)	Romo, María Paula (ECU)
Macedo, Fausto (BRA)	Sánchez Cristo, Julio (COL)	Charpentier, Paz (CHL)	López, Claudia (COL)	Rosas, Ana Giselle (PAN)
Maduro, Valeria (PAN)	Santa María, Constanza (CHL)	Chavez, Betssy (PER)	Lozano, Angélica (COL)	Rousseff, Dilma (BRA)
Maerker, Denise (MEX)	Santana, Carolian (DOM)	Clinton, Hillary (USA)	Lula da Silva, Luís Inácio (BRA)	Roux, Rómulo (PAN)
Magnetto, Héctor (ARG)	Santillán, María Laura (ARG)	Cochez, Guillermo (PAN)	Macri, Mauricio (ARG)	Rubio, Marco (USA)
Maguel, Romina (ARG)	Santos Guerreiro, Pedro (PRT)	Colau, Ada (SPA)	Maldonado, María del Carmen (ECU)	Salazar, Diana (ECU)
Majul, Luis (ARG)	Santos, Alejandro (COL)	Collado, David (DOM)	Manzur, Juan (ARG)	Salgueiro, Luísa (PRT)
Marhuenda García, Francisco (SPA)	Sarmiento, Sergio (MEX)	Coloma, Luz Elena (ECU)	Marinovic, Teresa (CHL)	Sánchez Cordero, Olga (MEX)
Martínez Pozo, Julio (DOM)	Sifuentes, Marco (PER)	Cordero, María Luisa (CHL)	Márquez, Francia (COL)	Sánchez, Pedro (SPA)
Matamala, Daniel (CHL)	Soldevila, Dionisio (DOM)	Córdova, Lorenzo (MEX)	Martinelli, Ricardo (PAN)	Sanders, Bernie (USA)
Matus, Alejandra (CHL)	Solórzano, Javier (MEX)	Correa, Rafael (ECU)	Martínez-Almeida, José Luis (SPA)	Schalper, Diego (CHL)
Mendizábal, Mamen (SPA)	SoUSA Tavares, Miguel (PRT)	Costa, António (PRT)	Martins, Catarina (PRT)	Schumer, Chuck (USA)
Mercado, Silvia (ARG)	Stipicic, Cony (CHL)	Cotrim de Figueiredo, João (PRT)	Massa, Sergio (ARG)	Sheimbaum, Claudia (MEX)
Metzger, Dominique (ARG)	Sully Maldonado, Persio (DOM)	Cruz Coke, Luciano (CHL)	Matias, Marisa (PRT)	Siches, Izkia (CHL)
Micha, Adela (MEX)	Surriel, Jean (DOM)	Cruz, Ted (USA)	Matthei, Evelyn (CHL)	Silva, Gabriel (PAN)
Miranda, Francisco (COL)	Tafur, Juan Carlos (PER)	Cubillos, Marcela (CHL)	McConnell, Mitch (USA)	Silva, Marina (BRA)
Mizrahi, Flor (PAN)	Tapia, Juan Carlos (PAN)	Dávila, Manuela (BRA)	Meana, Judy (PAN)	Sosa, Mario (DOM)
Monegro, José (DOM)	Tavares, João Miguel (PRT)	De Carlotto, Estela (ARG)	Meireles, Cecília (PRT)	Sotomayor, Sonia (USA)
Morales, Néstor (COL)	Tinoco, Tania (ECU)	De la Calle, Humberto (COL)	Mejía, Carolina (DOM)	SoUSA Real, Inês (PRT)
Morales, Víctor Hugo (ARG)	Toribio, Aíram (DOM)	De SoUSA, Jerónimo (PRT)	Mendes, Ana Catarina (PRT)	Tavares, Rui
Muir, David (USA)	Torres, Arturo (ECU)	Del Carmen Alva, María (PER)	Mendoza, Verónica (PER)	Tavares, Rui (PRT)
Murdoch, Rupert (USA)	Trigueiro, André (BRA)	Díaz Ayuso, Isabel (SPA)	Mercado, Patricia (MEX)	Tavarez, Minou (DOM)
Narloch, Leandro (BRA)	Vaca, Marcos (ECU)	Díaz, Yolanda (SPA)	Milei, Javier (ARG)	Tebet, Simone (BRA)
Neme, José Antonio (CHL)	Valarezo, Liz (ECU)	Do Rosario, Maria (BRA)	Mockus, Antanas (COL)	Temido, Marta (PRT)
Novaresio, Luis (ARG)	Valenzuela, Cecilia (PER)	Duque, Iván (COL)	Molon, Alessandro (BRA)	Tibán, Lourdes (ECU)
O'Donnell, Mario (ARG)	Vera, Carlos (ECU)	Durand, Anahí (PER)	Monasterio, Rocío (SPA)	Tolosa Paz, Victoria (ARG)
Ónega, Cristina (SPA)	Villalvazo, Alejandro (MEX)	Durazo, Alfonso (MEX)	Monreal, Ricardo (MEX)	Toro, Mauricio (COL)
Ónega, Sonsoles (SPA)	Whitfield, Fredricka (USA)	Ebrard, Marcelo (MEX)	Montero, Irene (SPA)	Trump, Donald (USA)
Oneto, Soledad (CHL)	Woodward, Bob (USA)	Enrique, Yuri (DOM)	Moro, Sergio (BRA)	Uribe Vélez, Álvaro (COL)
Orozco, Cecilia (COL)	Yong, Ed (USA)	Errejón, Íñigo (SPA)	Mortágua, Mariana (PRT)	Urresti, Daniel (PER)
Ortiz, Beto (PER)		Estrella, Eduardo (DOM)	Mouynes, Erika (PAN)	Valencia, Paloma (COL)
Ospina, Clara Elvira (PER)		Fajardo, Sergio (COL)	Moyano, Hugo (ARG)	Vargas Lleras, Germán (COL)
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Oxenford, Juliana (PER)		Fernández, Alberto (ARG)	Mulino, José Raúl (PAN)	Vásquez, Mirta (PER)
Pagni, Carlos (ARG)		Fernández, Ofelia (ARG)	Muñoz, Pabel (ECU)	Vela, Alexandra (ECU)
Palacios, Claudia (COL)		Fernández, Omar (DOM)	Navarro, Juan Carlos (PAN)	Velarde, Julio (PER)
Palacios, Rosa María (PER)		Flores, Lourdes (PER)	Nebot, Jaime (ECU)	Ventura, André (PRT)
Pascual, Castalia (PAN)		Francke, Pedro (PER)	Nuno Santos, Pedro (PRT)	Vidal, M ^a Eugenia (ARG)
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Pereira, Heraldo (BRA)		Galamba, João (PRT)	Núñez, Paulina (CHL)	Villacis, Begoña (SPA)
Pérez, Cristina (ARG)		Gálvez, Xochitl (MEX)	O'Neal, Juliana (DOM)	Villarruel, Victoria (ARG)
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Pichel, Dalia (PAN)		Garín, Renato (CHL)	Obama, Michelle (USA)	Viteri, Chintia (ECU)
Piera, Nuria (DOM)		Germán, Milagros (DOM)	Ocasio-Cortez, Alexandria (USA)	Vizcarra, Martín (PER)
Pinheiro, Chico (BRA)		Gerónimo, Betty (DOM)	Oliveto, Paula (ARG)	Vizzotti, Carla (ARG)
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Piqueras, Pedro (SPA)		Gómez, Ana Matilde (PAN)	Pacheco, Alfredo (DOM)	Zaldívar Lelo de Larrea, Arturo (MEX)
Ponce, Isabela (ECU)		Grande-Marlaska, Fernando (SPA)	Padierna, Dolores (MEX)	Zavala, Margarita (MEX)
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