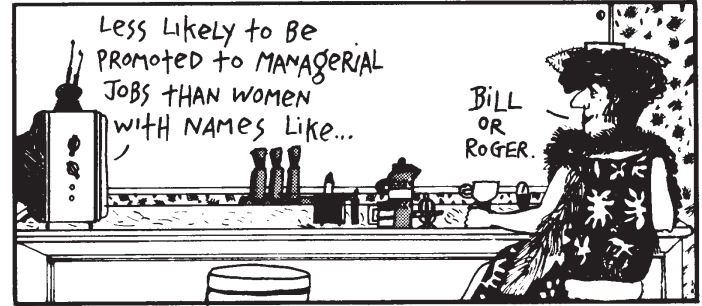
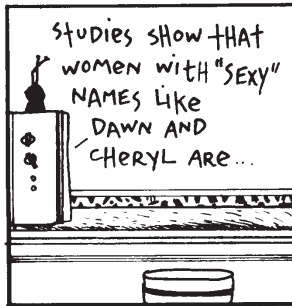


3.7 Glass Ceilings

A GLASS CEILING MAY BE hard to see, but it hurts when you bump your head against a barrier to upward mobility built on hidden bias and unspoken assumptions. Despite growing diversity in the workforce, women are seriously under-represented in top-level management positions.

A census of the Fortune 500 corporations in 2003 conducted by the consulting firm Catalyst found that only 16% of corporate officers—and only 5% of the highest-paid officers—were women. The definition of “officer” was taken from the companies’ own public filings.

Some companies do better than others. At Ikon Office Solutions, SLM Holding, Pacificare Health Systems, and Nordstrom, women hold over 40% of officer slots. Still, 90 Fortune 500 companies reported no women officers at all in 2000.



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Women as a percentage of corporate management positions in 2003

