

ARTICLE: "Eliminating the glass ceiling" (Melanie Lockert, Business Insider, 2022)

Work in groups. Read the text. **Highlight** elements to answer who/where/when/how many. **Find** a title for each paragraph.

Many women and minorities experience discrimination and are overlooked for senior roles because of the glass ceiling. The term "glass ceiling" was coined by the writer and consultant Marilyn Loden in 1978 at the Women's Exposition in New York. The term "glass ceiling" is a metaphor for the barriers that women and people of color face when they try to move upward in the workplace. From 1991 to 1996, with The Glass Ceiling Commission, the US Department of Labor studied the phenomenon and how it affected women and minorities in the workforce. In 1995, the commission found that white men held the majority of management positions in companies.



More women get advanced degrees than men and they play a key role in the labor market. However, there's less women than men in the C-suite (Chief Executive Officer, Chief Financial Officer, Chief Marketing Officer, etc). The Bureau of Labor Statistics showed that in 2021, women made up 29% of chief executives in the workforce. The 2021 "Women CEOs in America" report also said, women CEOs represent 8.2% of the CEOs in the 500 biggest American companies. It means that 459 out of the Fortune 500 are still led by men.

It's not women's lack of talent or ambition that prevents them from accessing further opportunities. People who are evaluating workers have biases themselves and are less likely to recognize great talent in women. HR managers must then be careful about unconscious stereotypes. Companies must work toward eliminating barriers by recruiting women and minorities into leadership and executive roles. On top of that, companies must offer a level of transparency to employees about their hiring and promotion processes.

Write a report. First, **define** what the glass ceiling is. Then, **explain** the position of women in American companies today. Finally, **present** measures that companies can adopt to limit gender discrimination.



SPEAKING: You are a member of the Women Business Collaborative, which is in charge of presenting the 2021 "Women CEOs in America" report. **Introduce** the report and its conclusions at the American Economic Association's annual meeting.

Ladies and gentlemen, today we are here to introduce the 2021 "Women CEOs in America" report.
In the United States, women...
To stop discrimination, companies must... Thank you for your attention.

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