



THE “GLASS ESCALATOR” & “GENDER FATIGUE”: GETTING GENDER BACK ON THE AGENDA

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In the EU 27 women represent 45% of all PhD graduates, but this percentage is 41% in science, mathematics and computing and even further reduced in engineering, manufacturing and construction. [...] Female associated professionals working in physics, mathematics and engineering related jobs earn 22% less than their male colleagues and 29% less in the public sector. Female technicians and associate professionals earn 26% less in the private sector and 27% less in the public sector. (European Commission Status Report, 2010: 8-9)

ABSTRACT

It seems we've come a long way since women's exclusion from the so-called “male fields” of the hard sciences. Women constitute over half the student population (52,9%) in the technological institutions in Greece and represent 58.7% of the total university student population. In the European Union (EU) 29.7 million women work in the science and technology (S&T) sectors, the highest percentage in Lithuania (72%) followed by Estonia (69.7%). On the other hand, the “glass escalator” [1], [2] (Hultin 2003, Williams 1992) is not yet gender inclusive since women today continue to be exceedingly under-represented in the workplace and especially in decision making positions: research, engineering, science and technology (S&T) and the academic hierarchies. An abundance of evidence indicates that men usually ride up the glass escalator as opposed to women who hit the glass ceiling and run into the “sticky floor”, [3] (Kimmel 2004). Gender diversity mainstreaming has given the impression that gender issues at work have been resolved, making subtle discrimination harder to spot. Current research indicates the need to focus on innovative approaches to getting gender back onto the agenda, namely to re-evaluate how we

can move from “gender fatigue” [4], [5] (Kelan 2010, Merriman 2009) to gender energy. In examining international dialogue on the effects of the glass ceiling, the glass escalator and “gender fatigue”, this paper examines the 2009 ICT status report [6] (European Commission 2010) which confirms that women's interest in an academic career or in a career in the ICT sector is decreasing and presents an overview of the gender distribution in scientific research and in the academic hierarchies in Greece, where women still comprise a minority.

Keywords: *gender pay gap, glass escalator, glass ceiling, sticky floor, tokenism, gender fatigue.*

1. Introduction

In the European Union (EU) 29.7 million women work in the science and technology (S&T) sectors, the highest percentage in Lithuania (72%) followed by Estonia (69.7%). In the majority of the EU member states (15 out of 27) women comprise over 50% of Human Resources in Science and Technology (HRSTO). According to the EC status report (2010) the Science and Technology (S&T) field covers the natural sciences, engineering and technology, medical sciences, agricultural



sciences, social sciences, humanities and so forth. (European Commission 2010: 9).

This however is no cause for celebration since the overwhelming majority of female HRSTO work in services rather than in pure engineering or manufacturing (eg. 27 million women in services as opposed to 2 million in manufacturing).

The European Commission's "Women and ICT status Report 2009" clearly shows that women across Europe earn about 17% less than men and in some countries the *gender pay gap* is widening, that is to say it increases as one gets older. For example, the gender pay gap for young female engineers, scientists and technicians is 17% until the age of 35 and rises to 38% and 37% for the 45-54 and 55-64 age-groups respectively. With regard to the unemployment rate, which from 7.2% in March 2008 reached 9.5% in May 2009, women and men have both been clearly affected. However, the unemployment rate for women still remains higher in EU27 and in EU15. Statistical analyses of 14 member states show that women's unemployment rate still exceeds that of men and especially in Greece, Italy, Slovakia and the Czech republic. The 2009 unemployment rate in Greece, for example, is 12.3% for women and 6.2 for men. [6] (European Commission 2010: 9, 33, 35, 38)

Women are also overlooked in decision making positions in the business sector globally. According to the EC 2009 status report only 13 women are on the boards of the top 500 companies listed in Fortune and only one could be considered to be working in a technical field, specifically at *Xerox*. In the top European companies, from 2004-2008, women's participation in decision making positions has hardly risen. The number of women on the boards of European companies in 2004 was 8% and in 2008 it slightly increased to 8.5%, with the exception of the Scandinavian countries. Through a number of proactive policies and quotas the Scandinavian countries have managed to move ahead: Norway still remains ahead with 28.8% women on boards while Sweden is second with 22.8%, Finland third with 20% and

Denmark fourth with 17.9%. [6] (European Commission 2010: 9-10)

In regard to women in the academia, the higher the position in the academic hierarchy, the lower the percentage of women. Moreover, the data in the 2009 ICT status report (European Commission 2010) confirms that women's interest in an academic career or in a career in the ICT sector is decreasing. This should not come as a surprise as women usually confront gender-constrained social stereotypes and career choices, the life-work balance or rather imbalance, lack of affordable child care facilities or family-friendly working environments, along with the "glass escalator" and the "glass ceiling" phenomena when they enter the so-called "male fields".

Researchers argue that men ride up "the glass escalator" [1], [2] (Hultin, 2003, Williams 1992) when they enter the so-called female professions, as opposed to women who confront the "glass ceiling" and the "sticky floor"[3] (Kimmel 2004:195) in the "male fields". Taking their gender privilege with them, men experience positive discrimination in female dominated professions. Namely, in their new workplace they are socialized, encouraged, retained and promoted up the ladder (ride up the glass escalator) even faster than their female counterparts. Today the under-representation of women in the academia and in S&T is no longer an issue or a problem of 'supply' or lack of female scientists and female graduates, but that of eliminating the leaky pipeline and the glass ceiling. Specifically we need to re-evaluate our gender agenda and focus on how we can change attitudes and social stereotypes, formulate policies and best-practices to keep women in the workforce once they are in, thereby eliminating the "leaky pipeline", [7] (Kamberidou 2008b), and secondly how to break the glass ceiling and get women on the "glass escalator", thereby promoting and reproducing women's recruitment, retention, advancement and agency. Many findings support the business case for diversity, according to which companies that recruit, retain, and advance women have a greater



competitive advantage. [6], [8] (European Commission 2010, CEW 2009)

2. Men take the Glass Escalator and Women hit the Glass Ceiling: the Sticky Floor and Tokenism

In his pioneering work the Gendered Society, sociologist Michael Kimmel (2004: 195) points out: “*Women face the twin barriers of the glass ceiling and the sticky floor, which combine to keep them stuck at the bottom [sticky floor] and unable to reach the top [glass ceiling]. The sticky floor keeps women trapped in low wage positions with little opportunity for upward mobility. The glass ceiling consists of those artificial barriers, based on attitudinal or organizational bias, that prevent qualified individuals from advancing upward within their organization into management level positions [...] The glass ceiling keeps women from being promoted equally with men [...] and the glass ceiling effects are multiplied when race is brought into the equation.*” [3]

On the other hand studies reveal that men do not confront “the glass ceiling” or “the sticky floor” [3] (Kimmel 2004: 195) when they enter female dominated professions but instead they experience positive discrimination. (Kimmel 2004, Hultin 2003, Williams 1992). They ride up—on what sociologist Christine Williams (1992:296) was the first to call—the “glass escalator” [2]. In other words they are *re-socialize* in their new workplace environment: encouraged, supported, retained, reproduced and promoted up the ladder much faster than their female counterparts. Following interviews with seventy-six men and twenty-three women in four professions considered “female fields”—social work, librarianship, nursing and elementary education—Williams concluded that men experienced positive discrimination. Specifically, they were welcomed into the workplace, received higher salaries and were promoted up the ladder, in the managerial ranks, more frequently and much faster than their female counterparts, and not only! They were overrepresented in the upper hierarchies. Undeniably “the glass

escalator takes underrepresented men on an upwardly mobile internal career path at a speed that their female colleagues can hardly enjoy.”[1] (Hultin 2003)

Men who enter so-called women’s professions and women who enter the so-called men’s professions also experience “tokenism” [3] (Kimmel 2004:198-199). In both cases women and men experience tokenism, however their experiences as tokens are quite different. Research reveals strikingly different experiences when women are tokens in male dominated workplaces and when men are tokens in predominantly female workplaces. (Kimmel 2004, Williams 1992, Kanter 1977) Tokens are people who are hired or accepted into an organization, an institution or a company because of their minority status, such as gender, race, colour, physical disability, and so forth. Tokens are usually women, ethnic minorities, the aged or individuals with special needs who are often treated as *symbols* or *representatives* of a marginal social group to which they belong. The focus here is on *difference* as an analytical category. Inevitably this focus on difference, as opposed to respect for diversity, reproduces workplace inequalities, social stereotypes and the gender order. [10] (Kamberidou 2008a)

In her pioneering work, *Men and Women of the Corporation*, sociologist Rosabeth Moss Kanter (1977), was the first to argue that tokenism heightens the boundaries between groups as opposed to eliminating them. This is done by highlighting *difference*, namely the contrast between the majority and the token. Over a period of five years Kanter observed and interviewed employees at a large industrial supply company that she called *Industrial Supply Corporation*, [9]. Kanter referred to the relatively few women given prominent positions in a particular occupational setting as *tokens*. She also argues that tokens are constantly being reminded of their outsider status and that their presence serves to increase the ‘men’s club’, that is to say male-group solidarity. On the other hand, when men are tokens, they usually receive preferential treatment. Their token status works to their advantage not only in hiring but in promotions



as well. The invisible obstacles (glass ceiling/sticky floor/leaky pipeline) that prevent women from moving up the ladder evidently do not apply to men.[10] (Kamberidou 2008b) In other words, many men in female occupations encounter a "glass escalator", an invisible pressure and encouragement to move up in their professions, despite the fact that they only make up a small percentage.

A new study blames "gender fatigue" [4] (Kelan 2010) for the failure of companies and organization to increase the number of women reaching executive ranks. Namely, gender fatigue refers to the loss of energy to acknowledge and oppose gender discrimination as well as the lack of interest to tackle afresh something no longer perceived as a problem.[4],[11] (Kelan 2010, Merriman 2010) Unquestionably women have come a long way in the workplace, helped by legislation and gender mainstreaming policies, the recognition by many companies that diversity is essential, etc. But diversity's move into the mainstream corporate world has its disadvantages as well. It can make more subtle discrimination harder to spot and tougher to deal with. "If you talk to people today in the workplace they construct the workplace as gender neutral. They assume that gender no longer matters in 2009 because the issue has long been solved," argues Elisabeth Kelan author of the new book, "Performing Gender at Work." (2010). Kelan calls this phenomenon "gender fatigue," which actually refers to the individual's feelings of weariness or of being too drained out to discuss gender discrimination and social bias. Namely, the lack of energy to repeatedly reconstruct the workplace as gender neutral, despite the fact that discrimination continues to exist.

A qualitative study conducted, prior to the publication of her book, in two large organisations/companies in Information Communication Technology (ICT) in Switzerland, that promote themselves as having leading-edge policies and programs for gender equality, reveals that many of their employees experience gender fatigue. Specifically, in her research, Dr. Elisabeth Kelan, a lecturer in Work and Organisations in

the Department of Management at King's College in London, conducted 26 qualitative in-depth interviews with the staff, 16 men and 10 women, as well as job-based observations (job-shadowing) of 16 employees. The age range of the participants was 25 to 54, the majority of which were in their late thirties. The ICT sector was chosen for this study because it is commonly perceived as an egalitarian and gender neutral sector, namely a true meritocracy sector where gender should not matter. One need point out, however, that this is also a sector which is male dominated and where there is a 25% gender pay gap.

The study examined the ways in which workers navigated the dilemma of simultaneously acknowledging gender discrimination in the workplace whilst holding the view that their workplace is gender neutral. Most of the participants were reluctant to even talk about gender, an attitude which could lead to totally dismissing the relevance of gender in the workplace, namely stabilize women's under-representation. As observed in the study, younger women in particular are the ones who experience "gender fatigue" in the workplace. Gender mainstreaming has given the impression that gender issues at work have been resolved, making more subtle discrimination harder to spot, Kelan argues and in her research she claims that women confront more subtle gender bias in the workplace, which is much harder to deal with especially since younger women are not engaged in discussions in women's networks: "Younger women find it difficult to connect to women's networks in the workplace, because they view these networks as something that belonged to their mother's generation," said Kelan when interviewed by Reuters, [5] (Merriman 2009).

Although companies have been taking measures to eliminate gender discrimination by appointing diversity officers and running diversity programs—that are seen by many people in the workplace as helping to ensure equality—women are still a minority in top management positions, confront difficulties in their careers and are forced to abandon them (leaky pipeline) when they confront the life-



family imbalance, [7] (Kamberidou 2008b). For example, Kelan (2010) argues that women are frequently excluded from the networking and client work in the workplace, [4]. An important message from this study—in confronting the ideological dilemma of gender neutrality and discrimination in organizations—is that prior to launching new initiatives to address gender gaps there is a need to first understand the current mindsets, attributions and attitudes of women and men at all levels, specifically in relation to gender, race and age in their organisation. [12] (Kamberidou et al 2007)

Another revealing study followed the career progress of 4,143 women and men with MBA's [13] (Carter and Silva 2010), in light of the increased numbers of women graduating with advanced professional degrees and entering the workforce. Initially, in 2007 and 2008 an online survey was conducted of 9,927 alumni who graduated between 1996 and 2007 from MBA programs at 26 leading business schools in Europe, the United States, Asia and Canada. From this data and findings career path profiles were created for 4,143 women and men who graduated from full-time MBA programs and worked full-time in companies and firms at the time of the survey. The study compared job placement opportunities, career advancement, the gender pay gaps (remuneration) and job satisfaction. According to the results here too the promise of the *pipeline* for women into senior leadership was found to be lacking. Namely women faced the same problems in career advancement: the glass ceiling/leaky pipeline. Specifically, what emerged from this study is evidence that “the pipeline is in peril and not as promising as expected”. [13] (Carter & Silva 2010:2) Women lag behind men in compensation and advancement and are less satisfied with their careers than men. Moreover, men were twice as likely as women to be at the CEO/senior executive level.

The Australian picture is even worse than we think. In Australia, February 2009, Chief Executive Women (CEW) released a report according to which Australian organisations select 90% of their leaders from their male

employees, specifically from only 50% of their workforce. The “*Stupid Curve*”—a phrase coined by former Deloitte USA Chairman Mike Cook— demonstrates that Australian companies are wasting a significant amount of their internal talent. By failing to recognise and promote women as leaders organizations miss out on a significant and measurable competitive advantage. The *Stupid Curve* shows the extent of the wastage of talent in Australian companies, that is to say rather than drawing leadership from the total talent pool, Australian organisations select 90% of their leaders from only 50% of their employees - the male 50% (the male half). Although men and women enter the workforce in about equal numbers, men have a 9 times better chance of reaching the executive level. Consequently, the other 50% (the female half) of the workforce is overlooked and underutilised. In essence, although women roughly represent 50% of the workforce, men have a nine times better chance of reaching executive level than women. [8] (CEW 2009)

Research shows that “*one is not enough*” – women must be present in sufficient numbers at senior levels in order to achieve better business results and to drive cultural change. [8] (CEW 2009) For example, a 2008 McKinsey & Company study shows that companies with the most gender diverse management teams have on an average higher business results. This does not mean that women are inherently more talented and better skilled than men. It does however indicate that the companies that have taken advantage and utilized their entire talent pool namely have identified and promoted female talent into leadership roles as well, show greater success. In other words companies that have cultures that enables them to recognise talent in any form and make good use of it, regardless of gender, race, colour, etc., show greater success rates. [8] (CEW 2009)

It is quite common in Australia as well to hear the view that equality of opportunity for women is no longer an issue. But the facts give us a different picture. For example, the percentage of women CEOs has only increased slightly between 1994 and 2008, a period of



record economic growth for Australia. The percentage of women CEOs increased from 8% in 1994 to only 10.7% in 2008. Moreover, in 2008 women on boards represent only 8.3% [8] (CEW 2009:5) Alarming as well is the decrease in the percentage of female directors, specifically in 2004, 50.3% companies had at least one female director whereas in 2008 this percentage decreased to 49%, less than it was in 2004. This is not an issue of women's workforce participation or education since women make up around half of all workforce entrants and are graduating in equal or even greater numbers to men in economics, commerce, business and law faculties. Conversely, by the time they reach senior executive levels their proportion falls to 10.7%, while only 2% get to sit in the CEO chair.⁶ Also lagging behind are Equal opportunities for women when it comes to remuneration/compensations. Despite equal pay legislation passed 50 years ago, female executives still earn considerably less than their male counterparts. Analysis of remuneration in company annual reports shows that the overall median pay for women executives is only 58% of the median pay for men. The gender pay gap persists in 9 out of 10 industries and is greatest in the financial services.[8] (CEW 2009: 4-9)

Undeniably current research indicates the need to focus on innovative approaches to getting gender back on the agenda, namely to re-evaluate our strategies on how we can move from "gender fatigue"[4] (Kelan 2010) to gender energy. The three international study reports examined in this paper highlight this need: this includes re-examining the intersections between gender, race and culture; addressing unconscious biases and social stereotypes held by both men and women in talent assessment practices; focusing on evidence and not on our assumptions about where women land in organisations; and holding ourselves accountable for decisions in order to ensure that women and men have the same development and visibility opportunities. Undeniably gender diversity mainstreaming

⁶ Source: EOWA Australian Census of Women in Leadership, 2008.

has given the impression that gender issues at work have been resolved, making subtle discrimination harder to spot.

3. Gender distribution in the Greek Academia

Although women comprise over half of the student body in Greece, only about one third (27%) of the teaching staff in universities are women (2,369) as opposed to 73% men (6,367), and not only. The higher the position in the academic hierarchy, the lower the percentage of women.[14] (Vosniadou, 2004) Clearly, there is a gradual reduction of women as they go up the academic ladder, as is the case internationally. According to a study, conducted by Vosniadou & Vaiou, covering all Greek universities for the academic year 2003-2004: (1) the percentage of women decreases every step up the academic ladder. This decrease is particularly sharp between the middle and the high ranks of the academic hierarchy (i.e. Professors: 14% female, 86% male; Associate Professors: 26.5% female, 73.5% male; Assistant Professors: 32% female, 68% male, and Lecturers: 61% female, 39% male.) (2) The percentage of women drops sharply in the administrative positions and power structures of the university (Faculty Presidents in the Sciences: 100% men; in the Humanities: 69% men and only 31% women; Vice-presidents in Science faculties: 93% men, 7% women and in the Humanities: 65% men, 35% women. Department Chairs in the science faculties: 96% men, 4% women and in the Humanities: 61% men, 39% women. Directors/head of Laboratories in the Sciences: 88% men, 12% women and in the Humanities: 76% men, 24% women.).

Moreover, women teach more hours and engage in less research in contrast to their male counterparts. They have limited access to male-dominated scientific networks that provide sources and funds for research, and subsequently limited opportunities for publications and advancement. Women constitute an 'invisible minority' in decision-making committees: Presidents/Chairs of University Research Committees are 100%



Men. Research committee members are comprised of 90% men and only 10% women. Their male colleagues, over the age of 50, dominate in decision-making positions or on scientific committees that grant funds, scholarships, distinctions, and influence the orientation of scientific programs and projects.[4] (Vosniadou, 2004)

At the University of Athens—one of the oldest state institutions of higher education in Greece, founded in 1837, and among the largest universities in the European Union today with a student's body of about 92,000 undergraduate students, over 2,000 members of academic staff and 1,000 administrative, secretarial and specialised personnel - 46% of Lecturers and 40% of Assistant Professors are women. (www.uoa.gr). This percentage drops sharply to 27% in the higher university hierarchy, namely only 27% of the Associate Professors and Full Professors are women. Moreover, women are a minority in administrative power positions and if you disregard the highest positions and look only at departmental chairs and assistant chair posts, one finds only 17% occupied by women.[15] (Vlahoutsikou & Abatzi, 2007)

4. Greek Women in Scientific Research

The General Secretariat for Research and Technology (GSRT), in order to investigate the position of women in scientific research in Greece, commissioned the National Centre for Social Research (EKKE) to conduct a study entitled “the enhancement of the participation of Greek women in scientific research”. Quantitative data coming from 50 public research institutions and research university institutes was included in the first database, according to which women's participation in scientific research is relatively limited: only 34, 7% out of the registered 3.221 researchers are women. Additionally, women represent only 14, 4% of the permanent (tenured) university teaching staff, even though 45.7% of the staff holds contracts and 38% of the staff under project contracts are women. With regard to the distribution of researchers

according to field of study, the percentages of women researchers is lower in the traditionally male-dominated fields such as Engineering (20%), Agricultural Sciences (23%), Natural Sciences (32%) and Medical Sciences (23%,4%), contrary to the female-dominated field of the Humanities where the proportion of women is higher (52,5%). In relation to academic qualifications, male researchers more often hold a PhD (75% men, 25% women), while women mainly an undergraduate degree (37% women, 63% men) or a postgraduate degree (MA, M.Sc.; 43% women, 57 men). Moreover, in 18 research Centres under the auspices of GSRT, from a total of 835 researchers of all academic ranks (A-D), the percentage of women is lower in the higher ranks (academic hierarchy). For instance, in rank A-equivalent to Professor, only 16,1% are women as opposed to 83,9% men. The percentage of women is higher in the lower academic ranks: in rank B-equivalent to Associate Professor women represent 28,6% of the total, in rank C-equivalent to Assistant Professor 31,4% and in rank D-equivalent to Lecturer 29,8%. A survey was also carried out on a sample of about 300 researchers, primarily women, working in research centres and organizations in order to provide a qualitative analysis on the difficulties women scientists confront, according to which acknowledged was the compatibility of private life/children and career [16] (Alipranti-Maratou, Kalliroi, et al. 2004)

Clearly evident in Greece is that women ride up the “glass escalator” less frequently or at a much slower pace than men and their participation in scientific research is relatively limited, as is the case internationally. Attracting the best researchers with proportional representation of women and men is integral to the success of the European Research Area (ERA) and essential for the sustained competitiveness in Europe. In the next two years a number of projects supported by the European Commission's 7th Framework program (FP 7) will be focusing on how to diminish the gender divide in the area of science and technology.



Today, on a global level there is a shortage of 1.2 million jobs in the ICT sector due to the absence of skilled labour. In Europe this figure is 300.000. So getting more girls and women into the science and technology sector is not only a gender equality issue but a crucial economic necessity! [17]. So we would like to invite you to join the European Centre for Women and Technology⁷ (ECWT) and the EUD megacommunity. In order to promote the ECWT targets and increase the number of girls and women in the knowledge based economy until the year 2020, the ECWT has developed the European Directory (EUD) of Women and ICT ([http:// www.ictwomendirectory.eu](http://www.ictwomendirectory.eu)), an online directory, an ecospace, a meeting point for ICT women in Europe. [18] The EUD was created with the support of the European Commission DG Information Society and Media and was launched in Brussels in October 8, 2009. The first European *e-Skills Week* on 1-5 March 2010 offered us an excellent opportunity to showcase the work of the ECWT and its National Point of Contacts (N-PoCs).[19] (Kamberidou 2010) The EUD offers a regional platform for sharing experiences, spreading best practices in Europe and globally. It provides a new type of collaboration and interaction between networks and projects.

5. Conclusion-Recommendations: Education, Engagement and Retention

The *genderedness* of educational institutions, the glass ceiling, the leaky pipeline, the sticky floor and gender fatigue in the workplace, including the life/work imbalance have contributed to the declining interest of women in engineering, in science and technology (S&T) careers, etc. Consequently, recruiting and recognizing the largely untapped pool of talent amongst women is essential. Getting more girls and women into the science and technology sector is not only a gender equality issue but a crucial economic necessity. What is also vital is *retention*: retaining women in their careers in science and technology, in the

academia, in R&D, on research committees, etc. by increasing their participation in leadership—from decision-making to execution phases—thereby reproducing female engagement and accordingly enhancing and supporting conditions for the establishment of inclusive organizational cultures that allow women to function at their full potential for the benefit of their organization/ institution/ corporation.

The formulation of an “*Education-Engagement-Retention Action Plan*” [10] (Kamberidou 2008a) entails or rather requires:

- a) Support of multicultural interdisciplinary gender research that addresses the skills shortage and influences mainstream developments in science and technology from a gender perspective, a better balance of gendered content to change attitudes, perceptions and stereotypes.
- b) Interdisciplinarity in education in order to formulate new pedagogical methods and approaches that incorporate the gender dimension. Education and engagement for teachers and children means extra-curricula approaches, new classroom examples and best practice models.
- c) Family support programmes, flexi-hours, a family-friendly working environment, child care facilities, namely an inclusive work culture.
- d) The establishment of an attractive open labour market that recruits and retains women.
- e) Learning, continued training and participation in areas of planning, management, assessment and organisation.
- f) Gender networking, alliances with women, sharing, mentoring and supporting younger female colleagues in order to eliminate gender fatigue and encourage women to take a more active role (agency), to keep up with developments, to share information, etc.

⁷ www.womenandtechnology.eu



- g) Social mobility in the structure, i.e. learning the system and how to use it in order to make changes.
- h) Best-practice models and mentoring projects: the involvement of professional women already employed in science and technology, the academia, research sectors.
- i) Raising the profile of our role models and that of the diversity of careers available. We need to inspire women into technology with innovative and different approaches such as the EC's shadowing activities (www.ec.europa.eu/itgirls). In order to get gender back on the agenda, namely eliminate gender fatigue and create "gender energy" so we can ride up the glass escalator we need to join the debate on gender equality. The ECWT and EUD provide such a platform.

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Biography



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Dr Kamberidou represented the ECWT at the «Global Forum 2009: Shaping the Future-ICTS & the Future of Internet-Opportunities for Stimulating & Reshaping the Economy, Oct. 19-20, 2009 in Bucharest Romania and she represented the ECWT at the "Women in ICT-Shadowing 2010" conference 7-9 March 2010 in Nicosia, Cyprus where she presented the ECWT and EUD-the European Directory of Women and ICT.