



Women in Corporate Leadership Comparisons Among the US, the UK, and Canada

Advancing women in business.

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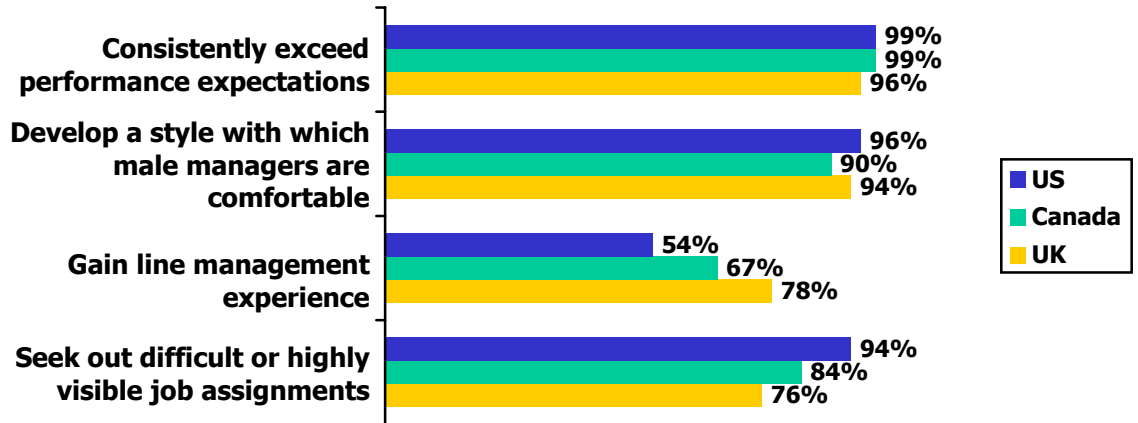
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In 1996, Catalyst surveyed senior women and CEOs of Fortune 1000 companies about issues relating to women’s retention and advancement. The study was replicated in 1997 in Canada. The 1999 replication of the study in the UK provides an opportunity for comparisons to be made between women’s experiences in North America and in the UK.

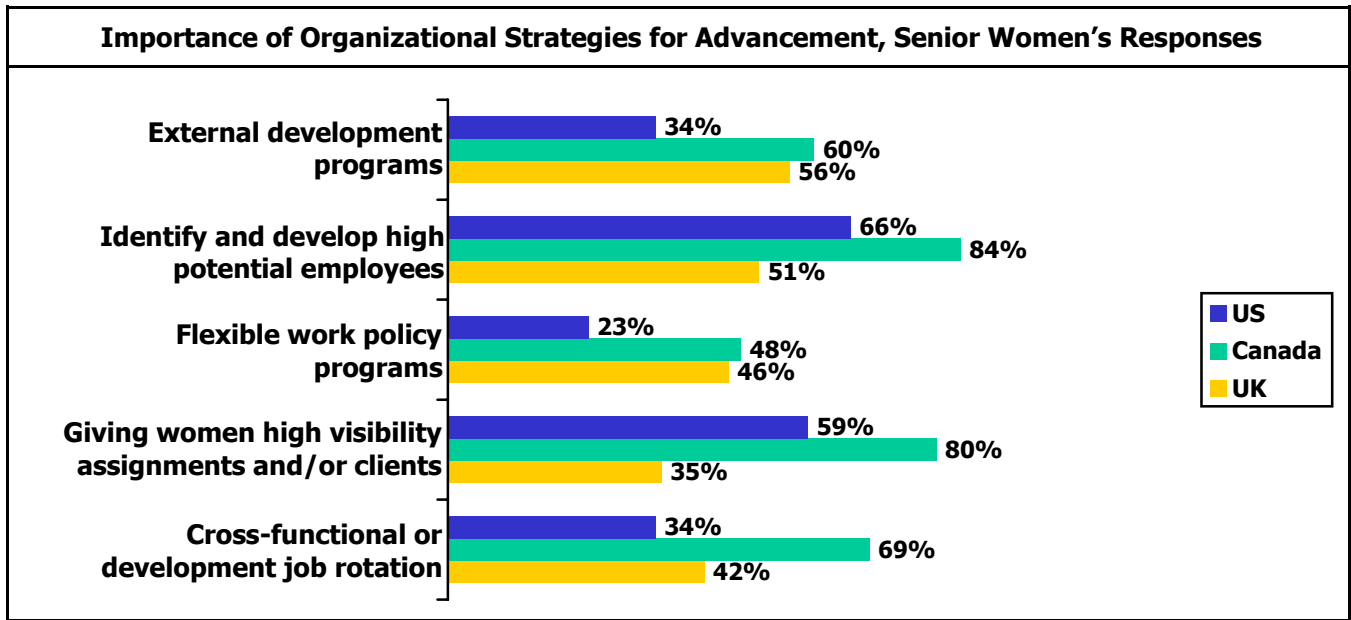
Advancement Strategies



- ❖ Consistently exceeding performance expectations and developing a style with which male managers are comfortable are the top career strategies used by senior women in all three countries.
- ❖ Developing and adhering to own career goals was not included in the US survey. UK senior women mention using this strategy with greater frequency than Canadian women do -- 92% vs. 79%.
- ❖ U.S. (81%) and Canadian (76%) senior women were more likely than UK (56%) senior women to have used an influential mentor or sponsor.
- ❖ UK (52%) and Canadian women (53%) are more likely than U.S. women (45%) to have upgraded their educational credentials.

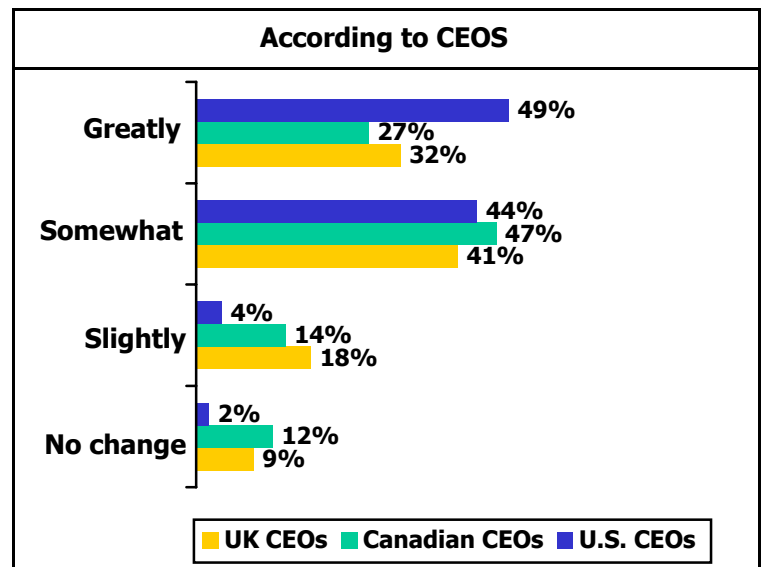
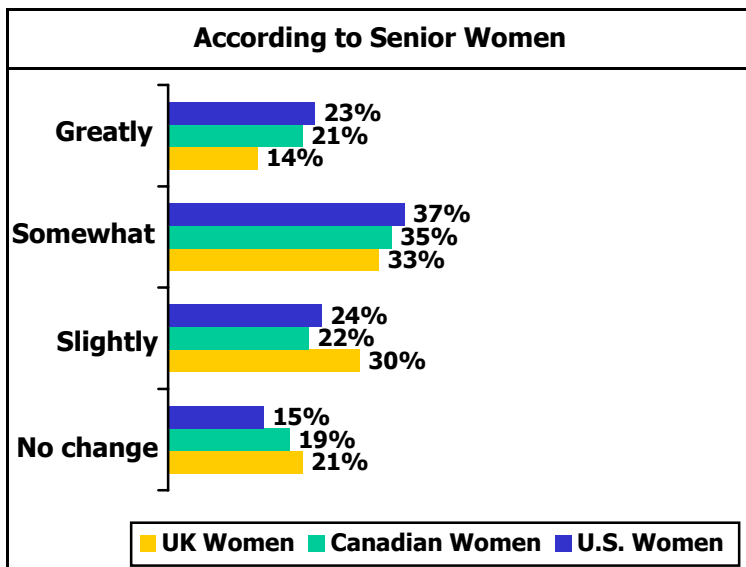
Barriers to Success

U.S. Women Executives	U.S. CEOs
Male stereotyping and preconceptions of women (52%)	Lack of significant line experience (82%)
Exclusion from informal networks (49%)	Women not in pipeline long enough (67%)
Lack of significant line experience (47%)	Lack of mentoring (34%)
Canadian Women Executives	Canadian CEOs
Male stereotyping and preconceptions of women (44%)	Lack of significant line experience (44%)
Commitment to family responsibilities (35%)	Commitment to family responsibilities (37%)
Exclusion from informal networks (31%)	Lack of mentoring (33%)
U.K. Women Executives	U.K. CEOs
Commitment to family responsibilities (46%)	Male stereotyping and preconceptions of women (33%)
Male stereotyping and preconceptions of women (40%)	Inhospitable corporate culture (31%)
Inhospitable corporate culture (27%)	Commitment to family responsibilities (29%)



- ❖ Senior women's responses on the importance of organizational strategies to the advancement of women vary considerably by country, perhaps reflecting the differing availability of strategies in U.S., Canadian, and UK private and public sector organizations.
- ❖ In contrast to senior women in the UK and US, the majority of Canadian women identified a larger number of organizational strategies as critical or fairly important to their career advancement.

Assessments of Opportunities Today Compared to Five Years Ago



About Catalyst

Catalyst is the premier nonprofit research and advisory service organization working to advance women in business, with offices in New York, San Jose, and Toronto. The leading source of information on women in business, for the past four decades, Catalyst has the knowledge and tools that help companies and women maximize their potential. Our solutions-oriented approach – through Research, Advisory Services, Corporate Board Placement, and the Catalyst Award – has earned the confidence of global business leaders. The American Institute of Philanthropy consistently ranks Catalyst number one among U.S. nonprofits focused on women's issues.

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