

You Belong Here: Women Shaping the Future of the GLASS INDUSTRY

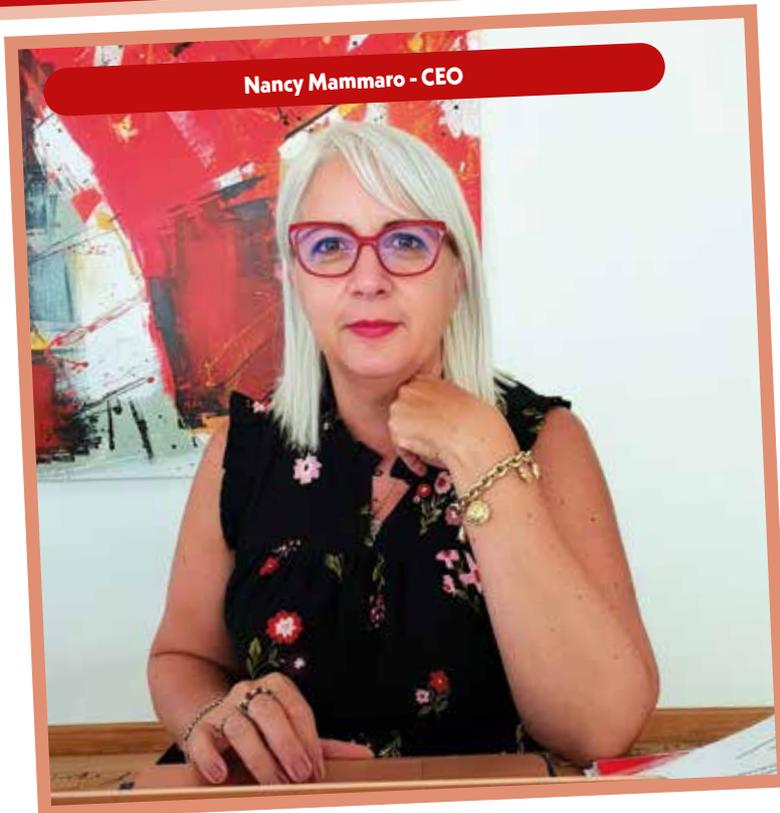
Across the United States and Europe, the glass industry is evolving structurally and culturally. As demand rises, persistent gender imbalance remains. Against this backdrop, MAPPI combines innovation in glass tempering with an inclusive leadership approach, recognising that technical excellence and diversity together define sustainable industrial progress today.

Across the United States and Europe, the glass industry is undergoing both structural and cultural transformation. Conversations around inclusion and leadership are becoming central to the evolution of a sector long defined by technical specialisation and industrial heritage.

GROWTH AND IMBALANCE

The glass manufacturing industry is far from marginal. Globally, its value is expected to exceed 200 billion dollars by 2026, driven by demand for high-performance glass in construction, advanced architectural systems, and technological

applications. In Europe, the flat glass market continues to expand, supported by investment in energy-efficient buildings and increasingly complex façade solutions. Yet growth and innovation coexist with persistent imbalance. In the United States, women account for less than a quarter of employees in glass manufacturing roles and remain underrepresented in technical and production positions. Whilst women represent just under 30 percent of the broader U.S. manufacturing workforce, in glass production that figure drops below 23 percent. Comparable structural gaps are visible across many industrial environments globally.





The metaphor of the ‘glass ceiling’ resonates powerfully in this context. Glass embodies strength and transparency, precision and structural integrity. Similarly, reshaping industrial culture requires clarity of vision and the determination to remove invisible constraints that limit opportunity.

LEADERSHIP AND REPRESENTATION

Across the industry, women are increasingly contributing to technical leadership, production management, research, and strategic roles. Their growing presence reflects a broader shift in how manufacturing excellence is defined: not solely by machinery and output, but by the diversity of skills, perspectives and leadership styles that inform decision-making. In Europe, while comprehensive sector-specific data

remains limited, the broader manufacturing landscape underscores ongoing efforts to increase female representation in skilled industrial positions. Given the strategic importance of glass in sustainable construction, renewable energy, and high-performance architecture, talent inclusion becomes not only a social objective but an economic necessity.

INDUSTRY RESPONSIBILITY

For MAPPI, a company of the Voilap Group, this discussion aligns directly with its industrial philosophy. Innovation in glass tempering is inseparable from the people who design, operate, and continuously refine these technologies. As part of Voilap Glass, MAPPI contributes to a broader industrial ecosystem in which engineering precision, process stability, and long-term reliability are

core values. Within this framework, diversity is not a narrative choice but a structural dimension of modern manufacturing. Nancy Mammaro, CEO of MAPPI, emphasises that leadership in today’s glass industry is built upon discipline, teamwork, and collaboration. These principles are not abstract ideals; they define how industrial organisations grow sustainably. Technical excellence remains fundamental, but it must be accompanied by inclusive cultures capable of recognising and developing talent across all roles. As international discourse around inclusion in manufacturing evolves, the glass sector faces both responsibility and opportunity. Ensuring that competence, commitment, and diversity coexist within industrial environments is essential to shaping a future that reflects the complexity and ambi-

tion of the markets it serves. This is not merely a reflection on representation. It is an invitation to the industry to consider how talent, engineering culture, and inclusive leadership together define the next chapter of glass manufacturing. The future of the glass industry will be shaped by those who choose to lead it. To every woman contributing to this sector today, and to those considering entering it, competence, perspective and determination are not only welcome, they are essential.

a **voilàp** company

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