

**QUOTAS FOR WOMEN ON
CORPORATE BOARDS:
LESSONS FROM POLITICS**

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CORPORATE VERSUS POLITICAL QUOTAS

- ~10 countries
 - Law or firm mandated
 - State-owned, public-limited companies with n+ employees
 - Management boards
 - Proportion usually 40%
 - Mixed numerical effect
 - Requirement, sanction
- 100+ countries
 - Law or party statutes
 - Political parties
 - Candidate lists and/or elected officials
 - Proportion usually 30%
 - Mixed numerical effect
 - Design, institutional context, political will

QUOTA SOLUTIONS

- Diagnosis: women are qualified, but discriminated against → require deliberate intervention
- Anticipated effects: increased performance of party/firm and creation of role models
- Critiques: selection of unqualified women, decreased performance, and demeaning to women

*Heighten expectations vs. focus on soft diversity

LESSONS FROM POLITICAL QUOTAS

- Numbers → resistance to ‘regendering’
- Qualifications → recruitment dilemmas
 - Finding women
 - Different paths/backgrounds
- Performance → perspectives and outcomes
 - Policy-making approaches
 - Indicators of change
- Role model → engagement and ambition

NON-QUOTA STRATEGIES

- Training programs → skills and resources
- Recruitment initiatives → finding candidates
- Public awareness campaigns → rethink stereotypes
- Knowledge networks → share strategies and publicize opportunities
- Work environment → 'women-friendly' practices

*More modest, incremental change

*Conscious strategies needed for change to occur