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# Bringing Women on Board? 'Women-Friendly' Welfare States and Gender Diversity in Top Jobs

Towards Resilient Nordic Welfare States

University of Helsinki

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<https://helenkowalewska.uk>

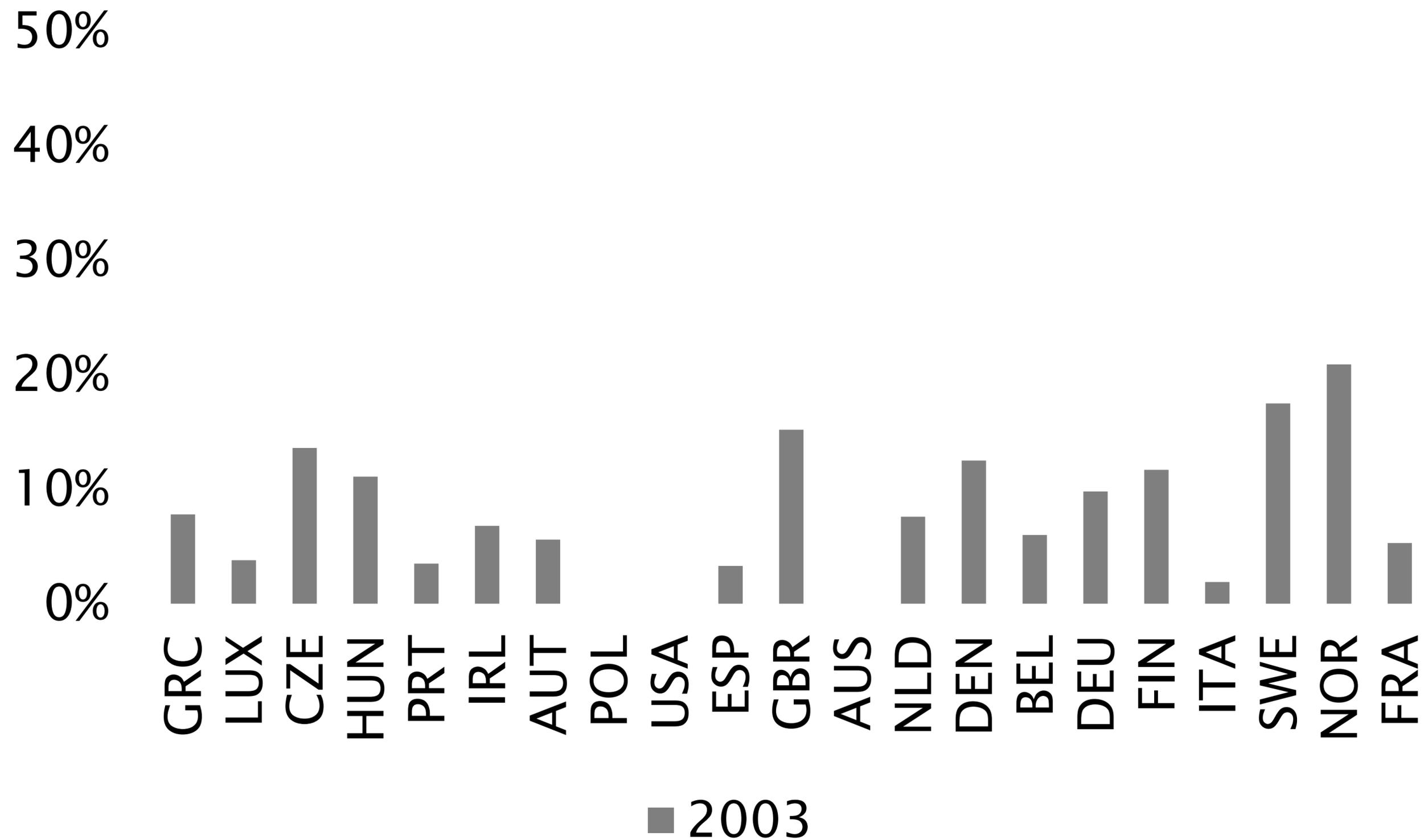


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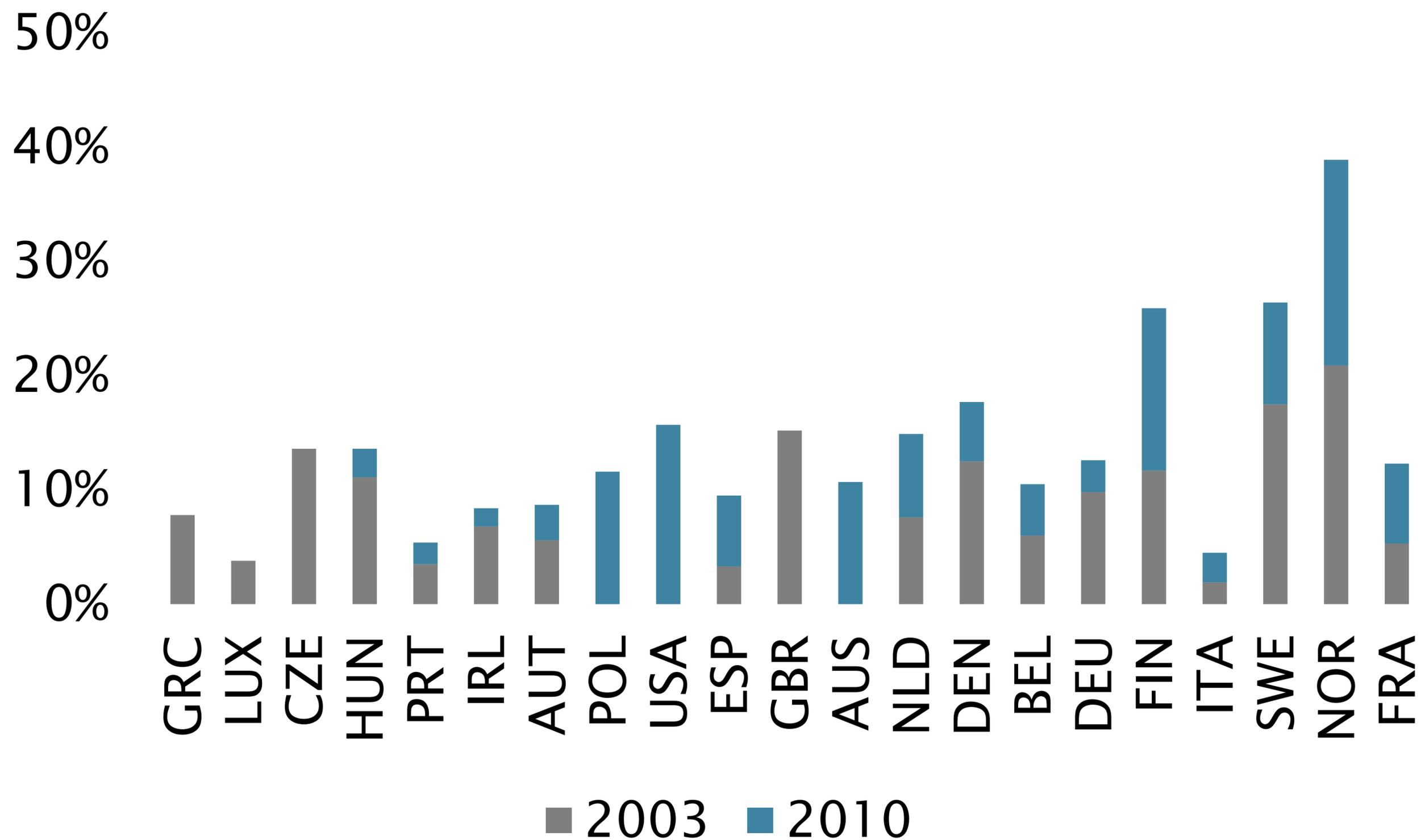
# Women's share of board seats



2003 data for POL, USA and AUS unavailable

Sources: EIGE; MSCI

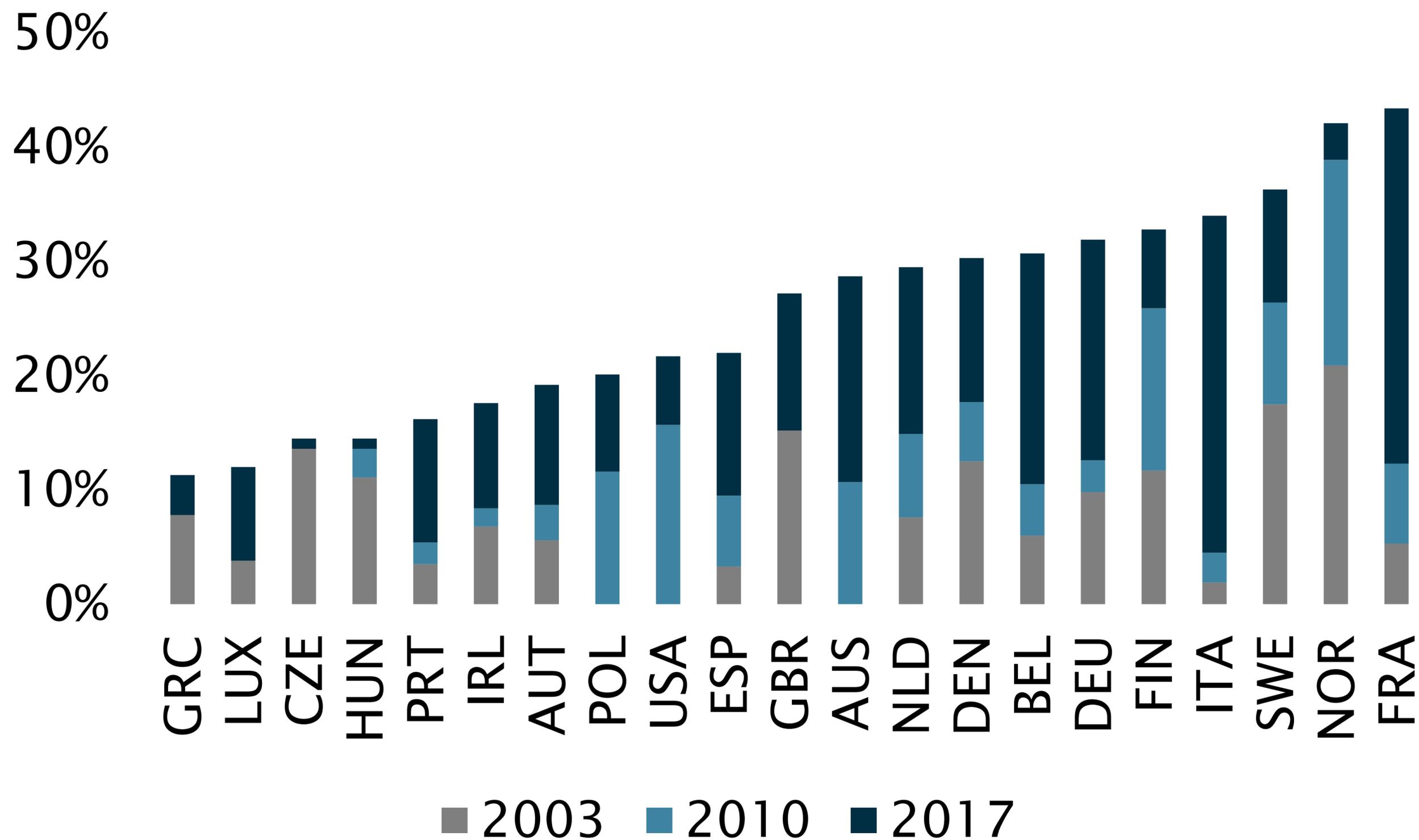
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# Policy approaches to women on boards as of 2017



**'Hard'  
quotas  
(5)**

Belgium (33% by 2017)  
France (40% by 2017)  
Germany (30% by 2016)  
Italy (33% by 2015)  
Norway (40% by 2008)



**'Soft'  
regulation  
(8)**

Australia  
Austria  
Denmark  
Finland  
Netherlands  
Spain  
Sweden  
UK



**No  
regulation  
(11)**

Czech Republic  
Greece  
Hungary  
Ireland  
Luxembourg  
Poland  
Portugal  
Slovakia  
Slovenia  
Switzerland  
US

# This study



## AIM

To identify the conditions under which gender-diverse boards are achieved.



## METHOD

Fuzzy-set Qualitative Comparative Analysis of 24 OECD countries using fsQCA software 3.0 (+ sensitivity analyses).



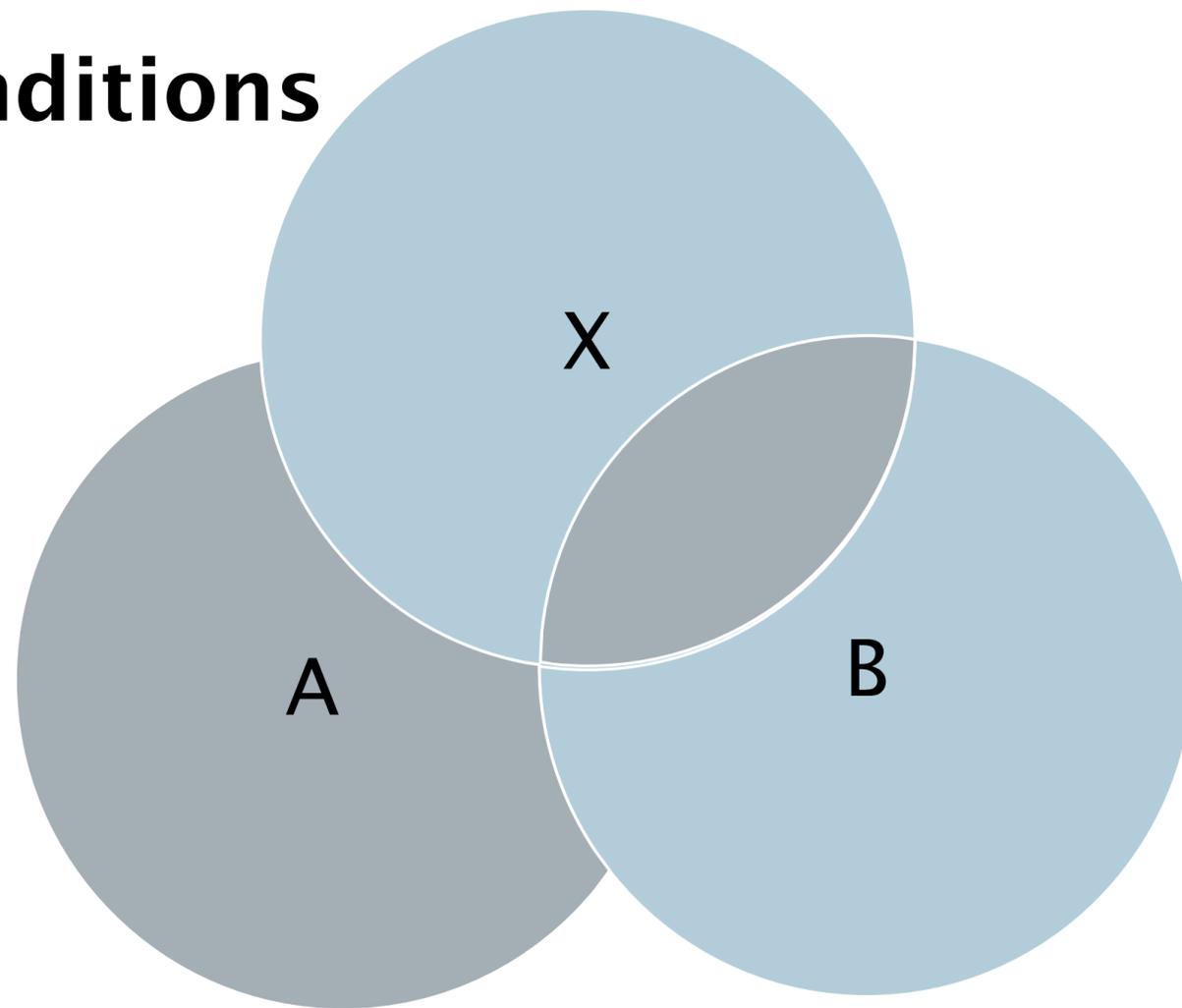
## DATA SOURCES

Eurostat, OECD's Family Database, Government at a Glance Database, and Employment and Labour Market Statistics, Deloitte, EIGE, national sources

# What is fuzzy-set analysis?

An illustration:

**Conditions**



**Outcome, Y**

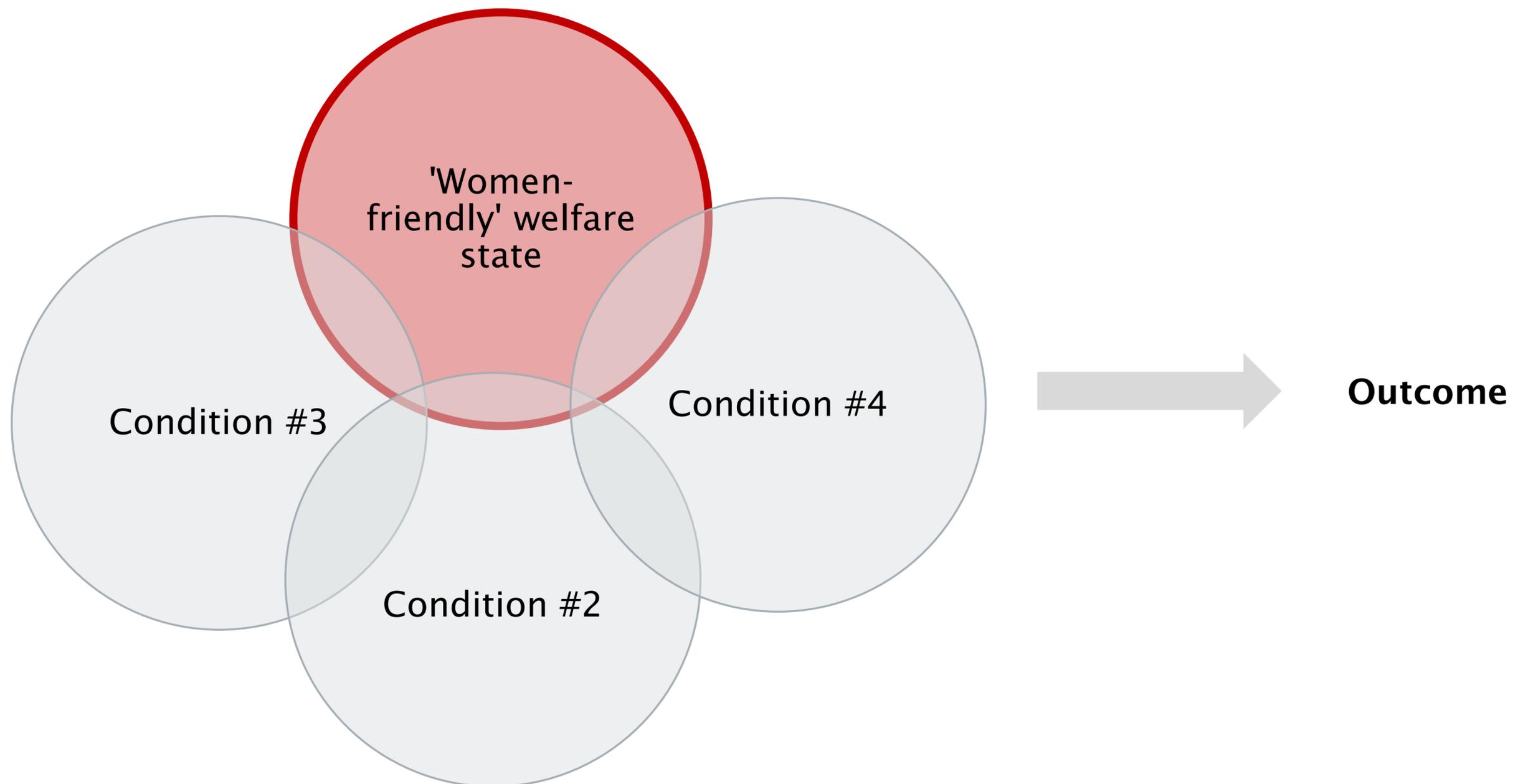
■ Y is present

■ Y is absent

Therefore:

$X+B \text{ OR } A \Rightarrow Y$

# Condition #1



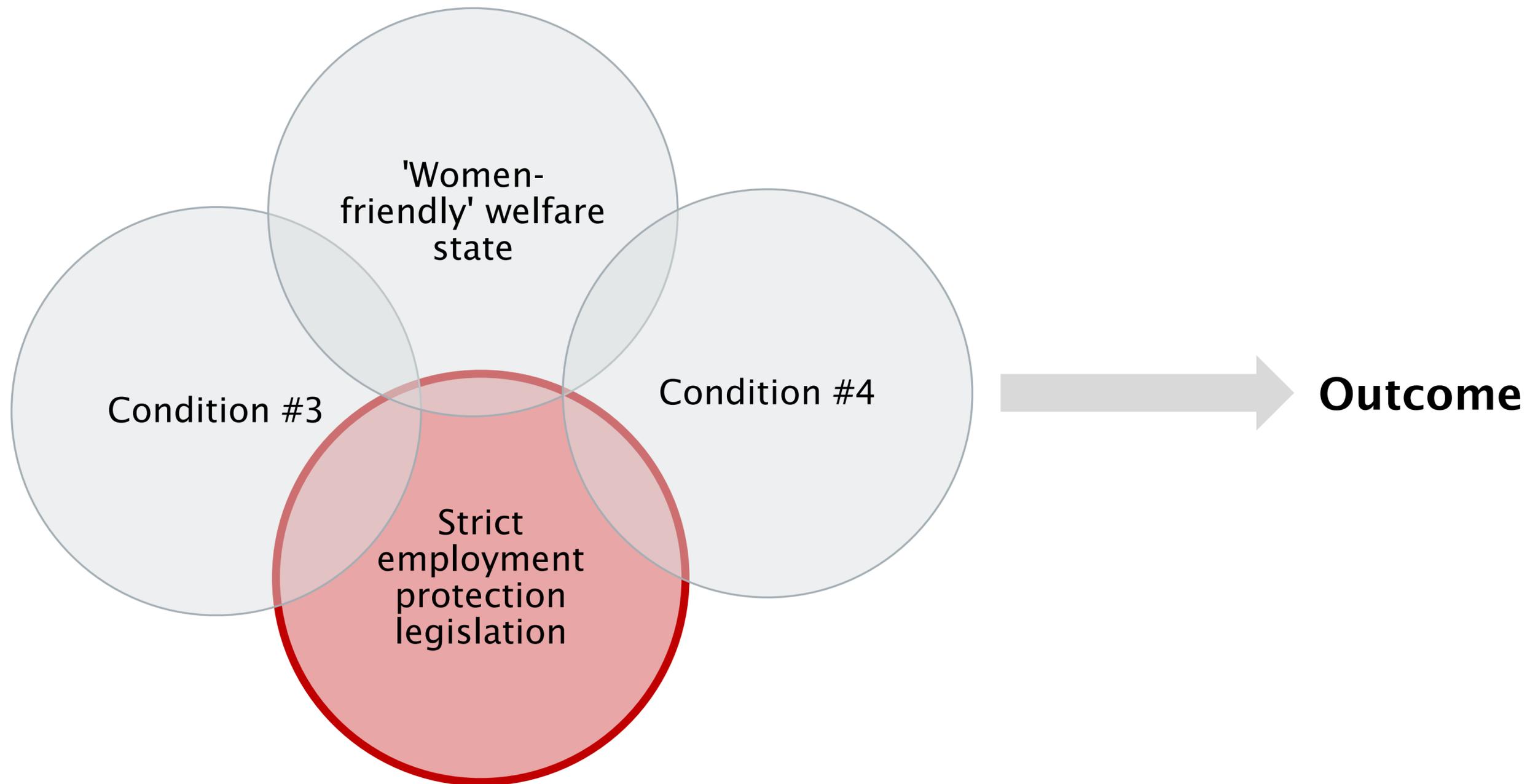
## **The welfare state 'paradox'** (Mandel and Semyonov, 2006)

'Women-friendly' welfare states strengthen the 'glass ceiling' that makes it harder for women to progress in their careers

## **'Women-friendly' index.**

<b>Measure</b>	<b>Maximum women-friendliness (Index score = 100)</b>	<b>Minimum women-friendliness (Index score = 0)</b>
<b><i>Leave policies</i></b>		
Paid maternity leave	30 weeks	0 weeks
Average replacement rate	100%	20%
<b><i>Education and care services</i></b>		
Full-time equivalent enrolment rates of under-threes in formal care arrangements	33%	15%
Full-time equivalent enrolment rates of 3-5-year-olds in formal care arrangements	90%	70%
<b><i>Flexible working options</i></b>		
Percentage of female employees with some ability to set their own working time arrangements	100%	0%
<b><i>Welfare state as employer</i></b>		
Percentage of total workforce employed in general government	30%	10%

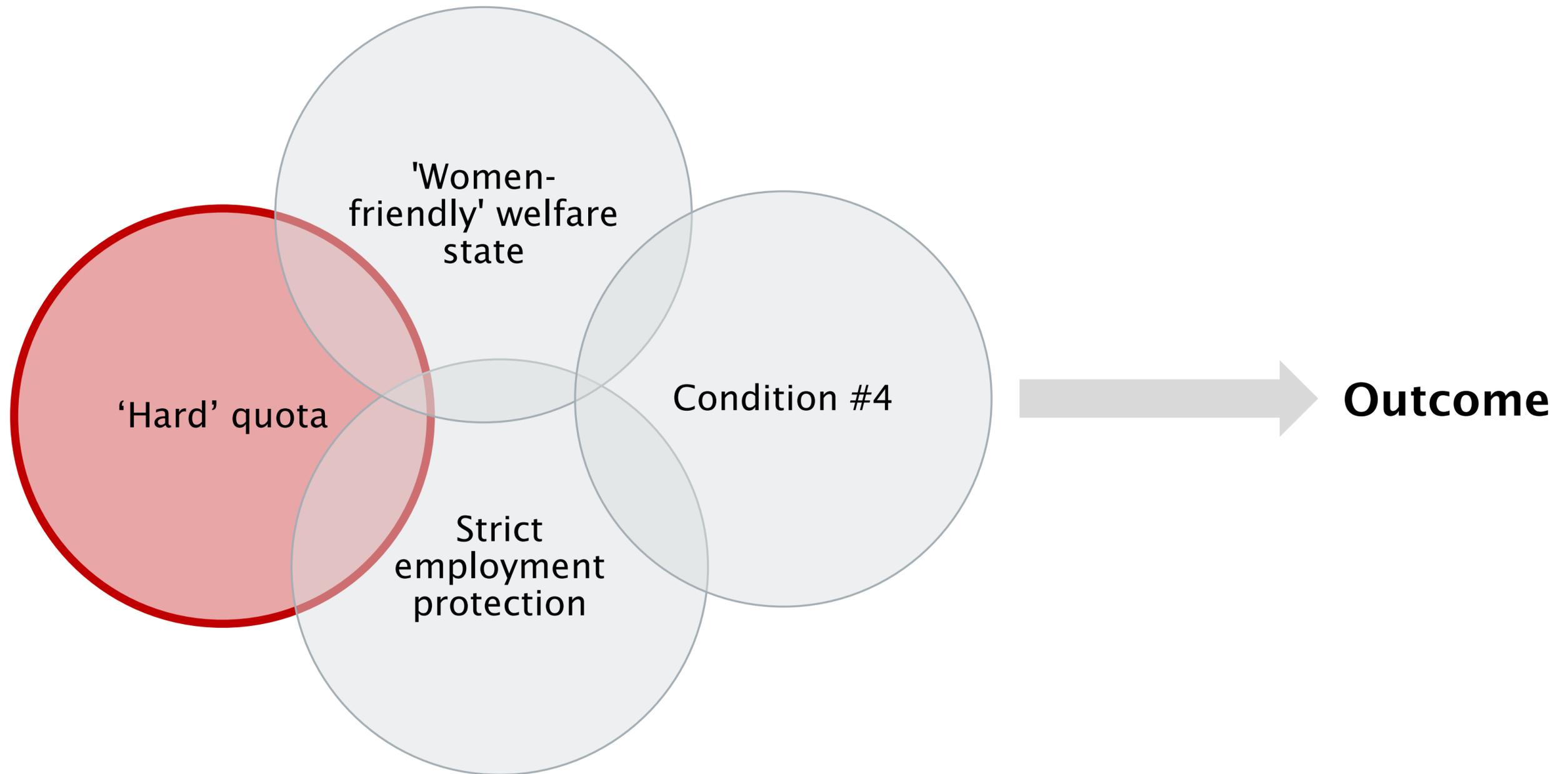
# Condition #2



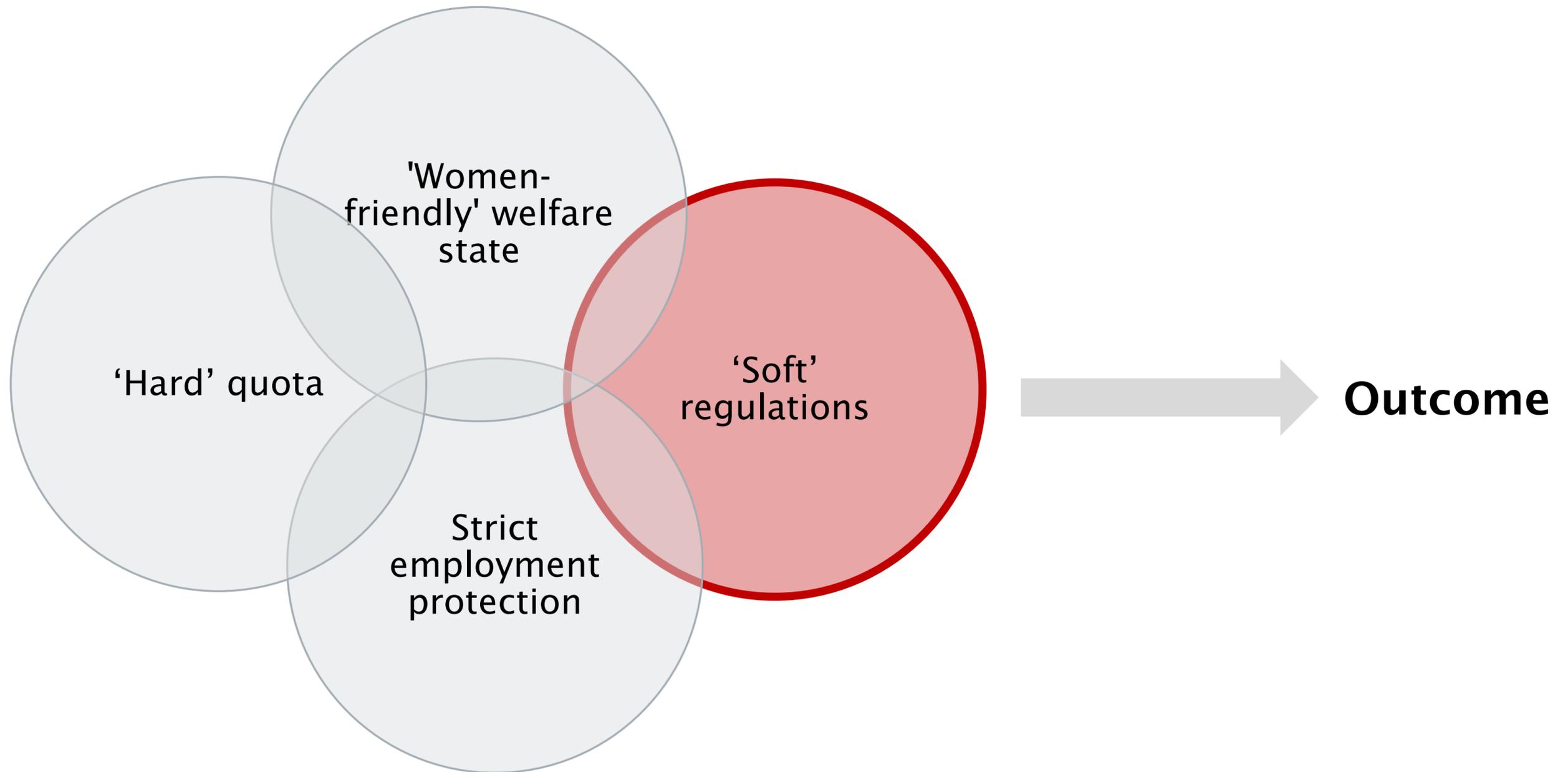
**Strong EPL also strengthens the glass ceiling** (Estévez-Abe, 2005, 2006)

By making it harder to hire/fire employees, strict EPL can increase statistical discrimination against women and make it harder for women to change jobs.

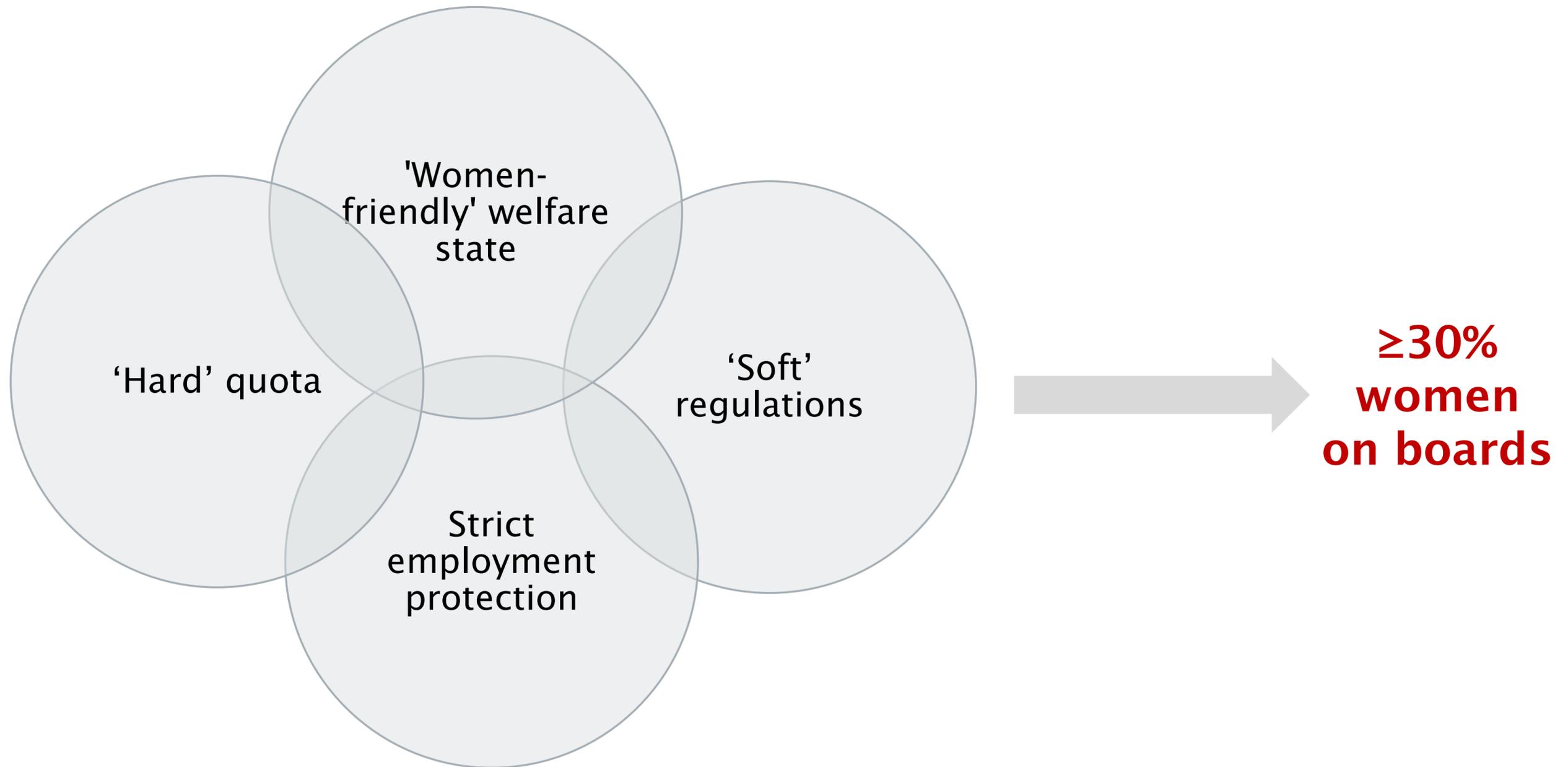
# Condition #3



# Condition #4

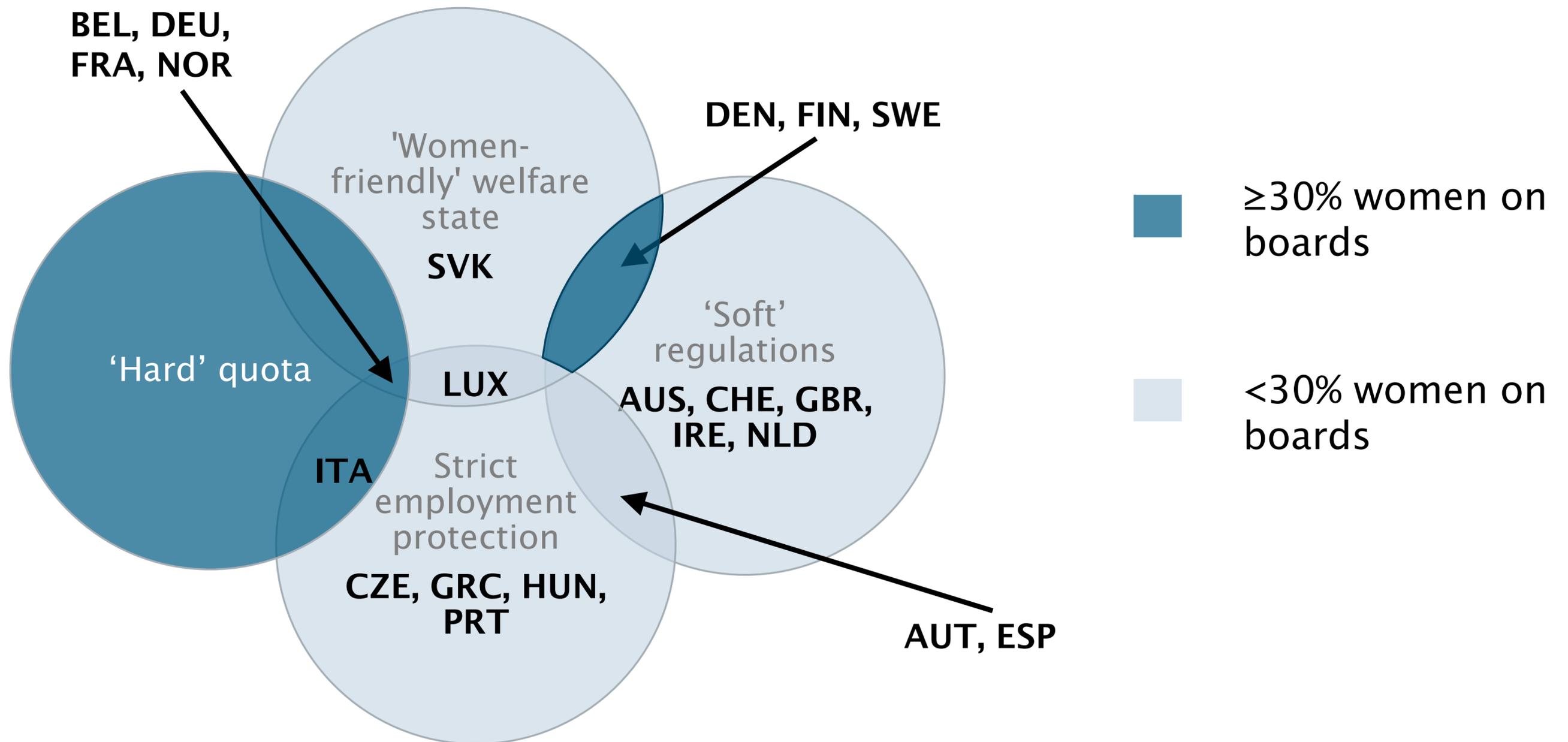


# Outcome



**Women must comprise a 'critical mass' of  $\geq 30\%$  of board members to exert power and influence** (e.g. Konrad et al., 2008; Krook, 2009; Torchia et al., 2011)

# Results



Two (combinations of) conditions lead to the outcome:

1. Hard quota OR
2. Soft legislation + women-friendly welfare states + weak employment protection legislation

# Implications



'Soft' quotas work

Policy 'sticks' in the form of 'hard' quotas work, but so can policy 'carrots' in the form of 'soft' quotas *under certain conditions*.



'Soft' quotas can 'offset' any negative effects of 'women-friendly' social policies

Highly-skilled women's access to top jobs need not forever be blocked by generous family policies.



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**Thank you for listening!**



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