

Propositions
attached to the thesis

**Women on Corporate Boards:
navigating gender hurdles to access corporate boards in Kenya**

Millicent Omukaga

International Institute of Social Studies
Erasmus University Rotterdam.

- i. The voluntary nature of gender equality policy interventions presents no incentive for urgent representation of women on boards, thus requires binding legal instruments for enforcement and genuine political will, accompanied by actionable rewards and sanctions. *(Thesis)*
- ii. Intentional involvement of business leaders in gender diversity as advocates and allies leads to better, accelerated representation of women on boards. *(Thesis)*
- iii. Well intended formal institutions tend to perpetuate the marginalization of women when influenced by embedded informal institutions like cultural norms and traditional practices. *(Thesis)*
- iv. Public policies meant to support women balancing multiple roles and foster parental co- responsibilities require accompanying administrative measures that are critical for work life balance. *(Thesis)*
- v. Exposure to non-stereotyped home environment may reverse cultural beliefs about what girls should and should not do thus discourage gendered activities and stereotypical behaviours in the labour market. *(Thesis)*
- vi. Larger boards tend to be more gender diverse but are likely to be inefficient in their monitoring role when the number becomes too big.
- vii. Child rearing has gendered impact with ‘child penalty’ on female employees and ‘child premium’ on male employees.
- viii. Equality of formal laws and equal treatment may not necessarily address the disadvantage in outcomes for WoBs. Getting women to the top may at times require unequal treatment in law to achieve equal results.
- ix. The establishment of a business case for having women on boards would help companies to understand the advantage of gender diversity on boards hence increase women representation on boards.
- x. Having female business leaders has a likelihood of increasing the number of women on board to critical mass that changes boardroom dynamics substantially and enhances the likelihood that women’s voices are heard.
- xi. Pursuing a PhD while remaining connected to work and family is an enduring adventure that starts on a shaky path and ends in a highway that eventually leads home.