

## Diversity, inclusion, and personality: references

This document provides references and links for research mentioned in the webcast.

### Under-representation at senior levels

Mishra, Subodh (2019). *U.S. Board Diversity Trends in 2019*. Harvard Law School Forum on Corporate Governance. <https://corpgov.law.harvard.edu/2019/06/18/u-s-board-diversity-trends-in-2019/>

*The 2018 UK Spencer Stuart Board Index*. Spencer Stuart. <https://www.spencerstuart.com/research-and-insight/uk-board-index>

Vinnicombe, Susan, Atewologun, Doyin & Battista, Valentina (2019). *The Female FTSE Board Report 2019: Moving Beyond the Numbers*. Cranfield University. <https://www.cranfield.ac.uk/~media/files/the-female-ftse-board-report-2019.ashx>

Wahba, Phil (2020). *The number of black CEOs in the Fortune 500 remains very low*. <https://fortune.com/2020/06/01/black-ceos-fortune-500-2020-african-american-business-leaders/>

### The impact of Covid-19

Andrew, Alison et al (2020) *How are mothers and fathers balancing work and family under lockdown?* Institute for Fiscal Studies. <https://www.ifs.org.uk/publications/14860>

Fawcett Society, The Women's Budget Group (WBG), Queen Mary University of London & the London School of Economics and Political Science (LSE) (2020). *BAME women and Covid-19 – Research evidence*. <https://www.fawcettsociety.org.uk/Handlers/Download.ashx?IDMF=cae4917f-1df3-4ab8-94e7-550c23bdc9cf>

Public Health England (2020) *Disparities in the risk and outcomes of COVID-19 (August 2020)*. [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/908434/Disparities\\_in\\_the\\_risk\\_and\\_outcomes\\_of\\_COVID\\_August\\_2020\\_update.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/908434/Disparities_in_the_risk_and_outcomes_of_COVID_August_2020_update.pdf)

Take part in our type and Covid-19 research: <https://www.surveymonkey.co.uk/r/MBTIC19>

### Benefits of and barriers to diversity and inclusion

Canyon, Martin J. & He, Lerong, (2017). Firm performance and boardroom gender diversity: A quantile regression approach. *Journal of Business Research*, 79(C), 198-211. <https://ideas.repec.org/a/eee/jbrese/v79y2017icp198-211.html>

Eagly, Alice H., Johannesen-Schmidt, Mary C. & van Engen, Marloes L. (2003). Transformational, Transactional, and Laissez-Faire Leadership Styles: A Meta-Analysis Comparing Women and Men. *Psychological Bulletin* 129(4), 569-591. <https://pdfs.semanticscholar.org/64ab/af52dd802cf569379cf52bbb9822d56857aa.pdf>

Gartzia, Leire & Baniandrés, Josune, (2016). Are people-oriented leaders perceived as less effective in task performance? Surprising results from two experimental studies, *Journal of Business Research*, 69(2), 508-516. <https://ideas.repec.org/a/eee/jbrese/v69y2016i2p508-516.html>

Jarzabkowski, Paula, & Searle, Rosalind H. (2004). Harnessing Diversity and Collective Action in the Top Management Team. *Long Range Planning* 37, 399-419. <http://www.alternativeminds.co.uk/Ros3.pdf>