

Realizing Gender Diversity on Corporate Boards

Kang, Wei; Ashton, John; Orujov, Ayan; Wang, Yang

International Journal of the Economics of Business

DOI:

[10.1080/13571516.2022.2133337](https://doi.org/10.1080/13571516.2022.2133337)

Published: 01/05/2023

Peer reviewed version

[Cyswllt i'r cyhoeddiad / Link to publication](#)

Dyfyniad o'r fersiwn a gyhoeddwyd / Citation for published version (APA):

Kang, W., Ashton, J., Orujov, A., & Wang, Y. (2023). Realizing Gender Diversity on Corporate Boards. *International Journal of the Economics of Business*, 30(1), 1-29.
<https://doi.org/10.1080/13571516.2022.2133337>

Hawliau Cyffredinol / General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal ?

Take down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

Realizing Gender Diversity on Corporate Boards.

Wei Kang

Email: wei.kang@aru.ac.uk

Lord Ashcroft International Business School, Anglia Ruskin University, Chelmsford, UK.

John K. Ashton*

Email: john.ashton@york.ac.uk

School of Business and Society, University of York, York, North Yorkshire, UK.

Ayan Orujov

Email: a.orujov@bangor.ac.uk

Bangor Business School, Bangor University, Bangor, Gwynedd, UK.

Yang Wang

Email ywang001@dundee.ac.uk

School of Business, University of Dundee, Scotland, UK.

*** Corresponding Author**

Conflict of Interest Statement: We are unaware of any conflicts of interest.

Keywords: Gender equality, Gender quotas, Policy, Regulatory principles, Soft law.

AUTHORS BIOGRAPHY.

Wei Kang

Dr. Wei Kang is a Lecturer in Accounting and Finance at Anglia Ruskin University. Wei's primary research interests include corporate governance on boards of directors, gender studies and network research.

John K Ashton.

Professor John Ashton is a Professor of Financial Regulation at the University of York. John's research focuses on financial and economic regulation and the pricing of financial services. John has made contributions to a diversity of policy fora in the UK and Europe in areas of financial regulation and payment systems. Prior to his academic career John worked in the Insurance sector.

Ayan Orujov

Dr. Ayan Orujov is an Assistant Professor of Finance at Bangor University. Ayan's research focuses on corporate governance and its effects on firm outcomes. In particular, Ayan is interested in political connections, political lobbying and corporate diversity.

Yang Wang

Dr Yang Wang is an Assistant Professor of Accounting and Finance at the University of Dundee. Yang's research work focuses on corruption and fraud and the effectiveness of financial regulations.

There are no acknowledgements.

Realizing Gender Diversity on Corporate Boards

Abstract

This study examines the effectiveness of soft law through scrutinizing national policies for enhancing the proportion of women on corporate boards. While using soft laws, which have less precision and obligation dimensions than conventional laws, is widespread within financial regulation, the relative performance of soft laws is unexplored. To resolve this, we undertake a comparative examination of 14,012 firms from 99 nations, using a three-stage analysis to examine the effect of different policies, their format and influence of institutional factors on female board representation. We report that soft laws are effective for promoting gender equality on corporate boards and the effectiveness of policies is strongly influenced by the enforcement, implementation and compliance dimensions of policy, and institutional factors. Policies are most potent when enforced using a moderate level of sanctions, with a longer compliance period and a diversity target less distant from a firm's precedent gender diversity level.

Realizing Gender Diversity on Corporate Boards.

1. INTRODUCTION

Soft law develops when the precision, delegation and obligation dimensions of law affecting enforcement, implication and compliance are weakened (Abbott *et al.* 2000). This form of law is used distinctly and emphasizes the expressive function of law rather than its deterrence power (McAdams, 2000). While much financial regulation including anti-money laundering and corporate governance employs soft law extensively (Choudhury, 2018), the effectiveness of this legal form is untested. This study examines the relative effectiveness of soft law through scrutiny of national policies for enhancing the proportion of women on corporate boards. This investigation explores the different dimensions of soft approaches adopted internationally and associated institutional influences.

Some nations have addressed these concerns by using public legal methods and requiring a quota of women on boards is achieved; these are forms of soft law with greater levels of precision. Other nations have used soft law methods with lower levels of precision and greater ambiguity in the enforcement of rules. These would include corporate governance codes (Cuomo *et al.* 2016) and promoted principle-based ‘comply or explain’ methods and voluntary regulatory solutions. International policies to ensure greater gender equality on boards encapsulates these different and often contradictory approaches for enacting corporate policies (Aguilera *et al.* 2006). As soft law, ‘comply or explain’ principles or voluntary methods have been reported to be both less (Grosvold *et al.* 2007) and more effective (Labelle *et al.* 2015) than more precise methods such as legislative

quotas. There is uncertainty as to the optimal policy approach to enhance women's representation on boards.

In exploring how regulation and policies should be designed, applied and interact with their institutional context (Labelle *et al.* 2015, Terjesen *et al.* 2015; Mensi-Klarbach and Seierstad, 2020), we engage with multiple theoretical areas. Initially, we explore how soft laws (Abbott and Snidal, 2000; Choudhury, 2018) are used in accounting, financial and business regulations (Ford, 2008) to achieve goals, such as gender equality on corporate boards. Using goal setting theory (Locke and Latham, 1984), we then examine how policy design maybe enhanced and identify the attributes of a more effective policy, further investigation is timely. The analysis employs a data panel of 14,012 firms and 109,715 firm-year observations over the period between 2000 and 2021. This sample includes firms from thirty nations with gender diversity policies and a further sixty-nine nations with no recognized policies. Within the assessment we examine the effectiveness of the policy approaches. We then evaluate the enforcement, implementation and compliance dimensions of policies. Lastly, we examine whether institutional differences affect the policy outcomes.

We report that legislative quotas, 'comply or explain' principles and voluntary methods all are effective in promoting gender diversity on corporate boards. Moreover, this policy effectiveness is influenced by how policy is implemented, enforced, and complied with. Policies are more effective when the level of sanctions is moderated, compliance period is longer, and a diversity target is less distant from a firm's precedent gender diversity level. Lastly, institutional factors also influence policy effectiveness.

This study is timely for many reasons. At a time when the veracity of financial regulation is increasingly questioned (Ashton *et al.* 2021), it is important to comprehend how well regulatory approaches such as soft law operates. To date there is a paucity of work examining the efficacy of these legal approaches despite soft law being used in multiple areas of financial regulation, across corporate governance, in multiple areas of corporate social responsibility and to tackle corruption and slavery in the workplace (Choudhury, 2018). We build on qualitative and theoretical studies, such as by Mensi-Klarbach and Seierstad (2020) and perform a comprehensive cross-country quantitative study to examine the effectiveness of various forms of frameworks designed to increase female representation on corporate boards.

Secondly, the case used to examine this issue is important in its own right. Women provide valuable human capital (Tatli *et al.* 2013) for enhancing board monitoring (Adams and Ferreira, 2009), fostering strategic change (del Carmen Triana *et al.* 2019), developing sustainability (Liao, *et al.* 2015; Haquea and Jones, 2020), earnings management (Gull *et al.* 2018) and improving organizational performance (Campbell and Mínguez-Vera, 2008; Xing *et al.* 2021). Throughout the study we therefore assume enhanced gender diversity in the boardroom delivers a wealth of other organisational benefits (Biswas *et al.* 2021) and focus on how well different policy approaches can be employed to improve the gender balance of corporate boards internationally. Despite governments across the world have introduced policies to enhance the representation of women on boards, the progress remains slow. As of 2021, only 19.7 percent of all directors across 72 countries are women, a figure rising from 16.9 percent in 2018 and 15.0% in 2016 (Deloitte, 2022). We contribute to this process through identifying more effective forms of policy.

Lastly, despite developments and interest from various arenas, the issue of gender quotas internationally is still not well-developed because comprehensive and systematic studies are lacking. As highlighted by Kirsch's (2018) comprehensive review, recent studies of board gender quotas have highlighted regulatory issues, which tend to follow one of two streams. One explores the antecedents of regulations, e.g., institutional and cultural contexts (e.g., Terjesen *et al.* 2015) or the influences of actors (e.g., Seierstad *et al.* 2017); the other stream investigates the effects of regulations mainly on economic performance, mostly with mixed results. Few studies focus on comparative analysis of the use, design and impact of regulations, as this research area is still dominated by country-specific studies (Kirsch, 2018). We extend the existing comparative research (Grosvold *et al.* 2007, Labelle *et al.* 2015, Mensi-Klarbach and Seierstad, 2020) by examining inter- and sub-national differences in policies critical for shaping corporate board gender diversity (Thams *et al.* 2018). Mensi-Klarbach and Seierstad (2020) explore the use of gender quotas on corporate boards in ten European countries by performing a qualitative study. They propose a framework for understanding various quota designs suggesting that institutional design affects the choice of the appropriate regulatory framework. We extend this study by empirically examining the efficiency of various regulatory frameworks in achieving higher female representation on boards in a cross-country setting that includes not only European, but also countries from other geographical areas.

The study is organized as follows. After this introduction, we examine different soft law approaches used to attain gender equality on boards, the design of these policies and wider institutional influences. We then report the data employed, before detailing the testing framework.

Findings are reported in four sections, including descriptive results, the effectiveness of policy approaches, how policy dimensions influence policy outcomes and institutional effects. Lastly, we present the conclusions.

2. LITERATURE REVIEW

2.1 Policy Approaches to Achieve Gender Equality on Boards

A miscellany of soft law policies is employed to enhance gender equality of boards. Many nations use legislation to specify more precise soft law methods such as quotas for women on boards (Seierstad *et al.* 2017; Mensi-Klarbach and Seierstad, 2020). These rules-based standards often involve bright-line thresholds (Kadous and Mercer, 2012), include scope and legacy exceptions and have a high level of detailed and extensive implementation guidance. Other nations have balked at such direct intervention, preferring soft law methods with less precise targets and more ambiguous obligations and enforcement. These methods include principle-based methods, ‘comply or explain’ approaches, moral suasion, or voluntary frameworks whereby firms have some choices and flexibility in how they respond to requirements for changes (Keay, 2014; Klettner *et al.* 2016).

These policy approaches are mostly applied at the national level and principally affect larger companies (Table 1). There are twenty-four countries or states that have legally mandated gender quotas for corporate board membership. After Norway passed laws requiring all public companies have at least 40% women directors on corporate boards, other nations or states within a nation

including Austria, Belgium, Chile, France, Germany, Iceland, India, Israel, Italy, Kenya, Netherlands, Morocco, Portugal, South Korea, Switzerland, California, Illinois, Maryland, New York, and Washington in the USA have introduced gender quotas (Deloitte, 2022). A further twelve nations or states within a nation (Denmark, Finland, Luxembourg, Malaysia, Spain, Poland, Romania, Sweden, Turkey, Vietnam, and Massachusetts and Pennsylvania in the USA) have implemented regulatory ‘comply or explain’ principles. Four countries (Australia, Canada, Mexico, and the UK) adopted even less precise voluntary methods, encouraging gender equality on boards while allowing corporations to manage this change.

INSERT TABLE 1

Public and private interest perspectives provide a theoretical backdrop for evaluating these legal forms (McCraw, 1975). From a public interest perspective, an active role for government is predicated on the existence of market failures and the need for consumer protection. From this standpoint, an appropriate response to limited representation of women on boards would be the use of relatively more precise soft laws and regulation such as legislative gender quotas. In contrast, a private interest view holds that markets can resolve most market failures without government intervention. Hence, a greater reliance is placed on market discipline, information disclosure, with a light regulatory hand paramount (Shleifer, 2005). Reflecting these private interest concerns, soft law ‘comply or explain’ principles and voluntary methods are more appropriate methods to enhance gender diversity on boards, as they allow firms some choice in how they comply.

How nations intervene to ensure more women are appointed to corporate boards reflects this wider theoretical debate as to whether legislation and rules or principle-based ‘comply or explain’ regulation is more appropriate. Unsurprisingly, these policies have generated mixed results and unintended consequences. In line with the public interest perspective, some studies have empirically compared the effectiveness of voluntary approaches instead of legislation (Grosvold *et al.* 2007), reporting legislation encourages more diversity growth. Distinctly, Labelle *et al.* (2015) evaluated the effectiveness of regulatory relative to voluntary approaches embedded within corporate governance codes with respect to firm performance. In favor of private interest perspective, regulatory approaches are reported to be less effective than the voluntary approach, as an accelerated increase in the demand for more female directors may create a shortage of qualified women. Hence, regulatory means are costly by compelling firms to appoint less experienced women on boards in a short time frame. This ambiguity is concerning as these public and private, legislative, regulatory “comply or explain” principles and voluntary approaches are seen globally, allowing us to test:

H₁: *More precise soft law approaches such as gender quotas are the most effective in increasing the number of women appointed to corporate boards.*

2.2. Goal Setting and the Design of Policy

Theoretical Background: Goal Setting Theory

These mixed policy outcomes reflect the considerable variation in both in the form of policies, their dimensions and the different national institutions affecting corporations. This study uses goal-setting theory to illuminate issues related to different legal dimensions, sanctions, targets and timings within policy. Goal Setting Theory has been used for decades to motivate people to perform better in work-related tasks by setting and monitoring goals (Fortes Tondello *et al.* 2018). Without the proper goal formulation, many good intentions are doomed to fail (Norcross *et al.* 1989). Advances in social psychological goal setting have helped improve our understanding of formulating effective targets.

In the case of gender diversity regulation, diversity goals are often quantified in a number or percentage of women on boards providing clarity and allowing firms to measure their progress (Lunenburg, 2011). Some sanctions are also important to ensure compliance (de Cabo *et al.* 2019), but excessive sanctions maybe self-defeating (Cooter, 1984). For example, some firms view a fine as a price worth paying and fewer sanctions may lead to greater compliance (Mann *et al.* 2013). For example, in Norway, legislative gender quotas have enhanced board representation of women and simultaneously encouraged 30–50 percent of ASA companies (Norwegian public limited companies) to delist and avoid compliance (Ahern and Dittmar, 2012; Bøhren and Staubo, 2014).

We also consider the time over which the policy is enacted (Carver and Scheier, 1982) and the discrepancy between current and desired states. Compliance dates or phase-in periods either limits compliance (Reichman, 1992) or motivates firms to comply (Locke, 1968). For instance, firms prefer distant future goals to more proximate goals (Taylor and Shepperd, 1998). When the compliance period is longer than needed, progress can slow to fill the available time (Parkinson

and Osborn, 1957) and infinite compliance periods, as used in Iceland, are associated with limited goal completion. Quotas have also been seen to have an immediate effect in the year legislation is implemented and then a decreasing influence (Dahlerup and Freidenvall, 2005). Other policy characteristics include the discrepancy between current and desired states (Carver and Scheier, 1998). If the threshold for women's representation is far from a firm's current gender diversity level, firms are more likely to reject targets (Englich *et al.* 2006, Locke and Latham, 1984). In sum, goal characteristics are likely to have a range of effects in the formulation of appropriate policy approaches. Therefore, we argue, different forms of policy implementation, enforcement, and compliance may strengthen or weaken the capacity of policy to increase board gender diversity. We therefore test:

H₂: *The sanctions, timing, form and proximity of policy goals influence the effectiveness of gender quality policy*

2.3. National, Regional and Firm Level Institutional Influences.

Most existing studies examining the issue of corporate board quotas focus on single countries (Wang and Kelan, 2013; Palá-Laguna and Esteban-Salvador, 2016). This study answers the call for research examining the interplay between diffusion and institutional factors (Teigen, 2012) by assessing the impact of national and regional characteristics on the efficacy of board quotas.

A recent qualitative study by Mensi-Klarbach and Seierstad (2020) has identified that the introduction of regulation at national level is influenced by a country's unique institutional and

cultural context. As embedded institutional environments influence how organizations respond to regulations (Whitford and Tucker, 2012), we assume that institutional structures enable or constrain board diversity through context, technical pressures, and societal expectations (Meyer and Rowan, 1977). For example, many country-level determinants such as the gender distribution of the labor force (Bertrand *et al.* 2019), dominant institutions including government, family, education, religion, and firm characteristics affect women's presence on corporate boards (Grosvold and Brammer, 2011; Grosvold *et al.* 2016).

While most countries have homogeneous governance systems, some nations such as the USA, have federal structures, providing individual states or regions with the legal power to influence board composition. In the states enacting policies, significant variation in women's board representation exists (Thams *et al.* 2018). This may arise from different regional opportunities. For example, Massachusetts has a larger pool of women in careers associated with boardroom roles than Tennessee (Bellar *et al.* 2008). Other nations, such as members of the European Union are bound by common international laws and regulations. Subsequently, legislative quotas are pervasive across Europe; the European Commission promoting gender balance in European Union listed companies since 2016. Unlike USA with a relatively friendly legal environment for shareholder activism, Europe lacks shareholder representative democracy (Dobson and Rastad, 2018). USA, therefore, relies on endogenous mechanisms of shareholder proposals that gender diversity resolutions brought by shareholders, whereas Europe on exogenous government mandated quotas (Perrault, 2015). We argue that these institutional differences are responsible for variation in board gender diversity. We therefore test:

H₃: *National and regional institutional characteristics influence board diversity.*

3. METHODS AND DATA EMPLOYED

3.1 Data sources and the sample employed.

Our data sources are BoardEx and Thomson Reuters Eikon, which provide corporate board and accounting information respectively. As the BoardEx dataset starts in 2000 and only covers public limited companies, we examine gender diversity on corporate boards between 2000-2021. Colombia, Chile and Kenya are excluded as their policies focus on state-owned companies. After removing observations with missing values, a panel dataset of 99 countries over 22 years including 14,012 firms and 109,715 firm-year observations, is created.

INSERT TABLE 2

The distribution of sample nations and firms is provided in Table 2. Overall, 3,793 firms and 13,899 firm-years across 24 countries face legislative measures, 1,220 firms and 3,830 firm-years across 12 countries are subject to regulatory ‘comply or explain’ principles and 1,151 firms and 3,937 firm-years have engaged with voluntary methods. Malaysia and Spain moved from a legislative framework to a ‘comply or explain’ regulatory principles after 2021 and 2020 respectively. Similarly, the United States (Illinois) moved to a mandatory quota in 2019 after using a ‘comply or explain’ regulatory principles (Deloitte, 2022).

The firm-years affected by policy measures are used as a treatment group, and unaffected firm-years form the control group. For example, in 2003, Norway introduced legislation requiring all publicly listed boards have 40 percent of women on boards by 2008. All publicly listed companies in Norway from 2003 onwards are included in our treatment group, whereas the control group includes firm-years between 2000 and 2002. The treatment group consists of 6,725 firms across 27 countries or states within a nation, whereas the control group is composed of 10,790 firms and 82,062 firm-years.

In assessing these legal dimensions, we focus on the different sanctions, targets and timings within policy. Table 3 outlines the policy dimensions and formats observed in different nations including three panels displaying the varying combinations of quotas, ‘comply and explain’ principles and voluntary approaches to implementing soft law. To test hypothesis 2, we create dummy variables indicating each dimension and format of different policy approaches and introduce interaction terms in our baseline model examining whether these dimensions interplay between the effectiveness of promoting gender equality and policy approaches.

Table 3 (Panel A) shows the frequency and distribution of policy measures and their sanctions. Overall, 37.03% of our sample has no sanctions, whereas 62.97% with one or more sanctions. We identify six forms of sanctions including refilling, fines, lawsuits, dissolution, disclosure, and delayed pay. Refilling requires non-compliant firms leave a vacancy empty until a woman is found. Fines are monetary penalties paid by non-compliant firms; for example, Italian firms are fined from €100,000 to €1,000,000 if the percentage of women on supervisory boards is less than 33%. One to note that we also consider the case of Spain has the sanction of fines though there are no sanctions

for noncompliance. The government shows preference in rewarding contracts to organizations that do comply, which can be considered as a loss/punishment for non-compliant firms. Non-compliant firms in other countries, such as Greece, can be sued and sent to the administrative courts. We call these sanctions *lawsuits*. Dissolution is a sanction whereby non-compliant firms are delisted, and are used, for example, in Norway. Other countries including Belgium, punish non-compliant firms by suspending directors' benefits or using *delayed pay* sanctions. Legislative quota measures have the greatest variety of sanctions with the maximum of 3 sanctions at a time, while 'comply or explain' principles and voluntary methods only have one sanction: the *disclosure* of non-compliance.

Table 3 (Panel B) presents the time between expected compliance and implementation for the three policy approaches. Legislative quotas have an average 3.23-year phase-in period, with a minimum of 2 year and maximum 7 years. The phase-in period for regulatory 'comply or explain' principles vary from 0 to 5 years with a mean of 4.13 years. Voluntary methods, have an average phase-in period of 5.30 years. Overall, 39.60% of firms face no specific compliance date.

Table 3 (Panel C) reports the target number or percentage of women expected to be represented on corporate boards. While some nations state this target numerically, such as '*at least x women on boards*', most indicate an expected percentage. For example, Norway, France, Italy, and Belgium require a certain percentage of women board members, while India, South Korea and the United States (Illinois) mandate one to three women should sit on the board. Other countries, such as Poland and the United States (Maryland, New York and Washington), do not specify a target at all and just encourage greater gender diversity on corporate boards. In Table 3 (Panel C), quota percentage targets range from 25% to 40% of board seats occupied by a woman. 'Comply or

explain' principles have an average target of 37% women on boards and targets for voluntary approaches range from 25% to 40%.

INSERT TABLE 3

Table 4 outlines our variables and the treatment and control group descriptive statistics. At the country level, GDP growth and inflation are considered as macro-economic indicators and the percentage of female labor force is used as a control for gender imbalance in labor market entry. At the firm level, we consider board characteristics, including board size, average number of qualifications held by directors, the number of years that directors have served on boards, and firm characteristics including firm size (the log of total assets) and operating profits as control variables.

INSERT TABLE 4

3.2 The Testing Framework

As women's representation on boards increases over time, it is difficult to identify if an increase in board gender diversity results from policy interventions, institutional effects or merely the passage of time (Hughes *et al.* 2017; Isidro and Sobral, 2015). We address this by focusing on the relationship between policy measures and gender diversity, rather than examining the effects of gender diversity.

INSERT FIGURES 1 & 2

We first examine the impact of three soft law approaches; legislative quotas, ‘comply or explain’ principles and voluntary methods. We visualize the change in the percentage of women on boards for each policy approach in Figure 1. The X-axis displays an event time window of [-3, 3] with the year of implementation denoted Year 0. We observe the percentage of women on boards’ increases over time regardless of policy measures. Figure 2 depicts the implementation of policy over time. Quotas, ‘comply or explain’ principles and voluntary methods are captured in a 5-year window. The figure shows that quotas and regulatory principles have a continuous impact on gender diversity, whereas voluntary approaches have a limited impact similar to which of no policies.

To examine if this trend arises from policy implementation or is a naturally occurring phenomenon, we use propensity score matching – difference in differences (PSM-DID) approaches. The propensity score matching (PSM) is an approach to address sample selection and confounding bias and endogeneity concerns by matching treatment firms with control firms which are as similar as possible. Reported in Table 5, Columns (1)-(3) focus on treatment firms, subject to quotas, regulatory principles and voluntary methods respectively. The three dummy variables that proxy these policy approaches are dependent variables within probit models with all other control variables as regressors (shown in Table 4). A firm’s propensity score is then obtained to classify treatment and control group, which effectively captures information on matching firms’ characteristics and avoids the excessive dimensioning problems during the matching processes (Mao, 2019).

Following Özbuğday *et al.* (2020), the radius matching method is applied to estimate average effect of soft law on board gender equality. This method can address the concern of poorly matched observations.¹ In other words, this approach allows the usage of extra observations when the good matches are not available. Radius matching uses all the relevant control observations as matching criteria. The propensity score of a matched firm falls into a predetermined level of the propensity score of the firm in the treated group. Following Brixiová *et al.* (2020), a maximum propensity score distance of 0.1 is selected.² The magnitude of difference in the proportion of female board members between the treatment firms and control firms are derived by estimating the following equation:

$$T_{ATT} = E[Y_{i,t,j}|p, D = 1] - E[Y_{i,t,j}|p, D = 0]$$

(1)

Where T_{ATT} refers to the average difference between matched treatment and control observations; $Y_{i,t,j}$ refers to the proportion of women on board of firm i at year t in country j ; Dummy variable ‘ D ’ equals to one if a firm subjects to legislative quota (or regulatory principle or voluntary method), zero otherwise. The propensity score p is calculated based on the probability of subjecting to these ‘policy measures’ given the firm and country characteristics as defined in Table 4.

Based on the matched treated and control samples, a difference in differences (DID) model is then applied to compare the impact of policy measures on the percentage of women on boards before and

¹ The other popular approach of matching is the nearest neighbor matching. Nearest neighbor matching means that one control observation is selected as a match for a treatment observation that is closest in terms of propensity score. Nearest neighbor matching method may result in some poorly matched firm-year observations if the closest neighbor is far away (Yang and Mallick, 2010).

² We have also tried different calipers, including 0.1, 0.05 and 0.01, and the PSM-DID results still hold.

after policy implementation. The DID model is designed as follows:

$$\begin{aligned} WOB_{itj} = & \beta_0 + \beta_1 Treated_{itj} + \beta_2 Post_t + \beta_3 (Treated_{itj} \times Post_t) + \theta X_{itj} \\ & + \omega_t + \varepsilon_{itj} \end{aligned} \tag{2}$$

Where WOB_{itj} is the dependent variable, which refers to the percentage of women on board of the firm i in country j in year t . The dummy treated group, $Treated_{itj}$, refer to the specific policy measure (legislative quotas, ‘comply or explain’ or voluntary approaches) that a firm i subject to in country j in year t . We define a dummy variable ‘ $Post_t$ ’, which equals 1 if the observation is in the post policy-implementation period and 0 otherwise. X_{itj} is a vector of control variables, defined in Table 4. We also control for time effects, which denotes to ω_t . ε_{itj} is the stochastic disturbance term. These estimates are reported in Table 5.

To further assess the effect of policy approaches and dimensions and institutional factors, this is conducted in two stages. First, we compare the percentage of women on boards for the three policy approaches, controlling for firm and country-specific characteristics. We then introduce interaction terms for the enforcement, compliance and implementation dimensions (defined in Table 3).

To justify our baseline model, we estimate a simple OLS regression using the full sample. Then we consider time-series effects and national/state heterogeneity by introducing year and national/state dummy variables. Different panel-robust statistical inferences are considered and indicate the standard errors of the conventional fixed-effect model are relatively small, whilst

clustered standard errors are close to those obtained from the bootstrapping method.

Heteroskedasticity is detected from the Wald test, so we cluster standard errors at the firm level.

Our baseline model employs firm fixed effects and is stated as:

$$WOB_{itj} = \beta_1 Measures_{tj} + \beta_2 Measures_{tj} * Dimensions_{tj} + Controls_{itj} + \epsilon_j + \xi_t + \gamma_{itj} \quad (3)$$

Where WOB_{itj} is the percentage of women on the board of firm i in country j in year t , $Measures_{itj}$ is a dummy variable for the different policy approaches of firm i in country j in year t ; $Dimensions_{tj}$ represents the policy dimensions in country j in year t defined in Table 3; $Controls_{itj}$ refers to a set of control variables defined in Table 4; ϵ_j and ξ_t are country and year fixed effects respectively and γ_{itj} is the error term.

This base model is adapted to consider the three dimensions of policy using different sanction metrics. First, a dummy variable is constructed to indicate whether sanctions are imposed for non-compliance (i.e., *Sanction*). Second, as only legislative quotas have more than one sanction whereas ‘comply or explain’ regulatory framework and voluntary approaches with a maximum of one sanction – disclosure, we only consider how many sanctions exist and their effects on legislative quotas. We label the number of sanctions as *No.sanctions* in the model. Lastly, we consider the effects of a specific sanction (*Refilling, Lawsuits, Fines, Disclosure, Dissolution or Delay pay*) on three measures of soft law. The results are reported in Table 6.

In Table 7 we examine the interaction between specific policy measures and their compliance dates. We do this through considering two measures of compliance date; one, a dummy variable

indicating if a compliance date is initiated (i.e., *deadline*), and two, the number of years from the initial year to the compliance year (i.e., *year gap*). In table 8 we examine if the design of the target influences the effectiveness of the policy measure, as countries use different compliance targets. We first examine the interaction between specific policy measures and the format of the target by using a dummy variable, *Ratio*, coded one, if the target is set as a percentage and zero when a target is expressed as a minimum number of women on the board. We then examine the effects of the magnitude of target, *Size*, coded one, if the target is in percentage on different measures. Lastly, we examine if the perception of the feasibility of achieving the target affects the effectiveness of a specific measure. We use the proxy of the gap between the target and a firm's precedent gender diversity level, *Quota Gap*, to indicate the feasibility. According to Locke's goal setting theory (Locke and Latham, 1990), we argue that firms are more likely to be demotivated if the gap is perceived too large to achieve.

Lastly, we examine the effects of the European Union and the United States to ascertain if our results vary by national and institutional factors. We first divide our sample into EU (4,802 firms) and non-EU countries (9,211 firms). The results are reported in Table 9 Column (1). We also consider intra-national effects by focusing on the United States, where seven states (Massachusetts, Pennsylvania, Illinois, Washington, Maryland, New York and California) promote gender diversity on boards. The differences between states enable examination of whether a specific measure varies over the United States, whilst holding country-level characteristics constant. This is tested using a subsample of 3,185 U.S. firms including 295 firms in Massachusetts, 181 firms in Pennsylvania, 149 firms from Illinois, 83 firms from Washington, 76 firms from Maryland, 424 firms from New

York and 699 firms from California; the results are reported in Table 9 Column (2). Lastly, as U.S. firms are overrepresented, and embody 27.73% of the sample, we exclude these and re-run model (3). The results are available on request.

4. RESULTS

4.1 Descriptive Results

Descriptive statistics of the treatment (affected by policy) and control (not effected by policy) groups are reported in Table 4. The average percentage of women on corporate boards is 20% for the treatment group relative to 11% for the control group. Treatment group companies on average are larger in size and less profitable than the control group and have a smaller board size (an average of 9.15 directors, of which 76% are independent). The treatment group also displays a lower GDP growth by 0.11%, a higher GDP deflator by 0.05%, and a lower percentage of women in labor markets by 5.58%.

INSERT TABLES 4 & 5

4.2 Which approach is the most effective in promoting board gender diversity?

In Table 5 we outline which policy approach is most effective using PSM-DID method. Interaction terms indicate that all three policy approaches have significant impact on the percentage of women on boards. In Column (1), Quota*Post is positive at 1% significance, indicating legislative measures effectively promote the presence of female directors after policy implementation. Similarly, in Columns (2) and (3), Principles*Post and Voluntary*Post suggest the significant increase in the

percentage of female directors after introducing regulatory and voluntary measures. The results validate our hypothesis 1 that soft law is effective in enhancing board gender equality. As a propensity score matching approach is adopted, t-tests are conducted to determine whether balancing has been achieved. A good balancing is verified that treated and control firms have similar characteristics, as control variables become insignificant and the differences between the treated and control firms converges after matching across different models.³

4.3 How do policy dimensions influence policy outcomes?

We consider the influence of sanctions in Table 6. We introduce the dummy variables of *Sanction*, *No. sanctions* and specific sanctions (*Refilling*, *Lawsuits*, *Fines*, *Disclosure*, *Dissolution*, *Delay pay*) and interaction terms with specific policy approaches in the baseline model. In Column (1), we observe the introduction of sanctions strengthens the effectiveness of legislative quotas but has adverse effects on ‘comply or explain’ and voluntary approaches (coeff = 0.14; -0.023; -0.065; at 1% significance). Legislative quotas are the most effective, when operated with sanction, increasing the presence of female directors by 11.7%. In line with public interest perspectives, legislative quotas largely rely on the interference of the government in response to limited representation of women on boards. This interference is effective as firms comply to avoid negative consequences (McAdams, 2000), but we argue, firms might not comply when sanctions are too expensive to afford.

³ In Model 1, the difference between the treated (i.e., firms subject to legislative measures) and control firms is 0.11 and is statistically significant in the unmatched observations. The difference narrows to 0.10 after matching. In Model 2, the difference between the treated (i.e., firms subject to regulatory measures) and control firms is 0.11 and is statistically significant in the unmatched observations. The difference narrows down to 0.07 yet remains statistically significant after matching. In Model 3, the difference between the treated (i.e., firms subject to voluntary measures) and control firms is 0.042 and is statistically significant in the unmatched observations. The difference narrows down to 0.038 yet remains statistically significant after matching.

Column (2) presents results on the severity of sanctions (*No. sanctions*) on legislative quotas. Legislative quotas have the maximum of three sanction types but are effective only if one form of sanctions is used (coeff = 0.048, at 1% significance). For two or three sanction types, quotas have adverse effects on board gender equality (coeff = -0.138, -0.072, at 1% significance). To achieve corporate compliance, firms will often seek to minimise their efforts and do only what is necessary, rather than increase their own abilities or to compete with others (Dowson and McNerney, 2001; Bipp *et al.* 2008). If the costs of compliance outweigh the potential punishments, firms are likely to resist compliance. Therefore as sanctions become more severe, additional effort is required to avoid any negative stimulus and discourage corporate compliance.

INSERT TABLES 6 & 7

Effective policy therefore requires a moderated sanction. To determine the efficacy of individual sanctions we consider all sanction types separately in Column (3). The *delay pay* is the most effective sanction in enhancing board representation of women (coeff=0.097, at 1% significance), followed by *dissolution* and *disclosure* (coeff=0.072, 0.029). *Lawsuits* and *finer* are the least effective sanctions and *refillment* has insignificant effects on gender equality.

Table 7 reports the time companies have to comply with a policy target. The results show that a precise compliance date has a positive impact on voluntary approaches, negative on legislative quotas and insignificant on 'comply or explain' approaches (coeff = 0.028; -0.018; 0.009). Quotas are more effective when deadlines are not applied. Compliance dates reduce the effectiveness of

quotas by 0.018 (at 1% significance). Voluntary methods are effective only when deadlines are applied, ‘comply or explain’ principles are ineffective regardless. As the proximity to the deadline date could be more influential than the deadline date itself (Taylor and Shepperd, 1998) we consider the length of the transition period using the year difference between the compliance year and the implementation year (*year gap*). The results are reported in Column (2); we observe legislative quotas are the most effective when firms have the longest phase-in period of 7 years (coeff = 0.022, at 1% significance). Similarly, principles and voluntary methods are more effective, with the longest phase-in period of 5 and 10 years, the presence of female directors increases by 9% and 8% respectively (at 1% significance).

INSERT TABLES 7 & 8

In Table 8 we examine different types of targets. We assume that attainable goals need to be perceived as specific, measurable, realistic, and timely (Latham, 2003) and require considered formulation (Norcross *et al.* 1989). For example, diversity goals are often quantified in percentage terms to provide clarity and allowing firms to measure their progress (Lunenburg, 2011). Column (1) therefore, examines whether percentage or numerical targets of gender diversity are more effective. We report percentage targets enhances board gender equality by 2.6% in the case of quotas (at 5% significance) but have negative effects on principles (coeff = -0.030, at 1% significance). Column (2) reports a percentage target increases by one percent, the policy effectiveness is enhanced by 12.4%, 9.7%, and 14.3% for quotas, principles and voluntary approaches respectively.

Nevertheless, we argue if targets distant from the precedent gender diversity levels are perceived unrealistic (Locke and Latham, 1984). Evidently, Column (3) reports the larger of the distance, the less effective in promoting gender equality, which of quotas, principles and voluntary approaches reduce by 29%, 14.4% and 25.2% respectively.

4.4 Institutional Influences

We report regional institutional influences in Table 9. Column (1) reports the results of regional effects between EU and non-EU countries. Column (2) reports the sub-national effects within the United States. The results in Column (1) display the significance of EU membership for quotas, principles and voluntary methods (coeff = 0.052, 0.044, 0.075, at 1% significance). The results in Column (2) report that intra-national effects exist within the USA, specifically in New York, Washington, Pennsylvania and Illinois, whereas Maryland, California and Massachusetts with insignificant effects. These states with significant intra-national effects have a negative impact on promoting gender diversity on boards. This might be caused by relatively few states having introduced gender equality policies. These pioneering states are facing the huge inertia to promote gender diversity in corporate world.

INSERT TABLE 9

4.5 Robustness check – Tobit regression analysis

The dependent variable is measured by the proportion of female board members, which is subject to limited dependent variable issues. As some firms do not appoint any female members in the board, the dependent variable is a mixture of zero and positive values. We follow Saeed *et al.* (2019) adopting a Tobit truncated model to address such a concern. A Tobit model is applied to re-estimate the previous PSM-DID results (Table 5), and the results are presented in Table 10. Quota*Post; Principles*Post; Voluntary*Post are reported significant and positive and further confirm our previous inferences, implying that legislative quotas, regulatory and voluntary measures are effective in the promotion of board gender diversity.

INSERT TABLE 10

5. POLICY IMPLICATIONS AND CONCLUSIONS

This study conducts a comparative analysis of soft law policy measures used to enhance gender equality on corporate boards. Attaining gender equality on corporate boards is a global policy priority for a multitude of ethical (Terjesen and Sealy, 2016), social (Byron and Post, 2016), corporate governance (Lara *et al.* 2017; Nielsen and Huse, 2010; Owen and Temesvary, 2018) and business reasons (Bennouri *et al.* 2018; Farrell and Hersch, 2005). Despite this conspicuous need for change, it is unclear how different national policies for enhancing gender equality in the boardroom have actually performed (Marquardt and Wiedman, 2016; Wiersema and Mors, 2016).

In total 99 countries between 2000 and 2021 are considered. We examine three approaches to applying soft law, the dimensions and format of policy and the influence of the institutional context. Our empirical evidence shows that soft law approaches with the least ambiguity and most precision, are the most effective policy measures. This supports the use of public, rule-based approaches for enhancing gender diversity, rather than other less precise soft law approaches. We conclude that while more flexible and less precise soft law approaches are often cheaper to deploy, are easier to agree with participants and to introduce politically, they may also be less effective. Allowing firm choice and limiting sanctions as explicit in soft law approaches may not encourage firms to comply and improve gender diversity on boards. Moving forward it is important for nations to move from less to more precise forms of soft law policies if they wish to enhance gender equality.

The format and dimensions of policy are also influential and alter the effectiveness of policy measures. Legislative quotas are only effective if sanctions are applied moderately, with four forms of sanction or severe sanctions resulting in firms ceasing to comply. Quotas work effectively regardless of the length of the compliance period, implying a gradual rather than immediate effect on women's representation on boards. Generally, firms respond to a policy measure positively when measures have longer compliance periods, and the policy targets are closer to a firm's precedent gender diversity level. Lastly, we report the regional variance in the EU and non-EU countries, and sub-national variance partially existing in the United States. This is an important contribution in light of the debate on regulation of boards in US vs Europe, in particular with regards to ideological differences about the legitimacy of economic power (Dammann, 2012; Magnier and Rosenblum,

2014; Rubio-Marín, 2012; Suk, 2012). We suggest future research should examine these institutional differences in the European and USA context.

When implementing gender equality policies, all three approaches are effective but are more effective when applying ‘delay pay’ and ‘dissolution’ sanctions, stating the target for women on boards in percentages rather than as a number and ensuring this target is not too distant from firms’ current levels of board equality. These policy measures can be successfully delivered through wider political unions such as the EU and less fruitfully applied within federal structures such as those within the USA.

These recommendations pose challenges as unintended reactions to regulation can arise (Reichman, 1992). Gender quotas can create ethical tensions (Terjesen and Sealy, 2016) resulting in women being promoted more for symbolic reasons rather than their ability (Sealy and Singh, 2010). Subsequently, some women do not support quotas, as they “don't want to be a token woman” (Kakabadse *et al.* 2015). We suggest further investigation of factors affecting how firms promote gender diversity on boards is critical. For instance, we are unaware if firms pre-empt and anticipate changes to policy and the introduction more prescriptive forms of soft law. Further, as the compliance date for many policy measures evaluated in this study is due after 2021, further research as to how firms have strategically engaged with equality policy is critical to evaluate these future deadlines and targets.

REFERENCES

- Abbot, K. W., Keohane, R. O. Moravcsik, A., Slaughter A.M. and Snidal D. (2000). The Concept of Legalization, *International Organisation*, 54(3), 401-419.
- Abbott K. W. and Snidal, D. (2000). Hard and Soft Law in International Governance, *International Governance*, 54(3), 421-456.
- Adams, R. B., & Ferreira, D. (2009). Women in the boardroom and their impact on governance and performance. *Journal of Financial Economics*, 94(2), 291-309.
- Aguilera, R. V., Williams, C. A., Conley, J. M., & Rupp, D. E. (2006). Corporate governance and social responsibility: A comparative analysis of the UK and the US. *Corporate Governance: An International Review*, 14(3), 147-158.
- Ahern, K. R., & Dittmar, A. K. (2012). The changing of the boards: The impact on firm valuation of mandated female board representation. *The Quarterly Journal of Economics*, 127(1), 137-197.
- Ashton, J. K., Burnett, T., Diaz Rainey I. & Ormosi, P, (2021). Known unknowns: How much financial misconduct is detected and deterred?, *International Journal of Financial Markets Institutions and Money*, 74. 101389.
- Bellar, S. L., Helms, M. M., & Arfken, D. E. (2012). Stability and change: The presence and absence of women in Tennessee's corporate board rooms. *Business Perspectives*, 21(1), 50-58.
- Bennouri, M., Chtioui, T., Nagati, H., & Nekhili, M. (2018). Female board directorship and firm performance: What really matters?, *Journal of Banking & Finance*, 88(c), 267-291.

-
- Bertrand, M., Black, S. E., Jensen, S., & Lleras-Muney, A. (2019). Breaking the glass ceiling? The effect of board quotas on female labour market outcomes in Norway. *The Review of Economic Studies*, 86(1), 191-239.
- Bipp, T., Steinmayr, R., & Spinath, B. (2008). Personality and achievement motivation: Relationship among Big Five domain and facet scales, achievement goals, and intelligence. *Personality and Individual Differences*, 44(7), 1454-1464.
- Biswas, P. K., Rogers, H. & Stainback, K. (2021). Does women's board representation affect managerial gender inequality?, *Human Resource Management*, 60, 659-680.
- Bøhren, Ø., & Staubo, S. (2014). Does mandatory gender balance work? Changing organizational form to avoid board upheaval. *Journal of Corporate Finance*, 28(5), 152-168.
- Brixiová, Z., Kangoye, T., & Yogo, T. U. (2020). Access to finance among small and medium-sized enterprises and job creation in Africa. *Structural Change and Economic Dynamics*, 55, 177-189.
- Byron K. & Post, C. (2016). Women on Boards of Directors and Corporate Social Performance: A Meta-Analysis. *Corporate Governance: An International Review*, 24(4), 428–442.
- Campbell, K., & Mínguez-Vera, A. (2008). Gender diversity in the boardroom and firm financial performance. *Journal of Business Ethics*, 83(3), 435-451.
- Carver, C. S., & Scheier, M. F. (1982). Control theory: A useful conceptual framework for personality–social, clinical, and health psychology. *Psychological Bulletin*, 92, 111–135. doi:10.1037/0033-2909.92.1.111
- Carver, C. S., & Scheier, M. F. (1998). *On the self-regulation of behavior*. Cambridge University.
- Choudhury, B. (2018). Balancing Soft and Hard Law for Business and Human Rights, *International and Comparative Law Quarterly*, 67(3), 961-986
- Cooter, R. (1984). Prices and sanctions. *Columbia Law Review*, 84(6), 1523-1560.
- Cuomo, F., Mallin C. & Zattoni, A. (2016). Corporate Governance Codes: A Review and Research Agenda, *Corporate Governance: An International Review*, 24(3), 222–241.
- Dahlerup, D., & Freidenvall, L. (2005). Quotas as a 'fast track' to equal representation for women: Why Scandinavia is no longer the model. *International Feminist Journal of Politics*, 7(1), 26-48.
- Dammann, J. (2013). Place aux dames: The ideological divide between US and European gender discrimination laws. *Cornell Int'l LJ*, 45, 25.

de Cabo, R. M., Terjesen, S., Escot, L., & Gimeno, R. (2019). Do 'soft law' board gender quotas work? Evidence from a natural experiment. *European Management Journal*, 37(5), 611-624.

del Carmen Triana, M., Richard, O. C., & Su, W. (2019). Gender diversity in senior management, strategic change, and firm performance: Examining the mediating nature of strategic change in high tech firms. *Research Policy*, 48(7), 1681-1693.

Deloitte (2022). Progress at a snail's pace - Women in the boardroom: A global perspective. Available at: <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/gx-women-in-the-boardroom-seventh-edition.pdf>. [Access to 27/06/2022]

Dobson, J., & Rastad, M. (2018). Women on boards: EU board gender quotas, and why the US should avoid them. *Business and Professional Ethics Journal*, 37(1), 1-12.

Dowson, M., & McInerney, D. M. (2001). Psychological parameters of students' social and work avoidance goals: A qualitative investigation. *Journal of Educational Psychology*, 93(1), 35.

Englich, B., Mussweiler, T., & Strack, F. (2006). Playing dice with criminal sentences: The influence of irrelevant anchors on experts' judicial decision making. *Personality and Social Psychology Bulletin*, 32(2), 188-200.

Farrell, K. A., & Hersch, P. L. (2005). Additions to corporate boards: The effect of gender. *Journal of Corporate Finance*, 11(1-2), 85-106.

Ford, C. L. (2008). New governance, compliance, and principles-based securities regulation. *American Business Law Journal*, 45(1), 1-60.

Fortes Tondello, G., Premasukh, H., & Nacke, L. (2018, January). A theory of gamification principles through goal-setting theory. Hawaii International Conference on System Sciences.

Grosvold, J., & Brammer, S. (2011). National institutional systems as antecedents of female board representation: An empirical study. *Corporate Governance: An International Review*, 19(2), 116-135.

Grosvold, J., Brammer, S., & Rayton, B. (2007). Board diversity in the United Kingdom and Norway: an exploratory analysis. *Business Ethics: A European Review*, 16(4), 344-357.

Grosvold, J., Rayton, B., & Brammer, S. (2016). Women on corporate boards: A comparative institutional analysis. *Business & Society*, 55(8), 1157-1196.

Gull, A. A., Nekhili, M. Nagati, H. & Chtioui, T. (2018). Beyond gender diversity: How specific attributes of female directors affect earnings management. *The British Accounting Review*, 50(3), 255-274.

Haqea, F. & Jones, M. J. (2020). European firms' corporate biodiversity disclosures and board gender diversity from 2002 to 2016. *The British Accounting Review*, 52(2), 1-18.

Hughes, M. M., Paxton, P., & Krook, M. L. (2017). Gender quotas for legislatures and corporate boards. *Annual Review of Sociology*, 43, 331-352.

Isidro, H., & Sobral, M. (2015). The effects of women on corporate boards on firm value, financial performance, and ethical and social compliance. *Journal of Business Ethics*, 132(1), 1-19.

Kadous, K., & Mercer, M. (2012). Can reporting norms create a safe harbor? Jury verdicts against auditors under precise and imprecise accounting standards. *The Accounting Review*, 87(2), 565-587.

Kakabadse, N. K., Figueira, C., Nicolopoulou, K., Hong Yang, J., Kakabadse, A. P., & Özbilgin, M. F. (2015). Gender diversity and board performance: Women's experiences and perspectives. *Human Resource Management*, 54(2), 265-281.

Key, A. (2014). Comply or explain in corporate governance codes: in need of greater regulatory oversight?, *Legal Studies*, 34(2), 279–304.

Kirsch, A. (2018). The gender composition of corporate boards: A review and research agenda. *The Leadership Quarterly*, 29(2): 346-364.

Klettner, A., Clarke, T. & Boersma, M. (2016). Strategic and Regulatory Approaches to Increasing Women in Leadership: Multilevel Targets and Mandatory Quotas as Levers for Cultural Change, *Journal of Business Ethics*, 133, 395-419.

Labelle, R., Francoeur, C., & Lakhal, F. (2015). To regulate or not to regulate? Early evidence on the means used around the world to promote gender diversity in the boardroom. *Gender, Work & Organization*, 22(4), 339-363.

Lara, J. M. G., Osma, B. G., Mora, A., & Scapin, M. (2017). The monitoring role of female directors over accounting quality. *Journal of Corporate Finance*, 45, 651-668.

Latham, G. P. (2003). Goal Setting: A Five-Step Approach to Behavior Change. *Organizational Dynamics*, 32(3), 309–318.

Liao, L., Luo, L. & Tang, Q. (2015). Gender diversity, board independence, environmental committee and greenhouse gas disclosure. *The British Accounting Review*, 47(4), 409-424.

Locke, E. A. (1968). Toward a theory of task motivation and incentives. *Organizational Behavior and Human Performance*, 3(2), 157-189.

-
- Locke, E. A., & Latham, G. P. (1984). *Goal setting: A motivational technique that works!*, Englewood Cliffs, NJ: Prentice Hall.
- Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting & task performance*. Prentice-Hall, Inc.
- Lunenburg, F. C. (2011). Goal-setting theory of motivation. *International journal of management, business, and administration*, 15(1), 1-6.
- Magnier, V. & Rosenblum, D. (2013). Quotas and the transatlantic divergence of corporate governance. *Nw. J. Int'l L. & Bus.*, 34, 249.
- Mann, T., De Ridder, D., & Fujita, K. (2013). Self-regulation of health behavior: social psychological approaches to goal setting and goal striving. *Health Psychology*, 32(5), 487-498.
- Mao, C. W. (2019). Effect of corporate social responsibility on corporate tax avoidance: evidence from a matching approach. *Quality & Quantity*, 53(1), 49-67.
- Mensi-Klarbach, H. & Seierstad, C. (2020). Gender quotas on corporate boards: Similarities and differences in quota scenarios. *European Management Review*, 17(3): 615-631.
- Marquardt, C. & Wiedman, C. (2016). Can Shareholder Activism Improve Gender Diversity on Corporate Boards? *Corporate Governance: An International Review*, 24(4): 443–461
- McAdams, R. H. (2000). A focal point theory of expressive law. *Virginia Law Review*, 86, 1649-1729.
- McCraw, T. H. (1975). Regulation in America: A Review Article, *Business History Review*, 44(2), 159-183.
- Meyer, J. W., & Rowan, B. (1977). Institutionalized organizations: Formal structure as myth and ceremony. *American Journal of Sociology*, 83, 340-363.
- Nielsen, S. & Huse, M. (2010). The Contribution of Women on Boards of Directors: Going beyond the Surface, *Corporate Governance: An International Review*, 18(2), 136–148.
- Norcross, J. C., Ratzin, A. C., & Payne, D. (1989). Ringing in the New Year: The change processes and reported outcomes of resolutions. *Addictive Behaviors*, 14(2), 205-212.
- Owen, A. L., & Temesvary, J. (2018). The performance effects of gender diversity on bank boards. *Journal of Banking & Finance*, 90, 50-63.

-
- Özbuğday, F. C., Fındık, D., Özcan, K. M., & Başçı, S. (2020). Resource efficiency investments and firm performance: Evidence from European SMEs. *Journal of Cleaner Production*, 252, 119824
- Palá-Laguna, R., & Esteban-Salvador, L. (2016). Gender quota for boards of corporations in Spain. *European Business Organization Law Review*, 17(3), 379-404.
- Parkinson, C. N., & Osborn, R. C. (1957). *Parkinson's law, and other studies in administration* (24). Boston: Houghton Mifflin.
- Perrault, E. (2015). Why does board gender diversity matter and how do we get there? The role of shareholder activism in deinstitutionalizing old boys' networks. *Journal of Business Ethics*, 128(1), 149-165.
- Reichman, N. (1992). *Uncovering the Role of Compliance Practices in Shaping Regulatory Policy*. Boston: Northeastern University Press.
- Rubio-Marin, R. (2012). A new European parity-democracy sex equality model and why it won't fly in the United States. *The American Journal of Comparative Law*, 60(1),99-126.
- Saeed, A., Sameer, M., Raziq, M. M., Salman, A., & Hammoudeh, S. (2019). Board gender diversity and organizational determinants: Empirical evidence from a major developing country. *Emerging Markets Finance and Trade*, 55(8), 1803-1820.
- Sealy, R. H., & Singh, V. (2010). The importance of role models and demographic context for senior women's work identity development. *International Journal of Management Reviews*, 12(3), 284-300.
- Seierstad, C., Warner-Soderholm, G., Torchia, M. & Huse, M. (2017). Increasing the Number of Women on Boards: The Role of Actors and Processes, *Journal of Business Ethics*, 141, 289-315.
- Shleifer, A. (2005). Understanding Regulation, *European Financial Management*, 11(4), pp.439–451.
- Suk, J.C. (2012). Gender parity and state legitimacy: From public office to corporate boards. *International Journal of Constitutional Law*, 10(2), 449-464.
- Tatli, A., Vassilopoulou, J., & Özbilgin, M. (2013). An unrequited affinity between talent shortages and untapped female potential: The relevance of gender quotas for talent management in high growth potential economies of the Asia Pacific region. *International Business Review*, 22(3), 539-553.
- Taylor, K. M., & Shepperd, J. A. (1998). Bracing for the worst: Severity, testing, and feedback timing as moderators of the optimistic bias. *Personality and Social Psychology Bulletin*, 24(9), 915-926.

Teigen, M. (2012). Gender quotas on corporate boards: On the diffusion of a distinct national policy reform. In *Firms, boards and gender quotas: Comparative perspectives* (Vol. 29, pp. 115-146). Emerald Group Publishing Limited.

Terjesen, S., & Sealy, R. (2016). Board gender quotas: Exploring ethical tensions from a multi-theoretical perspective. *Business Ethics Quarterly*, 26(1), 23-65.

Terjesen, S., Aguilera, R. V., & Lorenz, R. (2015). Legislating a woman's seat on the board: Institutional factors driving gender quotas for boards of directors. *Journal of Business Ethics*, 128(2), 233-251.

Thams, Y., Bendell, B. L., & Terjesen, S. (2018). Explaining women's presence on corporate boards: The institutionalization of progressive gender-related policies. *Journal of Business Research*, 86, 130-140.

Wang, M., & Kelan, E. (2013). The gender quota and female leadership: Effects of the Norwegian gender quota on board chairs and CEOs. *Journal of Business Ethics*, 117(3), 449-466.

Whitford, A. B., & Tucker, J. A. (2012). Focal points in public policy: Evidence from voluntary regulation. *Review of Policy Research*, 29(2), 281-299.

Wiersema, M., & Mors, M. (2016). What board directors really think of gender quotas. *Harvard Business Review*, 14(November), 2-6.

Xing, L., Gonzalez, A., & Sila, V. (2021). Does cooperation among women enhance or impede firm performance?. *The British Accounting Review*, 53(4), 100936.

Yang, Y., & Mallick, S. (2010). Export premium, self-selection and learning-by-exporting: Evidence from Chinese matched firms. *The World Economy*, 33(10), 1218-1240.