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Impact of Leader Intellectual Humility on Team Performance with Moderating Effects of Gender and Work Experience: A Study in the Indian IT Sector

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Abstract

Intellectual Humility (IH) is a profound concept in the IT sector of India where it is considered as a potential leadership trait. The fast-paced IT firms are needed to prioritize a higher IH among leaders to make a positive change among team members. The secondary data synthesis of this research has projected that the Indian IT companies are flooded with gender bias. A higher IH among female leaders is viewed as a nurturing trait, whereas the male are considered to be "alpha". A total of 25 peer-reviewed journals and articles have been incorporated in the thematic analysis. This qualitative analysis has addressed the research objectives and the problems identified. Hence, recommendations have been made to develop structural interventions, gender-specific strategies, and cultural reframing for a better outcome.

Keywords: Intellectual Humility, team performance, gender bias, work experience, and high power-distance.

Introduction

The concept of intellectual humility (IH) refers to the recognition that one's knowledge is fallible and limited. As the Indian IT sector is rapidly evolving, leaders' IH needs to be considered to transform a rigid team into an innovative one (Lei et al. 2022). In the IT sector of India, traditional leadership tends to lean towards an "all-knowing" or paternalistic style. On the contrary, the research of Gao et al. (2025) suggests that leaders have an IH view of team performance through the lens of knowledge sharing, psychological safety, and reduced turnover. Hence, such leaders primarily engage with a learning environment and encourage architectural debates without fearing ego-driven conflict.

Yet, due to the cultural differences in India, there is a moderating effect of gender in this context. The concept of "double standards" and ingrained societal expectations prevail in the perception of leadership (Hafeez & Siddiqui, 2024). For instance, male leaders are often viewed as confident and secure, whereas female leaders are perceived as uncertain and lacking in confidence. The interpretation of humility is also changed with working experience, such as over 15 years of experience among leaders, which is prioritised over 5-10 years of experience (Tariq et al. 2023). Therefore, in the Indian context, the trends of expertise, cultural shift, and agility are linked to the IH of leaders.

Problem statement

The rapid transition of the Indian IT sector towards Global Capability Centres (GCCs) and Generative AI demands cognitive flexibility and psychological safety. The Indian leadership models are deeply rooted in authoritarian hierarchies and high power-distance (Lei et al. 2022). Hence, a high IH among leaders is essential to improve team performance, yet existing studies lack in translating India with the prevalence of gender

stereotypes and work experience. As a result, teams of top Indian IT firms, like Infosys and TCS, currently have a high attrition rate of nearly 13-14% due to a "silent culture" (Mani, 2025).

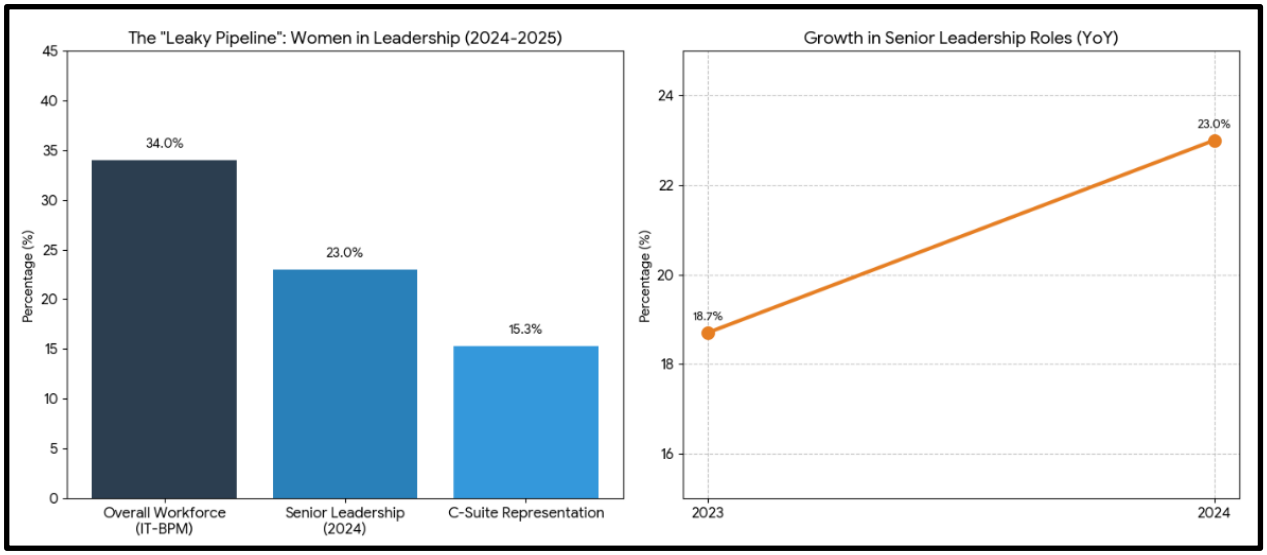

Figure 1: Representation of women in Indian IT firms' leadership

(Source: LinkedIn Economic Graph, 2025; Nasscom, 2026)

Figure 1 shows contextual statistics related to women in leadership roles in the Indian IT sector, experiencing a slow and incremental growth. It is often described as an "hourglass effect" as the entry-level participation shrinks at the top. The senior leadership roles of women in this sector are only 23% in 2024, with merely 15.3% at the C-suite level in the corporate landscape (LinkedIn Economic Graph, 2025). The hiring trends in Indian IT firms have also changed in 2025 as 46% of the workforce requires re-skilling due to the utilization of AI by 2027 (Nasscom, 2026). Therefore, leaders with a low IH might create a bottleneck for their teams to up-skill, which is a major problem.

Research purpose

The research aims to critically analyze the influence of leaders' IH on team performance, where gender and work experience play key roles.

The objectives of the research have been mentioned below.

RO1: To critically evaluate the impact of the IH of a leader in various dimensions of team performance in the Indian IT sector

RO2: To understand the role of gender in perceiving the IH of a leader on the team performance of the Indian IT sector

RO3: To critically demonstrate the effects of work experience to amplify the leader's IH for team performance of the IT sector in India

Research question: What is the impact of a leader's IH on team performance, affected by gender and work experience in the Indian IT sector?

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Previous literature and the literature gap

The IH of a leader impacts various aspects of team performance

Insights on the Indian IT sector have provided the idea that cultural aspects play a vital role in perceiving IH among leaders. For instance, the IH of leaders can boost team performance if the leader is already perceived to be technically competent (Babu et al. 2024). Here, humility without competence is considered as incompetence to an extent, rather than a leadership skill or trait. Moreover, India has a growing cultural shift in Tier-1 IT firms, such as Wipro, TCS, and Infosys, where servant leadership models are being replaced by top-down hierarchies. Hence, it is helping in attracting GenZ talents who value leaders' IH more than other generations. In this context, the Psychological Safety Theory can be applied as this theory suggests that IH works is characterized by personal cognitive limitations and openness to feedback (Arslan et al. 2022). IH also works as a catalyst to result in high team performance in a high-trust environment that is closely associated with psychological safety.

The impact of gender on how a leader's IH is perceived for team performance

In terms of the gender moderator, the thematic analysis has shown a double-bind in India as the effects of IH are moderated by gender as a result of the hourglass effect (Maan & Srivastava, 2023). The Indian IT culture is characterized by a traditional patriarchal corporate culture. Here, IH is seen as a sign of security and strength, and it humanizes teams and builds a deeper loyalty among the subordinates. On the other hand, Upadhyay & Singh (2024) have pointed out that female leaders in the IT sector face a double-bind. IH fosters team cohesion, and it is often misinterpreted by the hierarchies as insufficient decisiveness or agentic leadership.

The role of working experience on a leader's IH for team performance

The research has explored working experience as a moderating factor to elaborate on the concept of rigid expert vs. wise sage. As per the view of Arslan et al. (2022), work experience is a non-linear element to link the IH and team performance. For instance, senior leaders with 15+ years of experience can lack humility and become bottlenecks. They might rely on what worked 10 years before, and it can stifle the adoption of modern GenAI or DevOps in workflows. However, Babu et al. (2024) have demonstrated that a cascading effect is seen when veteran leaders show high IH. The entire organization is signalled through such an effect that makes learning a more important status.

Literature gap

Previous literature mainly lacked in exploring the mediating effects of work experience and gender in the context of IH among leaders. A specific focus is in the Indian It firms lacked in existing studies, which has been addressed through this current research.

Method

A secondary qualitative method has been followed to carry out the research, including existing literature on the IH of Indian IT leaders. Only information from peer-reviewed research papers has been incorporated for data synthesis (Dzwigol, 2022). The systematic review method has allowed the research to extract relevant data from existing research papers on similar topics and critically evaluate them. Accessed databases are ProQuest, ScienceDirect, ResearchGate, and others. These databases are reputed for providing authentic knowledge on various business perspectives, which justifies their selection (Mishra & Alok, 2022).

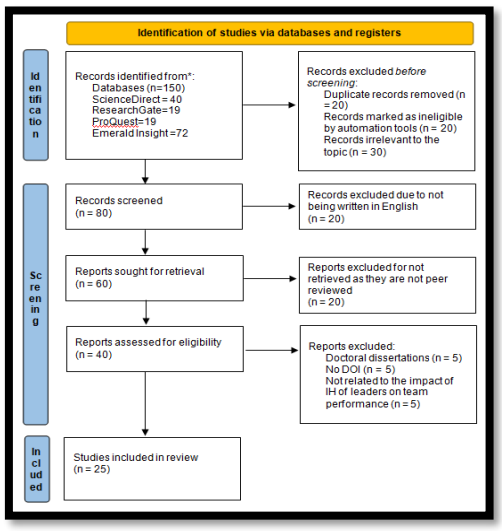

Figure 4: PRISMA diagram

(Source: Influenced by Marra & Nielsen, 2025)

Figure 4 represents the PRISMA flowchart, showing that 25 peer-reviewed papers have been selected from the previously mentioned databases. The initial number of search results has been filtered, and papers have been excluded due to language criteria, duplication, not being relevant to the topic, and other reasons (Marra & Nielsen, 2025). The search timeframe is between 2015 and 2025 to maintain the relevance of the search quality. The selected 25 journals and articles have been checked to ensure their quality using CASP tool. [Refer to Appendix]

Keywords	AND/OR	Keywords	AND/OR	Keywords	Search results
Team performance	AND	Intellectual humility	OR	Employee up-skilling	ProQuest=9 ScienceDirect=12
Leadership skills	OR	Team involvement	OR	Team engagement	ResearchGate= 10 Emerald= 32
Empathy and humility	AND	Leadership development	OR	Leader's IH	ScienceDirect= 28 ProQuest= 10
Agile innovation	AND	Authoritarian hierarchies	AND	Cultural shift in leadership	Emerald= 40 ResearchGate= 9

Table 1: Boolean search results

(Source: Influenced by Dzwigol, 2022)

Table 1 shows the combination of keywords applied during the search of the previous literature papers. Keywords like “Intellectual humility", “Team performance”, “leadership skills”, and “team engagement” have been combined and searched to get several desired research papers that are highly relevant to the chosen topic.

Search strings that have been used for this research are:

Relation between "Team performance" AND "Intellectual humility" OR "Employee up-skilling"

Relation between "Leadership humility" AND "Gender" or "Work experience"

"Impact of gender-based empathy and humility" AND "Leadership development" OR "Leader's IH"

"Understanding Agile innovation" AND "Authoritarian hierarchies" AND "Cultural shift in leadership or team performance"

Inclusion criteria	Exclusion criteria
1. Chosen research papers are only based on the impact of the IH of leaders in the IT sector. 2. Selected journals are necessary to provide information on the relation between a leader's IH and its impact on team performance. 3. Publications are between 2015 and 2025. 4. The written language of the papers must be English. 5. Details of authors and date of publication are essential.	1. Papers that do not contain information on IH among leaders in the IT firms have been excluded. 2. Journals not containing knowledge on the connection between the leader's IH and its effect on team performance have been excluded. 3. Articles that are dated back more than 2015. 4. Publications written in languages other than English have been avoided. 5. Publications not containing authentic information about the author and publication date have been strictly avoided.

Table 2: Inclusion and exclusion criteria

(Source: Influenced by Mishra & Alok, 2022)

Table 2 represents the criteria for including and excluding existing studies for the data analysis of the research. Following these criteria has ensured that they are of high quality and able to provide authentic knowledge. A thematic analysis has been conducted to critically analyze the collected data, and themes have been constructed to discuss the objectives of this research. Thematic analysis has allowed the research to extract certain codes from the chosen papers and develop themes to address the objectives (Mishra & Alok, 2022). Codes represent the probable content and the discussion that can be expected from the analysis of themes.

Results

Authors	Codes	Themes
Zhang & Xu (2024) **Javalagi et al. (2024)** **Luo et al. (2022)** **Biswas (2025)** **Son & Yang (2023)** **Abbas & Wu (2019)** **Rego et al. (2019)** **Ye et al. (2020)**	Inclusive behaviour, collective efficacy, psychological safety, team confidence, and collaborative environment	"Theme 1: The IH of a leader is impactful in driving collective efficacy and psychological safety of staff for team performance"
Buljan Šiber et al. (2023) **Porkodi (2024)** **Porter &Cimpian (2023)** **Owens & Hekman (2016)** **Porter et al. (2022)** **Nielsen & Marrone (2018)** **Ou et al. (2017)**	Intellectual humility, leadership trait, stereotype, superior confidence, leadership confidence, and decision-making quality	"Theme 2: The role of gender in understanding leaders' IH is important to determine its payoff"

Zhao et al. (2016) **Guzzo et al. (2022)** **Tiwari & Raman (2022)** **Upadhyay & Singh (2024)** **Maan & Srivastava (2023)** **Krumrei-Mancuso & Rowatt (2023)** **Han et al. (2018)** **Mitchell et al. (2015)** **Cao & Hamori (2023)** **Chiu et al. (2016)**	Experience-based IH, clear vision, team engagement, build trust, organizational objectives, and improved innovation	"Theme 3: The working experience of a leader impacts their IH, which directly affects team performance"

Table 3: Inductive coding

Analysis

Theme 1: The IH of a leader is impactful in driving collective efficacy and psychological safety of staff for team performance

The high power-distance culture in Indian IT firms often causes junior employees to hesitate in pointing out the errors of seniors. According to Biswas (2025), junior staff might fear overstepping their seniors, and IH often lowers such fears among the juniors. The IH is thus regarded as a gateway to psychological safety as it signals that truth is more important than the hierarchical structure (Son & Yang, 2023; Abbas & Wu, 2019). In contrast, Zhang & Xu (2024) have argued that psychological safety among IT staff comes as it tends to reduce interpersonal risks. Therefore, in the AI-driven market, allowing juniors to impose early-stage ideas is considered a seed for competitive advantage.

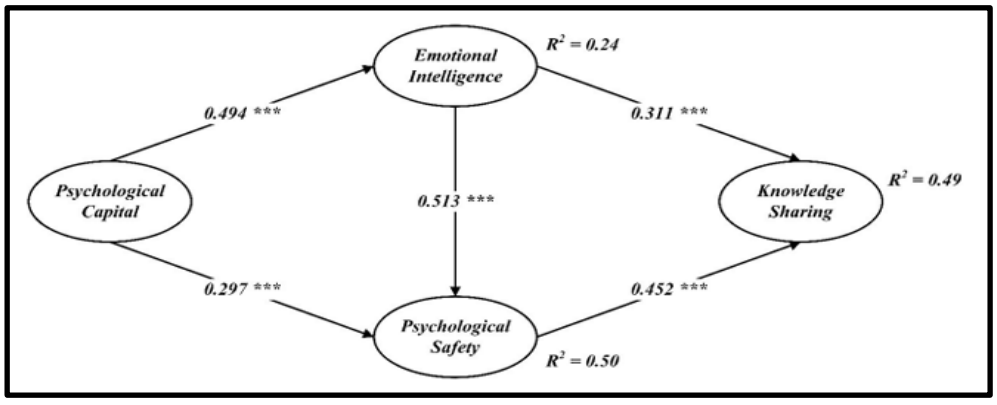

Figure 5: Connection between psychological safeties, knowledge-sharing, EQ, and psychological capital

(Source: Influenced by Zhang & Xu, 2024)

Figure 5 shows that psychological safety is related to knowledge sharing, emotional intelligence (EQ), and psychological capital. Zhang & Xu (2024) have conducted a survey among 439 professionals and found that psychological safety is positively correlated to knowledge sharing ($p<0.001$, $\beta= 0.311$). On another note, EQ also has a significant correlation with psychological safety ($p<0.001$, $\beta= 0.452$). Therefore, it establishes the fact that psychological safety is crucial for leaders to encourage as an engine for team performance, as it allows knowledge sharing and EQ among members.

Javalagi et al. (2024) have viewed IH among IT leaders as a fundamental factor to build collective efficacy. This concept can be defined as a shared belief of a team to organize and carry out tasks. IH enhances such abilities as it shifts the focus from the brilliance of leaders to the intelligence of teams (Rego et al. 2019;

Ye et al. 2020). In contrast, the meta-analysis of Luo et al. (2022) shows that humble leaders seek out hidden experts within teams. They tend to delegate tasks based on team members' competencies, rather than their ranks. Hence, high IH allows leaders to view the team as a multi-skilled and high-powered unit.

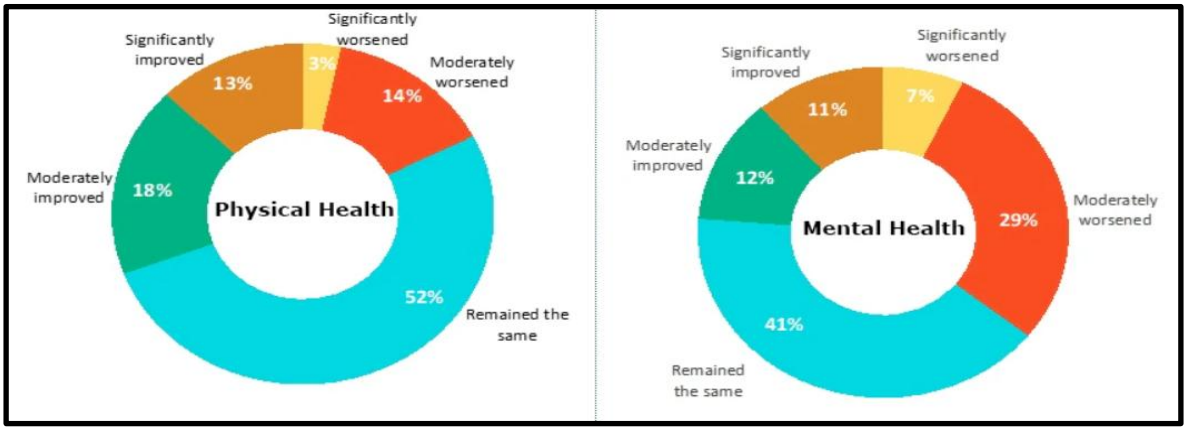

Figure 6: Physical and mental health of Indian employees

(Source: India Today, 2020)

Figure 6 projects contextual statistics regarding the survey result conducted by India Today in 2020 among 509 respondents across the metro cities of India. The survey has recognized the distress faced by employees in comprehending organizational support and benefits. A meta-analysis of Biswas (2025) similarly projects that with experience comes more responsibilities and it tends to increase the mental pressure of leaders in IT firms that requires organizational support. Another contextual survey result of India Today (2020) has revealed that 41% of the respondents feel that their mental health has not improved. Age has a positive association with mental well-being as leaders above 50 years (12%) outdid the ones below 40 years (30-40%). Consequently, it directly affects team performance and their collective efficacy.

Theme 2: The role of gender in understanding leaders' IH is important to determine its payoff

Gender dynamics significantly impact how humility is paid off to recognize that the beliefs of leaders might be wrong. As stated by Owens & Hekman (2016), IH generally positively contributes to organizations, and the social payoff depends on the alignment between the behaviours of leaders and traditional gender stereotypes. The IH payoff for women is often a balanced act, and in corporate culture, leadership is often associated with agentic traits of leaders (Porter et al. 2022; Nielsen & Marrone, 2018). On the other hand, Porter & Cimpian (2023) have expressed that too much demonstration of high IH by female leaders is often considered as a lack of competence or confidence. As a result, women leaders need to build IH in a way that can project their psychological safety over dominance.

Porkodi (2024) has highlighted that male leaders tend to be believed as all-knowing and assertive. A higher IH projected by male leaders can come with a higher relative payoff, as it is unexpected. The meta-analysis by Buljan Šiber et al. (2023) mentions that male leaders need to admit their mistakes or seek feedback in the IT firms to make it more relatable. It does not make a male leader insecure, and such notions of "all-knowing" authority can only be broken by such activities (Ou et al. 2017; Zhao et al. 2016). Porter &Cimpian (2023) have supported this idea in another meta-analysis by stating that the "alpha" friction can be mitigated with a higher IH. In this way, smoother knowledge sharing can be allowed in Indian IT companies by avoiding toxic work environments.

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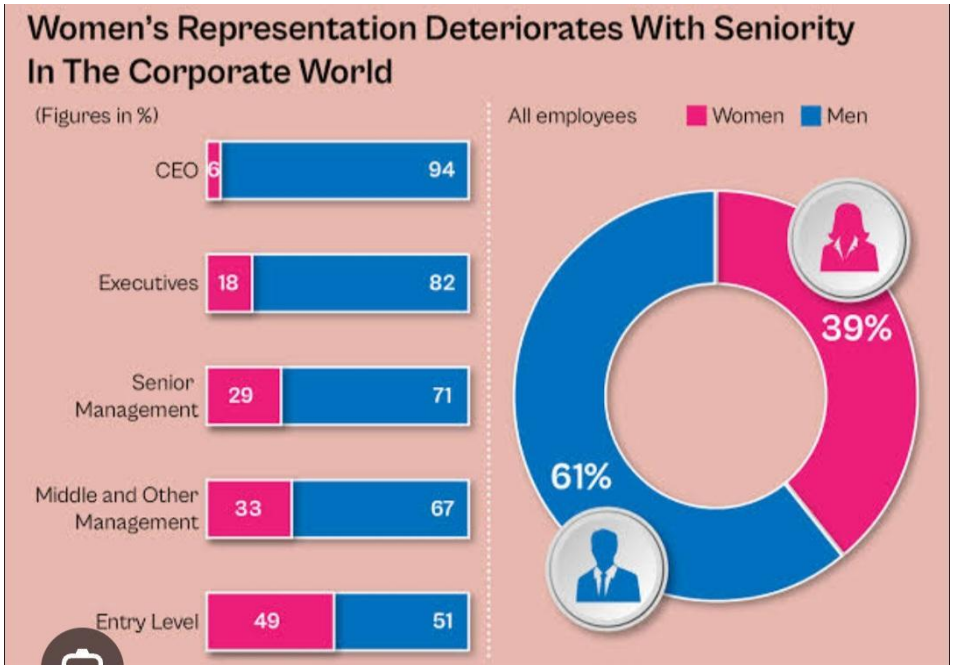

Figure 7: Progress of women in the Indian corporate workforce

(Source: Influenced by Bakshi, 2024)

Figure 7 expresses how progressive women have become in the Indian corporate workforce. The report by The Secretariat (2026) reveals that only 6% females are CEOs, whereas 18% are executives, 29% are in senior management, and 33% are in middle and other management as of 2023. However, Owens & Hekman (2016) have viewed the Indian IT firms as a complex and uneven area of gender participation. It has been marked by high entry-level hiring and a significant leadership dropout rate. The consideration for the remaining female leaders and their IH level is also low, despite the IT sector of India having the maximum number of female employees by 30-36% (Financial Express, 2026). Women constitute around 51% entry-level hiring in this sector and less than 20% can make it to the executive or leadership roles. Contrarily, Porter & Cimpian (2023) have projected that in terms of relational vs. task-oriented payoffs; women often excel in fostering high innovation and risk-taking, yet are paid less credit. Hence, male leaders tend to escalate an "alpha" dynamic that changes the entire energy of the floor.

Theme 3: The working experience of a leader impacts their IH, which directly affects team performance

As per the findings of Krumrei-Mancuso & Rowatt (2023), team performance of Indian IT firms can be dictated by relating a leader's working experience and their IH. The cognitive relationship of a leader can be changed for their impression of being "right" by experience, as it adds beyond just a skill (Han et al. 2018; Mitchell et al. 2015). The IH-experience dynamic depends on the development of an IT leader, as experience can cultivate humility. In contrast, Maan & Srivastava (2023) have pointed out that experience can bring Intellectual arrogance among IT leaders that prevents a leader from seeking external input. As a result, work experience can amplify or diminish the IH of leaders, which is directly linked to the team performance of the IT sector.

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Figure 8: Experience and technical competencies of Indian IT leaders

(Source: Influenced by Upadhyay & Singh, 2024; Tiwari & Raman, 2022)

Figure 8 shows that technical competencies and experience of Indian IT leaders are interconnected. The findings of Upadhyay & Singh (2024) suggest that leaders with 5-10+ years often struggle to navigate the fast-paced Indian IT environment (Tiwari & Raman, 2022). It is directly related to the turnover factor, as the average tenure of a leader in this sector is between 10 months and 3 years (Cao & Hamori, 2023). Company or field-specific experience has become rare, whereas industry-wide experience has become common. The findings of Upadhyay & Singh (2024) have also depicted that the optimal range of a leader's technical competency is between 5-10 years, and the highest engagement of a leader comes from those who are both approachable and experienced.

The meta-analysis of Guzzo et al. (2022) has demonstrated that the empathetic approach of an IT leader makes them more approachable. They tend to foster open communication and directly support team cohesion that exhibits a high IH. It often leads to skill upgradation that contributes positively to team performance (Chiu et al. 2016). Besides, high IH leaders help in mitigating high turnover and high stress in the IT sector (Krumrei-Mancuso & Rowatt, 2023). The connection between high IH and the work experience of leaders can be characterized by openness to feedback and acknowledging mistakes. The complex and fast-paced nature of the Indian IT sector must value high IH as per the discussion of (Maan & Srivastava, 2023). Thus, team members will be allowed to share their ideas, and power distance will be reduced.

The key aspects of IH of IT leaders in India and their work experience rely on driving innovation and team performance. The empirical evidence of Maan & Srivastava (2023) shows is that the humility of team leaders can encourage employee creativity and enhance project success. It is directly associated with psychological safety as leaders with a high IH encourage team members to voice their ideas. It can also be impactful in different generations, as the current Indian IT sector exhibits (Tiwari & Raman, 2022). They tend to foster a greater sense of responsibility and commitment, and the struggle of ego among executives can also be avoided by leaders who embrace a high IH. Consequently, leaders with higher working experience are believed to comprehend such critical factors minutely and possess IH to boost team productivity.

Discussion

The Indian IT sector is currently transitioning to a "consultative-innovative" model from a legacy of a "command-and-control" model. This transition is primarily driven by high-end engineering and AI that creates a high-stakes environment (Sheikh, 2022). Thus, leaders having a high IH work as a catalyst for improving team performance. However, the effectiveness of IH is filtered through the lens of culture and gender. The IH is believed to reduce the fear of failure in Indian IT firms, where the respect for hierarchy is high. Anjum & Syed (2025) have contradicted by stating that high IH leaders have a collective promotion focus and it can reduce their perceived authority. Therefore, it allows teams to experiment with new disruptive solutions, like the transition to micro-services architecture.

The critical synthesis of the Indian context has depicted that a unique power-distance is visible in the Indian IT companies. There is a cultural friction as Indian firms are still navigating the transition from "boss" to "coach" (Sheikh, 2022). The AI pivot can be survived by this Indian business sector as IH is beyond a personality trait and must become a KPI. Humble female leaders must be identified as an organizational shield to reduce such gender bias, using objective performance. Their humbleness is often considered as weakened authority or control. As a result, leadership development will focus on continuous learning.

Conclusion and recommendations

Conclusion

The current use has focused on conducting a secondary review on how the IH of leaders in the Indian IT firms impacts team performance. Therefore, there are also moderating roles of gender and work experience of leaders impacting the performance of teams. Previous literature shows that IH has a strong relation with team performance, as it offers confidence for leaders to acknowledge their faults and learn from mistakes. It encourages individual team members to be accountable for their work, which contributes positively to team performance. Moreover, the secondary data analysis through the incorporation of previous literature has also suggested that such leaders are responsible for driving the psychological safety of team members.

The research has found that leaders need to possess a high IH to improve the collective efficacy of team members. However, the Indian IT sector has a diverse workforce where gender plays a dominant role in leadership capabilities. Female leaders are believed to be nurturing, whereas male leaders are considered to be more effective. These beliefs are also highly impacted by work experience, as leaders with higher working experience are more prioritised and respected. The current research has explored such crucial ideas and is backed up with evidence, which makes the study more informative.

Recommendations

a) Structural interventions to redefine leadership competency

Indian IT organizations must move away from the "hero leader" model to a facilitator model. In this case, a 360-degree humility audit can be implemented to move beyond traditional performance reviews (Fabio & Suriano, 2025). The teachable moment metric can be applied to rate subordinates as leaders who are open to feedback. Besides, reverse mentoring programs can be organised, pairing GenZ with senior executives with 20+ years of experience to foster a culture of "learning from below".

b) Gender-specific strategies to neutralize the Backlash Effect

The perception of humility needs to be managed to ensure it is not misread in terms of confidence. Peer sponsorship must be encouraged in IT organizations in India to publicly validate male and female colleagues (Hu et al. 2018). Their technical expertise can also be improved to make both male and female leaders equally competent. Bias-awareness training must also be arranged for middle management to recognise "Gender Double Standards".

c) Cultural refraining in the Indian context

The issue of high power-distance can be addressed by refraining from the corporate culture in the Indian IT sector. The organizations need to discuss failed sprints or bugs to maintain transparency (Gonçalves & Brandão, 2017). Strategic mistakes must be discussed by the CEO, as it signals to the entire IT workforce that IH can be considered as a corporate value. Companies can also adopt psychological safety KPIs to measure team performance and not just sprint velocity.

Limitation and future scope

Limitations

Despite providing extensive knowledge about the IH of IT leaders of India and their impact on team performance, the research lacks in a few areas. The major limitation is its methodological choice, as the lack of primary information can reduce the expected outcome (Arslan et al. 2022). Quantitative information is crucial, as it works as first-hand data to back up the claims made in the research. Besides, the concept of IH in India might differ from that in other countries and their IT leaders, which has worked as a limitation as well. It has provided specific knowledge that cannot be applied in any other region, especially for India, being such a diverse country (Hamka, 2023). Similarly, a special focus on work experience and gender has narrowed down the discussion on the link between the IH and team performance. Therefore, the identification of such limitations is crucial to make a concrete academic work to contribute to this field.

Future scope

The current research has a potential scope in the future as it has revealed information on a serious issue that the Indian IT sector is facing. The notion of IH is important and less discussed which provides further scope to this study for future exploration (Zhang et al. 2022). From the methodological point of view, future research can conduct primary studies, such as surveys among IT leaders or interview them to obtain more in-depth knowledge. Additionally, it will provide more concrete ideas on how leaders organize training programs to encourage IH as a significant leadership trait. Both positive and negative aspects of IH can also be known through such studies (Zhu et al. 2022). Future studies can also explore other regions with less diverse workforces to understand their perspectives as well. Consequently, it will highlight more diverse points of view of leaders regarding their levels of IH.

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Appendix: CASP table

CASP questions	**Zhang & Xu (2024)**	**Javalagi et al. (2024)**	**Luo et al. (2022)**	**Biswas (2025)**	**Son & Yang (2023)**	**Abbas & Wu (2019)**	**Regoe et al. (2020)**	**Yeet al. (2020)**	**Bulja n Šiber et al. (2023)**	**Porkodi (2024)**	**Porter & Cimpian (2023)**	**Owens & Hekman (2016)**	**Porter et al. (2022)**	**Nielsen & Marrone (2018)**	**Ouet al. (2017)**	**Ouet al. (2017)**	**Guzzo et al. (2022)**	**Tiwari & Raman (2022)**	**Upadhyay & Singh (2024)**	**Maan & Srivastava (2023)**	**Krumrei-Mancuso & Rowatt (2023)**	**Hanet al. (2018)**	**Mitchell et al. (2015)**	**Cao & Hamori (2023)**	**Chiu et al. (2016)**
Q1. Did the review address a clearly focu	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

sed question?																									
Q2. Did the authors look for the right type of papers?	Yes	Yes	Yes	Yes	Yes	Yes	Can't tell	Yes	Can't tell	Yes	No	Yes	Yes	Yes	Can't tell	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No
Q3. Do you think all the Import	Yes	Yes	No	Yes	Yes	Yes	Yes	Can't tell	Yes	No	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Can't tell	Yes	Yes	Can't tell	Yes

ant, relevant studies were included?																										
Q4. Did the review' s authors do enough to assess the quality of the	Yes	Yes	Yes	No	Yes	Can't tell	Yes	Yes	Can't tell	No	Yes	Yes	Yes	Yes	No	Yes	Can't tell	Yes	Yes	Yes	Yes	No	Yes	Yes	No

included studies?																									
Q5. If the results of the review Have been combined; was it reasonable to do so?	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Can't tell	Yes	Yes	Yes	Yes	Yes	Can't tell	No	Yes	Yes	Yes	Yes	Yes	No	No	Can't tell
Q6.	N	Ca	Ye	Ye	Ye	Ye	N	Ca	Ye	N	Y	Ye	Ca	Ye	Ye	Ye	Ca	N	Y	Y	Y	Ye	Ye	Ye	N

What are the overall results of the review?	o	n't tell	s	s	s	s	o	n't tell	s	o	es	s	n't tell	s	s	s	n't tell	o	es	es	es	s	s	s	o
Q7. How precise are the results?	Yes	Yes	Yes	No	Can't tell	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Can't tell	Yes	Yes
Q8. Can the results be ap	Yes	Yes	Yes	Can't tell	Yes	No	Can't tell	No	No	Can't tell	Yes	Yes	Can't tell	Yes	Can't tell	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes

plied to the local population?																										
Q9. Were all important outcomes considered?	Can't tell	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Can't tell	Yes	Yes	Yes	Yes	Yes	Yes	Can't tell	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Q10. Are the benefits	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	No	Can't tell

worth the harms and costs?																									