Derks, B., Ellemers, N., Van Laar, C., & De Groot, K. (2011). Do sexist organizational cultures create the Queen Bee?. *British Journal of Social Psychology*, *50*, 519-535. doi: 10.1348/014466610X525280

1) **Independent variable: Experienced prejudice and gender discrimination**

From the paper: *"We measured prejudice and gender discrimination experienced with 11 items (e.g., 'In my career I have been mocked or discriminated against because I am a woman', 'In my career I experienced that ambitious women were hindered in pursuing their career and aspirations', 'I feel that my gender has stood in the way of obtaining important promotions and raises', 'The companies I worked for had a positive attitude towards women pursuing a career [reverse coded]', = .92)."* In the questionnaire this was done using two separate scales that were later combined.

1 = Completely disagree – 7 = Completely agree

1. The companies I worked for had a positive attitude towards women pursuing a career [reverse coded].
2. Within the companies I worked for women in executive positions were seen as an exception.
3. In my career I experienced that ambitious women were hindered in pursuing their career and aspirations.
4. Within the companies I worked for women who pursued a career received the same amount of support as men who pursued a career. [reverse coded]
5. As a woman I have had to fulfill higher standards compared to men to reach the same career goals.
6. The fact that I am a woman has stood in the way of climbing the organizational ladder.

Did you experience gender discrimination during your career?

1. In my career I have been mocked or discriminated against because I am a woman.
2. I sometimes felt excluded by the male employees in the organisation.
3. At work I sometimes did not feel accepted or taken seriously because I am a woman.
4. I feel that my gender has stood in the way of obtaining important promotions and raises.
5. As a woman executive I have come across negative bias against women.

2) **Independent variable: Gender identification**

From the paper: *We first measured participants' current gender identification with three items (i.e., 'Currently I feel closely connected to other women', 'Currently I feel part of the group of women', 'Currently I identify with other women'; α =.84).Then, participants were asked to think back to when they started working and to report their gender identification at career start (three items, α =.91, e.g., 'When I started working I felt part of the group of women'). A principal components analysis on all six items measuring current gender identification and identification at career start revealed a clear two-factor structure, explaining 81% of the variance, in which each item loaded on the factor it was designed to measure.*

1 = Completely disagree – 7 = Completely agree

Current gender identification (α = .84)

1. 'Currently I feel closely connected to other women'

2. 'Currently I feel part of the group of women'
3. 'Currently I identify with other women'

Gender identification at career start ($\alpha = .91$)

1. 'When I started working, I felt closely connected to other women'
2. 'When I started working, I felt part of the group of women'
3. 'When I started working, I identified with women'

3) Dependent variable: Queen-Bee behaviour

Masculine & feminine traits
From the paper: *"We selected eight items from Bem's Sex Role Inventory (Bem, 1974; see also Ellemers et al., 2004) and asked participants to indicate to what degree masculine (independent, dominant, adventurous, courageous, $\alpha = .65$) and feminine (caring, modest, kind, accommodating, $\alpha = .76$) traits characterized them."*

Can you describe yourself using the characteristics below?
1 = Completely disagree – 7 = Completely agree

I currently am:

Masculine characteristics ($\alpha = .65$)

1. Independent
2. Dominant
3. Adventurous
4. Courageous

Feminine characteristics ($\alpha = .76$)

1. Caring
2. Modest
3. Kind
4. Accommodating

Gender stereotyping and distancing
(Scales borrowed from Ellemers, Van Den Heuvel, De Gilder, Maass, & Bonvini, 2004; see our paper for details, item 3 not used in paper)

Personal career commitment ($\alpha = .76$)
1 = Completely disagree – 7 = Completely agree

1. I see my career as one of the most important things in my life.
2. I regularly consider what I would do to progress in my career.
3. I do not find it very important to achieve a high-status position. (not used)
4. I take on extra tasks, if that helps my career.
5. I find it important to be successful.

Career commitment of men and women
1 = Completely disagree – 7 = Completely agree

The average male employee…. ($\alpha = .75$)
1. …. sees his career as one of the most important things in his life.
2. … regularly considers what he would do to progress in their career.
3. ... does not find it very important to achieve a high-status position. (not used)

4. … takes on extra tasks, if that helps his career.
5. … finds it important to be successful.

The average female employee … (α =.57)
1. …. sees her career as one of the most important things in her life.
2. … regularly considers what she would do to progress in her career.
3. ... does <u>not</u> find it very important to achieve a high-status position. (not used)
4. … takes on extra tasks, if that helps her career.
5. … finds it important to be successful.

Note: gender stereotyping is measured as the career commitment of men minus the career commitment of women; distancing is measured as personal career commitment minus the career commitment of the average female employee.

Derks, B., Van Laar, C., Ellemers, N., & De Groot, K. (2011). Gender-bias primes elicit queen-bee responses among senior policewomen. *Psychological science*, *22*, 1243-1249. doi: 10.1177/0956797611417258

1) Independent variable: Gender identification

From the paper: *"First, we administered four items to measure the degree of gender identification (high or low) at work: "At work, being a woman is important to me" "I currently feel connected to other women at work," "At work, I feel part of the group of women," and "I identify with other women at work" (α = .86).*

1 = Completely disagree – 7 = Completely agree

1. "At work, being a woman is important to me"
2. "I currently feel connected to other women at work,"
3. "At work, I feel part of the group of women"
4. "I identify with other women at work"

2) Independent variable: Experimental manipulation of gender bias in the workplace

From the paper: *"Gender bias was then primed by inducing a temporary focus on either the presence or absence of gender discrimination. Participants in the two conditions read how work environments differ in the degree to which women are evaluated on the basis of personal characteristics, gender, and gender-associated stereotypes.*
Subsequently, participants in the gender-bias condition were asked to describe an experience in which they had been treated on the basis of gender stereotypes rather than on their personal qualifications. In contrast, participants in the control condition were asked to write about an experience in which their personal qualifications had been acknowledged and gender bias had not been an issue. Participants were also asked to describe their emotions and how the experience they recalled had affected their career."

Manipulation materials:

Working experiences (general introduction for both conditions)

Recent research within the Dutch police force points out that there is a glass ceiling: Even though increasingly more women work within the police force, there are few women to be found in top positions. On top of that, the Glass Ceiling Index (a measurement that compares the share of women on a certain organizational level with the share of women in levels below it) reveals that the glass ceiling at the police force is almost two times as thick as in the average Dutch organisation. Possible explanations for this phenomenon that are often mentioned are, amongst others, the masculine organizational culture and stereotypes about women in the police force. As a result of these processes men are valued over women and are more likely to be selected for higher positions.

You currently have a high position within the police force. We are interested in your experiences during your career within the police force. In some work environments men and women are judged solely on their individual qualities, and gender stereotypes and differences between men and women hardly play a part. In other work environments differences between

men and women are often emphasized and women are often addressed based on their gender rather than their individual qualities.

During your career you probably worked in different organizations and settings. As a result you may have experienced circumstances in which your individual qualities were acknowledged as well as circumstances where you felt that the fact that you are a woman played a role.

Working experiences (gender bias condition)

a) Can you describe an occurrence in your career when you had the feeling that the fact that you are a woman played a part in how you were evaluated, and in which your personal qualities and achievements were not acknowledged as much? This can be, for instance, a situation in which, regardless of your talents, you were skipped for a promotion or an important network or project. Or maybe you encountered negative language about women in your environment, or gender stereotypical expectations about your qualities or the way in which you (as a woman) should execute your job? We are interested in situations in your career when you sensed that others paid a lot of attention to the fact that you are a woman.

b) Can you describe below the actual work situation in which you felt that you were mostly seen as a woman rather than someone with individual qualities and talents? Use as many or as few words as you want to describe this situation.

c) Can you describe in a few words below how you felt in this work situation? What were your emotions at that moment?

d) Can you describe in a few words below how this experience has affected you and the rest of your career?

Working experiences (control condition)

a) Can you describe an occurrence in your career when you had the feeling that you were addressed solely based on your personal qualities and achievements and in which the fact that you are a woman did not play any part? This can be, for instance, a situation in which you received a promotion based on your performance, or in which you were asked to join an important network or project because you were seen as the best candidate for that position. Or maybe a situation in which your superiors, colleagues or subordinates showed you that they had high expectations of you as a person. We are interested in situations in your career when you sensed that others paid a lot of attention to your personal qualities and work achievements.

b) Can you describe below the actual work situation a concrete work situation in which you felt that you were mostly seen as someone with individual qualities and talents and that the fact that you are a woman did not play any part? Use as many or as few words as you want to describe this situation.

c) Can you describe in a few words below how you felt in this work situation? What were your emotions at that moment?

d) Can you describe in a few words below how this experience has affected you and the rest of your career?

3) Control variable: Experienced gender discrimination

<u>From the paper:</u> *"Experienced gender discrimination with six items (e.g., "In my career being a woman was often an issue," "I sometimes worried whether colleagues and subordinates would view me through the lens of stereotypes about women and police work"; α = .85)."*

1 = Completely disagree – 7 = Completely agree

1. In my career being a woman was often an issue.
2. Sometimes I worry about the image that exists about whether women fit in the police force.
3. In my career, I sometimes had the idea that my colleagues expected me to be less as employee because I am a woman.
4. In my career, I sometimes sensed that my colleagues would base conclusions about the fit of women in the police force on my performance.
5. I sometimes worried whether colleagues and subordinates would view me through the lens of stereotypes about women and police work.
6. Sometimes I am worried that when I don't perform well, I will confirm the negative stereotype about women in the police force.

4) Dependent variable: Queen-bee behavior (Feminine and masculine leadership styles)

<u>From the paper:</u> *"Queen-bee behavior was assessed by measuring feminine and masculine self-descriptions on separate four-item scales (feminine: e.g., "I am a caring/commiserative/sensitive/understanding leader"; α = .74; masculine: e.g., "I am a charismatic/dedicated/determined/intelligent leader"; α = .50; Scott &Brown, 2006)".*

1 = Completely disagree – 7 = Completely agree

<u>Masculine ($α = .50$)</u>
1. I am a dedicated leader: I finish projects outside of work time
2. I am a charismatic leader: I have a presence that motivates employees.
3. I am a determined leader: I do not give in to setbacks, I work steadily until problems are solved.
4. I am an intelligent leader: I show outstanding skill in each project.

<u>Feminine ($α = .74$)</u>
1. I am a caring leader: I am concerned about the welfare of the team.
2. I am a commiserative leader: I am attentive to and show concern for employees.
3. I am a sensitive leader: I am receptive for the emotions of employees, even when these are not verbally expressed.
4. I am an understanding leader: I encourage employees to discuss their problems.

5) Dependent variable: Ingroup distancing

From the paper: *"In-group distancing was measured with one item ("I am different from many other policewomen")."*

1 = Completely disagree – 7 = Completely agree

1. I am different from many other police women.

6) Dependent variable: Denial of discrimination

From the paper: "*denial of discrimination was measured with two items: "During my career in the force, women and men received equal career support" and "Women are sometimes passed for promotion because of gender discrimination in the police force" (r = .55; the latter item was reverse coded)."*

1 = Completely disagree – 7 = Completely agree

1. During my career in the police force, women and men received equal career support.
2. Women are sometimes passed for promotion because of gender discrimination in the police force. [reverse coded]

7) Dependent variable: Collective action

From the paper: *"Collective action was measured using a four-item scale that queried attitudes toward equal opportunity programs (e.g., "I think it is good that action is taken within the police force for female emancipation"; α = .73)"*

1 = Completely disagree – 7 = Completely agree

Opinion about diversity policies (*α = .73*)

1. I think it nice that there is attention within the police force for improving the position of women.
2. It is good that action is taken within the police force to stimulate women's emancipation.
3. The current programmes for women in the police force do more harm than good to the position of women in the police force. [reverse coded]
4. Because of the attention that is given within the police to women's emancipation, the notion rises that women get opportunities that they may not deserve. [reverse coded]

8) Dependent variable: Willingness to work for the advancement of female subordinates

From the paper: *"willingness to work for the advancement of female subordinates was measured on a five-item scale (e.g., "I am willing to act as a mentor for junior women in our police department"; α = .83)."*

1 = Completely disagree – 7 = Completely agree

Willingness to work for the advancement of female subordinates *α = .83*

1. I think it is very important that more women advance to high positions in the police force than there currently are.
2. I am very interested in the position of women within my police unit.
3. I think it is important to get involved in the improvement of women's position in the police force.
4. I find it important to adopt the role of mentor/coach for women in lower positions within the police force, to advise and encourage them in their career.
5. I am willing to act as a mentor for junior women in our police department.