

Supplemental Materials

Confront in Public, Validate in Private:

Effective Male Allyship Responses to Sexist Remarks

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Supplemental Material A: Research Materials

Study 1 Scenarios

Scenario 1: You work in the marketing department of a large financial services company and serve as a direct supervisor of a group of ten. You're in a conference room with the group you manage. The group is discussing a female employee who was recently promoted to a high-level managerial position. One of your male coworkers looks at a female coworker directly and says, "Of course she got promoted. Literally every company has a lower bar for women because they want to have more women in senior positions, even if the promotion isn't deserved." The female coworker feels annoyed and is deeply offended by the comment.

Scenario 2: You work in the marketing department of a large financial services company and serve as a direct supervisor of a group of ten. You're in a conference room with the group you manage. The group is discussing a current project on sales analysis. One of your male coworkers looks at a female coworker directly and says, "Projects that require analytic thinking are best left to men. Men are just typically better at this type of work than women are." The female coworker feels annoyed and is deeply offended by the comment.

Scenario 3: You work in the marketing department of a large financial services company and serve as a direct supervisor of a group of ten. You're in a conference room with the group you manage. The group is discussing a current project and who should take the lead. One of your male coworkers looks at a female coworker directly and says, "I've heard stories about this client. They are notoriously demanding. I suggest that we select a man for the position because there is just too much 'heavy lifting' for a woman to handle it." The female coworker feels annoyed and is deeply offended by the comment.

Study 2–3 Team Simulation

Cover Story and Game Instructions

Page 1:

Team Role-Playing Game

Very Important: Please read the following instructions carefully.

Please read and engage yourself in the following scenario for the task.

In this task, you will be working with a diverse group of **four other participants**. You will each be asked to play a specific role.

All of you will imagine working for an organization called USFSR, a large app development company with approximately 3,000 employees worldwide. You and the other four participants closely work as a team in the product design department of USFSR. You will interact with other participants on the team to participate in a group discussion (Part 1) and then a team task (Part 2).

One of you will be randomly assigned as the team leader who is in charge of providing feedback and making primary decisions for this project. Therefore, the team composition is as follows:

1. Leader A
2. Member B
3. Member C
4. Member D
5. Member E



Five participants (including you) will be randomly assigned and play the role of **Leader A, Member B, C, D, and E**.

Page 2:

We will now create a gender-diverse group.

Once you are ready, please indicate your gender and we will proceed to pair you up with other participants.

- Female
- Male
- Non-Binary

Game Set-Up

Page 3:

You have been successfully matched with three other participants to create a gender-diverse team (40% female; 60% male).

Your role in USFSR: Member B

The other participants' role in USFSR:

1. Leader A
2. Member C
3. Member D
4. Member E

To get to know each other, you can now send a message to the team to **introduce yourself!** (Please refrain from using profanity.)

Please write your message in the box below (e.g., who you are):

In addition, please type your first name (or nickname) below so we can show who shares what message.

Page 4:

Here are the messages from the team:

1. Leader A (Mark)
“Hey! I am Mark. Nice to meet you and I will do my best to be a good leader :)”

2. Member B (you / [Participant's name])
“[Participant's message]”
3. Member C (Emma)
“This is Emma - glad to see everyone here :P I look forward to our collaboration on the task!!!”
4. Member D (Fred)
“hey ... first time having this kind of interactive game haha.. will try my best to work with yall.. Im fred btw”
5. Member D (Steve)
“Hey guys, I'm Steve”

Page 5:

Team Instruction (Part 1):

Your team will be given a workplace task to complete. You will work together to come up with a solution for the task.

Before we begin the task, we want your team to discuss the following question: **What are your recommendations for how this newly formed team can work together effectively?**

Now, please have your microphone ready. In the next **1 minute**:

- **Member B (you / [Participant's name]), Member C (Emma), Member D (Fred), and Member E (Steve)** will each record a brief audio response (around 15-30 seconds long).
Based on the submission order, the recordings submitted as the **2nd** and **4th** will be played to the entire group.
- **Leader A (Mark)** will monitor this process and note down his own ideas to this question, and later provide feedback on the played recordings.

(You will automatically move to the next page to start your recording after 60 seconds)

Page 6:

Instruction:

You have 70 seconds to record your response.

To record your voice, click on the “Record **audio**” button to start. Then, click on the white circle to record (and again to stop the recording). If you are not satisfied with your recording, you could retry within the 70 seconds by clicking on the “Delete recording” button. Once you have finished recording, please wait patiently until the timer ends to proceed.

(The audio you record will also be automatically submitted after 70 seconds)

Page 7:

Now, we will first play the 2nd submitted response and then the 4th response to the entire team.

After listening to each response, **Leader A (Mark)** will have the chance to record his feedback and choose whether to provide his feedback to the team.

(You will automatically move to the next page after 20 seconds, and on the next page, we will play the 2nd response to the entire team)

Page 8:

This is the audio response from **Member C (Emma)**:

I'd recommend focusing on clear communication, setting some shared goals, and making sure everyone feels heard. Regular check-ins can also help keep everyone on track and motivated, and fostering mutual respect will go a long way in building a strong, effective team for all of us. [audio transcript]

(You will automatically move to the next page after 30 seconds)

Page 9:

Now, **Leader A** is recording his feedback and deciding whether to present it to the entire team.

While waiting for **Leader A** to complete the audio recording, please answer the following questions:

[Participant completes a filler survey]

Page 10:

Leader A (Mark) chooses to present his feedback for **Member C (Emma)**'s comment **publicly to everyone on the team.**

Here is the audio feedback from **Leader A (Mark)** to **Member C (Emma)**'s comment.

I love that! Clear communication and regular check-ins are definitely the way to go. Keeping everyone on the same page and feeling heard will help us work really well together. Appreciate the input from Emma! [audio transcript]

(You will automatically move to the next page after 30 seconds)

Page 11:

On the next page, we will play the 4th response to the entire team.

Leader A (Mark) will again have the chance to record his feedback and choose whether to provide his feedback to the team.

(You will automatically move to the next page after 15 seconds)

Exposure to Sexist Remark

Page 12:

This is the audio response from **Member E (Steve)**:

It's important that each of us takes ownership of different tasks based on our strengths. For example, things that require analytic thinking are best left to men. Men are just typically better at this type of work than women are, and women are better at contributing meaningfully by focusing on taking notes, right? [audio transcript]

(You will automatically move to the next page after 30 seconds)

Page 13:

Now, **Leader A** is recording his feedback and deciding whether to present it to the entire team.

While waiting for **Leader A** to complete the audio recording, please answer the following questions:

[Participant completes a filler survey]

Manipulations of Allyship Behavior—Confrontation (Study 2) and Validation (Study 3)

Page 14:

Public Confrontation Condition / Public Validation Condition

Leader A (Mark) chooses to present his feedback for **Member E (Steve)**'s comment **publicly to everyone on the team**.

Here is the audio feedback from **Leader A (Mark)** to **Member E (Steve)**'s comment, **shared publicly with everyone on the team**.

I want to say something to Steve about the comment he made to the team. I didn't find that to be appropriate. I don't like the way it demeans women. That kind of comment has no place in our team. [audio transcript for **public confrontation**]

Regarding Steve's remark, I would like to ask how our female members are doing. Are you two ok? I'm sure it would be ok if you wanted to take a moment to discuss what happened with someone or take a break. [audio transcript for **public validation**]

(You will automatically move to the next page after 30 seconds)

Private Confrontation Condition / No Confrontation Condition / Private Validation Condition / No Validation Condition

Leader A (Mark) chooses to present **no feedback** to **Member E (Steve)**'s comment.

There is no audio feedback from **Leader A (Mark)** to **Member E (Steve)**'s comment.

(You will automatically move to the next page after 30 seconds)

Page 15:

Team Instruction (Part 2):

Here is your assigned team task.

Your team is acting as a product design team for new mobile phone apps. The goal is to come up with unique concepts and creative mobile phone apps that will attract and engage users. The app should meet a specific need or interest according to USFSR's recent strategic plans, and **Leader A (Mark)** will assign each team member one of the following categories: **Game, Food, Productivity, or Fitness**.

Leader A (Mark) will now determine the assignments and record individualized instructions, which will be delivered **in private**, in the following order: **Member B (you / [Participant's name])**, **Member C (Emma)**, **Member D (Fred)**, and **Member E (Steve)**.

(You will automatically move to the next page after 70 seconds)

Page 16:

While waiting for **Leader A** to complete the audio recording for **Member B (you / [Participant's name])**, **Member C (Emma)**, **Member D (Fred)**, and **Member E (Steve)**, please answer the following question.

[Participant writes an open-ended response]

Page 17:

Private Confrontation Condition / Private Validation Condition

Here is the audio response from **Leader A (Mark)** to **Member B (you / [Participant's name])**, shared privately with you only.

Hey there! So, you've been tasked with creating a creative app about food—exciting, right? There are so many directions you could take this.

By the way, I want to tell you that I spoke to Steve about the comment he made to the team. I told him that I didn't find that to be appropriate. I don't like the way it demeans women. And I told him that that kind of comment has no place in our team. [audio transcript for private confrontation]

Hey there! So, you've been tasked with creating a creative app about food—exciting, right? There are so many directions you could take this.

By the way, regarding Steve's remark, I would like to ask how you are doing. Are you ok? I'm sure it would be ok if you wanted to take a moment to discuss what happened with someone or take a break. [audio transcript for private validation]

(You will automatically move to the next page after 30 seconds)

Public Confrontation Condition / No Confrontation Condition / Public Validation Condition / No Validation Condition

Here is the audio response from **Leader A (Mark)** to **Member B (you / [Participant's name])**, shared privately with you only.

Hey there! So, you've been tasked with creating a creative app about food—exciting, right? There are so many directions you could take this. [audio transcript]

(You will automatically move to the next page after 30 seconds)

Game Wrap-Up

Page 18:

Before starting the task, we would like to ask each of you to reflect on your experience in this team.

Please answer the following questions (confidential):

[Participant completes a survey for mediators]

Page 19:

Before starting the task, we would like to ask each of you to reflect on your experience in this team.

Please answer the following questions (confidential):

[Participant completes a survey for mediators]

Page 20:

Instruction:

As part of the product design team for new mobile apps, the goal of your team is to come up with unique concepts and creative apps that will attract and engage users.

You are assigned to develop a food app.

In the next **2 minutes**, please use the textbox below to write down your ideas for a food app.

(The text you write below will be automatically submitted after 120 seconds)

Page 21:

Before the game concludes, we would like to offer the option for you to provide any thoughts about the other creative app products that you are not assigned to, such as game, fitness, and productivity.

You can now provide your thoughts to help your team develop any of the other apps.

This is optional.

Page 22:

Before ending this game, we would like to know your overall experience as a team member and how you feel.

Please answer the following questions (confidential):

[Participant completes a survey for outcomes]

Page 23:

You have now completed the Team Role-Playing Game.

You are almost done.

Now, we would like you to answer a few questions about yourself.

[Participant completes a survey assessing demographics and suspicion]

Study 4 Scenarios

1. What happened in the meeting

Scenario 1: You work in the marketing department of a large financial services company. You're in a conference room with several male coworkers, including Mark, who is the direct supervisor of the group. The group is discussing a female employee who was recently promoted to a high-level managerial position. One of your male coworkers looks at you directly and says, "Of course she got promoted. Literally every company has a lower bar for women because they want to have more women in senior positions, even if the promotion isn't deserved."

Scenario 2: You work in the marketing department of a large financial services company. You're in a conference room with several male coworkers, including Mark, who is the direct supervisor of the group. The group is discussing a current project on sales analysis. One of your male coworkers looks at you directly and says, "Projects that require analytic thinking are best left to men. Men are just typically better at this type of work than women are."

Scenario 3: You work in the marketing department of a large financial services company. You're in a conference room with several male coworkers, including Mark, who is the direct supervisor of the group. The group is discussing a current project and who should take the lead. One of your male coworkers looks at you directly and says, "I've heard stories about this client. They are notoriously demanding. I suggest that we select a man for the position because there is just too much 'heavy lifting' for a woman to handle it."

2. How Mark responded to the comment

Public Confrontation Condition: Later in the day, your team supervisor, Mark, publicly confronts this male coworker in front of others in the conference room about his comment. He

states that the comment was sexist and says, in front of the entire group, “I want to say something about the comment you made earlier. I didn’t find that to be appropriate. I don’t like the way it demeans women. That kind of comment has no place in our culture.”

Private Confrontation Condition: Later in the day, you learn that your team supervisor, Mark, privately confronted this male coworker in a one-on-one setting about his comment. He stated that the comment was sexist and said, when no one was close by, “I want to say something about the comment you made earlier. I didn’t find that to be appropriate. I don’t like the way it demeans women. That kind of comment has no place in our culture.”

No Confrontation Condition: Your team supervisor, Mark, does not address the comment, either during or after the meeting.

3. How Mark addressed your feelings

Public Validation Condition: Later in the day, Mark has a public conversation with you in front of others in the conference room regarding the comment by your male coworker and expresses a desire to address your feelings. He asks you, in front of the entire group, “Regarding that remark, I would like to ask how you are doing. Are you ok? Would you like a moment to discuss what happened or take a break?”

Private Validation Condition: Later in the day, Mark has a private conversation with you in a one-on-one setting regarding the comment by your male coworker and expresses a desire to address your feelings. He asks you, when no one is close by, “Regarding that remark, I would like to ask how you are doing. Are you ok? Would you like a moment to discuss what happened or take a break?”

No Validation Condition: Mark does not reach out to you to hear how you felt about it, either during or after the meeting.

Study 5 Recall Instructions and Scenarios

Everyone holds stereotypes and assumptions about other social groups (e.g., groups based on nationality, race, gender, or sexual orientation, etc.). As a diverse environment, current workplaces strive to foster mutual respect, yet expressions that reflect negative stereotypes or assumptions about others can still surface in daily interactions.

Please think of a specific incident in which you expressed a **gender-related stereotype or comment** that may have offended or hurt a female colleague at work.

Please briefly describe (a) the situation (including what you said) and (b) how you know that female colleague was offended or hurt in three to five sentences below (at least 140 characters).

Please provide a name (nickname) for the female colleague who is offended by you (i.e., the person you just described) for the following questions.

Now, we would like you to think about what it would be like if the following had happened after you expressed the gender-related stereotype or comment.

Public Confrontation Condition: In your organization, you have a male team supervisor, Mark. During a team meeting, Mark becomes aware of the situation. Later in the day, he publicly confronts you in front of others in the conference room about your comment. He states that the comment was sexist and says, in front of the entire group, “I want to say

something about the comment you made earlier. I didn't find that to be appropriate. I don't like the way it demeans women. That kind of comment has no place in our culture."

Private Confrontation Condition: In your organization, you have a male team supervisor, Mark. During a team meeting, Mark becomes aware of the situation. Later in the day, he privately confronts you in a one-on-one setting about your comment. He states that the comment was sexist and says, when no one is close by, "I want to say something about the comment you made earlier. I didn't find that to be appropriate. I don't like the way it demeans women. That kind of comment has no place in our culture."

No Confrontation Condition: In your organization, you have a male team supervisor, Mark. During a team meeting, Mark becomes aware of the situation. However, he does not address the comment you made.

Supplemental Material B: Full Measures for Study 2–5

Study 2 Measures (*Primary measures* in italics and additional measures for exploratory)

Emma's Comment

How would you characterize the audio response from Member C (Emma)? (1 = Not at all, 7 = Extremely)

1. Friendly
2. Pleasant
3. Funny
4. Inspiring
5. Offensive
6. Rude

Feelings for Emma's Comment

How do you feel now? (1 = Not at all, 7 = Extremely)

1. Angry
2. Mad
3. Irritated
4. Annoyed
5. Frustrated
6. Happy
7. Proud
8. Pleased
9. Enthusiastic
10. Excited

Steve's Comment

How would you characterize the audio response from Member C (Emma)? (1 = Not at all, 7 = Extremely)

1. Friendly
2. Pleasant
3. Funny
4. Inspiring
5. Offensive
6. Rude

Feelings for Steve's Comment

How do you feel now? (1 = Not at all, 7 = Extremely)

1. Angry
2. Mad
3. Irritated
4. Annoyed
5. Frustrated
6. Happy
7. Proud
8. Pleased
9. Enthusiastic
10. Excited

Perceived Gender Civility Norms

At several points in this Team Role-Playing Game, Leader A (Mark) may have sent some public/private message (if any) to the entire team/only you.

We are interested in understanding what kind of norms exist within your team.

As a result of Leader A (Mark)'s approach, to what extent do you believe that the entire team will consider the following behaviors inappropriate? (1 = Not considered inappropriate, 7 = Considered extremely inappropriate)

1. Someone ignores, fails to listen to, or interrupts a female employee.
2. Someone speaks in a condescending or patronizing manner to a female employee.
3. Someone treats a female employee in a disrespectful or discourteous manner.

4. Someone makes a derogatory gender-related comment to a female employee.
5. Someone makes an offensive or embarrassing public comment on the physical appearance of a female employee.
6. Someone makes sexually suggestive comments to a female employee.
7. Someone dismisses or downplays the contributions of the leader. (filler)
8. Someone questions the leader's competence or expertise. (filler)
9. Someone makes a hostile remark to the leader. (filler)
10. Someone challenges the leader in a professional manner. (filler)

Perceived Concern for Dignity

As a result of Leader A (Mark)'s approach, to what extent do you agree with the following statements? (1 = Strongly disagree, 7 = Strongly agree)

1. Leader A (Mark)'s approach did not bring shame to me.
2. Leader A (Mark) was concerned with protecting my self-image.
3. Leader A (Mark) was concerned with me not appearing weak in front of the others.
4. Leader A (Mark) was concerned with protecting my personal pride.
5. Leader A (Mark) was nice to other team members. (filler)
6. Leader A (Mark) was effective in communicating with team members. (filler)

Sense of Belonging

To what extent do you agree with the following statements as a result of Leader A (Mark)'s approach? (1 = Strongly disagree, 7 = Strongly agree)

1. I feel I belong to my team.
2. I consider myself a member of my team.
3. I feel like I am part of my team.
4. I feel a connection with my team.
5. I feel accepted in my team.
6. I feel respected in my team.
7. I feel valued in my team.

8. I feel appreciated in my team.

Voice

Imagine the next day you have another meeting with this group. In this next meeting, as a result of Leader A (Mark)'s approach how likely are you to engage in the following behaviors? (1 = Extremely unlikely, 7 = Extremely likely)

1. Proactively develop and make suggestions for issues that may influence the team.
2. Proactively suggest new projects which are beneficial to the team.
3. Raise suggestions to improve the team's working procedure.
4. Proactively voice out constructive suggestions that help the team reach its goals.
5. Make constructive suggestions to improve the team's operation.

Study 3 Measures

Emma's Comment

How would you characterize the audio response from Member C (Emma)? (1 = Not at all, 7 = Extremely)

1. Friendly
2. Pleasant
3. Funny
4. Inspiring
5. Offensive
6. Rude

Feelings for Emma's Comment

How do you feel now? (1 = Not at all, 7 = Extremely)

1. Angry
2. Mad
3. Irritated
4. Annoyed
5. Frustrated
6. Happy
7. Proud
8. Pleased
9. Enthusiastic
10. Excited

Steve's Comment

How would you characterize the audio response from Member C (Emma)? (1 = Not at all, 7 = Extremely)

1. Friendly
2. Pleasant

3. Funny
4. Inspiring
5. Offensive
6. Rude

Feelings for Steve's Comment

How do you feel now? (1 = Not at all, 7 = Extremely)

1. Angry
2. Mad
3. Irritated
4. Annoyed
5. Frustrated
6. Happy
7. Proud
8. Pleased
9. Enthusiastic
10. Excited

Perceived Gender Civility Norms

At several points in this Team Role-Playing Game, Leader A (Mark) may have sent some public/private message (if any) to the entire team/only you.

We are interested in understanding what kind of norms exist within your team.

As a result of Leader A (Mark)'s approach, to what extent do you believe that the entire team will consider the following behaviors inappropriate? (1 = Not considered inappropriate, 7 = Considered extremely inappropriate)

1. Someone ignores, fails to listen to, or interrupts a female employee.
2. Someone speaks in a condescending or patronizing manner to a female employee.
3. Someone treats a female employee in a disrespectful or discourteous manner.
4. Someone makes a derogatory gender-related comment to a female employee.

5. Someone makes an offensive or embarrassing public comment on the physical appearance of a female employee.
6. Someone makes sexually suggestive comments to a female employee.
7. Someone dismisses or downplays the contributions of the leader. (filler)
8. Someone questions the leader's competence or expertise. (filler)
9. Someone makes a hostile remark to the leader. (filler)
10. Someone challenges the leader in a professional manner. (filler)

Perceived Concern for Dignity

As a result of Leader A (Mark)'s approach, to what extent do you agree with the following statements? (1 = Strongly disagree, 7 = Strongly agree)

1. Leader A (Mark)'s approach did not bring shame to me.
2. Leader A (Mark) was concerned with protecting my self-image.
3. Leader A (Mark) was concerned with me not appearing weak in front of the others.
4. Leader A (Mark) was concerned with protecting my personal pride.
5. Leader A (Mark) was nice to other team members. (filler)
6. Leader A (Mark) was effective in communicating with team members. (filler)

Sense of Belonging

To what extent do you agree with the following statements as a result of Leader A (Mark)'s approach? (1 = Strongly disagree, 7 = Strongly agree)

1. I feel I belong to my team.
2. I consider myself a member of my team.
3. I feel like I am part of my team.
4. I feel a connection with my team.
5. I feel accepted in my team.
6. I feel respected in my team.
7. I feel valued in my team.
8. I feel appreciated in my team.

Voice

Imagine the next day you have another meeting with this group. In this next meeting, as a result of Leader A (Mark)'s approach how likely are you to engage in the following behaviors? (1 = Extremely unlikely, 7 = Extremely likely)

1. Proactively develop and make suggestions for issues that may influence the team.
2. Proactively suggest new projects which are beneficial to the team.
3. Raise suggestions to improve the team's working procedure.
4. Proactively voice out constructive suggestions that help the team reach its goals.
5. Make constructive suggestions to improve the team's operation.

Study 4 Measures

Manipulation Checks

How did your team supervisor, Mark, confront the male coworker?

- In public (i.e., in front of others)
- In private (i.e., in a one-on-one setting)
- He did not confront the male coworker
- Unspecified (i.e., no setting mentioned)

How did your team supervisor, Mark, address your feelings?

- In public (i.e., in front of others)
- In private (i.e., in a one-on-one setting)
- He did not address your feelings
- Unspecified (i.e., no setting mentioned)

Offensiveness

How offensive was the comment by the male coworker? (1 = Not offensive at all, 7 = Extremely offensive)

Perceived Gender Civility Norms

As a result of your supervisor Mark's approach, to what extent do you believe the team considers the following behaviors inappropriate? (1 = Not considered inappropriate, 7 = Considered extremely inappropriate)

1. Someone ignores, fails to listen to, or interrupts a female employee.
2. Someone speaks in a condescending or patronizing manner to a female employee.
3. Someone treats a female employee in a disrespectful or discourteous manner.
4. Someone makes a derogatory gender-related comment to a female employee.
5. Someone makes an offensive or embarrassing public comment on the physical appearance of a female employee.
6. Someone makes sexually suggestive comments to a female employee.

Perceived Concern for Dignity

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark's approach to the situation did not bring shame to me.
2. Mark was concerned with protecting my self-image.
3. Mark was concerned with me not appearing weak in front of the others.
4. Mark was concerned with protecting my personal pride.

Sense of Belonging

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. I would feel I belong to my team.
2. I would consider myself a member of my team.
3. I would feel like I am part of my team.
4. I would feel a connection with my team.
5. I would feel accepted in my team.
6. I would feel respected in my team.
7. I would feel valued in my team.
8. I would feel appreciated in my team.

Voice

The next day you have another meeting with this group. In this next meeting, as a result of your supervisor Mark's approach how likely are you to engage in the following behaviors? (1 = Extremely unlikely, 7 = Extremely likely)

1. Proactively develop and make suggestions for issues that may influence the team.
2. Proactively suggest new projects which are beneficial to the team.
3. Raise suggestions to improve the team's working procedure.
4. Proactively voice out constructive suggestions that help the team reach its goals.
5. Make constructive suggestions to improve the team's operation.

Ranking Nine Responses to Sexist Remark

Last, listed below are 9 potential responses of your supervisor Mark in the scenario you just read, please rank your preferred response of Mark in such situation at work from 1 = most preferred to 9 = least preferred.

Please provide your rank order of the following nine behaviors by Mark in the current situation.

1. Confronting That Male Coworker **in Public**, and Addressing Your Feelings **in Public**
2. Confronting That Male Coworker **in Public**, and Addressing Your Feelings **in Private**
3. Confronting That Male Coworker **in Public**, and **Not** Addressing Your Feelings
4. Confronting That Male Coworker **in Private**, and Addressing Your Feelings **in Public**
5. Confronting That Male Coworker **in Private**, and Addressing Your Feelings **in Private**
6. Confronting That Male Coworker **in Private**, and **Not** Addressing Your Feelings
7. **Not** Confronting The Coworker, and Addressing Your Feelings **in Public**
8. **Not** Confronting The Coworker, and Addressing Your Feelings **in Private**
9. **Not** Confronting The Coworker, and **Not** Addressing Your Feeling

Study 5 Measures

Event Time

When did this event happen? _____ weeks ago

Closeness

How close of a relationship did you have with [the female colleague] at that time? (1 = Not close at all, 7 = Extremely close)

Offensiveness

How offensive was the comment by you? (1 = Not offensive at all, 7 = Extremely offensive)

Manipulation Check

How did your supervisor, Mark, confront you?

- In public (i.e., in front of others)
- In private (i.e., in a one-on-one setting)
- He did not confront you
- Unspecified (i.e., he confronted but no setting mentioned)

Perceived Gender Civility Norms

As a result of your supervisor Mark's approach, to what extent do you believe the team considers the following behaviors inappropriate? (1 = Not considered inappropriate, 7 = Considered extremely inappropriate)

1. Someone ignores, fails to listen to, or interrupts a female employee.
2. Someone speaks in a condescending or patronizing manner to a female employee.
3. Someone treats a female employee in a disrespectful or discourteous manner.
4. Someone makes a derogatory gender-related comment to a female employee.
5. Someone makes an offensive or embarrassing public comment on the physical appearance of a female employee.
6. Someone makes sexually suggestive comments to a female employee.

Perceived Concern for Dignity

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's actions. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark's approach to the situation did not bring shame to me.
2. Mark was concerned with protecting my self-image.
3. Mark was concerned with me not appearing weak in front of the others.
4. Mark was concerned with protecting my personal pride.

Negative Self-Directed Affect

Please indicate how you would have felt in the moment of your supervisor Mark's approach. (1 = Not at all, 7 = Extremely)

1. Guilty
2. Self-critical
3. Angry with myself
4. Disgusted with myself

Negative Other-Directed Affect

Please indicate how you would have felt in the moment of your supervisor Mark's approach. (1 = Not at all, 7 = Extremely)

1. Annoyed with Mark
2. Angry with Mark
3. Irritated at Mark
4. Fed up

Defensiveness

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark is hypersensitive.
2. Mark is a complainer.

Bias Regulation

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. I am concerned about exhibiting gender biases in the future.
2. I will be more on guard for gender biased behavior.
3. I will now be more careful to monitor myself to make sure that I am not being gender biased.

Sense of Belonging

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. I would feel I belong to my team.
2. I would consider myself a member of my team.
3. I would feel like I am part of my team.
4. I would feel a connection with my team.
5. I would feel accepted in my team.
6. I would feel respected in my team.
7. I would feel valued in my team.
8. I would feel appreciated in my team.

Voice

The next day you have another meeting with this group. In this next meeting, as a result of your supervisor Mark's approach how likely are you to engage in the following behaviors? (1 = Extremely unlikely, 7 = Extremely likely)

1. Proactively develop and make suggestions for issues that may influence the team.
2. Proactively suggest new projects which are beneficial to the team.
3. Raise suggestions to improve the team's working procedure.
4. Proactively voice out constructive suggestions that help the team reach its goals.
5. Make constructive suggestions to improve the team's operation.

Supplemental Material C: Validation Language Pilot Testing

Pilot Study 1 (Within-Subject: $N = 50$) and Pilot Study 2 (Between-Subject: $N = 75$)

In Pilot Study 1, participants first read one of the above scenarios in which a sexist remark was expressed and were presented with the following, with potential responses presented in random order:

Your team supervisor, Mark, has a conversation with you regarding the comment by your male coworker and expresses a desire to address your feelings.

Potential Response 1: He asks you, *“I can see that you are annoyed and upset. Are you ok? Would you like a moment to discuss your feelings or take a break?”*

Potential Response 2: He asks you, *“I saw your reaction to the upsetting comment, and I wanted to follow up with you. Are you ok? Would you like a moment to discuss your feelings or take a break?”*

Potential Response 3: He asks you, *“I would like to ask about your reaction to the inappropriate and upsetting remark. Are you ok? Would you like a moment to discuss your feelings or take a break?”*

Potential Response 4: He asks you, *“That was an upsetting remark, so I would like to ask how you are doing. Are you ok? Would you like a moment to discuss your feelings or take a break?”*

Potential Response 5: He asks you, *“I am sorry for what happened regarding the upsetting comment during the meeting and wanted to check in with you. Are you ok? Would you like a moment to discuss your feelings or take a break?”*

After reading each potential response, and before proceeding to the next potential response, participants answered the quantitative item, “To what extent do you consider the statement a respectful validation of your feelings?” on a 7-point scale ranging from 1 = *not at all* to 7 = *a great amount*. They also responded to an open-ended qualitative question, “What recommendations, if any, do you have to improve Mark’s response?”

Results of repeated measures ANOVA, $F(4, 196) = 13.94, p < .001, \eta^2 = .22$, and pairwise comparisons for the quantitative measures showed the following rank for the five responses:

1. Response 5 (Best) ($M = 6.08, SD = 1.26$)
2. Response 4 ($M = 5.74, SD = 1.31$)
3. Response 3 ($M = 5.40, SD = 1.47$; same rank as Response 2, $p = .70$)
3. Response 2 ($M = 5.48, SD = 1.57$)
5. Response 1 (Worst) ($M = 4.76, SD = 1.67$)

Although Response 5 was ranked as the most respectful and validating, several participants suggested strongly in their qualitative responses that the male team supervisor should not apologize for the misogynistic male coworker’s misbehavior:

Mark shouldn’t apologize for another employee (ID#6)

I don’t think Mark is necessarily responsible for apologizing. (ID#34)

I appreciate the apology in this statement, but I feel it is kind of unnecessary, considering that he was not the one that made the offensive comment. I think it would be better that he does not try to apologize for someone else’s actions. (ID#43)

As a few responses indicated that Response 4 was also considered appropriate and professional, we decided to proceed with Response 4:

I like this version the best so far, because Mark acknowledges that the issue is the remark itself, rather than my reaction. It feels more respectful and appropriate in a professional environment. (ID#46)

I like that it frames the upsetting remark as a fact (ID#22)

However, since directly asking about feelings treated women as if they were weak (“Would you like a moment to discuss your feelings...”), we revised the language for Response 4 based on the following suggestions for addressing this issue:

Mark is speaking to me as if I’m weak and can’t handle the conversation as well as a man could. (ID#42; reactions to Response 1, which assumes their emotions or feelings)

It feels patronizing for some reason. (ID#46; reactions to Response 1, which assumes their emotions or feelings)

It would be better for Mark to emphasize what he is going to do about the situation rather than prodding me to express my emotions about it. (ID#25; advice for Response 4)

Mark needs to make clear that it’s the comment and not my feelings about the comment that are the problem. (ID#21; advice for Response 4)

Address that the statement made was inappropriate! (ID#33; advice for Response 4)

We then conducted a second pilot test using a between-subject design ($N = 75$). T -test results indicated that revised Response 4 ($M = 5.92$, $SD = 1.19$) was superior to the other candidate of validation language ($M = 4.39$, $SD = 1.76$), $t(73) = 4.38$, $p < .001$, suggesting the final validation language to be included in our main studies (i.e., Study 3 and Study 4):

“That was an inappropriate and upsetting remark, so I would like to ask how you are doing. Are you ok? Would you like a moment to discuss what happened or take a break?”

Since we are aware that the first part of the validation language “That was an inappropriate and upsetting remark” leans toward confrontation, we ultimately decided to remove it, after thoughtful consideration and further examination. This change was necessary to cleanly separate validation behavior from confrontation in our experimental designs and avoid confounds.

Supplemental Material D:

Information and Full Measures for Study S1–S5 (Target Perspective)

Five supplemental studies were conducted to test our model and replicate our main studies. In these studies targeting women’s perspective, there was one distinction in our original hypothesis regarding the psychological mechanism for confrontation: we hypothesized that public (vs. private) confrontation would heighten *perceptions of equality promotion* (i.e., the degree to which one perceives that allies are engaged in efforts and initiatives aimed at promoting equality in a community, such as an organization, by addressing discriminatory events). While the findings supported this prediction regarding public confrontation, we later came to believe that social norm perceptions—perceived gender civility norms—are more theoretically relevant and informative for our research. As such, we report these initial studies below for transparency and to provide additional robustness to our theory of “confront in public, validate in private.”

Using scenario designs, Study S1 ($N = 176$ full-time women workers; $M_{age} = 34.95$, $SD_{age} = 10.64$; $M_{work\ experience} = 12.08$, $SD_{work\ experience} = 9.96$) tested confrontation across three conditions: public vs. private vs. no confrontation. Study S2 ($N = 196$ full-time women workers; $M_{age} = 32.71$, $SD_{age} = 7.50$; $M_{work\ experience} = 13.05$, $SD_{work\ experience} = 8.76$) and Study S3 ($N = 173$ full-time women workers; $M_{age} = 31.05$, $SD_{age} = 7.31$; $M_{work\ experience} = 10.98$, $SD_{work\ experience} = 7.66$) focused on validation with three conditions: public vs. private vs. no validation. Study S4 ($N = 271$ full-time women employees; $M_{age} = 31.31$, $SD_{age} = 7.55$; $M_{work\ experience} = 11.35$, $SD_{work\ experience} = 8.02$) and Study S5 ($N = 235$ full-time women employees; $M_{age} = 31.09$, $SD_{age} = 7.56$; $M_{work\ experience} = 11.38$, $SD_{work\ experience} = 8.03$) examined combinations of allyship behavior across four conditions: 2 (public vs. private confrontation) $\times$ 2 (public vs. private validation).

The major difference with our main studies is that the validation language used in Study S2 and Study S4 was: **“That was an inappropriate and upsetting remark, so I would like to ask how you are doing. Are you ok? Would you like a moment to discuss what happened or take a break?”**, whereas in Study S3 and Study S5 was: **“I can see that you are annoyed and upset. Are you ok? Would you like a moment to discuss your feelings or take a break?”**

All five studies ($N = 1,051$) are pre-registered: Study S1 (https://aspredicted.org/PKH_H8D), Study S2 (https://aspredicted.org/7W7_718), Study S3 (https://aspredicted.org/916_T6R), Study S4 (https://aspredicted.org/CCL_17B), and Study S5 (https://aspredicted.org/9J7_QLG), and the primary findings are in line with our model (as well as original hypothesis) and summarized in Table S1. See below for our measures.

Table S1*Means and Standard Deviations for Mediators and Outcomes by Experimental Condition in Study S1–S5*

Confrontation Condition	Validation Condition	Allyship Perceptions as Psychological Mechanisms (Parallel Mediators)				Outcomes (Parallel Dependent Variables)			
		Perceived Equality Promotion		Perceived Concern for Dignity		Sense of Belonging		Voice	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Study S1									
Public	None	6.28	0.70	4.78	1.03	5.48	1.08	5.77	0.83
Private	None	5.88	0.93	4.66	1.22	4.92	1.31	5.50	1.09
No	None	1.18	0.42	1.77	0.71	1.84	0.89	3.56	1.84
Study S2									
None	Public	4.38	1.71	3.16	1.48	3.22	1.81	3.84	2.01
None	Private	4.44	1.64	4.66	1.40	4.06	1.60	4.88	1.57
None	No	1.20	0.60	1.74	0.80	1.73	0.88	3.61	1.93
Study S3									
None	Public	3.43	1.48	2.67	1.31	3.03	1.44	4.25	1.76
None	Private	3.21	1.75	4.20	1.27	3.44	1.63	4.54	1.76
None	No	1.13	0.34	1.71	0.78	1.72	0.75	3.76	2.03

Confrontation Condition	Validation Condition	Allyship Perceptions as Psychological Mechanisms (Parallel Mediators)				Outcomes (Parallel Dependent Variables)			
		Perceived Equality Promotion		Perceived Concern for Dignity		Sense of Belonging		Voice	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Study S4									
Public	Public	6.02	1.10	4.00	1.45	4.48	1.48	4.82	1.58
Public	Private	6.37	0.76	5.28	1.09	5.69	0.99	5.67	1.09
Private	Public	5.55	1.08	3.64	1.35	4.34	1.54	4.69	1.44
Private	Private	5.72	1.33	5.02	1.50	5.09	1.67	5.44	1.32
Study S5									
Public	Public	6.23	0.94	4.12	1.29	5.04	1.43	5.26	1.30
Public	Private	6.11	0.91	5.35	1.08	5.35	1.29	5.67	0.88
Private	Public	5.01	1.29	2.89	1.29	3.82	1.30	4.83	1.48
Private	Private	5.70	1.26	4.88	1.50	5.08	1.42	5.48	1.32

Note. In these supplemental studies, we tested perceived equality promotion, rather than perceived gender civility norms, as the core psychological mechanism for public confrontation.

Study S1 Measures (*Primary measures* in italics and additional measures for exploratory)

Manipulation Check

How did your team supervisor, Mark, confront the male coworker?

- In public (i.e., in front of others)
- In private (i.e., in a one-on-one setting)
- He did not confront the male coworker
- Unspecified (i.e., no setting mentioned)

Offensiveness

How offensive was the comment by the male coworker? (1 = Not offensive at all, 7 = Extremely offensive)

Perceived Effectiveness of Allyship

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

Note: Ally is the person who stands up in support of members of minority groups (e.g., gender, race)

1. Mark cares about issues related to women at work.
2. Mark wants to help women succeed in the company.
3. Mark is an effective ally for women in the workplace.
4. Mark is a helpful ally for women at work.
5. Mark will be able to make a change towards women's situations in the company.

Perceived Equality Promotion

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark stepped in to address potentially sexist situations affecting me.
2. Mark took actions to address gender bias among our team.

Perceived Affirmation

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark created a feeling of connection with me.
2. Mark was interested in what happened to me.
3. Mark was respectful toward me.
4. Mark was nonjudgmental toward me.

Perceived Concern for Dignity

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark's approach to the situation did not bring shame to me.
2. Mark was concerned with protecting my self-image.
3. Mark was concerned with me not appearing weak in front of the others.
4. Mark was concerned with protecting my personal pride.

Psychological Safety

The next day you have another meeting with this group. As a result of your supervisor Mark's approach, to what extent do you agree with the following statements regarding that next meeting? (1 = Strongly disagree, 7 = Strongly agree)

1. I will be able to express my true feelings regarding my job.
2. I will be able to freely express my thoughts.
3. Expressing my true feelings will be welcomed.
4. I will be worried that expressing true thoughts in my workplace will do harm to myself.
(reverse coded)

Sense of Belonging

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. I would feel I belong to my team.

2. I would consider myself a member of my team.
3. I would feel like I am part of my team.
4. I would feel a connection with my team.
5. I would feel accepted in my team.
6. I would feel respected in my team.
7. I would feel valued in my team.
8. I would feel appreciated in my team.

Voice

The next day you have another meeting with this group. In this next meeting, as a result of your supervisor Mark's approach how likely are you to engage in the following behaviors? (1 = Extremely unlikely, 7 = Extremely likely)

1. Proactively develop and make suggestions for issues that may influence the team.
2. Proactively suggest new projects which are beneficial to the team.
3. Raise suggestions to improve the team's working procedure.
4. Proactively voice out constructive suggestions that help the team reach its goals.
5. Make constructive suggestions to improve the team's operation.

Advocacy

As a result of your supervisor Mark's approach, how likely are you to engage in the following behaviors in the workplace? (1 = I would definitely not do this, 9 = I would definitely do this)

1. Encourage female employees to share ideas during group projects.
2. Support gender-inclusive work policies.
3. Ensure that female employees are represented in important decisions and meetings.
4. Include female employees in workplace social activities.
5. Speak out against sexual harassment as well as more subtle forms of gender bias.
6. Identify and speak out against gender-biased comments or jokes when they occur in the workplace.

Workplace Hostility

As a result of your supervisor Mark's approach, to what extent do you believe the following situations will happen in the future in your team? (1 = Extremely unlikely, 7 = Extremely likely)

1. Someone will ignore, fail to listen to, or interrupt a female employee.
2. Someone will speak in a condescending or patronizing manner to a female employee.
3. Someone will treat a female employee in a disrespectful or discourteous manner.
4. Someone will make a derogatory gender-related comment to a female employee.
5. Someone will make an offensive or embarrassing public comment on the physical appearance of a female employee.
6. Someone will make sexually suggestive comments to a female employee.

Affective Organizational Commitment

As a result of your supervisor Mark's approach, to what extent do you agree with the following statements? (1 = Strongly disagree, 7 = Strongly agree)

1. I would be happy to work at this organization until I retire.
2. Working at this organization would have a great deal of personal meaning to me.
3. I really feel that problems faced by this organization would also be my problems.
4. I would feel personally attached to this work organization.
5. I would be proud to tell others I work at this organization.
6. I would feel a strong sense of belonging to this organization.

Turnover Intention

As a result of your supervisor Mark's approach, to what extent do you agree with the following statement? (1 = Strongly disagree, 7 = Strongly agree)

1. I would intend to quit my current job.

Leader-Member Exchange

As a result of your supervisor Mark's approach, to what extent do you agree with the following statements about Mark? (1 = Strongly disagree, 7 = Strongly agree)

1. My relationship with Mark is characterized by mutual obligation.
2. My relationship with Mark is characterized by mutual trust.

3. My relationship with Mark is characterized by mutual commitment.
4. My relationship with Mark is characterized by mutual significance.

Moral Identity

Listed below are some characteristics that may describe a person.

Caring, Compassionate, Fair, Friendly, Generous, Hardworking, Helpful, Honest, Kind

The person with these characteristics could be you or it could be someone else. For a moment, visualize in your mind the kind of person who has these characteristics. Imagine how that person would think, feel, and act. When you have a clear image of what this person would be like, answer the following questions. (1 = Strongly disagree, 7 = Strongly agree)

1. It would make me feel good to be a person who has these characteristics.
2. Being someone who has these characteristics is an important part of who I am.
3. I would be ashamed to be a person who has these characteristics. (reverse coded)
4. Having these characteristics is not really important to me. (reverse coded)
5. I strongly desire to have these characteristics.

Study S2 Measures

Manipulation Check

How did your team supervisor, Mark, address your feelings?

- In public (i.e., in front of others)
- In private (i.e., in a one-on-one setting)
- He did not address your feelings
- Unspecified (i.e., no setting mentioned)

Offensiveness

How offensive was the comment by the male coworker? (1 = Not offensive at all, 7 = Extremely offensive)

Perceived Equality Promotion

Please indicate the extent to which you agree with the following statements regarding Mark. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark stepped in to address potentially sexist situations affecting me.
2. Mark took actions to address gender bias among our team.

Perceived Concern for Dignity

Please indicate the extent to which you agree with the following statements regarding Mark. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark's approach to the situation did not bring shame to me.
2. Mark was concerned with protecting my self-image.
3. Mark was concerned with me not appearing weak in front of the others.
4. Mark was concerned with protecting my personal pride.

Sense of Belonging

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's actions. (1 = Strongly disagree, 7 = Strongly agree)

1. I would feel I belong to my team.
2. I would consider myself a member of my team.
3. I would feel like I am part of my team.
4. I would feel a connection with my team.
5. I would feel accepted in my team.
6. I would feel respected in my team.
7. I would feel valued in my team.
8. I would feel appreciated in my team.

Voice

The next day you have another meeting with this group. In this next meeting, as a result of your supervisor Mark's actions how likely are you to engage in the following behaviors? (1 = Extremely unlikely, 7 = Extremely likely)

1. Proactively develop and make suggestions for issues that may influence the team.
2. Proactively suggest new projects which are beneficial to the team.
3. Raise suggestions to improve the team's working procedure.
4. Proactively voice out constructive suggestions that help the team reach its goals.
5. Make constructive suggestions to improve the team's operation.

Study S3 Measures

Manipulation Check

How did your team supervisor, Mark, address your feelings?

- In public (i.e., in front of others)
- In private (i.e., in a one-on-one setting)
- He did not address your feelings
- Unspecified (i.e., no setting mentioned)

Offensiveness

How offensive was the comment by the male coworker? (1 = Not offensive at all, 7 = Extremely offensive)

Perceived Effectiveness of Allyship

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

Note: Ally is the person who stands up in support of members of minority groups (e.g., gender, race)

1. Mark cares about issues related to women at work.
2. Mark wants to help women succeed in the company.
3. Mark is an effective ally for women in the workplace.
4. Mark is a helpful ally for women at work.
5. Mark will be able to make a change towards women's situations in the company.

Perceived Equality Promotion

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark stepped in to address potentially sexist situations affecting me.
2. Mark took actions to address gender bias among our team.

Perceived Affirmation

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark created a feeling of connection with me.
2. Mark was interested in what happened to me.
3. Mark was respectful toward me.
4. Mark was nonjudgmental toward me.

Perceived Concern for Dignity

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark's approach to the situation did not bring shame to me.
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4. Mark was concerned with protecting my personal pride.

Psychological Safety

The next day you have another meeting with this group. As a result of your supervisor Mark's approach, to what extent do you agree with the following statements regarding that next meeting? (1 = Strongly disagree, 7 = Strongly agree)

1. I will be able to express my true feelings regarding my job.
2. I will be able to freely express my thoughts.
3. Expressing my true feelings will be welcomed.
4. I will be worried that expressing true thoughts in my workplace will do harm to myself.
(reverse coded)

Sense of Belonging

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. I would feel I belong to my team.

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6. I would feel respected in my team.
7. I would feel valued in my team.
8. I would feel appreciated in my team.

Voice

The next day you have another meeting with this group. In this next meeting, as a result of your supervisor Mark's approach how likely are you to engage in the following behaviors? (1 = Extremely unlikely, 7 = Extremely likely)

1. Proactively develop and make suggestions for issues that may influence the team.
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3. Raise suggestions to improve the team's working procedure.
4. Proactively voice out constructive suggestions that help the team reach its goals.
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As a result of your supervisor Mark's approach, how likely are you to engage in the following behaviors in the workplace? (1 = I would definitely not do this, 9 = I would definitely do this)

1. Encourage female employees to share ideas during group projects.
2. Support gender-inclusive work policies.
3. Ensure that female employees are represented in important decisions and meetings.
4. Include female employees in workplace social activities.
5. Speak out against sexual harassment as well as more subtle forms of gender bias.
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As a result of your supervisor Mark's approach, to what extent do you believe the following situations will happen in the future in your team? (1 = Extremely unlikely, 7 = Extremely likely)

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Turnover Intention

As a result of your supervisor Mark's approach, to what extent do you agree with the following statement? (1 = Strongly disagree, 7 = Strongly agree)

1. I would intend to quit my current job.

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As a result of your supervisor Mark's approach, to what extent do you agree with the following statements about Mark? (1 = Strongly disagree, 7 = Strongly agree)

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Listed below are some characteristics that may describe a person.

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The person with these characteristics could be you or it could be someone else. For a moment, visualize in your mind the kind of person who has these characteristics. Imagine how that person would think, feel, and act. When you have a clear image of what this person would be like, answer the following questions. (1 = Strongly disagree, 7 = Strongly agree)

1. It would make me feel good to be a person who has these characteristics.
2. Being someone who has these characteristics is an important part of who I am.
3. I would be ashamed to be a person who has these characteristics. (reverse coded)
4. Having these characteristics is not really important to me. (reverse coded)
5. I strongly desire to have these characteristics.

Study S4 Measures

Manipulation Checks

How did your team supervisor, Mark, confront the male coworker?

- In public (i.e., in front of others)
- In private (i.e., in a one-on-one setting)
- He did not confront the male coworker
- Unspecified (i.e., no setting mentioned)

How did your team supervisor, Mark, address your feelings?

- In public (i.e., in front of others)
- In private (i.e., in a one-on-one setting)
- He did not address your feelings
- Unspecified (i.e., no setting mentioned)

Offensiveness

How offensive was the comment by the male coworker? (1 = Not offensive at all, 7 = Extremely offensive)

Perceived Equality Promotion

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's actions. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark stepped in to address potentially sexist situations affecting me.
2. Mark took actions to address gender bias among our team.

Perceived Concern for Dignity

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's actions. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark's approach to the situation did not bring shame to me.
2. Mark was concerned with protecting my self-image.

3. Mark was concerned with me not appearing weak in front of the others.
4. Mark was concerned with protecting my personal pride.

Sense of Belonging

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's actions. (1 = Strongly disagree, 7 = Strongly agree)

1. I would feel I belong to my team.
2. I would consider myself a member of my team.
3. I would feel like I am part of my team.
4. I would feel a connection with my team.
5. I would feel accepted in my team.
6. I would feel respected in my team.
7. I would feel valued in my team.
8. I would feel appreciated in my team.

Voice

The next day you have another meeting with this group. In this next meeting, as a result of your supervisor Mark's actions how likely are you to engage in the following behaviors? (1 = Extremely unlikely, 7 = Extremely likely)

1. Proactively develop and make suggestions for issues that may influence the team.
2. Proactively suggest new projects which are beneficial to the team.
3. Raise suggestions to improve the team's working procedure.
4. Proactively voice out constructive suggestions that help the team reach its goals.
5. Make constructive suggestions to improve the team's operation.

Ranking Nine Responses to Sexist Remark

Last, listed below are 9 potential responses of your supervisor Mark in the scenario you just read, please rank your preferred response of Mark in such situation at work from 1 = most preferred to 9 = least preferred.

Please provide your rank order of the following nine behaviors by Mark in the current situation.

1. Confronting That Male Coworker **in Public**, and Addressing Your Feelings **in Public**
2. Confronting That Male Coworker **in Public**, and Addressing Your Feelings **in Private**
3. Confronting That Male Coworker **in Public**, and **Not** Addressing Your Feelings
4. Confronting That Male Coworker **in Private**, and Addressing Your Feelings **in Public**
5. Confronting That Male Coworker **in Private**, and Addressing Your Feelings **in Private**
6. Confronting That Male Coworker **in Private**, and **Not** Addressing Your Feelings
7. **Not** Confronting The Coworker, and Addressing Your Feelings **in Public**
8. **Not** Confronting The Coworker, and Addressing Your Feelings **in Private**
9. **Not** Confronting The Coworker, and **Not** Addressing Your Feeling

Study S5 Measures

Manipulation Checks

How did your team supervisor, Mark, confront the male coworker?

- In public (i.e., in front of others)
- In private (i.e., in a one-on-one setting)
- He did not confront the male coworker
- Unspecified (i.e., no setting mentioned)

How did your team supervisor, Mark, address your feelings?

- In public (i.e., in front of others)
- In private (i.e., in a one-on-one setting)
- He did not address your feelings
- Unspecified (i.e., no setting mentioned)

Offensiveness

How offensive was the comment by the male coworker? (1 = Not offensive at all, 7 = Extremely offensive)

Perceived Effectiveness of Allyship

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

Note: Ally is the person who stands up in support of members of minority groups (e.g., gender, race)

1. Mark cares about issues related to women at work.
2. Mark wants to help women succeed in the company.
3. Mark is an effective ally for women in the workplace.
4. Mark is a helpful ally for women at work.
5. Mark will be able to make a change towards women's situations in the company.

Perceived Equality Promotion

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark stepped in to address potentially sexist situations affecting me.
2. Mark took actions to address gender bias among our team.

Perceived Affirmation

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark created a feeling of connection with me.
2. Mark was interested in what happened to me.
3. Mark was respectful toward me.
4. Mark was nonjudgmental toward me.

Perceived Concern for Dignity

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. Mark's approach to the situation did not bring shame to me.
2. Mark was concerned with protecting my self-image.
3. Mark was concerned with me not appearing weak in front of the others.
4. Mark was concerned with protecting my personal pride.

Psychological Safety

The next day you have another meeting with this group. As a result of your supervisor Mark's approach, to what extent do you agree with the following statements regarding that next meeting? (1 = Strongly disagree, 7 = Strongly agree)

1. I will be able to express my true feelings regarding my job.
2. I will be able to freely express my thoughts.
3. Expressing my true feelings will be welcomed.

4. I will be worried that expressing true thoughts in my workplace will do harm to myself.
(reverse coded)

Sense of Belonging

Please indicate the extent to which you agree with the following statements as a result of your supervisor Mark's approach. (1 = Strongly disagree, 7 = Strongly agree)

1. I would feel I belong to my team.
2. I would consider myself a member of my team.
3. I would feel like I am part of my team.
4. I would feel a connection with my team.
5. I would feel accepted in my team.
6. I would feel respected in my team.
7. I would feel valued in my team.
8. I would feel appreciated in my team.

Voice

The next day you have another meeting with this group. In this next meeting, as a result of your supervisor Mark's approach how likely are you to engage in the following behaviors? (1 = Extremely unlikely, 7 = Extremely likely)

1. Proactively develop and make suggestions for issues that may influence the team.
2. Proactively suggest new projects which are beneficial to the team.
3. Raise suggestions to improve the team's working procedure.
4. Proactively voice out constructive suggestions that help the team reach its goals.
5. Make constructive suggestions to improve the team's operation.

Advocacy

As a result of your supervisor Mark's approach, how likely are you to engage in the following behaviors in the workplace? (1 = I would definitely not do this, 9 = I would definitely do this)

1. Encourage female employees to share ideas during group projects.
2. Support gender-inclusive work policies.

3. Ensure that female employees are represented in important decisions and meetings.
4. Include female employees in workplace social activities.
5. Speak out against sexual harassment as well as more subtle forms of gender bias.
6. Identify and speak out against gender-biased comments or jokes when they occur in the workplace.

Workplace Hostility

As a result of your supervisor Mark's approach, to what extent do you believe the following situations will happen in the future in your team? (1 = Extremely unlikely, 7 = Extremely likely)

1. Someone will ignore, fail to listen to, or interrupt a female employee.
2. Someone will speak in a condescending or patronizing manner to a female employee.
3. Someone will treat a female employee in a disrespectful or discourteous manner.
4. Someone will make a derogatory gender-related comment to a female employee.
5. Someone will make an offensive or embarrassing public comment on the physical appearance of a female employee.
6. Someone will make sexually suggestive comments to a female employee.

Affective Organizational Commitment

As a result of your supervisor Mark's approach, to what extent do you agree with the following statements? (1 = Strongly disagree, 7 = Strongly agree)

1. I would be happy to work at this organization until I retire.
2. Working at this organization would have a great deal of personal meaning to me.
3. I really feel that problems faced by this organization would also be my problems.
4. I would feel personally attached to this work organization.
5. I would be proud to tell others I work at this organization.
6. I would feel a strong sense of belonging to this organization.

Turnover Intention

As a result of your supervisor Mark's approach, to what extent do you agree with the following statement? (1 = Strongly disagree, 7 = Strongly agree)

1. I would intend to quit my current job.

Leader-Member Exchange

As a result of your supervisor Mark's approach, to what extent do you agree with the following statements about Mark? (1 = Strongly disagree, 7 = Strongly agree)

1. My relationship with Mark is characterized by mutual obligation.
2. My relationship with Mark is characterized by mutual trust.
3. My relationship with Mark is characterized by mutual commitment.
4. My relationship with Mark is characterized by mutual significance.

Ranking Nine Responses to Sexist Remark

Last, listed below are 9 potential responses of your supervisor Mark in the scenario you just read, please rank your preferred response of Mark in such situation at work from 1 = most preferred to 9 = least preferred.

Please provide your rank order of the following nine behaviors by Mark in the current situation.

1. Confronting That Male Coworker **in Public**, and Addressing Your Feelings **in Public**
2. Confronting That Male Coworker **in Public**, and Addressing Your Feelings **in Private**
3. Confronting That Male Coworker **in Public**, and **Not** Addressing Your Feelings
4. Confronting That Male Coworker **in Private**, and Addressing Your Feelings **in Public**
5. Confronting That Male Coworker **in Private**, and Addressing Your Feelings **in Private**
6. Confronting That Male Coworker **in Private**, and **Not** Addressing Your Feelings
7. **Not** Confronting The Coworker, and Addressing Your Feelings **in Public**
8. **Not** Confronting The Coworker, and Addressing Your Feelings **in Private**
9. **Not** Confronting The Coworker, and **Not** Addressing Your Feeling

Moral Identity

Listed below are some characteristics that may describe a person.

Caring, Compassionate, Fair, Friendly, Generous, Hardworking, Helpful, Honest, Kind

The person with these characteristics could be you or it could be someone else. For a moment, visualize in your mind the kind of person who has these characteristics. Imagine how that person

would think, feel, and act. When you have a clear image of what this person would be like, answer the following questions. (1 = Strongly disagree, 7 = Strongly agree)

1. It would make me feel good to be a person who has these characteristics.
2. Being someone who has these characteristics is an important part of who I am.
3. I would be ashamed to be a person who has these characteristics. (reverse coded)
4. Having these characteristics is not really important to me. (reverse coded)
5. I strongly desire to have these characteristics.

Supplemental Material E: Supplemental Analyses for Study 5 (Transgressor Perspective)

As secondary analyses in our preregistration, here we report, based on one-way ANOVAs (all significant at $p < .001$) and post hoc comparisons, the main effects of the three confrontation conditions on not only sense of belonging, voice intention, and bias regulation, but also negative self-directed affect ($\alpha = .94$ for four items; e.g., “angry with myself”; Parker et al., 2018), negative other-directed affect ($\alpha = .97$ for four items; e.g., “angry with Mark”; Parker et al., 2018), and defensiveness ($\alpha = .87$ for two items; e.g., “Mark is a complainer”; Kaiser & Miller, 2001) from the transgressor’s perspective. The findings are summarized below in Table S2.

Table S2

Mean Comparisons of All Outcomes by Experimental Condition in Study 5

Outcomes	Experimental Condition (Confrontation Received by Transgressor)			Effect Size for Mean Difference (Cohen’s d)		
	Public Confrontation	Private Confrontation	No Confrontation	Private – Public	Private – No	Public – No
Sense of Belonging	3.75 (1.62)	5.37 (1.30)	5.07 (1.28)	1.11^{***}	0.23	-0.90 ^{***}
Voice Intention	4.46 (1.78)	5.33 (1.45)	5.24 (1.58)	0.53^{***}	0.06	-0.46 ^{**}
Bias Regulation	5.78 (1.23)	5.79 (1.12)	4.98 (1.68)	0.01	0.58 ^{***}	0.55 ^{***}
Negative Self-Directed Affect	4.66 (1.71)	4.71 (1.63)	3.60 (2.08)	0.02	0.60 ^{***}	0.56 ^{***}
Negative Other-Directed Affect	4.18 (1.69)	2.20 (1.48)	1.87 (1.38)	-1.25^{***}	0.23	1.49 ^{***}
Defensiveness	4.04 (1.69)	2.83 (1.44)	1.91 (1.00)	-0.77^{***}	0.73 ^{***}	1.51 ^{***}

Note. Standard deviation in parentheses.

* $p < .05$, ** $p < .01$, *** $p < .001$