Supplemental Materials

Supplemental Study S1

Study S1 served to address three alternative possibilities as to why work contexts might increase objectification. First, people may simply have more goals in work than non-work contexts, eliciting more goal-oriented cognitions in these contexts which might enhance objectification. Second, people's goals in work contexts may be more important than their goals in non-work contexts; if this is true, then they may be more inclined to treat others as objects to achieve those goals (Fitzsimons & Shah, 2008). Third, people's goals in work contexts may require more coordination of others, and utilization of others, than their goals in non-work contexts; if so, then there is more potential to objectify in work contexts than in non-work contexts.

To examine these possibilities, we conducted an online survey of employed individuals ($n = 199$; 57.3% females, $M_{age} = 31.57$, $SD_{age} = 9.08$). Participants listed up to ten goals that they have either "in a personal context, such as at a restaurant or in your house" (non-work context) or "in a professional context, such as at a workplace cafe or in your office" (work context). For each goal, they rated 1) how important the goal is, 2) how much they care about the goal, 3) how committed to achieving the goal they are, and 4) how much they need other people to achieve the goal (1= *not at all*; 7 = *very*).

Addressing the first alternative explanation, people did not list more goals in work contexts; in fact, they listed marginally *fewer* goals in work ($M = 5.13$, $SD = 2.50$) than non-work contexts ($M = 5.74$, $SD = 2.59$), $t(197) = 1.68$, $p = .094$, $d = 0.27$. Addressing the second alternative, people rated their non-work goals as similarly important as their work goals, were similarly committed to achieving both, and cared similarly about them, ts < 1. Finally, addressing the third alternative, people believed that their non-work goals required needing

others to the same extent as their work goals, $t(197) = 1.40$, $p = .164$. None of these results meaningfully changed when controlling for participants' demographics.

Supplemental Study S2

Table S1. Results by item and condition for Objectification Scale

"Are you the type of person who…"	No, I am not this type of person	Yes, I am this type of person
1. When I meet people, I think more about what they can do for me than what I can do for them.	71.4%	28.6%
2. I contact the people I met only when I need something from them.	74.4%	25.6%
3. I am interested in people's feelings because I want to be close with them. (Reverse)	28.6%	71.4%
4. I try to motivate my people to do things that will help me succeed.	56.5%	43.5%
5. Building relationships is important to me because it helps me accomplish my goals.	43.5%	56.5%
6. My relationships with people are based on how much I enjoy our relationships, rather than how productive the relationships are. (Reverse)	19.9%	80.1%
7. I would stop talking to somebody if I found out he or she isn't really helpful for what I want to achieve.	81.1%	18.9%
8. I prioritize talking to people with skill sets similar to or greater than mine.	54.8%	45.2%
9. I really like meeting people even though they are not all that useful to me. (Reverse)	26.9%	73.1%

Mission Statements Used in Study 5

Company Name	Mission Statement
Alphabet	I. Serve Our Users Our users value [Company X] not only because we deliver great products and services, but because we hold ourselves to a higher standard in how we treat users and operate more generally. Keeping the following principles in mind will help us to maintain that high standard: Integrity Our reputation as a company that our users can trust is our most valuable asset, and it is up to all of us to make sure that we continually earn that trust. All of our communications and other interactions with our users should increase their trust in us. Usefulness Our products, features, and services should make [Company X] more useful for all our users. We have many different types of users, from individuals to large businesses, but one guiding principle: "Is what we are offering useful?" Privacy, Security, and Freedom of Expression Always remember that we are asking users to trust us with their personal information. Preserving that trust requires that each of us respect and protect the privacy and security of that information. Our security procedures strictly limit access to and use of users' personal information, and require that each of us take measures to protect user data from unauthorized access. Know your responsibilities under these procedures, and collect, use, and access user personal information only as authorized by our Security Policies, our Privacy Policies, and applicable data protection laws. [Company X] is committed to advancing privacy and freedom of expression for our users around the world. Where user privacy and freedom of expression face government challenges, we seek to implement internationally recognized standards that respect those rights as we develop products, do business in diverse markets, and respond to government requests to access user information or remove user content. Contact Legal or Ethics & Compliance if you have questions on implementing these standards in connection with what you do at [Company X]. Responsiveness Part of being useful and honest is being responsive: We recognize relevant user feedback when we see it, and we do something about it. We take pride in responding to communications from our users, whether questions, problems, or compliments. If something is broken, fix it. Take Action Any time you feel our users aren't being well-served, don't be bashful - let someone in the company know about it. Continually improving our products and services takes all of us, and we're proud that [Company X-ers] champion our users and take the initiative to step forward when the interests of our users are at stake. II. Support Each Other We are committed to a supportive work environment, where employees have the opportunity to reach their fullest potential. [Company X-ers] are expected to do their utmost to create a workplace culture that is free of harassment, intimidation, bias, and unlawful discrimination.
Amazon	Leadership Principles We use our Leadership Principles every day, whether we're discussing ideas for new projects or deciding on the best approach to solving a problem. It is just one of the things that makes [Company X] peculiar. Customer Obsession Leaders start with the customer and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they obsess over customers. Ownership Leaders are owners. They think long term and don't sacrifice long-term value for short-term results. They act on behalf of the entire company, beyond just their own team. They never say "that's not my job". Invent and Simplify Leaders expect and require innovation and invention from their teams and always find ways to simplify. They are externally aware, look for new ideas from everywhere, and are not limited by "not invented here". As we do new things, we accept that we may be misunderstood for long periods of time. Are Right, A Lot Leaders are right a lot. They have strong judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs. Learn and Be Curious Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them. Hire and Develop the Best Leaders raise the performance bar with every hire and promotion. They recognize exceptional talent, and willingly move them throughout the organization. Leaders develop leaders and take seriously their role in coaching others. We work on behalf of our people to invent mechanisms for development like Career Choice. Insist on the Highest Standards Leaders have relentlessly high standards - many people may think these standards are unreasonably

	high. Leaders are continually raising the bar and drive their teams to deliver high quality products, services and processes. Leaders ensure that defects do not get sent down the line and that problems are fixed so they stay fixed. Think Big Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. They think differently and look around corners for ways to serve customers. Bias for Action Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking. Frugality Accomplish more with less. Constraints breed resourcefulness, self-sufficiency and invention. There are no extra points for growing headcount, budget size or fixed expense. Earn Trust Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. Leaders do not believe their or their team's body odor smells of perfume. They benchmark themselves and their teams against the best. Dive Deep Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdote differ. No task is beneath them. Have Backbone; Disagree and Commit Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious. They do not compromise for the sake of social cohesion. Once a decision is determined, they commit wholly. Deliver Results Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never settle
AmeriSource Bergen	Careers with a cause We believe that work can be more than just a paycheck—it can also have a purpose. [Company X] fosters a close-knit community of associates where the work we do impacts millions of lives every day. Our commitment to veterans We feel strongly that military service members possess the leadership qualities we look for in potential candidates. It is with great honor that we offer veterans a variety of career opportunities across the [Company X] network. An inclusive environment [Company X] fosters a diverse community of people who are united in their responsibility to create healthier futures. We are proud to promote a welcoming environment for associates from all backgrounds. Career development for all We support our associates through every stage of their careers and offer a variety of opportunities for lifelong learning. From online courses to tuition reimbursement, our associates can choose the programs that best meet their needs.
Apple	It's what we do together that sets us apart. We're perfectionists. Idealists. Inventors. Forever tinkering with products and processes, always on the lookout for better. Whether you work at one of our global offices, offsite, or even at home, a job at [Company X] will be demanding. But it also rewards bright, original thinking and hard work. And none of us here would have it any other way.
AT&T	At [Company X], our passion to serve extends beyond our customers to our employees. Our people have helped to make us the No. 1 communications company in the world, and in return, we work hard to maintain our competitive position as the industry's employer of choice. Our Commitment to Honesty and to Each Other We are honest and act with integrity. This statement applies to everything we do at [Company X]. Our daily interactions should start and end with honesty and integrity. We hold ourselves and each other to a high standard of ethical behavior. Many groups - shareholders, customers, communities, suppliers, public authorities, our fellow employees - are able to trust what we say and do. We take personal responsibility for meeting the goals we share and keeping our commitments. We treat each other with respect and do not permit intimidation, discrimination or harassment in the workplace. When the actions of some cause others to feel intimidated, offended, or to lose dignity, all of us suffer. We must treat each other courteously and professionally. We insist on a positive work environment and speak out if that goal is compromised by anyone. Discrimination and all unlawful harassment (including sexual harassment) in employment is not tolerated. We encourage success based on our individual merits and abilities without regard to race, color, religion, national origin, gender, sexual orientation, gender identity, age, disability, marital status, citizenship status, military status, or veteran status. We support and obey laws that prohibit discrimination everywhere we do business. We support a work environment that is inclusive and diverse. Differing viewpoints that we each bring to the workplace challenge us collectively to think more

	broadly and allow us to be more creative in the products and processes we develop. We realize that the world we serve is diverse in its social customs and cultural traditions, and we respect and embrace those differences. We create a safe and secure place to work. The importance of working safely has been part of our heritage for over a century. We promote safety to protect both our workforce and our customers. When public safety is at issue, we take reasonable precautions to safeguard the public, as well as our employees and customers. We keep up-to-date on laws, regulations, and practices related to the safety and health of the workplace and our products and services. We comply with those legal and Company requirements. In addition, we do not tolerate or permit threats, violence, or other disruptive behavior in our work environments. Our concern for a safe workplace extends to protecting information about us that the Company maintains. We hold the personal information of our employees, retirees, and their beneficiaries in strict confidence.
Bank of America	Deliver together We believe in the importance of treating each client and teammate as an individual and treating every moment as one that matters. We strive to go the distance to deliver, with discipline and passion. We believe everything we do for clients, employees and the communities we serve is built on a solid foundation that delivers for shareholders. Act responsibly We believe that integrity and the disciplined management of risk form the foundation of our business. We are aware that our decisions and actions affect people's lives every day. We strive for decisions that are clear, fair, and grounded in the principles of shared success, responsible citizenship, and community building. Realize the power of our people We want our employees to reach their full potential. We believe that diverse backgrounds and experiences make us stronger. We respect every individual and value our differences - in thought, style, culture, ethnicity and experience. Trust the team We believe that the best outcomes are achieved when people work together across the entire company. We believe great teams are built on mutual trust, shared ownership and accountability. We act as one company and believe when we work together, we best meet the full needs of our clients.
Cardinal Health	Our Values We are tenacious in fulfilling our commitments to customers. We are accountable for high performance and to each other. We are inventive and adaptable. We bring a sense of optimism, enthusiasm and competitive spirit to our work. We are genuine, open, direct and respectful. We can be trusted to do the right thing. We are inclusive and work together with confidence and trust.
Chevron	Values Our company's foundation is built on our values, which distinguish us and guide our actions to deliver results. We conduct our business in a socially and environmentally responsible manner, respecting the law and universal human rights to benefit the communities where we work. High performance We are passionate about delivering results, and strive to continually improve. We hold ourselves accountable for our actions and outcomes. We apply proven processes in a fit-for-purpose manner and always look for innovative and agile solutions. Diversity and inclusion We learn from and respect the cultures in which we operate. We have an inclusive work environment that values the uniqueness and diversity of individual talents, experiences and ideas. Integrity and trust We are honest with ourselves and others, and honor our commitments. We trust, respect and support each other. We earn the trust of our colleagues and partners by operating with the highest ethical standards in all we do. Protect people and the environment We place the highest priority on the health and safety of our workforce and protection of our assets, communities and the environment. We deliver world-class performance with a focus on preventing high-consequence incidents. Partnership We build trusting and mutually beneficial relationships by collaborating with our communities, governments, customers, suppliers and other business partners. We are most successful when our partners succeed with us.
CVS Health	Our Values Innovation Demonstrating openness, curiosity and creativity in the relentless pursuit of delivering excellence Collaboration Sharing and partnering with people to explore and create things that we could not do on our own Caring Treating people with respect and compassion so they feel valued and appreciated Integrity Delivering on our promises; doing what we say and what is right Accountability Taking personal ownership for our actions and their results

ExxonMobile	[Company X] is a dynamic, exciting place to work. We're committed to fostering an environment of diversity and inclusion. We engage in a wide range of education programs and recruiting activities that are intended to reach out to a diverse pool of highly qualified employment candidates who are dedicated to integrity, high-quality work and good corporate citizenship. We consider our workforce of more than 70,000 employees to be our greatest asset. Our career-oriented approach to developing an exceptional workforce includes recruiting outstanding talent and supporting long-term professional development. Each one of our employees is empowered to think independently, take initiative and be innovative. Our benefits programs are an integral part of a total remuneration package designed to support our long-term business objectives, as well as attract, retain and reward the most qualified employees.
General Electric	Respecting Always the Three Traditions of [Company X]… Unyielding Integrity, Commitment to Performance, and Thirst for Change Passion for Our Customers Measuring our success by that of our customers… always driven by Six Sigma quality and a spirit of innovation Meritocracy Creating opportunities for the best people from around the world to grow and live their dreams Growth Driven, Globally Oriented Growing our people, markets and businesses around the world Every Person, Every Idea Counts Respecting the individual and valuing the contributions of each employee Playing Offense Using the advantages of size to take risks and try new things… never allowing size to be a disadvantage Embracing Speed and Excellence Using the benefits of a digital age to accelerate our success and build a faster and smarter [Company X] Living the Hallmarks of [Company X] Leadership Passion for learning and sharing ideas Committed to delivering results in every environment Ability to energize and inspire diverse global teams Connected to workplace, customers and communities… in touch with the world
General Motors	OUR PURPOSE AND VALUES WHO WE ARE AND WHY WE ARE HERE We earn customers for life. Our brands inspire passion and loyalty. We translate breakthrough technologies into vehicles and experiences that people love. We serve and improve the communities in which we live and work around the world. We are building the most valued automotive company. OUR CORE VALUES CUSTOMERS We put the customer at the center of everything we do. We listen intently to our customers' needs. Each interaction matters. Safety and quality are foundational commitments, never compromised. RELATIONSHIPS Our success depends on our relationships inside and outside the company. We encourage diverse thinking and collaboration from the world to create great customer experiences. EXCELLENCE We act with integrity. We are driven by ingenuity and innovation. We have the courage to do and say what's difficult. Each of us takes accountability for results and has the tenacity to win
Home Depot	[Company X]'s Core Values: Excellent Customer Service Customers are [Company X]'s business. We must go the extra mile to give our customers exceptional value, knowledgeable advice about merchandise and to help them use those products to their maximum benefit. Taking Care of Our People Our associates are key to our success. We strive to create an environment where all associates feel they are respected, their contributions are valued and they have equal access to growth and development opportunities. Building Strong Relationships Trust, honesty and integrity are the foundations of strong relationships. We demonstrate these principles when we listen and respond to the needs of our customers, associates, communities and vendors. Respect for All People A work environment of mutual respect and inclusion is essential to the success of [Company X] and its associates. Diversity is valued as a way to better serve our broad array of customers. Entrepreneurial Spirit Our associates are encouraged to adopt and adapt good ideas from others, and initiate creative and innovative ways of serving our customers and improving the business. Doing the Right Thing We strive to understand the impact of our decisions. We accept responsibility for our actions. We do not tolerate dishonest or unethical behavior. We do the right thing. Giving Back An important part of [Company X] is giving of our time, talent, energy and resources to our community and society. Corporate community involvement is coordinated through The [Company X] Foundation. Team [Company X], [Company X]'s associate-led volunteer force, uses the time and talents of associates to meet community needs through hands-on service. Creating Shareholder Value

	The investors who provide the capital to allow our company to exist need and expect a return on their investment. By upholding our core values, we are using their investment wisely, which ensures that we operate a profitable company.
JP Morgan	EXCEPTIONAL CLIENT SERVICE 1. We focus on the customer 2. We are field and client driven; we operate at the local level 3. We build world-class franchises, investing for the long term, to serve our clients OPERATIONAL EXCELLENCE 4. We set the highest standards of performance 5. We demand financial rigor and risk discipline; we will always maintain a fortress balance sheet 6. We strive for the best internal governance and controls 7. We act and think like owners and partners 8. We strive to build and maintain the best, most efficient systems and operations 9. We are disciplined in everything we do 10. We execute with both skill and urgency A COMMITMENT TO INTEGRITY, FAIRNESS AND RESPONSIBILITY 11. We will not compromise our integrity 12. We face facts 13. We have fortitude 14. We foster an environment of respect, inclusiveness, humanity and humility 15. We help strengthen the communities in which we live and work A GREAT TEAM AND WINNING CULTURE 16. We hire, train and retain great, diverse employees 17. We build teamwork, loyalty and morale 18. We maintain an open, entrepreneurial meritocracy for all 19. We communicate honestly, clearly and consistently 20. We strive to be good leaders
Kroger	Honesty : Doing the right things, telling the truth. Integrity : Living our values in all we do, unified approach to how we do business and treat each other. Respect for Others : Valuing opinions, property and perspectives of others. Diversity : Reflecting a workplace that includes a variety of people from different backgrounds and cultures, diversity of opinions and thoughts. Safety : Watching out for others, being secure and safe in your workplace. Inclusion : Your voice matters, working together works, encouraging everyone's involvement, being the best person you can be.
McKessons	Corporate Values at [Company X] Our ICARE shared principles unite all employees, and is a way of life at [Company X] and part of everything we do. Our company-wide values are the foundation of [Company X]'s reputation as a trusted organization that goes the extra mile to advance our customers' success. Because every one of us shares a commitment to ICARE, [Company X] stands out above other healthcare companies, and is an exceptional place to work. [Company X]'s Core Values ICARE is who we are. ILEAD is what we do. Better health is why it matters, in every decision, every action, every day. By embracing our core values, we bring out the best in ourselves and support [Company X]'s purpose of driving better health for all. Leadership Principles at [Company X] At [Company X], everyone is a leader. Leadership happens on the floors of our distribution centers, in the pharmacies we serve, in offices and cubicles, in meetings, and via email. Leadership, at all levels, is critical to [Company X]'s continued success. With ILEAD, we are rallying around a common set of leadership behaviors that span business units, functions, locations, and job levels.
United Health	Integrity: Honor commitments. Never compromise ethics. We believe: We must be an enterprise that represents the highest level of personal and institutional integrity. With integrity, people and institutions will want to work with us, and our core purpose will not be compromised. We value integrity: We will honor commitments. We will never compromise ethics. We will be known for living to the highest forms and standards of ethical behavior. We will make honest commitments and consistently honor those commitments. We behave: We will speak the truth. We will deliver on our promises. We will have the courage to acknowledge mistakes and do whatever is needed to address them. Compassion: Walk in the shoes of people we serve and those with whom we work. We believe: In order to achieve the full potential of our enterprise in its purpose, to Help People Live Healthier Lives, we must fully understand and align with their needs and realities. We value compassion: We will walk in the shoes of people we serve and those with whom we work. We celebrate our role in serving people and society in an area so vitally human as their health. We must be truly compassionate and genuinely understand, feel and identify with their needs. We behave: We will actively listen to fully understand and genuinely empathize with people's realities. We will then respond in service and advocacy for each individual, each group or community, and for society as a whole. Relationships: Build trust through collaboration. We believe: In

	order to achieve the full potential of our enterprise in our efforts to help people by Making Health Care Work for Everyone, we understand and believe that we can never achieve that goal alone. We must positively engage the efforts and interests of everyone who is touched by and can contribute to that effort. We value relationships: We will build trust through collaboration in order to take action and find solutions. We understand that relationships are critical to help people work together, even when their interests are not fully aligned or fulfilled. We realize relationships bind people and organizations through trust. Trust is earned and preserved through truthfulness, integrity, active engagement and collaboration with our colleagues and clients. We behave: We will approach all people with respect, humility, confidence and energy. We will confront issues, not people. When we have differences, we will confront them in a direct way, not passively, to resolve the issues that drive those differences. We will actively engage with people and institutions to share information, ideas and resources in order to help others achieve their goals. We will encourage the variety of thoughts and perspectives that reflect the diversity of our markets, customers and workforce. Innovation: Invent the future, learn from the past. We believe: Our fundamental role is to Make Health Care Work for Everyone. The health care environment must be engaged in constant change, yet embody a positive dynamic – it must change progressively. In turn, we must be thoughtful advocates of such change. We must value and be proficient at adapting to change as we pursue a course of continuous, positive and practical innovation as a core competency within our enterprise. We value innovation: We will learn from experiences of the past and use those insights to invent a better future to make the health care environment work and serve everyone more fairly, productively and consistently. We behave: We will continue to respectfully challenge the status quo. We will encourage and invest in new ideas. We will be curious and not afraid to fail in honest efforts to focus on practical and purposeful innovation that builds value and benefits the entire health care system – so it truly works for everyone. Performance: Demonstrate excellence in everything we do. We believe: The challenges of health care are great. Yet they are matched only by the opportunities. Our purpose to Help People Live Healthier Lives and our role to Make Health Care Work for Everyone can only be met by a demonstrated commitment to and achievement of performance excellence in everything we do. We value performance: We are committed to deliver and demonstrate excellence in everything we do. We behave: We will be accountable and responsible for consistently delivering high quality and superior results that make a difference. We will challenge ourselves to strive for even better outcomes in all key performance areas.
Verizon	We are [Company X]. We have work because our customers value our high-quality communications services. We focus outward on the customer, not inward. We know teamwork enables us to serve our customers better and faster. We believe integrity is at the core of who we are. We know that bigness is not our strength, best is our strength. Everything we do is built on the strong foundation of our corporate values. [COMPANY X] COMMITMENT AND VALUES The [Company X] commitment is to put our customers first by providing excellent service and great communications experiences. This is what we do and this is why we exist. By focusing on our customers and being responsible members of our communities, we will produce a solid return for our shareowners, create meaningful work for ourselves and provide something of lasting value for society. As a result, [Company X] will be recognized as a great company. In order to keep this commitment, we need to always honor our core values: INTEGRITY Integrity is at the heart of everything we do. We are honest, ethical and upfront because trust is at the foundation of our relationships with our customers, our communities, our stakeholders and each other. RESPECT We know it is critical that we respect everyone at every level of our business. We champion diversity, embrace individuality and listen carefully when others speak. PERFORMANCE EXCELLENCE We hold ourselves to a very high standard of performance. We prize innovative ideas and the teamwork it takes to make them realities. We never stop asking ourselves how we can make the customer experience better, and every day we find an answer. ACCOUNTABILITY We take responsibility for our actions as individuals, as team members, and as an organization. We work together, support one another and never let the

	customer — or our coworkers — down. Great companies are judged by what they do, not by what they say. To be the best, we're going to keep pushing ourselves in new and exciting directions. These values will guide our every action.
Walgreens	Our Values [Company X] takes seriously its aim of inspiring a healthier and happier world, as reflected in our core values: Trust Respect, integrity and candor guide our actions to do the right thing Care Our people and customers inspire us to act with commitment and passion Innovation We cultivate an open and entrepreneurial mind-set in all that we do Partnership We work collaboratively with each other and our partners to win together Dedication We work with rigor, simplicity and agility to deliver exceptional results
Walmart	Our people make the difference. That phrase started as a meeting theme in 1979 and it has long been our way of thinking. We couldn't serve our customers without the continued support of our greatest asset: our associates. So we're proud to support them, too, by offering jobs at all levels – and investing in our workforce through training and skills development so that entry-level jobs lead to careers. Culture is the foundation of everything we do at [Company X]. We define culture as our values in action. It's how we deliver superior customer service, create a great front-line work environment and improve performance in order to achieve our common purpose of saving people money so they can live better. The [Company X] Culture is one of high performance, and it is how we live out our Values of Service to the Customer, Respect for the Individual, Strive for Excellence and Act with Integrity through our everyday behaviors. Each of our four Values has a set of three corresponding Behaviors that, when practiced daily by every associate, can help us deliver business results and create a culture of inclusion. Values & Behaviors Service to the Customer Customer First – Listen to, anticipate and serve customer wants and needs Frontline Focused – Support and empower associates to serve customer everyday Innovative and Agile – Be creative, take smart risks and move with speed Respect for the Individual Listen – Be visible and available; collaborate with others and be open to feedback Lead by Example – Be humble, teach and trust others to do their jobs; give honest and direct feedback Inclusive – Seek and embrace differences in people, ideas, and experiences Strive for Excellence High performance – Set and achieve aggressive goals Accountable – Take ownership, celebrate successes and be responsible for results Strategic – Make clear choices, anticipate changing conditions and plan for the future Act with Integrity Honest – Tell the truth, keep your promises and be trustworthy Fair – Do right by others; be open and transparent Courageous – Speak up, ask for help, make tough calls and say no when appropriate

Additional Results for Study 6

We conducted three exploratory tests. First, given the data that we had in hand, we sought to address whether objectification happens more in certain types of workplaces. Our prior results suggest that workplaces that promote more calculative and strategic mindsets may be associated with more objectification. Out of the seven aspects of organizational culture that we tested ("innovation", "stability", "respect for people", "outcome orientation", "attention to detail", "team orientation" and "aggressiveness"), objectification was relatively more prevalent in organizational cultures that emphasize outcomes ($r = .13$, $p < .001$) aggressiveness ($r = .27$, $p < .001$), and detailed-orientation to some extent ($r = .09$, $p = .05$), and less prevalent in cultures that

emphasize working in teams ($r = -.27$, $p < .001$) and respect with people ($r = -.24$, $p < .001$; see Table 16). Objectification was not correlated with organization size or team size.

Second, as outlined in our pre-registration, we explored the predictive power of *seeing objectification*, *feeling objectified*, and *objectifying others* on our dependent measures. To examine this, we reran all of our analyses, but this time, we entered our three objectification measures as separate predictors in the regression models. These analyses are summarized in Table S2.

Table S2: Predictive Power of Each Objectification Measure on Sense of Belonging, Motivation, and Workplace Attitudes in Study 6

DV	Controls	Seeing Objectification	Feeling Objectified	Objectifying Others
Belonging	None	$b = -0.32$, $t(436) = -5.95^{***}$	$\mathbf{b = -0.55}$, $\mathbf{t(436) = -9.36^{***}}$	$b = 0.11$, $t(436) = 2.13$
	Demographic	$b = -0.33$, $t(430) = -6.16^{***}$	$\mathbf{b = -0.52}$, $\mathbf{t(430) = -8.98^{***}}$	$b = 0.07$, $t(430) = 1.39$
	Personality	$b = -0.23$, $t(429) = -4.63^{***}$	$\mathbf{b = -0.51}$, $\mathbf{t(429) = -10.02^{***}}$	$b = 0.09$, $t(429) = 2.09^{*}$
	Work	$b = -0.10$, $t(429) = -2.39^{*}$	$\mathbf{b = -0.35}$, $\mathbf{t(429) = -7.43^{***}}$	$b = 0.03$, $t(429) = 0.65$
	Culture	$b = -0.30$, $t(429) = -5.43^{***}$	$\mathbf{b = -0.52}$, $\mathbf{t(429) = -8.70^{***}}$	$b = 0.1$, $t(429) = 2.08^{*}$
	All	$b = -0.06$, $t(409) = -1.31$	$\mathbf{b = -0.32}$, $\mathbf{t(409) = -6.95^{***}}$	$b = 0.05$, $t(409) = 1.34^{*}$
Satisfaction	None	$\mathbf{b = -0.55}$, $\mathbf{t(436) = -7.98^{***}}$	$b = -0.40$, $t(436) = -5.30^{***}$	$b = 0.17$, $t(436) = 2.62^{**}$
	Demographic	$\mathbf{b = -0.55}$, $\mathbf{t(430) = -8.00^{***}}$	$b = -0.37$, $t(430) = -4.98^{***}$	$b = 0.12$, $t(430) = 1.81$
	Personality	$\mathbf{b = -0.45}$, $\mathbf{t(429) = -6.45^{***}}$	$b = -0.35$, $t(429) = -4.91^{***}$	$b = 0.18$, $t(429) = 2.85^{**}$
	Work	$\mathbf{b = -0.35}$, $\mathbf{t(429) = -5.30^{***}}$	$b = -0.22$, $t(429) = -3.17^{**}$	$b = 0.09$, $t(429) = 1.50$
	Culture	$\mathbf{b = -0.51}$, $\mathbf{t(429) = -7.28^{***}}$	$b = -0.38$, $t(429) = -4.88^{***}$	$b = 0.17$, $t(429) = 2.64^{**}$
	All	$\mathbf{b = -0.26}$, $\mathbf{t(409) = -3.70^{***}}$	$b = -0.18$, $t(409) = -2.57^{*}$	$b = 0.12$, $t(409) = 1.97^{*}$
Turnover	None	$b = 0.18$, $t(436) = 3.24^{**}$	$\mathbf{b = 0.38}$, $\mathbf{t(436) = 6.26^{***}}$	$b = -0.12$, $t(436) = -2.35^{*}$
	Demographic	$b = 0.17$, $t(430) = 3.12^{**}$	$\mathbf{b = 0.38}$, $\mathbf{t(430) = 6.31^{***}}$	$b = -0.12$, $t(430) = -2.27^{*}$
	Personality	$b = 0.16$, $t(429) = 2.83^{**}$	$\mathbf{b = 0.35}$, $\mathbf{t(429) = 5.85^{***}}$	$b = -0.12$, $t(429) = -2.37^{*}$
	Work	$b = 0.05$, $t(429) = 0.84$	$\mathbf{b = 0.27}$, $\mathbf{t(429) = 4.57^{***}}$	$b = -0.07$, $t(429) = -1.48$
	Culture	$b = 0.16$, $t(429) = 2.84^{**}$	$\mathbf{b = 0.37}$, $\mathbf{t(429) = 6.00^{***}}$	$b = -0.12$, $t(429) = -2.34^{*}$
	All	$b = 0.03$, $t(409) = 0.56$	$\mathbf{b = 0.27}$, $\mathbf{t(409) = 4.43^{***}}$	$b = -0.12$, $t(409) = -2.25^{*}$
Incivility	None	$\mathbf{b = 0.09}$, $\mathbf{t(436) = 3.77^{***}}$	$b = 0.07$, $t(436) = 2.58^{*}$	$b = 0.07$, $t(436) = 3.21^{**}$
	Demographic	$\mathbf{b = 0.10}$, $\mathbf{t(430) = 4.07^{***}}$	$b = 0.06$, $t(430) = 2.31^{*}$	$b = 0.07$, $t(430) = 3.29^{**}$
	Personality	$b = 0.03$, $t(429) = 1.22$	$b = 0.05$, $t(429) = 2.04^{*}$	$\mathbf{b = 0.04}$, $\mathbf{t(429) = 2.18^{*}}$
	Work	$\mathbf{b = 0.09}$, $\mathbf{t(429) = 3.47^{***}}$	$b = 0.05$, $t(429) = 1.88$	$b = 0.07$, $t(429) = 3.33^{***}$
	Culture	$\mathbf{b = 0.09}$, $\mathbf{t(429) = 3.53^{***}}$	$b = 0.06$, $t(429) = 2.42^{*}$	$b = 0.07$, $t(429) = 3.14^{**}$
	All	$b = 0.02$, $t(409) = 0.93$	$b = 0.03$, $t(409) = 1.08$	$\mathbf{b = 0.05}$, $\mathbf{t(409) = 2.38^{*}}$
Prosocial	None	$\mathbf{b = -0.21}$, $\mathbf{t(436) = -6.12^{***}}$	$b = 0.07$, $t(436) = 1.79$	$b = -0.07$, $t(436) = -2.26^{*}$
	Demographic	$\mathbf{b = -0.21}$, $\mathbf{t(430) = -5.95^{***}}$	$b = 0.06$, $t(430) = 1.61$	$b = -0.07$, $t(430) = -2.03^{*}$
	Personality	$\mathbf{b = -0.15}$, $\mathbf{t(429) = -4.16^{***}}$	$b = 0.07$, $t(429) = 1.91$	$b = -0.06$, $t(429) = -2.01^{*}$
	Work	$\mathbf{b = -0.14}$, $\mathbf{t(429) = -3.93^{***}}$	$b = 0.11$, $t(429) = 3.10^{***}$	$b = -0.10$, $t(429) = -3.37^{***}$
	Culture	$\mathbf{b = -0.20}$, $\mathbf{t(429) = -5.61^{***}}$	$b = 0.06$, $t(429) = 1.58$	$b = -0.07$, $t(429) = -2.03^{*}$
	All	$\mathbf{b = -0.07}$, $\mathbf{t(409) = -2.03^{*}}$	$b = 0.09$, $t(409) = 2.33^{*}$	$b = -0.06$, $t(409) = -1.83$

Note: In these analyses, we standardized each objectification measure before entering them separately in the regression models. We have highlighted in bold text the specific objectification predictor that showed the strongest effect on the dependent variable that is consistent with our theoretical model. As outlined above, seeing objectification at work was the predictor that showed the strongest impact on satisfaction and prosocial behavior; feeling objectified had the strongest effect on sense of belonging and turnover intentions; and objectifying others had the strongest effect on incivility. $* = p < .05$; $** = p < .01$; $*** = p < .001$

We note two interesting findings. First, our three measures of objectification had independent and unique effects on our dependent variables, with some measures exhibiting stronger effects than others. For example, as Table S2 shows, feeling objectified was the strongest predictor of sense of belonging and turnover intentions; seeing objectification was the strongest predictor of job satisfaction and prosocial behavior; and objectifying others was the strongest predictor of incivility. Second, it is interesting to note that seeing objectification at work had unique effects on some of our dependent measures, above and beyond feeling objectified. For example, seeing objectification explained unique variance in job satisfaction and prosocial attitudes, even after accounting for feeling objectified. These findings suggest that seeing objectification at work is associated with more negative workplace attitudes independent of the experience of feeling objectified.

Third, as described in our pre-registration, we included an exploratory measure at the end of our Time 2 survey to further understand consequences of objectifying work environments. Specifically, we asked participants whether the following issues occur at their workplace: 1) Discrimination against minority members; 2) Hostile work environment; 3) Sexual harassment; and 4) Bullying (1 = *never or very rarely,* 2 = *a few times*, 3 = *occasionally,* 4 = *frequently*, 5 = *all the time*). We found that employees from more (vs.) less objectifying environments report seeing more discrimination ($r = .20, p < .001$), hostility ($r = .40, p < .001$), sexual harassment ($r = .20, p < .001$), and bullying ($r = .32, p < .001$) in their work environment. To test the robustness of these relationships, we conducted four separate regression analyses, predicting each of these outcomes on objectification and all control variables included. Objectification significantly predicted hostility ($b = .21, p < .001$) and bullying ($b = 0.12, p = .03$), and non-significantly but directionally predicted discrimination ($b = .07, p = .12$) and sexual harassment

($b = .06$, $p = .10$) above and beyond all control variables. Overall, these results are consistent

with our contention that objectification at work can have negative consequences.