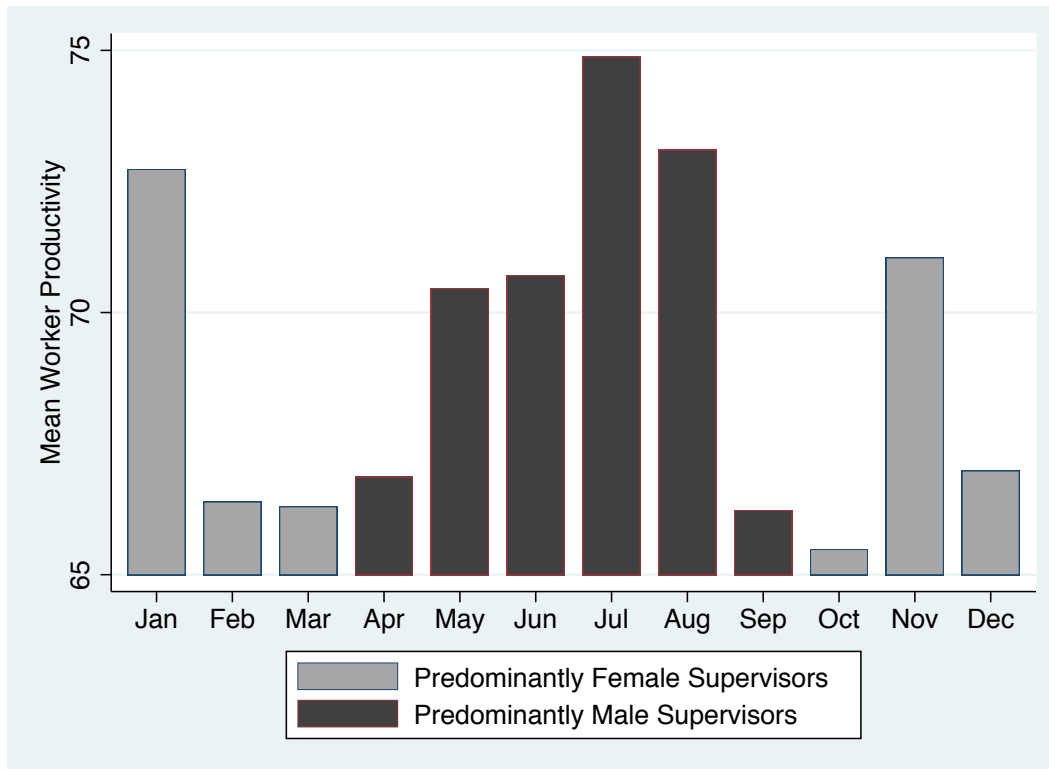


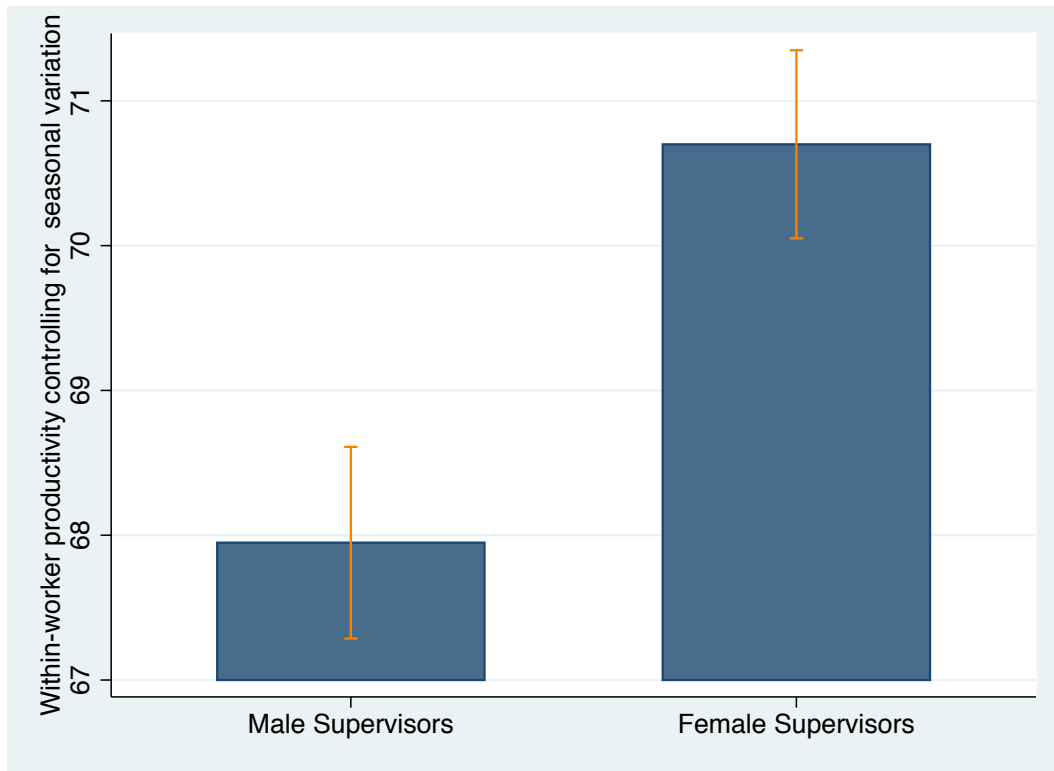
Appendix A: Mean Worker Productivity by Month of Year



Bars are color coded light gray if the likelihood of female supervisors being assigned to the line is greater than 50%
Bars are color coded dark gray if the likelihood of male supervisors being assigned to the line is greater than 50%

Note: This figure depicts that male and female supervisors were differentially assigned to the observed garment line by season. We plot mean monthly worker productivity in each of the twelve months of the year and color code which months male and female supervisors were more likely to be assigned to the line. The figure shows that a) male supervisors were more likely to be assigned to the line in the summer months of April through September and b) that mean monthly productivity is generally higher in the months that male supervisors had control of the line. The correlation between mean monthly productivity and the likelihood of female supervisors being in charge is -0.2. Therefore, *expected* worker productivity is higher under male supervisors as compared to female supervisors, which warrants controlling for seasons in our analysis comparing the productivity of workers under male versus female supervisors.

Appendix B: Mean Within-Worker Productivity by Supervisor Gender



95% confidence interval bars are drawn around the mean.

Appendix C: Logistics of Experiment

IRB Approval: The study was approved by the Institutional Review Board (IRB) of our research institution. Subjects signed up voluntarily to participate in the experiment. The voluntary sign-up ensured that there was no pressure to participate, and the workers who were eventually randomly picked to participate in the experiment were indeed available and interested in the game. When subjects arrived for the experiment, informed consent was obtained orally before the experiment commenced.

Factory Approval and Sponsorship: We received permission from factory management to independently design and run such an experiment; note that the experiment was not financially sponsored by the factory. As such, flyers used at the sign-up stage clearly stated that the game would be conducted by researchers from a university and was neither sponsored by nor connected to the factory management in any way.

Compensation for Experiment Participants. The workers who participated in the experiment were each paid a flat rate of 150 rupees, in line with the hourly overtime rate for the workers in the factory. The supervisors who participated in the experiment were compensated based on the total number of correctly sorted buttons in their session in order to incentivize them to elicit better productivity from their workers. Each supervisor received a baseline compensation of 200 rupees and an additional 100 rupees for every 1000 buttons correctly sorted by their workers.

Appendix D: Comparing Male and Female Supervisors in the Garment Factory

	Female	Male	Difference	<i>p-value of difference</i>
Age (in years)	31.74 (5.075)	29.21 (4.250)	2.526	0.105
Fraction with High School Education	0.895 (0.315)	0.895 (0.315)	0.000	1.000
Skill Rating (1-4; 4: highest skill)	3.211 (0.535)	3.158 (0.501)	0.053	0.756
Fraction Married	0.842 (0.375)	0.632 (0.496)	0.211	0.148
Fraction from Karnataka state	0.789 (0.419)	0.842 (0.375)	-0.053	0.686
Fraction who have been worker in same factory	0.684 (0.478)	0.421 (0.507)	0.263	0.108
Observations	19	19		

mean coefficients; sd in parentheses

Source: Survey conducted in October-November 2015 for sample of 38 supervisors in experiment; 100% response rate for both female and male supervisors.

Appendix E: Alternative Explanation: Bottlenecks

OLS Regression of Effect of Supervisor Gender and Experimental Treatment on Supervisors' Attempts to Resolve Bottlenecks (# Suggestions Offered)

	Supervisor Suggestions
Female Supervisor	0.589 (0.515)
Treatment Session	0.788 (0.548)
Female Supervisor * Treatment Session	-0.176 (0.873)
Constant	-0.295 (0.335)
Phase Fixed Effects	Yes
Observations	169
R ²	0.149

Experiment was conducted in three phases.

Observations are at the individual worker level.

We have data for 169 workers rather than the full sample of 189 workers who participated in the experiment because we were unable to video record four experimental sessions.

Standard errors clustered by supervisor are in parentheses.

Example of statements coded as supervisor suggestions: "*You should use all the boxes. Take take, take the boxes. You have to put [buttons] in all the boxes. All the colors are there.*"

+ p<0.1, * p<0.05, ** p<0.01

Appendix F: Differentiating Subordinate Scut Work from Various Related Leadership Styles

Leadership style	References	Definition	Differentiating subordinate scut work (SSW)
Leading by example	Hermalin 1998; Yaffe and Kark 2011; Drouvelis and Nosenzo 2013	When leaders informally motivate others to act in the interest of the common good by role-modeling exemplary behavior	SSW is about managers with formal authority motivating their subordinates to be more productive by performing their subordinates' routine, low-status tasks rather than setting an example by doing their own designated tasks well
Participative/ democratic leadership	Yukl 1989; Eagly and Johnson 1990	When leaders encourage employee participation in decision-making	SSW is about managers performing employee's tasks rather than leaders encouraging "bottom up" employee voice
Self-sacrificial leadership	Choi and Mai-Dalton 1999	When leaders abandon personal interests, privileges or welfare in the division of labor, distribution of rewards and exercise of power	SSW is about a particular sacrificial action of managers rather than broad sacrifices such as giving up personal comfort, money and safety
Authentic leadership	Luthans and Avolio 2003	When leaders display high self-awareness, transparency, honesty and integrity	SSW is about one specific practice adopted by managers rather than traits displayed by an "authentic leader"
Ethical leadership	Trevino and Brown 2005	When leaders display high moral standards	SSW is about one specific practice adopted by managers rather than moral standards held by leaders
Charismatic leadership	Conger and Kanungo 1987; Shamir, House and Arthur 1993	When leaders are extraordinarily capable of inspiring employees	SSW is about one specific practice adopted by managers rather than traits or behaviors associated with charisma
Transformational leadership	Eagly and Johannesen-Schmidt 2001; Eagly, Johannesen-Schmidt and van Engen 2003; Bass 1990	When leaders focus on idealized influence, inspirational motivation, intellectual stimulation and individualized consideration	SSW is about one specific practice adopted by managers rather than the several elements associated with transformational leadership
Self leadership	Manz and Sims 1980	When employees display exemplary behavior on their own accord (in the absence of external influences)	SSW is about one managerial action that influences worker behavior, not about workers self-managing themselves