APPENDIX B   Tables Underlying Figures

Gender and Pay Trajectories in the US Federal Service:
The Role of New Managers

by Nicole M. Fortin, Mila Markevych, and Marit Rehavi

TABLE B.1—QUARTERLY EVENT STUDY ESTIMATES: EFFECTS OF FIRST NEW MANAGERS

Event quarter	New same-sex mngr (δ)	New same-sex mngr*female (δ^f)	New mngr (α)	New mngr*female (α^f)	Female-male same-sex mngr ($\delta^f + \alpha^f$)
	(1)	(2)	(3)	(4)	(5)
-16	-0.17	-0.69	-3.46***	0.37	-0.32
	(0.80)	(1.12)	(0.64)	(0.80)	(0.76)
-15	-0.15	-0.44	-3.08***	0.26	-0.18
	(0.72)	(1.02)	(0.58)	(0.72)	(0.70)
-14	0.32	-1.04	-3.42***	0.63	-0.41
	(0.68)	(0.95)	(0.54)	(0.67)	(0.65)
-13	0.27	-1.22	-3.12***	0.53	-0.69
	(0.63)	(0.90)	(0.51)	(0.63)	(0.61)
-12	0.12	-0.77	-2.89***	0.37	-0.41
	(0.65)	(0.89)	(0.52)	(0.63)	(0.58)
-11	0.00	-0.64	-2.58***	0.48	-0.16
	(0.60)	(0.82)	(0.49)	(0.59)	(0.53)
-10	0.10	-0.87	-2.38***	0.64	-0.23
	(0.53)	(0.75)	(0.44)	(0.54)	(0.48)
-9	0.27	-1.35*	-2.42***	0.87*	0.47
	(0.50)	(0.76)	(0.36)	(0.49)	(0.48)
-8	0.14	-0.78	-2.40***	0.74*	0.04
	(0.42)	(0.59)	(0.33)	(0.41)	(0.40)
-7	-0.07	-0.40	-2.09***	0.27	0.13
	(0.38)	(0.53)	(0.31)	(0.38)	(0.36)
-6	0.29	-0.98**	-2.09***	0.62*	0.36
	(0.34)	(0.47)	(0.27)	(0.34)	(0.31)
-5	0.26	-0.92**	-1.78***	0.67**	0.25
	(0.29)	(0.43)	(0.22)	(0.29)	(0.28)
-4	0.34	-0.59*	-1.86***	0.54**	0.06
	(0.24)	(0.33)	(0.19)	(0.23)	(0.22)
-3	0.28	-0.22	-1.52***	0.17	0.05
	(0.20)	(0.27)	(0.16)	(0.19)	(0.18)
-2	0.23*	-0.16	-0.98***	-0.11	-0.26**
	(0.13)	(0.18)	(0.10)	(0.12)	(0.11)
0	-0.25*	0.56***	1.30***	-0.35***	0.22*
	(0.13)	(0.18)	(0.10)	(0.12)	(0.12)
1	-0.37**	0.74***	2.54***	-0.45***	0.30*
	(0.17)	(0.24)	(0.13)	(0.16)	(0.16)

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B.1

Event quarter	New same-sex mngr (δ)	New same-sex mngr*female (δ^f)	New mngr (α)	New mngr*female (α^f)	Female-male same-sex mngr ($\delta^f + \alpha^f$)
	(1)	(2)	(3)	(4)	(5)
2	-0.51**	1.17***	4.06***	-0.74***	0.44**
	(0.21)	(0.29)	(0.17)	(0.20)	(0.19)
3	-0.58***	1.33***	4.68***	-0.88***	0.44**
	(0.21)	(0.30)	(0.18)	(0.20)	(0.19)
4	-0.88***	1.92***	5.44***	-1.20***	0.72***
	(0.25)	(0.35)	(0.22)	(0.24)	(0.22)
5	-0.87***	2.00***	6.10***	-1.27***	0.73***
	(0.28)	(0.38)	(0.24)	(0.26)	(0.25)
6	-1.23***	2.74***	7.14***	-1.58***	1.16***
	(0.29)	(0.42)	(0.25)	(0.27)	(0.28)
7	-1.45***	3.00***	7.52***	-1.83***	1.17***
	(0.30)	(0.43)	(0.26)	(0.28)	(0.29)
8	-1.50***	3.07***	7.74***	-1.79***	1.28***
	(0.30)	(0.45)	(0.27)	(0.29)	(0.30)
9	-1.59***	3.24***	8.18***	-1.94***	1.31***
	(0.32)	(0.47)	(0.29)	(0.31)	(0.32)
10	-1.93***	3.75***	8.78***	-2.18***	1.57***
	(0.34)	(0.50)	(0.30)	(0.33)	(0.33)
11	-1.99***	3.82***	8.82***	-2.20***	1.61***
	(0.35)	(0.51)	(0.31)	(0.34)	(0.34)
12	-1.88***	3.53***	8.79***	-2.14***	1.39***
	(0.36)	(0.53)	(0.32)	(0.35)	(0.35)
13	-1.89***	3.57***	8.76***	-2.21***	1.36***
	(0.38)	(0.54)	(0.33)	(0.36)	(0.36)
14	-1.92***	3.50***	8.73***	-2.20***	1.30***
	(0.38)	(0.56)	(0.34)	(0.37)	(0.38)
15	-1.93***	3.67***	8.34***	-2.33***	1.34***
	(0.39)	(0.56)	(0.35)	(0.38)	(0.38)
N unique individuals	31,117	31,117	31,117	31,117	31,117
N person-qtrs	1,318,756	1,318,756	1,318,756	1,318,756	1,318,756

Note: The event study sample is restricted to workers who were employed by the US Federal service for at least 5 years, work in offices with at least 10 employees and no more than 5 mangers, born in the year starting 1955, and experienced an appointment of a first new manager, as explained in section III.B. Employees are spread over 8,377 offices in the sample. Event year treatment effects are reported in log points. All event study specifications include quarter-year and individual-office FEs, see event study equation 2. The dependent variable is the residual log pay after controlling for locations, five-year birth cohorts, education, tenure, and occupation dummies, and part-time status in yearly regressions. See footnote 26 and equation 1 for details. Estimates are depicted in Figure 2.

Standard errors clustered at the office are in parentheses. * p<0.10 ** p<0.05 *** p<0.01.

TABLE B.2—EVENT STUDY ESTIMATES BY OCCUPATIONAL ROUTINENESS

Event year	Less routine				More routine				Less routine	More routine
	New same-sex mngr (δ)	New same-sex mngr* female (δ^f)	New mngr (α)	New mngr* female (α^f)	New same-sex mngr (δ)	New same-sex mngr* female (δ^f)	New mngr (α)	New mngr* female (α^f)	Female-male same-sex mngr ($\delta^f + \alpha^f$)	Female-male same-sex mngr ($\delta^f + \alpha^f$)
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
-4	0.18	-1.45	-2.57***	0.37	-0.31	-0.02	-1.60**	0.49	-1.08	0.47
	(0.77)	(1.15)	(0.63)	(0.81)	(1.00)	(1.31)	(0.77)	(0.94)	(0.79)	(0.90)
-3	0.73	-1.60*	-2.18***	0.82	-1.01	0.20	-0.47	0.07	-0.78	0.27
	(0.55)	(0.82)	(0.45)	(0.58)	(0.83)	(1.02)	(0.68)	(0.78)	(0.57)	(0.62)
-2	0.35	-1.02**	-1.34***	0.72**	-0.63	0.11	-0.45	0.02	-0.30	0.13
	(0.33)	(0.49)	(0.26)	(0.34)	(0.39)	(0.50)	(0.31)	(0.37)	(0.35)	(0.34)
0	-0.89***	1.92***	4.55***	-0.34	-0.03	0.29	3.21***	-0.66***	1.58***	-0.37*
	(0.21)	(0.33)	(0.17)	(0.22)	(0.29)	(0.35)	(0.24)	(0.26)	(0.22)	(0.22)
1	-1.84***	4.04***	8.12***	-0.68**	-0.34	1.17**	6.36***	-1.93***	3.35***	-0.76**
	(0.33)	(0.54)	(0.29)	(0.34)	(0.42)	(0.53)	(0.34)	(0.37)	(0.37)	(0.35)
2	-2.44***	4.97***	9.80***	-1.00**	-0.98*	2.26***	8.30***	-2.64***	3.97***	-0.38
	(0.41)	(0.66)	(0.37)	(0.42)	(0.51)	(0.65)	(0.43)	(0.46)	(0.45)	(0.43)
3	-2.51***	4.78***	9.78***	-1.03**	-1.20**	2.56***	8.98***	-3.03***	3.75***	-0.48
	(0.46)	(0.72)	(0.42)	(0.47)	(0.57)	(0.75)	(0.48)	(0.52)	(0.50)	(0.50)
N unique individuals	17,516	17,516	17,516	17,516	13,793	13,793	13,793	13,793	17,516	13,793
N person-qtrs	729,190	729,190	729,190	729,190	596,980	596,980	596,980	596,980	729,190	596,980

Note: The event study sample is restricted to workers who were employed by the US Federal service for at least 5 years, work in offices with at least 10 employees and no more than 5 mangers, born in the year starting 1955, and experienced an appointment of a first new manager, as explained in section III.B. Employees are spread over 6,543 offices in the sample with less routine employees and 6,130 offices in the sample with more routine employees. Event year treatment effects are reported in log points. All event study specifications include quarter-year and individual-office FEs, see event study equation 2. The dependent variable is the residual log pay after controlling for locations, five-year birth cohorts, education, tenure, and occupation dummies, and part-time status in yearly regressions. See footnote 26 and equation 1 for details. Estimates are depicted in Figure 3. Standard errors clustered at the office are in parentheses. * p<0.10 ** p<0.05 *** p<0.01.

TABLE B.3—OCCUPATIONAL ROUTINENESS ESTIMATES FOR EMPLOYEES WITH LESS THAN A BACHELOR'S DEGREE

Event year	Less routine				More routine				Less routine	More routine
	New same-sex mngr (δ)	New same-sex mngr* female (δ^f)	New mngr (α)	New mngr* female (α^f)	New same-sex mngr (δ)	New same-sex mngr* female (δ^f)	New mngr (α)	New mngr* female (α^f)	Female-male same-sex mngr $(\delta^f + \alpha^f)$	Female-male same-sex mngr $(\delta^f + \alpha^f)$
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
-4	-0.46	-1.37	-3.23***	1.03	0.93	-1.54	-2.25*	1.46	-0.33	-0.08
	(1.24)	(1.89)	(0.95)	(1.23)	(1.60)	(1.88)	(1.15)	(1.32)	(1.44)	(1.31)
-3	-0.43	-1.08	-1.95***	0.97	-0.28	-0.87	-0.71	0.68	-0.11	-0.20
	(0.88)	(1.36)	(0.70)	(0.90)	(1.09)	(1.30)	(0.79)	(0.91)	(1.02)	(0.85)
-2	0.35	-2.04**	-1.65***	1.23**	-0.45	-0.27	-0.60	0.36	-0.81	0.09
	(0.52)	(0.88)	(0.42)	(0.55)	(0.62)	(0.71)	(0.44)	(0.50)	(0.66)	(0.48)
0	-0.23	0.84	4.10***	-0.25	0.17	0.16	2.61***	-0.44	0.59	-0.29
	(0.33)	(0.54)	(0.29)	(0.35)	(0.39)	(0.44)	(0.27)	(0.30)	(0.40)	(0.30)
1	-0.50	2.15**	6.28***	-0.31	0.37	0.66	5.11***	-1.51***	1.84***	-0.85*
	(0.52)	(0.85)	(0.43)	(0.53)	(0.59)	(0.69)	(0.44)	(0.48)	(0.64)	(0.47)
2	-1.07*	3.70***	7.50***	-0.58	0.28	1.20	6.50***	-1.96***	3.12***	-0.76
	(0.63)	(1.04)	(0.53)	(0.65)	(0.74)	(0.87)	(0.58)	(0.62)	(0.79)	(0.58)
3	-0.80	3.41***	7.23***	-0.38	0.40	0.93	7.02***	-2.32***	3.04***	-1.38**
	(0.69)	(1.13)	(0.58)	(0.70)	(0.85)	(1.00)	(0.67)	(0.72)	(0.88)	(0.67)
N unique individuals	5,663	5,663	5,663	5,663	7,827	7,827	7,827	7,827	5,663	7,827
N person-qtrs	236,990	236,990	236,990	236,990	345,225	345,225	345,225	345,225	236,990	345,225

Note: The event study sample is restricted to workers who were employed by the US Federal service for at least 5 years, work in offices with at least 10 employees and no more than 5 mangers, born in the year starting 1955, and experienced an appointment of a first new manager, as explained in section III.B. Employees are spread over 3,587 offices in the sample with less routine employees and 4,887 offices in the sample with more routine employees. Event year treatment effects are reported in log points. All event study specifications include quarter-year and individual-office FEs, see event study equation 2. The dependent variable is the residual log pay after controlling for locations, five-year birth cohorts, education, tenure, and occupation dummies, and part-time status in yearly regressions. See footnote 25 and equation 1 for details. Estimates are depicted in Figure 3. Standard errors clustered at the office are in parentheses. * p<0.10 ** p<0.05 *** p<0.01.

Table B.4—Occupational Routineness Estimates for Employees with at Least a Bachelor's Degree

	Less routine				More routine				Less routine	More routine
Event year	New same-sex mngr (δ)	New same-sex mngr*female (δ^f)	New mngr (α)	New mngr*female (α^f)	New same-sex mngr (δ)	New same-sex mngr*female (δ^f)	New mngr (α)	New mngr*female (α^f)	Female-male same-sex mngr $(\delta^f + \alpha^f)$	Female-male same-sex mngr $(\delta^f + \alpha^f)$
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
-4	0.71	-1.76	-2.33***	0.10	-0.89	0.61	-1.02	-0.43	-1.66*	0.18
	(0.95)	(1.39)	(0.80)	(1.02)	(1.18)	(1.82)	(0.97)	(1.28)	(0.90)	(1.27)
-3	1.48**	-2.03**	-2.36***	0.78	-1.28	0.91	-0.24	-0.64	-1.25*	0.27
	(0.67)	(1.00)	(0.55)	(0.72)	(1.16)	(1.49)	(1.03)	(1.16)	(0.67)	(0.92)
-2	0.45	-0.72	-1.23***	0.51	-0.59	0.31	-0.39	-0.27	-0.21	0.04
	(0.40)	(0.59)	(0.32)	(0.41)	(0.51)	(0.72)	(0.42)	(0.53)	(0.41)	(0.49)
0	-1.13***	2.17***	4.64***	-0.29	-0.24	0.53	3.55***	-0.55	1.87***	-0.02
	(0.25)	(0.39)	(0.20)	(0.26)	(0.41)	(0.51)	(0.35)	(0.39)	(0.26)	(0.31)
1	-2.27***	4.26***	8.72***	-0.64	-0.89	1.63**	7.05***	-1.50***	3.61***	0.13
	(0.40)	(0.65)	(0.35)	(0.42)	(0.56)	(0.75)	(0.47)	(0.53)	(0.43)	(0.49)
2	-2.74***	4.83***	10.62***	-0.98*	-1.92***	3.22***	9.41***	-2.02***	3.85***	1.21**
	(0.50)	(0.79)	(0.44)	(0.51)	(0.67)	(0.93)	(0.57)	(0.65)	(0.53)	(0.61)
3	-2.87***	4.59***	10.72***	-1.08*	-2.34***	4.31***	10.15***	-2.20***	3.51***	2.11***
	(0.57)	(0.87)	(0.50)	(0.57)	(0.74)	(1.05)	(0.63)	(0.72)	(0.59)	(0.70)
N unique individuals	11,944	11,944	11,944	11,944	6,059	6,059	6,059	6,059	11,944	6,059
N person-qtrs	498,687	498,687	498,687	498,687	255,386	255,386	255,386	255,386	498,687	255,386

Note: The event study sample is restricted to workers who were employed by the US Federal service for at least 5 years, work in offices with at least 10 employees and no more than 5 mangers, born in the year starting 1955, and experienced an appointment of a first new manager, as explained in section III.B. Employees are spread over 5,699 offices in the sample with less routine employees and 3,745 offices in the sample with more routine employees. Event year treatment effects are reported in log points. All event study specifications include quarter-year and individual-office FEs, see event study equation 2. The dependent variable is the residual log pay after controlling for locations, five-year birth cohorts, education, tenure, and occupation dummies, and part-time status in yearly regressions. See footnote 25 and equation 1 for details. Estimates are depicted in Figure 3. Standard errors clustered at the office are in parentheses. * p<0.10 ** p<0.05 *** p<0.01.

TABLE B.5—EVENT STUDY ESTIMATES BY PRESIDENTIAL ERAS: REAGAN AND BUSH (1987-1992)

Event year	All employees					Less routine employees				All employees	Less routine
	New same-sex mngr (δ)	New same-sex mngr* female (δ^f)	New mngr (α)	New mngr* female (α^f)	New same-sex mngr (δ)	New same-sex mngr* female (δ^f)	New mngr (α)	New mngr* female (α^f)	Female-male same-sex mngr $(\delta^f + \alpha^f)$	Female-male same-sex mngr $(\delta^f + \alpha^f)$
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
-4	-2.32	1.99	2.36	-1.61	-4.43	1.97	4.52**	-2.84	0.37	-0.87
	(2.38)	(3.57)	(1.88)	(2.26)	(2.74)	(5.03)	(2.04)	(2.62)	(2.64)	(4.19)
-3	0.21	-1.98	0.32	0.37	0.16	-2.98	0.39	0.29	-1.60	-2.68
	(1.85)	(2.38)	(1.42)	(1.51)	(2.06)	(3.22)	(1.63)	(1.91)	(1.72)	(2.47)
-2	-0.27	-0.50	-0.11	0.17	0.52	-2.34	-0.64	0.95	-0.33	-1.40
	(0.92)	(1.20)	(0.65)	(0.72)	(1.03)	(1.74)	(0.75)	(0.97)	(0.93)	(1.39)
0	0.68	-0.75	3.06***	-0.56	-0.27	0.86	3.24***	0.26	-1.31***	1.12*
	(0.45)	(0.62)	(0.40)	(0.39)	(0.51)	(0.80)	(0.48)	(0.49)	(0.47)	(0.62)
1	0.89	-0.42	6.35***	-1.94***	-0.03	1.32	6.32***	0.16	-2.36***	1.47
	(0.69)	(0.92)	(0.61)	(0.56)	(0.79)	(1.24)	(0.74)	(0.73)	(0.70)	(0.97)
2	0.21	0.14	9.00***	-3.57***	-0.48	1.50	8.91***	-0.74	-3.43***	0.76
	(0.87)	(1.12)	(0.82)	(0.69)	(1.06)	(1.57)	(1.02)	(0.91)	(0.82)	(1.20)
3	-0.34	0.17	10.11***	-4.32***	-0.52	1.37	9.55***	-0.48	-4.15***	0.89
	(1.05)	(1.34)	(1.03)	(0.85)	(1.29)	(1.82)	(1.25)	(1.08)	(0.96)	(1.38)
N unique individuals	4,205	4,205	4,205	4,205	2,223	2,223	2,223	2,223	4,205	2,223
N person-qtrs	275,353	275,353	275,353	275,353	145,142	145,142	145,142	145,142	275,353	145,142

Note: The event study sample is restricted to workers who were employed by the US Federal service for at least 5 years, work in offices with at least 10 employees and no more than 5 mangers, born in the year starting 1955, and experienced an appointment of a first new manager, as explained in section III.B. Employees are spread over 4,340 offices in the sample with all employees and 2,672 offices in the sample with employees that have less routine occupations. Event year treatment effects are reported in log points. All event study specifications include quarter-year and individual-office FEs, see event study equation 2. The dependent variable is the residual log pay after controlling for locations, five-year birth cohorts, education, tenure, and occupation dummies, and part-time status in yearly regressions. See footnote 26 and equation 1 for details. Estimates are depicted in Figure 4. Standard errors clustered at the office are in parentheses. * p<0.10 ** p<0.05 *** p<0.01.

TABLE B.6—EVENT STUDY ESTIMATES BY PRESIDENTIAL ERAS: CLINTON (1993-2000)

Event year	All employees				Less routine employees				All employees	Less routine
	New same-sex mngr (δ)	New same-sex mngr* female (δ^f)	New mngr (α)	New mngr* female (α^f)	New same-sex mngr (δ)	New same-sex mngr* female (δ^f)	New mngr (α)	New mngr* female (α^f)	Female-male same-sex mngr $(\delta^f + \alpha^f)$	Female-male same-sex mngr $(\delta^f + \alpha^f)$
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
-4	0.70	-1.13	-3.72***	1.03	0.88	-1.93	-3.51***	1.36	-0.10	-0.57
	(1.31)	(1.93)	(1.05)	(1.27)	(1.50)	(2.37)	(1.23)	(1.50)	(1.38)	(1.72)
-3	0.22	-1.15	-1.77**	0.67	1.32	-2.64	-2.36***	1.38	-0.48	-1.26
	(1.06)	(1.44)	(0.88)	(1.04)	(1.04)	(1.67)	(0.80)	(1.06)	(0.97)	(1.25)
-2	0.63	-1.49**	-1.74***	1.16**	0.97	-2.19**	-1.70***	1.15*	-0.33	-1.05
	(0.52)	(0.75)	(0.41)	(0.49)	(0.62)	(1.02)	(0.47)	(0.61)	(0.57)	(0.82)
0	-0.16	0.39	3.31***	-0.68**	-0.35	1.06*	3.46***	-0.32	-0.29	0.75
	(0.37)	(0.48)	(0.30)	(0.34)	(0.40)	(0.61)	(0.31)	(0.38)	(0.33)	(0.46)
1	-0.63	1.37*	6.21***	-1.41***	-1.08*	2.62***	6.24***	-0.62	-0.04	1.99***
	(0.55)	(0.74)	(0.44)	(0.49)	(0.63)	(0.97)	(0.50)	(0.60)	(0.54)	(0.76)
2	-0.82	2.50***	7.71***	-2.00***	-0.71	3.21***	7.18***	-0.66	0.50	2.55***
	(0.66)	(0.92)	(0.53)	(0.59)	(0.78)	(1.20)	(0.62)	(0.74)	(0.70)	(0.93)
3	-0.67	2.81***	7.64***	-2.00***	-0.35	2.78**	6.87***	-0.46	0.81	2.32**
	(0.75)	(1.07)	(0.61)	(0.67)	(0.89)	(1.35)	(0.71)	(0.84)	(0.82)	(1.03)
N unique individuals	6,670	6,670	6,670	6,670	3,872	3,872	3,872	3,872	6,670	3,872
N person-qtrs	372,435	372,435	372,435	372,435	213,602	213,602	213,602	213,602	372,435	213,602

Note: The event study sample is restricted to workers who were employed by the US Federal service for at least 5 years, work in offices with at least 10 employees and no more than 5 mangers, born in the year starting 1955, and experienced an appointment of a first new manager, as explained in section III.B. Employees are spread over 4,942 offices in the sample with all employees and 3,517 offices in the sample with employees that have less routine occupations. Event year treatment effects are reported in log points. All event study specifications include quarter-year and individual-office FEs, see event study equation 2. The dependent variable is the residual log pay after controlling for locations, five-year birth cohorts, education, tenure, and occupation dummies, and part-time status in yearly regressions. See footnote 26 and equation 1 for details. Estimates are depicted in Figure 4. Standard errors clustered at the office are in parentheses. * p<0.10 ** p<0.05 *** p<0.01.

TABLE B.7—EVENT STUDY ESTIMATES BY PRESIDENTIAL ERAS: BUSH (2001-2008)

Event year	All employees				Less routine employees				All employees	Less routine
	New same-sex mngr (δ)	New same-sex mngr*female (δ^f)	New mngr (α)	New mngr*female (α^f)	New same-sex mngr (δ)	New same-sex mngr*female (δ^f)	New mngr (α)	New mngr*female (α^f)	Female-male same-sex mngr ($\delta^f + \alpha^f$)	Female-male same-sex mngr ($\delta^f + \alpha^f$)
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
-4	-0.84	0.57	-1.03	-0.54	-0.32	0.91	-2.24**	-1.06	0.03	-0.15
	(0.93)	(1.27)	(0.74)	(0.88)	(1.19)	(1.66)	(0.97)	(1.19)	(0.91)	(1.16)
-3	-0.24	-0.18	-1.25**	0.40	0.67	-0.53	-2.34***	0.40	0.22	-0.13
	(0.68)	(0.92)	(0.54)	(0.64)	(0.86)	(1.21)	(0.70)	(0.85)	(0.65)	(0.86)
-2	-0.62	0.05	-0.70**	0.25	-0.16	-0.21	-1.23***	0.45	0.30	0.24
	(0.40)	(0.53)	(0.31)	(0.38)	(0.52)	(0.74)	(0.41)	(0.51)	(0.37)	(0.51)
0	-0.82***	1.74***	4.85***	-0.89***	-0.92***	2.29***	5.50***	-0.60*	0.85***	1.70***
	(0.25)	(0.35)	(0.21)	(0.23)	(0.32)	(0.48)	(0.26)	(0.31)	(0.24)	(0.33)
1	-1.41***	3.40***	8.70***	-1.67***	-1.90***	4.83***	9.76***	-0.95*	1.73***	3.88***
	(0.41)	(0.58)	(0.35)	(0.38)	(0.52)	(0.79)	(0.45)	(0.51)	(0.38)	(0.53)
2	-1.99***	4.43***	10.50***	-1.89***	-2.55***	5.80***	11.53***	-1.07*	2.54***	4.72***
	(0.51)	(0.72)	(0.46)	(0.48)	(0.64)	(0.97)	(0.58)	(0.63)	(0.46)	(0.64)
3	-2.35***	4.62***	10.57***	-2.11***	-2.94***	5.88***	11.36***	-1.28*	2.51***	4.59***
	(0.56)	(0.80)	(0.52)	(0.53)	(0.70)	(1.06)	(0.65)	(0.69)	(0.51)	(0.70)
N unique individuals	14,823	14,823	14,823	14,823	8,495	8,495	8,495	8,495	14,823	8,495
N person-qtrs	584,746	584,746	584,746	584,746	327,915	327,915	327,915	327,915	584,746	327,915

Note: The event study sample is restricted to workers who were employed by the US Federal service for at least 5 years, work in offices with at least 10 employees and no more than 5 mangers, born in the year starting 1955, and experienced an appointment of a first new manager, as explained in section III.B. Employees are spread over 5,244 offices in the sample with all employees and 4,126 offices in the sample with employees that have less routine occupations. Event year treatment effects are reported in log points. All event study specifications include quarter-year and individual-office FEs, see event study equation 2. The dependent variable is the residual log pay after controlling for locations, five-year birth cohorts, education, tenure, and occupation dummies, and part-time status in yearly regressions. See footnote 26 and equation 1 for details. Estimates are depicted in Figure 4. Standard errors clustered at the office are in parentheses. * p<0.10 ** p<0.05 *** p<0.01.

TABLE B.8—EVENT STUDY ESTIMATES BY PRESIDENTIAL ERAS: OBAMA (20019-2014)

Event year	All employees				Less routine employees				All employees	Less routine
	New same-sex mngr (δ)	New same-sex mngr* female (δ^f)	New mngr (α)	New mngr* female (α^f)	New same-sex mngr (δ)	New same-sex mngr* female (δ^f)	New mngr (α)	New mngr* female (α^f)	Female-male same-sex mngr ($\delta^f + \alpha^f$)	Female-male same-sex mngr ($\delta^f + \alpha^f$)
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
-4	1.31	-2.70*	-1.13	2.23*	1.18	-4.51**	-0.73	1.87	-0.47	-2.64**
	(1.10)	(1.49)	(1.07)	(1.16)	(1.42)	(2.08)	(1.44)	(1.62)	(0.89)	(1.22)
-3	0.55	-1.84	-0.51	1.49*	0.86	-3.04*	-0.50	1.56	-0.35	-1.47
	(0.79)	(1.15)	(0.74)	(0.85)	(1.08)	(1.70)	(1.05)	(1.30)	(0.67)	(0.91)
-2	0.66	-1.53**	-0.60	1.12**	0.84	-1.87**	-0.72	1.28*	-0.42	-0.59
	(0.45)	(0.64)	(0.41)	(0.48)	(0.61)	(0.95)	(0.57)	(0.71)	(0.38)	(0.55)
0	-0.68**	0.82*	2.34***	-0.48	-1.15***	1.44**	2.81***	-0.24	0.34	1.20***
	(0.31)	(0.44)	(0.29)	(0.31)	(0.41)	(0.66)	(0.40)	(0.48)	(0.26)	(0.37)
1	-1.41***	1.72**	3.93***	-1.16**	-2.30***	2.95***	4.70***	-0.73	0.56	2.22***
	(0.48)	(0.69)	(0.49)	(0.50)	(0.66)	(1.03)	(0.70)	(0.75)	(0.41)	(0.60)
2	-1.83***	2.05**	4.59***	-1.50**	-3.22***	3.69***	5.72***	-1.27	0.55	2.42***
	(0.60)	(0.87)	(0.67)	(0.64)	(0.81)	(1.24)	(0.92)	(0.91)	(0.50)	(0.73)
3	-1.91***	2.04**	4.85***	-1.64**	-3.13***	3.25**	5.71***	-1.09	0.41	2.16***
	(0.68)	(0.99)	(0.82)	(0.72)	(0.91)	(1.39)	(1.13)	(1.00)	(0.57)	(0.82)
N unique individuals	8,593	8,593	8,593	8,593	4,651	4,651	4,651	4,651	8,593	4,651
N person-qtrs	247,914	247,914	247,914	247,914	115,055	115,055	115,055	115,055	247,914	115,055

Note: The event study sample is restricted to workers who were employed by the US Federal service for at least 5 years, work in offices with at least 10 employees and no more than 5 mangers, born in the year starting 1955, and experienced an appointment of a first new manager, as explained in section III.B. Employees are spread over 3,841 offices in the sample with all employees and 2,866 offices in the sample with employees that have less routine occupations. Event year treatment effects are reported in log points. All event study specifications include quarter-year and individual-office FEs, see event study equation 2. The dependent variable is the residual log pay after controlling for locations, five-year birth cohorts, education, tenure, and occupation dummies, and part-time status in yearly regressions. See footnote 26 and equation 1 for details. Estimates are depicted in Figure 4. Standard errors clustered at the office are in parentheses. * p<0.10 ** p<0.05 *** p<0.01.

TABLE B.9—EVENT STUDY ESTIMATES BY INITIAL SHARE OF SAME-SEX EMPLOYEES

Event year	Above median				Below median				Above median	Below median
	New same-sex mngr (δ)	New same-sex mngr*female (δ^f)	New mngr (α)	New mngr*female (α^f)	New same-sex mngr (δ)	New same-sex mngr*female (δ^f)	New mngr (α)	New mngr*female (α^f)	Female-male same-sex mngr $(\delta^f + \alpha^f)$	Female-male same-sex mngr $(\delta^f + \alpha^f)$
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
-4	-1.66	0.78	-1.49*	-0.84	0.88	-0.83	-2.46***	0.92	-0.05	0.09
	(1.03)	(1.28)	(0.85)	(1.01)	(0.78)	(1.24)	(0.60)	(0.77)	(0.79)	(0.97)
-3	-1.54**	0.76	-0.85	-0.58	0.93	-1.17	-1.70***	1.04*	0.18	-0.12
	(0.73)	(0.91)	(0.62)	(0.74)	(0.59)	(0.92)	(0.47)	(0.58)	(0.54)	(0.71)
-2	-0.80*	0.23	-0.58	-0.21	0.41	-0.75	-1.17***	0.81***	0.01	0.06
	(0.43)	(0.52)	(0.39)	(0.45)	(0.34)	(0.55)	(0.24)	(0.31)	(0.30)	(0.44)
0	-0.26	0.60*	3.79***	0.13	-0.68***	0.69**	4.12***	-1.32***	0.74***	-0.63**
	(0.28)	(0.34)	(0.25)	(0.29)	(0.22)	(0.34)	(0.17)	(0.21)	(0.21)	(0.26)
1	-0.34	1.11**	6.48***	0.68	-1.37***	1.74***	7.66***	-3.10***	1.79***	-1.35***
	(0.43)	(0.54)	(0.39)	(0.46)	(0.35)	(0.54)	(0.27)	(0.32)	(0.34)	(0.43)
2	-0.92*	1.96***	8.17***	0.60	-1.88***	2.47***	9.46***	-4.01***	2.56***	-1.53***
	(0.53)	(0.67)	(0.49)	(0.58)	(0.43)	(0.67)	(0.35)	(0.40)	(0.42)	(0.54)
3	-1.24**	2.21***	8.68***	0.19	-1.93***	2.82***	9.61***	-4.09***	2.40***	-1.27**
	(0.61)	(0.77)	(0.56)	(0.66)	(0.48)	(0.75)	(0.40)	(0.45)	(0.48)	(0.60)
N unique individuals	16,217	16,217	16,217	16,217	14,900	14,900	14,900	14,900	16,217	14,900
N person-qtrs	646,512	646,512	646,512	646,512	672,244	672,244	672,244	672,244	646,512	672,244

Note: The event study sample is restricted to workers who were employed by the US Federal service for at least 5 years, work in offices with at least 10 employees and no more than 5 mangers, born in the year starting 1955, and experienced an appointment of a first new manager, as explained in section III.B. Employees are spread over 6,116 offices in the sample with above median initial same-sex employee share and 6,764 offices in the sample with below median initial same-sex employee share. Median initial share of same-sex employees is 47.45%. Event year treatment effects are reported in log points. All event study specifications include quarter-year and individual-office FEs, see event study equation 2. The dependent variable is the residual log pay after controlling for locations, five-year birth cohorts, education, tenure, and occupation dummies, and part-time status in yearly regressions. See footnote 26 and equation 1 for details. Estimates are depicted in Figure 5. Standard errors clustered at the office are in parentheses. * p<0.10 ** p<0.05 *** p<0.01.

Table B.10—Event Study Estimates by Initial Share of Same-Sex Managers

Event year	Above median				Below median				Above median	Below median
	New same-sex mngr (δ)	New same-sex mngr* female (δ^f)	New mngr (α)	New mngr* female (α^f)	New same-sex mngr (δ)	New same-sex mngr* female (δ^f)	New mngr (α)	New mngr* female (α^f)	Female-male same-sex mngr ($\delta^f + \alpha^f$)	Female-male same-sex mngr ($\delta^f + \alpha^f$)
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
-4	0.71	-1.76	-2.33***	0.10	-0.89	0.61	-1.02	-0.43	-1.66*	0.18
	(0.95)	(1.39)	(0.80)	(1.02)	(1.18)	(1.82)	(0.97)	(1.28)	(0.90)	(1.27)
-3	1.48**	-2.03**	-2.36***	0.78	-1.28	0.91	-0.24	-0.64	-1.25*	0.27
	(0.67)	(1.00)	(0.55)	(0.72)	(1.16)	(1.49)	(1.03)	(1.16)	(0.67)	(0.92)
-2	0.45	-0.72	-1.23***	0.51	-0.59	0.31	-0.39	-0.27	-0.21	0.04
	(0.40)	(0.59)	(0.32)	(0.41)	(0.51)	(0.72)	(0.42)	(0.53)	(0.41)	(0.49)
0	-1.13***	2.17***	4.64***	-0.29	-0.24	0.53	3.55***	-0.55	1.87***	-0.02
	(0.25)	(0.39)	(0.20)	(0.26)	(0.41)	(0.51)	(0.35)	(0.39)	(0.26)	(0.31)
1	-2.27***	4.26***	8.72***	-0.64	-0.89	1.63**	7.05***	-1.50***	3.61***	0.13
	(0.40)	(0.65)	(0.35)	(0.42)	(0.56)	(0.75)	(0.47)	(0.53)	(0.43)	(0.49)
2	-2.74***	4.83***	10.62***	-0.98*	-1.92***	3.22***	9.41***	-2.02***	3.85***	1.21**
	(0.50)	(0.79)	(0.44)	(0.51)	(0.67)	(0.93)	(0.57)	(0.65)	(0.53)	(0.61)
3	-2.87***	4.59***	10.72***	-1.08*	-2.34***	4.31***	10.15***	-2.20***	3.51***	2.11***
	(0.57)	(0.87)	(0.50)	(0.57)	(0.74)	(1.05)	(0.63)	(0.72)	(0.59)	(0.70)
N unique individuals	15,577	15,577	15,577	15,577	15,540	15,540	15,540	15,540	15,577	15,540
N person-qtrs	610,866	610,866	610,866	610,866	707,890	707,890	707,890	707,890	610,866	707,890

Note: The event study sample is restricted to workers who were employed by the US Federal service for at least 5 years, work in offices with at least 10 employees and no more than 5 mangers, born in the year starting 1955, and experienced an appointment of a first new manager, as explained in section III.B. Employees are spread over 6,569 offices in the sample with above median initial same-sex manager share and 6,805 offices in the sample with below median initial same-sex manager share. Median initial share of same-sex managers is 45.65%. Event year treatment effects are reported in log points. All event study specifications include quarter-year and individual-office FEs, see event study equation 2. The dependent variable is the residual log pay after controlling for locations, five-year birth cohorts, education, tenure, and occupation dummies, and part-time status in yearly regressions. See footnote 26 and equation 1 for details. Estimates are depicted in Figure 5. Standard errors clustered at the office are in parentheses. * p<0.10 ** p<0.05 *** p<0.01.

TABLE B.11—DIFFERENTIAL HOMOPHILY EFFECTS BY SOURCE OF MANAGERIAL CHANGE AND MANAGERIAL AGE DIFFERENCE

Event year	Main specification	By source of managerial change		By managerial age difference	
		Internal Promotions	External Hires	35 or younger	Older than 35
	(1)	(2)	(3)	(4)	(5)
-4	-0.32	-0.31	-0.87	-1.64	-0.34
	(0.60)	(0.72)	(0.86)	(1.45)	(0.60)
-3	-0.22	-0.31	-0.54	-2.57**	-0.23
	(0.42)	(0.53)	(0.60)	(1.05)	(0.42)
-2	-0.11	-0.11	0.02	-0.92	-0.11
	(0.24)	(0.30)	(0.34)	(0.57)	(0.24)
0	0.46***	0.64***	0.30	0.26	0.46***
	(0.16)	(0.20)	(0.21)	(0.36)	(0.16)
1	1.06***	1.47***	0.63*	0.56	1.06***
	(0.26)	(0.34)	(0.34)	(0.58)	(0.26)
2	1.55***	2.14***	0.93**	0.81	1.55***
	(0.33)	(0.41)	(0.42)	(0.71)	(0.33)
3	1.46***	2.08***	0.88*	1.17	1.46***
	(0.37)	(0.46)	(0.48)	(0.78)	(0.37)
N unique individuals	31,117	18,634	17,130	6,065	31,098
N person-qtrs	1,318,756	769,207	740,000	246,933	1,318,518

Note: The estimates in the table show female-male same-sex manager effects ($\delta^f + \alpha^f$) following equation 2. Event year treatment effects are reported in log points. 'Main Sample" is the event-study sample and reproduces the differential homophily effect from Figure 2B for reference. Columns (2) and (3) split the event study sample by the manager's previous location of employment. The "external hires" estimates are from employees whose new manager had not previously worked at the office, and "internal hires" are from employees whose new managers had previously worked at the office as employees. Columns (4) and (5) splits the event study sample by the age of the new manager at appointment. The '35 or younger" and "older than 35" estimates are from the subsamples of employees whose new manager was that age at appointment. Employees are spread over 8,377 offices in the main sample, 6,895 offices in the sample with internal managerial appointments, 6,738 offices with external managerial appointments, 3,896 offices where the new manager is 35 years old or younger, and 8,376 offices where the new manager is older than 35. The dependent variable is the residual log pay after controlling for locations, five-year birth cohorts, education, tenure, and occupation dummies, and part-time status in yearly regressions. See footnote 26 and equation 1 for details. Estimates are depicted in Figure 6. Standard errors clustered at the office are in parentheses.
* p<0.10 ** p<0.05 *** p<0.01.

B.12

TABLE B.12—DIFFERENTIAL HOMOPHILY EFFECTS BY SIZE OF MANAGERIAL TEAM AND FOR SINGLE MANAGERIAL CHANGE

Event year	By size of managerial team				Single managerial change		
	At most 2 managers	At most 5 managers	At most 10 managers	At most 20 managers	All appointments	Additions	Replacements
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
-4	-0.37	-0.32	-0.44	-0.62	-0.29	-0.76	1.07
	(0.69)	(0.60)	(0.57)	(0.57)	(0.67)	(0.73)	(1.52)
-3	-0.21	-0.22	-0.50	-0.81**	-0.41	-0.57	-0.08
	(0.50)	(0.42)	(0.41)	(0.41)	(0.48)	(0.53)	(1.10)
-2	0.12	-0.11	-0.40*	-0.53**	-0.18	-0.17	-0.23
	(0.28)	(0.24)	(0.23)	(0.24)	(0.27)	(0.30)	(0.60)
0	0.55***	0.46***	0.39***	0.27**	0.50***	0.36*	1.10***
	(0.21)	(0.16)	(0.14)	(0.12)	(0.18)	(0.20)	(0.39)
1	1.15***	1.06***	0.77***	0.41*	1.25***	0.87***	2.57***
	(0.34)	(0.26)	(0.23)	(0.21)	(0.29)	(0.33)	(0.64)
2	1.71***	1.55***	1.02***	0.47*	1.81***	1.36***	3.38***
	(0.41)	(0.33)	(0.29)	(0.27)	(0.36)	(0.41)	(0.79)
3	1.59***	1.46***	0.92***	0.32	1.74***	1.27***	3.40***
	(0.45)	(0.37)	(0.33)	(0.31)	(0.40)	(0.46)	(0.90)
N unique individuals	17,512	31,117	44,582	2,531,522	25,913	19,679	5,980
N person-qtrs	743,633	1,318,756	1,892,750	2,531,522	1,118,488	843,859	263,651

Note: The estimates in the table show female-male same-sex manager effects $(\delta^f + \alpha^f)$ following equation 2. Event year treatment effects are reported in log points. Columns (1), (2), (3), and (4) split the event study sample by the size of managerial and includes all employees working in offices with at most 2, 5 10, and 20 managers in the quarter prior to getting a first new manager. The at most 5 managers sample is the main event-study sample and reproduces the differential homophily effect from Figure 2B for reference. Employees are spread over 6,453 offices in the sample with at most 2 managers at the office in a quarter prior to the arrival of the new manager, 8,377 offices in the sample with offices with at most 5 managers, 9,180 offices in the sample with offices with at most 10 managers, and 9,589 offices in the sample with offices with at most 20 managers. In offices with a single managerial transition, employees are spread over 7,781 offices. Among these, 7,047 offices have managerial additions, and 3,865 – managerial replacements. The dependent variable is the residual log pay after controlling for locations, five-year birth cohorts, education, tenure, and occupation dummies, and part-time status in yearly regressions. See footnote 26 and equation 1 for details. Estimates are depicted in Figure 6. Standard errors clustered at the office are in parentheses.
* p<0.10 ** p<0.05 *** p<0.01.

TABLE B.13—FEMALE-MALE SAME-SEX MANAGER EFFECTS: SENSITIVITY ANALYSIS

	Alternative specifications				Alternative samples		
Event year	Main specification	Individual FE	No office FE	No occupation	Single Stage	No office switching	No part time employees
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
-4	-0.32	0.41	-0.38	-0.60	-0.48	-1.32*	-0.49
	(0.60)	(0.56)	(0.79)	(0.65)	(0.74)	(0.68)	(0.63)
-3	-0.22	0.05	-0.10	-0.46	-0.07	-0.92*	-0.40
	(0.42)	(0.41)	(0.56)	(0.45)	(0.54)	(0.50)	(0.45)
-2	-0.11	0.06	-0.06	-0.25	0.03	-0.27	-0.28
	(0.24)	(0.24)	(0.29)	(0.26)	(0.28)	(0.30)	(0.26)
0	0.46***	0.20	0.46**	0.73***	0.32*	0.53***	0.60***
	(0.16)	(0.16)	(0.18)	(0.17)	(0.17)	(0.19)	(0.17)
1	1.06***	0.45*	1.19***	1.54***	0.86***	1.00***	1.37***
	(0.26)	(0.26)	(0.31)	(0.28)	(0.30)	(0.32)	(0.28)
2	1.55***	0.87***	1.73***	2.34***	1.19***	1.44***	2.06***
	(0.33)	(0.33)	(0.40)	(0.35)	(0.38)	(0.39)	(0.35)
3	1.46***	0.59*	1.72***	2.53***	1.22***	1.29***	2.06***
	(0.37)	(0.35)	(0.45)	(0.40)	(0.43)	(0.43)	(0.39)
N unique individuals	31,117	31,117	31,117	31,118	31,117	18,713	27,815
N person-qtrs	1,318,756	1,318,756	1,318,756	1,319,033	1,318,756	800,027	1,176,878

Note: The estimates in the table show female-male same-sex manager effects $(\delta^f + \alpha^f)$ following equation 2. Event year treatment effects are reported in log points. "Main specification" is the event-study sample and reproduces the differential homophily effect from Figure 2B for reference. Column 2 uses "individual FE" instead of individual-office FEs. "No office FEs" estimates exclude office FEs in the first stage, but include individual-office FEs in the second stage. "No occupation" estimates exclude occupation controls in the first stage. "Single stage" estimates are obained using controls from the first stage in the event study regression using the event study sample in a single stage. "No office switching" excludes 40% of employees that switch offices at any point in the sample. "No part-time employees" excludes the 8% of employees who have a part-time spell during their federal service. Employees are spread over 8,377 offices in the main sample, which is used in columns 1-5. IEmployees that do not switch offices during the event study period are employed in 6,004 offices. Employees without part-time spells are employed in 7,968 offices. The dependent variable is the residual log pay after controlling for locations, five-year birth cohorts, education, tenure, and occupation dummies, and part-time status in yearly regressions. See footnote 26 and equation 1 for details. Estimates are depicted in Figure 7. Standard errors clustered at the office are in parentheses.
* p<0.10 ** p<0.05 *** p<0.01.

TABLE B.14—SENSITIVITY ANALYSIS: ROBUSTNESS AND PLACEBO

Event year	Main specification	No unidentified managers	Placebo
	(1)	(2)	(3)
-4	-0.32	-0.32	-0.05
	(0.60)	(0.60)	(0.55)
-3	-0.22	-0.23	-0.20
	(0.42)	(0.42)	(0.42)
-2	-0.11	-0.11	-0.13
	(0.24)	(0.24)	(0.24)
0	0.46***	0.46***	-0.02
	(0.16)	(0.16)	(0.15)
1	1.06***	1.05***	-0.11
	(0.26)	(0.26)	(0.23)
2	1.55***	1.54***	-0.19
	(0.33)	(0.33)	(0.29)
3	1.46***	1.45***	-0.12
	(0.37)	(0.37)	(0.33)
N unique individuals	31,117	26,276	31,116
N person-qtrs	1,318,756	1,070,671	1,318,811

Note: The estimates in the table show female-male same-sex manager effects $(\delta^f + \alpha^f)$ following equation 2. Event year treatment effects are reported in log points. "Main Sample" is the event-study sample and reproduces the differential homophily effect from Figure 2B for reference. Column (3) shows a placebo test, in which the treatment effects are redefined as getting a new manager of odd vs even birth year. Employees are spread over 8,377 offices in the main sample and 7,779 offices in the sample with no unidentified managers. In the placebo test, employees are spread over 8,376 offices. The dependent variable is the residual log pay after controlling for locations, five-year birth cohorts, education, tenure, and occupation dummies, and part-time status in yearly regressions. See footnote 26 and equation 1 for details. Estimates are depicted in Figure 7. Standard errors clustered at the office are in parentheses.
* p<0.10 ** p<0.05 *** p<0.01.