

Supplemental Materials

Table of Contents

Demographic information for all studies	2
Materials for All Studies	3
Screenshots and full text from history manipulation for Studies 1, 3, 4, & S1.....	3
History condition.	3
Control condition.	7
Full text from history manipulation for Study 2	10
History condition.	10
Control condition.	11
Study 4 Black people in power manipulation screenshots and transcribed text	12
Screenshots and text from Black people in power + history Condition	12
Screenshots and text from Black people in power + control condition	15
Survey items from all measures used in Studies 1-4 & S1	18
Coding of open-ended responses	22
Results on organizational trust that parallel those on belonging and interest in the text for all studies	24
Studies 2, 3, and 4 results without covariates	25
Studies 3 and 4 Pre-registered analyses not reported in text	26
Test of differential attrition and exclusions	28
Study S1	32

Demographic information for all studies

	Study 1	Study 2	Study 3	Study 4
Age	$M = 37.19,$ $SD = 11.64$	$M = 30.67,$ $SD = 10.31$	$M = 31.94,$ $SD = 11.33$	$M = 33.75,$ $SD = 10.57$
Gender				
Woman	66.1% ($N = 127$)	51.0% ($N = 327$)	63.9% ($N = 344$)	67.7% ($N = 421$)
Man	33.9% ($N = 65$)	47.9% ($N = 307$)	35.1% ($N = 189$)	32.0% ($N = 199$)
Non-binary	0% ($N = 0$)	1.1% ($N = 7$)	.9% ($N = 5$)	.3% ($N = 2$)
Race (in addition to Black)				
American Indian/Native American	2.6% ($N = 5$)	2.0% ($N = 13$)	2.2% ($N = 12$)	1.0% ($N = 6$)
East Asian	0% ($N = 0$)	.6% ($N = 4$)	.4% ($N = 2$)	.3% ($N = 2$)
Hispanic/Latino	.5% ($N = 1$)	1.2% ($N = 8$)	1.3% ($N = 7$)	1.6% ($N = 10$)
Middle Eastern	0% ($N = 0$)	0% ($N = 0$)	0% ($N = 0$)	.2% ($N = 1$)
South Asian	0% ($N = 0$)	0% ($N = 0$)	0% ($N = 0$)	.5% ($N = 3$)
West Indian/Caribbean	0% ($N = 0$)	.5% ($N = 3$)	.7% ($N = 4$)	1.0% ($N = 6$)
White/European American	4.2% ($N = 8$)	2.7% ($N = 17$)	2.4% ($N = 13$)	3.9% ($N = 24$)
Other	0% ($N = 0$)	0% ($N = 0$)	.4% ($N = 2$)	.2% ($N = 1$)
Class				
Working class	25.0% ($N = 48$)	25.3% ($N = 162$)	31.4% ($N = 169$)	27.5% ($N = 171$)
Lower middle class	24.0% ($N = 46$)	22.6% ($N = 145$)	23.8% ($N = 128$)	25.6% ($N = 159$)
Middle class	46.4% ($N = 89$)	41.8% ($N = 268$)	37.2% ($N = 200$)	38.7% ($N = 241$)
Upper middle class	4.7% ($N = 9$)	10.0% ($N = 64$)	7.2% ($N = 39$)	7.6% ($N = 47$)
Upper class	0% ($N = 0$)	.3% ($N = 2$)	.4% ($N = 2$)	.6% ($N = 4$)
Political Ideology	-	$M = 2.34,$ $SD = .92$	$M = 2.28,$ $SD = .94$	$M = 2.51,$ $SD = .92$

Note. All participants in the final analyses self-identified as Black so the racial demographic information reflects racial/ethnic identities that participants selected in addition to “Black/African American”. Participant political ideology was not collected in Study 1. In the other studies, political ideology was measured on a five-point scale anchored with *1 = Very Liberal*, *5 = Very Conservative*

Materials for All Studies

Screenshots and full text from history manipulation for Studies 1, 3, 4, & S1

Because Studies 1, 3, 4, & S1 used very similar materials, which just included changes to the marginalization cues, we report the materials together and note the differences.

History condition.

Page 1 transcribed text.

Our long history of excellence

Mitchell & West Consulting Group (MWCG) is a historically renowned global management consulting firm advising on business strategy. We partner with clients in all sectors and regions to transform their businesses and help them reach their full potential. [Originally founded in Charleston, South Carolina]*, MWCG moved to Chicago as the growth in industry in the Midwest took hold.

At MWCG, we root our success in our rich history. When David C. Mitchell founded [used his inheritance to found]** the company in 1949, he sought to honor the history of his ancestors. He knew that maintaining a strong history for the company would be the key to his success. Rooted in the foundation of our history, MWCG underwent tremendous growth and soon established itself as a leader in management consulting. Since the beginning, David Mitchell knew his father's and grandfather's wisdom would lead to a reputation for excellence in corporate strategy and client satisfaction, and we have maintained this reputation for nearly seven decades. In 2015, MWCG was named one of the top 15 management consulting firms in the US.

We at MWCG believe that the strong history of our company is the cornerstone of our success. With an emphasis on strong corporate principles and values, our founding members have paved the way for where we are today. We continue to honor and uphold these principles and values in all of our decisions and actions. We are proud of our company's history and we believe that honoring the past is key to success in the here and now.

* Note: this phrase was only included in the Marginalization Cue condition in Study S1 and in Study 1. It was not included in the no cue condition in Study S1 or in any of the materials in Studies 3 or 4.

** Note: this sentence was revised slightly in Studies 3 and 4. Instead of “used his inheritance to found the company” the sentence read “founded the company”

Page 2 transcribed text.

Careers

We provide a dynamic work environment focused on the core values and principles of our founding members. When you work at MWCG, you not only become a member of our team, but you also become a part of our great history.

“Here at MWCG, we really like to think about the good old days. Our commitment to maintaining the success created by our founders is at the heart of everything we do. We find that our culture of honoring our heritage benefits not only our employees, but also our clients.” – Anthony Robinson, Managing Director.


"What sets Mitchell & West apart from other consulting firms is its history. From day one when you join the MWCG team, you learn about the extraordinary accomplishments of our founders. I've tried to uphold their vision in the work I do today. I'm really proud to be a part of that." - Jennifer Williams, Business Analyst.”

Examples of actual screenshots shown to participants (Examples are from Study 3).

Page 1.

Mitchell & West Consulting Group

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Control condition.

Page 1 transcribed text.

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* Note: this phrase was only included in Study 1, and in the marginalization cue condition in Study S1. It was not included in the no cue condition in Study S1 or in any of the materials in Studies 3 or 4.

Page 2 transcribed text.

Careers

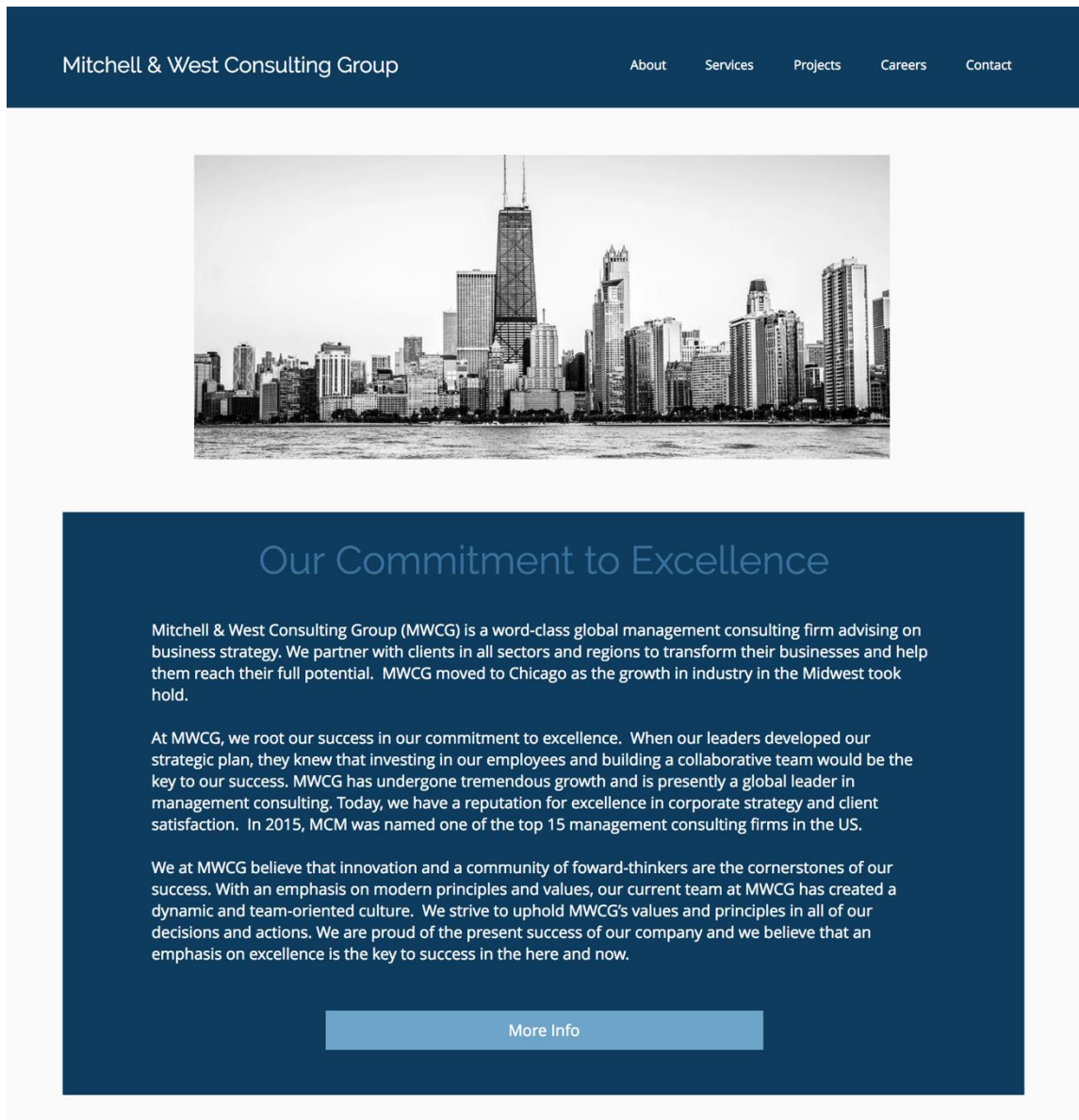
We provide a dynamic work environment focused on the core values and principles of our modern corporate community. When you work at MWCG, you not only become a member of our team, but you also become a part of our great accomplishments.

"Here at MWCG, we like to think about what we can do to achieve excellence. Our commitment to the success of our team members is at the heart of everything we do. We find that our culture of development and teamwork benefits not only our employees, but also our clients." – Anthony Robinson, Managing Director

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Full text from history manipulation for Study 2

History condition.

Fine Foods
Our History of Excellence

Our story began in 1909 when Ian Sullivan invested his life savings of \$372 to open a single grocery store. He had a simple motto: “Be particular. Never sell anything you would not want yourself.”

A century later, Fine Foods still draws from founder Ian Sullivan’s values to inform how we serve customers and community, as well as who we hire.

Most people are not surprised to learn that Fine Foods was founded 100 years ago in Chattanooga, Tennessee. Fine Foods is proud of its past and that it has maintained the values of its founder. This connection to our history is evident in all that we do.

With nearly 1,800 stores throughout the United States, we draw from our traditions to meet our customers’ needs by making fresh food accessible. Our current practices are rooted in founder Ian Sullivan’s early efforts to serve customers through food, freshness, and low prices—fundamentals that remain at the heart of our mission today.

In 2019, the company’s 100 year long commitment to quality earned it the highly prestigious Golden Pearl Award, awarded to only one grocery store each year.

“Our goal is to build off of the traditions and successes of Ian Sullivan. We try to honor our founder in all that we do and bring the successes of the good old days into the present. It’s this connection to our history that is responsible for our success.” – Anthony Miller, Managing Director.

Control condition.

Fine Foods
Our Commitment to Excellence

In 2018, Ian Sullivan became our CEO. He has a simple motto: “Be particular. Never sell anything you would not want yourself.”

Fine Foods draws from CEO Ian Sullivan’s values to inform how we serve customers and community, as well as who we hire

Most people are surprised to learn that Fine Foods was founded 100 years ago in Chattanooga, Tennessee. Fine Foods is proud of all of the changes it’s made over the years to become a company that truly reflects modern values. This connection to progress is evident in all that we do.

With nearly 1,800 stores throughout the United States, we meet our customers’ needs by making fresh food accessible. Our current practices are rooted in CEO Ian Sullivan’s efforts to serve customers through food, freshness, and low prices—fundamentals that comprise the backbone of our mission

In 2019, the company’s commitment to quality earned it the highly prestigious Golden Pearl Award, awarded to only one grocery store each year.

“Our goal is to create a team that surpasses imagination. We try to honor our principles in all that we do and bring the successes of the team to the forefront. It’s this connection to our principles that is responsible for our success.” – Anthony Miller, Managing Director.

Study 4 Black people in power manipulation screenshots and transcribed text

Screenshots and text from Black people in power + History Condition

Page 1 transcribed text.

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At MWCG, we root our success in our rich history of diversity and inclusion. When David C. Mitchell founded the company in 1949, he sought to create a tradition of equity and multiculturalism through his commitment to hiring women and African Americans. He knew that maintaining a strong legacy of diversity and inclusion for the company would be the key to its success. Rooted in the foundation of our history of diversity, MWCG underwent tremendous growth and soon established itself as a leader in management consulting. Since the beginning, David Mitchell knew his father's and grandfather's wisdom would lead to a reputation for excellence in corporate strategy and client satisfaction, and we have maintained this reputation for nearly seven decades. In 2015, MWCG was named one of the top 15 management consulting firms in the US.

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Page 1 Screenshot.



The MWCG founders in the boardroom of the original company headquarters, 1951.

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Page 2 screenshot.

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Screenshots and text from Black people in power + control condition

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Page 1 screenshot.



The current MWCG management team in the boardroom of our company headquarters.

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Page 2 screenshot.

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Survey items from all measures used in Studies 1-4 & S1

*In Study 2, “MWCG” was replaced with “Fine Foods”

Perceptions of value endorsement (manipulation checks/ covariates).

We're interested in your impressions of this company's values. To what extent do you think this company values each of the following?

Tradition*

Productivity**

History*

Diversity

Heritage*

Success**

Work ethic**

Community***

Team work***

Responses given on a five-point scale (1 = Not at all, 2 = Slightly, 3 = Moderately, 4 = Very, 5 = Extremely)

*comprised the history manipulation check

**comprised the success covariate

***comprised the communal covariate

Anticipated belonging (adapted from Murphy et al., 2007)

How much do you think you would feel like you belong at MWCG?

How comfortable do you think you would feel at MWCG?

How accepted do you think you would feel at MWCG?

How respected do you think you would feel at MWCG?

Responses given on a five-point scale (1 = Not at all, 2 = Slightly, 3 = Moderately, 4 = Very, 5 = Extremely)

Intentions to pursue employment opportunities in the company

If you were looking for a new job, how likely would you be to apply for a job at MWCG?

If you knew your friend was looking for a new job, how likely would you be to send them a job ad for MWCG?

Responses given on a five-point scale (1 = Not at all likely, 2 = Slightly likely, 3 = Moderately likely, 4 = Very likely, 5 = Extremely likely)

Organizational trust (Purdie-Vaughns et al., 2008)
(Not measured in Study 2)

How much do you agree or disagree with the following statements about the company you just saw?

I think I would like to work at a place like MWCG.

I think I would like to work in a company that has similar hiring practices as those of MWCG.

I think I would like to work under the supervision of people with similar values as the staff.

I think I could “be myself” at a company like MWCG.

I think I would be willing to put in extra effort if my supervisor asked me to.

I think my colleagues at MWCG would become my close personal friends.

I think I would be willing to put in a great deal of effort beyond that normally expected in order to help MWCG be successful.

I think I would be treated fairly by my supervisor.

I think I would trust the management to treat me fairly.

I think that my values and the values of MWCG are very similar.

I think that the MWCG environment would inspire me to do the very best job that I can.

Responses given on a seven-point scale (1 = Strongly agree, 2 = Agree, 3 = Slightly agree, 4 = Neither agree nor disagree, 5 = Slightly disagree, 6 = Disagree, 7 = Strongly disagree)

Expectations of bias (Study 3)

Please answer the following questions about the people who work at MWCG.

How prejudiced do you think people who work at MWCG are?

How much do you think you would feel understood by the people who work at MWCG?

(Reversed)*

How likely do you think it is that you would be discriminated against if you worked at MWCG?

To what extent do you think that the people at MWCG would judge you based on your race/ethnicity?

To what extent do you think you would be treated unfairly based on your race/ ethnicity at MWCG?

Responses given on a five-point scale (1 = Not at all, 2 = Slightly, 3 = Moderately, 4 = Very, 5 = Extremely)

* Dropped from scale to increase reliability

Exploratory measures

Stigma consciousness (Pinel, 1999)

Stereotypes about Blacks have not affected me personally.

I never worry that my behaviors will be viewed as stereotypically Black.

When interacting with Whites, I feel like they interpret all my behaviors in terms of the fact that I am Black.

Most Whites don't judge Blacks on the basis of their race.

My being Black does not influence how Whites act with me.

I almost never think about the fact that I am Black when I interact with Whites or individuals of other ethnic/racial backgrounds.

My being Black doesn't influence how people act with me.

Most people have more racist thoughts against Blacks than they actually express.

I often think that people are often unfairly accused of being racist against Blacks.

Most people have a problem viewing Blacks as equals

Responses given on a seven-point scale (1 = Strongly agree, 2 = Agree, 3 = Slightly agree, 4 = Neither agree nor disagree, 5 = Slightly disagree, 6 = Disagree, 7 = Strongly disagree)

Metaperceptions (Vorauer & Sasaki, 2009; Emerson & Murphy, 2015)

The follow items were included to assess participants' perceptions that they would be perceived as competent by the management at MWCG.

Now, think about how you might be viewed by the management at MWCG. How likely is it that management would view you as ...

Smart

Qualified

Intelligent

Well-spoken

Friendly (filler item)

Trustworthy (filler item)

Rude (filler item)

Responses given on a five-point scale (1 = Not at all, 2 = Slightly, 3 = Moderately, 4 = Very, 5 = Extremely).

Values Growth/Innovation

To what extent do you think this company values each of the following?

Growth

Innovation

Responses given on a five-point scale (1 = Not at all, 2 = Slightly, 3 = Moderately, 4 = Very, 5 = Extremely).

Additional measures

How successful do you think this company is? (Studies 1& S1; 1 = Not at all, 2 = Slightly, 3 = Moderately, 4 = Very, 5 = Extremely).

How community-oriented do you think this company is? (Studies 1& S1; 1 = Not at all, 2 = Slightly, 3 = Moderately, 4 = Very, 5 = Extremely)

How much would you feel like 'part of the family' at this company? (Studies 1-3 & S1; 1 = Not at all, 2 = Slightly, 3 = Moderately, 4 = Very, 5 = Extremely)

If you had to guess, which of the following best describes the overall political orientation of this company? (1 = Very liberal, 2 = Liberal, 3 = Moderate, 4 = Conservative, 5 = Very conservative)

Psychological distance of historical events:

We're interested in how far away in time various historical events feel to you. Please think about each of the following events or time periods in history and indicate how far away each one feels from the present.

The Civil Rights Movement

Jim Crow Laws

Watergate Scandal

Assassination of Martin Luther King Jr.

The Civil War

First moon Landing

Assassination of JFK

Plessy v. Ferguson

Responses were given on a slider beginning at 0 = Very near, up to 100 = Very distant.

Coding of open-ended responses

Two research assistants who were blind to condition and hypotheses coded all of participants' open-ended responses in Studies 1-4. Research assistants were given the following coding instructions:

“Participants encountered a company. After reading about the company, they were asked, “Please provide any additional thoughts or comments you might have about this company”. You will be coding their responses to this.

We'd like you to code responses for each of the following dimensions.

company: do they make a comment about the company at all?

- if they make any comment about the company = 1
- if they do not mention the company = 0

race: do they mention race at all?

- if they mention race at all = 1
- if they do not mention race at all = 0

directracism: do they directly mention that the company seems racist? (“This company seems like it wouldn't treat racial minorities well”)

- if they say that the company seems racist = 1
- if they do not say that the company seems racist = 0

impliedracism: do they imply that the company might be racist? (“I mean the company was founded 100 years ago so....”)

- if they imply the company is racist = 1
- if they do not imply the company is racist = 0

We ran Cohen's κ to determine the agreement level between the two coders. There was high agreement about whether the participants made a comment about the company, $\kappa = .873, p < .001$. For participants who made a comment about the company, there was high agreement between the coders about whether participants mentioned race, $\kappa = .822, p < .001$. There was less, but still moderate agreement about whether the participants directly mentioned that the company seemed racist, $\kappa = .578, p < .001$, or implied that they were, $\kappa = .496, p < .001$. We realized that a source of this relatively smaller amount of agreement was that coders tended to disagree about whether the concerns about racism were direct or implied. When we collapsed across both types of racism to create a single index of concerns about racism, there was high agreement between the coders, $\kappa = .747, p < .001$. Therefore, we chose to focus on a single concerns about racism index that reflected either direct or implied concerns. We also report results on direct and implied racism below for completeness and those analyses support the same conclusions. Disagreements were resolved by an independent third coder who was blind to condition.

To analyze the coding of free responses, we excluded responses from those in the Black people in power condition in Study 4 because that represents a boundary condition for the negative effects of history. We first compared the total number of people who chose to make a comment versus those that did not. Then, for the race and racism dimensions, we only analyzed data from participants who had made a comment about the company. Participants were not significantly more likely to make a comment in the history versus the control condition. Importantly, they were more likely to mention race and express concerns about racism in the history versus the control condition. Thus, participants' spontaneously generated comments about the company support the same conclusions as the responses captured by our researcher-generated measures.

Table S1

Coding of open-ended responses by condition

	History Condition	Control Condition	Condition Differences
Wrote something about the company	51.1%	47.0%	$\chi^2 (1, 1,685) = 2.94, p = .086$
Mentioned race	35.5%	26.6%	$\chi^2 (1, 826) = 7.64, p = .006$
Expressed concern about racism (direct or implied)	44.7%	24.6%	$\chi^2 (1, 826) = 36.77, p < .001$
Direct concern about racism	19.6%	10.9%	$\chi^2 (1, 826) = 12.02, p < .001$
Implied concern about racism	24.6%	13.2%	$\chi^2 (1, 826) = 17.53, p < .001$

Results on organizational trust that parallel those on belonging and interest in the text for all studies

In Studies 1, 3, and 4 we additionally included a measure of trust and comfort (Purdie-Vaughn et al., 2008). We had included this because belonging and trust and comfort are both commonly used to assess social identity threat. We later chose to focus on belonging and application intentions in order to streamline presented outcomes in the text. We realized that the trust and comfort measure was measuring a number of different constructs as a part of its index, including perceptions of hiring practices, willingness to put in extra effort, and perceptions of being treated fairly. We thought this broad index was less suited to our purposes than it may have been in prior work. Nevertheless we report outcomes on trust and comfort below, and they generally support the same conclusions as in the text.

Study 1

Participants in the history condition ($M = 4.41$, $SD = 1.51$) reported lower organizational trust relative to those in the control condition ($M = 4.84$, $SD = 1.07$), $b = -.22$, 95% CI $[-.40, -.03]$, $t(190) = -2.28$, $p = .024$, $d = .33$.

Study 2

Study 2 did not contain a measure of trust.

Study 3

Participants who saw the history-focused company ($M = 4.14$, $SD = 1.46$) reported lower organizational trust than did those who saw the control company ($M = 4.85$, $SD = 1.12$), $b = -.18$, 95% CI $[-.28, -.07]$, $t(534) = -3.31$, $p = .001$, $d = .29$.

Study 4. There was a marginal main effect of the history manipulation such that those in the history condition reported lower trust than did those in the control condition, $b = -.08$, 95% CI $[-.17, .00]$, $t(616) = -1.91$, $p = .056$. There was also a main effect of the Black people in power manipulation such that those in the Black people in power condition reported more trust than did those in the no Black people in power condition, $b = .26$, 95% CI $[.18, .35]$, $t(616) = 5.82$, $p < .001$. The History condition \times Black people in power condition interaction was non-significant, however, $b = .01$, 95% CI $[-.08, .10]$, $t(616) = .23$, $p = .82$. (Note that if we examine a model in which we do not control for perceived success and communion, the interaction between history condition and Black people in power condition is significant, $b = .10$, 95% CI $[.00, .19]$, $t(618) = 2.05$, $p = .041$).

Studies 2, 3, and 4 results without covariates

Study 2

Without the success and communion covariates, the history manipulation continued to reduce belonging, $b = -.16$, 95% CI $[-.23, -.08]$, $t(639) = -4.09$, $p < .001$, $d = -.32$, and intentions, $b = -.18$, 95% CI $[-.26, -.09]$, $t(639) = -4.15$, $p < .001$, $d = -.33$ (and in fact had larger effects).

Study 3

Without the success and communion covariates, the history manipulation continued to reduce belonging, $b = -.23$, 95% CI $[-.31, -.14]$, $t(536) = -5.23$, $p < .001$, $d = -.45$, and intentions, $b = -.22$, 95% CI $[-.31, -.13]$, $t(536) = -4.74$, $p < .001$, $d = -.41$ (and in fact had larger effects).

Study 4

Without the success and communion covariates, there continued to be a significant interaction between the history manipulation and the Black people in power manipulation on belonging, $b = .14$, 95% CI $[.07, .20]$, $t(618) = 3.84$, $p < .001$. This interaction reflected that when no information was provided about who was in power in the company, celebrating history undermined belonging, $b = -.20$, 95% CI $[-.30, -.11]$, $t(618) = -4.11$, $p < .001$, $d = -.33$. However, when it was clear that Black people were in power there was no effect of celebrating history, $b = .07$, 95% CI $[-.03, .17]$, $t(618) = 1.33$, $p = .18$, $d = .11$.

Without the success and communion covariates, there also continued to be a significant interaction between the history manipulation and the Black people in power manipulation on intentions, $b = .16$, 95% CI $[.09, .24]$, $t(622) = 4.10$, $p < .001$. This interaction reflected that when no information was provided about who was in power in the company, celebrating history undermined intentions, $b = -.23$, 95% CI $[-.34, -.12]$, $t(622) = -4.10$, $p < .001$, $d = -.33$. However, when it was clear that Black people were in power there was no effect of celebrating history, $b = .10$, 95% CI $[-.02, .21]$, $t(622) = 1.69$, $p = .09$, $d = .14$.

Thus, in all studies, the effects without covariates were consistent directionally with those reported in text and were stronger. We had included these covariates to ensure that features of the specific stimuli separate from the celebration of history were not making the company seem more communal or successful. However, the celebration of history likely affects how communal Black participants view the company so it makes some sense that the effects controlling for these covariates are smaller.

Studies 3 and 4 Pre-registered analyses not reported in text

Study 3

We pre-registered to examine meta-perceptions as a potential mediator. However, the history manipulation did not have a significant effect on meta-perceptions, $b = .02$, 95% CI [-.05, .09], $t(534) = .54$, $p = .593$, so we did not explore it as a mediator.

We pre-registered to examine stigma-consciousness as a moderator. There was not a significant interaction between the history condition and centered stigma-consciousness on belonging, $b = .06$, 95% CI [-.01, .12], $t(532) = 1.63$, $p = .104$, or intentions, $b = .01$, 95% CI [-.07, .09], $t(532) = .23$, $p = .821$ when we controlled for success and communion.

In models where we did not control for success and communion, we also did not find an interaction between stigma consciousness and history condition on belonging, $b = .04$, 95% CI [-.03, .11], $t(534) = 1.09$, $p = .275$, or intentions, $b = -.01$, 95% CI [-.09, .07], $t(534) = -.19$, $p = .846$.

Study 4

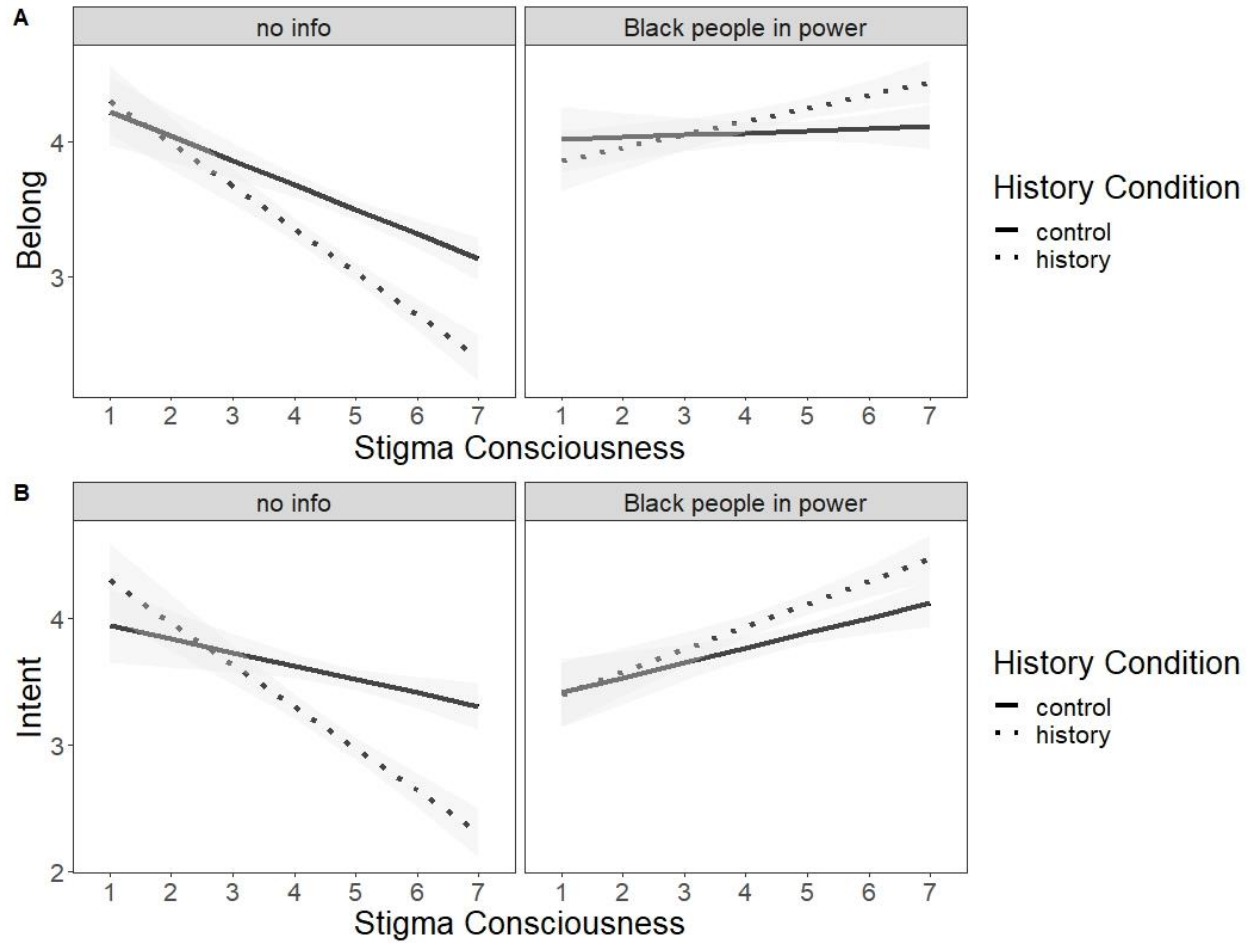
We pre-registered to examine stigma-consciousness as a moderator. We examine results with and without including success and communion as covariates.

First, when we examine models with success and communion as covariates, there was not a significant three-way interaction between history condition, black people in power condition, and stigma consciousness on belonging, $b = .04$, 95% CI [-.02, .09], $t(612) = 1.26$, $p = .208$, or intentions, $b = .05$, 95% CI [-.02, .11], $t(612) = 1.45$, $p = .147$.

When we examined results without covariates, there was a marginal three-way interaction on belonging, $b = .05$, 95% CI [-.01, .12], $t(614) = 1.74$, $p = .082$ (Figure S1, panel A), and a significant interaction on intentions, $b = .07$, 95% CI [.00, .14], $t(614) = 1.98$, $p = .048$ (Figure S1, panel B).

Figure S1

Three-way interaction between history condition, black people in power condition, and stigma consciousness on belonging and intentions in Study 4



Test of differential attrition and exclusions

Researchers have pointed out that differential attrition and exclusions by conditions can create a number of issues (Zhou & Fishbach, 2016). Therefore, for every study in the main text, we report whether we have differential exclusions by history condition. To conduct parallel analyses for Study 4 compared to the other studies, we split the data by Black people in power condition so that the results for the “no info” condition would parallel the conditions in the other studies.

We examine three metrics.

All Removals

First, we examined differences between conditions in the total number of participants who accessed the study long enough to be assigned a condition but did not end up in the final sample.

This included people who access the survey and were assigned a condition, but did not finish the survey, participants who did answer the attention check questions correctly, and participants who did not self-identify as Black. Note that because attention checks varied across studies as we updated our approach to align with best practices, the specific attention checks for each study varied. For Studies 2-4, we excluded participants consistent with pre-registrations. In Study 1, we did not exclude any participants due to inattention.

Only Study 3 had significant differences in the total number of exclusions. See the exclusions section for further discussion of this (Table S2).

Attrition

We next examined differences between conditions in attrition. This is the total number of people who did not finish taking the study.

There were no condition differences in attrition for any study (Table S3).

Exclusions

Finally, we examined the number of exclusions specifically due to inattention in our studies. Prior to conducting these analyses, we excluded those who had not finished the study or who did not report identifying as Black. Because Study 1 did not exclude any participants due to inattention, we did not conduct these analyses for that study.

There were no condition differences in exclusions for Studies 2 and 4 (Table S4). However, there were differential exclusions in Study 3, in which a larger percentage of participants were excluded in the history condition compared to the control condition. This is particularly surprising because the materials for Study 4 within the no info condition are identical to Study 3, meaning it is a direct replication, but we do not observe differential exclusions by condition in Study 4. The fact that we observe similar results in the no info condition of Study 4 should assuage concerns that the results in Study 3 are due to differential exclusions.

To additionally address this concern, we report results without excluding participants due to inattention in Table S5. We report results from models that include covariates and those that do

not. For all studies – including Study 3, we continue to find a significant effect of the history condition in models without covariates even when we include inattentive responders. In Study 3, the results become non-significant when we test models that include covariates. We think it is possible that the people who failed the attention checks were less discerning between communion and belonging and intentions items, consistent with paying less attention to the measures. Consistent with this notion, those we excluded for failed attention demonstrated a higher correlation between belonging and communion ($r = .62$) than those we retained ($r = .42$). They also demonstrated a higher correlation between intentions ($r = .52$) and communion than those we retained ($r = .39$). Thus, when we controlled for communion, there was less variance for the manipulation to account for.

In sum, we do not believe that these results are consistent with the possibility that the results are due to differential exclusions by condition.

Table S2

Total removals and removals by condition across all studies in the manuscript

	Total N assigned condition	Total in text sample N	Total % removed	% removed in History condition	% removed in Control condition	Test of condition differences in removal rates
Study 1	207	192	7.2%	7.7%	6.8%	$\chi^2 (1, 207) = .06, p = .80$
Study 2	679	641	5.6%	4.2%	7.0%	$\chi^2 (1, 679) = 2.63, p = .11$
Study 3	668	538	19.5%	23.6%	15.3%	$\chi^2 (1, 668) = 7.28, p = .01$
Study 4 Black People in Power Condition	424	308	27.4%	28.0%	26.8%	$\chi^2 (1, 424) = .08, p = .78$
Study 4 No Info Condition	431	314	27.1%	29.0%	25.3%	$\chi^2 (1, 431) = .72, p = .40$

Table S3

Total attrition and attrition by condition across all studies in the manuscript

	Total % attrition	% attrition in History condition	% attrition in Control condition	Test of condition differences in attrition rates
Study 1	4.3%	3.8%	4.9%	$\chi^2 (1, 207) = .13, p = .72$
Study 2	4.1%	3.0%	5.3%	$\chi^2 (1, 679) = 2.26, p = .13$
Study 3	3.0%	3.9%	2.1%	$\chi^2 (1, 668) = 1.82, p = .18$
Study 4 Black People in Power Condition	5.2%	6.6%	3.8%	$\chi^2 (1, 424) = 1.79, p = .18$
Study 4 No Info Condition	9.0%	9.8%	8.3%	$\chi^2 (1, 431) = .30, p = .58$

Table S4

Total exclusions and exclusions by condition across all studies in the manuscript

	Total % excluded	% excluded in History condition	% excluded in Control condition	Test of condition differences in exclusions
Study 2	.8%	.9%	.6%	$\chi^2(1, 646) = .18, p = .67$
Study 3	15.5%	19.0%	12.1%	$\chi^2(1, 637) = 5.67, p = .02$
Study 4 - Black People in Power Condition	20.4%	20.0%	20.8%	$\chi^2(1, 387) = .04, p = .84$
Study 4 - No Info Condition	16.9%	18.3%	15.6%	$\chi^2(1, 378) = .47, p = .49$

Table S5

Results without exclusions due to inattention

	Experimental Results		Results with Covariates	
	Belonging	Intentions	Belonging	Intentions
Study 2	$b = -.16, t(644) = -4.20, p < .001$	$b = -.18, t(644) = -4.25, p < .001$	$b = -.12, t(642) = -3.33, p < .001$	$b = -.14, t(642) = -3.50, p < .001$
Study 3	$b = -.19, t(635) = -4.69, p < .001$	$b = -.17, t(635) = -3.99, p < .001$	$b = -.07, t(633) = -1.71, p = .09$	$b = -.05, t(633) = -1.14, p = .25$
Study 4 Interaction	$b = .13, t(761) = 3.83, p < .001$	$b = .15, t(761) = 4.12, p < .001$	$b = .06, t(759) = 2.14, p = .03$	$b = .08, t(759) = 2.53, p = .01$
Study 4 Black People in Power Condition	$b = .08, t(761) = 1.69, p = .09$	$b = .09, t(761) = 1.77, p = .08$	$b = .05, t(759) = 1.34, p = .18$	$b = .07, t(759) = 1.40, p = .16$
Study 4 No Info Condition	$b = -.17, t(761) = -3.72, p < .001$	$b = -.21, t(761) = -4.04, p < .001$	$b = -.07, t(759) = -1.70, p = .09$	$b = -.10, t(759) = -2.19, p = .03$

Study S1

Study S1 examined how emphasizing history might interact with the presence of cues that one's group was historically marginalized in that specific organization. When launching this line of work, we thought it possible that historical emphasis might be threatening only when there are explicit cues suggesting that history was discriminatory. For example, emphasizing history might be particularly threatening to Black Americans when it is accompanied of an old photo of only white men. Another possibility is that a cue of historical marginalization would not be necessary for the negative effects of emphasizing history to emerge. Indeed, Black Americans may assume a priori that their group was marginalized in mainstream organizational contexts. Reminding them of this fact may be unnecessary and may even wipe out the effects of emphasizing history if the cue of marginalization is highly threatening in and of itself. To test these possibilities, we crossed our manipulation of emphasis on history with a manipulation of the presence of cues that Black people were historically marginalized in the company, in a 2 (marginalization cue vs. no explicit marginalization cue) \times 2 (history vs. control) between-subjects design. We then assessed participants' anticipated belonging, trust, and behavioral intentions to pursue employment opportunities in the organization.

Method

Participants

Four hundred and eighty-five Black Americans were recruited through Turk Prime to participate in the study (59.2 % women, 40.6% men, .2% non-binary; $M_{age} = 35.00$, $SD = 11.25$).

Procedure

The procedure was identical to Studies 1 and 2 in the manuscript except that this study attempted to cross the history emphasis manipulation with a marginalization cue manipulation.

Marginalization manipulation

The historical marginalization manipulation was embedded in the first of the two screenshots participants were asked to view (Figure S2). Specifically, in the marginalization cue condition, participants saw a black and white photo of four White men who were the ostensible founders of the company, with the following caption: "The MWCG founders at the building site of the original company headquarters in Charleston, South Carolina, 1951." We expected that participants would interpret the photo of the all-White founders and the information that the company was founded in the South during the Civil Rights Era as an indication that Black Americans were historically marginalized in the company.

In the no marginalization cue condition, participants saw a photo of a Chicago cityscape with no caption and no information about where the original company headquarters was located.

Figure S2

Marginalization cue condition (top) vs. No marginalization cue condition (bottom).



Measures

Participants reported perceptions of the extent to which the organization valued history (as a manipulation check; $\alpha = .87$), perceptions of the extent to which the organization valued communion and success (as covariates; communion: $\alpha = .62$; success: $\alpha = .80$), and the three primary dependent measures (i.e. anticipated belonging [$\alpha = .95$]; organizational trust [$\alpha = .97$]; behavioral intentions to pursue employment opportunities in the organization [$\alpha = .91$]). All measures were the same as those in the text.

Results

Analysis plan

To examine the effects of our two experimental manipulations, we conducted a series of regression models to examine the interaction between history condition and marginalization condition for each of our dependent measures.

Manipulation check

As predicted, participants in the history condition ($M = 4.60$, $SD = .58$) perceived that the company valued history to a greater extent than did those in the control condition ($M = 3.80$, $SD = .94$), $b = .39$, 95% CI [.33, .46], $t(481) = 11.19$, $p < .001$. Unexpectedly, there was also a main effect of marginalization condition, such that participants in the marginalization cue condition ($M = 4.29$, $SD = .81$) perceived that the company valued history to a greater extent than did those in the no marginalization cue condition ($M = 4.09$, $SD = .93$), $b = .09$, 95% CI [.02, .16], $t(481) = 2.56$, $p = .011$. Also unexpectedly, there was a History condition \times Marginalization condition interaction, $b = -.11$, 95% CI [-.18, -.05], $t(481) = -3.26$, $p = .001$. This interaction demonstrated that within the present-focused condition, participants in the marginalization cue condition perceived that the organization valued history to a greater extent than did those in the no marginalization cue condition, $b = .20$, 95% CI [.11, .30], $t(481) = 4.17$, $p < .001$. Within the history condition, the effect of marginalization condition was non-significant, $b = -.02$, 95% CI [-.12, .07], $t(481) = -.49$, $p = .63$. In other words, the marginalization cue manipulation functioned as a history-focus manipulation within the present-focused condition. As such, this study will not provide a clean test of our hypothesis.

Participants in the history condition also perceived that the company endorsed values related to success and communion to a lesser extent than did those in the control condition (success: $b = -.10$, 95% CI [-.16, -.05], $t(481) = -3.52$, $p < .001$; communion: $b = -.14$, 95% CI [-.21, -.08], $t(481) = -4.14$, $p < .001$). We therefore controlled for these variables in the following analyses and in the analyses for each of the subsequent studies. The effects of the history manipulation are larger if we do not.

History condition \times marginalization cue condition interaction

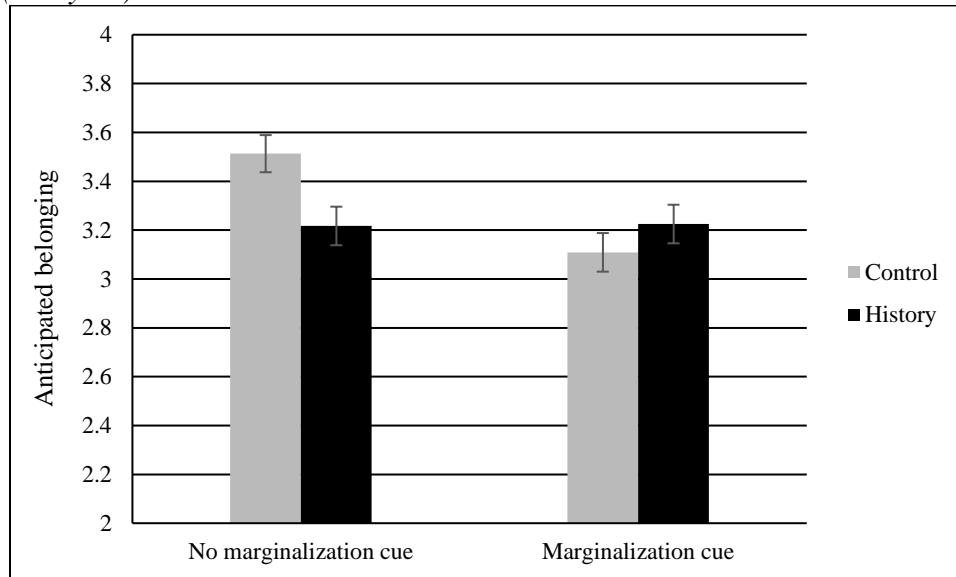
Anticipated belonging. For anticipated belonging in the organization, the main effect of history condition was non-significant, $b = -.05$, 95% CI [-.12, .03], $t(479) = -1.13$, $p = .26$. There was, however, a main effect of marginalization condition such that participants in the marginalization cue condition reported lower anticipated belonging than did those in the no marginalization cue condition, $b = -.10$, 95% CI [-.18, -.02], $t(479) = -2.54$, $p = .011$ (Figure S3).

Most interestingly, there was an interaction between history condition and marginalization condition, $b = .10$, 95% CI [.03, .18], $t(479) = 2.63$, $p = .009$. Among participants in the no marginalization cue condition, there was a significant effect of history condition such that those who saw the history-focused company anticipated less belonging in the company relative to those who saw the control company, $b = -.15$, 95% CI [-.26, -.04], $t(479) = -2.67$, $p = .008$, $d = .28$.

Among participants in the marginalization cue condition, however, the effect of history condition on anticipated belonging was non-significant, $b = .06$, 95% CI [-.05, .17], $t(481) = 1.03$, $p = .302$. Recall that participants also inferred that the company in the present-focused + marginalization cue condition was relatively history focused, even though the organization did not explicitly emphasize history. This pattern suggests that participants perceived an emphasis on history across all conditions except within control + no marginalization cue condition. Thus, participants may have experienced identity safety only in the control + no marginalization cue condition, which would be consistent with this pattern of results.

Figure S3

Average ratings of anticipated belonging by history condition and marginalization condition (Study S1).



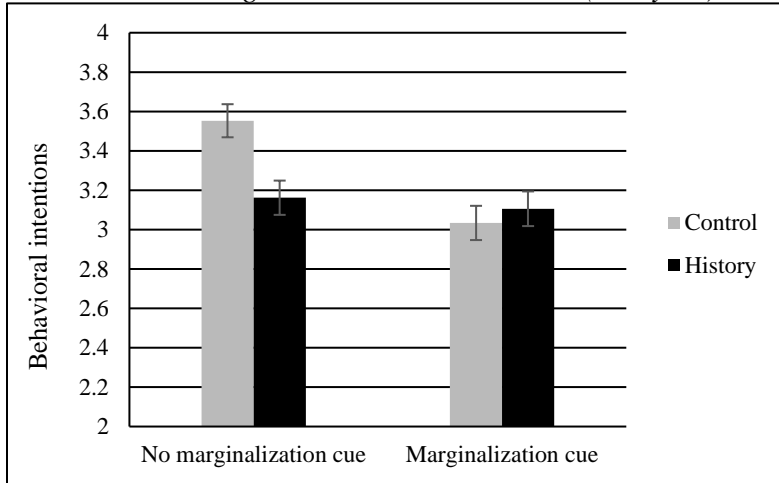
Note. Error bars represent standard errors.

Behavioral intentions. Participants who saw the history-focused company reported marginally lower intentions to pursue employment opportunities in the company than did those who saw the control company, $b = -.08$, 95% CI [-.17, .01], $t(479) = -1.82$, $p = .069$. In addition, participants in the marginalization cue condition reported lower intentions to pursue employment opportunities than did those in the no marginalization cue condition, $b = -.14$, 95% CI [-.23, -.06], $t(479) = -3.33$, $p < .001$.

There was also evidence of a History condition \times Marginalization condition interaction, $b = .12$, 95% CI [.03, .20], $t(479) = 2.68$, $p = .008$ (Figure S4). Among those in the no marginalization cue condition, those who viewed the history-focused company reported lower intentions to pursue employment opportunities relative to those who viewed the control company, $b = -.20$, 95% CI [-.32, -.08], $t(479) = -3.20$, $p = .002$, $d = .35$. Within the marginalization cue condition, the simple effect of history condition was once again non-significant, $b = .04$, 95% CI [-.09, .16], $t(479) = .58$, $p = .56$.

Figure S4

Average ratings of intentions to pursue employment opportunities in the organization by history condition and marginalization cue condition (Study S1)



Note. Error bars represent standard errors

Pre-testing information

We had run an initial pilot study using the MWCG organization, in which we had primarily been concerned about ensuring that the history and control conditions did not differ in the perceived success of the company. In this pilot, we found that we did successfully manipulate history celebration in the correct direction, $p < .001$ and that this manipulation did not affect perceived success, $p = .296$. However, we unexpectedly found that participants reported increased belonging in the history condition ($M = 3.60$) versus the control condition ($M = 3.33$), $t(163) = 1.97$, $p = .051$. There was no difference between the history ($M = 3.49$) and control ($M = 3.49$) conditions in intentions, $t(163) = .04$, $p = .967$. Interestingly stigma consciousness directionally moderated the effect on belonging, $p = .115$ and significantly moderated the effect on intentions, $p = .027$, both of which reflected that the history condition was having a positive effect among those low in stigma consciousness, but a null or negative effect among those high in stigma consciousness. This led us to suspect that we had unintentionally made the control condition seem less communal compared to the history condition (materials presented below). At this point, we started including communion as a control variable as well and revised our materials.

To conserve data collection resources, we then conducted a small pilot test with thirteen research assistants prior to running Study 1. The means of conditions suggested that the history versus control conditions were viewed as different in their emphasis of history ($M = 4.78$ vs $M = 3.62$), but were similar in their perceived success ($M = 4.11$ vs $M = 3.95$) and communion ($M = 3.17$ vs $M = 3.21$).

Prior to running Study 2, we pilot tested materials that were similar to what we used in the final study (exact materials listed below). In this pilot, we found that the history condition ($M = 4.52$) was viewed as more focused on history than the control condition ($M = 3.79$), $t(275) = 7.48$, $p < .001$. There were no significant differences between the history and control condition in how successful ($M = 4.33$ vs $M = 4.31$, $t(275) = .31$, $p = .76$) or communal ($M = 4.10$ vs $M = 4.04$, $t(275) = .63$, $p = .53$) they seemed.

Original Pilot Materials

History condition

Page 1

Mitchell & West Consulting Group (MWCG) is a global management consulting firm advising on business strategy. We partner with clients in all sectors and regions to transform their businesses and help them reach their full potential.

At MWCG, we root our success in our rich history. When David C. Mitchell founded the company, he knew that building a strong history for the company would be key to his success. In 1949, he opened the consulting firm that would later become MWCG in the basement of the farmhouse in which he lived. Because of the emphasis on building a strong history, MWCG underwent tremendous growth and soon established itself as a global leader in management consulting. Since the beginning, we have had a reputation for excellence in corporate strategy and client satisfaction, and we have maintained this reputation for nearly seven decades. In 2015, MWCG was named one of the top 15 management consulting firms in the US.

We at MWCG believe that the strong history of our company is the cornerstone of our success. With an emphasis on strong corporate principles and values, our founding members built MWCG from the ground up, paving the way for where we are today. We continue to honor and uphold these principles and values in all of our decisions and actions. We are proud of our company's history and we believe that honoring the past is key to success in the here and now.

Page 2

We provide a dynamic work environment focused on the core values and principles of our founding members. When you work at MWCG, you not only become a member of our team, but you also become a part of our great history.

"Our core mission and values have been the backbone for MWCG. Our commitment to maintaining the success created by our founders is at the heart of everything we do. We find that our culture of honoring our heritage benefits not only our employees, but also our clients." – Anthony Robinson, Managing Director

"What sets Mitchell & West apart from other consulting firms is its history. From day one when you join the MWCG team, you learn about the extraordinary accomplishments of our founders. Hearing about their story has inspired me to uphold their vision in the work I do today. I'm really proud to be a part of that." - Jennifer Williams, Business Analyst

Control Condition

Page 1

Mitchell & West Consulting Group (MWCG) is a global management consulting firm advising on business strategy. We partner with clients in all sectors and regions to transform their businesses and help them reach their full potential.

At MWCG, we root our success in our rich corporate culture. MWCG has undergone tremendous growth and is presently a global leader in management consulting. Today, we have a reputation for excellence in corporate strategy and client satisfaction. In 2015, MWCG was named one of the top 15 management consulting firms in the US.

We at MWCG believe that generativity and innovation are the cornerstones of our success. With an emphasis on modern corporate principles and values, our current team at MWCG has created a dynamic and productive culture. We strive to uphold MWCG's values and principles in all of our decisions and actions. We are proud of the present success of our company and we believe that focusing on today is the key to success in the here and now.

Page 2

We provide a dynamic work environment focused on the core values and principles of the modern corporate world. When you work at MWCG, you not only become a member of our team, but you also become a part of the mission and vision of our company.

Our core mission and values are the backbone for MWCG. Our commitment to creating success today is at the heart of everything we do. We find that our culture of contemporary thinking benefits not only our employees, but also our clients." – Anthony Robinson, Managing Director

"What sets Mitchell & West apart from other consulting firms is its focus on the present. From day one when you join the MWCG team, you learn about the current goals and initiatives of the company as a whole. Learning about that has inspired me to incorporate the MWCG vision in the work I do today. I'm really proud to be a part of that." - Jennifer Williams, Business Analyst

Piloted Materials for Study 2

History Condition

Fine Produce and Meats

Our History of Excellence

Founded over 100 years ago in Birmingham, Alabama, Fine Produce and Meats has gone through many changes but is proud of its past and that it has maintained the values of its founder. Our story began in 1909 when Ian Sullivan invested his life savings of \$372 to open a single grocery store. He had a simple motto: “Be particular. Never sell anything you would not want yourself.”

A century later, Fine Produce and Meats still draws from Ian Sullivan’s values to inform how we serve customers and community, as well as who we hire.

With nearly 1,800 stores throughout the Southern United States, we draw from our tradition of excellence to meet our customers’ changing needs by making fresh food accessible. Our current practices are rooted in Ian Sullivan’s early efforts to serve customers through food, freshness, and low prices—fundamentals that remain at the heart of our mission today.

In 2019, the company’s 100 year long commitment to quality earned it the highly prestigious Golden Pearl Award, awarded to only one grocery store each year.

“Our goal is to build off of the traditions and successes of Ian Sullivan. For all of the changes, we try to honor our founder in all that we do, and bring the successes of the good old days into the present. Its this connection to our history that is responsible for our success.” – Anthony Miller, Managing Director.

Control Condition

Fine Produce and Meats

Our Commitment to Excellence

Founded over 100 years ago in Birmingham, Alabama, Fine Produce and Meats has gone through many changes and is proud it has moved beyond its past to become a company rooted in the present. In 2015, Ian Sullivan became our CEO. He has a simple motto: “Be particular. Never sell anything you would not want yourself.”

Fine Produce and Meats draws from Ian Sullivan’s values to inform how we serve customers and community, as well as who we hire.

With nearly 1,800 stores throughout the Southern United States, we meet our customers’ changing needs by making fresh food accessible. Our current practices are rooted in Ian Sullivan’s efforts to serve customers through food, freshness, and low prices—fundamentals that comprise the backbone of our mission

In 2019, the company’s commitment to quality earned it the highly prestigious Golden Pearl

Award, awarded to only one grocery store each year.

“Our goal is to create a team that surpasses imagination. For all of our work, we try to honor our principles in all that we do, and bring the successes of the team to the forefront. Its this connection to our principles that is responsible for our success.” – Anthony Miller, Managing Director.