**Supplementary Materials: Method for Attribute Collation.**

The 195 response items that were idiosyncratically chosen by the various company and work groupings are detailed in Table A1. Because each group surveyed had the freedom to choose their own items, and the precise wording of that item, there was little overlap in the items chosen between work groups and companies. Yet the groups very often chose similar attributes. In order to provide more data per attribute, we grouped the thematically similar items. Unfortunately, there was no way to quantitatively establish the overlap between items that were grouped together, as each respondent only submitted data for 8 items out of a pool of 195, and these 8 items were not randomly sampled from the 195 possible items; each respondent in a particular work group rated the same 8 items. This meant that no respondent provided data for both "natural born leader" and "leadership," so e.g. correlational or cluster analyses could not be meaningfully used. Similarly, principled qualitative analyses were excluded because there was no obligation for different companies to be guided by a similar model of leadership (or gender) roles, so it was inappropriate to measure adherence to a particular a priori model of leadership. Instead, the items were grouped according to theme by consensus amongst the first two authors, with any disagreement resolved by including more attributes (rather than fewer). For example, there was disagreement about whether the items contained within Focus and Committed should be pooled, so both groupings were retained (rather than pooled). This approach reduced the available sample size per item, but also minimized subjectivity in the attribute pooling process.

The raw items that were grouped into the 27 attributes analyzed are summarized in Table A1. Note that items which differed only on the basis of differential spelling or word spacing (e.g. problem-solving, problem solving) were not duplicated in the table (so fewer than 195 attributes are shown).

# GENDER AND LEADERSHIP ATTRIBUTIONS IN CORPORATE AUSTRALIA

| Attribute | Response Items |
| --- | --- |
| Leadership | Natural born leader, Leadership, Leads with vision & values, Exhibits leadership qualities. |
| Accountable | Accountability, Integrity, Reliable, reliable delivering work, Reliable in delivering work, Trustworthy & Authentic. |
| Vision | Strategic thinking, Strategic Vision, Creates compelling vision, Clear direction. |
| Develops Others | Share knowledge and help others, Developing people, Develops others, Develop others, Committed to developing others. |
| Acumen | Demonstrates business acumen, Business acumen, Business recommendations are credible, Managing risk. |
| Communication | Communication, Communication inspires confidence, Good communicators, Open Communication. |
| Judgment | Decision making, Objective & rational, Objective and decisive, Judgement, Judgement & Strategic Orientation, Makes tough decisions. |
| Relationships | Relationship Building, Competent building relationships, Builds effective business relationships, Builds effective relationships. |
| Inspires | Drive action in others, Energises, Inspire, Inspire and engage, Inspire and motivate, Inspire Clients, Inspire confidence. |
| Client Focus | Strategic customer focus, Passion for Customers, Develops customer focus, Customer Focus, Client Centric, Client commitment. |
| Creative | Risk taking, Entrepreneurial, Entrepreneurial Orientation, Creative & Takes Risks, Creative and open to risks. |
| Collaborative | Works collaboratively, Works together, Work effectively with others, Puts Team First, Fosters collaboration, Inclusive, Consultative, Collaborative & cooperative, Easy to engage with, Comfortable including in team, Confident including in team. |
| Empathic | Respect for People, Respects tradition & hierarchy, Empathetic , Empathy and working well with diverse others, Empowerment. |
| Credible | Self-regulation and accountability, Technical experience, Recommendations credible & valued, Generates credible new ideas, High scientific impact. |
| Innovative | Takes initiative to innovate, Seeks innovation , Seeks innovation & performance improvement, Seeks innovation and improvement, Innovation, Innovative ideas are credible, Innovative ideas are credible and valued. |
| Flexible | Adaptability, Adaptable, Adjust quickly to change, Agile and flexible, Embrace change, Managing Change, Open to new ideas, Open to new ways. |
| Effective | Delivers consistently, Delivers Results, Drive outcomes, Meets demands hi prof. clients, Meets demands of clients, Results Driven, Results Orientation. |
| Committed | Serious about career, commitment to developing others, Committed & hard working, Committed to org. |

| | |
|---|---|
| Initiative | Seeks opportunity, Self directing and taking initiative, proactive in building business opps. |
| Reflective | Seek help and honest about own capability, Self-Insight, Open to feedback and difference of opinion, Reflective and learn, Curious and Learn, Displays self awareness. |
| Problem Solving | Problem solving, Solves complex problems, Thrives on challenges, Assesses & solves. |
| Focus | Undivided attention to their work, Focused, Discipline. |
| Assertive | Command authority, Assertive and forthcoming, Assertive and self-promoting, Be Bold. |
| Resilient | Resilience, Displays resilience. |
| Work-Life Balance | Achieves work life balance, Balance work and personal life. |
| Ambitious | Ambition and drive, Ambitious, Ambitious and committed, Are ambitious & competitive, Career driven and ambitious, Motivated and driven, self promoting, Will to win. |
| Acknowledged | Allocated major projects, On leaders' radar, On Leaders' Radar. |

Table A1.