

## **A Clustered Standard Errors**

In the main body of this paper, we use empirical p-values for inference. In this section of the online appendix, we display regression results with standard errors clustered at the tactical officer level.

Table 1: Estimated Effects of Female Cadet-Female Mentor Match

	(1) First Choice Match	(2) First Choice Match	(3) First Choice Match
Female Cadet	-0.004 (0.019)	-0.002 (0.009)	0.000 (0.009)
Female Officer	0.014 (0.019)	0.016 (0.013)	0.016 (0.013)
Female Cadet × Female Officer	0.052* (0.027)	0.047* (0.027)	0.046* (0.027)
Obs.	24,104	24,104	23,966
$R^2$	0.069	0.103	0.105
	(1) Top Three Match	(2) Top Three Match	(3) Top Three Match
Female Cadet	-0.053* (0.028)	-0.047* (0.027)	-0.041* (0.028)
Female Officer	0.005 (0.047)	-0.002 (0.031)	-0.010 (0.033)
Female Cadet × Female Officer	0.166*** (0.051)	0.160*** (0.049)	0.159*** (0.051)
Obs.	24,104	24,104	23,966
$R^2$	0.097	0.155	0.160
Comp & Year FE	NO	YES	YES
Exog. Controls	NO	NO	YES

Standard Errors are clustered at the tactical officer level.

\*\*\* < 0.01, \*\* p < 0.05, \* p < 0.1

Note: Exogenous controls include whether a cadet is black or Hispanic, GPA, SAT math and verbal scores, cadet leadership score, cadet fitness aptitude, and recruited NCAA athlete. We have also included fixed effects for whether the officer belong to infantry or armor branches and interacted these fixed effects with the cadet's gender. These fixed effects correct for the limited choice set of female cadets.

Table 2: Estimated Effects of Black Cadet-Black Mentor Match

	(1)	(2)	(3)
	First Choice Match	First Choice Match	First Choice Match
Black Cadet	-0.029** (0.011)	-0.028** (0.011)	-0.022** (0.011)
Black Officer	-0.046*** (0.015)	-0.071*** (0.019)	-0.065*** (0.015)
Black Cadet × Black Officer	0.062** (0.031)	0.065** (0.032)	0.061* (0.033)
Obs.	23,966	23,966	23,966
$R^2$	0.009	0.010	0.059
	(1)	(2)	(3)
	Top Three Match	Top Three Match	Top Three Match
Black Cadet	-0.059*** (0.018)	-0.056** (0.018)	-0.047** (0.018)
Black Officer	-0.081* (0.048)	-0.103*** (0.038)	-0.103*** (0.037)
Black Cadet × Black Officer	0.052 (0.038)	0.061 (0.040)	0.051 (0.037)
Obs.	24,108	24,108	23,966
$R^2$	0.003	0.048	0.072
Comp & Year FE	NO	YES	YES
Exog. Controls	NO	NO	YES

Standard Errors are clustered at the tactical officer level.

\*\*\* < 0.01, \*\* p < 0.05, \* p < 0.1

Note: All regression include the following as controls: whether a cadet is female or Hispanic, GPA, SAT math and verbal scores, cadet leadership score, cadet fitness aptitude, and recruited NCAA athlete.

Table 3: Estimated Effects of Hispanic Cadet-Hispanic Mentor Match

	(1)	(2)	(3)
	First Choice Match	First Choice Match	First Choice Match
Hispanic Cadet	-0.003 (0.008)	-0.003 (0.008)	-0.001 (0.008)
Hispanic Officer	-0.067*** (0.017)	-0.039* (0.020)	-0.038* (0.023)
Hispanic Cadet × Hispanic Officer	0.002 (0.031)	-0.001 (0.032)	0.008 (0.033)
Obs.	23,966	23,966	23,966
$R^2$	0.009	0.010	0.030
	(1)	(2)	(3)
	Top Three Match	Top Three Match	Top Three Match
Hispanic Cadet	-0.020 (0.013)	-0.019 (0.013)	-0.011 (0.014)
Hispanic Officer	-0.144*** (0.056)	-0.056 (0.044)	-0.056 (0.044)
Hispanic Cadet × Hispanic Officer	0.001 (0.049)	-0.003 (0.054)	0.022 (0.060)
Obs.	24,801	24,801	23,966
$R^2$	0.011	0.045	0.069
Comp & Year FE	NO	YES	YES
Exog. Controls	NO	NO	YES

Standard Errors are clustered at the company-class level.

\*\*\* < 0.01, \*\* p < 0.05, \* p < 0.1

Note: All regression include the following as controls: whether a cadet is female or black, GPA, SAT math and verbal scores, cadet leadership score, cadet fitness aptitude, and recruited NCAA athlete.

Table 4: Estimated Effects of Female Cadet- Fraction of Female Mentor Match

	(1) First Choice Match	(2) First Choice Match	(3) First Choice Match
Female Cadet	-0.058** (0.021)	-0.054** (0.021)	-0.051** (0.021)
Frac. Female Officers	0.000 (0.032)	-0.050 (0.040)	-0.051 (0.040)
Female Cadet × Frac. Female Officers	0.178** (0.071)	0.158** (0.070)	0.153** (0.071)
Obs.	6,253	6,253	6,217
$R^2$	0.049	0.071	0.076
	(1) Top Three Match	(2) Top Three Match	(3) Top Three Match
Female Cadet	-0.138*** (0.028)	-0.133*** (0.029)	-0.120*** (0.029)
Frac. Female Officers	0.027 (0.037)	-0.031 (0.047)	-0.029 (0.047)
Female Cadet × Frac. Female Officers	0.331*** (0.094)	0.320*** (0.038)	0.300*** (0.094)
Obs.	6,253	6,253	6,217
$R^2$	0.079	0.121	0.127
Comp & Year FE	NO	YES	YES
Exog. Controls	NO	NO	YES

Standard Errors are clustered at the tactical officer level.

\*\*\* < 0.01, \*\* p < 0.05, \* p < 0.1

Note: Exogenous controls include whether a cadet is black or Hispanic, GPA, SAT math and verbal scores, cadet leadership score, cadet fitness aptitude, and recruited NCAA athlete. We have also included fixed effects for whether the officer belong to infantry or armor branches and interacted these fixed effects with the cadet's gender. These fixed effects correct for the limited choice set of female cadets.

Table 5: Estimated Effects of Female Cadet-Female Mentor Match-by SAT Math Score

	First Choice Match	
	(1)	(2)
	SAT $\leq$ 650	SAT $>$ 650
Female Cadet	0.004 (0.013)	-0.012 (0.009)
Female Officer	0.008 (0.018)	0.023 (0.017)
Female Cadet $\times$ Female Officer	0.028 (0.033)	0.082** (0.036)
Obs.	11,781	12,185
$R^2$	0.077	0.087
	Top Three Match	
	(1)	(2)
	SAT $\leq$ 650	SAT $>$ 650
Female Cadet	-0.051* (0.030)	-0.044 (0.030)
Female Officer	-0.028 (0.033)	0.010 (0.030)
Female Cadet $\times$ Female Officer	0.149*** (0.056)	0.185*** (0.058)
Obs.	11,781	12,185
$R^2$	0.150	0.135
Comp & Year FE	YES	YES
Exog. Controls	YES	YES

Standard Errors are clustered at the tactical officer level.

\*\*\*  $< 0.01$ , \*\*  $p < 0.05$ , \*  $p < 0.1$

Note: All regression include the following as controls: whether a cadet is black or Hispanic, GPA, SAT math and verbal scores, cadet leadership score, cadet fitness aptitude, and recruited NCAA athlete. We have also included fixed effects for whether the officer belong to infantry or armor branches and interacted these fixed effects with the cadet's gender. These fixed effects correct for the limited choice set of female cadets.

Table 6: Estimated Effects of Female Cadet-Female Mentor Match-Excluding Infantry and Armor Officers

	(1)	(2)	(3)
	First Choice Match	First Choice Match	First Choice Match
Female Cadet	-0.004 (0.009)	-0.004 (0.009)	-0.006 (0.009)
Female Officer	0.014 (0.019)	0.014 (0.018)	-0.014 (0.018)
Female Cadet × Female Officer	0.052* (0.027)	0.049* (0.028)	0.050* (0.028)
Obs.	16,299	16,299	16,210
$R^2$	0.023	0.023	0.025
	(1)	(2)	(3)
	Top Three Match	Top Three Match	Top Three Match
Female Cadet	-0.058* (0.028)	-0.050* (0.028)	-0.052* (0.028)
Female Officer	0.005 (0.047)	-0.023 (0.033)	-0.024 (0.033)
Female Cadet × Female Officer	0.166*** (0.021)	0.160*** (0.051)	0.161*** (0.050)
Obs.	16,299	16,299	16,210
$R^2$	0.005	0.075	0.079
Comp & Year FE	NO	YES	YES
Exog. Controls	NO	NO	YES

Standard Errors are clustered at the tactical officer level.

\*\*\* < 0.01, \*\* p< 0.05, \* p< 0.1

Note: All regression include the following as controls: whether a cadet is black or Hispanic, GPA, SAT math and verbal scores, cadet leadership score, cadet fitness aptitude, and recruited NCAA athlete.

Table 7: Estimated Effects of Female Cadet-Female Mentor Match-By Year of Exposure

	(1)	(2)
	First Choice Match	Top Three Match
Female Cadet × Female Officer	0.042 (0.043)	0.186*** (0.062)
Freshman Year × Female Officer × Female Cadet	0.016 (0.038)	-0.009 (0.012)
Sophomore Year × Female Officer ×	-0.028 (0.041)	-0.074 (0.072)
Junior Year × Female Officer × Female Cadet	0.033 (0.023)	0.013 (0.044)
Obs.	23,966	23,966
R <sup>2</sup>	0.080	0.139
Comp & Year FE	YES	YES
Exog. Controls	YES	YES

Standard Errors are clustered at the tactical officer level.

\*\*\* < 0.01, \*\* p < 0.05, \* p < 0.1

Note: All regression include the following as controls: whether a cadet is black or Hispanic, GPA, SAT math and verbal scores, cadet leadership score, cadet fitness aptitude, and recruited NCAA athlete. We have also included fixed effects for whether the officer belong to infantry or armor branches and interacted these fixed effects with the cadet's gender. These fixed effects correct for the limited choice set of female cadets.



Table 8: Test for Confounding of Covariates

	(1)	(2)	(3)
	Female-Male First Choice Match	Black-White First Choice Match	Hispanic-White First Choice Match
Female Cadet × Female Officer	0.048* (0.028)		
Black Cadet × Black Officer		0.062** (0.030)	
Hispanic Cadet × Hispanic Officer			0.009 (0.034)
Obs.	23,966	23,557	23,579
$R^2$	0.079	0.026	0.023
	(1)	(2)	(3)
	Top Three Match	Top Three Match	Top Three Match
Female Cadet × Female Officer	0.159*** (0.051)		
Black Cadet × Black Officer		0.056 (0.038)	
Hispanic Cadet × Hispanic Officer			0.031 (0.062)
Obs.	23,966	23,557	23,579
$R^2$	0.137	0.072	0.069
Comp & Year FE	YES	YES	YES
Exog. Controls	YES	YES	YES

Standard Errors are clustered at the tactical officer level.

\*\*\* < 0.01, \*\* p < 0.05, \* p < 0.1

Note: All regression include the following as controls: GPA, SAT math and verbal scores, cadet leadership score, cadet fitness aptitude, and recruited NCAA athlete. In Column (1), we have also included fixed effects for whether the officer belong to infantry or armor branches and interacted these fixed effects with the cadet's gender. These fixed effects correct for the limited choice set of female cadets. Clustered standard errors are in parathensees. Empirical p-values are in square brackets.

Table 9: Triple Interaction of Female and Black Cadet-Officer Match

	(1)	(2)
	First Choice Match	Top Three Match
Female	-0.003 (0.009)	-0.051* (0.028)
Female Officer	0.019 (0.018)	-0.023 (0.037)
Female Cadet × Female Officer	0.044* (0.027)	0.159*** (0.051)
Black Cadet	-0.024* (0.013)	-0.042* (0.022)
Black Officer	-0.028* (0.015)	-0.084*** (0.027)
Black Cadet × Black Officer	0.042* (0.023)	0.039 (0.033)
Female Cadet × Black Cadet	0.007 (0.017)	0.030 (0.032)
Female Officer × Black Officer	-0.008 (0.026)	0.159*** (0.051)
Black Female Cadet × Black Female Officer	0.279 (0.271)	0.043 (0.215)
Total Female Effect	0.061*** (0.022)	0.085** (0.037)
Total Black Effect	-0.010 (0.029)	-0.087** (0.038)
Total Effect	0.329 (0.276)	0.219 (0.249)
Obs.	23,966	23,966
$R^2$	0.080	0.139
Comp & Year FE	YES	YES
Exog. Controls	YES	YES

Standard Errors are clustered at the tactical officer level.

\*\*\* < 0.01, \*\* p< 0.05, \* p< 0.1

## B Alternative Unit of Observation

As an alternative to the way we constructed our data in the main analysis, we restructure our data into a wide format such that there is only one observation per cadet with a set of four tactical officers. This alternative allows us to control for any possible autocorrelation amongst the error terms within our panel setting in the main analysis. The interpretation of the dependent and independent variables changes, however. In this alternative specification, the dependent variable is now a dichotomous measure of whether a cadet choose the branch of *any* of her tactical officers. The independent variables of interest are now whether a cadet is female/black, whether any of her tactical officers were female/black, and the interaction of the two previous variables. For the female results, the alternative specification is robust to our main results. The black results, however, have a similar sign and magnitude for the coefficients of interest, but since the sample size is a quarter of the main results, these results are not statistically significant. These results show that since we have so few black cadets and officers that the panel set up in the main portion of the paper gives the estimation strategy more power.

Table 10: Estimated Effects of Female Cadet-Female Mentor Match

	(1)	(2)	(3)
	First Choice Match	First Choice Match	First Choice Match
Female Cadet	-0.095*** (0.020)	-0.092*** (0.020)	-0.087*** (0.020)
Any Female Officer	-0.001 (0.013)	-0.018 (0.015)	-0.020 (0.015)
Female Cadet × Any Female Officer	0.083*** (0.028)	0.074*** (0.028)	0.071** (0.028)
Obs.	6,253	6,253	6,217
R <sup>2</sup>	0.033	0.059	0.066
	(1)	(2)	(3)
	Top Three Match	Top Three Match	Top Three Match
Female Cadet	-0.202*** (0.027)	0.197*** (0.027)	-0.184*** (0.027)
Female Officer	0.012 (0.014)	-0.009 (0.017)	-0.010 (0.033)
Female Cadet × Female Officer	0.165*** (0.037)	0.159*** (0.036)	0.159*** (0.051)
Obs.	6,253	6,253	6,217
R <sup>2</sup>	0.067	0.104	0.122
Comp & Year FE	NO	YES	YES
Exog. Controls	NO	NO	YES

Robust Standard Errors in Parentheses.

\*\*\* < 0.01, \*\* p < 0.05, \* p < 0.1

Note: Exogenous controls include whether a cadet is black or Hispanic, GPA, SAT math and verbal scores, cadet leadership score, cadet fitness aptitude, and recruited NCAA athlete. We have also included fixed effects for whether the officer belong to infantry or armor branches and interacted these fixed effects with the cadet's gender. These fixed effects correct for the limited choice set of female cadets.

Table 11: Estimated Effects of Black Cadet-Black Mentor Match

	(1)	(2)	(3)
	First Choice Match	First Choice Match	First Choice Match
Black Cadet	-0.080*** (0.020)	-0.072*** (0.021)	-0.075*** (0.022)
Any Black Officer	0.008 (0.015)	-0.009 (0.019)	-0.009 (0.019)
Black Cadet × Any Black Officer	0.034 (0.053)	0.024 (0.053)	0.017 (0.052)
Obs.	6,253	6,253	6,217
R <sup>2</sup>	0.002	0.059	0.055
	(1)	(2)	(3)
	Top Three Match	Top Three Match	Top Three Match
Black Cadet	-0.112*** (0.028)	-0.099*** (0.028)	-0.083*** (0.029)
Black Officer	0.022 (0.017)	-0.014 (0.021)	-0.012 (0.021)
Black Cadet × Female Officer	0.051 (0.066)	0.041 (0.066)	0.034 (0.064)
Obs.	6,253	6,253	6,217
R <sup>2</sup>	0.003	0.058	0.122
Comp & Year FE	NO	YES	YES
Exog. Controls	NO	NO	YES

Robust Standard Errors in Parentheses.

\*\*\* < 0.01, \*\* p < 0.05, \* p < 0.1

Note: Exogenous controls include whether a cadet is black or Hispanic, GPA, SAT math and verbal scores, cadet leadership score, cadet fitness aptitude, and recruited NCAA athlete. We have also included fixed effects for whether the officer belong to infantry or armor branches and interacted these fixed effects with the cadet's gender. These fixed effects correct for the limited choice set of female cadets.