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Asian Development Bank gender salary gap study

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APPENDIX AND SUPPLEMENTARY MATERIALS

Asian Development Bank Gender Salary Gap Study

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Appendix 1: Data Appendix

Table A1.1: Variable Definitions

Group/Variable Name (Stata Name)	Definition	Notes
Observation identifiers		
Unique identification number (uid)	Identification number unique to each staff member	Number generated by BPMSD to anonymize the data.
Year (year)	Year	Data values for all variables are as of 31 December of the given year, except appointment, promotion, and termination dates.
Wage sample indicator (wagesamp)	Binary variable equal to 1 if an observation is retained in the full wage sample	Variable is equal to 1 for all international staff, national staff, and administrative staff who are in ADB service as of 31 December of the given year (including those whose termination date is 31 December).
Position characteristics		
Staff group (stgrp)	Staff group coded as: (1) International staff (2) Local staff in headquarters (3) Local staff in field office (4) Excluded staff	Excluded staff group includes Management, Board of Directors, Board Staff (Directors' Advisors), and international staff seconded to ADB.
Staff category (stcat)	Staff category coded as: (1) International staff (2) National staff (3) Administrative staff	Staff category based on job framework effective 1 January 2011. Older job frameworks mapped into the 2011 framework following guidance from BPMSD (Appendix 1, Table A1.2).
Staff level (stlev)	Staff level ranging from 1 to 10 for international staff, 1 to 7 for national staff, and 1 to 7 for administrative staff	Staff level based on job framework effective 1 January 2011. Older job frameworks mapped into the 2011 framework following guidance from BPMSD (Appendix 1, Table A1.2).
Merged staff level within group (mstlevIS, mstlevLSHQ, mstlevLSFO)	mstlevIS: International staff group with merged levels: (1) Junior staff (IS1–IS4) (2) Senior staff (IS5–IS6) (3) Division head (IS7–IS8) (4) Department head (IS9–IS10) mstlevLSHQ and mstlevLSFO: Combined staff categories for local staff groups in headquarters and field offices with merged levels coded as follows: (1) Administrative staff (AS1–AS5) (2) Technical administrative staff (AS6–AS7) (3) Junior national staff (NS1–NS2) (4) Senior national staff (NS3–NS7)	Division head subgroup encompasses all level IS7–IS8 staff including those who manage large groups of staff (division directors, country directors, and unit heads) and those with limited staff oversight responsibilities (advisors). Department head subgroup encompasses all level IS9–IS10 including directors general, deputy directors general, heads of offices, country directors managing larger field offices, and senior advisors. Merged staff levels for local staff aligned with the ADB competency frameworks for administrative and national staff.

Continued on next page

Table A1.1 (continued)

Group/Variable Name (Stata Name)	Definition	Notes
Salary		
Nominal salary in local currency (salnlc)	Nominal annual salary in currency of payment	Annual salary prevailing at year end. When no salary change is recorded within a year, the previous year's value is used. Includes all staff hired within the year but excludes staff who left ADB service before 31 December of the year. Includes prevailing salary of staff on special leave without pay, despite them not receiving salary payments from ADB during the leave period.
Nominal salary structure (salnmin, salnmid, salnmax)	Salary scale by staff category, level, and location that is the basis for nominal salary in currency of payment: salnmin: Salary range minimum salnmid: Salary range midpoint salnmax: Salary range maximum	International staff salaries are based on a common salary structure regardless of the duty station.
Location of nominal salary (salnloc)	Location code for the salary structure used to determine staff's nominal salary in currency of payment	Location code for local staff in field offices is the 3–6-character field office abbreviation (Appendix 1, Table A1.4). Location code "IS" is used for all international staff regardless of duty station since a common salary structure is used. Location code "HQ" is used for all local staff in headquarters including those in the Philippine Country Office since a common salary structure is used.
Salary scaling factor (ssf5mid)	Salary scaling factor equal to the salary structure midpoint for staff level 5 in each year and location	Salary structure midpoint for the IS5 range for international staff, and salary structure midpoint for the AS5 range for all local staff.
Salary index (salix5mid)	Nominal annual salary indexed to the salary structure midpoint for staff level 5 in each year and location	$= (\text{salnlc})/(\text{ssf5mid})$ Salary structure midpoint for the IS5 range is used for international staff. Salary structure midpoint for the AS5 range is used for all local staff. Factors out exchange rate differences between nominal salary locations within a year and local inflation adjustments made to the salary structure over time.
Log salary index (lnsalix5mid)	Natural logarithm of the salary index	$= \ln(\text{salix5mid})$

Continued on next page

Table A1.1 (continued)

Group/Variable Name (Stata Name)	Definition	Notes
Worker characteristics		
Gender (female)	Binary variable equal to 1 if staff member is a woman	
Year of birth (brthyr)	Year of birth	
Age (age)	Age in years	= (year) – (brthyr)
Educational attainment (edu)	Highest educational degree earned coded as: (1) No college degree (2) Bachelor's degree (3) Master's degree (4) Doctorate degree	
Marital status (marr)	Marital status coded as: (1) Single (2) Married (3) Divorced or widowed	Single includes 1 staff with unreported marital status among the 7,459 total staff included in the analysis.
Aggregated nationality group (agnatl)	Aggregated group of staff nationality at the time of appointment coded as: (1) Nonregional (2) Japan (3) Oceania (4) Graduated Asian Economies (5) People's Republic of China (6) India (7) Other Developing Asia	Nationalities grouped by ADB classification and region (Appendix 1, Table A1.3).
Office location (oloc)	Duty station location for local staff in field offices coded as: (1) High-income location (2) People's Republic of China Resident Mission (3) India Resident Mission (4) Bangladesh Resident Mission (5) Other office locations	Office location variable defined for local staff in field offices only. It is based on staff salary structure location rather than physical location in cases where staff have been outposted temporarily to a different office (Appendix 1, Table A1.4).
Work experience		
Appointment date (apptdt)	Effective date of start of ADB employment	Date of appointment in initial ADB staff category and level.
Promotion date (promdt)	Effective date staff assumed current staff category and level	Value is equal to appointment date for initial ADB staff category and level.
Promotion date to international staff (promisdt)	Effective date a former local staff assumed an international staff position	
Termination date (termdt)	Effective date of end of ADB employment	Final date of employment for those who have left ADB for any reason, or the date a person moved from an included staff group to an excluded group. For employees on duty beyond 2022, the missing value is set to 31 December 2030.

Continued on next page

Table A1.1 (continued)

Group/Variable Name (Stata Name)	Definition	Notes
Former local staff (promis)	Binary variable equal to 1 for former local staff who have been promoted to international staff	Equal to 1 if current date is later than (promisdt).
Pre-ADB work experience (exppre)	Years of work experience prior to start of ADB employment, rounded to 2 decimal places	Value as reported by staff at time of hiring and is constant for entire tenure. No adjustments are made for non-ADB work accumulated during ADB tenure, such as periods of special leave without pay.
ADB work experience (expadb)	Years of ADB work experience, rounded to 2 decimal places	= (31 December of current year) – (apptdt) Includes extended periods of intermittency from special leave without pay, maternity leave, or extended absence caused by illness.
Extended working leave from ADB (wlvdur)	Years of working leave taken during ADB employment, rounded to 2 decimal places	Working leave refers to time taken as “special leave without pay,” assumed spent in alternative employment. This is used to distinguish between ADB and other work experience, but it does not affect total work experience. Records cover only leaves with a start date in 1998 or later, although policy has been in place since 1967.
Extended nonworking leave (nwlvdur)	Years of nonworking leave taken during ADB employment, rounded to 2 decimal places	Nonworking leave includes sick leave, leave to care for a family member, and parental leave (inclusive of maternity leave and adoption leave). Consecutive periods of nonworking leave (that is, leave period followed by another leave period on the next business day) are aggregated to determine the leave duration. Extended periods of leave are those lasting more than 1 month.
Parental leave (parlv)	Binary variable equal to 1 if parental leave taken during ADB employment on or before the current date	Includes maternity leave, paternity leave, parental leave, and adoption leave.
Adjusted total work experience (adjxtot)	Years of total work experience, excluding extended periods of nonworking leave, rounded to 2 decimal places	= (exppre) + (expadb) – (nwlvdur)
Adjusted total work experience squared (adjxtot2)	Adjusted years of total work experience squared	= (adjxtot)^2

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Table A1.1 (continued)

Group/Variable Name (Stata Name)	Definition	Notes
<i>Performance rating</i>		
Performance review rating (pr)	Performance rating for work completed from 1 January to 31 December of indicated year, coded as: (1) Low performance (2) Satisfactory performance (3) High performance	Various performance rating frameworks effective during 2000–2022 mapped onto a common set of codes that are comparable over time, following guidance from BPMSD (Appendix 1, Table A1.5).
Moving average lagged performance review rating (malagpr)	Moving average of the available performance ratings in the immediately preceding 3 years	When ratings for all 3 immediately preceding years are available: = [pr(year–1) + pr(year–2) + pr(year–3)]/3 Newer staff and returnees from periods of extended leave will likely have fewer than 3 ratings. For those cases, the value is the average of available ratings from immediately preceding three years. If no performance reviews are available, the value is set to 0 and the missing rating is indicated in the variable (nomalagpr).
No moving average lagged performance rating (nomalagpr)	Binary variable equal to 1 if performance ratings are not available in any of the 3 immediately preceding years	

ADB = Asian Development Bank, AS = administrative staff, BPMSD = Budget, People, and Management Systems Department, HQ = headquarters, IS = international staff, NS = national staff.

Source: Authors, based on data provided by BPMSD.

Table A1.2: Code Map for Job Frameworks into Staff Categories and Levels

Staff Category	Staff Level	2000–2010 Job Framework		2011–2024 Job Framework
		Headquarters	Field Office	
Administrative staff	1	S1	XXXX1	AS1
	2	S2	XXXX2	AS2
	3	S3	XXXX3	AS3
	4	S4	XXXX4	AS4
	5	S5	XXXX5	AS5
	6	S6	XXXX6	AS6
	7	S7	XXXX7	AS7
National staff	1	—	—	NS1
	2	S8	XXXX8	NS2
	3	S9	XXXX9	NS3
			XXXX-A	
	4	S9A	XXXX10	NS4
			XXXX-B	
	5	S9A2	XXXX11	NS5
			XXXX-C	
	6	—	XXXX12	NS6
			XXXX-D	
	7	—	—	NS7
International staff	1	P1		IS1
	2	P2		IS2
	3	P3		IS3
	4	P4		IS4
	5	P5		IS5
	6	P6		IS6
	7	P7		IS7
	8	P8		IS8
	9	P9		IS9
	10	P10		IS10

— = no comparable staff level code in job framework, XXXX = 3–4-character field office abbreviation, AS = administrative staff, IS = international staff, NS = national staff.

Notes: Excludes staff categories and levels related to Management (President, Vice Presidents, and Managing Director General), Board of Directors, Board Staff (Directors' Advisors), and international staff seconded to Asian Development Bank. Category and level codes for the 2011 job framework, which became effective on 1 January 2011, applied to staff in headquarters and field offices.

Source: Budget, People, and Management Systems Department, Asian Development Bank.

Table A1.3: Code Map for ADB Members into Nationality Groups

Classification	Group (Code)	Member Name (3-Character Code)	
Nonregional	(1) Nonregional	(AUT) Austria	(NET) Netherlands
		(BEL) Belgium	(NOR) Norway
		(CAN) Canada	(POR) Portugal
		(DEN) Denmark	(SPA) Spain
		(FIN) Finland	(SWE) Sweden
		(FRA) France	(SWI) Switzerland
		(GER) Germany	(TUR) Türkiye
		(IRE) Ireland	(UKG) United Kingdom
		(ITA) Italy	(USA) United States
		(LUX) Luxembourg	
Regional, Developed	(2) Japan	(JPN) Japan	
	(3) Oceania	(AUS) Australia	(NZL) New Zealand
Regional, Developing	(4) Graduated Economies	(BRU) Brunei Darussalam	(SIN) Singapore
		(HKG) Hong Kong, China	(TAP) Taipei, China
		(KOR) Republic of Korea	
	(5) People's Republic of China	(PRC) People's Republic of China	
	(6) India	(IND) India	
	(7) Other Developing Asia	(AFG) Afghanistan	(MYA) Myanmar
		(ARM) Armenia	(NAU) Nauru
		(AZE) Azerbaijan	(NEP) Nepal
		(BAN) Bangladesh	(NIU) Niue
		(BHU) Bhutan	(PAK) Pakistan
		(CAM) Cambodia	(PAL) Palau
		(COO) Cook Islands	(PNG) Papua New Guinea
		(FSM) Federated States of Micronesia	(PHI) Philippines
		(FIJ) Fiji	(SAM) Samoa
		(GEO) Georgia	(SOL) Solomon Islands
		(INO) Indonesia	(SRI) Sri Lanka
		(KIR) Kiribati	(TAJ) Tajikistan
		(KAZ) Kazakhstan	(THA) Thailand
		(KGY) Kyrgyz Republic	(TIM) Timor-Leste
		(TON) Tonga	
		(LAO) Lao People's Democratic Republic	(TKM) Turkmenistan
		(TUV) Tuvalu	
		(MAL) Malaysia	(VAN) Vanuatu
		(MLD) Maldives	(UZB) Uzbekistan
		(RMI) Marshall Islands	(VIE) Viet Nam
		(MON) Mongolia	

ADB = Asian Development Bank.

Notes: ADB classification of members determined around time of admission. List of "Graduated Asian Economies" from the ADB Operations Manual, Section A1 "Classification and Graduation of Developing Member Countries" (issued on 30 June 2023). Member names and 3-character alphabetic codes from the *ADB Handbook of Style and Usage 2024 Edition*.

Source: Authors.

Table A1.4: Salary Structure Codes and Locations

Code	Salary Location Office Name	Code	Salary Location Office Name
AFRM	Afghanistan Resident Mission	PALPCO	Palau Pacific Country Office
ARRM	Armenia Resident Mission	PLCO*	Pacific Liaison and Coordination Office (Sydney, Australia)
AZRM	Azerbaijan Resident Mission	PNRM	Papua New Guinea Resident Mission
BHRM	Bhutan Resident Mission	PRCM	People's Republic of China Resident Mission
BRM	Bangladesh Resident Mission	PRM	Pakistan Resident Mission
CARM	Cambodia Resident Mission	RMIPCO	Republic of Marshall Islands Pacific Country Office
COOPCO	Cook Islands Pacific Country Office	SAMPCO	Samoa Pacific Country Office
ERO*	European Representative Office (Frankfurt, Germany)	SGO*	Singapore Office
FSMPCO	Federated States of Micronesia Pacific Country Office	SLRM	Sri Lanka Resident Mission
GRM	Georgia Resident Mission	SOLPCO	Solomon Islands Pacific Country Office
HQ	Headquarters (Manila, Philippines)	SPRM	South Pacific Regional Mission (Port Vila, Tuvalu)
INRM	India Resident Mission	SPSO	Pacific Subregional Office (Suva, Fiji)
IRM	Indonesia Resident Mission	TJRM	Tajikistan Resident Mission
IS	International Staff	TKRM	Turkmenistan Resident Mission
JRO*	Japanese Representative Office	TLRM	Timor-Leste Resident Mission
KARM	Kazakhstan Resident Mission	TONPCO	Tonga Pacific Country Office
KIRPCO	Kiribati Pacific Country Office	TRM	Thailand Resident Mission
KYRM	Kyrgyz Republic Resident Mission	TUVPCO	Tuvalu Pacific Country Office
LRM	Lao PDR Resident Mission	URM	Uzbekistan Resident Mission
MNRM	Mongolia Resident Mission	VANPCO	Vanuatu Pacific Country Office
MYRM	Myanmar Resident Mission	VRM	Viet Nam Resident Mission
NARO*	North American Representative Office (Washington, DC, US)		
NAUPCO	Nauru Pacific Country Office		
NRM	Nepal Resident Mission		

* = high-income country location, Lao PDR = Lao People's Democratic Republic, US = United States.

Notes: The earlier code for the Armenia Resident Mission (ARM) was mapped to the current code (ARRM) in the dataset. Similarly, codes for the predecessor offices to the Timor-Leste Resident Mission (SOET and SOTL) were mapped to the current code (TLRM). The South Pacific Regional Mission (SPRM) ceased operations in 2005, and the remaining staff either terminated employment or were deployed to other offices. Effective 1 February 2021, ADB placed a temporary hold on sovereign project disbursements and new contracts in Myanmar. ADB placed on hold its regular assistance in Afghanistan effective 15 August 2021. Source: Authors, based on information from Budget, People, and Management Systems Department, Asian Development Bank.

Table A1.5: Code Map for Performance Management System Ratings into Time-Consistent Ratings

Time-Consistent Rating (Code)	Years Performance Review System in Effect				
	1997–2004	2005	2006	2007–2017	2018–2022
(1) High	—	EE = Exceptional	EE = Exceptional	E = Exceptional	4 = Demonstrated extraordinary achievements across the board
(2) Satisfactory	ME = Meets or exceeds requirements	FS = Fully satisfactory	FS = Fully satisfactory GS = Generally satisfactory	S (SR) = Satisfactory with special recommendation S = Satisfactory	3 = Met or sometimes exceeded expectations
(3) Low	MI = Meets requirements but needs improvement U = Unsatisfactory	PS = Partly satisfactory US = Unsatisfactory	US = Unsatisfactory	U = Unsatisfactory	2 = Did not meet expectations in some areas 1 = Unsatisfactory

— = no comparable rating in the performance review system.

Note: No performance rating distinction is made for those awarded the 2006 team bonus or the 2020 bonus for the highest performing with rating 3, as the bonuses were one-off payments. The performance review system effective from the 2018 cycle is a 4-star rating system without labels. Descriptions of the star ratings included for comparison with earlier systems.

Source: Authors, based on information from the Budget, People, and Management Systems Department, Asian Development Bank.

Appendix 2: List of Asian Development Bank Human Resource Policies

To understand the context of employment at the Asian Development Bank (ADB) from a gender perspective, the authors reviewed the documents and other materials listed below. Internal memos and reports were provided by the ADB Budget, Personnel, and Management Systems Department on a confidential basis.

A. Reports

- Asian Development Bank (ADB). 2023. *2024 Comprehensive Review of Salary and Benefits for International Staff, National Staff, and Administrative Staff*.
- . 2022. *Strengthening the Positive and Professional Workplace: Office of Professional Conduct Annual Report 2021*.
- . 2021. *Annual Review of Salary and Benefits for International Staff, National Staff, and Administrative Staff for 2022*.
- . 2020. *2020 Comprehensive Review of Salary and Benefits for International Staff, National Staff, and Administrative Staff*.
- . 2020. *Review of ADB's Resident Operation Missions*.
- . 2015. *2015 Comprehensive Review of Salary and Benefits for International Staff, National Staff, and Administrative Staff*.
- . 2010. *2010 Comprehensive Review of Salary and Benefits for Professional Staff*.*
- . 2007. *Progress Report on the Implementation of the National Officers/Administrative Staff Gender Action Plan (2004–2007)*.*
- . 2007. *Review of the Second Gender Action Program (GAP II, 2003-2006) and Proposal for the Third Gender Action Program (GAP III, 2008-2010)*.*

B. Internal Memos

- ADB (Budget, Personnel, and Management Systems Department). 2022. 2022 Annual Salary Review Guidelines and Salary Increase Matrices. 15 February.*
- . 2016. ADB Actions to Improve Gender Institutional Equality. 11 November.*
- . 2007. Third Organizational Gender Action Program (2008–2010)—Request for Approval. Memorandum. 18 December.*
- . 2007. Expanded Discretionary Time Off (EDTO)—Extended Trial Period and Revised Provisions. Memorandum. 24 July.*
- . 2004. Occasional Absence. Memorandum. 22 December.*
- . 2004. Proposed Action Plan – National Officer and Administrative Assistant Gender Working Group. Memorandum. 22 June.*
- . 2003. Review of Gender Action Program and Proposal for Gender Action Program II. Memorandum. 13 February.*
- . 1998. Towards Gender Balance in the Bank. Memorandum. 28 September.*

C. Administrative Orders

- ADB. 2024. Recruitment and Appointment. *Administrative Orders*. AO 2.01. 18 August.
- . 2024. Selection, Talent, and Position Management. *Administrative Orders*. AO 2.03. 1 February.
- . 2023. Leave. *Administrative Orders*. AO 3.04. 30 June.
- . 2023. Termination Policy. *Administrative Orders*. AO 2.05. 18 August.
- . 2022. Flexible Work Arrangements: Hybrid Working Within Duty Station and Work from Home Outside Duty Station. *Administrative Orders*. AO 1.06. 1 September.
- . 2021. Salary Administration. *Administrative Orders*. AO 3.01. 1 January.

* = confidential internal document.

Appendix 3: Derivation of the Das-Joubert Decomposition

Decomposition techniques like those of Blinder (1973) and Oaxaca (1973)—even those that incorporate dynamic factors (e.g., Juhn, Murphy, and Pierce 1991)—build on mathematical equality to account for factors underlying earnings differentials. Das and Joubert (2023) devise an earnings decomposition methodology incorporating career events that diverge from the direct accounting approach of Blinder-Oaxaca.¹ First, although the main variable of interest is the end-period gender salary gap at the mean, their approach models the distributions of salaries and staff. Second, not all components are directly observed from the data, so gender-specific functional relationships are estimated for salary growth rates and staff departure probabilities, whereas salaries of new hires are drawn from gender-specific lognormal distributions. Finally, gender differences in specific elements are “shut down” (the women’s function or value for the element is substituted by the corresponding men’s function or value) in sequence to quantify their impact.

The five elements of a Das-Joubert simulation, in the order in which they are calculated, are: (1) probability of staff departure, (2) distribution of salary increases, (3) salary distribution for new hires, (4) number of new hires by staff grade, and (5) distribution of staff salaries and staff by grade in the initial period. The first element yields the change in the gender gap vis-à-vis the baseline simulation that retains all gender-specific parameters. The second element is calculated with both the first and the second elements shut down, and then the increment is the change in the gender gap vis-à-vis the simulated gender gap from the first step. The third to the fifth elements are generated in a similar incremental fashion. The magnitude of each component depends on its position in the simulation sequence. For example, the effect of wage growth will differ if the initial condition salaries and staff grades are equalized before or after that step since the starting conditions affect the path of accumulated salary growth on the end-period average.

We use a simplified version of the Das-Joubert decomposition. It differs from the original in four ways: First, we simplify the distributional assumptions by using mean salary values only, including for new hires. Second, parameters for staff departures, salary growth, and hiring salaries are taken from the actual data rather than estimated. Third, the effect of each element is the average of all possible sequences of steps rather than an ad hoc preferred sequence. Finally, we use this simplified approach on both unadjusted and adjusted log salaries that control for differences in human capital endowments.

Our modified approach begins with an accounting identity for changes in the wage bill. Denote the total number of women employees at the end of period t as N_t^f and their corresponding average log salary as W_t^f . Women’s employment evolves between years as some incumbents continue from the previous period (I_{t-1}^f), new staff are appointed (A_t^f), and others leave the institution (D_t^f) such that $N_t^f = N_{t-1}^f + A_t^f - D_t^f = I_{t-1}^f + A_t^f$. The change in total salary payments accruing to women owing to staff movements can be written as

$$N_t^f W_t^f - N_{t-1}^f W_{t-1}^f = I_{t-1}^f W_{t-1}^{If} r_t^f + A_t^f W_t^{Af} - D_t^f W_{t-1}^{Df}, \quad (\text{A3.1})$$

¹ Das, Joubert, and Tordoir (2017) is an earlier version of the paper with greater detail on the derivation of the technique detailed in its appendixes.

where W_{t-1}^{If} , W_t^{Af} , and W_{t-1}^{Df} are average wages for the subgroups of incumbents, new hires, and leaving staff, respectively; and r_t^f is the growth rate of average salaries for incumbents during the period.

Accumulating the annual changes in the wage bill between initial period 0 and final period T and solving for W_T^f , women's end-period average salary is the outcome of a set of initial conditions and the impact of staff movements and salary growth:

$$W_T^f = \frac{N_0^f}{N_T^f} W_0^f + \sum_{t=1}^T \frac{A_t^f}{N_T^f} W_t^{Af} + \sum_{t=1}^T \frac{I_{t-1}^f}{N_T^f} W_{t-1}^{If} r_t^f - \sum_{t=1}^T \frac{D_t^f}{N_T^f} W_{t-1}^{Df}, \quad (\text{A3.2})$$

where the number of women in the final period is $N_T^f = N_0^f + \sum_{t=1}^T (A_t^f - D_t^f)$. The first term on the right-hand side of equation (A3.2) shows the persistent effects of initial conditions—or legacy factors—on salaries today. The second term shows how staff recruitment contributes to shaping women's average salary. The third term captures the cumulative effect of salary growth over the period of analysis. The final term is similar to the second term, but it captures the effects of staff retention. The derivation of equation (A3.2) for men is identical.

To align our modified approach with Das-Joubert, we consider the same five factors in equation (A3.2):

- **legacy factor:** initial staff levels as a percent of end-period staff numbers (N_0^f/N_T^f) and corresponding average salaries (W_0^f) taken together;
- **appointment rate factor:** staff appointment rate as a percent of end-period staff numbers (A_t^f/N_T^f);
- **entry salary factor:** average starting salaries of new hires (W_t^{Af});
- **salary growth factor:** wage increases of incumbents (r_t^f); and
- **retention factor:** staff rate of leaving the organization as a percent of end-period staff (D_t^f/N_T^f) and their average salaries (W_{t-1}^{Df}) taken together.

Note that the variables for men are unchanged in all simulations; only women's variables are substituted by the corresponding men's variables when shutting down an element. Further, when women's values for staff numbers or proportions are set to men's values, the end-period number of women staff is allowed to adjust (N_T^f) and the components of equation (A3.2) not set to men's values are updated accordingly.

Like Das-Joubert, how each of the five elements contributes to the final-year gender salary gap is calculated in a stepwise fashion. Unlike Das-Joubert, however, rather than setting a preferred sequence of the elements in the simulation, we calculate the contributions of factors using 120 possible permutations of the five elements and take their average. The baseline salary gap is the actual difference in average men's and women's salaries: $\Delta W^0 = W_T^m - W_T^f$. In the first step, one element is shut down by substituting women's values for men's values for that item, the gender gap is recalculated (ΔW^1), and the element's contribution is calculated as the difference

with the baseline gap ($\Delta W^1 - \Delta W^0$).² In the second step, an additional element is shut down on top of the one from the previous step, the gender gap is recalculated (ΔW^2), and its contribution is calculated as the difference with the simulated gap from the previous step ($\Delta W^2 - \Delta W^1$). The contributions for the third and fourth steps are similarly calculated as the change in the simulated gender gap after an additional element is shut down. In a minor deviation from Das-Joubert, we calculate the contribution of the remaining element as a residual—that is, the baseline gap, ΔW^0 , less the sum of the contributions from the first four steps—so that the contributions sum to the overall salary gap.³ Negative values imply that shutting down an element would raise women’s relative wages—that is, it would narrow the gender gap.

² Since the components of equation (A3.2) for men’s salaries are unchanged, the contribution is equivalent to the simulated change in women’s average salaries. The implicit assumption is that men’s distributions of earnings and employment reflect the nondiscriminatory values.

³ In the Das-Joubert method, the contributions are scaled to account for any differences between the sum of the simulated components and the actual gap, essentially distributing any deviation across all components. This is less of an issue in our approach since we do not use a predetermined sequence for calculating the contribution of each element.

Appendix 4: Derivation of the Modified Zveglic-Rodgers Decomposition

Zveglic and Rodgers (2004) developed a technique to decompose wage differentials by occupation, which they applied to repeated cross-section labor force survey data at the national level. The approach was designed to understand the influence of changes in occupational segregation on trends in gender earnings differentials. We can modify the approach to fit firm-level panel data to analyze the effects of movements in the staff composition by level on the evolution of the ADB gender salary gap. With panel data, unlike with repeated cross-sections, we can also explicitly model the impact of career events.

We start by deriving the Zveglic-Rodgers decomposition formula. For a given staff group, let λ_t^g denote a vector of employment shares by staff level for gender $g \in \{f, m\}$ at time t , and let ω_t^g denote a vector of mean salaries by staff level and gender. Using the notation Δ^g to indicate male-female differences in any variable, the gender salary gap can be written as $\Delta^g W_t = W_t^m - W_t^f = \lambda_t^m \cdot \omega_t^m - \lambda_t^f \cdot \omega_t^f$, where W_t^g is the overall average salary by gender. Like the Blinder-Oaxaca decomposition, Zveglic-Rodgers starts by dividing the overall gap at a point in time into a portion owing to gender differences in employment structures and a portion owing to gender differences in within-level average salaries:

$$\Delta^g W_t = (\Delta^g \lambda_t) \cdot \omega_t^* + \lambda_t^* \cdot (\Delta^g \omega_t). \quad (\text{A4.1})$$

The vector λ_t^* is the weighted average of the male and female employment share vectors, using the percentage of staff in total employment by gender at time t as the weights, following Cotton (1988). In this way, the vector is equal to total employment shares by staff level. The implication of this choice is that the vector of weighted average mean salaries uses male employment shares as the weight for female salaries and vice versa—that is, $\omega_t^* = \lambda_t^m \cdot \omega_t^f + \lambda_t^f \cdot \omega_t^m$.¹

To capture the evolution of the gender salary gap over time, we begin by differencing equation (A4.1) between two periods: 0 (initial year) and T (end period). Using Δ^t to indicate time differences,

$$\Delta^t \Delta^g W = \Delta^g W_T - \Delta^g W_0 = (\Delta^g \lambda_T) \cdot \omega_T^* - (\Delta^g \lambda_0) \cdot \omega_0^* + \lambda_T^* \cdot (\Delta^g \omega_T) - \lambda_0^* \cdot (\Delta^g \omega_0). \quad (\text{A4.2})$$

The next step suffers from a classic index number problem. Equation (A4.2) can be transformed by adding and subtracting the salary gap that would have prevailed if end-year employment structures were compensated at initial-year mean salaries: $[(\Delta^g \lambda_T) \cdot \omega_0^* + \lambda_T^* \cdot (\Delta^g \omega_0)]$. Alternatively, we could use the salary gap that would have prevailed if initial-year employment structures were compensated at end-year mean salaries $[(\Delta^g \lambda_0) \cdot \omega_T^* + \lambda_0^* \cdot (\Delta^g \omega_T)]$. To avoid undue influence from the choice of base year, we use the unweighted average of the two approaches. The resulting decomposition equation is the following:

¹ The weights could also be applied such that same gender employment shares are multiplied with same gender mean salary vectors—a form that would have been akin to equation (3) in the main text—but then the weighted average employment shares would be derived by using female weights with male employment shares and vice versa. The approach used in this appendix simplifies later calculations when changes in employment shares are further decomposed into variables related to staff career events.

$$\Delta^t \Delta^g W = (\Delta^t \Delta^g \lambda) \cdot \bar{\omega}^* + (\Delta^t \lambda^*) \cdot (\bar{\Delta^g \omega}) + (\bar{\Delta^g \lambda}) \cdot (\Delta^t \omega^*) + \bar{\lambda}^* \cdot (\Delta^t \Delta^g \omega), \quad (\text{A4.3})$$

where a bar over a vector indicates the simple average of the corresponding vectors at time 0 and time T .

In the terminology of Zveglic-Rodgers, the first two terms on the right-hand side of equation (A4.3) capture the effect of changes in the employment structure on the evolution of the salary gap. The first term, the between-level employment effect, shows the contribution of changes in gender differences in employment structure. The second term, the within-level employment effect, shows the contribution of changing employment composition given within-level salary disparities. The last two terms capture the impact of mean salary adjustments. The third term, the between-level pay effect, shows the contribution of salary growth differences across grade levels (that is, changes in the degree of salary compression). The final term, the within-level pay effect, shows the contribution of changes to gender pay disparity within staff levels.

Taking advantage of the panel structure of the ADB data, the flow of staff into and out of staff levels is known, allowing us to calculate how major career events alter employment structures. The number of people employed in each staff level at time t is equal to the number employed in the previous period plus net changes in staffing. Net changes at a given level come from new hires (α_t , the components of which are positive or zero), net promotions (π_t , the components of which are positive for net promotions into a level and negative for net promotions out), and staff leaving ADB employment (δ_t , the components of which are negative or zero). If N_t is the total number of staff at time t and the change between the initial year and end year is $N_T - N_0 = A_T + D_T$, where $A_T \geq 0$ is the sum of the components of the vector α_T and $D_T \leq 0$ is the sum of the components of the vector δ_T , then the change in weighted average employment shares $\Delta^t \lambda^*$ can be written as

$$\Delta^t \lambda^* = \frac{1}{N_T} (\alpha_T + \pi_T + \delta_T) - \left(\frac{A_T + D_T}{N_T} \right) \lambda_0^*. \quad (\text{A4.4})$$

The final term on the right-hand side of equation (A4.4) is a scaling factor that ensures end-period average employment shares, λ_T^* , sum to 1. Note that, since the components of vector π_t sum to 0 in every period, they have no effect on the total number of staff and thus are not part of the scaling factor.

The change in the gender gap in employment shares can also be expressed in terms of career events, suitably weighted for differences in overall employment shares of men and women. Using superscripts to indicate the career events vectors and totals separately by gender, the change in the gender difference in employment shares $\Delta^t \Delta^g \lambda$ can be written as

$$\begin{aligned} \Delta^t \Delta^g \lambda = & \left(\frac{1}{N_T^m} \alpha_T^m - \frac{1}{N_T^f} \alpha_T^f \right) + \left(\frac{1}{N_T^m} \pi_T^m - \frac{1}{N_T^f} \pi_T^f \right) + \left(\frac{1}{N_T^m} \delta_T^m - \frac{1}{N_T^f} \delta_T^f \right) \\ & - \left[\left(\frac{A_T^m + D_T^m}{N_T^m} \right) \lambda_0^m - \left(\frac{A_T^f + D_T^f}{N_T^f} \right) \lambda_0^f \right], \end{aligned} \quad (\text{A4.5})$$

where the final bracketed term is a scaling factor that ensures end-period gender differences in employment shares, $\Delta^g \lambda_T$, sum to 0.

Substituting equations (A4.4) and (A4.5) into equation (A4.3) allows the between-level and within-level employment effects to be expressed in terms of career events. The modified decomposition equation becomes the following:

$$\Delta^t \Delta^g W = \left(\frac{1}{N_T^m} \alpha_T^m - \frac{1}{N_T^f} \alpha_T^f - \frac{A_T^m}{N_T^m} \lambda_0^m + \frac{A_T^f}{N_T^f} \lambda_0^f \right) \cdot \overline{\omega^*} + \left(\frac{1}{N_T} \alpha_T - \frac{A_T}{N_T} \lambda_0^* \right) \cdot (\overline{\Delta^g \omega}) \quad [\text{D1}]$$

$$+ \left(\frac{1}{N_T^m} \pi_T^m - \frac{1}{N_T^f} \pi_T^f \right) \cdot \overline{\omega^*} + \left(\frac{1}{N_T} \pi_T \right) \cdot (\overline{\Delta^g \omega}) \quad [\text{D2}]$$

$$+ \left(\frac{1}{N_T^m} \delta_T^m - \frac{1}{N_T^f} \delta_T^f - \frac{D_T^m}{N_T^m} \lambda_0^m + \frac{D_T^f}{N_T^f} \lambda_0^f \right) \cdot \overline{\omega^*} + \left(\frac{1}{N_T} \delta_T - \frac{D_T}{N_T} \lambda_0^* \right) \cdot (\overline{\Delta^g \omega}) \quad [\text{D3}]$$

$$+ (\overline{\Delta^g \lambda}) \cdot (\Delta^t \omega^*) \quad [\text{D4}]$$

$$+ \overline{\lambda^*} \cdot (\Delta^t \Delta^g \omega). \quad [\text{D5}] \quad (\text{A4.6})$$

The modified Zveglic-Rodgers approach in equation (A4.6) decomposes the change in the overall gender gap into three career-event effects—[D1] appointment effect, [D2] net promotion effect, and [D3] departure effect—plus the effect of changes in the degree of salary compression across the grade level salary distribution ([D4] between-level pay effect) and within levels ([D5] within-level pay effect). While the between-level and within-level pay effects are the same as Zveglic-Rodgers' original formulation, the three career event effects now encompass both within-level and between-level employment effects.

Supplementary Materials

1. Summary Statistics

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Table S1.1: Descriptive Statistics for Earnings Function Variables by Gender, International Staff

Item	2000–2022				2000–2007			
	Women	Men	Diff.	p-value	Women	Men	Diff.	p-value
Log salary index	–0.11 (0.22)	–0.01 (0.24)	–0.10	<0.001	–0.19 (0.17)	–0.04 (0.23)	–0.15	<0.001
Education (%):								
Bachelor's or below *	10.04	11.78	–1.74	<0.001	11.27	15.58	–4.31	<0.001
Master's	63.84	60.94	2.89		57.52	54.15	3.37	
Doctorate	26.13	27.28	–1.15		31.21	30.27	0.94	
Experience (years):								
Pre-ADB experience	11.70 (6.45)	12.99 (7.17)	–1.29	<0.001	10.46 (7.00)	11.50 (7.70)	–1.04	<0.001
ADB experience	7.37 (5.92)	8.45 (6.50)	–1.08	<0.001	5.62 (4.41)	8.68 (6.80)	–3.06	<0.001
Working leave	0.18 (0.67)	0.08 (0.46)	0.10	<0.001	0.14 (0.54)	0.07 (0.42)	0.06	<0.001
Nonworking leave	0.06 (0.15)	0.00 (0.02)	0.05	<0.001	0.02 (0.07)	0.00 (0.02)	0.02	<0.001
Total experience squared/100	4.28 (3.23)	5.38 (3.70)	–1.10	<0.001	3.31 (3.00)	5.18 (4.18)	–1.87	<0.001
Performance rating:								
Average rating	1.61 (0.90)	1.68 (0.85)	–0.07	<0.001	1.48 (0.89)	1.57 (0.83)	–0.10	<0.001
Missing recent rating? (%):								
No *	77.10	80.55	–3.45	<0.001	73.80	78.65	–4.85	<0.001
Yes	22.90	19.45	3.45		26.20	21.35	4.85	
Other (%):								
Marital status:								
Single *	31.56	7.52	24.04	<0.001	34.77	5.94	28.83	<0.001
Married	57.56	88.52	–30.96		53.53	90.34	–36.81	
Divorced/widowed	10.89	3.96	6.92		11.70	3.72	7.97	
Former local staff?:								
No *	95.36	96.85	–1.49	<0.001	98.54	98.70	–0.16	<0.001
Yes	4.64	3.15	1.49		1.46	1.30	0.16	
Nationality:								
Nonregional	39.30	37.97	1.33	<0.001	44.58	37.76	6.82	<0.001
Japan	10.48	14.00	–3.52		10.78	13.98	–3.20	
Oceania	6.78	7.86	–1.08		4.91	7.90	–2.99	
Graduated economies	7.22	7.19	0.04		5.66	6.88	–1.21	
PRC	5.97	5.49	0.48		6.90	5.36	1.54	
India	5.50	8.39	–2.90		4.47	7.75	–3.27	
Other developing Asia *	24.75	19.10	5.65		22.70	20.37	2.33	
No. of observations	7,643	15,642			1,855	4,698		

(continued)

Table S1.1: (continued)

Item	2008–2016				2017–2022			
	Women	Men	Diff.	<i>p</i> -value	Women	Men	Diff.	<i>p</i> -value
Log salary index	−0.11 (0.22)	−0.02 (0.23)	−0.09	<0.001	−0.07 (0.24)	0.02 (0.24)	−0.09	<0.001
Education (%):								
Bachelor's or below *	9.48	9.64	−0.16	0.930	9.81	10.80	−0.99	0.014
Master's	62.63	62.24	0.39		69.25	66.00	3.25	
Doctorate	27.89	28.12	−0.23		20.94	23.19	−2.26	
Experience (years):								
Pre-ADB experience	11.77 (6.24)	13.18 (7.04)	−1.41	<0.001	12.44 (6.15)	14.21 (6.51)	−1.78	<0.001
ADB experience	7.63 (5.83)	8.09 (6.36)	−0.45	0.001	8.24 (6.60)	8.70 (6.36)	−0.46	0.003
Working leave	0.18 (0.65)	0.08 (0.46)	0.10	<0.001	0.22 (0.76)	0.09 (0.50)	0.13	<0.001
Nonworking leave	0.06 (0.15)	0.00 (0.03)	0.05	<0.001	0.08 (0.19)	0.00 (0.03)	0.08	<0.001
Total experience squared/100	4.35 (3.10)	5.20 (3.48)	−0.86	<0.001	4.85 (3.37)	5.81 (3.42)	−0.97	<0.001
Performance rating:								
Average rating	1.62 (0.89)	1.69 (0.86)	−0.07	<0.001	1.67 (0.90)	1.75 (0.84)	−0.08	<0.001
Missing recent rating? (%):								
No *	77.64	80.52	−2.88	0.001	78.71	82.48	−3.77	<0.001
Yes	22.36	19.48	2.88		21.29	17.52	3.77	
Other (%):								
Marital status:								
Single *	30.99	6.49	24.50	<0.001	30.04	10.44	19.60	<0.001
Married	58.11	89.17	−31.06		59.62	85.85	−26.23	
Divorced/widowed	10.89	4.34	6.56		10.34	3.71	6.64	
Former local staff?:								
No *	94.94	96.59	−1.65	<0.001	93.69	95.34	−1.65	<0.001
Yes	5.06	3.41	1.65		6.31	4.66	1.65	
Nationality:								
Nonregional	38.72	37.14	1.58	<0.001	36.45	39.29	−2.84	<0.001
Japan	11.43	15.12	−3.69		9.28	12.54	−3.26	
Oceania	6.44	7.91	−1.46		8.36	7.75	0.61	
Graduated economies	6.71	6.56	0.16		8.78	8.32	0.46	
PRC	5.56	6.14	−0.57		5.77	4.74	1.03	
India	4.89	8.68	−3.79		6.80	8.66	−1.86	
Other developing Asia *	26.24	18.46	7.78		24.55	18.68	5.87	
No. of observations	2,965	6,223			2,823	4,721		

ADB = Asian Development Bank, PRC = People's Republic of China.

Notes: Salary index is nominal annual salary indexed to the salary structure midpoint for level 5 international staff. Performance review ratings are on a scale of 1 (lowest) to 3 (highest) mapped to be consistent across performance management system changes. Standard deviations of continuous variables shown in parentheses. The *p*-values are the levels of significance for t-tests of equality of means for continuous variables and Pearson's χ^2 tests of common distributions for categorical variables. * = omitted category in estimations.

Source: Authors' calculations.

Table S1.2: Descriptive Statistics for Earnings Function Variables by Gender, Local Staff in Headquarters

Item	2000-2022				2000-2010				2011-2022			
	Women	Men	Diff.	p-value	Women	Men	Diff.	p-value	Women	Men	Diff.	p-value
Log salary index	0.17 (0.38)	0.26 (0.41)	-0.08	<0.001	0.12 (0.33)	0.17 (0.39)	-0.06	<0.001	0.21 (0.40)	0.32 (0.41)	-0.11	<0.001
Education (%):												
Bachelor's or below *	63.28	69.37	-6.09	<0.001	68.21	78.15	-9.94	<0.001	59.60	62.18	-2.58	<0.001
Master's	36.02	29.86	6.15		31.13	21.60	9.53		39.67	36.63	3.04	
Doctorate	0.70	0.77	-0.07		0.66	0.25	0.41		0.73	1.19	-0.46	
Experience (years):												
Pre-ADB experience	8.50 (4.58)	9.30 (5.15)	-0.80	<0.001	7.69 (4.29)	9.05 (5.57)	-1.36	<0.001	9.11 (4.70)	9.51 (4.77)	-0.40	<0.001
ADB experience	11.51 (8.28)	10.76 (8.16)	0.75	<0.001	12.47 (8.60)	12.83 (8.79)	-0.36	0.047	10.79 (7.96)	9.07 (7.19)	1.72	<0.001
Working leave	0.02 (0.22)	0.02 (0.22)	0.00	0.562	0.02 (0.21)	0.00 (0.08)	0.01	<0.001	0.02 (0.23)	0.03 (0.29)	-0.01	0.074
Nonworking leave	0.12 (0.19)	0.00 (0.02)	0.12	<0.001	0.11 (0.18)	0.00 (0.02)	0.10	<0.001	0.13 (0.19)	0.00 (0.02)	0.13	<0.001
Total experience squared/100	4.67 (3.60)	4.78 (3.69)	-0.11	0.033	4.82 (3.71)	5.73 (4.08)	-0.90	<0.001	4.56 (3.51)	4.01 (3.13)	0.55	<0.001
Performance rating:												
Average rating	1.83 (0.71)	1.77 (0.75)	0.06	<0.001	1.79 (0.69)	1.78 (0.68)	0.01	0.520	1.86 (0.73)	1.76 (0.81)	0.09	<0.001
Missing recent rating? (%):												
No *	87.72	85.56	2.16	<0.001	87.61	87.78	-0.16	0.813	87.80	83.75	4.05	<0.001
Yes	12.28	14.44	-2.16		12.39	12.22	0.16		12.20	16.25	-4.05	
Other (%):												
Marital status:												
Single *	30.43	20.93	9.51	<0.001	25.66	14.53	11.13	<0.001	34.00	26.16	7.83	<0.001
Married	66.30	78.66	-12.36		70.15	85.29	-15.14		63.42	73.23	-9.81	
Divorced/widowed	3.27	0.42	2.85		4.19	0.18	4.01		2.58	0.61	1.97	
No. of observations	24,460	6,255			10,456	2,815			14,004	3,440		

ADB = Asian Development Bank.

Notes: Salary index is nominal annual salary indexed to the salary structure midpoint for level 5 administrative staff in headquarters. Performance review ratings are on a scale of 1 (lowest) to 3 (highest) mapped to be consistent across performance management system changes. Standard deviations of continuous variables shown in parentheses. The p -values are the levels of significance for t-tests of equality of means for continuous variables and Pearson's χ^2 tests of common distributions for categorical variables. * = omitted category in estimations.

Source: Authors' calculations.

Table S1.3: Descriptive Statistics for Earnings Function Variables by Gender, Local Staff in Field Offices

Item	2000–2022				2000–2010				2011–2022			
	Women	Men	Diff.	p-value	Women	Men	Diff.	p-value	Women	Men	Diff.	p-value
Log salary index	0.34 (0.50)	0.53 (0.63)	-0.19	<0.001	0.28 (0.52)	0.42 (0.71)	-0.14	<0.001	0.36 (0.49)	0.59 (0.57)	-0.23	<0.001
Education (%):												
Bachelor's or below *	42.82	44.73	-1.90	0.002	55.15	51.94	3.21	0.149	37.53	40.84	-3.31	<0.001
Master's	53.87	51.06	2.82		39.99	42.82	-2.83		59.83	55.50	4.33	
Doctorate	3.30	4.22	-0.91		4.86	5.24	-0.38		2.64	3.66	-1.03	
Experience (years):												
Pre-ADB experience	8.66 (5.58)	10.47 (5.89)	-1.81	<0.001	6.85 (5.58)	8.96 (6.33)	-2.11	<0.001	9.44 (5.40)	11.29 (5.47)	-1.85	<0.001
ADB experience	7.16 (5.95)	7.36 (6.03)	-0.19	0.085	5.02 (4.45)	6.21 (5.40)	-1.18	<0.001	8.08 (6.27)	7.98 (6.25)	0.10	0.467
Working leave	0.05 (0.33)	0.02 (0.23)	0.03	<0.001	0.04 (0.27)	0.01 (0.13)	0.03	<0.001	0.06 (0.36)	0.03 (0.27)	0.03	<0.001
Nonworking leave	0.09 (0.16)	0.01 (0.03)	0.08	<0.001	0.05 (0.12)	0.00 (0.02)	0.05	<0.001	0.10 (0.17)	0.01 (0.04)	0.10	<0.001
Total experience squared/100	3.10 (2.89)	3.91 (3.33)	-0.81	<0.001	1.97 (2.31)	3.17 (3.30)	-1.20	<0.001	3.58 (2.97)	4.30 (3.28)	-0.72	<0.001
Performance rating:												
Average rating	1.63 (0.88)	1.63 (0.87)	0.00	0.875	1.41 (0.95)	1.47 (0.92)	-0.06	0.052	1.73 (0.83)	1.71 (0.84)	0.01	0.518
Missing recent rating? (%):												
No *	78.47	78.59	-0.11	0.882	69.67	72.75	-3.07	0.039	82.25	81.74	0.51	0.559
Yes	21.53	21.41	0.11		30.33	27.25	3.07		17.75	18.26	-0.51	
Other (%):												
Marital status:												
Single *	20.21	6.98	13.22	<0.001	22.72	7.76	14.96	<0.001	19.13	6.57	12.56	<0.001
Married	71.24	90.34	-19.10		67.86	90.08	-22.22		72.68	90.47	-17.79	
Divorced/widowed	8.56	2.68	5.88		9.43	2.17	7.26		8.18	2.96	5.23	
Office location:												
High-income location	4.71	1.92	2.79	<0.001	5.33	1.31	4.02	<0.001	4.44	2.25	2.19	<0.001
PRC RM	13.18	4.66	8.52		12.88	4.99	7.89		13.31	4.48	8.83	
India RM	7.05	14.04	-6.99		7.26	11.89	-4.63		6.95	15.20	-8.24	
Bangladesh RM	5.13	13.99	-8.85		4.16	19.24	-15.09		5.55	11.15	-5.60	
All other locations *	69.93	65.40	4.54		70.37	62.57	7.81		69.75	66.92	2.83	
No. of observations	5,691	5,670			1,708	1,985			3,983	3,685		

ADB = Asian Development Bank, PRC = People's Republic of China, RM = resident mission.

Notes: Salary index is nominal annual salary indexed to the salary structure midpoint for level 5 administrative staff in each field office. Performance review ratings are on a scale of 1 (lowest) to 3 (highest) mapped to be consistent across performance management system changes. Standard deviations of continuous variables shown in parentheses. The p-values are the levels of significance for t-tests of equality of means for continuous variables and Pearson's χ^2 tests of common distributions for Source: Authors' calculations.

Table S2.1a: Mincer Earnings Function Estimates for All Year-End Salaries, International Staff

Item	All Staff				Women				Men			
	2000–2022	2000–2007	2008–2016	2017–2022	2000–2022	2000–2007	2008–2016	2017–2022	2000–2022	2000–2007	2008–2016	2017–2022
Education:												
Master's	-0.023 **	-0.019	-0.030 **	-0.014	-0.029 *	-0.056 **	-0.009	-0.025	-0.016	-0.008	-0.031 *	-0.008
Doctorate	0.007	-0.004	0.007	0.026 *	-0.009	-0.061 **	0.018	-0.007	0.017	0.011	0.011	0.042 **
Experience (years):												
Pre-ADB experience	0.005 ***	-0.005 ***	0.006 ***	0.041 ***	0.015 ***	-0.004	0.020 ***	0.047 ***	0.001	-0.006 ***	0.000	0.036 ***
ADB experience	0.026 ***	0.016 ***	0.020 ***	0.056 ***	0.018 *	-0.005	0.016 **	0.057 ***	0.022 ***	0.016 ***	0.020 ***	0.054 ***
Working leave	-0.038 ***	-0.046 ***	-0.033 ***	-0.040 ***	-0.050 ***	-0.043 ***	-0.049 ***	-0.052 ***	-0.027 ***	-0.047 ***	-0.017 *	-0.029 ***
Nonworking leave	-0.107 ***	-0.184 ***	-0.104 ***	-0.083 ***	-0.071 ***	-0.047	-0.038	-0.089 ***	-0.115 *	-0.138	-0.178 **	-0.005
Total experience squared	0.000 ***	0.000 ***	0.000 **	-0.001 ***	-0.000	0.000 ***	-0.000 **	-0.001 ***	0.000 ***	0.000 ***	0.000 ***	-0.000 ***
Performance rating:												
Average rating	0.096 ***	0.115 ***	0.092 ***	0.091 ***	0.082 ***	0.103 ***	0.069 ***	0.075 ***	0.100 ***	0.117 ***	0.099 ***	0.100 ***
No recent rating	0.212 ***	0.218 ***	0.214 ***	0.191 ***	0.185 ***	0.187 ***	0.178 ***	0.162 ***	0.222 ***	0.227 ***	0.223 ***	0.211 ***
Other:												
Marital status:												
Married	0.056 ***	0.042 ***	0.049 ***	0.039 ***	0.031 ***	0.003	0.032 **	0.024 *	0.061 ***	0.037 **	0.033 *	0.052 ***
Divorced/widowed	0.054 ***	0.028	0.053 ***	0.025	0.044 ***	0.007	0.055 ***	0.027	0.055 **	0.044	0.032	0.010
Former local staff	-0.266 ***	-0.265 ***	-0.254 ***	-0.270 ***	-0.298 ***	-0.220 ***	-0.290 ***	-0.305 ***	-0.237 ***	-0.247 ***	-0.220 ***	-0.244 ***
Nationality:												
Nonregional	0.081 ***	0.080 ***	0.081 ***	0.075 ***	0.054 ***	0.033 **	0.055 ***	0.067 ***	0.092 ***	0.092 ***	0.094 ***	0.079 ***
Japan	0.045 ***	0.045 ***	0.049 ***	0.015	0.013	-0.001	0.025	-0.012	0.054 ***	0.055 ***	0.056 ***	0.024
Oceania	0.069 ***	0.082 ***	0.062 ***	0.065 ***	0.049 ***	0.023	0.033	0.068 ***	0.073 ***	0.094 ***	0.068 ***	0.067 ***
Graduated economies	0.042 ***	0.024	0.065 ***	0.046 ***	0.033 *	-0.033	0.078 ***	0.055 ***	0.042 ***	0.034	0.061 ***	0.039 **
PRC	0.037 ***	0.020	0.048 **	0.036 **	0.028	0.002	0.006	0.059 **	0.042 **	0.019	0.067 ***	0.025
India	0.076 ***	0.070 ***	0.095 ***	0.068 ***	0.024	0.005	0.057 **	0.040 *	0.092 ***	0.082 ***	0.105 ***	0.083 ***
Intercept	-0.766 ***	-0.576 ***	-0.563 ***	-1.023 ***	-0.307	-0.148	-0.267 **	-0.876 ***	-0.754 ***	-0.592 ***	-0.632 ***	-1.080 ***
Fixed effects:												
Appointment year	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Salary year	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of observations	23,285	6,553	9,188	7,544	7,643	1,855	2,965	2,823	15,642	4,698	6,223	4,721
R ²	0.56	0.57	0.55	0.64	0.63	0.48	0.65	0.70	0.53	0.56	0.52	0.61

ADB = Asian Development Bank, PRC = People's Republic of China.

Notes: Dependent variable is the log of the salary index, which is nominal annual salary indexed to the salary structure midpoint for level 5 international staff. Statistical significance tests are based on robust standard errors (clustered by individual). *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S2.1b: Mincer Earnings Function Estimates for Starting Salaries, International Staff

Item	All Staff					Women					Men				
	2000-2022	2000-2007	2008-2016	2017-2022		2000-2022	2000-2007	2008-2016	2017-2022		2000-2022	2000-2007	2008-2016	2017-2022	
Education:															
Master's	-0.029 **	-0.053 **	-0.008	-0.021		-0.037 *	-0.099 **	-0.012	-0.017		-0.018	-0.035	0.004	-0.024	
Doctorate	-0.005	-0.048 *	0.016	0.024		-0.029	-0.132 ***	0.001	0.006		0.011	-0.023	0.039	0.026	
Experience (years):															
Pre-ADB experience	-0.008 ***	-0.016 ***	-0.004	0.028 ***		0.006 *	-0.007	0.010 *	0.041 ***		-0.014 ***	-0.019 ***	-0.010 ***	0.019 *	
Total experience squared	0.001 ***	0.001 ***	0.001 ***	-0.000		0.000 **	0.000 **	0.000 **	-0.001 ***		0.001 ***	0.001 ***	0.001 ***	-0.000	
Other:															
Marital status:															
Married	0.092 ***	0.084 ***	0.082 ***	0.068 ***		0.045 ***	-0.003	0.050 **	0.037 *		0.107 ***	0.110 ***	0.084 ***	0.090 ***	
Divorced/widowed	0.058 ***	0.062 **	0.062 **	0.006		0.045 *	-0.001	0.059	-0.003		0.070 **	0.152 ***	0.030	-0.002	
Former local staff	-0.206 ***	-0.160 ***	-0.204 ***	-0.245 ***		-0.248 ***	-0.194 ***	-0.270 ***	-0.248 ***		-0.178 ***	-0.124 ***	-0.165 ***	-0.247 ***	
Nationality:															
Nonregional	0.102 ***	0.092 ***	0.103 ***	0.096 ***		0.079 ***	0.031	0.072 ***	0.108 ***		0.109 ***	0.117 ***	0.120 ***	0.079 ***	
Japan	0.067 ***	0.033	0.083 ***	0.059		0.020	-0.036	0.040	0.020		0.067 ***	0.041	0.095 ***	0.049	
Oceania	0.083 ***	0.087 ***	0.075 ***	0.081 ***		0.090 ***	0.035	0.069 *	0.122 ***		0.072 ***	0.097 ***	0.083 **	0.036	
Graduated economies	0.059 ***	0.037	0.093 ***	0.054 *		0.054 **	-0.064	0.125 ***	0.058		0.052 **	0.053	0.072 **	0.045	
PRC	0.007	0.021	0.000	-0.007		0.019	0.044	-0.026	0.028		0.008	0.022	0.040	-0.049	
India	0.061 ***	0.059 ***	0.107 ***	0.014		0.052 *	0.058	0.095 **	0.042		0.060 ***	0.056 **	0.110 ***	-0.001	
Intercept	-0.330 ***	-0.322 ***	-0.457 ***	-0.606 ***		-0.364 ***	-0.264 ***	-0.560 ***	-0.676 ***		-0.324 ***	-0.341 ***	-0.406 ***	-0.544 ***	
Year fixed effects	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes	
No. of observations	2,304	693	908	703		824	209	323	292		1,480	484	585	411	
R ²	0.33	0.17	0.43	0.47		0.39	0.16	0.49	0.57		0.32	0.19	0.41	0.42	

ADB = Asian Development Bank, PRC = People's Republic of China.

Notes: Dependent variable is the log of the salary index, which is nominal annual salary indexed to the salary structure midpoint for level 5 international staff. Statistical significance tests are based on robust standard errors. *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S2.2a: Mincer Earnings Function Estimates for All Year-End Salaries, Local Staff in Headquarters

Item	All Staff			Women			Men		
	2000-2022	2000-2010	2011-2022	2000-2022	2000-2010	2011-2022	2000-2022	2000-2010	2011-2022
Education:									
Master's	0.126 ***	0.131 ***	0.119 ***	0.129 ***	0.128 ***	0.128 ***	0.115 ***	0.153 ***	0.085 ***
Doctorate	0.383 ***	0.393 ***	0.357 ***	0.396 ***	0.394 ***	0.389 ***	0.234 **	0.336 ***	0.186
Experience (years):									
Pre-ADB experience	0.034 ***	0.025 ***	0.049 ***	0.032 ***	0.025 ***	0.043 ***	0.034 ***	0.025 ***	0.053 ***
ADB experience	0.049 ***	0.049 ***	0.056 ***	0.048 ***	0.049 ***	0.051 ***	0.042 ***	0.047 ***	0.051 ***
Working leave	0.002	-0.019	0.009	-0.015	-0.027	-0.009	0.036	0.109	0.053 *
Nonworking leave	-0.063 *	-0.082 **	-0.068 *	0.042	-0.028	0.072 *	-0.591	-0.826 *	-0.508
Total experience squared	-0.000 ***	-0.000 ***	-0.001 ***	-0.000 ***	-0.000 ***	0.000 ***	-0.000 ***	-0.000 ***	-0.001 ***
Performance rating:									
Average rating	0.197 ***	0.230 ***	0.184 ***	0.214 ***	0.237 ***	0.205 ***	0.148 ***	0.175 ***	0.137 ***
No recent rating	0.420 ***	0.479 ***	0.392 ***	0.443 ***	0.481 ***	0.434 ***	0.346 ***	0.403 ***	0.287 ***
Other:									
Marital status:									
Married	0.030 **	0.018	0.041 ***	-0.008	-0.000	-0.010	0.088 ***	0.026	0.113 ***
Divorced/widowed	0.003	0.014	-0.024	-0.013	0.014	-0.051	0.262 ***	0.031	0.366 ***
Intercept	-0.918 ***	-0.976 ***	-0.976 ***	-1.032 ***	-1.026 ***	-0.980 ***	-0.555 *	-0.708 ***	-0.772 ***
Fixed effects:									
Appointment year	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Salary year	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of observations	30,715	13,271	17,444	24,460	10,456	14,004	6,255	2,815	3,440
R ²	0.56	0.57	0.55	0.64	0.63	0.48	0.65	0.70	0.53

ADB = Asian Development Bank.

Notes: Dependent variable is the log of the salary index, which is nominal annual salary indexed to the salary structure midpoint for level 5 administrative staff in headquarters. Statistical significance tests are based on robust standard errors (clustered by individual). *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S2.2b: Mincer Earnings Function Estimates for Starting Salaries, Local Staff in Headquarters

Item	All Staff			Women			Men		
	2000–2022	2000–2010	2011–2022	2000–2022	2000–2010	2011–2022	2000–2022	2000–2010	2011–2022
Education:									
Master's	0.168 ***	0.175 ***	0.157 ***	0.183 ***	0.184 ***	0.177 ***	0.122 ***	0.164 ***	0.093 *
Doctorate	0.451 ***	0.540 ***	0.330 ***	0.499 ***	0.598 ***	0.364 ***	0.403 ***	0.409 ***	0.382 ***
Experience (years):									
Pre-ADB experience	0.002	-0.005	0.017 **	0.005	0.000	0.018 *	-0.002	-0.008	0.010
Total experience squared	0.001 ***	0.001 ***	0.001 *	0.001 ***	0.001 ***	0.001	0.001 ***	0.001 **	0.001
Other:									
Marital status:									
Married	0.063 ***	0.042 *	0.077 ***	0.016	0.013	0.018	0.171 ***	0.106 *	0.205 ***
Divorced/widowed	0.096	0.017	0.210	0.108	0.025	0.248 *	0.223	0.350 ***	0.144
Intercept	-0.198 ***	-0.331 ***	-0.282 ***	-0.266 ***	-0.374 ***	-0.337 ***	-0.085	-0.202 **	-0.160
Year fixed effects	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of observations	1,974	865	1,109	1,502	677	825	472	188	284
R ²	0.33	0.17	0.43	0.47	0.39	0.16	0.49	0.57	0.32

ADB = Asian Development Bank.

Notes: Dependent variable is the log of the salary index, which is nominal annual salary indexed to the salary structure midpoint for level 5 administrative staff in headquarters. Statistical significance tests are based on robust standard errors. *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S2.3a: Mincer Earnings Function Estimates for All Year-End Salaries, Local Staff in Field Offices

Item	All Staff			Women			Men		
	2000–2022	2000–2010	2011–2022	2000–2022	2000–2010	2011–2022	2000–2022	2000–2010	2011–2022
Education:									
Master's	0.390 ***	0.562 ***	0.306 ***	0.328 ***	0.438 ***	0.283 ***	0.424 ***	0.627 ***	0.345 ***
Doctorate	0.754 ***	0.944 ***	0.643 ***	0.774 ***	0.846 ***	0.718 ***	0.677 ***	0.945 ***	0.574 ***
Experience (years):									
Pre-ADB experience	0.027 ***	0.018 *	0.043 ***	0.026 ***	0.005	0.048 ***	0.024 ***	0.026 **	0.027 ***
ADB experience	0.030	0.054	0.016	-0.003	-0.021	0.050 **	0.031	0.092	-0.016
Working leave	0.097 **	0.006	0.122 ***	0.037	-0.037	0.082	0.136 ***	-0.021	0.183 ***
Nonworking leave	-0.284 **	0.089	-0.350 ***	-0.174	0.049	-0.216 **	-0.650	-0.356	-0.549
Total experience squared	-0.000	-0.000	-0.000 *	-0.000	0.000	-0.001 **	-0.000	-0.000	0.000
Performance rating:									
Average rating	0.229 ***	0.351 ***	0.206 ***	0.162 ***	0.202 **	0.151 ***	0.261 ***	0.452 ***	0.229 ***
No recent rating	0.467 ***	0.713 ***	0.413 ***	0.333 ***	0.407 **	0.304 ***	0.540 ***	0.945 ***	0.440 ***
Other:									
Marital status:									
Married	0.068	-0.029	0.111 **	0.014	-0.036	0.035	0.063	-0.052	0.094
Divorced/widowed	0.012	-0.062	0.014	-0.120	-0.171	-0.144 *	0.325 *	0.213	0.306
Office location:									
High-income location	-0.060	-0.077	-0.043	-0.062	-0.080	-0.080	-0.013	-0.045	0.036
PRC RM	-0.016	-0.077	0.051	-0.035	-0.086	0.018	0.164 **	-0.044	0.300 ***
India RM	0.179 ***	0.194 **	0.164 ***	0.007	0.155	-0.089	0.258 ***	0.243 **	0.247 ***
Bangladesh RM	-0.074	-0.073	-0.067	-0.107	-0.144	-0.083	-0.019	-0.019	-0.067
Intercept	-0.562	-1.120	-0.256	1.123	0.946	-0.572	-0.862	-2.041	0.068
Fixed effects:									
Appointment year	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Salary year	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of observations	11,361	3,693	7,668	5,691	1,708	3,983	5,670	1,985	3,685
R ²	0.37	0.43	0.34	0.42	0.47	0.40	0.41	0.46	0.36

ADB = Asian Development Bank, PRC = People's Republic of China, RM = resident mission.

Notes: Dependent variable is the log of the salary index, which is nominal annual salary indexed to the salary structure midpoint for level 5 administrative staff in each field office. Statistical significance tests are based on robust standard errors (clustered by individual). *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S2.3b: Mincer Earnings Function Estimates for Starting Salaries, Local Staff in Field Offices

Item	All Staff			Women			Men		
	2000–2022	2000–2010	2011–2022	2000–2022	2000–2010	2011–2022	2000–2022	2000–2010	2011–2022
Education:									
Master's	0.306 ***	0.450 ***	0.163 ***	0.258 ***	0.374 ***	0.157 ***	0.339 ***	0.461 ***	0.202 ***
Doctorate	0.666 ***	0.820 ***	0.529 ***	0.709 ***	0.801 ***	0.586 ***	0.618 ***	0.790 ***	0.508 ***
Experience (years):									
Pre-ADB experience	0.001	-0.012	0.049 ***	0.007	-0.007	0.040 ***	-0.005	-0.015	0.051 ***
Total experience squared	0.001 ***	0.001 ***	-0.001 *	0.001 *	0.001 **	-0.000	0.001 ***	0.001 **	-0.001
Other:									
Marital status:									
Married	0.107 ***	0.082 *	0.097 ***	0.030	0.000	0.049	0.094 *	0.070	0.058
Divorced/widowed	0.004	-0.052	0.034	-0.057	-0.132	0.008	0.170	0.117	0.220 *
Office location:									
High-income location	-0.023	-0.135 **	0.047	0.019	-0.110	0.136	-0.059	-0.130	-0.053
PRC RM	-0.139 ***	-0.191 ***	-0.053	-0.124 **	-0.168 ***	-0.069	0.037	-0.093	0.247
India RM	0.170 ***	0.113	0.194 ***	0.120 *	0.120	0.102	0.150 ***	0.089	0.191 ***
Bangladesh RM	-0.040	0.047	-0.047	-0.088	-0.088	-0.047	-0.031	0.094	-0.092
Intercept	-0.008	-0.117 *	-0.228 ***	0.029	-0.161 **	-0.113	0.079	0.035	-0.203 **
Year fixed effects	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of observations	1,265	574	691	637	281	356	628	293	335
R ²	0.30	0.32	0.35	0.31	0.37	0.31	0.29	0.27	0.41

ADB = Asian Development Bank, PRC = People's Republic of China, RM = resident mission.

Notes: Dependent variable is the log of the salary index, which is nominal annual salary indexed to the salary structure midpoint for level 5 administrative staff in each field office. Statistical significance tests are based on robust standard errors. *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S3.1: Blinder-Oaxaca Decomposition of Gender Salary Gaps, International Staff
(log points × 100)

Item	All End-Year Salaries				Excluding Staff on Leave Without Pay				Starting Salaries Only			
	2000–2022	2000–2007	2008–2016	2017–2022	2000–2022	2000–2007	2008–2016	2017–2022	2000–2022	2000–2007	2008–2016	2017–2022
Total log salary gap	9.73 ***	14.91 ***	8.59 ***	8.58 ***	9.63 ***	14.90 ***	8.36 ***	8.63 ***	8.83 ***	11.36 ***	8.78 ***	8.52 ***
Explained	7.12 ***	11.28 ***	5.64 ***	7.30 ***	7.11 ***	11.27 ***	5.59 ***	7.36 ***	4.60 ***	4.50 ***	5.01 ***	6.80 ***
Education	0.07	0.07	0.01	0.10	0.07	0.07	0.01	0.10	0.15 **	0.26	−0.02	0.33 *
Experience	5.66 ***	9.13 ***	3.61 ***	5.65 ***	5.62 ***	9.23 ***	3.42 ***	5.63 ***	1.53 ***	0.85 *	2.50 **	3.74 ***
Pre-ADB experience	0.62 ***	−0.48 *	0.87 **	7.20 ***	0.58 **	−0.47 *	0.77 **	6.80 ***	−0.49	−0.57	−0.50	5.36 ***
ADB experience	2.76 ***	4.91 ***	0.91	2.56	2.95 ***	5.09 ***	1.00	3.03				
Working leave	0.38 ***	0.29 **	0.32 **	0.50 ***	0.16 **	0.04	0.12	0.28 **				
Nonworking leave	0.58 ***	0.33 **	0.54 ***	0.67 ***	0.60 ***	0.33 **	0.53 ***	0.66 ***				
Total experience squared	1.31 ***	4.07 ***	0.97 *	−5.28 ***	1.33 ***	4.24 ***	1.00 *	−5.14 ***	2.03 ***	1.42	3.00 **	−1.62
Performance rating	−0.05	0.08	0.04	0.02	−0.07	0.06	0.02	−0.01				
Other	1.44 ***	2.01 **	1.98 ***	1.53 ***	1.50 ***	1.91 **	2.14 ***	1.65 ***	2.92 ***	3.39 ***	2.53 ***	2.74 ***
Marital status	1.37 ***	1.31 ***	1.17 ***	0.87 ***	1.39 ***	1.32 ***	1.16 ***	0.90 ***	2.19 ***	2.61 ***	1.89 ***	1.31 ***
Former local staff	0.40	0.04	0.42	0.44	0.44 *	0.06	0.49	0.46	0.47 **	0.17	0.52	0.50
Nationality	0.33 **	0.07	0.52 **	0.29	0.38 **	0.08	0.59 ***	0.35 *	0.61 ***	0.33	0.78 **	0.61
Unexplained	2.61 ***	3.63 ***	2.95 ***	1.28 **	2.52 ***	3.63 ***	2.76 ***	1.27 **	4.23 ***	6.86 ***	3.78 ***	1.71
Education	1.44	4.96 **	−1.57	2.20	1.52	5.22 **	−1.38	2.06	2.05	6.66 *	1.91	−0.17
Experience	−2.41	8.27	−3.15	−3.08	−4.57	7.58	−3.11	−3.72	−13.65 ***	−5.02 **	−15.47 ***	−18.53 **
Nonworking leave	−0.21 **	−0.26 **	−0.40 ***	0.07	−0.21 **	−0.26 **	−0.38 **	0.06				
Performance rating	3.88	3.07	6.02	5.24	3.76	0.23	6.50	5.25				
Other	44.41	31.73 *	38.09 ***	17.30 ***	35.79	27.92	39.33 ***	16.64 **	11.80 ***	12.90 **	1.88	7.23
Marital status	2.01	1.93	−0.58	1.90	1.74	1.62	−0.74	1.79	4.07 ***	7.81 ***	2.01	3.64
Intercept	−44.71	−44.41 *	−36.45 **	−20.37	−33.98	−37.31	−38.57 **	−18.95	4.04	−7.67	15.45 *	13.18
Fixed effects:												
Appointment year	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No
Salary year	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of observations	23,285	6,553	9,188	7,544	22,622	6,323	8,958	7,341	2,304	693	908	703
Share of women (%)	32.82	28.31	32.27	37.42	32.16	27.55	31.66	36.74	35.76	30.16	35.57	41.54
ADB = Asian Development Bank.												

ADB = Asian Development Bank.

Notes: Dependent variable is the log of the salary index, which is nominal annual salary indexed to the salary structure midpoint for level 5 international staff. “Other” variables include fixed effects (contributions not shown). Statistical significance tests are based on robust standard errors (clustered by individual, except for starting salary estimates). *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors’ calculations.

Table S3.2a: Blinder-Oaxaca Decomposition of Gender Salary Gaps, Local Staff in Headquarters
(log points × 100)

Item	All End-Year Salaries				Excluding Staff on Leave Without Pay				Starting Salaries Only			
	2000–2022	2000–2010	2011–2022		2000–2022	2000–2010	2011–2022		2000–2022	2000–2010	2011–2022	
Total log salary gap	8.30 ***	5.82 ***	10.74 ***		8.14 ***	5.73 ***	10.56 ***		20.17 ***	20.58 ***	18.95 ***	
Explained	-2.48 ***	-1.45	-3.64 **		-2.49 ***	-1.38	-3.73 ***		1.41	-0.55	1.88	
Education	-0.75 **	-1.41 ***	-0.20		-0.75 **	-1.43 ***	-0.18		-0.34	-0.63	-0.06	
Experience	-0.64	2.09	-3.54 ***		-0.61	2.19	-3.64 ***		0.24	-0.35	0.29	
Pre-ADB experience	2.72 ***	3.43 ***	1.93		2.78 ***	3.52 ***	1.99		-0.02	0.28	0.04	
ADB experience	-3.63 **	1.79	-9.65 ***		-3.63 **	1.92	-9.82 ***					
Working leave	-0.00	0.03	0.01		0.01	0.00	0.00					
Nonworking leave	0.72 *	0.85 **	0.86 *		0.72 *	0.88 **	0.83 *					
Total experience squared	-0.46	-4.01 ***	3.31 ***		-0.49	-4.14 ***	3.36 ***		0.26	-0.63	0.25	
Performance rating	-0.23 **	-0.29 **	-0.14		-0.23 **	-0.30 **	-0.14					
Other	-0.85	-1.82 ***	0.23		-0.91	-1.85 ***	0.23		1.52 ***	0.42	1.64 **	
Marital status	0.36 **	0.21	0.45 **		0.37 **	0.23	0.44 **		0.34	0.39	0.35	
Unexplained	10.78 ***	7.27 ***	14.38 ***		10.64 ***	7.12 ***	14.29 ***		18.76 ***	21.13 ***	17.07 ***	
Education	-0.56	0.58	-1.85		-0.51	0.60	-1.79		-1.90	-0.82	-2.38	
Experience	-9.01	-7.30	5.08		-8.14	-6.09	5.58		-2.75	-1.98	-4.02	
Nonworking leave	-1.35 ***	-0.71 ***	-1.90 ***		-1.35 ***	-0.71 ***	-1.90 ***					
Performance rating	-13.07 *	-11.94	-14.46 *		-13.48 *	-11.67	-15.10 *					
Other	-14.26	-5.93	4.80		-14.01	-4.82	4.74		5.29	6.73	5.78	
Marital status	7.23 ***	1.95	8.83 ***		7.43 ***	2.20	8.92 ***		9.70	6.54	10.67	
Intercept	47.68	31.86	20.81		46.78	29.09	20.85		18.12 *	17.19 *	17.69	
Fixed effects:												
Appointment year	Yes	Yes	Yes		Yes	Yes	Yes		No	No	No	
Salary year	Yes	Yes	Yes		Yes	Yes	Yes		Yes	Yes	Yes	
No. of observations	30,715	13,271	17,444		30,510	13,199	17,311		1,974	865	1,109	
Share of women (%)	79.64	78.79	80.28		79.66	78.75	80.35		76.09	78.27	74.39	

ADB = Asian Development Bank.

Notes: Dependent variable is the log of the salary index, which is nominal annual salary indexed to the salary structure midpoint for level 5 administrative staff in headquarters. “Other” variables include fixed effects (contributions not shown). Statistical significance tests are based on robust standard errors (clustered by individual, except for starting salary estimates). *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors’ calculations.

Table S3.2b: Blinder-Oaxaca Decomposition of Gender Salary Gaps, Alternate Specifications for Local Staff in Headquarters
(log points × 100)

Item	All End-Year Salaries				Excluding Staff on Leave Without Pay				Starting Salaries Only			
	2000–2022	2000–2010	2011–2022	2011–2022	2000–2022	2000–2010	2011–2022	2011–2022	2000–2022	2000–2010	2011–2022	2011–2022
Total log salary gap	8.30 ***	5.82 ***	10.74 ***	10.74 ***	8.14 ***	5.73 ***	10.56 ***	10.56 ***	20.17 ***	20.58 ***	18.95 ***	18.95 ***
Explained	2.79 **	2.29	3.23 **	3.23 **	2.74 **	2.28	3.16 **	3.16 **	18.23 ***	20.24 ***	15.64 ***	15.64 ***
Education	-0.33 **	-0.58 ***	-0.08	-0.08	-0.33 **	-0.59 ***	-0.07	-0.07	-0.05	-0.10	-0.01	-0.01
Experience	0.11	1.78 *	-2.21 ***	-2.21 ***	0.13	1.84 **	-2.25 ***	-2.25 ***	0.15	-0.09	0.19	0.19
Pre-ADB experience	0.99 ***	1.54 ***	0.70	0.70	1.02 ***	1.59 ***	0.72	0.72	0.02	0.17	0.01	0.01
ADB experience	-1.33 **	0.94	-3.34 ***	-3.34 ***	-1.33 **	1.01	-3.39 ***	-3.39 ***				
Working leave	-0.00	0.01	0.01	0.01	-0.00	-0.01	-0.00	-0.00				
Nonworking leave	0.46 *	0.74 ***	0.32	0.32	0.46 *	0.76 ***	0.31	0.31				
Total experience squared	-0.01	-1.44 ***	0.10	0.10	-0.01	-1.50 ***	0.10	0.10	0.13	-0.26	0.18	0.18
Performance rating	-0.26 ***	-0.18 **	-0.31 ***	-0.31 ***	-0.25 ***	-0.19 **	-0.30 ***	-0.30 ***				
Other	3.27 ***	1.28	5.82 ***	5.82 ***	3.19 ***	1.21	5.79 ***	5.79 ***	18.13 ***	20.43 ***	15.46 ***	15.46 ***
Marital status	0.17 *	0.14	0.19 *	0.19 *	0.18 *	0.16	0.18 *	0.18 *	0.03	-0.05	0.09	0.09
Nontechnical staff	4.00 ***	2.37 **	5.83 ***	5.83 ***	3.94 ***	2.31 **	5.80 ***	5.80 ***	17.64 ***	20.65 ***	14.65 ***	14.65 ***
Unexplained	5.51 ***	3.53 ***	7.51 ***	7.51 ***	5.40 ***	3.46 ***	7.39 ***	7.39 ***	1.94 *	0.34	3.31 **	3.31 **
Education	-0.93	-0.70	-1.16	-1.16	-0.87	-0.68	-1.09	-1.09	0.01	1.20	-0.92	-0.92
Experience	-6.51	-15.09 **	4.16	4.16	-6.07	-14.21 *	4.40	4.40	-0.85	-4.54	6.20	6.20
Nonworking leave	-0.87 ***	-0.42 **	-1.28 ***	-1.28 ***	-0.87 ***	-0.42 **	-1.27 ***	-1.27 ***				
Performance rating	-9.54 *	-9.91	-7.79	-7.79	-9.77 *	-9.66	-8.09	-8.09				
Other	-22.42	-19.45 ***	-7.88	-7.88	-22.22	-18.74 ***	-7.70	-7.70	-0.77	-1.54	-0.62	-0.62
Marital status	2.99 *	0.51	3.85 **	3.85 **	3.05 *	0.64	3.84 **	3.84 **	0.67	0.98	0.01	0.01
Intercept	44.91 *	48.68 ***	20.18	20.18	44.33 *	46.75 ***	19.88	19.88	3.55	5.22	-1.35	-1.35
Fixed effects:												
Appointment year	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No
Salary year	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of observations	30,715	13,271	17,444	17,444	30,510	13,199	17,311	17,311	1,974	865	1,109	1,109
Share of women (%)	79.64	78.79	80.28	80.28	79.66	78.75	80.35	80.35	76.09	78.27	74.39	74.39

ADB = Asian Development Bank.

Notes: Dependent variable is the log of the salary index, which is nominal annual salary indexed to the salary structure midpoint for level 5 administrative staff in headquarters. "Other" variables include fixed effects (contributions not shown). Statistical significance tests are based on robust standard errors (clustered by individual, except for starting salary estimates). *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S3.3a: Blinder-Oaxaca Decomposition of Gender Salary Gaps, Local Staff in Field Offices
(log points × 100)

Item	All End-Year Salaries				Excluding Staff on Leave Without Pay				Starting Salaries Only			
	2000–2022	2000–2010	2011–2022	2000–2022	2000–2022	2000–2010	2011–2022	2000–2022	2000–2022	2000–2010	2011–2022	2000–2022
Total log salary gap	19.37 ***	13.94 **	22.95 ***	19.15 ***	13.98 **	22.65 ***	25.73 ***	25.56 ***	26.11 ***			
Explained	7.83 ***	7.77 *	9.66 ***	7.68 ***	7.69 *	9.51 ***	7.50 ***	10.80 ***	8.17 ***			
Education	-0.41	1.95	-0.67	-0.42	1.85	-0.66	1.75 *	5.74 ***	0.37			
Experience	7.02 ***	8.54	8.52 ***	6.87 ***	8.71	8.29 ***	2.27 ***	0.82	5.29 ***			
Pre-ADB experience	4.88 ***	3.79 *	7.88 ***	4.85 ***	3.78 *	7.82 ***	0.12	-0.87	7.50 ***			
ADB experience	0.58	6.36	-0.16	0.58	6.43	-0.16						
Working leave	-0.27	-0.02	-0.31	-0.31	0.06	-0.44						
Nonworking leave	2.34 **	-0.45	3.34 ***	2.27 **	-0.39	3.25 ***						
Total experience squared	-0.50	-1.15	-2.23	-0.52	-1.17	-2.19	2.14 **	1.69	-2.22			
Performance rating	-0.11	-0.10	-0.04	-0.13	-0.15	-0.05						
Other	1.33	-2.62	1.85	1.37	-2.72	1.93	3.48 ***	4.23 ***	2.52 **			
Marital status	1.23	-0.20	1.90 ***	1.25	-0.21	1.92 ***	4.83	5.08	0.59			
Office location	0.91	0.71	0.62	0.90	0.70	0.62	0.66	0.59	0.43			
Unexplained	11.54 ***	6.17 *	13.29 ***	11.47 ***	6.28 *	13.14 ***	18.23 ***	14.77 ***	17.93 ***			
Education	4.69	8.23 **	3.09	4.86	8.29 **	3.29	4.10	3.85	2.42			
Experience	25.81	59.94	-48.64 *	26.87	59.74	-47.27	-6.70	-4.53	9.50			
Nonworking leave	-1.14	0.13	-1.50	-1.18	0.09	-1.56						
Performance rating	20.67	51.47	15.84	20.61	52.41	15.55						
Other	158.87	185.16	-21.01	164.79	185.37	-18.05	15.92	-4.16	15.05			
Marital status	5.39	0.07	6.11	5.99	0.09	6.87	4.83	5.08	0.59			
Intercept	-198.50	-298.62	64.00	-205.66	-299.53	59.61	4.91	19.60	-9.03			
Fixed effects:												
Appointment year	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No			
Salary year	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes			
No. of observations	11,361	3,693	7,668	11,265	3,671	7,594	1,265	574	691			
Share of women (%)	50.09	46.25	51.94	50.08	46.12	51.99	50.36	48.95	51.52			

ADB = Asian Development Bank.

Notes: Dependent variable is the log of the salary index, which is nominal annual salary indexed to the salary structure midpoint for level 5 administrative staff in each field office. "Other" variables include fixed effects (contributions not shown). Statistical significance tests are based on robust standard errors (clustered by individual, except for starting salary estimates). *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S3.3b: Blinder-Oaxaca Decomposition of Gender Salary Gaps, Alternate Specifications for Local Staff in Field Offices
(log points × 100)

Item	All End-Year Salaries				Excluding Staff on Leave Without Pay				Starting Salaries Only			
	2000–2022	2000–2010	2011–2022	2000–2022	2000–2010	2011–2022	2000–2022	2000–2010	2000–2022	2000–2010	2011–2022	2000–2022
Total log salary gap	19.37 ***	13.94 ***	22.95 ***	19.15 ***	13.98 ***	22.65 ***	25.73 ***	25.56 ***	26.11 ***			
Explained	15.58 ***	14.34 ***	17.22 ***	15.43 ***	14.38 ***	17.03 ***	21.60 ***	24.46 ***	20.13 ***			
Education	-0.12	0.82	-0.29	-0.14	0.77	-0.29	0.85 *	1.83 **	0.37			
Experience	6.54 ***	8.83	7.51 ***	6.42 ***	8.96	7.31 ***	1.41 ***	0.45	3.30 ***			
Pre-ADB experience	2.59 ***	1.64	4.03 ***	2.59 ***	1.61	4.00 ***	-0.45	-0.64	3.08 **			
ADB experience	1.01	7.33	0.08	1.02	7.38	0.07						
Working leave	-0.14	0.10	-0.18	-0.16	0.18	-0.26						
Nonworking leave	2.19 ***	-1.24	3.33 ***	2.13 ***	-1.21	3.25 ***						
Total experience squared	0.90	1.00	0.25	0.85	1.00	0.25	1.86 **	1.09	0.21			
Performance rating	-0.06	0.05	-0.04	-0.06	0.04	-0.03						
Other	9.22 ***	4.64	10.04 ***	9.20 ***	4.62	10.05 ***	19.35 ***	22.18 ***	16.46 ***			
Marital status	0.52	-0.04	1.01 *	0.50	-0.08	1.00 *	0.47	0.30	0.32			
Nontechnical staff	8.45 ***	7.81 **	9.19 ***	8.45 ***	7.94 **	9.16 ***	17.83 ***	19.88 ***	15.54 ***			
Office location	1.07 *	2.39 *	0.45	1.08 *	2.43 *	0.46	1.48 ***	3.01 ***	0.85			
Unexplained	3.79 **	-0.39	5.73 ***	3.73 **	-0.40	5.62 ***	4.12 ***	1.10	5.98 ***			
Education	1.21	1.83	0.32	1.29	1.89	0.41	5.02 **	2.36	6.55 **			
Experience	26.13	44.67	-24.12	27.31	43.89	-23.02	-0.26	-0.04	13.64			
Nonworking leave	-0.59	0.26	-0.84	-0.58	0.28	-0.84						
Performance rating	12.91	17.35	13.65	13.10	18.02	13.57						
Other	100.90	115.25	-52.19	104.61	113.31	-52.23	7.10	-10.17	13.56			
Marital status	12.91	17.35	13.65	1.30	-3.63	1.97	-1.09	-7.47	1.45			
Intercept	-137.36	-179.50	68.07	-142.58	-177.51	66.90	-7.74	8.97	-27.77 **			
Fixed effects:												
Appointment year	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No			
Salary year	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes			
No. of observations	11,361	3,693	7,668	11,265	3,671	7,594	1,265	574	691			
Share of women (%)	50.09	46.25	51.94	50.08	46.12	51.99	50.36	48.95	51.52			

ADB = Asian Development Bank.

Notes: Dependent variable is the log of the salary index, which is nominal annual salary indexed to the salary structure midpoint for level 5 administrative staff in each field office. "Other" variables include fixed effects (contributions not shown). Statistical significance tests are based on robust standard errors (clustered by individual, except for starting salary estimates). *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S4.1a: Ordered Probit Estimates of Probability of Staff Level at Entry, International Staff

Item	All Staff (1)	Women (2)	Men (3)	All Staff (4)	All Staff (5)	All Staff (6)
Female	-0.249 ***			-0.363 ***	-0.488 ***	-0.492 ***
Age (years)	0.155 ***	0.147 ***	0.160 ***	0.155 ***	0.150 ***	0.152 ***
Education:						
Master's	-0.007	-0.052	0.022	-0.009	-0.028	-0.038
Doctorate	-0.089	-0.094	-0.075	-0.088	-0.127	-0.117
Experience:						
Pre-ADB experience (years)	0.000	0.012	-0.003	0.001	-0.014 **	-0.014 **
Other:						
Marital status:						
Married	0.207 ***	0.218 **	0.162 *	0.196 ***	-0.020	-0.022
Divorced/widowed	-0.057	-0.020	-0.136	-0.063	-0.182	-0.212
Former local staff	-1.324 ***	-1.462 ***	-1.266 ***	-1.330 ***	-1.519 ***	-1.563 ***
Nationality:						
Nonregional	0.384 ***	0.306 ***	0.436 ***	0.383 ***	0.208 *	0.201 *
Japan	0.271 ***	0.053	0.356 ***	0.267 ***	-0.012	-0.028
Oceania	0.411 ***	0.546 ***	0.329 ***	0.400 ***	0.224	0.215
Graduated economies	0.174 *	0.192	0.172	0.168 *	0.185	0.188
PRC	0.287 **	0.064	0.457 ***	0.280 **	0.395 *	0.384 *
India	0.406 ***	0.308 *	0.462 ***	0.400 ***	0.174	0.158
Subperiod:						
2008–2016	0.292 ***	0.290 ***	0.296 ***	0.273 ***	-1.322 ***	-1.130 **
2017–2022	0.397 ***	0.476 ***	0.334 ***	0.301 ***	0.256	0.657
Interaction:						
(Female)×(2008–2016)				0.067	0.225 *	0.200
(Female)×(2017–2022)				0.257 **	0.403 ***	0.421 ***
(Age)×(2008–2016)					0.022 **	0.024 **
(Age)×(2017–2022)					-0.025 *	-0.030 **
(Master's)×(2008–2016)					0.104	0.105
(Master's)×(2017–2022)					-0.040	-0.003
(Doctorate)×(2008–2016)					0.035	0.034
(Doctorate)×(2017–2022)					0.120	0.118
(Pre-ADB exp.)×(2008–2016)					0.018 **	0.014
(Pre-ADB exp.)×(2017–2022)					0.042 ***	0.045 ***
Other variables	No	No	No	No	Yes	Yes
Year fixed effects	No	No	No	No	No	Yes
Number of observations	2,317	828	1,489	2,317	2,317	2,317
Wald χ^2 test:						
Degrees of freedom	16	15	15	18	44	64
Probability > χ^2	0.000	0.000	0.000	0.000	0.000	0.000

ADB = Asian Development Bank, PRC = People's Republic of China.

Notes: Dependent variable is the international staff level, with levels 7 and 8 merged and 9 and 10 merged to avoid empty cells by gender in any year. Statistical significance tests are based on robust standard errors. *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S4.1b: Estimated Probability of Staff Level at Entry by Gender, International Staff (%)

Staff Level	2000–2022			2000–2007			2008–2016			2017–2022		
	Female	Male	Difference	Female	Male	Difference	Female	Male	Difference	Female	Male	Difference
IS1	1.09 ***	0.51 ***	0.58 ***	2.98 ***	0.88 ***	2.09 ***	0.84 ***	0.40 ***	0.44 ***	0.50 ***	0.39 ***	0.11
IS2	3.28 ***	1.84 ***	1.44 ***	6.72 ***	2.81 ***	3.91 ***	2.71 ***	1.53 ***	1.18 ***	1.83 ***	1.50 ***	0.32
IS3	28.58 ***	21.28 ***	7.30 ***	39.06 ***	26.47 ***	12.59 ***	25.99 ***	19.23 ***	6.75 ***	21.17 ***	19.05 ***	2.12
IS4	59.66 ***	64.27 ***	-4.61 ***	48.08 ***	61.28 ***	-13.20 ***	61.62 ***	65.00 ***	-3.38 ***	64.32 ***	65.05 ***	-0.73
IS5	6.26 ***	9.82 ***	-3.57 ***	2.80 ***	7.16 ***	-4.35 ***	7.38 ***	11.08 ***	-3.70 ***	9.89 ***	11.20 ***	-1.31
IS6	0.82 ***	1.56 ***	-0.74 ***	0.28 ***	0.99 ***	-0.72 ***	1.04 ***	1.87 ***	-0.83 ***	1.58 ***	1.90 ***	-0.32
IS7–8	0.26 ***	0.57 ***	-0.31 ***	0.07 ***	0.33 ***	-0.26 ***	0.35 ***	0.71 ***	-0.36 ***	0.58 ***	0.72 ***	-0.15
IS9–10	0.06 ***	0.14 ***	-0.09 ***	0.01 **	0.07 ***	-0.06 ***	0.08 ***	0.19 ***	-0.11 ***	0.14 ***	0.19 ***	-0.05

IS = international staff.

Notes: Fitted probabilities of staff level at entry from ordered probit estimates with subperiod dummies interacted with all independent variables and no year fixed effects. Estimated function evaluated at the pooled mean for all variables except gender and subperiod dummies. Statistical significance tests are based on robust standard errors. *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S4.2a: Ordered Probit Estimates of Probability of Staff Level at Entry, Local Staff in Headquarters

Item	All Staff (1)	Women (2)	Men (3)	All Staff (4)	All Staff (5)	All Staff (6)
Female	−0.484 ***			−0.613 ***	−0.606 ***	−0.613 ***
Age (years)	0.092 ***	0.094 ***	0.091 ***	0.092 ***	0.101 ***	0.102 ***
Education:						
Master's	0.413 ***	0.476 ***	0.252 **	0.414 ***	0.497 ***	0.522 ***
Doctorate	1.160 ***	1.427 ***	−0.301	1.170 ***	1.468 ***	1.547 ***
Experience:						
Pre-ADB experience (years)	0.018 ***	0.014 *	0.023 **	0.018 ***	0.016 *	0.014 *
Other:						
Marital status:						
Married	0.048	−0.028	0.258 **	0.047	0.116	0.135
Divorced/widowed	0.003	−0.037	0.297	0.010	0.001	0.086
Subperiod:						
2011–2022	0.360 ***	0.445 ***	0.162 *	0.197 *	0.803 **	0.968 **
Interaction:						
(Female)×(2011–2022)				0.217 *	0.204 *	0.229 *
(Age)×(2011–2022)					−0.016	−0.021
(Master's)×(2011–2022)					−0.151	−0.142
(Doctorate)×(2011–2022)					−0.853 **	−0.905 **
(Pre-ADB exp.)×(2011–2022)					0.005	0.008
Other variables	No	No	No	No	Yes	Yes
Year fixed effects	No	No	No	No	No	Yes
Number of observations	2,006	1,522	484	2,006	2,006	2,006
Wald χ^2 test:						
Degrees of freedom	8	7	7	9	15	36
Probability > χ^2	0.000	0.000	0.000	0.000	0.000	0.000

ADB = Asian Development Bank.

Notes: Dependent variable is the combined administrative and national staff level, with administrative levels 1, 2, and 3 merged and national staff levels 1 and 2 merged and 5, 6, and 7 merged to avoid empty cells by gender in any year. Statistical significance tests are based on robust standard errors. *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S4.2b: Estimated Probability of Staff Level at Entry by Gender, Local Staff in Headquarters (%)

Staff Level	2000–2022			2000–2010			2011–2022		
	Female	Male	Difference	Female	Male	Difference	Female	Male	Difference
AS1–3	5.00 ***	1.63 ***	3.37 ***	7.91 ***	2.18 ***	5.73 ***	3.38 ***	1.29 ***	2.09 ***
AS4	54.90 ***	38.84 ***	16.06 ***	60.69 ***	42.97 ***	17.72 ***	49.33 ***	35.61 ***	13.72 ***
AS5	7.33 ***	7.71 ***	-0.38 ***	6.58 ***	7.79 ***	-1.21 ***	7.68 ***	7.57 ***	0.11
AS6	9.32 ***	11.00 ***	-1.68 ***	7.92 ***	10.80 ***	-2.88 ***	10.19 ***	11.05 ***	-0.85 ***
AS7	9.05 ***	12.41 ***	-3.36 ***	7.17 ***	11.75 ***	-4.59 ***	10.47 ***	12.82 ***	-2.36 ***
NS1–2	13.18 ***	24.49 ***	-11.31 ***	9.10 ***	21.50 ***	-12.40 ***	17.02 ***	26.87 ***	-9.85 ***
NS3	1.04 ***	3.14 ***	-2.10 ***	0.56 ***	2.45 ***	-1.89 ***	1.61 ***	3.77 ***	-2.17 ***
NS4	0.12 ***	0.49 ***	-0.37 ***	0.06 ***	0.36 ***	-0.30 ***	0.21 ***	0.62 ***	-0.41 ***
NS5–7	0.06 **	0.30 ***	-0.24 ***	0.03 **	0.20 **	-0.18 **	0.11 **	0.39 ***	-0.28 **

AS = administrative staff, NS = national staff.

Notes: Fitted probabilities of staff level at entry from ordered probit estimates with subperiod dummies interacted with all independent variables and no year fixed effects. Estimated function evaluated at the pooled mean for all variables except gender and subperiod dummies. Statistical significance tests are based on robust standard errors. *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S4.3a: Ordered Probit Estimates of Probability of Staff Level at Entry, Local Staff in Field Offices

Item	All Staff (1)	Women (2)	Men (3)	All Staff (4)	All Staff (5)	All Staff (6)
Female	-0.517 ***			-0.378 ***	-0.399 ***	-0.398 ***
Age (years)	0.061 ***	0.073 ***	0.057 ***	0.062 ***	0.064 ***	0.065 ***
Education:						
Master's	0.716 ***	0.691 ***	0.775 ***	0.727 ***	1.021 ***	1.070 ***
Doctorate	1.351 ***	1.393 ***	1.311 ***	1.347 ***	1.795 ***	1.808 ***
Experience:						
Pre-ADB experience (years)	0.010	0.000	0.013	0.009	-0.001	0.000
Other:						
Marital status:						
Married	0.066	0.103	0.075	0.075	-0.052	-0.046
Divorced/widowed	-0.162	-0.338 **	0.308	-0.150	-0.145	-0.144
Office location:						
High-income location	0.119	0.040	0.158	0.106	-0.112	-0.108
PRC RM	0.077	-0.155	0.706 ***	0.070	0.258 *	0.181
India RM	0.100	0.074	0.109	0.098	-0.077	-0.070
Bangladesh RM	-0.166	-0.240	-0.114	-0.164	-0.130	-0.123
Subperiod:						
2011–2022	-0.070	-0.166 *	0.033	0.057	0.320	0.814 *
Interaction:						
(Female)×(2011–2022)				-0.251 **	-0.188	-0.209 *
(Age)×(2011–2022)					-0.012	-0.018
(Master's)×(2011–2022)					-0.527 ***	-0.584 ***
(Doctorate)×(2011–2022)					-0.901 ***	-0.907 ***
(Pre-ADB exp.)×(2011–2022)					0.029 *	0.031 **
Other variables	No	No	No	No	Yes	Yes
Year fixed effects	No	No	No	No	No	Yes
Number of observations	1,303	656	647	1,303	1,303	1,303
Wald χ^2 test:						
Degrees of freedom	12	11	11	13	23	44
Probability > χ^2	0.000	0.000	0.000	0.000	0.000	0.000

ADB = Asian Development Bank, PRC = People's Republic of China, RM = resident mission.

Notes: Dependent variable is the combined administrative and national staff level, with administrative levels 1, 2, and 3 merged and national staff levels 1 and 2 merged and 5, 6, and 7 merged to avoid empty cells by gender in any year. Statistical significance tests are based on robust standard errors. *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S4.3b: Estimated Probability of Staff Level at Entry by Gender, Local Staff in Field Offices (%)

Staff Level	2000–2022				2000–2010				2011–2022			
	Female	Male	Difference		Female	Male	Difference		Female	Male	Difference	
AS1–3	5.36 ***	1.73 ***	3.62 ***		4.40 ***	1.76 ***	2.63 ***		6.28 ***	1.71 ***	4.57 ***	
AS4	18.30 ***	9.42 ***	8.88 ***		16.43 ***	9.53 ***	6.90 ***		19.90 ***	9.33 ***	10.57 ***	
AS5	13.94 ***	9.54 ***	4.40 ***		13.22 ***	9.61 ***	3.61 ***		14.47 ***	9.48 ***	4.99 ***	
AS6	23.79 ***	20.93 ***	2.86 ***		23.66 ***	21.00 ***	2.65 ***		23.74 ***	20.86 ***	2.88 ***	
AS7	3.52 ***	3.68 ***	-0.15 **		3.62 ***	3.68 ***	-0.06		3.42 ***	3.68 ***	-0.25 **	
NS1–2	26.80 ***	35.88 ***	-9.08 ***		28.83 ***	35.79 ***	-6.96 ***		25.04 ***	35.95 ***	-10.92 ***	
NS3	7.12 ***	14.93 ***	-7.81 ***		8.34 ***	14.80 ***	-6.45 ***		6.19 ***	15.05 ***	-8.85 ***	
NS4	0.96 ***	2.94 ***	-1.99 ***		1.21 ***	2.90 ***	-1.69 ***		0.78 ***	2.98 ***	-2.20 ***	
NS5–7	0.22 ***	0.95 ***	-0.73 ***		0.30 **	0.93 ***	-0.63 ***		0.17 **	0.97 ***	-0.79 ***	

AS = administrative staff, NS = national staff.

Notes: Fitted probabilities of staff level at entry from ordered probit estimates with subperiod dummies interacted with all independent variables and no year fixed effects. Estimated function evaluated at the pooled mean for all variables except gender and subperiod dummies. Statistical significance tests are based on robust standard errors. *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Table S5.1: Cox Proportional Hazard Model Estimates of Promotions, International Staff

Item	All Staff (1)	Women (2)	Men (3)	All Staff (4)	All Staff (5)	All Staff (6)
Female	1.062 **			1.080	1.058	1.030
Age (years)	0.949 ***	0.939 ***	0.952 ***	0.948 ***	0.934 ***	0.935 ***
Education:						
Master's	1.044	1.105	1.000	1.043	0.959	0.962
Doctorate	1.148 ***	1.155 *	1.134 **	1.148 ***	1.074	1.067
Experience:						
Pre-ADB experience (years)	1.008 **	1.014 **	1.007 *	1.009 **	1.026 ***	1.023 ***
Parental leave	0.905 **	0.908 *	0.000	0.902 **	0.898	0.986
Performance rating:						
Average rating	1.934 ***	1.927 ***	1.952 ***	1.929 ***	1.547 **	1.747 ***
No recent rating	2.437 ***	2.268 ***	2.641 ***	2.424 ***	1.616	1.957
Other:						
Marital status:						
Married	1.027	0.995	1.076	1.023	1.032	1.014
Divorced/widowed	1.090	1.135 *	1.035	1.088	1.204	1.258 *
Former local staff	1.180 ***	1.163	1.188 **	1.183 ***	1.890 ***	2.127 ***
Nationality:						
Nonregional	0.948 *	0.974	0.934	0.948 *	1.102	1.090
Japan	0.829 ***	0.920	0.788 ***	0.829 ***	0.816 **	0.808 **
Oceania	1.039	0.925	1.088	1.033	1.126	1.168
Graduated economies	0.958	0.931	0.971	0.958	0.954	0.960
PRC	0.919	0.927	0.920	0.915	0.869	0.880
India	1.034	1.046	1.012	1.030	1.015	1.030
Subperiod:						
2008–2016	0.833 ***	0.786 ***	0.858 ***	0.862 ***	0.253 **	0.291 **
2017–2022	0.821 ***	0.852 ***	0.808 ***	0.801 ***	0.216 ***	0.245 **
Interaction:						
(Female)×(2008–2016)				0.908	0.955	1.017
(Female)×(2017–2022)				1.059	1.048	1.086
(Age)×(2008–2016)					1.023 ***	1.021 **
(Age)×(2017–2022)					1.035 ***	1.027 ***
(Master's)×(2008–2016)					1.106	1.105
(Master's)×(2017–2022)					1.087	1.075
(Doctorate)×(2008–2016)					1.140	1.118
(Doctorate)×(2017–2022)					0.957	0.947
(Pre-ADB exp.)×(2008–2016)					0.980 ***	0.987 *
(Pre-ADB exp.)×(2017–2022)					0.957 ***	0.967 ***
(Parental leave)×(2008–2016)					1.007	0.902
(Parental leave)×(2017–2022)					1.013	0.928
Other variables	No	No	No	No	Yes	Yes
Year fixed effects	No	No	No	No	No	Yes
Number of observations	21,014	7,399	13,615	21,014	21,014	21,014
Wald χ^2 test:						
Degrees of freedom	19	18	17	21	53	72
Probability > χ^2	0.000	0.000	0.000	0.000	0.000	0.000

ADB = Asian Development Bank, PRC = People's Republic of China.

Notes: Dependent variable is the elapsed time from date of appointment to a local staff position. Statistical significance tests are based on robust standard errors (clustered by individual). *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S5.2: Cox Proportional Hazard Model Estimates of Promotions, Local Staff in Headquarters

Item	All Staff (1)	Women (2)	Men (3)	All Staff (4)	All Staff (5)	All Staff (6)
Female	1.120 ***			1.220 **	1.265 **	1.244 **
Age (years)	0.966 ***	0.968 ***	0.962 ***	0.967 ***	0.931 ***	0.933 ***
Education:						
Master's	1.041	1.027	1.078	1.040	0.984	0.982
Doctorate	0.718	0.645	0.856	0.718	0.335	0.334
Experience:						
Pre-ADB experience (years)	0.996	0.994	1.001	0.996	0.995	0.996
Parental leave	0.944	0.917 **	0.000	0.946	0.854	0.879
Performance rating:						
Average rating	2.055 ***	2.138 ***	1.725 ***	2.055 ***	1.749 ***	1.873 ***
No recent rating	2.807 ***	3.098 ***	1.812	2.802 ***	3.147 ***	3.412 ***
Other:						
Marital status:						
Married	0.975	1.050	0.733 ***	0.975	1.069	1.065
Divorced/widowed	0.864	0.917	0.524 ***	0.861	1.020	1.007
Subperiod:						
2011–2022	0.992	0.973	1.069	1.083	0.166 ***	0.215 ***
Interaction:						
(Female)×(2011–2022)				0.900	0.856	0.870
(Age)×(2011–2022)					1.048 ***	1.044 ***
(Master's)×(2011–2022)					1.080	1.082
(Doctorate)×(2011–2022)					2.342	2.329
(Pre-ADB exp.)×(2011–2022)					0.999	1.001
(Parental leave)×(2011–2022)					1.147	1.114
Other variables	No	No	No	No	Yes	Yes
Year fixed effects	No	No	No	No	No	Yes
Number of observations	21,337	16,883	4,454	21,337	21,337	21,337
Wald χ^2 test:						
Degrees of freedom	11	10	9	12	21	41
Probability > χ^2	0.000	0.000	0.000	0.000	0.000	0.000

ADB = Asian Development Bank.

Notes: Dependent variable is elapsed time from the date of appointment to a local staff position. Statistical significance tests are based on robust standard errors (clustered by individual). *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S5.3: Cox Proportional Hazard Model Estimates of Promotions, Local Staff in Field Offices

Item	All Staff (1)	Women (2)	Men (3)	All Staff (4)	All Staff (5)	All Staff (6)
Female	1.006			1.146	1.181	1.175
Age (years)	0.986 ***	0.978 ***	0.995	0.987 ***	0.974 ***	0.974 ***
Education:						
Master's	1.072	1.038	1.134 **	1.075 *	1.320 **	1.321 **
Doctorate	1.055	1.103	1.036	1.057	1.415 **	1.429 **
Experience:						
Pre-ADB experience (years)	1.005	0.999	1.010	1.005	1.018 **	1.018 **
Parental leave	0.963	0.921	0.000	0.973	0.820	0.830
Performance rating:						
Average rating	2.462 ***	2.038 ***	2.862 ***	2.462 ***	2.193 ***	2.270 ***
No recent rating	2.294 ***	1.994 *	2.200 *	2.283 ***	1.666	1.954
Other:						
Marital status:						
Married	1.070	1.102	0.961	1.066	0.927	0.920
Divorced/widowed	0.999	1.006	0.956	0.996	0.921	0.919
Office location:						
High-income location	0.865	0.825	0.954	0.865	0.956	0.941
PRC RM	1.151 **	1.091	1.232 *	1.151 **	0.962	0.953
India RM	1.154 **	0.932	1.245 ***	1.152 **	1.461 ***	1.447 ***
Bangladesh RM	1.008	1.055	0.960	1.011	0.750	0.755
Subperiod:						
2011–2022	0.911	0.924	0.903	0.998	0.377	0.272 *
Interaction:						
(Female)×(2011–2022)				0.841	0.809 *	0.808 *
(Age)×(2011–2022)					1.022 **	1.019 *
(Master's)×(2011–2022)					0.754 **	0.759 **
(Doctorate)×(2011–2022)					0.640 **	0.634 **
(Pre-ADB exp.)×(2011–2022)					0.980 *	0.983
(Parental leave)×(2011–2022)					1.224	1.227
Other variables	No	No	No	No	Yes	Yes
Year fixed effects	No	No	No	No	No	Yes
Number of observations	11,195	5,783	5,412	11,195	11,195	11,195
Wald χ^2 test:						
Degrees of freedom	15	14	13	16	29	49
Probability > χ^2	0.000	0.000	0.000	0.000	0.000	0.000

ADB = Asian Development Bank, PRC = People's Republic of China, RM = resident mission.

Notes: Dependent variable is elapsed time from the date of appointment to a local staff position. Statistical significance tests are based on robust standard errors (clustered by individual). *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S6.1: Cox Proportional Hazard Model Estimates of Exits, International Staff

Item	All Staff (1)	Women (2)	Men (3)	All Staff (4)	All Staff (5)	All Staff (6)
Female	0.972			0.970	0.841	0.894
Age (years)	1.082 ***	1.075 ***	1.087 ***	1.083 ***	1.030 ***	1.030 ***
Education:						
Master's	0.705 ***	0.739 *	0.692 ***	0.707 ***	0.589 ***	0.605 ***
Doctorate	0.646 ***	0.654 **	0.655 ***	0.646 ***	0.472 ***	0.520 ***
Experience:						
Pre-ADB experience (years)	0.944 ***	0.944 ***	0.944 ***	0.943 ***	0.916 ***	0.917 ***
Parental leave	0.536 ***	0.530 ***	0.000	0.549 ***	0.392	0.280
Performance rating:						
Average rating	0.215 ***	0.156 ***	0.236 ***	0.215 ***	0.439 **	0.528 *
No recent rating	0.226 ***	0.127 **	0.268 **	0.227 ***	0.652	0.986
Other:						
Marital status:						
Married	0.723 ***	0.784 **	0.605 ***	0.725 ***	0.625 **	0.657 **
Divorced/widowed	0.534 ***	0.587 **	0.436 ***	0.538 ***	0.661	0.635
Former local staff	1.311	1.763 *	1.100	1.321	1.549	1.136
Nationality:						
Nonregional	1.498 ***	1.645 ***	1.417 ***	1.508 ***	1.249	1.188
Japan	1.560 ***	0.947	1.804 ***	1.574 ***	1.263	1.201
Oceania	1.523 ***	1.438	1.551 **	1.537 ***	1.463	1.381
Graduated economies	1.230	1.112	1.299	1.239	1.499	1.384
PRC	1.421 **	1.531	1.381	1.434 **	1.738 *	1.613
India	0.962	1.355	0.873	0.971	0.997	0.913
Subperiod:						
2008–2016	1.504 ***	1.673 ***	1.432 ***	1.457 ***	0.294	0.370
2017–2022	1.395 ***	1.392 *	1.384 **	1.463 ***	0.255	0.129
Interaction:						
(Female)×(2008–2016)				1.118	1.334	1.214
(Female)×(2017–2022)				0.885	1.151	1.099
(Age)×(2008–2016)					1.061 ***	1.069 ***
(Age)×(2017–2022)					1.026	1.037 **
(Master's)×(2008–2016)					1.157	1.119
(Master's)×(2017–2022)					1.442	1.411
(Doctorate)×(2008–2016)					1.189	1.042
(Doctorate)×(2017–2022)					1.944 **	1.710 *
(Pre-ADB exp.)×(2008–2016)					1.004	0.987
(Pre-ADB exp.)×(2017–2022)					1.103 ***	1.092 ***
(Parental leave)×(2008–2016)					2.073	2.782
(Parental leave)×(2017–2022)					1.111	1.639
Other variables	No	No	No	No	Yes	Yes
Year fixed effects	No	No	No	No	No	Yes
Number of observations	21,232	7,417	13,815	21,232	21,232	21,232
Wald χ^2 test:						
Degrees of freedom	19	18	17	21	53	72
Probability > χ^2	0.000	0.000	0.000	0.000	0.000	0.000

ADB = Asian Development Bank, PRC = People's Republic of China.

Notes: Dependent variable is elapsed time from the date of appointment to an international staff position. Statistical significance tests are based on robust standard errors (clustered by individual). *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S6.2: Cox Proportional Hazard Model Estimates of Exits, Local Staff in Headquarters

Item	All Staff (1)	Women (2)	Men (3)	All Staff (4)	All Staff (5)	All Staff (6)
Female	0.671 ***			0.581 ***	0.652 **	0.712 *
Age (years)	1.123 ***	1.122 ***	1.129 ***	1.123 ***	1.060 ***	1.055 **
Education:						
Master's	1.083	1.049	1.173	1.085	1.286	1.289
Doctorate	1.254	1.679	0.771	1.241	2.082	3.935 **
Experience:						
Pre-ADB experience (years)	0.883 ***	0.879 ***	0.889 ***	0.883 ***	0.736 ***	0.719 ***
Parental leave	0.816	0.736 **	0.000	0.807	0.724	0.667
Performance rating:						
Average rating	0.651	0.665	0.596	0.652	0.856	0.702
No recent rating	2.366	2.130	2.849	2.380	1.757	1.219
Other:						
Marital status:						
Married	0.732 ***	0.841	0.547 ***	0.735 ***	0.763	0.802
Divorced/widowed	1.574 *	1.751 **	1.011	1.583 *	0.772	0.755
Subperiod:						
2011–2022	1.137	1.193	0.999	0.993	0.132	0.085
Interaction:						
(Female)×(2011–2022)				1.216	1.070	0.985
(Age)×(2011–2022)					1.034	1.040
(Master's)×(2011–2022)					0.798	0.803
(Doctorate)×(2011–2022)					0.522	0.285
(Pre-ADB exp.)×(2011–2022)					1.277 ***	1.306 ***
(Parental leave)×(2011–2022)					1.147	1.248
Other variables	No	No	No	No	Yes	Yes
Year fixed effects	No	No	No	No	No	Yes
Number of observations	21,365	16,910	4,455	21,365	21,365	21,365
Wald χ^2 test:						
Degrees of freedom	11	10	9	12	21	42
Probability > χ^2	0.000	0.000	0.000	0.000	0.000	0.000

ADB = Asian Development Bank.

Notes: Dependent variable is elapsed time from the date of appointment to a local staff position. Statistical significance tests are based on robust standard errors (clustered by individual). *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S6.3: Cox Proportional Hazard Model Estimates of Exits, Local Staff in Field Offices

Item	All Staff (1)	Women (2)	Men (3)	All Staff (4)	All Staff (5)	All Staff (6)
Female	0.742 ***			0.774 *	0.734 **	0.779 *
Age (years)	1.037 ***	1.049 ***	1.025 **	1.037 ***	1.013	1.010
Education:						
Master's	1.066	0.822	1.404 ***	1.068	1.343 **	1.313 *
Doctorate	1.600 ***	1.390	1.923 ***	1.601 ***	1.858 **	2.017 ***
Experience:						
Pre-ADB experience (years)	0.922 ***	0.918 ***	0.928 ***	0.922 ***	0.830 ***	0.825 ***
Parental leave	0.763	0.868	0.000	0.770	0.542	0.492 *
Performance rating:						
Average rating	0.558 **	0.482	0.625	0.558 **	0.566	0.454 *
No recent rating	0.942	0.898	1.000	0.943	0.794	0.573
Other:						
Marital status:						
Married	0.518 ***	0.510 ***	0.473 ***	0.517 ***	0.471 ***	0.491 ***
Divorced/widowed	0.436 ***	0.570 *	0.152 **	0.436 ***	0.253 *	0.273
Office location:						
High-income location	1.271	1.206	1.260	1.268	0.747	0.685
PRC RM	0.588 ***	0.657 *	0.487 **	0.588 ***	0.846	0.848
India RM	0.733 *	0.962	0.607 **	0.732 *	1.084	1.073
Bangladesh RM	0.925	0.778	0.946	0.926	0.689	0.729
Subperiod:						
2011–2022	0.894	1.003	0.809	0.923	0.126	0.078 *
Interaction:						
(Female)×(2011–2022)				0.932	1.035	0.969
(Age)×(2011–2022)					1.022	1.024
(Master's)×(2011–2022)					0.698 *	0.720 *
(Doctorate)×(2011–2022)					0.987	0.890
(Pre-ADB exp.)×(2011–2022)					1.162 ***	1.175 ***
(Parental leave)×(2011–2022)					1.703	1.916
Other variables	No	No	No	No	Yes	Yes
Year fixed effects	No	No	No	No	No	Yes
Number of observations	11,206	5,785	5,421	11,206	11,206	11,206
Wald χ^2 test:						
Degrees of freedom	15	14	13	16	29	49
Probability > χ^2	0.000	0.000	0.000	0.000	0.000	0.000

ADB = Asian Development Bank, PRC = People's Republic of China, RM = resident mission.

Notes: Dependent variable is elapsed time from the date of appointment to a local staff position. Statistical significance tests are based on robust standard errors (clustered by individual). *** = significance at 1% level, ** = significance at 5%, * = significance at 10%.

Source: Authors' calculations.

Table S7: Modified Das-Joubert Decomposition by Staff Group and Salary Definition, 2022
(log points × 100)

Item	International Staff		Local Staff in Headquarters		Local Staff in Field Offices	
	Unadjusted	Adjusted	Unadjusted	Adjusted	Unadjusted	Adjusted
Total male-female log salary gap	7.4	1.1	10.9	15.8	25.5	13.9
Legacy factor	9.4	1.5	8.3	5.0	5.8	1.6
Appointment rate factor	2.0	−0.1	−6.2	1.1	0.3	−1.9
Entry salary factor	10.0	10.6	16.2	24.4	28.8	55.8
Salary growth factor	0.8	−4.5	−2.7	−7.4	10.1	−1.0
Retention factor	−14.8	−6.5	−4.7	−7.4	−19.4	−40.7

Memorandum item:

Female-to-male salary ratio (%)	92.8	98.9	89.7	85.4	77.5	87.1
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Notes: Negative values indicate gains in relative salary by women. Unadjusted salary variable is the log of the salary index. Adjusted salary variable is calculated using coefficients from earnings function regressions on the pooled sample of women and men, with each year and staff group estimated separately. Since the order of calculation affects the magnitude of a decomposition factor, values are the average of the 120 possible permutations.

Source: Authors' calculations.

Table S8.1a: Modified Zveglic-Rodgers Decomposition for Unadjusted Salaries, International Staff
(log points $\times 10^4$)

Period	Average Salary Gap Change	Entry Effect	Net Promotion Effect	Exit Effect	Between-Level Pay Effect	Within-Level Pay Effect
Full sample						
2000–2022	–63.2 ***	–2.1	–11.8 ***	–36.9 ***	6.3 **	–18.7 ***
Subperiod						
2000–2007	–160.1 ***	–63.9 **	–14.5 *	–32.8	–2.0	–47.0 ***
2007–2016	–14.4	26.3	2.8	–41.3 **	14.8 ***	–17.1 **
2016–2022	–23.3	27.5	–30.7 ***	–35.1	3.3	11.7
Annual						
2000–2001	–275.7	–171.7	–3.7	37.8	–12.3	–125.9
2001–2002	–225.2	–98.4	–140.6 ***	–34.1	44.6	3.4
2002–2003	–43.7	57.9	54.7 ***	–55.8	–18.2	–82.2
2003–2004	–229.8	–89.9	–38.3 *	–70.0	–44.7	13.0
2004–2005	–50.8	–54.4	–7.0	22.1	0.4	–11.9
2005–2006	–94.7	–34.8	–12.9	–24.7	10.3	–32.7
2006–2007	–201.0	–56.0	46.4 ***	–104.7 *	6.1	–92.8
2007–2008	–232.8	–112.9	–11.8	–71.6	–19.1	–17.3
2008–2009	–65.8	–26.9	–24.9	–25.9	8.9	3.1
2009–2010	133.6	73.7	75.9 ***	8.0	–0.9	–23.2
2010–2011	40.1	137.4	–20.1	–110.4 *	46.0 ***	–12.8
2011–2012	123.1	134.2	38.3 **	–28.1	20.3	–41.6
2012–2013	–9.6	46.3	18.7	–79.3	26.6	–21.9
2013–2014	–27.9	–8.8	5.0	–21.0	14.2	–17.3
2014–2015	–31.8	–26.0	–57.8 ***	18.5	24.7	8.9
2015–2016	–58.9	19.4	2.3	–61.4	12.2	–31.5
2016–2017	–44.2	54.6	–79.3 ***	–43.2	5.8	17.9
2017–2018	148.7	117.7	20.4	–22.9	15.7	17.8
2018–2019	–29.6	21.6	–16.0	–35.0	3.6	–3.8
2019–2020	–93.9	5.0	–11.7	–77.9	1.9	–11.2
2020–2021	–76.3	–24.9	–47.4 ***	–15.8	–10.6	22.5
2021–2022	–44.7	–9.1	–50.2 ***	–16.0	3.2	27.2

Notes: Figures for full sample and subperiods are the average annual change. Negative values indicate relative salary gains by women during the period. Unadjusted salary variable is the log of the salary index. Statistical significance tests based on bootstrap standard errors with 1,000 replications. *** = significance at 1% level; ** = significance at 5% level; * = significance at 10% level.

Source: Authors' calculations.

Table S8.1b: Modified Zveglic-Rodgers Decomposition for Adjusted Salaries, International Staff
(log points $\times 10^4$)

	Average Salary		Net Promotion		Between-Level	Within-Level
Period	Gap Change	Entry Effect	Effect	Exit Effect	Pay Effect	Pay Effect
Full sample						
2000–2022	−10.1	6.4	−9.0 ***	−18.6 ***	0.9	10.2 *
Subperiod						
2000–2007	11.8	−1.2	−26.0 ***	−12.1	7.3	43.6 **
2007–2016	−27.9 *	15.9	−1.3	−22.0 **	−12.8 *	−7.7
2016–2022	−9.1	1.0	−0.6	−21.1 **	13.8 ***	−2.1
Annual						
2000–2001	22.7	−42.4	−3.2	24.1	98.2	−54.0
2001–2002	−71.2	−2.4	−124.5 ***	0.7	67.4	−12.4
2002–2003	73.6	62.3	1.5	−27.3	−16.3	53.3
2003–2004	22.4	−15.3	−40.5 ***	−37.1	−85.9	201.1
2004–2005	80.6	2.2	−11.0	24.2	41.1	24.1
2005–2006	26.8	−3.6	−21.0 *	−9.0	−43.6	104.0
2006–2007	−72.5	−9.2	16.9 **	−60.1 *	−9.4	−10.7
2007–2008	−41.8	−23.9	−20.8 *	−35.1	−24.4	62.4
2008–2009	53.1	2.5	−28.3 *	0.9	−22.6	100.6
2009–2010	−20.1	48.8	16.5	3.9	−8.9	−80.4
2010–2011	−42.5	60.6	−11.2	−69.1 **	−5.2	−17.6
2011–2012	−87.9	46.8	−0.8	−22.2	−79.6 ***	−32.2
2012–2013	−38.4	19.2	−0.3	−45.5 *	16.0	−27.8
2013–2014	−40.8	−1.7	12.9	−0.2	−4.8	−47.0
2014–2015	−4.9	−13.3	0.6	2.4	4.0	1.4
2015–2016	−27.5	4.1	19.3 ***	−32.8	10.7	−28.8
2016–2017	6.3	5.2	−11.7	−16.9	−8.3	38.0
2017–2018	13.3	15.8	20.3 ***	−19.7	2.8	−5.9
2018–2019	17.1	−1.6	15.1 ***	−19.3	22.4	0.5
2019–2020	−39.1	−0.1	−9.0	−42.9 *	24.8	−11.9
2020–2021	−7.9	−4.5	−13.4 *	−19.3	34.7 **	−5.4
2021–2022	−44.2	−8.7	−5.0	−8.8	6.2	−28.0

Notes: Figures for full sample and subperiods are the average annual change. Negative values indicate relative salary gains by women during the period. Adjusted salary variable is calculated using coefficients from earnings function regressions on the pooled sample of women and men, with each year and staff group estimated separately. Statistical significance tests based on bootstrap standard errors with 1,000 replications. *** = significance at 1% level; ** = significance at 5% level; * = significance at 10% level.

Source: Authors' calculations.

Table S8.2a: Modified Zveglic-Rodgers Decomposition for Unadjusted Salaries, Local Staff in Headquarters
(log points $\times 10^4$)

Period	Average Salary	Net Promotion		Between-Level		Within-Level
	Gap Change	Entry Effect	Effect	Exit Effect	Pay Effect	Pay Effect
Full sample						
2000–2022	20.0	41.2	–64.8 ***	34.2	13.3 ***	–3.9
Subperiod						
2000–2010	30.1	92.8 **	–111.2 ***	28.6	12.6 **	7.4
2010–2022	11.5	–1.9	–26.1 ***	38.8	13.9 ***	–13.2
Annual						
2000–2001	–150.7	41.9	–140.9 ***	–66.2	0.7	13.8
2001–2002	49.3	–3.6	–50.1 ***	57.1	42.0	3.8
2002–2003	–78.1	48.4	–148.3 ***	–38.9	17.9	42.8
2003–2004	135.6	134.4	–130.6 ***	41.8	–4.3	94.4
2004–2005	–131.2	91.2	–127.6 ***	–67.1	–4.3	–23.4
2005–2006	–138.3	9.2	–109.4 ***	–32.6	16.9	–22.4
2006–2007	89.0	192.0	–192.2 ***	–12.7	42.5	59.3
2007–2008	–27.2	76.3	–19.5	–9.9	16.0	–90.1
2008–2009	457.9	176.7	–70.7 **	440.7 ***	–7.6	–81.3
2009–2010	95.0	161.3	–122.8 ***	–26.4	6.2	76.7
2010–2011	103.0	135.5	–51.0	43.9	37.2	–62.6
2011–2012	–112.5	–149.2	–65.2 ***	163.2	45.8	–107.1
2012–2013	27.7	–13.1	–45.5 *	40.2	–27.1	73.2
2013–2014	107.2	70.1	–99.0 ***	69.0	21.5	45.6
2014–2015	–345.0	–167.2	1.3	–53.2	30.9	–156.9
2015–2016	45.4	–138.8	9.3	202.6 *	22.9	–50.7
2016–2017	119.8	7.3	31.0	43.9	–3.2	40.9
2017–2018	312.8	256.8	–75.0 ***	26.2	18.0	86.8
2018–2019	5.0	–2.1	69.5 **	21.8	–5.4	–78.7
2019–2020	–24.2	–72.4	–60.7 ***	36.7	14.6	57.7
2020–2021	–3.0	46.1	–17.5	–29.6	–11.2	9.3
2021–2022	–98.5	4.9	–10.6	–99.3	22.8	–16.3

Notes: Figures for full sample and subperiods are the average annual change. Negative values indicate relative salary gains by women during the period. Unadjusted salary variable is the log of the salary index. Statistical significance tests based on bootstrap standard errors with 1,000 replications. *** = significance at 1% level; ** = significance at 5% level; * = significance at 10% level.

Source: Authors' calculations.

Table S8.2b: Modified Zveglic-Rodgers Decomposition for Adjusted Salaries, Local Staff in Headquarters
(log points $\times 10^4$)

Period	Average Salary Gap Change	Entry Effect	Net Promotion Effect	Exit Effect	Between-Level Pay Effect	Within-Level Pay Effect
Full sample						
2000–2022	45.6 ***	0.2	6.7 *	19.6	–2.4	21.4 ***
Subperiod						
2000–2010	84.6 ***	28.0	–13.6 ***	21.4	–8.4	57.2 ***
2010–2022	13.1	–22.9	23.6 ***	18.2	2.6	–8.4
Annual						
2000–2001	–73.1	4.8	–41.4 ***	–44.0	5.5	2.1
2001–2002	54.5	–21.1	–3.5	56.4	–26.8	49.5
2002–2003	–95.1	–0.4	–41.4 ***	–31.5	–30.5	8.7
2003–2004	116.0	41.0	–23.7 *	25.9	14.6	58.2
2004–2005	–9.0	29.5	–36.7 **	–56.0	–16.1	70.3
2005–2006	–14.3	–18.4	18.7	–58.2	–13.1	56.7
2006–2007	131.7	79.1	–68.5 ***	–14.2	–28.5	163.9
2007–2008	143.3	6.8	74.7 ***	–8.4	11.6	58.8
2008–2009	553.3 *	95.9	18.1	351.5 ***	–10.7	98.5
2009–2010	38.5	63.1	–32.4 **	–7.2	10.0	5.2
2010–2011	74.3	34.0	42.7 *	29.0	–22.5	–8.9
2011–2012	9.1	–132.5	5.9	100.1	–44.5	80.0
2012–2013	–53.5	–19.6	20.2	11.8	–26.1	–39.8
2013–2014	67.6	2.3	–7.4	42.1	–4.3	35.0
2014–2015	–174.2	–102.4	48.1 ***	–32.1	–34.3	–53.5
2015–2016	24.9	–72.6	24.4	100.9	14.1	–41.9
2016–2017	–43.6	–11.1	31.7	20.6	–4.1	–80.7
2017–2018	148.4	107.3	13.5	8.1	19.9	–0.4
2018–2019	49.0	–31.0	68.6 ***	5.1	22.1	–15.9
2019–2020	82.9	–55.4	2.3	23.6	58.7	53.7
2020–2021	–46.4	14.0	17.2	–21.4	6.6	–62.7
2021–2022	19.2	–7.7	16.0	–69.7	46.1	34.5

Notes: Figures for full sample and subperiods are the average annual change. Negative values indicate relative salary gains by women during the period. Adjusted salary variable is calculated using coefficients from earnings function regressions on the pooled sample of women and men, with each year and staff group estimated separately. Statistical significance tests based on bootstrap standard errors with 1,000 replications. *** = significance at 1% level; ** = significance at 5% level; * = significance at 10% level.

Source: Authors' calculations.

Table S8.3a: Modified Zveglic-Rodgers Decomposition for Unadjusted Salaries, Local Staff in Field Offices
(log points $\times 10^4$)

Period	Average Salary	Net Promotion			Between-Level	Within-Level
	Gap Change	Entry Effect	Effect	Exit Effect	Pay Effect	Pay Effect
Full sample						
2000–2022	66.5	139.0 **	6.5	–53.1	–9.5	–16.4
Subperiod						
2000–2010	94.4	265.2 **	–25.4 *	–107.0	–7.3	–31.1
2010–2022	43.3	33.8	33.1 ***	–8.1	–11.3	–4.2
Annual						
2000–2001	344.3	620.5	86.8 ***	–52.3	–145.8	–164.8
2001–2002	–281.8	362.3	–134.5 ***	–413.1	10.2	–106.8
2002–2003	327.0	294.5	–34.6	–112.7	15.0	164.8
2003–2004	–53.8	82.8	–25.3	–29.6	–45.3	–36.3
2004–2005	–38.5	–85.0	–106.2 **	–95.8	–12.0	260.4
2005–2006	442.7	323.6	71.4 *	6.4	25.7	15.6
2006–2007	–435.5	293.2	–91.8 **	–143.5	–15.7	–477.8
2007–2008	105.6	42.1	–24.6	–256.6	–43.6	388.3
2008–2009	398.4	463.7	–15.4	–16.0	118.2 *	–152.1
2009–2010	136.0	254.0	20.2	43.6	20.6	–202.4
2010–2011	90.4	86.7	59.7	–28.9	37.3	–64.4
2011–2012	244.0	150.1	–83.0 *	68.3	49.4	59.3
2012–2013	–402.5	2.6	120.4 ***	–149.5	–10.0	–366.0
2013–2014	224.4	207.4	–17.0	41.6	–61.4	53.8
2014–2015	235.5	135.6	–2.7	74.9	–30.2	57.9
2015–2016	12.2	–161.4	8.3	16.9	9.4	138.8
2016–2017	185.5	–60.5	97.0 **	38.8	–12.0	122.3
2017–2018	19.5	4.7	135.3 ***	–18.0	–3.4	–99.0
2018–2019	–38.6	51.5	43.6	–60.2	–15.3	–58.1
2019–2020	246.6	172.5	–13.7	–4.1	–4.0	95.9
2020–2021	–186.6	–93.0	–137.3 ***	–69.3	–31.4	144.4
2021–2022	–111.1	–90.5	186.2 ***	–8.0	–64.2	–134.7

Notes: Figures for full sample and subperiods are the average annual change. Negative values indicate relative salary gains by women during the period. Unadjusted salary variable is the log of the salary index. Statistical significance tests based on bootstrap standard errors with 1,000 replications. *** = significance at 1% level; ** = significance at 5% level; * = significance at 10% level.

Source: Authors' calculations.

Table S8.3b: Modified Zveglic-Rodgers Decomposition for Adjusted Salaries, Local Staff in Field Offices
(log points $\times 10^4$)

Period	Average Salary	Net Promotion			Between-Level	Within-Level
	Gap Change	Entry Effect	Effect	Exit Effect	Pay Effect	Pay Effect
Full sample						
2000–2022	60.2 *	84.2 **	25.2 ***	–33.1	11.4	–27.6
Subperiod						
2000–2010	118.5	154.3 **	4.4	–63.6	13.8	9.6
2010–2022	11.6	25.8	42.7 ***	–7.7	9.4	–58.6 **
Annual						
2000–2001	341.6	382.4	65.3 ***	–39.3	–58.2	–8.7
2001–2002	–2.4	157.0	–57.6 **	–192.7	129.2	–38.3
2002–2003	363.7	147.9	2.1	–40.9	–59.6	314.2
2003–2004	–144.6	6.4	10.9	–9.7	–88.7	–63.4
2004–2005	–111.2	–49.3	–46.0 *	–47.9	25.1	6.8
2005–2006	246.7	180.6	53.3 **	–26.1	–10.3	49.3
2006–2007	–204.4	193.1	–33.2	–109.2	116.2	–371.2
2007–2008	144.0	21.7	7.9	–161.2	77.7	197.9
2008–2009	52.0	284.3	17.9	–38.2	–17.0	–194.9
2009–2010	499.5	219.0	23.0	29.5	23.9	204.1
2010–2011	–84.5	70.4	128.2 ***	–25.9	–15.3	–241.9
2011–2012	–101.1	101.2	–30.7	35.9	–5.1	–202.4
2012–2013	32.3	0.8	94.7 ***	–107.0	133.9	–90.1
2013–2014	70.4	138.2	–6.5	29.9	–6.9	–84.2
2014–2015	113.5	124.5	1.7	50.9	5.0	–68.6
2015–2016	–21.6	–118.7	9.5	13.2	29.5	44.9
2016–2017	13.0	–44.6	93.6 ***	26.0	–51.9	–10.2
2017–2018	239.8	–5.5	127.3 ***	–10.9	14.7	114.2
2018–2019	–73.5	56.1	56.9 **	–51.0	11.3	–146.8
2019–2020	77.7	131.8	–5.3	–4.8	62.2	–106.2
2020–2021	–42.3	–67.0	–66.3 ***	–53.6	–42.5	187.1
2021–2022	–84.8	–77.9	108.8 ***	5.1	–22.0	–98.8

Notes: Figures for full sample and subperiods are the average annual change. Negative values indicate relative salary gains by women during the period. Adjusted salary variable is calculated using coefficients from earnings function regressions on the pooled sample of women and men, with each year and staff group estimated separately. Statistical significance tests based on bootstrap standard errors with 1,000 replications. *** = significance at 1% level; ** = significance at 5% level; * = significance at 10% level.

Source: Authors' calculations.