



Pipeline's Broken Promise Statistical Appendix

Table 1—Means, Standard Deviations, and Correlations among Control, Analysis, and Dependent Variables

Variable	M	S.D.	1	2	3	4	5	6	7	8	9	10
1. Gender ¹	.26	.44	—									
2. Age at time of survey	34.58	4.15	-.10**	—								
3. Age at MBA graduation	30.06	2.89	-.13**	.63**	—							
4. Total years career work experience	10.50	3.83	-.06	.90**	.41**	—						
5. Years since MBA graduation	4.52	3.22	-.02	.72**	-.08**	.76**	—					
6. Had children as of first post-MBA job ²	.22	.41	-.19**	.31**	.25**	.26**	.17**	—				
7. Had children at time of survey ³	.45	.50	-.20**	.42**	.16**	.39**	.40**	.58**	—			
8. First post-MBA job level ⁴	1.72	.86	-.14**	.10**	.21**	.09**	-.06**	.09**	.04*	—		
9. Current job level ⁵	2.65	.97	-.16**	.39**	.07**	.39**	.44**	.15**	.27**	.41**	—	
10. Aspiration level ⁶	3.93	.33	-.14**	-.04**	-.01	-.03	-.04*	.02	.03*	.11**	.22**	—
11. Nontraditional career path ⁷	.11	.31	-.00	.12**	.01	.16**	.14**	.00	.04**	.20**	.14**	.03
12. People management in first job ⁸	.47	.50	-.07**	.14**	.06**	.22**	.13**	.09**	.11**	.25**	.32**	.08**
13. First post-MBA job salary (PPP) ⁹	99148.03	40023.45	-.08**	-.10**	.03	-.05	-.15**	.01	-.01	.14**	.02	.07**
14. Log first post-MBA job salary (PPP) ¹⁰	11.43	.43	-.07**	-.10**	.02	-.02	-.14**	.02	.00	.12**	.04	.07**
15. Log salary growth ¹¹	4.95	.75	-.14**	.36**	-.11**	.41**	.56**	.09**	.26**	.00	.40**	.07**
16. Overall career satisfaction ¹²	3.87	.80	-.10**	-.05**	-.05**	-.06	-.02	.03*	.06**	.09**	.28**	.09**
17. Left first job: career advancement ¹³	.47	.50	-.11**	-.11**	-.02	-.12**	-.12**	.01	-.03	.02	.04	.08**
18. Left first job: money/benefits ¹⁴	.35	.48	-.11**	-.14**	-.02	-.19**	-.16**	-.01	-.04	.00	-.05*	.03
19. Left first job: difficult manager ¹⁵	.18	.39	.10**	-.10**	-.05*	-.13**	-.08**	-.07**	-.10**	-.06**	-.06**	-.03
20. Number of companies post-MBA	2.15	1.42	-.00	.33**	-.05**	.35**	.47**	.03	.13**	.03	.18**	-.06**

*p<.05, **p<.01

¹ 0 = male, 1 = female

² 0 = had no children while in first job, 1 = had children before started first job or within the year

³ 0 = no children at time of survey, 1 = have children at time of survey

⁴ 1 = entry or individual contributor, 2 = first level manager or equivalent on professional/technical track, 3 = mid manager or equivalent on professional/technical track, 4 = CEO/senior executive

⁵ 1 = entry or individual contributor, 2 = first level manager or equivalent on professional/technical track, 3 = mid manager or equivalent on professional/technical track, 4 = CEO/senior executive

⁶ 1 = entry or individual contributor, 2 = first level manager or equivalent on professional/technical track, 3 = mid manager or equivalent on professional/technical track, 4 = CEO/senior executive

⁷ 0 = have not taken a nontraditional career path, 1 = have taken a nontraditional career path

⁸ 0 = did not have people management responsibilities in first post-MBA job; 1 = had people management responsibilities in first post-MBA job

⁹ As respondents reported salaries in the currency in which they were earned, purchasing power parity (PPP) conversions were used to account for differences in cost of living globally. This variable can therefore be interpreted as first post-MBA job salary adjusted to U.S. dollars. We removed 16 extreme outliers greater than four standard deviations above the mean.

¹⁰ As salaries varied so greatly, a log transformed PPP-adjusted salary variable was used.

¹¹ Salary growth for respondents who earned their first post-MBA salary and their salary at the time of the survey in the same currency were measured. As salary growth varied greatly, a log transformed salary growth variable was used.

¹² Seven-item scale career satisfaction scale, with possible mean scores ranging from 1 to 5.

¹³ 0 = respondent did not leave first post-MBA job for career advancement; 1 = one reason for leaving first post-MBA job was faster career advancement

¹⁴ 0 = respondent did not leave first post-MBA job for more money/greater benefits; 1 = one reason for leaving first post-MBA job was more money/greater benefits

¹⁵ 0 = respondent did not leave first post-MBA job because of a difficult manager; 1 = one reason for leaving first post-MBA job was a difficult manager



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Table 1 (Continued)—Means, Standard Deviations, and Correlations among Control, Analysis, and Dependent Variables

Variable	11	12	13	14	15	16	17	18	19	20
11. Nontraditional career path	—									
12. People management in first job	-.01	—								
13. First post-MBA job salary (PPP)	-.09**	.04*	—							
14. Log first post-MBA job salary (PPP)	-.10**	.05**	.95**	—						
15. Log salary growth	.10**	.15**	-.11**	-.13**	—					
16. Overall career satisfaction	-.04*	.16**	.14**	.13**	.22**	—				
17. Left first job: career advancement	-.11**	.07**	-.02	-.03	.10**	.13**	—			
18. Left first job: money/benefits	-.10**	.02	-.05*	-.08**	.14**	.07**	.47**	—		
19. Left first job: difficult manager	-.05*	-.01	-.02	-.03	-.02	-.04	.08**	.14**	—	
20. Number of companies post-MBA	.31**	-.10**	-.15**	-.16**	.23**	-.12**	-.09**	-.11**	-.03	—

*p<.05, **p<.01



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Table 2—Results of Regression Analysis for First Post-MBA Job Level, Full Sample (Standardized Coefficients)

Step	1		2		3		4	
	β	t	β	t	β	t	β	t
Gender	-.13	-7.57**	-.11	-6.19**	-.10	-5.56**	-.11	-6.30**
Age at MBA graduation			.19	10.55**	.18	10.29**	.17	9.85**
Region ¹⁶								
Canada					-.06	-3.10**	-.05	-2.93**
Europe					.09	5.28**	.10	5.78**
Asia					.06	3.54**	.06	3.45**
UK					.08	4.62**	.10	5.46**
Industry ¹⁷								
Resources							-.01	-.58
Pharmaceutical							.03	1.72
Manufacturing							.02	.89
Retail							.08	4.33**
Insurance							-.01	-.49
Consulting							-.09	-4.10**
Health/Education							.06	3.33**
High Tech/Telecom							.06	3.10**
R ²	.02		.05		.07		.10	
ΔR^2	.02		.03		.02		.03	
ΔF	57.33**		111.20**		19.02**		11.92**	
df	1, 3109		2, 3108		6, 3104		14, 3096	

*p<.05, **p<.01

¹⁶ Dummy variables with United States as the referent were used.

¹⁷ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



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Table 3—Results of Regression Analysis for First Post-MBA Job Level, Subsample of Those who Aspire to CEO/Senior Executive Level (Standardized Coefficients)

Step	1		2		3		4	
	β	t	β	t	β	t	β	t
Gender	-.11	-6.14**	-.09	-4.81**	-.08	-4.40**	-.09	-5.03**
Age at MBA graduation			.19	10.27**	.18	9.91**	.17	9.51**
Region ¹⁸								
Canada					-.05	-2.69**	-.05	-2.51*
Europe					.10	5.09**	.10	5.59**
Asia					.06	3.34**	.06	3.21**
UK					.09	4.83**	.10	5.58**
Industry ¹⁹								
Resources							-.00	-.20
Pharmaceutical							.03	1.44
Manufacturing							.02	1.03
Retail							.09	4.72**
Insurance							-.00	-.17
Consulting							-.09	-3.75**
Health/Education							.07	3.79**
High Tech/Telecom							.07	3.14**
R ²	.01		.05		.07		.10	
ΔR^2	.01		.04		.02		.03	
ΔF	37.65**		105.51**		17.60**		11.87**	
df	1, 2867		2, 2866		6, 2862		14, 2854	

*p<.05, **p<.01

¹⁸ Dummy variables with United States as the referent were used.

¹⁹ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



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Table 4—Results of Regression Analysis for First Post-MBA Job Level, Subsample of Those who Did Not Have Children (Standardized Coefficients)

Step	1		2		3		4	
	β	t	β	t	β	T	β	t
Gender	-.12	-6.06**	-.11	-5.33**	-.10	-4.93**	-.11	-5.32**
Age at MBA graduation			.15	7.55**	.15	7.36**	.14	7.21**
Region ²⁰								
Canada					-.07	-3.19**	-.06	-2.86**
Europe					.07	3.50**	.09	4.19**
Asia					.04	2.12*	.05	2.27*
UK					.09	4.32**	.10	5.03**
Industry ²¹								
Resources							-.04	-1.93
Pharmaceutical							.01	.50
Manufacturing							.00	.20
Retail							.08	3.71**
Insurance							-.02	-.88
Consulting							-.07	-2.96**
Health/Education							.05	2.46*
High Tech/Telecom							.06	2.73**
R ²	.02		.04		.06		.08	
ΔR^2	.02		.02		.02		.02	
ΔF	36.75**		57.06**		12.90**		7.63**	
df	1, 2409		2, 2408		6, 2404		14, 2396	

*p<.05, **p<.01

²⁰ Dummy variables with United States as the referent were used.

²¹ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



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Table 5—Results of Regression Analysis for Log First Post-MBA Salary, Full Sample (Standardized Coefficients)²²

Step	1		2		3		4		5		6	
	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-.07	-3.68**	-.07	-3.47**	-.07	-3.77**	-.06	-3.11**	-.07	-4.28**	-.05	-2.91**
Age at MBA graduation			.02	1.09	.01	.48	-.01	-.38	.02	1.13	.03	1.94
Years since MBA graduation					-.14	-7.16**	-.13	-6.92**	-.20	-11.28**	-.20	-11.78**
First post-MBA job level							.10	5.17**	.08	4.49**	.11	6.40**
Region ²³												
Canada									-.48	-26.88**	-.48	-28.09**
Europe									-.14	-7.96**	-.13	-7.71**
Asia									-.12	-7.12**	-.12	-7.09**
UK									-.03	-1.51	-.06	-3.29**
Industry ²⁴												
Resources											-.08	-4.83**
Pharmaceutical											-.18	-9.77**
Manufacturing											-.15	-8.32**
Retail											-.14	-7.80**
Insurance											-.09	-5.01**
Consulting											-.08	-3.84**
Health/Education											-.12	-6.87**
High Tech/Telecom											-.23	-11.86**
R ²	.01		.01		.02		.03		.25		.32	
ΔR^2	.01		.00		.02		.01		.22		.07	
ΔF	13.53**		1.18		51.22**		26.76**		187.84**		31.12**	
df	1, 2616		2, 2615		3, 2614		4, 2613		8, 2609		16, 2601	

*p<.05, **p<.01

²² As respondents reported salaries in the currency in which they were earned, purchasing power parity (PPP) conversions were used to account for differences in cost of living globally. As salaries varied so greatly, a log transformed PPP-adjusted salary variable was used in analyses.

²³ Dummy variables with United States as the referent were used.

²⁴ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



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Table 6—Results of Regression Analysis for Log First Post-MBA Salary, Subsample of Those who Aspire to CEO/Senior Executive Level (Standardized Coefficients)²⁵

Step	1		2		3		4		5		6	
	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-.06	-2.93**	-.05	-2.61**	-.06	-2.92**	-.05	-2.46*	-.06	-3.45**	-.04	-2.30*
Age at MBA graduation			.04	1.95	.03	1.31	.01	.58	.03	1.62	.04	2.23*
Years since MBA graduation					-.14	-6.88**	-.14	-6.69**	-.20	-10.70**	-.20	-11.22**
First post-MBA job level							.09	4.34**	.07	3.78**	.10	5.70**
Region ²⁶												
Canada									-.46	-24.83**	-.46	-25.84**
Europe									-.14	-7.45**	-.13	-7.20**
Asia									-.13	-6.85**	-.12	-6.66**
UK									-.02	-1.13	-.05	-2.72**
Industry ²⁷												
Resources											-.08	-4.46**
Pharmaceutical											-.18	-9.21**
Manufacturing											-.14	-7.69**
Retail											-.13	-6.94**
Insurance											-.10	-4.84**
Consulting											-.07	-3.35**
Health/Education											-.12	-6.43**
High Tech/Telecom											-.23	-11.25**
R ²	.00		.01		.02		.03		.24		.30	
ΔR^2	.00		.00		.02		.01		.21		.06	
ΔF	8.60**		3.80		47.28**		18.88**		161.33**		27.72**	
df	1, 2402		2, 2401		3, 2400		4, 2399		8, 2395		16, 2387	

*p<.05, **p<.01

²⁵ As respondents reported salaries in the currency in which they were earned, purchasing power parity (PPP) conversions were used to account for differences in cost of living globally. As salaries varied so greatly, a log transformed PPP-adjusted salary variable was used in analyses.

²⁶ Dummy variables with United States as the referent were used.

²⁷ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



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Table 7—Results of Regression Analysis for Log First Post-MBA Salary, Subsample of Those who Did Not Have Children (Standardized Coefficients)²⁸

Step	1		2		3		4		5		6	
	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-.06	-2.71**	-.06	-2.58**	-.06	-2.59**	-.05	-2.03*	-.07	-3.65**	-.05	-2.41*
Age at MBA graduation			.02	1.04	.01	.48	-.00	-.11	.00	.17	.01	.63
Years since MBA graduation					-.12	-5.61**	-.12	-5.48**	-.19	-9.44**	-.19	-10.02**
First post-MBA job level							.10	4.35**	.07	3.49**	.09	4.74**
Region ²⁹												
Canada									-.49	-24.29**	-.49	-25.70**
Europe									-.15	-7.67**	-.15	-7.81**
Asia									-.14	-6.93**	-.13	-7.00**
UK									-.02	-1.20	-.06	-3.14**
Industry ³⁰												
Resources											-.08	-4.19**
Pharmaceutical											-.20	-9.36**
Manufacturing											-.14	-6.96**
Retail											-.15	-7.83**
Insurance											-.11	-5.01**
Consulting											-.10	-4.33**
Health/Education											-.12	-5.93**
High Tech/Telecom											-.25	-11.40**
R ²	.00		.00		.02		.03		.26		.33	
ΔR^2	.00		.00		.02		.01		.23		.07	
ΔF	7.34**		1.07		31.51**		18.92**		155.08**		26.70**	
df	1, 2000		2, 1999		3, 1998		4, 1997		8, 1993		16, 1985	

*p<.05, **p<.01

²⁸ As respondents reported salaries in the currency in which they were earned, purchasing power parity (PPP) conversions were used to account for differences in cost of living globally. As salaries varied so greatly, a log transformed PPP-adjusted salary variable was used in analyses.

²⁹ Dummy variables with United States as the referent were used.

³⁰ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



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Table 8—Results of Regression Analysis for First Post-MBA Salary, Full Sample (Unstandardized Coefficients)³¹

Step	1		2		3		4		5		6	
	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-7079.33	-3.99**	-6725.88	-3.75**	-7261.67	-4.09**	-5949.59	-3.35**	-7217.31	-4.45**	-4599.50	-2.97**
Age at MBA graduation			368.40	1.32	176.28	.64	-98.64	-.35	269.82	1.05	505.29	2.07*
Years since MBA graduation					-1835.16	-7.77**	-1766.32	-7.52**	-2447.34	-11.29**	-2433.79	-11.81**
First post-MBA job level							5679.23	5.92**	4924.07	5.56**	6441.54	7.60**
Region ³²												
Canada									-44522.13	-22.85**	-44677.08	-24.20**
Europe									-19179.98	-8.22**	-17458.89	-7.83**
Asia									-19263.87	-6.39**	-18138.99	-6.35**
UK									-4772.01	-1.79	-9618.17	-3.78**
Industry ³³												
Resources											-21652.78	-6.10**
Pharmaceutical											-29982.97	-11.90**
Manufacturing											-31473.80	-9.87**
Retail											-32898.32	-8.73**
Insurance											-16419.03	-6.57**
Consulting											-11703.26	-6.09**
Health/Education											-30492.24	-7.97**
High Tech/Telecom											-30591.91	-13.90**
R ²	.01		.01		.03		.04		.21		.30	
ΔR^2	.01		.00		.02		.01		.17		.09	
ΔF	15.92**		1.74		60.41**		35.02**		137.96**		40.12**	
df	1, 2601		2, 2600		3, 2599		4, 2598		8, 2594		16, 2586	

*p<.05, **p<.01

³¹ Unstandardized coefficients are presented here so coefficients can be interpreted as U.S. dollars. As respondents reported salaries in the currency in which they were earned, purchasing power parity (PPP) conversions were used to account for differences in cost of living globally. We removed 16 extreme outliers greater than four standard deviations above the mean.

³² Dummy variables with United States as the referent were used.

³³ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



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Table 9—Results of Regression Analysis for Current Job Level, Full Sample (Standardized Coefficients)

Step	1		2		3		4		5		6	
	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-.14	-8.01**	-.11	-6.63**	-.13	-8.16**	-.09	6.09**	-.08	-5.68**	-.09	-5.90**
Age			.38	22.91**	.14	5.88**	.03	1.23	.02	1.16	.02	1.11
Years since MBA graduation					.33	14.22**	.44	20.85**	.44	20.85**	.44	20.72**
First post-MBA job level							.42	28.63**	.41	27.86**	.40	27.43**
Region ³⁴												
Canada									.00	.22	.01	.53
Europe									.05	3.17**	.05	3.14**
Asia									.03	1.75	.03	1.88
UK									-.01	.90	-.01	-.70
Industry ³⁵												
Resources											-.00	-.29
Pharmaceutical											-.00	-.10
Manufacturing											.03	1.87
Retail											.05	3.37**
Insurance											-.03	-1.65
Consulting											.00	.07
Health/Education											.01	.91
High Tech/Telecom											.01	.80
R ²	.02		.16		.21		.37		.38		.38	
ΔR^2	.02		.14		.05		.16		.00		.00	
ΔF	64.12**		524.74**		202.28**		819.46**		3.52**		3.00**	
df	1, 3151		2, 3150		3, 3149		4, 3148		8, 3144		16, 3136	

* $p < .05$, ** $p < .01$

³⁴ Dummy variables with United States as the referent were used.

³⁵ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



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Table 10—Results of Regression Analysis for Current Job Level, Subsample of Those who Aspire to CEO/Senior Executive Level (Standardized Coefficients)

Step	1		2		3		4		5		6	
	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-.11	-6.12**										
Age			-.08	-4.54**	-.10	-6.00**	-.07	-4.44**	-.06	-4.10**	-.06	-4.31**
Years since MBA graduation			.41	24.23**	.16	6.67**	.05	2.33*	.05	2.22*	.05	2.23*
First post-MBA job level					.34	14.53**	.45	20.78**	.45	20.85**	.45	20.70**
Region ³⁶							.40	26.70**	.40	26.05**	.39	25.62**
Canada									.01	.90	.02	1.16
Europe									.05	2.94**	.05	3.00**
Asia									.02	1.57	.03	1.77
UK									-.01	-.75	-.01	-.53
Industry ³⁷												
Resources											-.00	-.18
Pharmaceutical											-.01	-.66
Manufacturing											.02	1.42
Retail											.06	3.64**
Insurance											-.02	-1.22
Consulting											-.00	-.05
Health/Education											.01	.74
High Tech/Telecom											.01	.77
R ²	.01		.18		.23		.39		.39		.39	
ΔR^2	.01		.17		.06		.15		.00		.00	
ΔF	37.42**		587.00**		211.09**		713.04**		2.86*		2.87**	
df	1, 2902		2, 2901		3, 2900		4, 2899		8, 2895		16, 2887	

*p<.05, **p<.01

³⁶ Dummy variables with United States as the referent were used.

³⁷ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



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Table 11—Results of Regression Analysis for Current Job Level, Subsample of Those who Did Not Have Children (Standardized Coefficients)

Step	1		2		3		4		5		6	
	β	t	β	t	β	T	β	t	β	t	β	t
Gender	-.12	-5.72**			-.12	-6.58**	-.08	-4.83**	-.07	-4.51**	-.08	-4.76**
Age			.36	19.41**	.13	4.67**	.03	1.41	.03	1.28	.03	1.30
Years since MBA graduation					.32	12.05**	.41	17.13**	.42	17.24**	.42	17.10**
First post-MBA job level							.42	25.24**	.42	24.85**	.41	24.35**
Region ³⁸												
Canada									.02	1.44	.03	1.81
Europe									.04	2.32*	.04	2.50*
Asia									.02	.99	.02	1.15
UK									-.01	-.84	-.01	-.64
Industry ³⁹												
Resources											-.02	-1.12
Pharmaceutical											.00	.14
Manufacturing											.03	1.67
Retail											.06	3.18**
Insurance											-.05	-2.49*
Consulting											-.00	-.05
Health/Education											.02	.88
High Tech/Telecom											.02	.92
R ²	.01		.15		.19		.36		.36		.37	
ΔR^2	.01		.13		.05		.17		.00		.01	
ΔF	32.67**		376.77**		145.27**		636.95**		2.07		3.70**	
df	1, 2432		2, 2431		3, 2430		4, 2429		8, 2425		16, 2417	

*p<.05, **p<.01

³⁸ Dummy variables with United States as the referent were used.

³⁹ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



Pipeline's Broken Promise Statistical Appendix

Table 12—Results of Regression Analysis for Current Job Level, Full Sample (Standardized Coefficients) and Post-Hoc Tests Investigating Effect of People Management

Step	1		2		3		4		5		6		7	
	β	t	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-.14	-8.03**	-.11	-6.49**	-.13	-7.98**	-.09	-5.90**	-.08	-5.49**	-.08	-5.68**	-.08	-5.48**
Age			.37	22.47**	.13	5.55**	.02	1.07	.02	1.01	.02	.98	.02	.77
Years since MBA graduation					.33	14.25**	.44	20.72**	.44	20.70**	.44	20.54**	.42	19.99**
First post-MBA job level							.41	28.32**	.41	27.53**	.40	27.11**	.36	24.30**
Region ⁴⁰														
Canada									.00	.00	.00	.29	.01	.72
Europe									.05	3.14**	.05	3.14**	.04	2.97**
Asia									.02	1.64	.03	1.79	.02	1.63
UK									-.01	-1.02	-.01	-.81	-.01	-.49
Industry ⁴¹														
Resources											-.01	-.43	-.01	-.58
Pharmaceutical											-.00	-.07	-.00	-.24
Manufacturing											.03	1.79	.02	1.37
Retail											.05	3.31**	.04	2.93**
Insurance											-.03	-1.73	-.03	-1.95
Consulting											-.00	-.09	-.01	-.57
Health/Education											.01	.68	.00	.21
High Tech/Telecom											.01	.80	.01	.54
People management in first job													.17	11.58**
R ²	.02		.16		.21		.37		.37		.38		.41	
ΔR^2	.02		.14		.05		.16		.00		.00		.03	
ΔF	64.41**		505.04**		203.06**		801.99**		3.58**		2.97**		134.01**	
df	1, 3103		2, 3102		3, 3101		4, 3100		8, 3096		16, 3088		17, 3087	

*p<.05, **p<.01

⁴⁰ Dummy variables with United States as the referent were used.

⁴¹ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



Pipeline’s Broken Promise Statistical Appendix

Table 12 (Continued)—Results of Regression Analysis for Current Job Level, Full Sample (Standardized Coefficients) and Post-Hoc Tests Investigating Effect of People Management

Post-Hoc Tests of Estimated Marginal Mean Differences for Current Job Level⁴²

People Management Responsibilities	Mean for Women	Mean for Men	Mean Difference
No Direct Reports in First Post-MBA Job	2.37	2.57	-.20**
Had Direct Reports in First Post-MBA Job	2.73	2.89	-.16**

Gender	Had Direct Reports in First Job	No Direct Reports in First Job	Mean Difference
Women	2.73	2.37	.32**
Men	2.89	2.57	.36**

*p<.05, **p<.01

⁴² Following the regression, post-hoc tests of marginal mean differences were conducted. Covariates were evaluated at the following values: Age = 34.73, Years since MBA graduation = 4.73, First Post-MBA Job Level = 1.72.



Pipeline's Broken Promise Statistical Appendix

Table 13—Results of Regression Analysis for Log Salary Growth, Full Sample (Standardized Coefficients)

Step	1		2		3		4		5		6		7		8		
	β	t	β	t	β	t	β	β	β	β	β	t	β	t	β	t	
Gender	-.14	-6.88**			-.15	-9.03**	-.15	-8.80**	-.13	-7.86**	-.14	-8.19**	-.13	-7.92**	-.11	-6.99**	
Age			.37	18.96**	-.16	-6.33**	-.16	-6.50**	-.16	-6.57**	-.16	-6.60**	-.15	-6.25**	-.11	-4.89**	
Years since MBA graduation					.71	29.21**	.72	29.02**	.61	23.33**	.60	22.73**	.59	22.14**	.54	21.95**	
First post-MBA job level							.03	1.57	-.07	-3.70**	-.06	-3.41**	-.07	-3.73**	-.08	-4.41**	
Current job level									.22	10.57**	.23	10.89**	.23	10.80**	.25	13.17**	
Log first post-MBA job salary											-.08	-4.67**	-.09	-4.78**	-.18	-10.13**	
Region ⁴³																	
Canada													-.03	-1.54	-.09	-5.15**	
Europe													.02	1.14	.01	.41	
Asia													.03	1.91	.03	1.83	
UK													.01	.58	-.01	-.56	
Industry ⁴⁴																	
Resources																-.16	-9.91**
Pharmaceutical																-.27	-15.20**
Manufacturing																-.17	-10.52**
Retail																-.18	-11.26**
Insurance																-.14	-7.99**
Consulting																-.25	-14.06**
Health/Education																-.11	-7.31**
High Tech/Telecom																-.33	-17.72**
R ²	.02		.16		.39		.39		.42		.43		.43		.53		
ΔR^2	.02		.14		.23		.00		.03		.01		.00		.10		
ΔF	47.32**		359.64**		852.98**		2.45		111.64**		21.77**		2.36		56.98**		
df	1, 2217		2, 2216		3, 2215		4, 2214		5, 2213		6, 2212		10, 2208		18, 2200		

*p<.05, **p<.01

⁴³ Dummy variables with United States as the referent were used.

⁴⁴ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



Pipeline's Broken Promise Statistical Appendix

Table 14—Results of Regression Analysis for Log Salary Growth, Subsample of Those who Aspire to CEO/Senior Executive Level (Standardized Coefficients)

Step	1		2		3		4		5		6		7		8	
	β	t	β	t	β	t	β	β	β	β	β	t	β	t	β	t
Gender	-.14	-6.17**	-.09	-4.26**	-.14	-7.97**	-.14	-7.82**	-.13	-7.29**	-.13	-7.58**	-.13	-7.32**	-.10	-6.41**
Age			.38	18.54**	-.15	-6.00**	-.16	-6.13**	-.16	-6.39**	-.16	-6.37**	-.15	-6.03**	-.11	-4.79**
Years since MBA graduation					.72	28.56**	.73	28.33**	.62	22.76**	.61	22.13**	.61	21.62**	.56	21.67**
First post-MBA job level							.02	1.28	-.06	-3.26**	-.06	-3.00**	-.07	-3.32**	-.07	-3.93**
Current job level									.20	9.22**	.21	9.48**	.21	9.40**	.23	11.30**
Log first post-MBA job salary											-.07	-4.37**	-.08	-4.36**	-.17	-9.53**
Region ⁴⁵																
Canada													-.02	-1.22	-.08	-4.36**
Europe													.02	1.20	.01	.64
Asia													.04	2.04*	.03	1.97*
UK													.01	.45	-.01	-.47
Industry ⁴⁶																
Resources															-.17	-9.84**
Pharmaceutical															-.27	-15.06**
Manufacturing															-.18	-10.34**
Retail															-.18	-10.34**
Insurance															-.14	-7.76**
Consulting															-.25	-13.59**
Health/Education															-.11	-6.90**
High Tech/Telecom															-.32	-16.90**
R ²	.02		.16		.40		.40		.43		.43		.43		.53	
ΔR^2	.02		.14		.24		.00		.02		.01		.00		.10	
ΔF	38.02**		343.68**		815.59**		1.64		85.05**		19.11**		2.17		52.93**	
df	1, 2034		2, 2033		3, 2032		4, 2031		5, 2030		6, 2029		10, 2025		18, 2017	

*p<.05, **p<.01

⁴⁵ Dummy variables with United States as the referent were used.

⁴⁶ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



Pipeline's Broken Promise Statistical Appendix

Table 15—Results of Regression Analysis for Log Salary Growth, Subsample of Those who Do Not Have Children (Standardized Coefficients)

Step	1		2		3		4		5		6		7		8	
	β	t	β	t	β	t	β	β	β	β	β	t	β	t	β	t
Gender	-.08	-2.76**			-.14	-6.12**	-.14	-6.00**	-.13	-5.81**	-.14	-6.04**	-.12	-5.45**	-.10	-4.70**
Age			.35	12.91**	-.16	-4.89**	-.16	-4.92**	-.15	-4.79**	-.15	-4.71**	-.14	-4.41**	-.11	-3.83**
Years since MBA graduation					.71	22.01**	.72	21.88**	.61	17.63**	.59	17.13**	.59	16.83**	.54	16.41**
First post-MBA job level							.01	.52	-.10	-3.90**	-.10	-3.62**	-.11	-4.01**	-.11	-4.44**
Current job level									.23	8.07**	.24	8.15**	.23	8.07**	.26	9.63**
Log first post-MBA job salary											.08	-3.43**	-.08	-3.26**	-.19	-7.48**
Region ⁴⁷																
Canada													-.02	-.63	-.09	-3.52**
Europe													.05	2.00*	.02	.82
Asia													.07	2.85**	.05	2.31*
UK													.01	.41	-.01	-.39
Industry ⁴⁸																
Resources															-.15	-6.64**
Pharmaceutical															-.23	-9.79**
Manufacturing															-.17	-7.55**
Retail															-.20	-8.51**
Insurance															-.14	-5.96**
Consulting															-.27	-10.79**
Health/Education															-.13	-6.09**
High Tech/Telecom															-.29	-11.66**
R ²	.01		.13		.38		.38		.41		.42		.42		.51	
ΔR^2	.01		.12		.25		.00		.03		.01		.01		.09	
ΔF	7.61**		166.64**		484.30**		.27		65.09**		11.75**		3.29*		27.12**	
df	1, 1203		2, 1202		3, 1201		4, 1200		5, 1199		6, 1198		10, 1194		18, 1186	

*p<.05, **p<.01

⁴⁷ Dummy variables with United States as the referent were used.

⁴⁸ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



Pipeline’s Broken Promise Statistical Appendix

Table 16—Post-Hoc Pairwise Comparison Tests of Estimated Marginal Mean Differences for Current Job Level⁴⁹

First Post-MBA Starting Level	Mean for Women	Mean for Men	Mean Difference
Entry or Individual Contributor	2.13	2.37	-.25**
First Level Manager or Equivalent on Professional/Technical Track	2.71	2.90	-.19**
Mid Manager or Equivalent on Professional/Technical Track	3.40	3.34	.05
CEO/Senior Executive	3.46	3.58	-.12

*p<.05, **p<.01

⁴⁹ Following the regression on Current Job Level in Table 9, post-hoc tests of marginal mean differences were conducted. Covariates were evaluated at the following values: Age = 34.72, Years since MBA graduation = 4.71.



Pipeline’s Broken Promise Statistical Appendix

Table 17—Post-Hoc Pairwise Comparison Tests of Estimated Marginal Mean Differences for Log Salary Growth⁵⁰

First Post-MBA Starting Level	Mean for Women	Mean for Men	Mean Difference
Entry or Individual Contributor	4.73	4.99	-.26**
First Level Manager or Equivalent on Professional/Technical Track	4.89	5.05	-.16**
Mid Manager or Equivalent on Professional/Technical Track	4.76	4.96	-.20*
CEO/Senior Executive	5.18	5.16	.02

*p<.05, **p<.01

⁵⁰ Following the regression on Log Salary Growth in Table 13, post-hoc tests of marginal mean differences were conducted. Covariates were evaluated at the following values: Age = 34.67, Years since MBA graduation = 4.70.



Pipeline's Broken Promise Statistical Appendix

Table 18—Results of Regression Analysis for Current Job Level with Number of Companies, Full Sample (Standardized Coefficients)

Step	1		2		3		4		5		6		7	
	β	t	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-.14	-7.98**			-.13	-8.20**	-.09	-6.05**	-.08	-5.66**	-.09	-5.89**	-.09	-5.90**
Age			.38	22.83**	.14	5.81**	.03	1.23	.02	1.14	.02	1.07	.02	1.06
Years since MBA graduation					.33	14.20**	.44	20.74**	.44	20.76**	.44	20.62**	.47	20.57**
First post-MBA job level							.41	28.45**	.41	27.68**	.40	27.25**	.41	27.45**
Region ⁵¹														
Canada									.00	.31	.01	.62	.01	.71
Europe									.05	3.27**	.05	3.23**	.05	3.17**
Asia									.03	1.73	.03	1.87	.03	2.00*
UK									-.01	-.81	-.01	-.60	-.01	-.50
Industry ⁵²														
Resources											-.00	-.27	-.00	-.29
Pharmaceutical											-.00	-.09	-.00	-.18
Manufacturing											.03	2.01*	.03	1.80
Retail											.05	3.31**	.05	3.53**
Insurance											-.03	-1.67	-.03	-1.63
Consulting											-.00	-.04	.00	.04
Health/Education											.01	.90	.01	.82
High Tech/Telecom											.01	.73	.02	.97
Number of companies worked for post MBA													-.06	-3.43**
R ²	.02		.16		.21		.37		.38		.38		.38	
ΔR^2	.02		.14		.05		.16		.00		.00		.00	
ΔF	63.66**		520.99**		201.72**		809.30**		3.58**		3.03**		11.77**	
df	1, 3119		2, 3118		3, 3117		4, 3116		8, 3112		16, 3104		17, 3103	

*p<.05, **p<.01

⁵¹ Dummy variables with United States as the referent were used.

⁵² Dummy variables with Finance/Accounting/Real Estate as the referent were used.



Pipeline's Broken Promise Statistical Appendix

Table 19—Results of Regression Analysis for Log Salary Growth with Number of Companies, Full Sample (Standardized Coefficients)

Step	1		2		3		4		5		6		7	
	β	t	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-.14	-6.85**	-.10	-5.00**	-.15	-9.07**	-.14	-8.20**	-.13	-7.93**	-.11	-6.97**	-.11	-7.11**
Age			.37	18.79**	-.16	-6.37**	-.16	-6.67**	-.16	-6.33**	-.11	-5.05**	-.11	-5.10**
Years since MBA graduation					.71	29.13**	.60	22.65**	.59	22.07**	.54	21.94**	.59	22.45**
First post-MBA job level							-.06	-3.38**	-.07	-3.71**	-.08	-4.34**	-.07	-4.02**
Current job level							.23	10.98**	.23	10.88**	.26	13.21**	.25	13.06**
Log first post-MBA salary							-.08	-4.77**	-.09	-4.85**	-.18	-10.20**	-.19	-10.70**
Region ⁵³														
Canada									-.03	-1.52	-.09	-5.13**	-.09	-5.29**
Europe									.02	1.17	.01	.49	.00	.27
Asia									.03	2.01*	.03	1.96*	.03	2.14*
UK									.01	.63	-.01	-.36	-.00	-.27
Industry ⁵⁴														
Resources											-.16	-9.95**	-.16	-10.07**
Pharmaceutical											-.27	-15.19**	-.27	-15.47**
Manufacturing											-.17	-10.29**	-.17	-10.61**
Retail											-.18	-11.22**	-.18	-11.09**
Insurance											-.14	-7.92**	-.14	-7.94**
Consulting											-.25	-14.04**	-.25	-14.04**
Health/Education											-.11	-7.33**	-.12	-7.50**
High Tech/Telecom											-.33	-17.75**	-.32	-17.56**
Number of companies worked for since MBA													-.08	-4.90**
R ²	.02		.16		.39		.43		.43		.53		.53	
ΔR^2	.02		.14		.24		.04		.00		.10		.01	
ΔF	46.89**		353.21**		848.43**		46.61**		2.47*		56.81**		24.05**	
df	1, 2195		2, 2194		3, 2193		6, 2190		10, 2186		18, 2178		19, 2177	

*p<.05, **p<.01

⁵³ Dummy variables with United States as the referent were used.

⁵⁴ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



Pipeline's Broken Promise Statistical Appendix

Table 20—Results of Regression Analysis for Current Job Level, Subsample of Women Respondents (Standardized Coefficients)

Step	1		2		3		4		5		6	
	β	t	β	t	β	t	β	t	β	t	β	t
Age	.35	10.91**										
Years since MBA graduation			.11	2.24*								
First post-MBA job level			.31	6.18**								
Region ⁵⁵												
Canada					-.01	-.24	-.03	-.65	-.03	-.65	-.03	-.65
Europe							.46	9.93**	.45	9.80**	.48	9.88**
Asia					.44	9.75**			.43	14.68**	.44	14.80**
UK					.44	15.38**	.43	15.00**	.43	14.68**	.44	14.80**
Industry ⁵⁶												
Resources									.01	.50	.02	.56
Pharmaceutical							.08	2.75**	.08	2.63**	.08	2.74**
Manufacturing							.01	.33	.02	.53	.02	.66
Retail							.02	.74	.02	.71	.02	.76
Insurance									-.00	-.02	-.00	-.02
Consulting									.00	.11	.01	.16
Health/Education									.03	.96	.03	.84
High Tech/Telecom									.05	1.54	.06	1.79
Number of companies worked for since MBA									.00	.05	.01	.21
									-.01	-.27	-.00	-.09
									-.01	-.25	-.01	-.21
									-.02	-.68	-.02	-.44
R ²	.13		.16		.35		.36		.36		.36	
ΔR^2	.13		.04		.19		.01		.00		.00	
ΔF	118.99**		38.23**		236.64**		1.94		.73		3.26	
df	1, 827		2, 826		3, 825		7, 821		15, 813		16, 812	

*p<.05, **p<.01

⁵⁵ Dummy variables with United States as the referent were used.

⁵⁶ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



Pipeline's Broken Promise Statistical Appendix

Table 21—Results of Regression Analysis for Log Salary Growth, Subsample of Women Respondents (Standardized Coefficients)

Step	1		2		3		4		5		6	
	β	t	β	t	β	t	β	t	β	t	β	t
Age	.44	11.87**	-.08	-1.49	-.09	-1.57	-.09	-1.72	-.08	-1.42	-.07	-1.40
Years since MBA graduation			.66	12.08**	.57	9.89**	.58	9.78**	.53	9.30**	.56	9.32**
First post-MBA job level					-.03	-.92	-.04	-.96	-.04	-1.04	-.03	-.87
Current job level					.21	5.01**	.20	4.79**	.23	5.63**	.22	5.61**
Log first post-MBA salary					-.05	-1.42	-.06	-1.40	-.16	-3.96**	-.17	-4.10**
Region ⁵⁷												
Canada							-.01	-.35	-.12	-2.81**	-.12	-2.86**
Europe							.03	.92	-.00	-.05	-.00	-.08
Asia							-.01	-.16	-.00	-.10	-.00	-.03
UK							.03	.97	.03	.86	.03	.86
Industry ⁵⁸												
Resources									-.10	-2.74**	-.10	-2.73**
Pharmaceutical									-.25	-5.77**	-.24	-5.75**
Manufacturing									-.15	-4.29**	-.16	-4.37**
Retail									-.25	-6.36**	-.25	-6.18**
Insurance									-.12	-2.99**	-.12	-2.86**
Consulting									-.24	-5.61**	-.23	-5.50**
Health/Education									-.10	-2.88**	-.10	-2.84**
High Tech/Telecom									-.26	-6.23**	-.25	-5.96**
Number of companies worked for since MBA											-.06	-1.47
R ²	.20		.36		.39		.39		.45		.46	
ΔR^2	.20		.16		.03		.00		.06		.00	
ΔF	140.84**		146.03**		9.57**		.51		8.25**		2.17	
df	1, 579		2, 578		5, 575		9, 571		17, 563		18, 562	

*p<.05, **p<.01

⁵⁷ Dummy variables with United States as the referent were used.

⁵⁸ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



Pipeline's Broken Promise Statistical Appendix

Table 22—Results of Regression Analysis for Current Job Level, Subsample of Men Respondents (Standardized Coefficients)

Step	1		2		3		4		5		6	
	β	t	β	t	β	t	β	t	β	t	β	t
Age	.39	20.06**	.14	5.43**	.04	1.55	.04	1.58	.04	1.50	.04	1.48
Years since MBA graduation			.34	12.92**	.44	18.47**	.44	18.42**	.44	18.28**	.47	18.21**
First post-MBA job level					.41	24.16**	.40	23.51**	.40	23.11**	.40	23.28**
Region ⁵⁹												
Canada							.00	.02	.00	.25	.01	.32
Europe							.04	2.40*	.04	2.34*	.04	2.22*
Asia							.03	1.69	.03	1.77	.03	1.85
UK							-.02	-1.31	-.02	-1.03	-.02	-.95
Industry ⁶⁰												
Resources									-.00	-.23	-.00	-.25
Pharmaceutical									-.00	-.19	.01	-.30
Manufacturing									.03	1.72	.03	1.54
Retail									.05	2.93**	.05	3.07**
Insurance									-.04	-1.91	-.04	-1.93
Consulting									-.00	-.03	-.00	-.04
Health/Education									.02	1.36	.02	1.25
High Tech/Telecom									.02	1.23	.03	1.39
Number of companies worked for since MBA											-.06	-3.09**
R ²	.15		.21		.37		.37		.38		.38	
ΔR^2	.15		.06		.16		.00		.01		.00	
ΔF	402.40**		167.04**		583.68**		2.80*		2.91**		9.52**	
df	1, 2290		2, 2289		3, 2288		7, 2284		15, 2276		16, 2275	

*p<.05, **p<.01

⁵⁹ Dummy variables with United States as the referent were used.

⁶⁰ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



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Table 23—Results of Regression Analysis for Log Salary Growth, Subsample of Men Respondents (Standardized Coefficients)

Step	1		2		3		4		5		6	
	β	t	β	t	β	t	β	t	β	t	β	t
Age	.35	15.19**	-.17	-6.17**	-.18	-6.45**	-.17	-6.02**	-.12	-4.75**	-.12	-4.84**
Years since MBA graduation			.73	26.37**	.61	20.07**	.60	19.60**	.55	19.79**	.60	20.43**
First post-MBA job level					-.07	-3.16**	-.08	-3.49**	-.08	-4.12**	-.08	-3.84**
Current job level					.24	9.67**	.23	9.56**	.26	11.78**	.26	11.59**
Log first post-MBA salary					-.08	-4.34**	-.09	-4.34**	-.18	-9.14**	-.19	-9.62**
Region ⁶¹												
Canada							-.03	-1.29	-.08	-3.96**	-.08	-4.10**
Europe							.02	1.00	.01	.78	.01	.55
Asia							.05	2.25*	.04	2.30*	.04	2.47*
UK							.01	.29	-.02	-.93	-.01	-.84
Industry ⁶²												
Resources									-.18	-9.60**	-.18	-9.74**
Pharmaceutical									-.27	-14.12**	-.28	-14.48**
Manufacturing									-.17	-9.27**	-.18	-9.59**
Retail									-.15	-8.21**	-.15	-8.16**
Insurance									-.14	-7.00**	-.14	-7.12**
Consulting									-.25	-12.49**	-.25	-12.57**
Health/Education									-.12	-6.60**	-.12	-6.84**
High Tech/Telecom									-.35	-16.63**	-.34	-16.59**
Number of companies worked for since MBA											-.10	-4.90**
R ²	.13		.39		.43		.43		.54		.55	
ΔR^2	.13		.26		.04		.00		.11		.01	
ΔF	230.81**		695.20**		36.35**		2.39*		49.64**		23.98**	
df	1, 1614		2, 1613		5, 1610		9, 1606		17, 1598		18, 1597	

*p<.05, **p<.01

⁶¹ Dummy variables with United States as the referent were used.

⁶² Dummy variables with Finance/Accounting/Real Estate as the referent were used.



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Table 24—Results of Regression Analysis for Current Job Level with Reasons for Leaving, Full Sample (Standardized Coefficients)

Step	1		2		3		4		5		6		7	
	β	t	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-.15	-6.66**												
Age			-.14	-6.24**										
Years since MBA graduation			.28	12.79**										
First post-MBA job level					-.15	-6.96**								
Region ⁶³					.11	3.59**								
Canada														
Europe														
Asia														
UK														
Industry ⁶⁴														
Resources														
Pharmaceutical														
Manufacturing														
Retail														
Insurance														
Consulting														
Health/Education														
High Tech/Telecom														
Reason for leaving first post-MBA job														
Faster career advancement														
More money or benefits														
Difficult manager														
R ²	.02		.10		.13		.23		.24		.25		.25	
ΔR^2	.02		.08		.03		.10		.01		.01		.00	
ΔF	44.36**		163.66**		64.94**		241.42**		4.73**		2.13*		2.93*	
df	1, 1842		2, 1841		3, 1840		4, 1839		8, 1835		16, 1827		19, 1824	

*p<.05, **p<.01

⁶³ Dummy variables with United States as the referent were used.

⁶⁴ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



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Table 25—Results of Regression Analysis of Log Salary Growth with Reasons for Leaving, Full Sample (Standardized Coefficients)

Step	1		2		3		4		5		6		7	
	β	t	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-.21	-7.59**			-.22	-8.84**	-.20	-8.01**	-.19	-7.68**	-.15	-6.46**	-.13	-5.82**
Age			.20	7.48**	-.20	-5.68**	-.20	-5.82**	-.19	-5.48**	-.13	-4.12**	-.12	-3.91**
Years since MBA graduation					.56	16.07**	.49	13.71**	.49	13.45**	.46	13.61**	.48	14.39**
First post-MBA job level							-.02	-.84	-.04	-1.32	-.04	-1.74	-.04	-1.69
Current job level							.21	7.44**	.20	7.19**	.23	8.98**	.22	8.86**
Log first post-MBA salary							-.11	-4.69**	-.13	-4.72**	-.21	-8.32**	-.20	-7.72**
Region ⁶⁵														
Canada									-.04	-1.28	-.10	-3.84**	-.10	-3.76**
Europe									.07	2.72**	.05	1.98*	.04	1.96
Asia									.05	1.95	.04	1.75	.04	1.72
UK									.03	1.11	.00	.03	-.01	-.25
Industry ⁶⁶														
Resources											-.18	-7.67**	-.17	-7.28**
Pharmaceutical											-.29	-11.27**	-.27	-10.83**
Manufacturing											-.17	-6.95**	-.15	-6.53**
Retail											-.21	-8.54**	-.20	-8.46**
Insurance											-.15	-5.52**	-.14	-5.31**
Consulting											-.28	-10.75**	-.26	-10.22**
Health/Education											-.10	-4.27**	-.10	-4.29**
High Tech/Telecom											-.37	-13.59**	-.35	-12.99**
Reason for leaving first post-MBA job														
Faster career advancement													.05	2.05**
More money or benefits													.10	3.79**
Difficult manager													.02	.86
R ²	.04		.08		.24		.28		.29		.41		.43	
ΔR^2	.04		.04		.15		.04		.01		.12		.02	
ΔF	57.68**		55.90**		258.40**		23.97**		3.86**		33.34**		11.94**	
df	1, 1276		2, 1275		3, 1274		6, 1271		10, 1267		18, 1259		21, 1256	

*p<.05, **p<.01

⁶⁵ Dummy variables with United States as the referent were used.

⁶⁶ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



Pipeline's Broken Promise Statistical Appendix

Table 26—Results of Regression Analysis for Current Job Level, Full Sample (Standardized Coefficients) and Post-Hoc Tests Investigating Effect of Nontraditional Career Paths

Step	1		2		3		4		5		6		7	
	β	t	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-.14	-8.01**			-.13	-8.16**	-.09	-6.09**	-.08	-5.68**	-.09	-5.90**	-.07	-4.76**
Age			.38	22.91**	.14	5.88**	.03	1.23	.02	1.16	.02	1.11	.03	1.20
Years since MBA graduation					.33	14.22**	.44	20.85**	.44	20.85**	.44	20.72**	.44	20.58**
First post-MBA job level							.42	28.63**	.41	27.86**	.40	27.43**	.40	26.68**
Region ⁶⁷														
Canada									.00	.22	.01	.53	.01	.60
Europe									.05	3.17**	.05	3.14**	.05	3.18**
Asia									.03	1.75	.03	1.88	.03	1.98*
UK									-.01	-.90	-.01	-.70	-.01	-.76
Industry ⁶⁸														
Resources											-.00	-.29	-.00	-.31
Pharmaceutical											-.00	-.10	-.00	-.14
Manufacturing											.03	1.87	.03	1.84
Retail											.05	3.37**	.05	3.31**
Insurance											-.03	-1.65	-.03	-1.62
Consulting											.00	.07	.00	.16
Health/Education											.01	.91	.02	1.06
High Tech/Telecom											.01	.80	.01	.79
Nontraditional path													.01	.68
Gender * Nontraditional path													-.04	-2.39*
R ²	.02		.16		.21		.37		.38		.38		.38	
ΔR^2	.02		.14		.05		.16		.00		.00		.00	
ΔF	64.12**		524.74**		202.28**		819.46**		3.52**		3.00**		3.05*	
df	1, 3151		2, 3150		3, 3149		4, 3148		8, 3144		16, 3136		18, 3134	

*p<.05, **p<.01

⁶⁷ Dummy variables with United States as the referent were used.

⁶⁸ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



Pipeline’s Broken Promise Statistical Appendix

Table 26 (Continued)—Results of Regression Analysis for Current Job Level, Full Sample (Standardized Coefficients) and Post-Hoc Tests Investigating Effect of Nontraditional Career Paths

Post-Hoc Tests of Estimated Marginal Mean Differences for Current Job Level⁶⁹

Career Path	Mean for Women	Mean for Men	Mean Difference
Nontraditional Path	2.36	2.77	-.40**
Traditional Path	2.55	2.72	-.17**

Gender	Nontraditional Path	Traditional Path	Mean Difference
Women	2.36	2.55	-.18**
Men	2.77	2.72	.05

*p<.05, **p<.01

⁶⁹ Following the regression, post-hoc tests of marginal mean differences were conducted. Covariates were evaluated at the following values: Age = 34.72, Years since MBA graduation = 4.71, First Post-MBA Job Level = 1.72.



Pipeline's Broken Promise Statistical Appendix

Table 27—Results of Regression Analysis for Log Salary Growth, Full Sample (Standardized Coefficients) and Post-Hoc Tests Investigating Effect of Nontraditional Career Paths

Step	1		2		3		4		5		6		7	
	β	t	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-.14	-6.88**	-.10	-5.00**	-.15	-9.03**	-.14	-8.19**	-.13	-7.92**	-.11	-6.99**	-.11	-7.09**
Age			.37	18.96**	-.16	-6.33**	-.16	-6.60**	-.15	-6.25**	-.11	-4.89**	-.11	-4.95**
Years since MBA graduation					.71	29.21**	.60	22.73**	.59	22.14**	.54	21.95**	.54	21.91**
First post-MBA job level							-.06	-3.41**	-.07	-3.23**	-.08	-4.41**	-.08	-4.25**
Current job level							.23	10.89**	.23	10.80**	.25	13.17**	.25	13.22**
Log first post-MBA salary							-.08	-4.67**	-.09	-4.78**	-.18	-10.13**	-.18	-10.09**
Region ⁷⁰														
Canada									-.03	-1.54	-.09	-5.15**	-.09	-5.19**
Europe									.02	1.14	.01	.41	.01	.33
Asia									.03	1.91	.03	1.83	.03	1.79
UK									.01	.58	-.01	-.56	-.01	-.53
Industry ⁷¹														
Resources											-.16	-9.91**	-.16	-9.85**
Pharmaceutical											-.27	-15.20**	-.26	-15.17**
Manufacturing											-.17	-10.52**	-.17	-10.50**
Retail											-.18	-11.26**	-.18	-11.21**
Insurance											-.14	-7.99**	-.14	-8.02**
Consulting											-.25	-14.06**	-.25	-14.03**
Health/Education											-.11	-7.31**	-.11	-7.34**
High Tech/Telecom											-.33	-17.72**	-.32	-17.68**
Nontraditional path													-.02	-1.18
Gender * Nontraditional path													.03	1.43
R ²	.02		.16		.39		.43		.43		.53		.53	
ΔR^2	.02		.14		.23		.04		.00		.10		.00	
ΔF	47.32**		359.64**		852.98**		45.69**		2.36		56.98**		1.16	
df	1, 2217		2, 2216		3, 2215		6, 2212		10, 2208		18, 2200		20, 2198	

*p<.05, **p<.01

⁷⁰ Dummy variables with United States as the referent were used.

⁷¹ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



Pipeline’s Broken Promise Statistical Appendix

Table 27 (Continued)—Results of Regression Analysis for Log Salary Growth, Full Sample (Standardized Coefficients) and Post-Hoc Tests Investigating Effect of Nontraditional Career Paths

Post-Hoc Tests of Estimated Marginal Mean Differences for Salary Growth⁷²

Career Path	Mean for Women	Mean for Men	Mean Difference
Nontraditional Path	4.97	4.96	.01
Traditional Path	4.77	5.02	-.25**

Gender	Nontraditional Path	Traditional Path	Mean Difference
Women	4.97	4.77	.20*
Men	4.96	5.02	-.06

*p<.05, **p<.01

⁷² Following the regression, post-hoc tests of marginal mean differences were conducted. Covariates were evaluated at the following values: Age = 34.67, Years since MBA graduation = 4.70, First Post-MBA Job Level = 1.69.



Pipeline's Broken Promise Statistical Appendix

Table 28—Results of Regression Analysis for Career Satisfaction, Full Sample (Standardized Coefficients) and Post-Hoc Tests Investigating Effect of Nontraditional Career Paths

Step	1		2		3		4		5		6		7	
	β	t	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-.09	-5.32**	-.09	-5.62**	-.10	-5.78**	-.05	-3.21**	-.06	-3.57**	-.06	-3.49**	-.05	-2.73**
Age			-.06	-3.32**	-.09	-3.72**	-.14	-5.89**	-.15	-6.49**	-.15	-6.35**	-.15	-6.27**
Years since MBA graduation					.05	1.98*	-.07	-3.00**	-.07	-2.74**	-.06	-2.47*	-.05	-2.27*
Current job level							.35	19.61**	.36	19.99**	.36	20.21**	.37	20.31**
Region ⁷³														
Canada									.05	2.87**	.04	2.52*	.04	2.60**
Europe									.01	.50	.00	.05	-.00	-.00
Asia									-.09	-5.26**	-.09	-5.46**	-.09	-5.37**
UK									-.01	-.88	-.02	-1.24	-.02	-1.20
Industry ⁷⁴														
Resources											-.00	-.16	-.00	-.07
Pharmaceutical											-.02	-1.28	-.02	-1.30
Manufacturing											-.04	-2.12*	-.04	-2.15*
Retail											-.05	-3.13**	-.05	-3.10**
Insurance											-.06	-3.06**	-.05	-2.96**
Consulting											.00	.01	.00	.22
Health/Education											.00	.26	.01	.47
High Tech/Telecom											-.09	-4.79**	-.09	-4.71**
Nontraditional path													-.03	-1.82
Gender * Nontraditional path													-.03	-1.65
R ²	.01		.01		.01		.11		.12		.13		.13	
ΔR^2	.01		.00		.00		.10		.01		.01		.00	
ΔF	28.27**		11.02**		3.92*		384.62**		11.52**		5.06**		6.37**	
df	1, 3594		2, 3593		3, 3592		4, 3591		8, 3587		16, 3579		18, 3577	

*p<.05, **p<.01

⁷³ Dummy variables with United States as the referent were used.

⁷⁴ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



Pipeline’s Broken Promise Statistical Appendix

Table 28 (Continued)—Results of Regression Analysis for Career Satisfaction, Full Sample (Standardized Coefficients) and Post-Hoc Tests Investigating Effect of Nontraditional Career Paths

Post-Hoc Tests of Estimated Marginal Mean Differences for Career Satisfaction⁷⁵

Career Path	Mean for Women	Mean for Men	Mean Difference
Nontraditional Path	3.54	3.89	-.34**
Traditional Path	3.75	3.93	-.17**

Gender	Nontraditional Path	Traditional Path	Mean Difference
Women	3.54	3.75	-.21**
Men	3.89	3.93	-.04

*p<.05, **p<.01

⁷⁵ Following the regression, post-hoc tests of marginal mean differences were conducted. Covariates were evaluated at the following values: Age = 34.57, Years since MBA graduation = 4.52.



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Table 29—Results of Regression Analysis for Career Satisfaction, Full Sample (Standardized Coefficients) and Post-Hoc Tests Investigating Effect of Current Level

Step	1		2		3		4		5		6	
	β	t	β	t	β	t	β	t	β	t	β	t
Gender	-.09	-5.32**	-.09	-5.62**	-.10	-5.78**	-.05	-3.21**	-.06	-3.57**	-.06	-3.49**
Age			-.06	-3.32**	-.09	-3.72**	-.14	-5.89**	-.15	-6.49**	-.15	-6.35**
Years since MBA graduation					.05	1.98*	-.07	-3.00**	-.07	-2.74**	-.06	-2.47*
Current job level							.35	19.61**	.36	19.99**	.36	20.21**
Region ⁷⁶												
Canada									.05	2.87**	.04	2.52*
Europe									.01	.50	.00	.05
Asia									-.09	-5.26**	-.09	-5.46**
UK									-.01	-.88	-.02	-1.24
Industry ⁷⁷												
Resources											-.00	-.16
Pharmaceutical											-.02	-1.28
Manufacturing											-.04	-2.12*
Retail											-.05	-3.13**
Insurance											-.06	-3.06**
Consulting											.00	.01
Health/Education											.00	.26
High Tech/Telecom											-.09	-4.79**
R ²	.01		.01		.01		.11		.12		.13	
ΔR^2	.01		.00		.00		.10		.01		.01	
ΔF	28.27**		11.02**		3.92*		384.62**		11.52**		5.06**	
df	1, 3594		2, 3593		3, 3592		4, 3591		8, 3587		16, 3579	

*p<.05, **p<.01

⁷⁶ Dummy variables with United States as the referent were used.

⁷⁷ Dummy variables with Finance/Accounting/Real Estate as the referent were used.



Pipeline’s Broken Promise Statistical Appendix

Table 29 (Continued)—Results of Regression Analysis for Career Satisfaction, Full Sample (Standardized Coefficients) and Post-Hoc Tests Investigating Effect of Current Level

Post-Hoc Tests of Estimated Marginal Mean Differences for Career Satisfaction⁷⁸

Current Job Level	Mean for Women	Mean for Men	Mean Difference
Entry or Individual Contributor	3.31	3.34	-.04
First Level Manager or Equivalent on Professional/Technical Track	3.49	3.65	-.16**
Mid Manager or Equivalent on Professional/Technical Track	3.89	3.98	-.08 [†]
CEO/Senior Executive	4.19	4.39	-.20**

[†]p<.1, *p<.05, **p<.01

⁷⁸ Following the regression, post-hoc tests of marginal mean differences were conducted. Covariates were evaluated at the following values: Age =34.72, Years since MBA graduation = 4.71, First Post-MBA Job Level = 1.72.