**Appendix 1.** Figures.







**Appendix 2.** Estimation results.

Only appointments (years of “having” a woman leader don’t count)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|   | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
|  | xtreg | xtlogit re | xtlogit fe | xtlogit pa | xtlogit re | xtlogit re | xtlogit fe | xtlogit pa |
| VARIABLES |  |  |  |  |  |  |  |  |
|   |   |   |   |   |   |   |   |   |
| Prior\_w\_leader | 0.11\*\* | 1.41\*\*\* | 1.56\* | 1.11\*\*\* | 0.13\*\* | 1.36\*\*\* | 1.74\* | 1.28\*\*\* |
|  | (0.05) | (0.15) | (0.42) | (0.13) | (0.06) | (0.23) | (0.50) | (0.22) |
|  |  |  |  |  |  |  |  |  |
| leader\_region |  |  |  |  |  |  |  |  |
| Asia |  |  |  |  | -0.08 | -0.33 | 0.57 | -0.34 |
|  |  |  |  |  | (0.07) | (0.36) | (0.26) | (0.34) |
| Europe |  |  |  |  | -0.04 | -0.40 | 0.77 | -0.39 |
|  |  |  |  |  | (0.07) | (0.35) | (0.33) | (0.33) |
| LatAm&Caribbean |  |  |  |  | -0.06 | -0.24 | 0.69 | -0.24 |
|  |  |  |  |  | (0.10) | (0.49) | (0.35) | (0.46) |
| North America |  |  |  |  | 0.15\* | 0.41 | 2.40\* | 0.41 |
|  |  |  |  |  | (0.08) | (0.35) | (1.24) | (0.33) |
| Oceania |  |  |  |  | -0.08 | -0.64 | 0.58 | -0.61 |
|  |  |  |  |  | (0.13) | (0.76) | (0.47) | (0.73) |
|  |  |  |  |  |  |  |  |  |
| Appointment\_Type |  |  |  |  |  |  |  |  |
| Internal executive |  |  |  |  |  | -0.68\* |  | -0.67\* |
|  |  |  |  |  |  | (0.38) |  | (0.38) |
| Member states |  |  |  |  |  | -2.05\*\*\* |  | -1.96\*\*\* |
|  |  |  |  |  |  | (0.71) |  | (0.70) |
| UNGA |  |  |  |  |  | -1.68\* |  | -1.47\* |
|  |  |  |  |  |  | (0.98) |  | (0.78) |
| UNSG |  |  |  |  |  | -0.04 |  | -0.03 |
|  |  |  |  |  |  | (0.33) |  | (0.32) |
|  |  |  |  |  |  |  |  |  |
| Observations | 595 | 595 | 385 | 595 | 592 | 592 | 383 | 592 |
| R-squared | 0.01 |  |  |  | 0.04 |  |  |  |
| Number of d\_inst | 118 | 118 | 70 | 118 | 118 | 118 | 70 | 118 |
| Country | RE | RE | FE | PA | RE | RE | FE | PA |
| Year | FE | FE | FE | PA | FE | FE | FE | PA |
| Pseudo R-squared |   |   | 0.00938 |   |   |   | 0.0481 |   |
| AIC |  | 607.86 | 295.56 |  |  | 581.97 | 291.27 |  |
| BIC |  | 621.02 | 299.52 |  |  | 634.57 | 314.96 |  |
| Standard errors in parentheses. \*\*\* p<0.01, \*\* p<0.05, \* p<0.1  |
|  |

# **Appendix 3.** List of 129 institutions included in the data set.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **1** | **2** | **3** | **4** | **5** |
|  | **All institutions** | **Institutions with information on vice leaders** | **Institutions with public candidate pool** | **Years for which candidate observations available** | **Institutions with data on staff composition** |
| 1 | ActionAid |   |  |  |   |
| 2 | African development bank (AfDB) | x | x | 2015, 2005 |  |
| 3 | African Union (AU) | x | x | 2016 |  |
| 4 |  AIESEC  |   | x | 2020, 2019, 2018, 2017 |   |
| 5 | Amnesty International | x |  |   |  |
| 6 | Asian Development Bank | x | x | 2019, 2016, 2013 |  |
| 7 | Bank for International Settlements (BIS) | x |  |   |  |
| 8 | BIPM |   |  |   |  |
| 9 | BRAC |   |  |   |  |
| 10 | CARE International | x |  |   |  |
| 11 | Catholic Agency for Overseas Development (CAFOD) |   |  |   |  |
| 12 | Danish Refugee Council |   |  |   |  |
| 13 | Department for General Assembly and Conference Management (DGACM) | x | x | 2020, 2018, 2016 |  |
| 14 | Department of Economic and Social Affairs (DESA) | x |  |   |  |
| 15 | Department of Field Support (DFS) | x |  |   |  |
| 16 | Department of Management (DM) | x |  |   |  |
| 17 | Department of Peacekeeping Operations (DPKO) | x |  |   |  |
| 18 | Department of Political Affairs (DPA) | x |  |   |  |
| 19 | Department of Safety and Security (DSS) | x |  |   |  |
| 20 | Department Public Information (DPI) or Department of Global Communications | x |  |  |  |
| 21 | European Bank of Reconstruction and Development (EBRD) | x | x | 2020, 2016, 2012 |  |
| 22 | European Central Bank (ECB) | x | x | 2019 |  |
| 23 | European Commission (EC) | x | x | 2019, 2014 |  |
| 24 | Executive Office of the Secretary-General (EOSG) | x |  |   |  |
| 25 | Food and Agriculture Organization of the United Nations (FAO) | x | x | 2019, 2015, 2011, 2005, 1999 | x |
| 26 | General Assembly of the United Nations |   | x | 2020, 2019, 2018, 2012 |  |
| 27 | Global Alliance for Vaccines and Immunisation (GAVI) | x |  |   |  |
| 28 | Global Fund |   | x | 2017, 2012, 2008 |  |
| 29 | Inter-American development bank | x | x | 2020, 2005 |  |
| 30 | International Association of Students in Economic and Commercial Sciences (AIESEC) |   |  |   |  |
| 31 | International Atomic Energy Agency (IAEA) | x |  |   | x |
| 32 | International Bank for Reconstruction and Development (IBRD) |   | x | 2019, 2012 |  |
| 33 | International Centre for Settlement of Investment Disputes (ICSID) | x |  |   |  |
| 34 | International Civil Aviation Organization (ICAO) |   |  |   | x |
| 35 | International Civil Service Commission (ICSC) | x |  |  | x |
| 36 | International Committee of the Red Cross (ICRC) | x |  |  |  |
| 37 | International Court of Justice (ICJ) | x |  |   | x |
| 38 | International Criminal Court (ICC) | x |  |   |  |
| 39 | International Development Association (IDA) |   | x | 2019, 2012 |  |
| 40 | International Finance Corporation (IFC) | x | x | 2019, 2012 |  |
| 41 | International Fund for Agricultural Development (IFAD) | x | x | 2017, 2001 | x |
| 42 | International Labour Organization (ILO) | x | x | 2012, 1998 | x |
| 43 | International Maritime Organization (IMO) | x | x | 2011, 2015 | x |
| 44 | International Monetary Fund (IMF) | x | x | 2019, 2011, 2007, 2004 |  |
| 45 | International organization for migration (IOM) | x |  |   |  |
| 46 | International Rescue Committee |   |  |   |  |
| 47 | International Seabed Authority (ISA) |   | x | 2016, 2004 |  |
| 48 | International Space Agency |   |  |   |  |
| 49 | International Standards Organization (ISO) | x |   |   |   |
| 50 | International Telecommunication Union (ITU) | x | x | 2014, 2006, 1998 | x |
| 51 | International Trade Centre (ITC) | x |  |   | x |
| 52 | International Tribunal for the Law of the Sea (ITLOS) | x |  |   |  |
| 53 | Joint United Nations Programme on HIV/AIDS (UNAIDS) | x | x | 2019 | x |
| 54 | Koyamada International Foundation | x |  |   |   |
| 55 | Medecins Sans Frontieres (MSF) |   |  |   |   |
| 56 | MERCOSUR | x |  |   |   |
| 57 | MERCOSUR Secretariat |  |  |  |  |
| 58 | Mercy Corps | x |  |   |   |
| 59 | Multilateral Investment Guarantee Agency (MIGA) | x |  |   |   |
| 60 | North Atlantic Treaty Organization (NATO) | x | x | 2014, 2009 |   |
| 61 | Office for the Coordination of Humanitarian Affairs (OCHA) | x |  |   |   |
| 62 | Office of Internal Oversight Services (OIOS) | x |  |   |   |
| 63 | Office of Legal Affairs (OLA) | x |  |   |   |
| 64 | Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS) |   |  |   |   |
| 65 | Office of the Special Adviser on Africa (OSAA) |   |  |   |   |
| 66 | Office of the Special Representative of the Secretary-General for Children and Armed Conflict (SRSG/CAAC) |   |  |   |   |
| 67 | Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict (SRSG/SVC) |   |  |   |   |
| 68 | Office of the United Nations High Commissioner for Human Rights (OHCHR) | x | x | 2008 |   |
| 69 | Organization for Economic Cooperation and Development (OECD) | x | x | 2020, 2015, 2010, 2006 |   |
| 70 | Organization for the Prohibition of Chemical Weapons (OPCW) | x | x | 2017, 2009 |   |
| 71 | Oxfam |   |  |   |   |
| 72 | Peacebuilding Support Office (PBSO) |   |  |   |   |
| 73 | Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO Preparatory Commission) |   | x | 2020, 2012 |   |
| 74 | Save the Children | x |   |   |   |
| 75 | SOS Children's Villages | x |   |   |   |
| 76 | Statistical Office of the European Union (EUROSTAT) | x |   |   |   |
| 77 | The Adventist Development and Relief Agency International (ADRA) | x |   |   |   |
| 78 | The Association of Southeast Asian Nations (ASEAN) | x |   |   |   |
| 79 | The International Road Transport Union (IRU) | x |   |   |   |
| 80 | UN International Computing Centre (UNICC) | x |   |   |   |
| 81 | UNFCC | x |   |   |   |
| 82 | UNICEF | x |   |   | x |
| 83 | United National Human Rights Commission (UNHCR) | x |   |   | x |
| 84 | United Nations Capital Development Fund (UNCDF) | x |   |   |  |
| 85 | United Nations Conference on Trade and Development (UNCTAD) | x |   |   |  |
| 86 | United Nations Development Programme (UNDP) | x |   |   | x |
| 87 | United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) | x |   |   |  |
| 88 | United Nations Economic and Social Commission for Western Asia (UNESCWA) | x |   |   |  |
| 89 | United Nations Economic Commission for Africa (UNECA) | x |   |   |  |
| 90 | United Nations Economic Commission for Europe (UNECE) | x |   |   |  |
| 91 | United Nations Economic Commission for Latin America and the Caribbean (UNECLAC) | x |   |   |  |
| 92 | United Nations Educational, Scientific and Cultural Organization (UNESCO) | x | x | 2017, 2009 | x |
| 93 | United Nations Entity for Gender Equality and Women Empowerment (UN-Women) | x |  |   |  |
| 94 | United Nations Environment Programme (UNEP) | x | x | 2006 |  |
| 95 | United Nations Group of Experts on Geographical Names (UNGEGN) | x |  |   |  |
| 96 | United Nations Human Settlements Programme (UN-Habitat) | x |  |   |  |
| 97 | United Nations Industrial Development Organization (UNIDO) |   | x | 2020, 2013 | x |
| 98 | United Nations Institute for Disarmament Research (UNIDIR) | x |   |   |   |
| 99 | United Nations Institute for Training and Research (UNITAR) |   |   |   | x |
| 100 | United Nations Interregional Crime and Justice Research Initiative (UNICRI) |   |   |   |  |
| 101 | United Nations Joint Staff Pension Fund (UNJSPF) | x |   |   | x |
| 102 | United Nations Office at Geneva (UNOG) |   |   |   |  |
| 103 | United Nations Office at Nairobi (UNON) |   |   |   |  |
| 104 | United Nations Office at Vienna (UNOV) | x |   |   |  |
| 105 | United Nations Office for Disarmament Affairs (UNODA) | x |   |   |  |
| 106 | United Nations Office for Disaster Risk Reduction (UNISDR) |   |   |   |  |
| 107 | United Nations Office for Outer Space Affairs (UNOOSA)  |   |   |   |  |
| 108 | United Nations Office for Partnerships (UNOP) |   |   |   |  |
| 109 | United Nations Office for Project Services (UNOPS) | x |   |   | x |
| 110 | United Nations Office on Drugs and Crime (UNODC) |   |   |   |  |
| 111 | United Nations Population Fund (UNFPA) | x |   |   | x |
| 112 | United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) | x |   |   | x |
| 113 | United Nations Research Initiative for Social Development (UNRISD) | x |   |   |  |
| 114 | United Nations Statistics Division (UNSD) |   |   |   |  |
| 115 | United Nations System Staff College (UNSSC) |   |   |   |  |
| 116 | United Nations University (UNU) | x |   |   | x |
| 117 | United Nations Volunteers (UNV) | x |   |   |  |
| 118 | Universal Postal Union (UPU) | x | x | 2012, 2008, 2004 | x |
| 119 | Ushahidi | x |  |   |  |
| 120 | WFP – World Food Program | x | x | 2017 | x |
| 121 | White Helmets | x |  |   |  |
| 122 | WIPO World Intellectual Property Organization | x | x | 2020, 2008 | x |
| 123 | World Bank (WB) | x | x | 2019, 2016, 2012 |   |
| 124 | World Economic Forum (WEF) | x |   |   |   |
| 125 | World Health Organization (WHO) | x | x | 2016, 2012, 2006 | x |
| 126 | World Meteorological Organization (WMO) | x |  |   | x |
| 127 | World Tourism Organization (UNWTO) | x | x | 2017 | x |
| 128 | World Trade Organization (WTO) | x | x | 2020, 2017, 2013 |  |
| 129 | World Vision International | x |  |   |  |