

Supplementary

Table S1

Overview of employee counts by country and of geographic region grouping

Country	Women	Men	Region ¹
Austria	0	6	Western Europe
Belgium	19	22	Western Europe
Bulgaria	5	7	Eastern Europe
China	7	8	Eastern Asia
Croatia	39	25	Southern Europe
Czech	13	18	Eastern Europe
France	14	14	Western Europe
Germany	75	99	Western Europe
Hungary	2	5	Eastern Europe
India	10	26	Southern Asia
Italy	24	39	Southern Europe
Japan	4	10	Eastern Asia
Kazakhstan	19	14	Western & Central Asia ²
Moldova	4	15	Eastern Europe
Myanmar	4	5	Southern Asia ³
Netherlands	15	37	Western Europe
Pakistan	9	72	Southern Asia
Poland	70	48	Eastern Europe
Portugal	4	3	Southern Europe
Romania	12	7	Eastern Europe
Russia	123	83	Eastern Europe
Serbia	12	7	Southern Europe
Slovakia	13	22	Southern Europe
Spain	35	64	Southern Europe
Turkey	60	90	Western & Central Asia ²

Ukraine	40	19	Eastern Europe
Sum	632	765	

Note. The list contains more than the 24 countries the company is currently operating in, since some countries’ business has been shut down in the recent years, in which employees still had completed the Big Five questionnaire; country not specified for $n = 377$ employees; ¹grouping into regions according to the United Nations “geographic regions” geoscheme (United Nations, 2022); ²Western and Central Asia were combined due to small samples; ³Myanmar assigned to Southern Asia instead of Southeast Asia (as by the UN geoscheme) due to a small sample for Myanmar; sample sizes for regions: Western Europe $n = 301$, Southern Europe $n = 287$, Eastern Europe $n = 471$, Western Asia $n = 150$, Western & Central Asia $n = 183$, Southern Asia $n = 126$, Eastern Asia $n = 30$.

Table S2

Overview of the Sten standard score distributions of promoted and non-promoted employees by job level

	Non-promoted		Promoted	
	<i>M</i> ¹	<i>SD</i>	<i>M</i>	<i>SD</i>
In individual contributor roles/promoted to higher-level individual contributor roles	<i>n</i> = 393 ²		<i>n</i> = 68	
Neuroticism	4.64	2.63	3.98	2.46
Extraversion	4.76	1.22	4.88	1.47
Openness to experience	5.72	1.81	6.00	1.18
Agreeableness	3.93	1.68	4.12	1.69
Conscientiousness	5.65	1.15	5.85	1.30
In individual contributor roles/promoted to first-level manager roles	<i>n</i> = 393 ²		<i>n</i> = 125	
Neuroticism	4.64	2.63	3.71	2.35
Extraversion	4.76	1.22	4.57	1.11
Openness to experience	5.72	1.81	5.75	0.80
Agreeableness	3.93	1.68	3.75	1.32
Conscientiousness	5.65	1.15	5.82	0.93
In first- or senior-level manager roles/promoted to senior-level manager roles	<i>n</i> = 740		<i>n</i> = 109	
Neuroticism	4.82	2.33	4.62	2.32
Extraversion	5.36	1.65	5.34	1.70
Openness to experience	6.15	1.34	6.20	1.20
Agreeableness	5.00	2.02	4.93	1.92
Conscientiousness	5.99	1.46	6.23	1.22
Sum	<i>n</i> = 1133		<i>n</i> = 302 ³	

Note. ¹descriptive statistics (on standard ten scale, 1-10); ²those in individual contributor roles ($n = 393$) only counted once for sum; ³plus 42 promoted employees who could not be classified due to missing data (totalling 343 promoted employees).

Table S3

Overview of Reflector Big Five Personality facets including descriptions of left and right poles

Facet abbreviation	Facet name	Left pole	Right pole
N1	Sensitiveness	At ease most of the time	Frequently worries
N2	Intensity	Usually calm	Often angry
N3	Interpretation	Optimistic explanations	Pessimistic explanations
N4	Rebound time	Rapid rebound time	Longer rebound time
N5	Reticence	Enjoys being out front	Prefers the background
E1	Enthusiasm	Holds down positive feelings	Shows a lot of positive feelings
E2	Sociability	Prefers working alone	Prefers working with others
E3	Energy mode	Prefers being still or in one place	Prefers to be physically active
E4	Taking charge	Resists taking leadership roles	Enjoys leading others
E5	Directness	Keeps opinion to self	Usually expresses opinions
O1	Imagination	Sticks to traditions	Comes up with new ideas
O2	Complexity	Prefers simplicity	Seeks complexity
O3	Change	Wants to maintain existing methods	Readily accepts changes and innovations
O4	Autonomy	Values existing opinions	Prefers own perspective
A1	Service	More interested in own needs	More interested in others' needs
A2	Agreement	Welcomes discussion	Seeks harmony
A3	Deference	Wants recognition	Uncomfortable with praise
A4	Trust of others	Is sceptical of others	Readily trusts others
A5	Tact	Speaks without regard for consequences	Carefully selects right words
C1	Perfectionism	Low need to continually refine or polish	Continual need to refine or polish
C2	Organisation	Comfortable with little formal organisation	Keeps everything organised
C3	Drive	Satisfied with current level of achievement	Craves even more achievement

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C4	Concentration	Shifts easily between on-going tasks	Prefers completing tasks before shifting
C5	Methodicalness	Operates in a spontaneous mode	Develops plans for everything

Note. N1-N5: facets of neuroticism, E1-E5: facets of extraversion, O1-O4: facets of openness to experience, A1-A5: facets of agreeableness, C1-C5: facets of conscientiousness, for details see Schakel et al., 2012.

Table S4

Bivariate correlations between personality factors

Personality factors	N	E	O	A	C
<u>Bottom-left:</u> full sample ($n = 1,441$ not promoted, $n = 343$ promoted), <u>top-right:</u> promotions to higher-level individual contributor roles ($n = 393$ not promoted, $n = 68$ promoted)					
Neuroticism		.15**	-.19***	.22***	-.18***
Extraversion	.08***		.50***	.36***	.19***
Openness to experience	-.19***	.49***		.19***	.47***
Agreeableness	.28***	.46***	.27***		.27***
Conscientiousness	-.11***	.22***	.44***	.26***	
<u>Bottom-left:</u> promotions to first-level manager roles ($n = 393$ not promoted, $n = 125$ promoted), <u>top-right:</u> promotions to senior-level manager roles ($n = 740$ not promoted, $n = 109$ promoted)					
Neuroticism		.02	-.20***	.30***	-.08*
Extraversion	.17***		.48***	.44***	.19***
Openness to experience	-.20***	.42***		.27***	.41***
Agreeableness	.24***	.34***	.16***		.20***
Conscientiousness	-.22***	.20***	.48***	.31***	

Note. * $p < .05$, ** $p < .01$, *** $p < .001$.

Table S5

Effects of Big Five personality facets on promotions in multivariate logistic regression models (excluding and including control variables) for the full sample

Predictors	Big Five facets				Big Five facets + control variables ¹			
	β	SE	z	p	β	SE	z	p
N1 - Sensitiveness	.04	0.04	0.88	.377	.01	.03	0.33	.738
N2 - Intensity	-.05	0.04	-1.37	.171	-.01	.03	-0.47	.638
N3 - Interpretation	-.05	0.04	-1.27	.205	-.09	.03	-3.30	<.001
N4 - Rebound time	-.02	0.04	-0.54	.591	.01	.04	0.26	.798
N5 - Reticence	-.07	0.04	-1.76	.078	-.04	.06	-0.69	.490
E1 - Enthusiasm	-.06	0.03	-1.84	.066	.01	.02	0.47	.637
E2 - Sociability	.06	0.04	1.60	.109	-.01	.03	-0.31	.755
E3 - Energy mode	.03	0.04	0.87	.385	.02	.05	0.48	.629
E4 - Taking charge	.08	0.04	1.86	.063	.09	.04	2.48	.013
E5 - Directness	-.04	0.04	-1.21	.225	.00	.03	0.13	.900
O1 - Imagination	.10	0.04	2.37	.018	.05	.04	1.18	.239
O2 - Complexity	-.01	0.04	-0.23	.818	.02	.04	0.42	.672
O3 - Change	-.03	0.04	-0.88	.377	.01	.07	0.20	.841
O4 - Autonomy	.04	0.04	0.83	.407	.03	.08	0.35	.730
A1 - Service	.01	0.04	0.28	.778	0.05	.07	0.78	.434
A2 - Agreement	.02	0.03	0.52	.605	0.00	.01	0.20	.845
A3 - Deference	-.07	0.03	-2.26	.024	-0.04	.04	-1.12	.263
A4 - Trust of others	-.10	0.03	-3.18	.001	-0.05	.04	-1.44	.151
A5 - Tact	.06	0.04	1.64	.102	0.05	.05	1.15	.249
C1 - Perfectionism	.09	0.04	2.04	.041	0.05	.06	0.87	.382
C2 - Organisation	.05	0.05	1.08	.282	0.06	.04	1.48	.138
C3 - Drive	.10	0.04	2.49	.013	0.08	.04	2.20	.028
C4 - Concentration	-.03	0.04	-0.77	.440	-0.05	.06	-0.83	.408

C5 - Methodicalness .02 0.05 0.55 .585 0.07 .05 1.52 .128

Note. N1-N5: facets of neuroticism, E1-E5: facets of extraversion, O1-04: facets of openness to experience, A1-A5: facets of agreeableness, C1-C5: facets of conscientiousness; ¹control variables: employee gender (1=male, 2=female), age (in years), region (all countries grouped into 7 regions according to the United Nations geoscheme, United Nations, 2022, see Table S1).

Table S6

Effects of Big Five personality facets on promotions in multivariate logistic regression models (excluding and including control variables) for promotions to higher-level individual contributor roles

Predictors	Big Five facets				Big Five facets + control variables ¹			
	β	SE	z	p	β	SE	z	p
N1 - Sensitiveness	-.05	0.09	-0.54	.586	-0.04	.08	-0.51	.613
N2 - Intensity	-.05	0.09	-0.56	.576	-0.04	.05	-0.84	.402
N3 - Interpretation	-.07	0.10	-0.67	.500	-0.10	.09	-1.12	.264
N4 - Rebound time	.05	0.09	0.57	.566	0.11	.09	1.16	.246
N5 - Reticence	-.22	0.09	-2.37	.018	-0.18	.09	-1.99	.047
E1 - Enthusiasm	-.21	0.08	-2.62	.009	-0.24	.05	-5.03	<.001
E2 - Sociability	.20	0.09	2.14	.032	0.23	.05	4.75	<.001
E3 - Energy mode	.18	0.09	2.07	.039	0.15	.13	1.12	.262
E4 - Taking charge	.22	0.11	2.13	.033	0.22	.11	1.96	.0496
E5 - Directness	.10	0.08	1.27	.203	0.09	.05	2.06	.039
O1 - Imagination	.32	0.10	3.19	.001	0.27	.06	4.61	<.001
O2 - Complexity	.12	0.10	1.23	.219	0.09	.17	0.50	.620
O3 - Change	-.05	0.09	-0.56	.577	-0.01	.17	-0.04	.971
O4 - Autonomy	-.05	0.09	-0.53	.594	-0.06	.10	-0.56	.578
A1 - Service	.13	0.08	1.64	.101	0.18	.12	1.46	.143
A2 - Agreement	-.15	0.07	-2.06	.039	-0.11	.09	-1.24	.216
A3 - Deference	-.08	0.07	-1.14	.254	-0.09	.12	-0.71	.479
A4 - Trust of others	.02	0.07	0.33	.739	0.03	.10	0.31	.754
A5 - Tact	.05	0.08	0.65	.519	0.04	.05	0.82	.414
C1 - Perfectionism	.04	0.10	0.41	.678	0.09	.11	0.79	.432
C2 - Organisation	-.01	0.11	-0.13	.898	0.02	.09	0.24	.808

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C3 - Drive	.24	0.09	2.72	.007	0.24	.13	1.79	.074
C4 - Concentration	.01	0.10	0.10	.920	-0.03	.08	-0.35	.730
C5 - Methodicalness	.02	0.10	0.17	.867	0.01	.12	0.06	.950

Note. N1-N5: facets of neuroticism, E1-E5: facets of extraversion, O1-O4: facets of openness to experience, A1-A5: facets of agreeableness, C1-C5: facets of conscientiousness; ¹control variables: employee gender (1=male, 2=female), age (in years), region (all countries grouped into 7 regions according to the United Nations geoscheme, United Nations, 2022, see Table S1).

Table S7

Effects of Big Five personality facets on promotions in multivariate logistic regression models (excluding and including control variables) for promotions to first-level manager roles

Predictors	Big Five facets				Big Five facets + control variables ¹			
	β	<i>SE</i>	<i>z</i>	<i>p</i>	β	<i>SE</i>	<i>z</i>	<i>p</i>
N1 - Sensitiveness	-.04	0.07	-0.50	.618	-0.04	.09	-0.49	.624
N2 - Intensity	.01	0.07	0.14	.885	0.07	.05	1.33	.185
N3 - Interpretation	-.10	0.08	-1.25	.213	-0.13	.11	-1.19	.235
N4 - Rebound time	-.06	0.07	-0.89	.372	-0.02	.07	-0.34	.735
N5 - Reticence	-.06	0.07	-0.79	.432	0.01	.06	0.21	.832
E1 - Enthusiasm	-.14	0.06	-2.26	.024	0.01	.03	0.25	.806
E2 - Sociability	.05	0.07	0.79	.431	-0.07	.08	-0.95	.344
E3 - Energy mode	.20	0.06	3.16	.002	0.19	.11	1.80	.072
E4 - Taking charge	.10	0.07	1.38	.169	0.06	.05	1.40	.162
E5 - Directness	-.01	0.06	-0.15	.882	0.02	.05	0.43	.668
O1 - Imagination	.20	0.07	2.76	.006	0.08	.08	1.01	.311
O2 - Complexity	.01	0.07	0.08	.932	-0.02	.07	-0.20	.840
O3 - Change	.00	0.07	0.05	.961	0.08	.03	2.81	.005
O4 - Autonomy	-.03	0.07	-0.39	.693	-0.04	.16	-0.25	.803
A1 - Service	.07	0.06	1.10	.270	0.05	.07	0.69	.492
A2 - Agreement	-.09	0.06	-1.54	.124	-0.05	.09	-0.55	.585
A3 - Deference	.00	0.05	0.05	.959	0.03	.09	0.30	.764
A4 - Trust of others	-.11	0.05	-2.05	.040	0.03	.05	-0.66	.508
A5 - Tact	.03	0.06	0.48	.630	0.00	.09	-0.03	.974
C1 - Perfectionism	.09	0.08	1.13	.260	0.05	.11	0.43	.666
C2 - Organisation	.04	0.09	0.42	.676	0.09	.09	1.10	.272

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C3 - Drive	.19	0.07	2.84	.005	0.14	.02	9.54	<.001
C4 - Concentration	-.10	0.08	-1.35	.177	-0.13	.05	-2.45	.014
C5 - Methodicalness	.05	0.08	0.68	.495	0.01	.10	0.14	.888

Note. N1-N5: facets of neuroticism, E1-E5: facets of extraversion, O1-O4: facets of openness to experience, A1-A5: facets of agreeableness, C1-C5: facets of conscientiousness; ¹control variables: employee gender (1=male, 2=female), age (in years), region (all countries grouped into 7 regions according to the United Nations geoscheme, United Nations, 2022, see Table S1).

Table S8

Effects of Big Five personality facets on promotions in multivariate logistic regression models (excluding and including control variables) for promotions to senior-level manager roles

Predictors	Big Five facets				Big Five facets + control variables ¹			
	β	SE	z	p	β	SE	z	p
N1 - Sensitiveness	.03	0.07	0.47	.639	0.02	.06	0.28	.783
N2 - Intensity	-.01	0.06	-0.26	.797	-0.02	.05	-0.36	.717
N3 - Interpretation	-.16	0.07	-2.22	.027	-0.14	.06	-2.43	.015
N4 - Rebound time	.08	0.07	1.20	.229	0.08	.07	1.14	.254
N5 - Reticence	-.03	0.07	-0.37	.715	-0.04	.06	-0.66	.509
E1 - Enthusiasm	.05	0.06	0.83	.408	0.07	.04	1.92	.055
E2 - Sociability	-.03	0.07	-0.45	.652	-0.04	.06	-0.55	.580
E3 - Energy mode	-.06	0.06	-0.99	.322	-0.08	.07	-1.13	.257
E4 - Taking charge	.10	0.08	1.36	.175	0.11	.07	1.65	.098
E5 - Directness	-.05	0.06	-0.84	.401	-0.04	.06	-0.79	.430
O1 - Imagination	.03	0.07	0.48	.634	0.03	.09	0.28	.776
O2 - Complexity	-.01	0.08	-0.14	.890	-0.02	.05	-0.34	.731
O3 - Change	.01	0.06	0.23	.818	0.04	.14	0.31	.759
O4 - Autonomy	.04	0.07	0.59	.555	0.05	.08	0.65	.514
A1 - Service	-.01	0.06	-0.23	.817	0.14	.07	0.20	.842
A2 - Agreement	-.00	0.06	-0.03	.973	0.00	.08	0.00	.999
A3 - Deference	-.05	0.05	-1.04	.297	-0.04	.05	-0.85	.396
A4 - Trust of others	-.02	0.05	-0.42	.676	-0.02	.04	-0.41	.682
A5 - Tact	.09	0.06	1.40	.161	0.10	.07	1.43	.152
C1 - Perfectionism	.03	0.07	0.37	.708	0.00	.05	-0.01	.991
C2 - Organisation	.08	0.07	1.03	.301	0.09	.09	0.97	.331

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C3 - Drive	.11	0.07	1.50	.133	0.10	.04	2.46	.014
C4 - Concentration	-.12	0.07	-1.71	.087	-0.11	.09	-1.21	.228
C5 - Methodicalness	.14	0.08	1.71	.088	0.15	.07	2.11	.035

Note. N1-N5: facets of neuroticism, E1-E5: facets of extraversion, O1-04: facets of openness to experience, A1-

A5: facets of agreeableness, C1-C5: facets of conscientiousness; ¹control variables: employee gender (1=male, 2=female), age (in years), region (all countries grouped into 7 regions according to the United Nations geoscheme, United Nations, 2022, see Table S1).

References of supplementary

Schakel, L., Smid, N., & Jaganjac, A. (2012). *Reflector Big Five Personality Professional Manual*, PI Company BV.

United Nations (2022). Standard country or area codes for statistical use (M49), <https://unstats.un.org/unsd/methodology/m49/>