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Market Intelligence

Corporate Recruiters Survey Report 2017



The *Corporate Recruiters Survey Report 2017* is a product of the Graduate Management Admission Council (GMAC), a nonprofit organization of 220 leading graduate business schools from around the world actively committed to advancing the art and science of admissions. The Council provides the solutions necessary for business schools and candidates to discover and evaluate one another to ensure that talent never goes undiscovered. GMAC owns and administers the Graduate Management Admission Test® (GMAT®) exam, used by more than 6,500 graduate programs worldwide, as well as the NMAT by GMAC™ exam, used for entrance into graduate management programs in India. The Council is based in Reston, Va. with offices in London, New Delhi, and Hong Kong.

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Introduction

The Corporate Recruiters Survey provides an overview of the current employer hiring demand for MBA and other business master's graduates and examines hiring practices and trends by industry and across world regions.

The Graduate Management Admission Council (GMAC), together with survey partners EFMD and MBA Career Services and Employer Alliance (MBA CSEA), conducted the Corporate Recruiters Survey in February and March 2017, in association with career services offices at **97 participating** graduate business schools worldwide. Two other organizations, CEMS and RelishMBA, also assisted with recruitment of survey participants.

Analysis in the *2017 Corporate Recruiters Survey Report* is based on responses received from 959 employers who represent more than 628 companies in 51 countries

worldwide who work directly with participating business schools, including 22 percent in the Fortune Global 500.

Featured topics in this report include:

- 2016 hiring results and 2017 hiring projections overall, by region, industry, company size, and company type;
- Employer hiring demand by job levels and function;
- Median starting salaries;
- International hiring and student mobility;
- Skills and internships.

Topics covered for the first time include premium base salaries for specialized MBA graduates, role types for MBAs, and analysis by company type.

Executive Summary

Corporate hiring plans for 2017 point to robust employment opportunities for graduates of MBA and business master's programs. Though MBA hiring projections are stable compared with 2016 predictions, nearly 9 in 10 respondents (86%) report that their company plans to hire recent MBA graduates in 2017.

Signs also point to increased hiring demand for graduates of business master's programs such as Master in Management or Master of Accounting. This signifies both the value these programs create for students and potentially greater awareness and brand recognition among employers. That being said, continued engagement between business schools and employers remains vital to the value proposition for candidates.

Salary remains a strong indicator of value. The median starting salary projected for a new MBA graduate hired in 2017 by a US company is US\$110,000, an increase of US\$5,000 compared with 2016. The research continues to be limited by the number of respondents outside the United States who do not report salary data.

Nearly all Fortune 100, 500, Global 100 and Global 500 companies in the survey sample plan to hire MBA graduates in 2017. These companies also are the most likely to hire recent graduates of Master in Management, Master of Accounting, and Master of Finance programs.

Executive Summary (cont'd)

Though start-up companies are less likely to hire these candidates than companies on the Fortune Global lists, 2017 promises to be a stellar year for start-up hiring of recent business graduates. Nearly 3 in 4 start-up companies plan to hire MBA graduates, a 22 percentage point increase over 2016 actual hiring.

Despite political uncertainty about the status of immigration and work visa programs, as of the time this survey was conducted, companies in Asia-Pacific, Europe, Latin America, and the United States are staying the course with plans to hire international graduate business candidates. One quarter (28%) of US respondents report their companies plan to hire graduates who require visas, up slightly from those who reported such plans in 2016.

It's noteworthy that 66 percent of survey respondents work at companies that maintain active workforces in multiple country locations. This means there continues to be ample opportunities for international candidates to work for a company headquartered in one location, yet hold a job based in another country.

Findings from the 2017 Corporate Recruiters Survey highlight the hiring intentions of companies and the skills sought from new hires. These findings provide business school graduates with insights into the labor market and provide companies with a tool to benchmark their plans against other organizations and industries.

Key Findings

Globally, 86 percent of companies plan to hire recent MBA graduates in 2017, up from 79 percent that hired them in 2016.

- Among employers who plan to hire new MBAs in 2017, 89 percent plan to increase (42%) or maintain (47%) the number of MBAs they hire compared with 2016.
- Demand for recent MBA graduates is strongest in the United States and Asia-Pacific, where 9 in 10 respondents plan to hire MBA graduates in 2017.
- Nearly 3 in 4 responding start-ups (74%) plan to hire MBAs in 2017, up from 52 percent of these companies that hired MBAs last year.

Overall, a greater percentage of employers plan to hire business master's graduates in 2017.

- Globally, 59 percent of companies plan to hire recent Master in Management graduates in 2017, up from 50 percent that hired them in 2016. Notably, 70 percent of manufacturing companies plan to hire Master in Management graduates in 2017, up from 50 percent that hired them in 2016.
- Hiring demand for Master of Accounting graduates is projected to hold steady in 2017, with 42 percent of employers reporting plans to hire them compared with 39 percent who hired them last year.

Key Findings (cont'd)

- Forty-eight percent of employers plan to hire Master of Finance graduates in 2017, up from 45 percent that hired them in 2016.
- Regionally, the strongest demand for Master of Finance graduates is in Latin America: 71 percent of employers plan to hire these candidates in 2017, up from 50 percent who hired them in 2016.

More than half of employers (52%) report they will increase starting salaries for new MBA hires in 2017 at or above the inflation rate.

- Compared with global averages, a greater share of companies in Asia-Pacific and Latin America plan to increase salaries at or above the rate of inflation.
- Most US companies will maintain 2016 starting salary levels for graduates of MBA (51%), Master of Finance (55%), Master in Information/Systems (57%), and Master in Data Analytics (58%) programs.

- The projected median base starting salary for recent MBA graduates in the United States in 2017 is US\$110,000, up US\$5,000 from last year's median. Median MBA starting salaries vary by industry, with finance and accounting offering the highest (US\$120,000).
- Median base salaries for business master's degree graduates in the United States range from US\$70,000 (Master of Accounting) to US\$95,000 (Master in Marketing), and represent a premium of 17 percent to 58 percent over bachelor's-level starting salaries in 2017.
- Sixty-five percent of US employers will offer a signing bonus to recent graduate business school hires. The median signing bonus offered is US\$15,500.

Key Findings (cont'd)

International hiring plans remain steady despite recent political uncertainty.

- Globally, 3 in 5 (59%) companies plan to hire (27%) or are open to hiring (32%) an international MBA or business master's candidate.
- Most US companies (55%) either plan to hire (28%) or are open to hiring (27%) an international candidate in 2017, although 45 percent have no plans to hire international candidates, a greater share than employers in other regions.
- Among US companies, technology firms are the most likely to hire international candidates: This year, 50 percent have plans to do so compared with 27 percent in 2016. Manufacturing companies are the least likely to hire such candidates (4%).
- Larger companies are more likely to hire or be willing to hire international candidates (34%) in 2017, compared with 13 percent of small companies.
- Only seven percent of start-ups will hire international candidates, however, 57 percent are willing to but do not have plans to do so this year.
- Legal documentation and expense are the most common reasons employers cite for not hiring international candidates, though this varies by region and company size.

Key Findings (cont'd)

Majority of employers will place new hires into mid-level (75%) or entry-level (56%) positions.

- Seven in 10 employers (71%) will hire recent business graduates in 2017 to fill positions in marketing, business development, and finance.
- For the first time, survey respondents differentiated workplace roles for new MBA hires along two spectrums: generalist vs. specialist and tactical vs. strategic. Based on the strength of these skill sets, employers will seek MBAs to help strategize for the future or to implement company goals.

Communication skills rank highest among the skills employers consider most important.

- Four of the top five skills employers seek in new hires include oral and written communication, listening skills, and presentation skills.

- Teamwork skills such as adaptability, valuing others' opinions, ability to follow a leader, and cross-cultural sensitivity were among the top 10 most sought-after skills for new graduate business hires.

Employers more likely to offer internship opportunities to MBA students.

- Sixty-five percent of employers globally and 74 percent of US employers plan to offer internships to MBA students in 2017. Just 27 percent of employers globally expect to offer internships to business master's students this year.
- Among US employers, 56 percent hired more than half of their MBA and business master's interns to full-time positions in 2016.

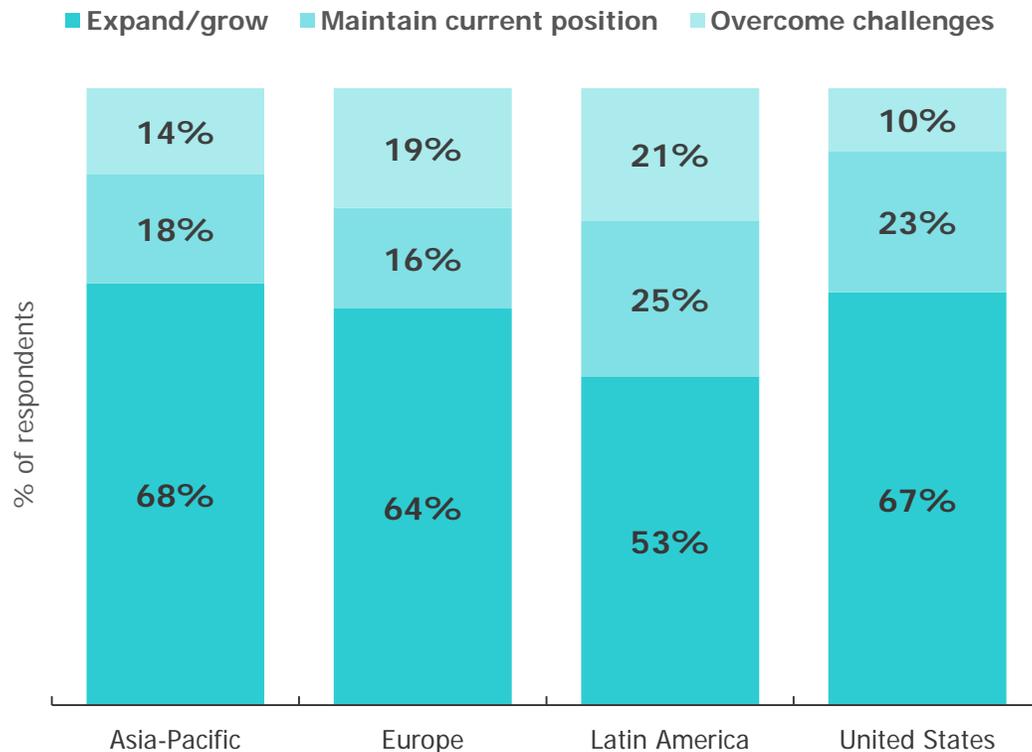
Hiring Trends and Projections

This section explores actual hiring outcomes for 2016 and hiring projections for 2017 for recent graduates of MBA, Master in Management, Master of Accounting, and Master of Finance programs.

Hiring Trends and Projections

Two in 3 companies (65%) report plans for growth and expansion in 2017

Overall Company Direction in 2017, by World Region and Percentage of Respondents*



*Percentages may not sum to 100 due to rounding.

Globally, a majority of companies (65%) are focused on growth and expansion in 2017, which they most often expect to realize through expanding their customer base, launching new products, diversifying the work place, expanding geographically, or completing a merger.

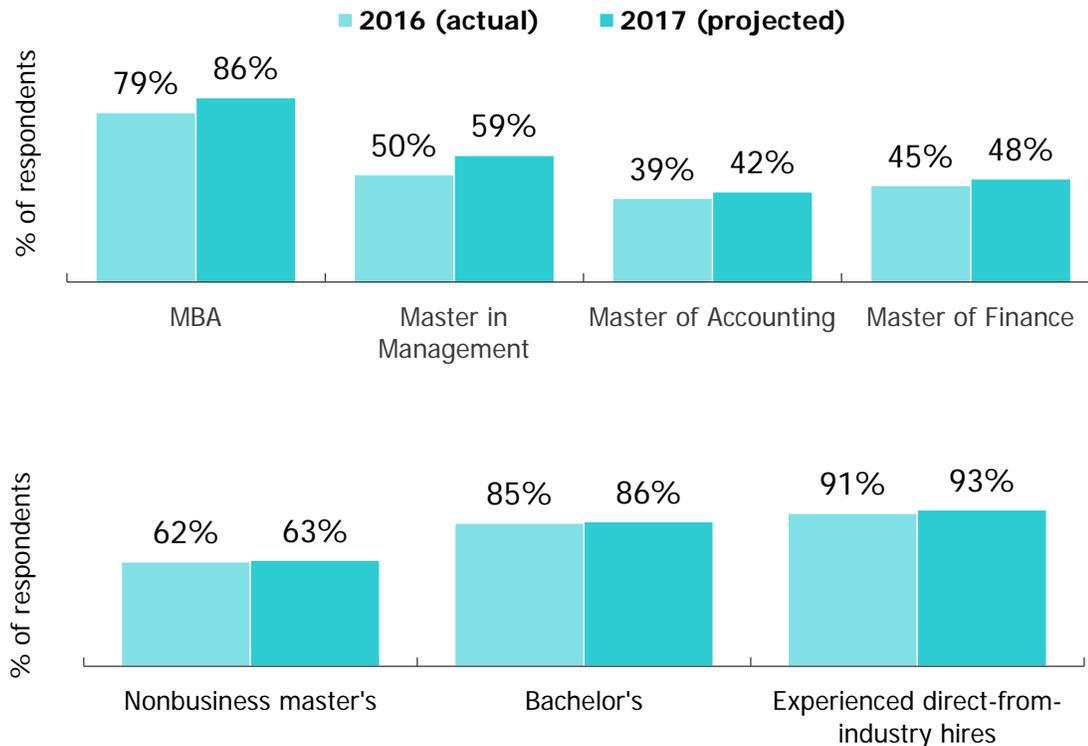
Two-thirds of respondents in Asia-Pacific (68%), Europe (64%), and the United States (67%) report company positions poised for expansion and growth. Slightly less, but still a majority of companies in Latin America (53%) are also eyeing growth and expansion in 2017.

The positive economic outlook bodes well for MBA hiring across regions, as a majority of employers globally will be extending job offers to graduating MBAs in 2017.

Hiring Trends and Projections

Hiring projections for 2017 robust for recent graduates; reflect optimistic company outlook

Global Hiring Projections for 2017 vs. Actual Hiring 2016, by Candidate Type



Globally, 86 percent of companies plan to hire recent MBA graduates in 2017, up from 79 percent that hired them in 2016. The largest increase in hiring demand compared to 2016 will be in the percentage of employers that hire recent Master in Management graduates; 59 percent of companies will hire these graduates, up nine percentage points from last year.

Demand for Master of Accounting and Master of Finance graduates is on par with last year, as is the demand for nonbusiness master's.

Eighty-six percent of employers plan to hire recent bachelor's-degree recipients in 2017. Experienced direct-from-industry candidates are the most sought-after this year, with 93 percent of companies planning to hire these candidates, similar to actual 2016 hiring.

MBA

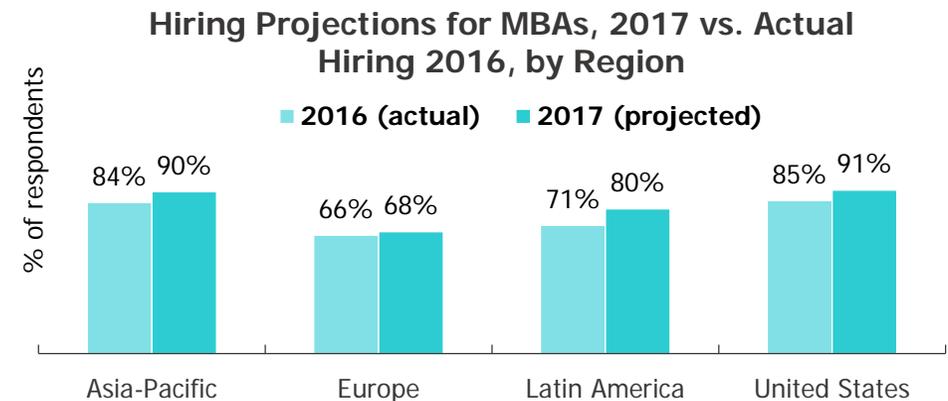
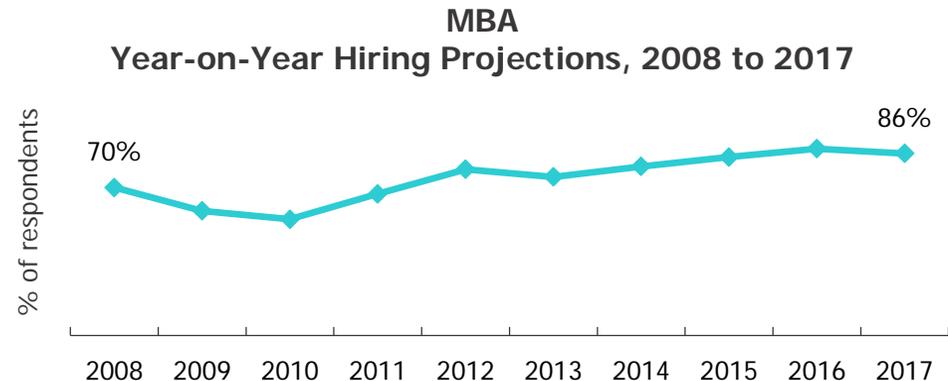
Projected hiring demand for MBAs holds steady in 2017, but is higher compared with 2016 actuals

Industry demand for MBA talent remains robust in 2017. Globally, 86 percent of companies report plans to hire recent MBA graduates in 2017, compared with 79 percent that hired them in 2016.

Among employers who plan to hire new MBAs in 2017, 89 percent plan to increase (42%) or maintain (47%) the number of MBAs they hire compared with 2016. Small companies have more aggressive hiring plans—66 percent of those with fewer than 100 employees plan to increase the number of new MBAs hires this year.

Demand for recent MBA graduates is strongest in the United States and Asia-Pacific where 9 in 10 respondents plan to hire MBA graduates in 2017, an increase of six to seven percentage points compared with 2016 hiring. Latin American employers report the largest shift in hiring, up nine percentage points over 2016.

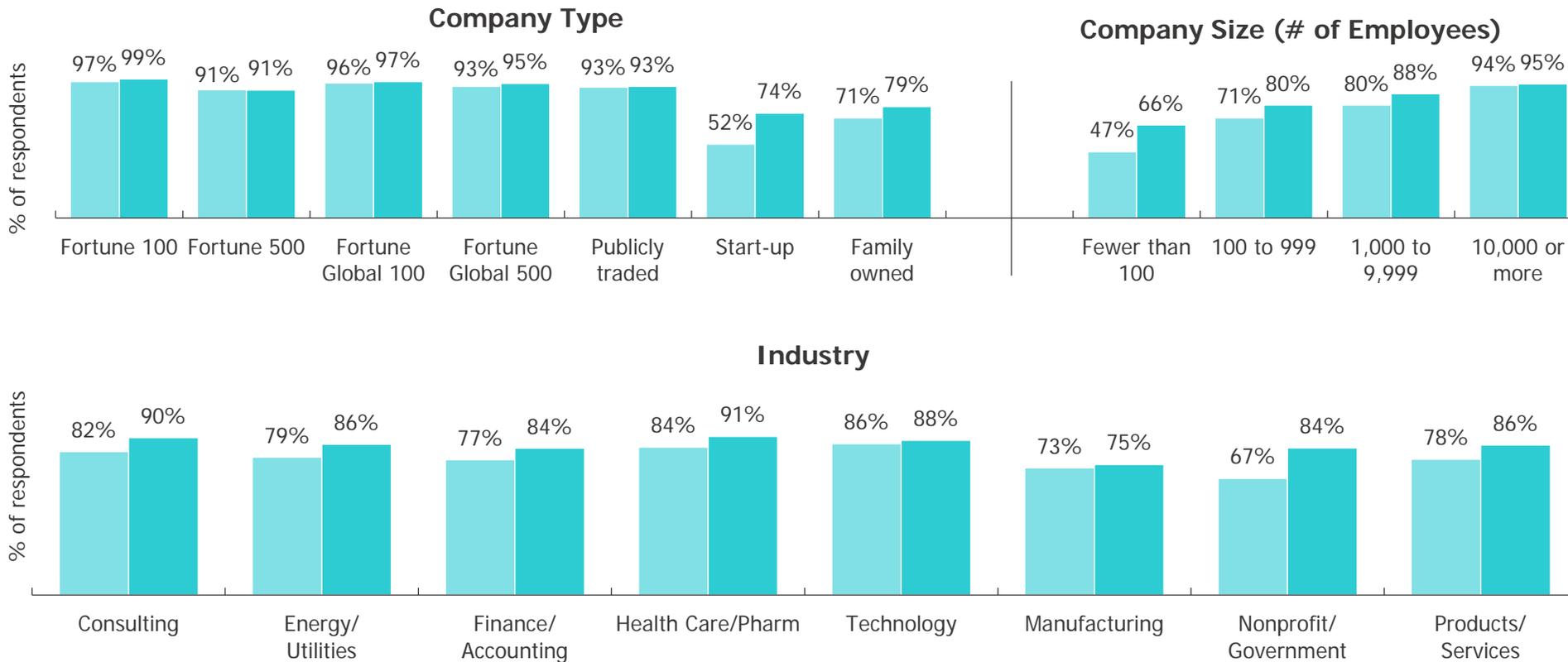
More than 9 in 10 Fortune 100, 500, Global 100, and Global 500, as well as publicly traded companies, plan to hire recent MBA graduates in 2017. Expected MBA hiring by start-up companies in 2017 is noteworthy—nearly 3 in 4 responding start-ups (74%) plan to hire MBAs in 2017, up from 52 percent that hired MBAs in 2016.



Optimistic hiring prospects for MBAs among small companies, start-ups, and many industries

MBA Hiring Projections 2017 vs. Actual Hiring 2016

■ 2016 (actual) ■ 2017 (projected)



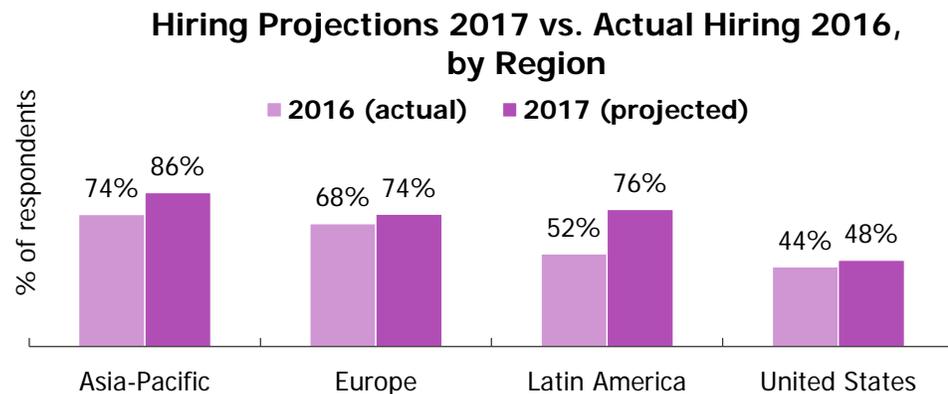
Projected hiring for Master in Management grads up 15 percentage points over 2016 projections

Globally, 59 percent of companies plan to hire recent Master in Management graduates in 2017, up from 50 percent that hired them in 2016. Hiring growth is tied to increased demand for these candidates in Asia-Pacific, Europe, and Latin America.

Overall, companies with plans to hire recent Master in Management graduates expect to hire the same number (41%) or more (46%) compared with 2016. In the United States, 92 percent of companies that plan to hire Master in Management graduates will increase (41%) or maintain (51%) the number of such new hires in 2017.

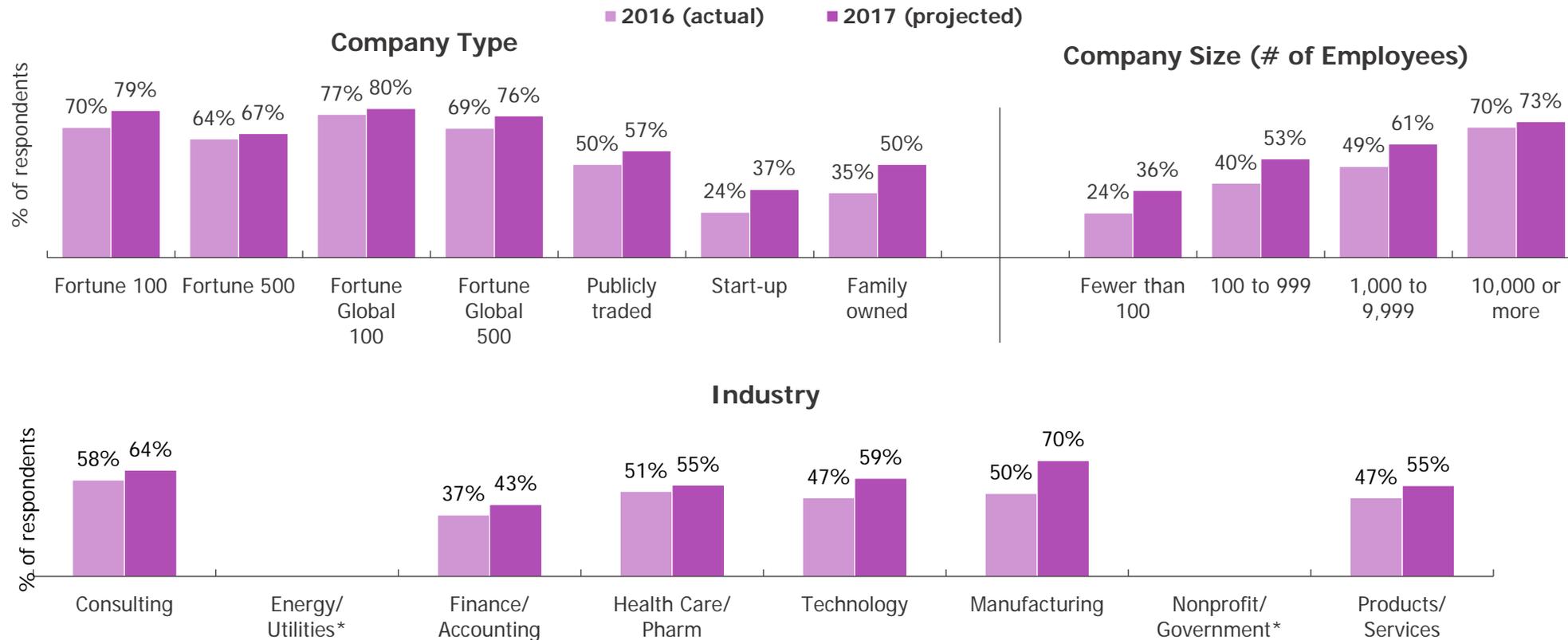
Hiring plans for Master in Management graduates remain fairly steady compared with 2016 among the Fortune 500 and Global 100 companies, and large companies. An increased share of start-ups, family-owned, and small companies also plan to hire from this candidate type, but not to the same extent as for MBAs.

Notably, 70 percent of manufacturing firms plan to hire recent Master in Management graduates in 2017, up from 50 percent that hired them in 2016. A majority of consulting firms (64%), and technology companies (59%) also plan to hire these candidates.



Increased demand for Master in Management graduates among start-ups and manufacturers

Hiring Projections 2017 vs. Actual Hiring 2016



*Data not displayed for Energy/Utilities and Nonprofit/Government due to insufficient response; N < 25.



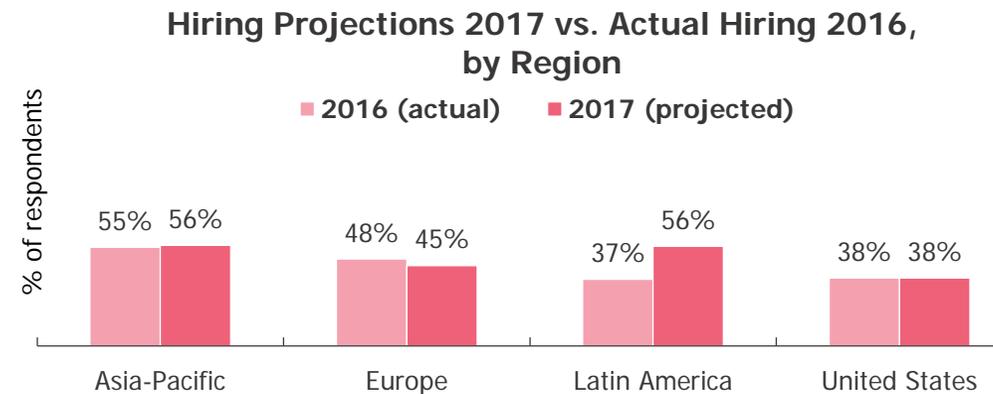
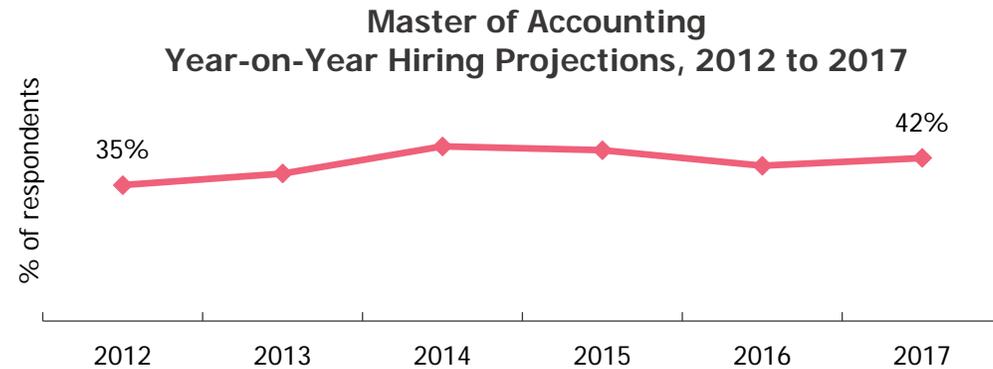
Hiring projections steady for Master of Accounting, with expected growth in Latin America

Hiring demand for Master of Accounting graduates is projected to hold steady in 2017 with 42 percent of respondents reporting plans to hire these graduates compared with 39 percent that hired them in 2016.

Overall, 89 percent of companies with plans to hire Master of Accounting graduates will maintain (52%) or increase (37%) the number of these graduates they hire in 2017 compared with 2016.

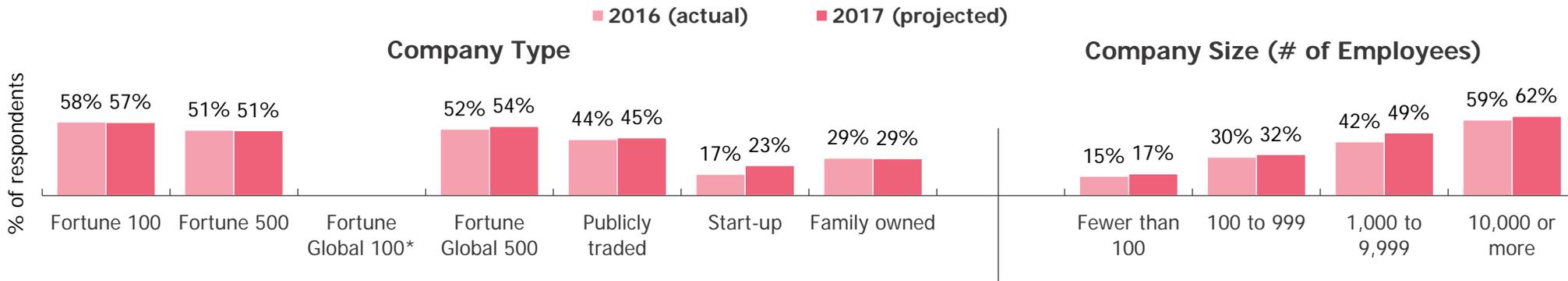
Companies in Asia-Pacific and Latin America have the greatest demand for recent Master of Accounting graduates. Demand in the United States is expected to be the same as 2016. Fewer European companies plan to hire these candidates this year versus 2016.

Start-up businesses show the greatest growth in demand this year for Master of Accounting graduates, with projected hiring up six percentage points from 2016. By company size, large companies with 1,000 or more employees are the most likely to hire recent accounting master's, as are employers in the finance and accounting, manufacturing, and products and services sectors.

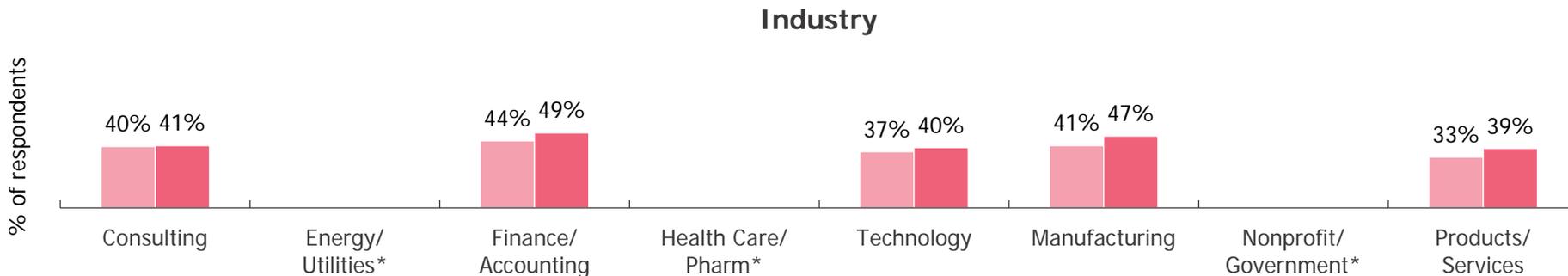


Start-ups, finance, manufacturers, products and services most optimistic for Accounting graduates

Hiring Projections 2017 vs. Actual Hiring 2016



*Data not displayed for Fortune Global 100 due to insufficient response; N < 25.



*Data not displayed for Energy/Utilities, Health Care/Pharm, and Nonprofit/Government due to insufficient response; N < 25.

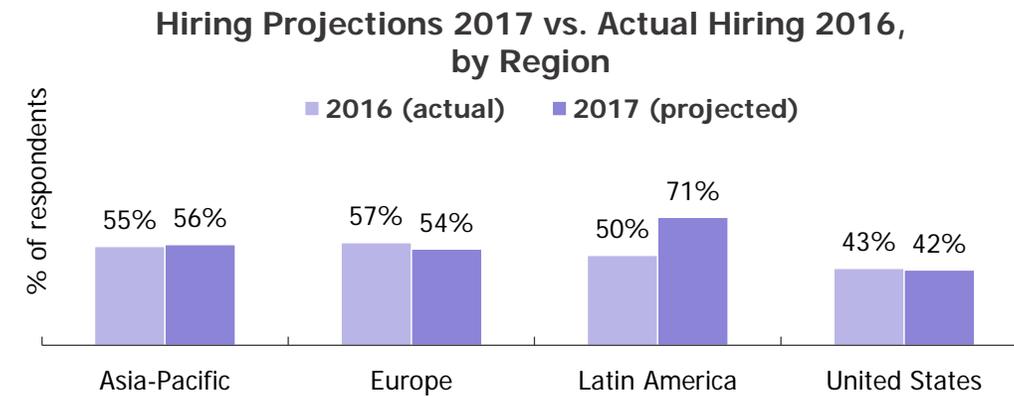
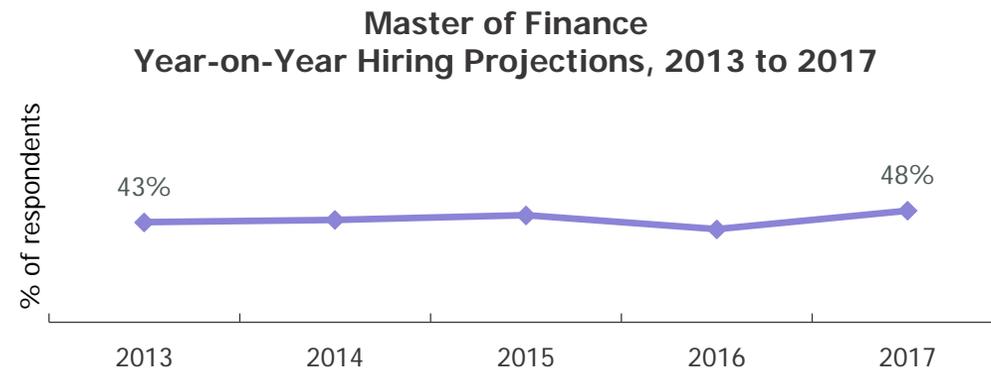


Year-on-year hiring projections for Master of Finance graduates up eight percentage points

Globally, 48 percent of employers plan to hire recent Master of Finance graduates in 2017, up from 45 percent that hired them in 2016. One-third (33%) of companies hiring recent Master of Finance graduates plans to increase the number of graduates they hire this year compared with 2016; 53 percent will maintain 2016 hiring levels.

Regionally, the strongest employer demand for these candidates is in Latin America, where 71 percent of respondents report plans in 2017 to hire recent Master of Finance graduates, up from 50 percent of companies that did so in 2016. Employer hiring plans in Asia-Pacific and the United States are similar to 2016, though companies in Europe indicate a slight decrease in their hiring plans for finance graduates compared with last year.

There is a slight increase in hiring demand among the Fortune Global 100, start-up, and family-owned businesses. By industry, manufacturers have the highest projected increase in hiring demand for these candidates in 2017. The finance and accounting sector has the greatest overall need for this candidate type, with 59 percent of employers planning to hire Master of Finance graduates.



Manufacturers are most optimistic about hiring Master of Finance graduates in 2017

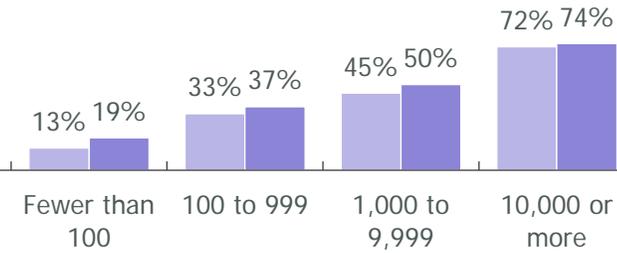
Hiring Projections 2017 vs. Actual Hiring 2016

■ 2016 (actual) ■ 2017 (projected)

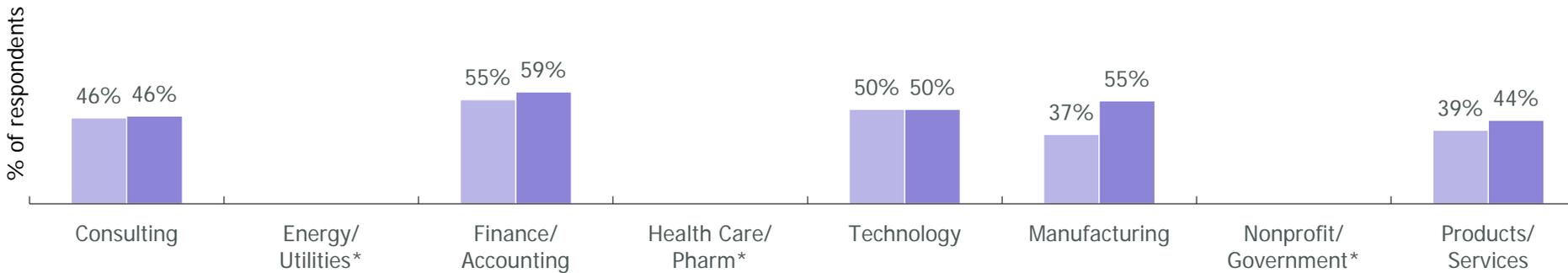
Company Type



Company Size (# of Employees)



Industry



*Data not displayed for Energy/Utilities, Health Care/Pharm, and Nonprofit/Government due to insufficient response; N < 25.



Demand for Other Business Master's

This section explores other master's-level business graduates whom companies target in their recruitment and hiring efforts, including graduates of master's programs such as Data Analytics, Supply Chain Management, International Business, and others.

Other Business Master's

Majority of employers target candidates from other business master's programs to fill hiring needs

Percentage of Employers Who Plan to Recruit Other Business Master's Candidates in 2017



Globally, 71 percent of employers recruit from other business master's programs beyond traditional master's programs in management, accounting, or finance to fill their hiring needs:

- Nine in 10 (90%) employers in the Asia-Pacific region plan to target other master's programs for recruitment in 2017, compared with 67 percent of US respondents.
- Graduates of Master in Marketing programs are the most commonly recruited by Asian companies. Candidates with master's degrees in Data Analytics are sought most often by European and US employers. In Latin America, Supply Chain Management is the top program targeted for recruitment.
- By industry, candidates from Master in Data Analytics programs are the top talent sought by employers in the consulting, finance and accounting, and health care industries.
- Energy and utilities and manufacturing companies seek candidates from Supply Chain Management programs. Technology companies seek talent from Information/Systems programs, nonprofit and government sector employers seek Public Administration graduates, and the products and services industry seeks talent from Marketing programs.

Other Business Master's

Employers in Asia-Pacific, Latin America are most likely to recruit among other business master's

Percentage of Respondents Recruiting from Other Business Master's Programs in 2017, by Region*

Asia-Pacific		Europe		Latin America		United States	
88%		69%		85%		67%	
Specific program types targeted for recruitment (% of respondents)*							
Marketing	47%	Data Analytics	33%	Supply Chain Mgmt	37%	Data Analytics	30%
Data Analytics	35%	Info/Sys	30%	Info/Sys	35%	Info/Sys	27%
Info/Sys	31%	Marketing	29%	Economics	34%	Supply Chain Mgmt	22%
Supply Chain Mgmt	31%	Economics	29%	International Business	31%	Marketing	19%
International Business	30%	Supply Chain Mgmt	28%	Engineering Mgmt	31%	Engineering Mgmt	13%
Economics	27%	International Business	25%	Marketing	30%	HR/Org Behavior	13%
HR/Org Behavior	27%	Engineering Mgmt	25%	Data Analytics	27%	Economics	10%

*Percentages in columns do not sum to 100 due to multiple selections.



Other Business Master's

Master in Data Analytics is program recruited by most industries, except Energy/Utilities

Percentage of Respondents Recruiting from Other Business Master's Programs in 2017, by Industry
(Top 5 Programs Selected)*

Consulting	Energy/ Utilities	Finance/ Accounting	Health Care/ Pharm	Technology	Manufacturing	Nonprofit/ Government	Products/ Services
Data Analytics (30%)	Supply Chain (40%)	Data Analytics (26%)	Data Analytics (41%)	Info/Systems (54%)	Supply Chain (38%)	Public Admin (35%)	Marketing (32%)
Info/Systems (29%)	Engineering Management (37%)	Info/Systems (25%)	Health Admin (40%)	Data Analytics (49%)	Marketing (27%)	HR/Org Behavior (23%)	Supply Chain (31%)
Supply Chain (26%)	Info/Systems (29%)	Risk Management (24%)	Supply Chain (32%)	Engineering Management (29%)	Engineering Management (24%)	Economics (23%)	Data Analytics (26%)
Marketing (22%)	HR/Org Behavior (29%)	Economics (22%)	Marketing (30%)	Marketing (28%)	International Business (20%)	Communications (23%)	Info/Systems (21%)
Engineering Management (20%)	Marketing (26%)	Marketing (13%)	Info/Systems (29%)	Supply Chain (25%)	Data Analytics (19%)	Data Analytics (21%)	International Business (16%)

*Percentages in columns do not sum to 100 due to multiple selections.



Start-ups at least three times as likely to seek graduates from Entrepreneurship programs

Programs Targeted for Recruitment, 2017, by Company Type*					
Program Type	Fortune Global 100	Fortune Global 500	Publicly Traded	Start-Up	Family Owned
Data Analytics	49%	41%	33%	27%	19%
Info/Systems	47%	37%	33%	36%	21%
Supply Chain Mgmt	39%	35%	30%	27%	29%
Marketing	32%	31%	23%	27%	26%
Int'l Business	28%	21%	13%	14%	16%
HR/Org Behavior	28%	24%	18%	9%	12%
Economics	26%	26%	16%	11%	13%
Engineering Mgmt	19%	21%	16%	14%	13%
Risk Mgmt	17%	14%	9%	9%	7%
Communications	13%	12%	7%	7%	6%
Health Admin	6%	9%	7%	2%	4%
Public Admin	4%	5%	2%	9%	4%
Hospitality	3%	2%	1%	0%	4%
Entrepreneurship	3%	4%	2%	18%	6%
Educational Leadership	3%	2%	1%	2%	4%
Real Estate	1%	2%	3%	2%	6%

*Percentages in columns do not sum to 100 due to multiple selections.

Nearly half of Fortune Global 100 employers target Master of Data Analytics (49%) and Master of Information Technology/Systems (47%) programs when recruiting graduate business students.

Fortune Global 100 and Global 500 companies, as well as publicly traded companies, recruit from a wider range of master's programs to support multiple operations and business units.

Start-up and family-owned companies are more likely than other businesses to target Entrepreneurship programs (18% and 6%, respectively). Start-ups and family-owned companies also recruit new hires from master's programs in Data Analytics, Information/Systems, Supply Chain Management, and Marketing.



Job Levels and Functions

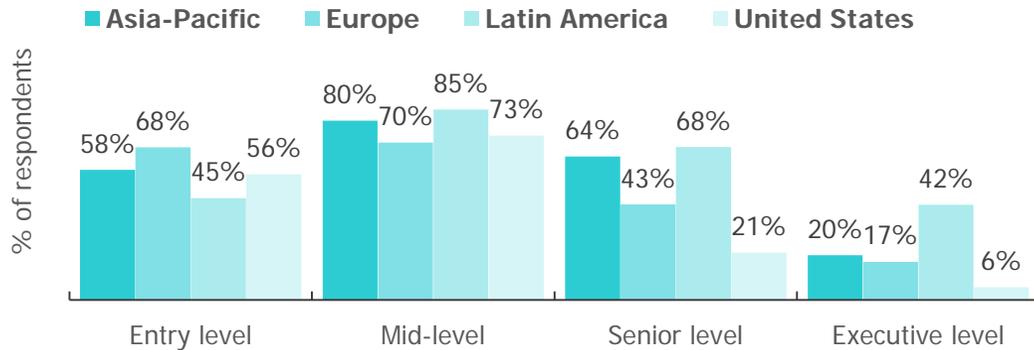
This section explores the job levels and job functions in which employers expect to place new hires from MBA and business master's programs in 2017.

In addition, this section explores the types of roles employers expect new MBA graduates to fill, including strategic versus tactical roles, and generalist versus specialist roles.

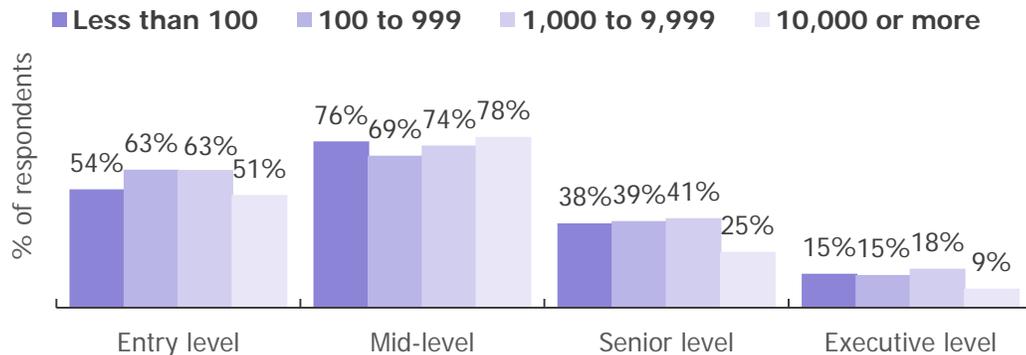
Job Levels

Three in 4 employers plan to hire recent business graduates for mid-level positions in 2017

Job Levels for Recent Business Graduates, by Region, 2017



Company Size (# of Employees)



In 2017, a majority of employers will place recent graduate business hires in mid-level jobs (75% of respondents), or in entry-level positions (56%).

Respondents in Asia-Pacific (67%) and Latin America (68%) are more likely than employers in other regions to hire recent business school graduates to fill senior positions. With the exception of employers in Latin America, less than a quarter of companies will place recent graduate business hires in executive-level positions.

Regardless of company size, most employers will place recent graduate business hires in a mid-level positions. Sixty-three percent of mid-sized companies (100 to 9,999 employees) will place recent graduates in entry-level positions.

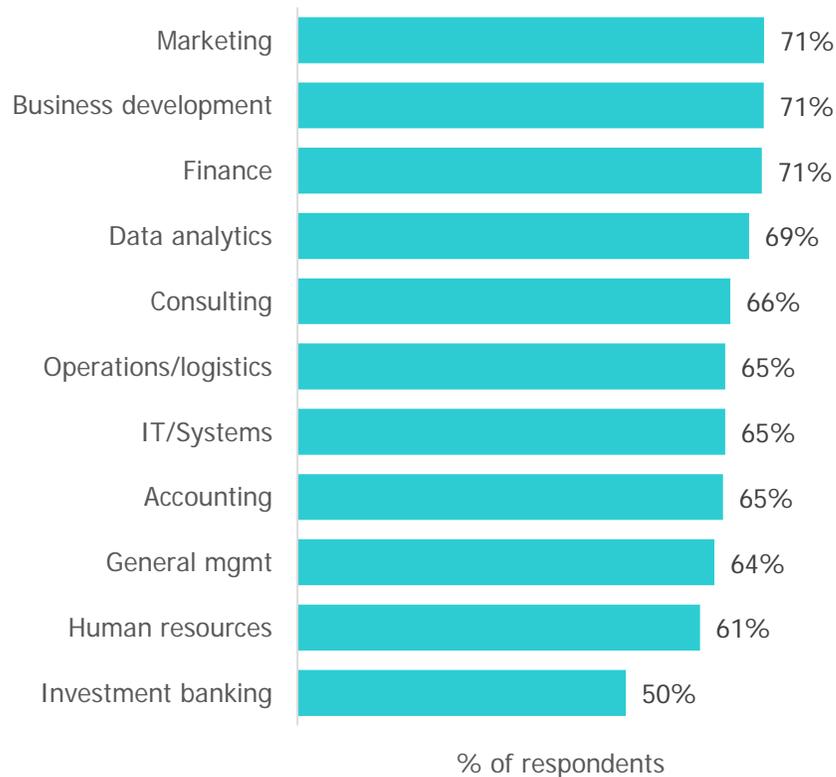
Start-up and family-owned companies predominately hire business school graduates to fill mid-level positions. More than half of these companies in 2017, however, will place graduate business hires in a senior position (53% and 55% respectively). Twenty percent of start-ups and 31 percent of family-owned companies will place a recent hire in an executive-level position.



Job Functions

Top job functions for graduate business hires include marketing, business development, and finance

Job Functions in Which Employers Plan to Place Recent Graduate Business Hires, Global, 2017



In 2017, employers seek MBA and business master's graduates to fill a variety of job functions and roles. Seven in 10 employers this year will be hiring recent business graduates specifically to fill positions in marketing, business development, and finance (71%).

The following are the top job functions that companies intend to fill by world region:

- **Asia-Pacific:** Business development, human resources, and marketing.
- **Europe:** Finance, marketing, business development, and IT/systems.
- **Latin America:** Operations and logistics, business development, and finance.
- **United States:** Marketing, data analytics, and finance.

Job Functions

Functional demand varies regionally

Job Functions in Which Employers Plan to Place Recent Graduate Business Hires in 2017, by Region and % of Respondents*

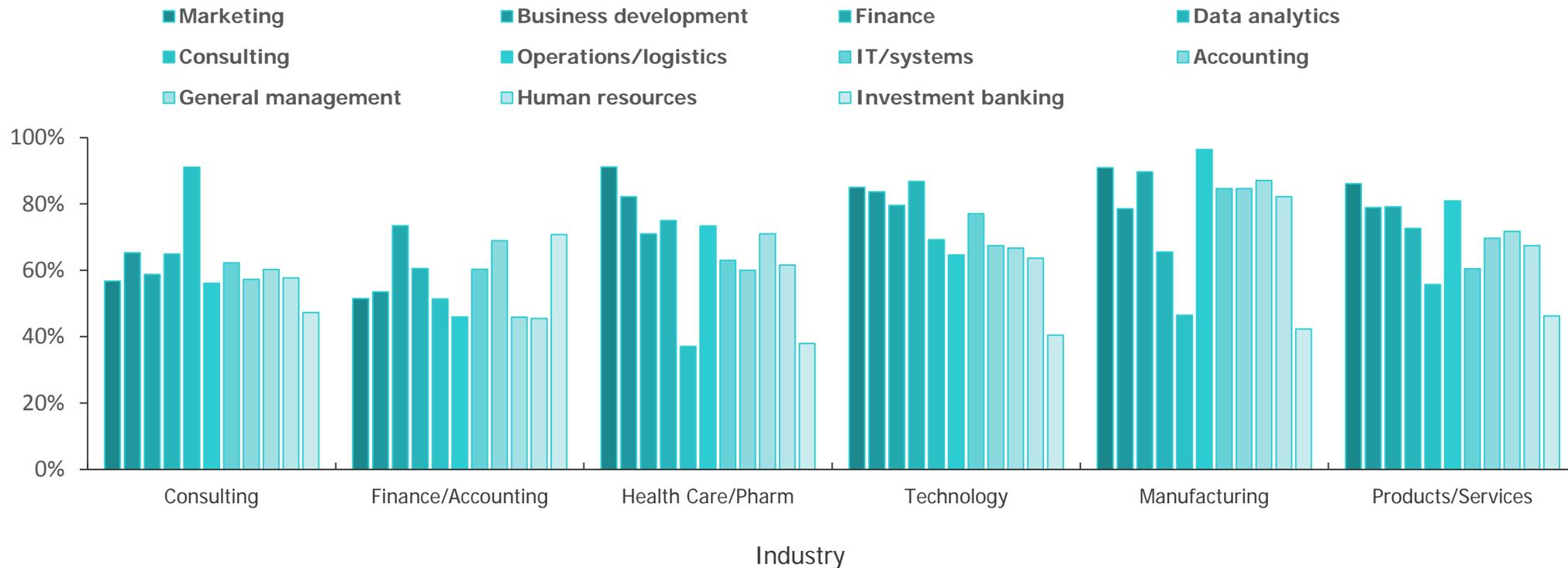
Job Function	Global	Asia-Pacific	Europe	Latin America	United States
Marketing	71%	84%	72%	74%	68%
Business development	71%	88%	71%	77%	67%
Finance	71%	74%	82%	75%	68%
Data analytics	69%	79%	68%	68%	68%
Consulting	66%	80%	59%	65%	66%
Operations/logistics	65%	83%	65%	77%	60%
IT/systems	65%	81%	68%	70%	61%
Accounting	65%	84%	67%	69%	60%
General management	64%	77%	51%	58%	63%
Human resources	61%	88%	61%	73%	53%
Investment banking	50%	76%	51%	52%	46%

*Percentages in columns do not sum to 100 due to multiple selections.

Job Functions

Employer hiring for job functions varies by industry

Job Functions Recruiters Plan to Fill in 2017 With Recent Graduate Business Hires, by Industry



*Data not displayed for Energy/Utilities and Nonprofit/Government due to insufficient response; N < 25.



Job Functions

Functional demand varies by company type

Employer Demand for Graduate Business Hires, 2017, by Job Function and Company Type (% of respondents)

Job Function	Fortune Global 100	Fortune Global 500	Publicly Traded	Start-Up	Family Owned
Accounting	86%	70%	66%	63%	69%
Business development	91%	84%	78%	80%	73%
Consulting	73%	73%	62%	64%	63%
Data analytics	92%	81%	75%	71%	71%
Finance	94%	86%	84%	66%	80%
General management	88%	82%	73%	61%	76%
Human resources	90%	79%	73%	48%	75%
Investment banking	65%	57%	56%	57%	61%
IT/systems	85%	74%	71%	64%	74%
Marketing	94%	84%	81%	72%	79%
Operations/logistics	93%	80%	76%	66%	78%

More than 8 in 10 Fortune Global 100 companies seek candidates to fill all functional areas, with two exceptions: investment banking (65%) and consulting (73%). Functional demand is highest for the following positions: finance (94%), marketing (94%), operations/logistics (93%), data analytics (92%), business development (91%), and human resources (90%).

Top functions that start-up companies will fill include business development (80% of employers), marketing (72%), data analytics (71%), finance (66%), and operations and logistics (66%). Fewer than half of start-up companies plan to place recent hires in human resource functions.

The greatest share of family-owned companies will place recent business graduates in finance (80%), marketing (79%), operations and logistics (78%) and general management (76%) functions.

Employers seek MBA hires to fill strategic-generalist and tactical-specialist roles

Overall, Employers Tend to Seek MBAs to Fill Strategic Generalist (35%) or Tactical Specialist (30%) Roles*



*Percentages may not sum to 100 due to rounding.

Survey respondents were asked to evaluate the type of roles that recent MBA hires will fill in their organization: Do they seek generalists or specialists? Strategists or operational/tacticians?

Each response was assigned to 1 of 4 quadrants:

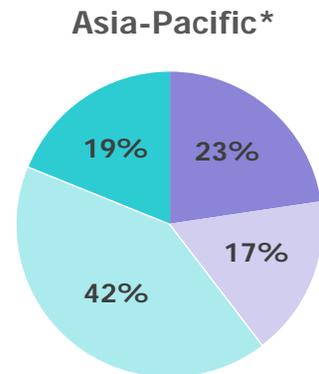
- **Strategic generalist:** MBA with general set of business skills who can plan future company direction.
- **Strategic specialist:** MBA with specific business skills also able to plan company's future direction.
- **Tactical generalist:** MBA with general business skills able to carry out plans efficiently and effectively.
- **Tactical specialist:** MBA with specific set of business skills, able to carry out plans efficiently and effectively.

Employers seek MBAs for different roles that vary by world region.

Asia-Pacific:

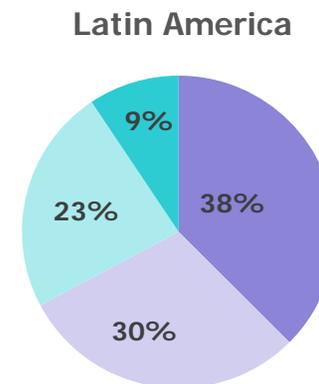
The largest share of employers in this region plan to place recent MBAs in a *tactical specialist* role (42%) and 19 percent will place MBAs in *tactical generalist* roles, demonstrating the need to for specific skills to implement company strategy.

- Strategic generalist
- Tactical specialist
- Strategic specialist
- Tactical generalist



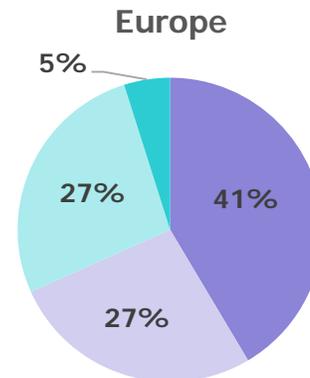
Latin America:

Two-thirds (68%) of employers seek MBAs to fill a *strategic* role—either *strategic generalist* (38%) or *strategic specialist* (30%). These companies look to MBAs to plan for the future.



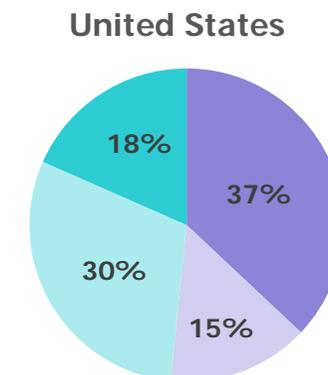
Europe:

Two-thirds (68%) of European employers want MBAs to fill a *strategic* role, either as a *strategic generalist* (41%) or *strategic specialist* (27%). Just five percent of employers need MBAs to fill a *tactical generalist* role—demonstrating the region’s need for strategists.



United States:

The share of US employers seeking MBAs for *strategic* and *tactical* roles is fairly equal. The share of companies seeking generalists and specialists also is fairly equal, representing a wide variety of needs from US employers.



*Percentages may not sum to 100 due to rounding.



Compensation

This section explores projected changes in 2017 salaries compared with 2016, by region and candidate type.

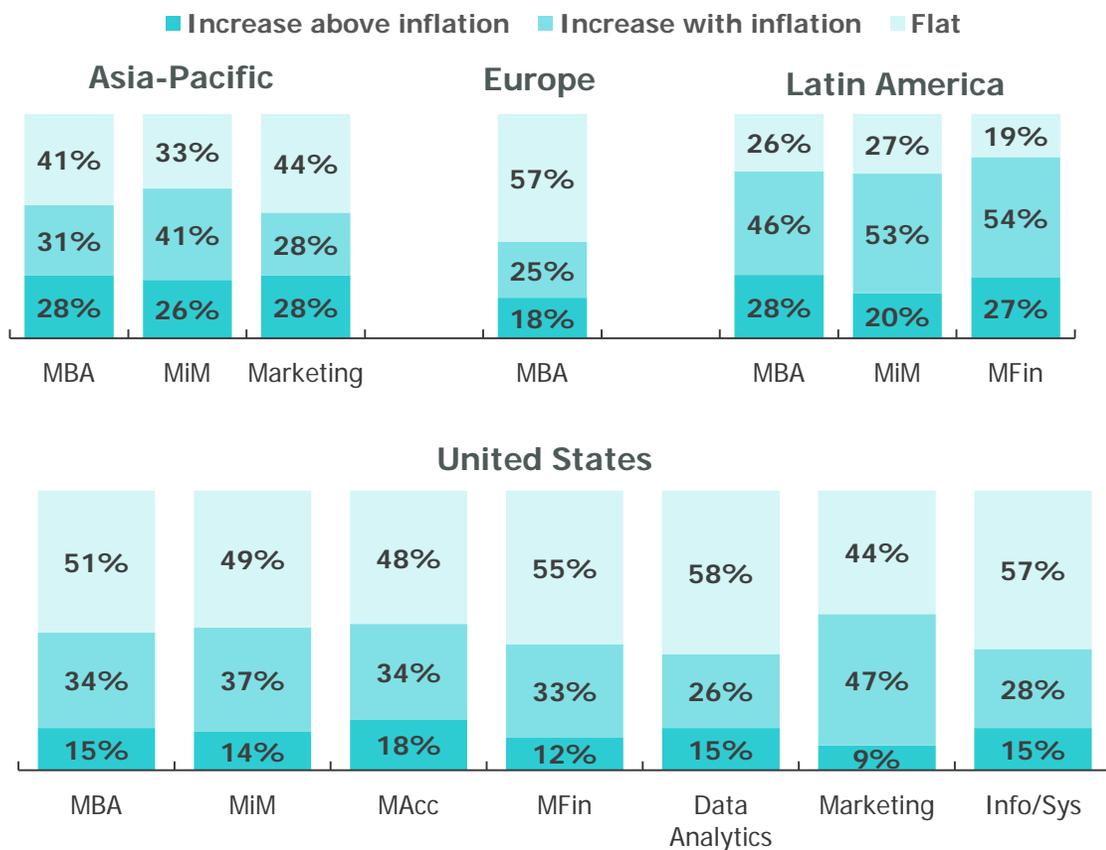
In addition, it presents median starting salary levels that US employers plan to offer new hires in 2017, by candidate type;* as well as the percentage of employers (by region and industry) willing to pay premium salaries to MBAs with specializations, and other types of compensation offered globally.

*Salary data available only for US companies due to limited response rate on salary from companies in other regions.

Compensation

Majority of companies plan to increase MBA base salaries at or above the inflation rate

Expected Change in Annual Starting Salaries, 2016 to 2017, by Region and Candidate Type*



*Percentages may not sum to 100 due to rounding.

Globally, more than half of survey respondents (52%) report that MBA base salaries will increase at (34%) or above (18%) the rate of inflation in 2017.

Latin America (74% of respondents) and Asia-Pacific (59%) have the greatest share of companies that plan to increase MBA salaries either at or above the rate of inflation in 2017.

Only 43 percent of European companies will increase base salaries for recent MBA hires in 2017—the majority (57%) will maintain 2016 salary rates.

A majority of US companies report they will maintain 2016 base salary levels for recent MBA (51%), Master of Finance (55%), Master in Data Analytics (58%), and Master in Information/Systems (57%) graduates.

Compensation: US Companies

MBA salaries will reflect an 83 percent premium over starting salaries for bachelor's-degree recipients

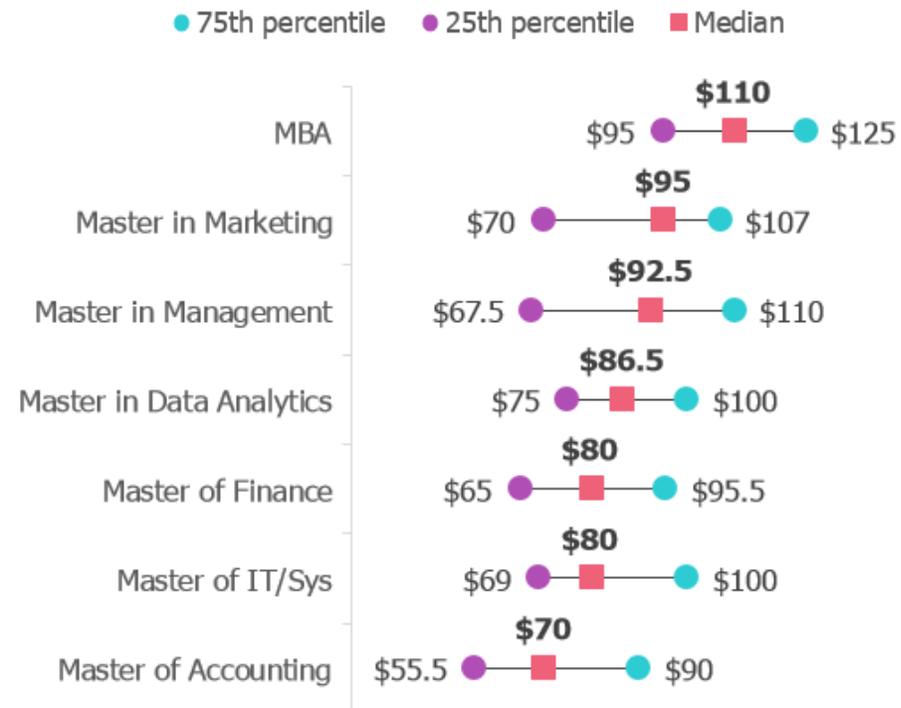
The projected median starting base salary for recent MBA graduates in the United States in 2017 is US\$110,000, up from a median of US\$105,000 in 2016. This represents an 83 percent premium over recent bachelor's-degree (or first degree) recipients in the United States, who can expect to receive a median starting salary in 2017 of US\$60,000.

Median MBA starting salaries in 2017 vary by industry, with consulting and finance/accounting companies offer the highest salaries (median of US\$120k), followed by technology firms (median of US\$112.5k), and products and services (median of US\$100k).*

In 2017, the projected median base salary for recent Master in Management graduates is US\$92,500, an increase of US\$22,500 compared with 2016 median salary reported at US\$75,000. This difference is partially due to the fact that this year, US companies reporting salary data for Master in Management candidates included a greater share of consulting firms and large companies, which typically offer a higher pay scale for new hires.

Median base salaries for other master's-degree recipients in the United States will range from US\$70,000 (Master of Accounting) to US\$95,000 (Master in Marketing), and represent a premium of 17 percent to 58 percent over bachelor's-level starting salaries in 2017.

Expected 2017 Starting Salaries for Recent Business Graduates in the United States, by Candidate Type*
(US Dollars, in Thousands)



*Median salary for other US industries not reported due to insufficient data; N < 25.

Compensation: Premium for Specialized MBA Degrees

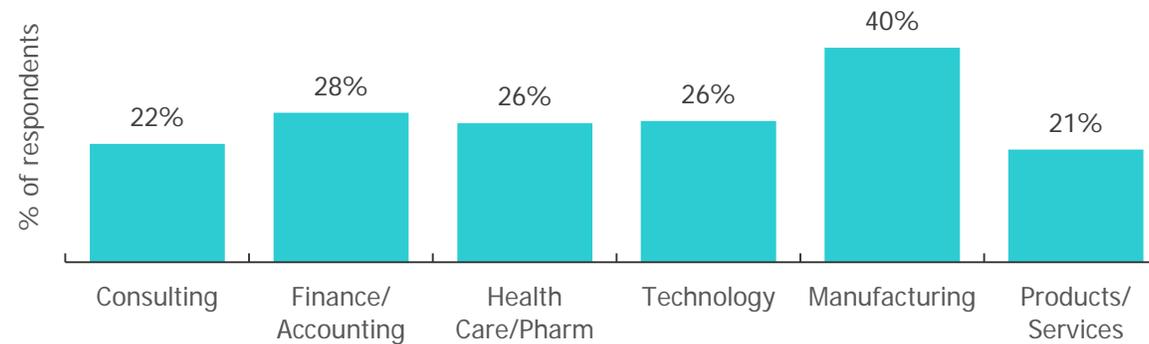
A quarter of employers will pay extra for graduates with specialized MBA degrees

Globally, one-quarter of employers who plan to hire recent MBA graduates are willing to pay them a premium salary if the MBA program was specialized. Specialized MBAs are becoming more popular and provide a candidate with deep management expertise in a specific industry. Examples of such specializations include an MBA in risk management; luxury brand management; aviation, oil, gas, and energy; engineering; or architecture.

Companies located in Asia-Pacific (45% of respondents) and Latin America (43%) are more likely than employers in other regions to seek recent MBA graduates with specialized MBA degrees and to pay a premium salary for those skills.

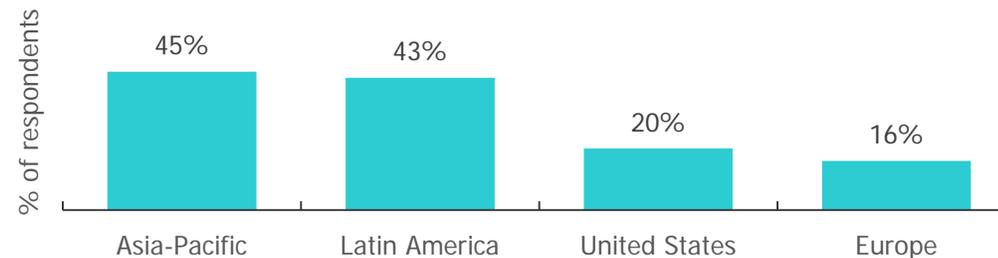
Manufacturers represent the largest share of employers (40%), by industry, who are willing to pay a premium for an MBA with a specialized degree. Four in 10 family-owned companies and firms with fewer than 100 employees also will pay extra for new hires with a specialized MBA.

Percentage of Employers Willing to Pay Premium for Specialized MBAs, by Industry*



*Insufficient data for Energy/Utilities and Nonprofit/Government sectors; N < 25.

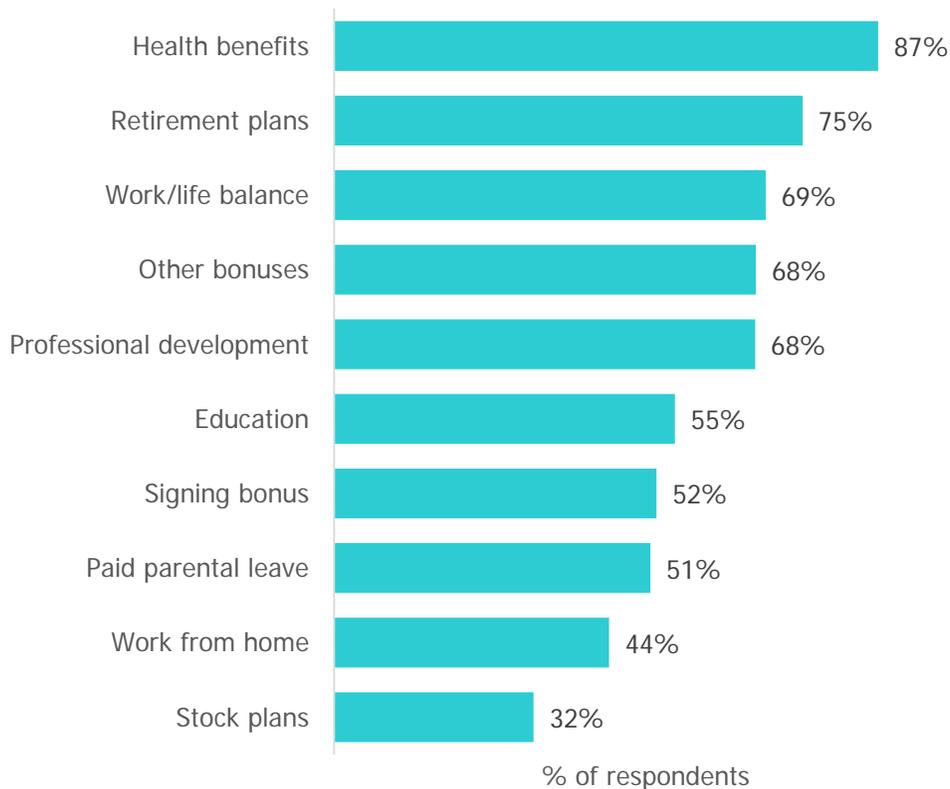
Percentage of Employers Willing to Pay Premium for Specialized MBAs, by Region



Compensation: Other Benefits

Employers offer benefits beyond salary; median signing bonus among US employers is US\$15,500

Percentage of Employers Offering Benefits to Recent Graduate Business Hires, 2017



Employers will offer a mix of benefits to recent MBA and business master's graduates in 2017 beyond salary, with health benefits and retirement savings plans being the most prevalent, offered by 87 percent and 75 percent of respondents, respectively.

- The technology industry is more likely than others to offer employees the ability to work from home (84% of respondents).
- Health care/pharmaceutical (51%) and technology (55%) companies are the industries most likely to offer stock options.
- 71 percent of manufacturers offer educational benefits, such as tuition reimbursement, scholarships, or professional or leadership development programs.
- Nonprofit/government employers are the least likely to offer signing or other bonuses.
- Nine in 10 US companies (92%) offer retirement savings plans, the highest of all the regions. Two-thirds (65%) of US companies plan to offer a signing bonus to recent MBA and business master's graduates, for a median of US\$15,500.

International Hiring and Student Mobility

Students interested in earning graduate business degrees often apply to programs located outside their country of citizenship with the intent of seeking international employment after graduation in the country where their program is located.

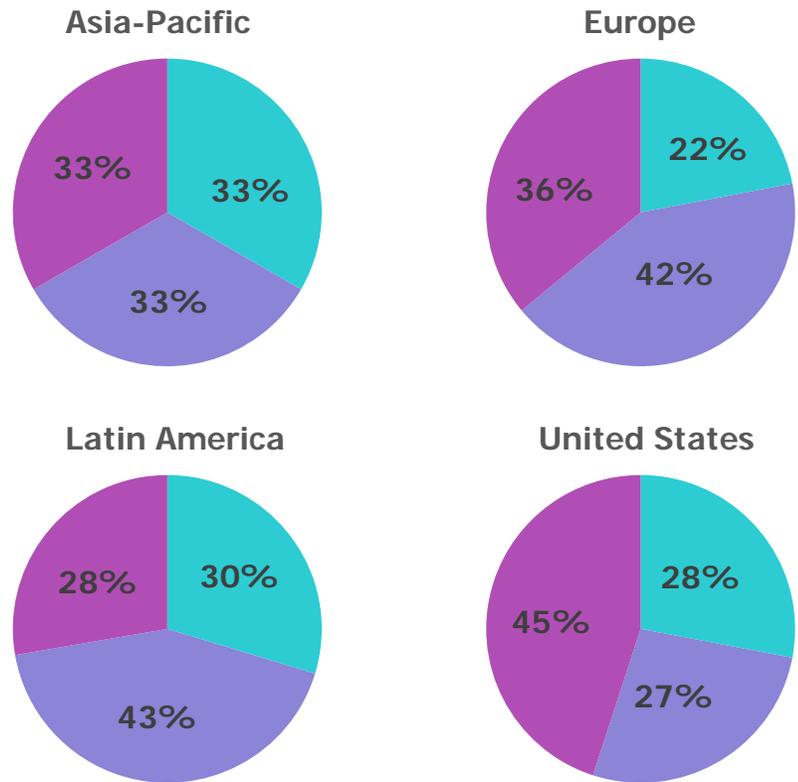
This section explores employer's interest in hiring such international students who would require a visa to work for their company, and employer plans to place recent hires in regional locations outside a company's home region.

International Hiring

Recruiters are neither more nor less likely to hire talent requiring legal documentation (e.g. visas)

Percentage of Employers With Plans to Hire International Graduates in 2017, by World Region*

■ Plan to hire in 2017 ■ Willing to hire, but no plans ■ No, we do not hire



Despite political uncertainty about the status of immigration and work visa policies, globally in 2017, 59 percent of companies plan to hire (27%) or are willing to consider hiring (32%) MBA and business master's graduates requiring legal documentation.

- Three quarters (73%) of recruiters in Latin America are the most likely either to have plans (30%) or be willing to hire (43%) international candidates (73%).
- Two-thirds of recruiters in Asia-Pacific (66%) and Europe (64%) have plans to hire or are willing to hire international candidates. Compared with 2016, however, more European recruiters report this year that they will not hire international candidates (36% in 2017 vs. 32% in 2016).
- Most US companies (55%) either plan to hire (28%) or are open to hiring (27%) an international candidate in 2017, although 45 percent have no plans to do so, a greater share than employers in other regions.

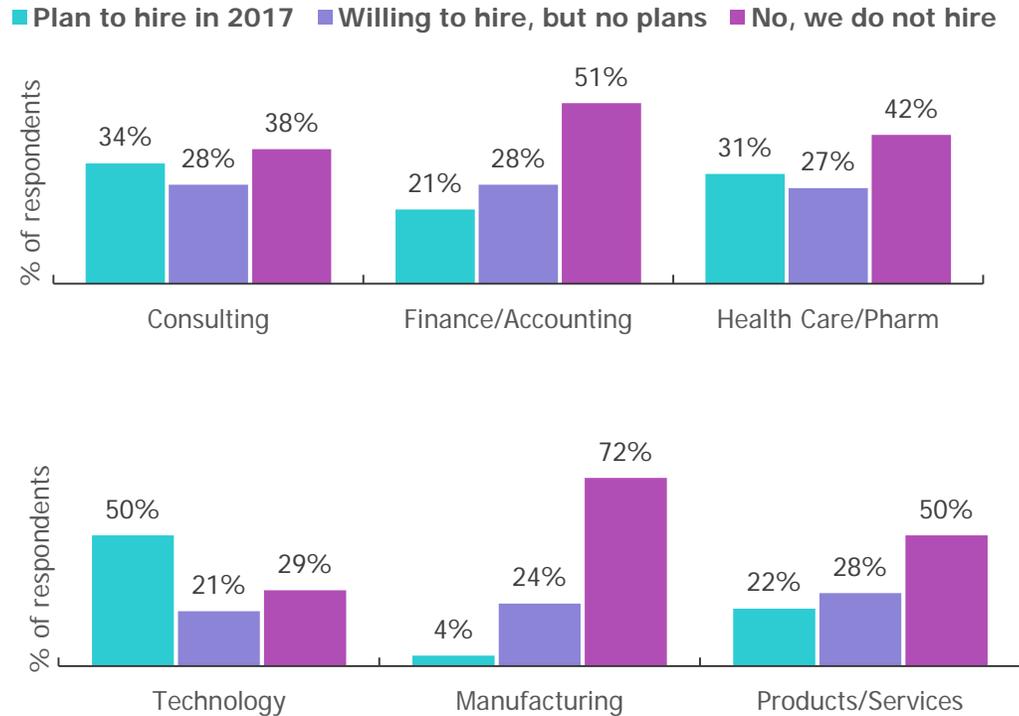
Large companies are more likely to hire or be willing to hire international candidates (34%) in 2017 versus 13 percent of small companies. Fortune Global 100 companies are the most likely to hire international candidates in 2017 (69%). Only seven percent of start-ups will hire international candidates in 2017; 57 percent are willing to but have no such plans this year.

*Percentages may not sum to 100 due to rounding.

International Hiring: United States

US technology companies are most likely to have plans to hire international candidates

Percentage of US Employers With Plans to Hire International Students in 2017, by Industry*



Some industries in the United States exhibit a noticeable shift in their international hiring plans this year compared with 2016:

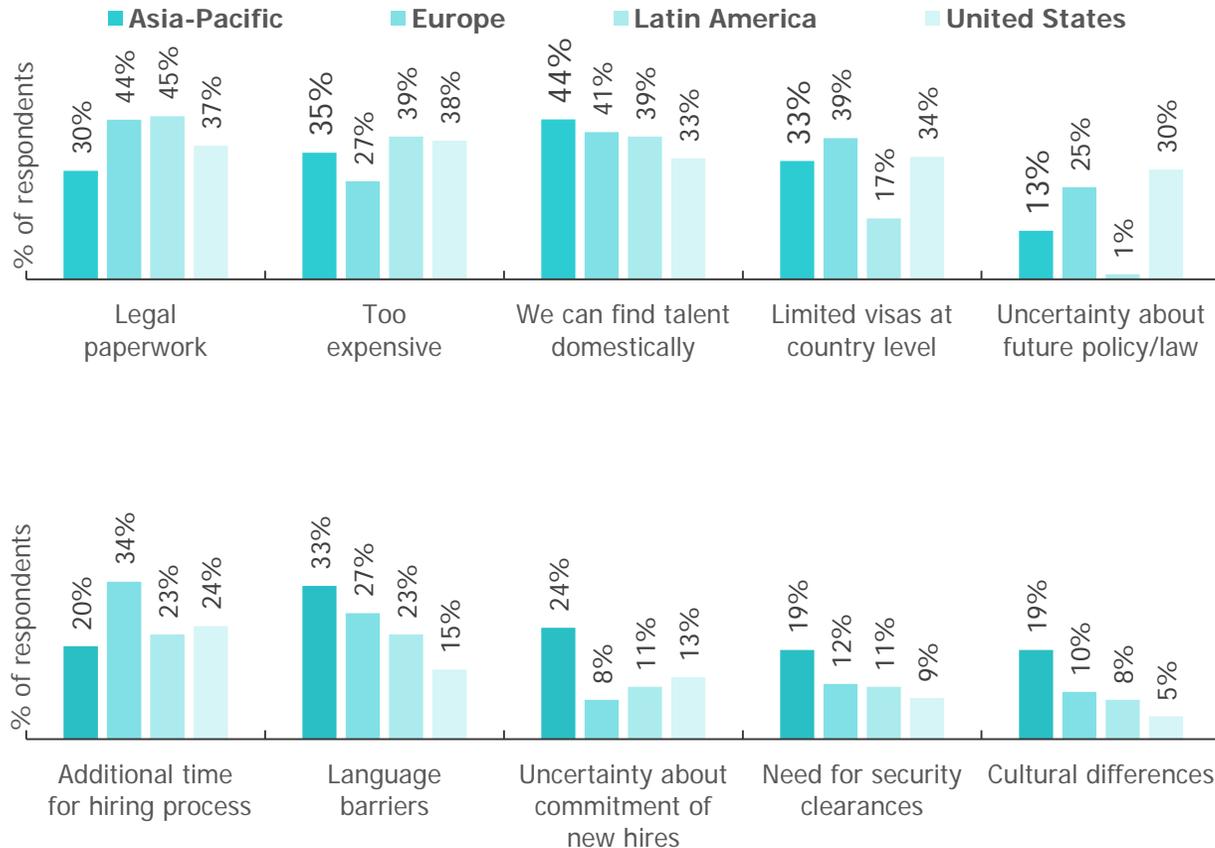
- The technology sector is more likely than other industries to hire international candidates—50 percent report they have plans to do so in 2017, compared with 27 percent last year. In addition, a greater share of consulting (34%) and health care and pharmaceutical companies (31%) plan to hire international candidates in 2017.
- Manufacturers are the least open to hiring international candidates, with just four percent of recruiters planning to hire these candidates; 72 percent report that they do not hire such candidates.
- Large US companies are more likely to have plans to hire recent international business school graduates: One-third (35%) of companies with 1,000 or more employees plan to hire international students compared with eight percent of companies of 1,000 or fewer employees.

*Insufficient data for Energy/Utilities and Nonprofit/Government within the US region; N < 25.

International Hiring: Challenges

Legal paperwork, required expenses among top reasons for not hiring international candidates

Reasons Why Companies Might Not Hire International Candidates, by Region



Globally, the top reasons employers cite for not hiring international students involve the additional legal paperwork and documentation process, and the expense. More than a third (36%) of employers indicate they don't need to recruit international candidates because they can find candidates domestically.

A third of employers in the United States (30%) and a quarter of European employers (25%) cited uncertainty about the future of immigration laws and policies in their respective countries as a deterrent to hiring international candidates.

A greater share of large (1,000+ employees) companies are concerned about the limited number of visas available compared with smaller companies with under 1,000 employees (36% vs. 23%). A greater share of small companies do not hire international candidates because of the documentation process (47%) and language barriers (25%).

Employers plan to place recent business school graduates around the world

World Regions Where Employers Will Place Recent Graduate Business Hires in 2017 (% of respondents*)

		Recruiter Location			
		Asia-Pacific	Europe	Latin America	United States
Regional placement for recent hires	Africa	13%	20%	10%	8%
	Australia/Pacific Islands	11%	20%	12%	11%
	Canada	10%	14%	14%	15%
	Central/South Asia	36%	20%	12%	12%
	East/Southeast Asia	67%	27%	13%	16%
	Eastern Europe	9%	39%	17%	12%
	Latin America	10%	21%	93%	15%
	Middle East	14%	23%	11%	8%
	United States	14%	39%	29%	99%
	Western Europe	13%	84%	17%	21%

*Percentages in columns do not sum to 100 due to multiple selections.

Most employers will hire candidates to fill positions within their 'home' region, but many will place candidates in other regions.

Asia-Pacific: 22% of employers in Asia-Pacific will place recent graduate business hires outside of their region. The majority, however, will place recent graduates within region: East and Southeast Asia (67%) and Central and South Asia (36%).

Europe: 56% of employers in Europe will place recent graduate business hires outside their region. The most common locations to place recent graduates, however, include Western Europe (84%), Eastern Europe (39%) and the United States (39%).

Latin America: 26% of Latin American companies will place recent graduate business hires outside their region, including 29 percent making job placements in the United States. A majority, however will place new hires in Latin America (93%)

United States: Nearly all US employers (99%) will place recent business school hires in the United States. Other destinations include Western Europe (21%), East and Southeast Asia (16%), Canada, and Latin America (15% each).



Recruitment: Strategies, Skills, Internships

This section of the report explores the strategies and methods that employers use to recruit graduate business school students for employment and examines the skills, traits, and abilities they seek when selecting candidates to hire.

It also looks at the availability of internships for MBA and business master's candidates in 2017 and the proportion of companies that actually hired interns for full-time positions in 2016.

Employers recruit primarily through universities, company websites, and employee referrals

Top Strategies Employers Use to Recruit Graduate Business Students, by World Region

Asia-Pacific	Europe	Latin America	United States
Work directly with universities (77%)	Work directly with universities (79%)	Work directly with universities (81%)	Work directly with universities (93%)
Company website (73%)	Company website (77%)	Seek 'passive' candidates (80%)	Company website (86%)
Employee referrals (69%)	Employee referrals (72%)	Employee referrals (78%)	Employee referrals (85%)
Recruitment fairs (62%)	Seek 'passive' candidates (57%)	Company website (74%)	Recruitment fairs (64%)
Seek 'passive' candidates (54%)	Recruitment fairs (51%)	Post on external job websites (55%)	Seek 'passive' candidates (55%)

Nine in 10 (87%) respondents report that they work directly with universities to recruit graduate business students. Four in 5 employers recruit business candidates by posting jobs directly on their own company website (81%) and through employee referrals (81%).

The most common strategy used to identify and recruit candidates across the four regions was working directly with universities, however, employers in the United States are more likely than employers in other regions to use universities as a direct recruitment resource.

Four in 5 employers in Latin America (80%) fill job openings by passively seeking candidates, such as searching LinkedIn for potential candidates on the basis of their posted credentials. This differs noticeably from other regions, where just over half of respondents report using passive methods to identify potential candidates.



Recruitment: Strategies by Industry

Recruitment methods vary by industry sector

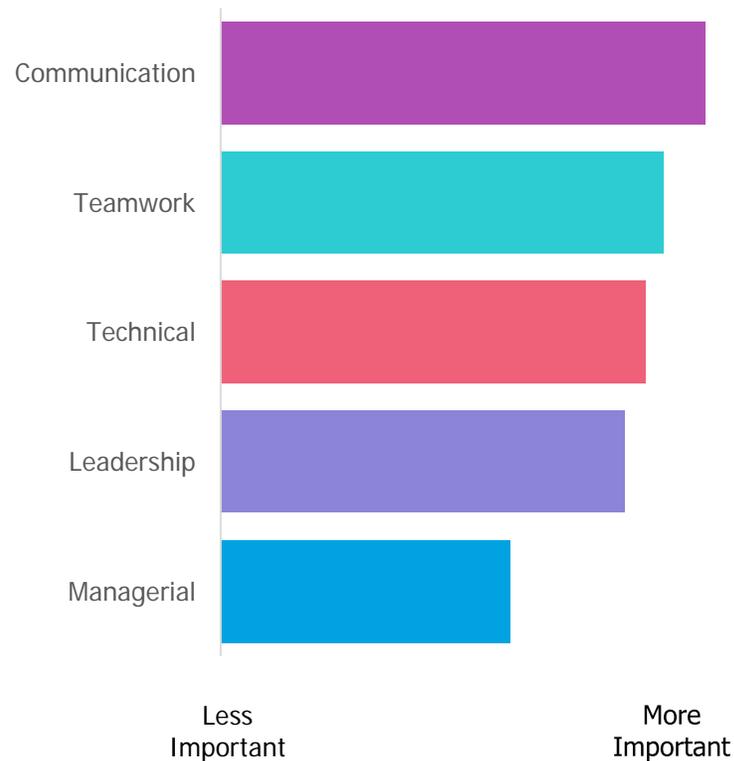
Top Five Most Effective Recruitment Strategies, by Industry and Percentage of Respondents

Consulting	Energy/ Utilities	Finance/ Accounting	Health Care/ Pharm	Technology	Manufacturing	Nonprofit/ Government	Products/ Services
Employee referrals (82%)	Employee referrals (83%)	Employee referrals (82%)	Work directly with universities (93%)	Company website (92%)	Company website (88%)	Company website (91%)	Company website (80%)
Work directly with universities (77%)	Work directly with universities (79%)	Company website (81%)	Company website (91%)	Work directly with universities (90%)	Work directly with universities (86%)	Employee referrals (65%)	Employee referrals (79%)
Company website (73%)	Company website (77%)	Work directly with universities (81%)	Employee referrals (78%)	Employee referrals (86%)	Employee referrals (83%)	Work directly with universities (63%)	Work directly with universities (79%)
Recruitment fairs (59%)	Recruitment fairs (63%)	Recruitment fairs (57%)	Recruitment fairs (75%)	Recruitment fairs (67%)	Recruitment fairs (73%)	Post on job boards (unrelated to universities) (53%)	Seek 'passive' candidates (61%)
Seek 'passive' candidates (59%)	Seek 'passive' candidates (57%)	Post on external job websites (54%)	Post on external job websites (59%)	Seek 'passive' candidates (62%)	Seek 'passive' candidates (60%)	Post on external job websites (51%)	Post on external job websites (59%)

Recruitment: Skills Sets Evaluated

Employers rank communication and teamwork skills as most important when hiring business graduates

Relative Importance of Major Skills Sets
Employers Require for Mid-Level Jobs



To assess the skills that employers require of recent business graduate hires, survey respondents were asked to allocate 100 points across five major skill sets—communication, managerial skills, teamwork, leadership, and technical skills—based on their relative level of importance when hiring a recent MBA or business master’s graduate for a mid-level job position.

Employers ranked communication skills as most important, followed by teamwork, technical skills, leadership skills, and managerial skills.

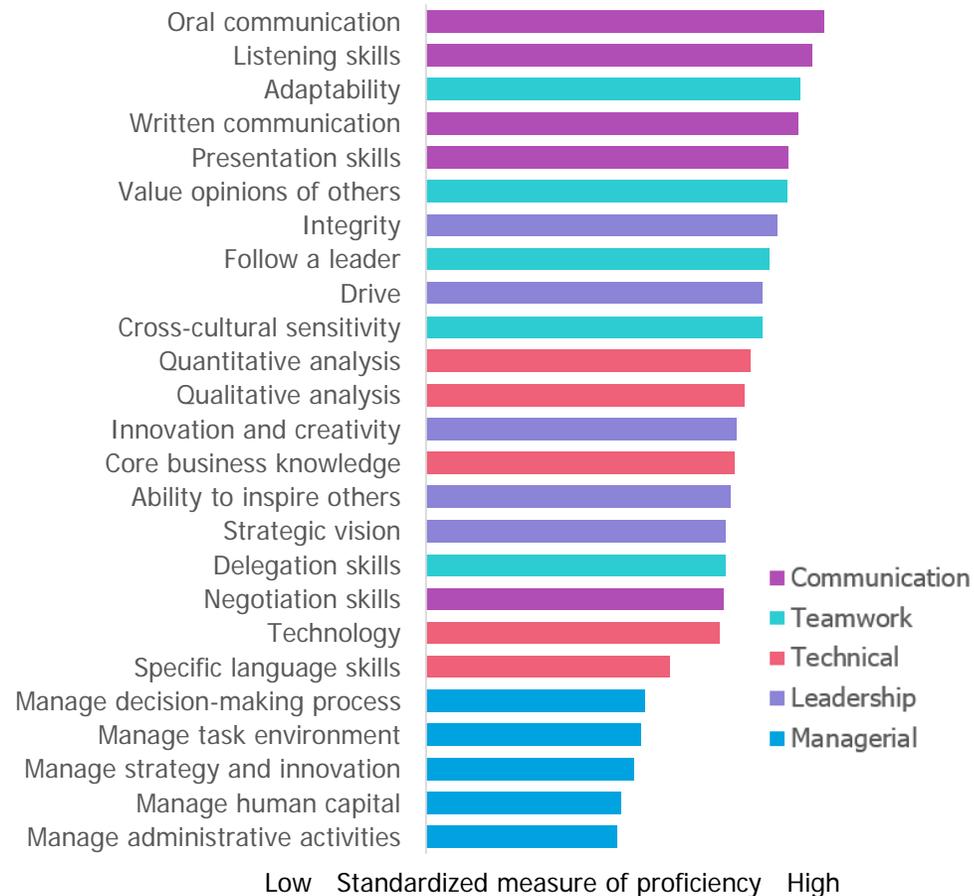
There are some regional variations:

- **United States and Asia Pacific:** Communication and teamwork ranked most important.
- **Europe:** Teamwork was rated most important, followed by communication and technical skills.
- **Latin America:** Leadership, technical skills, and teamwork are top-ranked.

Recruitment: Specific Skills

Top five specific skills are from the communication and teamwork domains

Skills Companies Seek in Graduate Business School Hires, Based on a Standardized Analysis of Skill Proficiency



Employers who plan to hire business school graduates in 2017 were asked to designate the proficiency level for 25 specific skills within five broader categories that they would require of a candidate being considered for a mid-level position. Employers ranked the specific subsets of skills in each category in order of proficiency level (from ‘not required’ to ‘expert’). To compare the importance of each specific skill a Standardized Proficiency Rating was calculated for each skill.*

Of the five top-ranked skills, four fall within the communications category: *Oral communication, listening skills, written communication, and presentation skills.*

Overall, 4 of 5 skills related to teamwork—*adaptability, valuing others’ opinions, ability to follow a leader, and cross-cultural sensitivity*—rank among the top 10 most important skills.

Managerial skills were consistently rated as least important, possibly because employers assume graduate business candidates have already honed these skills.

*Proficiency levels were calculated by multiplying the number of points respondents allocated to the overall skill (out of 100 total) by the level of proficiency rating recorded for the specific skill. Proficiency ratings were set on a 5-point scale, ranging from 0 (not required) to 5 (expert).



Recruitment: Top Skills by Industry

Communication skills important among most industries; manufacturing seeks leadership skills

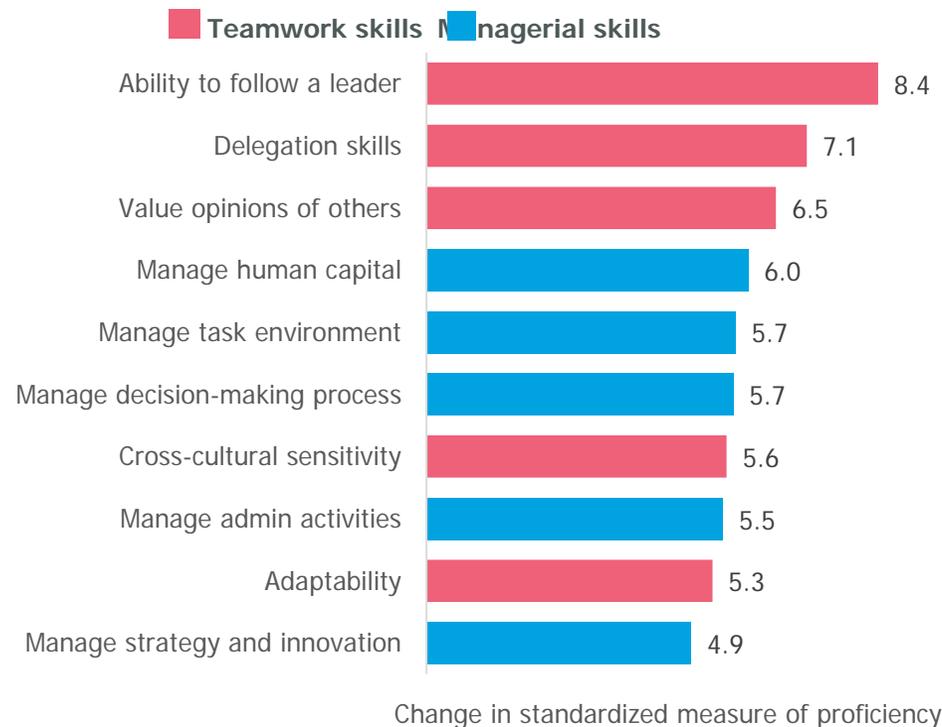
Top 10 Skills Employers Seek for Mid-Level Hires, Ranked in Order of Required Proficiency, by Industry

Rank	Consulting	Energy/ Utilities	Finance/ Accounting	Health Care/ Pharm	Technology	Manufacturing	Nonprofit/ Government	Products/ Services
1	Oral communication	Listening skills	Quantitative analysis	Oral communication	Oral communication	Integrity	Oral communication	Oral communication
2	Listening skills	Oral communication	Qualitative analysis	Listening skills	Listening skills	Drive	Listening skills	Integrity
3	Written communication	Integrity	Oral communication	Written communication	Written communication	Innovation and creativity	Written communication	Listening skills
4	Adaptability	Written communication	Core business knowledge	Presentation skills	Adaptability	Ability to inspire others	Presentation skills	Drive
5	Presentation skills	Quantitative analysis	Listening skills	Integrity	Presentation skills	Strategic Vision	Adaptability	Adaptability
6	Ability to value opinions of others	Presentation skills	Written communication	Ability to value opinions of others	Ability to value opinions of others	Adaptability	Ability to value opinions of others	Written communication
7	Ability to follow a leader	Drive	Technology	Adaptability	Integrity	Ability to value opinions of others	Negotiation skills	Presentation skills
8	Cross-cultural sensitivity	Adaptability	Adaptability	Drive	Cross-cultural sensitivity	Oral communication	Cross-cultural sensitivity	Ability to value opinions of others
9	Integrity	Ability to value opinions of others	Presentation skills	Cross-cultural sensitivity	Drive	Listening skills	Ability to follow a leader	Innovation and creativity
10	Delegation skills	Technology	Ability to value opinions of others	Ability to follow a leader	Ability to follow a leader	Cross-cultural sensitivity	Quantitative analysis	Ability to inspire others

Recruitment: Change in Skill Demand

Recruiters indicate greater need for teamwork and management skills compared with 2014

Change in Skill Proficiency Ranking from 2014, Based on Skills Employers Seek in 2017*



*Source: GMAC Corporate Recruiters Survey. Data collected in 2014 and 2017.

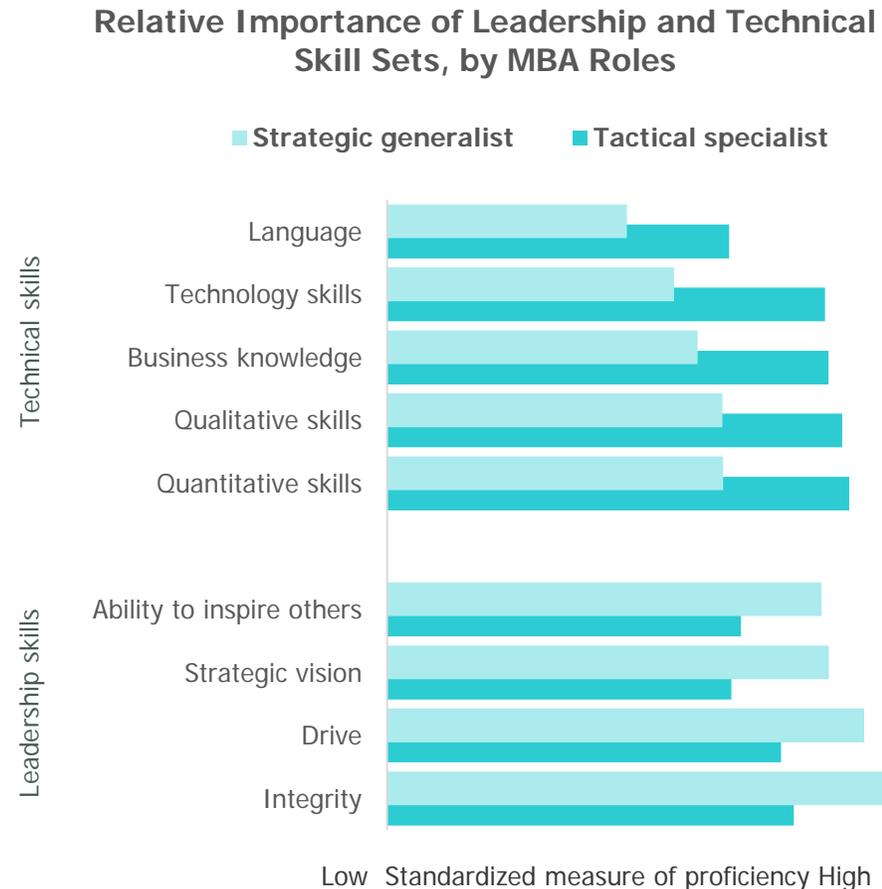
When GMAC conducted the 2014 Corporate Recruiters Survey, respondents were asked to complete the same ranking of 25 skill sets that this year's respondents also completed. A comparison of the results from 2014 and 2017 shows that rankings for 10 skills shown in this graphic increased significantly compared with the earlier survey.*

The skill categories that increased significantly in employers' ranking of importance fall under the *teamwork* and *managerial* skill sets. Two observations are worth noting:

- Changes in today's workplace occur faster and on a more global scale. To be successful, employers need business leaders who are solid team players and good managers: people who can both follow and lead, who can work with those from different cultures, who can quickly adapt to change, manage strategy and innovation, and make decisions.
- Though employers place increased emphasis on teamwork and managerial skills this year, they still rank communication as an essential skill to have mastered.

Recruitment: Skills Specific to MBA Roles

Leadership skills relate to strategic generalist roles; technical skills relate to tactical specialist roles



The *Job Levels and Functions* section of this report demonstrated that companies seek MBAs to fill different types of roles (strategic vs. tactical and generalist vs. specialist). There is a relationship between the types of roles employers expect MBA hires to fill and the skill sets they seek for each of these roles.

For companies planning to hire recent MBAs to fill a *tactical generalist* role or a *strategic specialist* role, there were no significant differences in the types of skill sets sought.

Employers who plan to hire recent MBAs to fill a *tactical specialist* role are much more likely rate technical skills as more important than leadership skills. Employers who seek to hire recent MBAs to fill a *strategic generalist* role are more likely to rate leadership skills as more important than technical skills.

Employers expect MBAs with leadership skills to help map out the future direction of their company, whereas they use MBAs with technical skills to efficiently and effectively carry out those plans.

Recruitment: Internships

MBA internships more available than those for business master's students

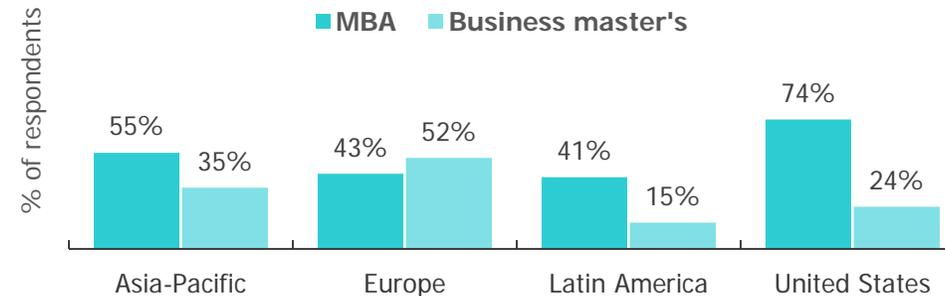
Sixty-five percent of employers globally and 74 percent of US employers plan to offer internships to MBA students in 2017.

Overall, just 27 percent of respondents globally and 24 percent of US employers will offer internships to business master's students in 2017. The opportunities for internships for business master's students are the greatest in Asia-Pacific and Europe, offered by 35 percent and 52 of employers, respectively.

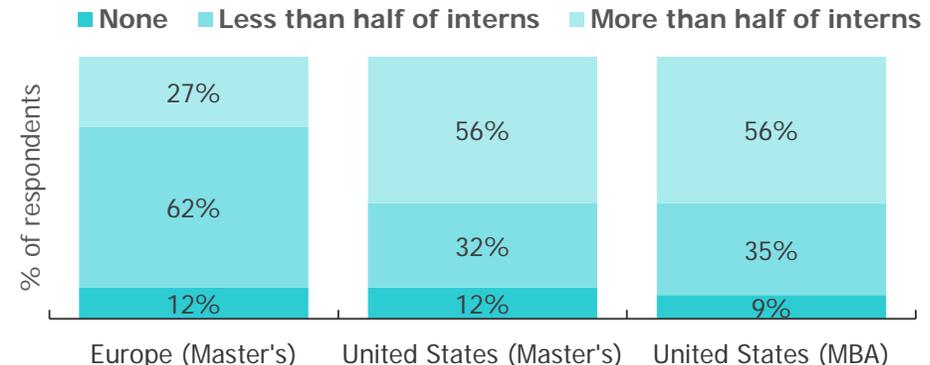
Of the companies that offered internships in 2016, 90 percent hired at least one intern as a full-time employee. In the United States, 56 percent of employers hired more than half of their MBA and other business Master's interns to full-time positions last year.

Large companies are more likely than small companies to have MBA interns. About half (51%) of companies with fewer than 100 employees have MBA interns compared with 78 percent of companies with 10,000 or more employees. Large companies also are more likely than small companies to hire their interns full-time.

Percentage of Respondents Whose Companies Will Offer Internships in 2017, by Region



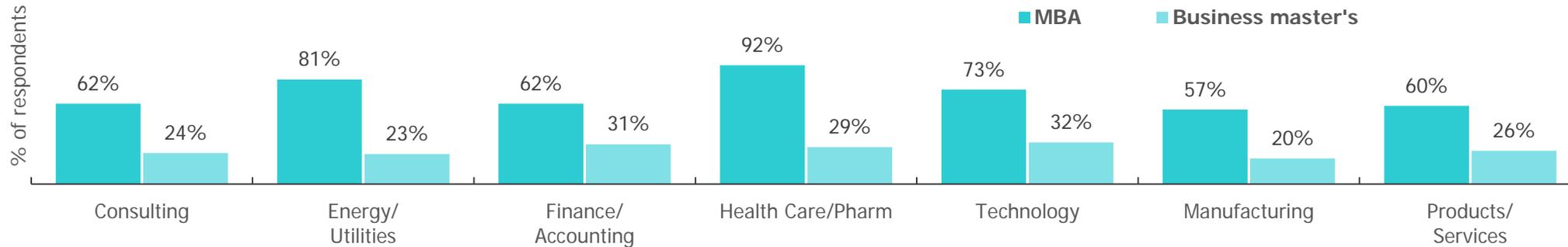
Percentage of Companies That Hired Business Interns as Full-Time Employees in 2016, Region*



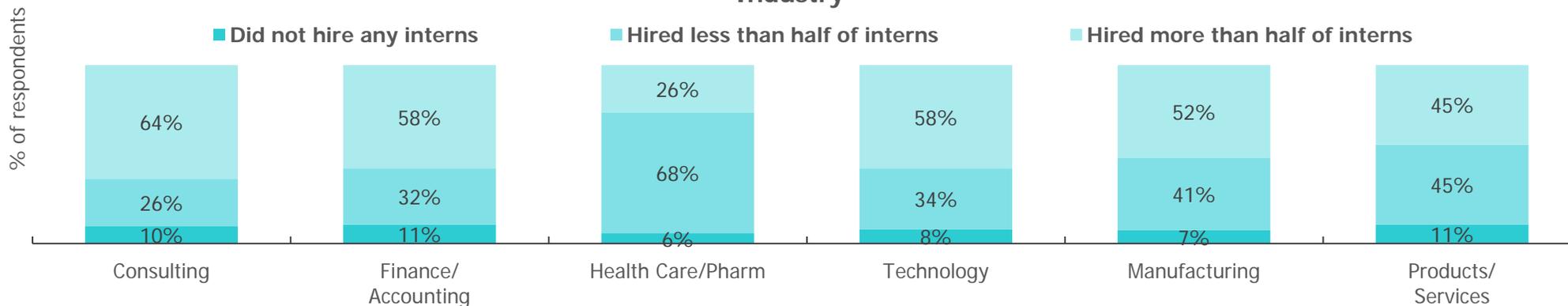
Recruitment: Internships

Internships are available across most industries; majority hire interns to full-time positions

Percentage of Respondents Whose Companies Will Have Interns in 2017, by Industry*



Percentage of Companies That Hired Graduate Business Interns as Full-Time Employees in 2016, by Industry**



*Insufficient data to report Nonprofit/Government; N < 25.

**Insufficient data to report Energy/Utilities and Nonprofit/Government; N < 25.

Conclusion

Results of the 2017 Corporate Recruiters Survey demonstrate the value that business graduates bring to the workplace, exemplified by robust employment opportunities that lie ahead in 2017 for recent MBA graduates as well as those who've earned master's degrees in Management, Accounting, and Finance. In spite of current uncertainties about work visa programs, companies in Asia, Europe, and the United States are staying the course with plans to hire international candidates.

From Fortune Global 100 companies to start-ups and family-owned businesses, more companies will target recent business school graduates to help strategize for the future and implement company plans. Median base salaries for recent MBA and business master's graduates continue to increase for all candidate types.

Employers seek graduates who can adapt to technological and global change, though communication skills continue to dominate company needs.

Methodology, Definitions, Respondent Profile

This section contains the methodology used for the 2017 Corporate Recruiters Survey as well as program definitions, the regional locations of survey respondents, and a demographic profile of respondent characteristics.

It also includes contact information, a list of contributors, and acknowledgements.

Methodology

The main findings in this report are based upon results of the 2017 Corporate Recruiters Survey, GMAC's annual survey of employers who recruit from and hire MBA and other business master's graduates of business schools around the world.

GMAC conducted this survey in consultation with associates from EFMD and MBA Career Services and Employer Alliance (MBA CSEA) between February 8 and March 17, 2017. These organizations recruited 97 business schools worldwide who then created a sample framework consisting of 23,463 employers who recruit MBA and business master's students. Two other organizations, CEMS and RelishMBA, also assisted in recruiting survey participants.

A total of 959 employers representing more than 628 companies located in 51 countries worldwide responded to the survey, including adequate sample sizes to report details for Asia-Pacific*, Europe, Latin America, and the United States.

*For purposes of this report, Asia-Pacific includes East and Southeast Asia, Central and South Asia, and Australia and Pacific Islands.

Program Definitions

Abbreviation	Full Program Name	Abbreviation	Full Program Name
Bachelor	Bachelor's degree/first university degree	Info/Sys	Master in Information Technology or Systems
Communications	Master in Communications	Int'l Business	Master in International Business
Data Analytics	Master in Data Analytics	MAcc	Master of Accounting
Economics	Master in Economics	Marketing	Master in Marketing
Educational Leadership	Master in Educational Leadership	MFin	Master of Finance
Engineering Mgmt	Master in Engineering Management	MiM	Master in Management
Entrepreneurship	Master in Entrepreneurship	Public Admin	Master in Public Administration or Public Policy
Health Admin	Master in Health Administration or Public Health	Real Estate	Master in Real Estate
Hospitality	Master in Hospitality	Risk Mgmt	Master in Risk Management
HR/Org Behavior	Master in Human Resources/Organizational Behavior	Supply Chain Mgmt	Master in Supply Chain Management, Logistics or Operations
Industry direct	Talent hired directly from industry, not from an educational program		

Regional Locations of Survey Respondents

Asia-Pacific: Afghanistan, Australia, Bangladesh, China, India, Japan, Kazakhstan, Nepal, New Zealand, Pakistan, Philippines, Singapore, South Korea, and Thailand.

Canada: Canada

Europe: Albania, Belgium, Czech Republic, Denmark, France, Germany, Greece, Hungary, Ireland, Italy, Liechtenstein, Netherlands, Norway, Portugal, Romania, Russian Federation, Spain, Sweden, Switzerland, and United Kingdom of Great Britain and Northern Ireland.

Latin America: Brazil, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Mexico, Nicaragua, Panama, and Venezuela.

Middle East & Africa: Kenya, Nigeria, Saudi Arabia, South Africa, and United Arab Emirates.

United States: United States

US regions are based on employer locations using regional classifications of the US Census Bureau: **US Northeast:** Connecticut, Delaware, Massachusetts, New Jersey, New York, Pennsylvania, and Vermont. **US Midwest:** Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, and Wisconsin. **US South:** Arkansas, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia. **US West:** Alaska, Arizona, California, Colorado, Nevada, Oregon, Utah, Washington, and Wyoming.

Respondent Characteristics

Demographic Profile of Corporate Recruiters Survey Respondents, 2017

N = 959			
World Region	Percentage	Company Size	Percentage
United States	64%	10,000 or more	47%
Latin America	11%	1,000 to 9,999	21%
Europe	10%	100 to 999	17%
Asia-Pacific	8%	Less than 100	16%
Canada	4%	Not reported	0%
Middle East/Africa	2%	Industry	Percentage
Company Type	Percentage	Consulting	30%
Fortune 500	29%	Products/Services	19%
Fortune 100	14%	Finance/Accounting	17%
Fortune Global 500	22%	Technology	11%
Fortune Global 100	10%	Manufacturing	8%
Publicly traded	26%	Health Care/Pharm	7%
Start-up	6%	Nonprofit/Government	5%
Family-owned	12%	Energy/Utilities	4%
None of the above	33%	Not reported	<1%

Contact Information

Contributors

The following individuals from the GMAC Research Department made significant contributions to the publication of this report: **Rebecca Estrada-Worthington**, Survey Research Manager, questionnaire design, sample development, survey management, analysis and interpretation of data, and drafting of the manuscript for intellectual content; **Gregg Schoenfeld**, Director, Management Education Research, questionnaire development and manuscript review; **Maryam Bastani**, Research Assistant, sample development, administrative work, manuscript review; **Paula Bruggeman**, Research Publications Manager, manuscript

revisions, editorial review, and publication management; **Tacoma Williams**, Research Senior Coordinator, quality assurance; **Matthew Hazenbush**, Research Senior Communications Manager, manuscript review.

For questions or comments regarding the study findings, methodology or data, please contact the GMAC Research Department at research@gmac.com.

Contact Information (cont'd)

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