

Graduate
Management
Admission
Council®

Market Intelligence

Year-End Employer Poll Report 2018



The *Year-End Employer Poll Report 2018* is a product of the Graduate Management Admission Council (GMAC), a global, nonprofit association of 223 leading graduate business schools. Founded in 1953, we are actively committed to advancing the art and science of admissions by convening and representing the industry and offering best-in-class products and services for schools and students. GMAC owns and administers the Graduate Management Admission Test™ (GMAT™) exam, used by more than 7,000 graduate programs worldwide. Other GMAC assessments include the NMAT by GMAC™ exam, for entrance into graduate management programs in India and South Africa, and the Executive Assessment, specifically designed for Executive MBA programs around the world. The Council is based in the United States with offices in the United Kingdom, India, and Hong Kong.

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Introduction

350 Employers Responded to GMAC's Annual Year-End Employer Poll in Q4 2018

Each November, the Graduate Management Admission Council (GMAC) conducts a short poll of employers across the globe to track trends in hiring outcomes for business school graduates in the past year and gain insights into the job market for these candidates in the coming year. A total of 350 employers responded to this year's poll.

Responses indicate that 2019 hiring may be similar to 2018. Overall, 78 percent of employers plan to hire recent MBA graduates in 2019, on par with the share that made MBA hires in 2018 (77%). A greater share of employers plan to make 2019 hires among Master of Data Analytics (41%) and Master in Management (37%) graduates compared with 2018 hiring (36% and 32%, respectively).

Open-ended responses reveal some caution among employers as they consider what lies ahead in 2019. One stated: "Early signs show that the market may slow down in the next 18-24 months, and this will trickle down to tighten the job market." Yet, many expressed optimism, as one said "All companies are always hiring intelligent people," and added "...the financial industry will continue to seek and employ business graduates." Another respondent noted shifts in skill demand: "There is still a demand for business school graduates, but given the changing landscape as influenced by technology, the job market may be requiring more talent with potential and/or experience in analytics, technology, and innovation to cope with the changes."

This report provides timely market insights to graduate business schools as they prepare their students for the job market. Each section begins with an overall analysis that includes all respondents to the survey (n=350), followed by analysis by company location, including the United States (n=289), developed economies (excluding the United States, n=30), and developing economies (n=31). These designations are based on a United Nations country classification.¹ Each section concludes with analysis by industry and company size. The hiring outcomes and outlook and compensation sections examine poll responses for the following candidate types: MBA, Master in Management, Master of Accounting, Master of Finance, Master of Data Analytics, nonbusiness master's, bachelor's, and direct from industry.

The responses from 350 recruiters reflect companies of varying sizes and industry sectors. Respondents are located in 26 countries or regions worldwide, with the majority located in the United States (83%). For more details, see the *Participant Profile* at the end of this report.

¹ United Nations. (2014). *Country classification*. http://www.un.org/en/development/desa/policy/wesp/wesp_current/2014wesp_country_classification.pdf

Key Findings

The Value of a Graduate Business Education

- Employers continue to regard the value of a graduate business education highly. Overall, nearly 9 in 10 responding employers say the value is very high or above average (86%).
- Large employers and companies based in the United States tend to rate the value the most highly. By industry, companies in the health care, manufacturing, and technology sectors are the most likely to rate the value as very high.

Hiring Outcomes and Outlook

- Responses indicate demand for business school graduates will continue to be high in 2019. Overall, 78 percent of employers plan to hire recent MBA graduates in 2019, on par with the share that made MBA hires in 2018 (77%). A greater share of employers plan to make 2019 hires among Master of Data Analytics (41%) and Master in Management (37%) graduates compared with 2018 hiring (36% and 32%, respectively).
- While a greater share of large companies plan to make MBA hires in 2019 compared with small companies (94% vs. 50%), a greater share of small companies plan to increase the magnitude of their 2019 MBA hiring compared with last year (34% vs. 44%).

Change in Compensation

- Most employers plan to increase the starting base salaries of new business school hires in 2019 at or above the rate of inflation compared with the base salaries offered to 2018 new hires.

- Nearly half of employers (47%) plan to increase above the rate of inflation the starting base salaries of 2019 new hires from Master of Data Analytics programs, more than any business school graduate type. Twenty-four percent of employers plan to increase above the rate of inflation the starting base salaries of MBA new hires.

International Hiring

- Responses indicate international hiring will continue to be a problem area for employers in 2019.
- In the United States, 33 percent of employers report hiring international business school graduates requiring legal documentation in 2018, down from 42 percent in 2017.²
- Among US employers that made international hires in 2018, only 55 percent plan to make such hires in 2019. While overall most US employers do not plan to hire international candidates in 2019 (56%), a recent proposal from the US Department of Homeland Security to increase the number of H-1B visa recipients who have master's degrees may impact employers' plans.³

Employer Goals for 2019

- Most employers have 2019 organizational goals to improve productivity (72%), expand their customer base (61%), and launch new products/services (50%).

² Graduate Management Admission Council. (2018) *Corporate Recruiters Survey Report 2018*. <https://www.gmac.com/market-intelligence-and-research/research-library/employment-outlook/2018-corporate-recruiters-survey-report>.

³ Office of the Federal Registrar (December 3, 2018). *Registration Requirement for Petitioners Seeking to File H-1B Petitions on Behalf of Cap-Subject Aliens*. <https://www.govinfo.gov/content/pkg/FR-2018-12-03/pdf/2018-26106.pdf>.

The Value of a Graduate Business Education

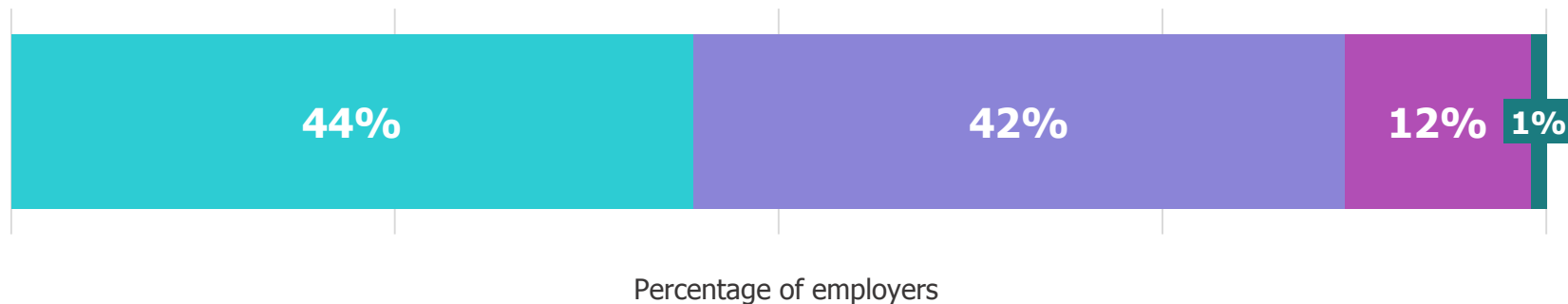


The Value of a Graduate Management Education

Nearly 9 in 10 Employers Say the Value of a Graduate Business Education is Very High or Above Average

How Do You Rate the Value of A Graduate Business Education?

■ Very high ■ Above average ■ Average ■ Below average/very low



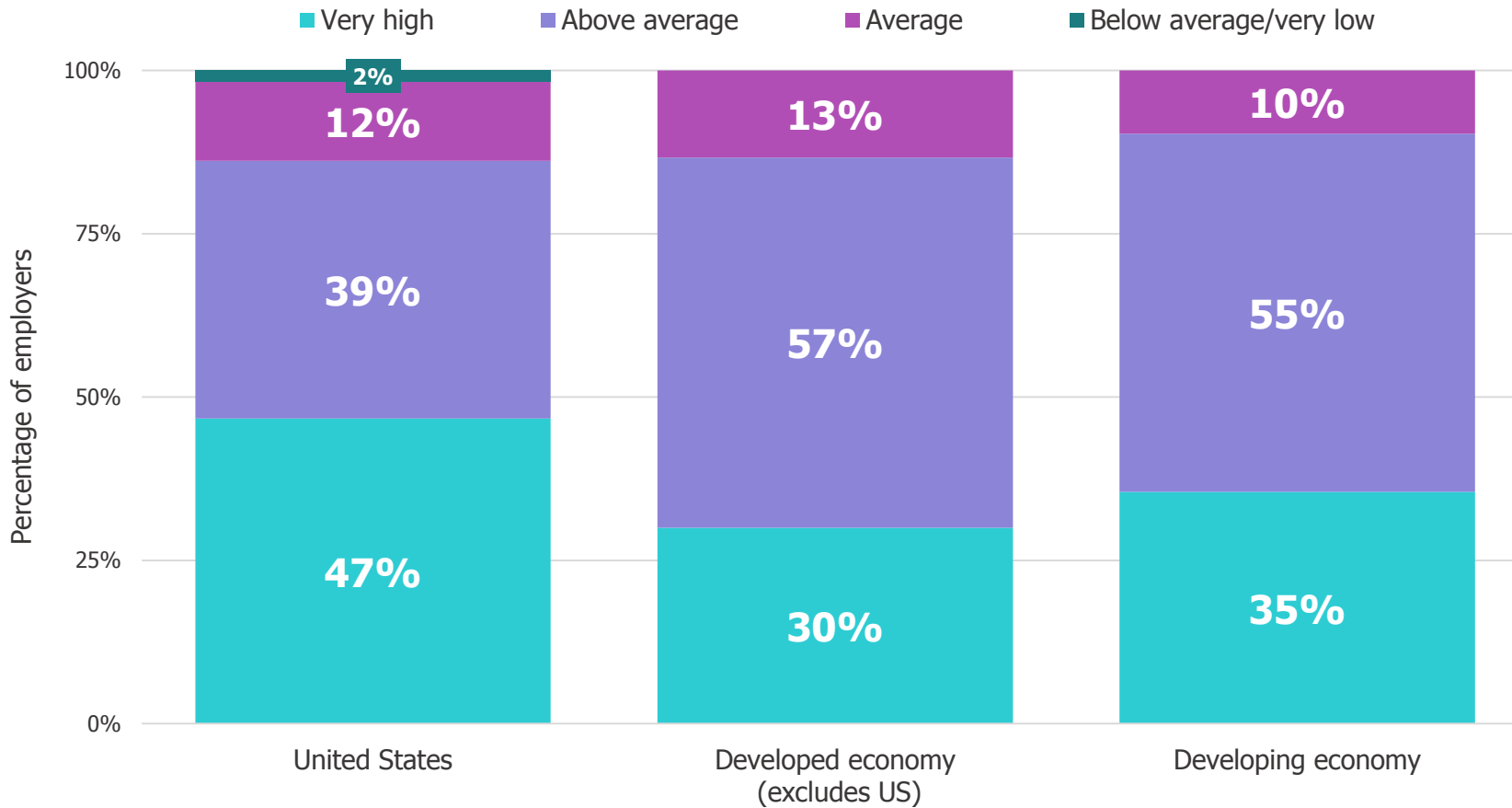
86%

of employers say a graduate business education yields a very high or above average value.

The Value of a Graduate Management Education

Employers in the United States Tend to Regard the Value of a Graduate Business Education More Highly Than Others

How Do You Rate the Value of a Graduate Business Education?,
by Company Location*

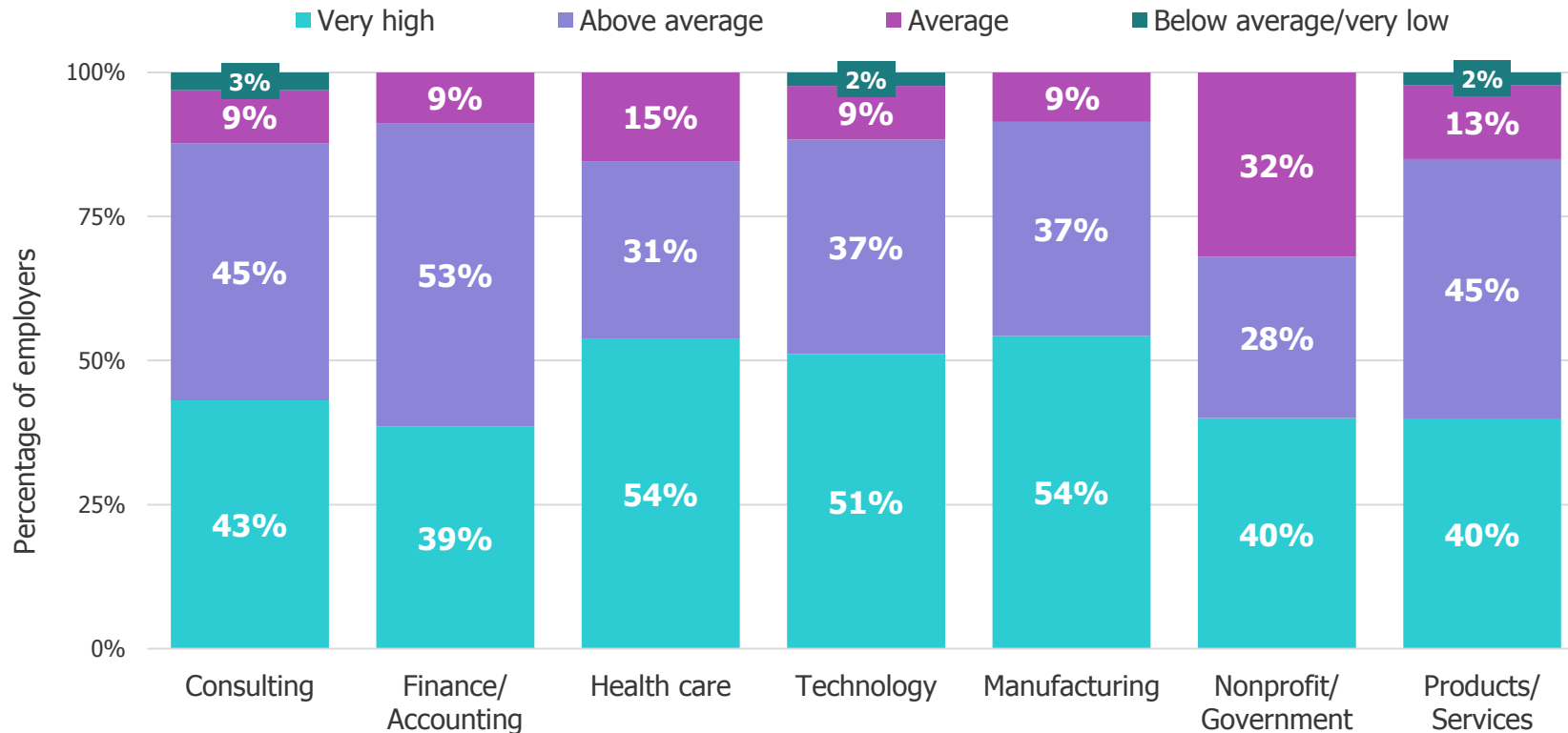


*Based on a United Nations country classification.

The Value of a Graduate Management Education

Employers in the Health Care, Manufacturing, and Tech Industries Are the Most Likely to Give the Highest Value Rating

How Do You Rate the Value of a Graduate Business Education?,
by Industry*



*Energy/utility industry not shown due to limited response.

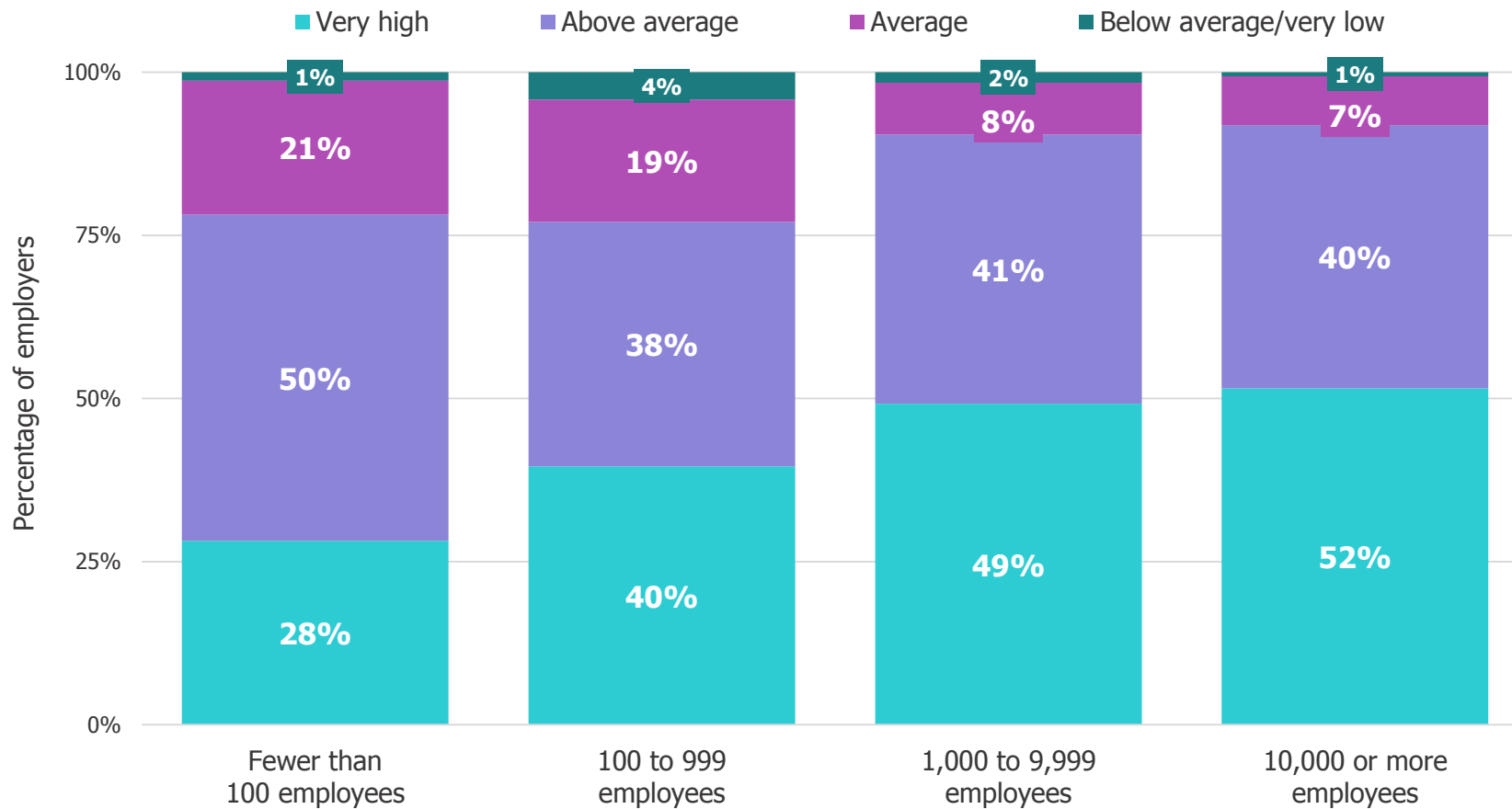
“MBA graduates bring strong performance and insights to the workplace by adding relevant value.” – A technology company

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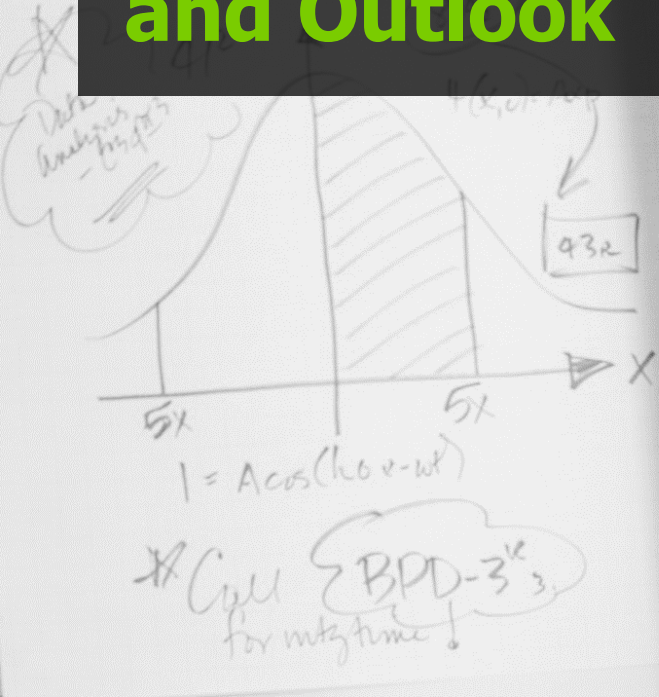
The Value of a Graduate Management Education

Larger Employers More Likely to Rate the Value of Graduate Business Education Highly Compared With Smaller Employers

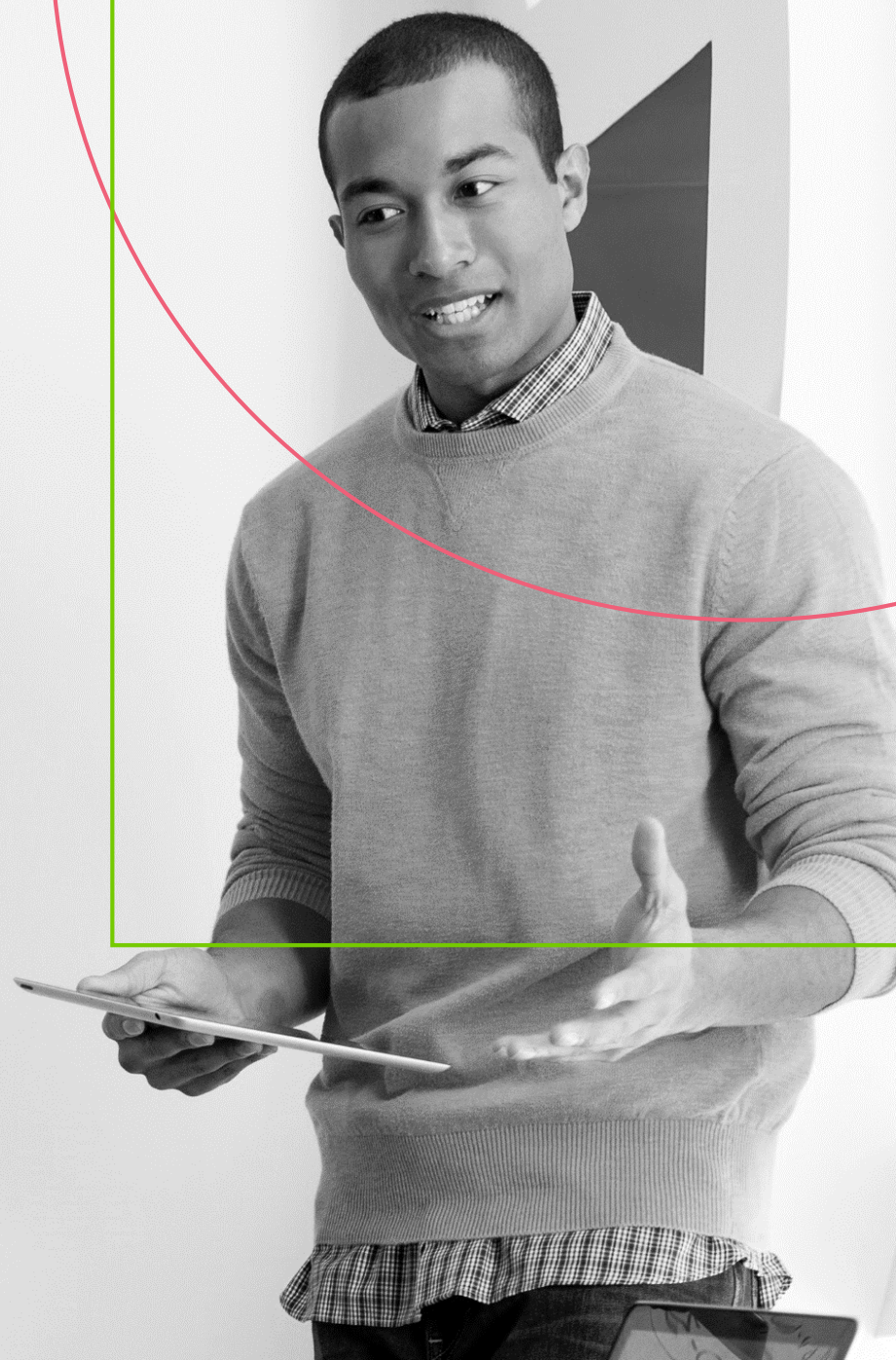
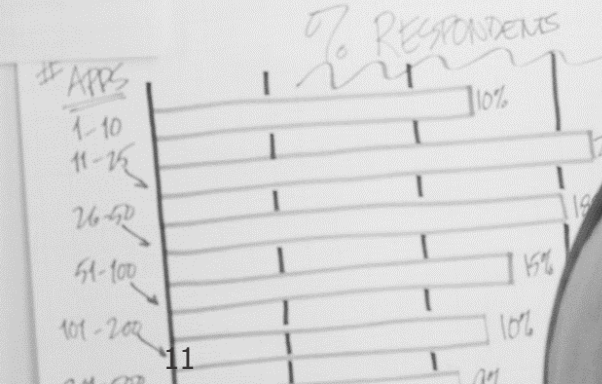
How Do You Rate the Value of a Graduate Business Education?,
by Company Size



Hiring Outcomes and Outlook



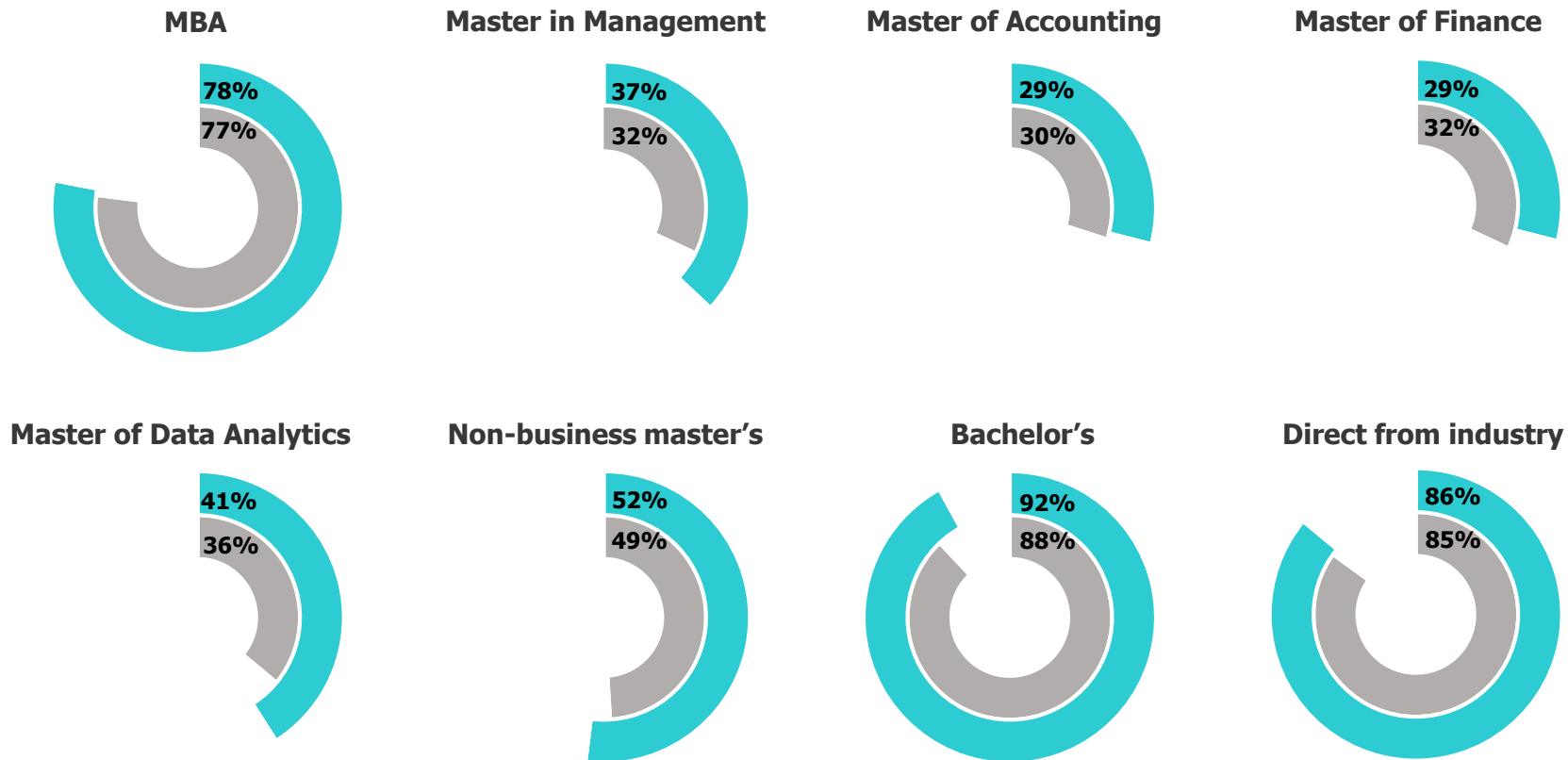
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Employer 2019 Hiring Plans Appear Generally Similar to Their 2018 Hiring Outcomes

2018 Hiring Outcomes and 2019 Hiring Plans, by Candidate Type (% of employers)

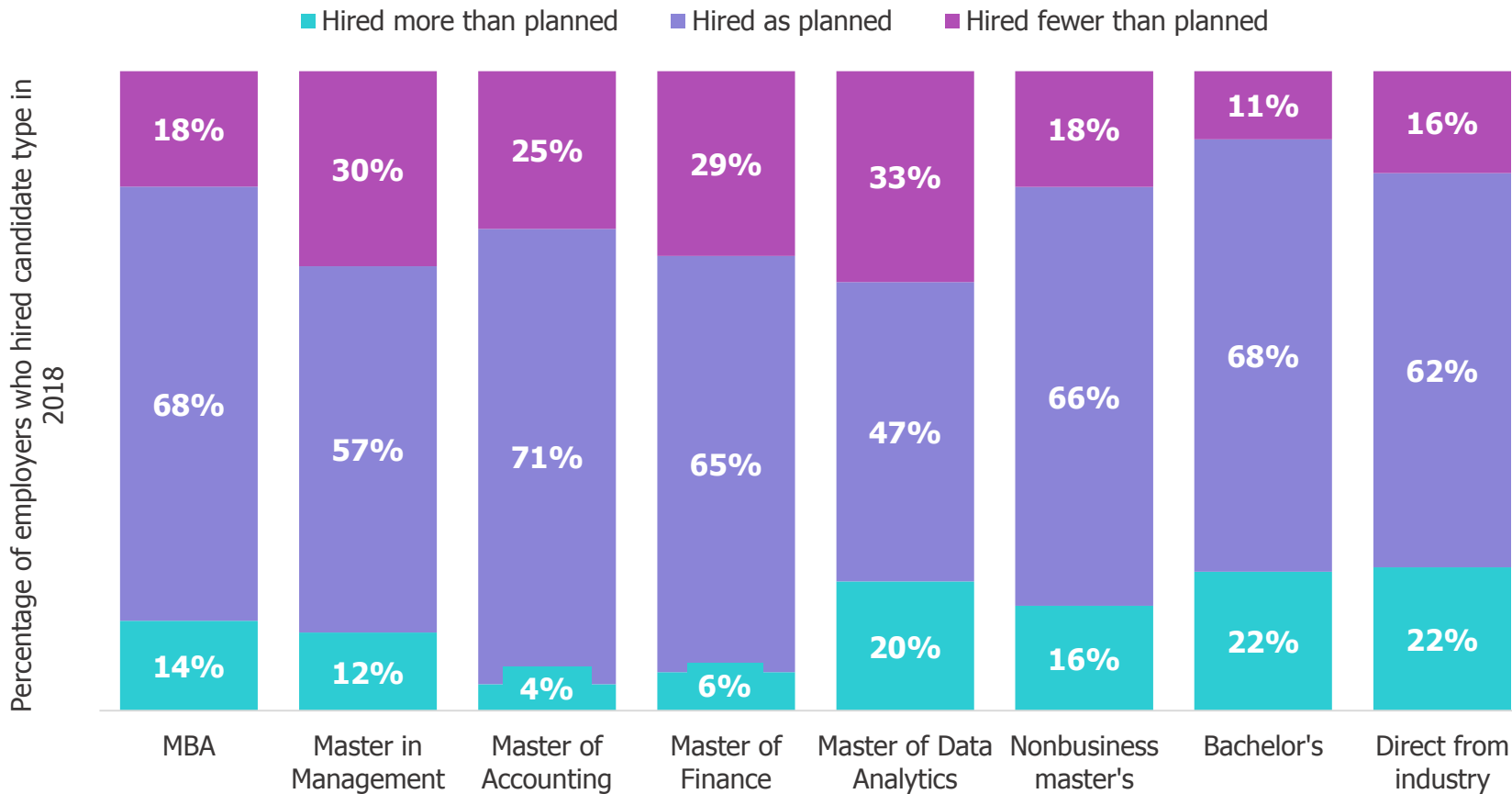
■ 2018 actual ■ 2019 projected



"The current job market is hot for graduating b-school students, especially those with work experience." – A product/services company

Most Employers Report That the Magnitude of Their Business School Graduate Hiring Went as Planned in 2018

2018 Actual Hiring Magnitude, by Candidate Type

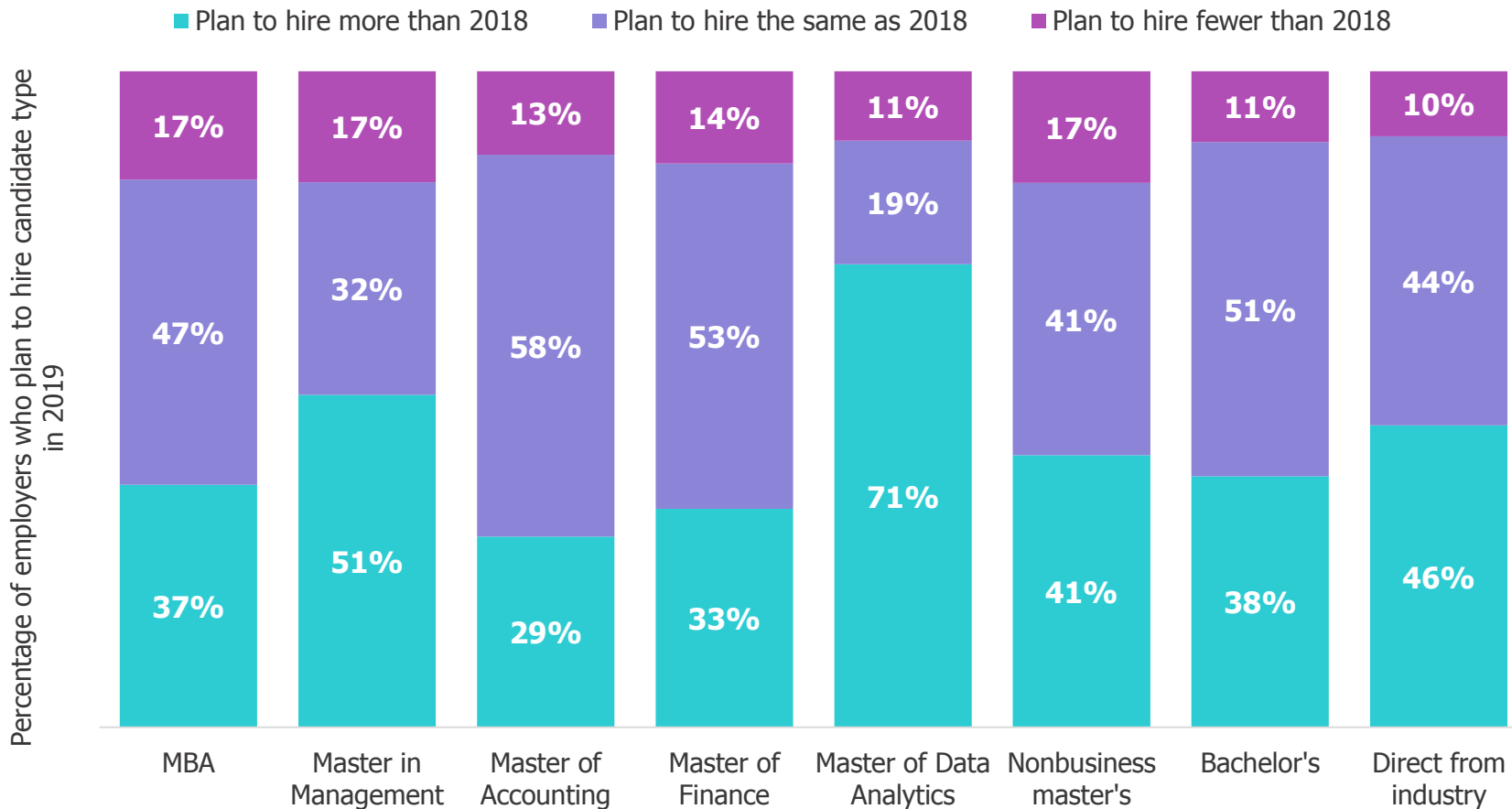


“Graduates of business school continue to be highly sought after.”
 – A finance/accounting company

Hiring Outcomes and Outlook

Most Employers That Plan to Hire MBA and Master of Finance Graduates Expect to Hire More in 2019 Compared With 2018

2019 Projected Hiring Magnitude, by Candidate Type



“Unless there’s a recession, the 2019 market will be similar to 2018.”
 – A consulting company

Hiring Outcomes and Outlook

Regardless of Company Location, 2019 Hiring Plans for Various Candidate Types Are Similar to 2018 Hiring Outcomes

**2018 Hiring Outcomes (Actual) and 2019 Hiring Plans (Projected),
by Candidate Type and Company Location***

Company Location	Year	Candidate Type							Direct from industry
		MBA	Master in Management	Master of Accounting	Master of Finance	Master of Data Analytics	Nonbusiness master's	Bachelor's	
United States	2018	79%	29%	27%	28%	34%	49%	88%	86%
	2019	81%	33%	24%	26%	39%	50%	92%	86%
Developed economy (excludes US)	2018	67%	36%	36%	45%	33%	50%	70%	68%
	2019	63%	50%	36%	36%	33%	50%	75%	77%
Developing economy	2018	67%	45%	39%	48%	52%	50%	96%	87%
	2019	67%	50%	48%	48%	61%	64%	100%	96%

*Based on a United Nations country classification.

Hiring Outcomes and Outlook

Most Employers Hired as Planned in 2018, Regardless of Company Location

2018 Actual Hiring Magnitude, by Candidate Type and Company Location*

Company Location	Magnitude†	Candidate Type							
		MBA	Master in Management	Master of Accounting	Master of Finance	Master of Data Analytics	Nonbusiness master's	Bachelor's	Direct from industry
United States	More	15%	14%	4%	7%	22%	17%	22%	21%
	Less	18%	32%	21%	30%	26%	13%	9%	15%
Developed economy (excludes US)	More	11%	—	0%	0%	10%	17%	28%	30%
	Less	11%	—	20%	25%	60%	42%	17%	30%
Developing economy	More	9%	7%	7%	6%	20%	13%	17%	25%
	Less	23%	21%	40%	29%	47%	31%	17%	8%

*Based on a United Nations country classification.

†Only the percentage indicating hiring more or less than planned in 2018 is shown. The percentage hiring as planned is not shown in the table, but can be calculated by subtracting the sum of “More” and “Less” from 100 percent.

Hiring Outcomes and Outlook

More Companies Plan to Increase Rather Than Decrease Their Business School Graduate Hiring Magnitude in 2019

2019 Projected Hiring Magnitude, by Candidate Type and Company Location*

Company Location	Magnitude†	Candidate Type							
		MBA	Master in Management	Master of Accounting	Master of Finance	Master of Data Analytics	Nonbusiness master's	Bachelor's	Direct from industry
United States	More	37%	51%	25%	34%	71%	39%	39%	44%
	Less	17%	18%	11%	16%	10%	13%	10%	10%
Developed economy (excludes US)	More	27%	45%	25%	13%	75%	33%	47%	59%
	Less	13%	18%	13%	13%	13%	56%	20%	12%
Developing economy	More	44%	55%	45%	45%	64%	57%	29%	55%
	Less	13%	9%	18%	9%	14%	14%	13%	9%

*Based on a United Nations country classification.

†Only the percentage indicating hiring more or less than planned in 2018 is shown. The percentage hiring as planned is not shown in the table, but can be calculated by subtracting the sum of “More” and “Less” from 100 percent.

Hiring Outcomes and Outlook

Hiring by Industry Varies, but 2019 Hiring Plans Appear Similar to 2018 Hiring Outcomes

2018 Hiring Outcomes (Actual) and 2019 Hiring Plans (Projected), by Candidate Type and Industry*

Industry	Year	Candidate Type							
		MBA	Master in Management	Master of Accounting	Master of Finance	Master of Data Analytics	Nonbusiness master's	Bachelor's	Direct from Industry
Consulting	2018	78%	28%	13%	10%	25%	41%	86%	78%
	2019	79%	26%	16%	12%	32%	49%	96%	86%
Finance/ Accounting	2018	76%	32%	39%	48%	44%	35%	91%	88%
	2019	78%	45%	39%	48%	44%	32%	89%	76%
Health care	2018	76%	—	45%	55%	43%	73%	67%	80%
	2019	90%	—	36%	36%	57%	73%	80%	80%
Technology	2018	88%	44%	35%	41%	62%	59%	89%	84%
	2019	85%	44%	41%	35%	62%	71%	100%	96%
Manufacturing	2018	81%	41%	28%	26%	24%	67%	91%	90%
	2019	81%	36%	28%	16%	33%	53%	86%	85%
Nonprofit/ Government	2018	52%	30%	41%	41%	35%	59%	89%	85%
	2019	52%	35%	36%	41%	30%	71%	89%	90%
Products/ Services	2018	75%	21%	28%	31%	34%	44%	89%	87%
	2019	76%	36%	24%	27%	40%	46%	92%	90%

*Energy/utility industry not shown due to limited response.

Hiring Outcomes and Outlook

Regardless of Industry, Most Employers Hired as Planned in 2018 Across Candidate Types

2018 Actual Hiring Magnitude, by Candidate Type and Industry*

Industry	Magnitude†	Candidate Type							
		MBA	Master in Management	Master of Accounting	Master of Finance	Master of Data Analytics	Nonbusiness master's	Bachelor's	Direct from industry
Consulting	More	20%	20%	—	—	25%	17%	29%	24%
	Less	22%	27%	—	—	38%	22%	21%	16%
Finance/Accounting	More	8%	25%	7%	15%	33%	8%	16%	31%
	Less	23%	33%	27%	25%	27%	33%	13%	10%
Health care	More	18%	—	—	—	—	10%	15%	36%
	Less	18%	—	—	—	—	10%	0%	14%
Technology	More	12%	17%	—	10%	27%	17%	19%	19%
	Less	12%	42%	—	40%	13%	8%	7%	11%
Manufacturing	More	23%	10%	—	—	—	0%	8%	17%
	Less	19%	10%	—	—	—	8%	0%	9%
Nonprofit/Government	More	7%	—	0%	0%	—	27%	33%	30%
	Less	14%	—	20%	20%	—	20%	10%	15%
Products/Services	More	11%	5%	0%	0%	14%	24%	24%	15%
	Less	17%	37%	29%	33%	45%	17%	8%	25%

*Energy/utility industry not shown due to limited response.

†Only the percentage indicating hiring more or less than planned in 2018 is shown. The percentage hiring as planned is not shown in the table, but can be calculated by subtracting the sum of “More” and “Less” from 100 percent.

Hiring Outcomes and Outlook

Companies in Most Industries Plan to Increase Rather Than Decrease Their Hiring Magnitude in 2019

2019 Projected Hiring Magnitude, by Candidate Type and Industry*

Industry	Magnitude†	Candidate Type							
		MBA	Master in Management	Master of Accounting	Master of Finance	Master of Data Analytics	Nonbusiness master's	Bachelor's	Direct from industry
Consulting	More	39%	40%	—	—	86%	50%	40%	53%
	Less	17%	30%	—	—	7%	10%	11%	0%
Finance/Accounting	More	28%	57%	17%	38%	57%	40%	37%	29%
	Less	33%	7%	25%	19%	14%	0%	5%	19%
Health care	More	42%	—	—	—	—	—	67%	58%
	Less	21%	—	—	—	—	—	0%	8%
Technology	More	34%	—	—	—	77%	50%	48%	58%
	Less	3%	—	—	—	8%	0%	4%	0%
Manufacturing	More	36%	—	—	—	—	—	26%	24%
	Less	20%	—	—	—	—	—	26%	12%
Nonprofit/Government	More	45%	—	—	—	—	58%	24%	39%
	Less	9%	—	—	—	—	8%	12%	6%
Products/Services	More	44%	82%	27%	38%	71%	27%	37%	52%
	Less	5%	18%	9%	0%	10%	45%	14%	15%

*Energy/utility industry not shown due to limited response.

Only the percentage indicating plans to hire more or less in 2019 compared with 2018 shown. The percentage expecting to hire the same as in 2018 is not shown in the table, but can be calculated by subtracting the sum of “More” and “Less” from 100%.

Hiring Outcomes and Outlook

Larger Companies More Likely to Have Made 2018 Hires and Plan to Make 2019 Hires Compared With Smaller Companies

2018 Hiring Outcomes (Actual) and 2019 Hiring Plans (Projected), by Candidate Type and Company Size

Company Size	Year	Candidate Type							
		MBA	Master in Management	Master of Accounting	Master of Finance	Master of Data Analytics	Nonbusiness master's	Bachelor's	Direct from industry
Fewer than 100 employees	2018	45%	19%	17%	25%	17%	39%	73%	75%
	2019	50%	26%	12%	14%	17%	42%	85%	77%
100 to 999 employees	2018	62%	22%	32%	24%	31%	50%	87%	81%
	2019	62%	35%	27%	26%	36%	47%	93%	90%
1,000 to 9,999 employees	2018	82%	42%	30%	37%	41%	53%	93%	91%
	2019	85%	48%	39%	37%	54%	59%	95%	88%
10,000 or more employees	2018	94%	46%	43%	45%	55%	56%	96%	90%
	2019	94%	44%	43%	45%	60%	60%	93%	90%

Hiring Outcomes and Outlook

Most Employers Hired as Planned in 2018, Regardless of Company Size

2018 Actual Hiring Magnitude, by Candidate Type and Company Size

Company Size	Magnitude*	Candidate Type							
		MBA	Master in Management	Master of Accounting	Master of Finance	Master of Data Analytics	Nonbusiness master's	Bachelor's	Direct from industry
Fewer than 100 employees	More	18%	11%	0%	0%	20%	15%	19%	12%
	Less	23%	50%	27%	21%	40%	30%	19%	27%
100 to 999 employees	More	15%	0%	7%	9%	0%	29%	34%	24%
	Less	22%	20%	27%	36%	43%	10%	10%	24%
1,000 to 9,999 employees	More	21%	10%	0%	6%	14%	19%	28%	32%
	Less	15%	35%	31%	35%	50%	14%	13%	9%
10,000 or more employees	More	10%	18%	7%	8%	30%	10%	15%	24%
	Less	17%	21%	20%	28%	19%	15%	5%	9%

*Only the percentage indicating hiring more or less than planned in 2018 is shown. The percentage hiring as planned is not shown in the table, but can be calculated by subtracting the sum of "More" and "Less" from 100 percent.

Hiring Outcomes and Outlook

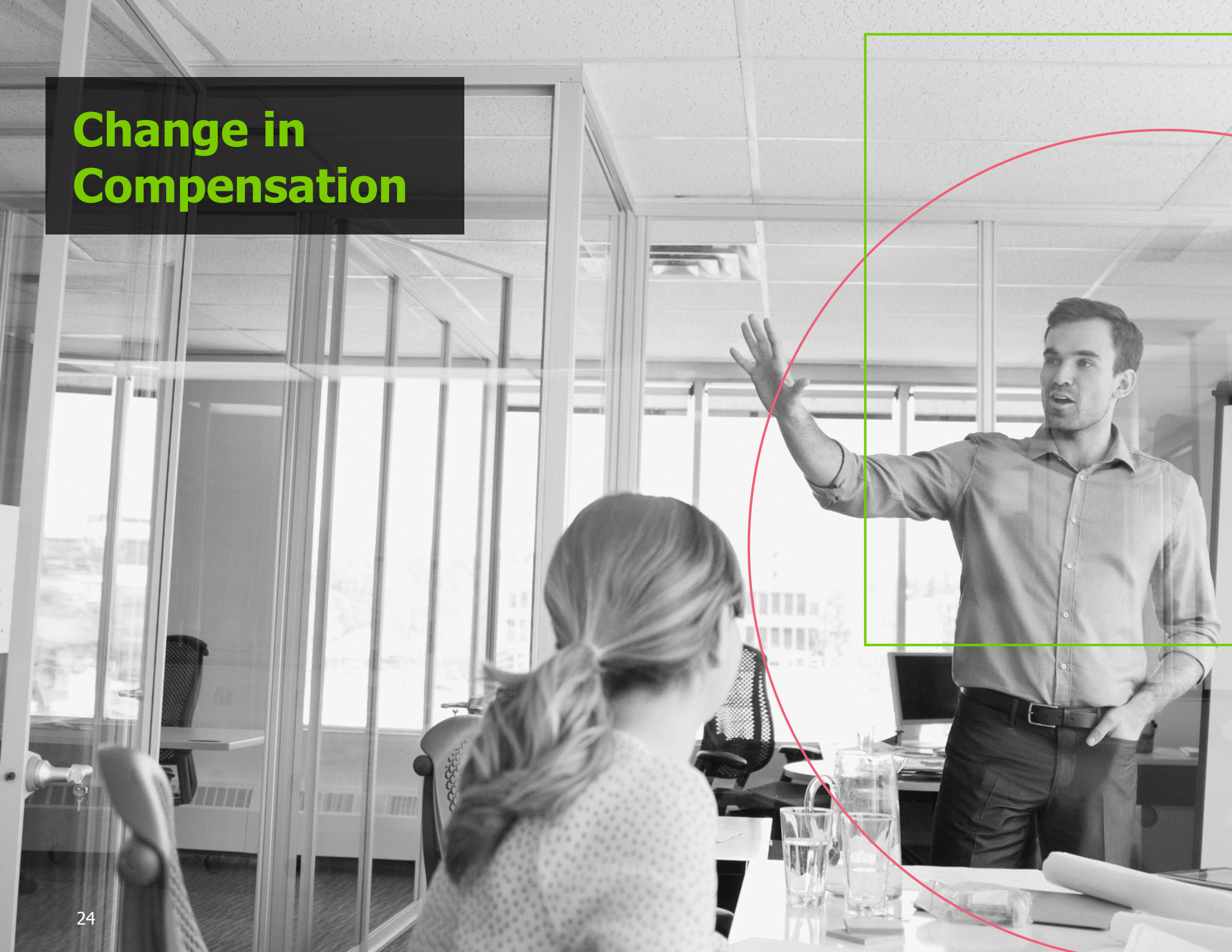
More Companies Plan to Increase Rather Than Decrease Their Hiring Magnitude in 2019, Regardless of Company Size

2019 Projected Hiring Magnitude, by Candidate Type and Company Size

Company Size	Magnitude*	Candidate Type							
		MBA	Master in Management	Master of Accounting	Master of Finance	Master of Data Analytics	Nonbusiness master's	Bachelor's	Direct from industry
Fewer than 100 employees	More	44%	75%	—	—	73%	36%	47%	50%
	Less	19%	13%	—	—	9%	20%	13%	8%
100 to 999 employees	More	54%	62%	10%	30%	71%	53%	38%	58%
	Less	13%	15%	20%	10%	14%	12%	7%	5%
1,000 to 9,999 employees	More	32%	38%	46%	38%	65%	37%	32%	34%
	Less	19%	19%	0%	8%	10%	21%	12%	11%
10,000 or more employees	More	34%	38%	25%	32%	73%	42%	36%	43%
	Less	16%	19%	13%	12%	10%	15%	10%	13%

*Only the percentage indicating plans to hire more or less in 2019 compared with 2018 shown. The percentage expecting to hire the same as in 2018 is not shown in the table, but can be calculated by subtracting the sum of “More” and “Less” from 100 percent.

Change in Compensation

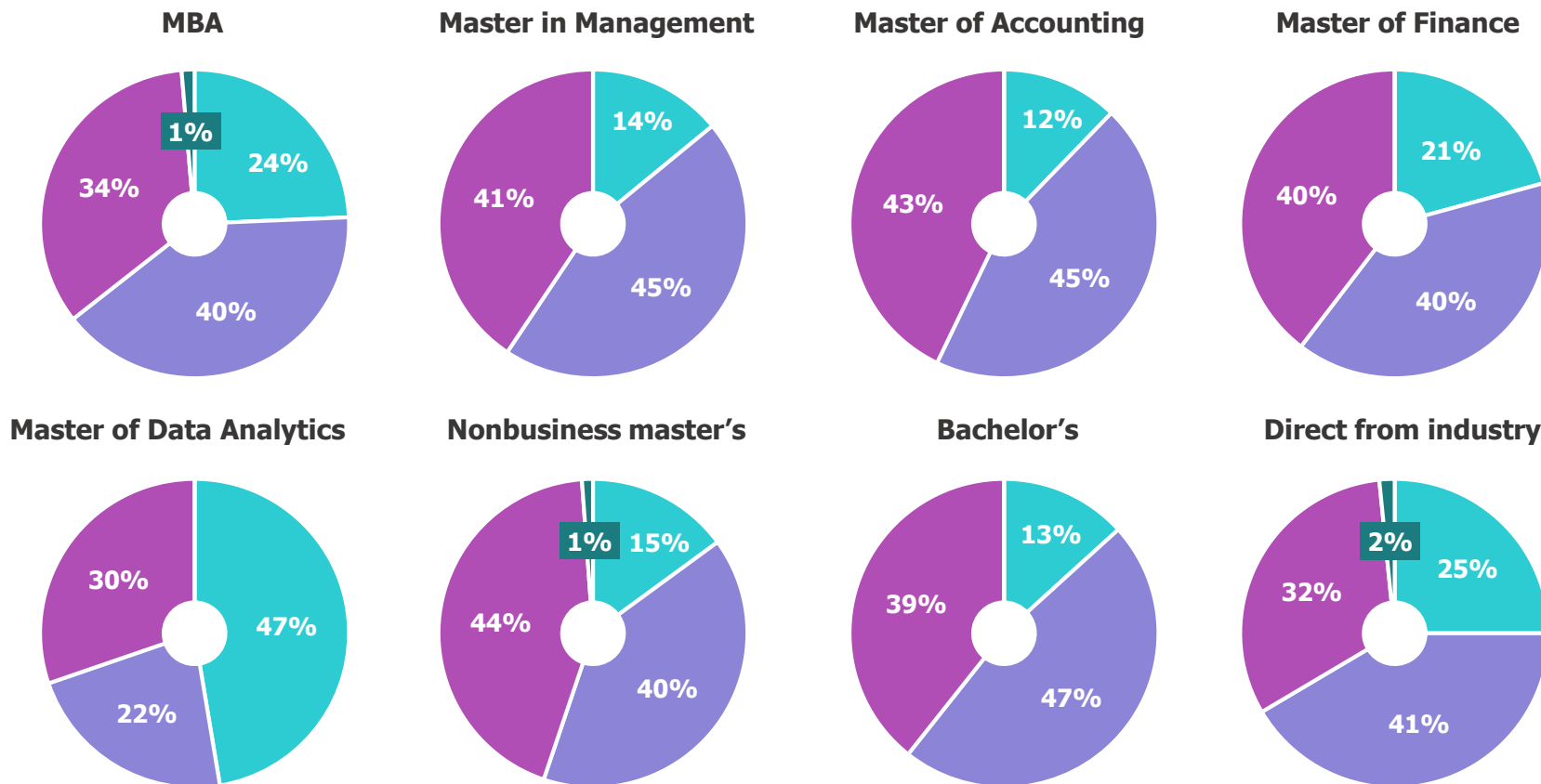


Change in Compensation

Most Employers Plan to Increase the Pay of New Hires in 2019 at or Above the Rate of Inflation

Expected Change in Base Salaries for 2019, by Candidate Type

■ Increase above the rate of inflation ■ Increase at the rate of inflation ■ Stay the same as 2018 ■ Decrease compared with 2018



"Very candidate-driven market. Graduate students will receive various competitive opportunities." – A products/services company

Change in Compensation

Base Salaries Are Expected to Increase for New Hires in 2019 Regardless of Company Location

Expected Change in Base Salaries for 2019, by Candidate Type and Company Location*

Company Location	Change in Salary†	Candidate Type							
		MBA	Master in Management	Master of Accounting	Master of Finance	Master of Data Analytics	Nonbusiness master's	Bachelor's	Direct from Industry
United States	Above	25%	11%	9%	20%	46%	15%	13%	24%
	At inflation	41%	52%	53%	46%	29%	43%	48%	44%
	Same	32%	36%	38%	34%	25%	40%	38%	30%
	Decrease	2%	0%	0%	0%	0%	1%	0%	1%
Developed economy (excludes US)	Above	33%	20%	—	—	—	—	27%	40%
	At inflation	27%	30%	—	—	—	—	33%	13%
	Same	40%	50%	—	—	—	—	40%	40%
	Decrease	0%	0%	—	—	—	—	0%	7%
Developing economy	Above	13%	20%	0%	9%	38%	8%	4%	23%
	At inflation	38%	30%	40%	45%	8%	33%	50%	41%
	Same	50%	50%	60%	45%	54%	58%	46%	36%
	Decrease	0%	0%	0%	0%	0%	0%	0%	0%

*Based on a United Nations country classification.

†Scale: Above = Increase above the rate of inflation; At inflation = Increase at the rate of inflation; Same = Stay the same as 2018; Decrease = Decrease compared with 2018

Change in Compensation

Employers in Most Industries Expect to Pay 2019 New Hires More Than They Paid 2018 New Hires

Expected Change in Base Salaries for 2019, by Candidate Type and Industry* (1 of 2)

Industry	Change in Salary†	Candidate Type							
		MBA	Master in Management	Master of Accounting	Master of Finance	Master of Data Analytics	Nonbusiness master's	Bachelor's	Direct from Industry
Consulting	Above	30%	—	—	—	62%	26%	18%	29%
	At inflation	39%	—	—	—	15%	21%	51%	44%
	Same	30%	—	—	—	23%	53%	31%	27%
	Decrease	0%	—	—	—	0%	0%	0%	0%
Finance/ Accounting	Above	33%	17%	10%	27%	29%	—	18%	28%
	At inflation	22%	33%	20%	33%	21%	—	28%	31%
	Same	44%	50%	70%	40%	50%	—	54%	41%
	Decrease	0%	0%	0%	0%	0%	—	0%	0%
Health care	Above	28%	—	—	—	—	—	0%	18%
	At inflation	39%	—	—	—	—	—	50%	36%
	Same	28%	—	—	—	—	—	50%	36%
	Decrease	6%	—	—	—	—	—	0%	9%
Technology	Above	18%	—	—	—	58%	10%	8%	23%
	At inflation	50%	—	—	—	17%	40%	56%	68%
	Same	29%	—	—	—	25%	50%	36%	9%
	Decrease	4%	—	—	—	0%	0%	0%	0%

*Energy/utility industry not shown due to limited response.

†Scale: Above = Increase above the rate of inflation; At inflation = Increase at the rate of inflation; Same = Stay the same as 2018; Decrease = Decrease compared with 2018

Change in Compensation

Employers in Most Industries Expect to Pay 2019 New Hires More Than They Paid 2018 New Hires

Expected Change in Base Salaries for 2019, by Candidate Type and Industry* (2 of 2)

Industry	Change in Salary†	Candidate Type							
		MBA	Master in Management	Master of Accounting	Master of Finance	Master of Data Analytics	Non-business master's	Bachelor's	Direct from industry
Manufacturing	Above	12%	—	—	—	—	—	6%	19%
	At inflation	64%	—	—	—	—	—	67%	56%
	Same	24%	—	—	—	—	—	28%	25%
	Decrease	0%	—	—	—	—	—	0%	0%
Nonprofit/ Government	Above	9%	—	—	—	—	0%	0%	0%
	At inflation	45%	—	—	—	—	50%	47%	44%
	Same	45%	—	—	—	—	50%	53%	56%
	Decrease	0%	—	—	—	—	0%	0%	0%
Products/ Services	Above	25%	6%	20%	9%	56%	15%	18%	33%
	At inflation	38%	53%	50%	45%	28%	40%	47%	29%
	Same	36%	41%	30%	45%	17%	40%	35%	33%
	Decrease	2%	0%	0%	0%	0%	5%	0%	4%

*Energy/utility industry not shown due to limited response.

†Scale: Above = Increase above the rate of inflation; At inflation = Increase at the rate of inflation;

Same = Stay the same as 2018; Decrease = Decrease compared with 2018

Change in Compensation

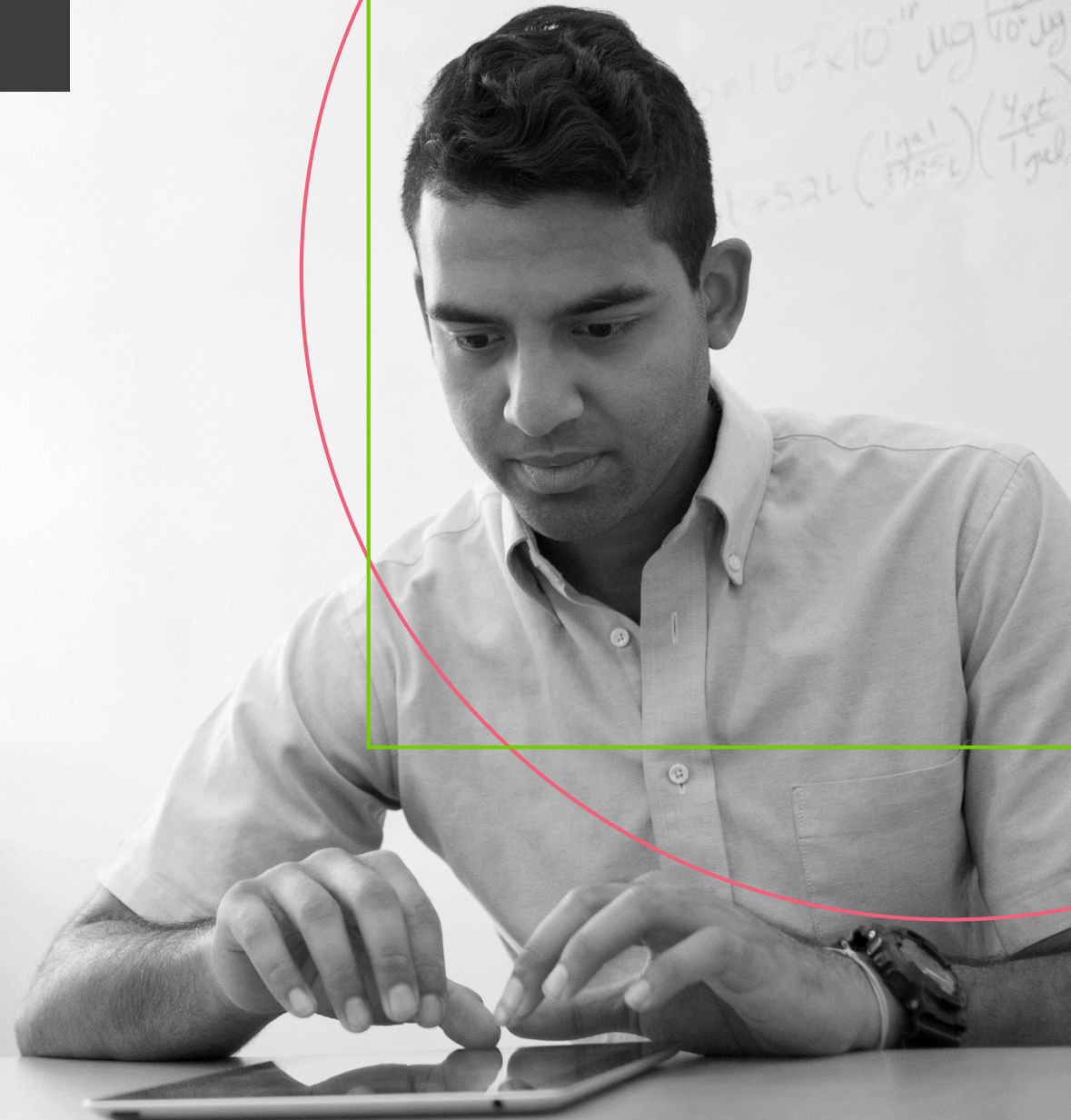
Regardless of Company Size, Most Employers Expect to Pay 2019 New Hires More Than They Paid 2018 New Hires

Expected Change in Base Salaries for 2019, by Candidate Type and Company Size

Company Size	Change in Salary*	Candidate Type							
		MBA	Master in Management	Master of Accounting	Master of Finance	Master of Data Analytics	Nonbusiness master's	Bachelor's	Direct from industry
Fewer than 100 employees	Above	19%	19%	—	—	60%	8%	20%	28%
	At inflation	34%	50%	—	—	20%	36%	41%	34%
	Same	44%	31%	—	—	20%	52%	39%	36%
	Decrease	3%	0%	—	—	0%	4%	0%	2%
100 to 999 employees	Above	29%	25%	—	—	55%	19%	13%	21%
	At inflation	50%	33%	—	—	27%	50%	53%	48%
	Same	21%	42%	—	—	18%	31%	35%	27%
	Decrease	0%	0%	—	—	0%	0%	0%	3%
1,000 to 9,999 employees	Above	20%	15%	8%	8%	42%	18%	16%	31%
	At inflation	48%	31%	46%	31%	11%	29%	34%	37%
	Same	33%	54%	46%	62%	47%	53%	50%	31%
	Decrease	0%	0%	0%	0%	0%	0%	0%	0%
10,000 or more employees	Above	27%	4%	10%	17%	44%	17%	9%	21%
	At inflation	37%	57%	43%	54%	28%	45%	55%	46%
	Same	35%	39%	48%	29%	28%	38%	37%	31%
	Decrease	2%	0%	0%	0%	0%	0%	0%	1%

*Scale: Above = Increase above the rate of inflation; At inflation = Increase at the rate of inflation; Same = Stay the same as 2018; Decrease = Decrease compared with 2018

International Hiring

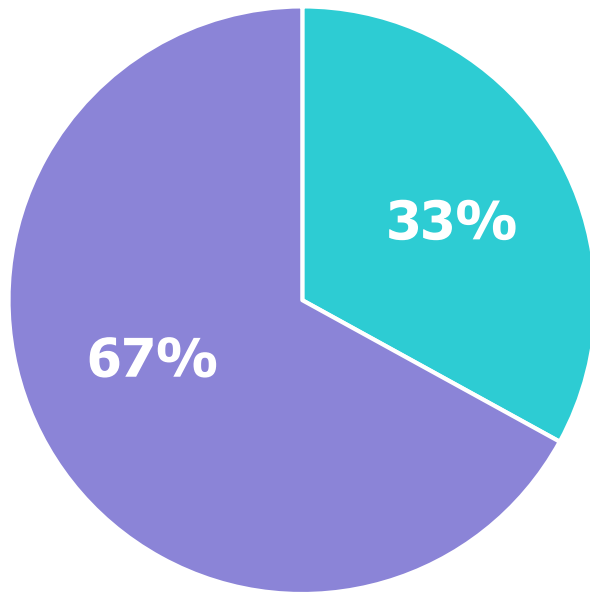


International Hiring

1 in 3 Employers Hired Int'l Talent in 2018; 1 in 5 Plan to Make Int'l Hires in 2019, 1 in 4 Willing but Have No Plans to

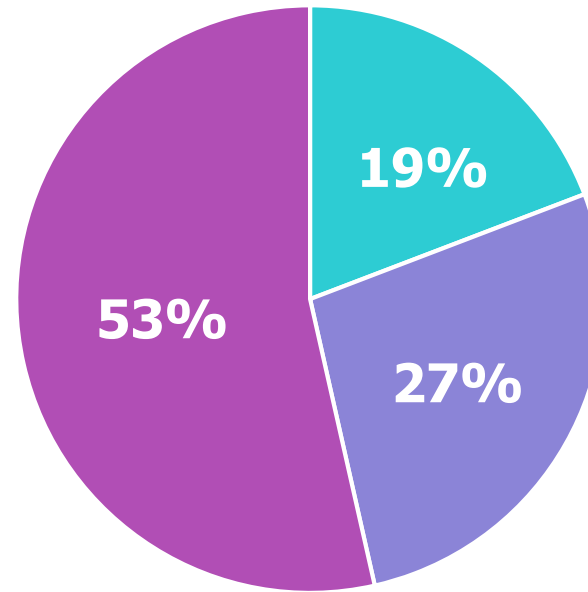
Did you hire candidates who required legal documentation in 2018?

■ Hired in 2018 ■ Did not hire in 2018



Do you plan to hire candidates who require legal documentation in 2019?

■ Plan to hire ■ No plans, but willing ■ Do not plan to hire



"Job market is strong, but graduates (especially international students) need to differentiate themselves more than ever." – A products/services company

International Hiring

Only 55 Percent of US Employers That Hired International Candidates in 2018 Plan to Do So in 2019

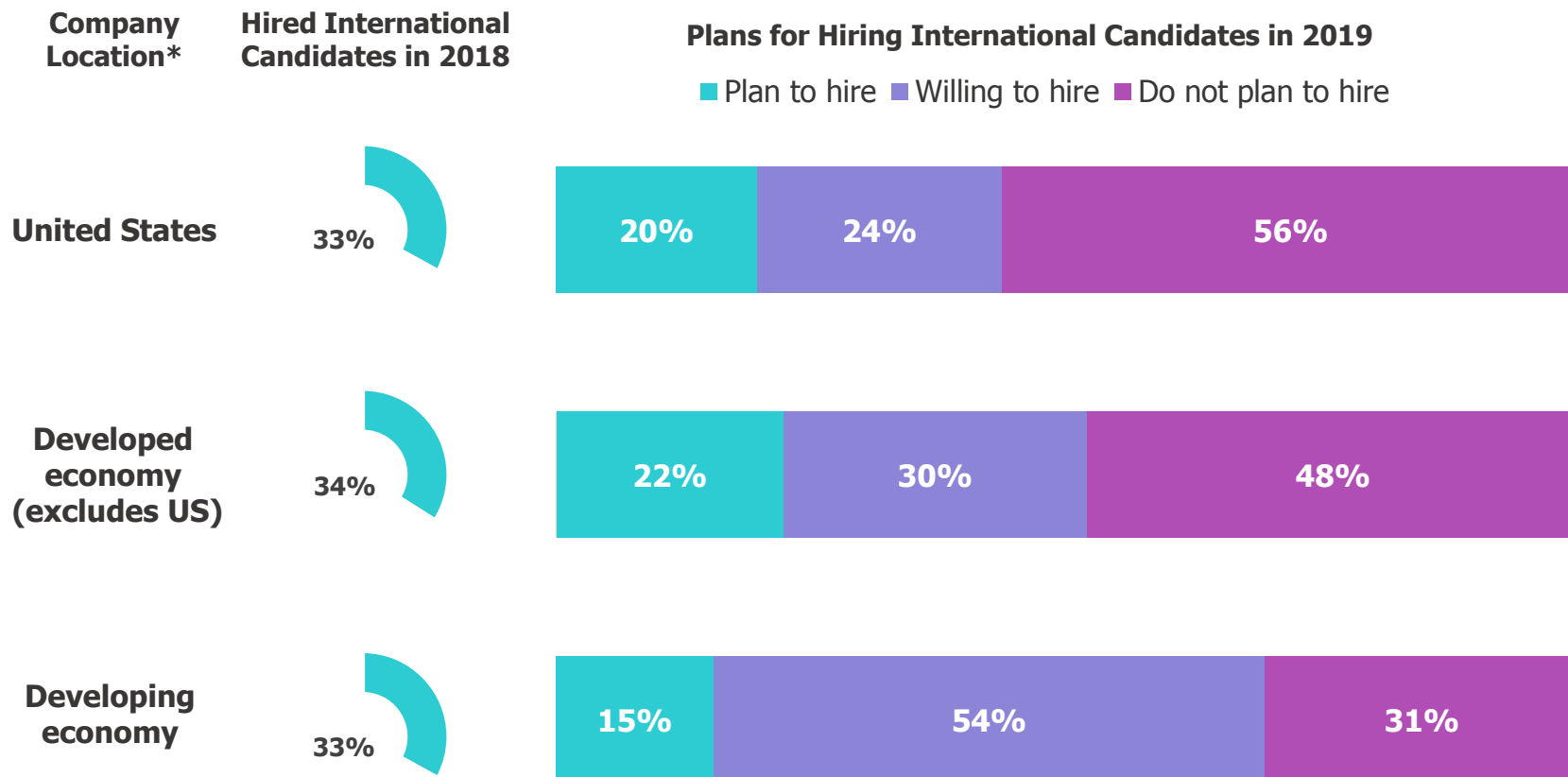
Plans for Hiring International Candidates in 2019, by 2018 International Hiring Outcomes, United States

33% Hired International Candidates in 2018		
55%	32%	13%
Plan to hire in 2019	Willing, but do not have plans	Do not plan to hire in 2019

67% Did Not Hire International Candidates in 2018		
1%	18%	81%
Plan to hire in 2019	Willing, but do not have plans	Do not plan to hire in 2019

International Hiring

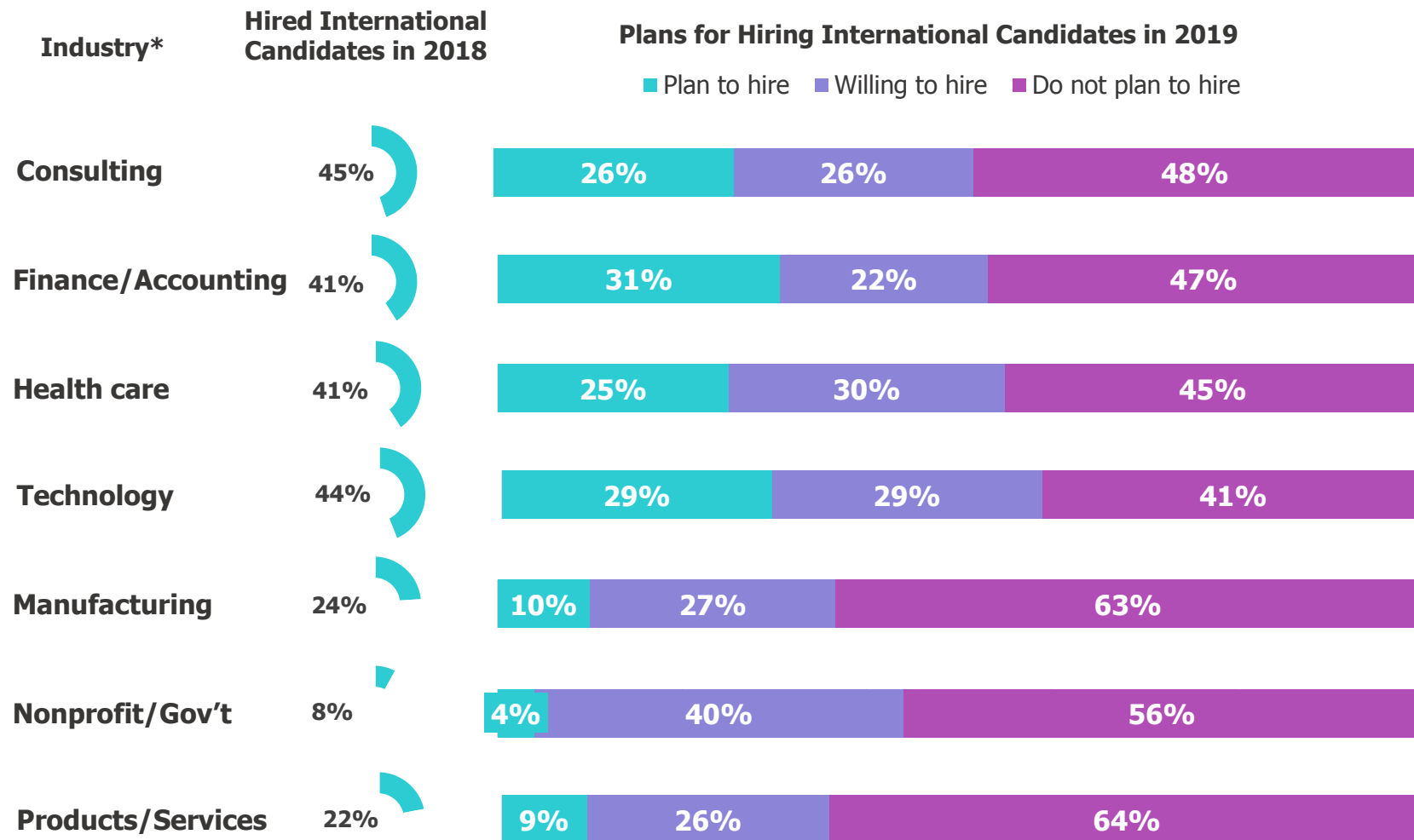
US Companies Are the Most Likely to Have Plans to Not Hire International Candidates in 2019



*Based on a United Nations country classification.

International Hiring

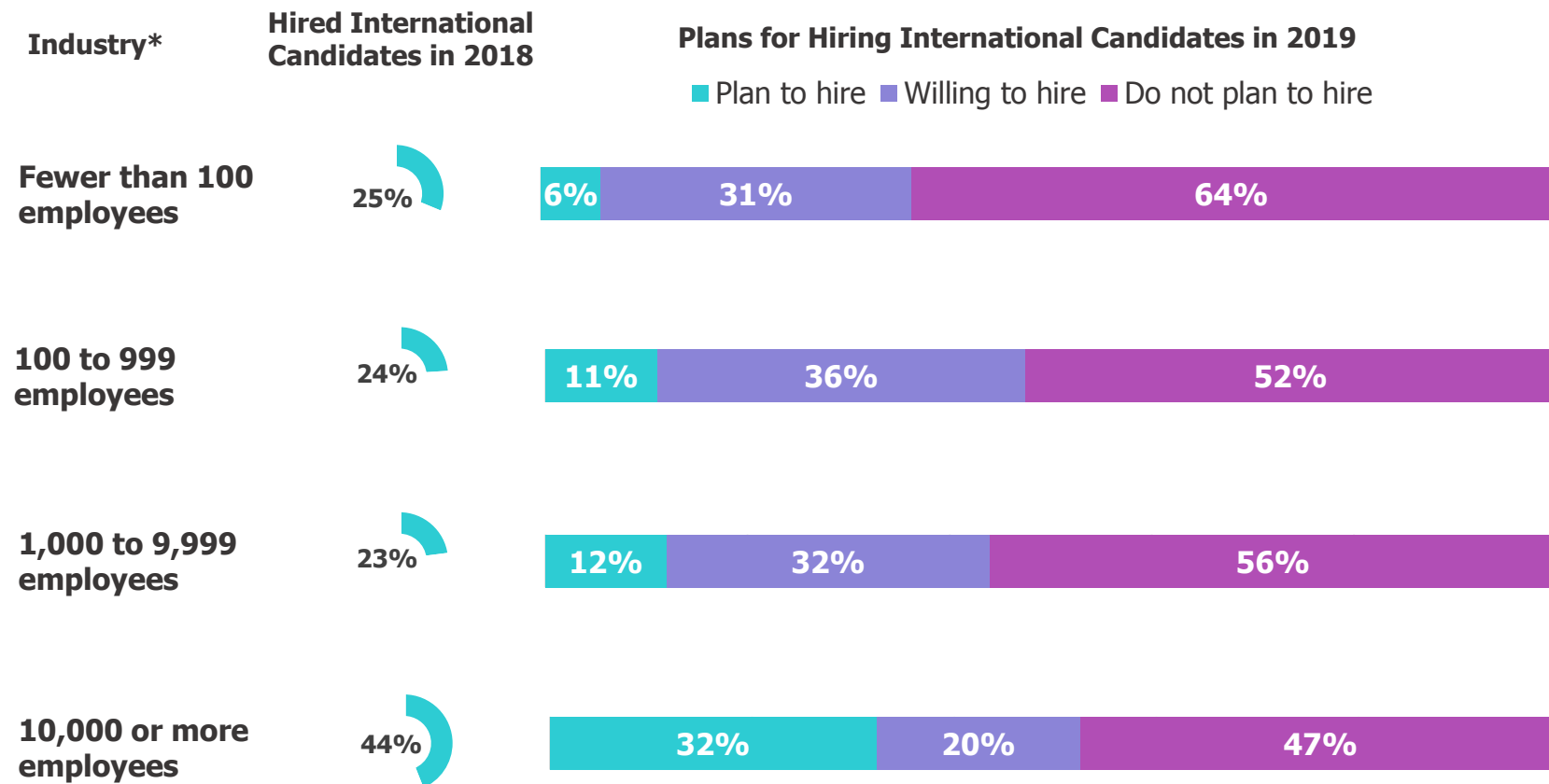
Consulting, Finance, Health Care, and Tech Companies Are the Most Likely to Hire International Candidates in 2019



*Energy/utility industry not shown due to limited response.

International Hiring

Larger Companies Are the Most Likely to Have Made 2018 International Hires and Have Plans to Make 2019 Hires



*Energy/utility industry not shown due to limited response.

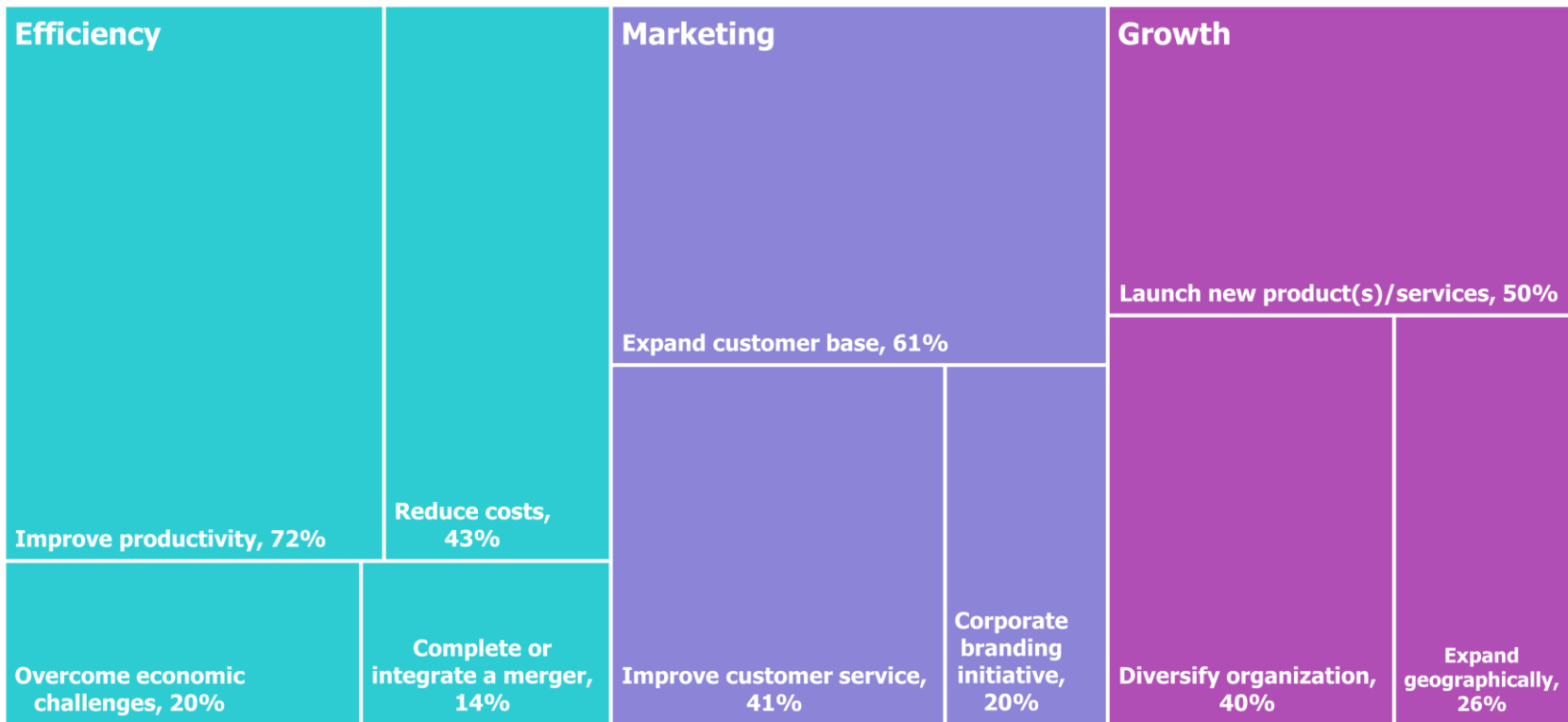
Employer Goals for 2019



Company Goals Can Be Classified As Related Either to Efficiency, Marketing, or Growth

What Are Your Company's Overall Organizational Goals For 2019?*

■ Efficiency ■ Marketing ■ Growth

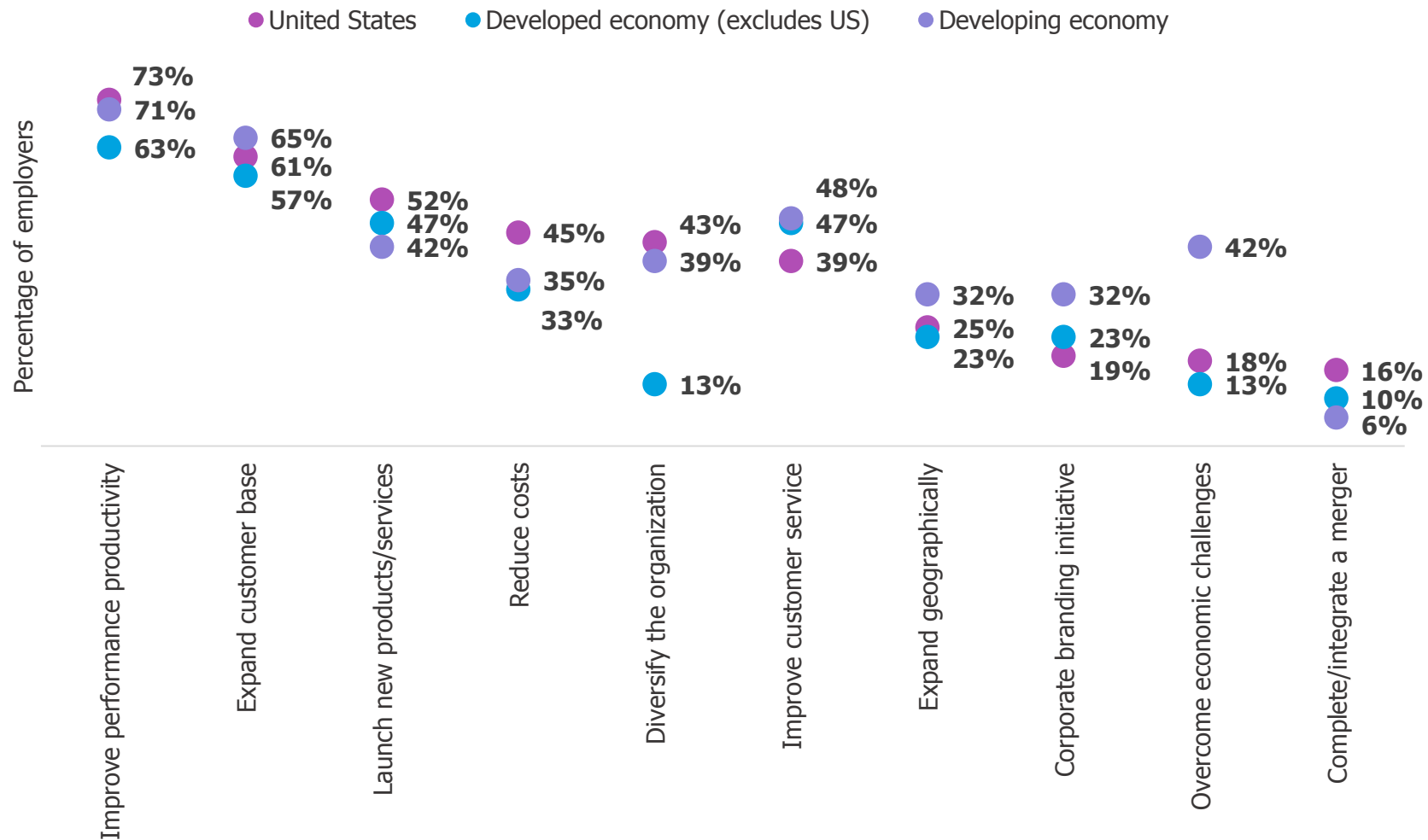


*Responses add to more than 100 percent because of multiple selections.

“Organizationally, there is a need to build succession plans for baby boomer talent who have started to retire, and subsequently a strong demand for talent to enter the organization.” – A health care company

Developing Economy Companies Are the Most Likely to Have the 2019 Goal of Overcoming Economic Challenges

2019 Organizational Goals, by Company Location*



*Based on a United Nations country classification.

Employer Goals for 2019

Employer Goals Tend to Vary by Industry; Tech Companies the Most Likely to Have the Goal to Expand Geographically in 2019

2019 Organizational Goals, by Industry*

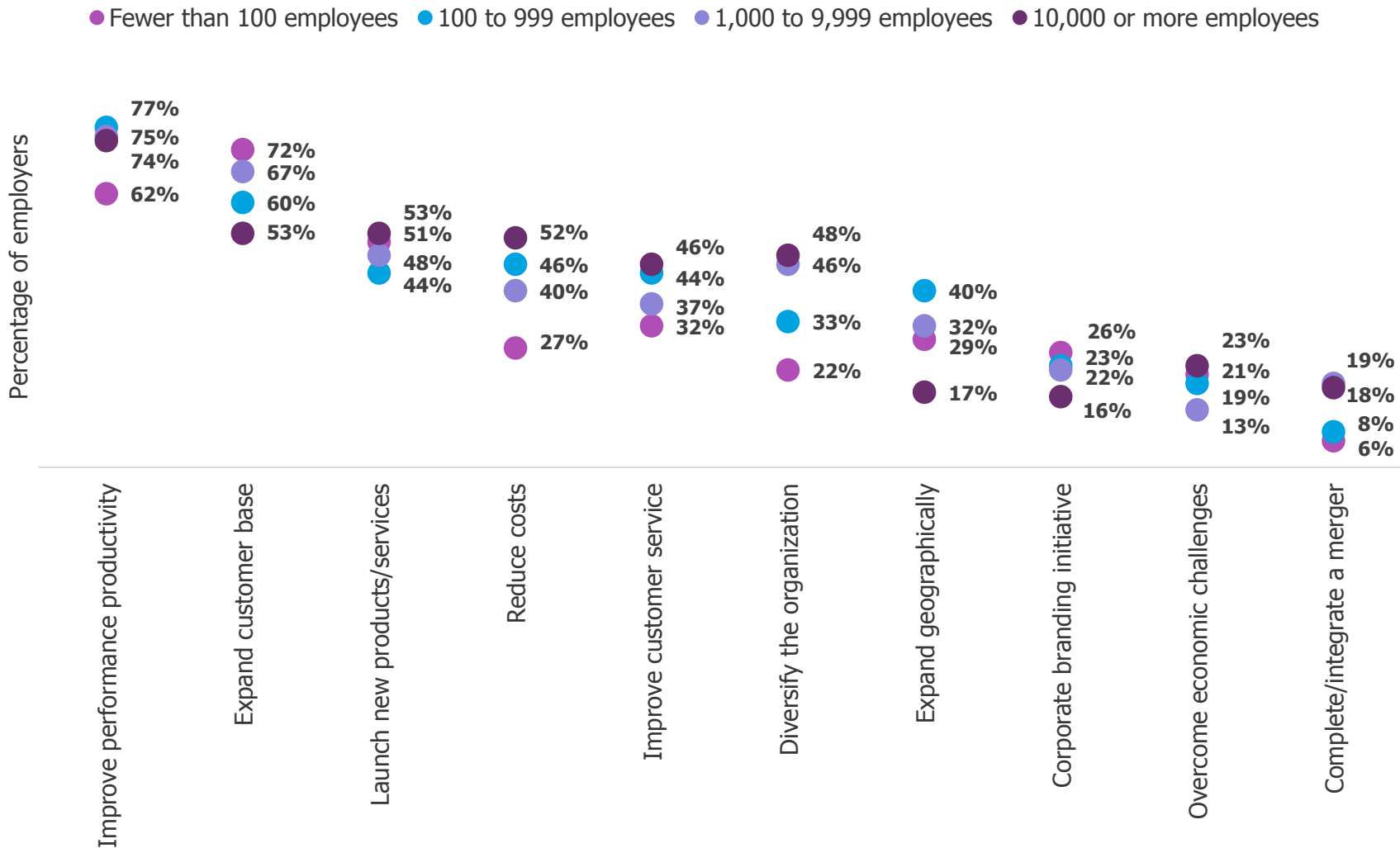
Goal†	Industry						
	Consulting	Finance/ Accounting	Health care	Technology	Manu- facturing	Nonprofit/ Government	Products/ Services
Improve performance productivity	60%	67%	85%	65%	86%	60%	81%
Improve customer service	32%	37%	50%	40%	37%	36%	49%
Reduce costs	20%	37%	58%	37%	66%	32%	55%
Overcome economic challenges	12%	14%	19%	21%	31%	28%	23%
Complete/integrate a merger	5%	7%	35%	30%	31%	0%	10%
Expand geographically	29%	23%	8%	35%	29%	24%	26%
Diversify the organization	42%	46%	38%	42%	37%	40%	35%
Launch new products/services	48%	39%	62%	63%	60%	32%	53%
Expand customer base	75%	54%	38%	77%	54%	40%	62%
Corporate branding initiative	20%	14%	31%	19%	26%	16%	22%
Goals not well-defined	3%	2%	0%	0%	3%	4%	0%

*Energy/utility industry not shown due to limited response.

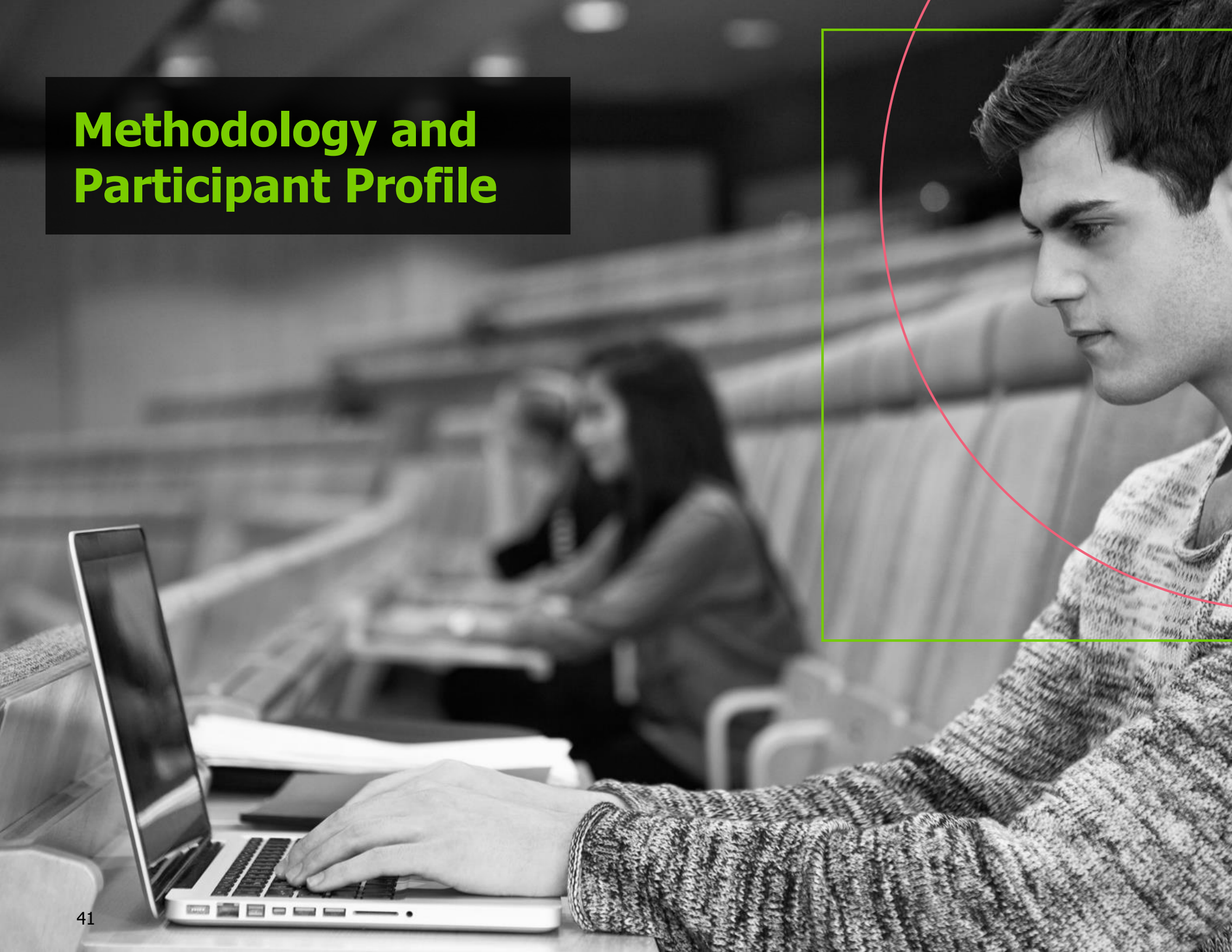
†Responses add to more than 100 percent because of multiple selections.

Employer Goals Tend to Vary by Company Size; Largest Companies Most Likely to Want to Reduce Costs in 2019

2019 Organizational Goals, by Company Size



Methodology and Participant Profile



Methodology

The findings in this report are based upon results of the 2018 Employer Poll, GMAC’s annual poll of employers who recruit from and hire MBA and other business master’s graduates of business schools around the world.

This study does not represent a census of all employers on graduate business students worldwide, nor is it necessarily a representative sample of such employers. The readers should note that the terms “respondent,” “employer,” and “company” are used interchangeably in this report and refer to survey respondents.

GMAC conducted this survey between November 9 and December 3, 2018. A total of 350 employers located in 26 countries responded to the survey.

Participant Profile

Profile of Employer Poll Respondents, 2018

n = 350

World Region	Percentage	Industry	Percentage
Africa/Middle East	2%	Consulting	19%
Canada	3%	Energy/Utilities	2%
Central and South Asia	1%	Finance/Accounting	16%
East and Southeast Asia	5%	Health care	7%
Europe	5%	Technology	12%
Latin America	1%	Manufacturing	10%
United States	83%	Nonprofit/Government	7%
UN Designation*	Percentage	Products/Services	Percentage
United States	83%	Company Size	Percentage
Developed economy (excludes US)	9%	Fewer than 100 employees	22%
Developing economy	9%	100 to 999 employees	14%
		1,000 to 9,999 employees	18%
		10,000 or more employees	46%

*Based on a United Nations country classification.

Contact Information

Contributors

The following individuals from the GMAC Research Department made significant contributions to the publication of this report: **Gregg Schoenfeld**, Senior Director, Research, questionnaire development, analysis and interpretation of data, and drafting of the manuscript for intellectual content; **Maryam Bastani**, Research Assistant, administrative work, manuscript review; **Tacoma Williams**, Research Senior Coordinator, quality assurance; **Matt Hazenbush**, Research Communications Senior Manager, manuscript review.

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

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