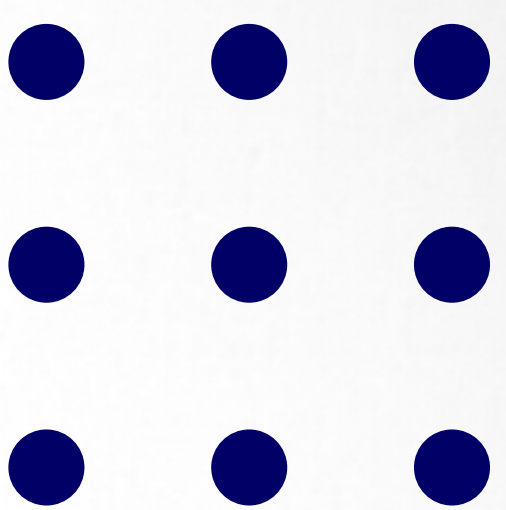


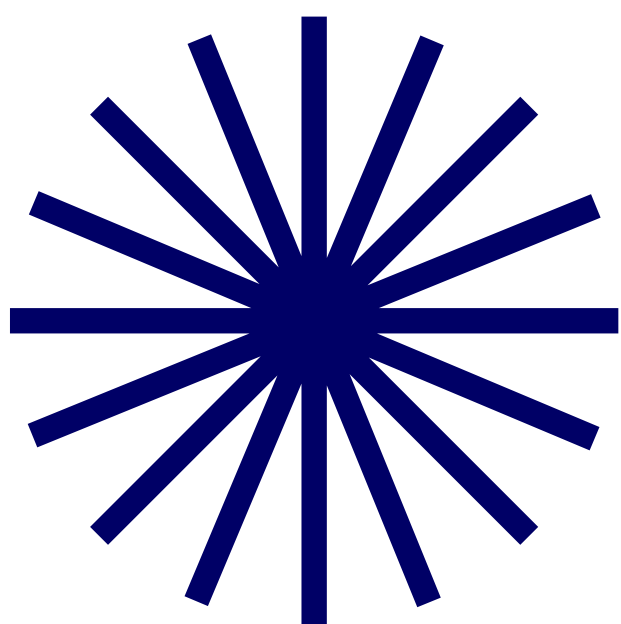
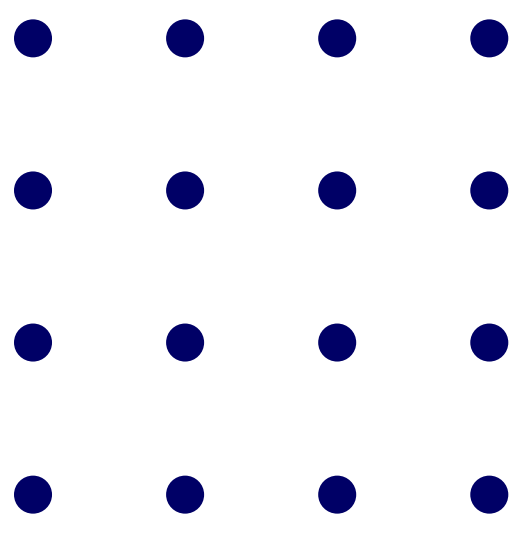
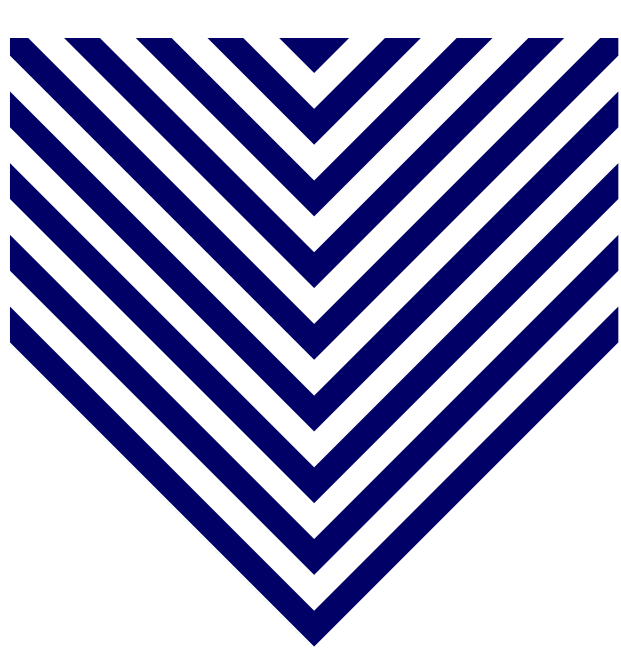
CAREERS AND EMPLOYMENT IN THE NEW WORLD OF WORK

GLOBAL ONLINE MBA
2024



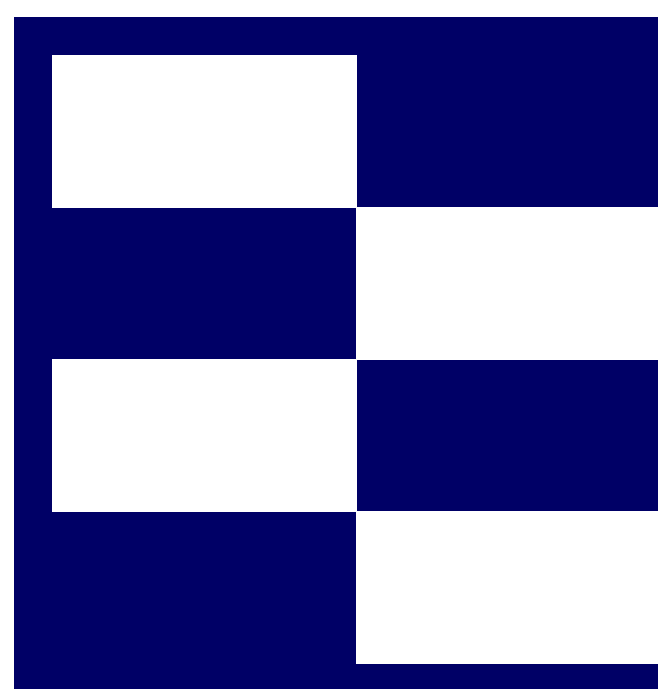


Career decisions can be challenging, especially in today's constantly evolving job market. Information, advice, and conflicting motivations abound, so it's essential to cut through the noise to find what's right for you.



Our ongoing dialogue with the business community and analysis of job data gives us a unique perspective on trends in the employment market. To help you evaluate the next step on your career path, we've compiled this comprehensive guide – providing essential insight into today's world of work and how we view the business landscape, alongside key information on what our Global Online MBA Alumni have achieved in their careers.

At IE Business School, we see career success as multifaceted. That's why we analyze the financial benefits that come with earning a Global Online MBA while providing information on how our graduates have found fulfillment and empowerment in their careers. Whether you want to make a career change, take the next step in your current role, or gain the skills to help you pivot, this report and our Talent & Careers Team are here to help. Where will your career take you next? Read on for essential job market insights, real-world examples, and practical advice, and let us help you make informed, data-driven decisions about what's next and what's best for you.





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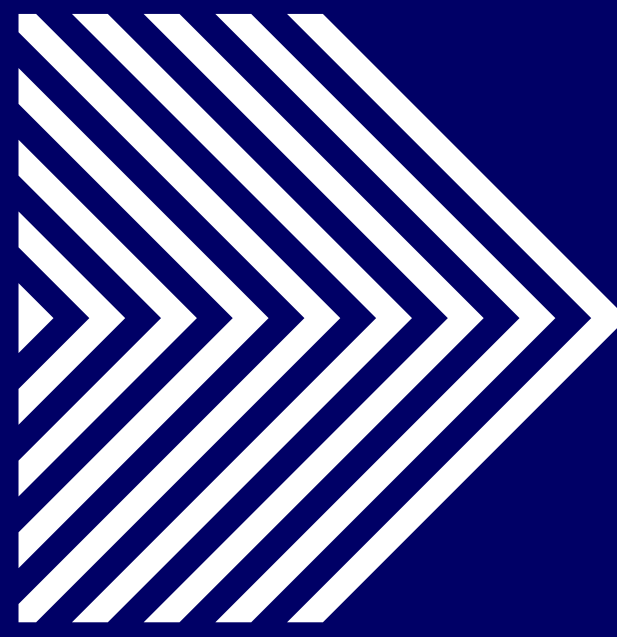
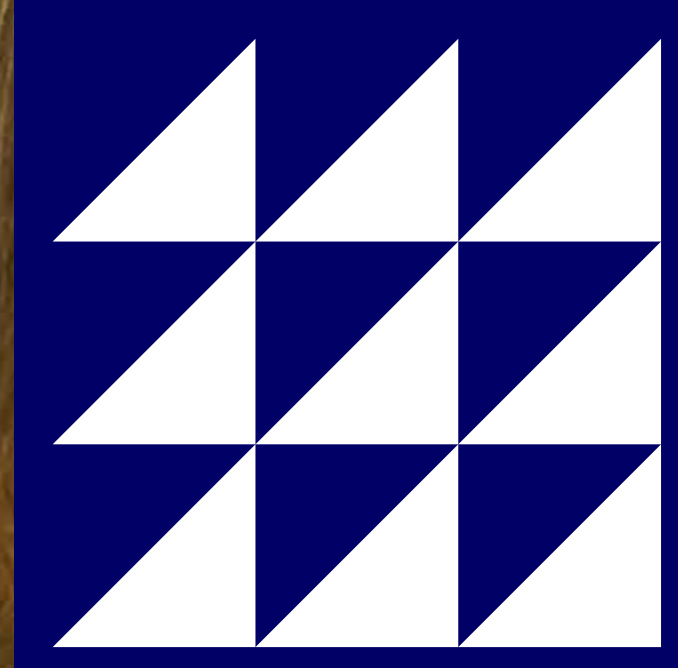
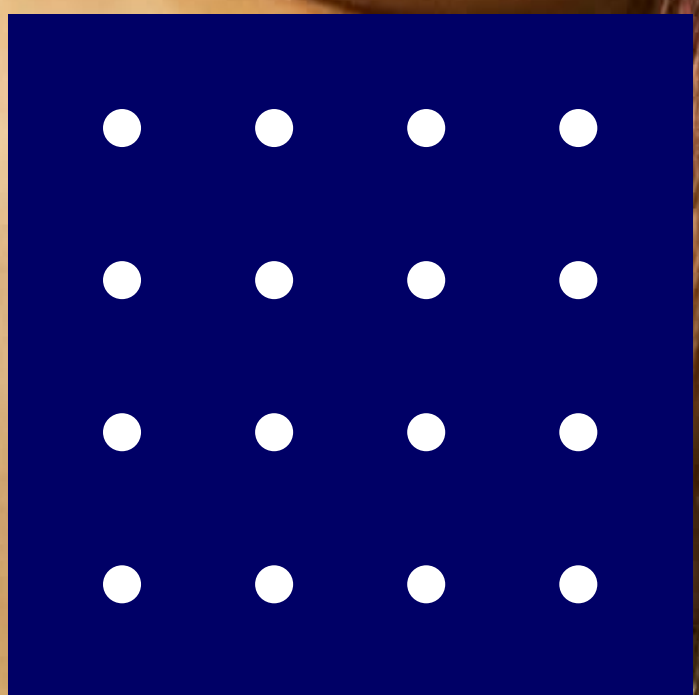
03

YOUR SUCCESS, OUR PURPOSE



01

THE WORLD
OF WORK





WHAT BOARDS OF DIRECTORS ARE PLANNING FOR THE FUTURE

Recent years have shown, more than ever, that success in the workplace hinges on the ability to respond effectively to change. The forces of disruptive technology, geopolitical instability, global communication, social activism, and environmental upheaval are converging at an unprecedented rate.

This increasing uncertainty poses significant challenges – but brings even bigger opportunities for those agile and prepared enough to seize them. New sectors are emerging fast, as are new roles and new dynamics within companies. All businesses –

disruptive big tech firms included – face the need to reinvent themselves. This, combined with an historically strong labor market in many countries, has created a significant demand for people who can lead effectively in these changing times. They are nimble, fast, digitally adept, and can think outside of the box to find solutions to real-world problems.

They are motivated by a greater sense of purpose and responsibility. They are self-aware and always open to learning, experimenting, and improving. In short: they know how to make an impact. At IE Business School, we are producing this next generation of leaders, arming our graduates with the skills that will endure, no matter what comes next.



WHAT BOARDS OF DIRECTORS ARE PLANNING FOR THE FUTURE

Trends that have come to the forefront in recent years remain a priority for business leaders, particularly around digital transformation, sustainability, and diversity. Despite an uncertain economic forecast, research shows the majority of companies expect to increase their risk appetite.

Digital Acceleration

60% of boards have made the desired level of progress or achieved digital business optimization goals

19% of boards have made progress toward or have achieved the digital business transformation goals

48% of boards see recession and economic uncertainty as the biggest constraints to growth in 2023-2024

30% of digital leaders have significantly advanced toward digital transformation goals

71% of boards are currently altering or planning to alter the enterprise economic structure to a digital economic architecture

Risk Appetite and Growth Strategies

64% of boards expect to increase their risk appetite in 2023-2024 (7 percentage points higher than 2022)

46% of boards are willing to accept greater risk in expanding product lines to achieve increased growth

89% of boards agree that they are in a post digital world; i.e.. digital is an implicit part of growth strategies

Sustainability & Diversity, equity, and inclusion (DEI)

80% of boards anticipate an increase in sustainability initiatives investments in the next two years

75% of boards anticipate an increase in DEI initiatives investments in the next two years

59% of boards cite employees as the top stakeholder considering DEI while evaluating the organizations

47% of society considers sustainability to a substantial or significant extent during company evaluation

Source: Gartner 2023 Board of Directors Survey



MBAS ARE IN HIGHER DEMAND THAN EVER

Employment is growing in all global regions, according to the International Labor Organization Trends 2024 report, but with variations and fragility in certain sub-regions, and geopolitical instability and tighter global monetary policy leading to a weaker growth outlook. It's against this backdrop that the debate over the value of MBAs continues to rumble. Is the investment of time and money worth it? Is learning on the job a better pathway? The data provides compelling answers.

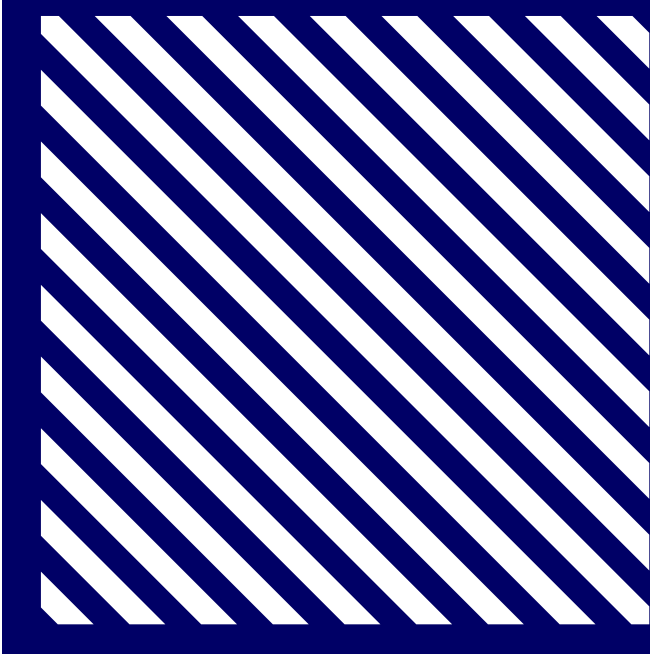
Earning potential

The 2023 Graduate Management Admission Council (GMAC) Corporate Recruiter Survey found that projected salaries for 2023 are



MBA holders remain the most in-demand graduate type among global employers.

GMAC, 2023

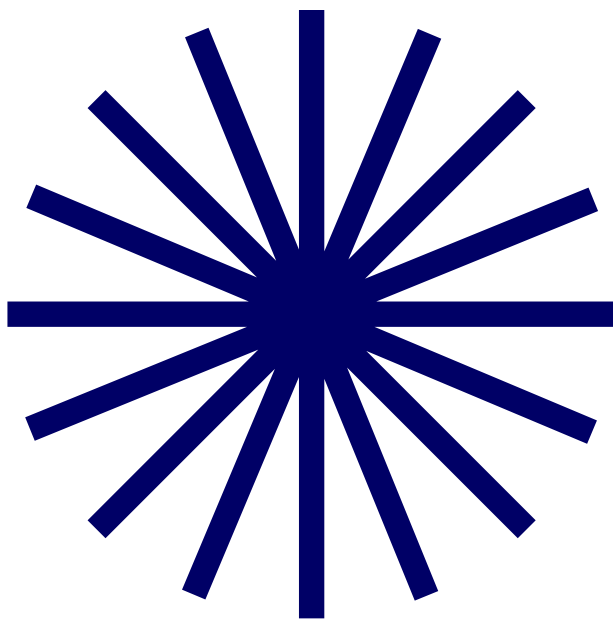


The data shows that MBA graduates have the best chance to secure a well-paid position and equip themselves with the skills and knowledge they need to create their own paths going forward.

Enduring skills and networks

While a growing number of businesses are offering employees on-the-job training to fill skills gaps, what you'll take away from an MBA is much deeper and more enduring than what those pathways can offer. IE Business School expertly curates game-changing situations that push students to thrive in diverse environments. In addition, we prioritize helping students to grow their professional footprint, enabling them to form part of an expansive international network of professionals – an opportunity not afforded by short upskilling courses. Furthermore, the 2023 GMAC survey found that most corporate recruiters agree that job candidates with graduate business degrees are more competitive than those with micro-credentials.

But not all MBA programs are created equal. At IE Business School, MBAs are not just about teaching the skills required for good managers. Instead, it's a curated learning journey that helps you analyze your unique strengths and identify and fill your specific gaps and blind spots. It's an internal transformation process that can help you become a great leader by becoming the next best version of yourself. Global Online MBA graduates are not only ready to excel in the role they desire but are also on track to lead in the C-Suite. At IE, an investment in an MBA won't just help with near-term job prospects – it's also a long-term investment in you.



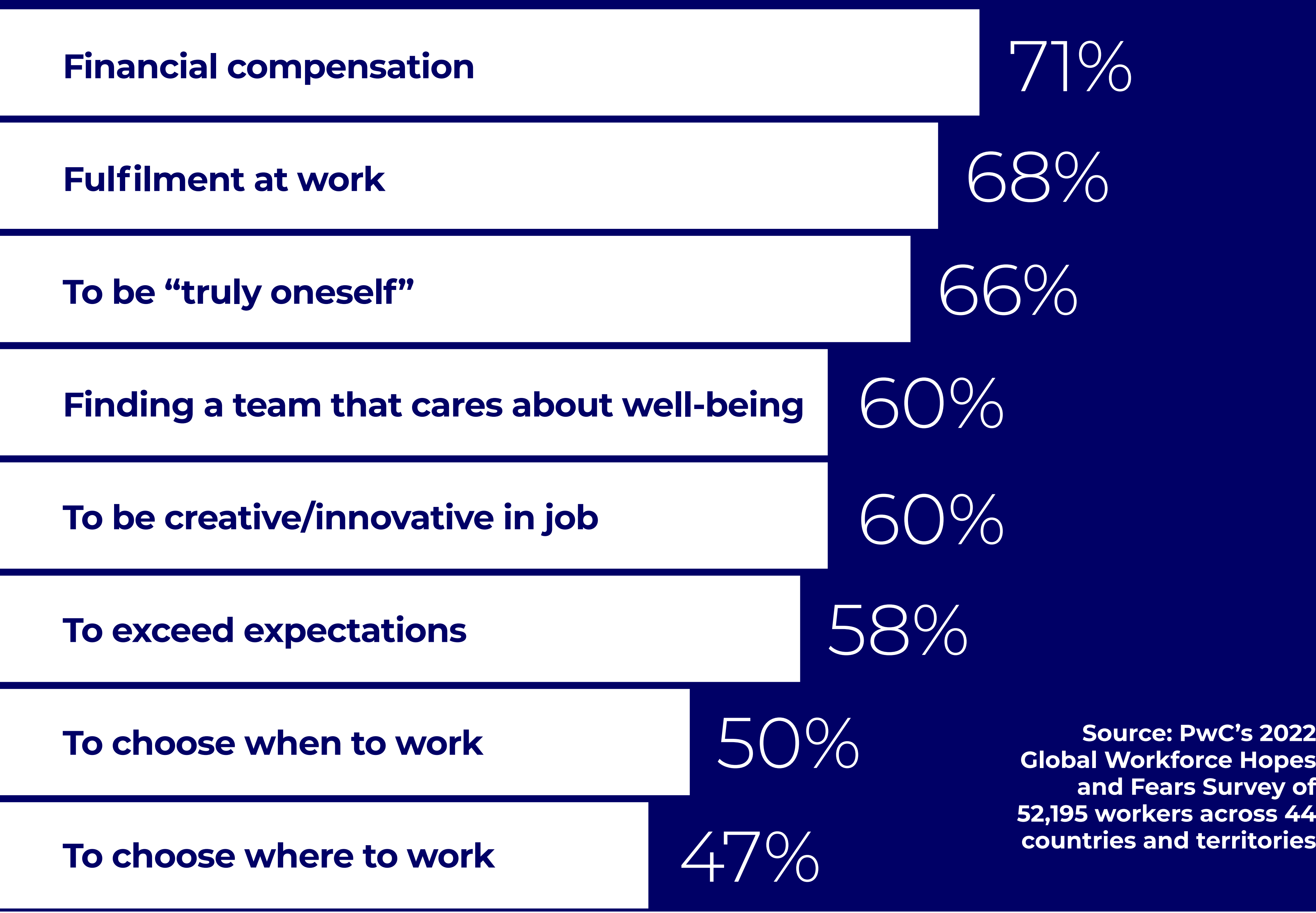
FROM THE GREAT RESIGNATION TO CAREER COMMITTING

‘The Great Resignation’ was the talk of 2022, but the trend actually accelerated in 2023. According to the PwC Work Force Hopes and Fears survey, one in four workers was looking

for a new role in 2023, up from one in five the year prior. For Gen Z and millennial workers, the picture was even more acute, with 35% and 31% respectively planning to change jobs in the next 12 months. When motivations were examined in 2022, cost of living concerns put financial reasons at the top of the list, but the search for purpose and meaning at work were also key factors.

Compensation and meaning drove the desire to change jobs

The most important factors when considering a change in the work environment and % of respondents.



Source: PwC’s 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories



1/4

**One in four
workers was
looking for a new
role in 2023**

PwC 2023
Work Force Hopes and Fears

Recent data suggests most college graduates who made the leap in search of new employment were rewarded for their choices. According to a 2022 Pew Research survey on the Great Resignation, 66% of people with at least a bachelor's degree who quit their jobs were earning more money, while 63% said they had more opportunities for advancement. Around 50% also reported better work-life balance, flexibility, and increased benefits. A much smaller fraction reported the worsening of any of those metrics.

After the workplace upheaval of recent years, an emerging trend has been described as 'career committing' – whereby employees invest in their

careers at a time of economic uncertainty. A LinkedIn survey in the UK found that more than half of employees were taking proactive steps to make themselves more robust, professionally. That includes investing in new skills (79%), increasing time spent networking (35%), and taking on new projects (39%). This form of reengagement centers on planning and setting goals. For the pool of non-employees, it can also mean committing to their new roles as entrepreneurs. McKinsey & Co. found that 31% of employees who left their jobs in 2021 did so to start a new business – a figure that highlights the rising prominence of an entrepreneurial mindset even amongst the employed.



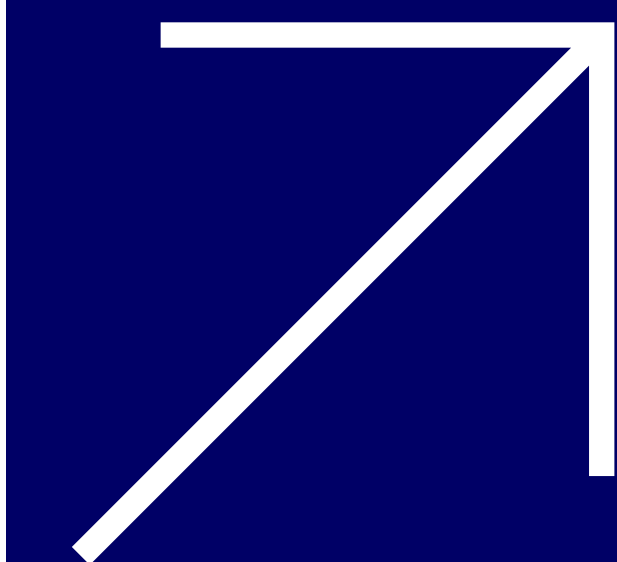
THE RELATIONSHIP BETWEEN “WORK” AND “LIFE” CONTINUES TO EVOLVE

The Microsoft New Future of Work Report (2022) highlights how perceptions of work within people's lives are in constant flux. Recent years have seen a shift in priorities towards a tighter balance between work and personal needs, but within this, a range of perspectives find prominence.

Work-life conflict

This is the perspective that your work and life are competing for your attention – a zero-sum game. It's a vision that the more effort that you put into work, the less you will be able to give to anything else. If you behave more like

Taking the path of integration demands planning and establishing goals and boundaries, while equally focusing on well-being, which can impact performance in all domains of life.



your “work-self” that will be damaging to your “life-self” and vice versa. However, academic research suggests that conceptualizing the two as opposed can negatively impact the quality of life and life satisfaction, according to a literature review published in *The Clinical Neuropsychologist*.

Work-life balance

From the early 2000s, the concept of a work-life balance became more prominent. This way of thinking acknowledged the importance of both domains of life and the importance of feeling satisfied and having control in multiple roles. The goal is to find a healthy balance where both domains are compatible.

Work-life integration

According to Microsoft, this concept is gaining in popularity and demands a more fluid, flexible, and dynamic approach to work, with the two no longer viewed as mutually exclusive. Taking the path of integration demands planning and establishing goals and boundaries, while placing an equal focus on wellbeing, which can impact performance in all domains of life. This concept is particularly important when accounting for remote working. It can take many forms, such as doing household chores during a conference call, taking a stress-reduction workshop at work, or making sure to get a good night's sleep so you're more present throughout your day.

FLEXIBILITY IS BECOMING A FEATURE, NOT A FAD

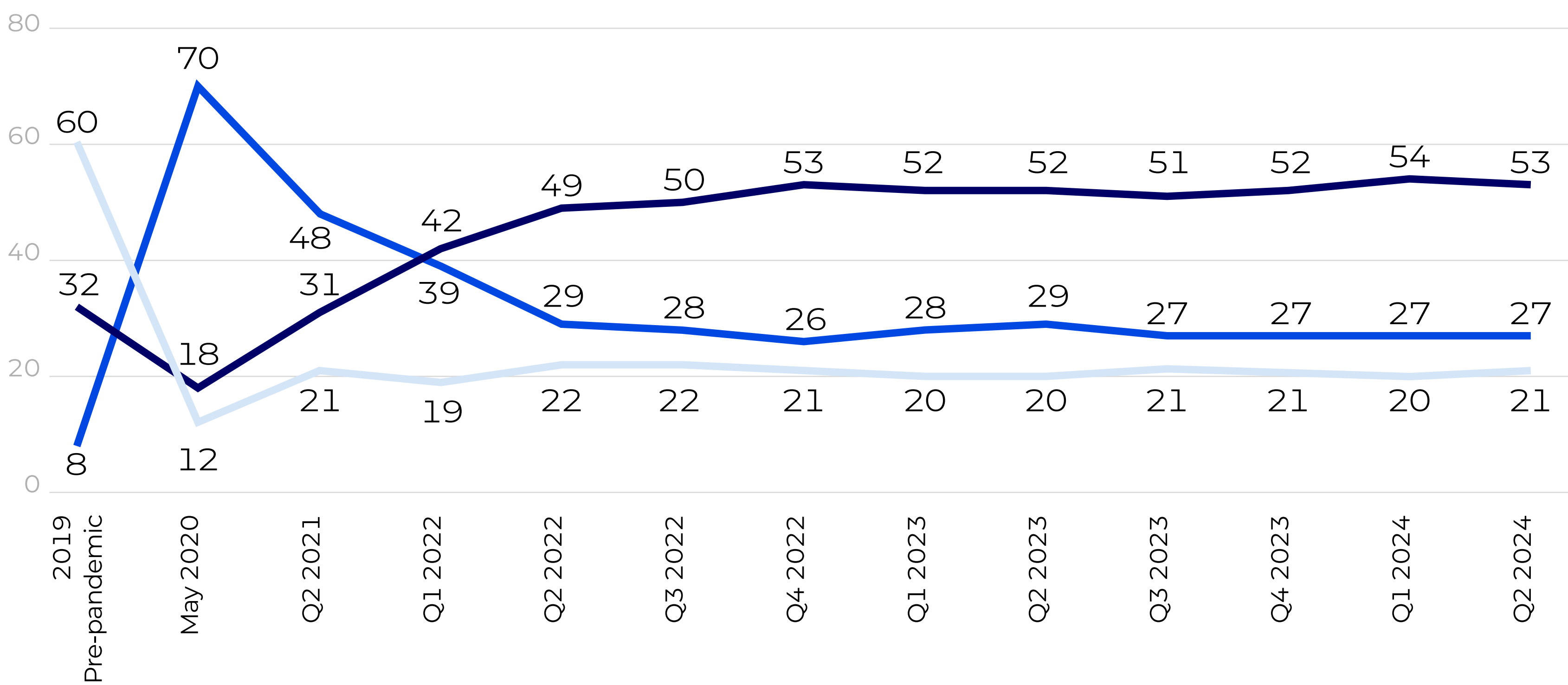
During the COVID era, experts' predictions about the future of office work varied wildly. Some forecast a quick return to normality, others, that offices would give way to virtual reality platforms and the metaverse. In many ways, matters are still in flux. Notable companies such as Tesla and J.P. Morgan hit the headlines when introducing new minimum requirements for office working, encountering pushback from employees.



The office will never be the same again

How many remote-capable employees in the US are working hybrid or fully remote?

- Hybrid (> 10% to <100% remote)
- Exclusively remote
- On site

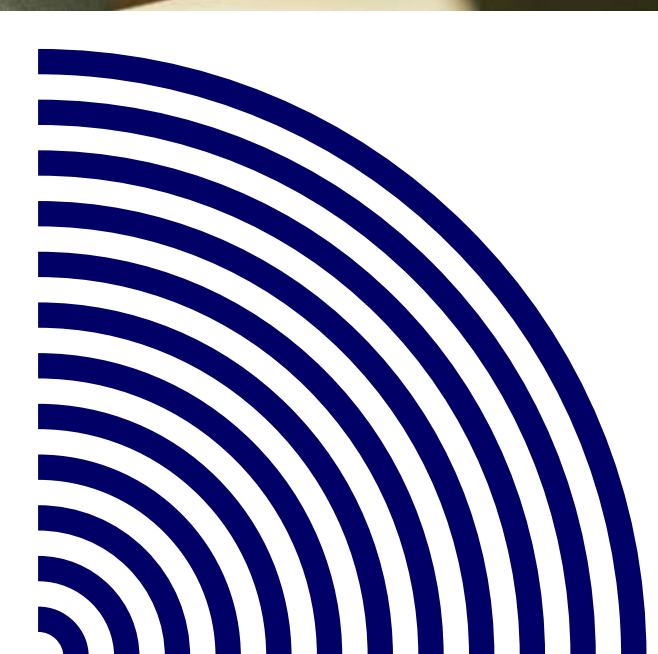
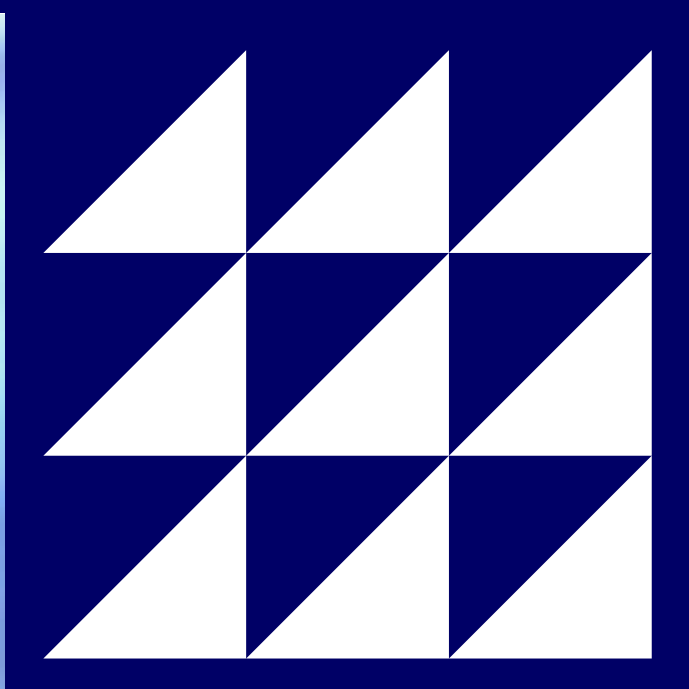


Source: GALLUP

73%

**of employees
say they need a
better reason to
go to the office
than just company
expectations.**

Microsoft New Future of Work
Report 2022



One of the lasting impacts of the shift to remote work during lockdowns is a workforce that has come to value flexibility, with individuals willing to pursue new opportunities if it isn't offered. Data from Gallup shows that employee engagement is lowest for those who work exclusively on-site, with the largest falls in engagement coming amongst workers whose roles would allow remote work but are required to be on-site daily.

While there are undoubtedly benefits to in-person working, it seems certain that workplace flexibility is here to stay.

- ▶ Remote and hybrid work have stabilized at much higher levels than pre-pandemic.
 - ▶ US companies report savings of 2% per year on salary bills with remote work, so an economic downturn could again change the appetite for remote working among companies.
- The Shift to Remote Work Lessens Wage-Growth Pressures,
The National Bureau of Economic Research
- ▶ Global brands including Goldman Sachs, Disney and Twitter are calling employees back to the office, although success at actually mandating on-site work has been incomplete.
 - ▶ Productivity paranoia is undermining trust. According to Microsoft, 85% of leaders say the shift to hybrid work has made it challenging to be confident that employees are being productive. However, data shows hours worked, number of meetings and other activity metrics have increased. Microsoft suggests several practical solutions, including

setting clear goals for employees, rewarding impact (not productivity theater) and collecting regular feedback. Businesses are still adjusting.

► 73% of employees say they need a better reason to go to the office than just company expectations (Microsoft 2022). Expectations have changed and in-person time can be best used to help workers build bonds and networks.

Microsoft 2022

► New leadership practices are needed for a digitally connected and distributed workforce.

Microsoft 2022





A SHIFT TO A SKILLS-FIRST APPROACH TO HIRING

The accelerated pace of technological, cultural, and societal change has revolutionized the way recruiters evaluate candidates. According to the World Economic Forum's Future of Jobs report in 2020, half of all employees will need reskilling before 2025 to adapt to these changes. This presents opportunity for those who understand the value of a growth mindset and lifelong learning, willing to augment their accumulated career experience with the additional skills, tools, and knowledge to continue pursuing their professional goals.

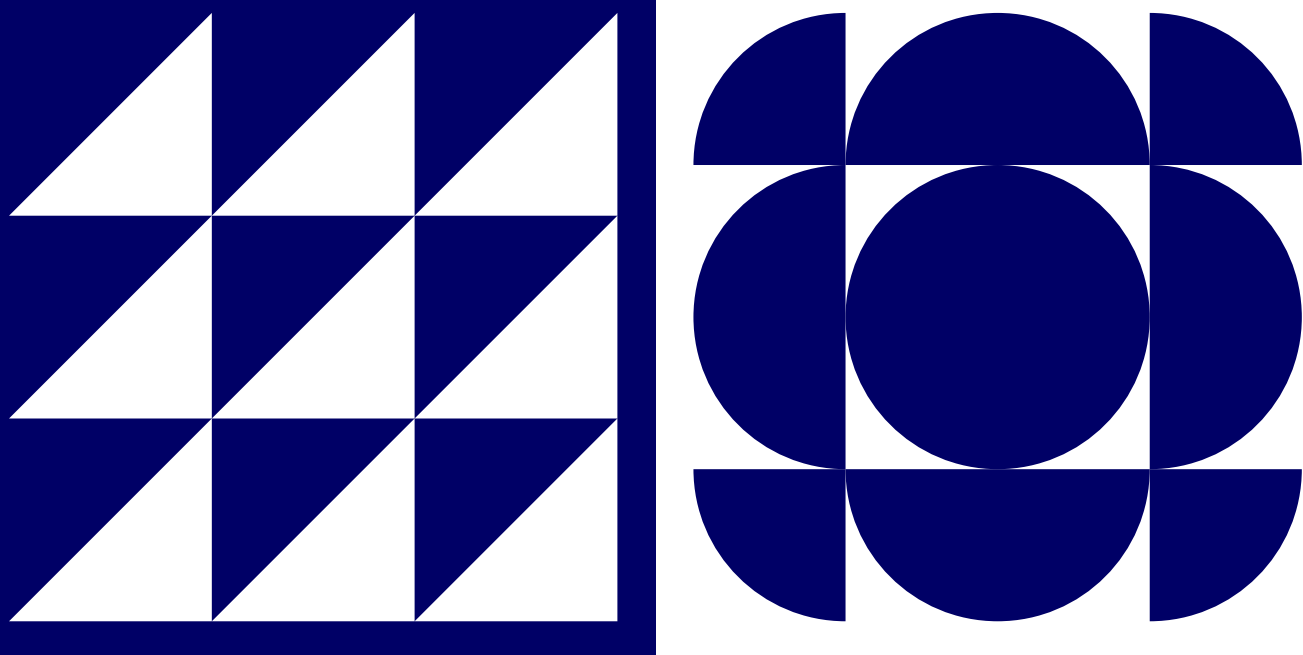
As technological innovation and convergence continue to redefine workplace roles and dynamics, there is a likelihood that this pattern of re-learning and adapting will further

become the norm going forward. As a result, employers are placing less importance on hard skills and knowledge as their half-life times continue to diminish. Instead, more timeless qualities such as leadership, personal communication, and active learning are gaining in prominence among those sought by recruiters. In a 2023 CNBC article, former Google VP Claire Hughes Johnson said self-awareness was the skill she prioritized in candidates above all others.

The programs offered at IE Business School are designed to ensure graduates can take advantage of this important shift. We focus on boosting the impact that our students have in the world by teaching the thinking, behavioral, and digital skills needed to succeed in today’s and tomorrow’s workplace. With our personalized approach to education, we work with each student to build on their existing skillset by curating a learning journey that fosters the qualities, behaviors, and resilience needed to succeed in a world of constant change. Beyond facts and figures and outdated mindsets, this is about helping you become the next best you, ready to thrive in any situation that life throws your way.



“In today's fast-paced world, formal education, training or job experience acquired in the past have the potential to become obsolete very quickly, therefore we need to focus not on what people have done in the past but on what they are capable of doing in the future”.



Judith Wiese
Chief People and Sustainability
Officer and Member of the
Managing Board, Siemens at the
World Economic Forum Annual
Meeting

TOP 10 SKILLS OF 2025

Source: Future of Jobs Report 2020, World Economic Forum

Analytical thinking and innovation

Active learning and learning strategies

Complex problem solving

Critical thinking and analysis

Creativity, originality and initiative

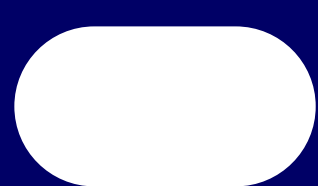
Leadership and social influence

Technology use, monitoring and control

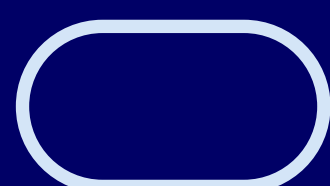
Technology design and programming

Resilience, stress tolerance and flexibility

Reasoning, problem solving and ideation



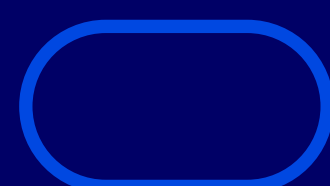
Problem Solving



Self-management



Working with people



Technology use and development





WHY AN ENTREPRENEURIAL MINDSET IS A MUST

The ability to think like an entrepreneur—to identify opportunities, take calculated risks, build relationships, and embrace change—is crucial for success in the modern economy. It's a mindset that drives innovation, creates jobs, and, according to the UN, is **key to meeting the Sustainable Development Goals and addressing global challenges like climate change**. But entrepreneurial thinking is not only of value for those creating their own business; it can bolster teams of all kinds, whether that's in startups or global corporations, governments or small nonprofit organizations.

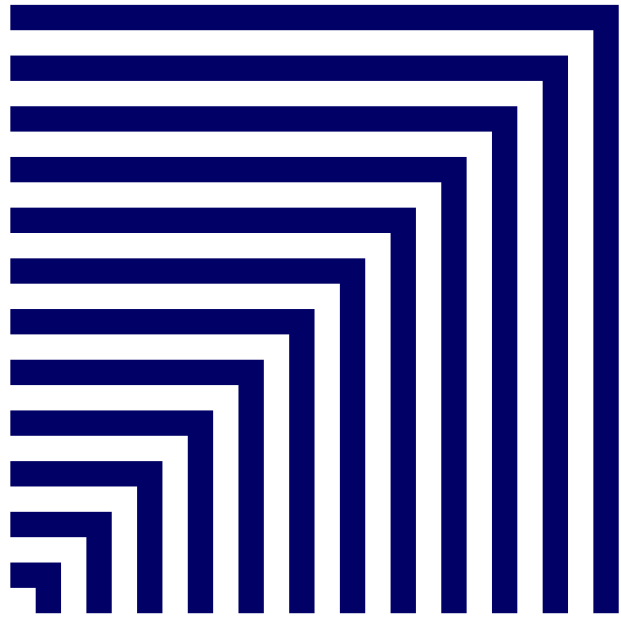
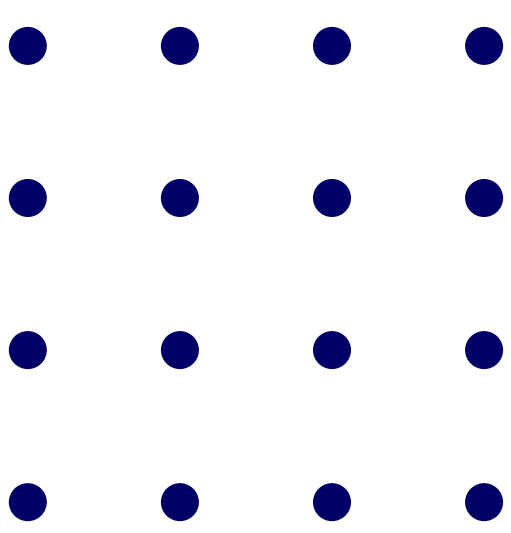
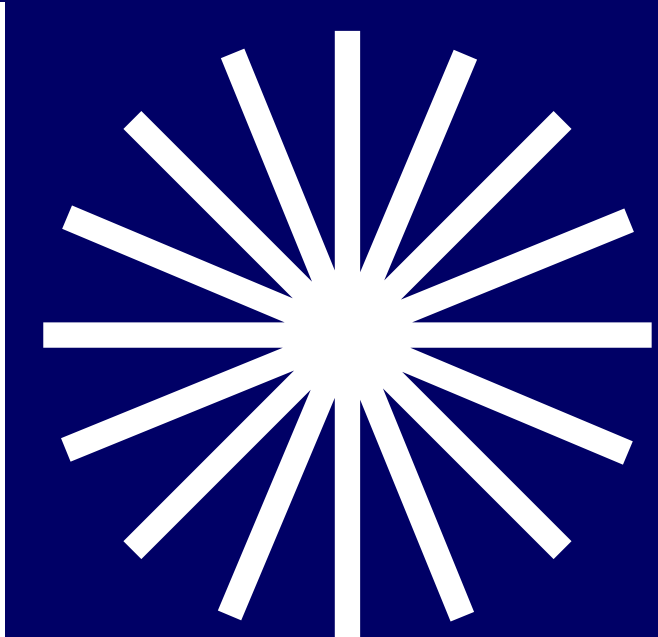
That's why we consciously foster an entrepreneurial mindset at IE Business School. On the one hand, it's part of a larger

1ST
IN EUROPE
4TH
WORLDWIDE
for entrepreneurship
teaching

FT MBA 2022 Rankings

“In an uncertain economy, executives’ first instinct might be to cut costs and shore up established holdings. A better way is to build new businesses.”

McKinsey, 2022



trend. Corporate longevity, for instance, has been declining since the 1960s. Further, Statista predicts that **the average company lifespan on the S&P Index will consistently decline until 2028**, underscoring the need for companies to reinvent themselves continuously.

On the other hand, an entrepreneurial mindset is particularly suited to this moment in time. As McKinsey pointed out in the December 2022 report ‘Business Building’, companies should focus on forging new lines of business to enhance their risk profiles in times of uncertainty. And that’s in line with expectations to be found in C-suites, with a further McKinsey report finding that leaders expect 50% of their companies’ revenues to come from new products, services, and businesses by 2026. In that context, entrepreneurial thinking will serve as a prerequisite for job roles of all stripes and stands as a vital trait to be added to the professional skillset.

At IE Business School, entrepreneurship has always been an integral part of our DNA. We instill this mindset in all our students, and it drives some to start their own companies, while others use it to innovate inside existing organizations, invest in fledgling business ideas, or teach and mentor the next generation of entrepreneurs. This strength has been recognized internationally. In the Financial Times MBA 2022 survey, **IE Business School was ranked number one in Europe and fourth in the world for entrepreneurship teaching** - one spot behind MIT Sloan and one ahead of Berkley.

PURPOSE MATTERS FOR INDIVIDUALS, COMPANIES AND SOCIETIES

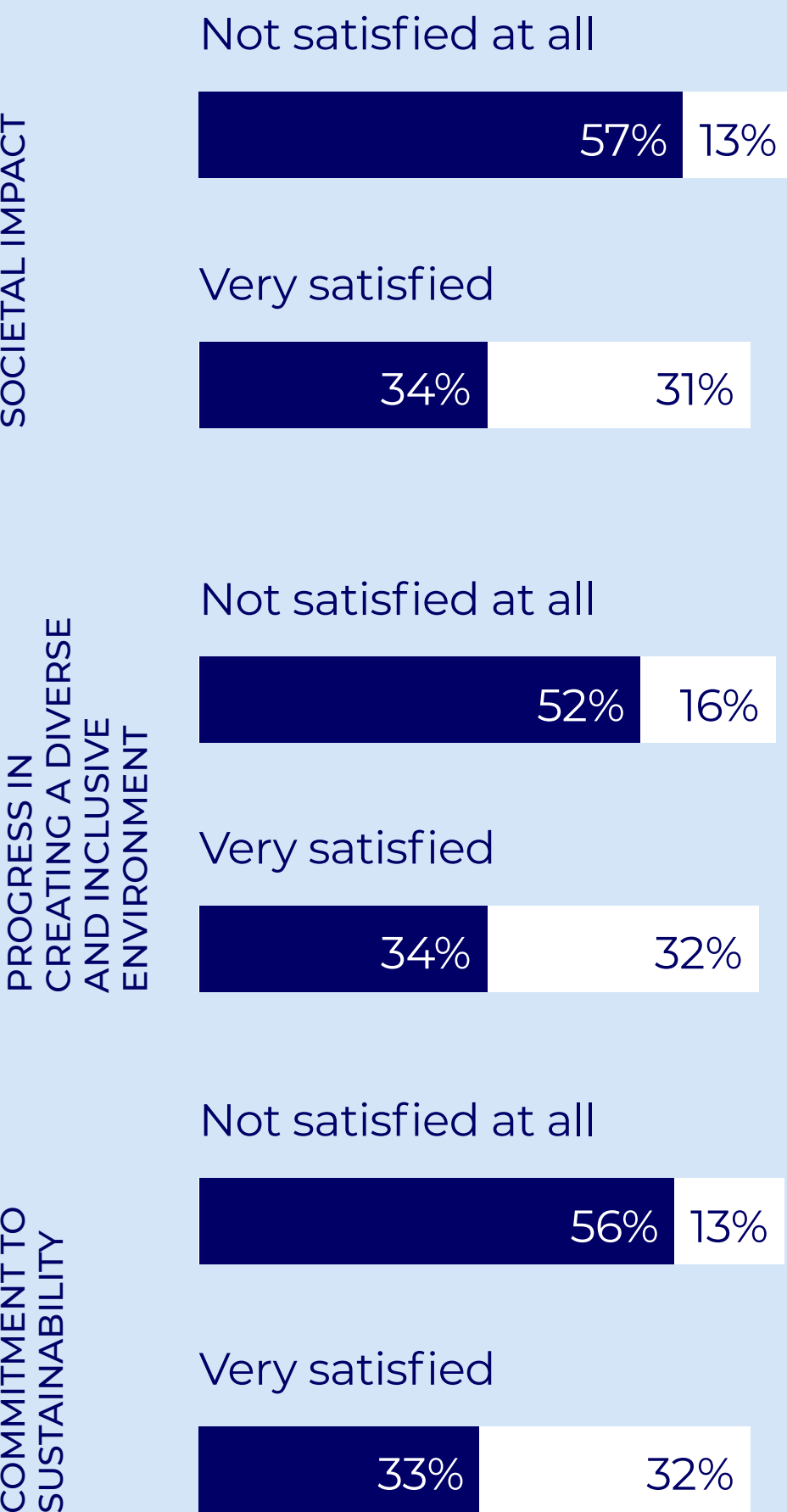
→
Source:
Deloitte
Global
2022 Gen
Z and
Millennial
Survey

Helping students define, refine, and align their sense of purpose with their career is one of the main objectives of our Global Online MBA program. Purpose brings meaning to our professional lives, improving happiness and job satisfaction, while benefiting the societies in which we live and work. That’s why our mission at IE Business School is to create a new generation of responsible and successful business professionals working to forge a better world. As work-life integration moves to the fore, both employers and employees are increasingly recognizing the value of finding meaning in what we do. According to Harvard Business Review research, 89% of business leaders said a strong sense of collective purpose drives employee satisfaction, while 86% of Gen Zs and 89% of Millennials surveyed for Deloitte’s 2024 Gen Z and Millennial report agreed finding purpose in work is important for satisfaction and wellbeing.

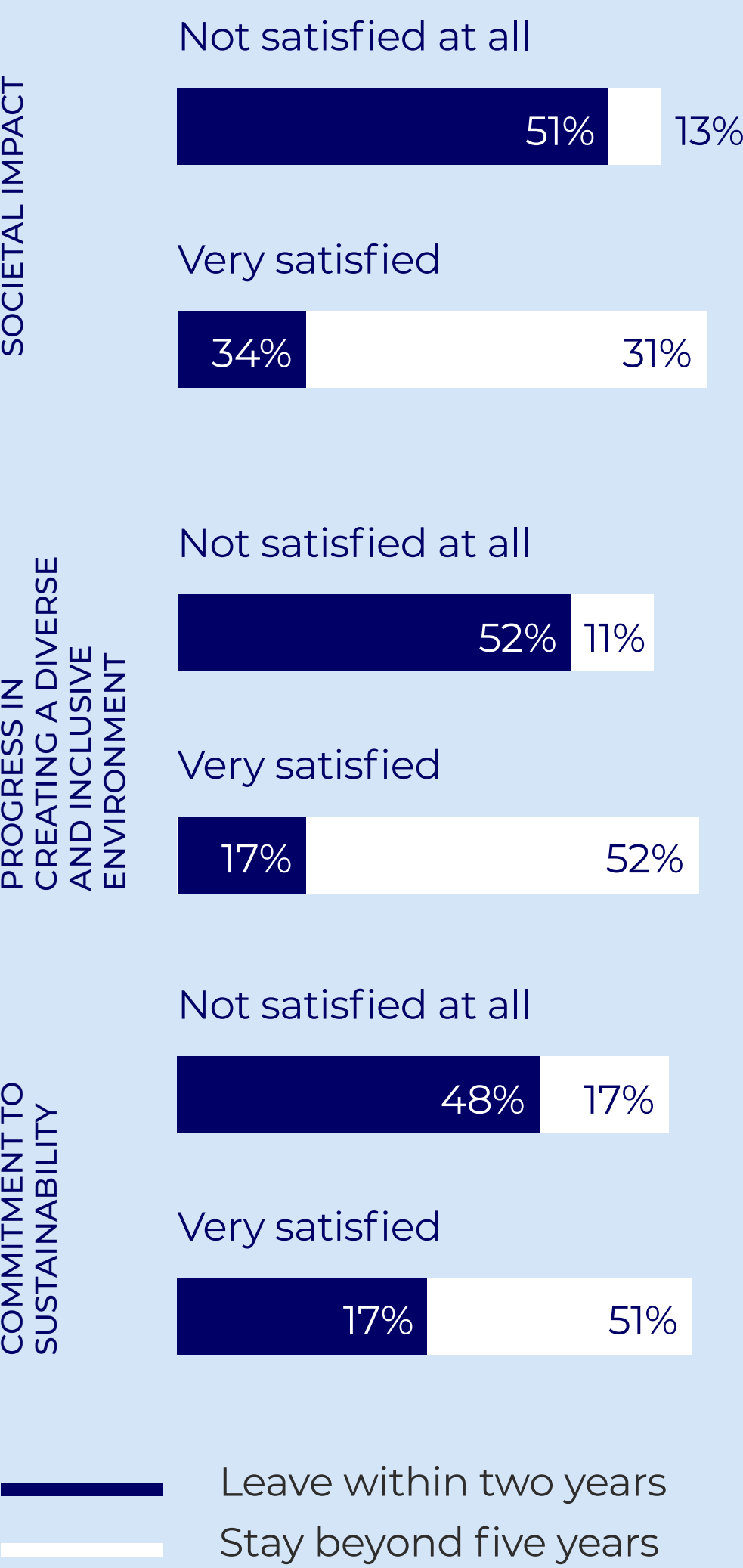
And for today’s professionals, these are more than just words. The same survey found that younger workers are willing to turn down roles and assignments that don’t align with their values, with more than 40% of both cohorts saying they had rejected a project or employer on the basis of their personal beliefs and ethics. And companies seem to be evolving in response to these dynamics: more than 80%

If you want to develop within a company, value alignment is key

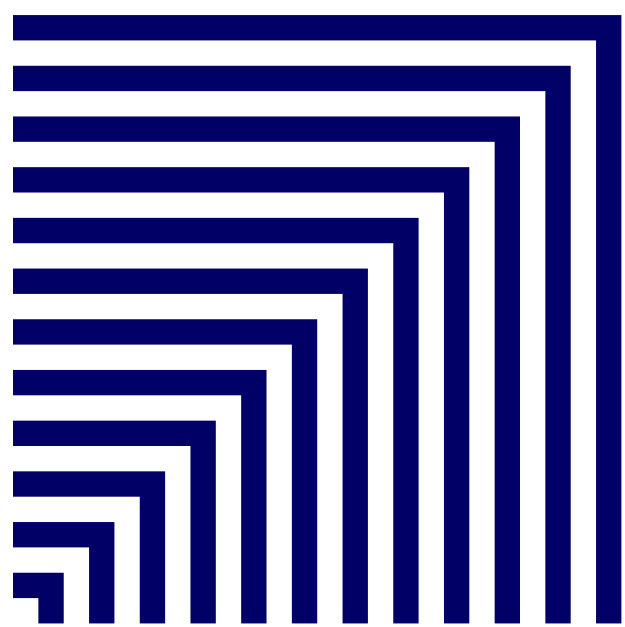
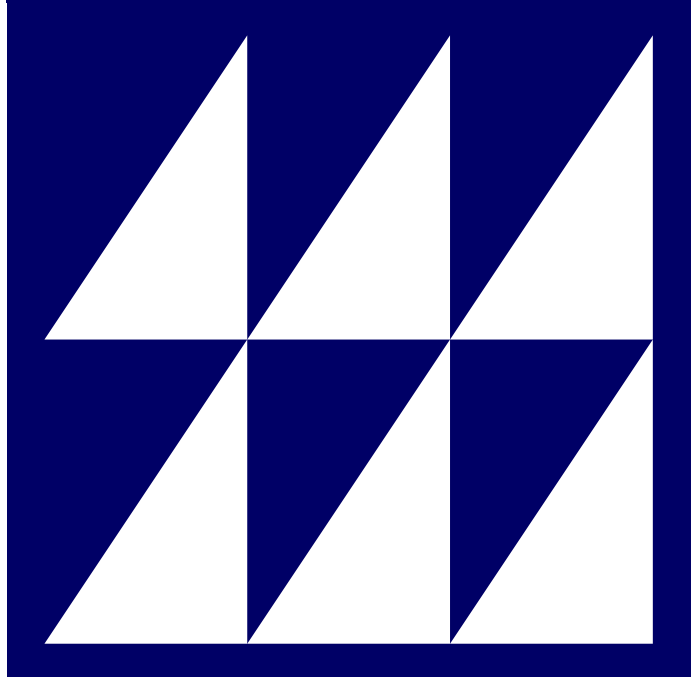
Gen Zs’ satisfaction on the following efforts of their organization and its impact on their loyalty



Millennials’ satisfaction on the following efforts of their organization and its impact on their loyalty

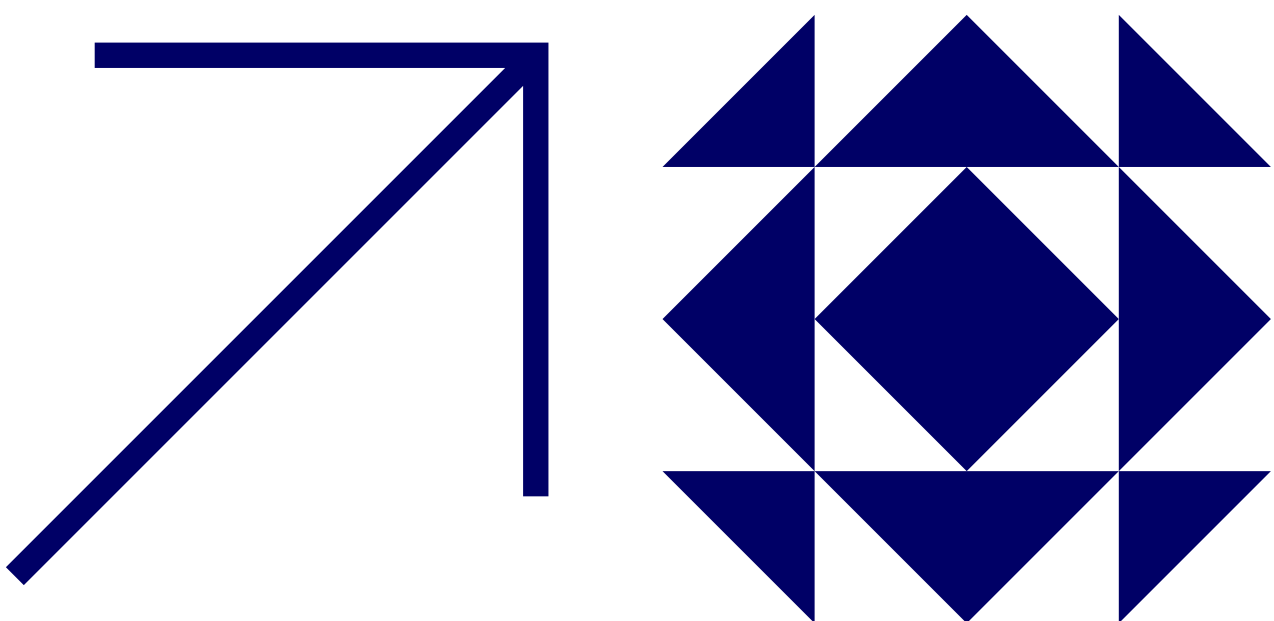


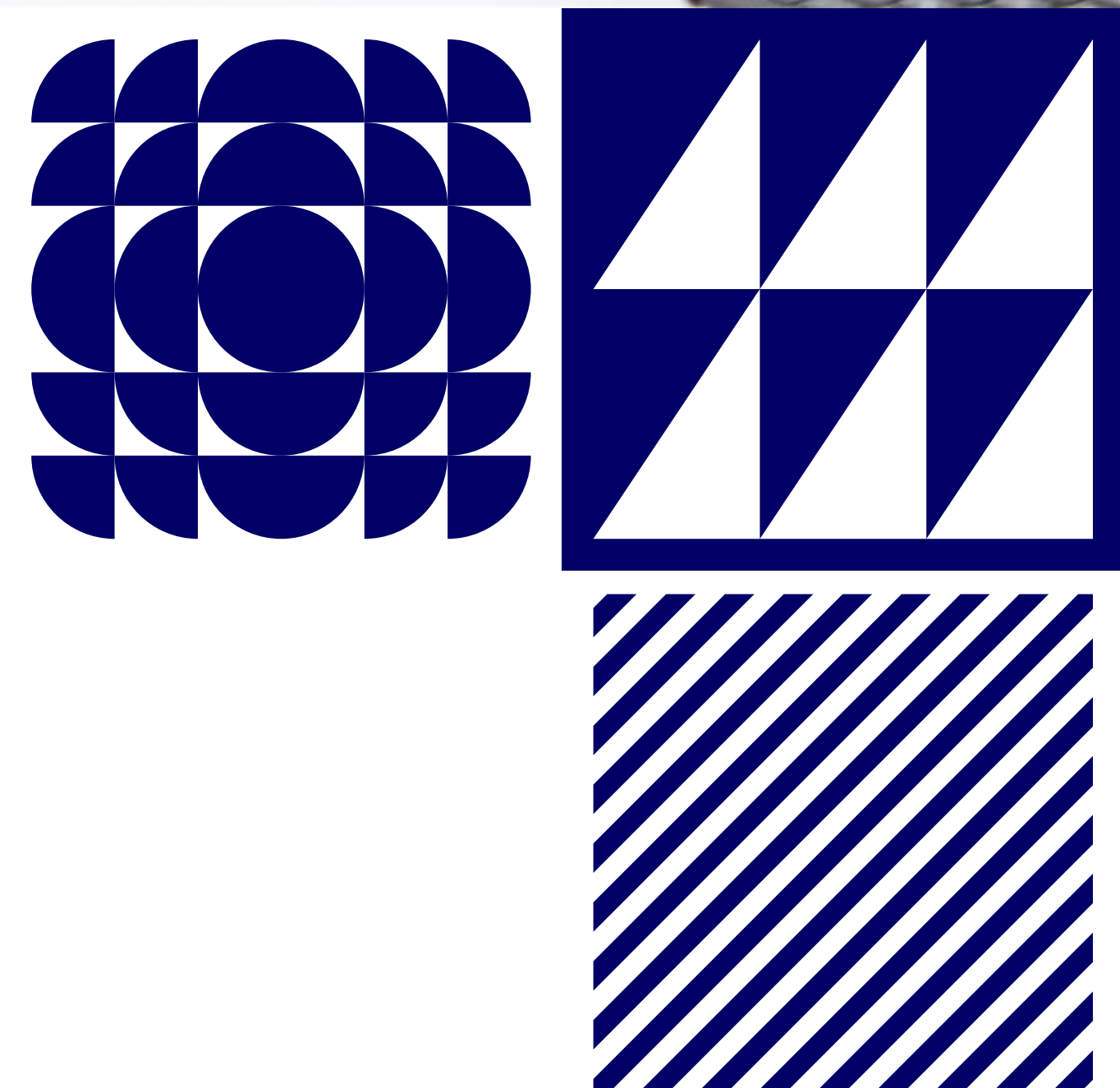
of millennials and Gen Zs surveyed said their current job gave them a sense of purpose, with over 70% satisfied that their employers' values and purpose align with their own. For businesses, this is crucial for encouraging loyalty. Employees who are very satisfied with how their workplaces deal with societal impact, diversity, and sustainability are much more likely to stay with the same employer for more than five years.



EMERGING TECH: SUPPORT RATHER THAN REPLACEMENT... SO FAR

The **launch of OpenAI's ChatGPT** at the end of 2022 took the world by storm. Initial reactions varied widely, from hopes for instant productivity gains to fears about AI replacing skilled workers. The ensuing eighteen months have seen further advancements and applications of the technology accompanied by a tempering of expectations and hype. The limitations have become clear, chiefly that AI's ability to 'hallucinate' means it sometimes provides information that is flat-out wrong – a significant obstacle to those much-sought productivity gains. McDonald's recently made global news when it announced it was ending a trial of AI-powered drive-through ordering due to unreliability. That unreliability may also





be a factor in the findings of a recent survey by Reuters Institute and Oxford University that very few people are using AI products regularly – just 1% of respondents in Japan, 2% in the UK and France, and 7% in the US.

Nonetheless, both the evolution and proliferation of the technology continues at pace. From Microsoft’s Windows integration of Copilot to Apple’s recently announced deal to bring ChatGPT to the iPhone, there seems little doubt that AI will play a significant role in the way we live and work going forward. The same Reuters survey found that “most of the public expect generative AI to have a large impact on every sector of society in the next five years.” But how will those effects be felt?

A 2022 US White House report concluded that although technology’s potential to automate jobs has received widespread attention, it also augments work and is an important driver of new job creation. Harnessed properly, that should be where the greatest benefits of AI lie, with the consequence being that humans are needed more than ever – especially those who know how to leverage technology effectively. PwC’s 2024 Workforce Hopes and Fears Survey found that more than **70% of employees believed generative AI would be beneficial to their work, creating opportunities to learn new skills and be more creative.** At IE Business School, we’ve long understood the importance of developing a digital-first mindset. That’s why we focus on ensuring our graduates emerge as professionals ready to make technology work for them, equipped with the cutting-edge skills that will keep them ahead of the curve for decades to come.



CHATGPT'S ADVICE FOR ASPIRING MBA STUDENTS WONDERING HOW AI COULD AFFECT THEIR CAREERS

Written by ChatGPT

AI is not replacing jobs but rather changing the way they are performed. As an aspiring MBA student, you should focus on developing skills that are difficult to automate, such as creativity, critical thinking, and emotional intelligence. Additionally, you should stay informed about the latest developments in AI and its potential applications in your

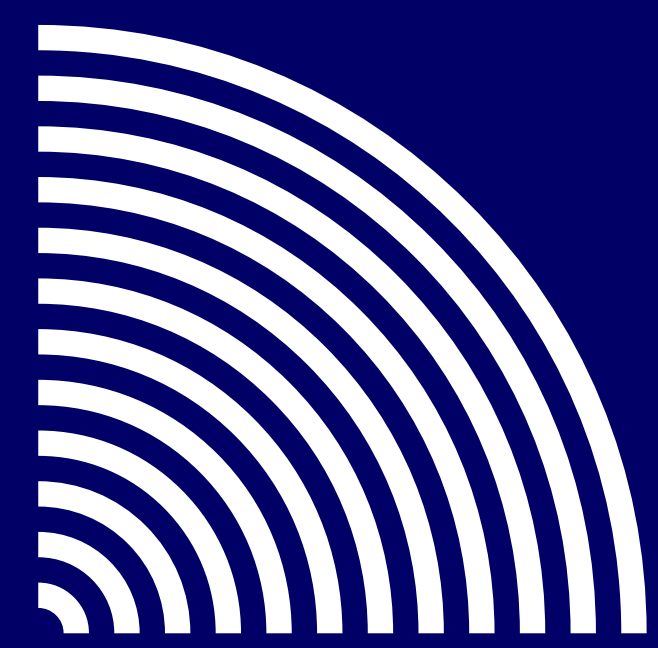
field and be prepared to lead teams that work with AI. It's also important to develop a growth mindset and be open to learning new skills and adapting to new technologies. This can be achieved through continuous learning, and seeking out opportunities to work on projects that involve AI.

As a future leader, you should also be prepared to navigate the ethical and societal implications of AI and technology and to make informed decisions that benefit both the organization and society as a whole. In a world marked by improving AI and technology, leaders who can bridge the gap between business and technology and lead with a vision that takes into account the long-term impact of their decisions will be in high demand.



02

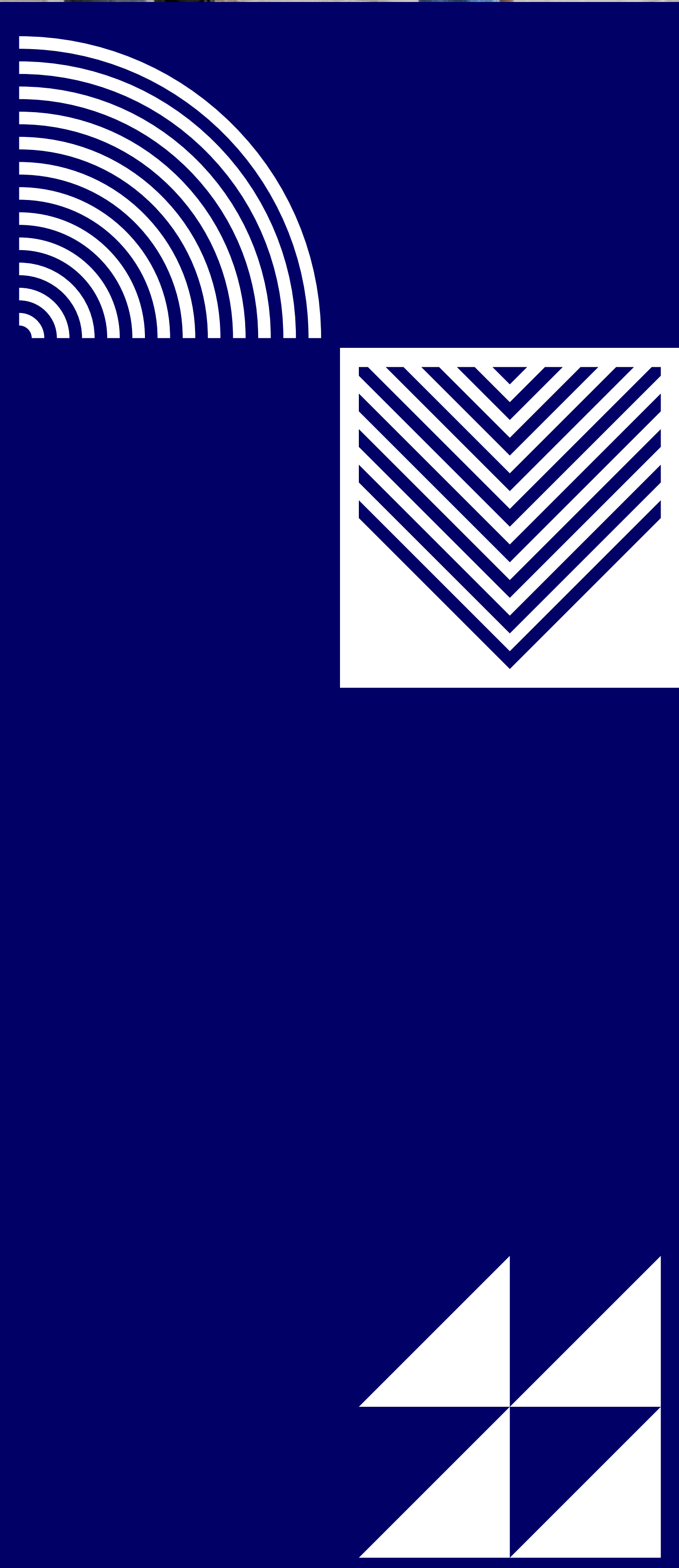
OUR GLOBAL MBA ALUMNI IN THE WORLD OF WORK





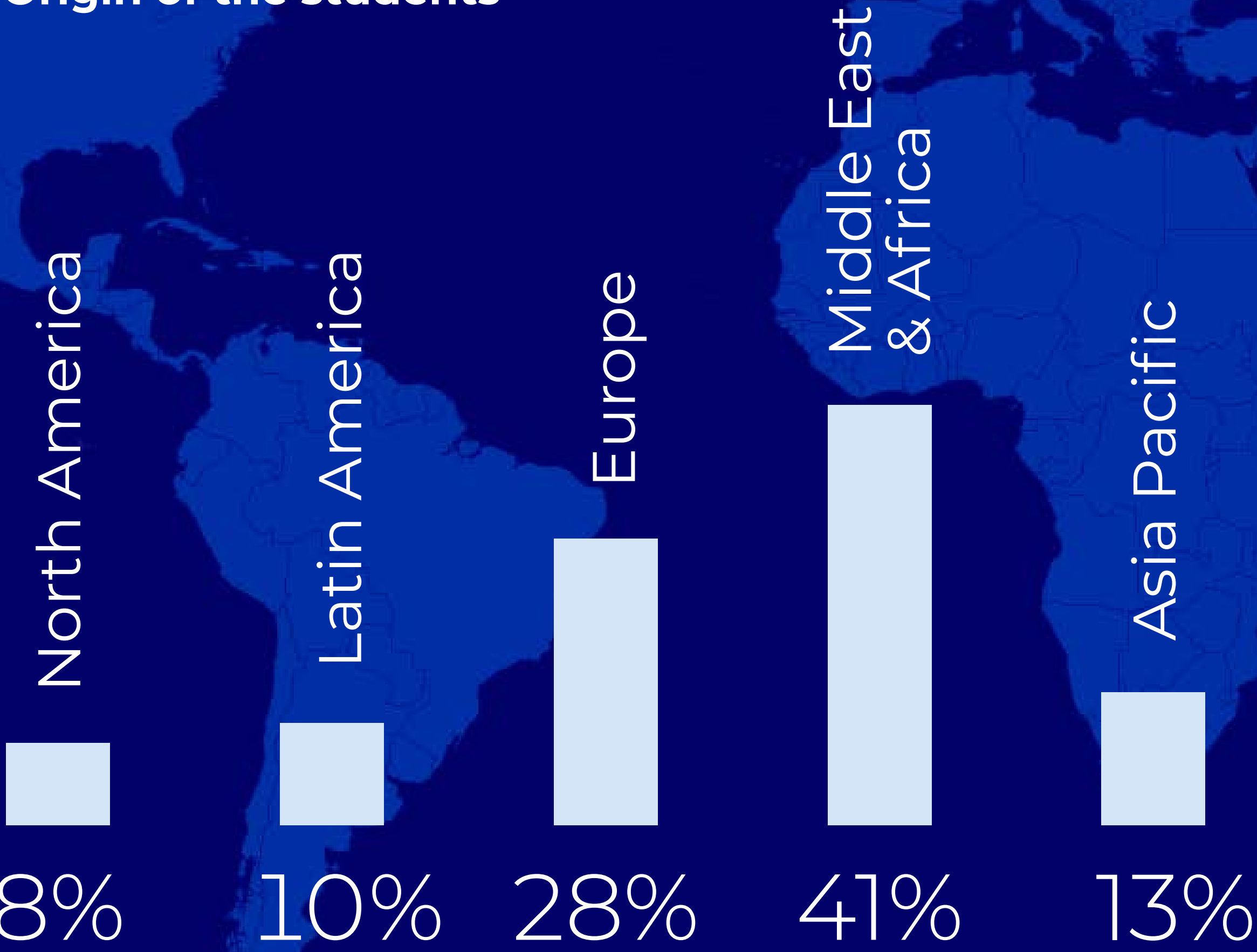
To offer a full perspective of the career outcomes of our Global Online MBA, we have examined data from several intakes that represents the diversity of our alumni.

This helps us have a broader view of where our alumni are positioned in the world of work and gives a stable perspective that stands the test of economic, job market or societal challenges.

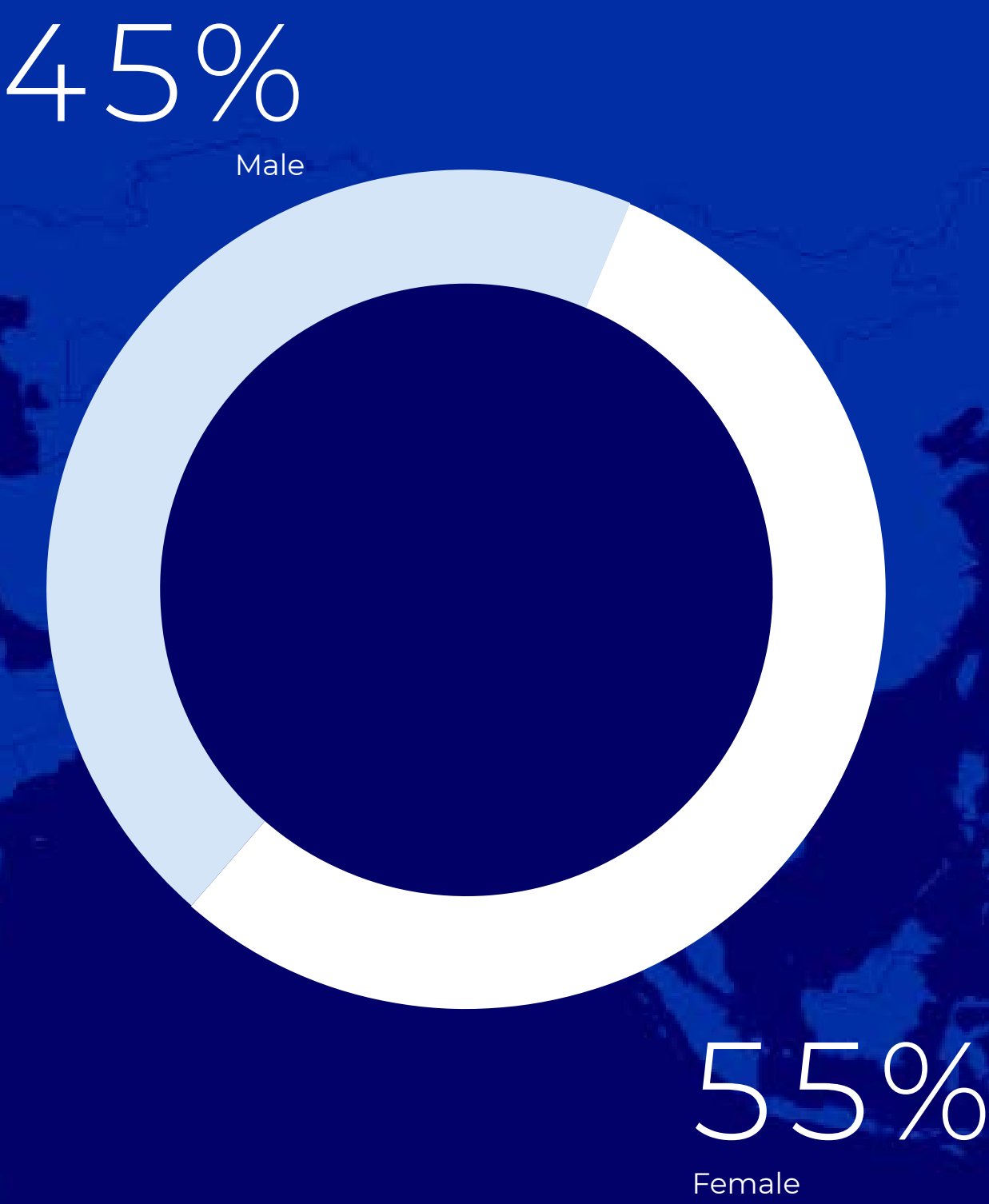


Our Global Online MBA students profile

Origin of the students

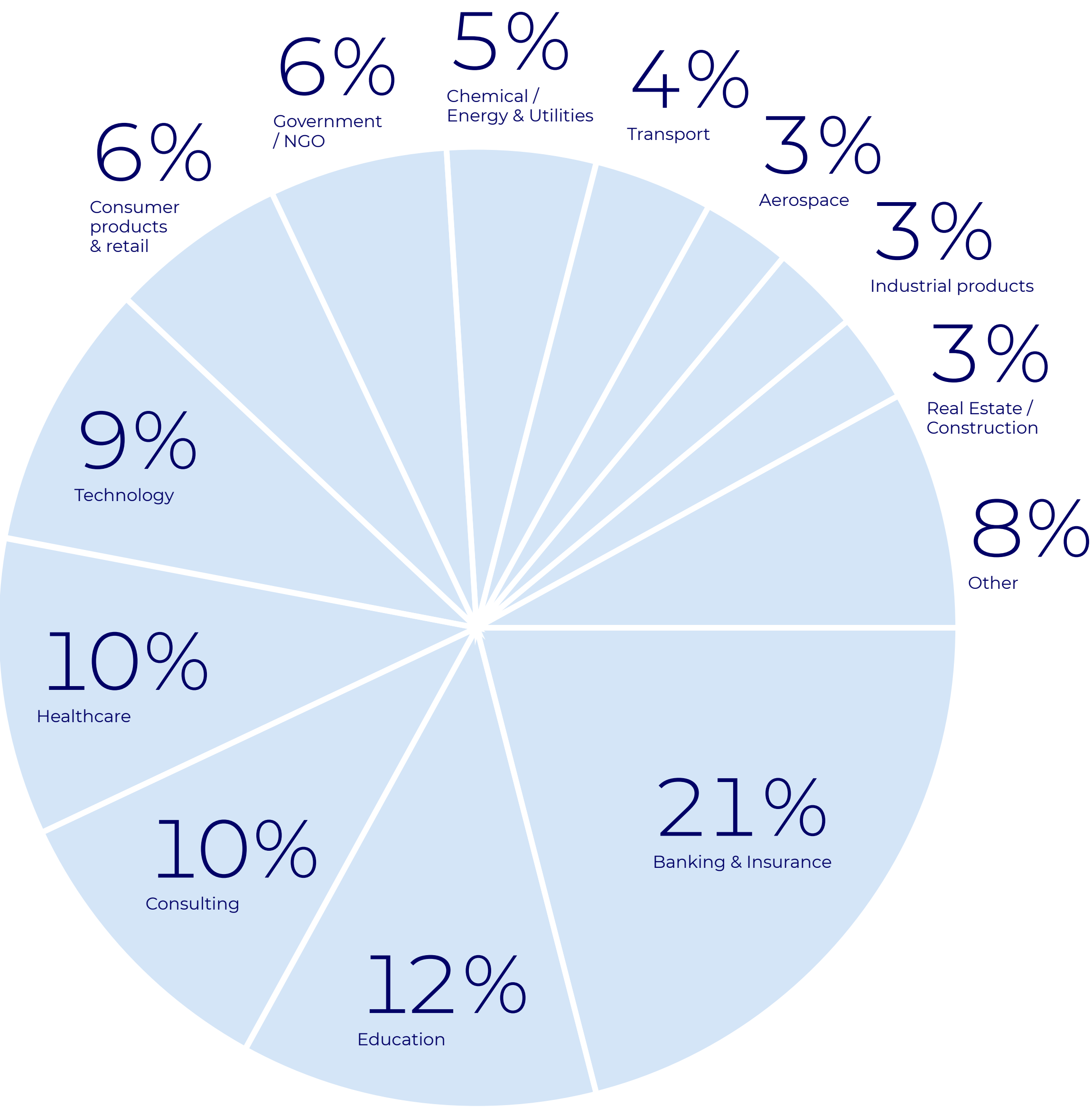


Gender



89%
International Students

Employment by sector



38
Nationalities

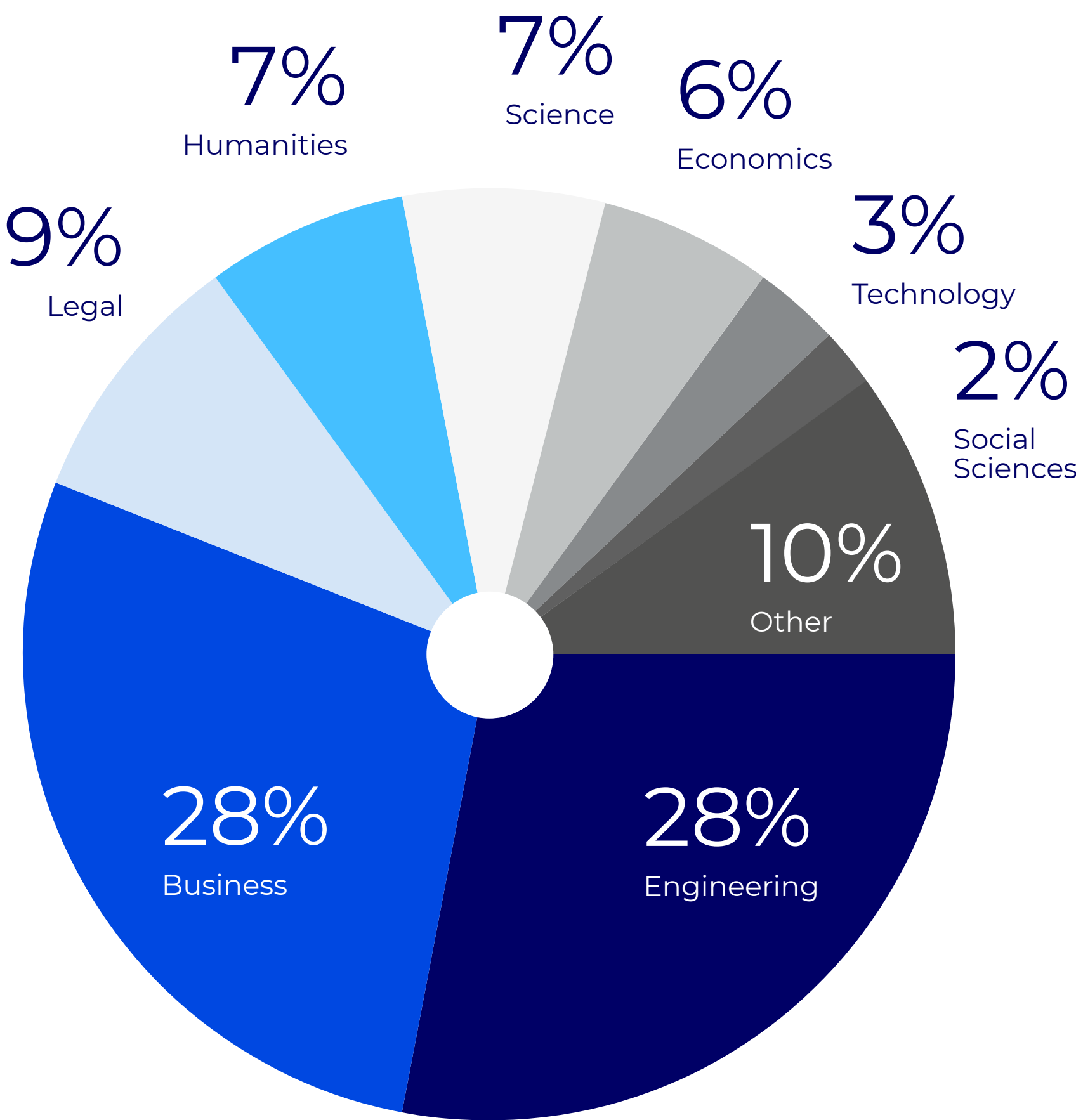
78
Nationalities on campus

31 YEARS
Average age

8 YEARS
Average work experience



Academic background



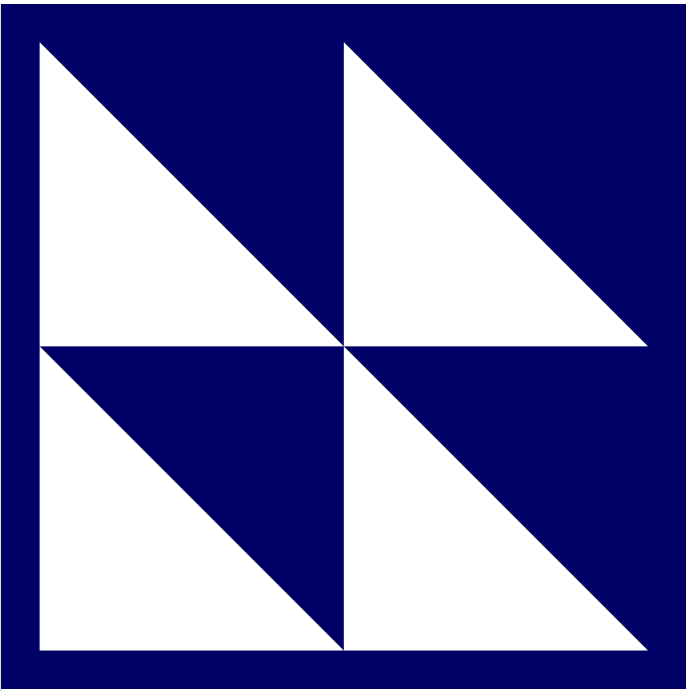
Employment by sector

INDUSTRY	AVERAGE ANNUAL BASE (PPP adjusted)
Consulting	171.546,27
Technology	140.259,14
Finance	144.336,49
Industrial	121.880,45
Healthcare	148.164,45
Consumer, Luxury and Retail	126.782,22
International Development + Social Impact	102.750,50
Marketing & Communications	128.859,57
Hospitality and Leisure	109.573,89
Legal Services	198.879,48

We know that our Global Online MBA participants come from different roles and industries. Many even pivot to new paths by the time they graduate. Here’s an overview of what past intakes have achieved professionally since earning their Global Online MBA.

All salaries shown are annual figures reported by Global Online MBA Alumni from the Spring 2019, Fall 2019, Fall 2020, and Spring 2021 intakes.

Salaries are converted into USD and PPP adjusted.



Top Employers

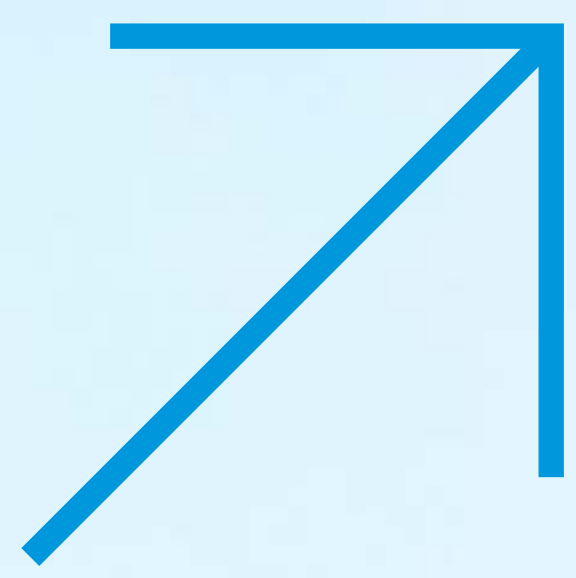
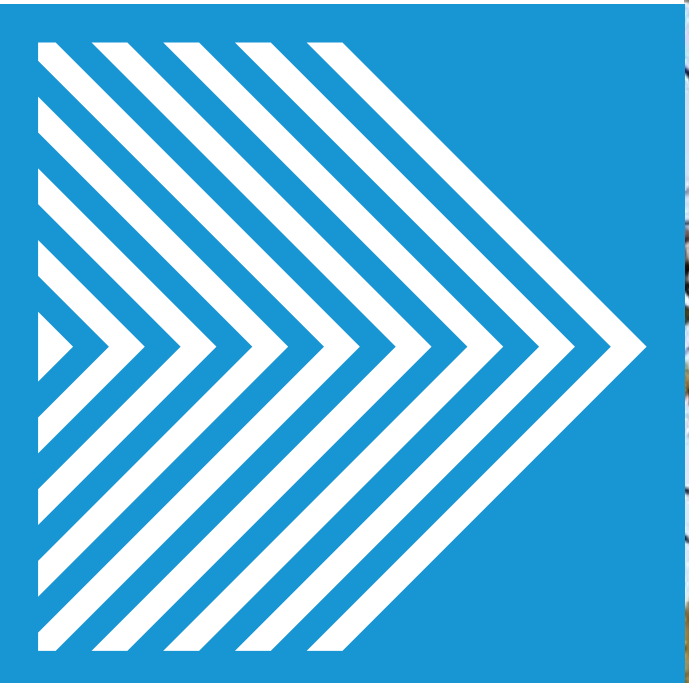
<h1>Top Employers</h1>				
				
				
				
				
				
				
				
				
				
				
				
				
				
				
				



03

YOUR
SUCCESS,
OUR
PURPOSE





IE Business School is considered one of the world's leading schools by international journals such as Bloomberg Businessweek, Financial Times, The Economist, and The Wall Street Journal, and by international companies actively recruiting our graduates.





WE'RE HERE TO HELP YOU KICK START YOUR CAREER

Our Talent & Careers Department's mission is to guide and empower our community of students and alumni in their career journey. Our Career Discovery Advisors help you unlock your potential through unique self-assessment tools and methodologies. Our industry experts explore with you market trends and professional paths that align with your profile and aspirations. Our team works closely with more than 2,000 recruiting partners, with the constant aim to match and connect directly the right talent with the right need.

OUR EVENTS

The incredible variety of our events allows students to engage with companies at a whole other level. In 2021, we hosted more than 282 virtual and physical events with recruiting partners.

Company
Presentations

Interviews and
Assessment Centers

Business
Competitions

Panels

Workshops

Conferences

Networking activities
with IE clubs

Webinars

Livestreams



Make the most of it

During your time at IE Business School, you will meet with us throughout career education workshops and events, designed to help students land the job that's best for them. Reach out to our dedicated Careers Team and we will assist you in defining your very own career strategy. On the IE Career Portal, find a curated collection of resources and access exclusive job offers.

Visiting companies

In the 2021/2022 academic year we welcomed +300 recruiting partners on our on-campus facilities, including:

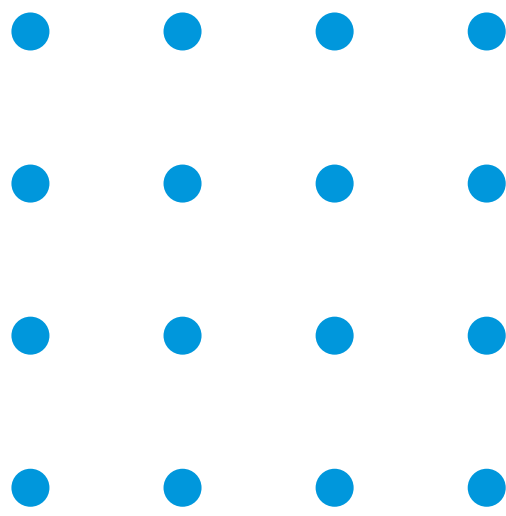
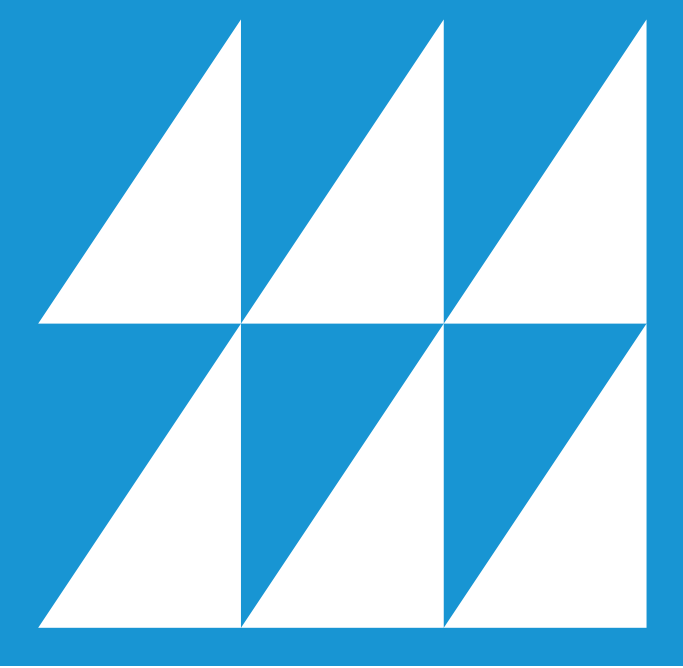
2,100

RECRUITING
PARTNERS
GLOBALLY

12,000

JOB
OPPORTUNITIES

IE Career Portal



Technology



Financial Services



Consulting



Pharma



FMCG / Luxury / Retail



Industrial / Energy



International Development



Real Estate



