



EMBA '21

Employment
Statistics

As one of the top EMBA programmes in the world, INSEAD's Executive MBA participants go through a rigorous all-round transformation process that redefines their leadership skills as well as their career aspirations. The career aspirations can be acceleration to a higher role in their organisation, transition to a new geography, functional area or industry, transition to entrepreneurship or just exploration of a variety of options. As you will see in the report, there are a variety of outcomes, because EMBA's have varied aspirations.

In this report, we surveyed the GEMBA and TIEMBA classes of 2021. We had 164 responses across GEMBA Asia, GEMBA Europe, GEMBA Middle East and TIEMBA. Of the 164 respondents, 68% of our executive MBA alumni changed employer and 74% of them secured a higher position. Also, 11% have created or returned to their own companies, pursuing the entrepreneurial path. We are happy to report that 55% of participants changed one, two or three dimensions (sector, function or geography). These results confirm that EMBA's are able to accelerate their careers, transition to a related role, explore radical career shifts and start their own companies!

From internal accelerators and career switchers to aspiring entrepreneurs, the INSEAD Executive MBA participants are truly diverse with varied aspirations. Each class has an unparalleled diversity of nationalities and business backgrounds that is reflected in the career paths our graduates follow. What they all have in common, though, is their strong desire to take action towards making their dream a reality.

"Without action, the world would still be an idea." --Georges Doriot, INSEAD Founder

We welcome you to our third Employment Statistics report representing the class of EMBA '21.



Larry Medina
Head of Career Coaching & Education

Class Profile

GEMBA
TIEMBA



230
31
Participants



31%
36%
Women



38 years
37 years
Average Age



14 years
12 years
Average work experience



63
12
Nationalities

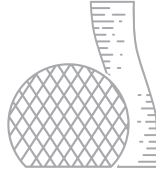
Survey Participants (response rate: 63%)



66
GEMBA
Europe



51
GEMBA
Asia



36
GEMBA
Middle-East



11
TIEMBA

164
Total

Career Destinations



Half of our INSEAD EMBA graduates work in TMT, Financial Services and in the Manufacturing/Conglomerates sectors.

TMT	21%
Financial Services	17%
Manufacturing/Conglomerates	13%
Healthcare	13%
Consulting	9%
Energy	6%
Retail, Consumer & Luxury Goods	6%
Transportation	4%
Public Sector & Impact Economy	4%
Primary Industry	3%
Corporate Services*	3%
Education	2%
Travel & Hospitality	1%

*Corporate services include Alternative Dispute Resolution, Business Supplies and Equipment, Civil Engineering, Environmental Services, Executive Search, HR, Law Practice, Legal Services, Security and Investigations.

Top Functions



28%
General Management



14%
Sales & Marketing



11%
Finance



10%
Business Development &
Corporate Planning



8%
Consulting

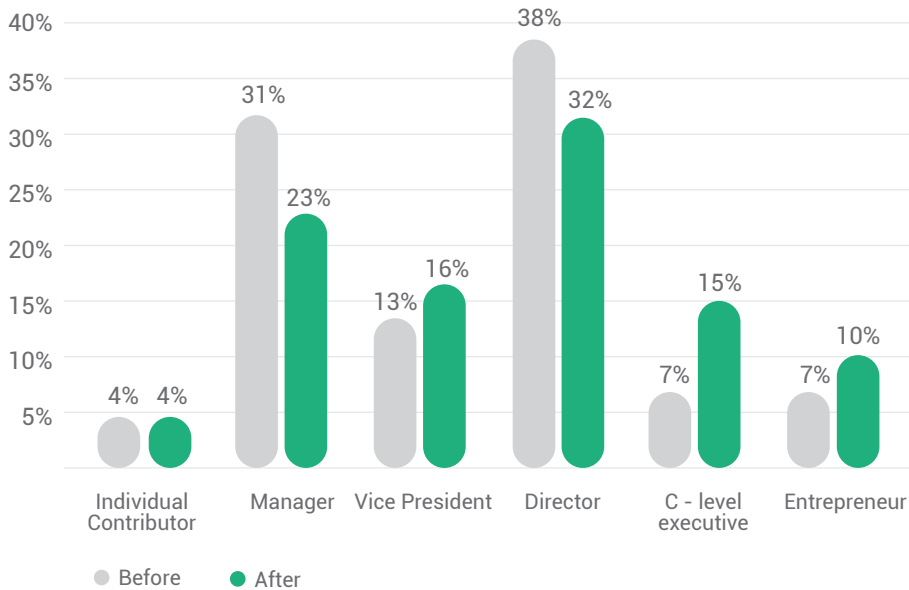


6%
IT



5%
Project
Management

Change in Professional Status



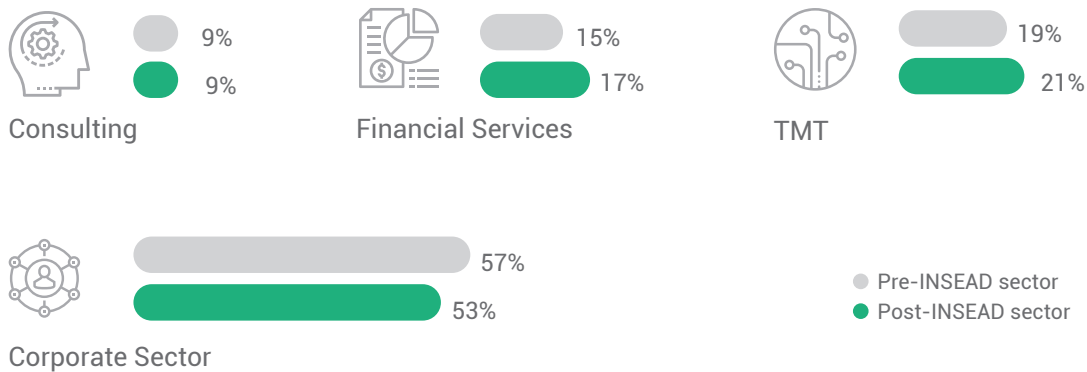
82% of participants joining INSEAD for the Executive MBA programme were Managers, Vice-Presidents or Directors.

18 months post-graduation, the number of Individual Contributors, Managers and Vice-Presidents decreased by 5% as graduates progressed to more senior positions (Director, C-Level). The number of C-level Executives doubled and the number of Entrepreneurs increased by almost 50%.

Sector Transitions

The majority of graduates are currently working in the corporate sector (53%) and a total of 9 graduates had declared that they created their own ventures.

21% of the EMBA alumni joined a different sector post-graduation.



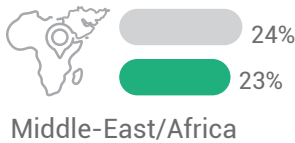
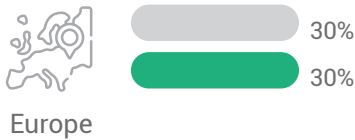
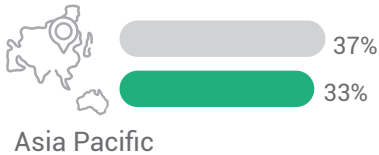
“ Since completing my EMBA I have started my own family office which currently owns and operates 3 businesses. Previously, I was not able to figure out how to achieve this. ”

Latif Jamani

A change of Scenery

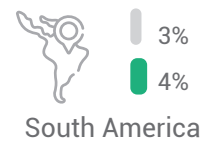
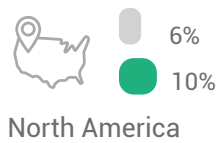
Geographical change

25% of the EMBA graduates pursued their career in a different country.
 18% of the candidates from the Middle-East/Africa moved to Europe and North America and
 8% of the students from Asia Pacific moved to Europe and the Middle-East.



“The programme expanded my thinking and the INSEAD brand gave me deeper credibility. I was introduced to my current employer by a classmate from another cohort.”

— Darius Johnson



● Previous
 ● Current

Top Locations

The most popular destinations where INSEAD EMBA graduates pursued their careers were Singapore, UAE, France, and the USA.

Half of the EMBA graduates currently working in the USA were working in a different country before joining INSEAD. This percentage was 16% for France, 11% for Singapore and 9% for the UAE.

Locations	Pre-INSEAD	Post-INSEAD
Singapore	25%	23%
UAE	15%	14%
France	12%	12%
USA	5%	8%
United Kingdom	4%	3%
China	3%	3%
Russia	3%	2%
The Netherlands	3%	1%
Germany	2%	3%
Switzerland	2%	3%

Compensation Trends

When comparing the pre-programme compensation packages to the current reported ones, we see several increases that are driven by the career switches of EMBA graduates. The below data is based upon 114 self-reported salaries across different location, sectors and geographies.



Average performance bonus increase

+53%



Average overall compensation increase

+37%



Average base salary increase

+31%

Compensation Trends per Region (USD)

Region	Number of Salaries	Range	Mean	Median	Median Performance Bonus
Asia Pacific	45	68,896 - 535,172	190,505	177,209	42,530
Middle-East/Africa	33	69,844 - 680,000	235,606	206,671	75,033
North America	14	90,000 - 560,000	280,286	270,000	83,700
Western Europe	32	67,626 - 726,035	165,683	126,546	28,983

Compensation Trends per Country (USD)

Region	Number of Salaries	Range	Mean	Median	Median Performance Bonus
Singapore	32	78,195 - 535,172	190,004	177,918	42,530
UAE	20	130,701 - 450,646	238,510	211,709	55,820
USA	12	90,000 - 560,000	291,800	270,000	92,400
France	15	67,626 - 341,061	121,213	96,609	25,000
Switzerland	5	197,075 - 726,035	310,745	-	-

Compensation Trends by Seniority (USD)

Job Category across all sectors, functions and geographies	Number of Salaries	Range	Mean	Median	Median Performance Bonus
C-level Executive	22	67,626 - 726,035	289,215	211,273	88,000
Director	50	54,101 - 535,172	193,706	193,719	42,530
Vice President	25	68,411 - 388,897	230,317	222,245	62,232
Manager	35	46,668 - 450,646	164,261	147,039	24,809
Individual Contributor	7	85,615 - 191,386	142,681	154,574	-

Important Note: salary data in the break down sub-tables are presented where at least 5 salaries were reported. All salaries are in USD.

Compensation Trends by Seniority per Region

Region	Job Category	Number of Salaries	Range	Mean	Median	Median Performance Bonus
Asia Pacific	Director	20	78,195 - 535,172	220,881	195,943	52,454
	Vice President	7	68,896 - 311,158	180,339	170,121	31,898
	Manager	11	85,060 - 265,814	153,680	131,654	24,809
Middle-East	C-level Executive	6	180,000 - 680,000	354,171	293,762	139,303
	Director	8	130,701 - 300,000	212,292	211,055	40,844
	Manager	9	144,914 - 450,646	213,784	195,000	21,784
Western Europe	Director	9	72,457 - 483,045	174,874	127,500	25,000
	Vice President	5	91,779 - 341,061	193,418	181,899	51,860
	Manager	10	72,457 - 205,364	125,970	114,809	24,152
North America	Vice President	5	250,000 - 375,600	319,173	300,100	83,700

Compensation Trends by Sector

Main Sector across all geographies	Number of Salaries	Range	Mean	Median	Median Performance Bonus
Consulting	11	113,687 - 726,635	216,092	147,039	28,422
Corporate Sector	77	46,668 - 680,000	203,721	187,842	45,186
Financial Services	25	69,448 - 450,646	200,058	184,709	88,000
TMT	27	54,101 - 535,172	208,659	191,386	42,530

Compensation Trends by Sector per Region

Main Sector	Region	Number of Salaries	Range	Mean	Median	Median Performance Bonus
Corporate Sector	Asia Pacific	22	68,896 - 311,158	168,337	157,716	23,453
	Middle-East	14	130,701 - 680,000	249,482	222,737	41,184
	North America	12	90,000 - 560,000	286,501	300,133	81,200
	Western Europe	15	72,457 - 211,574	132,419	120,761	28,983
	South America	6	46,667 - 600,000	283,391	235,782	74,819
Financial Services	Asia Pacific	8	148,856 - 356,705	205,608	184,298	35,442
	Middle East	7	196,051 - 450,646	282,916	215,438	96,609
	Western Europe	6	72,457 - 341,061	145,180	113,516	43,474
TMT	Asia Pacific	13	86,478 - 535,172	220,773	191,386	84,352

Compensation Trends by Sub-sector

Main Sector	Sub-Sector across all geographies	Number of Salaries	Range	Mean	Median	Median Performance Bonus
Consulting	Consulting	11	113,687 - 726,635	216,092	147,039	28,422
Corporate Sector	Corporate Services	5	115,931 - 290,000	206,892	222,245	48,314
	Energy	10	112,144 - 600,000	284,635	253,870	78,965
	Healthcare	17	85,060 - 680,000	235,763	177,209	44,000
	Manufacturing/Conglomerates	20	68,411 - 370,000	177,601	161,167	26,776
	Retail, Consumer & Luxury Goods	7	46,668 - 299,523	157,738	143,851	43,377
	Public Sector & Impact Economy	6	78,194 - 228,727	155,831	148,680	-
	Transportation	6	205,364 - 415,000	262,243	217,250	62,231
Financial Services	Investment Banking/Banking/Sales & Trading	14	72,457 - 356,705	181,794	163,033	39,458
	Other Financial Services	6	69,844 - 326,753	255,296	251,719	95,303
TMT	Information Technology/Telecommunications	19	54,101 - 535,172	211,400	191,386	40,844

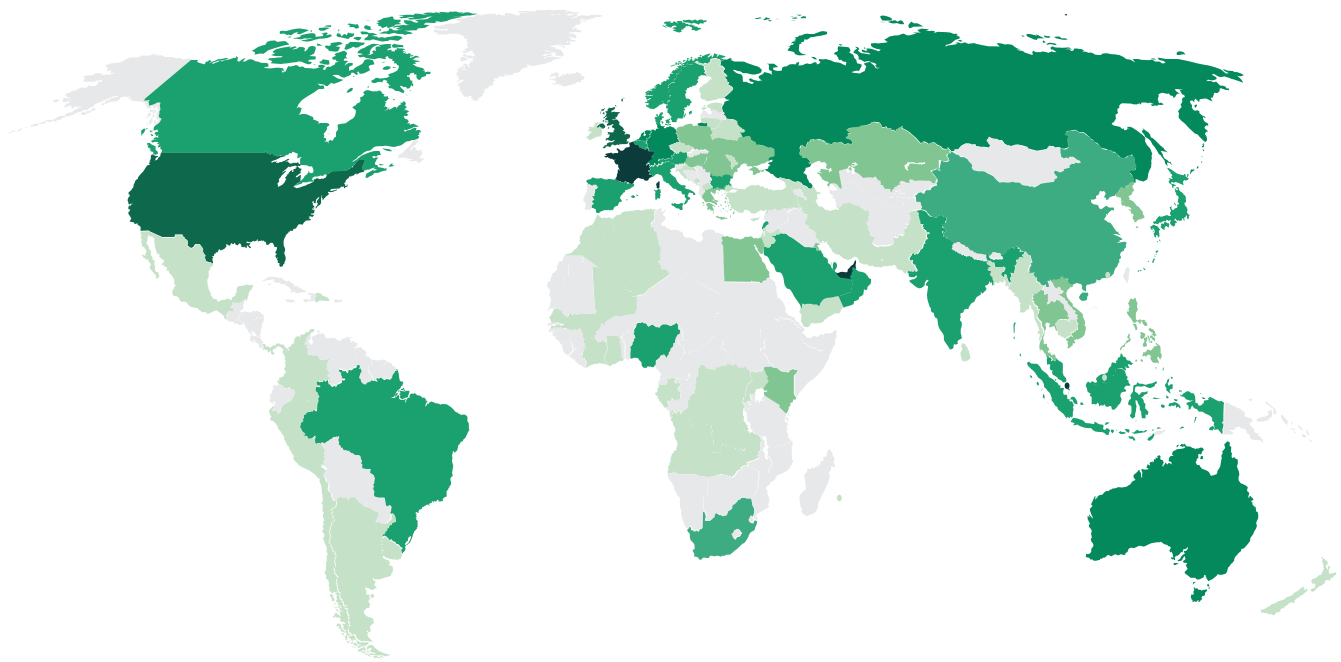
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The EMBA Alumni Network

The INSEAD Alumni Association

INSEAD has more than 65,000 alumni in more than 180 countries, 169 nationalities' and the INSEAD Alumni Association is a highly active network with 49 individual National Alumni Associations (NAAs) running regular events. It is one of the most globally distributed alumni associations in existence, which means that you will have INSEAD contacts wherever you travel in the world.

GEMBA Alumni across the world



Number of Alumni ■ >200 ■ >100 ■ >50 ■ >10 ■ >5 ■ <5

Total of 2,353 Global Executive MBA alumni

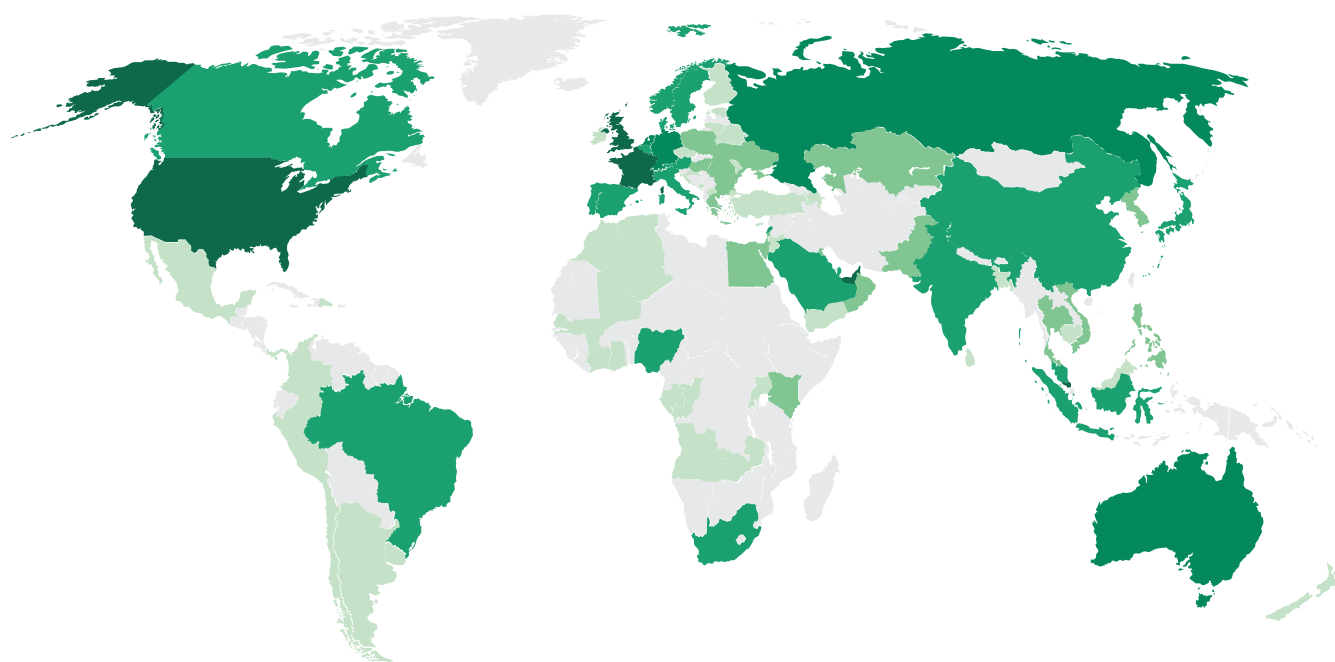
“ My classmate invited me to join his team in Abu Dhabi. That is how I made a career change and commuted to a new region. ”

Alex Zhuravlev

The Tsinghua Alumni Association

Tsinghua has more than 170,000 alumni, who are supported through a vast network with organised groups in more than 100 Chinese cities and more than 30 countries. The strength of this community derives from the strong sense of belonging to Tsinghua, an institution that has a unique position in Chinese society and global prestige.

TIEMBA Alumni across the world



Number of Alumni ■ >100 ■ >50 ■ >10 ■ >5 ■ <5

Total of 487 Tsinghua-INSEAD Executive MBA alumni

“As my GEMBA journey began, I was a regional manager for an engineering practice. I firstly made a transition to Digital Transformation leadership in Financial Services and then to the public sector at an executive level. Each transition has been a result of leveraging previous experience, on the basis that I have demonstrated highly transferable skills.”

Andrew Moraes

INSEAD: Four Global Locations



Fontainebleau
Europe Campus



Singapore
Asia Campus



Abu Dhabi
Middle East Campus



San Francisco
Hub for Business Innovation



Tsinghua University
Main Campus, Beijing

TIEMBA: Bridging the East and West

INSEAD's modular Global Executive MBA programme (GEMBA) takes place in fully integrated campuses across three regions: Europe (France), Asia (Singapore) and the Middle East (Abu Dhabi). The GEMBA offers experienced executives an intensive 14 to 17-month fast-track to the top via one of the world's most prestigious and multicultural business schools.

The Tsinghua – INSEAD Executive MBA (TIEMBA) is a unique partnership between INSEAD, one of the world's leading business school, and Tsinghua, one of China's most prestigious universities. The programme takes place across INSEAD's three campuses in Singapore, Abu Dhabi and Fontainebleau (France), and Tsinghua's campus in Beijing.

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