



MBA Employment Report

2024-25



impact from within

Contents

'I graduated from Oxford Saïd and joined Better Society Capital (BSC) as an Investment Director – a company I first learned about through the Saïd experience. Time at Oxford Saïd gives you an incredible opportunity to interface with and learn from leaders across all kinds of sectors. You're exposed to a wide range of fields and roles you might not have known about otherwise.'



Maximillian Le Merle
MBA 2024-25

Directors report

The MBA Class of 2024–25 achieved strong employment outcomes in a global job market that remained dynamic across sectors and regions. Students approached the market with focus and resilience, with 88% transitioning sectors, functions, or geographies, demonstrating impressive career mobility across the cohort.

Employment outcomes this year show clear progress compared to the previous year. Average base salaries increased by 9.9% to £81,466, alongside improved conversion into well-compensated roles and stronger traction in higher-paying markets. Employer engagement also broadened, with a 14% increase in the employer base creating more diverse pathways and opportunities beyond traditional routes.

Sector trends reflected encouraging momentum across several industries. Financial services strengthened further, consulting recovered, and global industry roles gained momentum. Technology and impact hiring became more

targeted, reflecting a continued evolution in employer priorities and talent needs across both sectors. Entrepreneurship remained an important part of the story, with 1 in 12 students choosing to build their own ventures. This reflects both the school’s entrepreneurial culture and the confidence of the cohort to pursue independent paths.

Together, these shifts reflect a market that continues to evolve and create new opportunities. The class of 2024–25 has responded to a complex and competitive environment with determination and intent, supported by the continued commitment of our employers and alumni, whose engagement continues to create meaningful opportunities for our students globally.



James Nugent
Director of Career
Development Centre

MBA 2024-25



339

Graduating class size



97%

International students



63

Nationalities



48%

Female



6 years

Average work experience

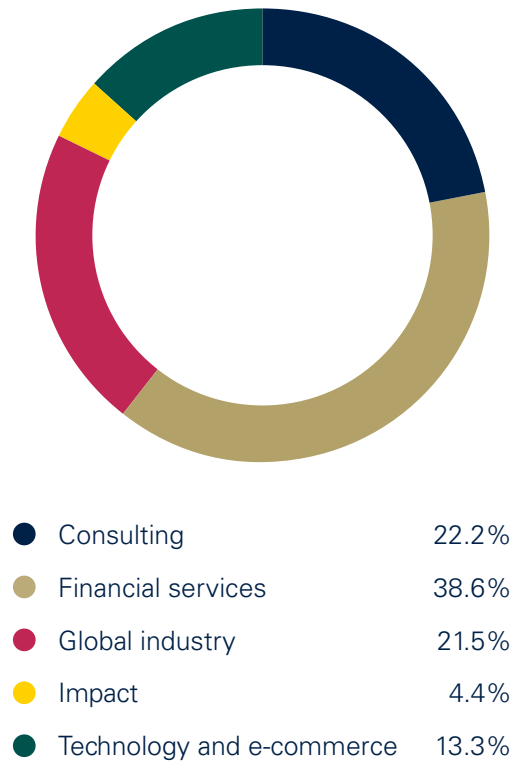


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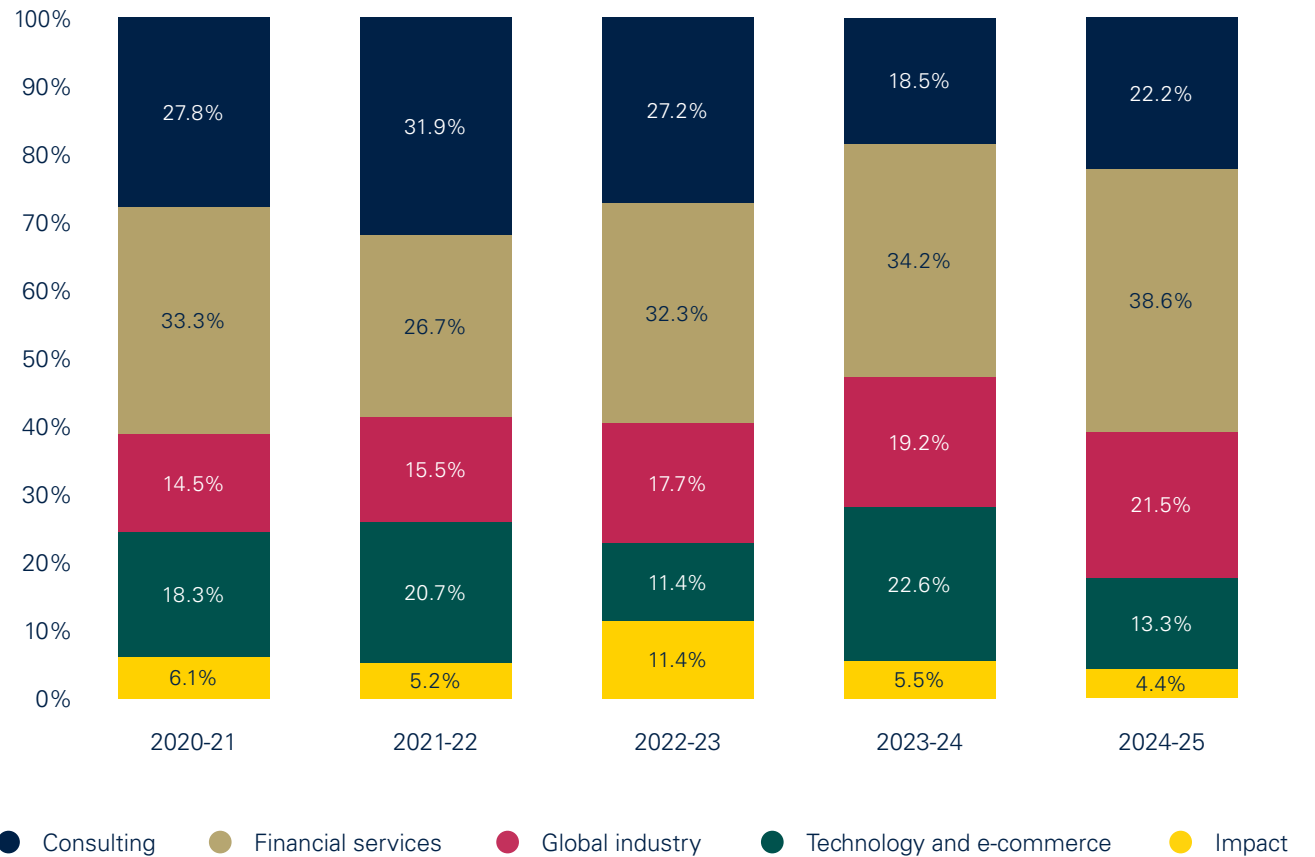
Employment sectors

MBA 2024-25 employment outcomes

Breakdown by sector



Post MBA industry sector destination over the last five years



Data represents outcomes at 90 days.

88%

switched sector,
country or function

87%

of graduates reported
their post MBA outcome

78%

of graduates seeking a
role received an offer
within 120 days

Average salary*

£81,466

Average bonus salary

£15,985

Salary reporting rate

94%

Reporting statistics*

- 75% of graduates seeking a role received an offer within 90 days
- 27% increase in role destinations with graduates accepting new roles across 61 cities
- 22.7% of graduates who reported their current status told us they were not seeking employment due to continuing education, were company sponsored, postponing their job search, starting a business, or not seeking for other reasons

*Data represents outcomes at 90 days.



Switchers by industry*

Pre MBA

Post MBA

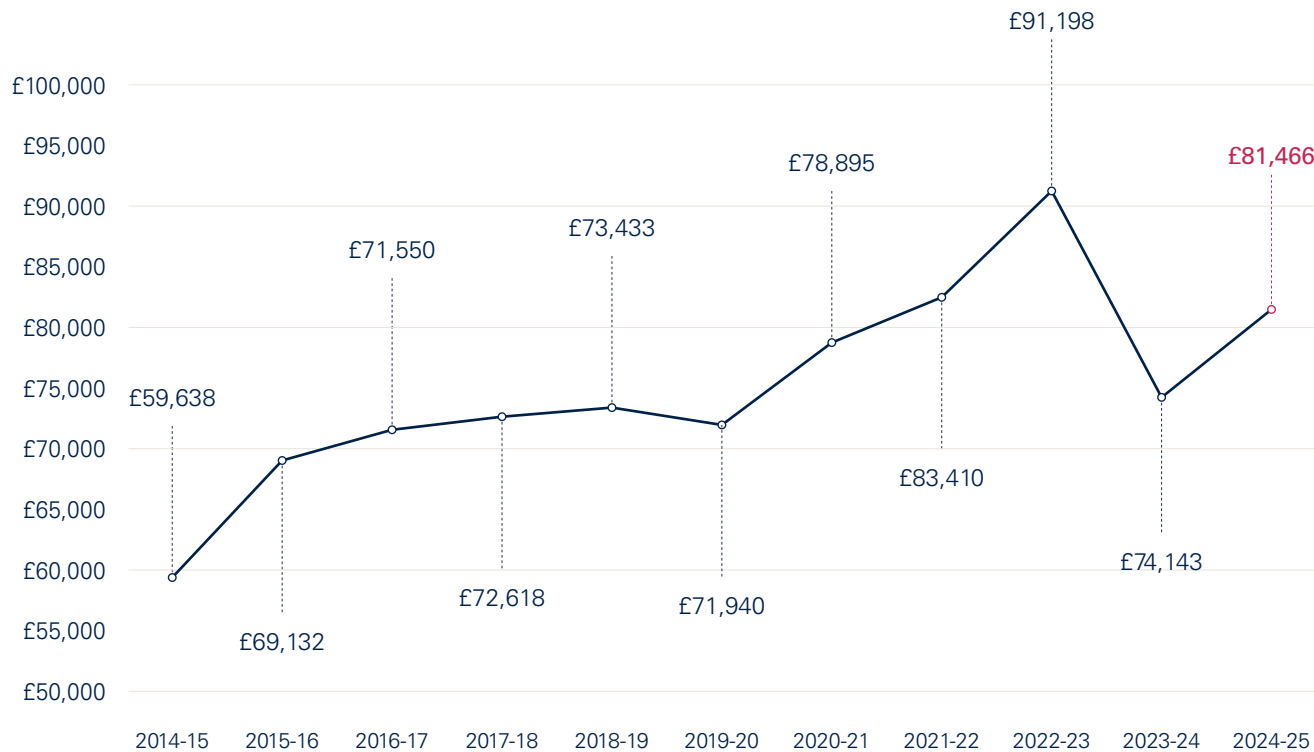


*Data represents outcomes at 90 days.

Average base salary 2015-2025

Viewed over the full decade, average salaries demonstrate a clear pattern of sustained long-term growth, shaped by periods of market expansion, recalibration, and recovery. While annual fluctuations reflect broader economic conditions and shifts in sectoral or geographic distribution, the overall trajectory indicates strengthened earning potential and enduring market value over time.

Average base salary of MBA graduates securing new roles (2015–2025)



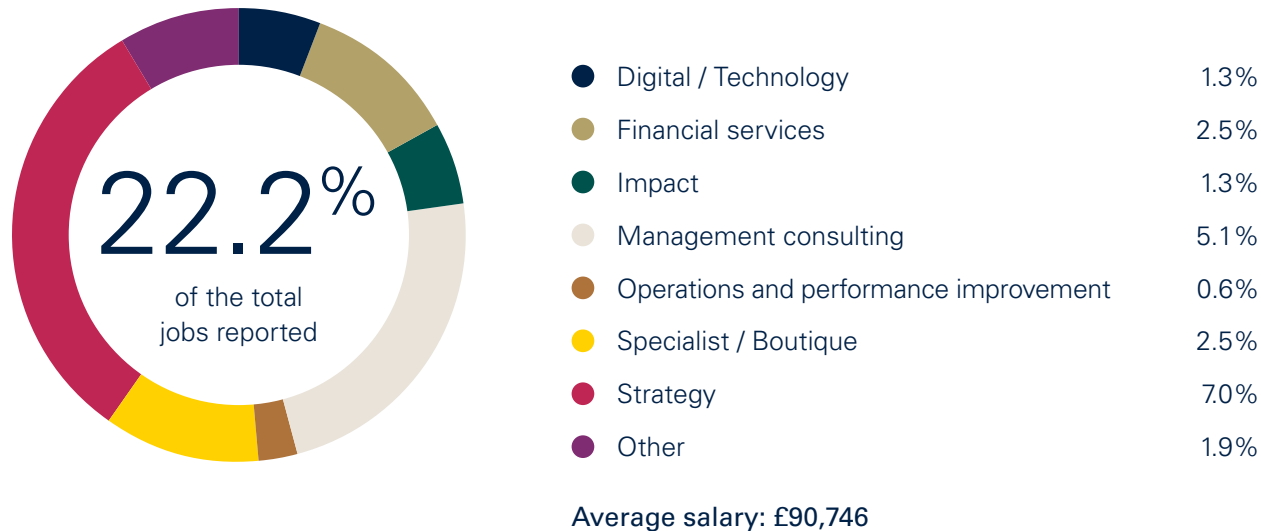
‘Oxford supported my journey not just through the academic programme, but through the people, resources, and environment that shaped how I approached my next steps. The Career Development Centre was a key part of that. What stood out was the time they invested, the ideas they offered and the doors they helped open. It felt like a genuine, ongoing conversation with coaches, who took the time to understand my long-term goals and helped me think through different paths.’



Thomas O'Brien
AI & Digital Strategy
Consultant at The
World Bank Group

Consulting

Employment outcomes



INDUSTRY OUTLOOK

Sector insights from the Oxford Saïd Consulting Careers team

Consulting placements have shown encouraging signs of recovery this year, with sector share increasing by 3.7% compared to last year. Opportunities span a broad range of firms, with competitive average salaries, reinforcing its position as a key destination for students.

Employer hiring demand strengthened and was broad-based, with a 25% year-on-year increase, highlighting renewed engagement. Hiring companies cut across leading firms, geographies and functional areas, in particular strategy. This is also evident in average salaries, which increased this year by 17% to £90,746, the highest across all sectors.

Overall, consulting remains an attractive career pathway, with positive sentiment across key markets indicating continued momentum.

A selection of Consulting organisations* who employed our MBA 2024-25 graduates in full-time positions.

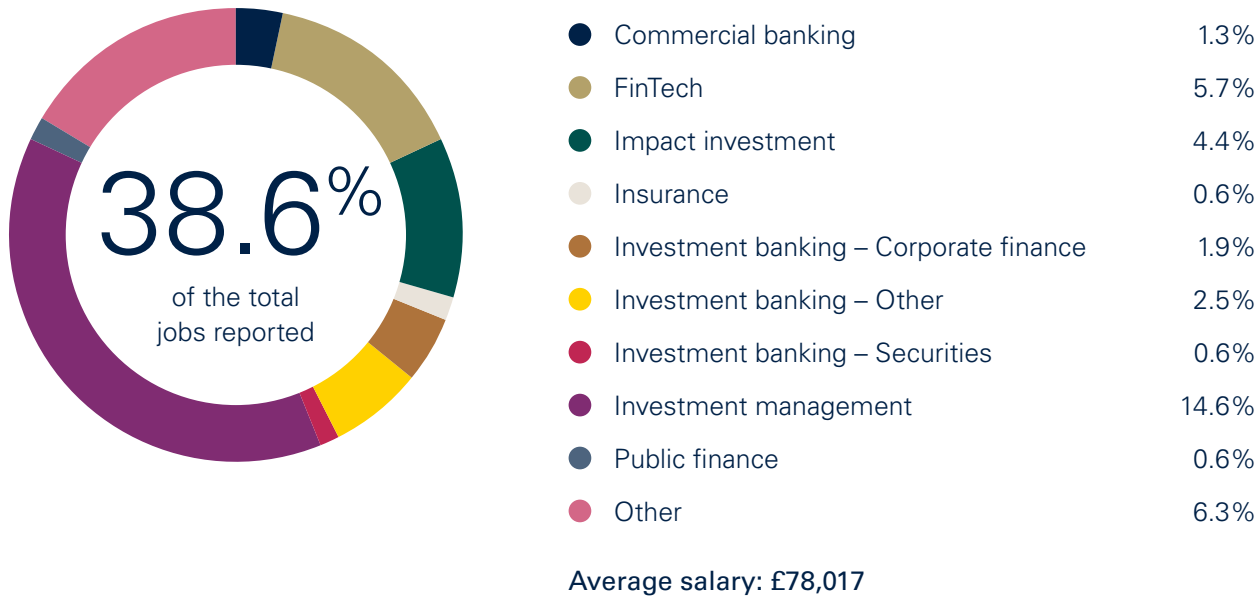
**A full list of employers can be found on page 17.*

- Alix Partners
- Bain
- BCG
- Deloitte
- McKinsey
- Partners in Performance
- Protiviti
- Roland Berger
- SYSTEMIQ
- ZS Associates

Data represents outcomes at 90 days.

Financial services

Employment outcomes



INDUSTRY OUTLOOK

Sector insights from the Oxford Saïd Finance Careers team

Financial services hiring at MBA level in late 2024 remained subdued but improved, albeit unevenly, through 2025. Business activity did return in areas such as M&A, but overall hiring remained highly selective as firms reduced headcount and continued to prioritise internal talent.

Against this backdrop, our Oxford Saïd students saw an increase in the proportion of students securing roles in the sector, rising from 34.2% to 38.6%. This demonstrates sustained demand for our students underpinned by excellent core and elective faculty teaching together with highly-rated, extra-curriculum and experiential learning programmes, such as the Finance Lab, Asset Management Masterclass, and Impact Investing Bootcamp all of which deepen practical and commercial context and market readiness.

Career pathways are also evolving, with 31% of students from technology backgrounds moving into financial services. Of those that moved into the sector, 15% secured buy-side roles (across private and public markets) and 6% entered fintech, reflecting both growing cross-sector mobility and the breadth of opportunity within finance.

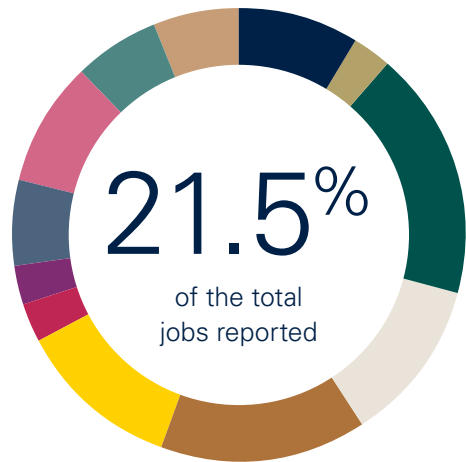
A selection of Financial services organisations* who employed our MBA 2024-25 graduates in full-time positions.

*A full list of employers can be found on page 17.

- American Express
- Barclays
- BlackRock
- British International Investment
- Citi UK
- European Central Bank
- JP Morgan
- Oakley Capital
- Revolut
- The World Bank Group

Global industry

Employment outcomes



● Aerospace / Aviation / Defence	1.9%
● Agribusiness	0.6%
● Consumer goods	3.8%
● Energy / Utilities	2.5%
● Healthcare	3.2%
● Industrials	2.5%
● Law / Legal services	0.6%
● Leisure	0.6%
● Manufacturing	1.3%
● Media	1.9%
● Mobility	1.3%
● Retail	1.3%

Average salary: £79,875

INDUSTRY OUTLOOK

Sector insights from the Oxford Saïd Global Industry Careers team

This year has seen encouraging momentum in hiring across consumer goods, healthcare, energy, and industrials. Aerospace and Defence delivered the highest average salaries, reflecting strong demand for talent in response to geopolitical developments. More broadly, both average salaries and the number of roles secured increased across sectors.

Global industry hiring continues to be targeted and less reliant on structured MBA programmes. This environment rewards students who demonstrate clear sector and functional focus alongside proactive networking, positioning them well for success.

A selection of Global Industry organisations* who employed our MBA 2024-25 graduates in full-time positions.

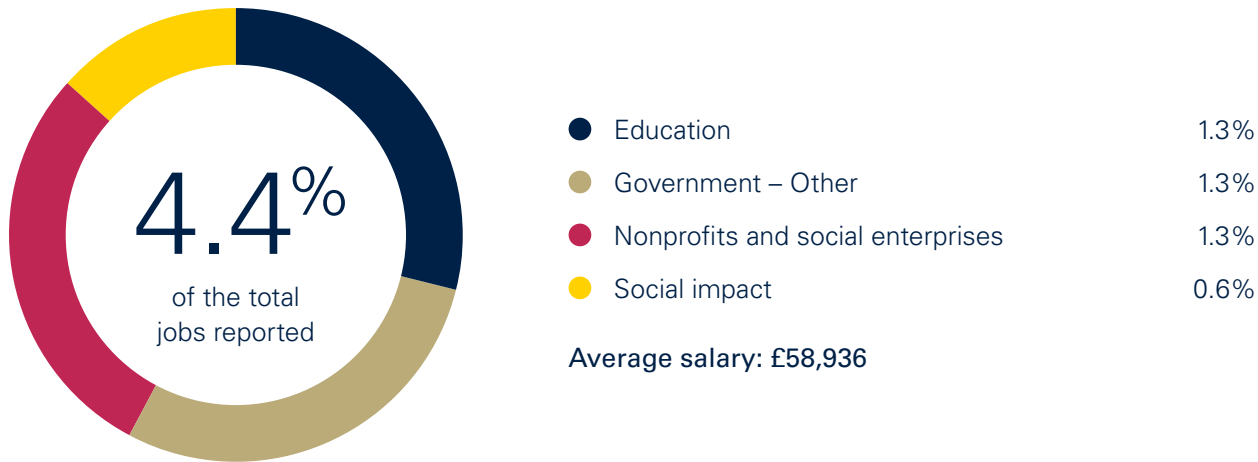
**A full list of employers can be found on page 17.*

- Bechtel
- ExxonMobil
- Mercedes Benz
- Nike
- Noah Labs
- OxCan
- SpaceX
- The Economist
- Toyota
- Unilever

Data represents outcomes at 90 days.

Impact

Employment outcomes



INDUSTRY OUTLOOK

Sector insights from the Oxford Saïd Impact Careers team

Impact outcomes reflect a challenging environment for social impact organisations, including nonprofits, social enterprises, public sector bodies and international organisations, many of which continue to face funding constraints alongside rising demand for services.

Despite this landscape, students pursuing social impact careers secured roles across mission-driven organisations aligned with their values and long-term goals. These outcomes are supported by dedicated programme offerings and reflect the continued commitment of students to purpose-driven careers.

A selection of Impact organisations* who employed our MBA 2024-25 graduates in full-time positions.

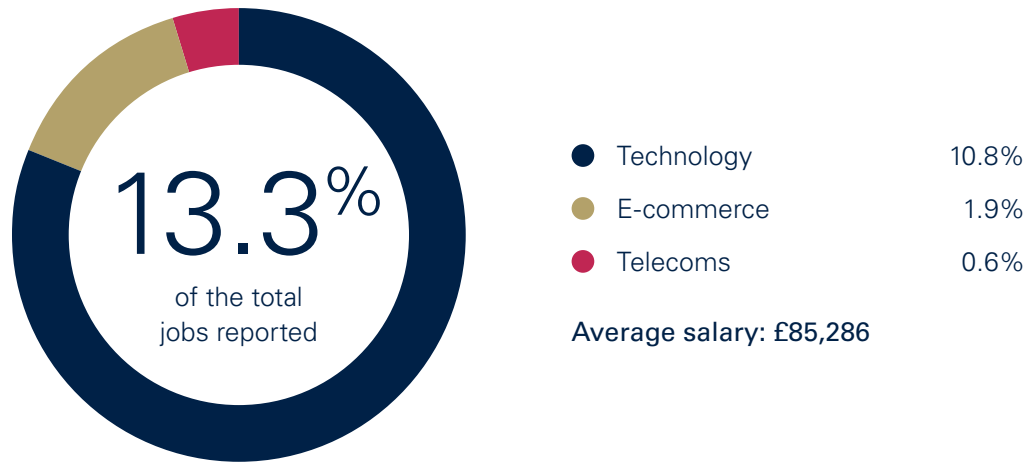
**A full list of employers can be found on page 17.*

- Children’s Investment Fund Foundation (CIFF)
- Letovo
- Leverage Edu
- National Indigenous Australians Agency
- One Family Foundation
- Prosperiti
- Tony Blair Institute for Global Change

Data represents outcomes at 90 days.

Technology and e-commerce

Employment outcomes



INDUSTRY OUTLOOK

Sector insights from the Oxford Saïd Technology and E-commerce Careers team

Technology and e-commerce outcomes reflect a more selective global hiring environment and a shift toward targeted recruitment. Despite lower volumes, the quality of outcomes remains high. Average salaries have increased year-on-year, and students secured senior leadership roles such as CTO and Commercial Director, indicating continued demand for high-calibre talent in high-responsibility positions. This is further supported by a broadening employer base, with students securing roles across a diverse mix of global firms and high-growth companies, particularly in areas such as AI and cybersecurity.

This diversification highlights the versatility of the MBA skillset, particularly in programme management and go-to-market roles, where students translate technical capability into commercial impact. This demonstrates a clear pathway for applying technical expertise in high-growth, technology-enabled areas.

A selection of Technology and e-commerce organisations* who employed our MBA 2024-25 graduates in full-time positions.

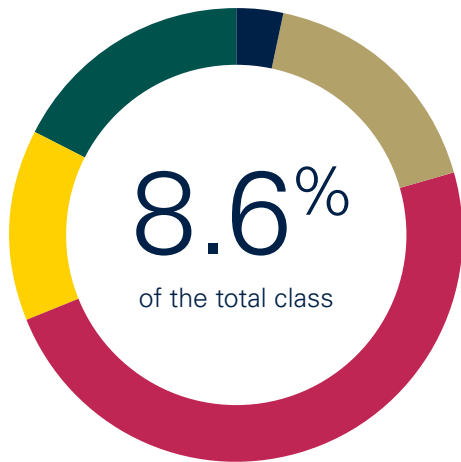
**A full list of employers can be found on page 17.*

- Amazon
- ByteDance/TikTok
- Caretta Research
- GritWorks AI
- Kyndryl
- Mention Me
- PlayStation
- Sigma
- TransPerfect
- Valence

Data represents outcomes at 90 days.

Entrepreneurship

Employment outcomes



● Consulting	3.45%
● Financial services	17.24%
● Global industry	48.28%
● Impact	13.79%
● Technology and e-commerce	17.24%

8.6% of the total class have recorded that they started their own venture. The start-up industry focus was on global industry, and among the recorded locations, Asia, Europe, Sub-Saharan Africa and South America were most popular.

The countries* recorded by students who started their own venture.

**Please note that six start-up locations were not recorded.*

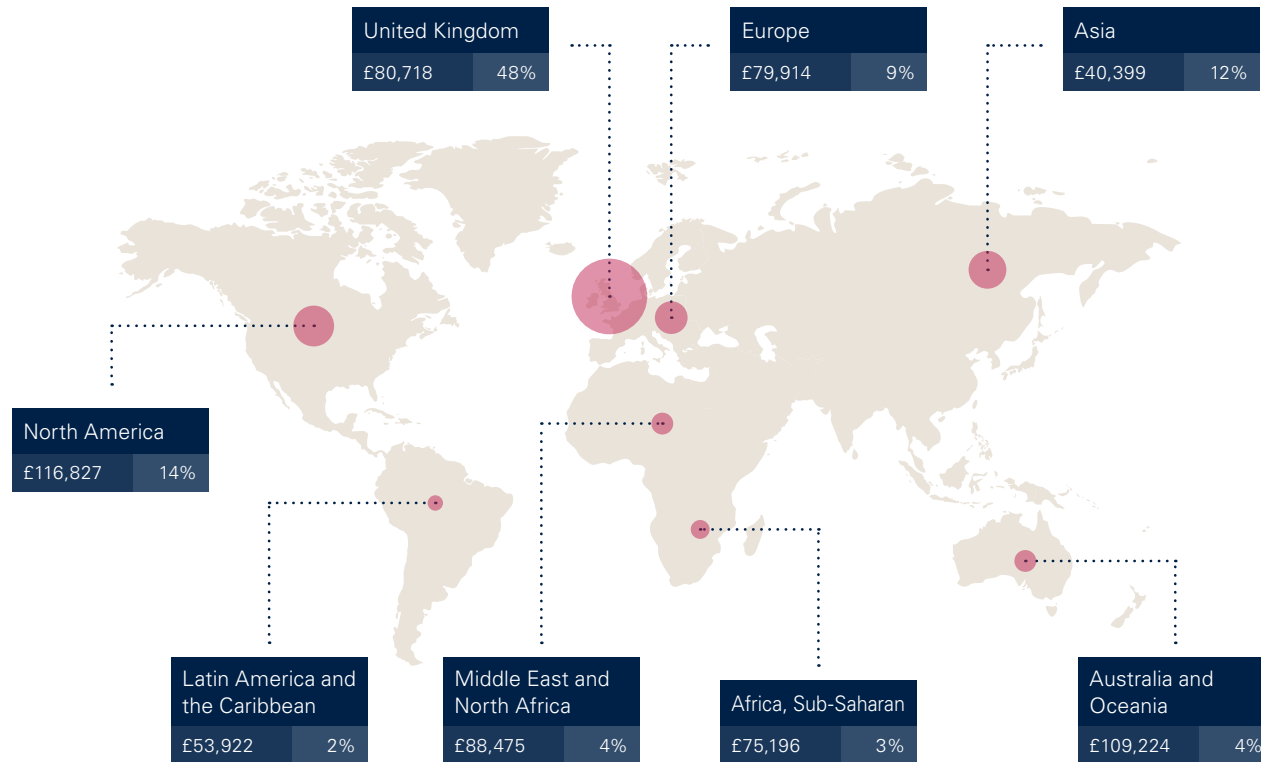
Data represents outcomes at 90 days.

- India
- United Kingdom
- United States
- Pakistan
- Australia
- Ghana
- Kenya
- Nigeria
- Colombia
- Ecuador
- Germany
- Guyana



Global destinations

The 2026 cohort saw employment outcomes across a broader range of cities and countries than the previous year. While the UK, particularly London, remained the primary destination, increased placement across the United States, India, Australia, the UAE, and continental Europe reflects widening international reach and expanding international career pathways for Oxford MBAs.



3% of locations not reported. Data represents outcomes at 90 days.

‘The global business landscape isn’t just evolving; it’s being actively rewritten, with emerging markets at the centre of this change. My cohort alone had people from nearly every part of the world, bringing industries, contexts, and lived experiences I had never encountered in every conversation. That diversity proved to be one of winning points in the programme.’



Damola Olabintan
Investment Associate
at British International
Investment

Salary distribution by sector and regional destination

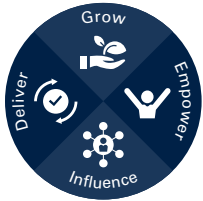
Salaries and percentages by industry sector

	Total Jobs (%)	Mean salary (£)	Min salary (£)	Max salary (£)
Consulting	22.2%	£90,746	£17,620	£153,036
Financial services	38.6%	£78,017	£17,115	£165,000
Global industry	21.5%	£79,875	£17,855	£192,288
Impact	4.4%	£58,936	£35,586	£81,374
Technology and e-commerce	13.3%	£85,286	£30,271	£164,543
All Sectors		£81,466	£17,115	£192,288

Salaries and percentages by world regions

	Total Jobs (%)	Mean salary (£)	Min salary (£)	Max salary (£)
Africa, Sub-Saharan	3%	£75,196	£58,000	£100,000
Asia	12%	£40,399	£17,115	£73,300
Australia and Oceania	4%	£109,224	£81,374	£192,288
Europe	9%	£79,914	£43,389	£113,342
Latin America and the Caribbean	2%	£53,922	£51,908	£57,138
Middle East and North Africa	4%	£88,475	£56,944	£130,113
North America	14%	£116,827	£35,694	£164,543
United Kingdom	48%	£80,718	£30,000	£165,000
Location not reported	3%	-	-	-
Overall average		£81,466	£17,115	£192,288

Talent development and internships for credit



Human Leadership Programme

The MBA experience builds both technical expertise and the human capabilities organisations need most. At the core, this flagship talent development programme focuses on the interpersonal and reflective skills that drive lasting impact. Students develop self-awareness, effective collaboration, and the ability to deliver meaningful results.

Launched this September, the programme has quickly become integral to the MBA. Through live workshops, AI-powered simulations and coaching, students strengthen communication, adaptability and leadership presence.



Internships for Credit (IFC)

Alongside this, students can apply their learning in real organisational settings through internships for credit. In 2025, a record number of students (139) secured placements that enabled them to integrate professional experience with their academic study, providing greater flexibility to pursue roles aligned with their goals. Whether curated opportunities from the Career Development Centre or sourced independently through personal networks, internships provide hands-on exposure to business challenges and interaction with senior leaders.

For those looking to move into new sectors, initiatives such as Project Aspire provide an additional route. Designed for students without a background in finance, the programme offers access to internships within impact investment organisations. These placements enable students to explore potential career paths, gain relevant experience and build professional networks before making longer-term decisions.

‘Oxford MBA interns combine intellectual depth with practical execution, contributing meaningfully from day one through rigour, curiosity, and commercial awareness. We’ve hired several over the years, and it’s been valuable to see the Saïd ethos translate effectively into a real operating environment.’



Jon Edirmanasinghe
Founder at Solano
Partners

List of employers

This year, global employer recruitment increased by 14% as graduates joined a larger and more varied employer base than the year before. Growth is particularly visible in hiring across consulting, financial services and global industries, including a broader mix of strategy firms, investors, healthcare, energy, consumer and industrial organisations.

Consulting

.....

AlixPartners

Bain & Company

BCG

BearingPoint

Capital for Compassion

Delivery Associates

Deloitte

Horizon TwentyOne

Management partners

McKinsey & Company

Mercer

Metis Strategy

Partners in Performance - an

Accenture Company

Protiviti

Roland Berger

Simon-Kucher

Social Strategy Associates

Sonoran Capital Advisors

Steer Group

SYSTEMIQ

Tomorrow (Retail Consulting)

Trio Advisory

Whiteshield

ZS Associates

Financial services

.....

10 Bridge Capital

American Express

Antler

Apogem Capital

Ascot Lloyd

Bank of Palestine Global

Barclays

Better Society Capital
(previously Big Society Capital)

BlackRock

Bloomberg

British International Investment

Carlsquare

Citi UK

Commonwealth Bank of Australia

Crasner Capital

Cygnum Capital

DN Capital

Ebury

European Central Bank

For Purpose Investment Partners

Franklin Templeton Investments

Fuel Ventures Asia

Gather Ventures

Gestron Asset Management

Guardian Service

Headway Capital Partners

Hyperlayer

I.M. Mamlouk & Co.

Intellect Design Arena

iSanctuary

JP Morgan

Kaleidofin

Kasikornbank

KLAR Partners

Living Hope VC

London Stock Exchange Group

MasterCard

MUFG

Mutares SE & Co. KGaA

Novastar Ventures

Nuveen

Bolded companies employed more than one MBA graduate in a fulltime role.

Oakley Capital
 Oxford Capital Partners LLP
 Pantheon Ventures (UK) LLP
 Revolut
 Ring Capital
 ROC Partners
 Samsung Asset Management
 Sanari Capital
 SC Ventures by Standard Chartered
 Signal Group
 Single Family Office
 Strata Partners
The World Bank Group
 Tower Peak Partners
 WAY Equity Partners
 Youth Enterprenuership
 Investment Bank
 Zetland Capital

Global industry

Agoda
 Agratas
 Anduril Industries
 BAM Ferrovial Kier (BFK)

Bechtel
 Beiersdorf
 Bloom Fresh
 Celanese
 Central Retail Corporation
 Cube Green Energy
 Cuesta Campos
 Destination 9 Ltd
 Diageo
 ExxonMobil
 Good Energy
 Hardware & General Supplies Limited
 Inspired Thinking Group
 Isembard
 Keurig Dr Pepper Inc.
 Matria
 Mercedes-Benz
 Monument Ridge Oral Surgery
 NIKE, Inc.
 Noah Labs
 Oxford Cancer Analytics Ltd (OXcan)
 SingHealth
 SpaceX
 Thai Union Group Public Company
 The Boots Group

The Economist
 Toyota
 Unilever
 Wonder Studios
 York House Meat Products

Impact

Children’s Investment Fund
 Foundation (CIFF)
 Letovo
 Leverage Edu
 National Indigenous
 Australians Agency
 One Family Foundation
 Prosperiti
 Tony Blair Institute for Global Change

**Technology and
 e-commerce**

365 Labs
 Adaptive Security
Amazon
 ByteDance/TikTok
 Caretta Research

Dryft
 GritWorks AI
 Hatch Digital
 Kyndryl
 Mention Me
 PlayStation
 Ruxi Technology
 Sigma
 Simplicity
 Tilt
TransPerfect
 Valence
 Vantage Towers

Bolded companies employed more than one MBA graduate in a fulltime role.





Saïd Business School is a vibrant and innovative school, embedded within the University of Oxford, offering accredited degrees and diplomas for undergraduates and postgraduates and a broad portfolio of on-campus and online courses for business executives. The School educates global business leaders, change makers and innovators across every industry and sector. Its ground-breaking research and exceptional teaching transforms individuals, who transform businesses, which transforms the world and creates impact from within.

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impact from within

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