

A photograph of two women in professional settings. The woman on the left, with curly brown hair and wearing a white blazer over a black top, is looking towards the right. The woman on the right, with short curly brown hair and glasses, wearing a patterned top, is smiling and holding a document. They are seated at a light-colored table. In the foreground, the back of a person's head with long brown hair is visible, slightly out of focus.

2024 MBA OUTCOMES FINDINGS

MORE WOMEN LEADING



Respondent Profile

METHODOLOGY:

The online survey was conducted between October 24, 2024, and December 18, 2024, by Forté, a non-profit focused on women's advancement and gender equity in business and business school. Forté polled **1,047 MBA alumni** at over 60 elite MBA programs including its member schools in the U.S., Europe and Canada, such as Harvard Business School, London Business School, and the University of Toronto's Rotman School of Management.

QUICK FACTS:

1,047
participants

79% women,
21% men

29% URM,
71% non-URM*

Average participant age
35.3

69
MBA
programs
had one or
more alumni
participate

Participants
graduated between
2000-2024

87%
reside in the U.S.

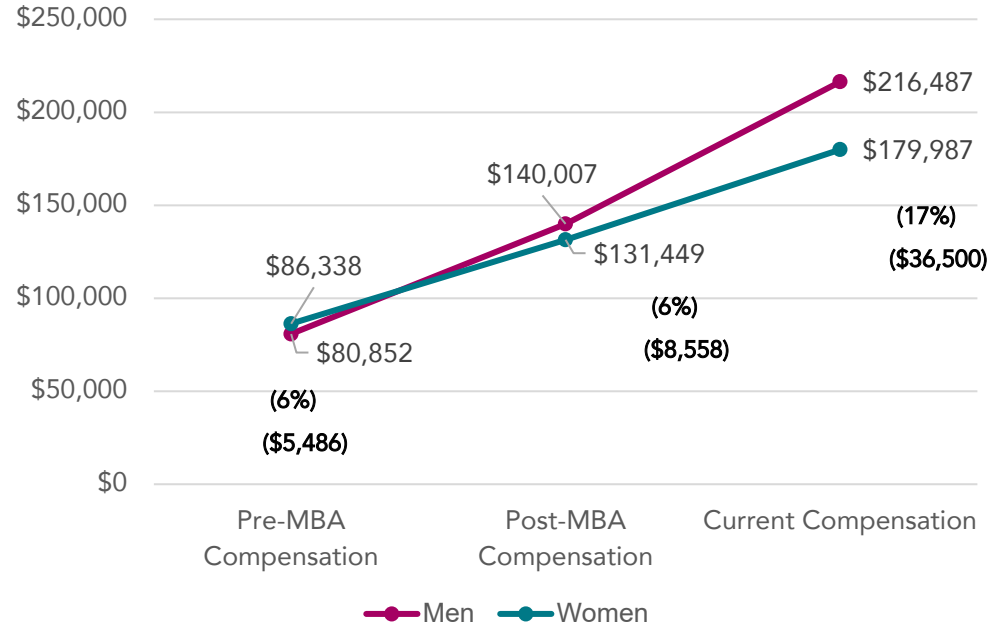
*URM (Under-represented Minorities) is defined as Black, African American, Hispanic or Latin American, Native American or a combination of these

CAREER OUTCOMES

Career Outcomes Findings

- **MBA pay gap persists:** An MBA results in a significant pay hike for all in their first post-MBA job, but a smaller spike for women and minorities. The research defines under-represented minorities, URM, as Black, African American, Hispanic or Latin American, Native American, or a combination of these.
- **Pay gap widens over time:** The MBA gender pay gap is 6% in women's first post-MBA job. It expands to 17% in their current role and this percentage hasn't budged from Forté's 2021 and 2023 research.
- **Other gaps in career outcomes persist:** Post MBA, men outpace women in promotions, number of employees managed, budget responsibility, and proximity to the CEO.
- **Women continue to trail men in career satisfaction;** both genders see slight decline since 2023: Women report lower career satisfaction than men across all five measures including current role, current organization, current level, number of people managed, and current salary, the same trend as two years ago.

Compensation



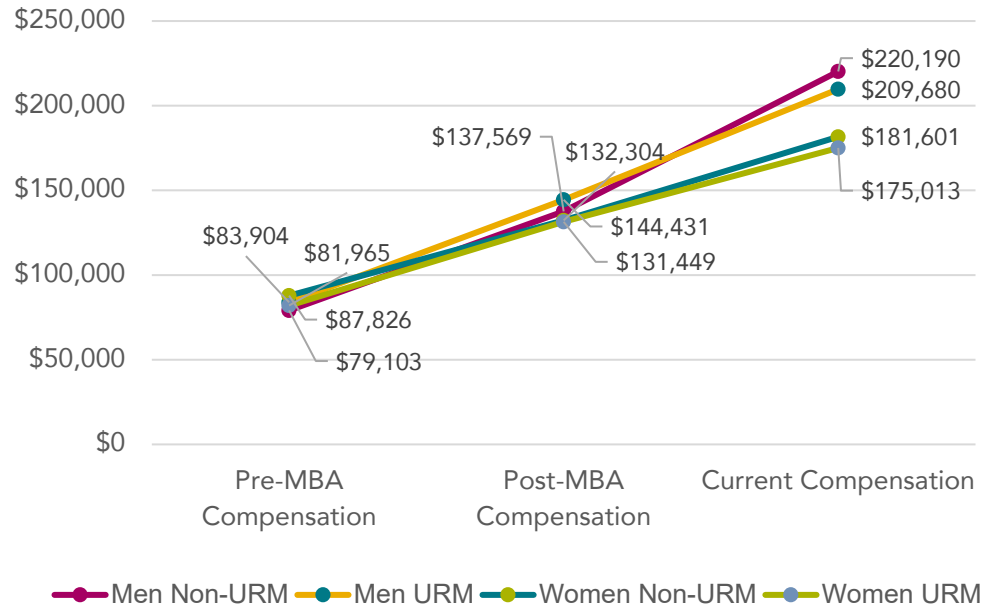
The two-year age difference between men and women was accounted for in the current compensation analysis

Compensation

	Compensation			Pre-MBA to First Post-MBA		Pre-MBA to Current	
	Pre-MBA	First Post-MBA	Current	% Increase	\$ Increase	% Increase	\$ Increase
Men	\$80,852	\$140,007	\$216,487	73%	\$59,155	168%	\$135,635
Women	\$86,338	\$131,449	\$179,987	52%	\$45,111	108%	\$93,649
Gender Gap - \$	(\$5,486)	\$8,558	\$36,500				
Gender Gap - %	-7%	6%	17%				

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Compensation



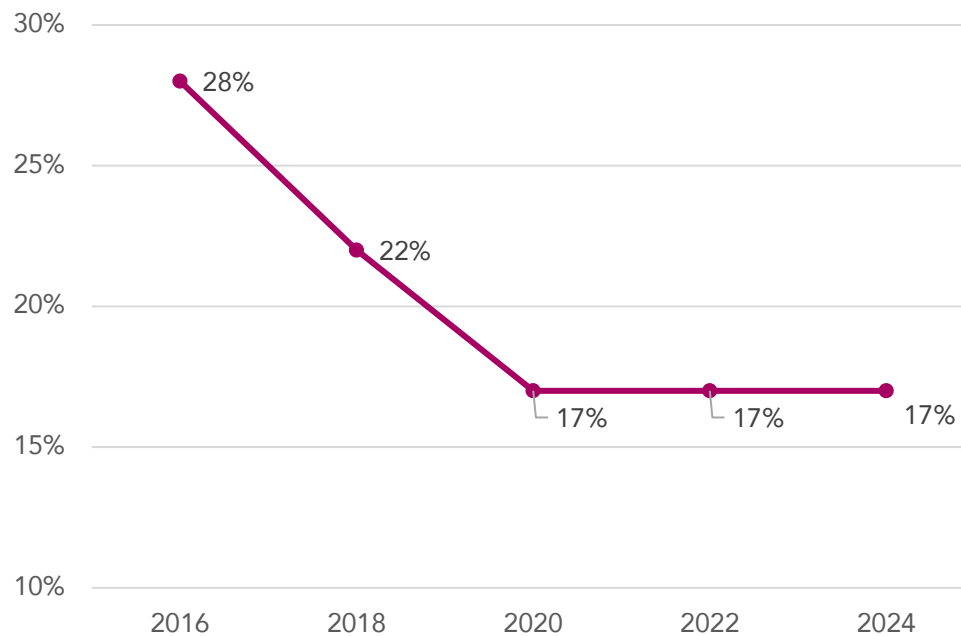
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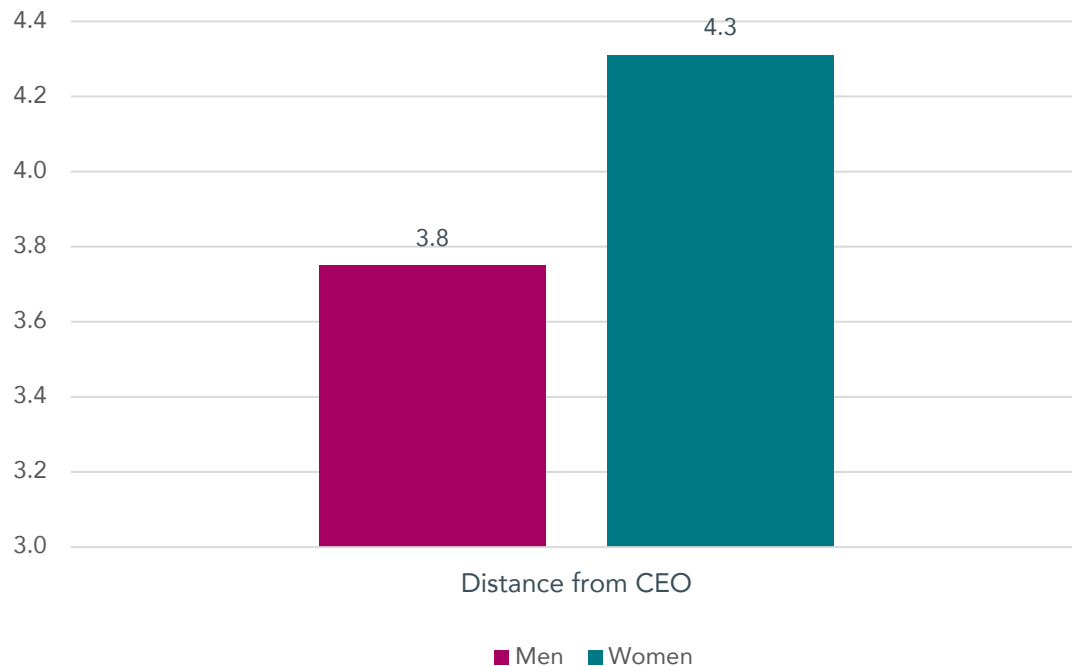
	Compensation			Pre-MBA to First Post-MBA		Pre-MBA to Current	
	Pre-MBA	First Post-MBA	Current	% Increase	\$ Increase	% Increase	\$ Increase
Women URM	\$81,965	\$128,860	\$175,013	57%	\$46,895	114%	\$93,408
Women Non-URM	\$87,826	\$132,304	\$181,601	51%	\$44,478	107%	\$93,775
Men Non-URM	\$79,103	\$137,569	\$220,190	74%	\$58,466	178%	\$141,087
Men URM	\$83,904	\$144,431	\$209,680	72%	\$60,527	150%	\$125,776

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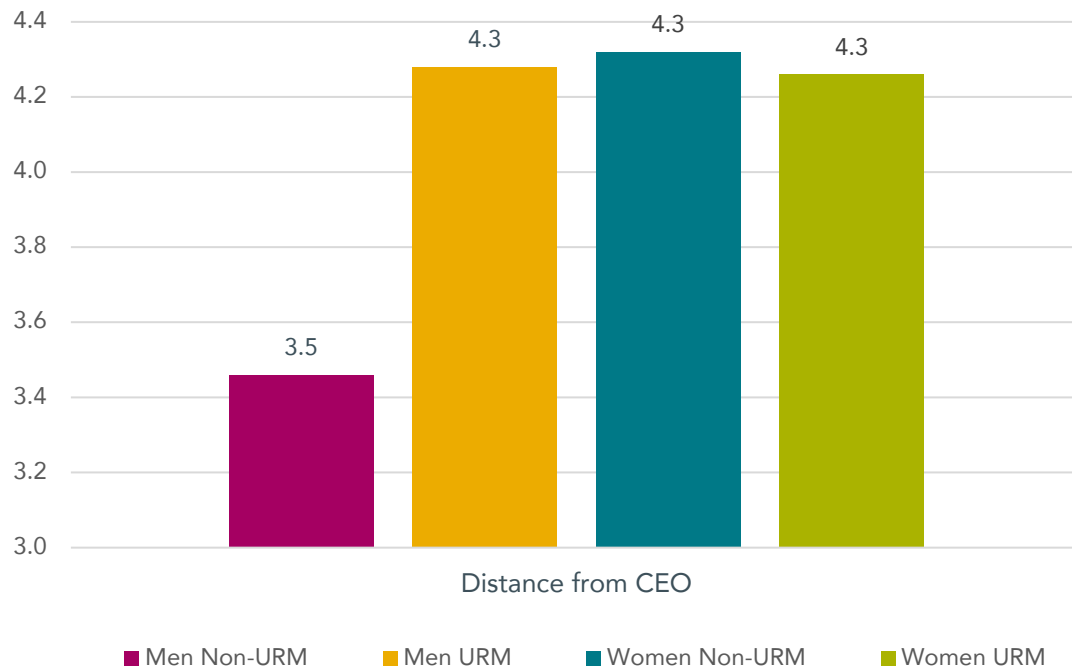
% Difference in Compensation: 2016-2024



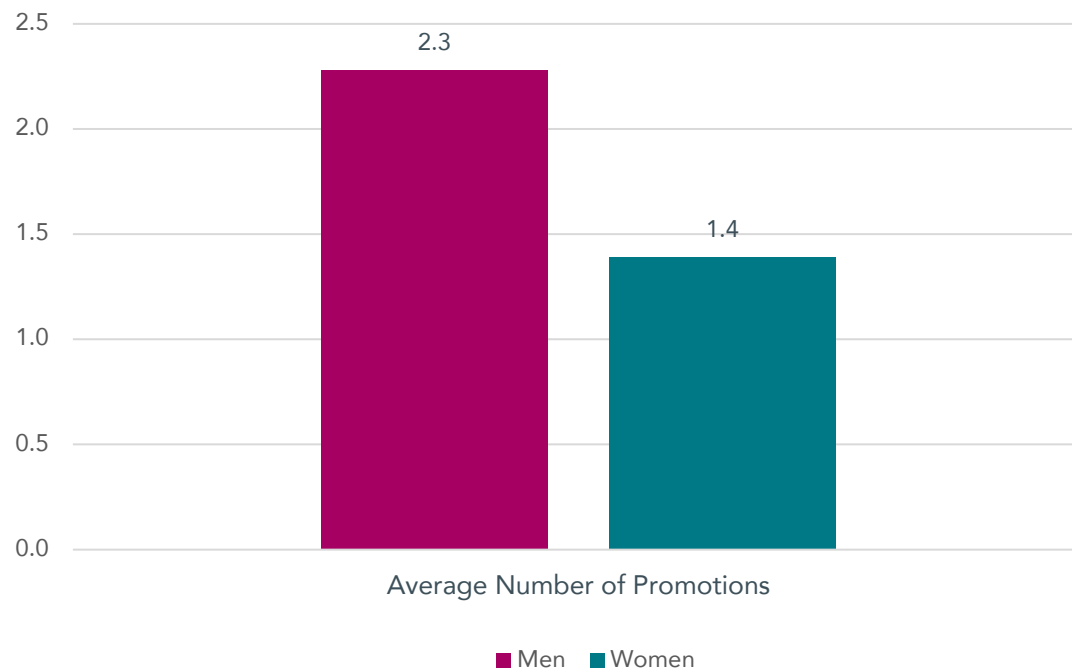
Distance from CEO



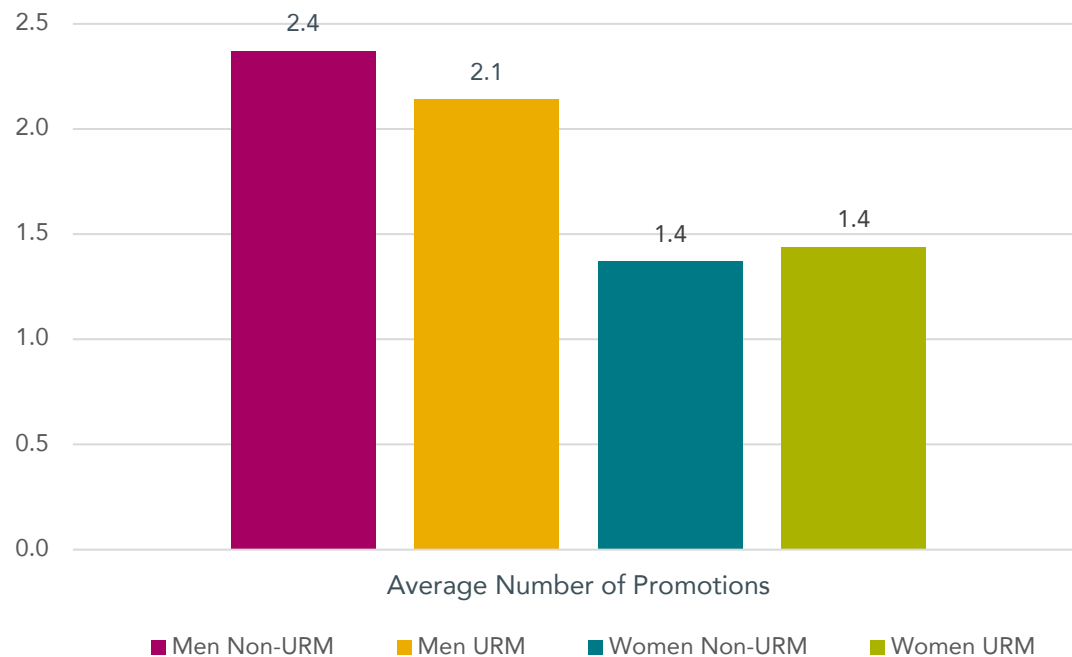
Distance from CEO



Number of Promotions



Number of Promotions



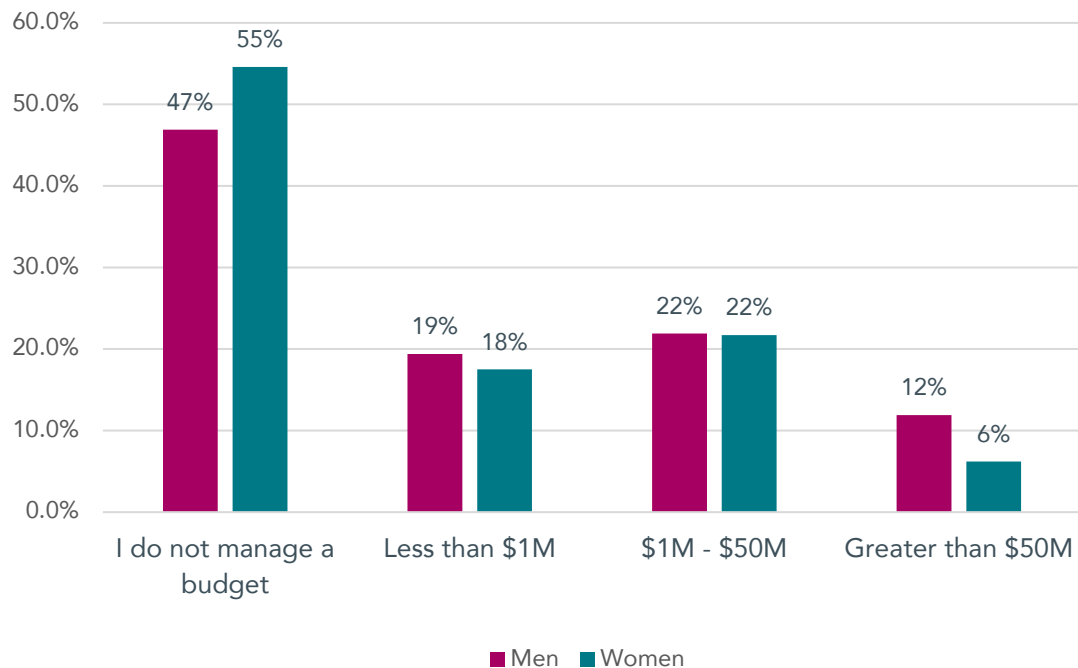
Employees Directly Managed



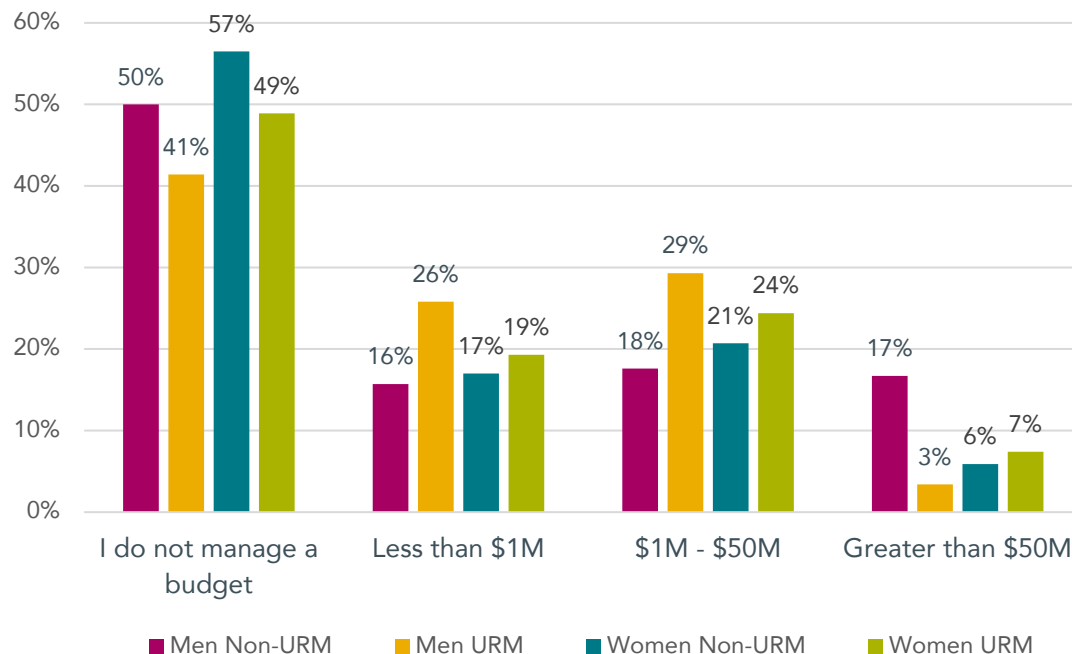
Employees Directly Managed



Size of Budget Managed



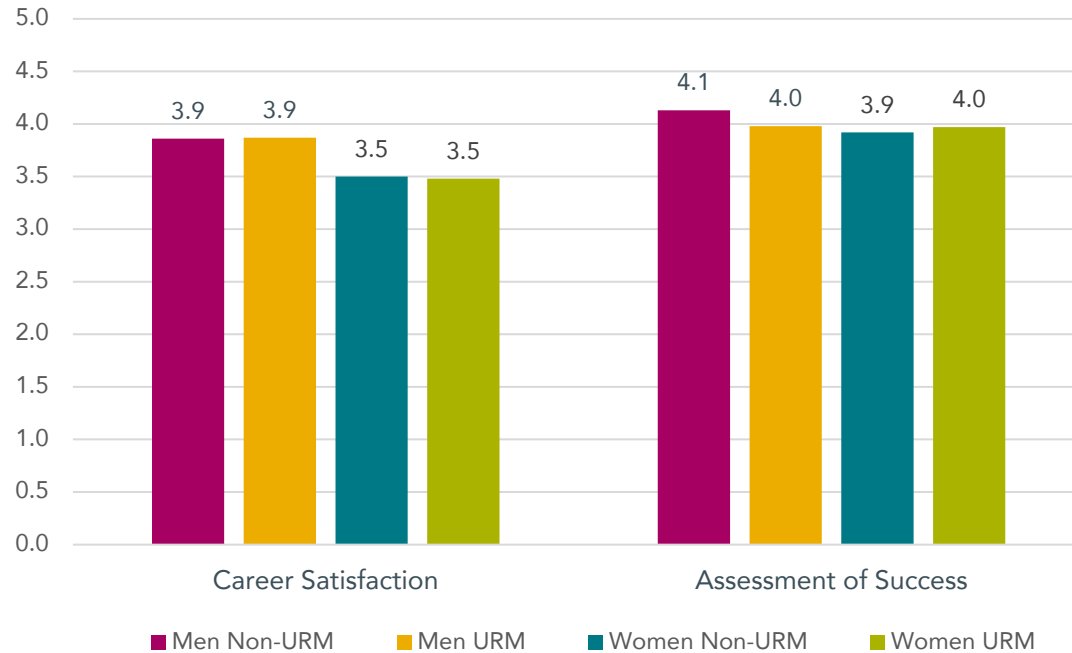
Size of Budget Managed



Career Satisfaction and Self-Assessment Success Measures



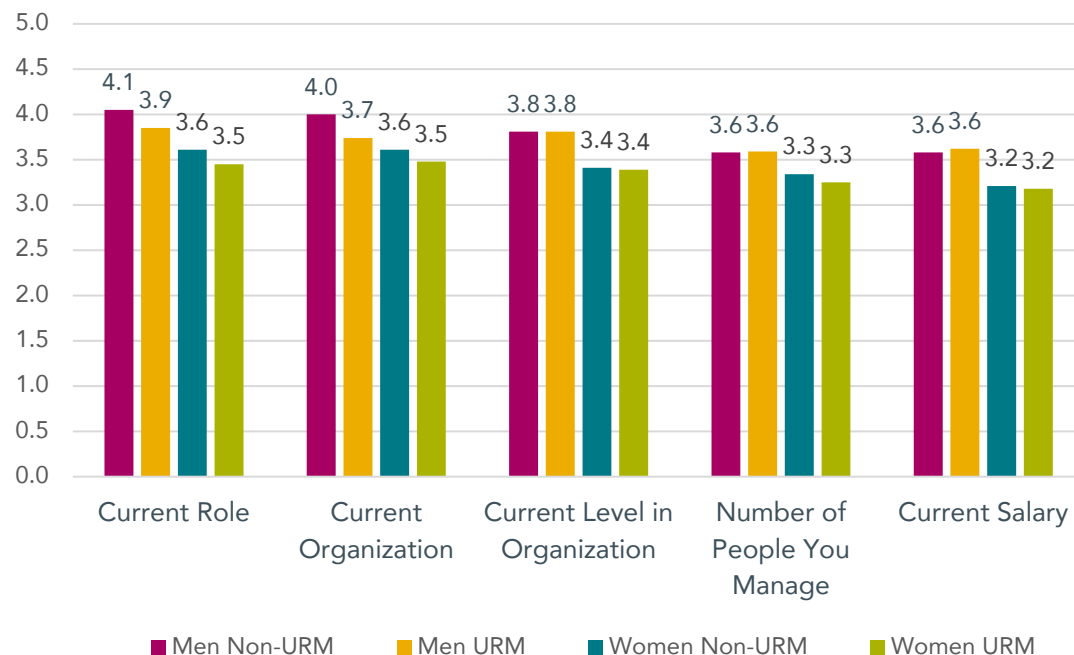
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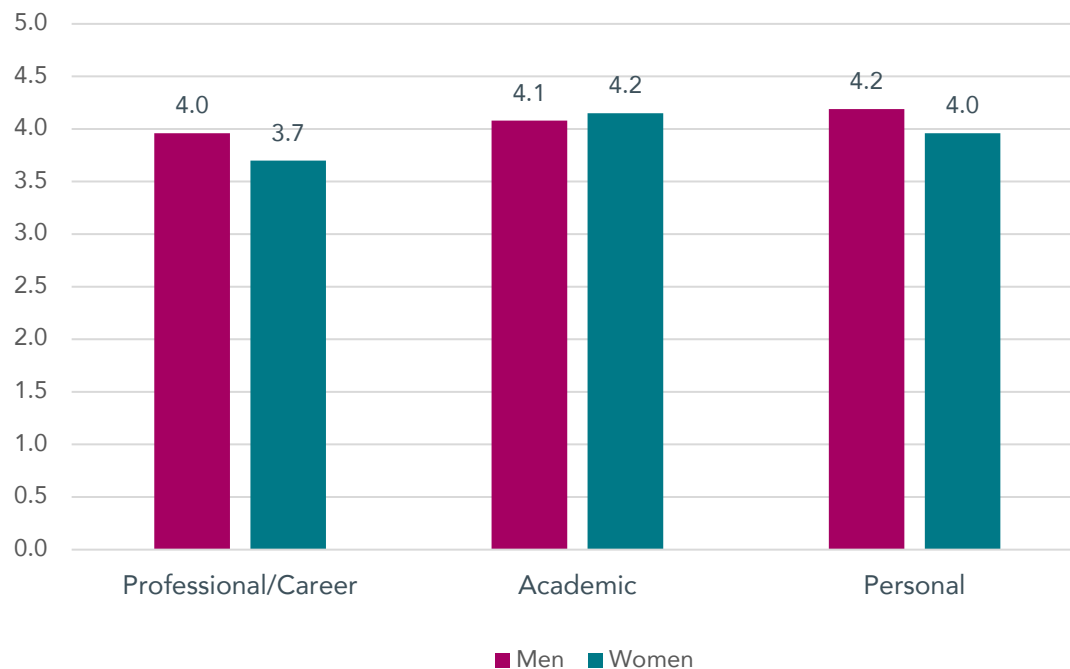
Career Satisfaction



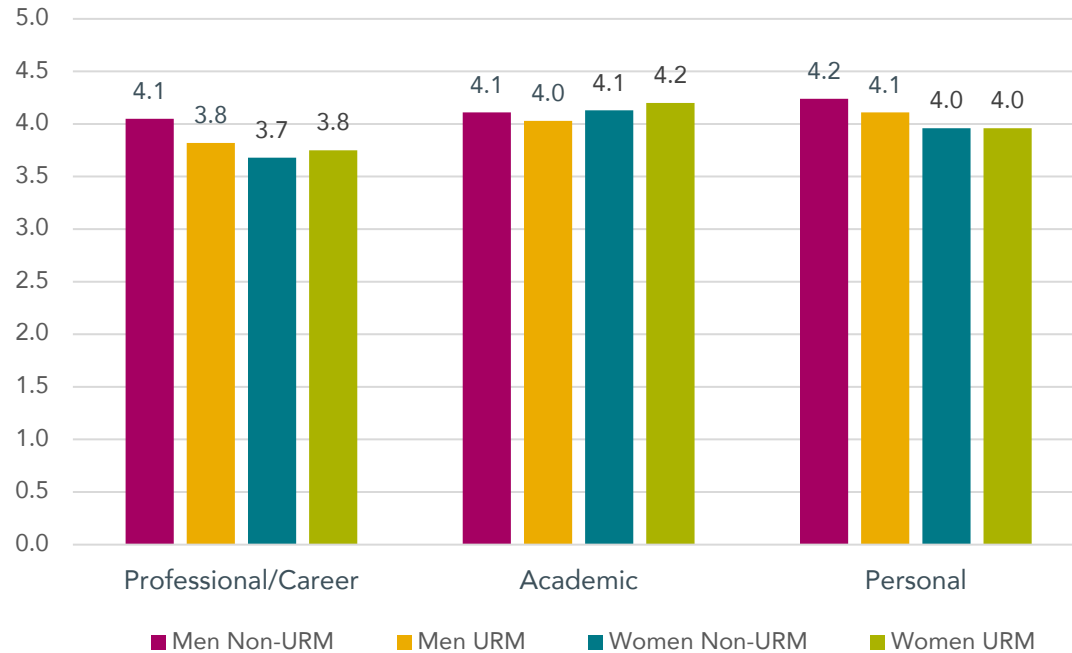
Career Satisfaction



Assessment of Success



Assessment of Success

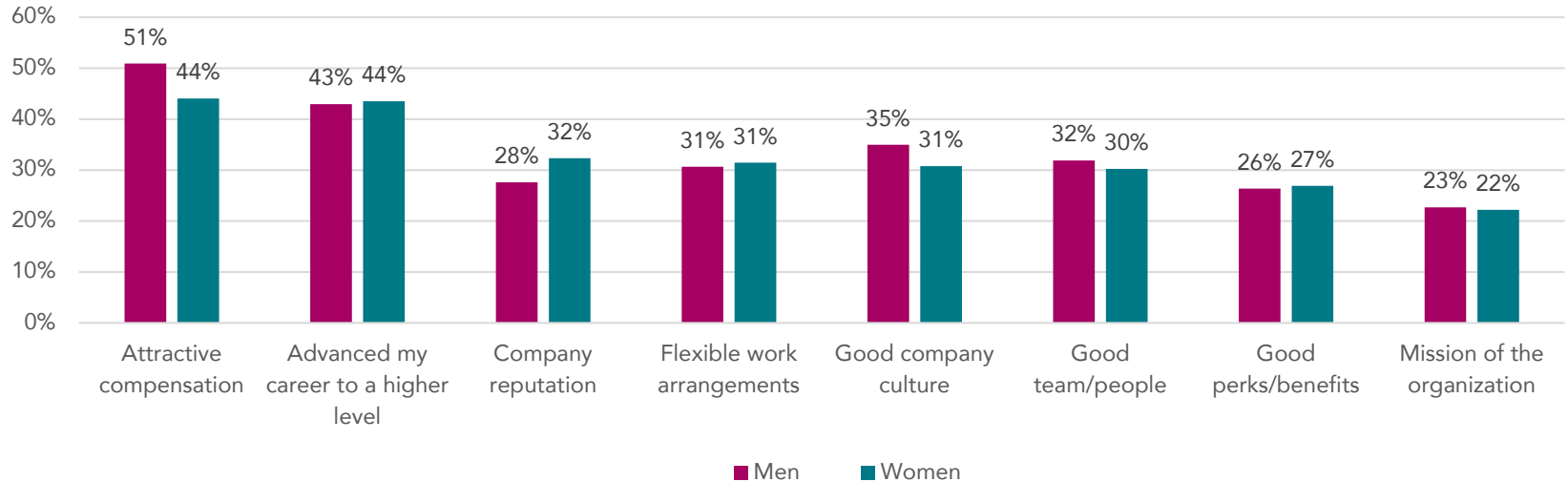


CAREER TRANSITIONS

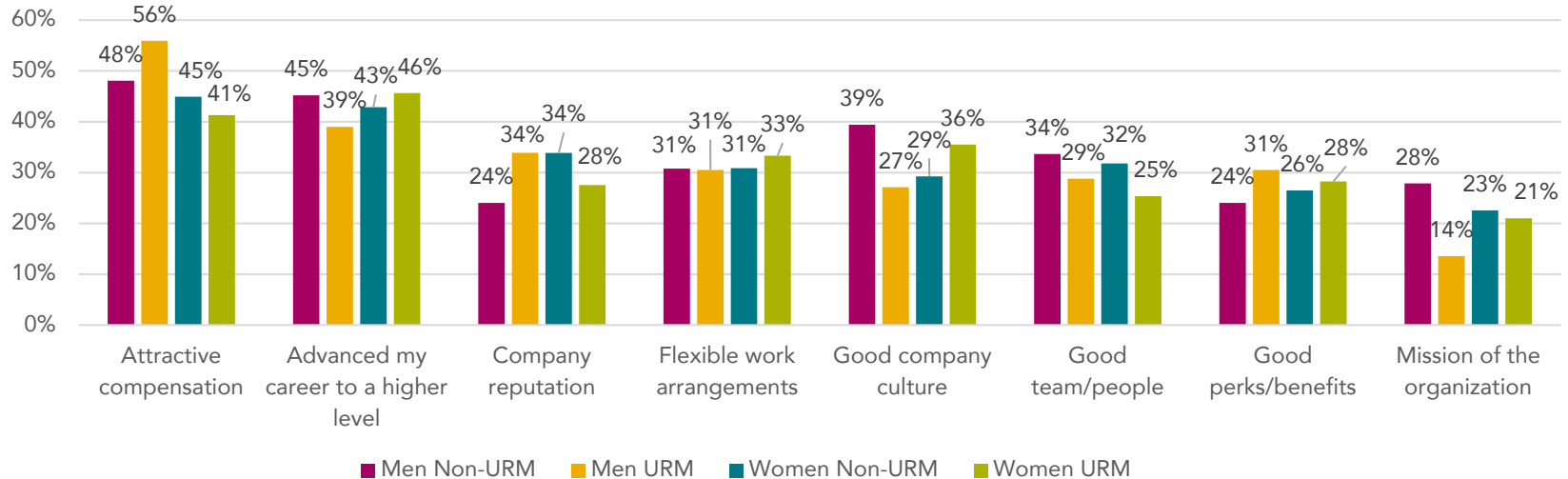
Career Transitions Insights

- **Lack of advancement opportunity drives job changes:** Both men and women cited lack of advancement as the #1 reason for leaving a job and a significant percentage plan to do so.
- **Despite return-to-office efforts, remote/flex work is the most valued benefit by both genders:** The top perk for both genders is remote/flex work (women 72%, men 61%.) Men value financial incentives more, like stock options and equity incentives (47% men, 20% women) and women value time highly, including paid time off (54% women, 40% men).

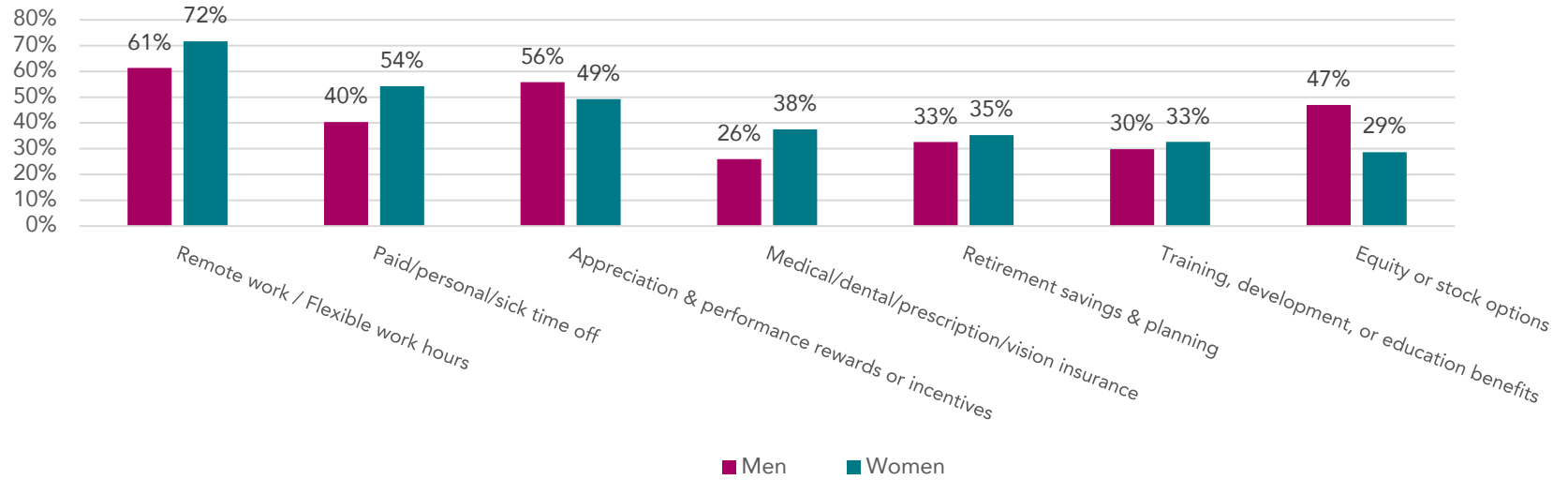
Reasons for Choosing a Company



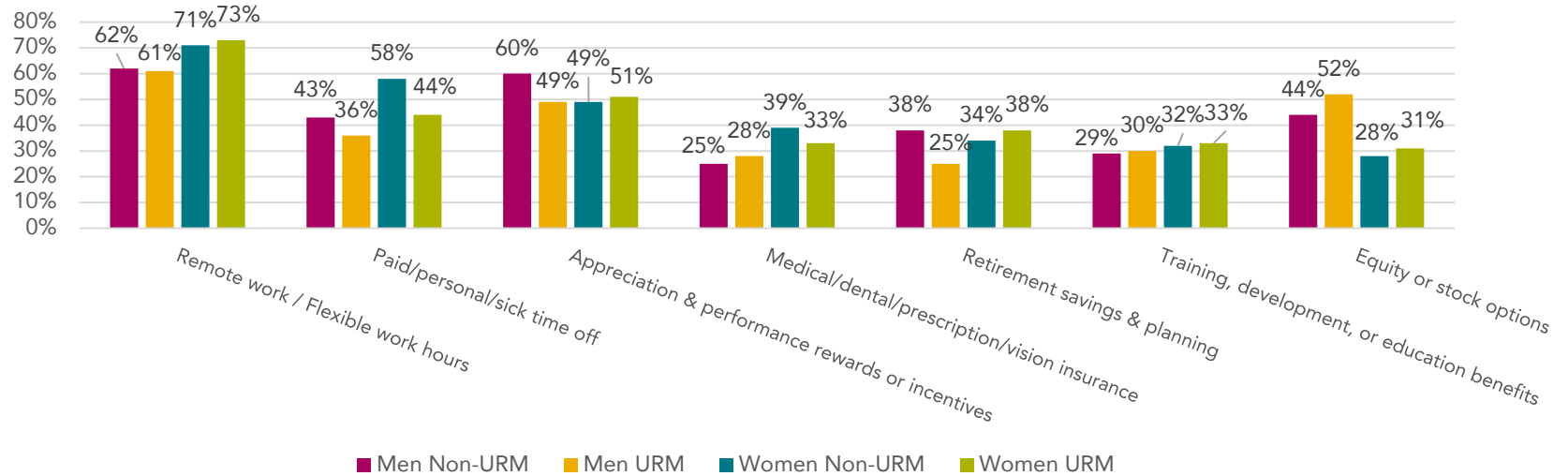
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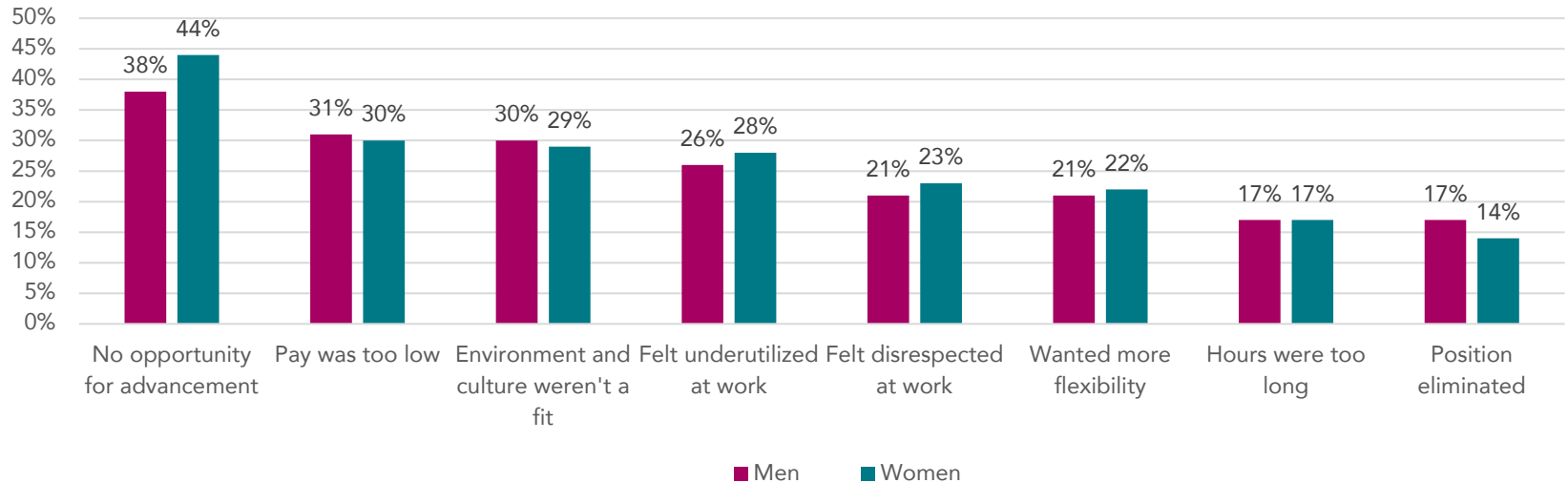
Benefits Most Valued



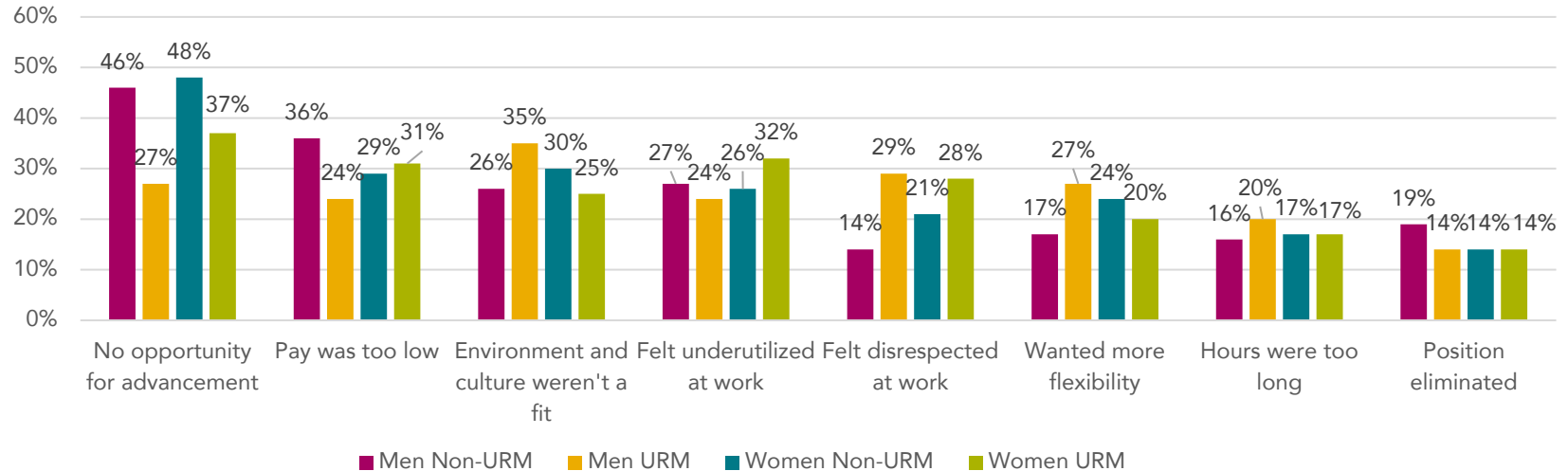
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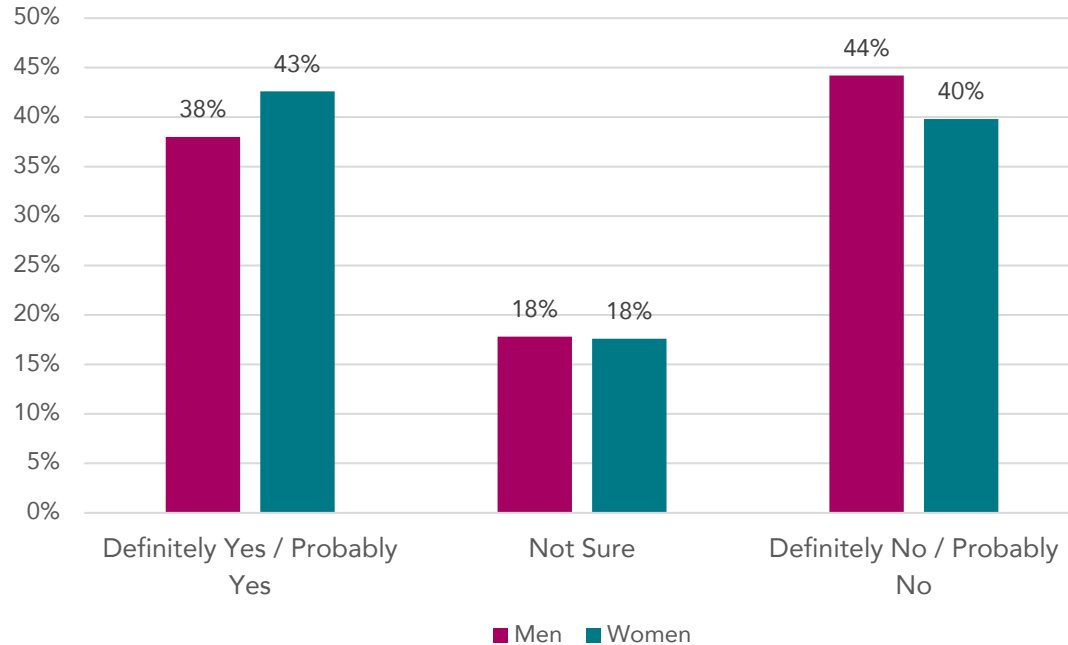
Reasons for Leaving a Past Company



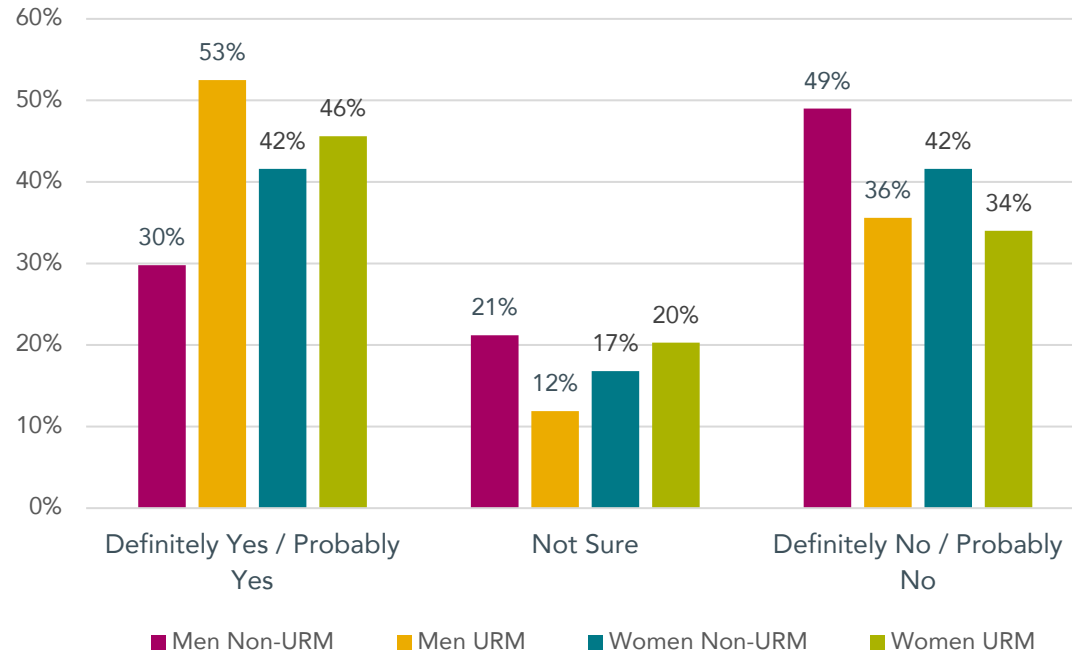
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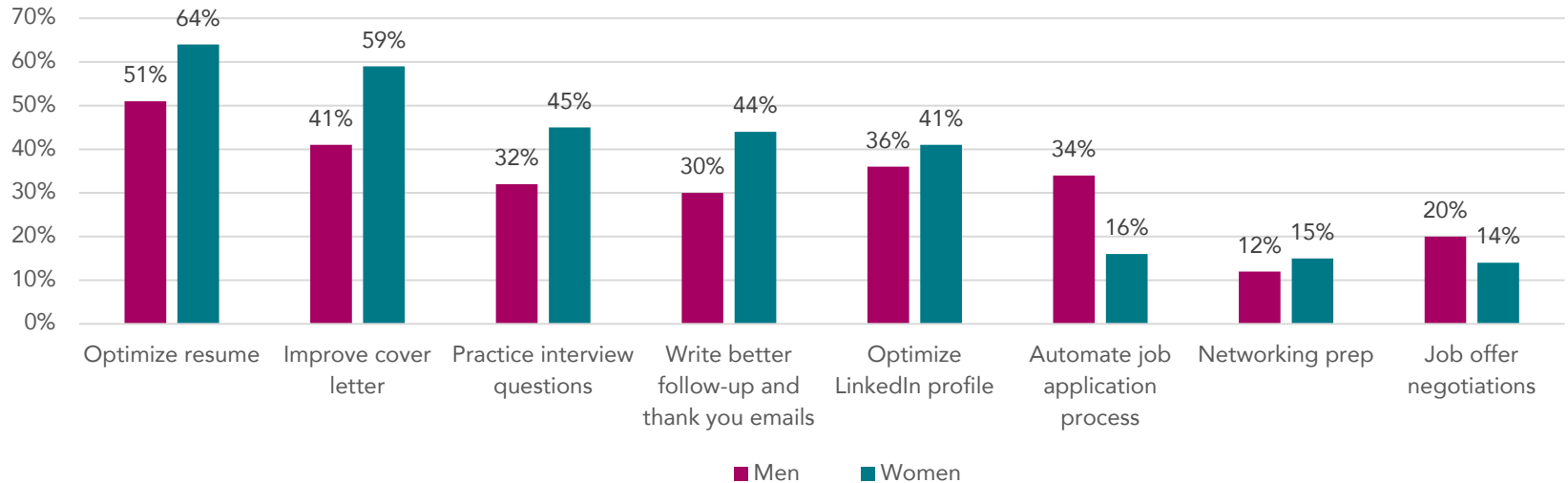
Plans to Change Jobs in the Next 12 Months



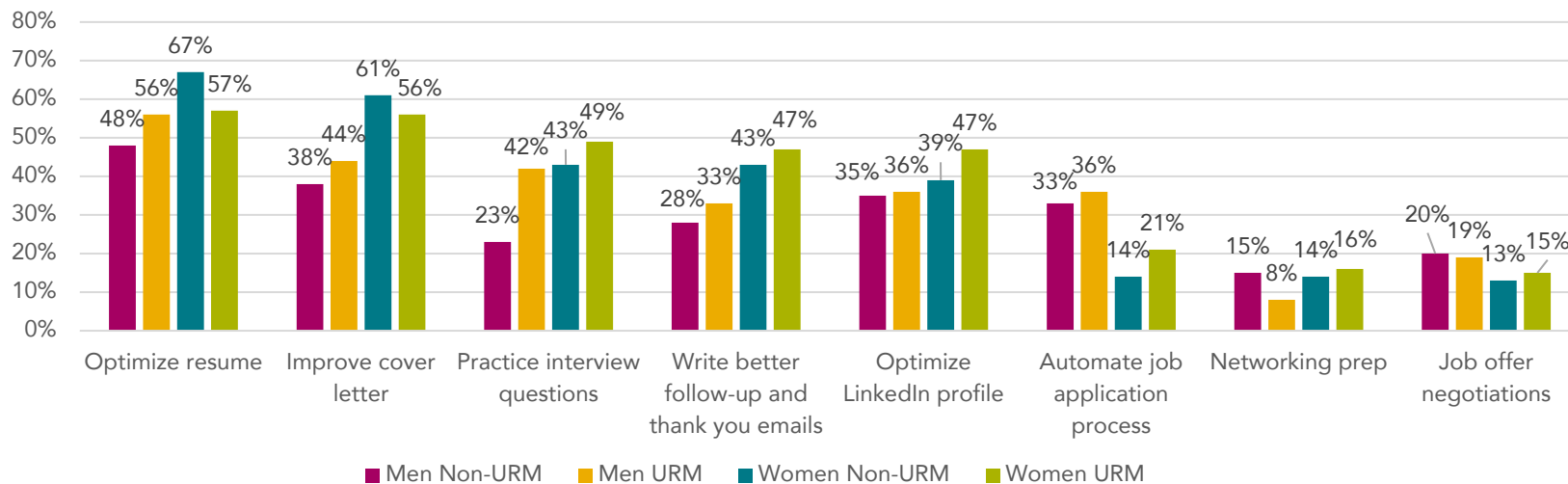
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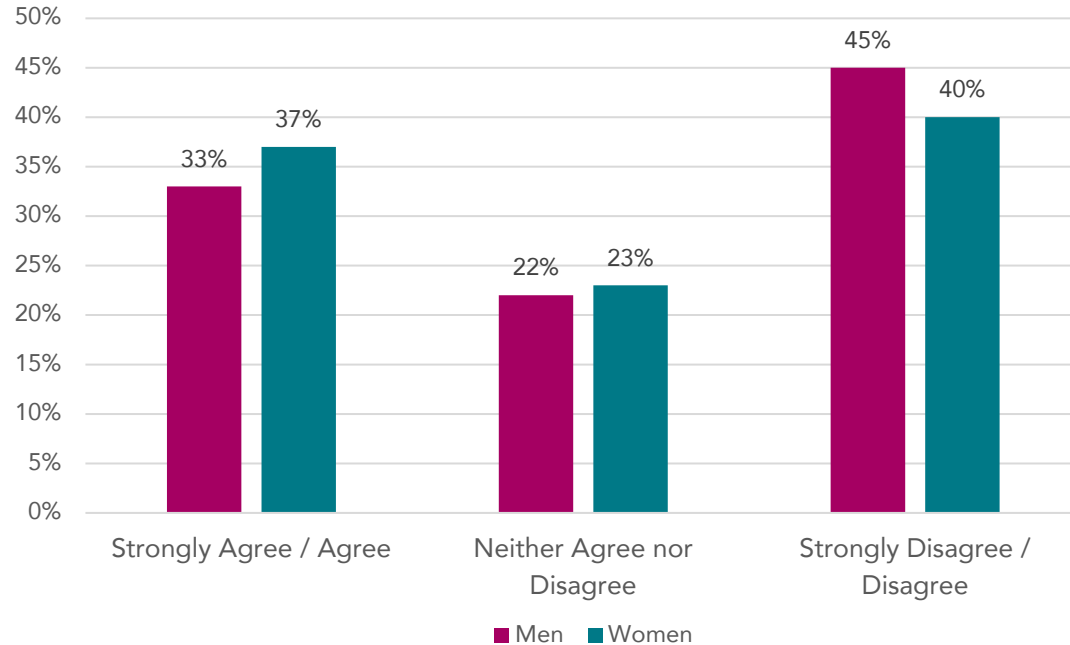
Use of AI in Job Search



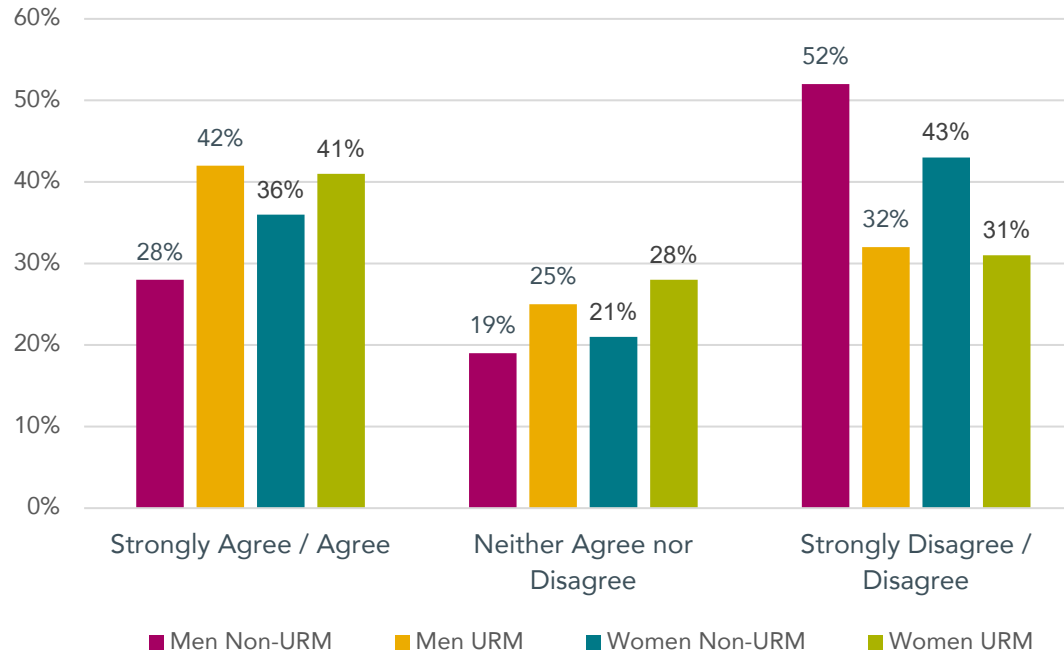
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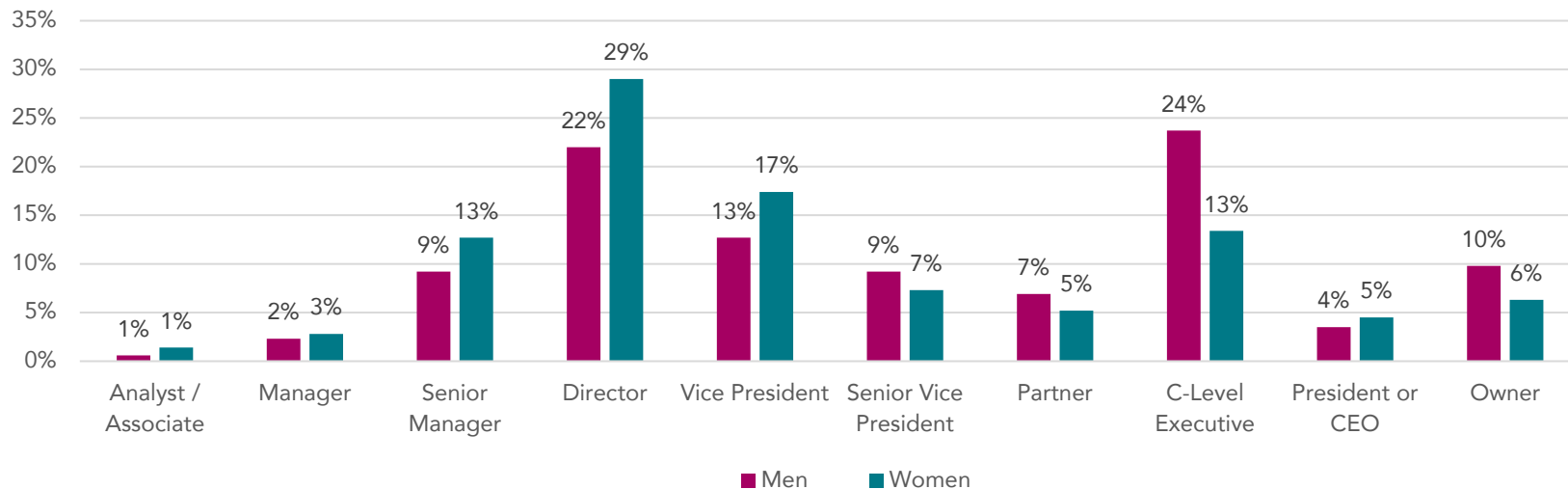
Leave Employer to Advance Career



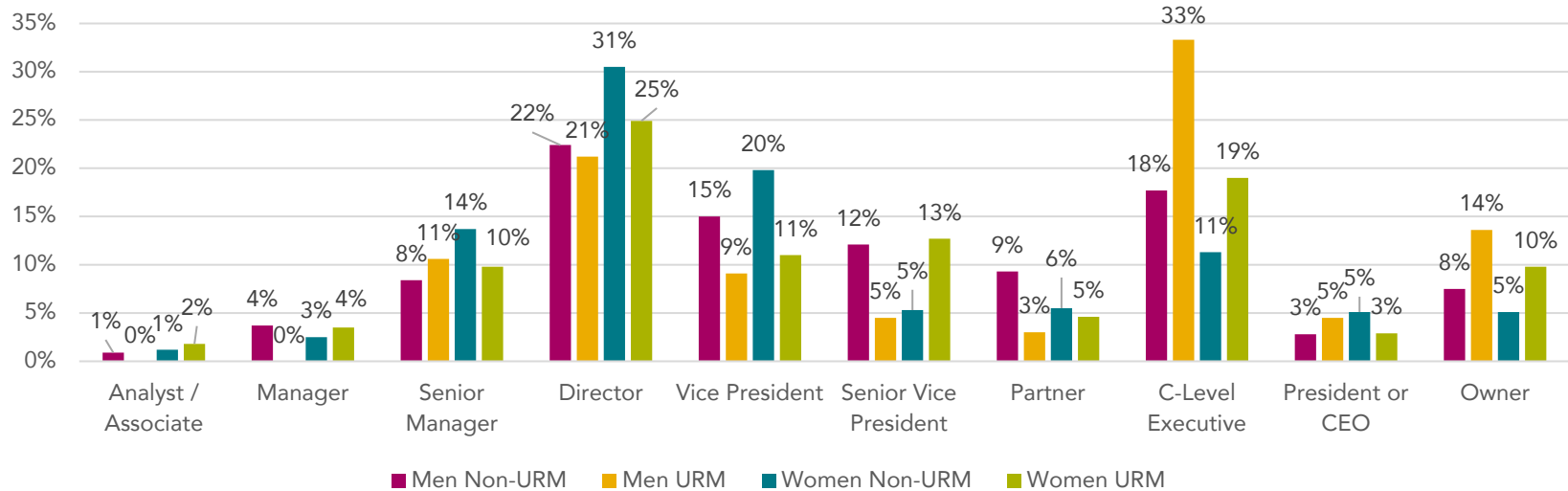
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Aspirational Level of the Organization



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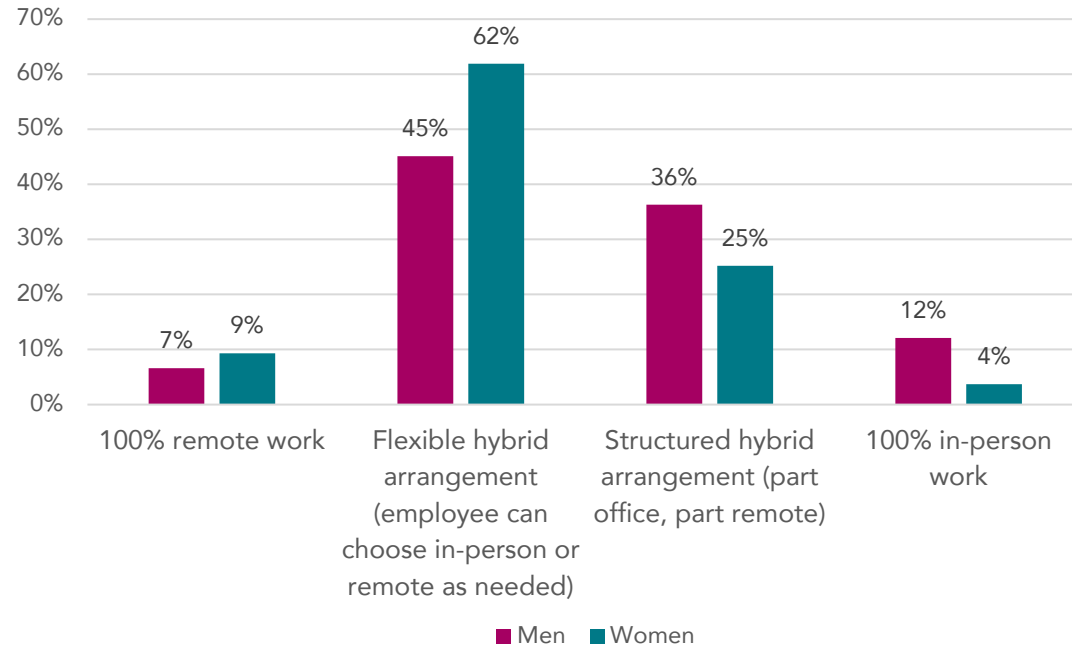


WORKPLACE EXPERIENCES

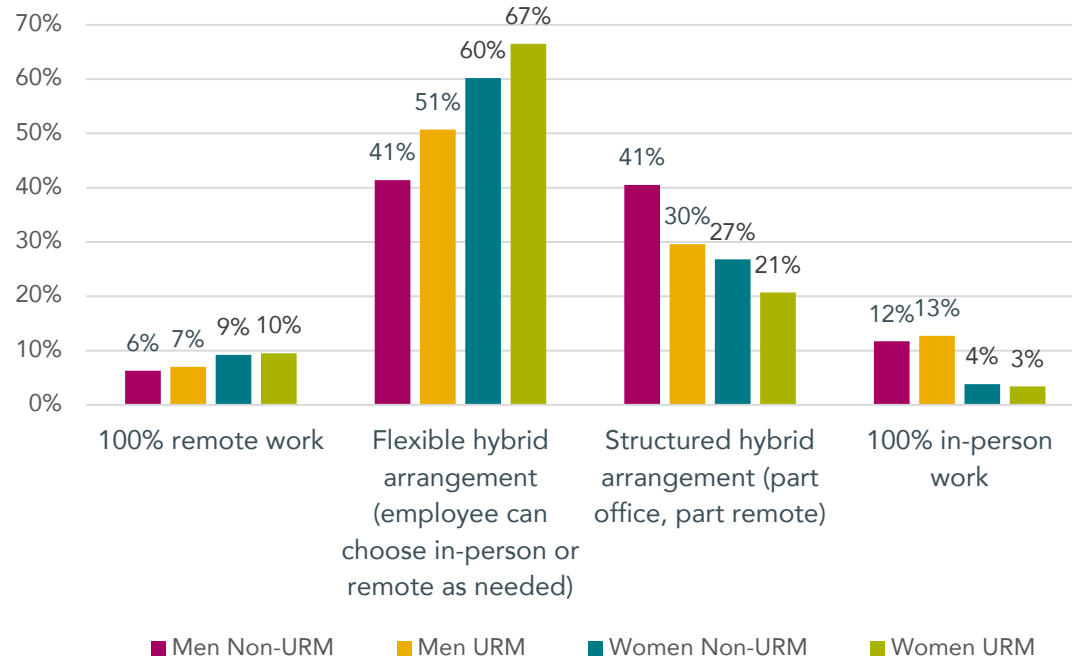
Workplace Experiences Insights

- **Obstacles to leadership increase:** Barriers to leadership for MBA women and minorities have climbed since Forté's MBA Outcomes research was released in 2023. Key factors include a lack of sponsorship as well as having no process or plan for formal career development or advancement.
- **More MBAs say they have no process or plan for formal career development and advancement:** URM men cited this as the biggest obstacle (63% in 2025, up from 44% in 2023). This was followed by URM and non-URM women at 53% (up from 47% and 43%, respectively). Even non-URM men said this was an issue (51% in 2025, up from 42%).
- **Women lead in AI adoption for career upskilling:** When seeking a new position, more women are using AI in their job search and various aspects of their current role than men.
- **Equality perceptions diverge sharply:** On a scale of one ("strongly disagree") to five ("strongly agree") men are more optimistic about the future of business (3.88 men, 3.46 women), perceive pay parity at their organization (3.30 men, 3.05 women), and that women and men have achieved equality in the workplace (3.11 men, 2.18 women), highlighting a significant perception gap.

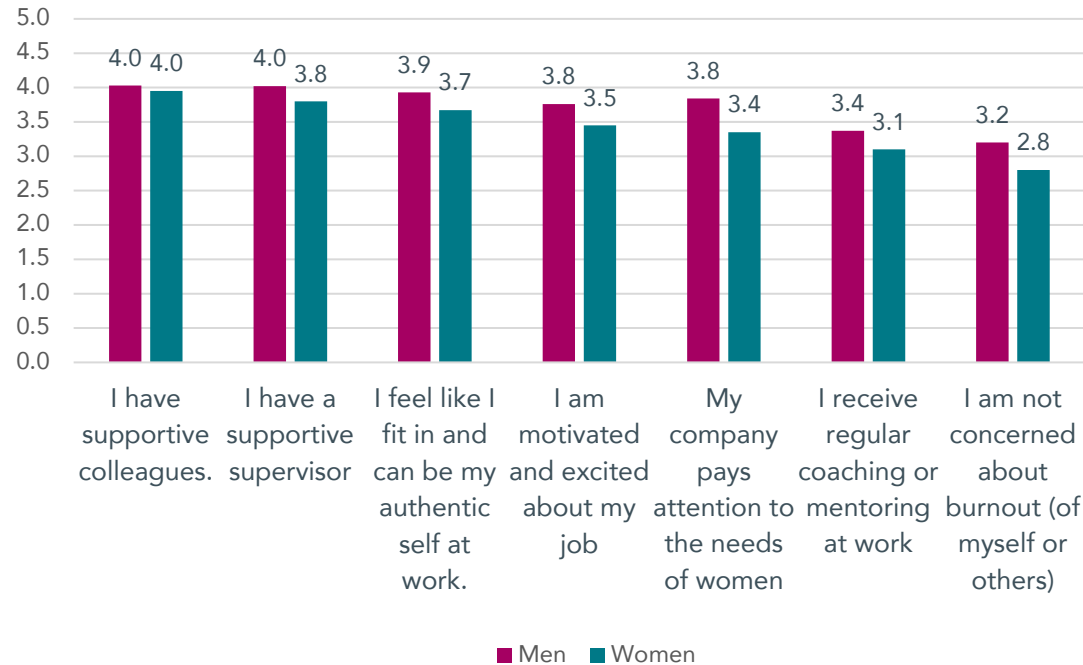
Ideal Work Arrangement and Return to Office



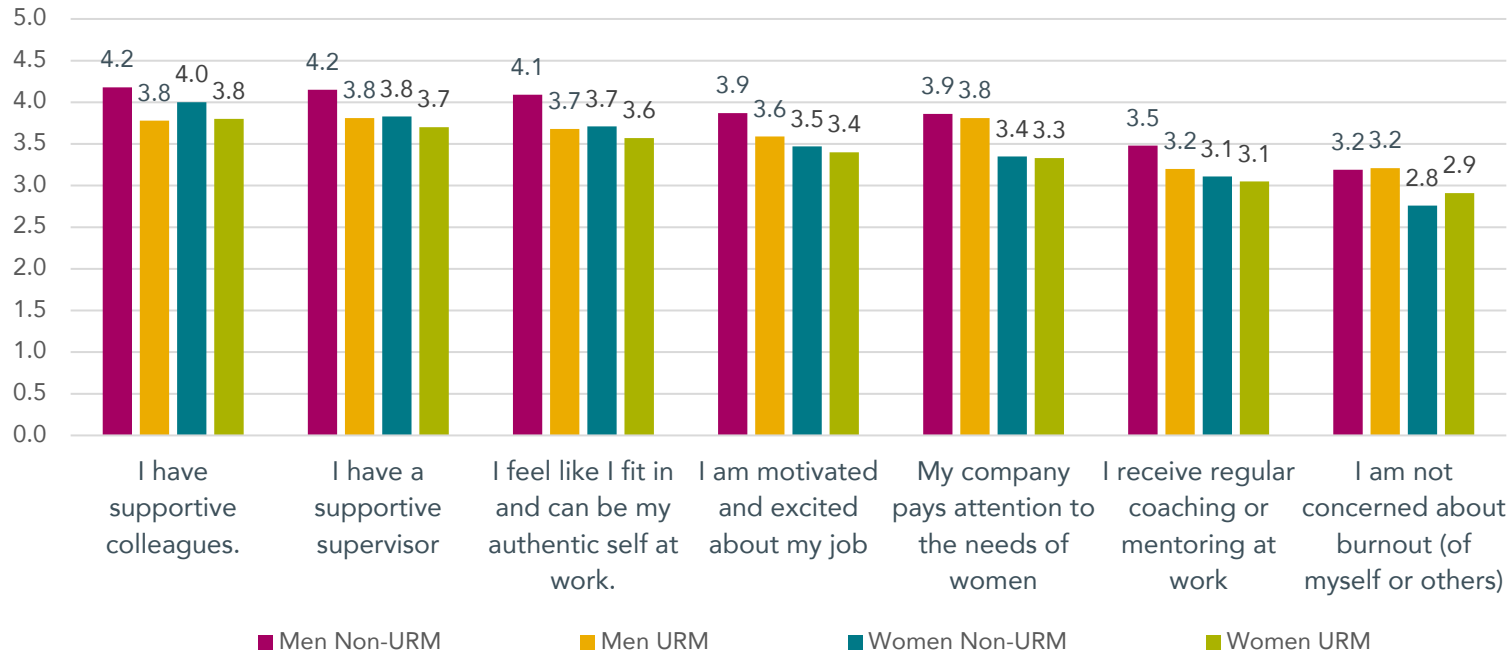
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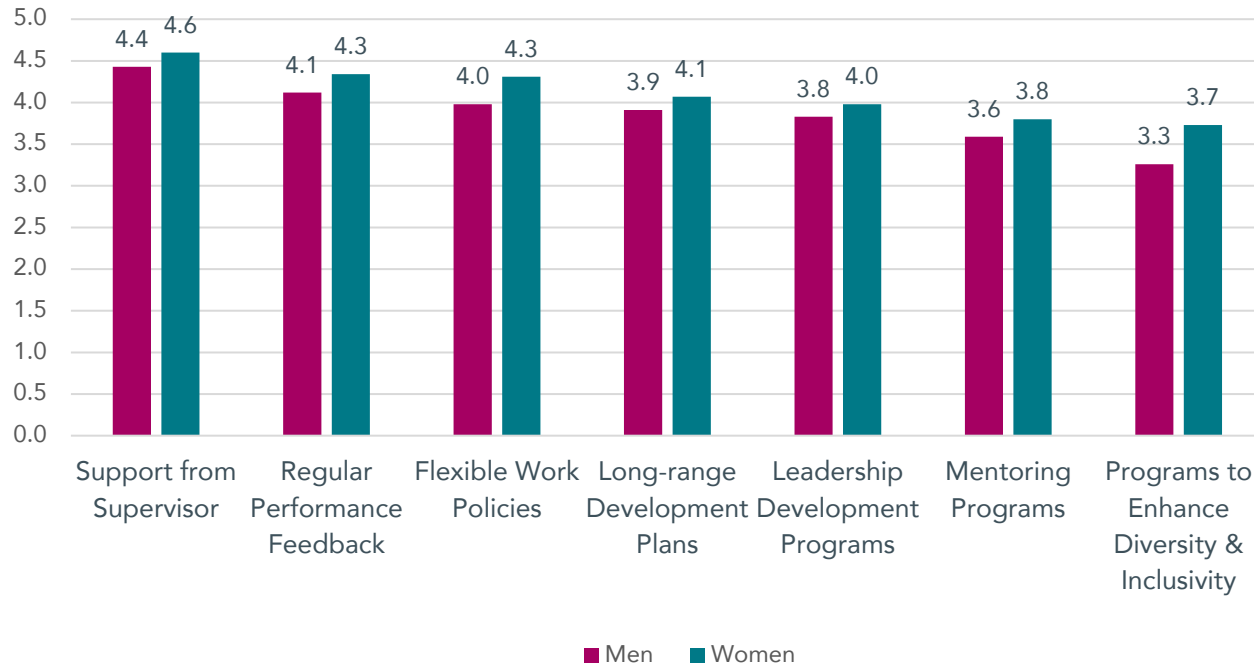
Feelings About Work



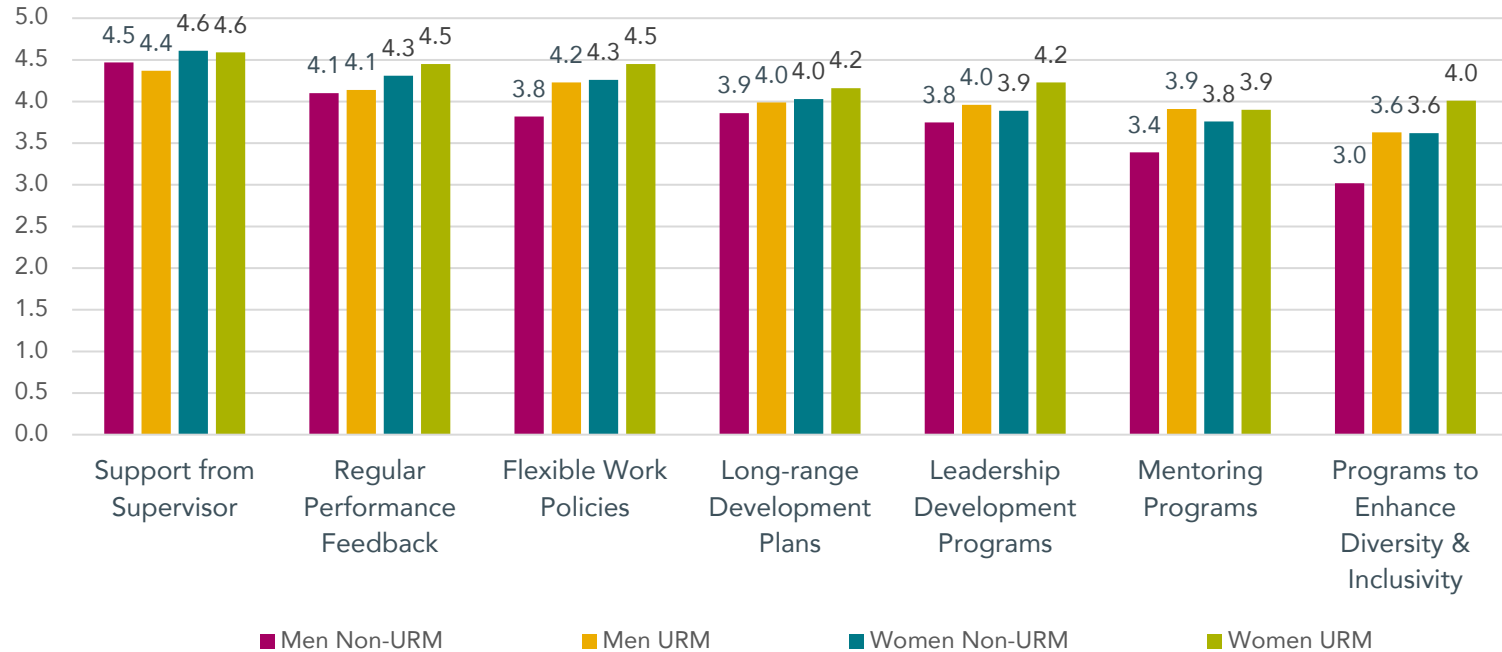
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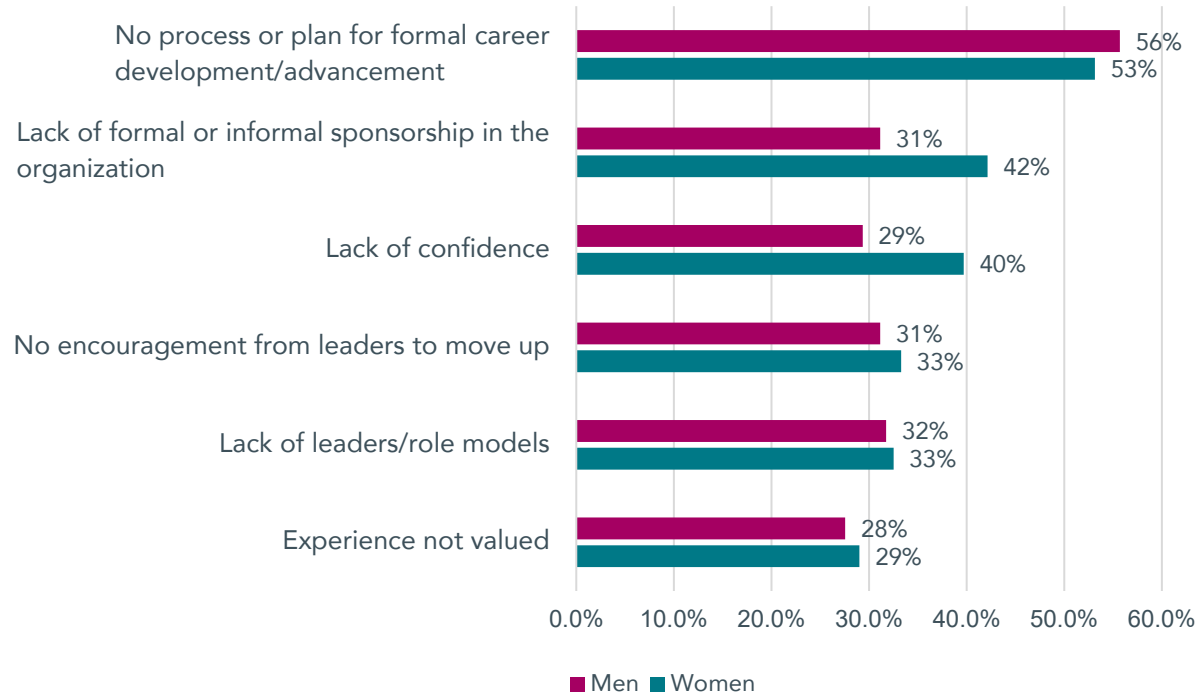
Importance of Workplace Initiatives to Career Advancement and Satisfaction



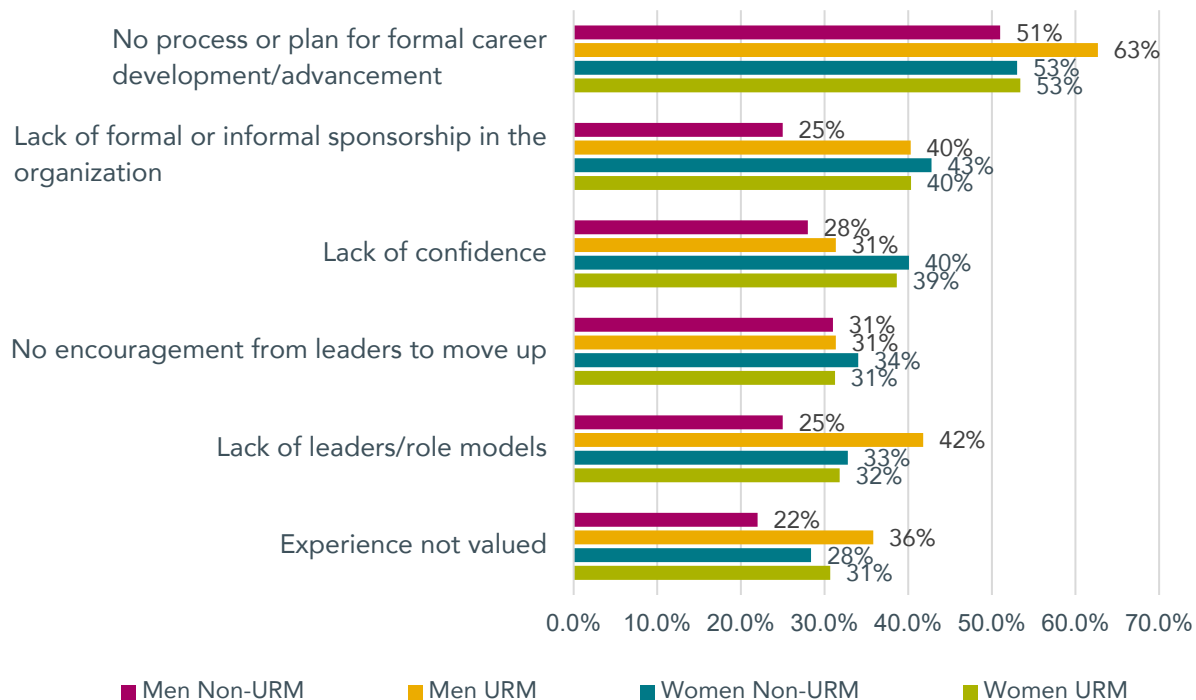
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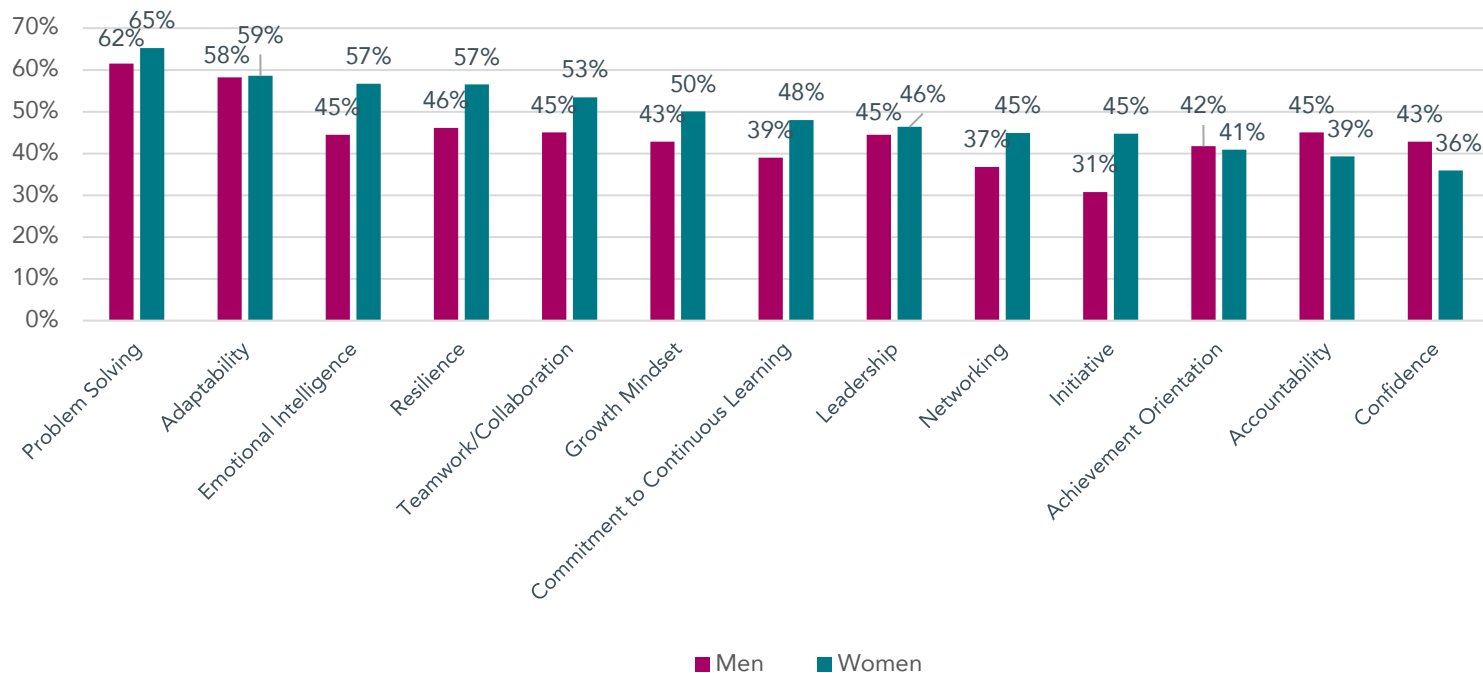
Barriers to Senior Leadership Experienced or Witnessed



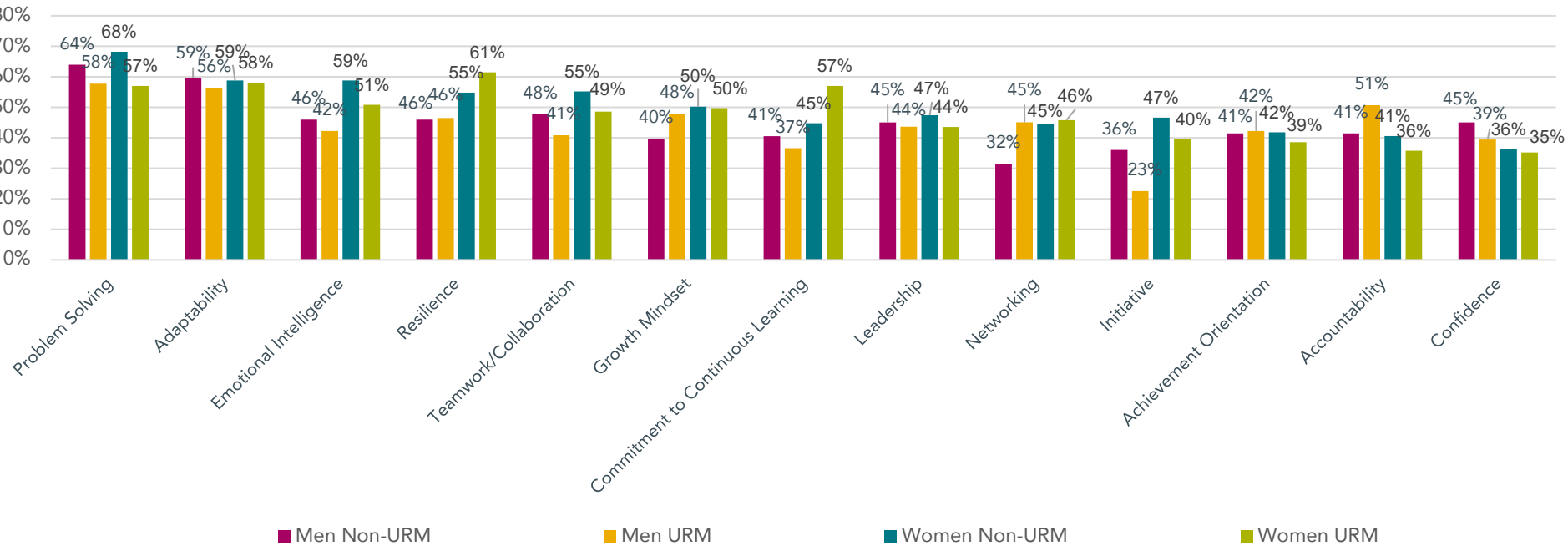
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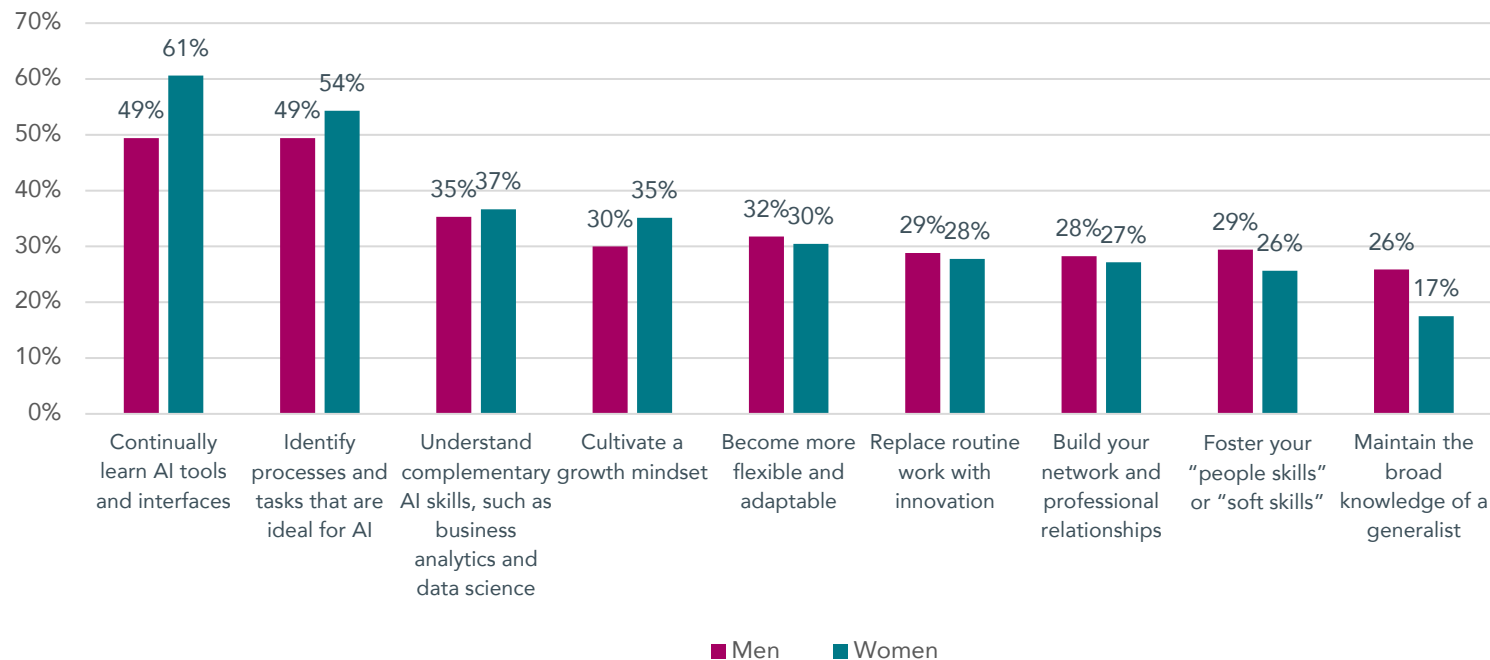
Attributes Contributing to Professional Success



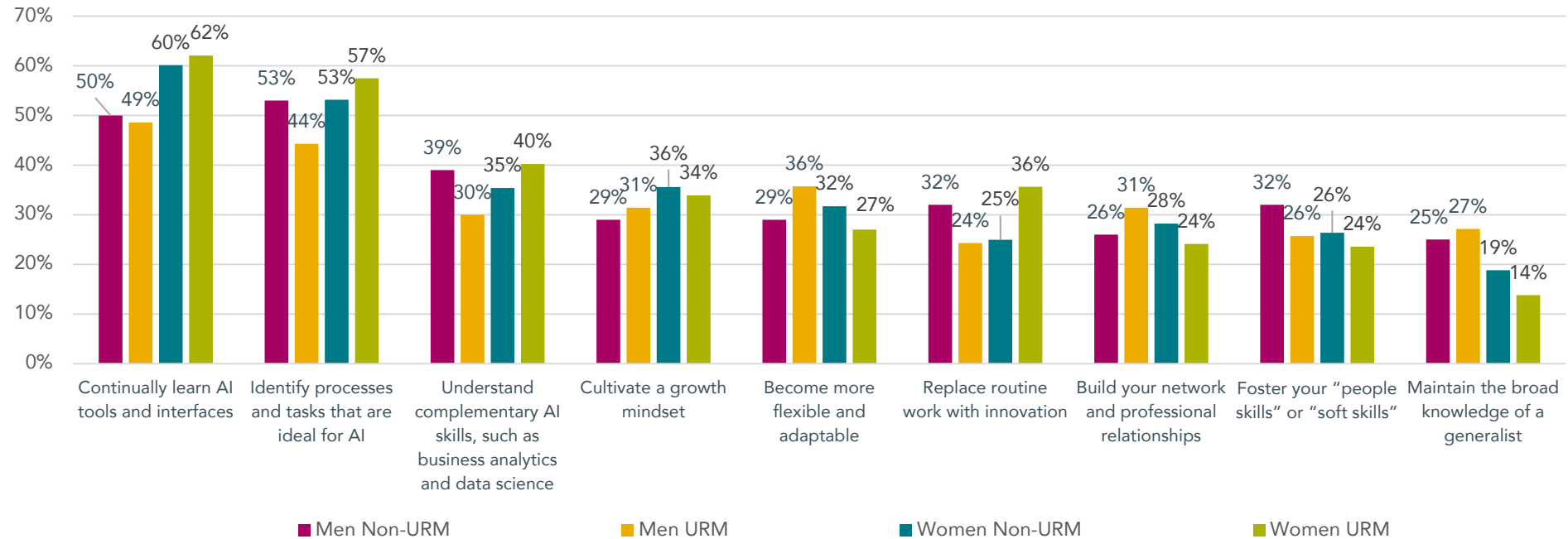
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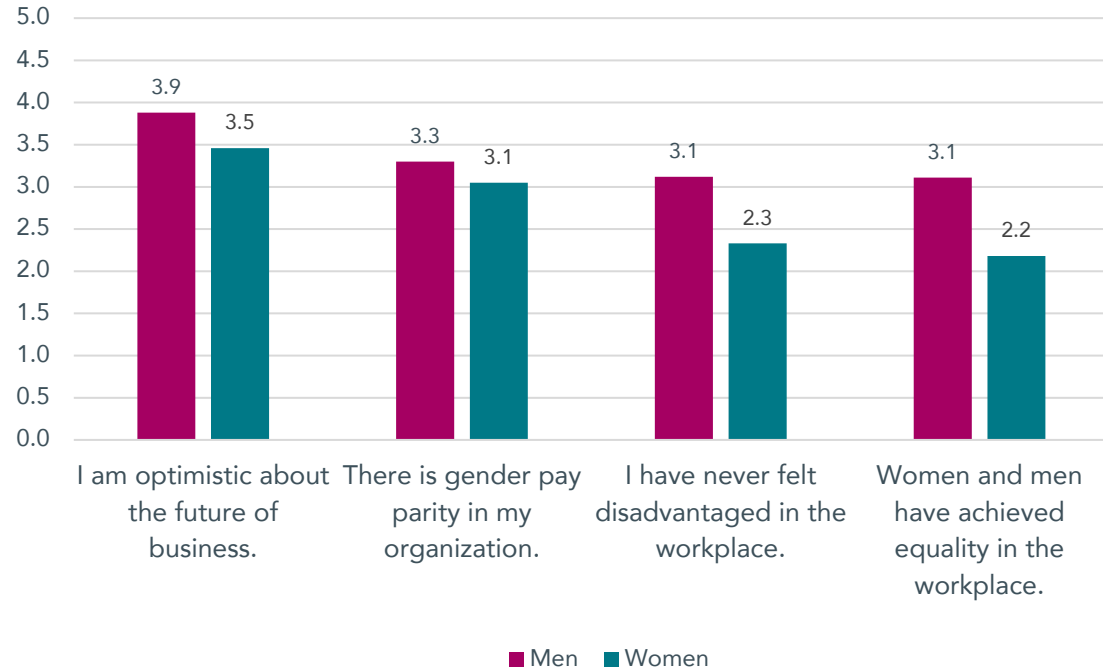
Skills Use or Plan to Use to Work in an AI-dominated work world



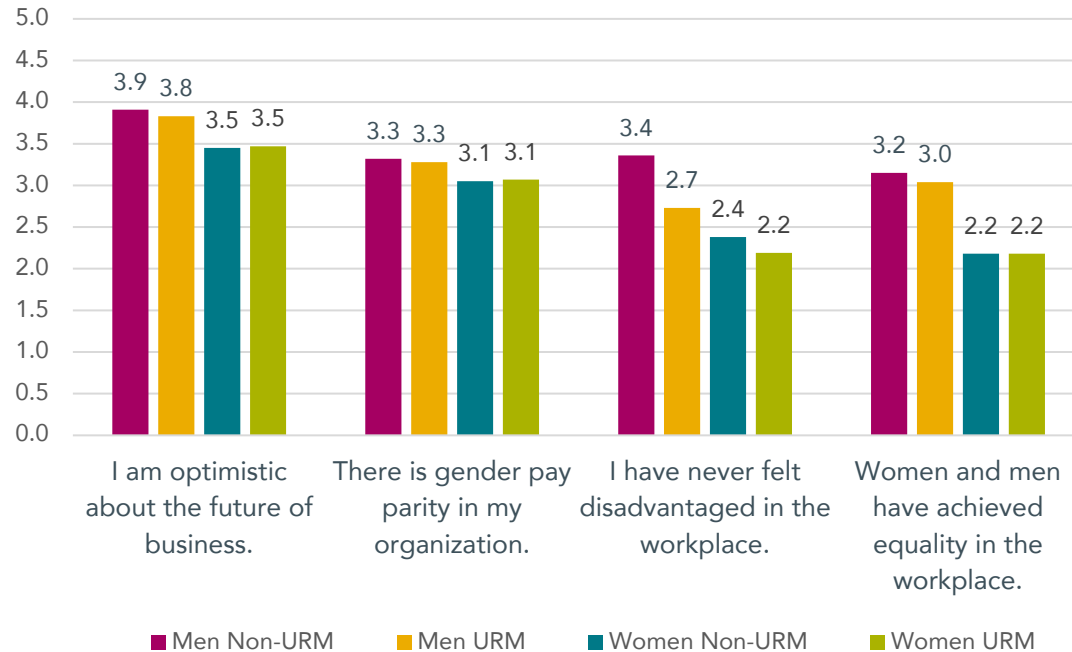
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Equality in the Workplace



Equality in the Workplace



THANK YOU