HARVARD KENNEDY SCHOOL
CLASS OF 2013 EMPLOYMENT OVERVIEW

This overview reflects the diverse employment choices of Harvard Kennedy School (HKS) class of 2013 May graduates immediately post-graduation. The Kennedy School degrees continue to show resilience in an uncertain economy, with our graduates settling around the globe and across sectors and industries. We invite you to read about how our graduates have chosen to serve the public good through their professional work.

The following report on the class of 2013 is based on data collected from May through October 2013. The HKS Office of Career Advancement (oca) employed a variety of data collection techniques including an exit survey taken at graduation, a follow-up survey in September, and individual email inquiries. Overall response rate was 91 percent; of those, 90 percent reported employment or plans to continue in an educational program as of October.

OVERVIEW OF GRADUATING 2013 CLASS

539 students

242 international

MC/MPA
202

MPP
193

MPA
82

MPA/ID
62

Concurrent/Joint Degree
12

Concurrent/Joint Degree
32

Concurrent/Joint Degree
43

Concurrent/Joint Degree
87

Concurrent/Joint Degree Students

from 76 countries
EMPLOYMENT OVERVIEW

HARVARD KENNEDY SCHOOL
CAREER ADVANCEMENT

539 Graduates in 2013

HIGHLIGHTS

The 539 graduates of the class of 2013 accepted employment in 53 countries; within the U.S., graduates accepted employment in 29 states and Washington, DC.

The U.S. federal government remains the top employer of HKS graduates, with 56 U.S. citizens joining 23 departments/agencies. The World Bank Group was our top employer in international development, engaging 14 graduates. Strategy consulting continues as a strong interest with McKinsey & Company and Boston Consulting Group, as two of our top employers, together hiring 31 graduates into positions in nine countries.

Eight graduates were selected as finalists in the U.S. Presidential Management Fellows Program, of whom three have reported accepting a PMF position in a challenging climate of sequestration and the federal government shutdown. One 2013 MPP graduate and an MPP alumna from 2002 were awarded 2014 White House Fellowships.

Public sector employment remained level with last year, still lagging by 12 percentage points from a ten-year high of 2009 (51%). Government employment increased three percentage points in our U.S. population while it decreased six percentage points in international graduate reports.

Nonprofit/NGO employment is down just two percentage points from the ten-year high of 2010 (25%).

Private employment increased slightly (two percentage points) overall, with a decrease in those choosing private sector employment in our domestic graduates and an increase in international reports.

90% Settled by October

Of the 91 percent of the class completing the survey, consistent with recent years, 90 percent reported being settled (employed, running for office, or continuing their education) at our benchmarking date of end-October.

Eighty-five percent of 2013 employers hired (or rehired) a single graduate from the class, illuminating our diversified hiring base and the unique career trajectories of HKS graduates.

2013 EMPLOYMENT SECTOR

Employment data for the class of 2013 reflects our graduates’ commitment to public service across sectors.

The HKS Office of Career Advancement has identified broad policy areas that reflect the career interests of large subsets of our students. Graduates in the class of 2013 reported employment, in relatively large numbers, in the following areas:

- Social Policy
- Public Affairs/Politics/Communication
- International Development
- International Security
- Energy and Environment
- Public Finance
- Urban Economic Development

539 Graduates

90% Settled by October

85% Employed

9% Unemployed

2% No Employment Information
2001–2013 EMPLOYMENT SECTOR COMPARISON

The employment sector breakdown across years remains relatively consistent, with approximately two-thirds of our graduates choosing public or nonprofit employment immediately post-HKS. The bar graph of this breakdown illustrates noticeable public sector spikes in 2002 (post 9/11) and again in 2009 (following the financial crisis and the U.S. presidential election of 2008).

Graduates in the class of 2013 indicated top job focus areas of education, international development, finance/public finance, and security.

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<tr>
<td>Public Sector — Overall</td>
<td>47.8%</td>
<td>58.6%</td>
<td>54.7%</td>
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<td>44.7%</td>
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<tr>
<td>National/Federal Gov’t</td>
<td>33.2%</td>
<td>43.7%</td>
<td>37.8%</td>
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<td>State/Provincial Gov’t</td>
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<td>Regional/Local Gov’t</td>
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<tr>
<td>Inter-Gov’t Organizations</td>
<td>6.8%</td>
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<td>5.3%</td>
<td>5.6%</td>
<td>5.5%</td>
<td>6.8%</td>
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<td>7.4%</td>
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<td>7.0%</td>
<td>7.2%</td>
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<tr>
<td>Nonprofit/NGO Sector</td>
<td>22.7%</td>
<td>20.2%</td>
<td>22.4%</td>
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<td>22.7%</td>
<td>175%</td>
<td>17.2%</td>
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<tr>
<td>Private Sector</td>
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<tr>
<td>% of program pursuing education post HKS (of those reporting)</td>
<td>6.0%</td>
<td>4.6%</td>
<td>5.3%</td>
<td>2.8%</td>
<td>3.6%</td>
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<tr>
<td>% of class reporting</td>
<td>85.9%</td>
<td>86.0%</td>
<td>84.4%</td>
<td>84.4%</td>
<td>92.0%</td>
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* Data collected as of October each year with the exception of 2005 which was collected in August.
MASTER IN PUBLIC POLICY (MPP)

The two-year Master in Public Policy (MPP) program provides future public leaders with the conceptual framework and practical skills necessary to succeed in public service. The MPP core requirements are built upon strong foundations in analysis, management, and leadership. Through courses, exercises, and fieldwork students master an interdisciplinary conceptual toolkit that draws on the social sciences but is adapted for action.

MPP CLASS of 2013

Breakdown of those reporting employment

<table>
<thead>
<tr>
<th>Year</th>
<th>Private Sector</th>
<th>National/Federal Gov’t</th>
<th>State/Provincial Gov’t</th>
<th>Regional/Local Gov’t</th>
<th>Inter-Gov’t Organizations</th>
<th>Nonprofit/NGO Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>40.5%</td>
<td>63.2%</td>
<td>57.9%</td>
<td>40.2%</td>
<td>42.5%</td>
<td>26.6%</td>
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<tr>
<td>2002</td>
<td>65.2%</td>
<td>63.2%</td>
<td>57.9%</td>
<td>40.2%</td>
<td>42.5%</td>
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<tr>
<td>2003</td>
<td>57.9%</td>
<td>40.2%</td>
<td>42.5%</td>
<td>35.5%</td>
<td>47.7%</td>
<td>39.7%</td>
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<tr>
<td>2004</td>
<td>40.2%</td>
<td>42.5%</td>
<td>35.5%</td>
<td>47.7%</td>
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<tr>
<td>2005*</td>
<td>35.5%</td>
<td>47.7%</td>
<td>39.7%</td>
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<td>2006</td>
<td>35.5%</td>
<td>47.7%</td>
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<tr>
<td>2007</td>
<td>35.5%</td>
<td>47.7%</td>
<td>39.7%</td>
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<tr>
<td>2008</td>
<td>35.5%</td>
<td>47.7%</td>
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<td>2009</td>
<td>35.5%</td>
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<tr>
<td>2010</td>
<td>35.5%</td>
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<td>2011</td>
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<tr>
<td>2012</td>
<td>35.5%</td>
<td>47.7%</td>
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<tr>
<td>2013</td>
<td>35.5%</td>
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<td>39.7%</td>
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</table>

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### MID-CAREER MASTER IN PUBLIC ADMINISTRATION (MC/MPA)

The one-year MC/MPA is an intensive academic year program preceded by a one-month summer program exclusively for mid-career professionals. The MC/MPA is designed to increase the knowledge and skills of well established, high-performing professionals, who seek to enhance their public service careers or to move from the private sector to a leadership position in either the public or nonprofit sectors. The 2013 MC/MPA graduating class included 78 Edward S. Mason Fellows from developing, newly industrialized, and transitional economy countries.

**MC/MPA CLASS of 2013**

![Pie chart showing distribution of employment sectors for the Class of 2013]

- **Private Sector:** 25%
- **Nonprofit/NGO Sector:** 25%
- **National/Federal Gov’t:** 37%
- **State/Provincial Gov’t:** 3%
- **Regional/Local Gov’t:** 3%
- **Inter-Gov’t Organizations:** 8%
- **Unspecified:** 2%

### Breakdown of those reporting employment

<table>
<thead>
<tr>
<th>Year</th>
<th>Public Sector</th>
<th>Nonprofit/NGO Sector</th>
<th>Private Sector</th>
<th>Unspecified</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>62.6%</td>
<td>26.7%</td>
<td>10.7%</td>
<td>3.0%</td>
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<tr>
<td>2002</td>
<td>61.3%</td>
<td>23.4%</td>
<td>15.3%</td>
<td>2.9%</td>
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<tr>
<td>2003</td>
<td>54.9%</td>
<td>24.1%</td>
<td>21.1%</td>
<td>3.3%</td>
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<tr>
<td>2004</td>
<td>53.2%</td>
<td>22.8%</td>
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<tr>
<td>2005*</td>
<td>55.7%</td>
<td>22.6%</td>
<td>21.7%</td>
<td>2.9%</td>
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<tr>
<td>2006</td>
<td>56.9%</td>
<td>22.6%</td>
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<tr>
<td>2007</td>
<td>58.6%</td>
<td>26.6%</td>
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<td>2008</td>
<td>57.9%</td>
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<td>2009</td>
<td>54.7%</td>
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<tr>
<td>2010</td>
<td>57.9%</td>
<td>22.0%</td>
<td>22.0%</td>
<td>3.1%</td>
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<tr>
<td>2011</td>
<td>47.8%</td>
<td>22.0%</td>
<td>27.7%</td>
<td>1.1%</td>
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<tr>
<td>2012</td>
<td>52.8%</td>
<td>22.0%</td>
<td>24.3%</td>
<td>1.1%</td>
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<tr>
<td>2013</td>
<td>50.4%</td>
<td>21.0%</td>
<td>27.7%</td>
<td>1.1%</td>
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**MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT (MPA/ID)**

The two-year MPA/ID program, Harvard Kennedy School’s newest program, is designed to prepare the next generation of leaders in international development. It is an economics-centered, multi-disciplinary program, combining rigorous training in analytical and quantitative methods with an emphasis on policy and practice.

**MPA/ID CLASS of 2013**

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</thead>
<tbody>
<tr>
<td>National/Federal Gov’t</td>
<td>13.9%</td>
<td>20.6%</td>
<td>27.9%</td>
<td>15.7%</td>
<td>10.3%</td>
<td>15.9%</td>
<td>15.3%</td>
<td>23.9%</td>
<td>14.6%</td>
<td>23.6%</td>
<td>19.6%</td>
<td>16.7%</td>
<td>17.3%</td>
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<tr>
<td>State/Provincial Gov’t</td>
<td>0.0%</td>
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<td>0.0%</td>
<td>3.9%</td>
<td>0.0%</td>
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<td>2.1%</td>
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<tr>
<td>Regional/Local Gov’t</td>
<td>0.0%</td>
<td>0.0%</td>
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<td>3.9%</td>
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<td>0.0%</td>
<td>1.8%</td>
<td>0.0%</td>
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<tr>
<td>Inter-Gov’t Organizations</td>
<td>27.8%</td>
<td>29.4%</td>
<td>27.9%</td>
<td>29.4%</td>
<td>23.1%</td>
<td>15.9%</td>
<td>20.3%</td>
<td>11.9%</td>
<td>29.2%</td>
<td>23.6%</td>
<td>15.7%</td>
<td>19.7%</td>
<td>21.2%</td>
</tr>
</tbody>
</table>

| Nonprofit/ngo Sector  | 16.7%| 26.5%| 21.3%| 19.6%| 28.2% | 22.7%| 22.0%| 17.9%| 18.8%| 25.5%| 23.5%| 22.7%| 17.3%|

| Private Sector        | 41.7%| 23.5%| 23.0%| 27.5%| 38.5% | 45.5%| 42.4%| 43.3%| 35.4%| 25.5%| 39.2%| 39.4%| 44.2%|

| Unspecified           | 0.0% | 0.0% | 0.0% | 0.0% | 0.0%  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |

| % of program pursuing education post hks (of those reporting) | 7.5% | 6.0% | 6.1% | 5.3% | 4.1%  | 6.5% |

| % of MPA/ID reporting | 100.0%| 100.0%| 98.5%| 98.3%| 100.0%| 100.0%|

* Data collected as of October each year with the exception of 2005 which was collected in August.
### MPA2 CLASS of 2013

The two-year MPA2 is a flexible program designed to enhance the knowledge and skills of established professionals and dual-degree students seeking further leadership responsibilities in the public, nonprofit, and private sectors.

#### Breakdown of those reporting employment

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</tr>
</thead>
<tbody>
<tr>
<td>Public Sector — Overall</td>
<td>28.3%</td>
<td>50.0%</td>
<td>47.3%</td>
<td>48.2%</td>
<td>30.3%</td>
<td>22.9%</td>
<td>28.6%</td>
<td>26.6%</td>
<td>25.5%</td>
<td>21.2%</td>
<td>23.9%</td>
<td>22.5%</td>
<td>17.1%</td>
</tr>
<tr>
<td>National/Federal Gov’t</td>
<td>21.7%</td>
<td>47.6%</td>
<td>36.4%</td>
<td>33.3%</td>
<td>23.3%</td>
<td>12.9%</td>
<td>22.1%</td>
<td>17.2%</td>
<td>17.0%</td>
<td>18.2%</td>
<td>16.9%</td>
<td>14.1%</td>
<td>8.6%</td>
</tr>
<tr>
<td>State/Provincial Gov’t</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>7.4%</td>
<td>2.3%</td>
<td>1.4%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>2.8%</td>
<td>1.4%</td>
<td>1.4%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Regional/Local Gov’t</td>
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<td>1.8%</td>
<td>1.9%</td>
<td>0.0%</td>
<td>2.9%</td>
<td>1.3%</td>
<td>3.1%</td>
<td>4.3%</td>
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<td>0.0%</td>
<td>1.4%</td>
<td>5.7%</td>
</tr>
<tr>
<td>Inter-Gov’t Organizations</td>
<td>4.3%</td>
<td>2.4%</td>
<td>9.1%</td>
<td>5.6%</td>
<td>4.7%</td>
<td>5.7%</td>
<td>5.2%</td>
<td>6.3%</td>
<td>4.3%</td>
<td>3.0%</td>
<td>4.2%</td>
<td>5.6%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Nonprofit/NGO Sector</td>
<td>19.6%</td>
<td>7.3%</td>
<td>20.0%</td>
<td>9.3%</td>
<td>16.3%</td>
<td>8.6%</td>
<td>11.7%</td>
<td>6.3%</td>
<td>10.6%</td>
<td>18.2%</td>
<td>15.5%</td>
<td>18.3%</td>
<td>14.3%</td>
</tr>
<tr>
<td>Private Sector</td>
<td>52.2%</td>
<td>42.9%</td>
<td>32.7%</td>
<td>42.7%</td>
<td>53.6%</td>
<td>68.6%</td>
<td>59.7%</td>
<td>67.2%</td>
<td>59.6%</td>
<td>60.6%</td>
<td>50.7%</td>
<td>57.7%</td>
<td>62.9%</td>
</tr>
<tr>
<td>Unspecified</td>
<td>4.3%</td>
<td>0.0%</td>
<td>9.9%</td>
<td>1.4%</td>
<td>5.7%</td>
<td>0.0%</td>
<td>9.9%</td>
<td>1.4%</td>
<td>5.7%</td>
<td>0.0%</td>
<td>9.9%</td>
<td>1.4%</td>
<td>5.7%</td>
</tr>
<tr>
<td>% of program pursuing education post HKS (of those reporting)</td>
<td>14.4%</td>
<td>15.9%</td>
<td>16.3%</td>
<td>3.8%</td>
<td>2.5%</td>
<td>11.3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of MPA2 reporting</td>
<td>77.2%</td>
<td>80.6%</td>
<td>82.6%</td>
<td>81.3%</td>
<td>94.1%</td>
<td>91.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Data collected as of October each year with the exception of 2005 which was collected in August.
CONCURRENT AND JOINT DEGREE GRADUATES

Our MPA2 program has historically included a large number of concurrent degree graduates. While pursuing their HKS degrees, these students undertake MBA, JD, MD, and other degrees with select schools around the country, including other schools at Harvard. The number of dual degree graduates across programs has grown with the recent addition of two formal joint degree programs with Harvard Business School for both MPPs and MPA/IDs.

Alumni surveys show that our concurrent degree graduates often enter the private sector immediately post-HKS, moving subsequently between sectors throughout their careers.

CITIZEN AND SECTOR  U.S./International Employment Sector Comparison

<table>
<thead>
<tr>
<th>Year</th>
<th>U.S. Citizen</th>
<th>International</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>47%</td>
<td>33%</td>
<td>80%</td>
</tr>
<tr>
<td>2008</td>
<td>38%</td>
<td>42%</td>
<td>80%</td>
</tr>
<tr>
<td>2009</td>
<td>54%</td>
<td>46%</td>
<td>100%</td>
</tr>
<tr>
<td>2010</td>
<td>50%</td>
<td>50%</td>
<td>100%</td>
</tr>
<tr>
<td>2011</td>
<td>45%</td>
<td>55%</td>
<td>100%</td>
</tr>
<tr>
<td>2012</td>
<td>48%</td>
<td>52%</td>
<td>100%</td>
</tr>
<tr>
<td>2013</td>
<td>39%</td>
<td>61%</td>
<td>100%</td>
</tr>
</tbody>
</table>

SALARY 2013  ANNUAL MEDIAN SALARY FOR U.S-BASED EMPLOYMENT

<table>
<thead>
<tr>
<th>Class 2013</th>
<th>MPP</th>
<th>MC/MPA</th>
<th>MPA2</th>
<th>MPA/ID</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public/National</td>
<td>$62,500</td>
<td>$97,500</td>
<td>$62,500*</td>
<td>n/a</td>
</tr>
<tr>
<td>Public/State</td>
<td>$57,500</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Public/Local</td>
<td>$67,500</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Public/NGO</td>
<td>$50,000*</td>
<td>n/a</td>
<td>n/a</td>
<td>$62,500</td>
</tr>
<tr>
<td>Nonprofit/NGO</td>
<td>$60,000</td>
<td>$95,000</td>
<td>$75,000*</td>
<td>n/a</td>
</tr>
<tr>
<td>Private</td>
<td>$102,500</td>
<td>$122,500*</td>
<td>$130,000</td>
<td>$132,500</td>
</tr>
</tbody>
</table>

*Based on 182 reports (including concurrent/joint degree students)
n/a: fewer than three reports
Five reports or fewer
### International Employment

<table>
<thead>
<tr>
<th>Region</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa (Sub-Saharan)</td>
<td>Côte d’Ivoire, Ghana, Kenya, Malawi, Sierra Leone, South Africa, Zambia</td>
</tr>
<tr>
<td>Asia</td>
<td>Cambodia, China, Peoples Republic of Hong Kong, India, Indonesia, Japan, Korea, Republic of Malaysia, Pakistan, Philippines, Singapore, Thailand, Vietnam</td>
</tr>
<tr>
<td>Australasia/Pacifica</td>
<td>Australia</td>
</tr>
<tr>
<td>Europe/Eurasia</td>
<td>Armenia, Austria, Azerbaijan, Belgium, Croatia, France, Germany, Ireland, Kazakhstan, Norway, Romania, Switzerland, Turkey, United Kingdom</td>
</tr>
<tr>
<td>Latin America/Caribbean</td>
<td>Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Haiti, Jamaica, Nicaragua, Peru</td>
</tr>
<tr>
<td>Middle East/North Africa</td>
<td>Bahrain, Israel, Morocco, Saudi Arabia, United Arab Emirates</td>
</tr>
</tbody>
</table>

(146 reported employment outside the U.S. in 52 countries.)

### U.S. Employment

<table>
<thead>
<tr>
<th>Region</th>
<th>States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latin America/Caribbean Basin</td>
<td>Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Haiti, Jamaica, Nicaragua, Peru</td>
</tr>
<tr>
<td>Middle East/ North Africa</td>
<td>Bahrain, Israel, Morocco, Saudi Arabia, United Arab Emirates</td>
</tr>
</tbody>
</table>

(251 reported employment in 29 states and Washington, DC)
### U.S. LOCATIONS

#### Public Sector

**State/Local**
- Association of Bay Area Governments (Ca)
- City of Boston (Ma)
- City of Dallas (Tx)
- City of Long Beach (Ca)
- City of Minneapolis (Mn)
- City of New York (Ny)
- City of Orn (Ma)
- City of Somerville (Ma)
- Commonwealth of Massachusetts
- District of Columbia
- Empire State Development Corporation (Ny)
- Port Authority of New York and New Jersey
- State of Maryland
- State of New Hampshire
- State of New Jersey
- State of Vermont
- State of Wyoming
- University of California

**IGO**
- European Parliament
- Inter-American Development Bank
- International Finance Corporation
- United Nations Office for the Coordination of Humanitarian Affairs
- World Bank

#### NGO Sector

**California**
- Code for America
- Institute for College Access & Success
- Pacific Community Ventures
- Teach For America
- Third Sector Capital Partners

**Colorado**
- Harvard Kennedy School (Innovation Fellow)

**Connecticut**
- Jumoke Academy

**Florida**
- The Salvation Army

**Illinois**
- Center for Community Change
- Citizens Utility Board

**Louisiana**
- Propeller: A Force for Social Innovation

**Massachusetts**
- Achievement Network
- Brigham and Women's Hospital
- Committee on Capital Markets Regulation
- Consensus Building Institute

**Minnesota**
- Concerned Veterans for America

**New Mexico**
- Nuestra Comunidad
- W.K. Kellogg Foundation

**New York**
- Birthright Israel
- ideas42
- New Teacher Project
- Park Slope Family Health Center
- Partnership for a New American Economy
- Trust for Governors Island
- World Economic Forum

**Oregon**
- Mercy Corps

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## HKS Class of 2013 Employers (continued)

### Virginia
- eBay
- Fahr LLC
- Flipboard
- Google, Inc.
- Inx
- McKinsey & Company
- Planet Saving Science
- SeedHub
- South Shore Anesthesia Associates
- TripAdvisor
- Vmware
- WaterSmart Software

### Washington
- LMI
- Bill & Melinda Gates Foundation
- American Association of People with Disabilities
- Association of Community College Trustees
- Brookings Institution
- Center for American Progress
- Edelte Capital
- FSG Social Impact Advisors
- Housing Partnership Network
- Migration Policy Institute
- National Association of Charter School Authorizers
- National Bureau of Asian Research
- National Democratic Institute
- New America Foundation
- Results for Development Institute
- U.S. Chamber of Commerce

### Private Sector

#### Arkansas
- Walmart

#### California
- Amazon
- Apple, Inc.
- Bain & Company
- East Africa Property Partners

#### Massachusetts
- Atlantic Power Corporation
- Bain & Company
- Boston Consulting Group
- Bridge International Academies
- Censio
- Fidelity Investments
- FloDesign Wind turbine

#### Maryland
- Infogroup
- McKinsey & Company
- Planet Saving Science
- SeedHub
- South Shore Anesthesia Associates
- TripAdvisor
- Vmware
- WaterSmart Software

#### Connecticut
- Aetna

#### Florida
- Ernst & Young
- Everest Capital

#### Illinois
- Baird Capital
- Boston Consulting Group
- Healthbox — Sandbox Industries
- Lazard
- Oliver Wyman
- William Blair and Company

#### Iowa
- Renewal Capital

#### Massachusetts
- Atlantic Power Corporation
- Bain & Company
- Boston Consulting Group
- Bridge International Academies
- Censio
- Fidelity Investments
- FloDesign Wind turbine

#### New York
- Baker & McKenzie
- Bank of America Merrill Lynch
- Boston Consulting Group
- Deloitte Consulting LLC
- Farmigo
- GoCourse
- Horizon
- Iwwa
- McKinsey & Company
- The New York Times
- PIMCO
- Proskauer Rose
- Silverstein Properties
- Simpson Thacher & Bartlett, LLP
- Tiggly
- Tough Mudder LLC

#### North Carolina
- Edison Nation Medical

#### Pennsylvania
- Boston Consulting Group
- Comcast NBC Universal

#### Texas
- NRP Group

#### Utah
- Qualtrics

#### Virginia
- Booz Allen Hamilton
- Monitor 360
- OPower
- PricewaterhouseCoopers

#### Washington
- McKinsey & Company

#### New Jersey
- McKinsey & Company

#### New York
- Baker & McKenzie
- Bank of America Merrill Lynch
- Boston Consulting Group
- Deloitte Consulting LLC
- Farmigo
- GoCourse
- Horizon
- Iwwa
- McKinsey & Company
- The New York Times
- PIMCO
- Proskauer Rose
- Silverstein Properties
- Simpson Thacher & Bartlett, LLP
- Tiggly
- Tough Mudder LLC

#### Wisconsin
- John Deere
### LOCATIONS outside U.S.

#### Public Sector

**NATIONAL**

- **Africa (Sub-Saharan)**
  - Government of Cote d’Ivoire
  - Government of Kenya
  - Government of South Africa
- **Asia**
  - Government of India
  - Government of Malaysia
- **Europe**
  - Government of Azerbaijan
  - Government of Croatia
  - Government of Germany
  - Government of Kazakhstan
  - Government of Turkey
- **U.S. Department of State**
- **Latin America/Caribbean Basin**
  - Government of Colombia
  - Government of Costa Rica
  - Government of Mexico

**REGIONAL/LOCAL**

- City of Buenos Aires, Argentina
- City of Belo Horizonte, Brazil
- City of Berlin, Germany
- Government of Hong Kong
- Government of Ontario

**IGO**

- African Development Bank, Ghana
- Alliance for a Green Revolution in Africa, Kenya
- Association of Southeast Asian Nations (ASEAN), Indonesia
- European Central Bank, Germany
- European Commission, Belgium
- European Union, Brussels

**NGO Sector**

- **AFRICA (SUB-SAHARAN)**
  - Kenya
  - Malawi
  - Tony Blair
- **LATIN AMERICA/ CARIBBEAN BASIN**
  - Chile
  - Colombia
  - Ecuador
  - Haiti
- **MIDDLE EAST/NORTH AFRICA**
  - Israel
  - Jordan
- **NORTH AMERICA (NON-U.S.)**
  - Mexico
  - Jewish Agency for Israel

**Private Sector**

- **AFRICA (SUB-SAHARAN)**
  - South Africa
  - Zambia
- **South Africa**
  - Interbrand Sampson de Villiers
  - Threefold Creative
- **Zambia**
  - Standard Bank Group

### ASIA

- Cambodia
- Life and Hope Association
- Peoples Republic of China
- Crossroads Foundation
- Energy Foundation China
- Energy Research Institute
- William J. Clinton Foundation
- India
- Aangan India
- IFMR — Small Enterprise Finance Centre (SEFC)
- Malaysia
- Malaysia Blue Ocean Strategy Institute
- Pakistan
- Rabit
- USAID ASP LUMS

### EUROPE

- Germany
- Alexander von Humboldt Foundation
- Norway
- Extractive Industries Transparency Initiative (EITI)
- Switzerland
- Internal Displacement Monitoring Center, IDMC
- World Economic Forum
- United Kingdom
- Children’s Investment Fund Foundation
- International Growth Centre
### HKS Class of 2013 Employers (continued)

#### ASIA
- **India**
  - Monitor Inclusive Markets
- **Indonesia**
- **Ernst & Young**
- **Japan**
  - Fast Retailing
- **Mitsubishi Corporation**
- **Malaysia**
- **Genting Energy Ltd.**
- **Philippines**
  - Far Eastern University
- **Peoples Republic of China**
  - KKR
- **Singapore**
  - Boston Consulting Group
  - Changi General Hospital
  - Richard Chandler Corporation
  - Singapore Press Holdings
- **Vietnam**
  - Like.vn

#### AUSTRALASIA/PACIFICA
- **Australia**
  - Boston Consulting Group
- **CACE Partners**
- **McKinsey & Company**
  - Nous Group Consulting

#### EUROPE
- **Belgium**
  - McKinsey & Company
- **France**
  - Caisse des Dépôts et Consignations (CDC)
  - Lazard
- **Germany**
  - Boston Consulting Group
  - HeidelbergerCement AG
- **Ireland**
  - BNRG Renewables
- **Romania**
  - Ana Holding
- **United Kingdom**
  - BP
  - Canada Pension Plan
  - Investment Board
  - Goldman Sachs
  - Monitor Deloitte
  - Reckitt Benckiser

#### LATIN AMERICA/CARIBBEAN BASIN
- **Brazil**
- **Brazil Innovators**
- **Colombia**
  - Cambridge Consultants
  - Costa Rica
  - Competitiveness Promotion Council
  - Nicaragua
  - Ayucus
  - Prima AFP

#### MIDDLE EAST/NORTH AFRICA
- **United Arab Emirates**
  - Morgan Stanley

#### NORTH AMERICAN (NON-U.S.)
- **Canada**
  - Adi Studio Strategy Consulting
  - McKinsey & Company
  - Mexico
  - Henderson & Alberro
  - McKinsey & Company

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**EMployers 2013**

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