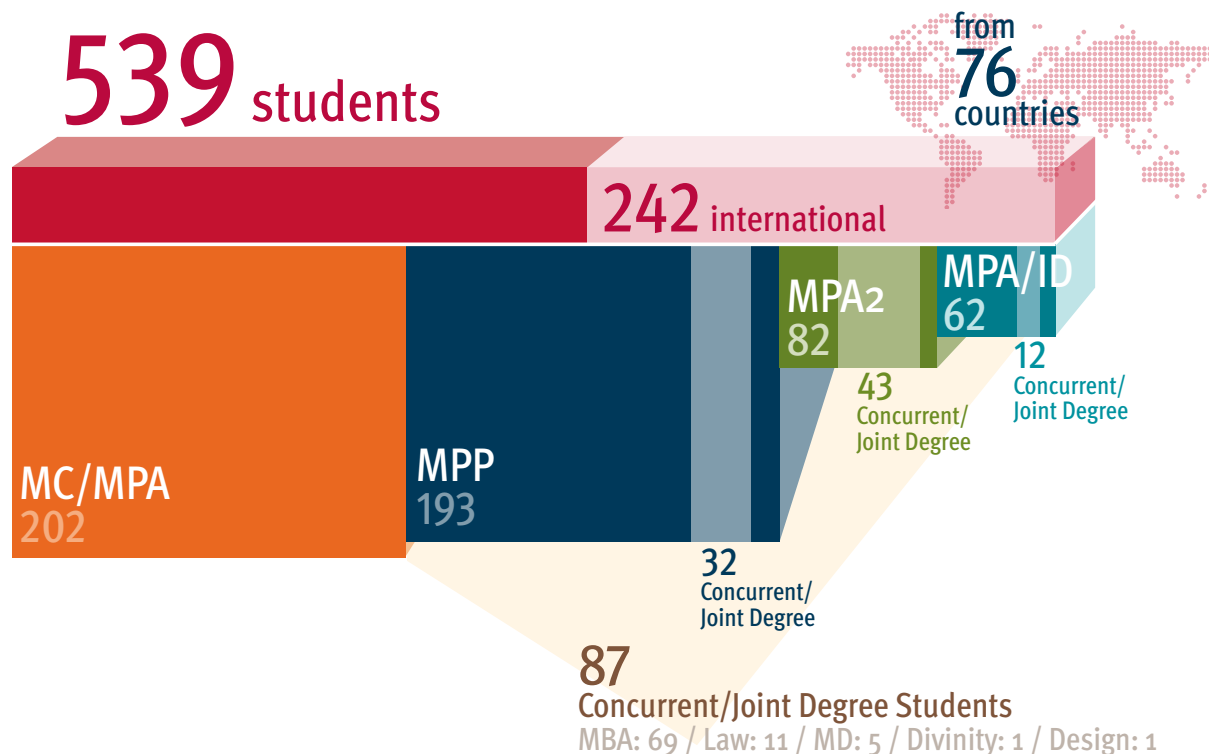


HARVARD KENNEDY SCHOOL CLASS OF 2013 EMPLOYMENT OVERVIEW

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



EMPLOYMENT OVERVIEW

Class of 2013

HIGHLIGHTS

539 GRADUATES
IN 2013

- 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.

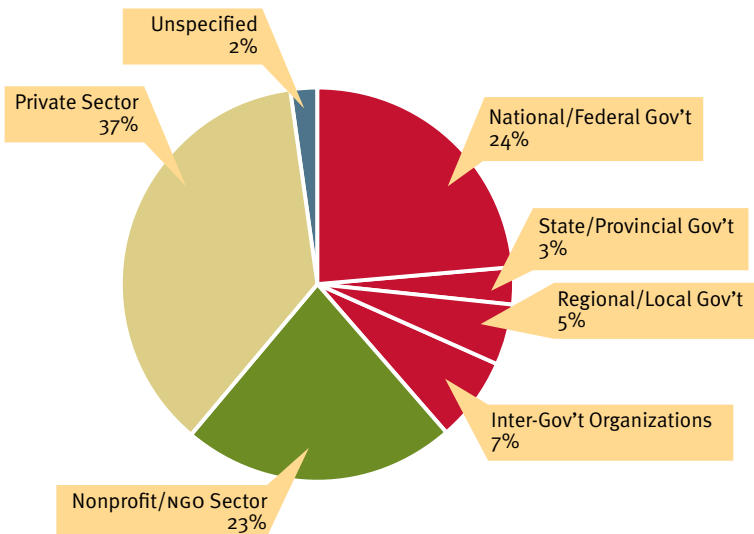
- Nonprofit/NGO employment is down just two percentage points from the ten-year high of 2010 (25%).
- Private employment increased slightly (two percentage points) overall, with a decrease in those choosing private sector employment in our domestic graduates and an increase in international reports.

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*

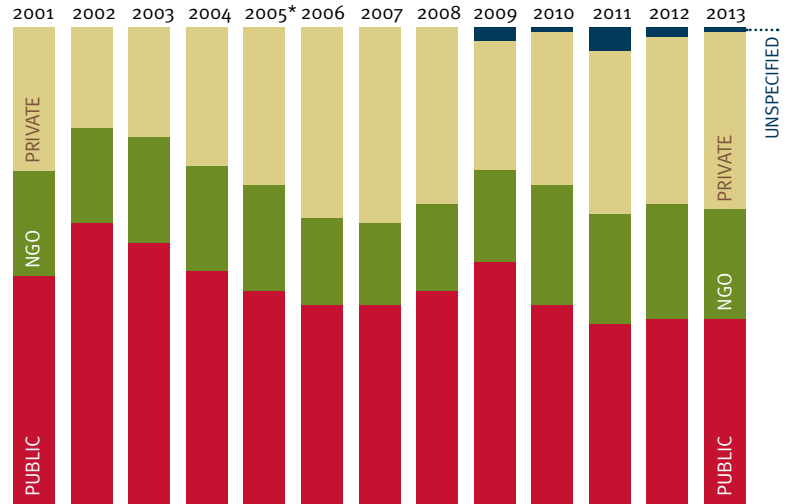
EMPLOYMENT OVERVIEW

Class of 2013

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.



TOTAL CLASS	2001	2002	2003	2004	2005*	2006	2007	2008	2009	2010	2011	2012	2013
<i>Breakdown of those reporting employment</i>													
Public Sector — Overall	47.8%	58.6%	54.7%	49.0%	44.7%	43.0%	42.0%	44.8%	50.6%	41.9%	38.2%	39.0%	38.8%
National/Federal Gov't	33.2%	43.7%	37.8%	30.1%	30.3%	28.4%	29.1%	31.7%	32.1%	29.3%	26.1%	25.9%	24.2%
State/Provincial Gov't	5.3%	5.7%	4.7%	3.9%	3.8%	4.7%	3.0%	2.5%	5.3%	2.5%	3.4%	3.3%	2.9%
Regional/Local Gov't	2.5%	1.9%	3.5%	5.9%	5.3%	4.4%	4.4%	3.8%	4.2%	2.7%	3.2%	2.8%	4.5%
Inter-Gov't Organizations	6.8%	7.2%	8.7%	9.0%	5.3%	5.6%	5.5%	6.8%	8.9%	7.4%	5.5%	7.0%	7.2%
Nonprofit/NGO Sector	22.7%	20.2%	22.4%	22.5%	22.7%	17.5%	17.2%	17.9%	18.7%	24.8%	22.9%	24.0%	22.5%
Private Sector	29.8%	21.3%	23.0%	28.5%	32.6%	39.5%	40.8%	37.3%	28.2%	32.0%	33.9%	34.9%	36.8%
Unspecified									2.5%	1.2%	5.0%	2.2%	1.9%
% of program pursuing education post HKS (of those reporting)								6.0%	4.6%	5.3%	2.8%	3.8%	2.7%
% of class reporting								85.9%	86.0%	84.4%	84.4%	92.0%	90.5%

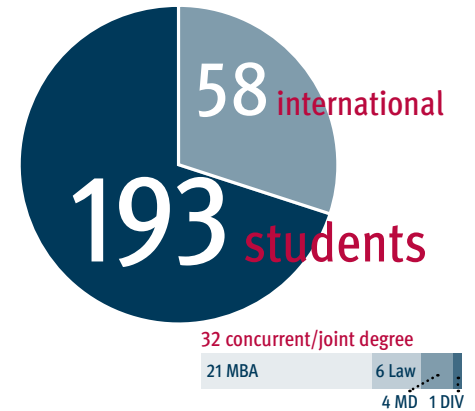
* Data collected as of October each year with the exception of 2005 which was collected in August.

EMPLOYMENT OVERVIEW

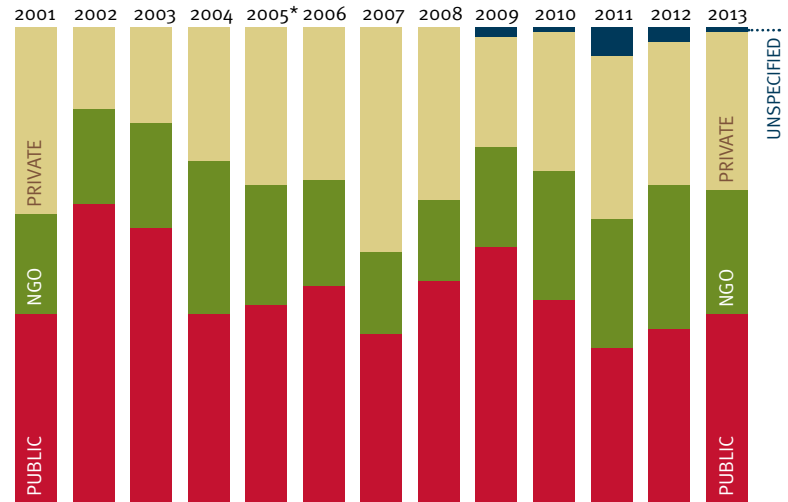
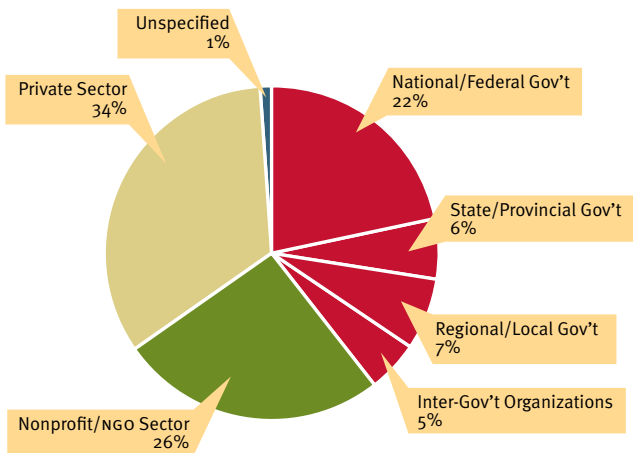
Class of 2013

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



	2001	2002	2003	2004	2005*	2006	2007	2008	2009	2010	2011	2012	2013
<i>Breakdown of those reporting employment</i>													
Public Sector — Overall	40.5%	63.2%	57.9%	40.2%	42.5%	46.2%	35.5%	47.7%	54.2%	43.2%	32.6%	37.3%	39.7%
National/Federal Gov't	30.6%	53.9%	46.3%	23.9%	25.0%	31.1%	25.2%	33.6%	37.4%	28.1%	20.7%	22.7%	21.9%
State/Provincial Gov't	4.5%	1.3%	4.2%	3.3%	3.8%	4.2%	2.6%	4.0%	6.1%	3.4%	3.7%	3.8%	6.0%
Regional/Local Gov't	2.7%	5.3%	4.2%	7.6%	11.3%	8.4%	5.8%	5.4%	6.1%	6.2%	4.4%	5.9%	7.3%
Inter-Gov't Organizations	2.7%	2.6%	3.2%	5.4%	2.5%	2.5%	1.9%	4.7%	4.6%	5.5%	3.7%	4.9%	4.6%
Nonprofit/NGO Sector	20.7%	19.7%	22.1%	31.5%	25.0%	21.8%	17.4%	16.8%	20.6%	27.4%	27.4%	30.3%	25.8%
Private Sector	38.7%	17.1%	20.0%	28.3%	32.5%	31.9%	47.1%	35.6%	22.9%	28.8%	34.1%	29.7%	33.8%
Unspecified								0.0%	2.3%	0.7%	5.9%	2.7%	0.7%
% of program pursuing education post HKS (of those reporting)								8.6%	5.2%	10.8%	2.0%	5.7%	3.5%
% of MPP reporting								87.4%	81.6%	85.7%	83.2%	91.7%	89.6%

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

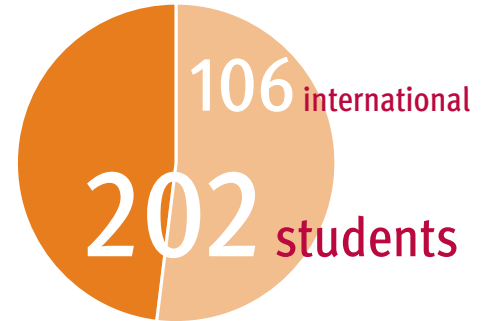
EMPLOYMENT OVERVIEW

Class of 2013

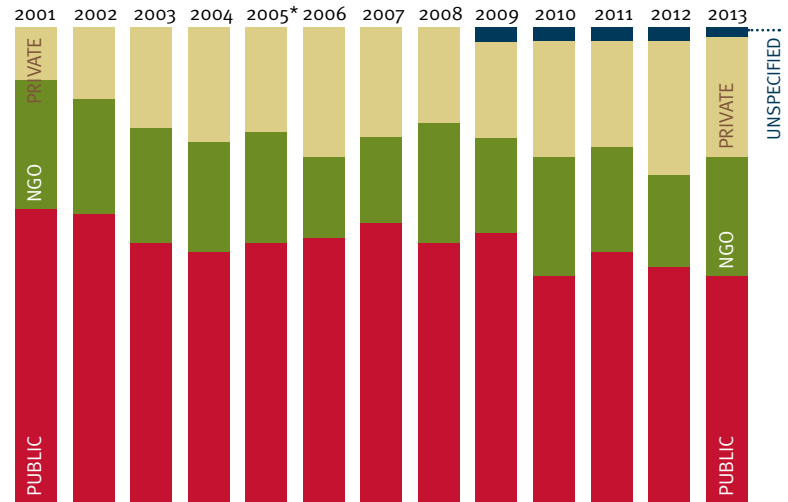
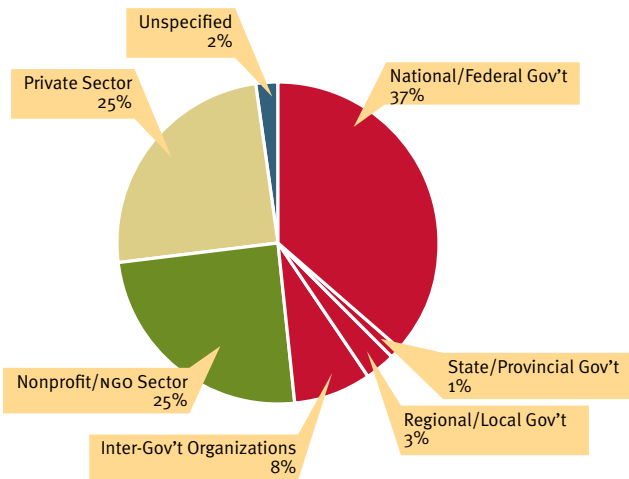
MID-CAREER MASTER IN PUBLIC ADMINISTRATION (MC/MPA)

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



MC/MPA

	2001	2002	2003	2004	2005*	2006	2007	2008	2009	2010	2011	2012	2013
<i>Breakdown of those reporting employment</i>													
Public Sector — Overall	62.6%	61.3%	54.9%	53.2%	55.7%	56.9%	58.6%	54.7%	57.9%	47.8%	52.8%	50.4%	48.3%
National/Federal Gov't	44.3%	42.3%	36.8%	37.3%	44.3%	40.4%	42.8%	41.9%	39.1%	38.2%	39.8%	40.9%	36.6%
State/Provincial Gov't	9.2%	12.6%	9.0%	3.2%	5.7%	9.2%	6.2%	3.4%	7.5%	3.7%	4.1%	4.4%	1.4%
Regional/Local Gov't	3.1%	0.9%	5.3%	7.0%	4.7%	2.8%	6.2%	2.6%	3.8%	0.7%	4.9%	0.7%	2.8%
Inter-Gov't Organizations	6.1%	5.4%	3.8%	5.7%	0.9%	4.6%	3.4%	6.8%	7.5%	5.1%	4.1%	4.4%	7.6%
Nonprofit/NGO Sector	26.7%	23.4%	24.1%	22.8%	22.6%	16.5%	17.9%	25.6%	19.5%	25.0%	22.0%	19.0%	24.8%
Private Sector	10.7%	15.3%	21.1%	24.0%	21.7%	26.6%	23.4%	19.7%	19.5%	24.3%	22.0%	27.7%	24.8%
Unspecified									3.0%	2.9%	3.3%	2.9%	2.1%
% of program pursuing education post HKS (of those reporting)							4.0%	4.5%	1.2%	1.2%	2.1%	1.8%	1.1%
% of MC/MPA reporting							82.3%	88.4%	79.1%	82.7%	88.2%	88.1%	

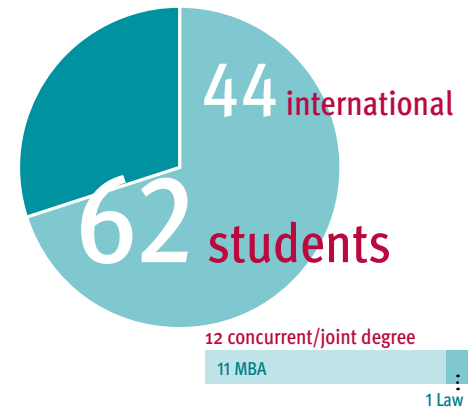
* Data collected as of October each year with the exception of 2005 which was collected in August.

EMPLOYMENT OVERVIEW

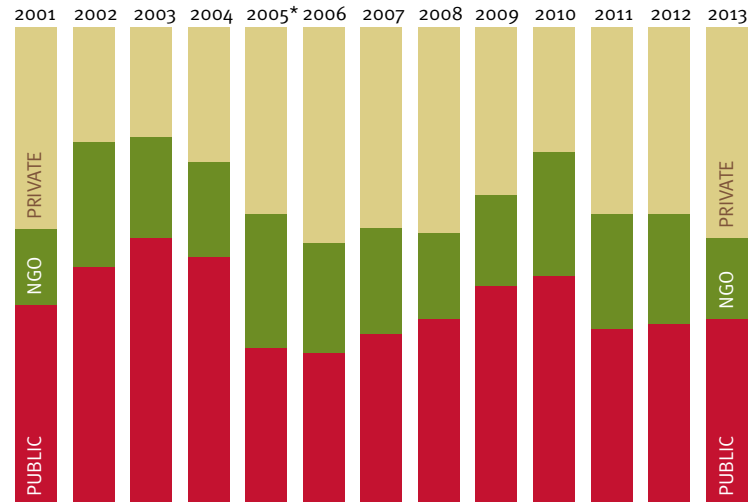
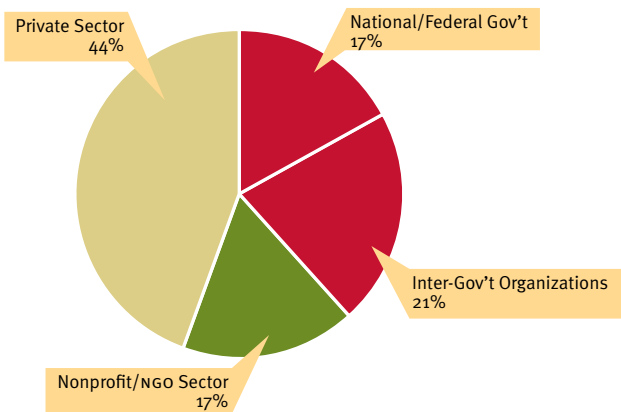
Class of 2013

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



MPA/ID

	2001	2002	2003	2004	2005*	2006	2007	2008	2009	2010	2011	2012	2013
<i>Breakdown of those reporting employment</i>													
Public Sector — Overall	41.7%	50.0%	55.7%	52.9%	33.4%	31.8%	35.6%	38.8%	45.8%	49.0%	37.3%	37.9%	38.5%
National/Federal Gov't	13.9%	20.6%	27.9%	15.7%	10.3%	15.9%	15.3%	23.9%	14.6%	23.6%	19.6%	16.7%	17.3%
State/Provincial Gov't	0.0%	0.0%	0.0%	3.9%	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	2.0%	1.5%	0.0%
Regional/Local Gov't	0.0%	0.0%	0.0%	3.9%	0.0%	0.0%	0.0%	3.0%	0.0%	1.8%	0.0%	0.0%	0.0%
Inter-Gov't Organizations	27.8%	29.4%	27.9%	29.4%	23.1%	15.9%	20.3%	11.9%	29.2%	23.6%	15.7%	19.7%	21.2%
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%
% 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%

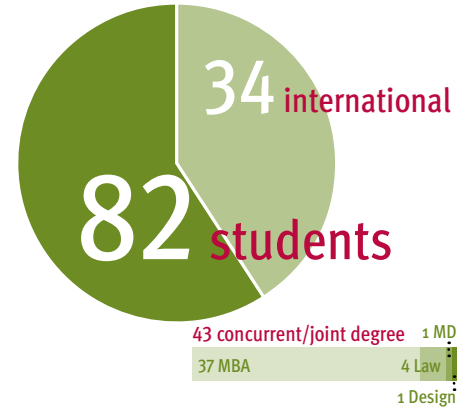
* Data collected as of October each year with the exception of 2005 which was collected in August.

EMPLOYMENT OVERVIEW

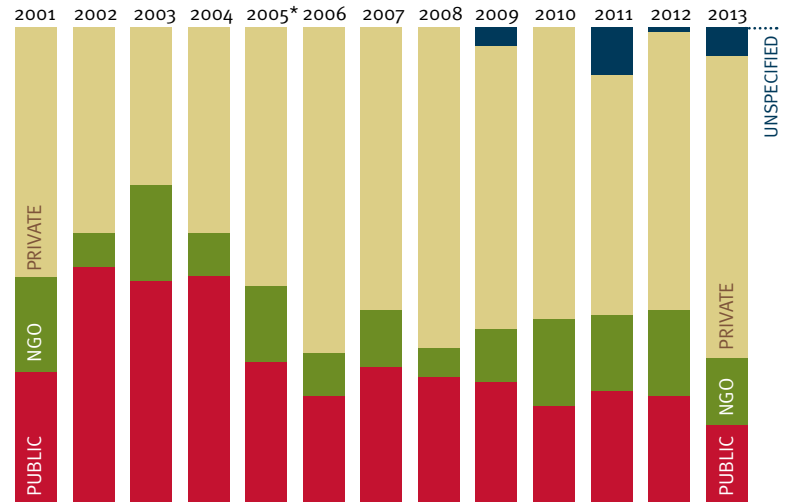
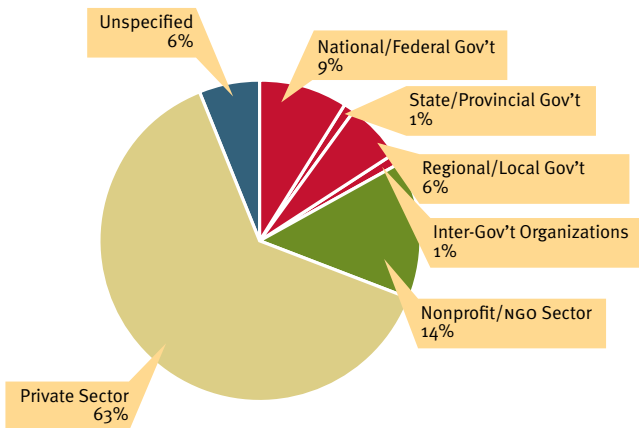
Class of 2013

MASTER IN PUBLIC ADMINISTRATION (MPA2)

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.



MPA2 CLASS of 2013



MPA2

	2001	2002	2003	2004	2005*	2006	2007	2008	2009	2010	2011	2012	2013
<i>Breakdown of those reporting employment</i>													
Public Sector — Overall	28.3%	50.0%	47.3%	48.2%	30.3%	22.9%	28.6%	26.6%	25.5%	21.2%	23.9%	22.5%	17.1%
National/Federal Gov't	21.7%	47.6%	36.4%	33.3%	23.3%	12.9%	22.1%	17.2%	17.0%	18.2%	16.9%	14.1%	8.6%
State/Provincial Gov't	0.0%	0.0%	0.0%	7.4%	2.3%	1.4%	0.0%	0.0%	0.0%	0.0%	2.8%	1.4%	1.4%
Regional/Local Gov't	2.2%	0.0%	1.8%	1.9%	0.0%	2.9%	1.3%	3.1%	4.3%	0.0%	0.0%	1.4%	5.7%
Inter-Gov't Organizations	4.3%	2.4%	9.1%	5.6%	4.7%	5.7%	5.2%	6.3%	4.3%	3.0%	4.2%	5.6%	1.4%
Nonprofit/NGO Sector	19.6%	7.2%	20.0%	9.3%	16.3%	8.6%	11.7%	6.3%	10.6%	18.2%	15.5%	18.3%	14.3%
Private Sector	52.2%	42.9%	32.7%	42.7%	53.6%	68.6%	59.7%	67.2%	59.6%	60.6%	50.7%	57.7%	62.9%
Unspecified									4.3%	0.0%	9.9%	1.4%	5.7%
% of program pursuing education post HKS (of those reporting)								1.4%	1.9%	0.0%	3.8%	2.5%	1.3%
% of MPA2 reporting								77.2%	80.6%	82.6%	81.3%	94.1%	91.5%

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

EMPLOYMENT OVERVIEW

Class of 2013

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.

SALARY 2013

ANNUAL MEDIAN SALARY FOR
U.S.-BASED EMPLOYMENT

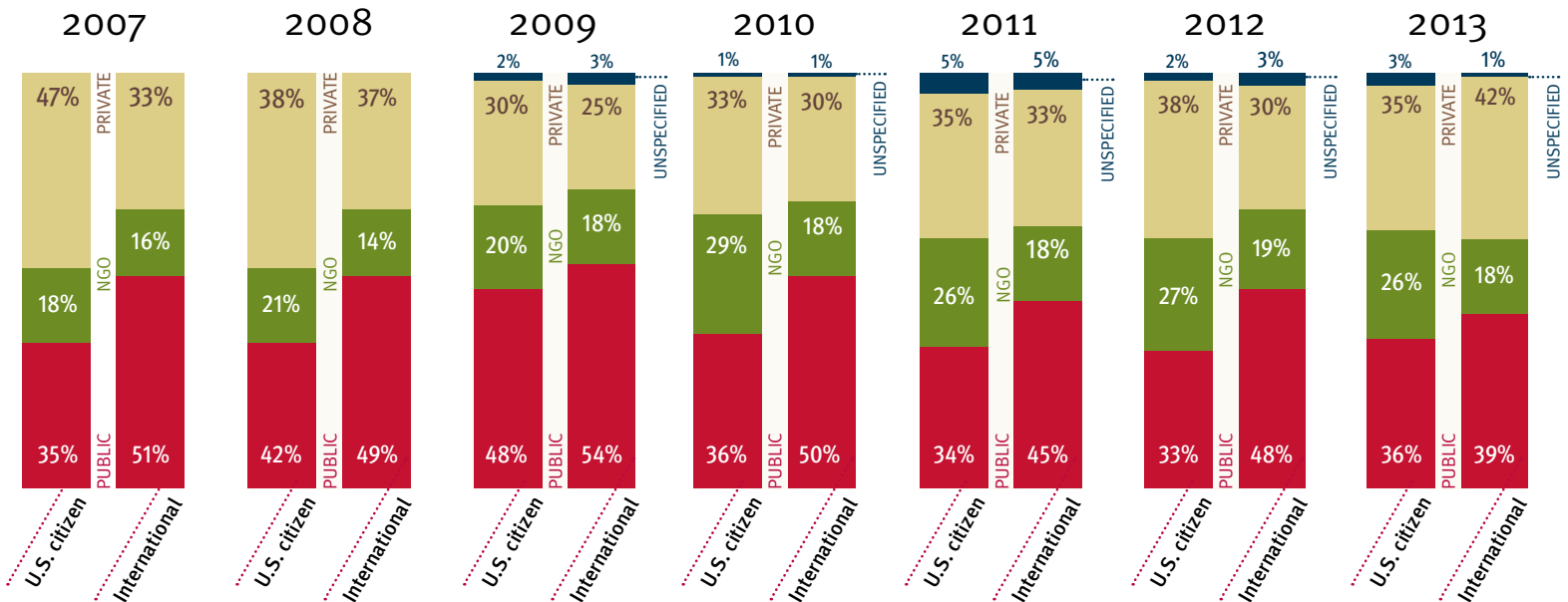
Class 2013	MPP	MC/MPA	MPA2	MPA/ID
Public/National	\$62,500	\$97,500	\$62,500*	n/a
Public/State	\$57,500	n/a	n/a	n/a
Public/Local	\$67,500	n/a	n/a	n/a
Public/IGO	\$50,000*	n/a	n/a	\$62,500
Nonprofit/NGO	\$60,000	\$95,000	\$75,000*	n/a
Private	\$102,500	\$122,500*	\$130,000	\$132,500

Based on 182 reports (including concurrent/joint degree students)

n/a: fewer than three reports

*Five reports or fewer

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



EMPLOYMENT OVERVIEW

Class of 2013

HKS CLASS OF 2013 LOCATION

International Employment

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

Africa (Sub-Saharan)

- Cote d'Ivoire
- Ghana
- Kenya
- Malawi
- Sierra Leone
- South Africa
- Zambia

Asia

- Cambodia
- China, Peoples Republic of
- Hong Kong
- India
- Indonesia
- Japan
- Korea, Republic of
- Malaysia
- Pakistan
- Philippines
- Singapore
- Thailand
- Vietnam

Australasia/Pacifica

- Australia

Europe/Eurasia

- Armenia
- Austria
- Azerbaijan
- Belgium
- Croatia
- France
- Germany
- Ireland
- Kazakhstan
- Norway
- Romania
- Switzerland
- Turkey
- United Kingdom

Latin America/Caribbean

- Argentina
- Brazil
- Chile
- Colombia
- Costa Rica
- Ecuador
- Haiti
- Jamaica
- Nicaragua
- Peru

Middle East/North Africa

- Bahrain
- Israel
- Morocco
- Saudi Arabia
- United Arab Emirates

North America (non-U.S.)

- Canada
- Mexico

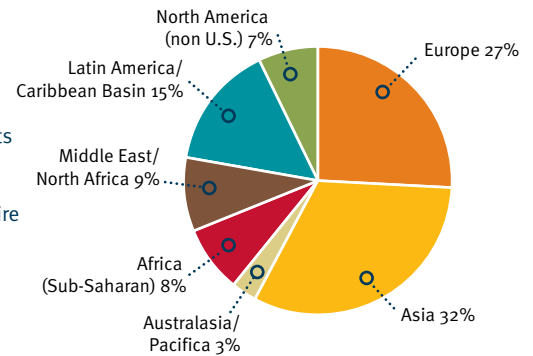
U.S. Employment

(251 reported employment in 29 states and Washington, DC)

- Alabama
- Arkansas
- California
- Colorado
- Connecticut
- Florida
- Illinois
- Iowa
- Kentucky
- Louisiana
- Maryland
- Massachusetts
- Minnesota
- New Hampshire
- New Jersey
- New Mexico
- New York
- North Carolina
- Oklahoma
- Oregon
- Pennsylvania
- South Carolina
- Texas
- Utah
- Vermont
- Virginia
- Washington
- Washington, DC
- Wisconsin
- Wyoming

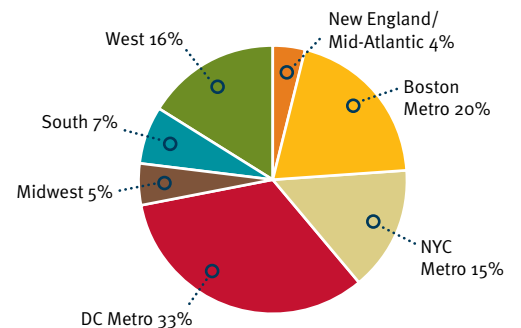
INTERNATIONAL EMPLOYMENT

37% of reporting



U.S. EMPLOYMENT

63% of reporting



EMPLOYMENT OVERVIEW

Class of 2013

HKS CLASS OF 2013 EMPLOYERS

U.S. LOCATIONS

Public Sector

FEDERAL/NATIONAL

- Joint Program Executive Office for Chemical and Biological Defense
- Special Inspector General for Afghanistan Reconstruction
- U.S. Agency for International Development (USAID)
- U.S. Air Force
- U.S. Army
- U.S. Central Intelligence Agency
- U.S. Coast Guard
- U.S. Consumer Financial Protection Bureau
- U.S. Court of Appeals for the Second Circuit
- U.S. Department of Agriculture
- U.S. Department of Defense
- U.S. Department of Energy
- U.S. Department of Health and Human Services
- U.S. Department of State
- U.S. Department of Transportation
- U.S. District Court, Central District of California
- U.S. District Court, Southern District of New York
- U.S. Federal Emergency Management Agency
- U.S. Federal Reserve Bank of Boston
- U.S. House of Representative
- U.S. Millennium Challenge Corporation
- U.S. Navy
- U.S. Southern Command

STATE/LOCAL

- Association of Bay Area Governments (CA)
- City of Boston (MA)
- City of Houston (TX)
- City of Los Angeles (CA)
- City of Minneapolis (MN)
- City of New York (NY)
- City of Newark (NJ)
- City of San Francisco (CA)
- 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 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

- Education Resource Strategies, Inc.
- Harvard University
- Manipur International Center
- Massachusetts General Hospital
- Massachusetts Institute of Technology
- Mount Auburn Hospital
- OpportunitySpace
- ReadBoston
- Trust for Public Land
- Tufts University
- United Teen Equality Center
- Year Up
- 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

EMPLOYMENT OVERVIEW

Class of 2013

HKS CLASS OF 2013 EMPLOYERS (continued)

VIRGINIA

LMI

WASHINGTON

Bill & Melinda Gates Foundation

WASHINGTON, DC

American Association of People with Disabilities

Association of Community College Trustees

Brookings Institution

Center for American Progress

Encite 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

eBay

Fahr LLC

Flipboard

Google, Inc.

Index

McKinsey & Company

Southern California Edison

TIX11

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

Renewable Capital

MASSACHUSETTS

Atlantic Power Corporation

Bain & Company

Boston Consulting Group

Bridge International Academies

Censio

Fidelity Investments

FloDesign Wind Turbine

Infogroup

McKinsey & Company

Planet Saving Science

SeedHub

South Shore Anesthesia Associates

TripAdvisor

Vaxess Technologies

Wellspring Consulting

MINNESOTA

McKinsey & Company

NEW JERSEY

McKinsey & Company

NEW YORK

Baker & McKenzie

Bank of America Merrill Lynch

Boston Consulting Group

Deloitte Consulting LLC

Farmigo

GoCourse

Horizon

liwwa

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

WASHINGTON, DC

Advisory Board Company

Booz Allen Hamilton

Boston Consulting Group

Castalia

Censeo Consulting Group

IBM

McKinsey & Company

The Moran Company

Parsons Brinckerhoff

Ropes & Gray

Science Applications International Corporation

Van Ness Feldman

The Washington Post

WISCONSIN

John Deere

EMPLOYMENT OVERVIEW

Class of 2013

HKS CLASS OF 2013 EMPLOYERS (continued)

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 Japan

Government of Malaysia

Government of the Peoples Republic of China

Government of Philippines

Government of the Republic of Korea

Government of Singapore

Government of Thailand

U.S. Department of State

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 Jamaica

Government of Peru

Middle East/North Africa

Government of Abu Dhabi

Government of Bahrain

Government of Israel

North America (non-U.S.)

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

International Atomic Energy Agency (IAEA), Austria

Islamic Development Bank, Saudi Arabia

NATO, Belgium

OECD, France

United Nations, Office for the Coordination of Humanitarian Affairs (OCHA), Turkey

UNICEF, Indonesia

World Bank: Indonesia, Morocco, Sierra Leone

NGO Sector

AFRICA (SUB-SAHARAN)

Kenya

Nuru International

Malawi

Tony Blair AGI

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

Rabtt

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

LATIN AMERICA/ CARIBBEAN BASIN

Chile

Fundacion Chile

Colombia

Compartamos con Colombia

Ecuador

Localis

Haiti

Partners in Health

MIDDLE EAST/NORTH AFRICA

Israel

Maccabi Health Services

Natal

Olim Beyahad/

Rising Up Together

The Reut Institute

NORTH AMERICA (NON-U.S.)

Mexico

Jewish Agency for Israel

Private Sector

AFRICA (SUB-SAHARAN)

South Africa

Interbrand Sampson de Villiers

Threefold Creative

Zambia

Standard Bank Group

EMPLOYMENT OVERVIEW

Class of 2013

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

HeidelbergCement AG

Ireland

BNRG Renewables

Romania

Ana Holding

United Kingdom

Boston Consulting Group

BP

Canada Pension Plan

Investment Board

Goldman Sachs

Monitor Deloitte

Reckitt Benckiser

**LATIN AMERICA/CARIBBEAN
BASIN**

Brazil

Brazil Innovators

Folha Group

McKinsey & Company

Chile

Cambridge Consultores

Colombia

Mercy Corps — TerraTek

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