

**SALARIES &
TRENDS OF
THE GROWING
GCC MARKET**

ACCOUNTANCY & TAX/CONSTRUCTION/CONTACT CENTERS/EDUCATION/TECHNOLOGY/LEGAL SAFETY/POLICY & COMPLIANCE/RESOURCES & MINING/ENGINEERING/HUMAN RESOURCES/LOGISTICS/FACILITIES MANAGEMENT/FINANCIAL SERVICES/SOCIAL CARE/SALES & MARKETING/ENERGY/OFFICE SUPPORT/RESPONSE MANAGEMENT/HEALTHCARE/OIL & GAS/ARCHITECTURE/ASSESSMENT & DEVELOPMENT/PUBLIC SERVICES/ACCOUNTANCY & FINANCE/EDUCATION/PHARMA/CONSTRUCTION & PROPERTY/RESOURCE MANAGEMENT/INFORMATION TECHNOLOGY/OPERATIONS/RETAIL/STRATEGY/BANKING/MARKETING/ENERGY/TELECOMS/HUMAN RESOURCES/FINANCIAL SERVICES/PHARMA/MANUFACTURING/HEALTHCARE/AR PROUREMENT/H

EDUCATION/PHARMACY/CONTACT CENTERS/OPERATIONS/TECHNOLOGY/HEALTH & SAFETY/ENGINEERING/RESOURCES/INSURANCE/ENGINEERING/LOGISTICS/SALES & MARKETING/RESPONSE MANAGEMENT/ASSESSMENT & DEVELOPMENT/PUBLIC SERVICES/ACCOUNTANCY & FINANCE/EDUCATION/PHARMA/CONSTRUCTION & PROPERTY/RESOURCE MANAGEMENT/INFORMATION TECHNOLOGY/OPERATIONS/RETAIL/STRATEGY/BANKING/MARKETING/ENERGY/TELECOMS/HUMAN RESOURCES/FINANCIAL SERVICES/PHARMA/MANUFACTURING/HEALTHCARE/AR PROUREMENT/H

PUBLIC SERVICES/RESOURCES & MINING/ENGINEERING/HUMAN RESOURCES/CONTACT CENTERS/SOCIAL CARE/ENERGY/HEALTHCARE/OFFICE SUPPORT/LEGAL/OIL & GAS

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INTRODUCTION



The state of the job market is of universal interest, and with it the allied subject of what is happening with salaries. This is particularly true of the present moment, in this particular region, due to a double whammy of ongoing low energy prices and a perceived ongoing rise in the cost of living.

The recent discussions about introducing VAT across the GCC have only heightened our sensitivities about the affordability of living and working in the region.

So what happened in 2015, and what are we all expecting to happen in 2016?

Twelve months ago our Salary and Employment Report revealed a stark contrast in expectations for salary hikes in 2015 between employees and employers. 41% of employees were expecting an increase in salary of over 10%, whereas only 7% of employers were expecting their company to offer increase at this level. Who won? Well, the answer is not straightforward.

Our results show very mixed fortunes for employees, with 48% of our respondents having no change at all to their salary last year, but of the 52% who did see a change in salary more than four in ten saw an increase of over 10%. This was often the result of changing jobs (32%) or from managing to negotiate an individual performance related pay increase (21%). Maybe this is how employers manage to keep down the overall cost of salary rises to their business – taking a view on the worth of the individual rather than offering blanket increases?

Looking ahead, employers are once again going to have to deal with ambitious salary hike expectations, 35% of respondents expecting a rise of over 10%. In contrast, once again, only 9% of employers expect salaries at their company to increase by that amount.

We feel that employee expectations, on the whole, will not be met; there is more caution in the air than this time last year. Twelve months ago 69% of employers were ‘positive’ or ‘very positive’ about 2015, in our current survey 49% of employers feel the same about 2016. Given that low energy prices are forecast to be with us for some time this is perhaps not surprising, but it is important to point out this will still lead to plenty of hiring and job opportunities for the career minded individual. 52% of our surveyed employers expect to increase headcount in their company in 2016.

Given the size of the employment market in the GCC that is still a substantial amount of hiring to be done.

So how many of us change jobs each year? Our second Salary and Employment Report allows us to analyse the difference between intentions and what actually happens. Twelve months ago a massive 78% of employee respondents said they would consider changing jobs in 2015, in reality 31% of this year’s respondents ended the year with a different employer to the one they started the year with.

Looking ahead to 2016, 57% of our employee respondents said they would consider changing jobs this year, down on 12 months ago and again representative of the caution mentioned above. On last year’s ratios this still means that maybe a quarter of us will change employer in 2016, representing confidence in ourselves and faith in the economy.

How to read the data? Unquestionably there is a caution in the market that wasn’t present twelve months ago, but for the career minded employee there will continue to be plenty of job opportunity in 2016, and for employers the large number of people who will consider moving jobs means there should be no lack of talent.

We publish in the following pages the full employee and employer surveys for your reference. If you require any further information please use the contact details on the back of the report.

Many thanks for the 2,600 people who provided the information contained in these pages, it is much appreciated.

Best regards and wishing you a very successful 2016.

Chris Greaves
Managing Director Hays UAE



ABOUT THIS REPORT

The Hays GCC Salary & Employment Report is an annual in-depth analysis of the hiring market and employee salaries within the Gulf Corporation Council (GCC) region. This is the second, and largest edition produced.

In this report we explore the following specialisms: Accountancy & Finance, Construction & Property, Engineering, HR, IT, Legal, Office Support, Sales & Marketing, Supply Chain.

This unique report takes a detailed look at salary and hiring trends in 2015 and employee and employer expectations for 2016. We compiled this report by surveying employees and employers registered with Hays currently working or operating across the GCC region. This report can be used as a tool to propel your own career or shape the future of your business.

The Hays GCC Salary & Employment Report does not cover the Oil & Gas sector. This specific industry is reported in detail in our Global Oil & Gas Salary Guide in conjunction with Oil and Gas Job Search, due to be released in January 2016.

Methodology

This guide has been compiled using data gathered in Q4 2015 from over 2,400 employees and 200 employers from organisations of all sizes throughout the GCC.

We have also used job listings, job offers and candidate registrations with Hays UAE to verify the survey results and give a rounded and detailed analysis of salaries and the employment market.

Thank you

We would like to express our gratitude to all individuals who provided valuable insight and participated in the collection of data for this year's guide.

SURVEY HIGHLIGHTS OF EMPLOYEES AND EMPLOYERS

Hiring Trends

Overall hiring conditions in the GCC for 2015 were positive thanks to the diversified economy of the region placing less reliance on the Oil & Gas sector. This was reflected in we 75% of surveyed employers who increased the headcount of their workforce last year.

Taking a top level look into the employee survey results, we can also conclude that the market factors, explained above, had a positive effect on salaries too. Half of employees received a pay increase in 2015; most notably those within Logistics, Sales and HR occupations. However when we take a deeper look into the data, we find the most common single reason for a salary increase was because of ‘starting a new job with a new company’, not from a ‘standard annual pay increase across the whole company’.

Looking ahead to 2016, despite positive economic growth and forthcoming large-scale projects (Expo 2020) businesses, although still hiring, are being more cautious about who they recruit and the salary increases they are giving. We found that companies were focused on hiring and rewarding professionals with sound experience, regional knowledge and good qualifications in order to strengthen their business for the future.

52% of surveyed employers are anticipating their headcount will grow this year (down from 74% in 2015), and 61% of businesses are expecting salaries to increase by up to 10% (vs 88% of companies in 2015).

Salary Trends

69% of surveyed employees are not satisfied with their current salary and benefits package. It is not surprising that 57% of respondents anticipate moving to a new company in 2016, with the main reason being ‘to increase salary’.

As with the 2015 Salary & Employment Report, employees are again expecting a bigger increase in 2016 compared to the expectations of employers. Over 50% of our surveyed employees expect a salary increase of over 5% in 2016; whereas the majority of employers (63%) are anticipating salaries to remain the same or increase less than 5%.

Although there is optimism about salaries in 2016 amongst employees, 53% said they would still not be happy with their anticipated personal salary increase, citing ‘cost of living’ as the main reason why.

Career Progression

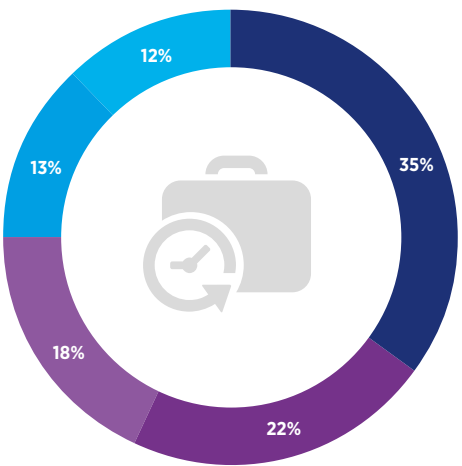
It would be easy to assume salary is the main driver to attract and retain the best candidates in the market. However our survey found that most professionals who were planning to remain with their current employer for a year or more was not because of salary (25%), but because of career progression possibilities (28%). Additionally those who started a new career with a new company in 2015, did so to progress their career not to boost their salary (37% vs 27% respectively).

This is an important finding especially for the 60% of employers who said they are experiencing some form of skills shortage within their business. The top 3 occupations /specialisms with the most noticeable skills shortages from our employer survey findings are: Operations (technical /principle function of the business), Managerial and Leadership positions, and Sales experts.

EMPLOYEE SURVEY FINDINGS FOR 2016

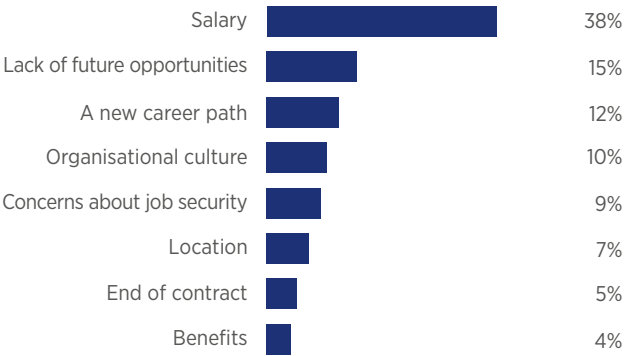
Full breakdown of results shown on page 64

When do you anticipate you will next move to a new job with a new organisation?

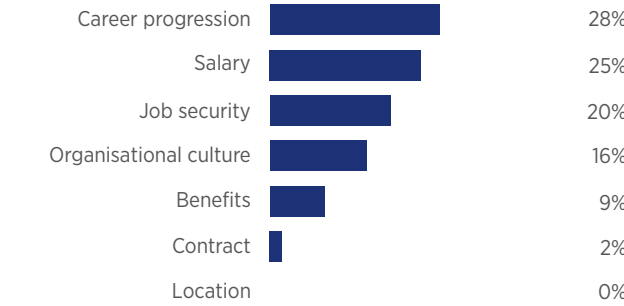


Within 6 months	35%
Between 6-12 months	22%
Between 1-2 years	18%
Between 2-3 years	13%
More than 3 years	12%

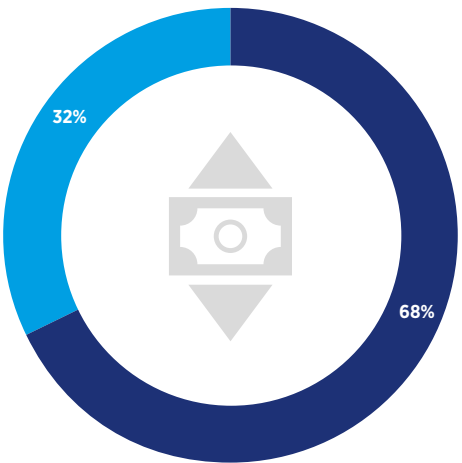
If answered ‘Within 6 months’ or ‘Between 6-12 months’ Why are you looking to change your job within a year?



If answered ‘between 1-2 years’, ‘2-3 years’, or ‘More than 3 years’ What factors are keeping you with your current employer?

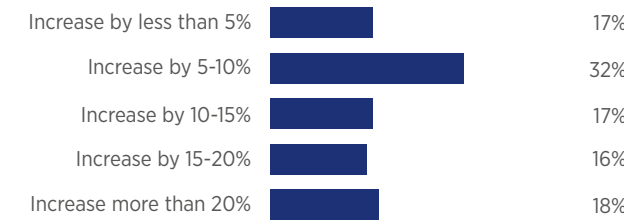


Do you realistically expect your current salary to change in 2016?

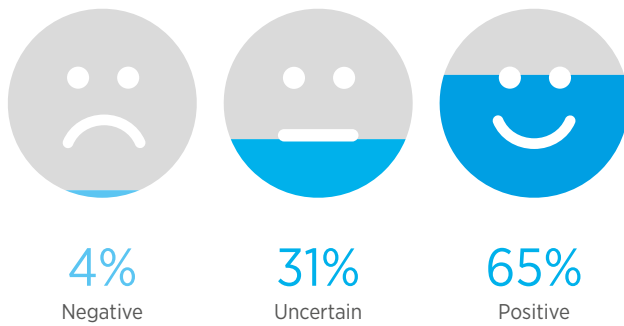


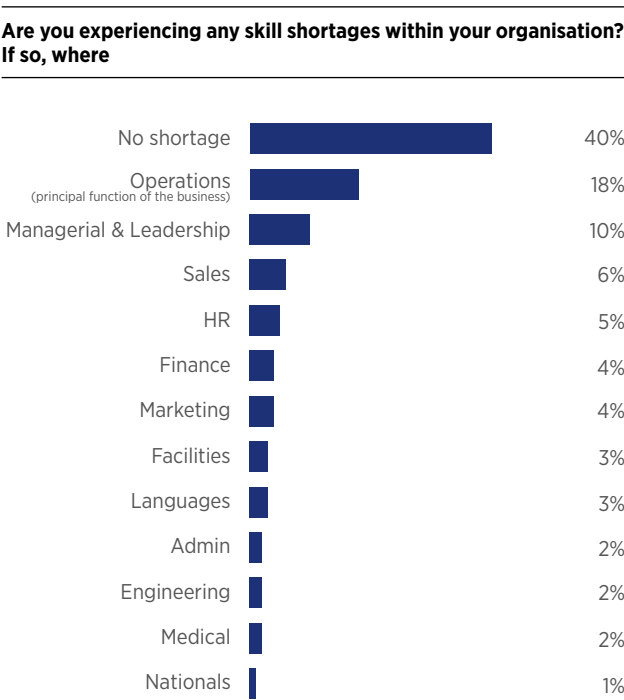
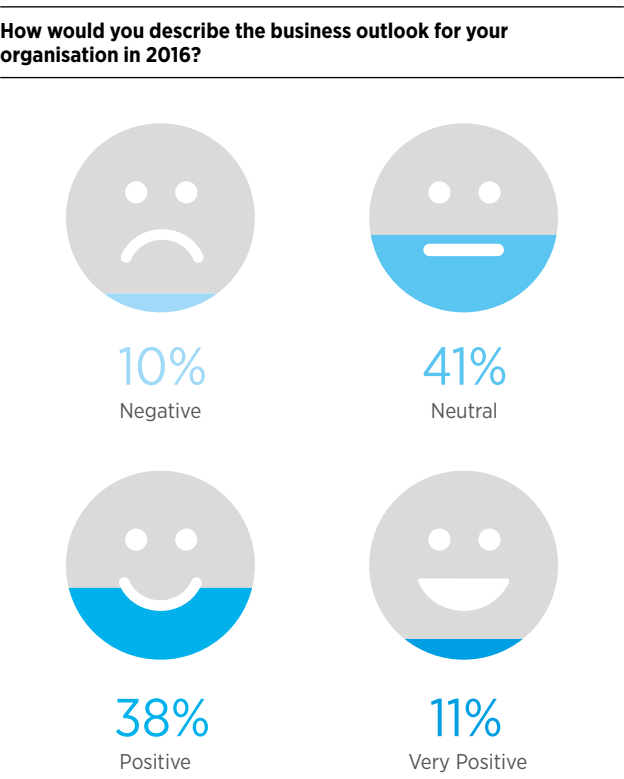
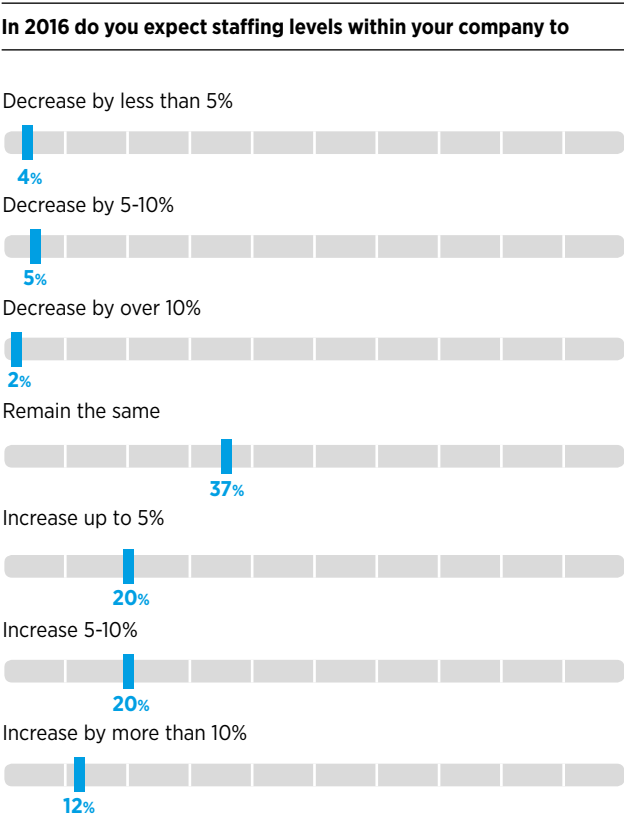
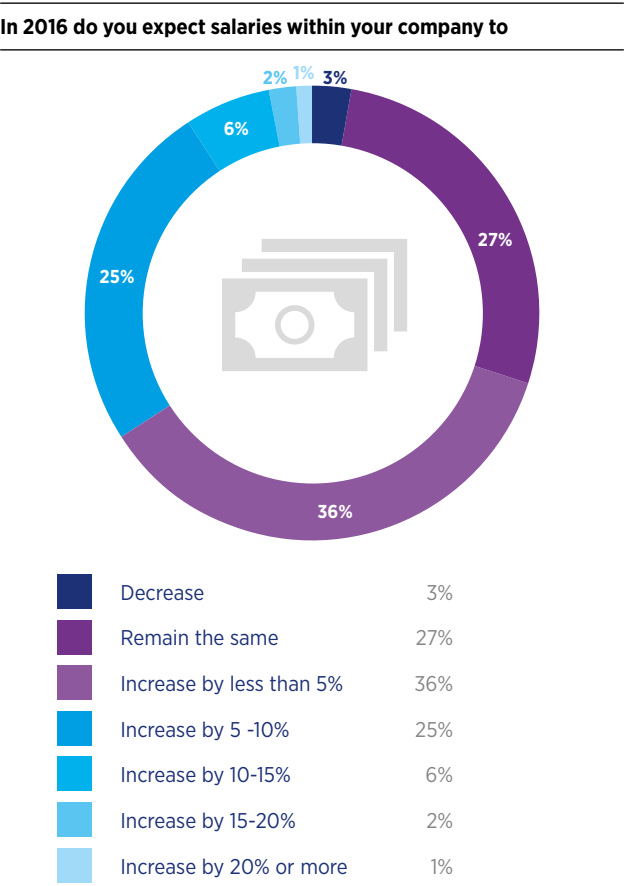
Yes
No

If answered ‘Yes’ By how much do you realistically expect your salary to change?



How do you feel about your career prospects for 2016?





SALARY GUIDE

Insights, survey findings & salary brackets



ACCOUNTANCY & FINANCE

2015 was a positive hiring year for the Accountancy & Finance (A&F) specialism. Specific areas that saw an upturn in activity included the Legal sector and Multi-National Corporations (MNCs).

This optimism is reflected by the A&F employees that we surveyed, the majority of whom have a positive outlook for their career prospects in 2016 (67% feel positive), and almost all (97%) feel they have the right skills required to fulfil their current role.

As the UAE is the regional base for most MNCs it is no surprise this is where most of the hiring activity occurred. Oman is also an area worth noting for busy A&F hiring as sovereign wealth funds in the country continue to invest in local projects.

Salary

Overall, salary packages remained fairly static in 2015 compared to 2014 for the A&F specialism. However, there was a notable increase in salaries for A&F professionals involved in Audit. This is due to the increasing emphasis on corporate governance in the non-MNC sector, which requires these skills.

Our survey found there was a 50/50 split between those who saw a salary increase in 2015 and those who didn't. The biggest percentage profited from an annual increase of 5-10%.

'Individual performance related pay increase' and 'a promotion within the same company' were among the most common reasons why a salary increase was given in 2015 (25% and 23% respectively). This is in line with the current trend we are seeing whereby companies are selectively rewarding individuals who contribute to the organisation. This is a strategy used in order to retain staff, future proof their business, and minimise costs (as opposed to offering a pay rise across the whole company).

In Demand

In 2015 organisations across all the sectors we surveyed were actively filling gaps within their Finance teams resulting in a buoyant hiring market for this specialism. Businesses were hiring support team members to replace any leavers and adding additional headcount to their senior teams.

As previously described, A&F professionals involved in Audit are high on the hiring agenda for organisations, as well as Senior Commercial Finance experts.

There is a healthy supply of available A&F talent in the GCC. Job seekers have become active again because of the confidence in the market. 60% of our surveyed A&F employees anticipate moving companies in 2016; this is a big increase compared to the 29% who actually moved companies in 2015. Interestingly, when we asked A&F employees 'what factor is keeping you with your current employer?' the largest percentage selected 'career progression' over 'salary'. This is an important learning for employers seeking to retain and reward their key staff members.

In 2015 we also saw a lot of interest from candidates overseas looking to enter the GCC market. However, as employers are being more strategic with their hiring the preference is to recruit established professionals already working in the region. For senior positions, both international and local experience is highly valued by employers. Nationals are high on the priority list for organisations too.

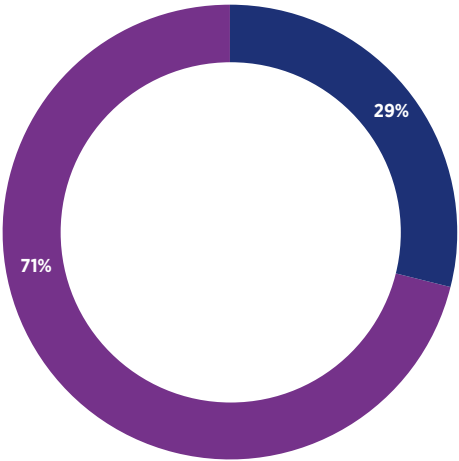


ACCOUNTANCY & FINANCE

EMPLOYEE SURVEY HIGHLIGHTS

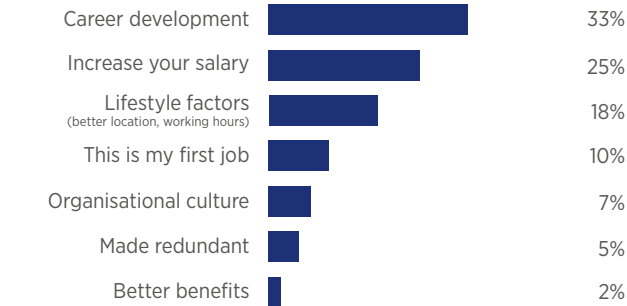
Career

Did you start a new career with a new organisation in 2015?



Yes
No

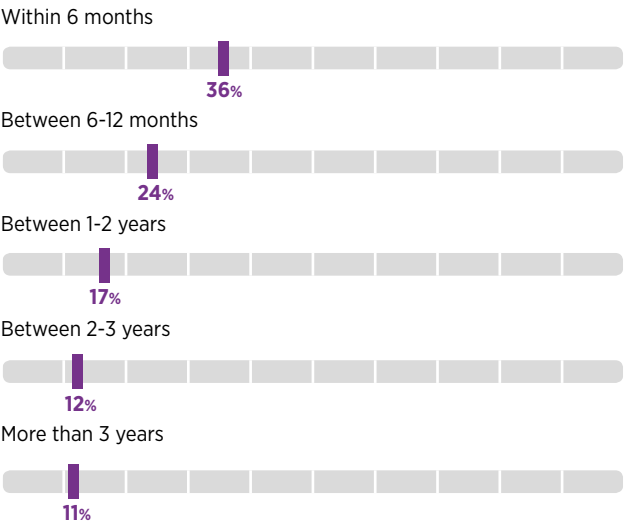
If answered 'Yes'
Why did you move to a new organisation in 2015?



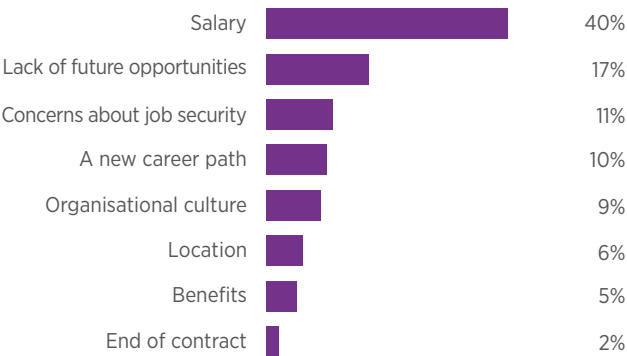
Besides salary, rank the most important factors to you when you are considering a new job with a new organisation?

- 1 BENEFITS
- 2 CAREER DEVELOPMENT
- 3 JOB SECURITY
- 4 CHALLENGING ROLE/PROJECT
- 5 ORGANISATIONAL CULTURE
- 6 WORK LIFE BALANCE
- 7 LOCATION

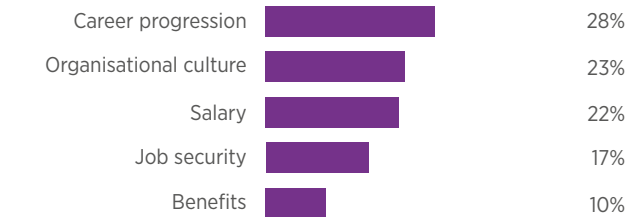
When do you anticipate you will next move to a new job with a new organisation?



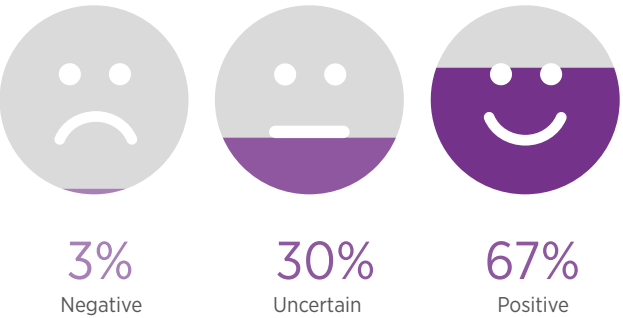
If answered 'Within 6 months' or 'Between 6-12 months':
Why are you looking to change your job within a year?



If answered 'Between 1-2 years', '2-3 years', or 'More than 3 years'
What factors are keeping you with your current employer?



How do you feel about your career prospects for 2016?

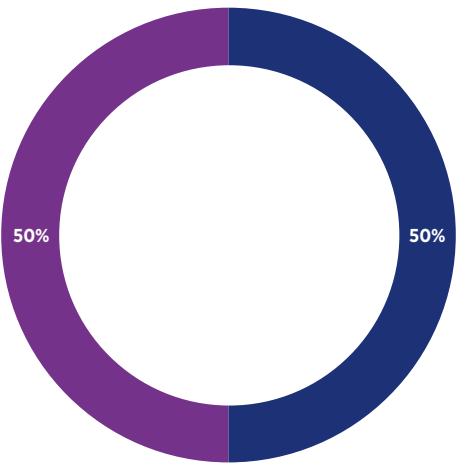


ACCOUNTANCY & FINANCE

EMPLOYEE SURVEY HIGHLIGHTS

Salary

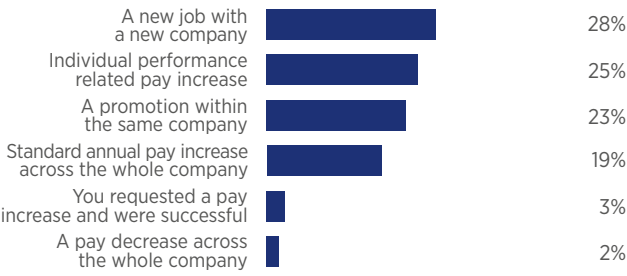
Did your salary change in 2015?



Yes
No

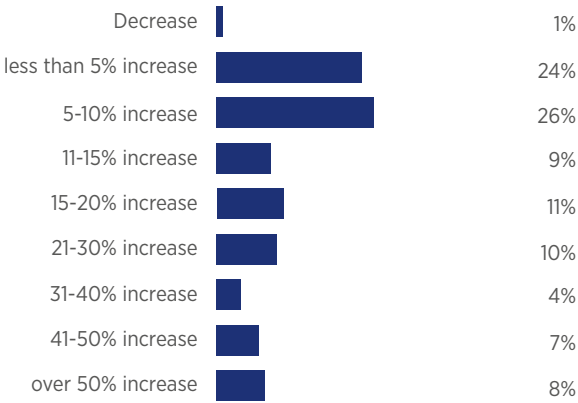
If answered 'Yes'

What was your salary change a result of?

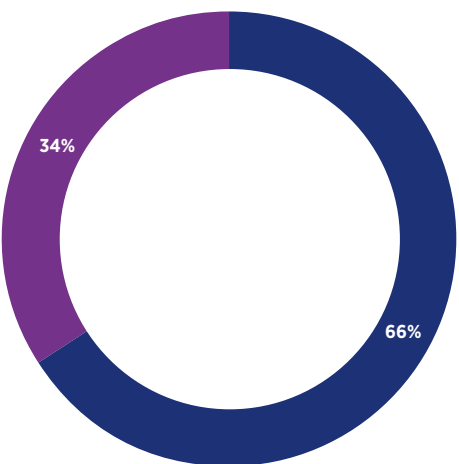


If answered 'Yes'

By what percentage did your salary change?



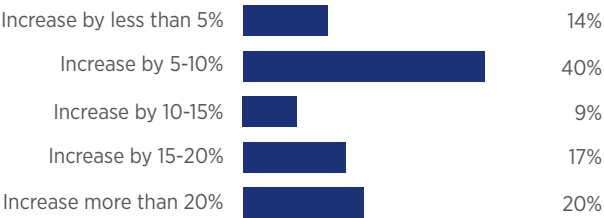
Do you realistically expect your current salary to change in 2016?



Yes
No

If answered 'Yes'

By how much do you realistically expect your salary to change?



ACCOUNTANCY & FINANCE

SALARY GUIDE

Position	Range	Average
Chief Accountant	16,000 - 28,000	24,000
Management Accountant	15,000 - 22,000	18,500
Senior Accountant	14,000 - 20,000	17,000
Accountant	10,000 - 20,000	14,000
Accounts Payable	10,000 - 15,000	13,000
Accounts Assistant	8,500 - 14,000	10,500

Position	Range	Average
Group Chief Financial Officer (Large)	140,000 - 180,000	160,000
Chief Financial Officer (Small to Medium)	50,000 - 90,000	70,000
Finance Director (Large)	45,000 - 80,000	62,000
Finance Director (Small to Medium)	32,000 - 80,000	51,000
Group Finance Manager	40,000 - 73,000	45,000
Regional Finance Manager	30,000 - 45,000	38,000
Financial Controller (Large)	32,000 - 40,000	36,000
Financial Controller (Small to Medium)	25,000 - 30,000	28,000
Senior Financial Analyst	22,000 - 30,000	26,000
Finance Manager	16,000 - 38,000	25,000
Financial Analyst	15,000 - 28,000	21,000
Financial Advisor	16,000 - 22,500	19,500

Position	Range	Average
Head of Credit/Risk	58,000 - 65,000	61,500
Credit Manager	21,000 - 45,000	32,000
Credit Controller	10,000 - 23,000	16,000

Position	Range	Average
Head of Internal Audit	32,000 - 50,000	40,000
Internal Audit Manager	20,000 - 30,000	25,000
Internal Auditor	16,000 - 25,000	20,000

Salaries are shown in Arab Emirates Dirhams (AED), monthly total salary package. Salaries as of December 2015.

Salary Range: The upper and lower level reflect the responses from our survey. Many factors can affect salary for example location, size of the business, industry, and level of experience.

Average: Average given is the true calculation from the responses to the salary survey, and then rounded to the nearest 500 AED.

Salaries given in currencies other than AED have been converted using the market exchange rate as of 16th December 2015

CONSTRUCTION AND PROPERTY

There was busy hiring activity in the Construction and Property sector although at a much more moderate pace than the previous year. Technical hiring will plateau in 2016 because future projects are taking longer to get off the ground due to the significant Oil & Gas price drop delaying development plans. Preparation for Expo 2020 should continue to provide this sector with opportunities and keep it somewhat robust towards the second half of 2016.

Construction and Property employees are also optimistic about 2016, 69% of our respondents feel positive about their career prospects and 68% anticipating a change to their salary.

The GCC is an attractive place for expatriate construction professionals to work, with the UAE continuing to top their list of preferred locations. Saudi Arabia follows second because of the better salaries on offer. As yet, there are few locals working in the private sector however, in the government sector there is an ongoing programme of nationalising roles previously held by expats.

Salary

55% of our Construction and Property professionals did not see any change to their salary in 2015. However, of the 68% who are anticipating a change in 2016, the majority believe the increase will be over 10%.

41% of our employee respondents within this specialism believe they are under paid compared to the average salary for their position, and feel an increase of less than 10% will not be significant enough because of the cost of living and their skill level.

This year we expect minimal change to salaries across the Construction and Property sector. That being said, highly experienced professionals may see salary increases as well as those willing to work outside the UAE. Offering career development opportunities and better benefits should be considered by hiring managers too.

In Demand

Despite 59% of construction employees anticipating a move to a new company in 2016, and an increase in the number of Oil & Gas candidates entering the construction market, there is still a skill shortage of highly experienced professionals looking for new opportunities. This is due to salary issues, visa regulations, and delayed recruitment processing times leaving candidate open to counteroffers with their current employer as well as other companies.

Those looking to start with a new organisation in 2016 cite the top three motivating factors as salary (35%), lack of future opportunities with their current employer (13%), and seeking a new career path (13%).

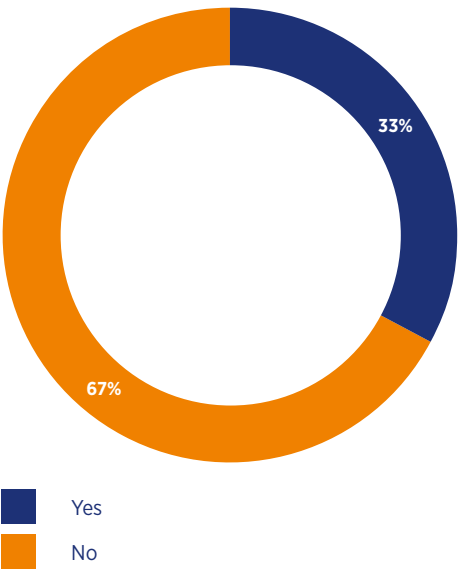
The most in-demand roles in 2015, and likely to also be in 2016, are Quantity Surveyors, Contracts Managers and HSEQ specialists. This is because of a number of projects under way including major GCC wide expressway schemes, the Qatar Mega Water Reservoir Project and airport redevelopments in Abu Dhabi, Jeddah and Riyadh.



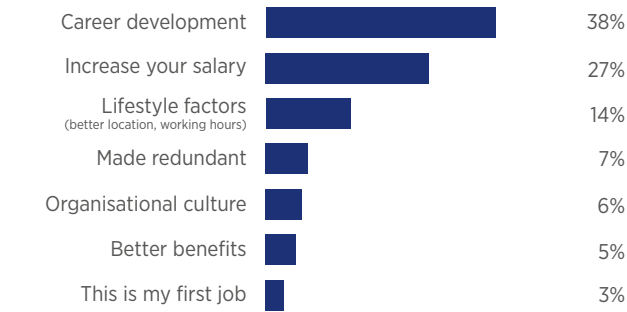
CONSTRUCTION AND PROPERTY EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new career with a new organisation in 2015?



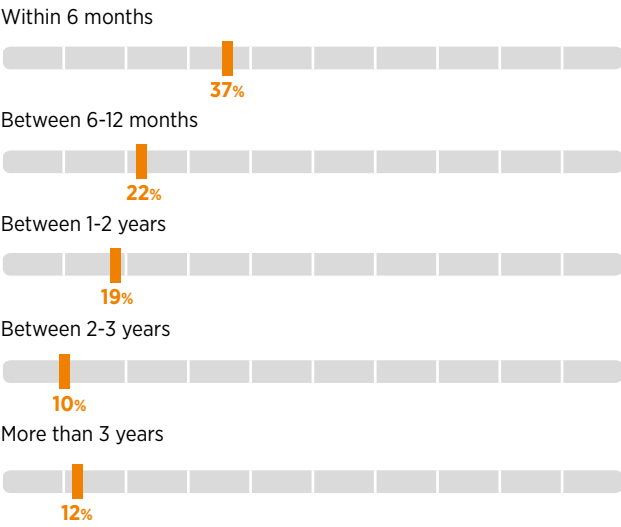
If answered 'Yes'
Why did you move to a new organisation in 2015?



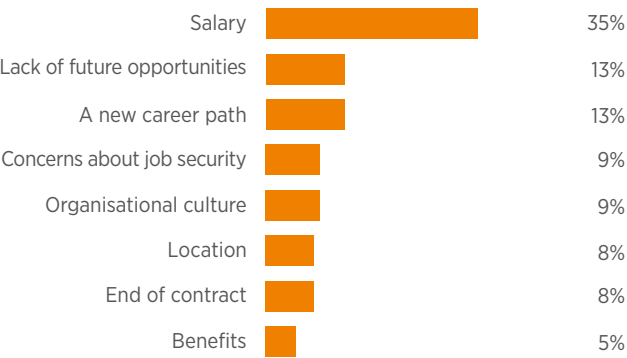
Besides salary, rank the most important factors to you when you are considering a new job with a new organisation?

- 1 BENEFITS
- 2 CAREER DEVELOPMENT
- 3 JOB SECURITY
- 4 CHALLENGING ROLE/PROJECT
- 5 WORK LIFE BALANCE
- 6 LOCATION
- 7 ORGANISATIONAL CULTURE

When do you anticipate you will next move to a new job with a new organisation?



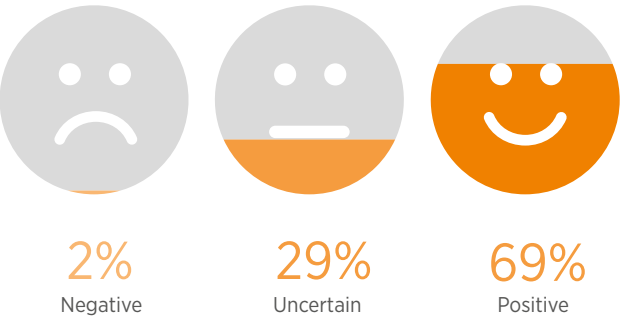
If answered 'Within 6 months' or 'Between 6-12 months':
Why are you looking to change your job within a year?



If answered 'Between 1-2 years', '2-3 years', or 'More than 3 years':
What factors are keeping you with your current employer?



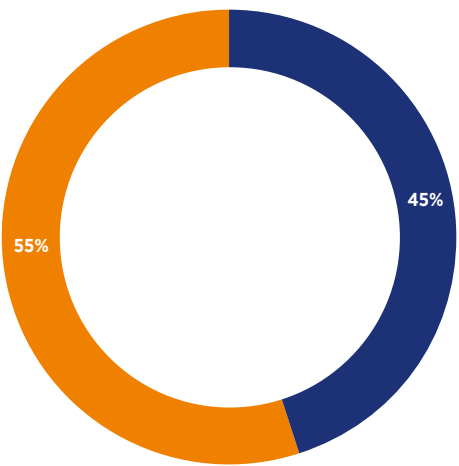
How do you feel about your career prospects for 2016?



CONSTRUCTION AND PROPERTY EMPLOYEE SURVEY HIGHLIGHTS

Salary

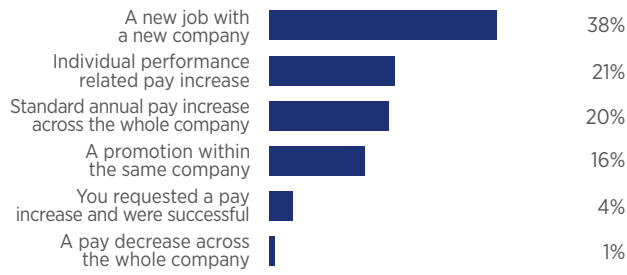
Did your salary change in 2015?



■ Yes
■ No

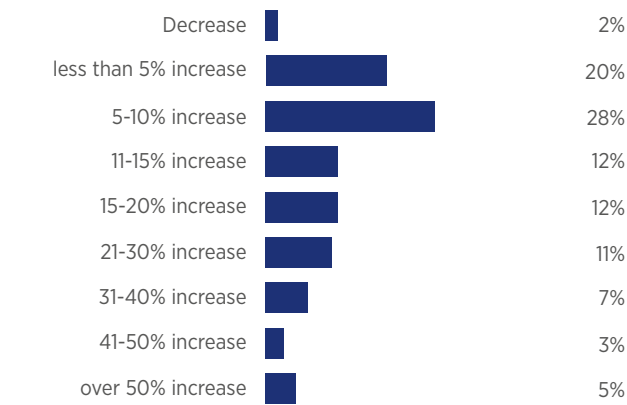
If answered 'Yes'

What was your salary change a result of?

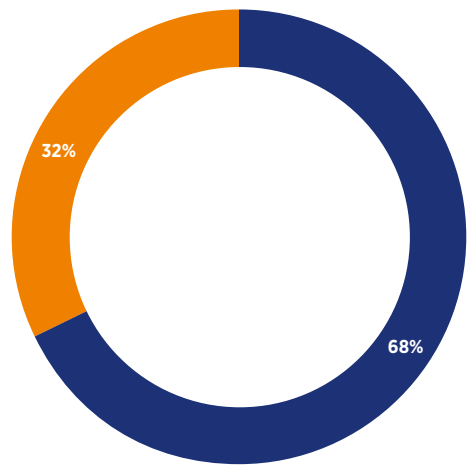


If answered 'Yes'

By what percentage did your salary change?



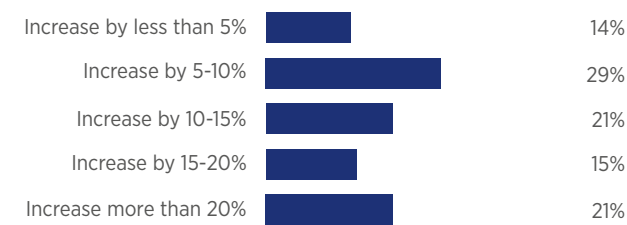
Do you realistically expect your current salary to change in 2016?



■ Yes
■ No

If answered 'Yes'

By how much do you realistically expect your salary to change?



CONSTRUCTION AND PROPERTY SALARY GUIDE

Position	Range	Average
Principal Level	33,000 – 76,000	50,000
Senior Interior Designer	20,000 – 35,000	27,000
Senior Architect/Designer	15,000 – 40,000	25,500
Site Architect	15,000 – 23,000	20,000
Interior Designer	15,000 – 20,000	17,000
Project Architect	10,000 – 20,000	15,000
Architect/Designer	10,000 – 20,000	13,000

Position	Range	Average
C-suite/Principal Level	46,000 – 120,000	81,000
Senior Contracts Manager	55,000 – 65,000	60,000
Senior Project Manager	38,000 – 68,000	54,000
Risk Manager	40,000 – 62,000	50,000
Commercial Manager	32,000 – 54,000	45,000
Senior Quantity Surveyor	25,000 – 60,000	40,000
Claims Consultant	23,000 – 50,000	38,000
Project Manager	18,000 – 46,000	35,000
Contracts Manager	28,000 – 40,000	33,000
Planning Manager	20,000 – 55,000	33,000
Construction Manager	20,000 – 60,000	32,000
Operations Manager	19,000 – 26,000	22,500
LEED Coordinator/Architect	14,000 – 22,500	18,000
Quantity Surveyor	10,000 – 25,000	16,000
Proposals	10,000 – 18,000	14,500
Senior CAD Technician	9,000 – 17,000	12,500
Project Coordinator	8,000 – 17,000	12,000
CAD Technician	5,000 – 12,000	9,000

Position	Range	Average
Senior Facilities Manager	32,000 – 40,000	35,800
Facilities Manager	20,000 – 25,000	21,000
Facilities Supervisor	17,000 – 20,000	18,000

Position	Range	Average
Senior HSEQ Manager	42,000 – 55,000	48,800
HSEQ Manager/Advisor	20,000 – 39,000	26,700
HSEQ Officer	8,000 – 19,000	14,000

Position	Range	Average
Senior Development Manager	50,000 – 65,000	58,000
Senior Property Manager/General Manager	28,000 – 57,000	41,000
Analyst/Valuations Manager	20,000 – 30,000	26,000
Sales & Leasing Manager	24,000 – 30,000	26,000
Property Manager	20,000 – 25,000	23,000
Property Assistant Manager	16,500 – 20,500	18,000
Leasing Consultant	6,000 – 16,000	10,000

Salaries are shown in Arab Emirates Dirhams (AED), monthly total salary package. Salaries as of December 2015.

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ENGINEERING

The beginning of 2015 saw many employment opportunities for job seekers across the GCC within the Engineering sector, as preliminary and detailed design projects came into operation. Since then, employment rates have stagnated slightly though remain relatively high, resulting in 74% of those surveyed feeling positive about their career prospects for 2016.

Competition amongst countries within the GCC continues to stimulate a surge of projects within the sector (namely infrastructure and transport initiatives, such as expressway and metro developments) and it is likely then that demand for candidates will increase as these come into play from the second half of 2016.

The complexity of projects means that employers are typically looking for candidates with like-for-like skills. Based on the initiatives mentioned above, roles such as Traffic Engineers and Utilities Engineers have been high in demand.

Interestingly, the Engineering sector had the highest rate of turnover in 2015 at 38% versus the other industries that we surveyed. This is due to the cyclical nature of the industry with employees committing to roles on a project-by-project basis and, candidate salary taking precedence over their loyalty to their employers.

Salary

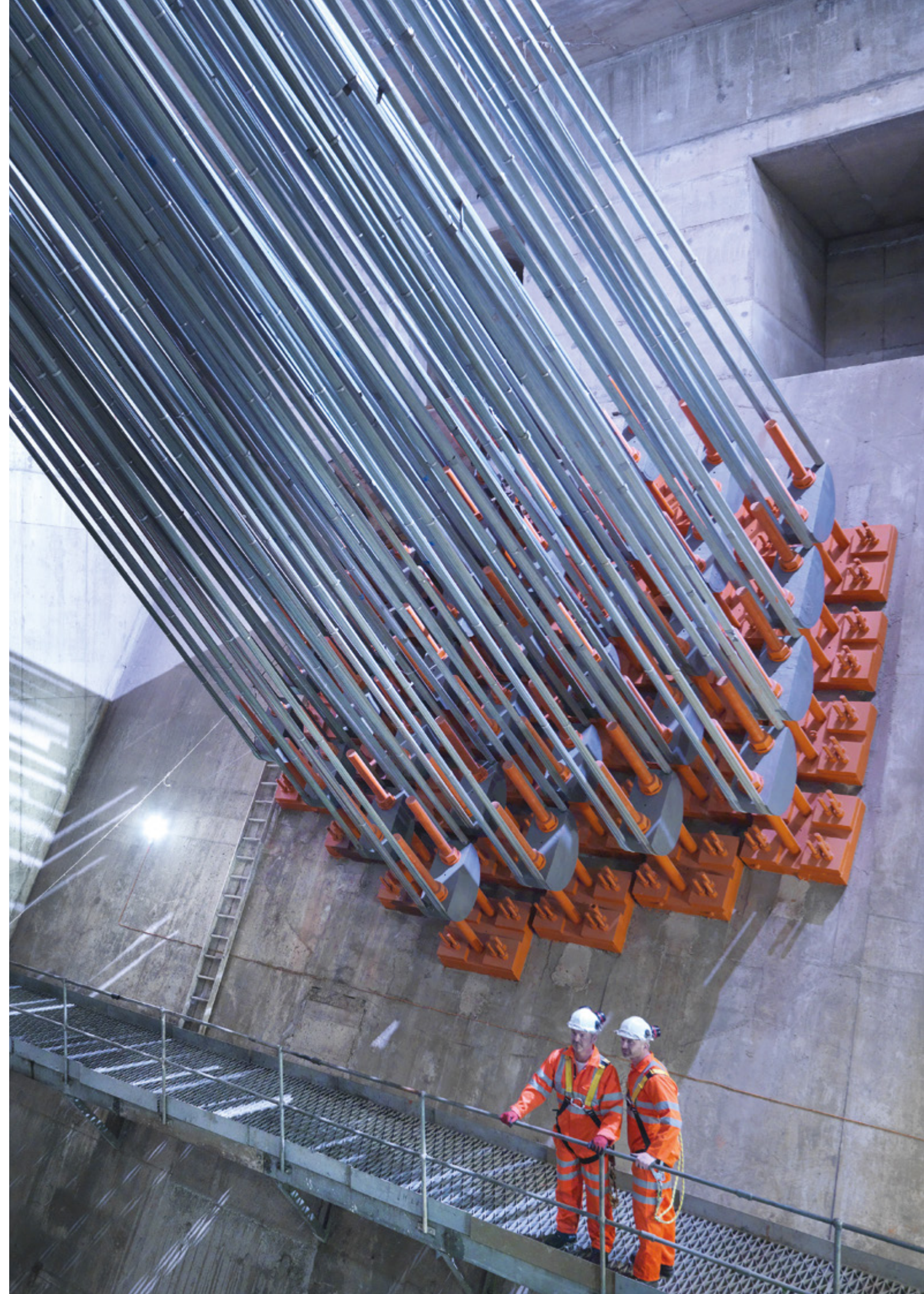
72% of Engineering professionals expect an increase in salary in 2016. This is in contrast to the 51% of respondents that received a change to their salary in 2015. Whilst the true figure will be market dependent, it seems that employer and employee salary expectations differ quite considerably.

It is not surprising then that salary is the single biggest reason that Engineering professionals select the job that they do and the company that they work for. Salary is by far the most significant reason (40%) as to why respondents would stay at their current employer for more than 12 months. It is also the main reason why the 34% of respondents who moved company in 2015 chose to do so.

In Demand

The cyclical nature of the market (project dependent) and the emphasis on salary from a candidate perspective, make the GCC Engineering sector relatively fluid in relation to the rest of the sectors we surveyed. 40% of the Engineering respondents are looking for a new job in the next 6 months – the highest figure comparatively to the other industries that we surveyed.

In addition to those mentioned above, other roles requiring candidates with like-for-like experience and which are likely to be in demand based on upcoming projects in the GCC include: Highway Project Managers, Contract/Commercial Managers, Design Engineers, Architectural and Interior Designers and MEP managers. We have found individuals with direct experience in these types of roles are in short supply within the region and as a result, employers are willing to recruit from countries beyond the GCC.

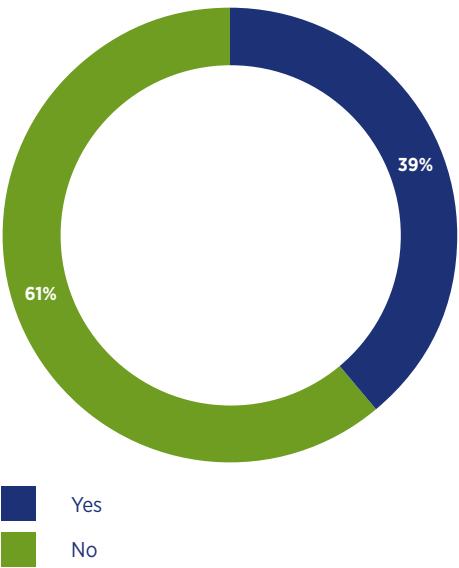


ENGINEERING

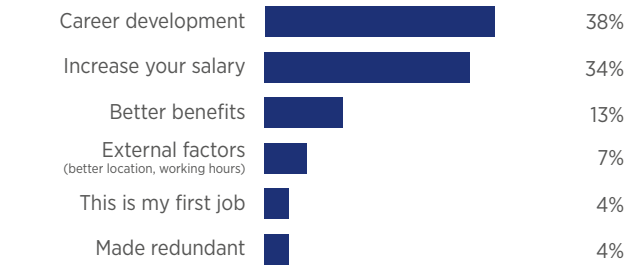
EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new career with a new organisation in 2015?



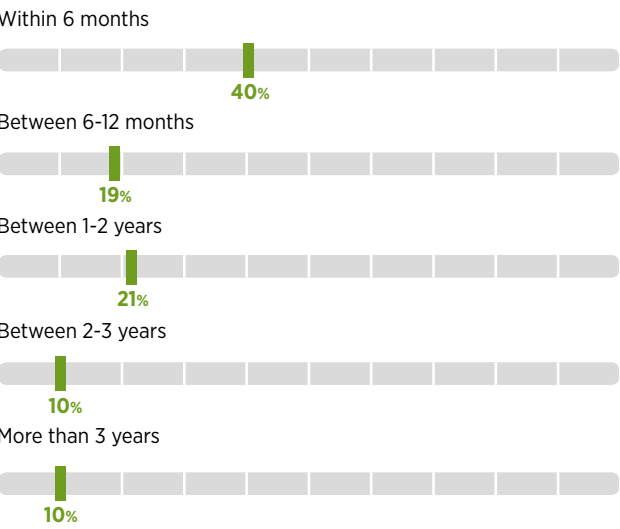
If answered 'Yes'
Why did you move to a new organisation in 2015?



Besides salary, rank the most important factors to you when you are considering a new job with a new organisation?

- 1 BENEFITS
- 2 CAREER DEVELOPMENT
- 3 JOB SECURITY
- 4 CHALLENGING ROLE/PROJECT
- 5 LOCATION
- 6 ORGANISATIONAL CULTURE
- 7 WORK LIFE BALANCE

When do you anticipate you will next move to a new job with a new organisation?



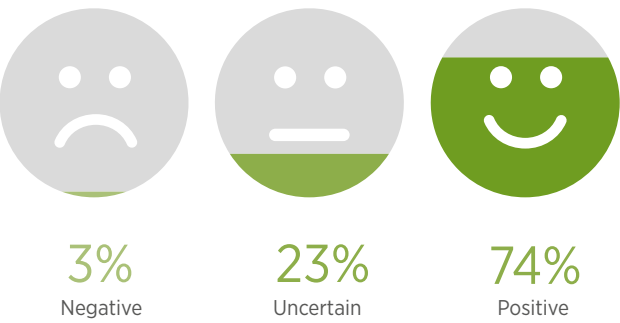
If answered 'Within 6 months' or 'Between 6-12 months':
Why are you looking to change your job within a year?



If answered 'Between 1-2 years', '2-3 years', or 'More than 3 years'
What factors are keeping you with your current employer?



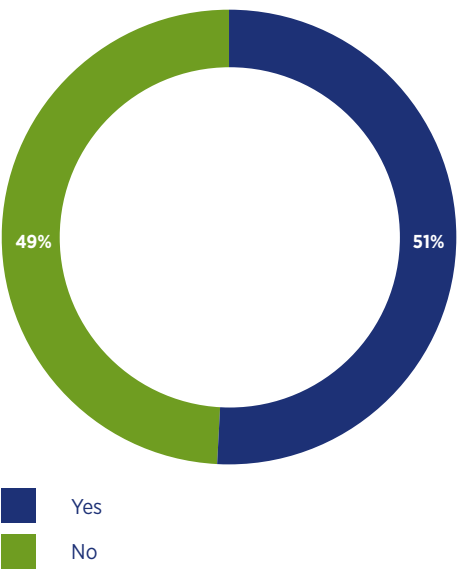
How do you feel about your career prospects for 2016?



ENGINEERING EMPLOYEE SURVEY HIGHLIGHTS

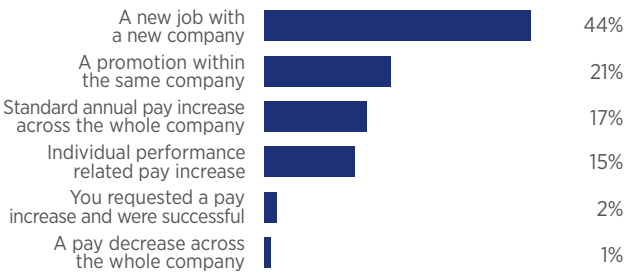
Salary

Did your salary change in 2015?



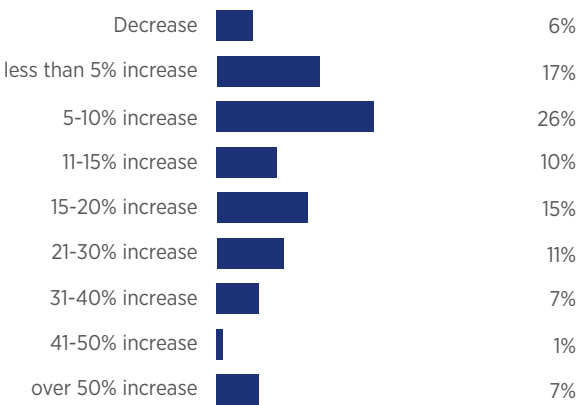
If answered 'Yes'

What was your salary change a result of?

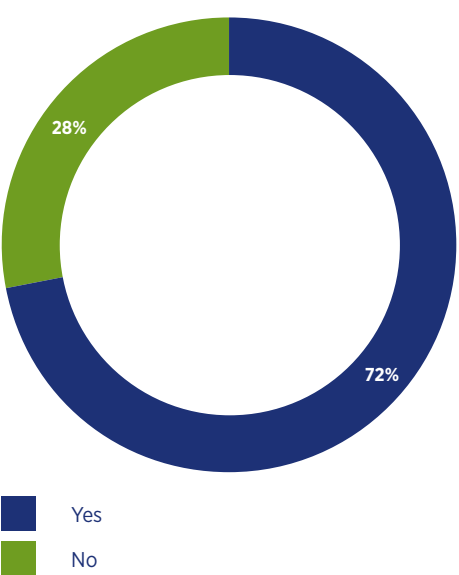


If answered 'Yes'

By what percentage did your salary change?

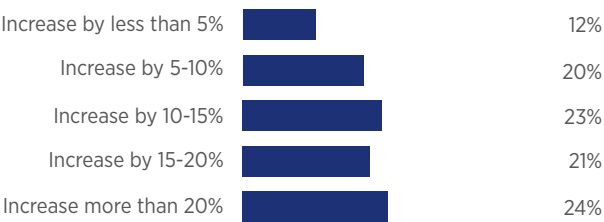


Do you realistically expect your current salary to change in 2016?



If answered 'Yes'

By how much do you realistically expect your salary to change?



ENGINEERING SALARY GUIDE

Position	Range	Average
Project Director	60,000 – 85,000	75,000
MEP Director	40,000 – 68,000	62,000
Senior Resident Engineer	45,000 – 75,000	55,000
Senior Project Manager	35,000 – 70,000	54,000
Engineering Manager	35,000 – 60,000	52,500
Project Manager/Managing Director	25,000 – 55,000	44,000
Contracts/Commercial Manager	35,000 – 60,000	45,000
Resident Engineer	20,000 – 50,000	36,000
MEP Manager	18,000 – 38,000	30,000
Senior Planning Engineer	20,000 – 40,000	30,000
QA/QC Manager	20,000 – 30,000	24,000
Senior Structural Engineer	12,000 – 35,000	22,000
Highways/Traffic Engineer	12,000 – 28,500	22,000
Senior Project Engineer	18,000 – 25,000	22,000
Site Engineer	6,000 – 30,000	16,000
Electrical Engineer	10,500 – 20,000	15,000
Civil Engineer	6,000 – 15,000	11,000
Mechanical Engineer	6,000 – 23,000	14,000
QA/QC Engineer	10,000 – 19,000	13,000
BIM Modeller	8,500 – 16,000	13,000
Project Engineer	5,000 – 25,000	12,000
Planning Engineer	6,000 – 17,000	11,000
Structural Engineer	6,000 – 15,000	10,500
HVAC Engineer	8,500 – 17,000	12,000
Assistant/Junior Engineer	4,000 – 11,000	7,000

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HUMAN RESOURCES

The Human Resource specialism had a positive hiring year in 2015. Many companies across the GCC are bracing themselves for growth in the coming years so they have been steadily filling any gaps in their HR teams and replacing any leavers in order to prepare.

The main industries we've seen driving this growth are FMCGs and Professional Services. Surprisingly this positivity is not reflected amongst HR professionals. Of all our surveyed employees, those within HR were the least positive about future career prospects, 43% feeling either 'uncertain' or 'negative'.

Candidates are more commonly seeking positions within MNCs over Small Medium Enterprises (SME's)/local companies. As the competition is high for these roles we have seen a number of candidates willing to reduce their salary in order to secure a position.

Our employee survey uncovered an even split between employees anticipating leaving their current employer in 2016, and those expecting to stay at their current organisation in 2016. For both of these groups salary, career progression (or lack of) and job security were the three main drivers for HR respondents coming to this decision.

Salary

60% of HR employees surveyed experienced a change to their salary in 2015. The most common changes were a 5-10% increase (24%) and a 5% or less increase (21%). Our consultants noted that organisations used remuneration in 2015 as a tool to retain their key HR members, specifically those in more senior positions and other key contributors to the business.

71% of employees in HR believe there will be a change to their salary in 2016, 25% of these believe it will be a significant raise of over 15%; a vast contrast to the expectations of employers who believe salaries will either remain static or increase by less than 5%.

Regionally, we have noticed an increase in the number of candidates willing to commute from Dubai to Abu Dhabi for roles with higher salaries.

In Demand

In 2015 38% of HR survey respondents started a new career with a new organisation, the biggest percentage of all the specialisms we surveyed. Coupled with a further 50% of respondents anticipating a move in 2016, we see that the market is abundant with available HR talent.

Experienced HR Nationals are high on the hiring agenda for 2016 as well as HR Managers with Change/Transformation experience and CIPD qualifications/Masters in HR. The preparation for future business growth has also resulted in demand for Recruitment Specialists with GCC experience, and professionals with good knowledge of Middle East employment law.

We see more HR hiring activity in the UAE compared to other GCC countries because UAE is often the regional base for company headquarters.

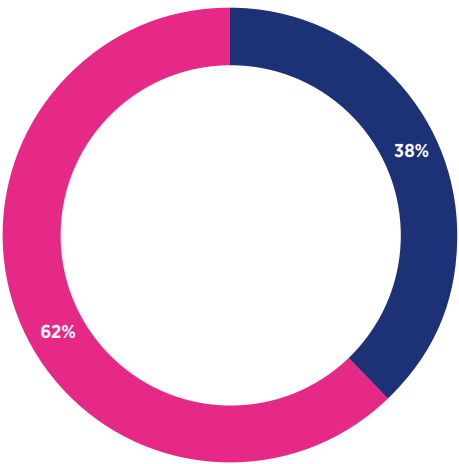


HUMAN RESOURCES

EMPLOYEE SURVEY HIGHLIGHTS

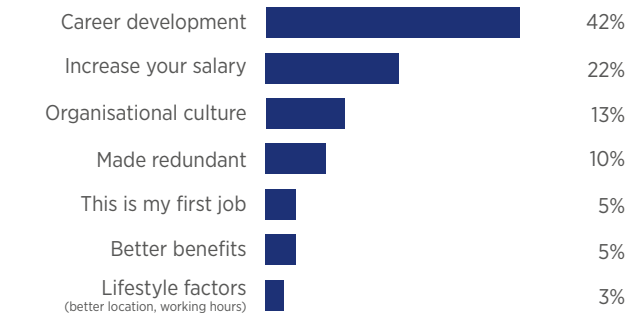
Career

Did you start a new career with a new organisation in 2015?



Yes
No

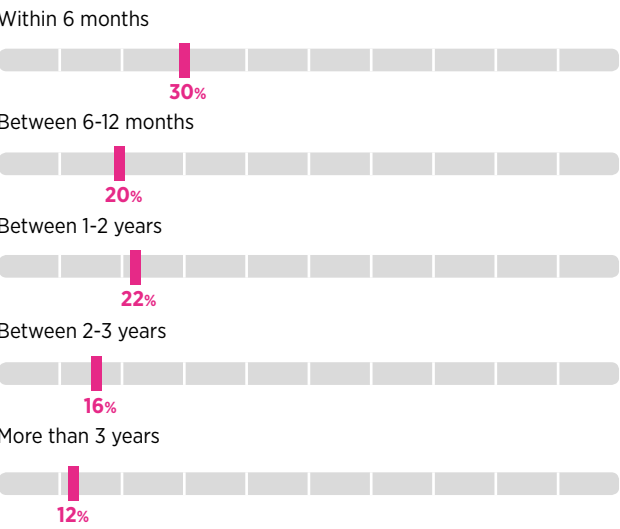
If answered 'Yes'
Why did you move to a new organisation in 2015?



Besides salary, rank the most important factors to you when you are considering a new job with a new organisation?

- 1 BENEFITS
- 2 CAREER DEVELOPMENT
- 3 ORGANISATIONAL CULTURE
- 4 JOB SECURITY
- 5 CHALLENGING ROLE/PROJECT
- 6 WORK LIFE BALANCE
- 7 LOCATION

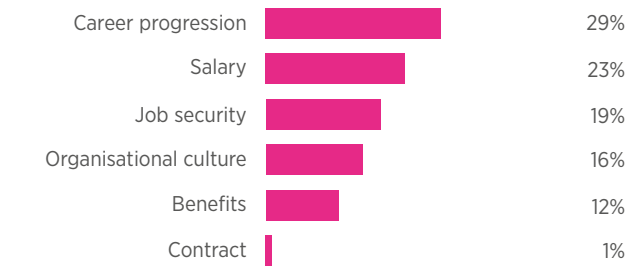
When do you anticipate you will next move to a new job with a new organisation?



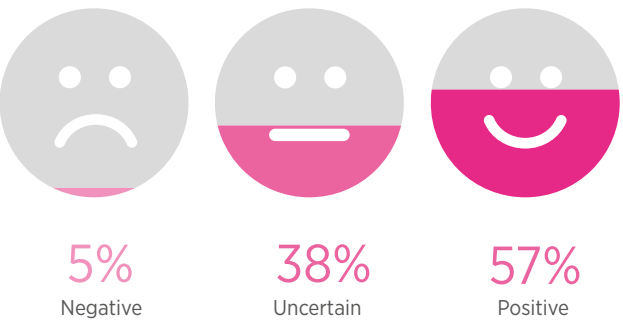
If answered 'Within 6 months' or 'Between 6-12 months':
Why are you looking to change your job within a year?



If answered 'Between 1-2 years', '2-3 years', or 'More than 3 years'
What factors are keeping you with your current employer?



How do you feel about your career prospects for 2016?

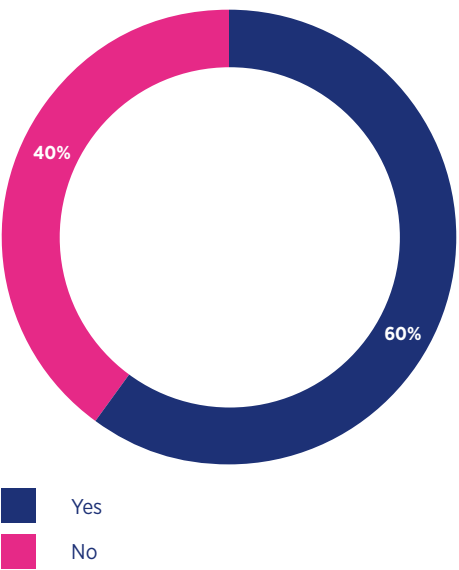


HUMAN RESOURCES

EMPLOYEE SURVEY HIGHLIGHTS

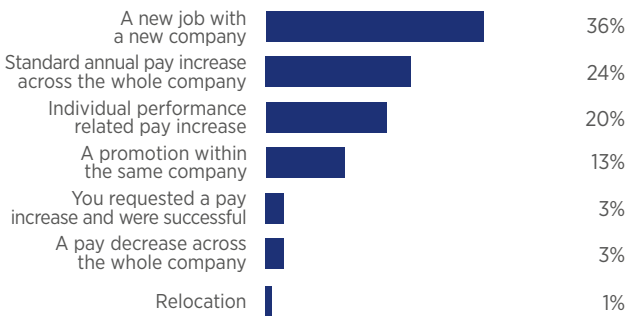
Salary

Did your salary change in 2015?



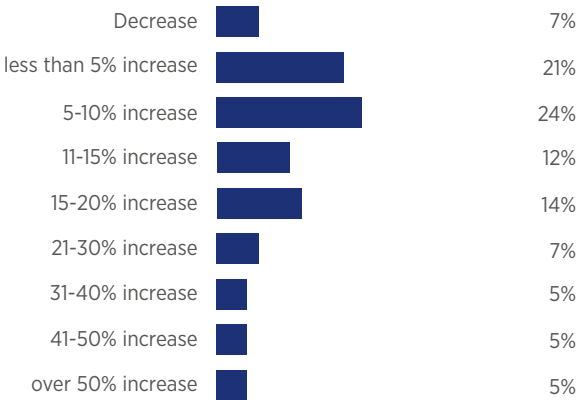
If answered 'Yes'

What was your salary change a result of?

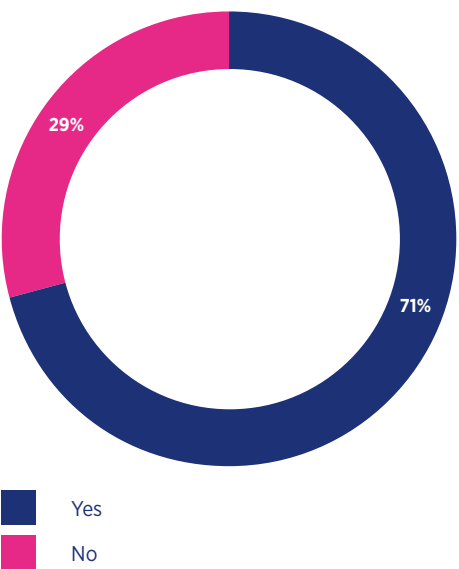


If answered 'Yes'

By what percentage did your salary change?

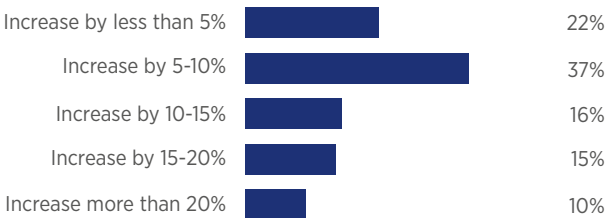


Do you realistically expect your current salary to change in 2016?



If answered 'Yes'

By how much do you realistically expect your salary to change?



HUMAN RESOURCES

SALARY GUIDE

Position	Range	Average
HR Director	30,000 – 66,000	50,000
Senior HR Manager	31,000 – 50,000	41,000
Group/Regional HR Manager	21,000 – 65,000	40,000
Compensation & Benefits Manager	21,000 – 42,000	32,000
Learning & Development Manager	23,500 – 37,000	30,000
HR Manager	20,000 – 38,000	27,000
Head of Recruitment/Recruitment Manager	20,000 – 32,000	27,000
HR Business Partner	20,000 – 30,000	25,000
Senior Recruiter	14,000 – 25,000	17,000
HR Generalist	8,000 – 22,500	15,500
HR Officer/Coordinator	10,000 – 21,000	15,500
Learning & Development Assistant	10,000 – 18,000	14,500
Compensation & Benefits Assistant	8,000 – 16,000	12,000
Admin Assistant	7,000 – 14,000	10,000
Recruiter	5,000 – 15,000	10,000

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INFORMATION TECHNOLOGY

2015 was a reasonable year for hiring in the IT sector as companies within the GCC enthusiastically adopted new technologies into their daily operations to modernise their business. Roles specifically in demand include Developmental and Managerial positions.

Our survey found that only 24% of IT employees started a new career with a new business in 2015, a significant drop from 78% who were considering a change in 2015 (as found in our 2014 survey). A smaller 61% of respondents are considering changing company in 2016. This may be due to the loyalty they have for their current firm or, conversely, as a result of concerns about their job security. The latter could explain why 38% of IT respondents said they would stay with their company for more than 12 months, though this is no more significant than the other specialisms we surveyed.

Salary

In 2015 IT salaries remained relatively static, as organisations continue with the cautious yet steady growth. This is in line with the 31% of IT employees who received a pay rise as a result of a standard increment across the whole business.

Overall 46% of IT employees had a change to their salary in 2015, with an average increase of less than 5%. Optimism is high for 2016, the majority believing they will see a pay increase of 5-15% on top of their current salary.

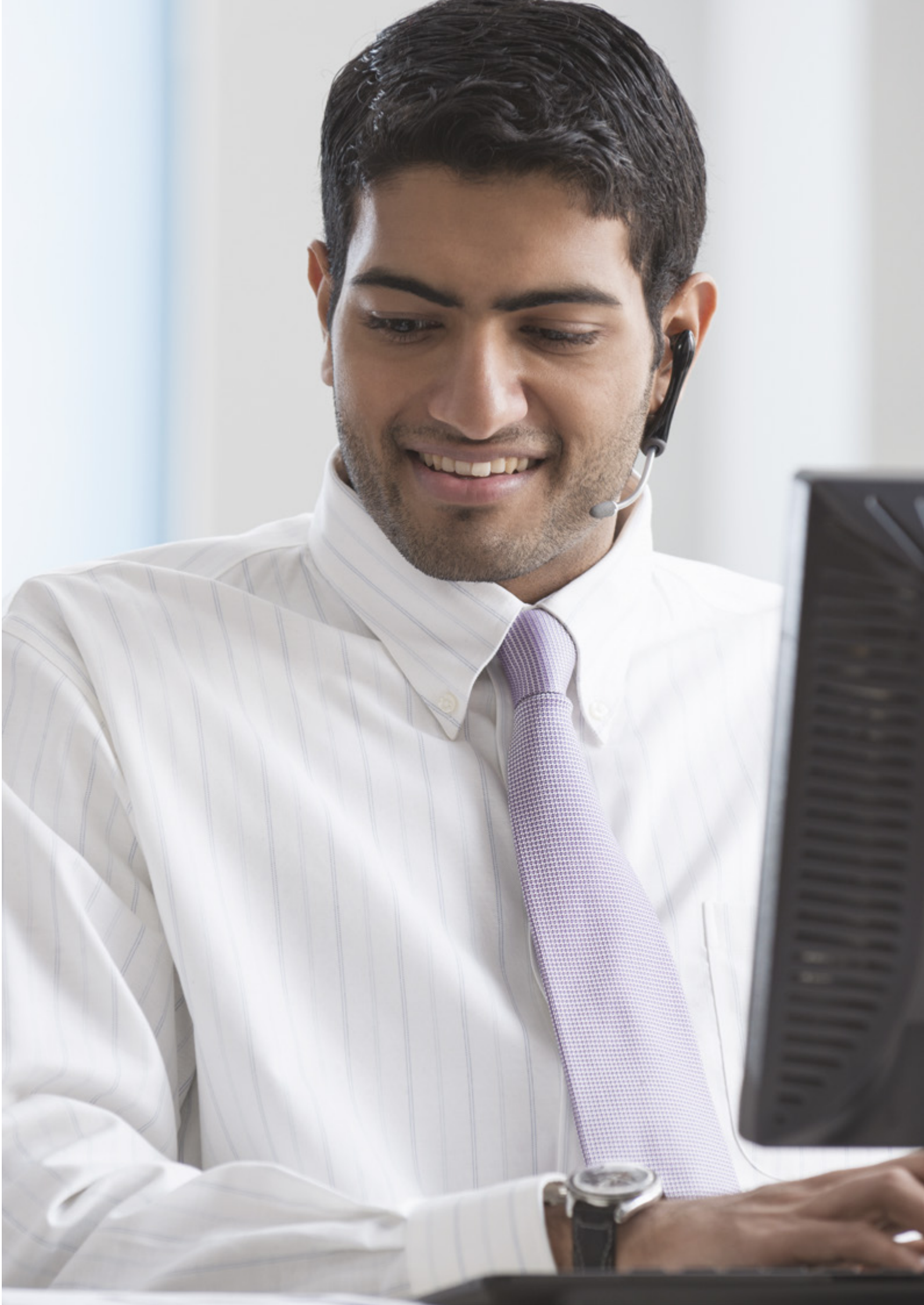
Professionals with sought after skills (as highlighted below), will likely experience salary packages increases in 2016, whereas the majority will likely see this year remain steady in terms of remuneration.

In Demand

61% of our surveyed IT professionals anticipate entering the job market in 2016. The main reason cited is to grow salary or access better career development opportunities. Although this means the IT candidate market is fluid, and could be considered rife with talent, businesses are facing increased competition from regions outside the GCC. In particular UK, America and Asia have increased their IT hiring activity and are attracting candidates out of the GCC.

Challenged with offering first class customer service, and modernising operations for expansion, businesses are seeking experienced IT professionals with a strong education and regional experience. Software development vacancies increased in 2015, and will continue into 2016. Also demand for Business Development Managers with strong IT sales backgrounds have grown.

There has been a notable shortage in senior Arabic speaking Business Development managers and experienced SAP professionals.

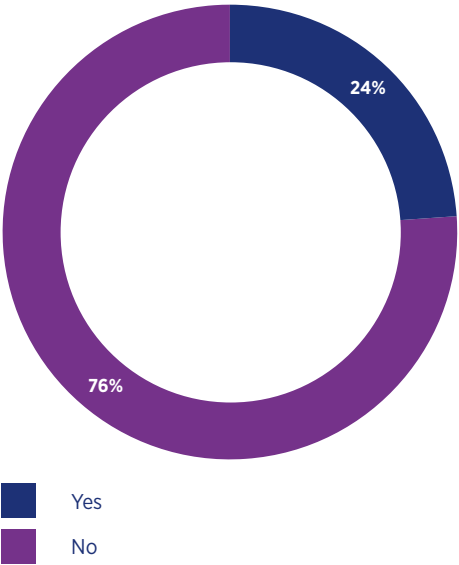


INFORMATION TECHNOLOGY

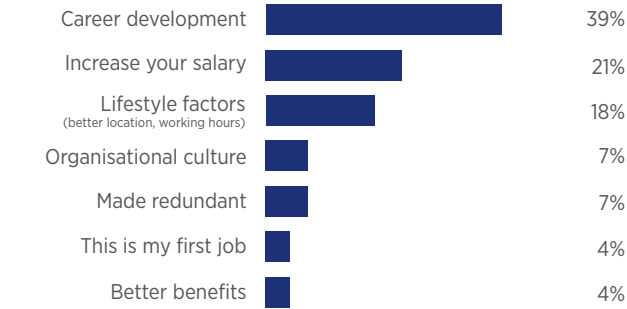
EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new career with a new organisation in 2015?



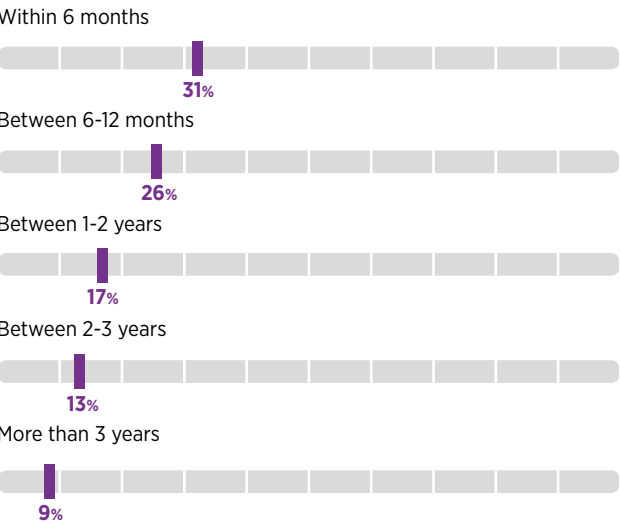
If answered 'Yes'
Why did you move to a new organisation in 2015?



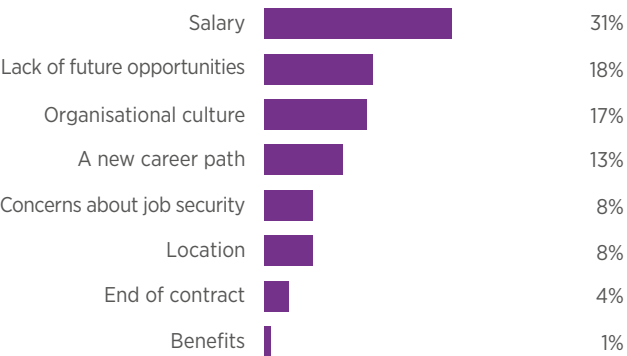
Besides salary, rank the most import factors to you when you are considering a new job with a new organisation?

- 1 CAREER DEVELOPMENT
- 2 BENEFITS
- 3 JOB SECURITY
- 4 CHALLENGING ROLE/PROJECT
- 5 WORK LIFE BALANCE
- 6 LOCATION
- 7 ORGANISATIONAL CULTURE

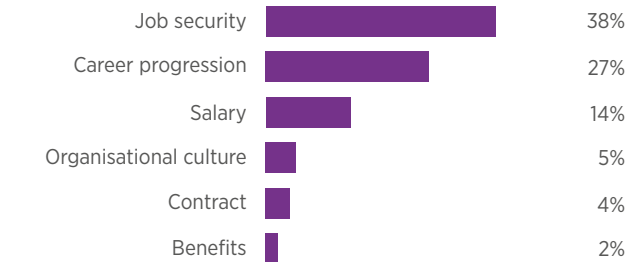
When do you anticipate you will next move to a new job with a new organisation?



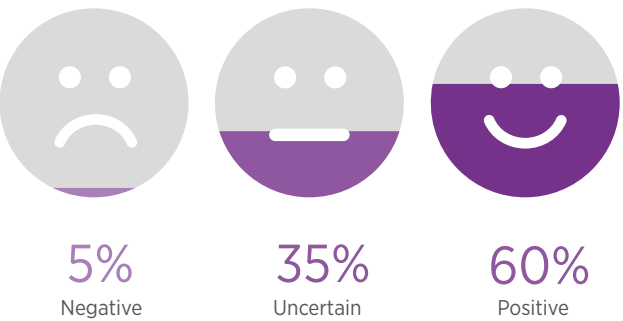
If answered 'Within 6 months' or 'Between 6-12 months':
Why are you looking to change your job within a year?



If answered 'Between 1-2 years', '2-3 years', or 'More than 3 years'
What factors are keeping you with your current employer?



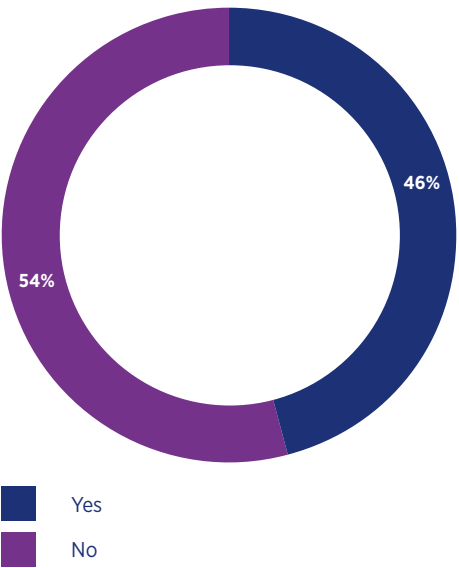
How do you feel about your career prospects for 2016?



INFORMATION TECHNOLOGY EMPLOYEE SURVEY HIGHLIGHTS

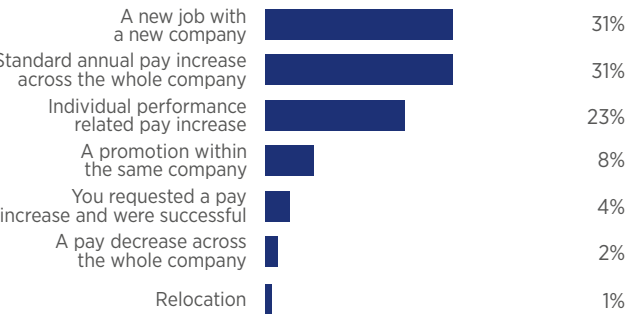
Salary

Did your salary change in 2015?



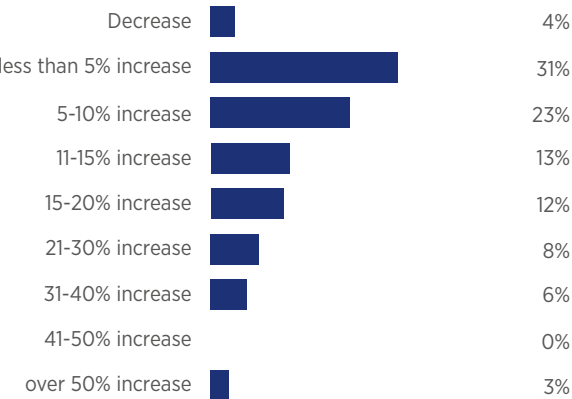
If answered 'Yes'

What was your salary change a result of?

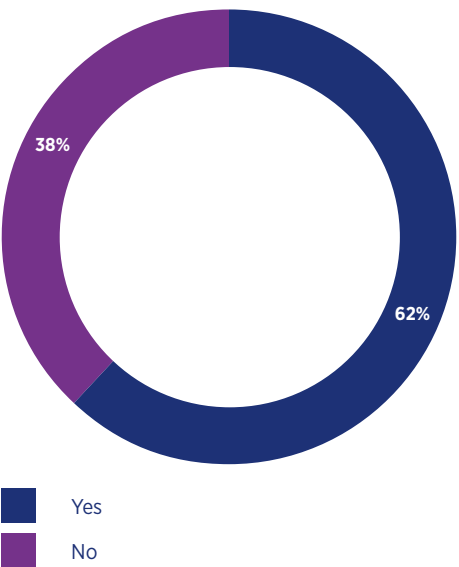


If answered 'Yes'

By what percentage did your salary change?

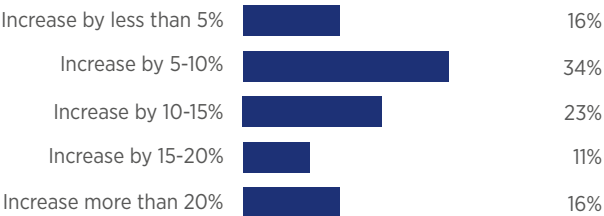


Do you realistically expect your current salary to change in 2016?



If answered 'Yes'

By how much do you realistically expect your salary to change?



INFORMATION TECHNOLOGY SALARY GUIDE

Position	Range	Average
IT Director/CIO	50,000 – 80,000	60,000
Head of IT	30,000 – 55,000	40,000
Security Manager	30,000 – 40,000	35,000
Regional IT Manager	25,000 – 40,000	32,500
Software Development Manager	25,000 – 34,000	29,000
IT Architect	17,000 – 34,000	22,500
Project Manager	12,000 – 25,000	22,000
SAP Consultant	16,000 – 28,000	22,000
IT Manager	16,500 – 28,000	22,000
Business Analyst	17,000 – 30,000	20,000
Security Consultant	12,000 – 20,000	15,500
IT Consultant/Specialist	7,000 – 18,000	13,000
Software Developer/Engineer	6,000 – 15,000	12,000
Systems Administrator	8,000 – 15,000	12,000
IT Support/Assistant	4,000 – 15,000	8,000

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The UAE employment market got off to a strong start for Legal professionals in 2015. However, growth plateaued in the latter half of the year as construction projects became fully resourced and uncertainties in the global economy reduced investment in real estate.

The number of available appointments was visibly reduced for candidates, which was reflected in the 21% of Legal professionals who moved company in 2015, the lowest of all the specialisms we surveyed. As a result, 'job security' is high on candidates radar for 2016, this being the main reason 56% of respondents plan to stay with their current employer for the next 12 months, the highest of all sectors represented in the survey.

The outlook for 2016 does however remain optimistic for Legal professionals. Despite some stagnation in growth, demand in the market is set to remain at an active and constant rate. This confidence is reflected in the 67% of respondents who feel positive about their career prospects for 2016.

Salary

Much like demand in the employment market, salaries for Legal professionals levelled in the second half of 2015 and are likely to continue at a constant rate throughout 2016. Whilst a solid 59% of those surveyed expect a pay rise in the 2016, this is significantly below that expected of the other specialisms we surveyed. At a senior level, we have seen the majority of salaries either remain the same or increase by less than 5% in 2015. We have also noticed that job candidates are willing to accept new positions that offer the same or slightly reduced salaries.

In Demand

Generally speaking, we expect demand for Legal professionals to continue throughout 2016. That being said, Real Estate Lawyers at the senior end, as ever, remain high in demand, as well as mid-level candidates (with 5-8 years' PQE) and Western educated Arabic speakers.

In terms of geography, Dubai offers by far the greatest opportunities for Legal professionals in the GCC as the majority of employers are based here. We have also seen openings in Abu Dhabi though appointments in other countries within the region remain limited.

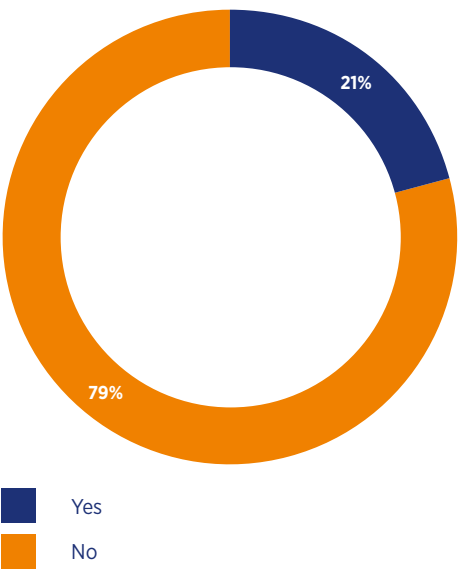


LEGAL

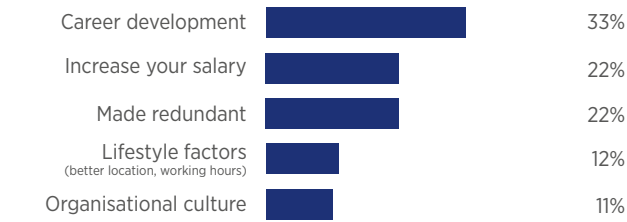
EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new career with a new organisation in 2015?



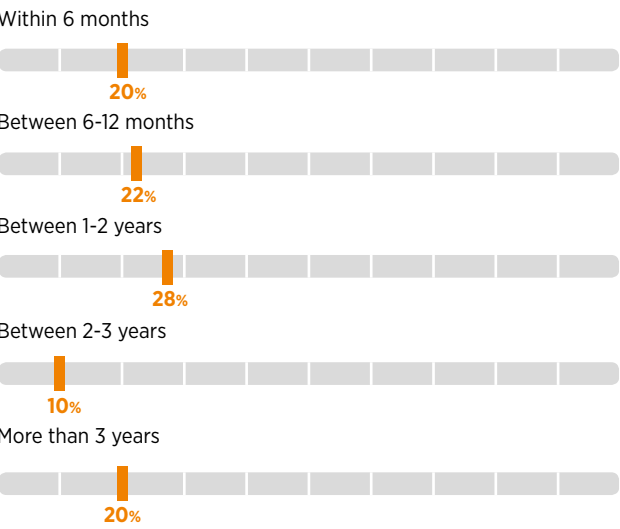
If answered 'Yes'
Why did you move to a new organisation in 2015?



Besides salary, rank the most import factors to you when you are considering a new job with a new organisation?

- 1 BENEFITS
- 2 CAREER DEVELOPMENT
- 3 JOB SECURITY
- 4 CHALLENGING ROLE/PROJECT
- 5 ORGANISATIONAL CULTURE
- 6 WORK LIFE BALANCE
- 7 LOCATION

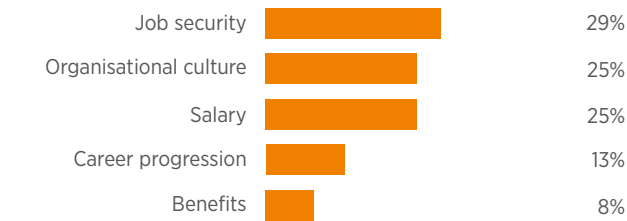
When do you anticipate you will next move to a new job with a new organisation?



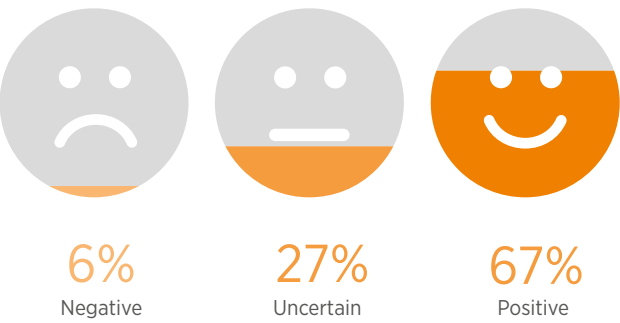
If answered 'Within 6 months' or 'Between 6-12 months':
Why are you looking to change your job within a year?



If answered 'Between 1-2 years', '2-3 years', or 'More than 3 years'
What factors are keeping you with your current employer?



How do you feel about your career prospects for 2016?

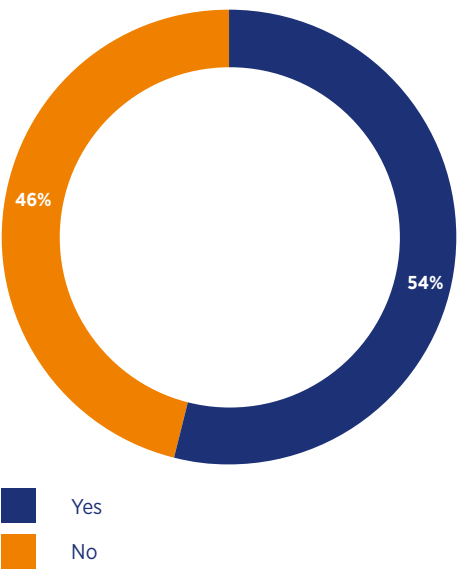


LEGAL

EMPLOYEE SURVEY HIGHLIGHTS

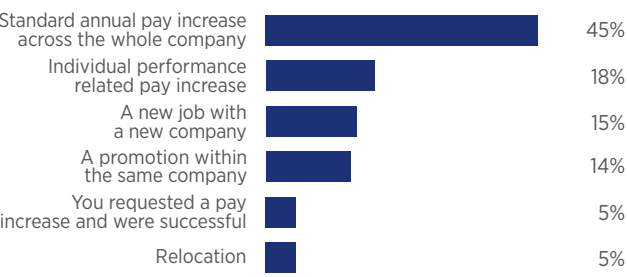
Salary

Did your salary change in 2015?



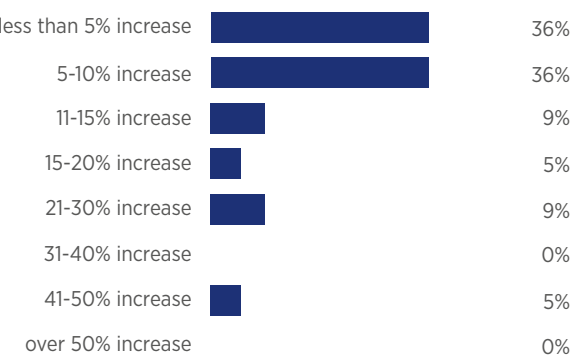
If answered 'Yes'

What was your salary change a result of?

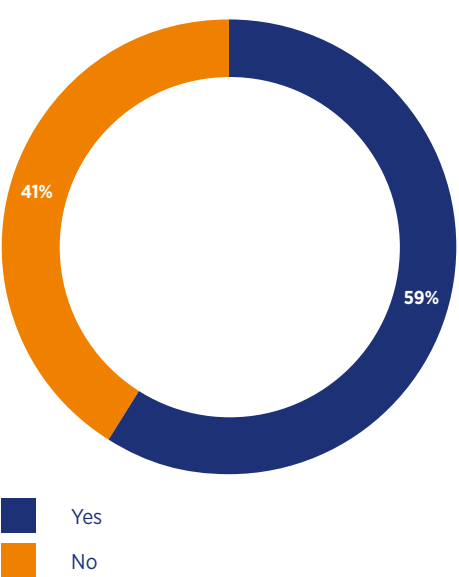


If answered 'Yes'

By what percentage did your salary change?

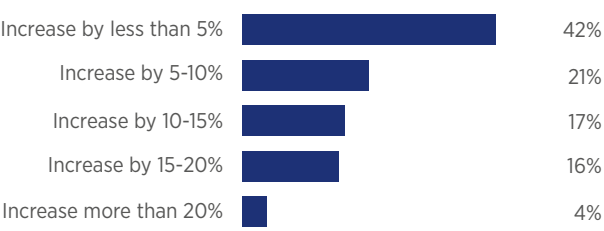


Do you realistically expect your current salary to change in 2016?



If answered 'Yes'

By how much do you realistically expect your salary to change?



LEGAL

SALARY GUIDE

Position	Range	Average
Chief Legal Officer/General Counsel	60,500 - 106,000	77,000
Legal counsel 6-9 years	55,000 - 68,000	60,000
Senior Associate	47,000 - 62,000	56,000
Legal counsel 3-5 years	35,000 - 50,000	45,000
Lawyer	25,000 - 48,000	36,500
Legal counsel 0-2 years	19,000 - 30,000	25,000
Legal Secretary	10,000 - 28,000	19,000
Legal coordinator/Assistant	10,000 - 16,000	13,000

Salaries are shown in Arab Emirates Dirhams (AED), monthly total salary package. Salaries as of December 2015.

Salary Range: The upper and lower level reflect the responses from our survey. Many factors can affect salary for example location, size of the business, industry, and level of experience.

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Salaries given in currencies other than AED have been converted using the market exchange rate as of 16th December 2015

OFFICE SUPPORT

There is positive growth in the hiring of Office Support (OS) professionals in the GCC thanks to the increasingly diversified economy within the region. 2015 saw demand for OS professionals specifically within the Investment, Private Equity, Banking, Financial Services and Legal sectors.

This positivity is also reflected in candidates outlook of the market, with 65% indicating they feel positive about their career prospects for 2016 and 98% confident in their skills to perform their job.

There was an interval of reduced growth in hiring activity in the second half of 2015 as Ramadan and EID slowed the market down. Since then it has picked back up and we expect 2016 to start with a similar busy hiring flurry.

A trend that became popular in 2015, and will continue into 2016, is employers specifically requesting candidates with like-for-like experience.

Salary

Salary remains a hot topic within the OS specialism. Of those respondents who are seeking a new job opportunity in 2016, salary is the core factor motivating this decision (46%). It is also the main reason why 26% of employees would stay with their existing employer for at least the next 12 months. The current cost conscious approach to growth by companies in the region has however kept budgets tight, resulting in minimal increases to OS salary packages. In 2015 it was hard to secure a new role for candidates over and above their current salary, a trend that will continue for at least the first half of 2016. This is not good news for the 65% of OS employees who anticipate their salaries will change in 2016.

'Career development' and 'Job security' were identified as equal and important factors (secondary only to salary) in influencing employees to remain at their current employer (42% collectively). Businesses that cannot offer attractive salaries to retain OS talent should therefore invest in career development programmes to boost candidates confidence in their job security.

In Demand

There is certainly no skill shortage in the OS specialism. Our survey found 54% of current working OS employees anticipate moving organisations in 2016. Couple this with the constant influx of expat professionals entering into the region and OS is a fluid candidate driven specialism.

First class Legal Secretaries with multi-national law firm experience have topped the list of 'most in demand' Legal professionals for a number of years now. Our consultants have also seen an increase in the demand for bilingual Arabic-English Executive-level PA's, and well-presented professional Receptionists who support organisation's by giving a good front of house impression.

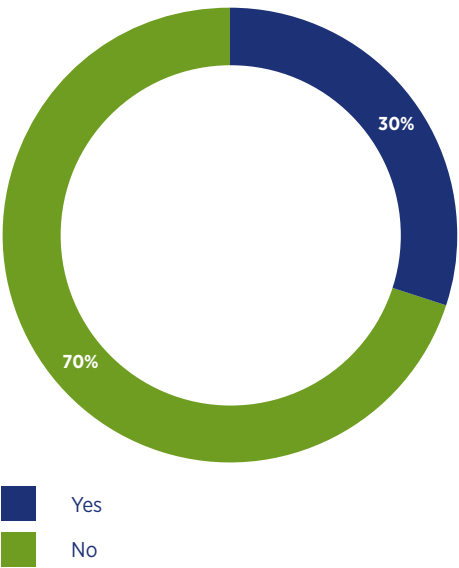


OFFICE SUPPORT

EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new career with a new organisation in 2015?



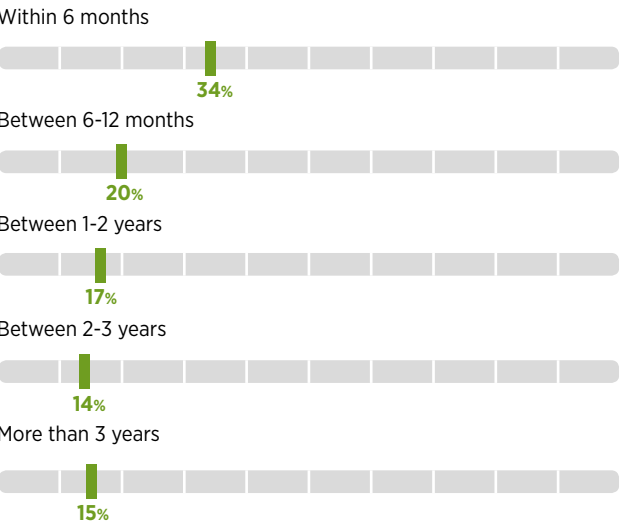
If answered 'Yes'
Why did you move to a new organisation in 2015?



Besides salary, rank the most important factors to you when you are considering a new job with a new organisation?

- 1 BENEFITS
- 2 CAREER DEVELOPMENT
- 3 JOB SECURITY
- 4 WORK LIFE BALANCE
- 5 CHALLENGING ROLE/PROJECT
- 6 ORGANISATIONAL CULTURE
- 7 LOCATION

When do you anticipate you will next move to a new job with a new organisation?



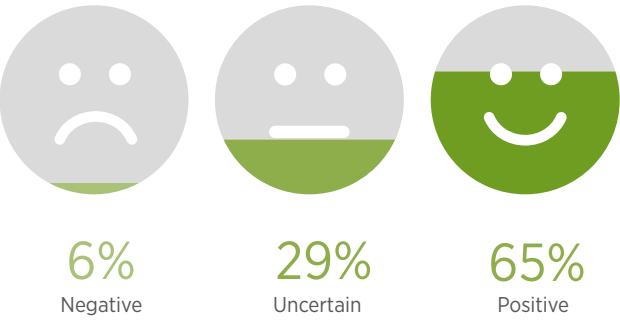
If answered 'Within 6 months' or 'Between 6-12 months':
Why are you looking to change your job within a year?



If answered 'Between 1-2 years', '2-3 years', or 'More than 3 years'
What factors are keeping you with your current employer?



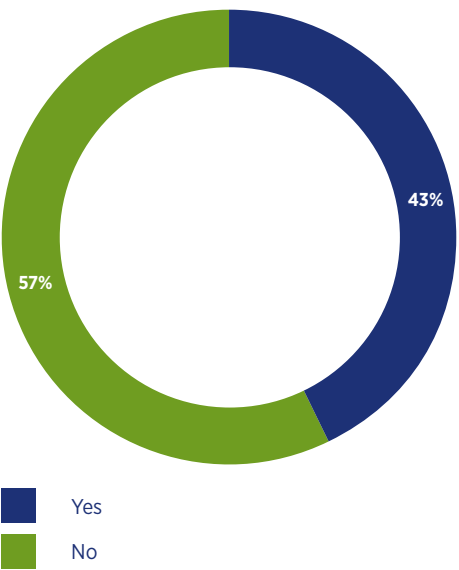
How do you feel about your career prospects for 2016?



OFFICE SUPPORT EMPLOYEE SURVEY HIGHLIGHTS

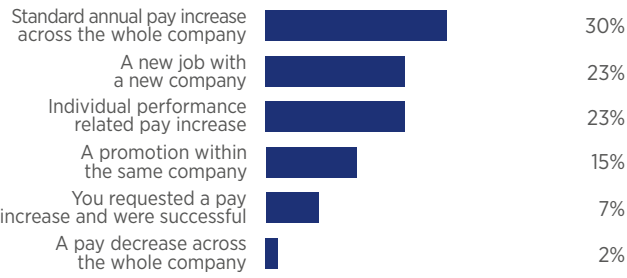
Salary

Did your salary change in 2015?



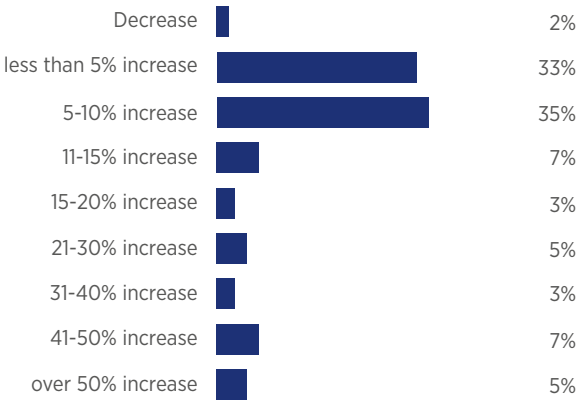
If answered 'Yes'

What was your salary change a result of?

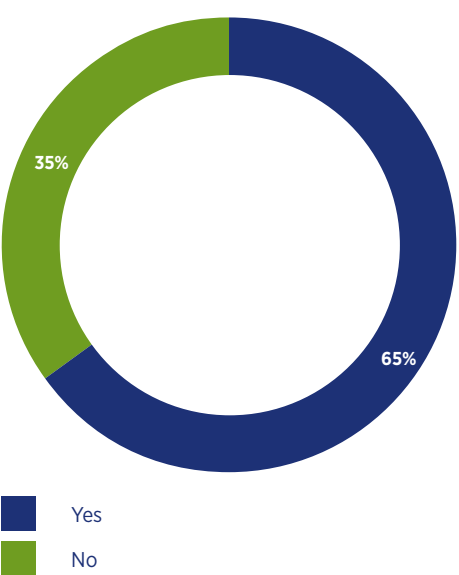


If answered 'Yes'

By what percentage did your salary change?

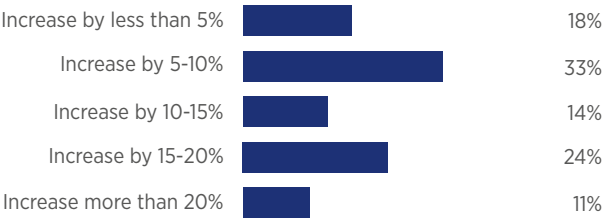


Do you realistically expect your current salary to change in 2016?



If answered 'Yes'

By how much do you realistically expect your salary to change?



OFFICE SUPPORT SALARY GUIDE

Position	Range	Average
General/Operations Manager (Large)	25,000 – 55,000	40,000
General/Operations Manager (Small to Medium)	21,000 – 37,000	29,000
Customer Service Manager	15,000 – 29,000	21,000
Legal Secretary	10,000 – 28,000	19,000
Office Manager	13,000 – 25,000	19,000
Personal Assistant	13,000 – 25,000	18,000
Executive Assistant	11,000 – 25,000	18,000
Administrator	7,000 – 15,000	12,000
Receptionist/Customer Service	6,000 – 15,000	10,000
Customer Service Executive	10,000 – 15,000	11,500
Office Assistant	7,000 – 12,000	10,000
Translator	8,000 – 12,000	10,000
Administrator Assistant	4,000 – 10,000	8,000

Salaries are shown in Arab Emirates Dirhams (AED), monthly total salary package. Salaries as of December 2015.

Salary Range: The upper and lower level reflect the responses from our survey. Many factors can affect salary for example location, size of the business, industry, and level of experience.

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SALES & MARKETING

In 2015 there was a continuous demand for Sales & Marketing professionals in most sectors, specifically FMCG and professional service industries. Last year’s spell of increased hiring activity has resulted in an optimistic mood amongst our surveyed employees – 63% feeling positive about their career prospects in 2016.

The growth of new and existing companies in the GCC region will keep the hiring market on a positive trajectory in 2016. We expect there will be a specific need for senior candidates across the Sales & Marketing field who can demonstrate their regional knowledge and propel businesses forward in this competitive environment. Those with Middle East experience and digital knowledge be in particular demand.

Salary

The majority of surveyed Sales & Marketing employees received a pay increase in 2015 (57%). Those who stayed with the same company on average received an increase of less than 5% on their annual salary, whereas those who moved to a new organisation received an average increase of 5-10%. Our consultants have found that this is down to organisations using salary to attract the top talent in the region and other tools, such as benefits and career progression, to retain their current talent.

Interestingly, Marketing professionals who anticipate staying with their current employer rank ‘career progression’ (32%), ‘job security’ (24%), and ‘organisational culture’ (21%) over salary (15%).

As we head into 2016, 71% of employees are expecting their salaries to grow, Sales professionals are anticipating a higher percentage growth compared to Marketing professionals.

Despite the overall majority of Sales & Marketing employees anticipating an increase of over 10% in 2016, most would still not be happy with their salary package (58% believe their anticipated salary change is not enough) citing cost of living as the main reason. In addition a large percentage of Marketing professionals (35%) believe they are under paid compared to the average salary for their position.

In Demand

Digital and content professionals are still in high demand across the Middle East, in particular mid to senior roles. This increase in demand is a result of organisations, large and small, placing greater value on the quality of their communication and a continuous endeavour to improve their digital consumer touchpoints. We have seen more and more “traditional marketing” candidates boosting their skills set with digital knowledge, better positioning themselves for a prosperous career in the Middle East.

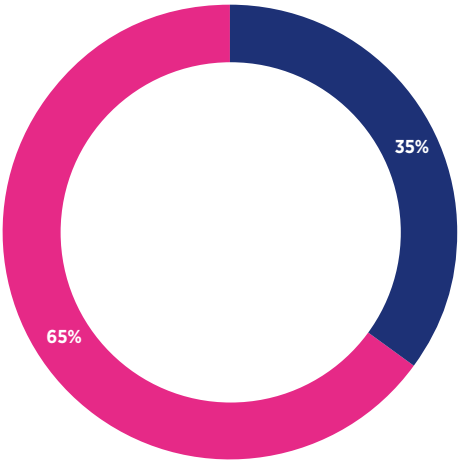
Sales is highlighted in our employer survey as a skill shortage affecting some organisations. Business Development roles in particular are highly in demand as companies arm themselves for future growth.



SALES & MARKETING
EMPLOYEE SURVEY HIGHLIGHTS

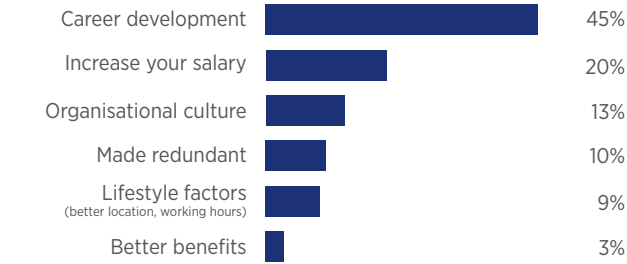
Career

Did you start a new career with a new organisation in 2015?



Yes
No

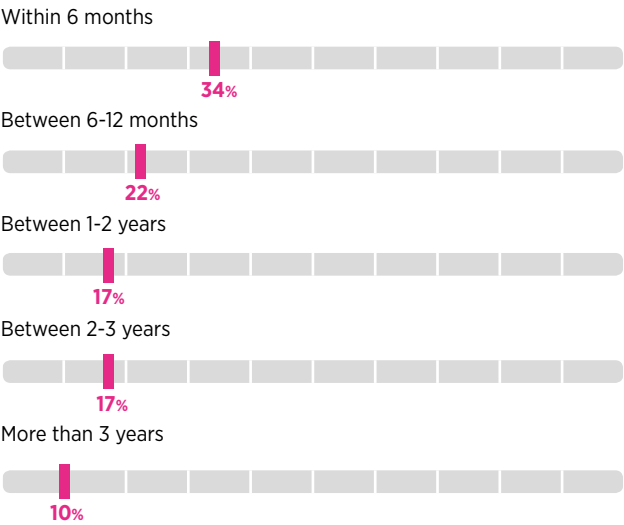
If answered 'Yes'
Why did you move to a new organisation in 2015?



Besides salary, rank the most import factors to you when you are considering a new job with a new organisation?

- 1 CAREER DEVELOPMENT
- 2 BENEFITS
- 3 JOB SECURITY
- 4 CHALLENGING ROLE/PROJECT
- 5 WORK LIFE BALANCE
- 6 ORGANISATIONAL CULTURE
- 7 LOCATION

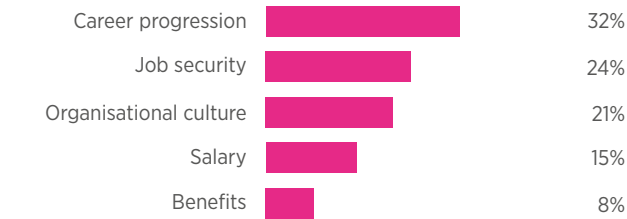
When do you anticipate you will next move to a new job with a new organisation?



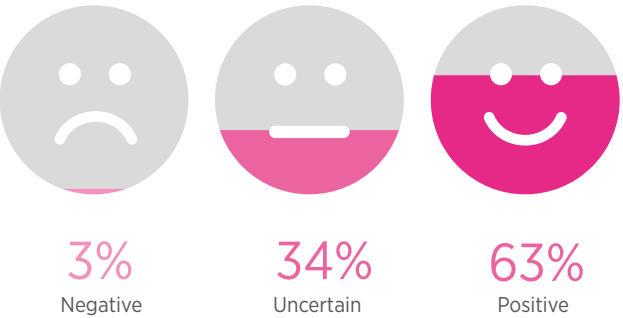
If answered 'Within 6 months' or 'Between 6-12 months':
Why are you looking to change your job within a year?



If answered 'Between 1-2 years', '2-3 years', or 'More than 3 years'
What factors are keeping you with your current employer?



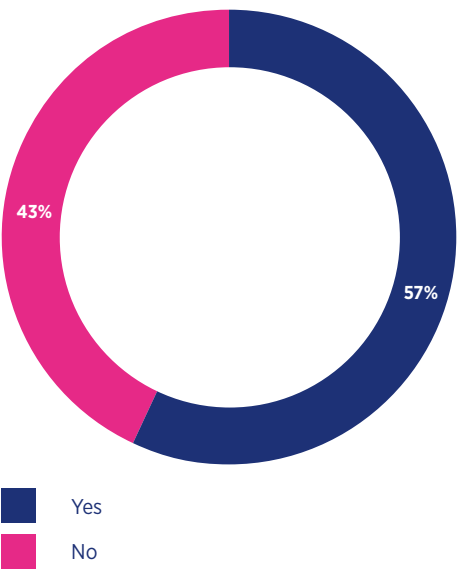
How do you feel about your career prospects for 2016?



SALES & MARKETING EMPLOYEE SURVEY HIGHLIGHTS

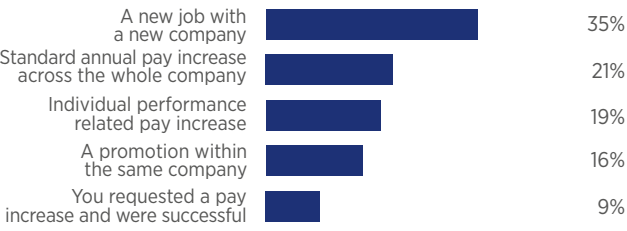
Salary

Did your salary change in 2015?



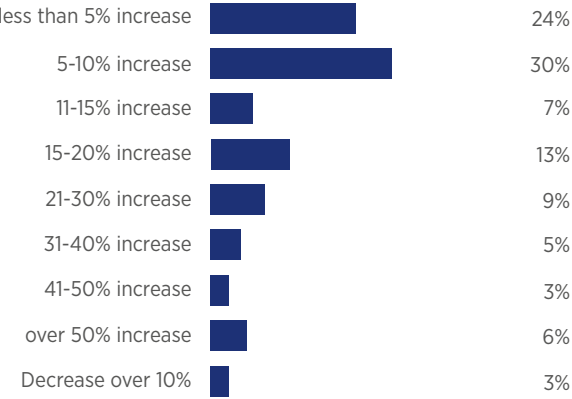
If answered 'Yes'

What was your salary change a result of?

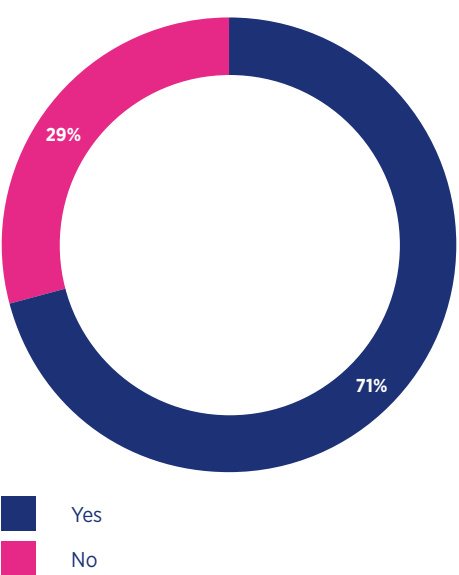


If answered 'Yes'

By what percentage did your salary change?

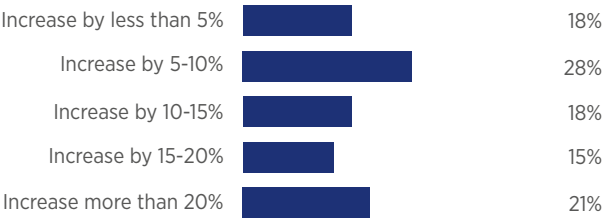


Do you realistically expect your current salary to change in 2016?



If answered 'Yes'

By how much do you realistically expect your salary to change?



SALES & MARKETING SALARY GUIDE

MARKETING

Position	Range	Average
CMO	60,000 – 97,000	73,000
Media Director	32,000 – 50,000	41,000
Head of Marketing/Marketing Director	30,000 – 65,000	40,000
Public Relations Manager	20,000 – 44,000	32,000
Head of CSR	24,000 – 36,000	30,000
Head of Communications	20,000 – 28,000	22,000
Marketing Manager	12,000 – 39,000	22,000
Senior Account Manager	18,000 – 27,000	22,000
Digital Specialist	10,000 – 32,000	18,500
Senior Graphic Designer	10,000 – 23,500	18,500
Art Director	12,000 – 18,000	15,500
Brand Manager	14,000 – 18,000	15,500
Event Manger	8,000 – 23,000	15,000
Marketing Executive	10,000 – 23,000	15,000
Social Media Executive	9,000 – 15,000	12,000
Account Manager	8,000 – 15,000	11,000
Graphic Designer	5,000 – 15,000	10,000
Marketing/Public Relations Assistant	7,000 – 15,000	10,000

Sales

Position	Range	Average
Sales Director	40,000 – 86,000	55,500
Head of Business Development	36,000 – 50,000	41,000
Head of Sales	20,000 – 50,000	36,000
Senior Sales Manager	27,000 – 34,500	31,000
Sales Manager	12,000 – 24,500	18,500
Business Development Manager	10,000 – 22,000	17,500
Business Development Consultant	5,000 – 15,000	9,500
Sales Support/Executive	5,000 – 15,000	9,500

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SUPPLY CHAIN

Appointments within Supply Chain at the start of 2015 were high. We noticed a visible increase in the demand for Procurement, Operations and Logistics professionals across the GCC.

The UAE was specifically buoyant because many businesses were centralising their GCC operations there in order to create a regional hub. In addition, Saudi Arabia was also busy with hiring in Supply Chain (particularly support functions) because MNCs began evolving their operations in KSA into separate business units.

In the second half of 2015 growth slowed and the number of appointments reduced, affecting different areas of Supply Chain in different ways. Whilst Operations and Logistics hiring plateaued, Procurement hiring remained more stable because businesses were focused on implementing quality procurement strategies to make both short and long term savings.

This unsettled year is reflected amongst the Supply Chain employees we surveyed, 31% of respondents feel ‘uncertain’ or ‘negative’ about their career prospects in 2016, and 68% anticipate they will next move jobs within 12 months.

Salary

Salary levels in the GCC for Supply Chain, Procurement and Logistics sector had steady growth in 2015 compared to 2014. Last year 67% of our survey respondents profited from an increase to their salary, with the largest portion receiving an increase of 5-10%.

In 2016 employers will seek to rationalise their remuneration structures so we anticipate any salary increases to be at a slightly reduced level. In contrast to market expectations, 43% of employees within this specialism believe their pay will grow by 10% or more in 2016.

In Demand

2015 started with FMCG and Pharmaceutical industries driving the recruitment for Supply Chain professionals. There was also a specific high demand for senior Procurement specialists at the start of 2015. We are now seeing the demand shift to more junior roles, as the now appointed managers seek to grow their teams. This is a trend we anticipate to continue in 2016. There were a number of Supply and Demand Planner vacancies in 2015, which will continue in 2016.

Our survey has revealed that companies seeking to hire and retain staff within supply chain should implement good training and development programs. 36% of Supply Chain employees who started a new job with a new organisation in 2015 cited career development as the key factor to move. Career development was also the most popular reason for employees within Supply Chain to remain with their current employer for a year or more.

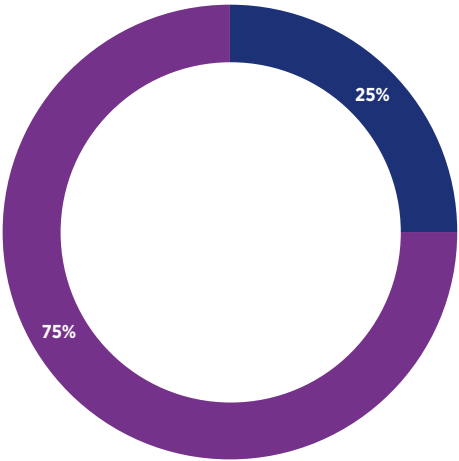


SUPPLY CHAIN

EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new career with a new organisation in 2015?



■ Yes
■ No

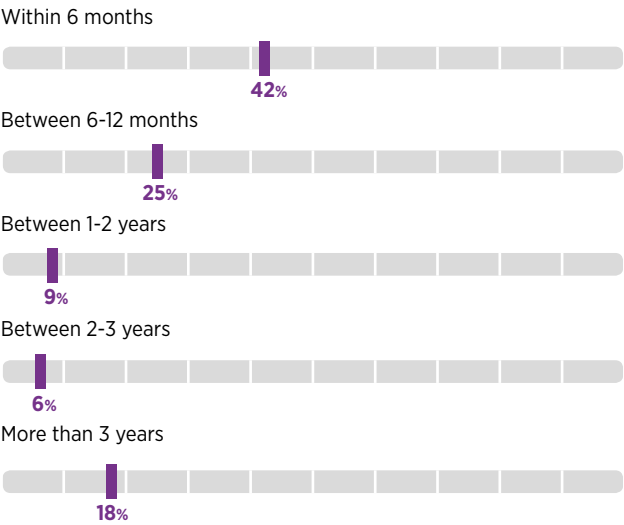
If answered 'Yes'
Why did you move to a new organisation in 2015?



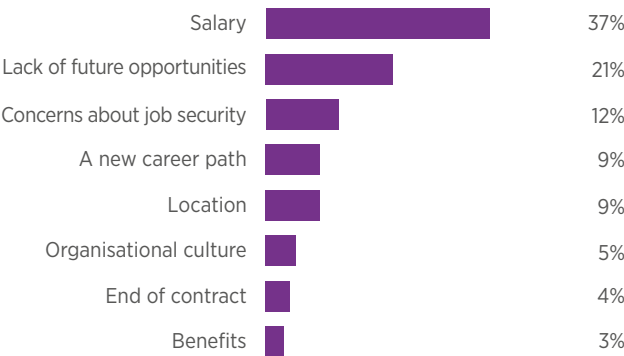
Besides salary, rank the most import factors to you when you are considering a new job with a new organisation?

- 1 BENEFITS
- 2 CAREER DEVELOPMENT
- 3 JOB SECURITY
- 4 WORK LIFE BALANCE
- 5 CHALLENGING ROLE/PROJECT
- 6 ORGANISATIONAL CULTURE
- 7 LOCATION

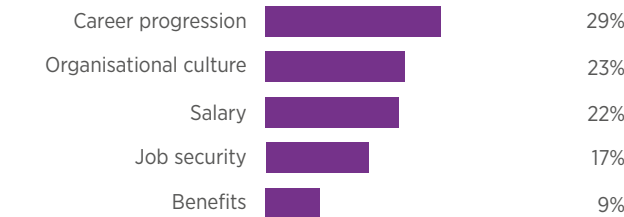
When do you anticipate you will next move to a new job with a new organisation?



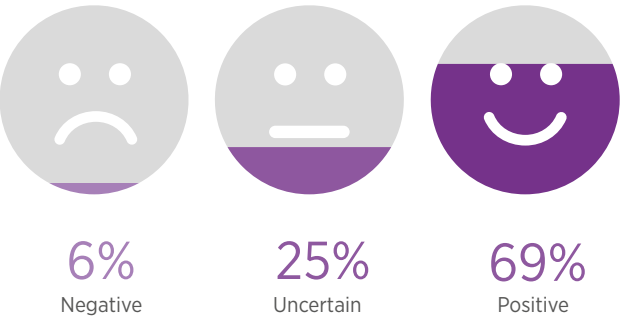
If answered 'Within 6 months' or 'Between 6-12 months':
Why are you looking to change your job within a year?



If answered 'Between 1-2 years', '2-3 years', or 'More than 3 years'
What factors are keeping you with your current employer?



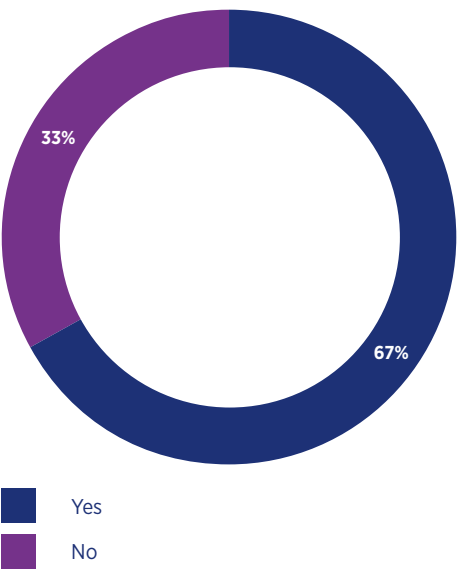
How do you feel about your career prospects for 2016?



SUPPLY CHAIN EMPLOYEE SURVEY HIGHLIGHTS

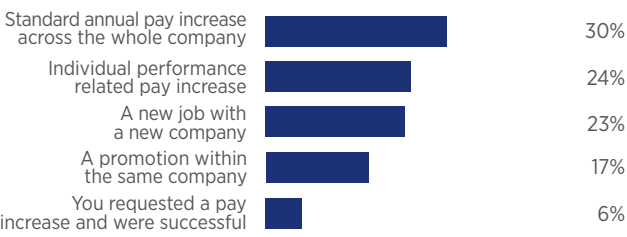
Salary

Did your salary change in 2015?



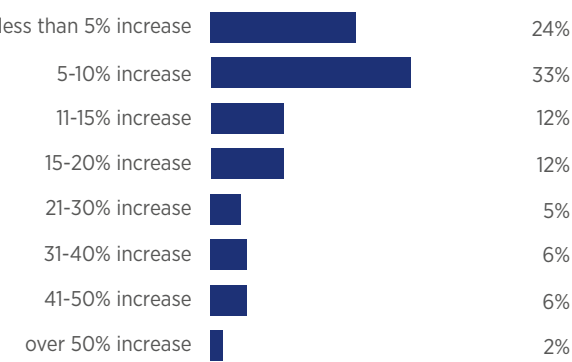
If answered 'Yes'

What was your salary change a result of?

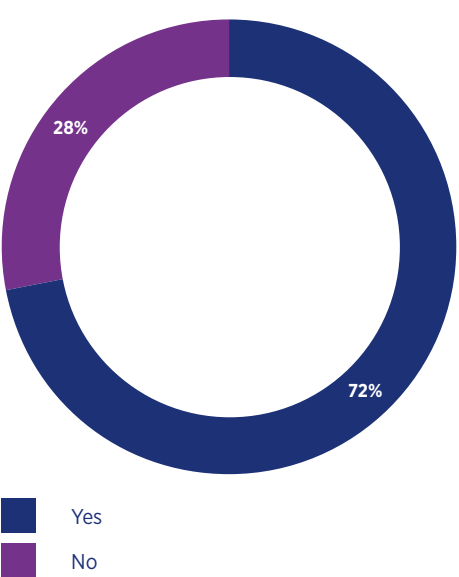


If answered 'Yes'

By what percentage did your salary change?

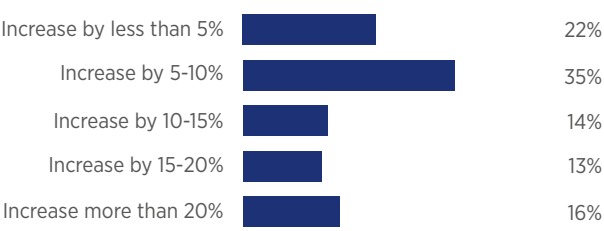


Do you realistically expect your current salary to change in 2016?



If answered 'Yes'

By how much do you realistically expect your salary to change?



SUPPLY CHAIN SALARY GUIDE

Position	Range	Average
COO/General Manager	45,000 – 75,000	55,000
Supply Chain/Procurement Director	45,000 – 75,000	55,000
Procurement Manager	25,000 – 55,000	35,000
Operations Manager	20,000 – 55,000	31,000
Supply Chain Manager	28,000 – 40,000	35,000
Logistics Manager	17,500 – 33,000	23,500
Demand Planner	15,500 – 30,000	20,000
Production Manager	12,000 – 26,000	19,000
Procurement officer/Buyer	10,000 – 18,000	15,000
Logistics Officer/Coordinator	7,000 – 18,000	13,500

Salaries are shown in Arab Emirates Dirhams (AED), monthly total salary package. Salaries as of December 2015.

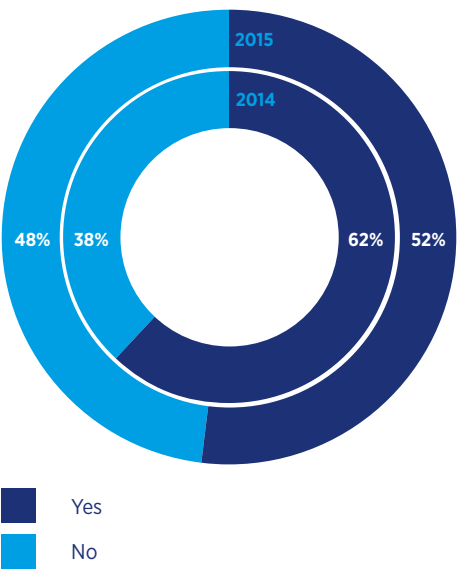
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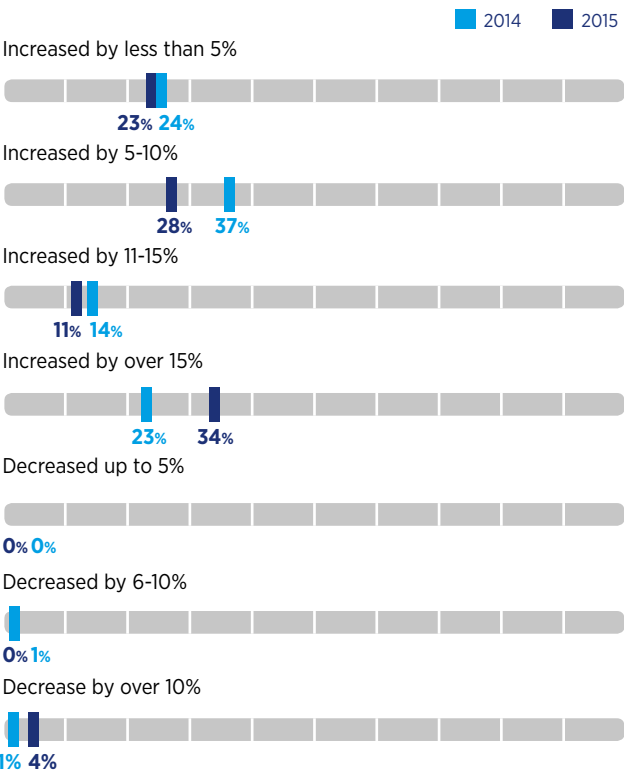
Salaries given in currencies other than AED have been converted using the market exchange rate as of 16th December 2015

EMPLOYEE SURVEY RESULTS
CAREER, SALARIES, SKILLS & LOYALTY

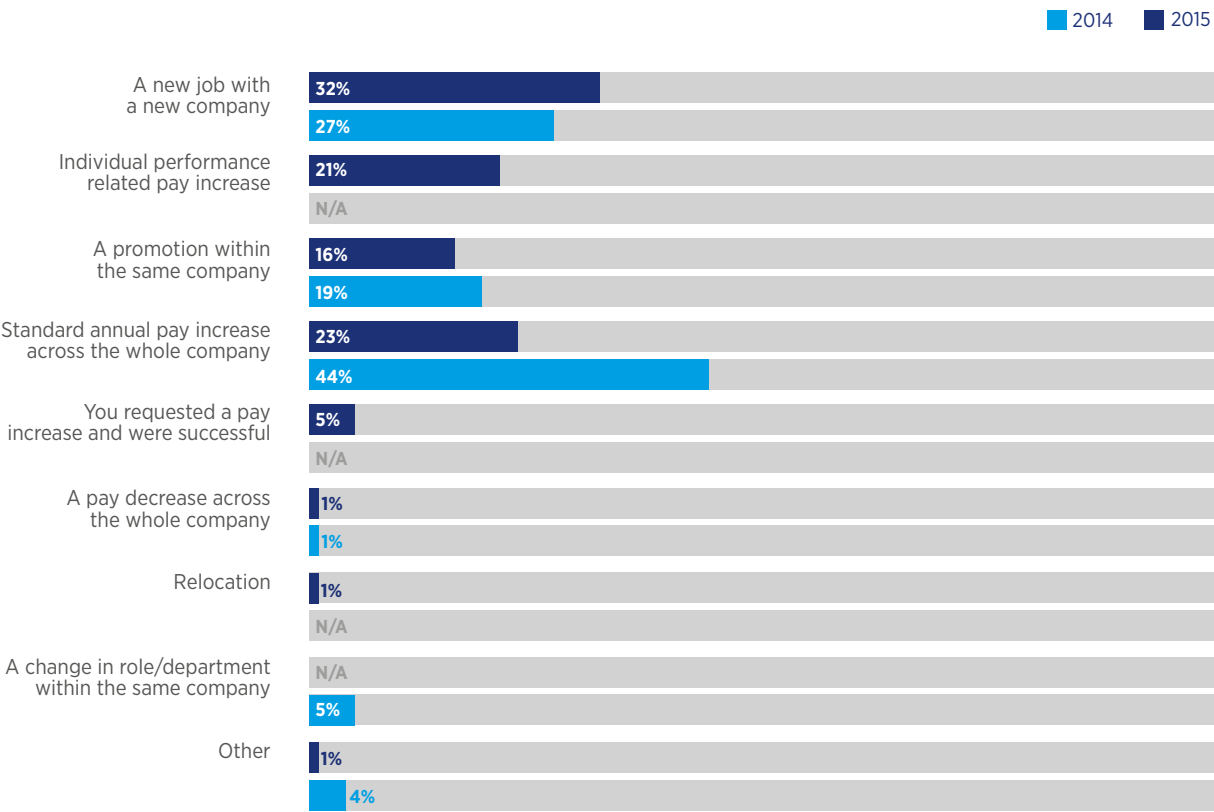
Did your salary change in the last year? (N.B. results shown by year)



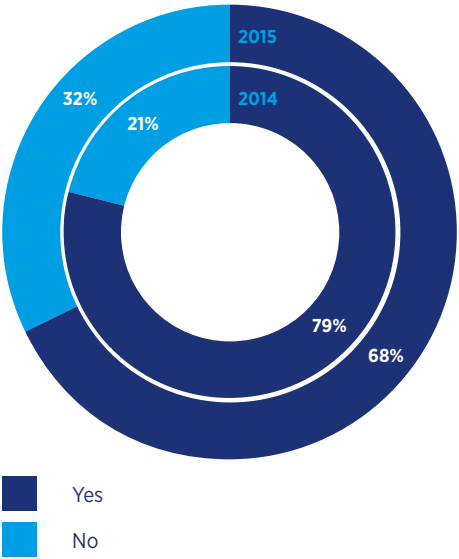
If 'Yes', by what was the percentage change?



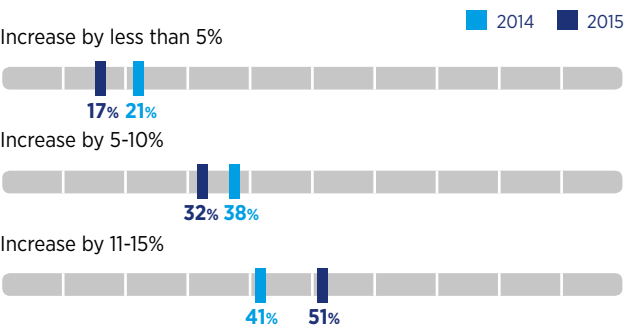
What was the reason for your salary change? (N.B. results shown by year)



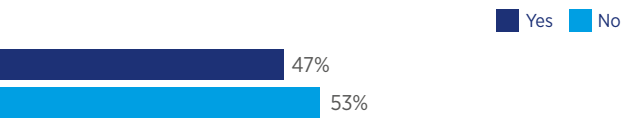
Do you realistically expect your current salary to change (increase or decrease) in the next year? (N.B. results shown by year)



If answered 'Yes' How much do you expect your salary to change by?



Do you think your expected salary change for 2016 is enough?



If answered 'No' What is the reason?

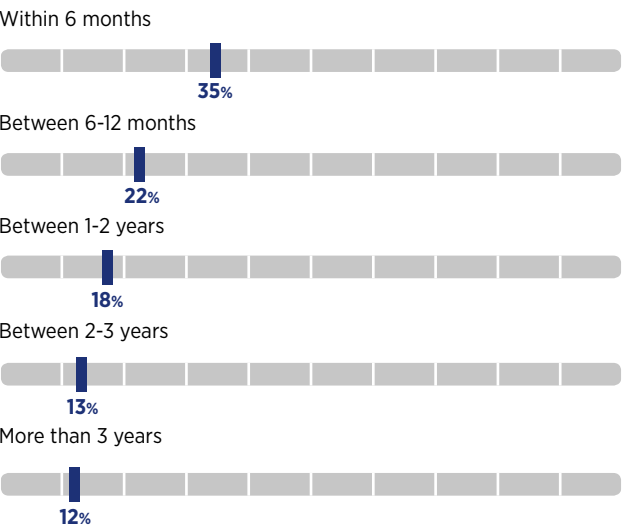


EMPLOYEE SURVEY RESULTS
CAREER, SALARIES, SKILLS & LOYALTY

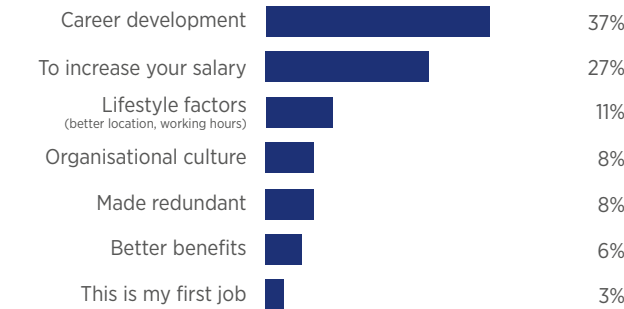
Did you start employment with a new organisation in 2015?



When do you anticipate you will next move to a new job with a new organisation?



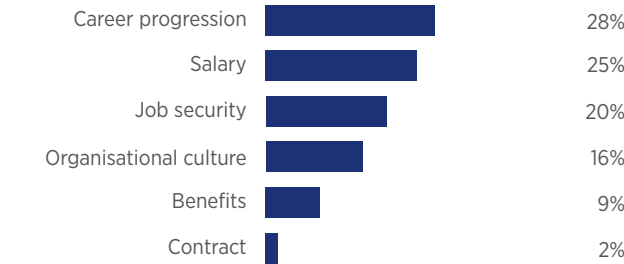
If answered 'Yes' What was the reason?



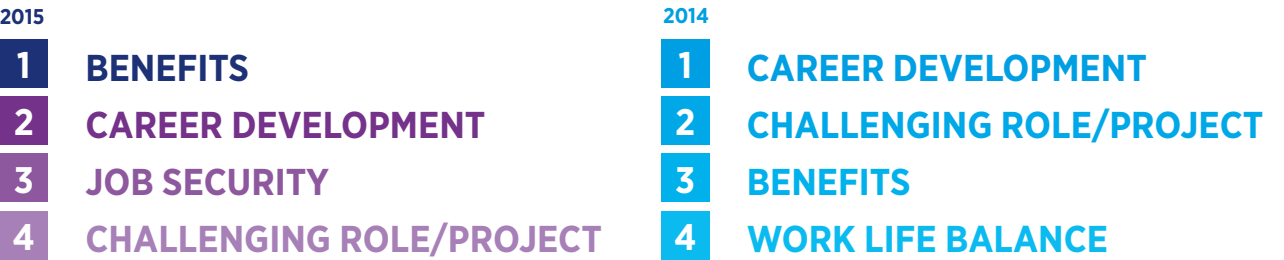
If you are looking to change your job within the next 12 months, what is the reason?



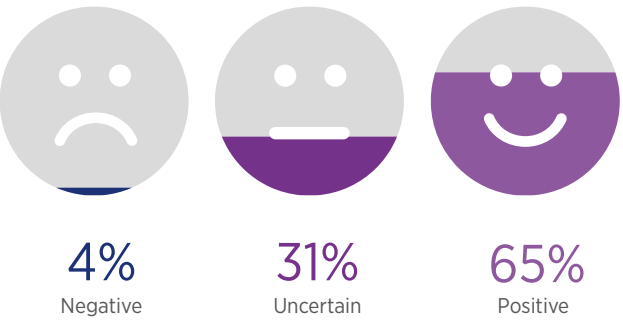
What factors are keeping you with your current employer?



Excluding salary, rank the importance of the following factors when considering a new job (1 being the most important, 4 being the least important): (N.B. results shown by year)



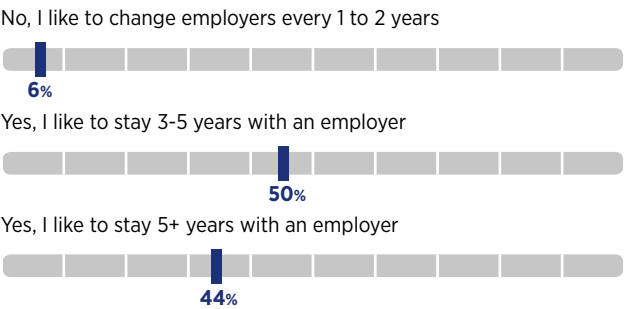
How do you feel about your career prospects for 2016?



Do you feel that you have the skills required to fulfil your current role?

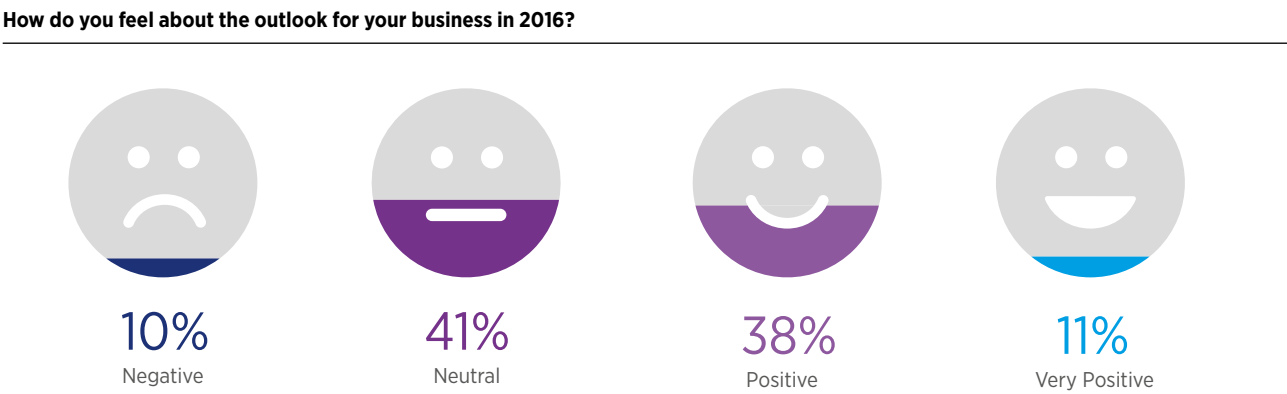
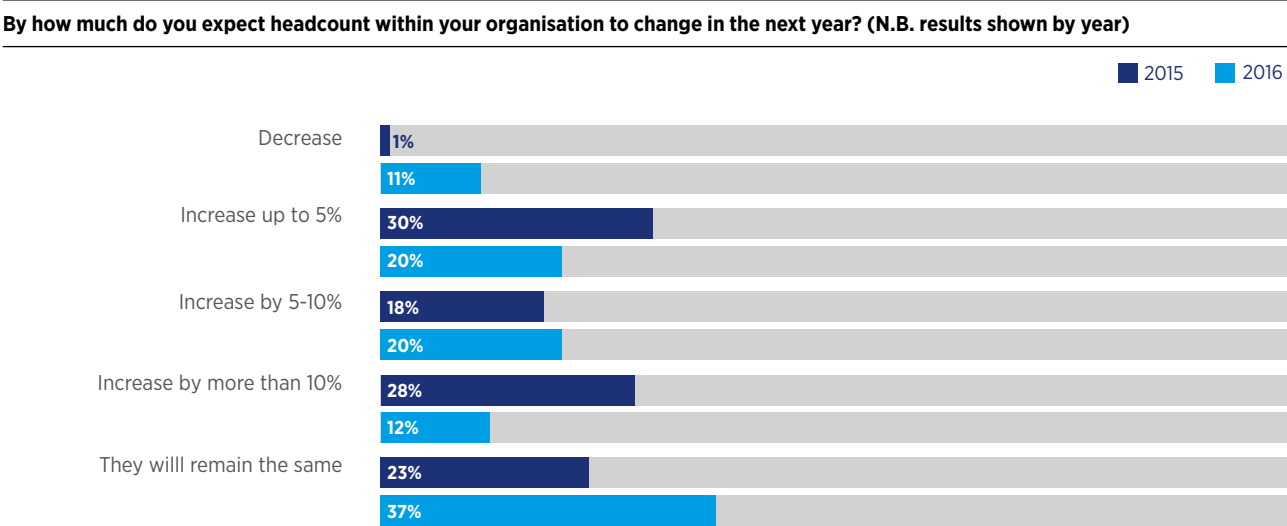
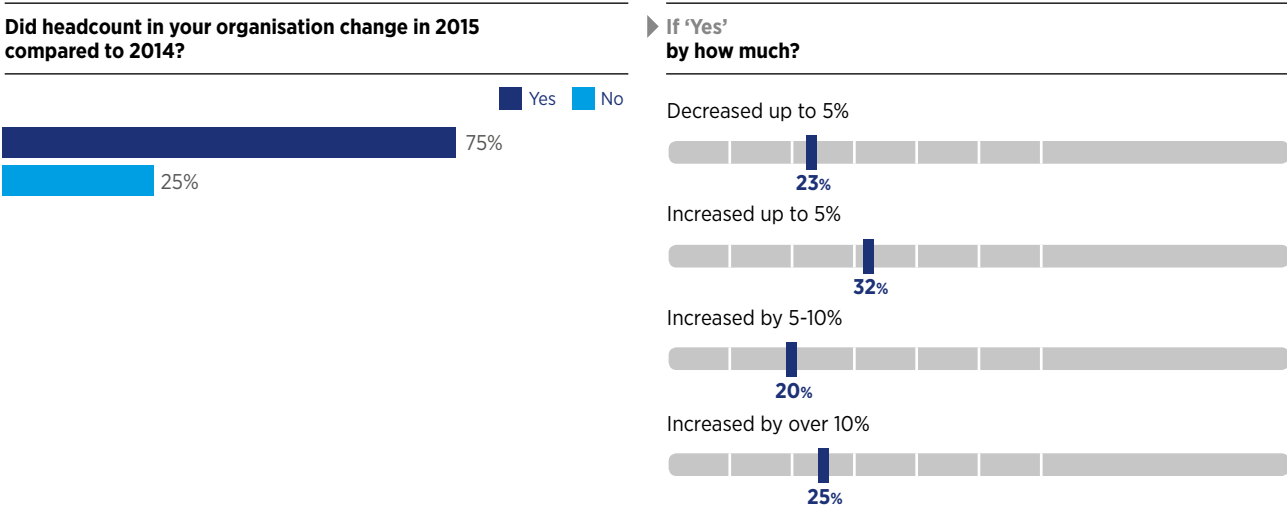
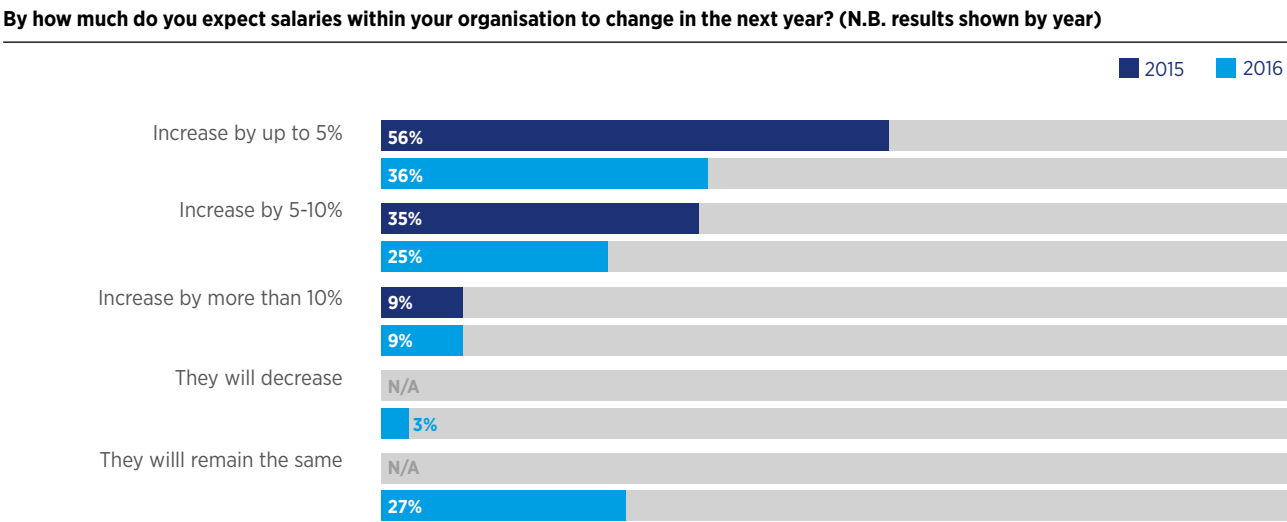
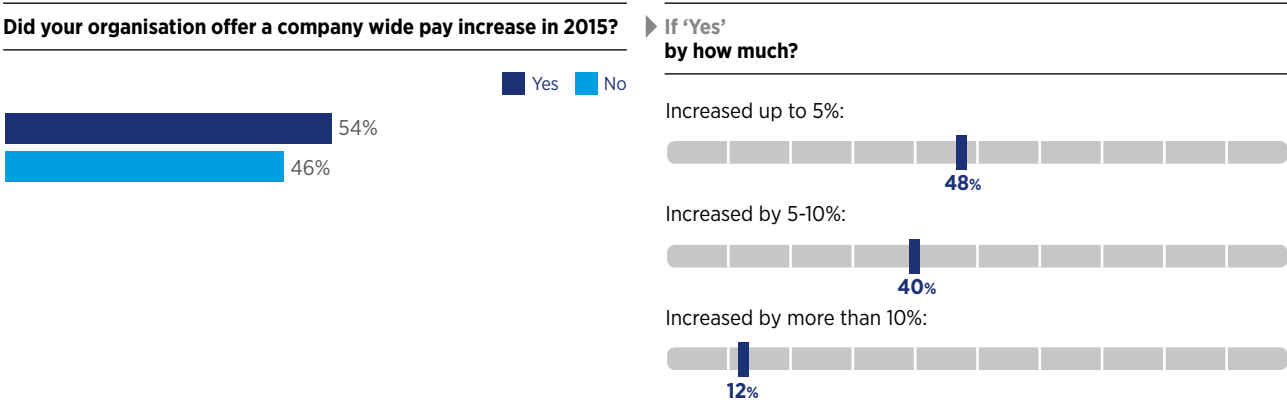


Do you believe in job loyalty?



EMPLOYER SURVEY RESULTS

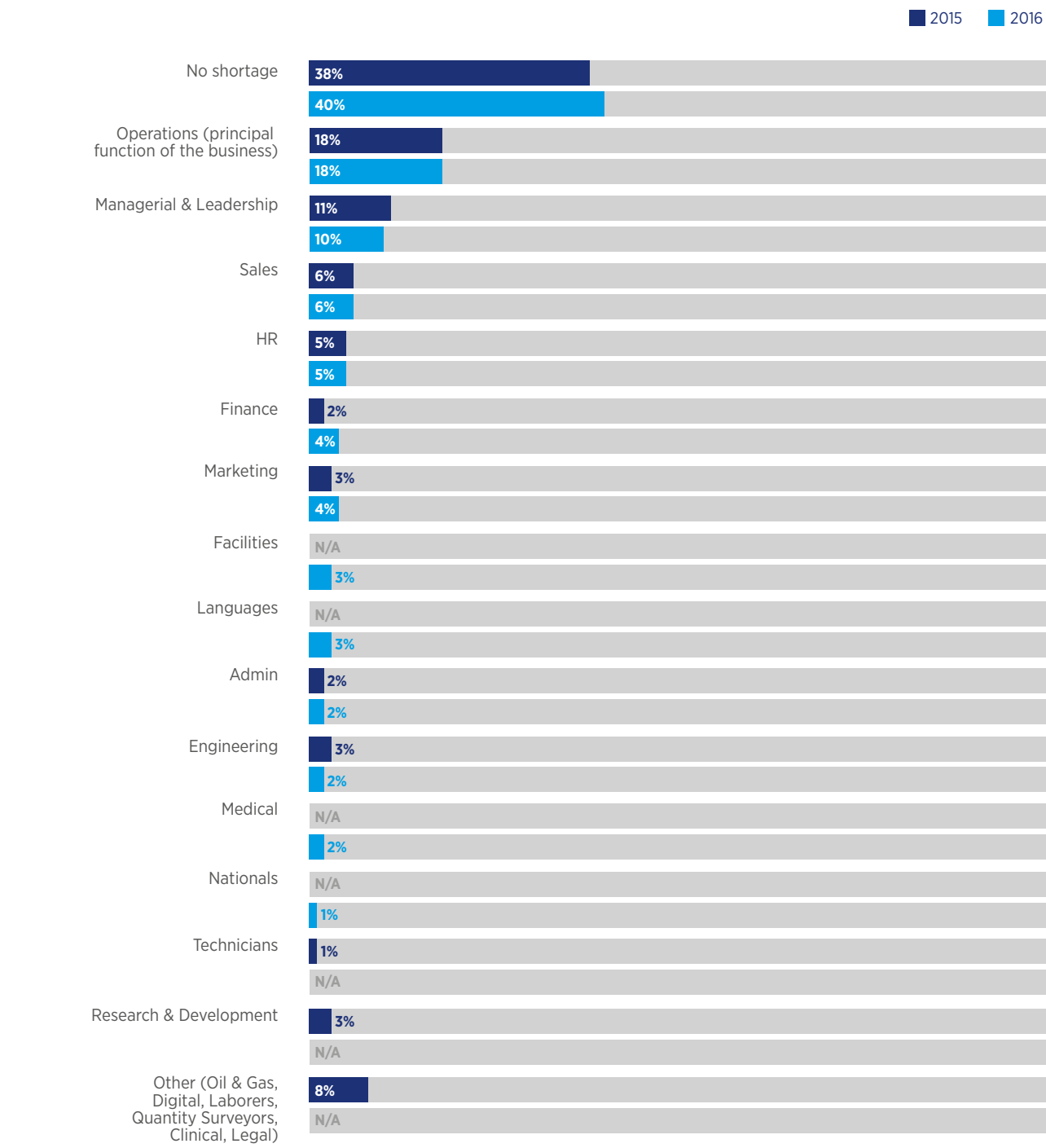
SALARIES, HEADCOUNT & SKILLS



EMPLOYER SURVEY RESULTS

SALARIES, HEADCOUNT & SKILLS

Are you expecting any skills shortages within your organisation? If so, where?



10 YEARS RECRUITING IN THE MIDDLE EAST



OUR SPECIALIST AREAS



Each year we place hundreds of professional candidates into permanent roles across a broad range of skills and expertise. Recent roles we have recruited for include:

Accountancy & Finance

- Cost/Revenue Accountants
- Credit Control
- Financial Accountant
- Financial Analyst
- Finance Business Partner
- Financial Controller
- Finance Director
- Finance Manager
- Financial Planning & Analysis
- Head of Finance
- Internal Audit
- Management Accountant
- Regional Finance Leader

Architecture

- Design Manager
- Interior Designer
- Landscape Architect
- Principal Architect

Construction & Property

- Asset Manager
- Association Manager
- Claims Manager
- Commercial Manager
- Construction Director
- Development Director
- Facilities Manager
- HSE Manager
- Planning Manager
- Program Director
- Project Manager
- Projects Control Manager
- Property Analyst
- Property Manager
- QA/QC Manager
- Quantity Surveyor
- Research
- Sales & Leasing
- Valuations

Engineering

- Building Services Engineer
- Civil/Structural Engineer
- Design Director
- Engineering Manager
- Environmental Engineer
- Geotechnical Engineer
- Mechanical/Electrical Engineer
- Operations Manager
- Project Design Manager
- Traffic Engineer
- Transportation Specialist
- Rail
- Resident Engineer
- Utilities Engineer

Executive

- Chief Executive Officer
- Chief Finance Officer
- Chief Investment Officer
- Financial Director
- Head of Asset Management
- Head of Internal Audit
- Head of Private Equity
- Head of Strategy
- MD Asset Management
- MD Corporate Finance
- MD Private Equity
- Regional General Manager
- Structured Finance Director

Healthcare

- Anaesthesia Specialist & Consultant
- Cardiology (Interventional & Non-Interventional)
- ENT
- Gastroenterology
- Nephrology
- Neurology
- Obstetrics & Gynaecology
- Orthopaedic & Sports Medicine
- Paediatrics, Neonatology & Antenatal Care
- Plastic Surgeon
- Radiology

HR

- Compensation & Benefits Manager
- HR Business Partner
- HR Director/Manager
- HR Generalist
- HR Officer
- Learning & Development Manager
- Recruitment Manager
- Talent Acquisition Specialist

IT

- Business Analyst
- Business Solutions
- Change Manager
- Chief Information Officer
- Infrastructure Manager
- IT Business Developer
- IT Director/Manager
- IT Sales Manager
- IT Security
- Oracle/SAP
- Project Leaders

Legal

- Bilingual Paralegal
- Corporate Lawyer
- General Counsel
- Head of Legal
- In-house Counsel
- M&A Associate
- Senior Legal Counsel

Office Support

- Administration
- Company Secretary
- Executive Assistant
- Legal Secretary
- Office Managers
- Personal Assistant
- Reception
- Secretarial

Oil & Gas

- Down-stream
- Mid-stream
- Up-stream

Sales & Marketing

- Brand
- Business Development Manager
- Chief Marketing Officer
- Corporate Communications
- Customer Marketing Manager
- Digital Marketing Manager
- Director of Marketing & Comms
- General Manager
- Head of Marketing
- Key Account Manager
- Marketing Executive
- Marketing Manager
- Media
- PR & Comms Manager
- Product & Proposition Manager
- Regional Sales Director
- Sales Engineer
- Sales Manager
- Sponsorship Manager

Supply Chain

- Buyer
- Commercial Director
- Demand Planner
- Freight Manager
- Logistics Manager
- Procurement Manager
- Purchasing Manager
- Supply Chain Manager
- Supply Planner

Emiratisation

- All sectors at all levels

ABOUT US

From our office in Dubai, we focus on offering permanent recruitment solutions across the Middle East. We're proud of the long-lasting relationships we've built with all of our clients since first launching in 2005.

Our overriding aim is to build enduring relationships with all our clients across the GCC and find you the right people to match your specific needs and help your organisation to flourish.

Counting a client portfolio that spans from small and medium-sized enterprises to leading MNCs, we draw on our in-depth industry expertise and local market knowledge to provide solutions that work for you.

We can source candidates from an international talent pool and whatever your competency requirements, we can find you the people who can not only fit into your culture but can make a real difference to your organisation.

Our consultants are all experienced experts in their field. They will take time to discuss your needs and ensure that they deliver the optimal and most cost-effective solution every time.

We can offer a range of flexible permanent recruitment solutions including:

Direct search

Targeting and identifying suitable professionals with the relevant skills and industry experience who are not active in the job market.

Database search

We use our extensive domestic and international databases of qualified individuals to find you the right person.

Managed advertising

Partnering with all major job boards, selected recruitment sites and professional social networks to ensure your roles get the best possible exposure.

14

Specialist areas

44

Specialist recruitment consultants

285+

Total years of recruitment experience

2005

The year Hays UAE established

65,000+

Candidates in our database

CONTACT US

If you require any further information on Hays or would like to discuss your recruitment needs please contact our local experts:

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