

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

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INTRODUCTION



Welcome to the third, and most comprehensive, Hays GCC Salary and Employment Report. This takes in a review of what has happened with hiring and salaries across the region in 2016, and sets out employer and employee expectations for 2017.

2016 was the year that the impact of lower energy prices started to bite, and resulted in selective redundancies and lower hiring activity. In contrast to 2009 however, when all sectors of the economy were affected to a similar degree, this time round it has been the Energy and Construction sectors which have borne the brunt, along with, to a lesser degree the Banking sector.

Of the client companies which responded to our survey, 37% saw a reduction in their headcount in 2016 compared to staffing levels the previous year. So companies moved quickly to realign their cost base with reduced revenues. This cost-consciousness was also seen in the 9% of our employee survey respondents who saw a decline in their salary in 2016 compared to 2015. Some of this is accounted for by unemployed workers taking a new job at a lower salary than they were on previously, but some is also due to companies renegotiating salary packages with existing employees.

A trend which is emerging and is confirmed by our latest report is that salary increases are far from automatic. Normally we see reports which say something along the lines of “experts expect salaries to increase by X% in the UAE in 2017”. This implies that everyone will receive an increase of X%. Nothing could be further from the truth.

In 2015 48% of our employee survey respondents saw no change to their salary compared to 2014, and in our newly published report 52% stated that their salary in 2016 had not changed compared to where it was in 2015. On the face of it this is quite startling, but maybe understandable when you consider that for most organisations the single biggest item of expense is the salary bill; companies simply cannot afford to offer all staff a 4 or 5% raise if they cannot themselves increase their revenues, or productivity, by a similar amount. In 2016 this has not been easily achievable, with more competition for available work driving down prices, and belt-tightening in the government sector seeing contracts for supply of goods and services being renegotiated downwards.

Looking at 2017, 55% of employees are open to changing jobs within the next twelve months, and the most common reason why is due to a ‘salary increase’. Employers need to be sensitive to this willingness to move jobs and make sure that their key staff and most successful performers are well remunerated.

When looking at employer confidence for 2017 it seems that the worst of the recent downturn might be behind us. 69% of employer respondents expect to add permanent staff to their headcount this year. The same employment legislation which allows companies to shed staff quickly in a poor market means that they are more confident about quickly adding to the headcount when conditions improve. We are currently seeing very healthy demand for Sales, Account Management and Marketing staff which is encouraging and suggests a lot of companies are now going on the offensive. These indicators support my own view that with most companies having now adjusted to the new economic environment, many operating with a reduced but fully occupied workforce, and energy prices stable, the employment market is set for a revival in 2017.

In the following pages we publish the full employer and employee surveys for your reference, and these are quite detailed. However, we would be happy to provide any further information you may require, please use the contact details on the back page of the report.

Best regards and wishing you a very successful 2017.

Chris Greaves
Managing Director Hays Gulf Region



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 third, and largest edition produced.

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

Please note that this report does not cover the Oil & Gas sector. This specific industry is reported in a separate report. For more information, visit: hays-oilgas.com.

This unique report takes a detailed look at salary and hiring trends in 2016 and employee and employer expectations for 2017. We compiled this report by surveying employees and employers registered with Hays, who are 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.

Methodology

This guide has been compiled using data gathered in Q4 2016 from over 2,500 employees and 250 employers from organisations of all sizes throughout the GCC.

We have also used job listings, job offers and candidate registrations with Hays GCC 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

Hiring activity in the GCC reduced in 2016 compared to the previous 12 months, with a noticeable reduction in the demand for additional headcount from employers across the region. As our last report correctly predicted, salaries were generally less buoyant than in 2015 across the market and there was evidence of employer's adopting a cautious mentality to spending. This was in direct response to the weak oil prices with organisations reporting a reduction in market activity and consequential business restructuring and cost cutting exercises.

37% of employers reported a reduction in headcount in their organisation in 2016, which was in contrast to 17% in 2015 and to the 11% who anticipated a reduction when surveyed last year. The number of redundancies also doubled year-on-year, with 4% of employees reporting to have lost their job in 2016. These factors, along with the ongoing relocation of talent into the GCC in pursuit of tax-free salaries, have seen an increase in the number of available candidates in the local hiring market. Competition amongst prospective employees is therefore fierce and we have noticed recruitment/application processes becoming much more rigorous in approach, as employers are hiring from an increasingly large pool of talent and are willing to invest in headcount only if they can be confident that it will add value to their business.

Looking ahead to 2017, there is evidence of an uplift in market activity in the GCC region. This is supported by the 72% of organisations who plan to recruit additional staff in the next 12 months and the 40% of employers who feel positive about the outlook for their company. The GCC also remains an attractive region for business and we are seeing ongoing investment from new market entrants, particularly SMEs, to the area.

Salary Trends

48% of GCC working professionals salaries changed in 2016, which was similar to the 52% in 2015. However, while the average change was once again a 5-10% increase, there was a significant uplift in the number of employees who received a pay cut. 9% of professionals working in the GCC saw a reduction to their salary, compared to 1% the year before. Following on from this, employees salary expectations for 2017 have declined year-on-year, with fewer anticipating increases of over 15% and 2% expecting a decrease in the next 12 months.

From an employer perspective, the majority (43%) anticipate salaries within their organisation to increase by up to 5%, the same change as predicted last year and in support of positive hiring activity in the market.

Career Progression

While salary remains the single biggest factor for employees when considering a new job with a new organisation, career development, benefits package, organisational culture, work-life balance, job security and flexible working were found to be of relatively equal and increasingly significant importance. Specific to career development, our survey found that 55% of employees working in the GCC feel that there is no scope to progress at their current organisation and the same number anticipate moving employer in 2017.

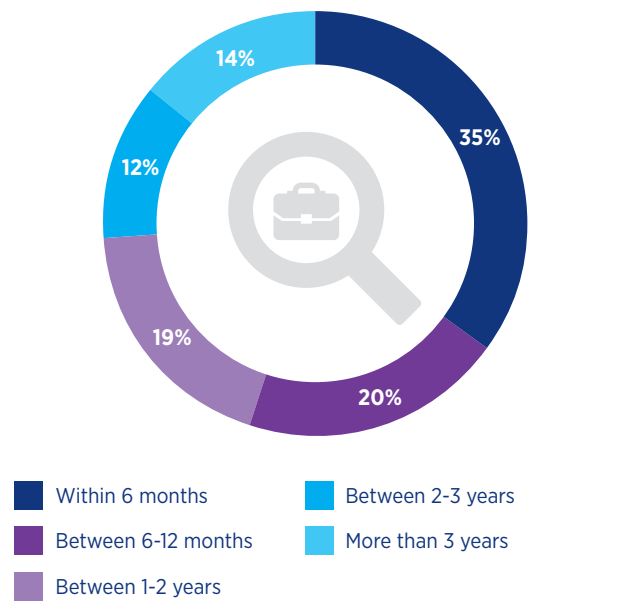
These aspects are therefore important considerations for employers looking to attract top talent in order to achieve their business objectives for 2017 and beyond. Reinforcing this, is the strong competition in the region, as cited by 30% of organisations who identified competition from other employers as a recruitment challenge in the next 12 months. We have noticed talent acquisition to be an increasingly prominent focus for employers who seek to identify realistic yet distinguishable offerings in order to attract talent and maximise the capabilities of their workforce, to successfully compete in the market.

EMPLOYEE SURVEY FINDINGS FOR 2017

Full breakdown of results shown on page 64

Career

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

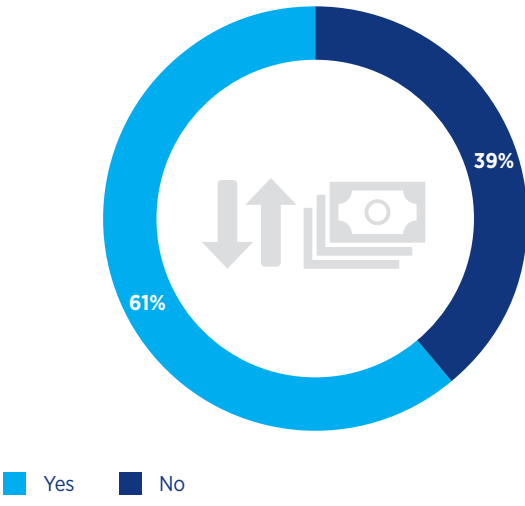


How do you feel about your career prospects for the next 12 months?



Salary

Do you realistically expect your current salary to change in the next 12 months?



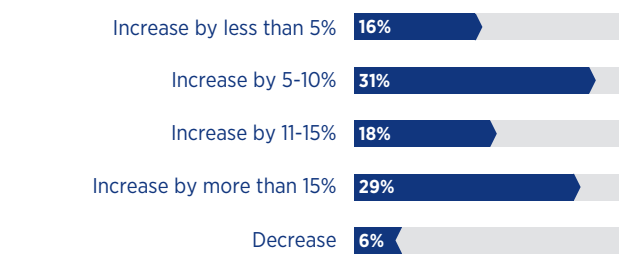
If answered 'within 6 months' or 'between 6-12 months': Why are you looking to change your job within a year?



What factors are keeping you with your current employer?

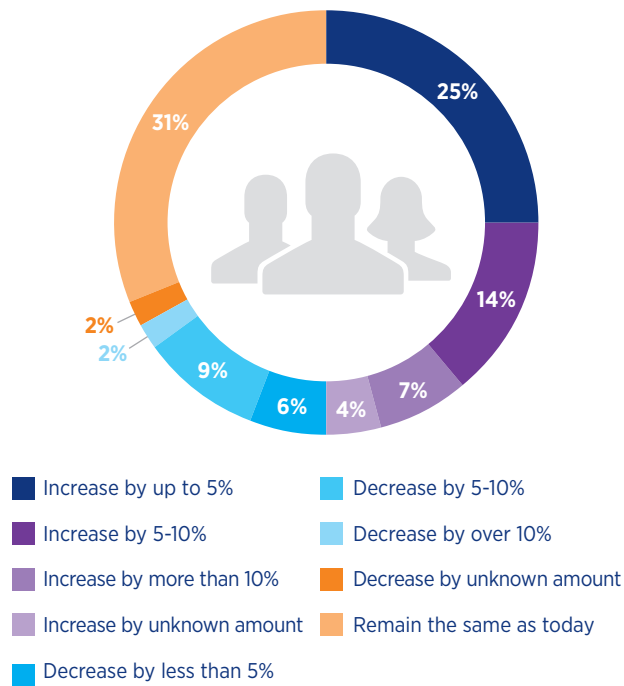


If answered 'yes': By how much do you realistically expect your salary to change?



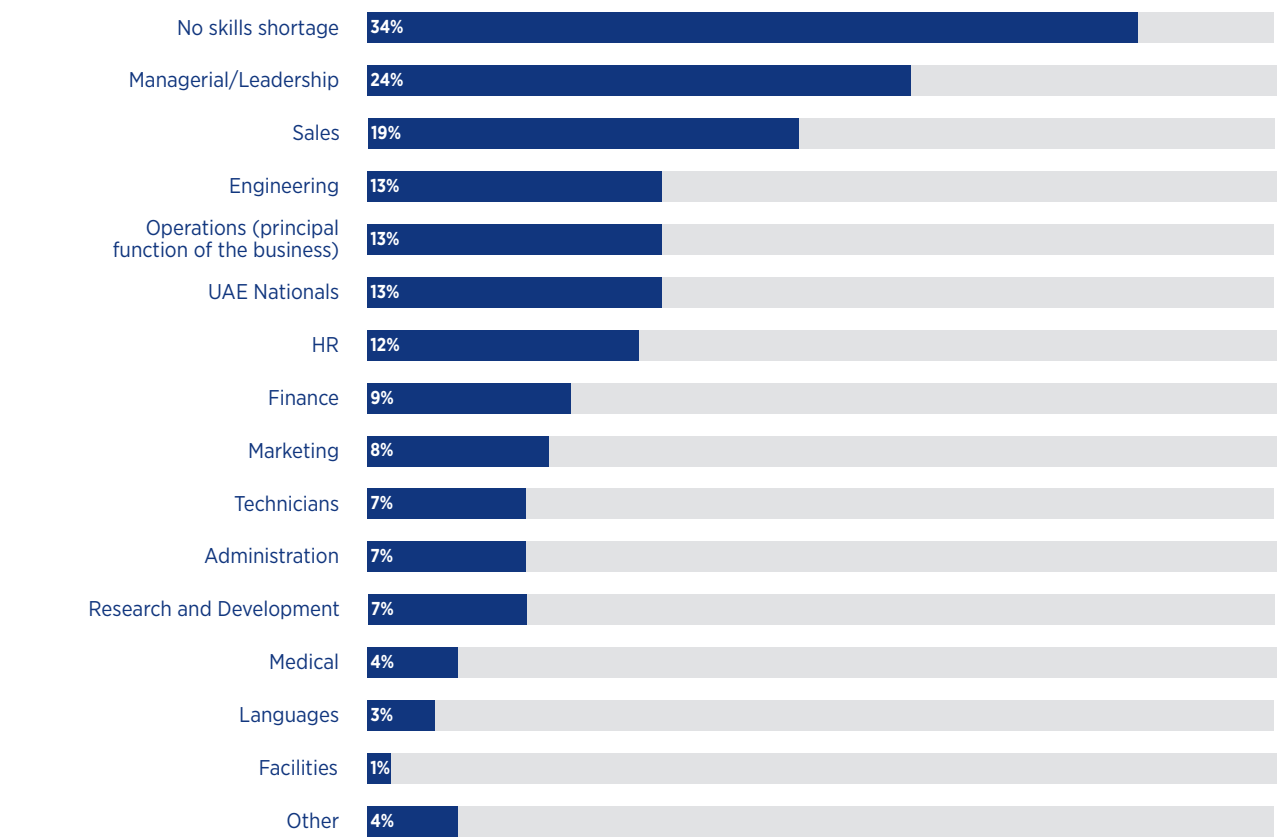
Headcount

By how much do you expect headcount within your organisation to change in the next year?

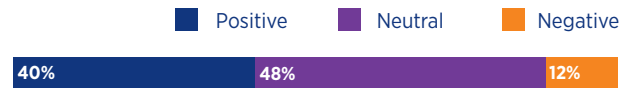


Skills

Which areas within your organisation are you experiencing skills shortages (if any)?

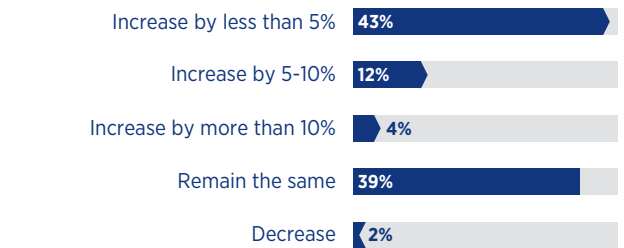


How would you describe the outlook for your business in the next year?



Salary

By how much do you expect salaries within your organisation to change in the next year?



SALARY GUIDE

Insights, survey findings & salary brackets



ACCOUNTANCY & FINANCE

2016 got off to a slow start for the Accountancy and Finance profession. The low oil prices saw a reduction in the number of appointments available across all sectors and most notably within Oil and Gas and Professional Services industries.

From Q2 onwards however, hiring activity did increase and we have since seen growth in the number of jobs available year-on-year. Mobility of labour is also on the up with over one third of those we surveyed planning to move company within the first half of 2017.

Employers appear active yet cautious with hiring activity. Most in demand are individuals with business partnering capabilities, who have proven ability for setting and fulfilling business strategies in order to strengthen organisations market position in the increasingly competitive landscape. With the introduction of VAT in the region, the demand for tax professionals is also on the increase.

As with last year, the UAE remains the most active region with regards to hiring of Accountancy and Finance professionals in the GCC.

Salaries

There was a slight reduction in the average salaries of Accountancy and Finance professionals in 2016. Of the 51% of individuals whose salaries changed in 2016, 14% saw a decrease compared to just 1% the previous year, and fewer individuals experienced a significant pay rise of over 20% than in 2015.

The most common change to salary was an increase of up to 5%, which is lower than the average 5-10% across the other professions surveyed. Of the 44% who received a pay rise, 'Standard annual pay increase' was the single biggest reason as fewer employees started 'A new job with a new company' compared to 2015, the most common reason for a salary change that year.

For the first time since compiling this survey, a small number of Accountancy and Finance professionals in the region (3%) are anticipating a decrease in pay in 2017. That being said, salary expectations remain largely optimistic for Accountancy and Finance employees, with 61% anticipating pay increases for 2017, most of whom expect a rise of 5-10%.

In Demand

Aside from Q1 of 2016, we have seen an increase in hiring activity across a diverse range of sectors including Engineering, FMCG, Construction and Manufacturing, which is set to continue for 2017.

Employers are selectively investing in skill sets that will add value to their current organisation and in association with this, roles in demand include Commercial Finance and Financial Analysts. Tax professionals are in demand in direct response to the looming VAT introduction and we have also witnessed an increase in the requirement for senior regional professionals as companies look to make cost savings by expanding role remits of more senior professionals rather than hiring multiple specialists.

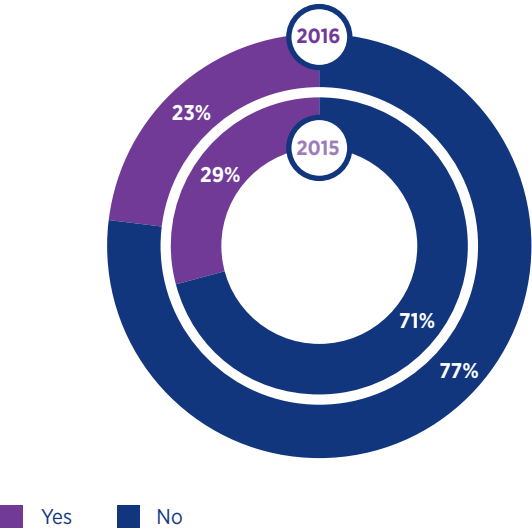
The number of available candidates for these in-demand roles is significantly lower than the supply for junior support roles. With the latter, positions such as Accounts Payable/ Receivable are in rich supply of candidates as a result of past redundancies, the relocation of some functions/ shared services to geographies outside of the GCC, and the widening of role remits within organisations, all reducing headcount within their finance divisions. It is therefore not surprising that 'Job security' is now the single biggest reason that Accountancy and Finance professionals would consider staying with their current employer beyond 2017.



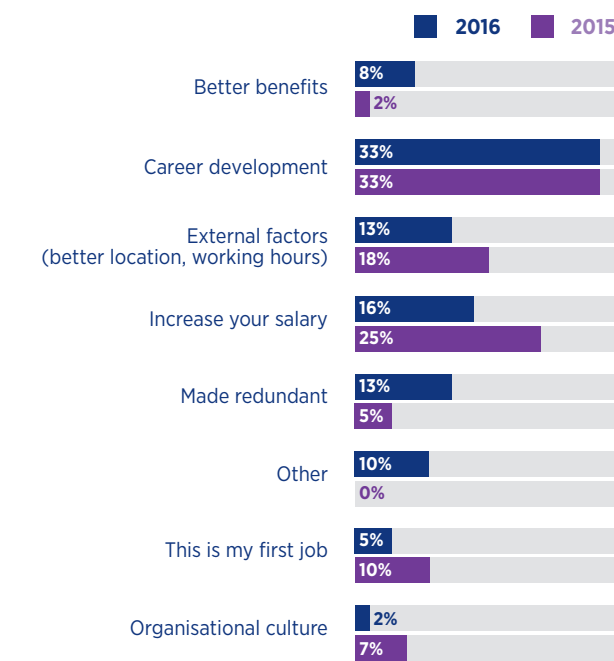
ACCOUNTANCY & FINANCE
EMPLOYEE SURVEY HIGHLIGHTS

Career

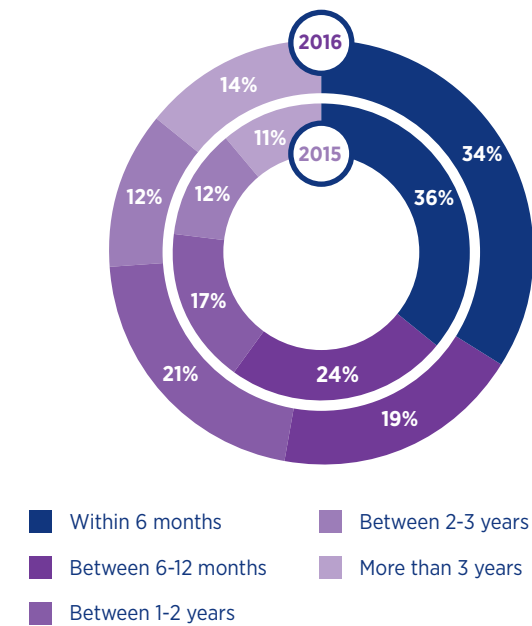
Did you start employment with a new organisation this year?



If answered 'yes':
What made you move to a new organisation this year?



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?



What factors are keeping you with your current employer?



Aside from salary, what is the most important factor to you when considering a new job?

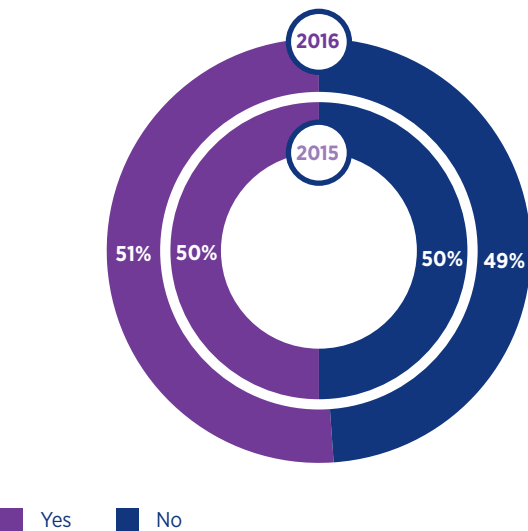


How do you feel about your career prospects for the next 12 months?



Salary

Did your salary change (increase or decrease) this year compared to last?



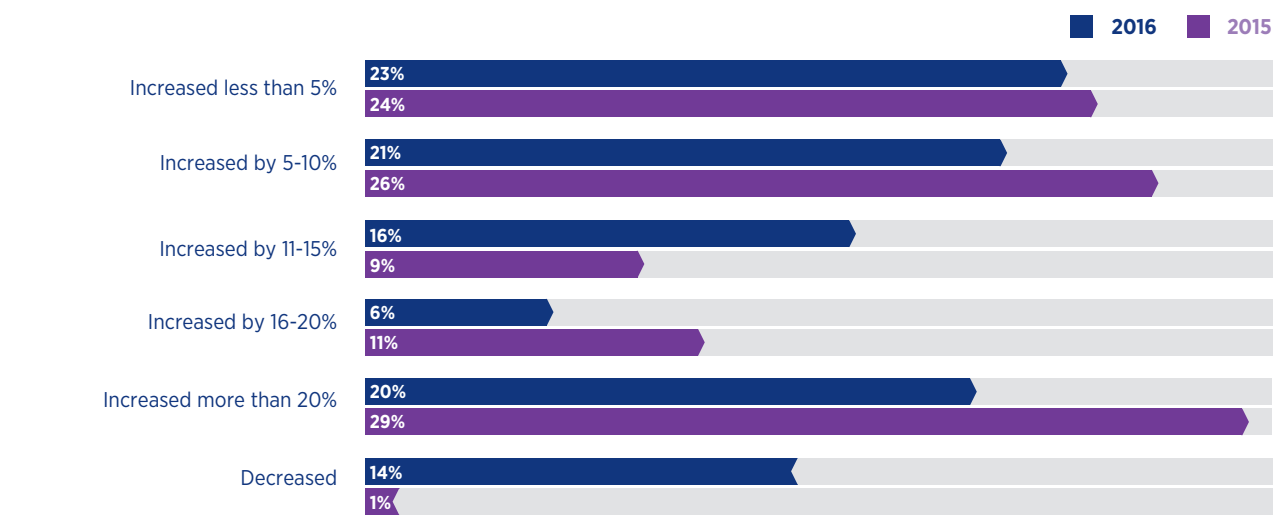
If answered 'Yes'
What was your salary change a result of?



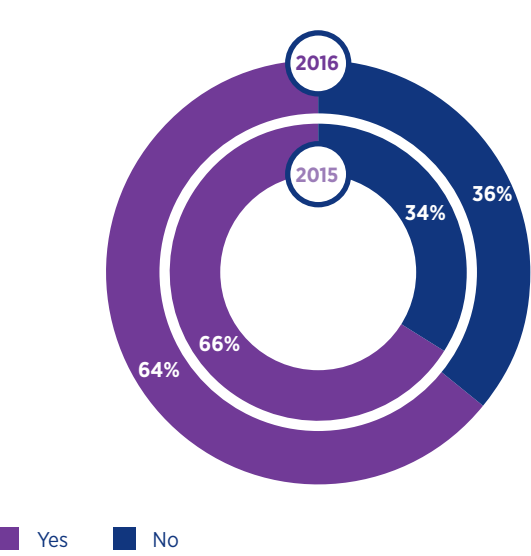
ACCOUNTANCY & FINANCE

EMPLOYEE SURVEY HIGHLIGHTS

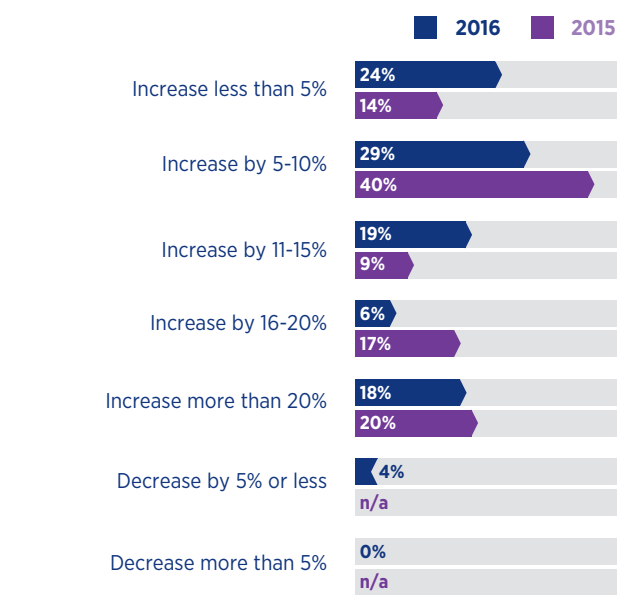
If answered 'Yes'
By what percentage did your salary change?



Do you realistically expect your current salary to change in the next 12 months?



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	20,000
Management Accountant	15,000-25,000	18,500
Senior Accountant	10,000-20,000	17,000
Accountant	8,000-20,000	10,000
Accounts Payable	12,000-24,000	14,000
Accounts Assistant	6,000-10,000	8,000

Position	Range	Average
Group Chief Financial Officer (large)	140,000-180,000	160,000
Finance Director (large)	50,000-125,000	71,500
Group Finance Manager	39,000-70,000	58,000
Finance Director (small to medium)	45,000-70,000	50,000
Regional Finance Manager	29,000-45,000	34,500
Financial Controller (large)	32,000-45,000	40,000
Financial Controller (small to medium)	28,000-35,000	30,000
Senior Financial Analyst	24,000-32,000	28,000
Finance Manager	22,000-43,000	24,000
Financial Analyst	14,000-28,000	19,000
Finance Director (small to medium)	45,000-70,000	50,000

Position	Range	Average
Credit Manager	21,000-45,000	32,000
Credit Controller	10,000-25,000	15,000

Position	Range	Average
Chief Internal Audit Director	60,000-125,000	90,000
Head of Internal Audit	44,000-92,000	68,000
Risk Manager	35,000-60,000	45,000
Internal Audit Manager	22,000-60,000	35,500
Internal Auditor	11,000-20,000	16,000

Salaries shown here represent the total monthly salary package for each position, in Arab Emirates Dirhams (AED) as of December 2016.

Salary Range: Represents the upper and lower salary rates reflected from salary survey responses, as well as from job listings, job offers and candidate registrations with Hays GCC. Many factors can affect salary, including: location of role, size of the business, industry, and the candidates level of experience.

Average: Is the typical value of the data (sourced from survey responses, job listings, job offers and candidate registrations with Hays GCC), which is then rounded to the nearest AED 500. Salaries given in currencies other than AED have been converted using the market exchange rate as of 16th November 2016.

CONSTRUCTION AND PROPERTY

Hiring activity in the Construction and Property market reduced quite considerably in 2016 compared to 2015, primarily in response to the weakening oil prices, which resulted in organisations reducing budget spends. There was a decline in the number of available appointments as many projects were put on hold and we witnessed a number of businesses actively redeploying resource to other areas of the organisation rather than recruiting additional headcount.

Cautious budget spending and reduced hiring activity were evident with regards to salaries and attrition levels of Construction and Property professionals during 2016. 4% of employees in the sector faced redundancy (versus 2% the previous year) and a further 12% experienced a pay decrease, which was in contrast to 1% in 2015 and 10% across the GCC employment market as a whole.

This has not however reduced employees expectations for 2017, with the majority anticipating a pay increase of 5-10% in the coming months and two thirds feeling positive about career prospects in the market. Mobility of labour within the Construction and Property sector is also relatively high compared to other industries surveyed, with 61% of those in employment anticipating moving employer within the next 12 months.

Competition amongst candidates in the market is on the up, as the pool of talent has increased in volume in response to redundancies, a willingness by those in employment to move organisations and the reduced number of roles available. In line with this, we have noticed application processes becoming more rigorous in approach as employers endeavour to hire candidates who they can be confident are the right fit within the organisation and who possess skills that will add significant value.

Salaries

50% of Construction and Property professionals salaries changed in 2016, comparing similarly to 45% in 2015. However, 24% of those experienced a decrease, which was significantly higher than the previous year and the GCC employment market as a whole. That being said, the average change in salary was a 5-10% pay increase, matching that of 2015.

For those who received a pay increase in 2016, 'individual performance related pay', was more prevalent reason than in 2015 when company-wide pay increases, were more common. This supports a recent trend that we have seen within the profession, with organisations being more strategic with remuneration by awarding performance on a discretionary basis in order to nurture talent and minimise company-wide costs.

In Demand

There is a large volume of available Construction and Property candidates in the market, many of whom possess similar skills and experience. In greatest supply are project managers, as well as candidates looking for commercial roles. In high demand and in more limited supply, much the same as last year, are Quantity Surveyors, Contracts Managers and HSEQ specialists.

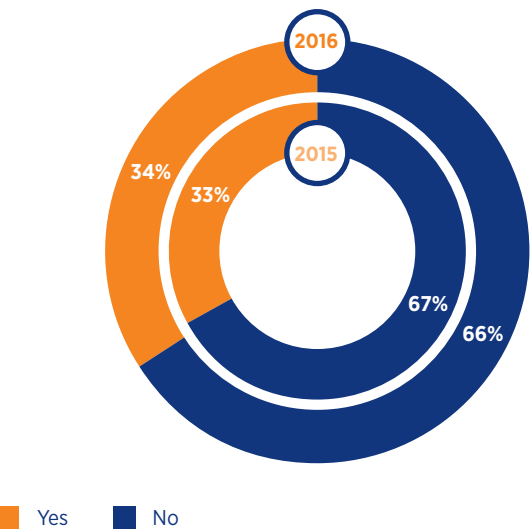
With regards to talent attraction, salary remains the main contributing factor for candidates when reviewing whether to join an organisation. However, factors such as benefits package, job security and flexible working are becoming increasingly significant to employees and are important considerations for employers looking to hire top talent.



CONSTRUCTION AND PROPERTY EMPLOYEE SURVEY HIGHLIGHTS

Career

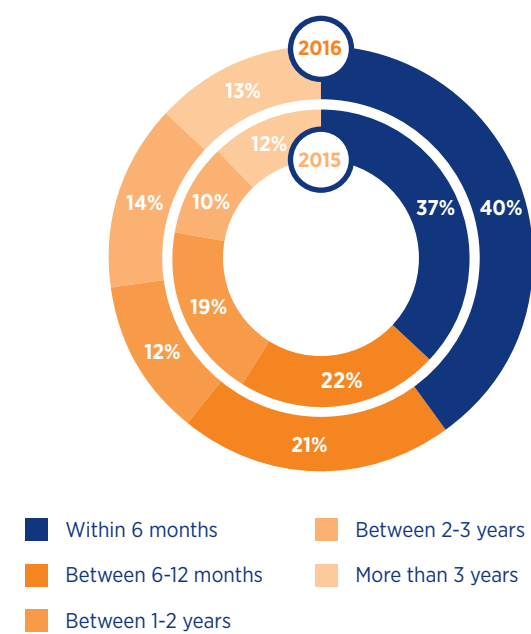
Did you start employment with a new organisation this year?



If answered 'yes':
What made you move to a new organisation this year?



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?



What factors are keeping you with your current employer?



Aside from salary, what is the most important factor to you when considering a new job?

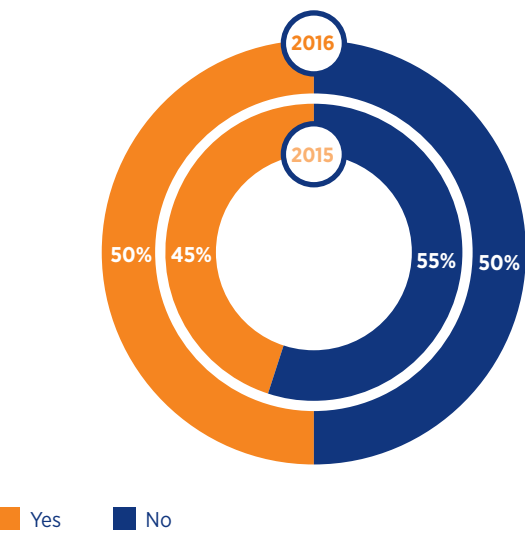


How do you feel about your career prospects for the next 12 months?

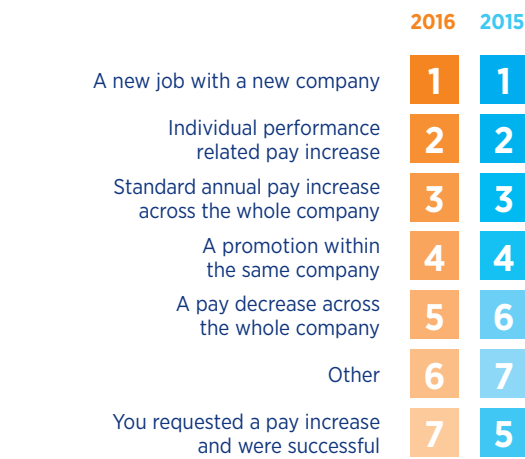


Salary

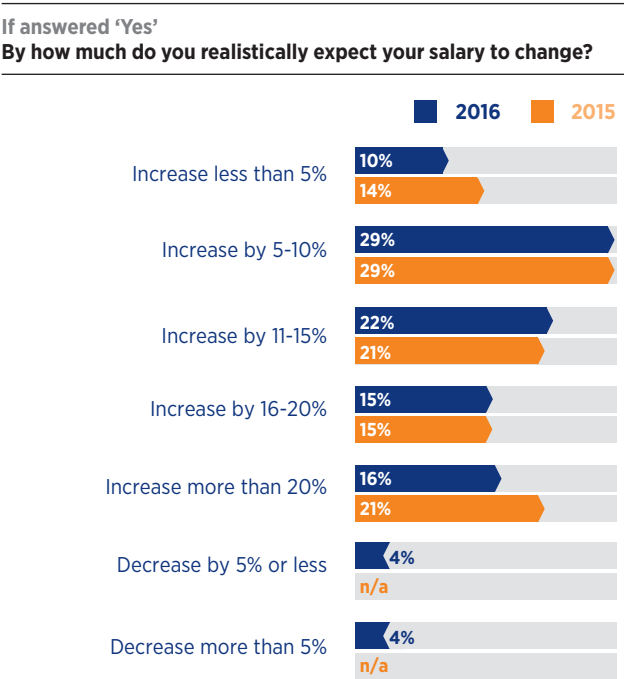
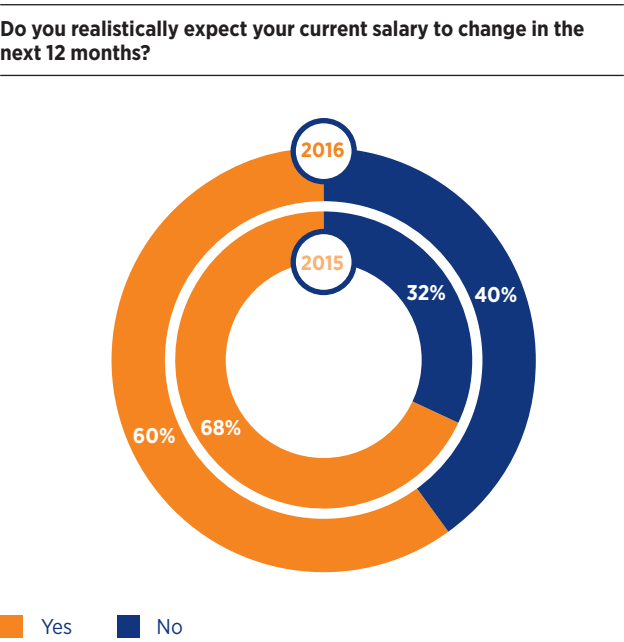
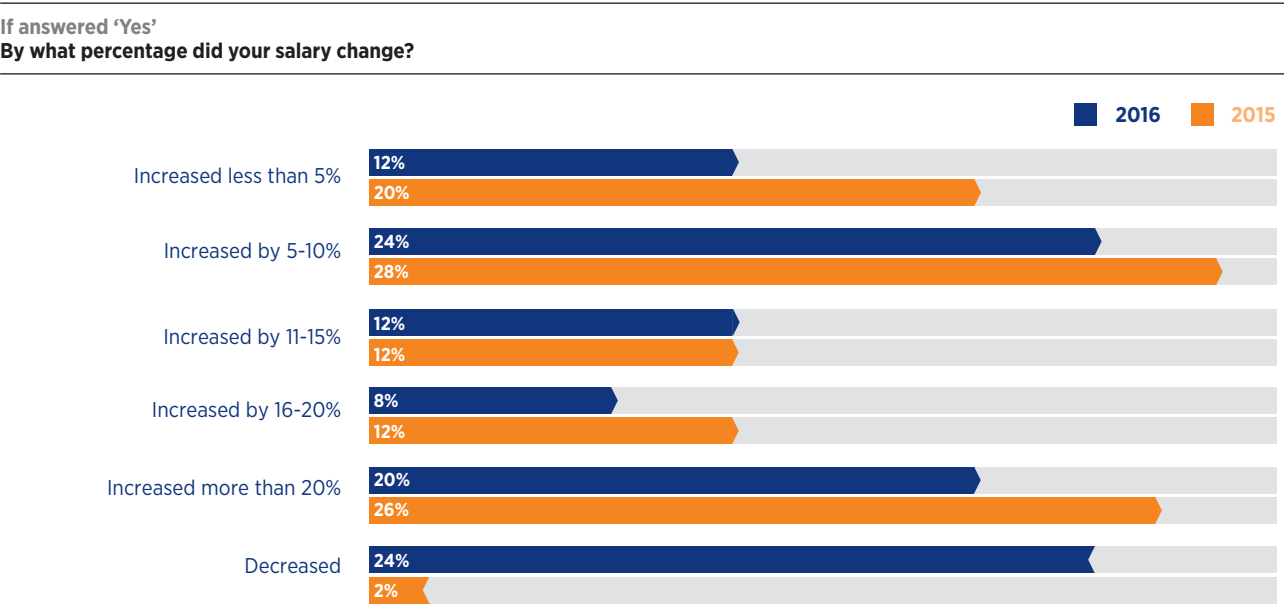
Did your salary change (increase or decrease) this year compared to last?



If answered 'Yes'
What was your salary change a result of?



CONSTRUCTION AND PROPERTY EMPLOYEE SURVEY HIGHLIGHTS



CONSTRUCTION AND PROPERTY SALARY GUIDE

Position	Range	Average
Principal Level	48,000-108,000	78,000
Senior Architect/Designer	14,500-41,500	29,500
Senior Interior Designer	20,000-28,000	27,000
Site Architect	15,000-23,000	20,000
Interior Designer	15,000-20,000	17,000
Project Architect	20,000-45,500	33,000
Architect/Designer	11,000-20,000	13,000

Position	Range	Average
C-suite/Principal Level	55,500-200,000	97,000
Senior Contracts Manager	55,000-65,000	61,000
Commercial Manager	45,000-75,500	55,500
Senior Project Manager	38,000-68,000	54,000
Contracts Manager	30,500-65,000	42,500
Claims Consultant	23,000-50,000	38,000
Project Manager	15,000-46,000	38,000
Construction Manager	24,500-50,000	33,500
Planning Manager	20,000-55,000	33,000
Senior Quantity Surveyor	25,000-50,500	31,000
Operations Manager	14,500-44,000	29,500
Quantity Surveyor	10,000-25,000	16,000
Senior CAD Technician	10,000-25,000	16,000
Project Coordinator	9,000-17,000	12,500
CAD Technician	5,000-12,000	9,500

Position	Range	Average
Facilities Director	35,500-55,000	44,500
Facilities Manager	17,500-35,000	25,500
Facilities Supervisor	17,000-20,000	18,000

Position	Range	Average
Senior HSEQ Manager	42,000-55,000	49,000
HSEQ Manager/Advisor	20,000-39,000	26,500
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	45,000
Valuations Manager RICS	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

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Average: Is the typical value of the data (sourced from survey responses, job listings, job offers and candidate registrations with Hays GCC), which is then rounded to the nearest AED 500. Salaries given in currencies other than AED have been converted using the market exchange rate as of 16th November 2016.

ENGINEERING

The hiring market in 2016 progressed at a steady but slower rate than the previous year for the Engineering industry in the GCC. While companies were actively hiring, the volume of roles available was reduced year on year. This was reflected in the 28% of Engineering professionals who started a new job with a new company in 2016 compared to 39% in 2015, as well as the rise in the number of redundancies that took place within the sector.

The low oil prices have had a knock on effect in all industries and within the Engineering sector, this was visible with the cancellation or delaying of projects, resulting in a reduction in the number of employment contracts renewed year-on-year. Company budgets were also reduced and the hiring of additional headcount therefore dropped. These factors, along with redundancies and the ongoing relocation of candidates to the region in search of tax-free employment, has seen labour supply increase further in the last 12 months. Moreover, 58% of Engineering professionals anticipate moving to a new employer in 2017, a marginally higher figure than those other professions surveyed and highlighting the significant mobility of labour within the sector. As a result, competition for jobs in the market is fierce and we have noticed that more candidates are willing to accept lower salaries, with 6% of Engineering professionals experiencing a decrease in 2016. That being said, the majority of salaries that changed in the last 12 months increased by 5-10%, the same as the average rate for the GCC employment market, according to our survey.

Positively, hiring activity did pick up towards the end of 2016 for the Engineering profession and we anticipate this to continue into 2017 as confidence in the market grows. Most notably, there has been an increase in the number of mall developments going ahead in the region and consequently, there has been an uplift in the demand for facilities managers with retail experience.

Salaries

40% of Engineering professionals experienced a change to their salary in 2016 compared to 51% in 2015 and once again, the main reason was due to individuals starting a new job with a new company. Different from the previous year and in line with the reduced company budgets mentioned above, was the rise in the number of pay decreases experienced. Of those whose salary changed, 16% received a pay decrease compared to 6% in 2015.

Despite this, the most common change to salary was a 5-10% increase, which the majority of Engineering professionals (38%) anticipate again for 2017. Employee salary expectations for the next 12 months have slightly reduced with one third expecting an increase of over 15%, compared to nearly a half of employees anticipating this when surveyed in 2015.

In Demand

The reduction in hiring activity in 2016 compared to 2015, along with the continuing relocation of candidates to the region has resulted in a high volume supply of available Engineering candidates. As a result, there is strong competition amongst prospective employees for roles and we have witnessed an uplift in the number of speculative applications being submitted to employers.

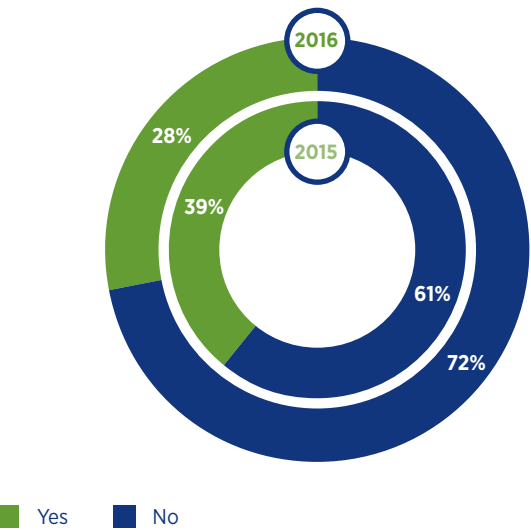
Qualified Engineers with local experience are competencies that are required as an absolute minimum by hiring managers looking for candidates in the market. As mentioned above, demand for facilities managers with retail experience (including MEP and HVAC sectors) has increased most notably compared to previous years.



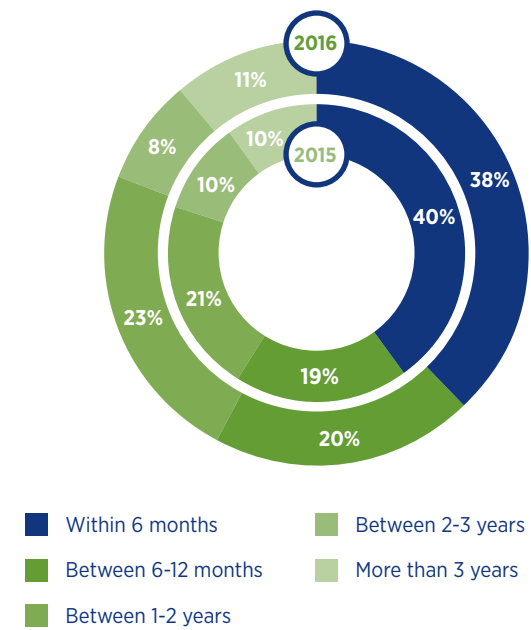
ENGINEERING EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start employment with a new organisation this year?



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



If answered 'yes':
What made you move to a new organisation this year?



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



What factors are keeping you with your current employer?



Aside from salary, what is the most important factor to you when considering a new job?

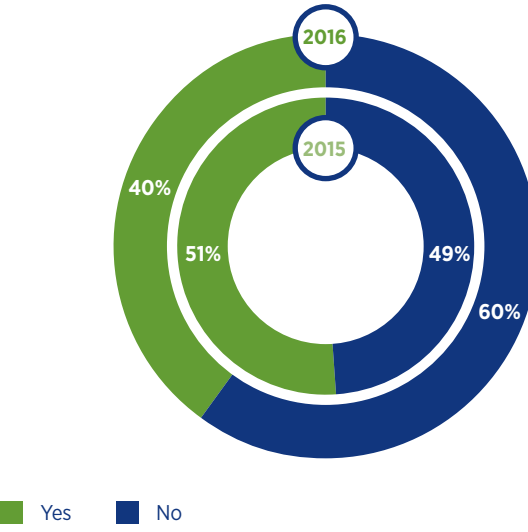


How do you feel about your career prospects for the next 12 months?



Salary

Did your salary change (increase or decrease) this year compared to last?

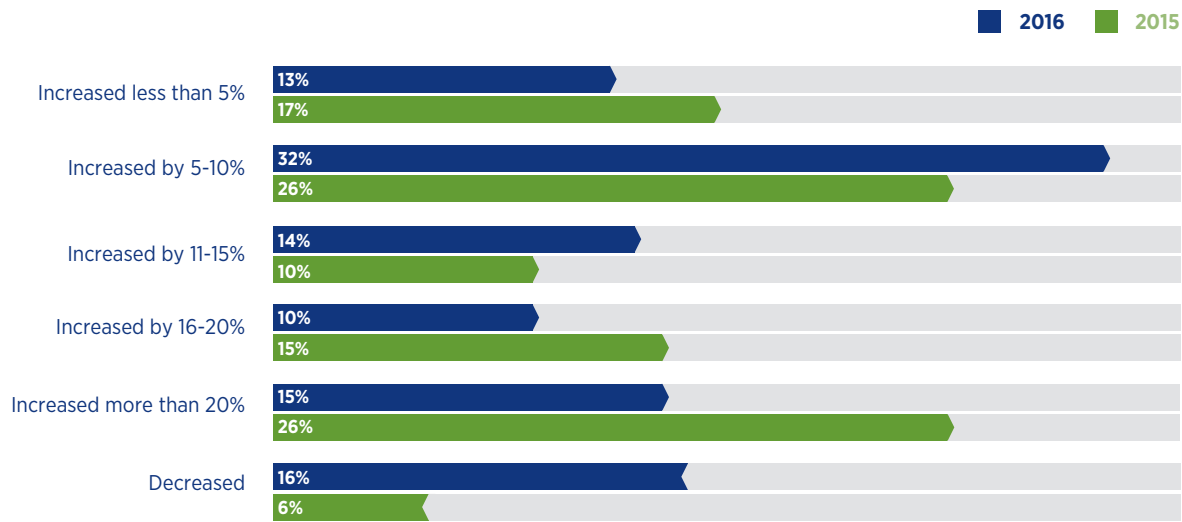


If answered 'Yes'
What was your salary change a result of?

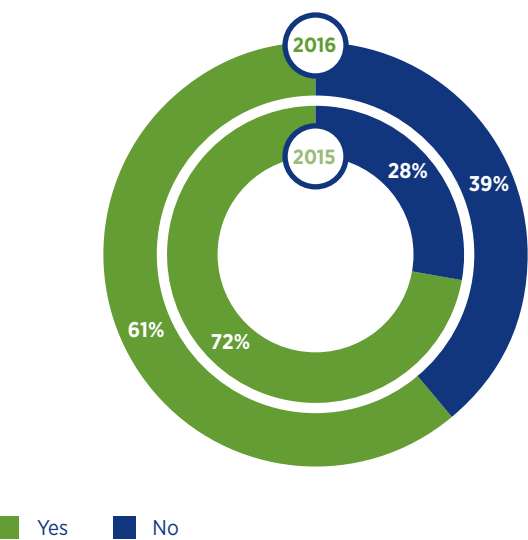


ENGINEERING EMPLOYEE SURVEY HIGHLIGHTS

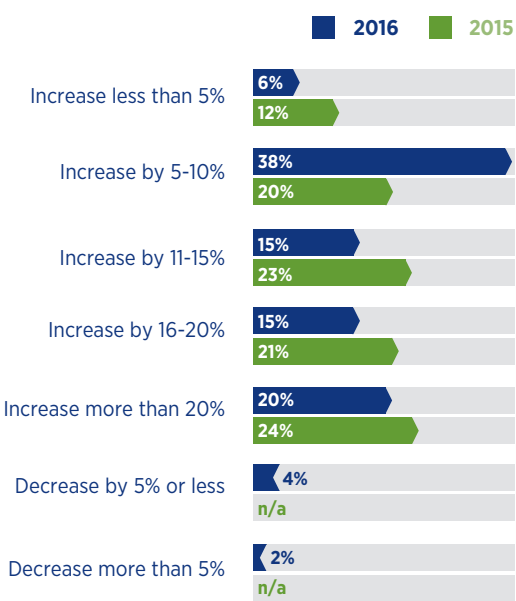
If answered 'Yes'
By what percentage did your salary change?



Do you realistically expect your current salary to change in the next 12 months?



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	40,000-55,500	49,000
Resident Engineer	20,000-50,000	36,000
Contracts/Commercial Manager	16,500-48,000	32,500
MEP Manager	28,000-35,000	31,500
Engineering Manager	25,000-40,000	30,000
Senior Planning Engineer	20,000-40,000	29,000
Project Manager/Managing Director	15,000-35,000	27,000
QA/QC Manager	20,000-30,000	23,500
Senior Structural Engineer	11,500-35,000	23,000
Structural Engineer	12,000-20,000	16,000
Planning Engineer	5,000-25,000	15,000
Project Engineer	7,500-20,000	13,500
QA/QC Engineer	10,000-19,000	13,000
HVAC Engineer	8,500-17,000	12,000
Site Engineer	6,000-30,000	10,000
Mechanical Engineer	6,500-12,000	9,500
Assistant/Junior Engineer	4,000-11,000	6,000
Electrical Engineer	3,000-10,000	5,000
Civil Engineer	2,500-6,500	4,500

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HUMAN RESOURCES

2016 was a challenging year for HR professionals in the GCC. There was a visible reduction in the number of available appointments as the weak oil prices saw organisations cut budgets for resourcing across all industry sectors. Almost double the number of employees (5%) within the profession were made redundant during the past 12 months compared to 2015.

Confidence in the market did however pick up within the profession towards the end of 2016 and we expect this to continue into 2017, as supported by the 52% of HR professionals who feel positive about prospects for the year ahead. With regards to sector, there has been a noticeable increase in HR jobs now available within Manufacturing and Oil and Gas industries compared to Q1 of 2016. Organisations are actively recruiting though in a more cautious and strategic way than in 2015. Cost cutting exercises have seen firms shift recruitment services in-house to reduce the costs of outsourcing and therefore there is an increase in demand for HR generalists with recruitment experience. We have also noticed an increase in the demand for Learning and Development specialists as organisations seek to train and maximise the capabilities of existing resource.

Salaries

48% of HR professionals salaries changed in 2016, compared to 60% in 2015 and in contrast to the 71% who anticipated it would change when surveyed last year. Of those who witnessed an increase, the single biggest reason was due to 'individual performance related pay'. Again, the survey found this to be related to cost-conscious employers as individual pay rises were typically lower than company-wide increases within the profession. As with 2015, the average change to salary was a 5-10% increase for HR professionals working in the GCC.

The reduced market activity at the start of 2016 has seen a decrease in employee salary expectations for 2017. A smaller 54% of HR professionals expect salary to change in 2017 than the 71% who did in 2016. While 3% anticipate a drop in pay, which is the first time a decrease has been predicted by survey respondents, the majority expect a 5-10% increase.

In Demand

Redundancies and company restructuring in response to low oil prices have seen an increase in the number of HR professionals available for work in the market. As a result, competition is fierce and candidates are required to have HR qualifications and relevant past experience as basic competencies in order to be considered for roles. Those in more junior HR roles are less in demand than those with proven expertise and value added skill sets.

Competition between organisations in the region continues to increase and as a result, businesses are focusing ever more so on strategy and maximising the value of existing resource. Learning and Development specialists are in high demand for upskilling workforces, as well as HR Business Partners, working strategically across businesses to align departments and add commercial value. Cost cutting exercises are placing Compensation and Benefits professionals in high demand in order to efficiently manage the salaries, packages and incentives offered to employees. Similarly, to reduce the costs of outsourcing, more recruitment services are being moved in-house and employers therefore seek candidates with generalist expertise, who are capable of taking on a broad remit of HR activities including recruitment, alongside others. On a senior level, we have seen some managerial positions be replaced by more mid-level candidates with reduced salaries.

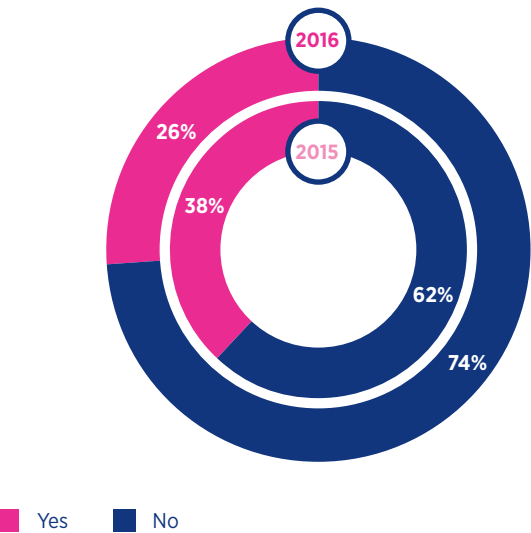


HUMAN RESOURCES

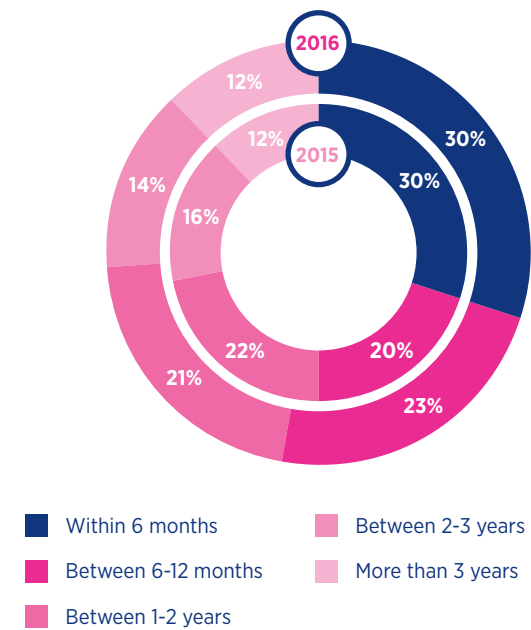
EMPLOYEE SURVEY HIGHLIGHTS

Career

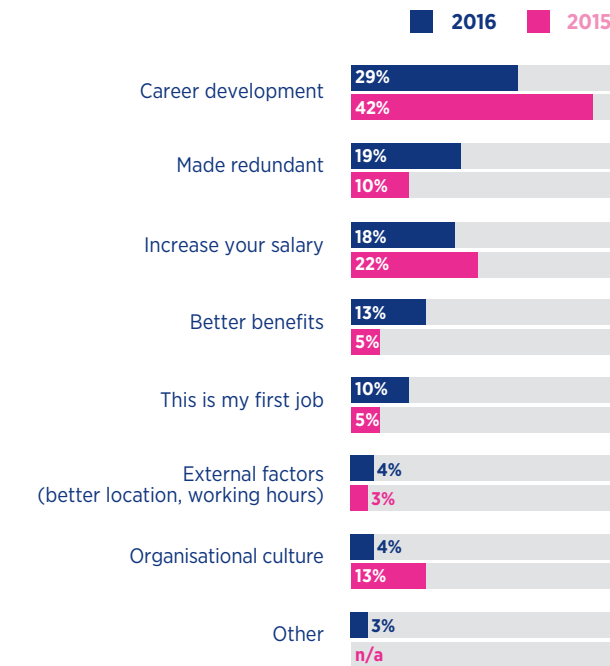
Did you start employment with a new organisation this year?



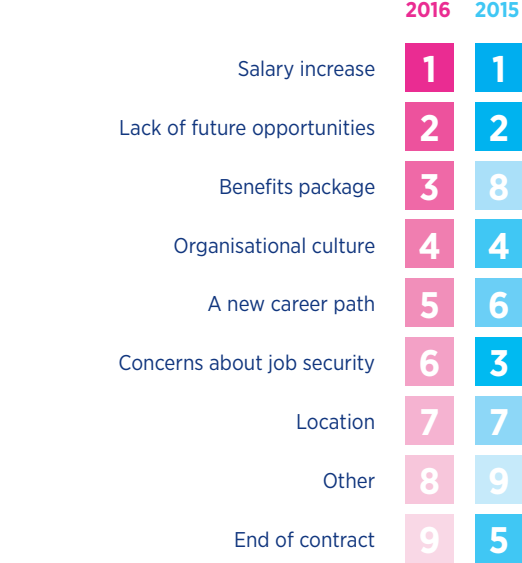
When do you anticipate you will next move to a new job with a new organisation?



If answered 'yes':
What made you move to a new organisation this year?



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



What factors are keeping you with your current employer?



Aside from salary, what is the most important factor to you when considering a new job?

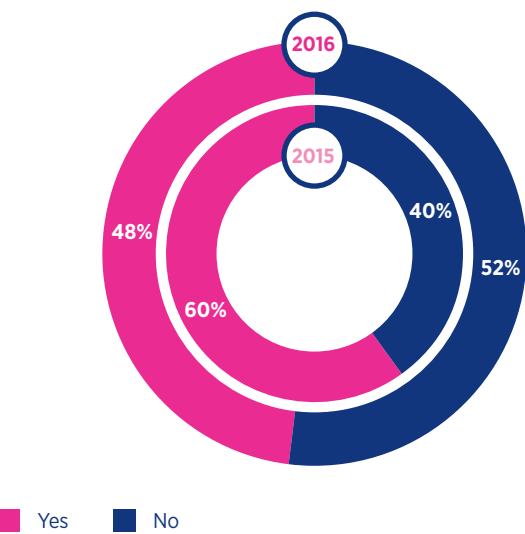


How do you feel about your career prospects for the next 12 months?



Salary

Did your salary change (increase or decrease) this year compared to last?

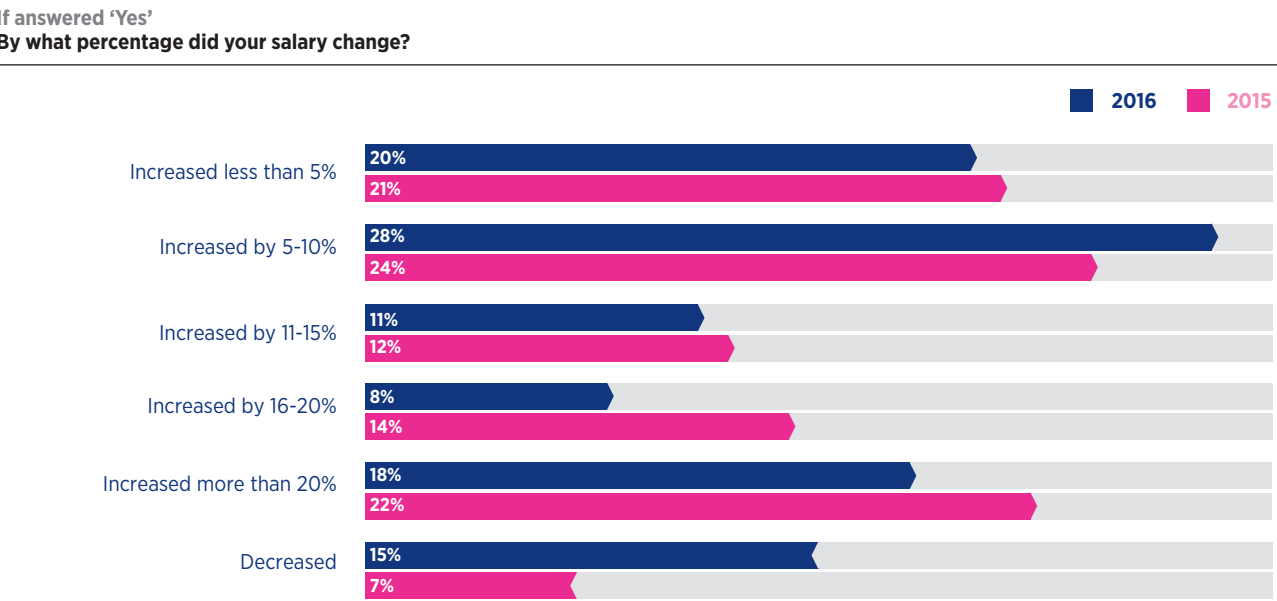


If answered 'Yes'
What was your salary change a result of?

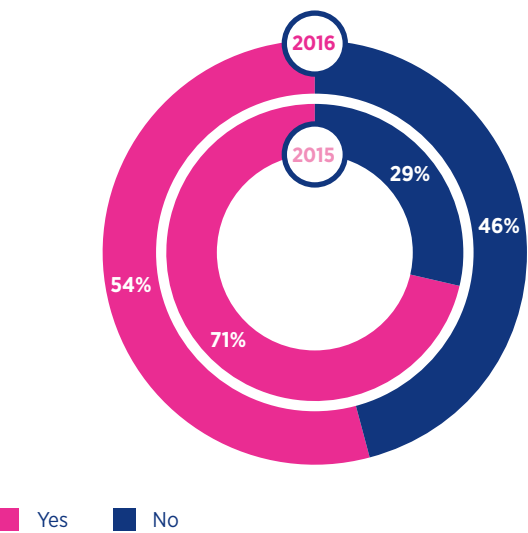


HUMAN RESOURCES

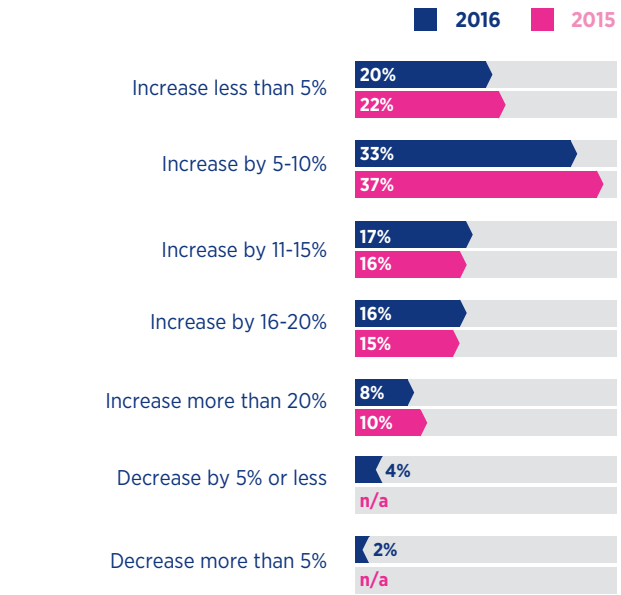
EMPLOYEE SURVEY HIGHLIGHTS



Do you realistically expect your current salary to change in the next 12 months?



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



HUMAN RESOURCES

SALARY GUIDE

Position	Range	Average
HR Director	30,000-75,500	50,000
Senior HR Manager	31,000-50,000	41,000
Group/Regional HR Manager	21,000-65,000	40,000
Compensation & Benefits Manager	21,000-45,000	32,000
Head of Recruitment/Recruitment Manager	20,000-32,000	28,000
Learning & Development Manager	23,500-37,000	27,500
HR Manager	20,000-38,000	30,000
HR Business Partner	19,500-30,000	25,000
HR Generalist	15,000-22,500	18,000
Senior Recruiter	14,000-25,000	17,000
Learning & Development Assistant	10,000-18,000	14,500
HR Officer/Coordinator	10,000-21,000	12,000
Compensation & Benefits Assistant	8,000-16,000	12,000
Recruiter	5,000-15,000	10,000

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INFORMATION TECHNOLOGY

The ongoing reliance on technological infrastructure across the globe has seen the requirement for IT professionals in the GCC to continue at a stable rate year-on-year in 2016, with an increasing number of opportunities likely to be available in 2017.

Like other professions, low oil prices have had an impact on market activity with an increase in the number of salary reductions and reduced hiring budgets for organisations in 2016 compared to the previous year. However, redundancies in the IT profession have been significantly lower than the rest of the GCC employment market and of no increase to rates experienced in 2015 within the profession.

Activity responsible for the demand of IT professionals in 2017 includes an increase in the number of IT projects in early commencement stages in the region; active hiring from organisations looking to grow teams, particularly in the finance sector where firms have been through large restructuring phases; cyber security threats; and regional focus on entrepreneurship and innovation in order to be competitive in the global economy.

This activity has highlighted the region as an attractive place to work and we have seen an increase in the number of IT candidates relocating here for work. As a result, competition for roles is fierce and IT specific qualifications are an absolute basic requirement of professionals looking to work in the GCC.

Salaries

34% of salaries changed in 2016 compared to 46% in 2015 and 48% in the GCC market as a whole in 2016. While 12% of this change was a pay decrease, salaries in the professional were relatively stable, with a higher percentage remaining the same year-on-year compared to the rest of the GCC employment market.

Of those IT professionals whose salaries did change, the majority (59%) increased by up to 10%, a higher than average increase than in 2015 and a significant growth indicator for the profession in 2017.

The main reason for a change to salary in 2016 was 'individual performance related pay' rather than 'a standard annual pay rise across the company' or 'a new job with a new company' as was the case in 2015. This is indicative of budget saving efforts by organisations, as individual pay rises were typically lower than company-wide pay increases for IT professionals in 2016.

In Demand

There are a great number of IT candidates, of all levels of seniority, available in the market. In vast supply are Developers and more junior Desktop Support professionals. In short supply are software specialists (i.e. React JS, QT framework) and senior managers with payment experience.

The commencement of more IT projects year-on-year in the region sees a high demand for PMO Managers and Project Management Heads with PMP certification. Aside from this, cyber security threats have intensified the need for IT Security roles and in particular, Cyber Security Specialists. On a global scale, the region remains behind on the adoption of technologies specifically within the payments industry and consequently there has been an increase in demand for senior level managers with payment experience.

With regards to sector, we are seeing Oil and Gas, Construction, Automotive and Aviation to have fewer IT appointments available than in Banking, Government, Healthcare, Legal and Professional Services sectors.

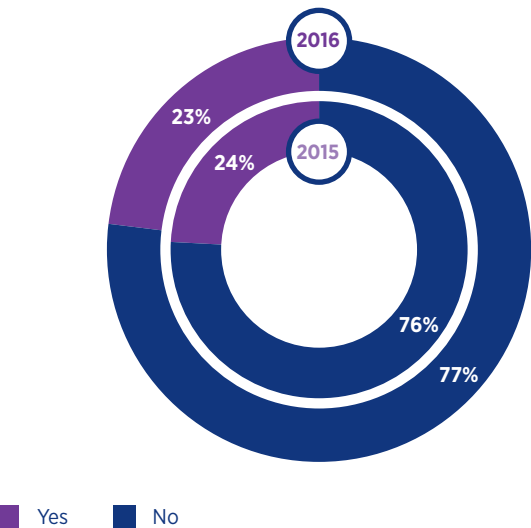
While the full scale of outcomes is largely unknown, Expo2020 also continues to drive optimism for business growth and IT recruitment in the coming year.



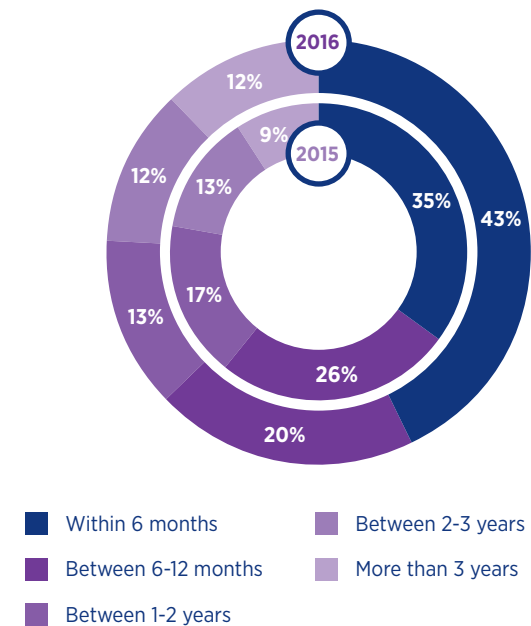
INFORMATION TECHNOLOGY
EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start employment with a new organisation this year?



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



If answered 'yes':
What made you move to a new organisation this year?



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



What factors are keeping you with your current employer?



Aside from salary, what is the most important factor to you when considering a new job?

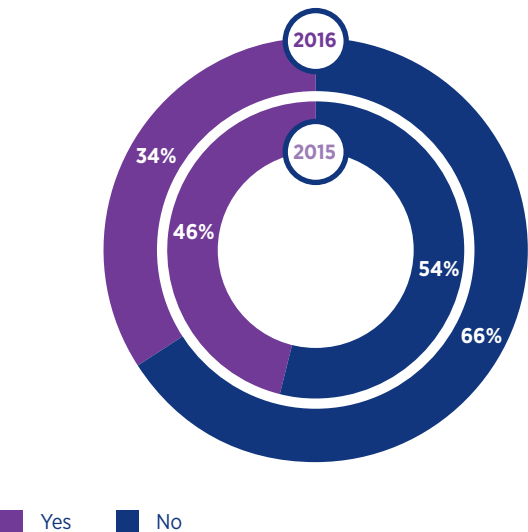


How do you feel about your career prospects for the next 12 months?



Salary

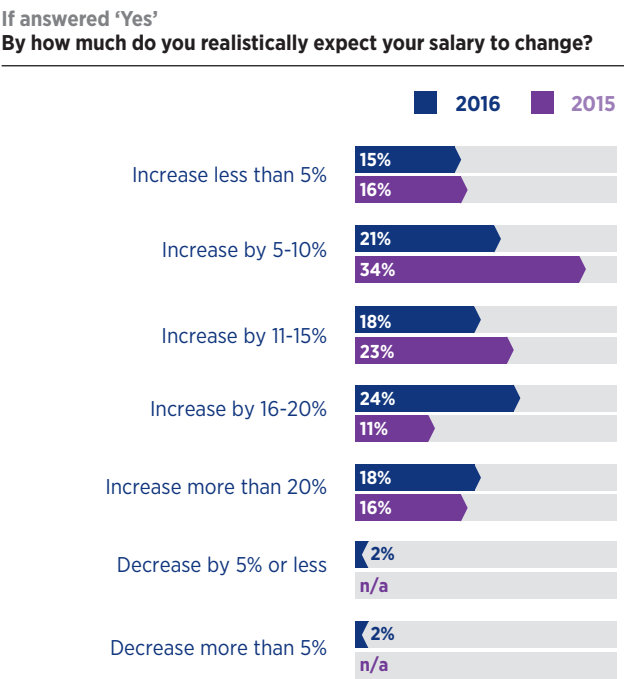
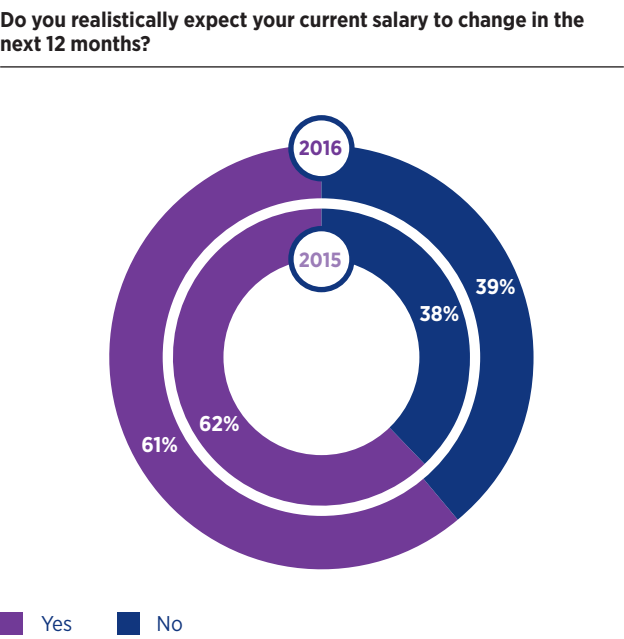
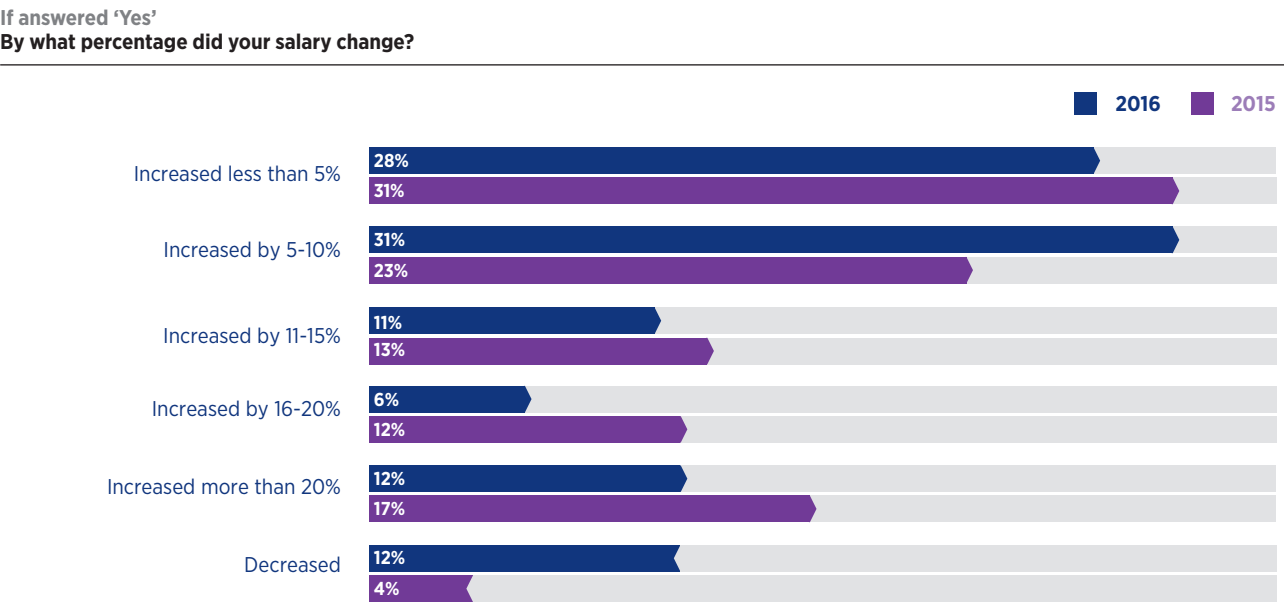
Did your salary change (increase or decrease) this year compared to last?



If answered 'Yes'
What was your salary change a result of?



INFORMATION TECHNOLOGY EMPLOYEE SURVEY HIGHLIGHTS



INFORMATION TECHNOLOGY SALARY GUIDE

Position	Range	Average
IT Director/CIO	50,000-80,000	60,000
IT Consultant/Specialist	18,000-55,000	42,500
Security Manager	30,000-60,000	40,000
Head of IT	30,000-55,000	40,000
Regional IT Manager	25,000-50,000	35,000
Software Development Manager	20,000-48,000	34,000
IT Architect	19,500-31,000	25,500
Security Consultant	12,000-35,000	25,000
Project Manager	12,000-25,000	22,000
SAP Consultant	16,000-25,000	22,000
IT Manager	15,500-28,000	22,000
Business Analyst	11,000-18,000	13,500
Software Developer/Engineer	6,000-25,000	13,500
Systems Administrator	7,000-11,000	9,000
IT Support/Assistant	3,000-18,000	9,000

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The hiring market for Legal professionals slowed during 2016 in response to the weakening oil price, with the number of available appointments visibly reducing year-on-year across all sectors. There was however, still a relative amount of movement in the market, particularly in H2, with 22% of Legal professionals starting a new job with a new organisation in 2016, compared similarly to 21% in 2015.

Optimistically, our survey found the Legal profession to have the lowest rate of redundancies in the GCC in 2016 compared to other professions surveyed, and for 2017 there is evidence of increasing activity in the market compared to the last 12 months. One indicator being the anticipated increase in mobility of labour, as 50% of Legal professionals in employment plan to move to a new organisation in 2017 compared to 42% in 2016.

With regards to salary, if last year's survey predications are anything to go by, whereby 59% accurately forecasted an increase in their salary, the majority of employees can expect a pay rise again this year too.

We do not expect the availability of jobs to change significantly in the coming months, as the low oil prices have seen organisations adopt a more cost-conscious approach to hiring. Candidates in high demand will continue to be those who are bi-lingual in English and Arabic, with over three years PQE and exposure to the local GCC market. General Counsellors also continue to be in demand.

Salaries

A significant 59% of Legal professionals received a pay increase in 2016, which is comparably higher than other professions surveyed (where 38% experienced a pay rise) and aligned exactly to last year's survey predictions.

For those who received a change to their salary, the average was an increase of 5-10%, marginally higher than in 2015. More prevalent in 2016 was a pay rise as a result of 'individual performance related pay' compared to the previous year whereby company-wide increases were the single most common reason for a pay increase. We expect this to continue as a theme for 2017 as organisations look to maximise productivity of the workforce through individual incentives and benefits packages.

Moving into 2017, salary expectations are on the up for employees. 68% of Legal professionals anticipate a change next year, 19% of whom expect an increase of over 20% compared to just 4% the year before.

In Demand

The reduction in the number of available jobs in the past 12 months has resulted in an increase in the supply of available Legal candidates in the market. In particular, we have seen an increase in the availability of candidates with over 10 years PQE experience, many of whom have chosen to leave their past employer without securing their next role.

With regards to skill sets and experience, knowledge of local laws and decrees is essential for Legal professionals looking to working in the GCC. Bi-lingual (English and Arabic) speaking candidates with over three years PQE and experience in the local market are in high demand. General Counsellors are also in demand as their generalist skill set reduces the requirement for organisations to employ multiple Legal specialists, therefore reducing headcount costs.

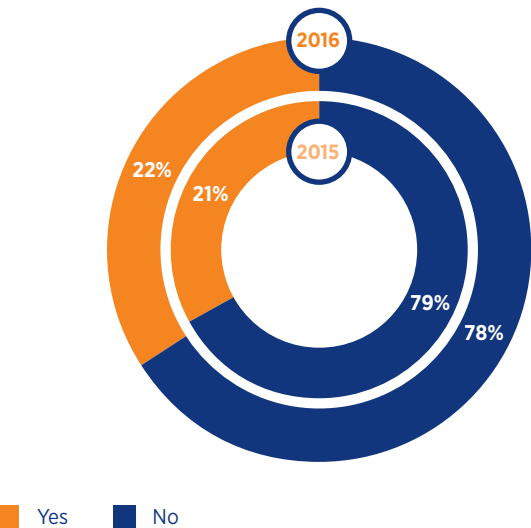


LEGAL

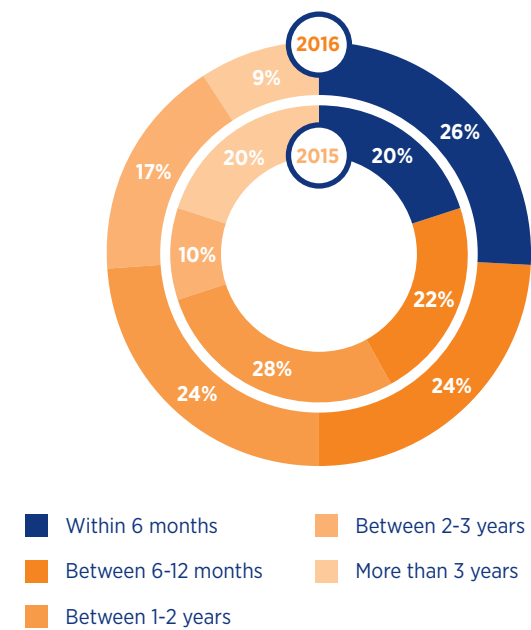
EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start employment with a new organisation this year?



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



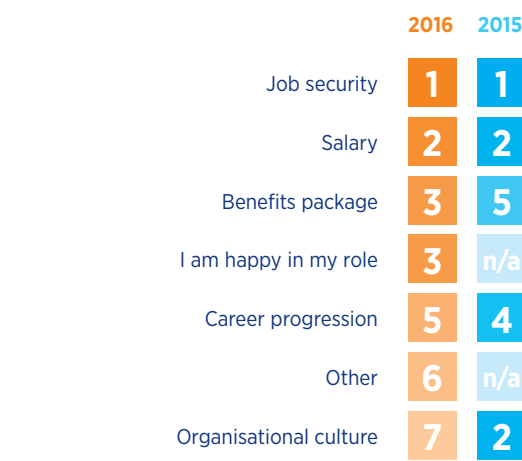
If answered 'yes':
What made you move to a new organisation this year?



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



What factors are keeping you with your current employer?



Aside from salary, what is the most important factor to you when considering a new job?

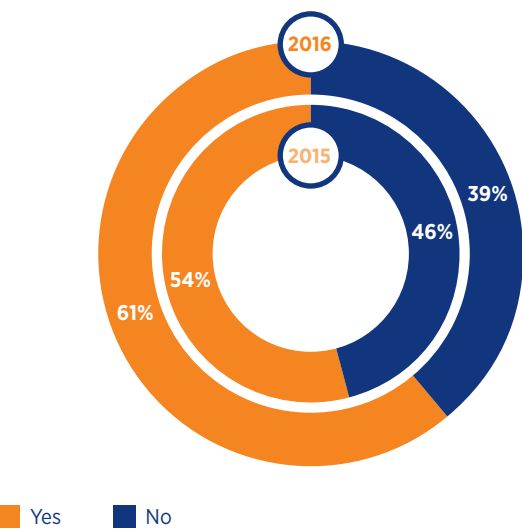


How do you feel about your career prospects for the next 12 months?



Salary

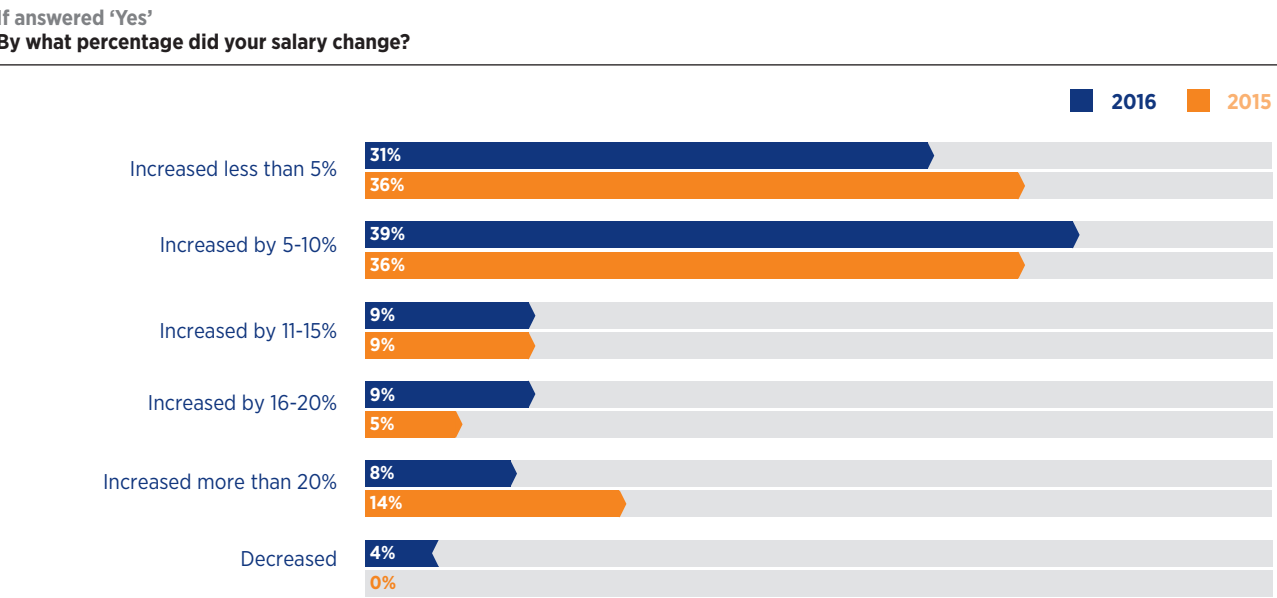
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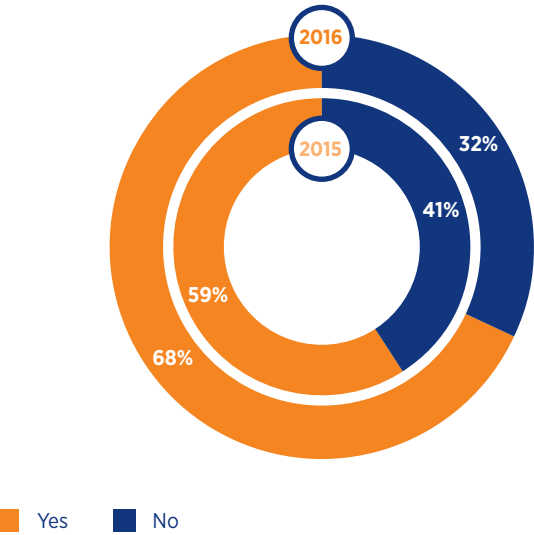
If answered 'Yes'
What was your salary change a result of?



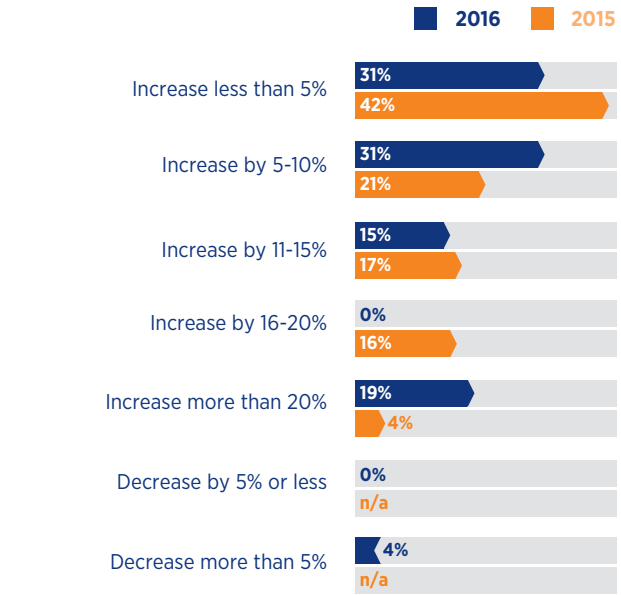
LEGAL
EMPLOYEE SURVEY HIGHLIGHTS



Do you realistically expect your current salary to change in the next 12 months?



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	55,000-106,000	86,500
Senior Legal counsel years 6-9 years	55,000-68,000	60,000
Senior Associate	44,000-62,000	56,000
Legal counsel 3-5 years	35,000-50,000	45,000
Associate Post-Paralegal	20,000-48,000	36,500
Paralegal	25,000-30,000	28,000
Legal counsel 0-2 years	19,000-30,000	25,000
Junior Paralegal	17,000-22,000	20,000
Legal Secretary	14,500-23,000	18,500
Legal coordinator/Assistant	10,000-16,000	13,000

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OFFICE SUPPORT

Hiring activity continues at a strong and steady rate for those in the Office Support profession, particularly within the Finance industry and free zone areas where we have seen new market entrants.

The number of available appointments in 2016 followed a seasonal pattern with a reduction in hiring activity during Ramadan and summer vacations, rapidly picking up again at the back end of the year and into 2017.

There was a significant rise in the number of pay decreases experienced by Office Support professionals in 2016 and we have seen the mentality of candidates to be slightly more cautious than previous years. Job security is a relatively more important factor when considering whether to remain with current employers. Well established, global organisations are also favoured by candidates over new start-up companies who are considered to pose more of a risk to employment stability.

Historically, there has always been a large volume of Office Support candidates available in the market and numbers are further on the increase, namely due to the attractive tax-free environment of the GCC. Specific to the UAE, the introduction of nationalisation in Abu Dhabi has seen an increasing number of expatriate candidates relocating to Dubai. The fierce competition amongst potential employees has enabled employers to be more selective as to who they place within their organisation. We have seen an increase in demand for candidates who hold a degree, are bi-lingual in English and Arabic, have senior-level experience, proven local market and international experience and are a good cultural fit with the organisation. Candidates with all of these attributes are limited in supply.

Salaries

Of the 51% of Office Support professionals who experienced a change to their salary in 2016, 18% saw a decrease, which is a significant uplift from the 2% experiencing this in 2015. The main reason for a change to salary was due to 'a new job with a new company'. This is indicative of the reduced salaries employers in the region are paying to more junior-level Office Support employees, where competition for appointments is high.

In contrast, we have seen organisations invest more money in hiring candidates with specialist skills and who possess all of those in demand attributes (mentioned above), believing that the 'right' person will add significant value to the business.

Despite the number of pay decreases, the most common change to Office Support salaries in 2016 was a 5-10% increase and most anticipate the same again for 2017.

In Demand

Increasing demand for Office Support candidates has come largely from the Finance sector, including Private Equity, Investment and Advisory firms, many of who have been through restructuring practices and are now looking to grow their teams. Such firms are also gearing up for the introduction of VAT in the UAE, by hiring an increasing number of Administrators for supporting tax and accounting teams. Aside from this, demand from new companies setting up in free zones continues as with previous years.

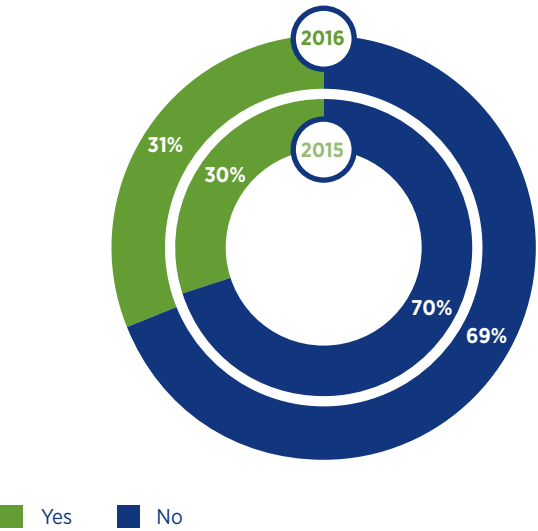
Other roles that are most in demand within the profession include Receptionists with strong communication skills, as well as PAs with CEO-level experience.



OFFICE SUPPORT
EMPLOYEE SURVEY HIGHLIGHTS

Career

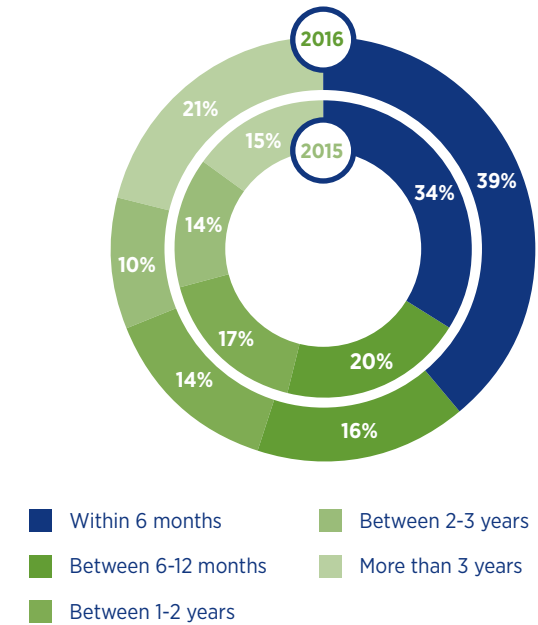
Did you start employment with a new organisation this year?



If answered 'yes':
What made you move to a new organisation this year?



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?



What factors are keeping you with your current employer?



Aside from salary, what is the most important factor to you when considering a new job?

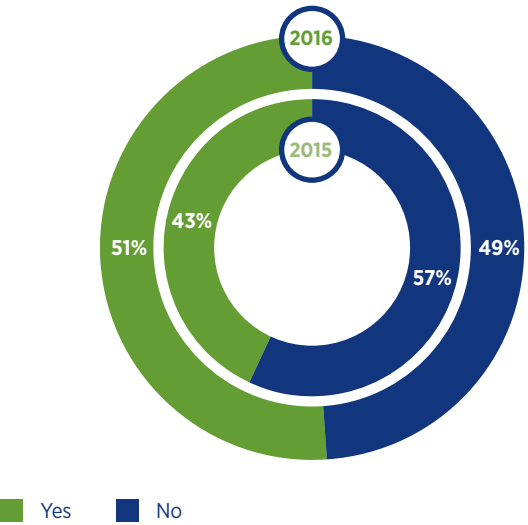


How do you feel about your career prospects for the next 12 months?



Salary

Did your salary change (increase or decrease) this year compared to last?

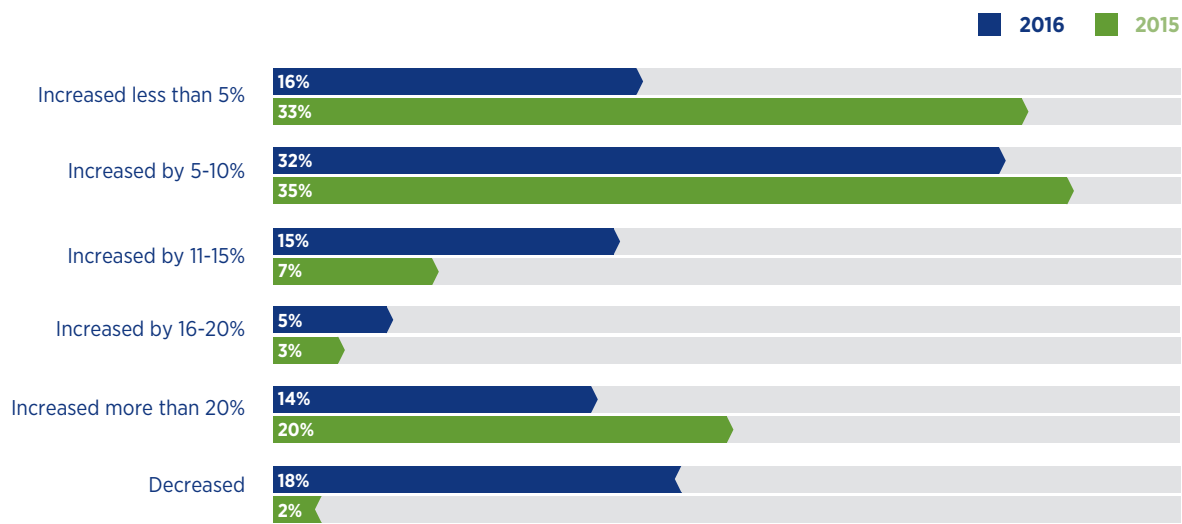


If answered 'Yes'
What was your salary change a result of?

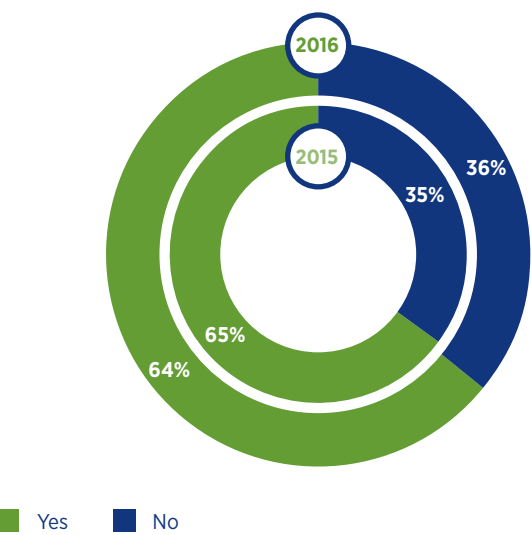


OFFICE SUPPORT EMPLOYEE SURVEY HIGHLIGHTS

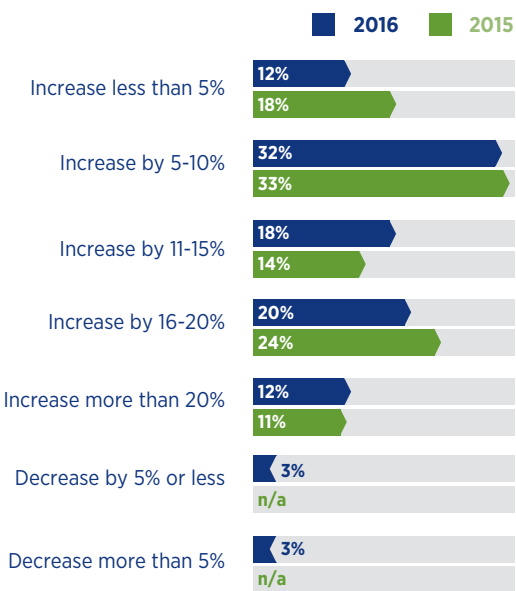
If answered 'Yes'
By what percentage did your salary change?



Do you realistically expect your current salary to change in the next 12 months?



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



OFFICE SUPPORT SALARY GUIDE

Position	Range	Average
Executive Assistant	12,000-30,000	20,500
Legal Secretary	13,500-24,000	20,000
Personal Assistant	8,500-27,000	20,000
Office Manager	9,000-41,500	19,000
Translator	4,000-22,500	12,000
Administrator	6,000-13,500	9,500
Receptionist/Customer Service	2,500-14,500	9,000
Administrator Assistant	2,000-12,000	7,000

Salaries shown here represent the total monthly salary package for each position, in Arab Emirates Dirhams (AED) as of December 2016.

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SALES & MARKETING

Hiring activity slowed comparatively year-on-year at the start of 2016 for the Sales and Marketing profession. The number of appointments available during the first half was at a slight decline compared to 2015 as a result of company restructures and reduced budgets in response to low oil prices. Correspondingly, the number of individuals receiving a pay decrease was up significantly and there was a slight decline in the number of professionals starting work with a new company.

That being said, H2 of 2016 saw increased activity and overall, mobility has remained strong in the profession. Alongside the cost cutting practices mentioned above, a number of companies have planned ahead, setting dedicated resourcing budgets for 2017. We have noticed a resultant increase in hiring activity heading into the next 12 months, particularly within Healthcare, Pharmaceuticals and Real Estate sectors, which are anticipated to continue for much of the year ahead.

As ever, the tax-free environment continues to draw an increasing number of Sales and Marketing candidates to the region and the competition for roles is fierce. Employers are favouring applicants with proven local market experience and bi-lingual language skills in both English and Arabic. While demand for content specialists remains high, post-company restructuring activity has also seen a surge in the demand for middle to senior management roles, establishing departments for future growth.

Salaries

Salaries within the Sales and Marketing profession were directly impacted by cost-cutting exercises in 2016. Not only were salary changes down year on year (49% of professionals received a change in 2016, compared to 57% in 2015) but 20% of those changes were a decrease, compared to 3% the previous year. Moreover, the majority changed by an increase of up to 5%, which is less than the 5-10% average pay rise experienced within the profession in 2015. The main reason for change in salary for Sales and Marketing professionals was due to a 'standard annual pay increase across the whole company', rather than being individually determined – a further cost cutting strategy since the survey found that inflation rates, specific to the Sales and Marketing profession, were typically higher when individually arranged.

Reductions to salaries have not reduced employee expectations for 2017. 61% of Sales and Marketing professionals anticipate a change in the next 12 months, the majority of whom expect a 5-10% increase.

In Demand

The volume of available Sales and Marketing candidates has increased year on year, not just as a result of tax-free salaries attracting expatriates to the region but also due to an increasing number of redundancies from company restructuring.

The supply of generalist and digital marketing professionals is the most significant compared to other Sales and Marketing positions in the region. Those high in demand include content specialists, adding value by creating lasting relationships with current and prospective customers over a range of touchpoints, as well as mid to senior level professionals, being recruited as part of company restructuring (mentioned above). We have also seen a rise in the demand for junior sales candidates who, for relatively small fees compared to senior candidates, can increase the commercial sales value of businesses and propel growth.

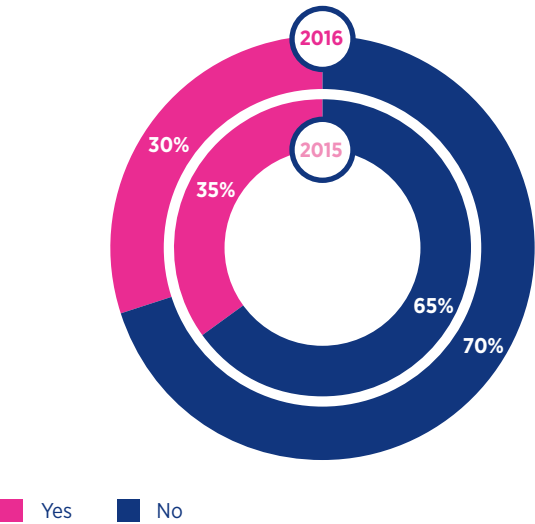
With regards to sector hiring activity, we have seen most significant growth for the demand of Sales and Marketing professionals to be in technical industries including Healthcare, Chemicals, and Power Generation. It is likely that demand in 2017 for candidates will continue on a positive trajectory within FMCG, Retail and Professional Services and be at its slowest within Oil and Gas and Construction sectors in response to the low oil prices.



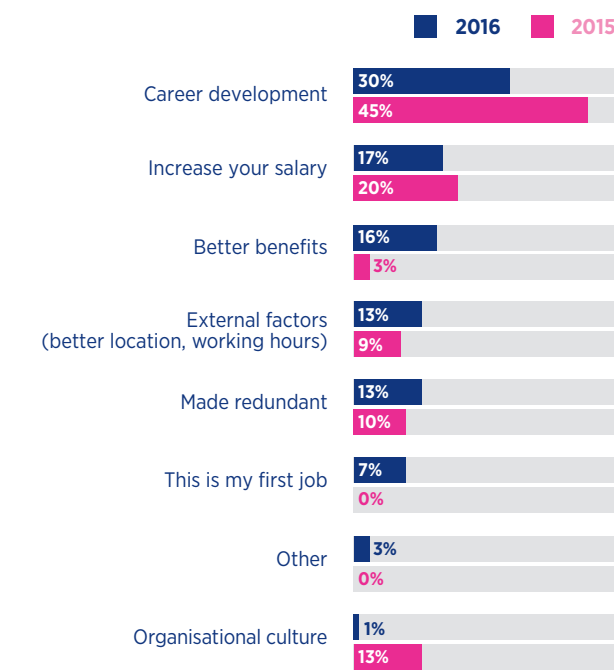
SALES & MARKETING
EMPLOYEE SURVEY HIGHLIGHTS

Career

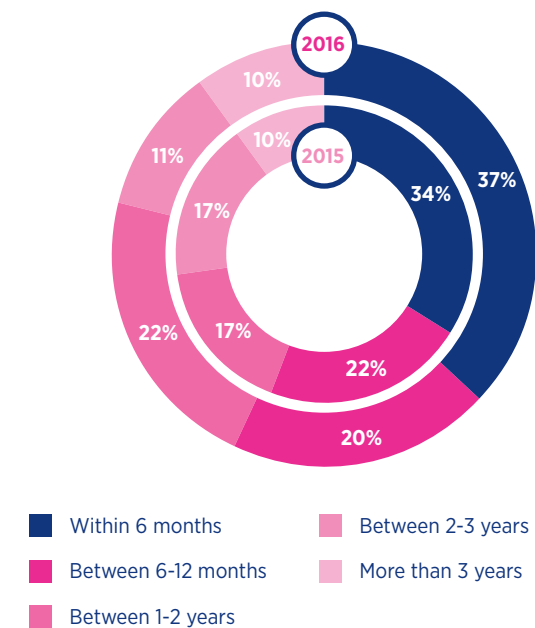
Did you start employment with a new organisation this year?



If answered 'yes':
What made you move to a new organisation this year?



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



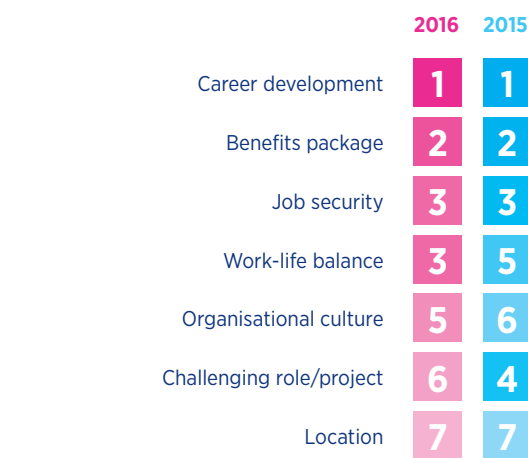
If answered 'within 6 months' or 'between 6-12 months':
Why are you looking to change your job within a year?



What factors are keeping you with your current employer?



Aside from salary, what is the most important factor to you when considering a new job?

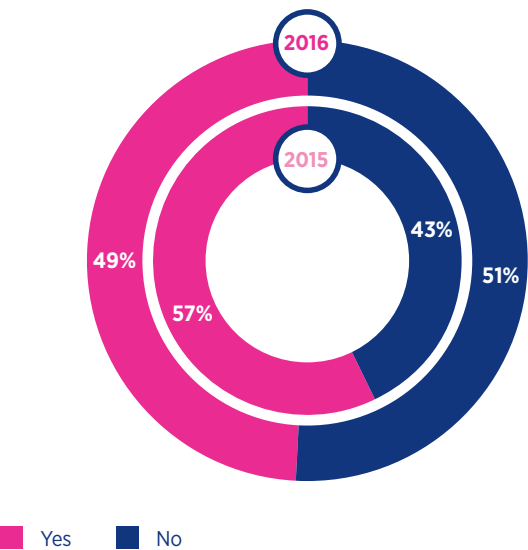


How do you feel about your career prospects for the next 12 months?



Salary

Did your salary change (increase or decrease) this year compared to last?

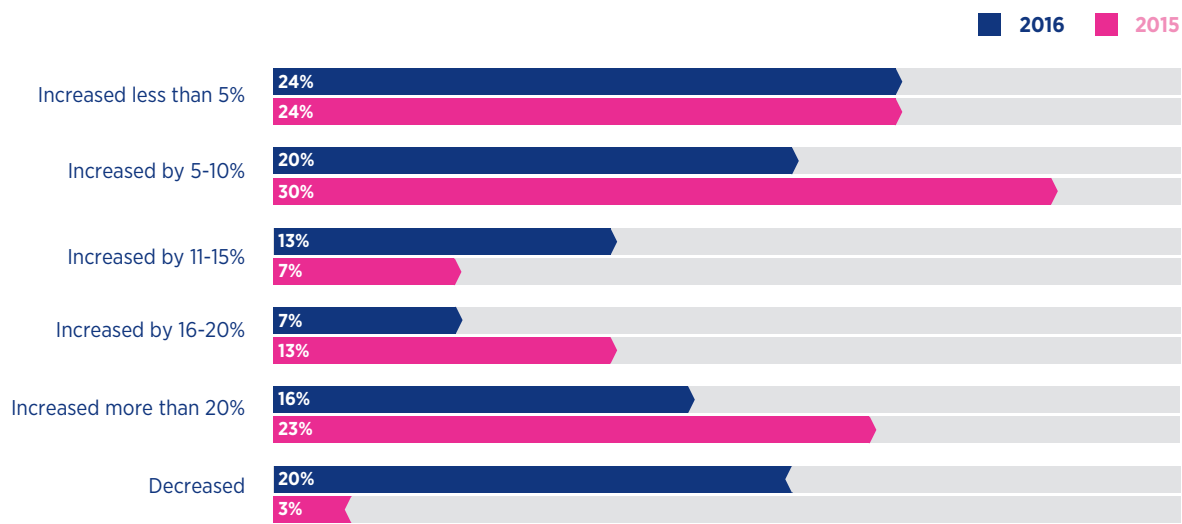


If answered 'Yes'
What was your salary change a result of?

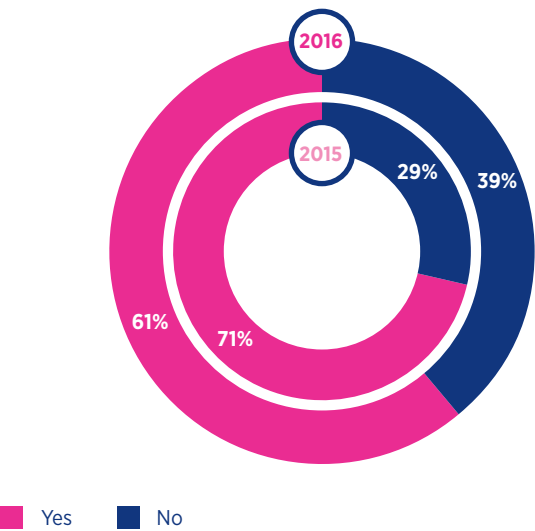


SALES & MARKETING EMPLOYEE SURVEY HIGHLIGHTS

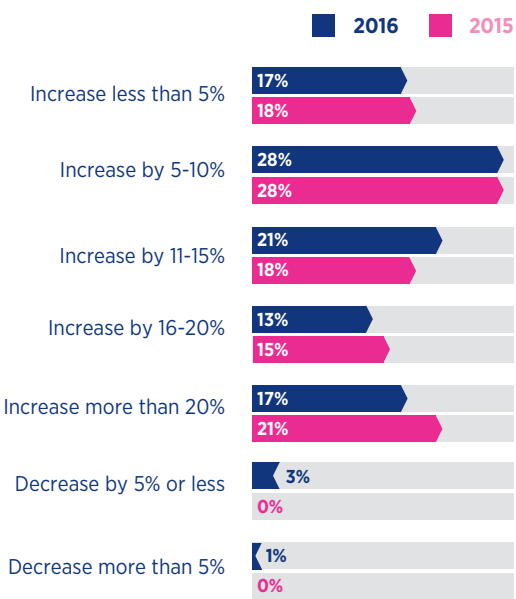
If answered 'Yes'
By what percentage did your salary change?



Do you realistically expect your current salary to change in the next 12 months?



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
Head of Marketing/Marketing Director	40,000-60,000	50,000
Head of Communications	24,500-60,000	42,000
Public Relations Manager	20,000-4,000	32,000
Marketing Manager	12,000-39,000	22,000
Senior Account Manager	12,500-28,000	20,500
Account Manager	12,000-26,000	20,500
Brand Manager	15,000-25,000	20,000
Digital Specialist	10,000-32,000	19,000
Event Manger	8,000-23,000	15,000
Marketing Executive	10,000-23,000	12,500
Social Media Executive	9,000-15,000	12,000

Sales

Position	Range	Average
Sales Director	40,000-91,500	60,000
Head of Business Development	35,000-45,000	40,000
Head of Sales	35,000-45,000	40,000
Senior Sales Manager	30,000-45,000	40,000
Sales Manager	20,000-45,000	30,000
Business Development Manager	20,000-40,000	30,000
Business Development Consultant	12,000-20,000	15,000
Sales Support/Executive	5,000-19,500	12,500

Salaries shown here represent the total monthly salary package for each position, in Arab Emirates Dirhams (AED) as of December 2016.

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SUPPLY CHAIN

There was a reduction in activity within the Supply Chain profession in 2016 compared to 2015, particularly in July, off the back of Ramadan and summer vacations.

The oil prices have had a visible effect in the sector, which has seen a significant increase in redundancies, pay decreases, and a reduction in contract renewals as projects get put on hold or cancelled. It is then no surprise that 'job security' is one of the single biggest reasons for employees to stay with current employers.

Positively, the number of available appointments within Supply Chain is on the up for 2017. Most notably, we have seen that employers are hiring more junior-level candidates and the manufacturing sector, in particular, has increased its hiring activity. Regionally, Dubai and Abu Dhabi remain the most active areas with regards to the volume of jobs available and there has also been an uplift in activity in Oman.

There is relatively higher employee optimism within the Supply Chain profession compared to others surveyed. Work-life balance is viewed most positively within the sector, a greater percentage feel there is the scope to progress within their current organisation, and 72% feel positive about prospects for 2017.

Salaries

Our last Hays GCC Salary & Employment Report correctly predicted employers to rationalise much of their remuneration structures in 2016 in response to weak oil prices.

49% of Supply Chain professionals experienced a change to their salaries in 2016 compared to 67% in 2015 and of those that changed, nearly one third (29%) experienced a decrease in salary.

That being said, the majority of salaries that changed in 2016 increased by 5-10%, as was the case in 2015 and the same rate is also anticipated for 2017. Employees salary expectations are slightly more cautious than last year, with 62% predicting a salary increase in the next 12 months compared to 72% last year.

In Demand

There is no shortage of Supply Chain professionals in the region. Numbers have increased year-on-year as a result of redundancies, a reduction in project work, and more employees staying in otherwise available appointments due to job security.

Of those in employment, a significant 61% intend on moving in 2017 however, this is similar to predictions last year and in reality only 21% changed employer. We would expect this rate to be similar for 2017.

In keeping with cost rationalisation, we have seen the greatest demand to be for candidates of more junior job titles, whose salary expectations are lower than more experienced individuals. Application processes are also typically becoming more rigorous as employers are selecting from a larger pool of candidates and they are willing to invest only in those with whom they are confident will add value to the organisation. Demand for Demand /Supply Planners appears to have reduced year-on-year as a result of the reduction in the mobility of labour in existing roles (related to job security concerns mentioned above).

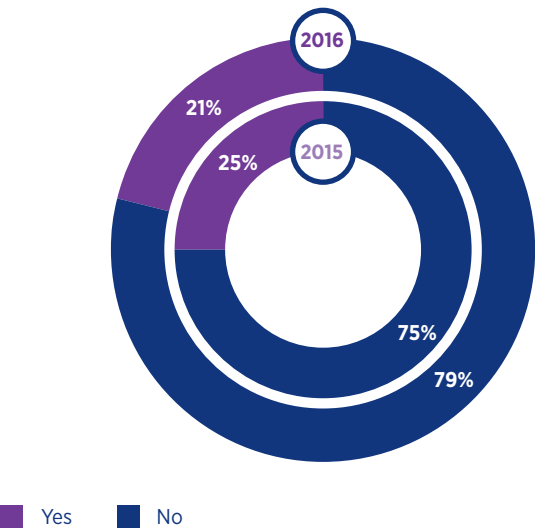
With regards to sector, we have seen an uplift in the number of appointments available within the manufacturing industry, a trend which is likely to continue into 2017. In contrast, we have noticed that the FMCG sector, which consists of a large proportion of MNCs, to have a relatively low number of jobs available as many of these companies are readily staffed and do not require additional headcount.



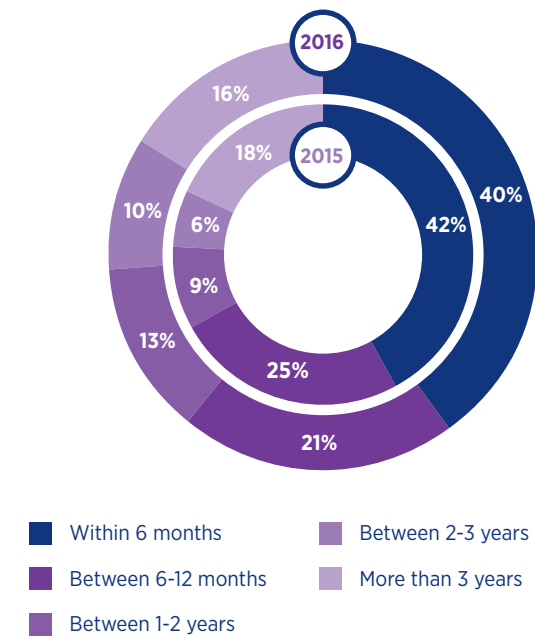
SUPPLY CHAIN
EMPLOYEE SURVEY HIGHLIGHTS

Career

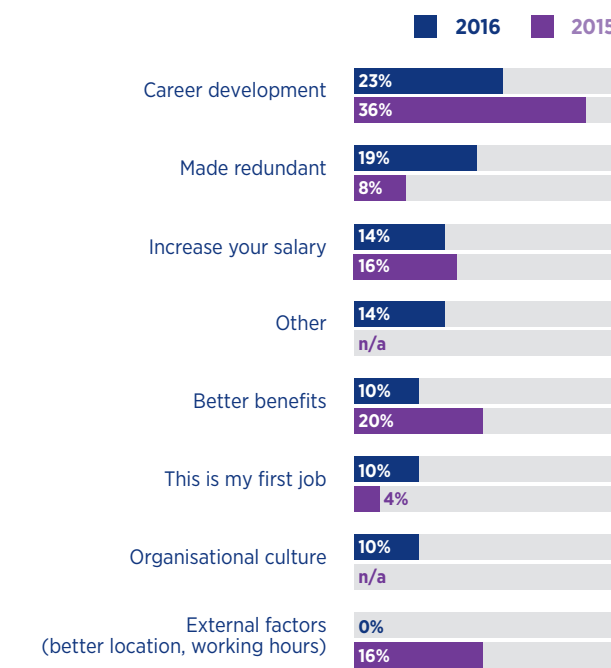
Did you start employment with a new organisation this year?



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



If answered 'yes':
What made you move to a new organisation this year?



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



What factors are keeping you with your current employer?



Aside from salary, what is the most important factor to you when considering a new job?

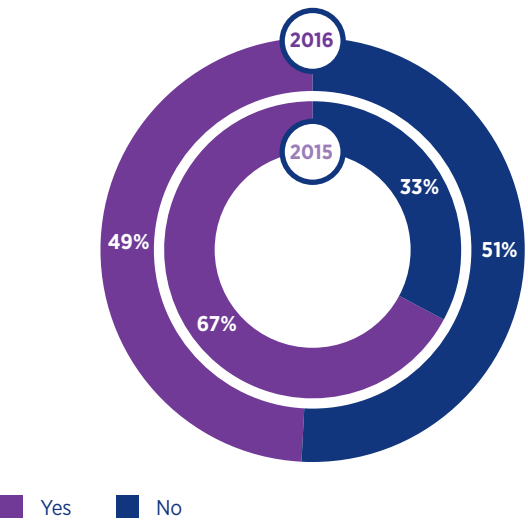


How do you feel about your career prospects for the next 12 months?



Salary

Did your salary change (increase or decrease) this year compared to last?

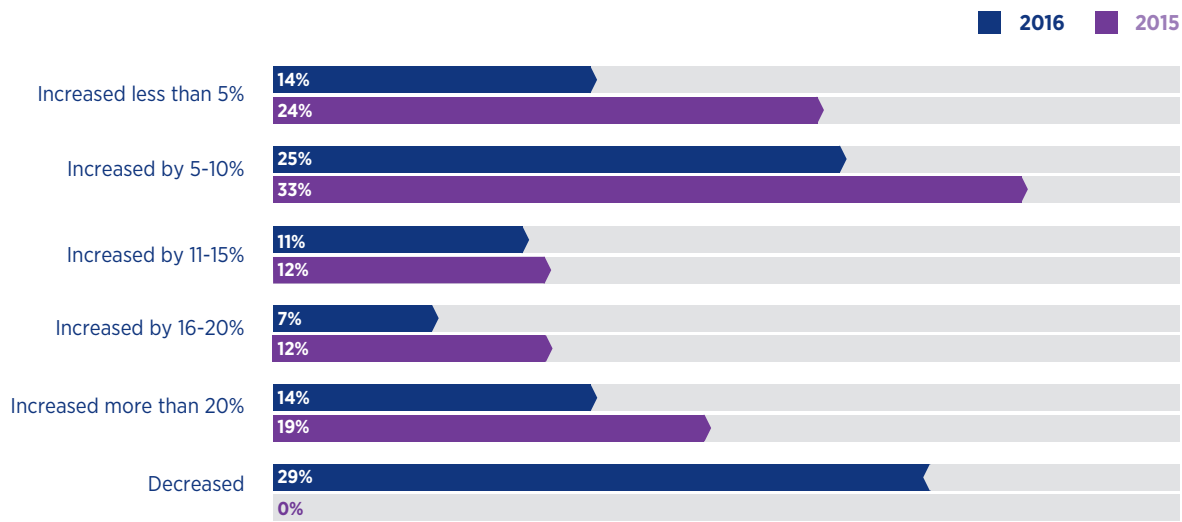


If answered 'Yes'
What was your salary change a result of?

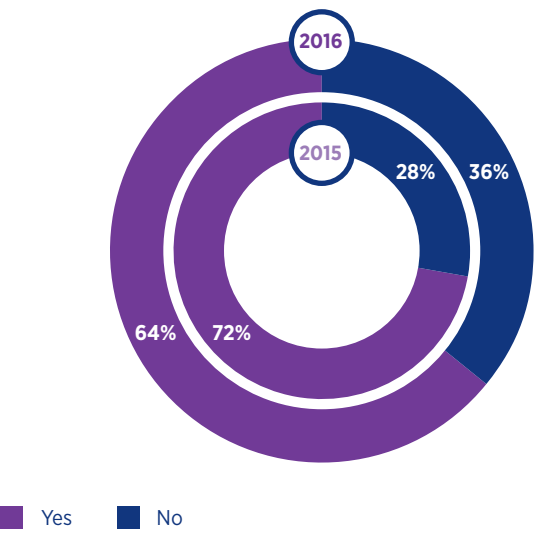


SUPPLY CHAIN EMPLOYEE SURVEY HIGHLIGHTS

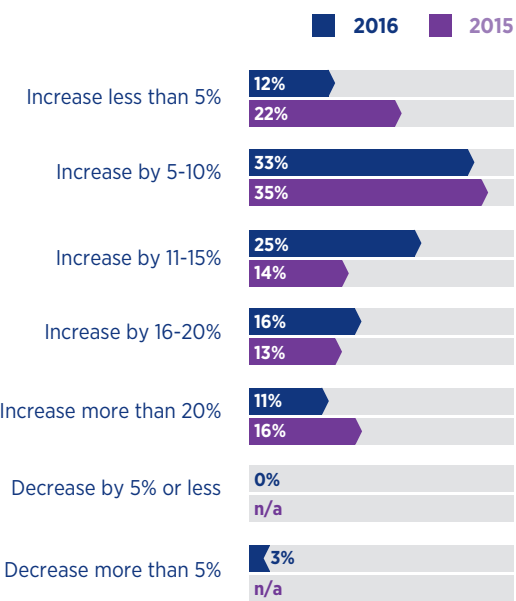
If answered 'Yes'
By what percentage did your salary change?



Do you realistically expect your current salary to change in the next 12 months?



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	45,000-70,000	55,000
Supply Chain Manager	25,000-60,000	40,000
Procurement Manager	25,000-55,000	35,000
Operations Manager	25,000-40,000	32,500
Production Manager	16,000-44,000	25,500
Logistics Manager	17,500-38,000	25,000
Demand Planner	12,000-30,000	25,000
Procurement Officer/Buyer	12,000-25,000	20,000
Logistics Officer/Coordinator	8,000-17,000	10,500

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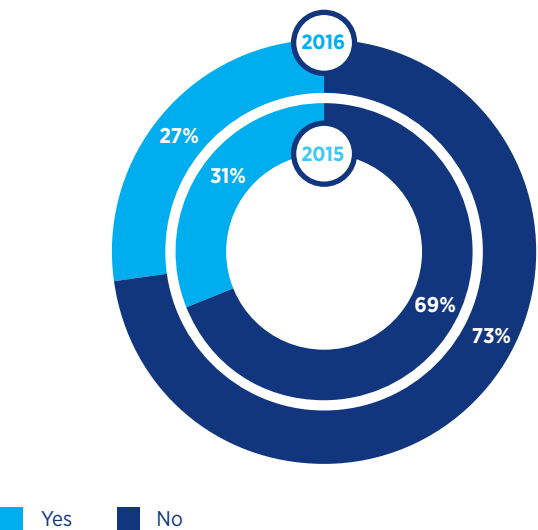
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EMPLOYEE SURVEY RESULTS
CAREER, SALARIES & WORK-LIFE BALANCE

Career

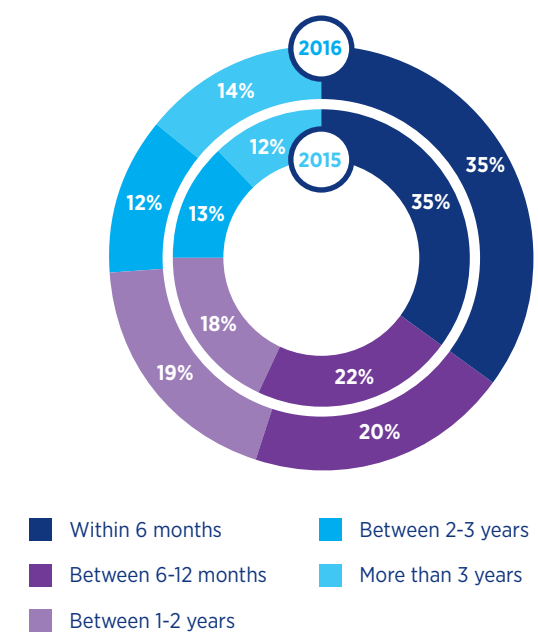
Did you start employment with a new organisation this year?



If answered 'yes':
What made you move to a new organisation this year?



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



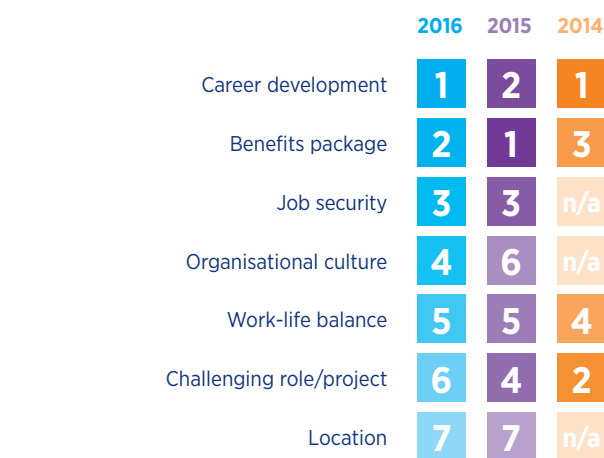
If answered 'within 6 months' or 'between 6-12 months':
Why are you looking to change your job within a year?



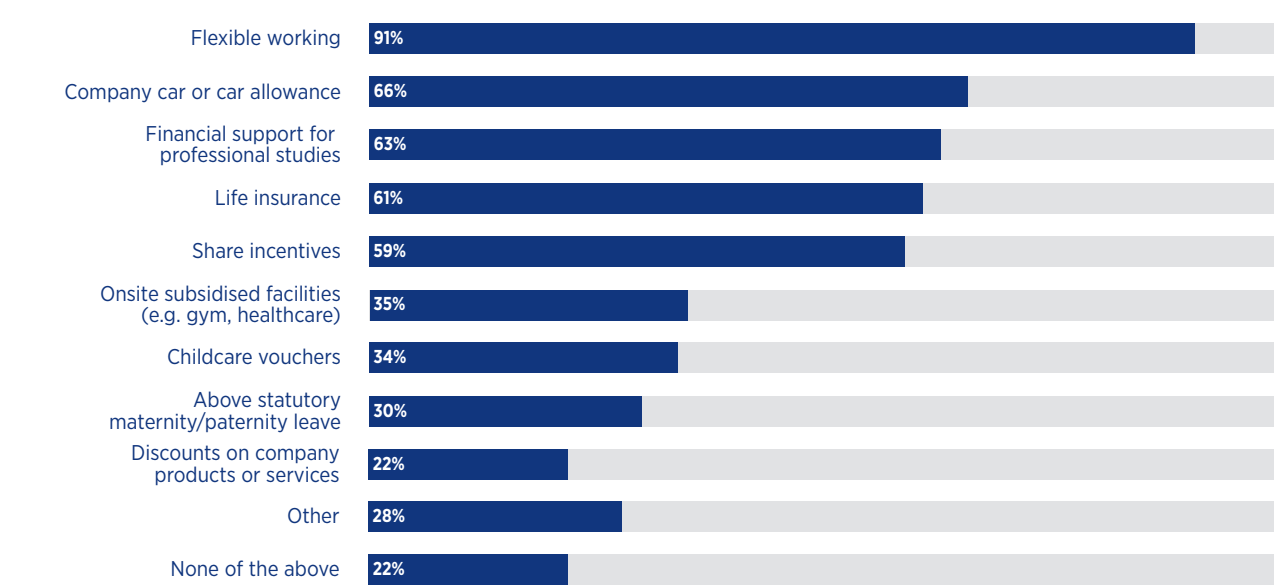
What factors are keeping you with your current employer?



Aside from salary, what is the most important factor to you when considering a new job?



When it comes to benefits specifically, which are important to you when considering a new role?



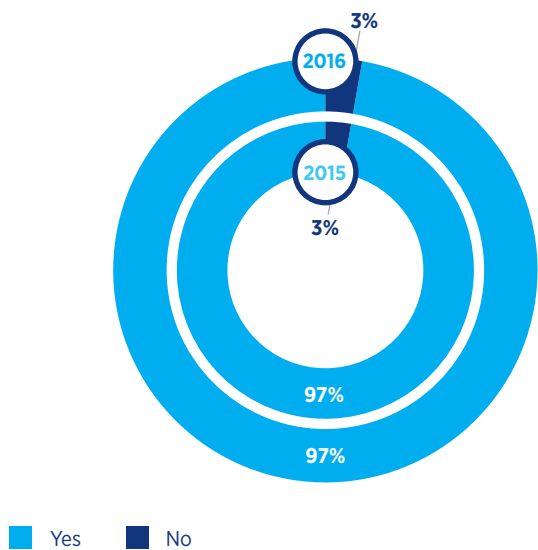
EMPLOYEE SURVEY RESULTS

CAREER, SALARIES & WORK-LIFE BALANCE

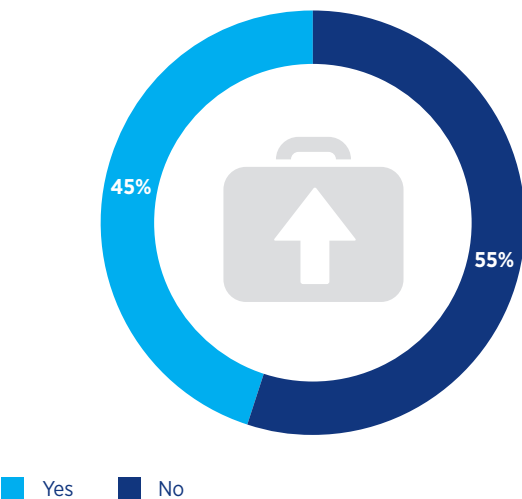
How do you feel about your career prospects for the next 12 months?



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

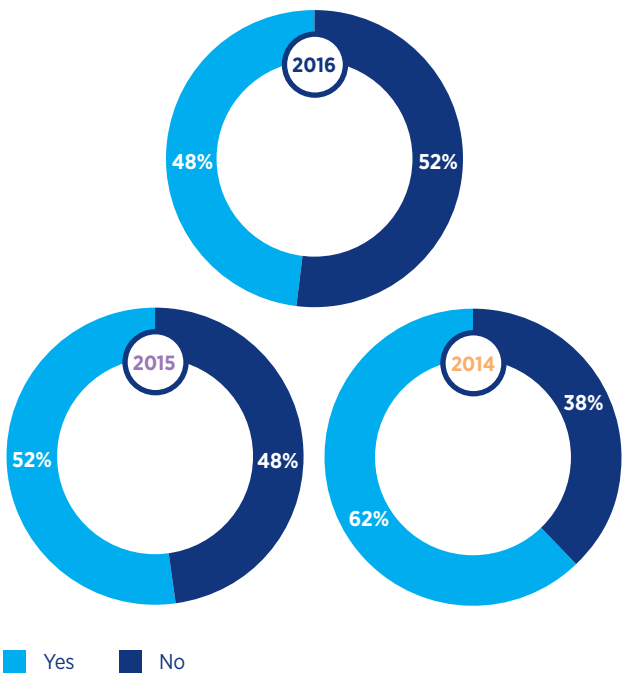


Do you feel that there is scope for career progression within your organisation?

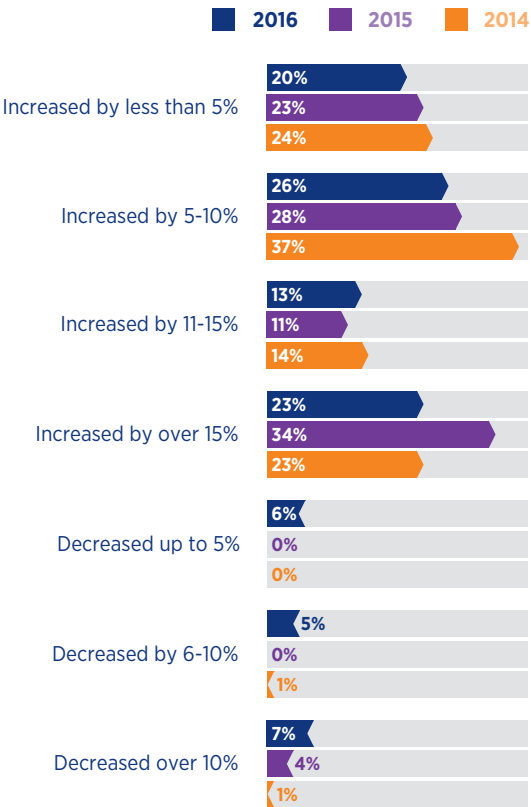


Salary

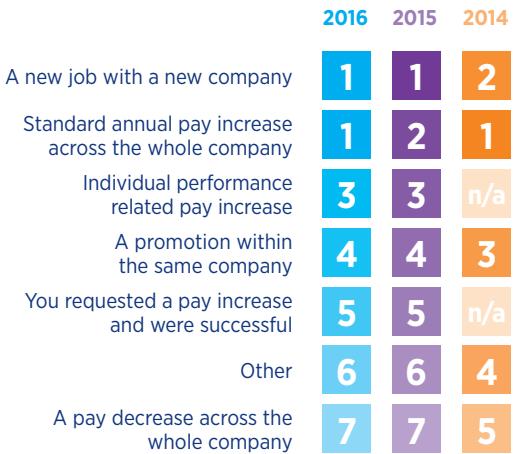
Did your salary change (increase or decrease) this year compared to last?



If answered 'yes':
By what percentage did your salary change?



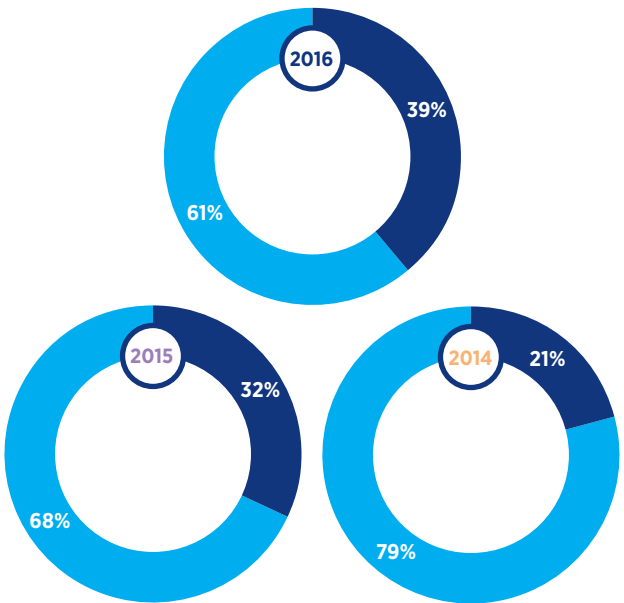
If answered 'yes':
What was your salary change a result of?



EMPLOYEE SURVEY RESULTS

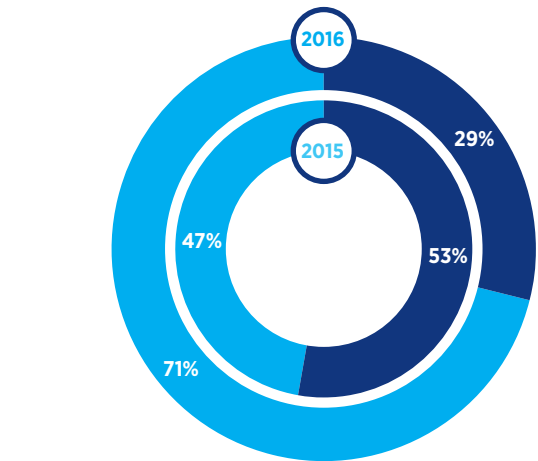
CAREER, SALARIES & WORK-LIFE BALANCE

Do you realistically expect your current salary to change in the next 12 months?



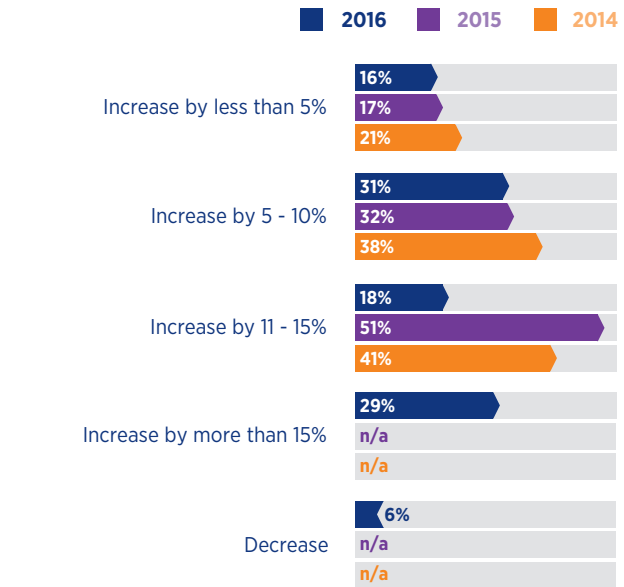
Yes No

Are you happy with this expected salary change?

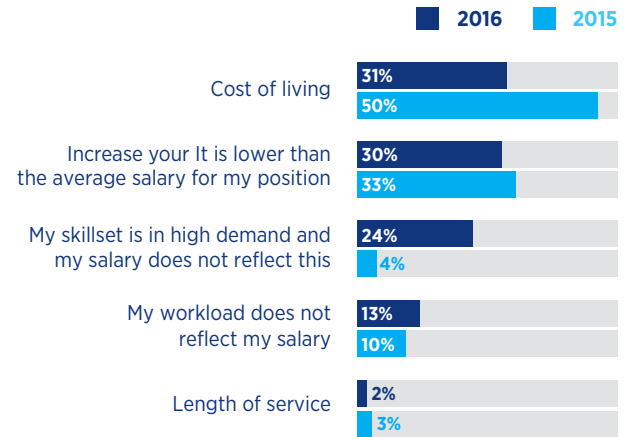


Yes No

If answered 'yes':
By how much do you realistically expect your salary to change?

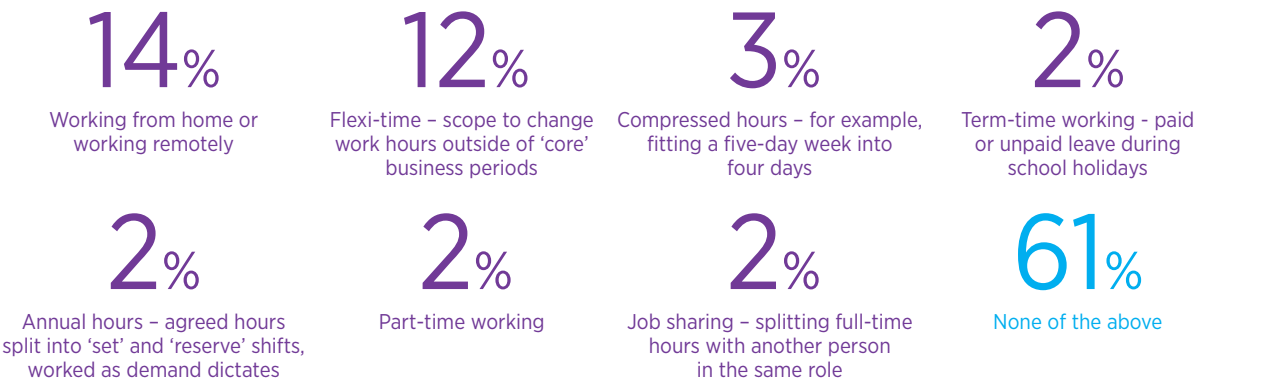


If answered 'no': What is the reason?

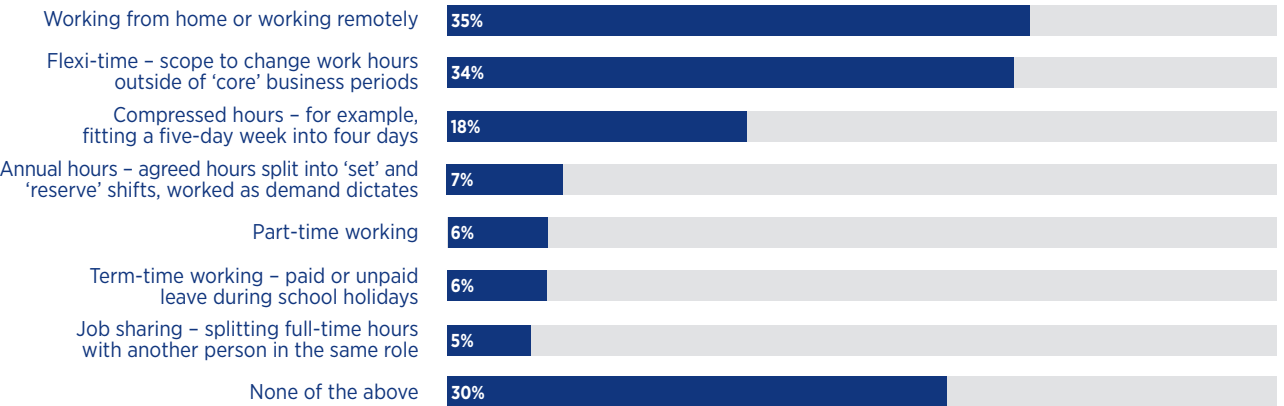


Work-life balance

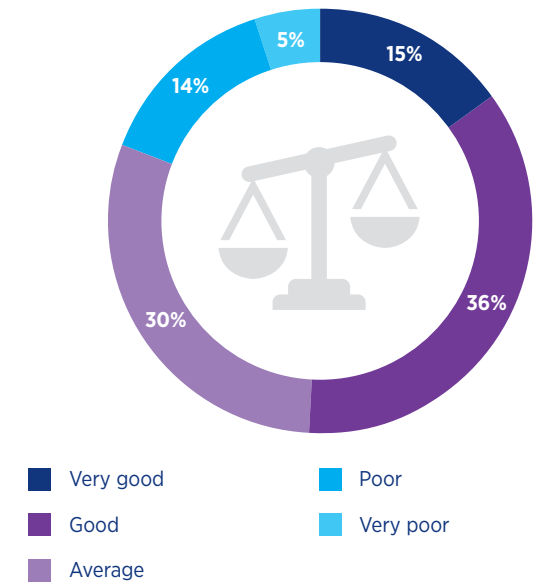
Do you currently use any of the following flexible working options?



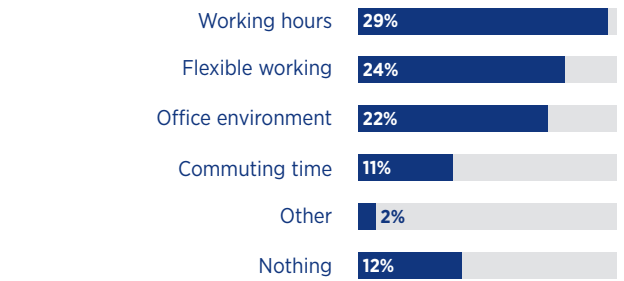
Are any of the following flexible working options important to you when considering a new role?



How would you rate your work-life balance?



Which of the following would you ideally change in order to improve your work-life balance?

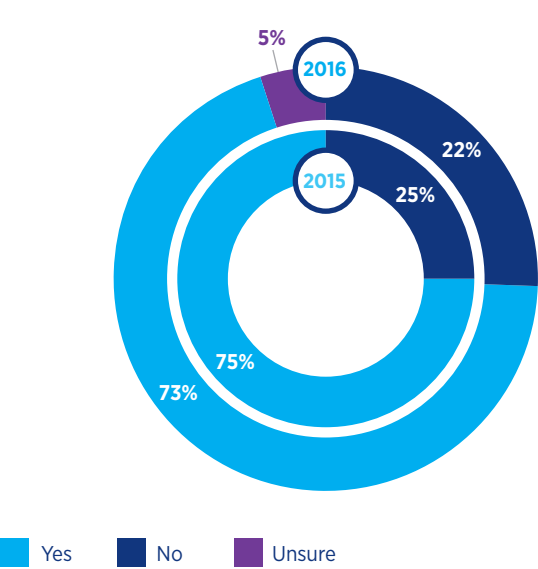


EMPLOYER SURVEY RESULTS

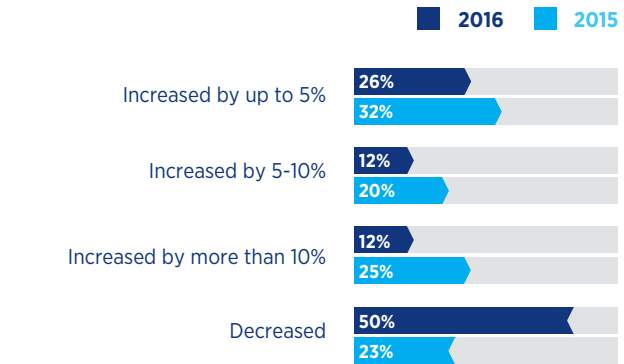
HEADCOUNT, SALARIES, SKILLS & CONTRACTS

Headcount

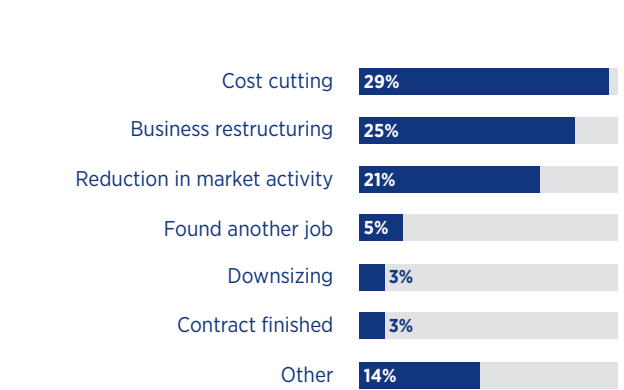
Did your organisation experience a change to staffing levels (increase or decrease) this year compared to last year?



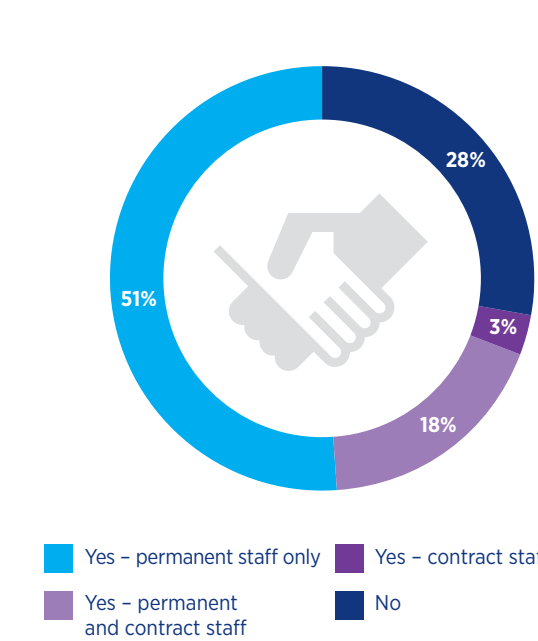
If answered 'yes':
By how much did staffing levels change in the last year?



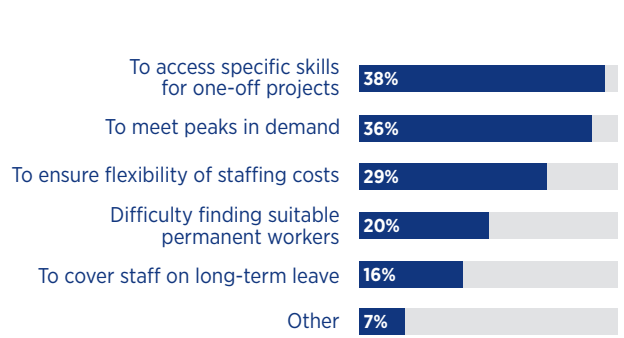
If staffing levels decreased in the last year within your organisation, what was the primary reason for this?



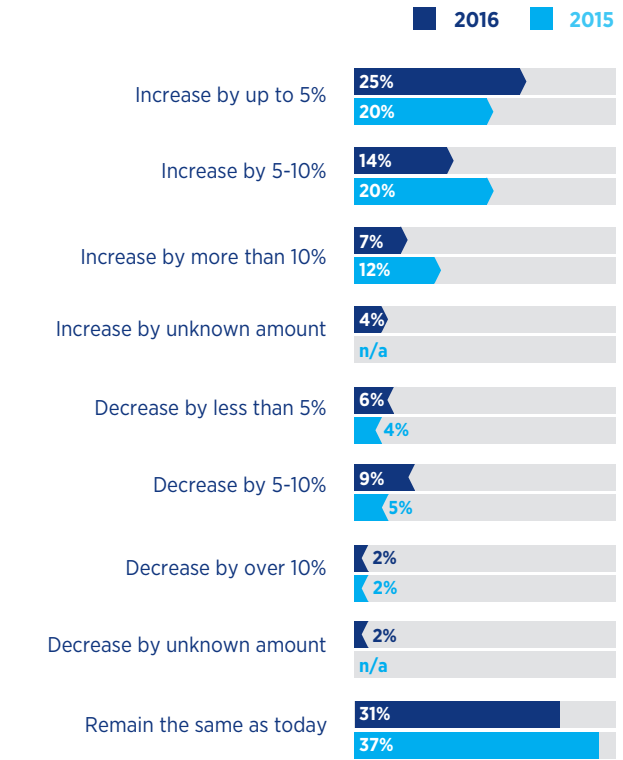
Are you planning on recruiting additional staff in 2017?



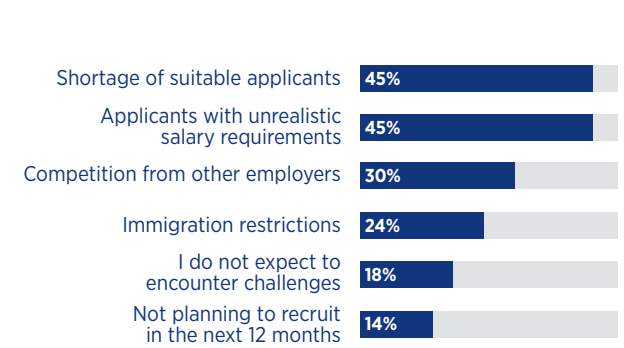
If you do you plan to recruit contract staff in 2017, what are the reasons?



By how much do you expect headcount within your organisation to change in the next year?



Do you expect to encounter any of the following challenges when recruiting staff in 2017?



How would you describe the outlook for your business in the next year?

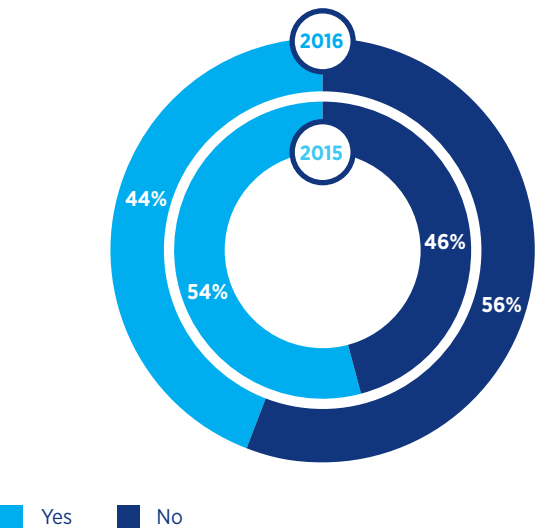


EMPLOYER SURVEY RESULTS

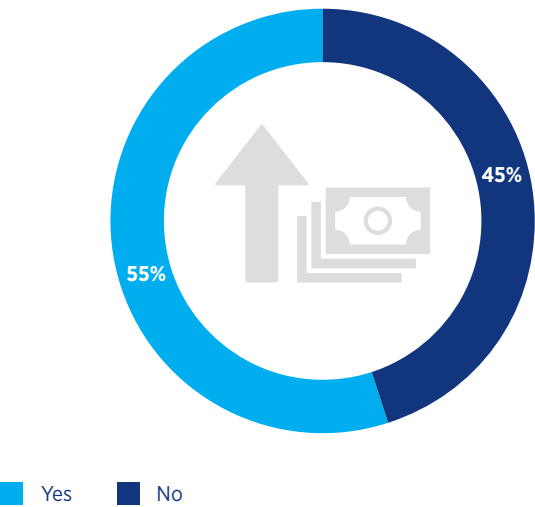
HEADCOUNT, SALARIES, SKILLS & CONTRACTS

Salary

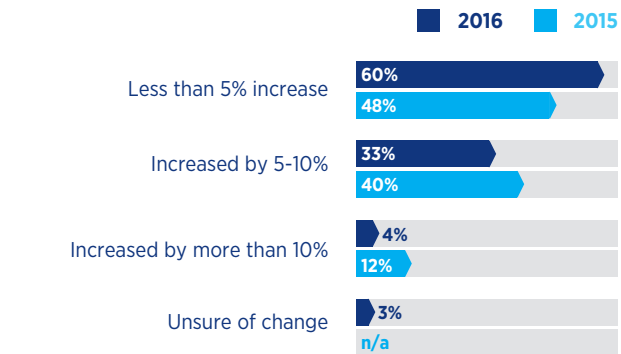
Did your organisation offer a company-wide pay increase this year compared to last year?



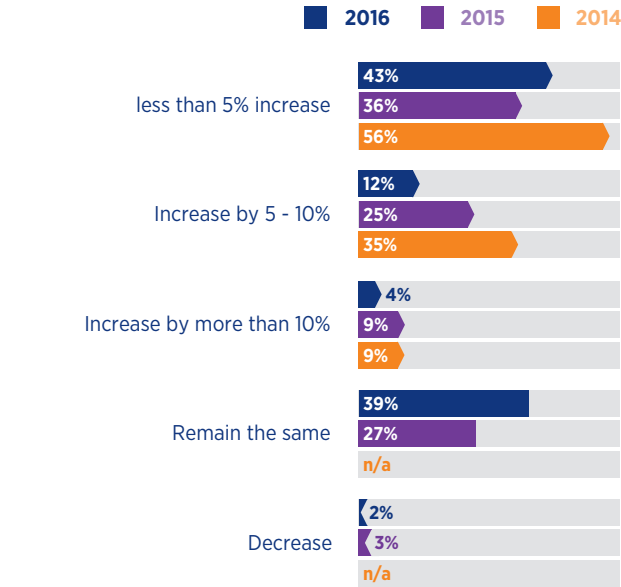
If answered 'no':
Did your organisation offer a pay increase to individual high performers?



If answered 'yes':
By how much, on average, did salaries change by?



By how much do you expect salaries within your organisation to change in the next year?

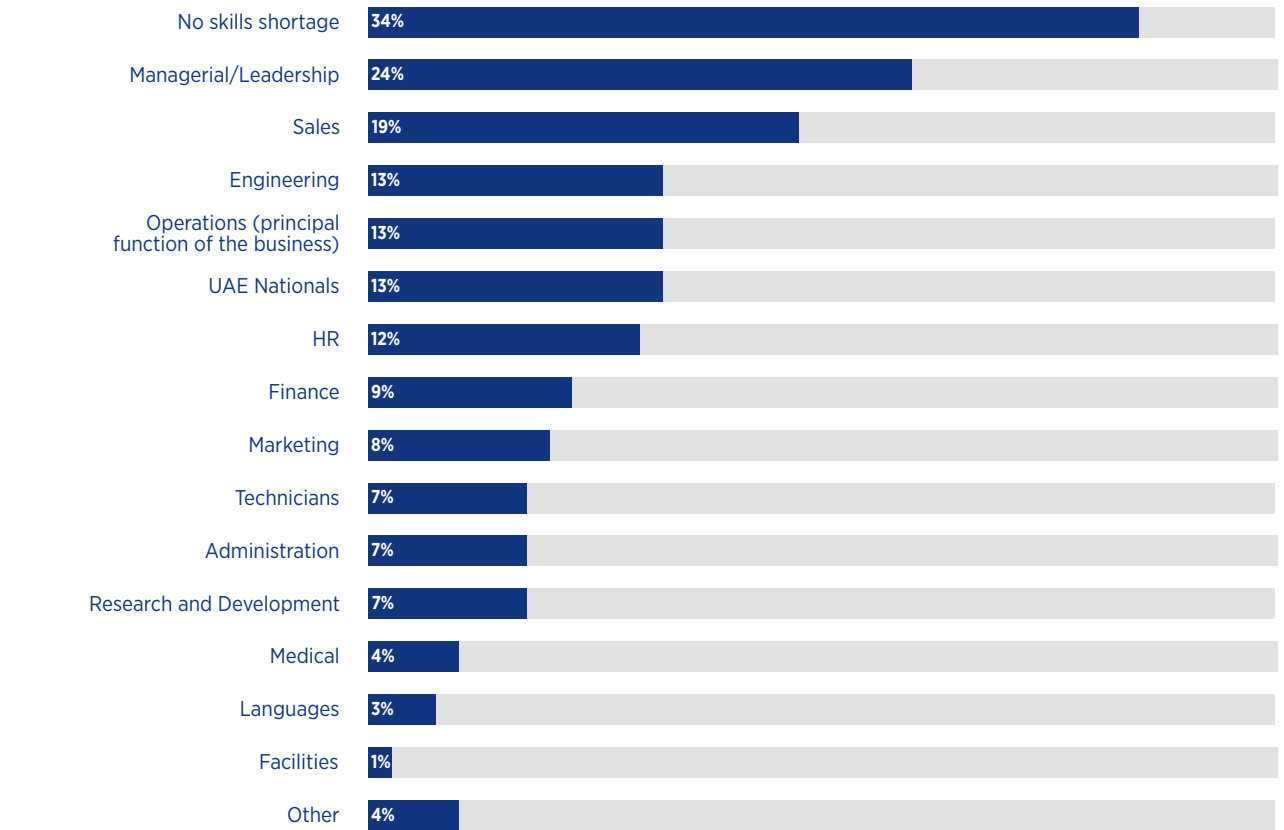


Skills

Do you think your organisation has the talent needed to achieve its 2017 objectives?



Which areas within your organisation are you experiencing skills shortages (if any)?

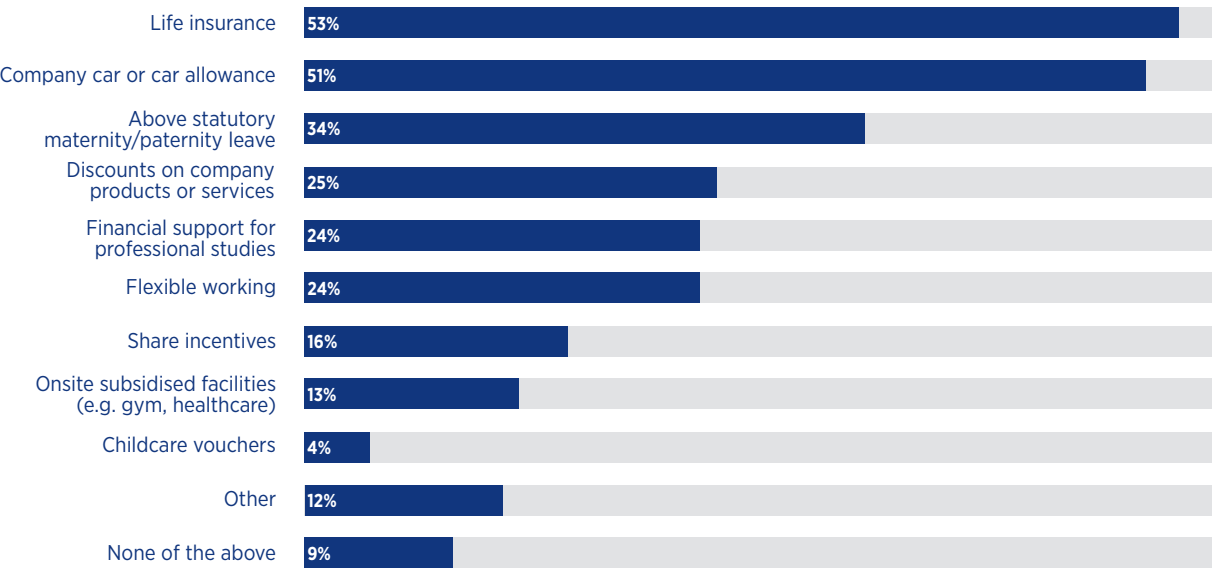


EMPLOYER SURVEY RESULTS

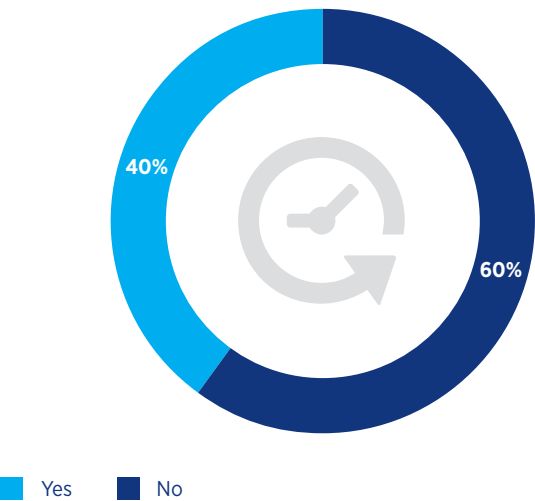
HEADCOUNT, SALARIES, SKILLS & CONTRACTS

Employment contract

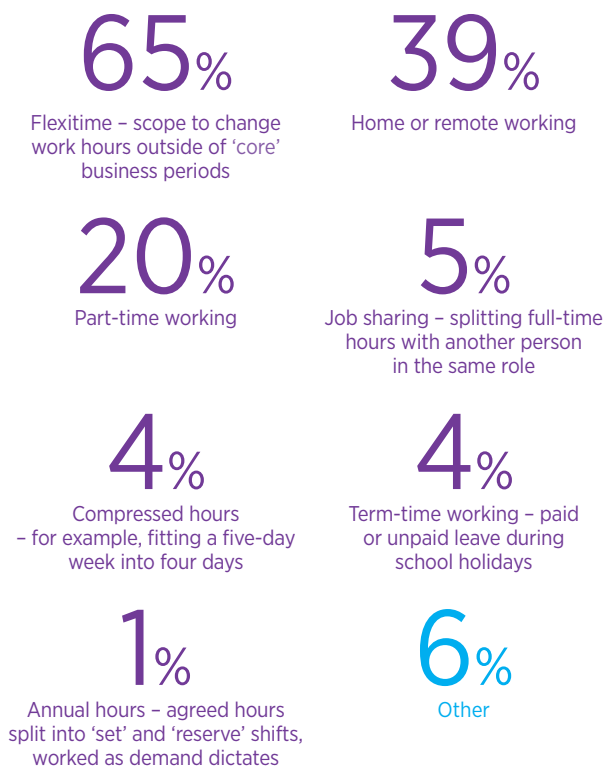
Which of the following benefits does your organisation offer employees as part of a standard employment package?



Is flexible working available in your organisation?



If answered 'yes':
Which of the following flexible working options does your organisation offer?



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

- AP/AR Accountant
- Cost/Revenue Accountant
- Finance Business Partner
- Finance Director
- Finance Manager
- Financial Accountant
- Financial Analyst
- Financial Controller
- Financial Planning & Analysis Manager
- Fund Accountant
- Head of Finance
- Head of Internal Audit
- Management Accountant
- Regional Finance Manager
- Risk Manager
- Tax Accountant

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
- Programme Director
- Project Manager
- Projects Control Manager
- Property Analyst
- Property Manager
- QA/QC Manager
- Quantity Surveyor
- Research Manager
- Sales & Leasing Consultant
- Valuations Manager

Engineering

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

Executive

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

Healthcare

- Allied Health
- Consultant & Specialist Level Dentists
- Consultant & Specialist Level Physicians
- Healthcare Management
- Nursing

HR

- Chief HR Officer
- 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 Consultant
- Change Manager
- Chief Information Officer
- Chief Technology Officer
- Graphic Designer
- Infrastructure Manager
- IT Business Development Manager
- IT Director/Manager
- IT Sales Manager
- IT Securities Manager
- IT Systems Analyst
- Mobile Developer
- Programme Manager
- Project Leader
- Project Manager
- Software Developer

Legal

- Chief Legal Officer
- Commercial Lawyer
- Corporate Lawyer
- General Counsel
- Head of Legal
- In-house Counsel
- Legal & Compliance Manager
- Legal Counsel
- M&A Associate
- Paralegal

Office Support

- Administrator
- Company Secretary
- Executive Assistant
- Legal Secretary
- Office Manager
- Personal Assistant
- Receptionist
- Secretary
- Translator

Oil & Gas

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

Sales & Marketing

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

Supply Chain

- Buyer
- Category Manager
- Demand Planner
- Head of Supply Chain
- Logistics Manager
- Procurement Director
- Sourcing Manager
- Supply Planner

Emiratisation

- All sectors at all levels

ABOUT US

From our offices in Dubai and Abu Dhabi, we focus on offering permanent and contract recruitment solutions across the GCC. 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 multinational organisations, 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.

Capabilities

- Permanent hiring
- Contracting
- Executive Search
- Head hunting
- Multiple hiring
- Emiratization
- Recruitment Process Outsourcing

Local areas covered

- UAE
- Saudi Arabia
- Oman
- Kuwait
- Bahrain
- Qatar

32

Specialist recruitment consultants

300+

Total years of recruitment experience

2005

The year Hays GCC was established

100,000

Database of candidates



CONTACT US

If you require any further information on Hays or would like to discuss your recruitment needs, please contact our local experts on +971 (0) 4 559 5800 or email marketing.uae@hays.com

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