



INDEX

Introduction	1
About this report	3
Survey results	4
Employee	6
Employer	12
Salary Guide	18
Accountancy & Finance	20
Construction, Property and Engineering	26
Human Resources	32
Information Technology	38
Legal	44
Marketing	50
Office Support	56
Sales	62
Supply Chain	68
Our specialist areas	74
About us	76

INTRODUCTION



Welcome to the fourth Hays GCC Salary and Employment Report, the detail of which goes beyond a simple list of job titles and salaries to analyse what is actually happening in the world of employment across the GCC; how many people are changing jobs each year, what percentage of the workforce receive an increase in salary and by how much, what are the motives for people to commence a new job search, how many people end the year in December on a lower salary than which they started the year in January? And so on.

The information in the report comes from job seekers registered with Hays UAE and from the clients for whom we recruit. This year we have received the largest number of contributions to date with over 4,250 completed surveys, adding further statistical integrity to previous years reports. We are confident therefore that the figures and the conclusions we draw in the report represent the experiences of the wider professional workforce across the GCC.

It is said that the four key cornerstones of our lives are our family, our health, where we live, and our employment, and it is our employment which allows us to pay for the other three! It's not surprising therefore that there is an inordinate amount of interest in what's happening with salaries and jobs, so what happened in 2017 and what are we expecting in 2018?

The first thing to report is that, like 2016, the ongoing challenges caused by low energy prices resulted in over a third (35%) of the companies who responded to our survey reducing their headcount. This is broadly supported by the 5% of our candidate respondees who were made redundant in 2017.

Looking ahead, employers are more positive about 2018 with 66% expecting market activity to increase for their business. When looking at the areas of anticipated skills shortages in 2018 the two largest are 'Managerial/Leadership' and 'Sales', and this is borne out by our own experiences; two of our busiest recruitment teams in 2017 cover the Executive Search and Sales markets. New leadership teams have been hired extensively across the region to drive performance in challenging markets, and in a similar vein companies have constantly looked to refresh their sales teams with proven talent.

Turning now to salaries, the broader experiences reported for 2017 were exactly the same as in 2016; 39% of candidates reporting an increase in salary during the year, 52% reporting no change, and 9% reporting a decrease in salary during the year. We don't have further detail about this latter 9% but our hunch is that this is from a mixture of some companies changing the terms and conditions of their employment offerings, and some people losing their jobs having to take up a new role at a lower salary.

What is quite clear from our last two surveys is that the era (if there ever was one) of the large-scale across the board pay rises for all employees is over. Some companies are selectively targeting higher performers for above inflation pay rises, but for the third year running the single biggest explanation offered by our candidates for an increase in their pay in 2017 was 'A new job with a new company'. Now there is always a disparity between the number of people who anticipate changing jobs in the next twelve months, and those that actually do, but in 2017 29% of respondents changed jobs (55% had anticipated changing jobs in 2017). Looking ahead 51% expect to change employer in 2018, so we would forecast somewhere in the late 20%'s as the likely figure.

We accept that our figures might be slightly higher than a 'norm group', seeing as our survey recipients are on a recruitment agency database, but nevertheless an attrition rate of 28-29% is high and explains why so many companies rate associated issues so highly. Our clients report the two most challenging areas for their HR teams in 2018 to be 'Employee engagement' and 'Staff retention'.

As for my own thoughts, having just read Dan Gardner's book *Future Babble: Why Expert Predictions Fail - and Why We Believe Them Anyway*, I'm rather wary of looking into the crystal ball. If pushed however, and in the absence of a major geo-political event in the region, I see no reason why conditions for employment across the GCC shouldn't continue to marginally improve in 2018 in the build up to Expo 2020.

Many thanks to everyone who contributed to this year's survey and here's to a prosperous next twelve months.

A handwritten signature in dark ink, appearing to read 'Chris Greaves', written in a cursive style.

Chris Greaves
Managing Director, Hays Gulf Region



ABOUT THIS REPORT

Hays annual GCC Salary & Employment Report provides an in-depth analysis of the hiring market and employee salaries within the Gulf Cooperation Council (GCC) region.

This is the fourth and largest edition produced and covers the following nine job categories: Accountancy & Finance, Construction, Property and Engineering, Human Resources, Information Technology, Legal, Marketing, Office Support, Sales, and Supply Chain*.

By reading this report, you will gain detailed insights about salary and hiring trends in 2017, as well as employer and employee expectations for 2018. The information 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 (October - end December) 2017 from over 3,500 employees and 750 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.

*Please note that the Oil & Gas sector is not included.
For more information about this industry, visit our dedicated website: haysplc.com/global-recruitment/oil-and-gas

SURVEY RESULTS

EMPLOYEES & EMPLOYERS

Hiring trends

Hiring activity was largely the same in 2017 as in 2016. Positively, a significant 40% of employers reported an increase in headcount and a significant 29% of working professionals also stated that they started a new job with a new organisation in the last 12 months (compared to 39% and 27% respectively in 2016).

However, the low energy prices have resulted in companies taking a cautious approach to recruitment. This is evident from the 35% of employers who reduced the size of their workforce in 2017 – slightly improved from the 39% who said the same in 2016, and we have seen organisations to be much more selective and considered when they do look to add to their headcount. In reference to this, application processes have become increasingly rigorous and prolonged in timescale than previous years with companies committing to the costs of hiring only once they are confident that they have identified the most capable talent, who will add significant value to their organisation.

Also different from previous years, we noticed an increase in the number of roles being offered by employers on a contract rather than permanent basis during 2017. While contracting is a relatively new concept in the GCC in contrast to European markets, we believe this trend to have emerged due to the cost efficiencies that can be gained by companies who are working to short-term deadlines – typically related to IT and technology implementation projects. Here, we have seen businesses take advantage of the flexibility contracting allows with regards to upscaling the size of their workforce as required of the project workload, without having to take on the full employment responsibilities and costs involved in on and off-boarding permanent staff. What's more, we have seen contracting to be an attractive option for companies new to the region, who want to trial their products/services in the local market before deciding whether to bear the costs of expanding their operations on a greater and permanent basis. Going forward, we anticipate contracting to grow in prevalence as more organisations realise the benefits and options available to them.

Looking ahead to the next 12 months, we expect hiring activity to increase. This optimism is supported by the 71% of employers based in the region who plan on recruiting additional staff in 2018 and the 66% who forecast market activity to increase for their business. From an employee perspective, job security is also less of a concern than the last two years and instead, career progression is a much more significant factor when considering whether to stay with their current employer or search for a new job in the next year.

Salary trends

Salary trends in 2017 were identical to 2016 for professionals working in the GCC, with 52% remaining the same, 9% decreasing and 39% increasing; the majority once again by 5-10%. Slightly different was the average salary rise given as a result of a company-wide pay increases, with more receiving a change of less than 5% and fewer professionals receiving an increase of 5-10%. However, this is unlikely to have any significant bearing on salaries for 2018, where we are seeing growing optimism in the market.

Over the next 12 months, 68% of employers expect salaries to increase compared to 59% who said the same for 2017. For the first time since collating this report, employee salary expectations are slightly more subdued than employers, with 59% predicting an increase to their salary in 2018. However, once again, the majority of working professionals anticipate this to rise by 5-10%.

Skills

The number of available candidates continues to grow year-on-year, largely owing to tax-free salaries attracting workers to the region.

69% of businesses do, however, expect to encounter some form of skills shortages over the next 12 months. Much of the reason for this, as stated by nearly 70% of organisations, was either due to 'competition from other employers' hiring the talent that they are after, or simply a 'shortage of suitable applicants' in the local market. As such, we are noticing talent management, engagement and retention to be of much greater significance to employers, as they look to upskill and maximise the capabilities of their existing resource, while at the same time attracting and retaining top talent ahead of their competition.

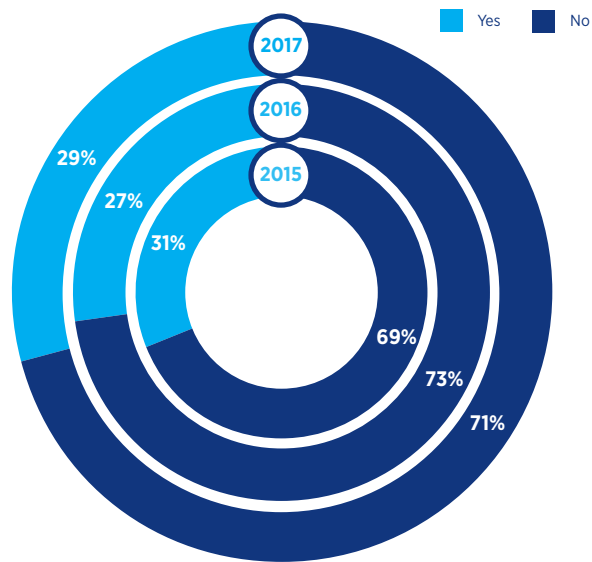


EMPLOYEE SURVEY RESULTS

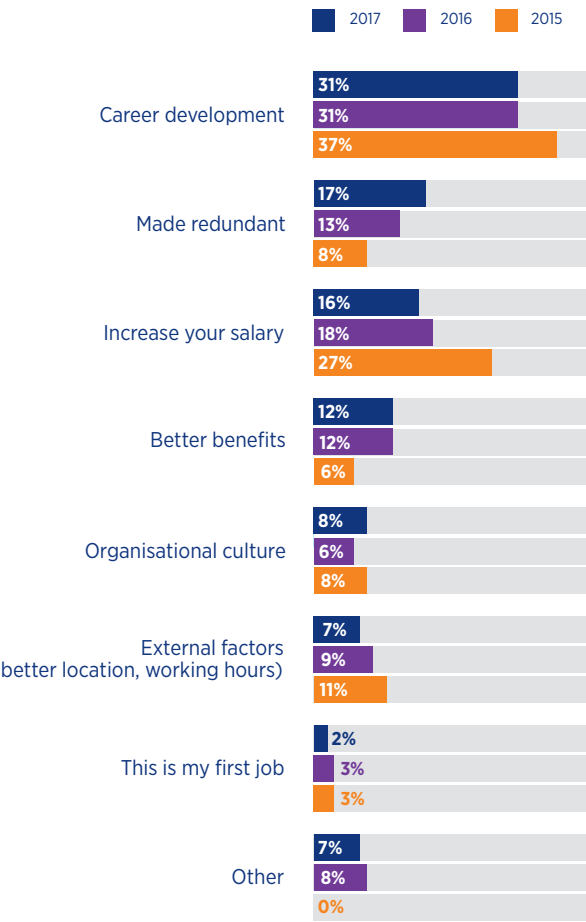
CAREER, SALARIES & WORK-LIFE BALANCE

Career

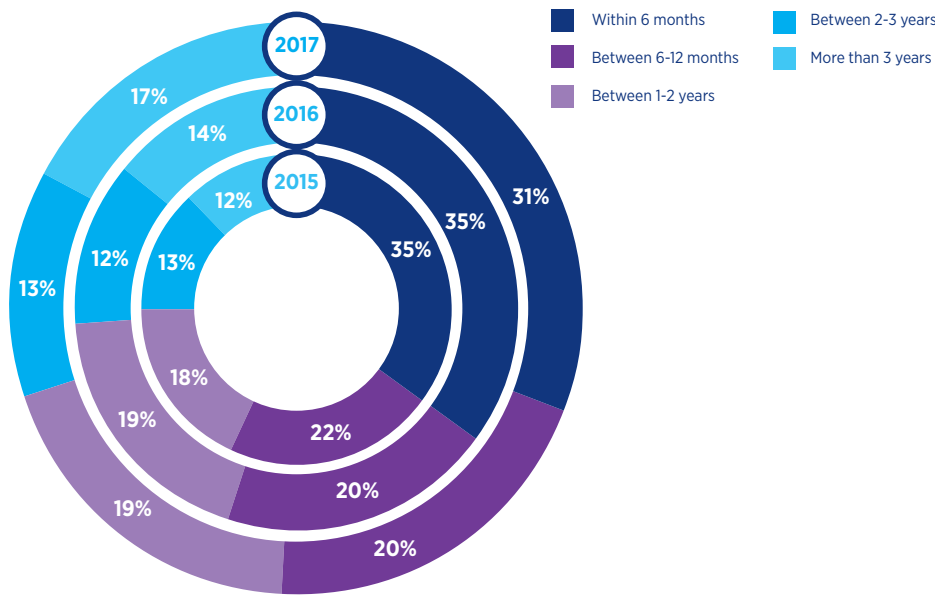
Did you start employment with a new organisation this year?



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 are the most important factors keeping you with your current employer?



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



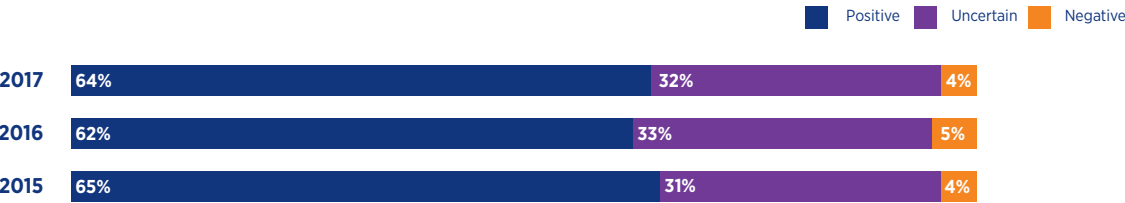
When it comes to benefits specifically, which is the most important to you when considering a new role?



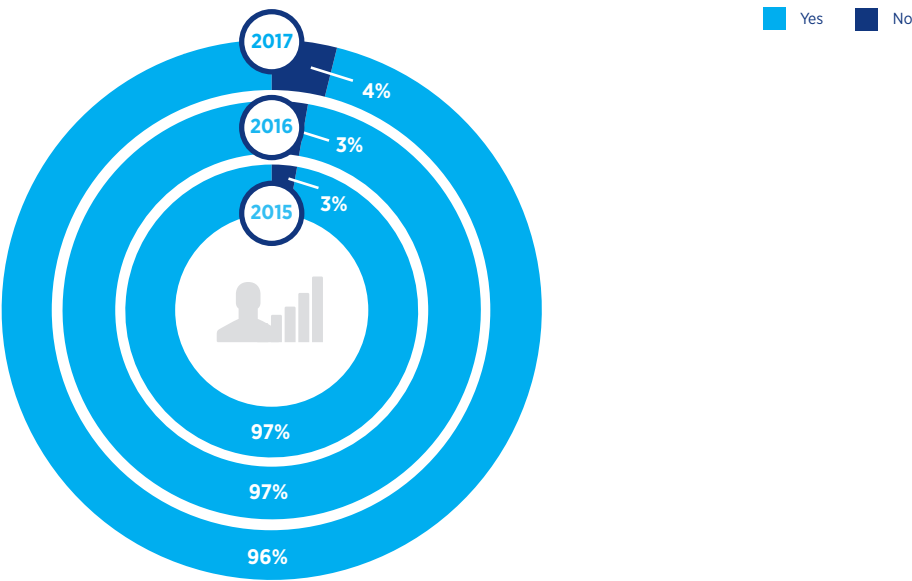
EMPLOYEE SURVEY RESULTS

CAREER, SALARIES & WORK-LIFE BALANCE

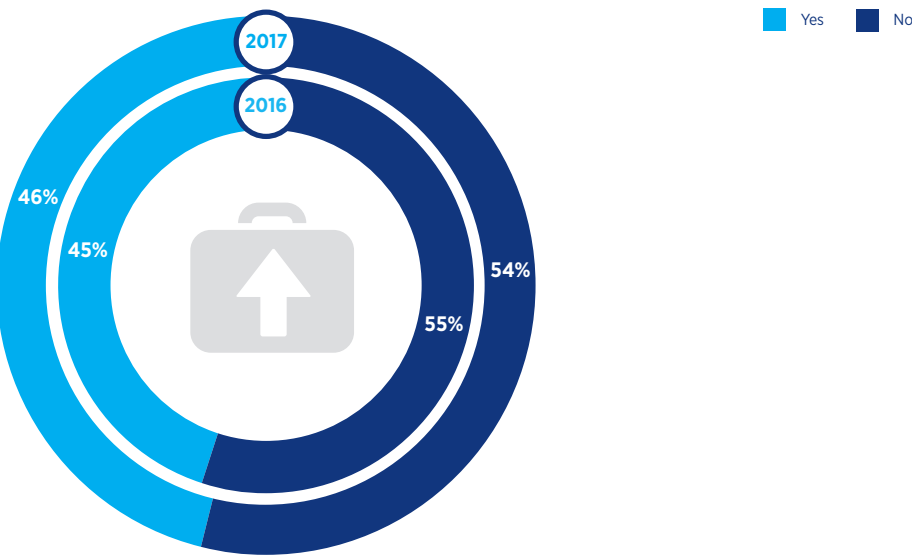
How do you feel about your career prospects for the next 12 months?



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

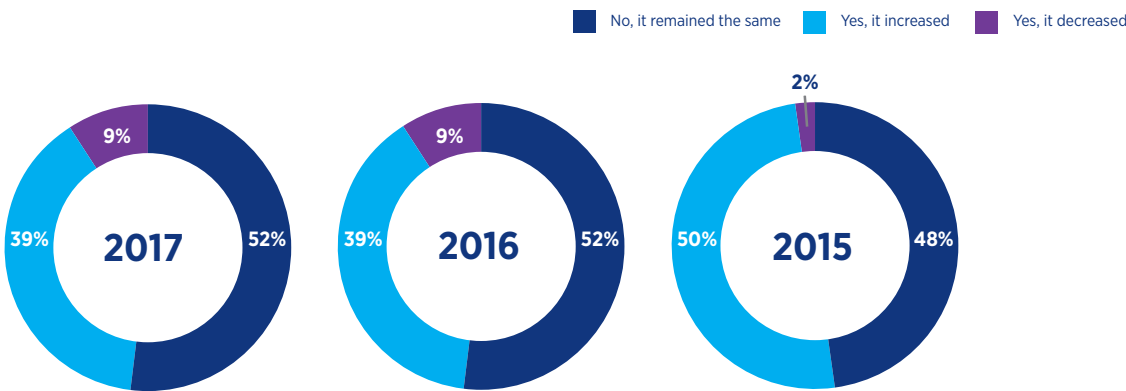


Do you feel that there is scope for career progression within your organisation?

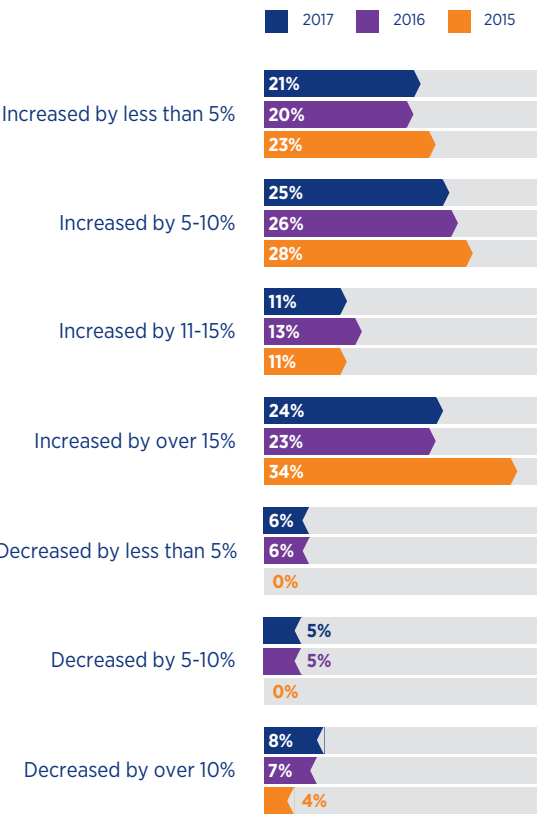


Salary

Did your salary change this year compared to last?



If it did change:
By what percentage was this?



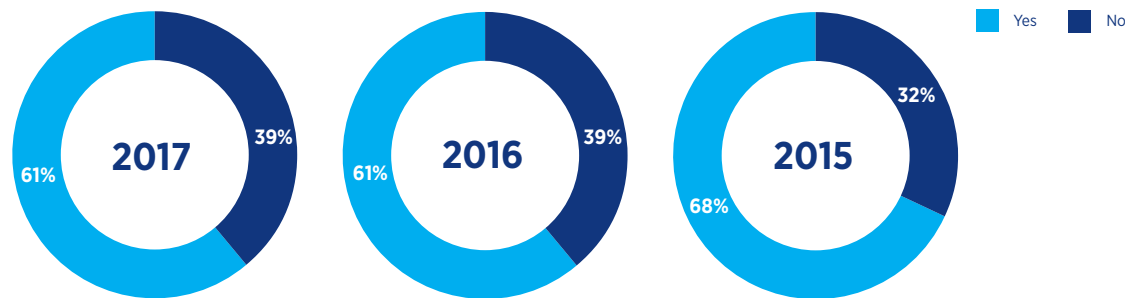
If it did change:
What was the reason for this?



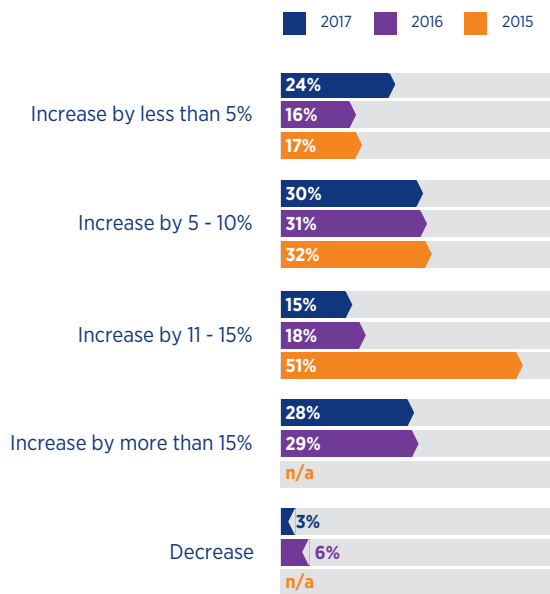
EMPLOYEE SURVEY RESULTS

CAREER, SALARIES & WORK-LIFE BALANCE

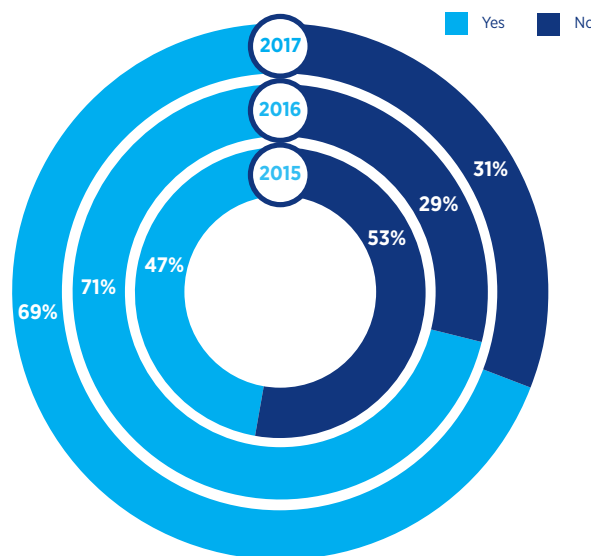
Do you realistically expect your current salary to change in the next 12 months?



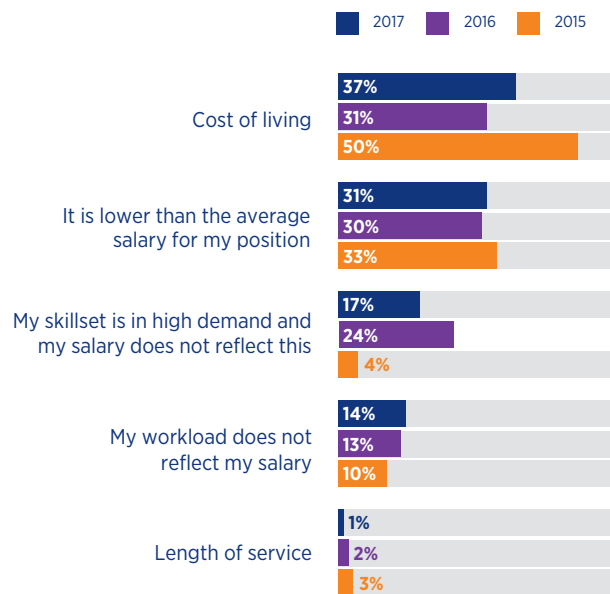
If answered 'yes':
By how much do you realistically expect your salary to change?



Are you happy with this expected salary change?

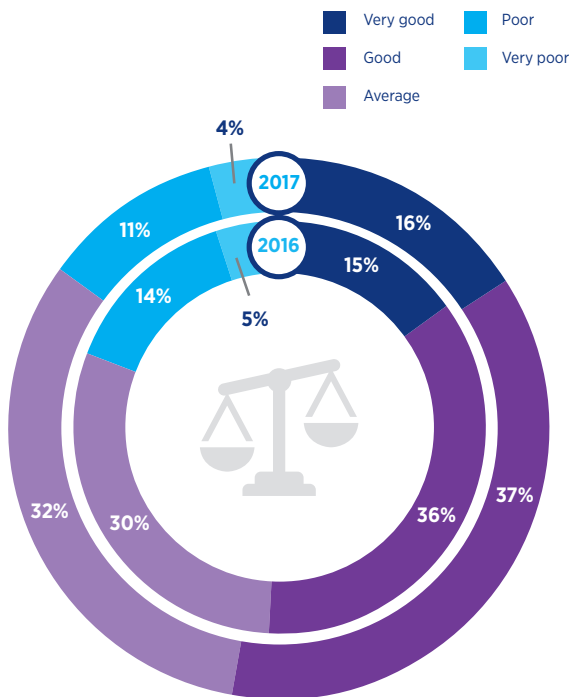


If answered 'no': What is the reason?



Work-life balance

How would you rate your work-life balance?



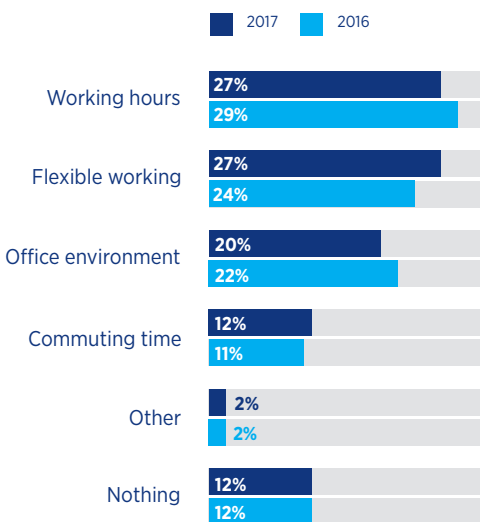
Do you currently use any of the following flexible working options?

2017	2016	
17%	14%	Working from home or working remotely
17%	12%	Flexi-time: Scope to change work hours outside of 'core' business periods
3%	3%	Compressed hours (i.e. fitting a five-day week into four days)
3%	2%	Part-time working
2%	2%	Annual hours: Agreed hours split into 'set' and 'reserve' shifts, worked as demand dictates
2%	2%	Term-time working: Paid or unpaid leave during school holidays
2%	2%	Job sharing: Splitting full-time hours with another person in the same role
1%	0%	Other
65%	61%	None of the above

Which of the following flexible working options (if any) are the most important to you when considering a new role?

	2017	2016
Working from home or working remotely	1	1
None of these are important to me	1	3
Flexi-time: Scope to change work hours outside of 'core' business periods	3	2
Compressed hours (i.e. fitting a five-day week into four days)	4	4
Part-time working	5	6
Annual hours: Agreed hours split into 'set' and 'reserve' shifts, worked as demand dictates	5	5
Term-time working: Paid or unpaid leave during school holidays	7	6
Job sharing: Splitting full-time hours with another person in the same role	8	8

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

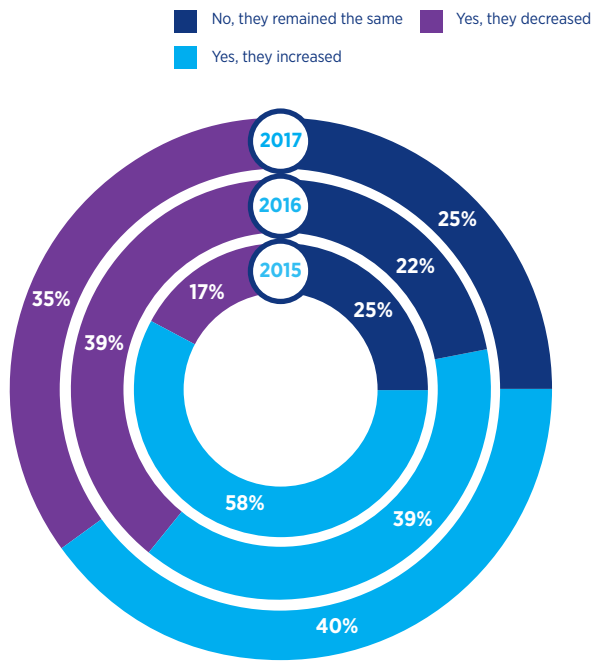


EMPLOYER SURVEY RESULTS

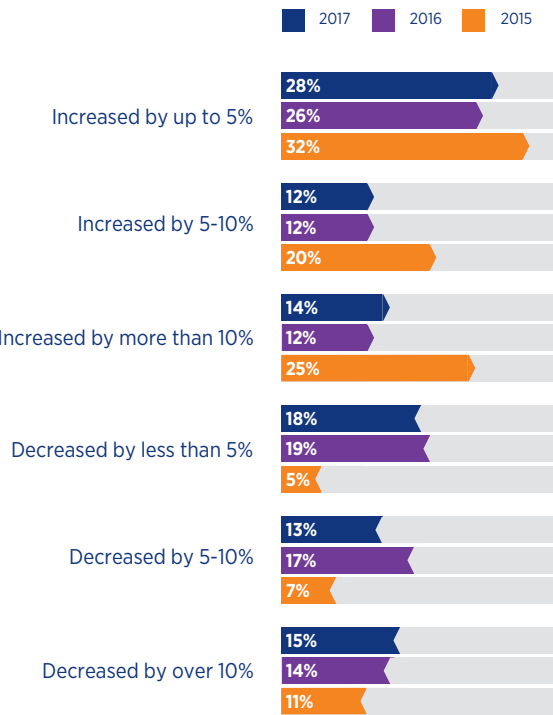
HEADCOUNT, SKILLS , SALARIES, & CONTRACTS

Headcount

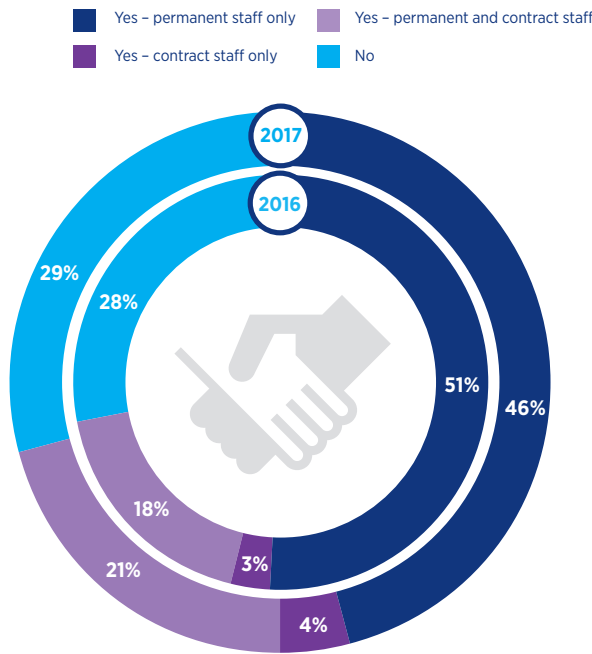
Did your organisation experience a change to staffing levels this year compared to last year?



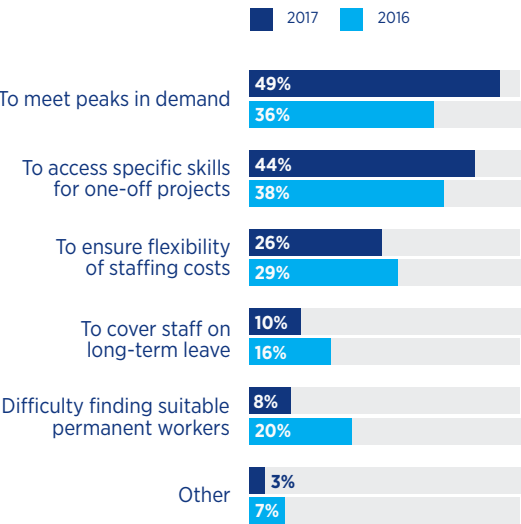
If staffing levels did change: By how much was this?



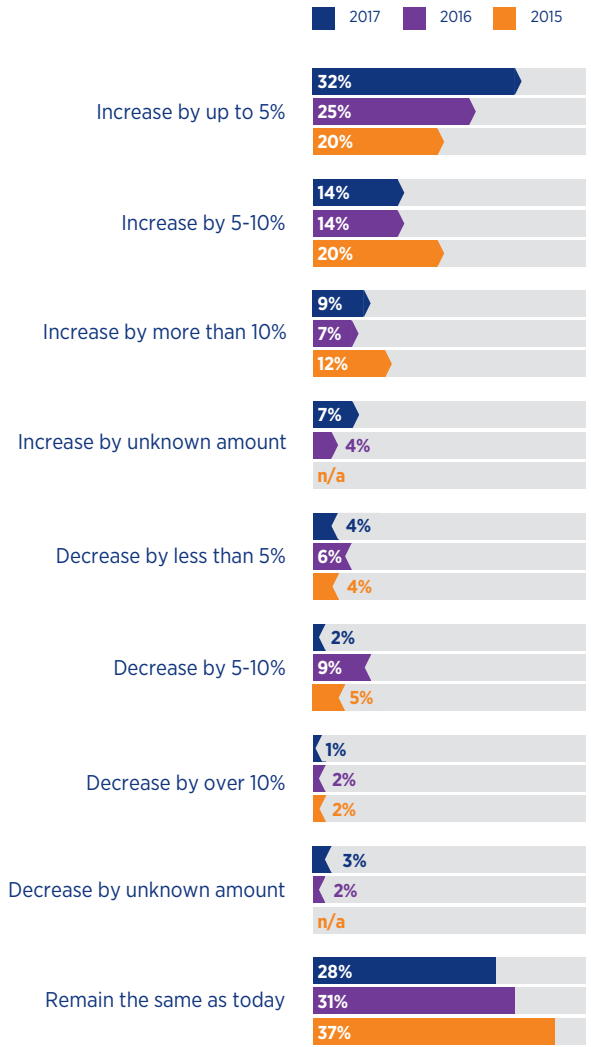
Are you planning on recruiting additional staff in the next year?



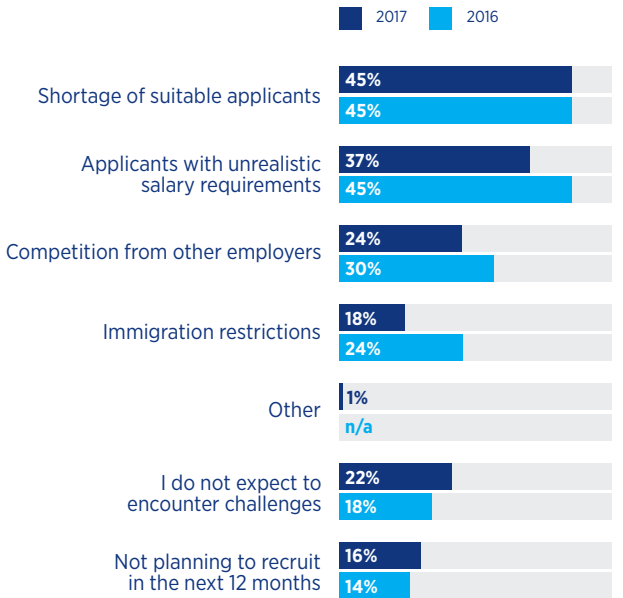
If you expect to recruit contract staff in the next 12 months, what are the reasons?



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 the next 12 months?



Which HR area do you expect will be the most challenging for your organisation in the next 12 months?



EMPLOYER SURVEY RESULTS

HEADCOUNT, SKILLS, SALARIES, & CONTRACTS

Skills

Do you think your organisation has the talent needed to achieve its objectives for the next year?

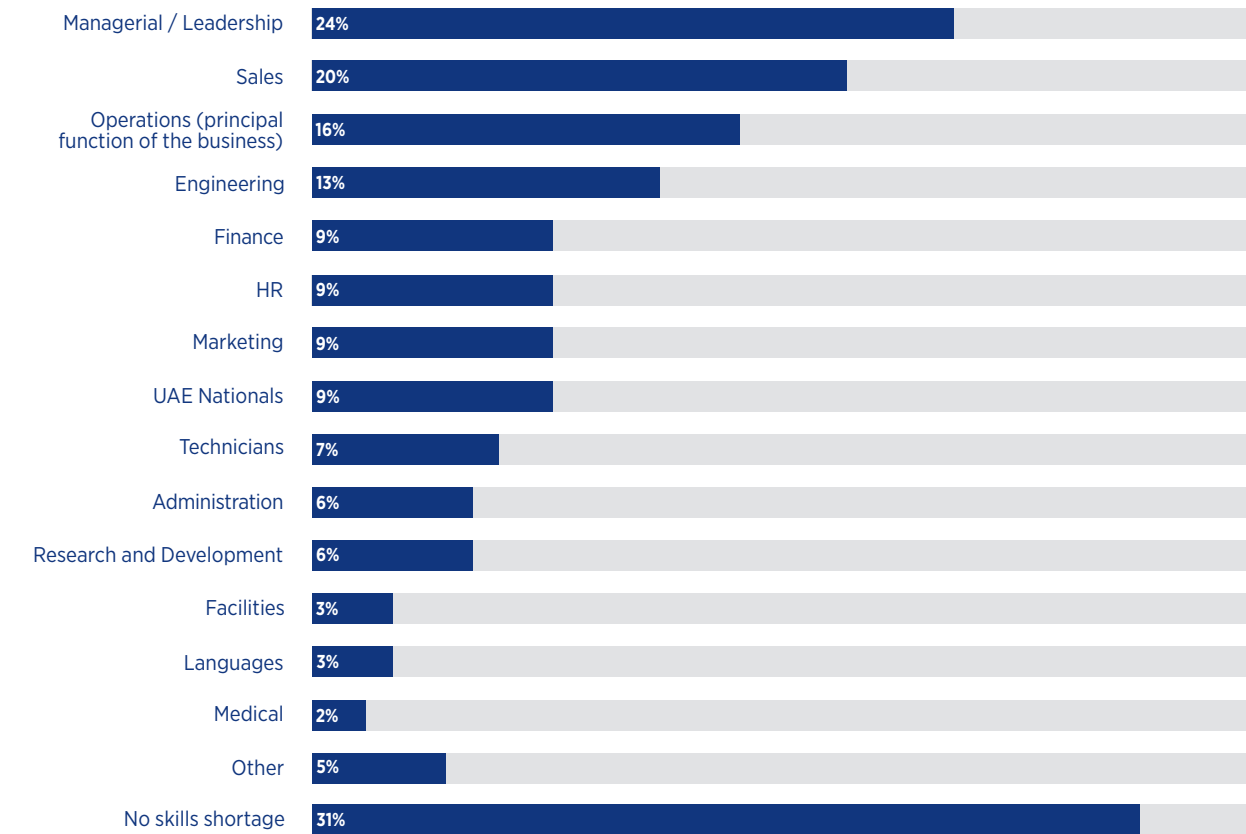
2017



2016

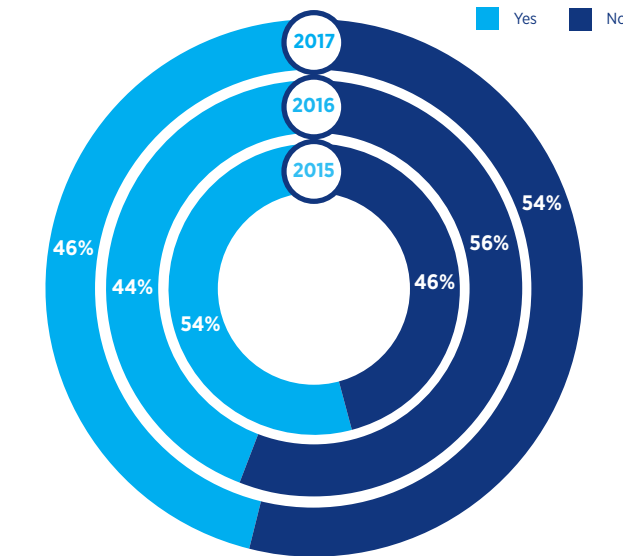


What skills shortages do you expect to experience in 2018?

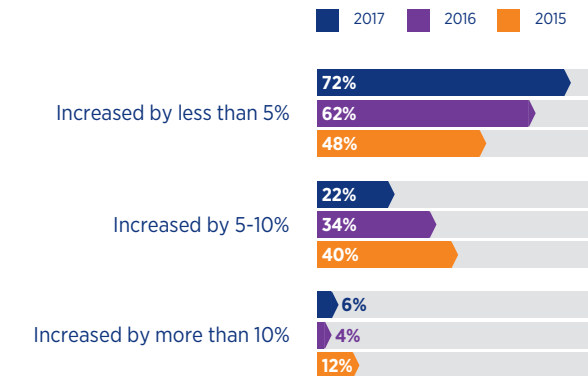


Salary

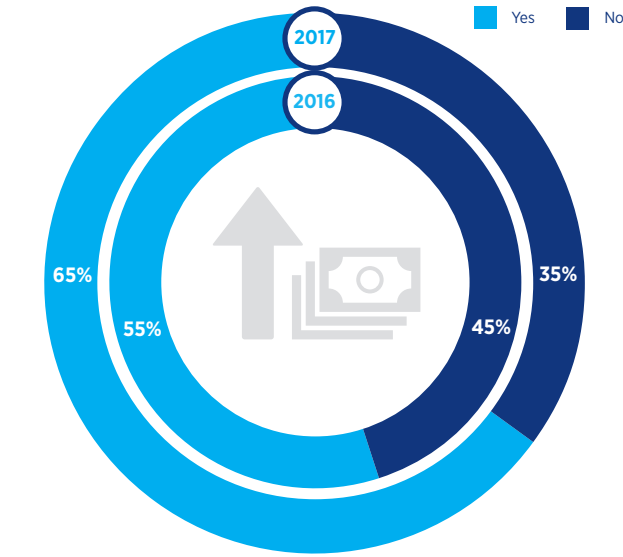
Did your organisation offer a company-wide pay increase this year compared to last year?



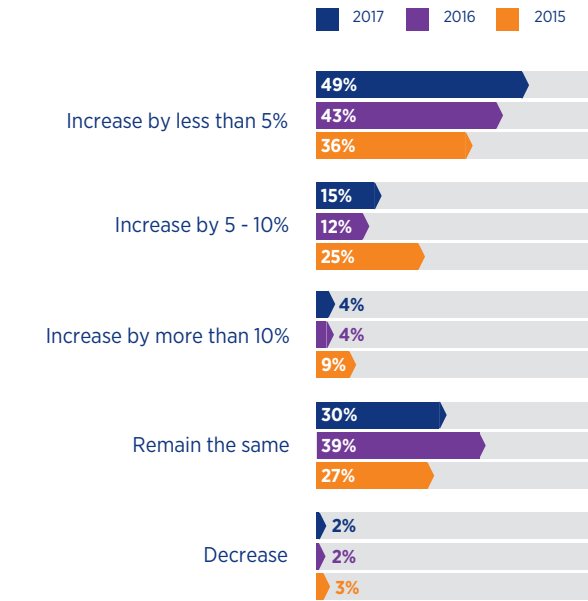
If answered 'yes': By how much, on average, did salaries change by?



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



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

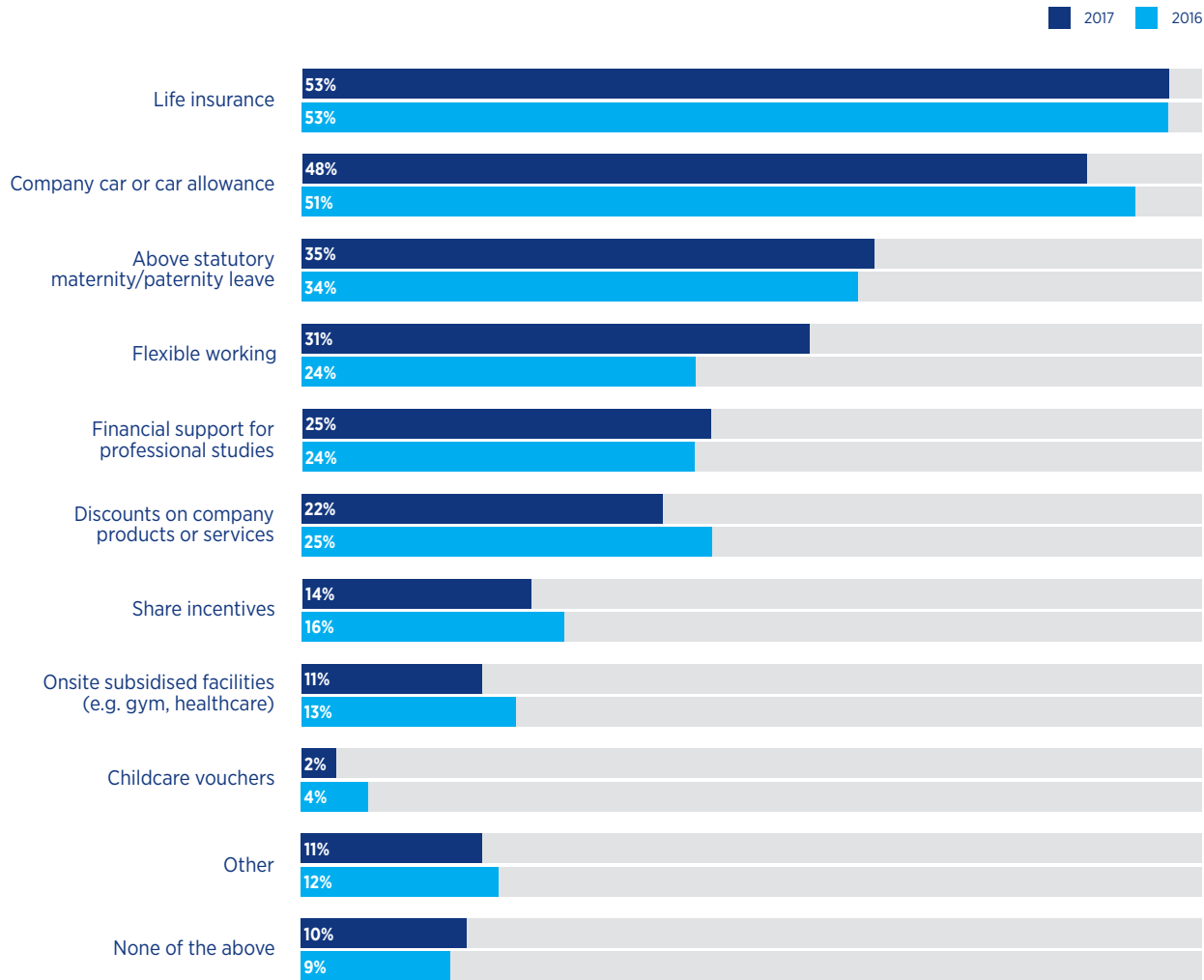


EMPLOYER SURVEY RESULTS

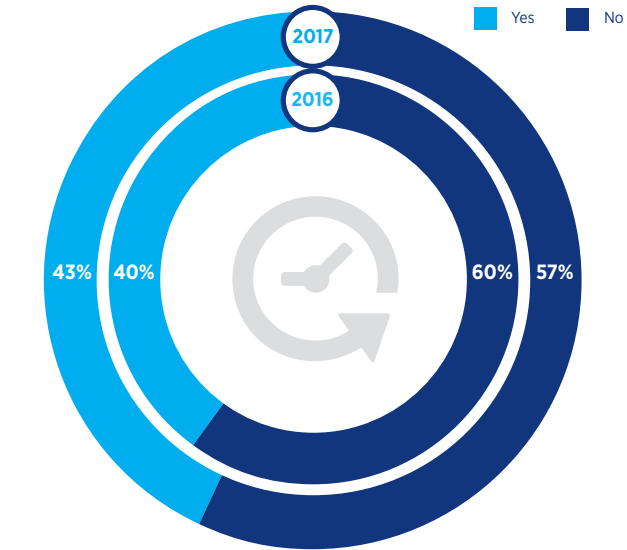
HEADCOUNT, SKILLS , SALARIES, & CONTRACTS

Employment contract

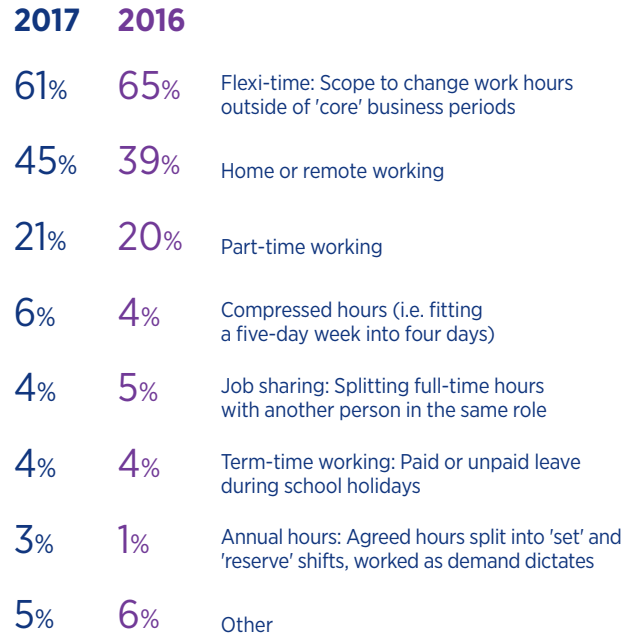
Which of the following benefits does your organisation offer employees as part of a standard employment package?



Is flexible working available in your organisation?

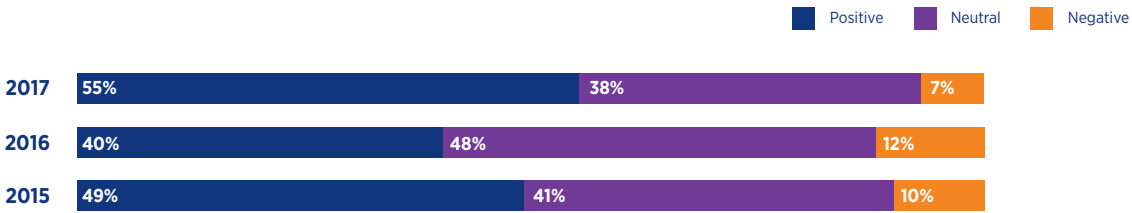


If answered 'yes': Which of the following flexible working options does your organisation offer?

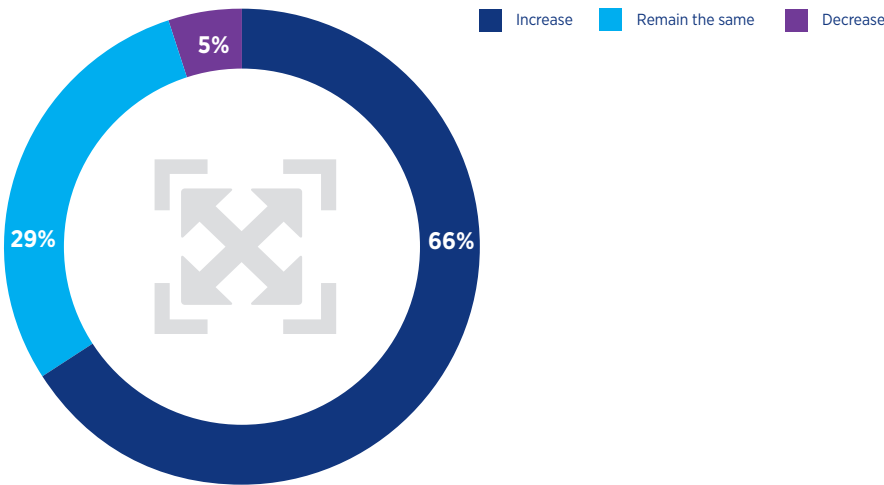


Business outlook

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



In 2018, do you expect your organisation's activity to:



SALARY GUIDE

Insights, survey findings & salary brackets



ACCOUNTANCY & FINANCE

There was a slight increase in the number of Accountancy & Finance roles available in 2017 compared to 2016. Activity was generally steady throughout the year with a slight uplift at the start of September, following summer holidays and Ramadan.

The busiest areas of hiring were in energy-related sectors, including Renewable Energy, Construction and Real Estate. We have seen growing confidence in these industries with an increase in the number of projects being put to tender. There has also been a rise in the demand for Auditors within some Private and Government entities as local market regulations require more in-depth reporting and control procedures.

In contrast, there was a decline in the number of Accountancy & Finance jobs made available within FMCG and Professional Services industries. Many of the finance teams within these were established in the more buoyant market conditions prior to 2016 and we have seen little movement of resource since this time. We have also noticed the role remit of professionals working within these sectors to be broadening, therefore reducing the need for additional finance roles.

Interestingly, we are seeing the Accountancy & Finance function growing in prominence within organisations. Traditionally a purely numbers focussed and silo operation, there is now growing integration across every level of the organisation as the function is considered a key strategic partner for business success. As such, employers are looking for Accountancy & Finance professionals who not only possess strong technical expertise but who can also demonstrate strong commercial acumen skills and act as an effective business partner to the wider organisation.

From a recruitment perspective, the challenging conditions of the past two years in response to low energy prices has seen employers take on a cost-conscious approach to hiring. This, coupled with the ever growing number of available Accountancy & Finance professionals in the market, has resulted in prolonged and increasingly rigorous selection processes as organisations will only invest in hiring candidates who they can be sure are the right fit within the organisation and who possess the skills that will add significant value to the business.

For the next 12 months, there is growing optimism in the market with 68% of Accountancy & Finance professionals feeling positive about their career prospects in 2018. We expect job numbers within the profession to increase in line with the trends discussed above and with added opportunities related to the introduction of VAT in the UAE.

Salaries

Trends were very similar year-on-year for salaries within the Accountancy & Finance profession, with 48% remaining the same, 45% increasing and 7% decreasing. However, there was a slight uplift in the average pay increases received, with the most common rising by 5-10%, compared to an increase of less than 5% in 2016.

This pattern is set to continue into 2018 with the majority of Accountancy & Finance professionals expecting their salaries to increase by 5-10%.

In Demand

Professional qualifications and post-qualified regional experience are as important as ever for Accountancy & Finance professionals working in the GCC, along with strong commercial acumen skills. MNC experience is also high in demand as employers look to recruit candidates who can implement global best-practice reporting processes in line with local regulatory and upcoming tax requirements.

In addition to this, there is a preference for candidates based in the local region as this reduces the risks and resource involved for organisations in relocating employees overseas.

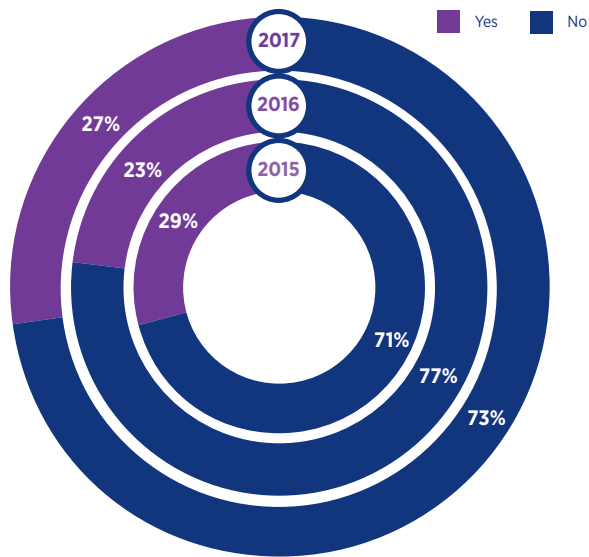
Following the trends mentioned above, professionals most in demand are Analysts, Auditors, VAT Implementation Experts and Regional Finance Leaders.



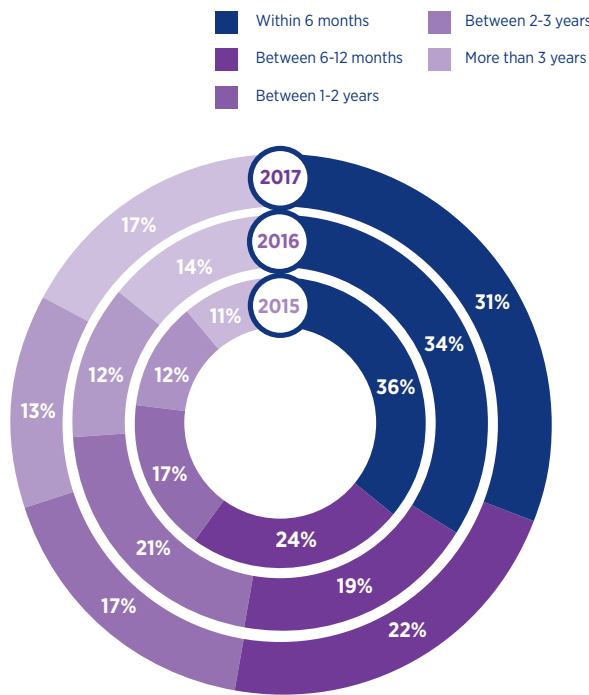
ACCOUNTANCY & FINANCE
EMPLOYEE SURVEY HIGHLIGHTS

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 company?



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 are the most important factors keeping you with your current employer?



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

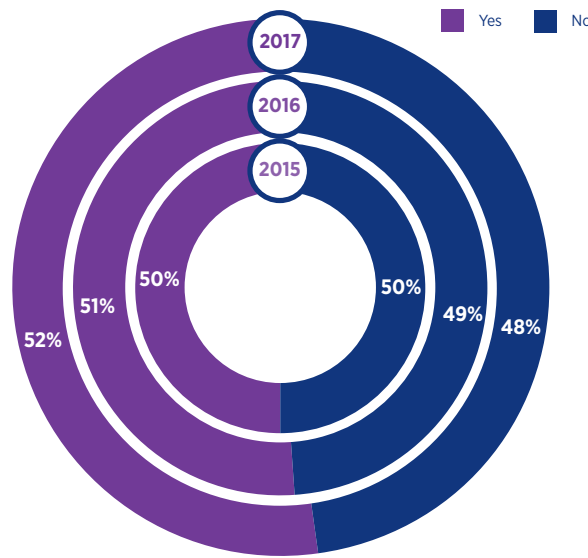


How do you feel about your career prospects for the next 12 months?

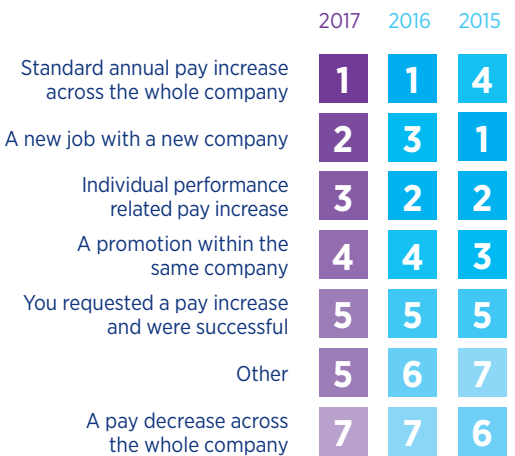


Salary

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

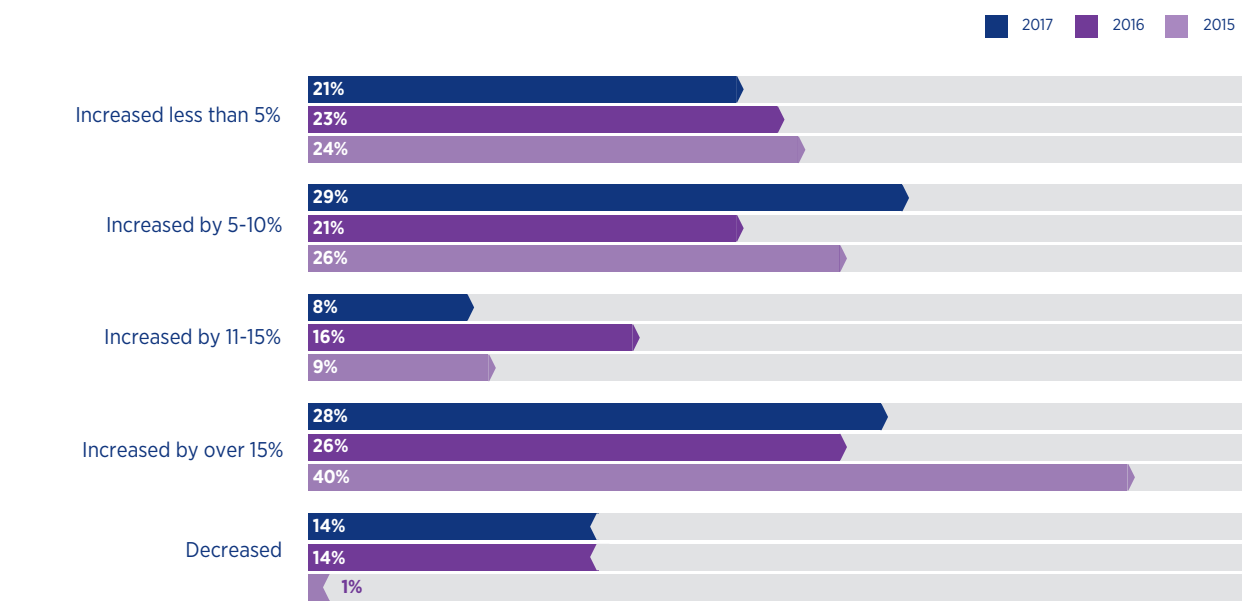


If answered 'Yes'
What was your salary change a result of?

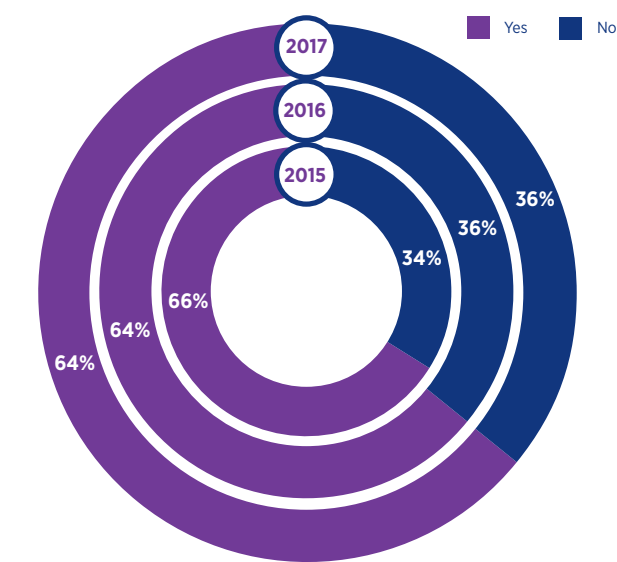


ACCOUNTANCY & FINANCE EMPLOYEE SURVEY HIGHLIGHTS

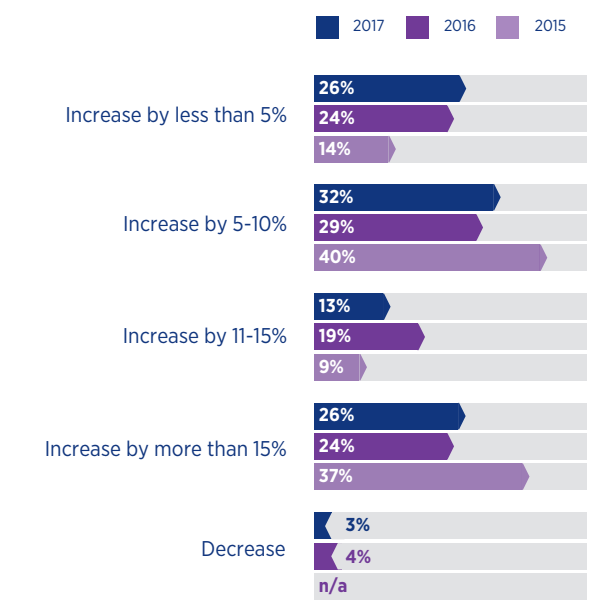
If answered 'Yes'
By what percentage did your salary change?



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	AED Range	AED Average
Group Chief Financial Officer (Large)	140,000-180,000	160,000
Chief Internal Audit Director	60,000-125,000	90,000
Finance Director (Large)	50,000-125,000	71,500
Head of Internal Audit	40,000-70,000	55,000
Finance Director (Small to Medium)	45,000-70,000	50,000
Risk Manager	45,000-60,000	50,000
Group Finance Manager	35,000-50,000	42,000
Financial Controller (Large)	30,000-45,000	40,000
Regional Finance Manager	30,000-45,000	36,500
Credit Manager	21,000-45,000	32,000
Financial Controller (Small to Medium)	25,000-35,000	30,000
Internal Audit Manager	20,000-40,000	30,000
Senior Financial Analyst	20,000-30,000	28,000
Finance Manager	20,000-35,000	28,000
Chief Accountant	16,000-28,000	20,000
Financial Analyst	14,000-24,000	19,000
Management Accountant	15,000-26,000	18,500
Senior Accountant	10,000-20,000	17,000
Internal Auditor	12,000-20,000	16,000
Accounts Payable	12,000-24,000	14,000
Credit Controller	10,000-20,000	13,000
Accountant	9,000-20,000	10,000
Accounts Assistant	6,000-10,000	8,000

Salaries shown here represent the total monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2017.

'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 November 2017.

CONSTRUCTION, PROPERTY AND ENGINEERING

The number of jobs available in 2017 was much the same as 2016 within the Construction, Property and Engineering sectors however, the ongoing low energy prices have resulted in employers taking a cautious approach to hiring. Consequently, we have seen an increase in the time taken to fill roles; recruitment processes have been comparatively more rigorous than previous years, as organisations hire only once they are confident they have secured the most capable and experienced candidates with the like-for-like skills to deliver projects on time and to budget.

The busiest area of hiring has been with Developers involved in affordable housing projects within the UAE and Saudi Arabia. In contrast, we have noticed a decline in the number of positions available within Facilities Management companies and Service Providers operating within the Healthcare and Education sectors, as these industries are now more established than previous years with projects having been delivered and fewer new builds taking place.

As with the GCC employment market as a whole, the availability of candidates within the Construction, Property and Engineering sectors is vast and growing. This is thanks largely to the tax-free salaries on offer in the region but we have also seen an added supply of Construction, Property & Engineering professionals in the UAE due to the political situation in Qatar, making it difficult for expats to work there and therefore forcing them to look for work in other regions of the GCC.

Good news for job seekers is that we expect hiring to increase in 2018, thanks to added investment taking place in affordable housing projects in the UAE and Saudi Arabia. Moreover, the upcoming EXPO 2020 is predicted to provide increasing investment and opportunities for Construction, Property and Engineering professionals based in the region. In line with this, 64% of professionals feel positive about their prospects for the next 12 months.

Salaries

Salaries in 2017 were largely stable year-on-year with the majority (57%) remaining the same compared to 50% in 2016. Positively, a smaller proportion (8%) of salaries decreased than the prior year and again, the most common change was a 5-10% increase. Looking ahead, the majority of professionals expect their salaries to increase by 5-10%.

In Demand

As mentioned above, we are noticing an increase in projects being proposed within the affordable housing market and we therefore expect an uplift in demand for Designers and Architects. Beyond this, we anticipate demand for Quantity Surveyors, Project Manager and Civil Engineers to continue throughout 2018.

Most in-demand are bi-lingual (Arabic and English) speaking candidates who have regional experience and who hold relevant industry qualifications. For engineers this includes certification for municipalities and for surveyors, chartered accreditation. Employers are also favouring candidates who have like-for-like skills required of their projects i.e. past high-rise, retail or theme park experience, depending on the nature of the work they are involved in.

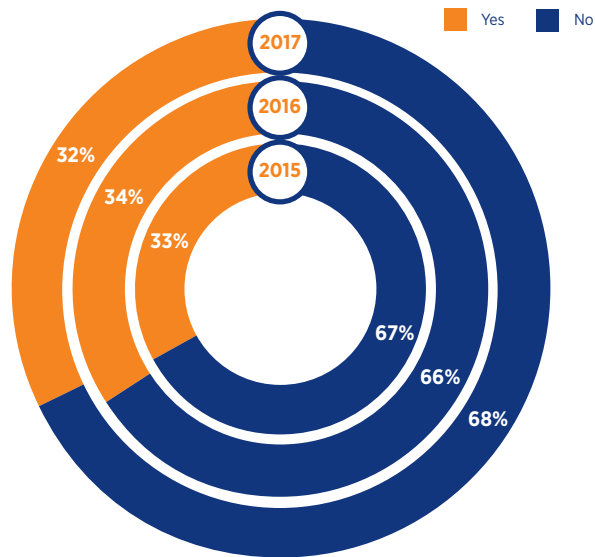


CONSTRUCTION, PROPERTY AND ENGINEERING

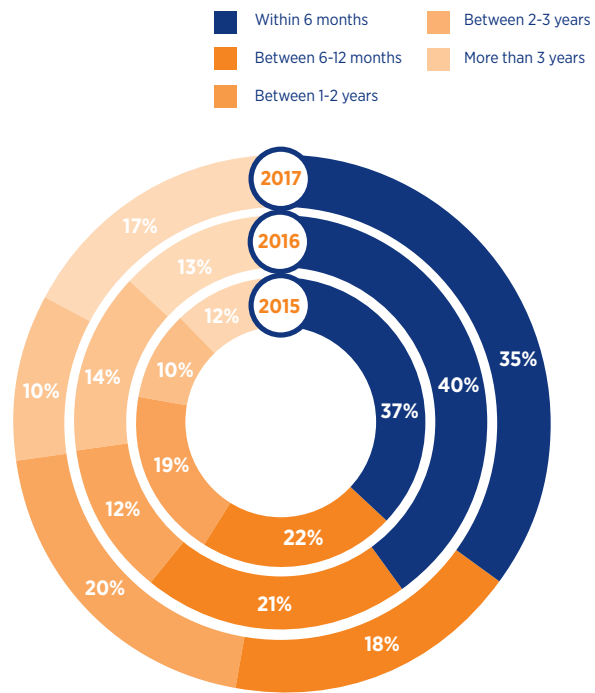
EMPLOYEE SURVEY HIGHLIGHTS

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?



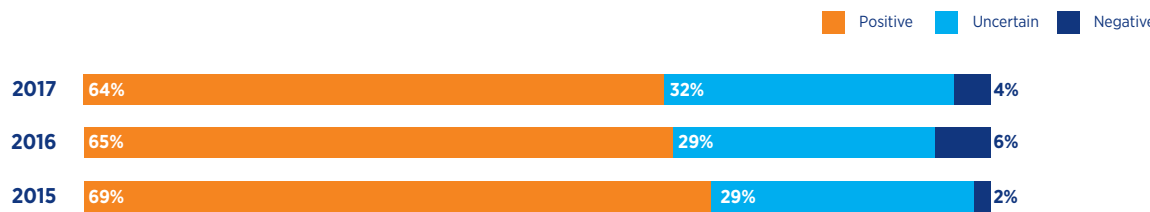
What are the most important factors keeping you with your current employer?



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

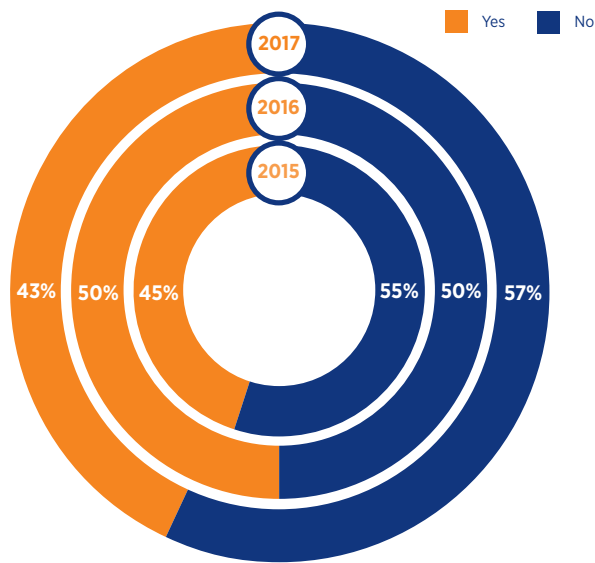


How do you feel about your career prospects for the next 12 months?



Salary

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



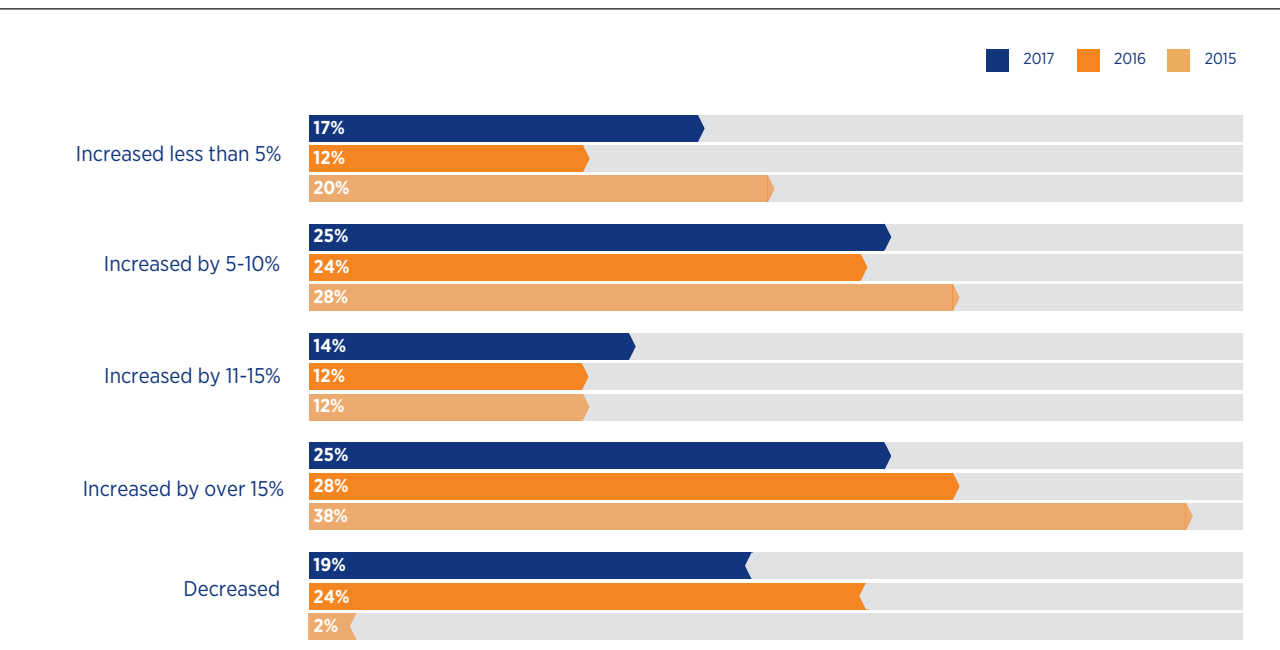
If answered 'Yes'
What was your salary change a result of?



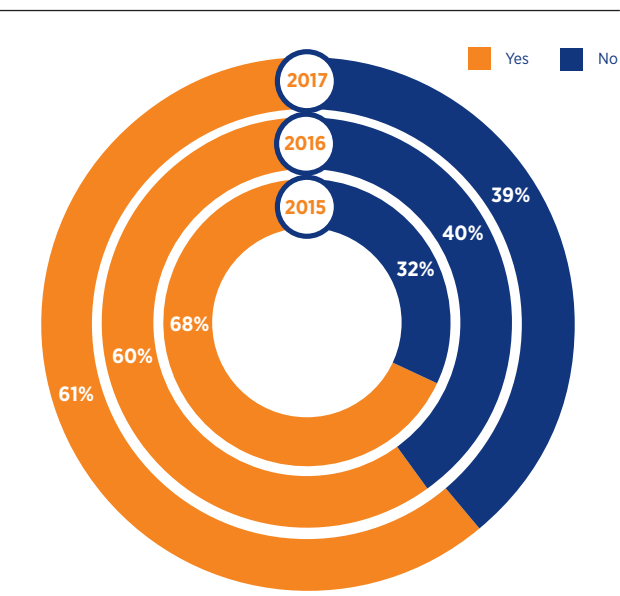
CONSTRUCTION, PROPERTY AND ENGINEERING

EMPLOYEE SURVEY HIGHLIGHTS

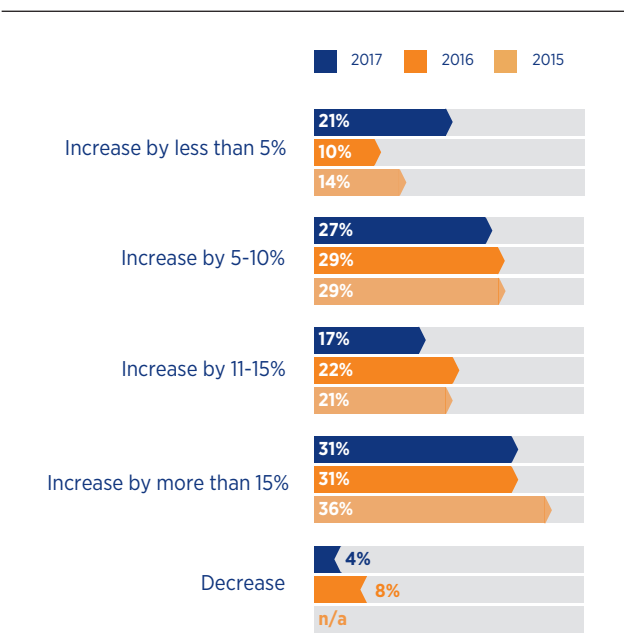
If answered 'Yes'
By what percentage did your salary change?



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?



CONSTRUCTION, PROPERTY AND ENGINEERING

SALARY GUIDE

Construction & Property

Position	AED Range	AED Average
Principal Level	48,000–90,000	60,000
Project Architect	20,000–45,500	33,000
Senior Architect/Designer	15,000–41,500	26,000
Senior Interior Designer	15,000–30,000	25,000
Site Architect	15,000–25,000	20,000
Interior Designer	11,000–20,000	15,500

Position	AED Range	AED Average
C-suite/Principal Level	55,500–200,000	97,000
Senior Contracts Manager	50,000–65,000	55,000
Commercial Manager	35,000–65,000	50,000
Senior Project Manager	30,000–60,500	50,000
Contracts Manager	30,500–65,000	42,500
Project Manager	20,000–50,000	40,000
Claims Consultant	23,000–50,000	38,000
Construction Manager	15,000–50,000	33,000
Planning Manager	20,000–55,000	33,000
Operations Manager	14,500–44,000	29,500
Senior Quantity Surveyor	25,000–55,000	28,500
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	AED Range	AED Average
Facilities Director	33,500–55,000	44,500
Facilities Manager	17,500–35,000	25,500
Facilities Supervisor	17,000–20,000	18,000

Position	AED Range	AED Average
Senior HSEQ Manager	35,000–45,000	40,000
HSEQ Manager/Advisor	16,000–39,000	26,500
HSEQ Officer	8,000–19,000	14,000

Position	AED Range	AED Average
Senior Development Manager	50,000–65,000	58,000
Senior Property Manager/General Manager	28,000–57,000	35,000
Valuations Manager	20,000–30,000	26,000
Sales & Leasing Manager	15,000–32,000	25,000
Property Manager	17,000–25,000	21,000
Property Assistant Manager	10,000–18,000	13,000
Leasing Consultant	6,000–16,000	10,000

Engineering

Position	AED Range	AED Average
Project Director	45,000–91,000	65,000
MEP Director	40,000–68,000	62,000
Senior Resident Engineer	45,000–80,000	55,000
Senior Project Manager	35,000–65,000	46,500
Resident Engineer	21,500–42,000	31,500
Contracts/Commercial Manager	24,000–76,000	31,500
Engineering Manager	25,000–40,000	30,000
MEP Manager	20,000–42,000	28,000
Senior Planning Engineer	24,000–38,000	28,000
QA/QC Manager	20,000–40,000	23,500
Senior Structural Engineer	11,500–35,000	23,000
Planning Engineer	10,000–26,000	16,500
Structural Engineer	12,000–23,500	16,000
Mechanical Engineer	6,500–30,000	16,000
Electrical Engineer	6,500–30,000	16,000
Project Engineer	7,500–20,000	15,000
QA/QC Engineer	10,000–19,000	13,000
HVAC Engineer	8,500–17,000	12,000
Site Engineer	6,000–32,000	10,000
Civil Engineer	5,000–10,000	7,000
Assistant/Junior Engineer	4,000–11,000	6,000

Salaries shown here represent the total monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2017.

'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 November 2017.

HUMAN RESOURCES

There was a marginal increase in the number of jobs available to HR professionals year-on-year, as reflected by the 30% who secured a new job in 2017, compared to 26% in 2016. We saw recruitment activity throughout the year to be generally steady, with an increase towards the last quarter.

The busiest area of hiring has been the Professional Services division, specifically within management consultancies and investment management firms. Here, we have noticed employers recruiting mid-level HR generalists as they look to build the capabilities of their in-house HR teams. Towards the end of the year, we also saw confidence grow within the Industrial sectors of Oil & Gas, Construction and Engineering, with employers recruiting senior HR professionals to manage their growing back office and blue collar workforces.

Hiring of HR professionals within the Healthcare sector has slowed as many clinics and hospitals are now fully established in terms of staffing requirements and few new builds have taken place.

Reassuringly for employers, there exists a very high number of skilled HR candidates in the local market. However, we have noticed more senior professionals to be very selective about the companies they are willing to work with. While salary is an important factor, career development and work-life balance are becoming increasingly significant in attracting top HR talent.

Salaries

Trends with regards to salaries for HR professionals have been very similar over the past 12 months in comparison to 2016, with the majority remaining the same. Of those that changed, the most common once again was an increase of 5-10% however, there was a slight rise in the number of pay cuts that took place. 12% saw their salaries decline, compared to 7% the prior year and we suspect this is down to the vast supply of candidates available, particularly of more junior level, who are willing to negotiate on salary in order to secure a job against the competition.

For 2018, there is more optimism amongst HR professionals with regards to salary. 62% expect pay rates to change, in contrast to 54% in 2016 and the majority once again expect an increase of 5-10%.

In Demand

Most in demand are HR qualified professionals with regional and MNC experience, who can bring and enforce standardised HR practices to the GCC market.

Specialist Compensation and Benefits and Talent Management professionals are also high in demand as companies continue to look for ways to reduce costs and spend on remuneration, while at the same time retaining top talent and maximising workforce capabilities.

Specific to the industrial sectors, HR professionals with past employee relations experience are in strong demand due to their expertise in assisting with the management of high volume, blue collar workforces.

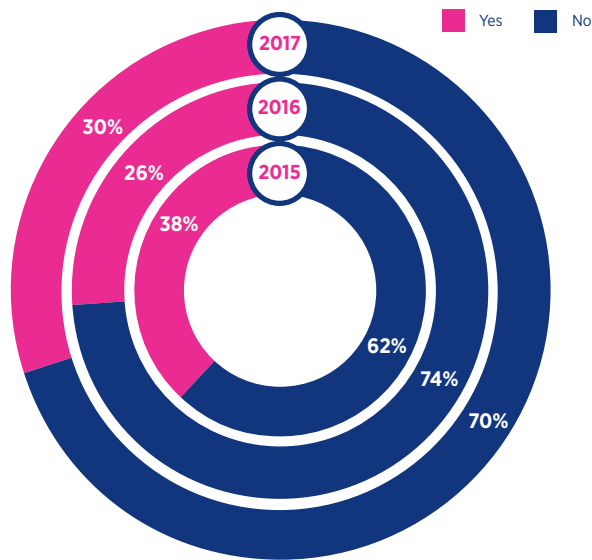


HUMAN RESOURCES

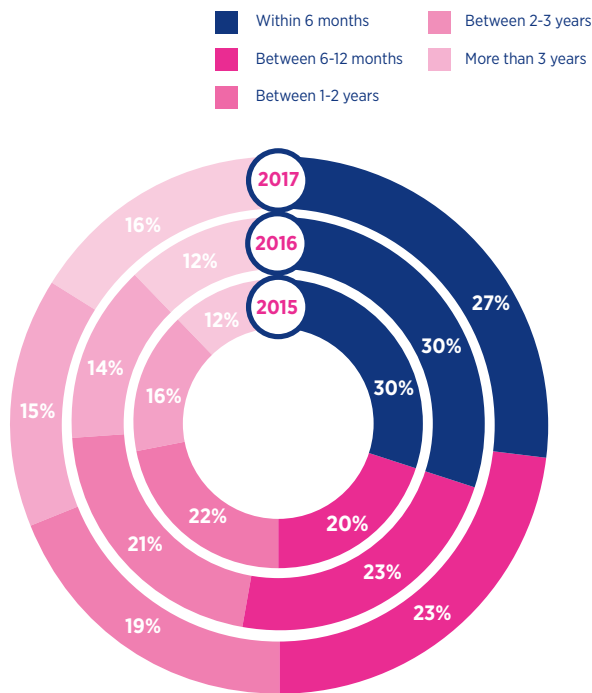
EMPLOYEE SURVEY HIGHLIGHTS

Career

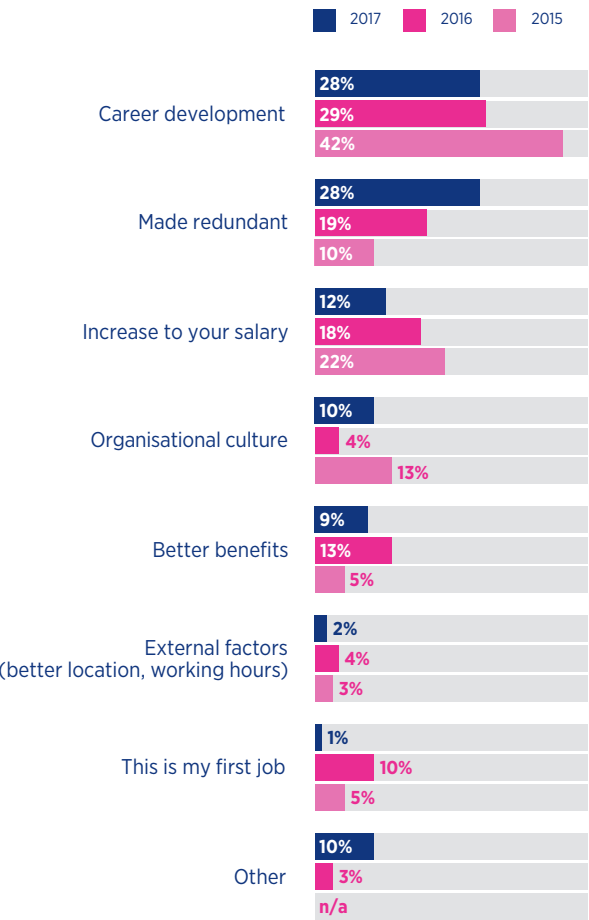
Did you start employment with a new organisation this year?



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?



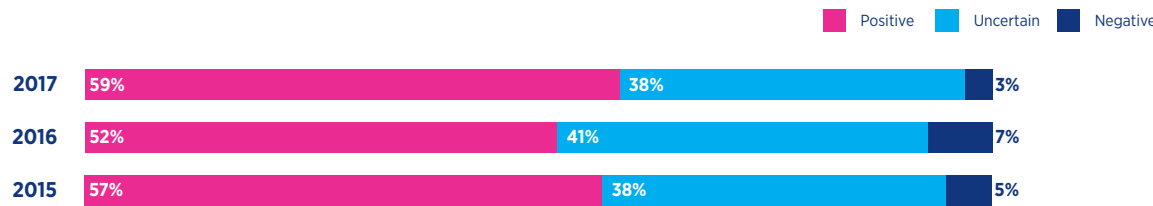
What are the most important factors keeping you with your current employer?



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

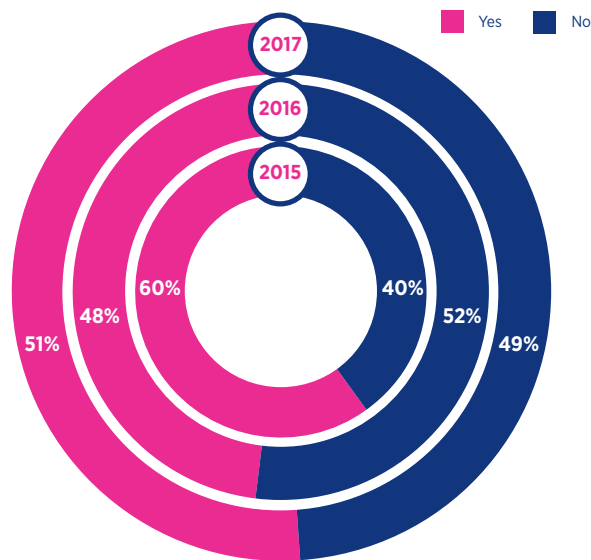


How do you feel about your career prospects for the next 12 months?



Salary

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

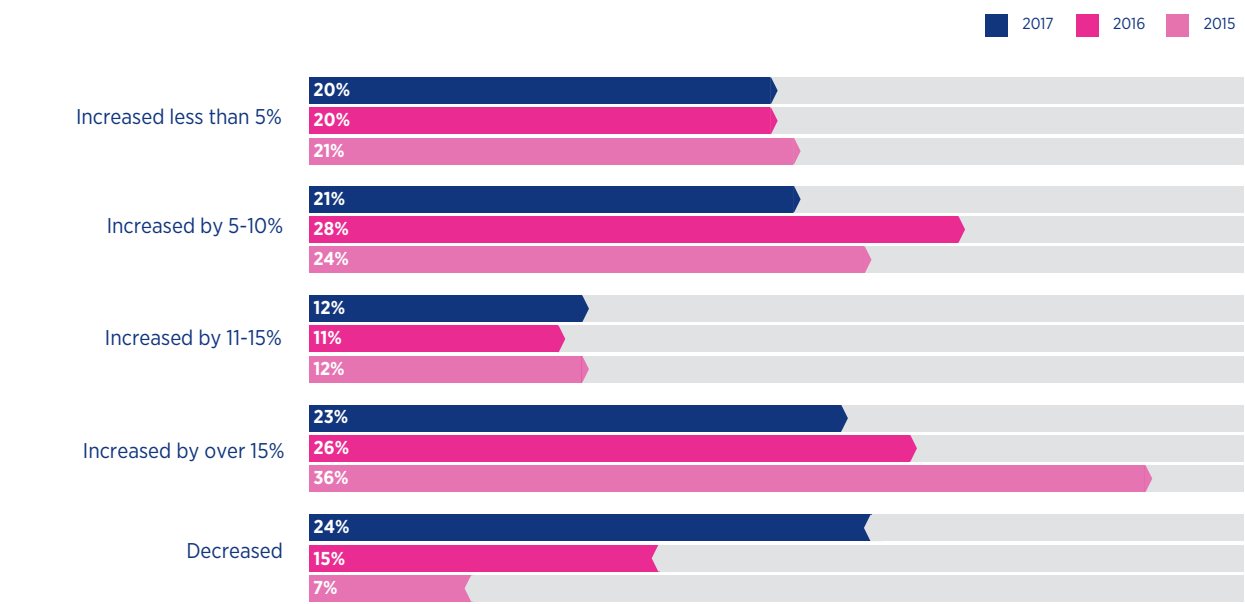


If answered 'Yes'
What was your salary change a result of?

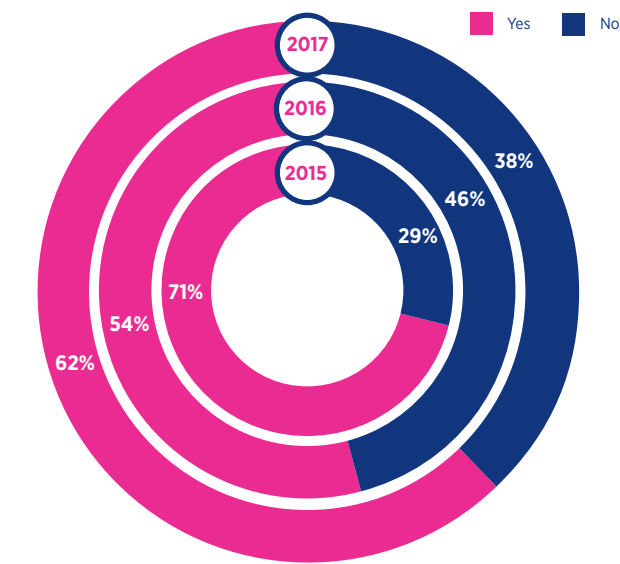


HUMAN RESOURCES
EMPLOYEE SURVEY HIGHLIGHTS

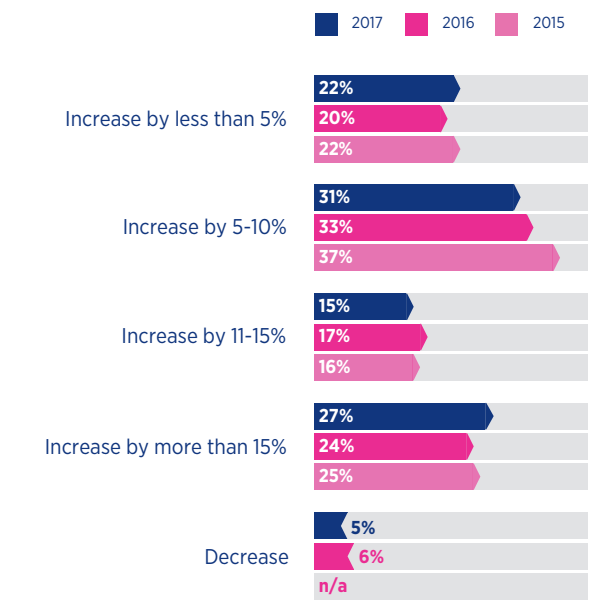
If answered 'Yes'
By what percentage did your salary change?



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?



HUMAN RESOURCES
SALARY GUIDE

Position	AED Range	AED Average
HR Director	29,000–70,000	50,000
Group/Regional HR Manager	26,000–65,000	40,000
Senior HR Manager	28,000–50,000	39,000
Compensation & Benefits Manager	21,000–45,000	34,000
Learning & Development Manager	25,000–40,000	30,000
HR Manager	20,000–38,000	30,000
Head of Recruitment /Recruitment Manager	20,000–37,000	25,000
HR Business Partner	17,000–30,000	25,000
HR Generalist	15,000–26,000	20,500
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	5,000–13,500	8,000

Salaries shown here represent the total monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2017.

'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 November 2017.

INFORMATION TECHNOLOGY

The number of jobs available to IT professionals in 2017 was largely the same as in 2016, with much of the employment activity being driven by digitalisation of businesses across all industry sectors.

Rather than outsource activity, we have noticed organisations becoming more intent on building their digital in-house capabilities. One big area of focus within this has been e-commerce, particularly within the Retail, Banking, Property, Aviation and Automotive sectors. This has seen a number of digital transformation projects take place, with more ongoing and scheduled for 2018.

Aside from digitalisation, cyber security remains an important areas of focus for employers and demand for specialists within this field has been strong throughout 2017.

We have also witnessed a significant uplift in the number of roles being offered to IT professionals on a contract, rather than permanent basis, over the past year. A relatively new concept here in the GCC in contrast to European markets, employers are realising the benefits associated with IT Contracting; namely that it provides a viable option for ensuring that critical projects are completed on time and to budget without organisations taking on the full and long-term employment responsibilities involved in the on-boarding of permanent staff.

Looking ahead, we anticipate the hiring of IT professionals to increase over the next 12 months with digitalisation and cyber security continuing as the main driving forces. Specific to the UAE, demand will be further fuelled by EXPO 2020 and the Dubai Smart Government Programme, providing added investment and interest in the local market. It is no surprise then that 63% of IT professionals feel positive about their career prospects in 2018.

Salaries

There were mixed trends with regards to the salaries paid to IT professionals during 2017. While the majority (57%) remained the same, there was an uplift year-on-year in both the number of salary increases and pay cuts taking place. The main reason for this is based on the number of suitable candidates available for different roles – with employers willing to pay more for niche skills that are in shorter supply and less for entry-level roles where the supply of available candidates is vast. Overall, the most common salary change was an increase of 5-10% and the majority of IT professionals expect their salaries to rise by this much again in 2018.

In Demand

In relation to the above trends, roles that have been and continue to be most in demand are Digital Transformation Specialists, CRM / CRP Specialists, Data Managers, Big Data Professionals, Software Developers (including mobile and Java specialists) and Cyber Security Experts.

Generally speaking, we are noticing that employers are looking for professionals with not only technical IT skills but also strong commercial awareness for driving optimal business returns. As ever, regional and past industry experience are highly valued by employers. Candidates must also have IT related degrees and qualifications, as well as being up to date with the latest technology innovations.

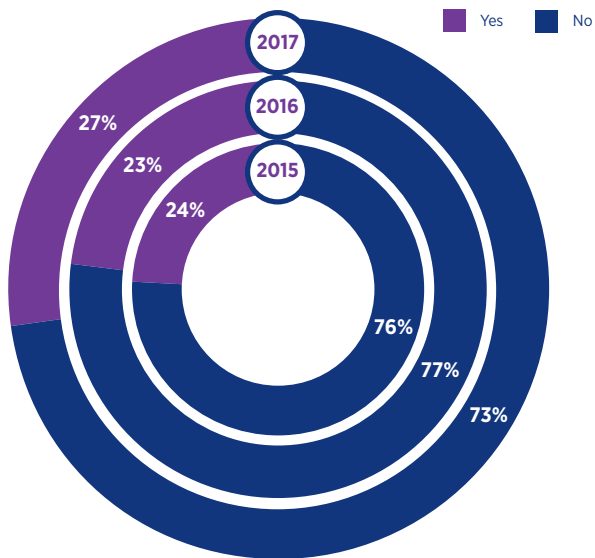


INFORMATION TECHNOLOGY

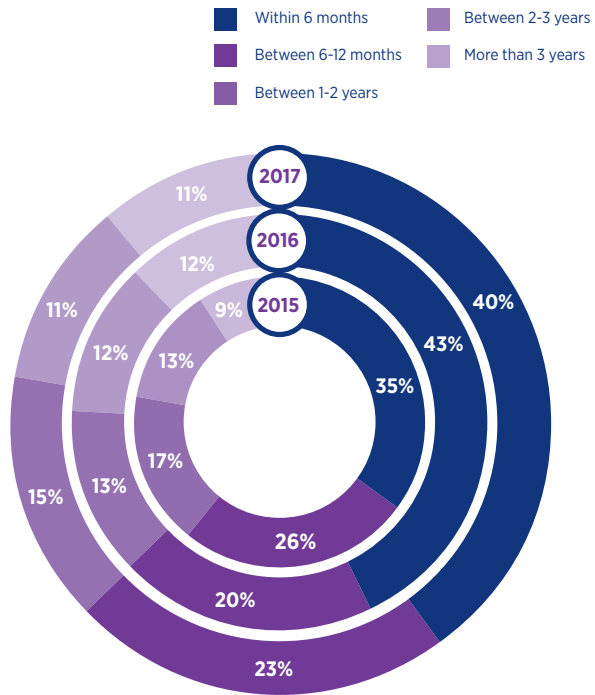
EMPLOYEE SURVEY HIGHLIGHTS

Career

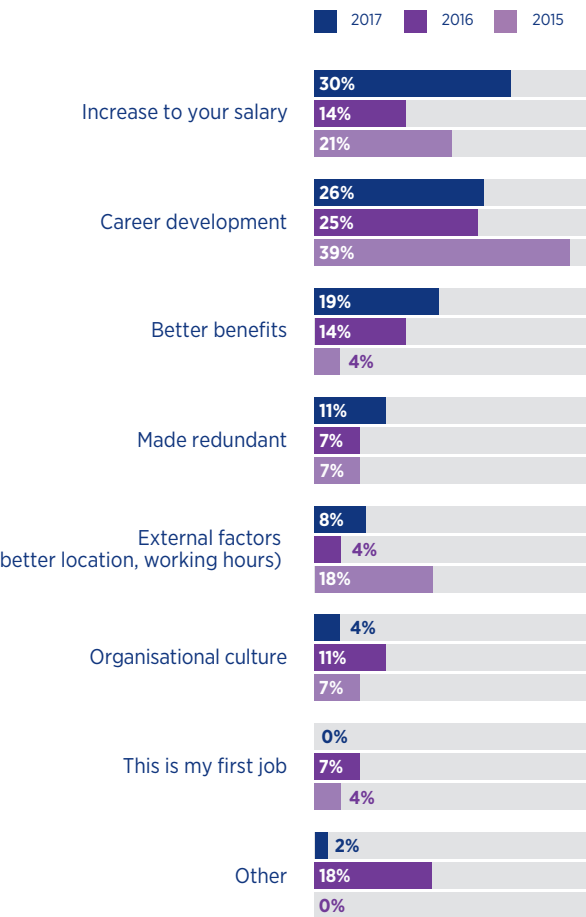
Did you start employment with a new organisation this year?



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?



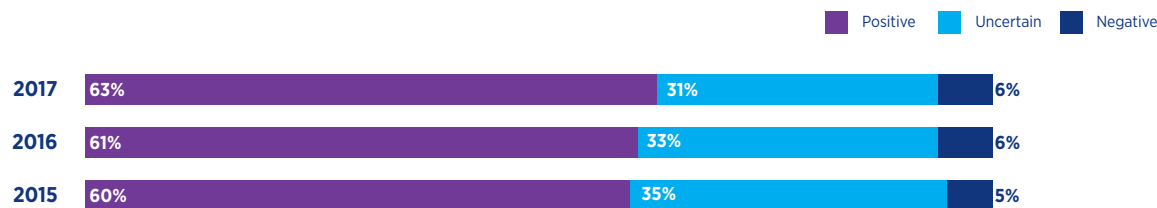
What are the most important factors keeping you with your current employer?



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

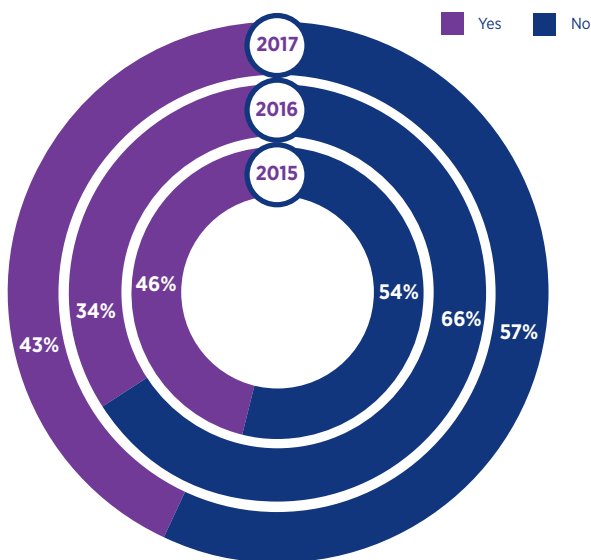


How do you feel about your career prospects for the next 12 months?



Salary

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

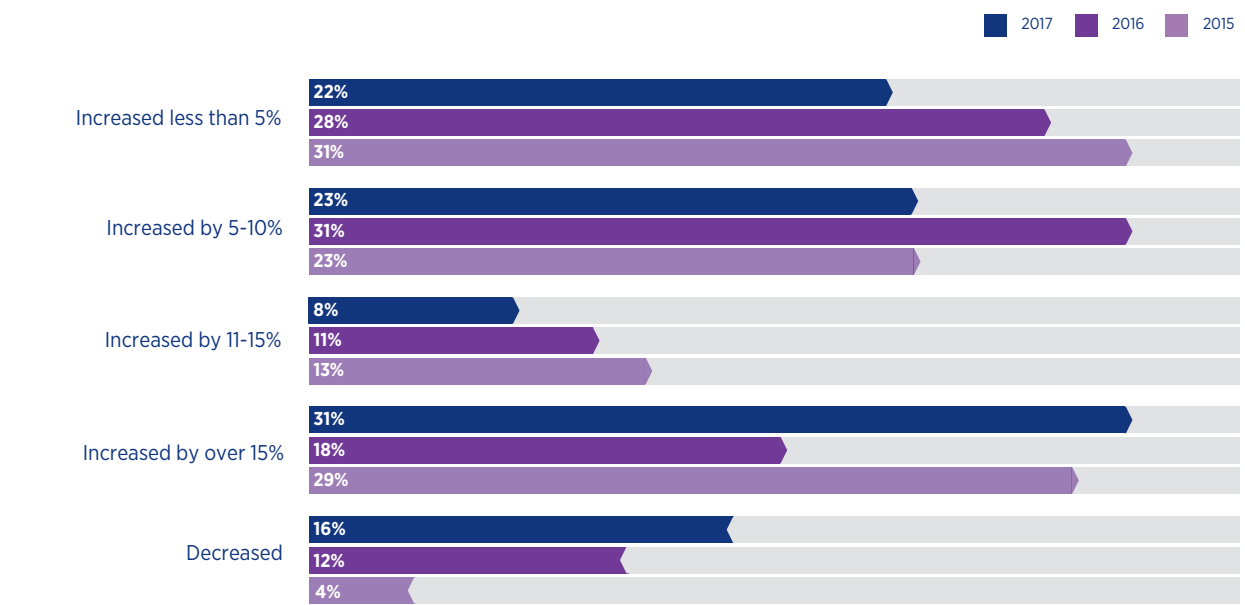


If answered 'Yes'
What was your salary change a result of?

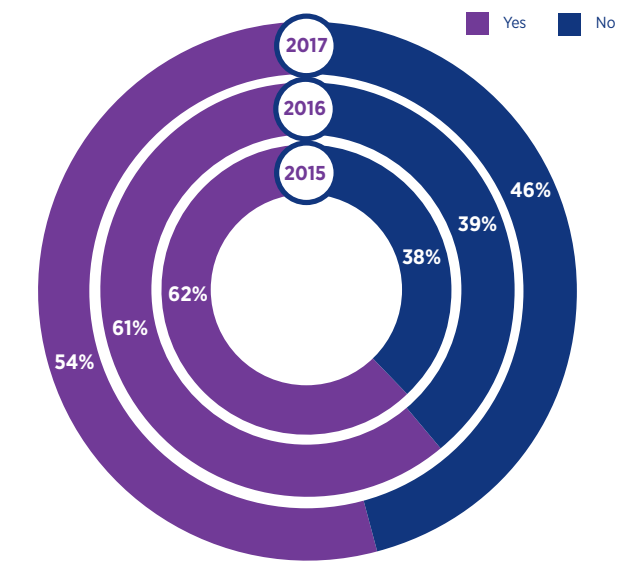


INFORMATION TECHNOLOGY EMPLOYEE SURVEY HIGHLIGHTS

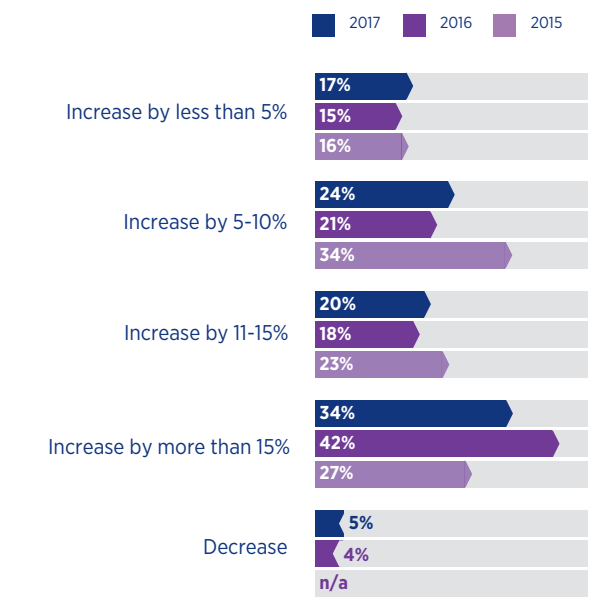
If answered 'Yes'
By what percentage did your salary change?



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?



INFORMATION TECHNOLOGY SALARY GUIDE

Position	AED Range	AED Average
IT Director/CIO	35,000-75,000	51,500
Security Manager	30,000-60,000	40,000
Head of IT	30,000-55,000	40,000
Software Development Manager	20,000-48,000	34,000
Project Manager	22,000-40,000	33,500
IT Architect	14,500-35,000	25,500
Security Consultant	12,000-35,000	25,000
IT Manager	15,000-36,000	23,000
SAP Consultant	16,000-25,000	22,000
IT Consultant/Specialist	12,000-20,000	15,500
Business Analyst	11,000-18,000	13,500
Software Developer/Engineer	6,000-25,000	13,500
Systems Administrator	7,000-11,000	10,500
IT Support/Assistant	5,000-11,000	7,500

Salaries shown here represent the total monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2017.

'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 November 2017.

Hiring activity in the Legal profession remained stable in 2017 compared to 2016, with a slight uplift towards the end of the year.

We noticed a decline in demand for Legal professionals within Manufacturing and Industrial industries. Here, the relatively low volume of legal matters that organisations address in contrast to other sectors, combined with the tightening of company budgets in response to low energy prices, has led to them outsourcing requirements on a needs basis rather than hire their own permanent in-house capability.

Positively, Private Practice Law Firms, who outsource services, have been some of the busiest hiring firms. We have also seen an uplift in activity from FMCG and Private Equity sectors where, in contrast to Manufacturing and Industrial industries, companies are building their in-house legal teams to deal with the high volume of legal matters they are faced with on a daily basis. Much of the talent being recruited into these teams includes mid-level candidates involved in Legal and Compliance and Corporate Commercial roles.

Looking ahead, fewer Legal professionals intend on moving company in 2018 than in 2017 (38% compared to 50%). However, regardless of this, there remains a strong supply of readily available, skilled professionals in the region.

Positively, we expect the trends mentioned above to continue throughout the next 12 months with increased hiring activity, particularly from Private Equity firms across the GCC region.

Salaries

Salary trends declined marginally for Legal professionals in 2017 compared to 2016. The majority (45%) increased once again but this was reported by a smaller proportion of professionals than last year (59%). The proportion of those who received a pay cut rose from 2% to 11% year-on-year and of those who did receive an increase, the most common change was less than 5%, which was lower than the previous year and market average of 5-10%.

For 2018, Legal professionals salary expectations have reduced slightly year-on-year but remain positive with the majority anticipating the same increase of up to 5%.

In Demand

Mid-level Legal and Compliance Officers and Corporate Commercial Associates were high in demand for Private Equity firms throughout the past year and we expect this to continue throughout 2018 as companies look to further build on their in-house capabilities. Legal Counsellors also continue to be sought after due to their expertise in relation to local employment laws. Beyond these roles, we expect there to be added opportunities for VAT Lawyers in the UAE with the introduction of tax to the region.

As ever, Legal professionals most in demand by employers are those with over 2 years' PQE, who have worked in the local market and who therefore have strong knowledge of local labour laws.

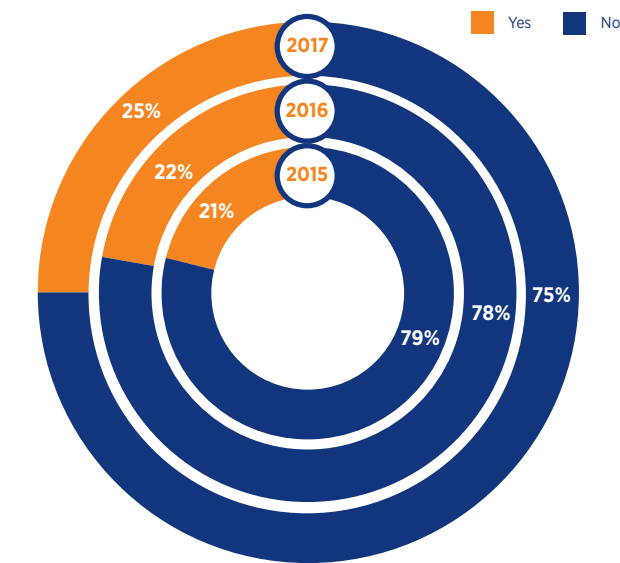


LEGAL

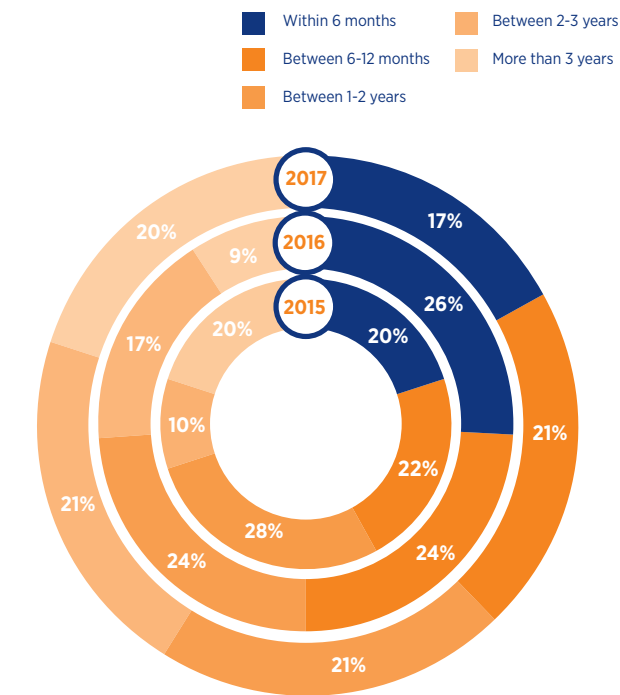
EMPLOYEE SURVEY HIGHLIGHTS

Career

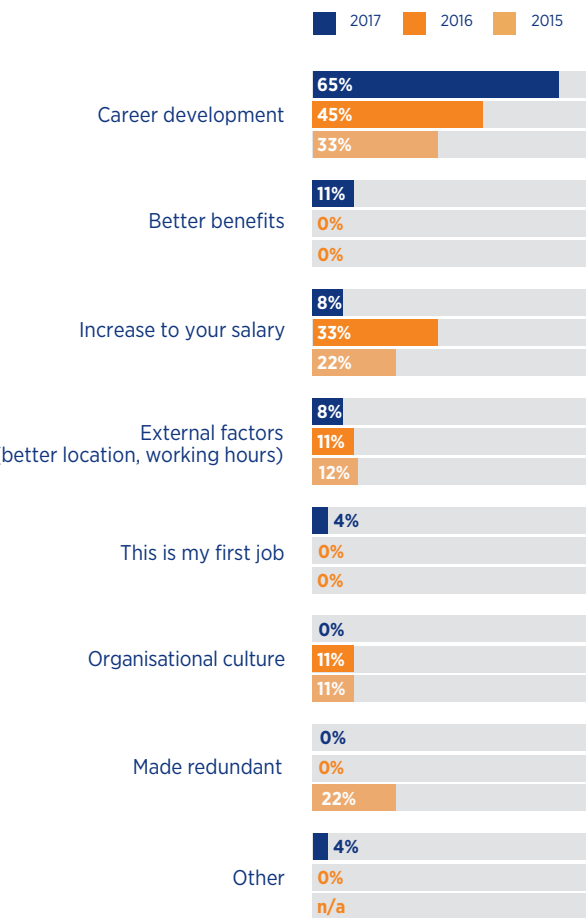
Did you start employment with a new organisation this year?



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 are the most important factors keeping you with your current employer?



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

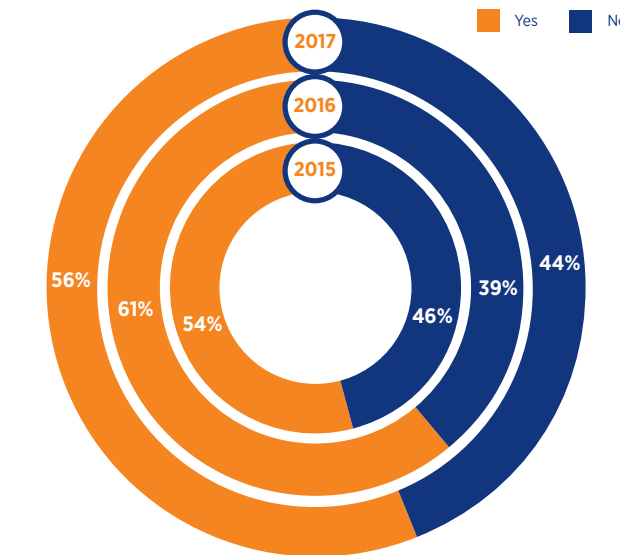


How do you feel about your career prospects for the next 12 months?

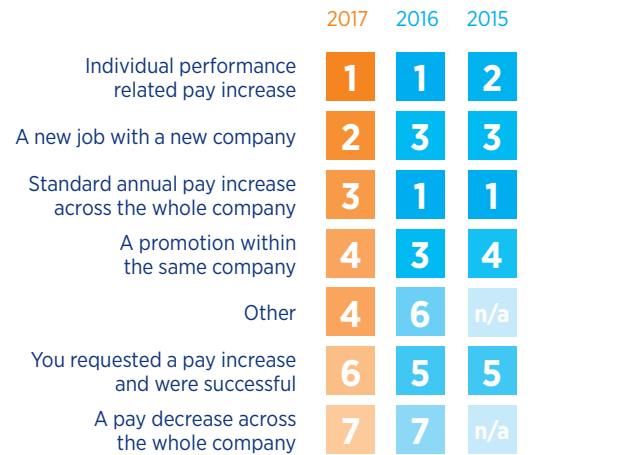


Salary

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

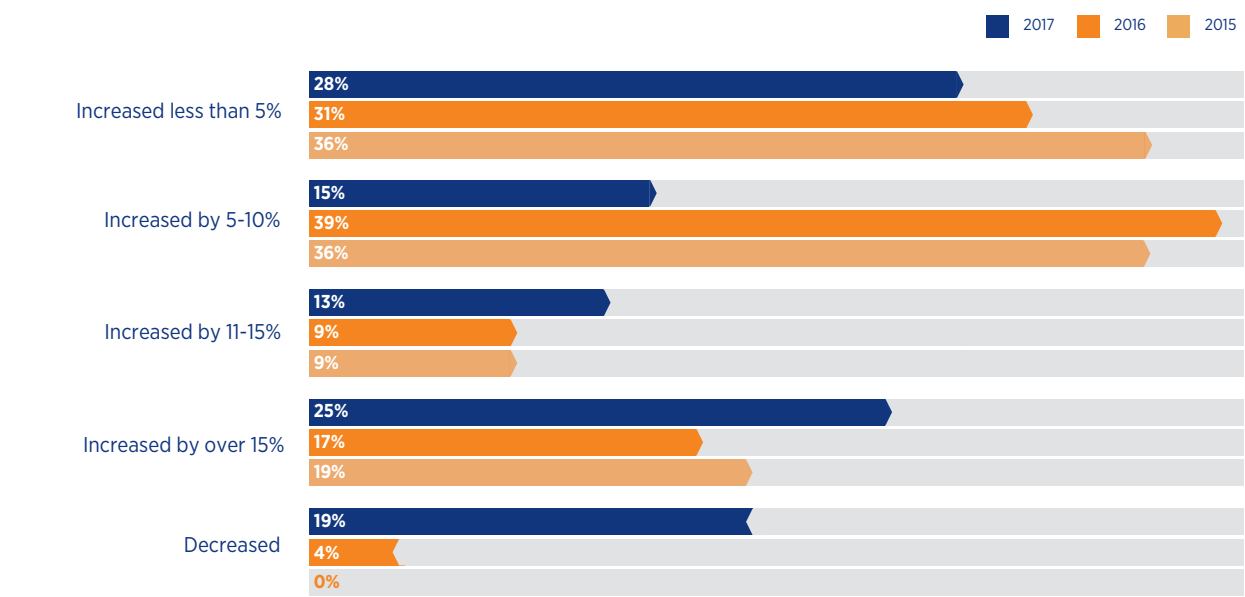


If answered 'Yes'
What was your salary change a result of?

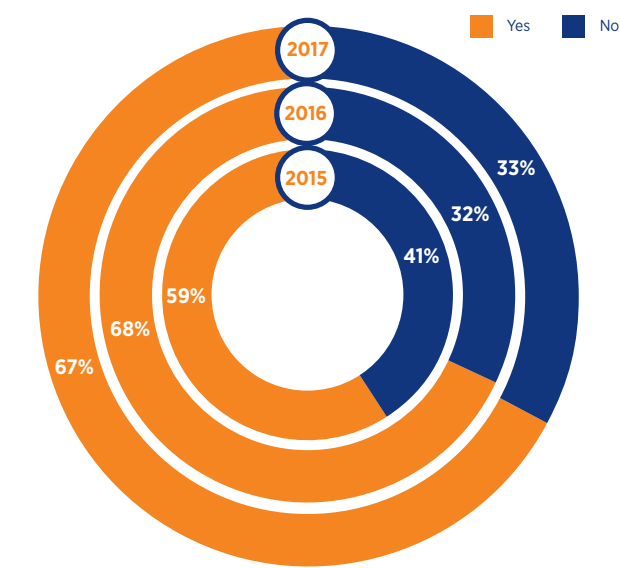


LEGAL
EMPLOYEE SURVEY HIGHLIGHTS

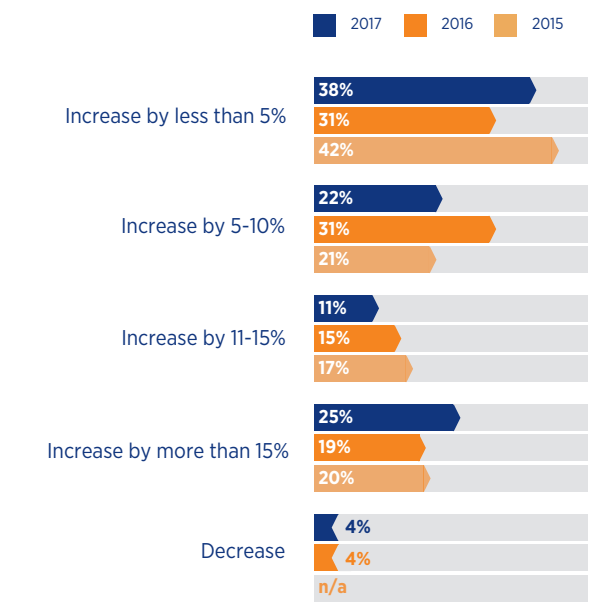
If answered 'Yes'
By what percentage did your salary change?



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?



LEGAL
SALARY GUIDE

Position	AED Range	AED Average
Chief Legal Officer / General Counsel	55,000-106,000	86,500
Senior Legal Counsel 6-9 years	55,000-80,000	59,000
Senior Associate	30,000-62,000	56,000
Legal Counsel 3-5 years	30,000-50,000	41,500
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	10,000-24,500	19,000
Legal Coordinator/Assistant	10,000-16,000	13,000

Salaries shown here represent the total monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2017.

'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 November 2017.

MARKETING

Hiring in the Marketing profession continued at a flat rate in 2017 compared to 2016. There was a significant uplift in the availability of skilled Marketing professionals namely due to continued high rates of immigration in response to the tax free salaries of the region. As a result, competition for roles was stronger than ever and we noticed candidates to be more flexible when negotiating job titles and the breadth of their role remits.

The Tourism industry remains a busy sector for the hiring of Marketing professionals, particularly within Dubai as an increasingly connected and popular destination for holiday makers from all over the globe. Across all industries, there has been an uplift in the number of Digital Marketing roles available as companies look to capitalise on opportunities made available through the latest technological innovations.

Optimistically, job security was much less of a concern for Marketing professionals based in the region than the previous year and confidence continues to grow with 62% feeling more positive about career prospects for the next 12 months than in 2017.

For employers looking to hire top talent, Marketing professionals are becoming increasingly drawn by the career development opportunities being offered by organisations. In line with this, our research found 'Career progression' to be the most important reason that over half (53%) of professionals intend to stay with their current employer for 2018 and beyond.

Salaries

Trends continued with regards to the salaries of Marketing professionals in 2017 with 52% remaining the same, 36% increasing and 12% decreasing. The most common change was an increase of 5-10% which was an uplift on prior year however, the number of those that rose over 10% was marginally lower.

Of those that did increase, company-wide pay increases were a less common reason than in 2016 and instead, individual performance related pay increases are on the rise. This supports a trend we have seen over the past year or more with organisations rewarding performance on a discretionary basis in order to minimise company-wide costs.

As with last year, the majority of Marketing professionals (63%) expect an increase to their salaries in the next year, the most common being a 5-10% rise.

In Demand

English and Arabic speaking candidates with both regional and industry experience continue to be the most sought after. Digital expertise is also becoming an increasingly common requirement with digitalisation high on company agendas.

Product Marketing Manager's and Corporate Comms Managers are the most in-demand job titles as businesses look to optimise sales opportunities of their product offerings, as well as build their brand image and exposure across the market.

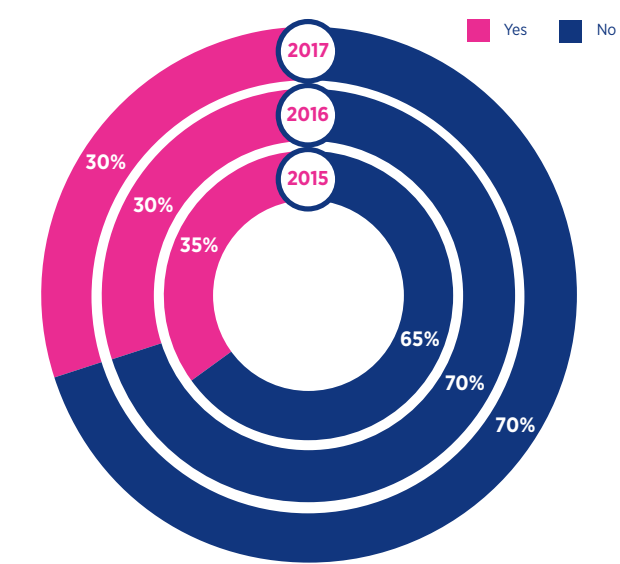


MARKETING

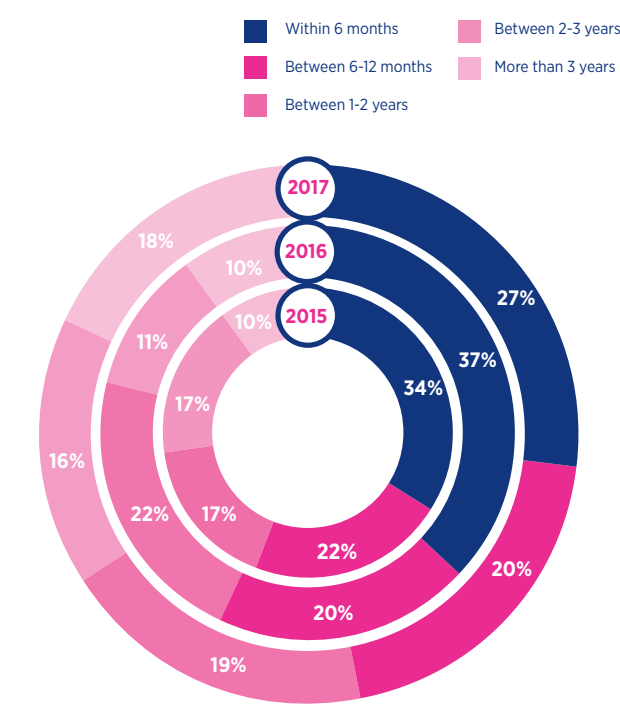
EMPLOYEE SURVEY HIGHLIGHTS

Career

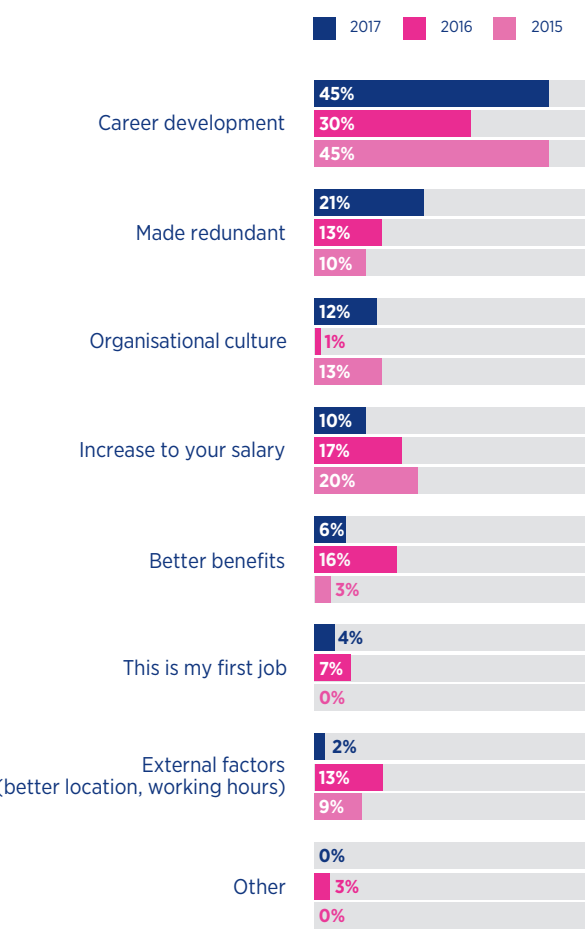
Did you start employment with a new organisation this year?



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?



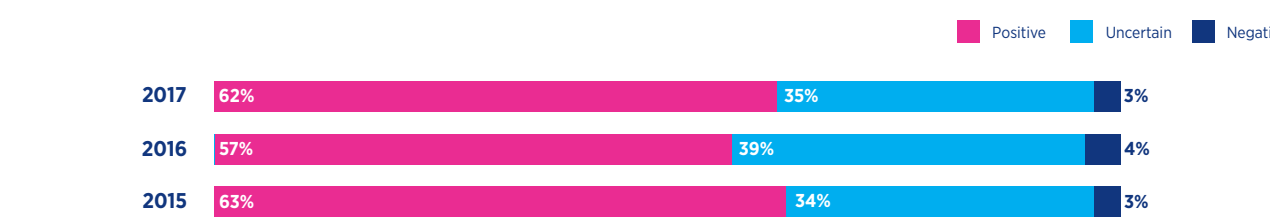
What are the most important factors keeping you with your current employer?



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

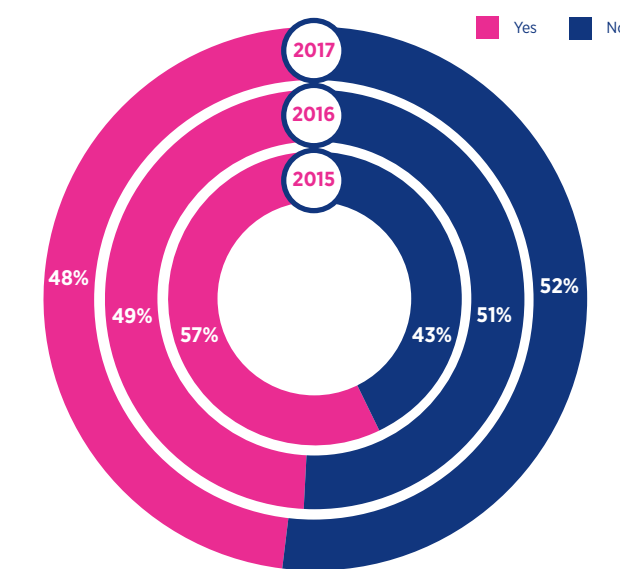


How do you feel about your career prospects for the next 12 months?

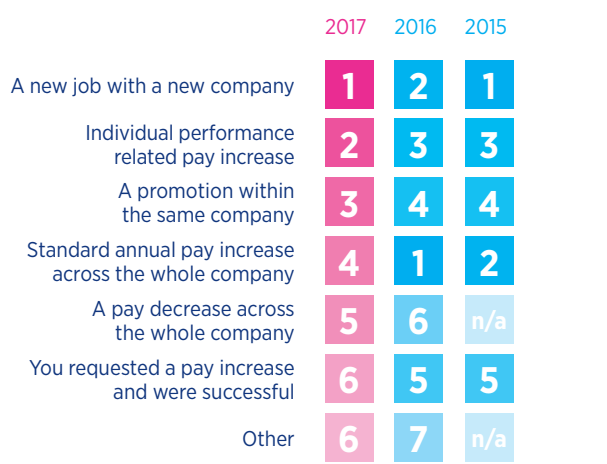


Salary

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

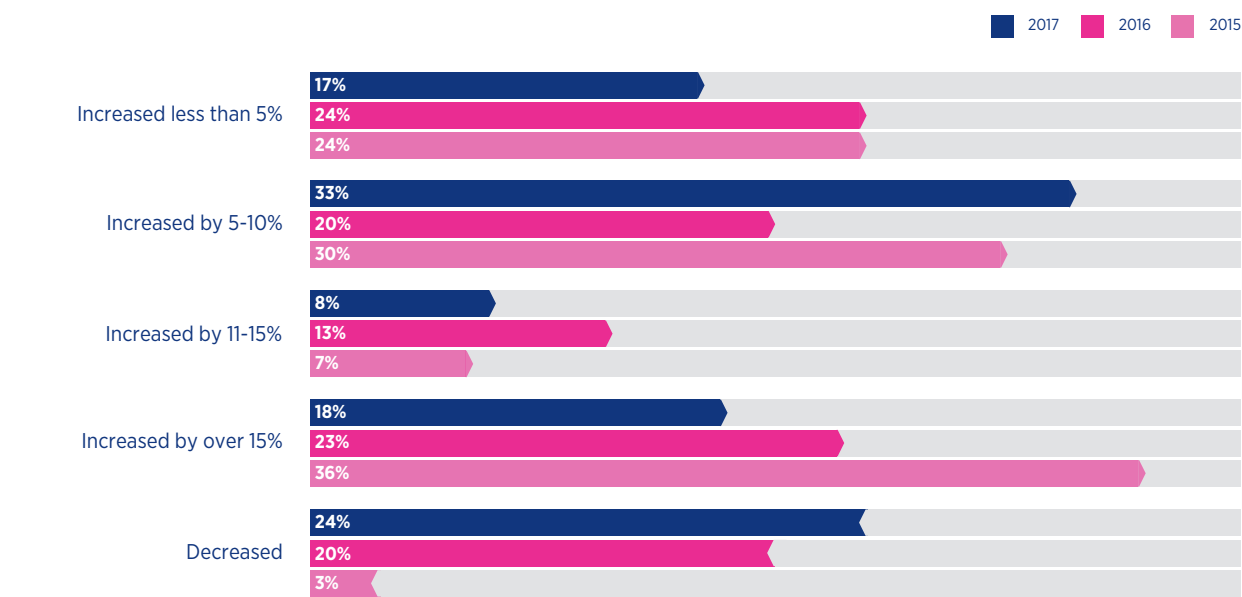


If answered 'Yes'
What was your salary change a result of?

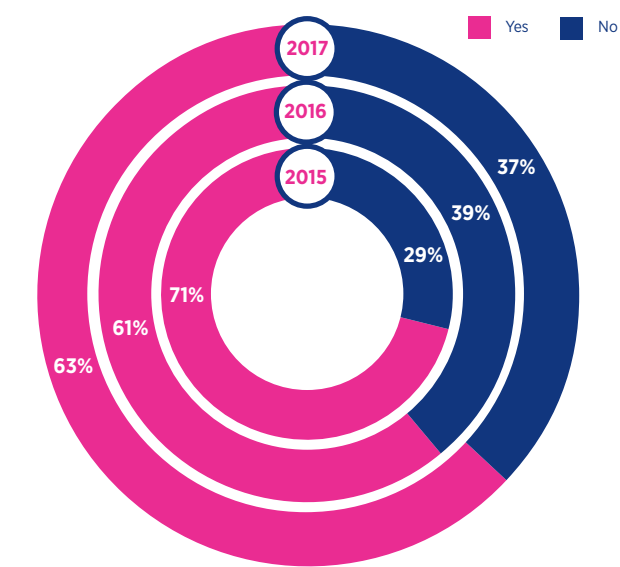


MARKETING
EMPLOYEE SURVEY HIGHLIGHTS

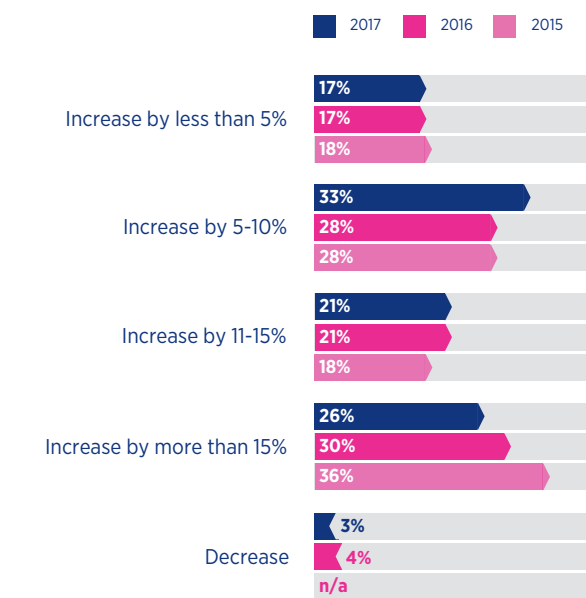
If answered 'Yes'
By what percentage did your salary change?



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?



MARKETING
SALARY GUIDE

Position	AED Range	AED Average
Chief Marketing Officer / VP Marketing	60,000-100,000	80,000
Head of Communications	45,000-75,000	60,000
Head of Marketing / Marketing Director	27,500-70,000	49,000
Regional Marketing Manager	25,000-45,000	35,000
Product Marketing Manager	25,000-40,000	32,500
Public Relations Manager	24,500-29,500	27,000
Digital Specialist	18,000-35,000	26,500
Brand Manager	13,500-30,000	26,000
Event Manager	15,000-30,000	25,500
Marketing Manager	20,000-32,000	25,000
Senior Account Manager	13,000-30,000	25,000
Account Manager	12,000-26,000	20,500
Marketing / Digital / PR / Social Media Executive	10,000-20,000	15,000

Salaries shown here represent the total monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2017.

'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 November 2017.

OFFICE SUPPORT

Hiring activity in the Office Support profession remained at a steady and constant rate in 2017, with the same number of professionals starting new jobs as in 2016. Different from the previous year, there has been more consistency in hiring patterns with fewer cyclical peaks and troughs in demand throughout the year.

Investment and Legal firms have been some of the busiest areas for hiring, as well as the Oil & Gas sector where we have seen confidence start to pick up. As ever, there also remains strong demand for Office Support professionals from company start-ups locating to free zones within Dubai thanks to the tax-free environment and its location as a central hub for business.

In contrast, activity has been slower within FMCG and Hospitality sectors where support teams are either fully staffed or they are managing with lower numbers of headcount. We have also seen a fall in demand for UAE National Office Support candidates as many organisations have now reached their Emiratisation quotas.

Across all sectors, we have noticed an increase in the number of Office Support professionals being hired on a contract rather than permanent basis. Often this is the case when employers are looking to cover permanent staff on either maternity or annual leave but it is also being adopted as a popular initial approach to recruitment as a whole. Low energy prices and associated challenging market conditions have seen many employers reducing their hiring budgets over the past two years and contracting is being recognised as a more viable option in allowing firms the flexibility to trial new starters before committing to permanent employment terms.

The number of available Office Support professionals is strong and ever-growing in the local region due to the attractive tax-free salaries on offer and as such, there is much competition amongst job seekers for roles. Despite this however, there is great optimism from Office Support professionals for 2018 with 70% feeling positive about their career prospects, which is higher than the market average and an uplift on the 62% who felt this way last year. We also anticipate an increase in hiring thanks to growing momentum from the employment patterns mentioned above.

Salaries

Trends with regards to pay rates for Office Support professionals declined marginally in 2017 with 14% receiving a salary cut compared to 9% the prior year. There was also a reduction in the number of professionals gaining a pay rise of over 10%. Despite this however, the majority (49%) of salaries once again remained the same year-on-year and of those that changed the most common was an increase of 5-10%.

Following on from this, salary expectations for 2018 are slightly subdued year-on-year, with the majority of Office Support professionals anticipating an increase of less than 5%, which is lower than the market average of 5-10%.

In Demand

Due to the strong supply of Office Support candidates in the market, employers are being increasingly selective with regards to who they hire and the skills and expertise they possess.

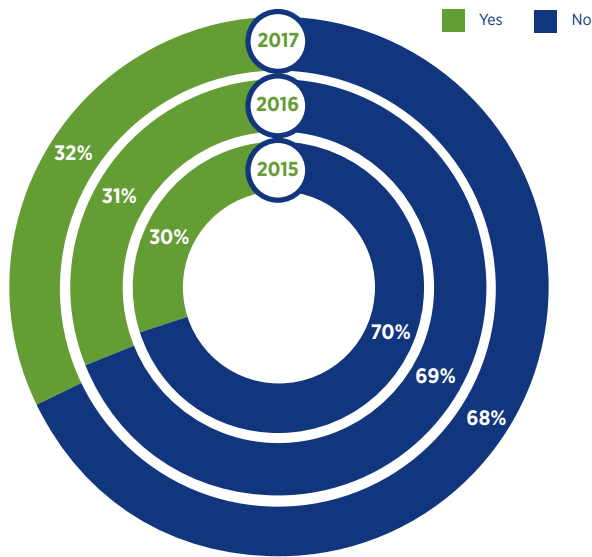
Most in demand are Arabic speaking, degree educated candidates who have all round generalist experience and the ability to cover basic HR and Accounting tasks. Receptionists, PAs, Team Assistants and Administrators who can demonstrate these skills are most sought after.



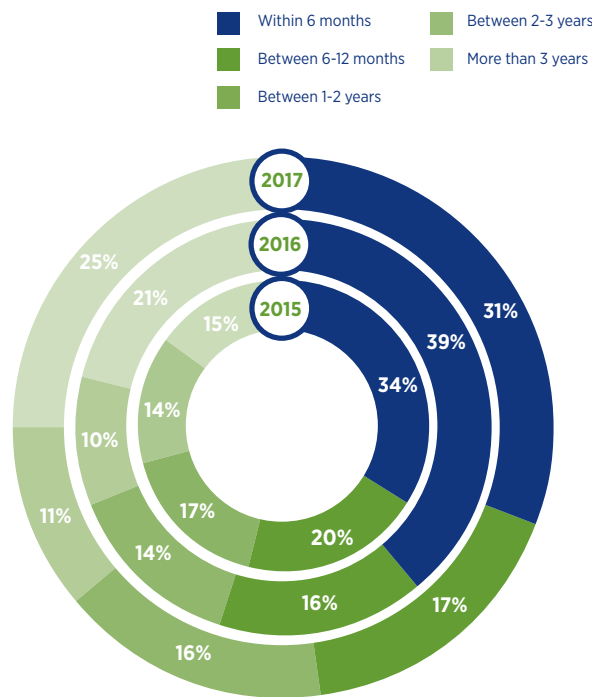
OFFICE SUPPORT
EMPLOYEE SURVEY HIGHLIGHTS

Career

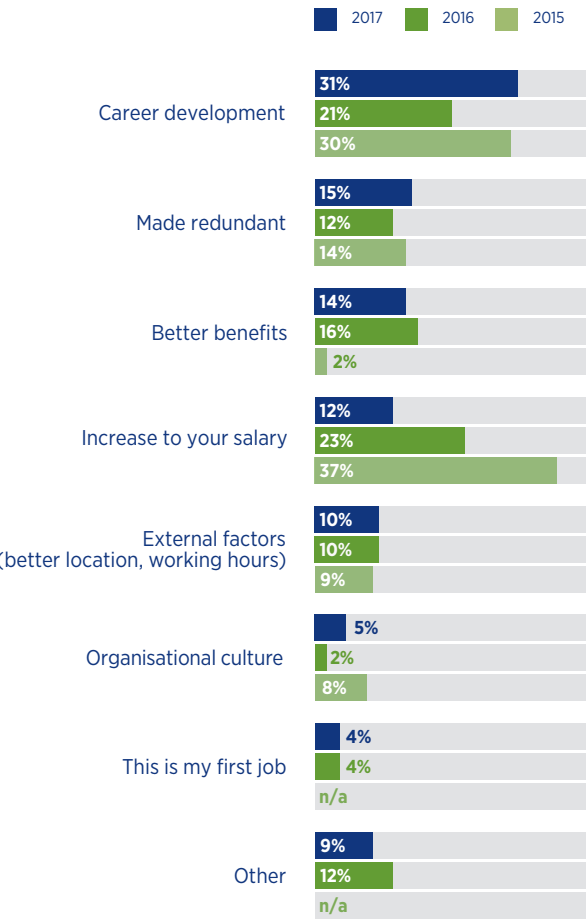
Did you start employment with a new organisation this year?



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?



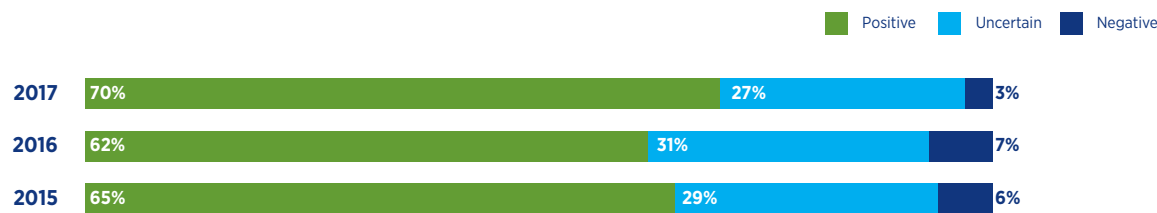
What are the most important factors keeping you with your current employer?



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

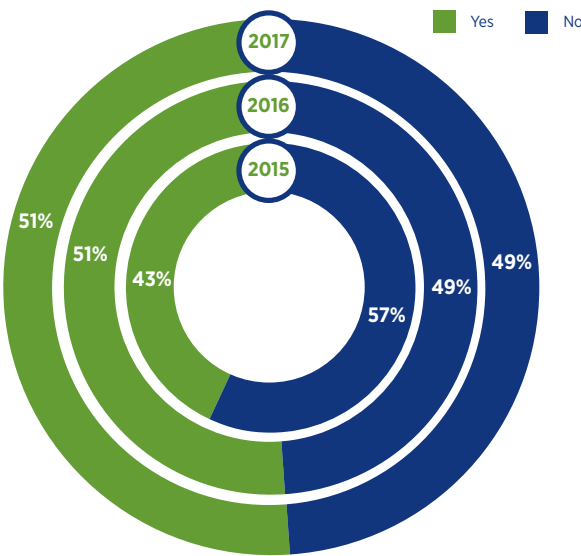


How do you feel about your career prospects for the next 12 months?



Salary

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

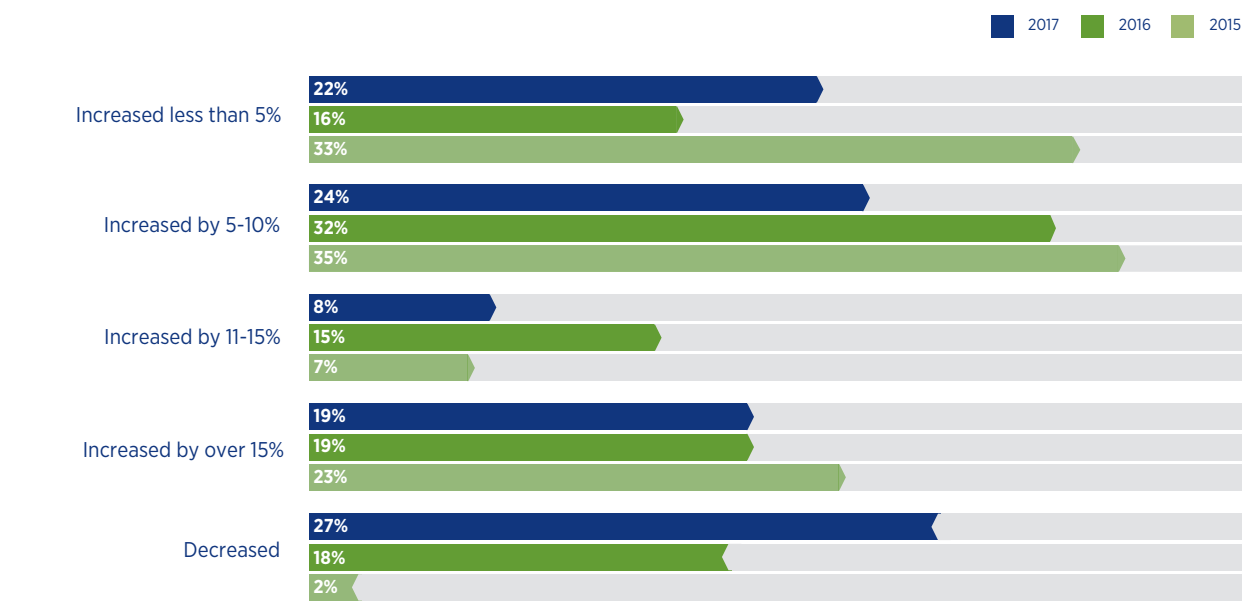


If answered 'Yes'
What was your salary change a result of?

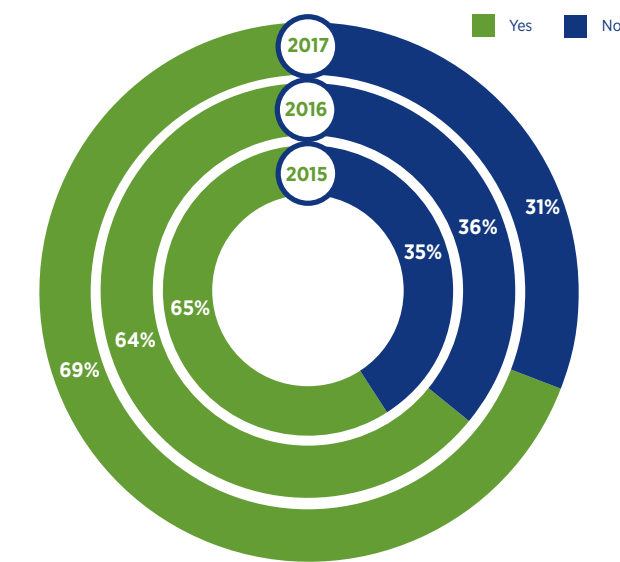


OFFICE SUPPORT EMPLOYEE SURVEY HIGHLIGHTS

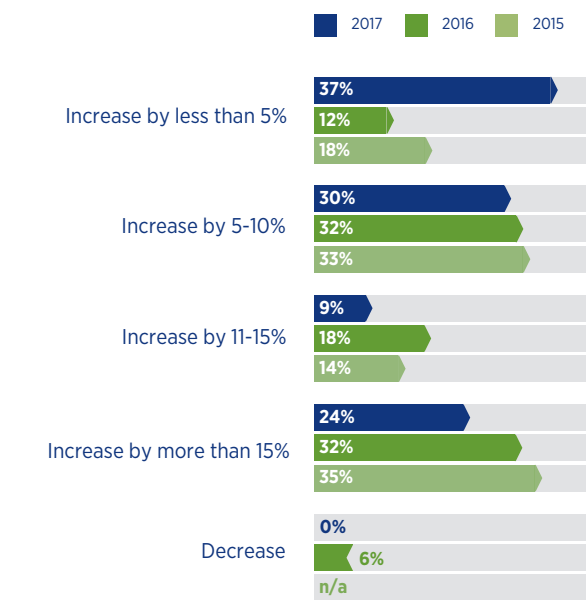
If answered 'Yes'
By what percentage did your salary change?



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	AED Range	AED Average
Executive Assistant	12,000-40,000	21,000
Personal Assistant	10,000-29,000	19,500
Legal Secretary	10,000-24,500	19,000
Office Manager	10,000-41,500	19,000
Translator	9,500-25,000	15,000
Receptionist / Customer Service	5,000-15,000	11,000
Administration Assistant	6,000-15,000	10,500
Administrator	7,500-12,000	8,000

Salaries shown here represent the total monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2017.

'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 November 2017.

Hiring activity in the Sales profession has remained largely the same year-on-year. As ever, there is a vast and mounting supply of readily available candidates, of all levels of seniority, drawn to the region in response to the tax free salaries and competition amongst job seekers in fierce.

In terms of sector, IT has been one of the busiest for Sales professionals with growing focus on digitalisation by organisations, as well as local initiatives including the Dubai Smart Government Programme and EXPO 2020 driving impetus in this area. Confidence is also growing in energy-related industries, with an uplift in demand for Sales professionals within Construction, Automotive and Mechanical and Industrial Engineering sectors. In contrast, we have noticed a decline in the number of Sales roles being made available in the Pharmaceutical industry (with the exception of Saudi), as much investment in the Healthcare sector has taken place and organisations are now fully established with their staffing.

Interestingly, we have seen an increase in the number of organisations looking to hire Sales professionals on a contract rather than permanent basis. This is a particularly attractive and cost-effective option for employers new to the region and attempting to grow their operations, as it allows them the flexibility of trialling the local market without taking on full employment responsibility during this introductory phase.

Looking ahead, we expect an increase in the hiring of Sales professionals in 2018. This optimism is reflected by many of those working professionals, 66% of whom feel positive about their career prospects for the next 12 months, compared to a lower 57% last year.

Salaries

Trends surrounding pay rates were almost identical for Sales professionals in 2017 compared to 2016, with just over half (51%) remaining the same, 38% increasing and 11% decreasing. Of those that increased, the majority did so by 5-10%, which is a marginal increase year-on-year and in line with the market average as a whole. Different from the previous year, individual-performance related pay increases were more common than company-wide pay rises – another cost efficient approach being adopted by employers, as individual performance remuneration typically results in overall lower budget spends than company-wide offerings.

For 2018, salaries are likely to continue at much the same rate as in 2017. Similar to last year, over half of Sales professionals (60%) expect their salaries to change and the majority anticipate an increase of 5-10%.

In Demand

As mentioned above, contracting is on the increase and we expect more organisations – particularly those starting up in the region, to look to hire candidates willing to work on an initial contract basis.

Aside from this, we are noticing a greater demand for junior to mid-level Sales professionals over more senior hires whose salaries are typically higher – a further cost-cutting approach being taken by employers.

When it comes to skills and expertise, most in demand are professionals who have amounted both regional and international experience, as well as the relevant technical knowledge of their specific industry. Bi-lingual (English and Arabic) candidates are favoured and we are also seeing an increase in the number of employers seeking French speaking professionals as they look to expand into North Africa.

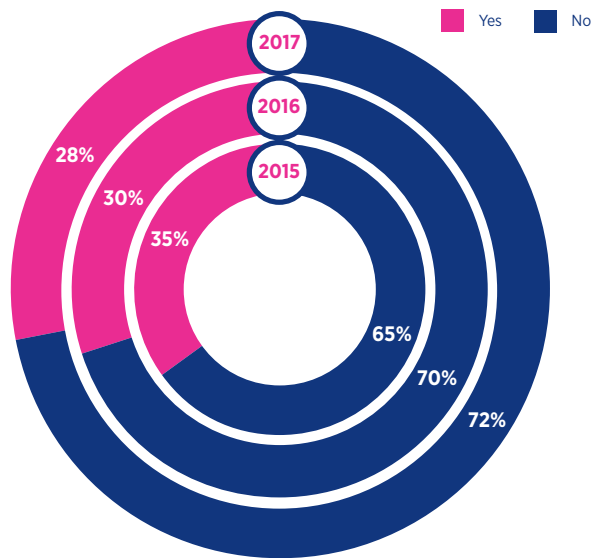


SALES

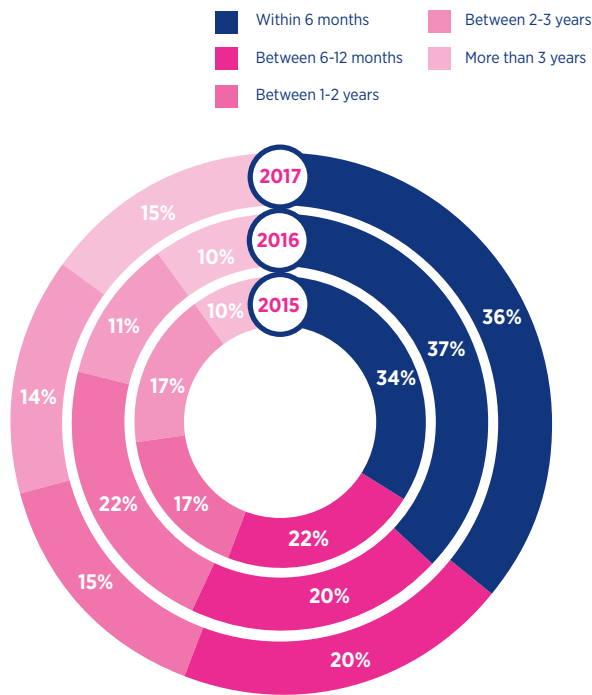
EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start employment with a new organisation this year?



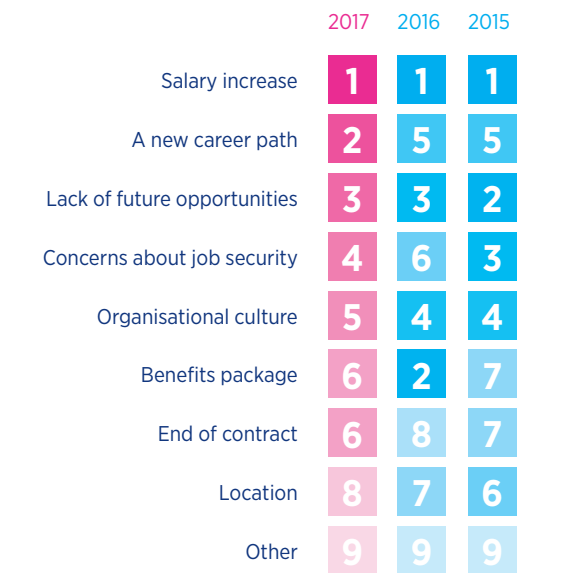
When do you anticipate you will next move to a new job with a new organisation?



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



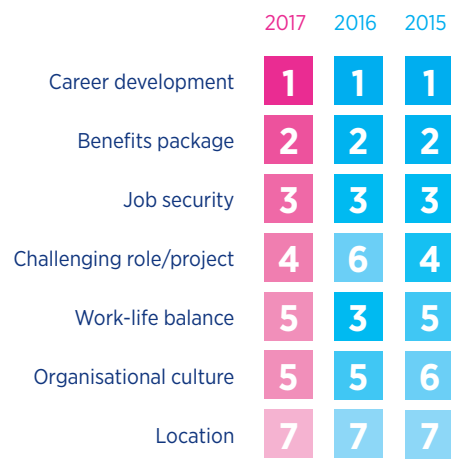
If answered 'within 6 months' or 'between 6-12 months':
Why are you looking to change your job within a year?



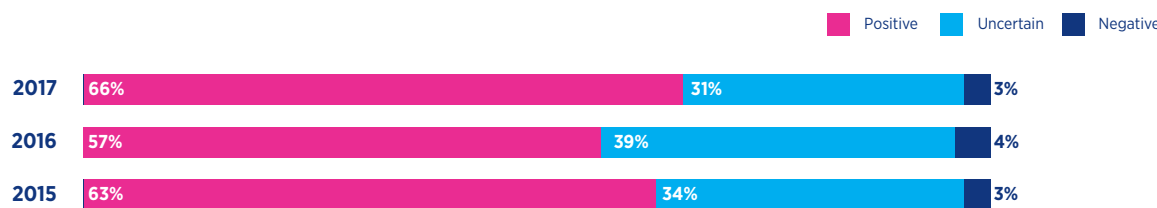
What are the most important factors keeping you with your current employer?



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

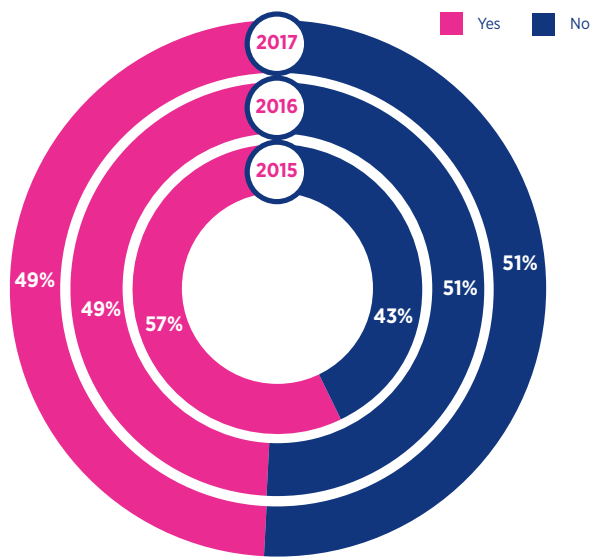


How do you feel about your career prospects for the next 12 months?



Salary

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

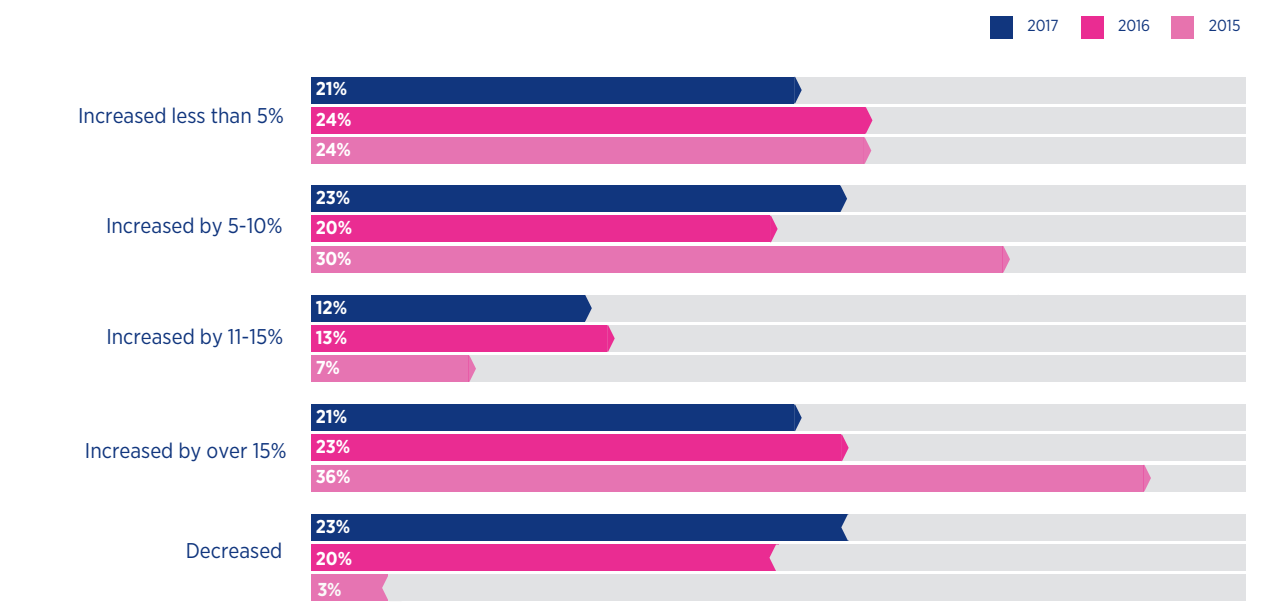


If answered 'Yes':
What was your salary change a result of?

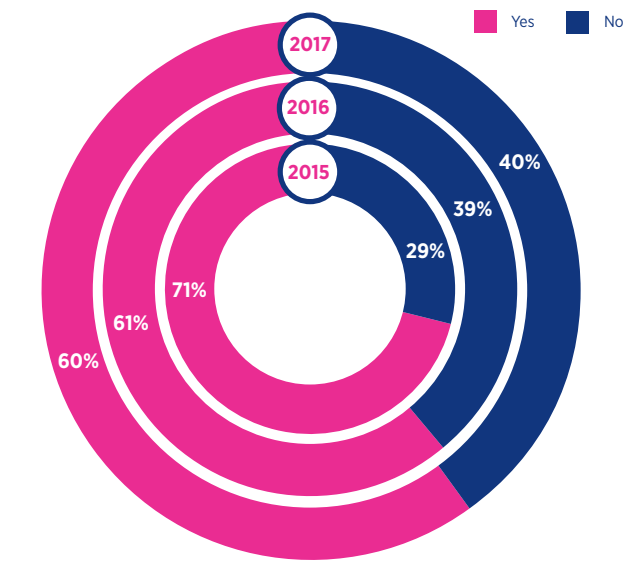


SALES
EMPLOYEE SURVEY HIGHLIGHTS

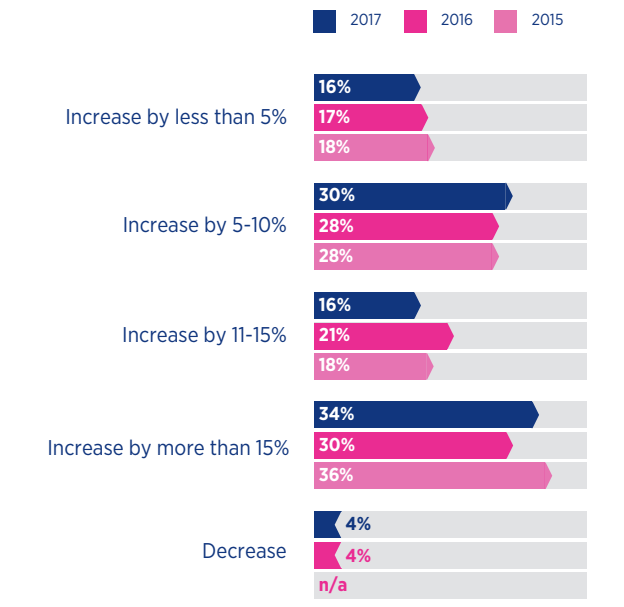
If answered 'Yes'
By what percentage did your salary change?



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
SALARY GUIDE

Position	AED Range	AED Average
Sales Director	40,000-91,500	65,000
General Manager Sales	37,500-73,000	57,000
Head of Business Development	30,000-50,000	45,000
Head of Sales	32,000-53,000	44,000
Senior Sales Manager	30,000-45,000	42,000
Sales Manager	20,000-47,500	35,000
Business Development Manager	20,000-45,000	35,000
Sales Engineer	12,000-20,000	18,000
Business Development Consultant	12,000-20,000	15,000
Sales Support/Executive	4,500-18,000	12,000

Salaries shown here represent the total monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2017.

'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 November 2017.

SUPPLY CHAIN

The number of jobs available for Supply Chain professionals was roughly the same year-on-year, with 23% starting employment with a new company in 2017, compared to 21% in 2016.

Positively, we noticed hiring to increase for Supply Chain professionals within the Automotive and Construction sectors and we expect this to continue as confidence in the energy-related sectors improves going forward.

In contrast, hiring activity was relatively subdued year-on-year within FMCG companies and MNCs, who we have observed are cutting costs by centralising operations to their other already established global networks, therefore reducing the number of regional jobs made available.

From an employee perspective, competition for Supply Chain roles is as high as ever. In contrast to the more buoyant conditions of 2015, there exists a greater supply of candidates relative to the number of jobs available. It is no surprise then that over a third (35%) of Supply Chain professionals are feeling uncertain about their career prospects for 2018 compared to the 26% who felt this way last year. That being said, 61% remain positive and we expect there to be increasing opportunities for Supply Chain professionals in the market over the next 12 months.

Salaries

Over half (53%) of Supply Chain professionals salaries remained the same in 2017 compared to 2016 and positively, there was a significant reduction in the number of pay decreases that took place. Instead, the most common change was up to a 5% increase which was marginally lower than the market average of 5-10%.

Looking ahead, salary expectations of Supply Chain professionals have slightly reduced year-on-year with 53% expecting pay rates to increase in 2018, compared to 62% the previous year. That being said, of those that do anticipate a change the outlook is positive with the majority expecting a rise of 5-10%.

In Demand

Reduced company budgets have opened new opportunities for some Supply Chain professionals with a growing demand for Procurement and Category managers in the region.

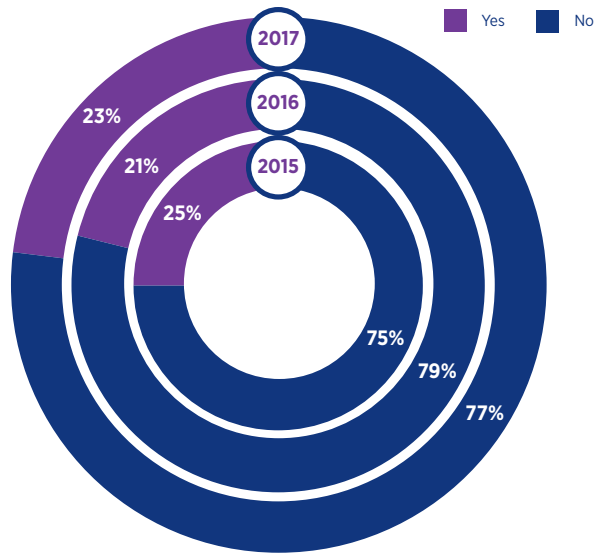
As with other professions, employers favour experienced Supply Chain professionals who have worked in the local region and who possess the like-for-like skills required of the role.



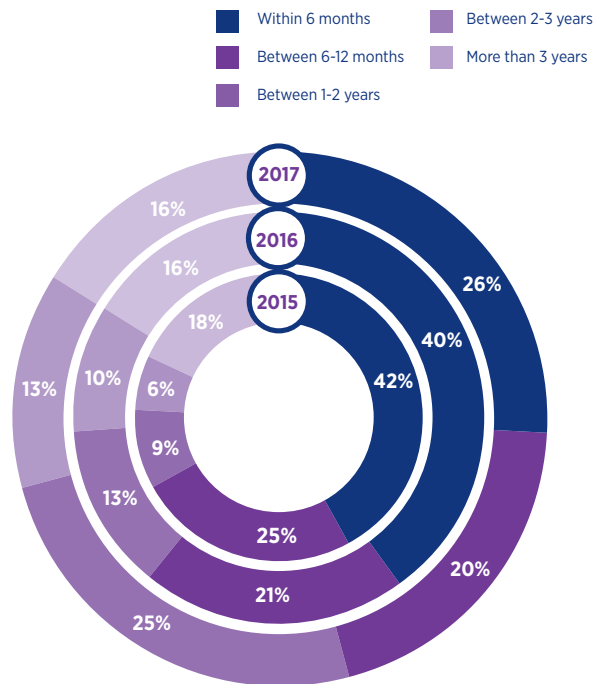
SUPPLY CHAIN
EMPLOYEE SURVEY HIGHLIGHTS

Career

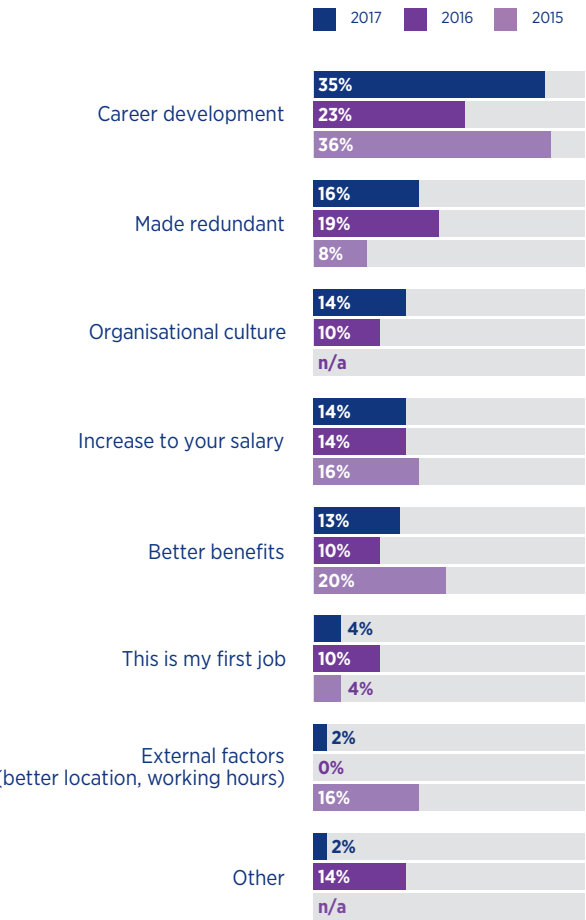
Did you start employment with a new organisation this year?



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?



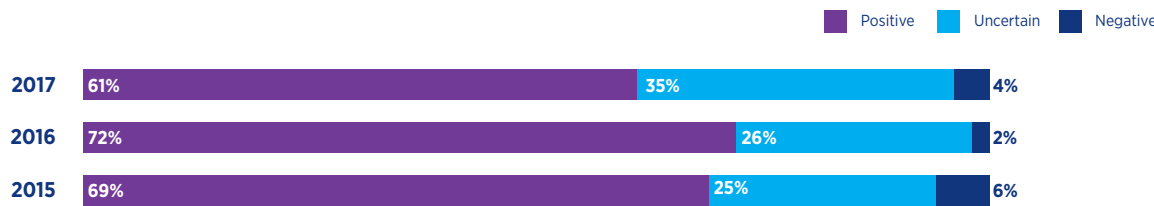
What are the most important factors keeping you with your current employer?



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

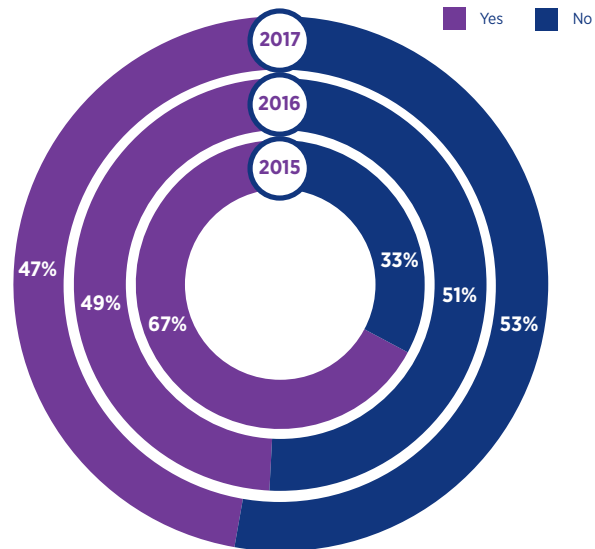


How do you feel about your career prospects for the next 12 months?

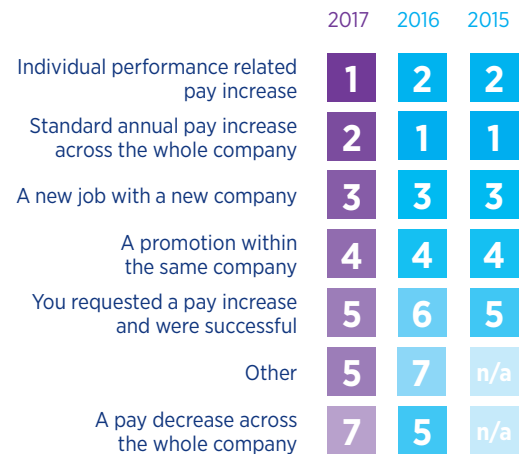


Salary

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

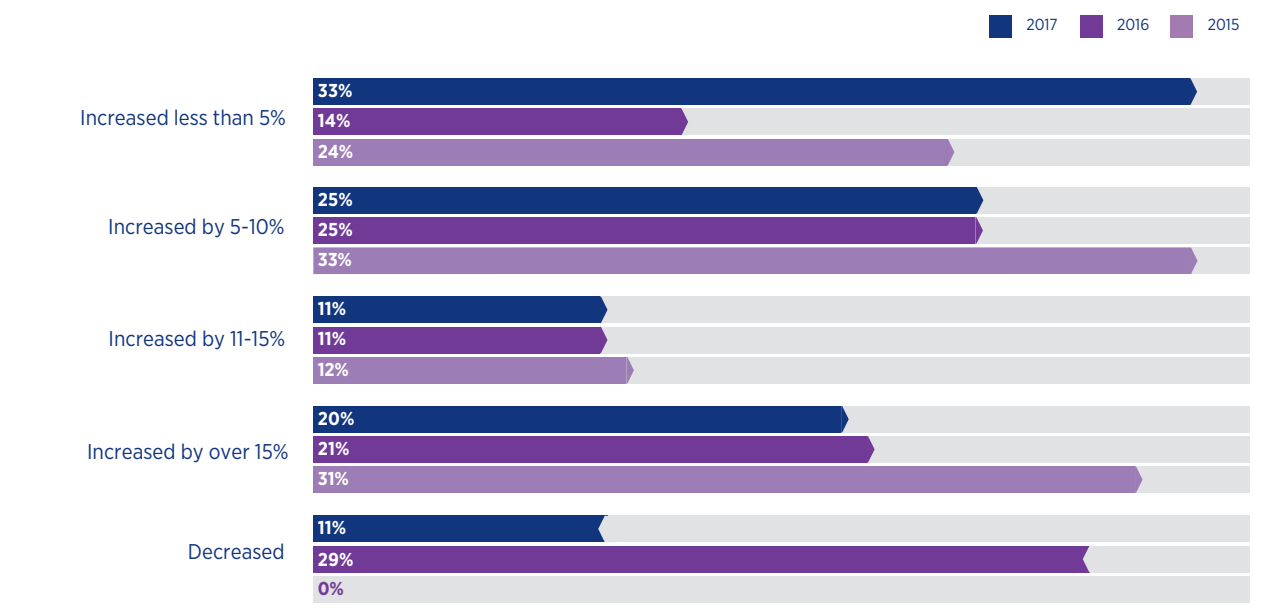


If answered 'Yes'
What was your salary change a result of?

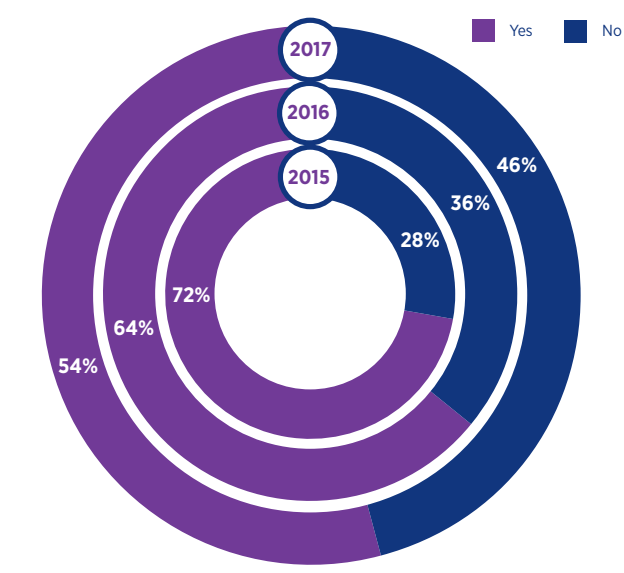


SUPPLY CHAIN
EMPLOYEE SURVEY HIGHLIGHTS

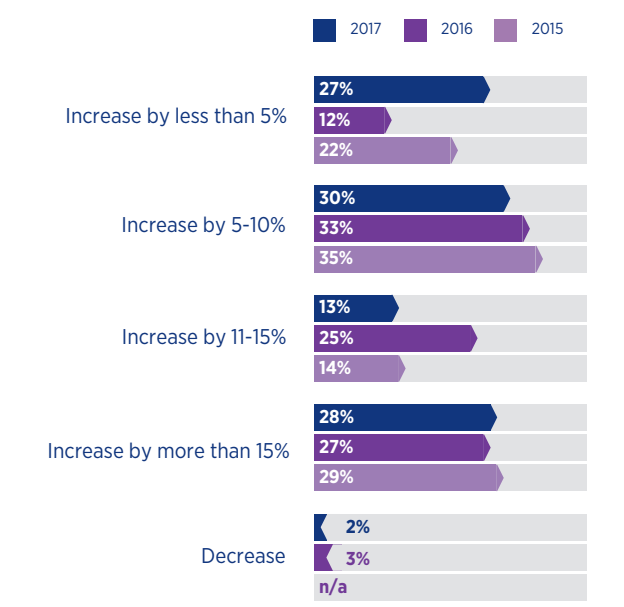
If answered 'Yes'
By what percentage did your salary change?



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	AED Range	AED Average
COO/General Manager	45,000–75,000	55,000
Supply Chain/Procurement Director	55,000–70,000	55,500
Supply Chain Manager	26,000–60,000	39,000
Procurement Manager	25,000–55,000	38,500
Operations Manager	18,000–40,000	33,000
Production Manager	16,000–44,000	29,500
Logistics Manager	17,500–30,000	25,000
Demand Planner	13,000–30,000	25,000
Procurement Officer/Buyer	12,000–25,000	20,000
Logistics Officer/Coordinator	8,000–17,000	10,500

Salaries shown here represent the total monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2017.

'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 November 2017.

OUR SPECIALIST AREAS



Each year we place hundreds of professional candidates into permanent and contract 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
- Internal Auditor
- Management Accountant
- Regional Finance Manager
- Risk Manager
- Tax Accountant

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
- Strategic Consultant
- Valuations Manager

Engineering

- Building Services Engineer
- Civil/Structural Engineer
- Design Director
- Engineering Manager
- Environmental Engineer
- Interior Designer
- Geotechnical Engineer
- Mechanical/Electrical Engineer
- MEP Manager
- Landscape Architect
- Operations Manager
- Principal Architect
- Project Design Manager
- Rail Engineer
- Resident Engineer
- Traffic Engineer
- Transportation Specialist
- Utilities Engineer

Executive

- Chief Executive Officer
- Chief Finance Officer
- Chief HR Officer
- Chief Investment Officer
- Chief Operations Officer
- Head of Asset Management
- 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

- Compensation & Benefits Manager
- Head of HR
- HR Administrator
- HR Advisor
- HR Business Partner
- HR Director/Manager
- HR Generalist
- HR Officer
- Learning & Development Manager
- Public Relations Officer
- Recruitment Manager
- Talent Acquisition Specialist
- Talent Manager

IT

- Business Analyst
- Business Solutions Consultant
- Change Manager
- Chief Information Officer
- Chief Technology Officer
- CRM Consultant
- Cyber Security Manager
- Data Architect
- Digital Transformation Manager
- ERP Consultant
- Information Security Consultant
- Infrastructure Manager

- IT Business Development Manager
- IT Director/Manager
- IT Systems Analyst
- Mobile App Developer
- Network Engineer
- Programme Manager
- Project Manager
- SAP Consultant
- Software Developer
- Software Development Director
- Software Development Manager

Legal

- Arbitration Lawyer
- Associate
- Chief Legal Officer
- Commercial Lawyer
- Company Secretary
- Corporate Lawyer
- Director of Legal
- General Counsel
- Head of Legal
- Immigration Lawyer
- Legal & Compliance Manager
- Legal Advisor
- Legal Counsel
- Legal Officer
- Litigation Lawyer
- M&A Associate
- Paralegal
- Partner
- Senior Associate
- Senior Legal Counsel

Marketing

- Brand Manager
- Chief Marketing Officer
- Corporate Communications Manager
- Customer Marketing Manager
- Digital Marketing Manager
- Director of Marketing & Comms
- Head of Marketing
- Marketing Executive
- Marketing Manager
- PR & Comms Manager
- Product & Proposition Manager
- Social Media Manager
- Sponsorship Manager

Office Support

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

Oil & Gas

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

Sales

- Business Development Manager
- Business Manager Sales
- General Manager Sales
- Head of Sales
- Key Account Manager
- Project Sales Manager
- Regional Sales Manager
- Sales Consultant
- Sales Director
- Sales Engineer
- Sales Executive
- Sales Manager

Supply Chain

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

Emiratization

- 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 and candidates since first launching in 2005.

Our overriding aim is to build enduring relationships with employers and job seekers across the GCC and to find organisations the right people to match their specific needs and help industries 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 to find skilled professionals who not only fit culturally but who make a real difference to businesses.

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
- Emiratisation
- Recruitment Process Outsourcing

Local areas covered

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

37

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:

T: +971 (0) 4 559 5800 or

E: marketing.uae@hays.com

Dubai

Block 19, 1st Floor

Office F-02

Dubai Knowledge Park

Dubai

UAE 500340

Abu Dhabi

Guardian Tower, 4th Floor

Technip Building

Between 29th & 31st Street, off Muroor Road

Abu Dhabi

UAE 34834



Hays is the number one followed recruitment agency on LinkedIn in the world. Join our growing network by following Hays.



Get expert advice, insights and the latest recruitment news by following us on Twitter:

[@haysdubai](https://twitter.com/haysdubai)

[@haysworldwide](https://twitter.com/haysworldwide)