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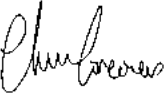
INTRODUCTION



Welcome to the 2019 Hays Salary and Employment Report for the GCC region. This is the fifth year that we have published this report, and as the questions we ask of the respondents are the same from year to year, visible trends are beginning to emerge. So what are the key findings, what happened in 2018 and what is the outlook for 2019?

Well let’s start with a subject close to all our hearts, salaries. We often hear commentary on the radio and read articles in the press along the lines of “Salaries are set to rise in the UAE/GCC by 5% in 2019”. This kind of reporting implies that there will be a fairly common experience amongst the regional workforce, and that we can all expect some sort of uplift to our salaries on an ongoing annual basis. Our research, once again, suggests that this is simply not the case, that individual experiences in changes to salary are extremely varied and highly polarised. Only 8% of employee responses to our survey reported an increase in salary in 2018 which was linked to a company-wide salary uplift. 9% of employees actually reported being on a lower salary in December 2018 compared to their salary in January 2018. A substantial 41% of employees reported an increase in salary during the year, but of this total 80% of respondents enjoyed an increase in salary of more than 5%. So there is no common experience at all. Why is this and what is going on? By way of an answer it’s useful to start by looking at what companies reported regarding headcount changes during 2018. One third (32%) of companies said they had increased headcount during the year, 30% reported a flat headcount, and 38% of companies said headcount had reduced in 2018. This suggests that many companies are still finding trading conditions tough, and for these organisations managing their cost base is a top priority. We believe many companies are being squeezed by an inability to increase their pricing to their customers and a rising cost base – raw materials, shipping and transportation, licensing and regulatory costs and so on. This phenomenon was referred to in the Emirates NBD market report in November 2018. Consequently there is little left in the pot to pay out in increased salaries.

What is very striking is that when we look at the 41% of the workforce that reported an increase in salary in 2018, in three-quarters of the cases the reasons given were specific to the individual; moving jobs, being promoted or securing a performance based pay rise. This confirms the view that companies are being very tight with the purse strings and only splashing out to attract or retain key staff. What accounts for the 9% of employees who reported a lower salary in December 2018 than 12 months previously, the same figure we saw in 2017? There are two main explanations. Firstly some companies are still offering salary reductions as an alternative to widespread restructuring, and secondly it is increasingly common that someone who loses their job has to accept a lower salary to secure the next job role. Despite all of this, the GCC, and the UAE in particular, is still seen as a very attractive place to live and work and job applications are received in their thousands every week from people all around the world. Clearly not all of these people will have the skills or experience that GCC employers are looking for, but the volumes create the impression of availability and choice, and we believe that this perception of high volumes of supply is an additional dampener on salary growth. What else stands out in the report? Despite what we hear about stress and burn out in the work place, only 13% of employees describe their work-life balance as poor or very poor, with nearly 60% saying it is good or very good. One word of warning to employers who want to retain their staff, 55% of employees said they don’t see room for career progression in their current company. Anecdotally we believe this is an accurate perception as this is cited as the primary reason when job seekers approach us to help them secure alternative employment. Additionally, for those people who are considering moving jobs in 2019, career progression is cited as the single largest reason. Turning to the outlook for 2019 the picture looks promising with 67% of employers saying they expect to hire additional staff during the year and only 15% reporting a negative outlook for their company. Let’s hope they are right! For our part we forecast that hot sectors for job creation in 2019 will remain IT, sales roles across all industries, digital marketing and increased opportunity in Saudi Arabia. Finally a word of thanks to the 2,400+ people who contributed to the data you find in the following pages, quite simply we couldn’t produce this report without you. Best wishes for a prosperous 2019.

  
**Chris Greaves**  
Managing Director, Hays Gulf Region



## ABOUT THIS REPORT

The Hays GCC Salary & Employment Report is an annual in-depth analysis of the hiring market and employee salaries within the Gulf Corporation Council (GCC) region. This is the fifth and largest edition produced. In this report we explore the following job categories: Accountancy & Finance, Construction, Property & Engineering, HR, IT, Marketing, Office Support, Sales and Supply Chain.

This unique report takes a detailed look at salary and hiring trends in 2018 and employee and employer expectations for 2019. We compiled this report by surveying employees and employers registered with Hays, who are currently working or operating across the GCC region. This report can be used as a tool to propel your own career or shape the future of your business.

### Methodology

This guide has been compiled using data gathered in Q4 2018 from over 1,700 employees and 700 employers from organisations of all sizes throughout the GCC. We have also used job listings, job offers and candidate registrations with Hays GCC to verify the survey results and give a rounded and detailed analysis of salaries and the employment market.

### Thank you

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

## SURVEY RESULTS EMPLOYEES & EMPLOYERS

### Hiring activity

2018 was less active for hiring compared to 2017 with 32% of employers reporting an increase in headcount, down on the 40% who did so the previous year.

The low energy prices have had a sustained effect on how companies approach and manage their recruitment. Of those that we surveyed, 32% reduced the size of their headcount in 2018 and we have seen selection processes of candidates to be much more time consuming and rigorous than previous years as organisations commit to hiring only once they can be assured they have identified the most capable talent who will add significant value to their business.

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 2018. A relatively new concept here in the GCC in contrast to European markets, we are seeing contracting grow in significance as a viable means to ensuring that companies can deliver their products and services on time and to budget. They are able to upscale and reduce the size of their workforce as required of their workload, without having to take on the full employment responsibilities involved in on-boarding permanent staff. For those companies new to the region, contracting also allows them to test the local market before deciding whether to bear the costs of expanding their operations on a greater and permanent basis. Going forward, we expect contracting to grow in prevalence as more organisation realise the benefits and options available to them.

Looking ahead to the next 12 months, momentum in the market is growing. This is clear from the 67% of employers based in the region who plan on recruiting additional staff in 2019 and the 55% who expect 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.

### Salaries

Salary trends for those working in the GCC were similar in 2018 compared to 2017 with 49% remaining the same, 9% decreasing and 42% increasing; the majority once again by more than 5-10%. Slightly different was the average salary change given as a result of a company-wide pay increases, which declined from 5-10% to less than 5%.

Looking to expectations for 2019 an optimistic 67% of employees expect an uplift in salary, compared to 61% a year ago. Given recent trends this is an expectation that is unlikely to be realised and our forecast, if current economic circumstances maintain, is an outcome similar to 2018.

### Skills

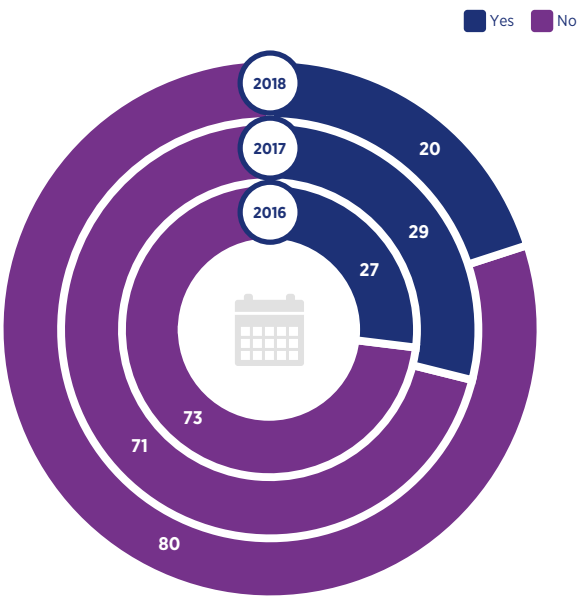
The number of available candidates continues to grow year-on-year, largely owing to tax-free salaries attracting workers to the region. Despite this however, 80% of employers do expect to encounter some form of skills shortages over the next 12 months.

Part of the reason for this, as stated by over a quarter (27%) of organisations, is down to managerial or leadership challenges. As such, we are noticing retention and engagement of staff to be of much greater significance to employers as part of their recruitment strategy than previous years, with the majority of employers (50%) believing these will be the two biggest challenges for their HR departments in 2019.

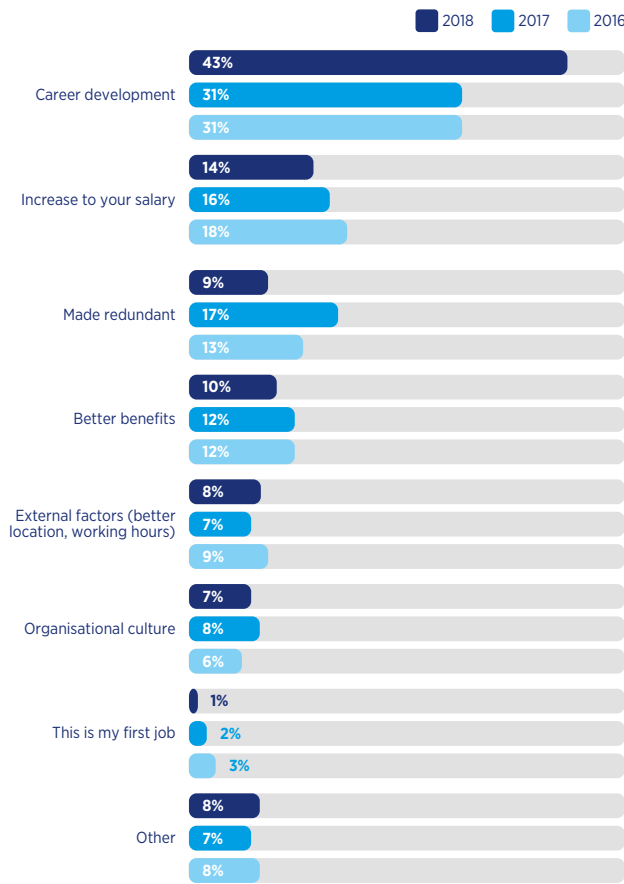
EMPLOYEE SURVEY RESULTS  
FINDINGS FOR 2019

CAREER

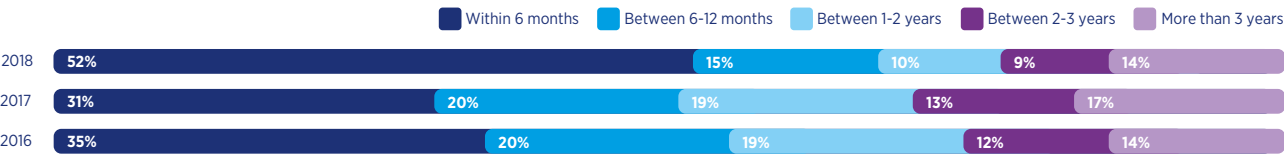
Did you start employment with a new organisation this year? (%)



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?



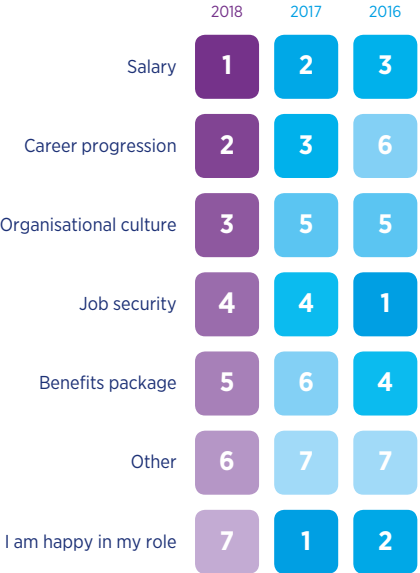
If answered 'within 6 months' or 'between 6-12 months':  
Why are you looking to change your job within a year?



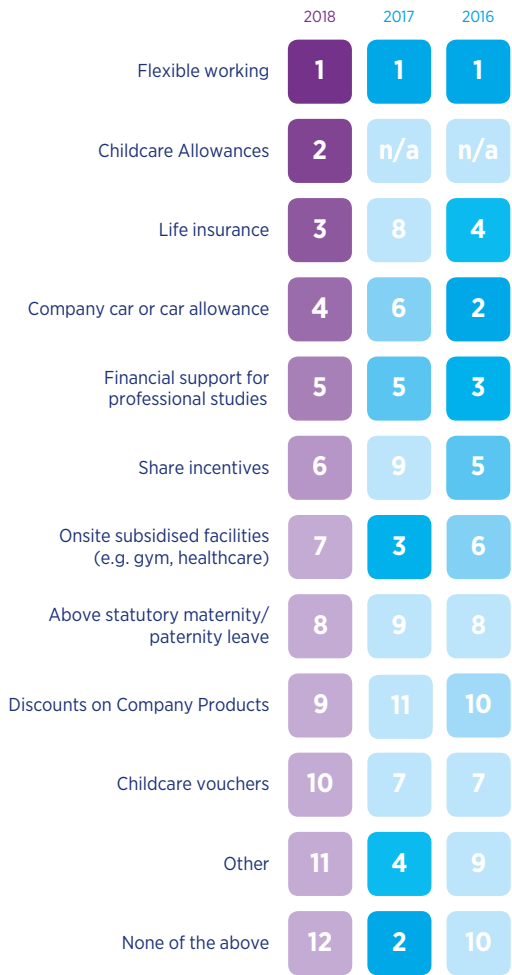
Aside from salary, what is the most important factor to you when considering a new job?



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



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



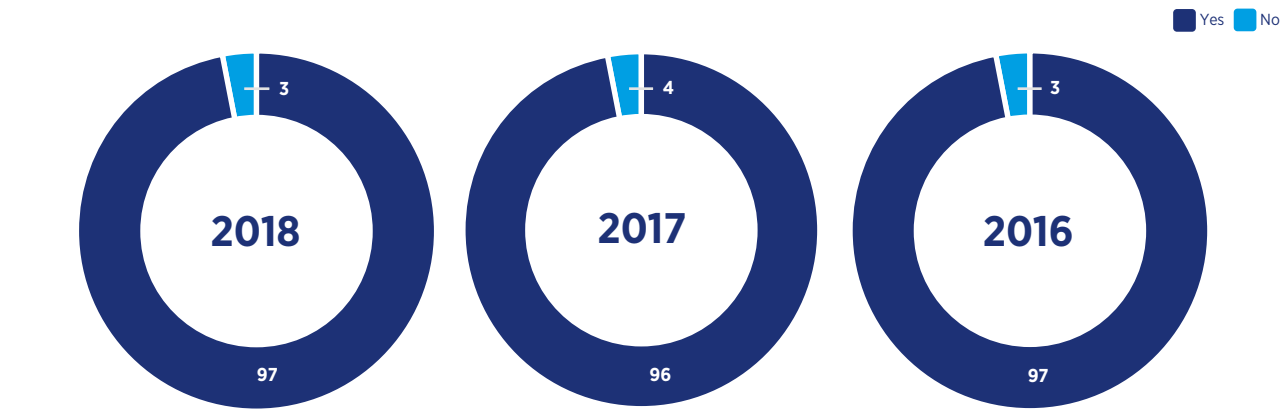
# EMPLOYEE SURVEY RESULTS

## FINDINGS FOR 2019

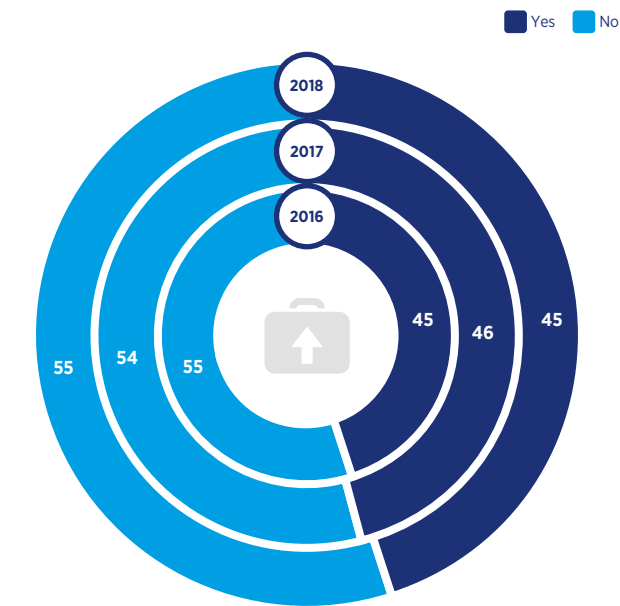
How do you feel about your career prospects for the next 12 months?



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

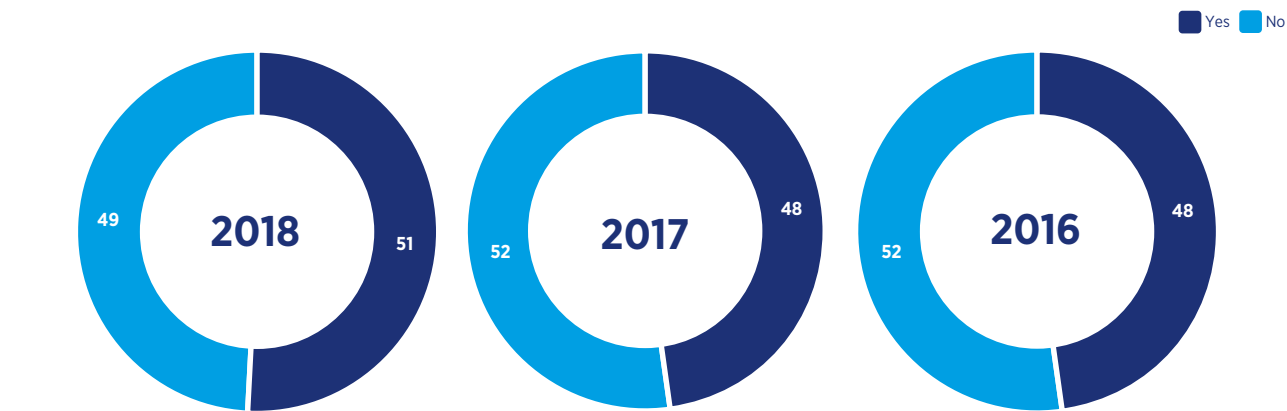


Do you feel that there is scope for career progression within your organisation? (%)

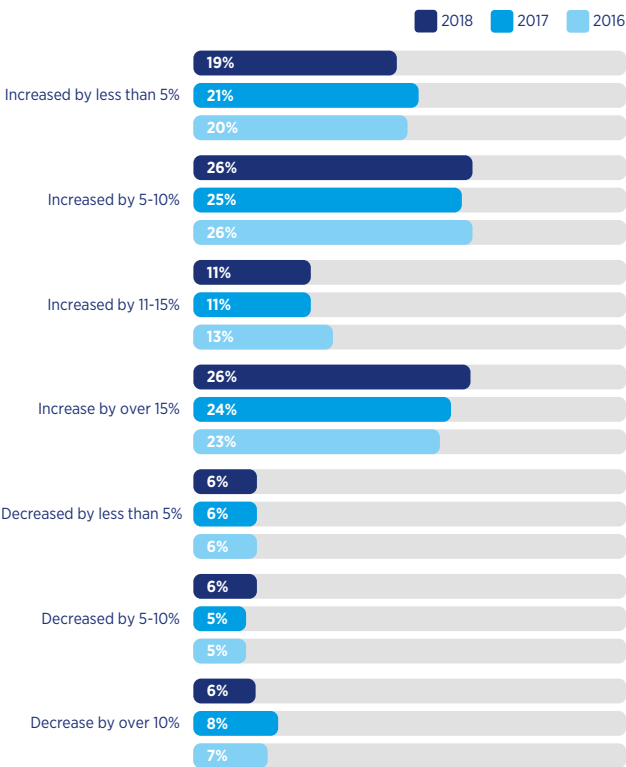


## SALARY

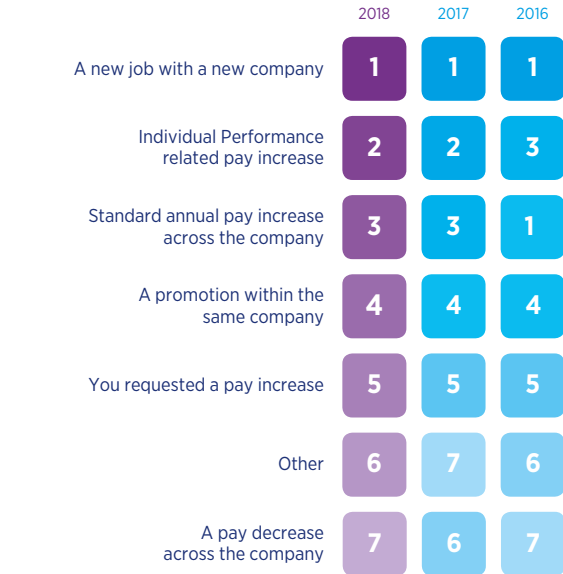
Did your salary change this year compared to last? (%)



If it did change:  
By what percentage was this?



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

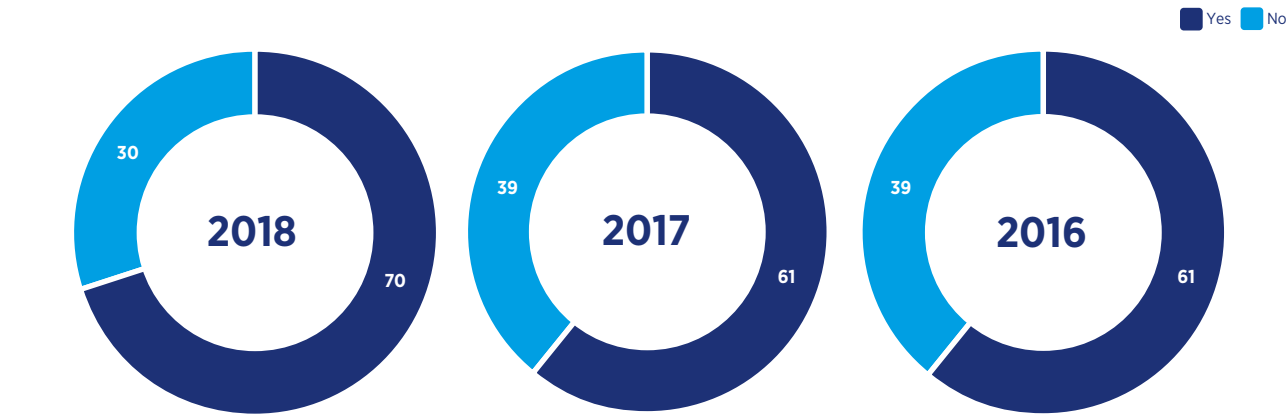




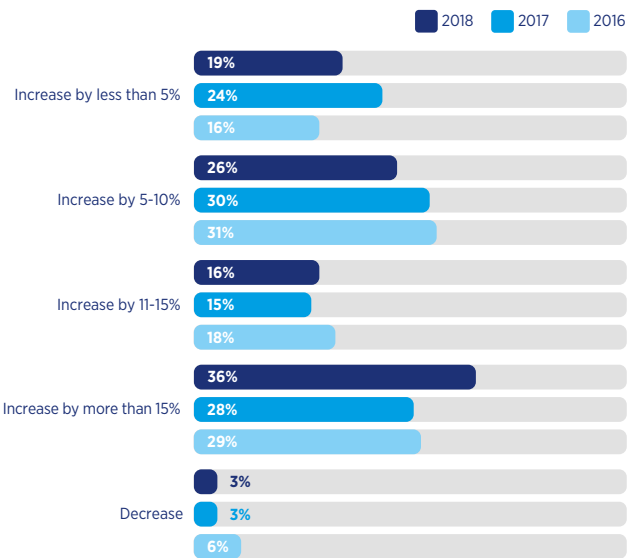
# EMPLOYEE SURVEY RESULTS

## FINDINGS FOR 2019

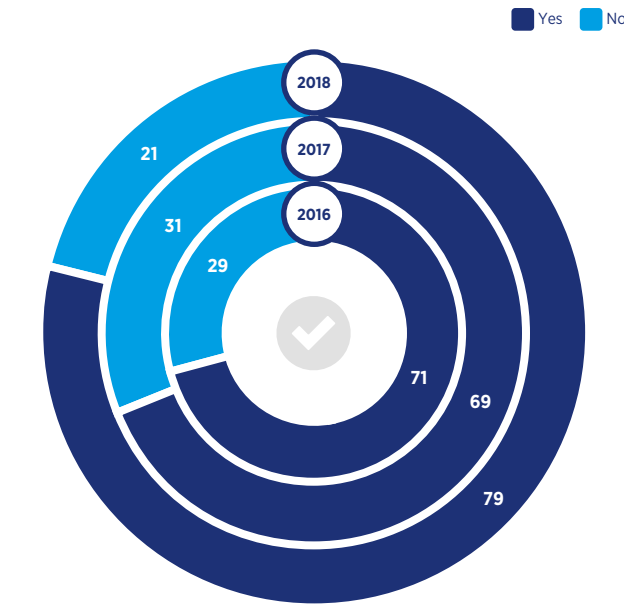
Do you realistically expect your current salary to change in the next 12 months? (%)



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



Are you happy with this expected salary change? (%)

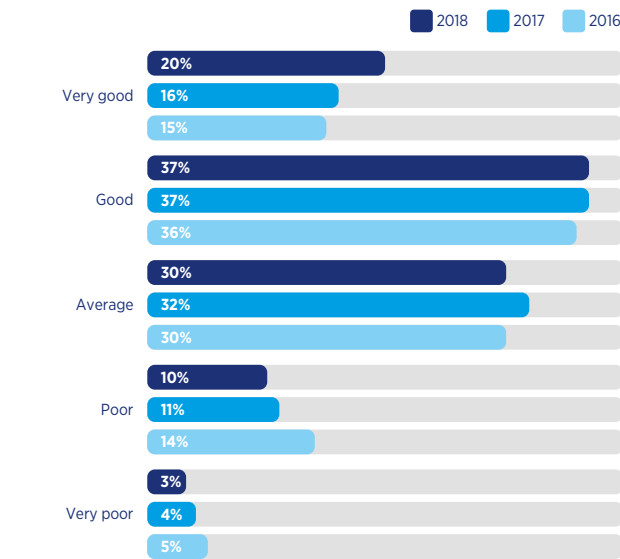


If answered 'no': What is the reason?

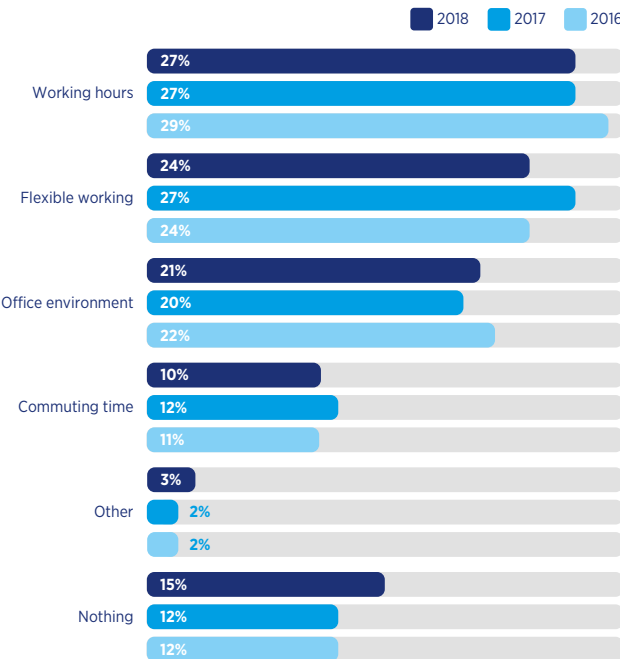


## WORK-LIFE BALANCE

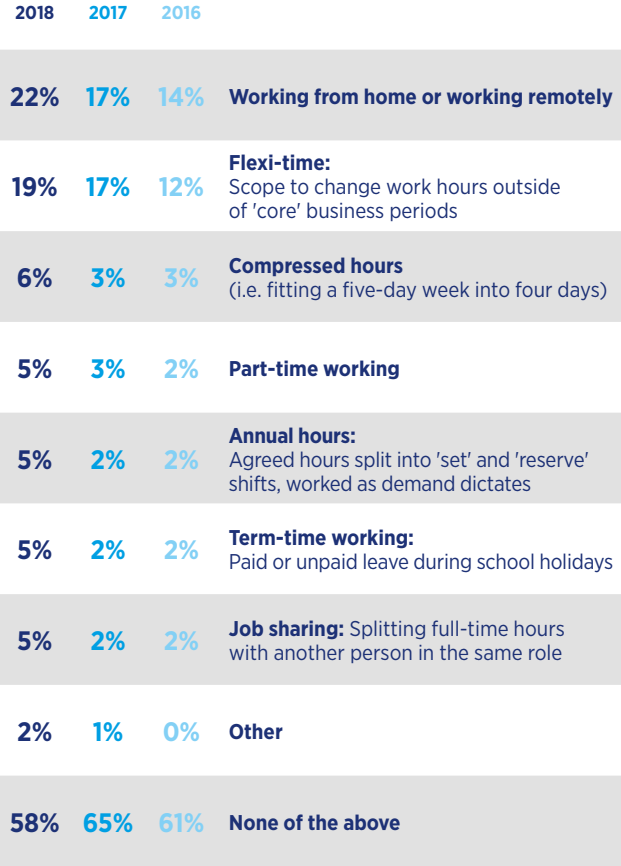
How would you rate your work-life balance?



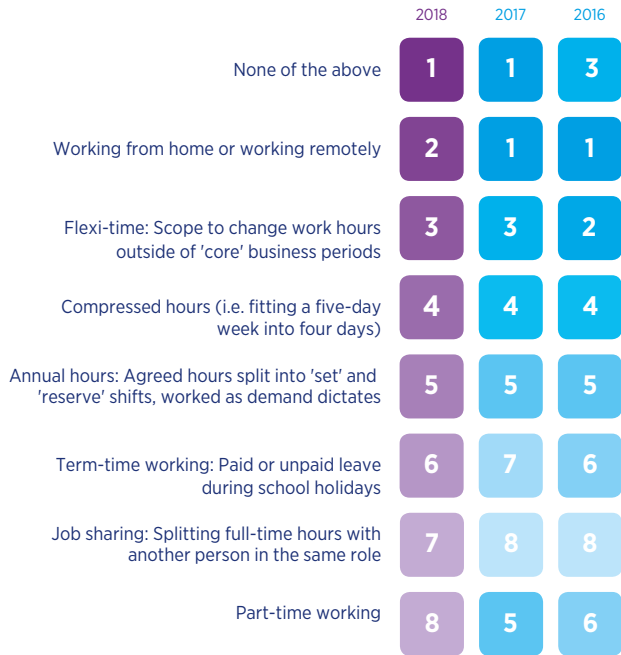
Which of the following would you ideally change in order to improve your work-life balance?



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



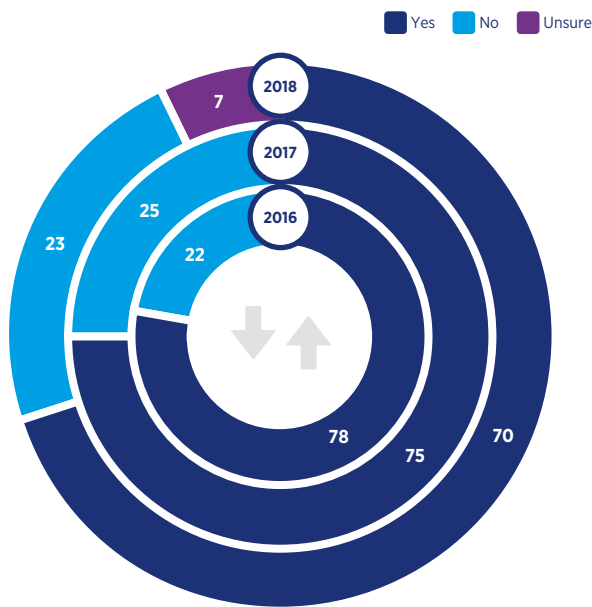
Which of the following flexible working options (if any) are the most important to you when considering a new role?



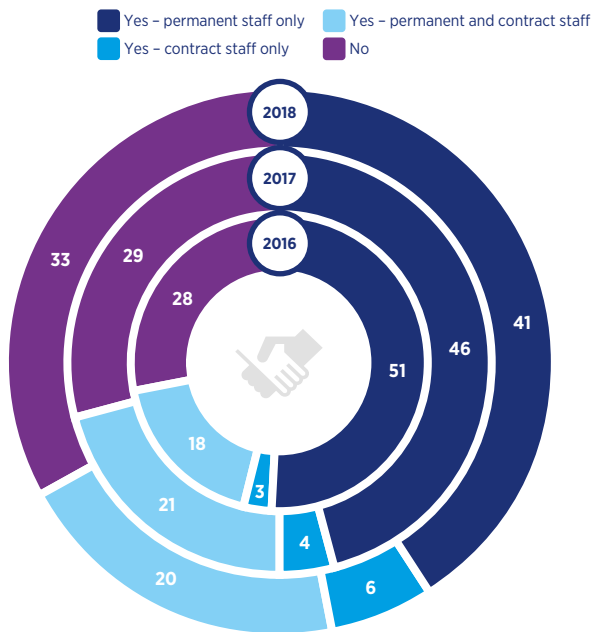
EMPLOYER SURVEY RESULTS  
FINDINGS FOR 2019

HEADCOUNT

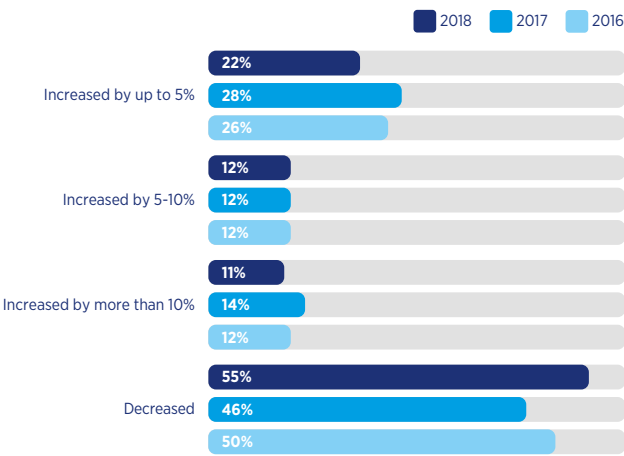
Did your organisation experience a change to staffing levels this year compared to last year? (%)



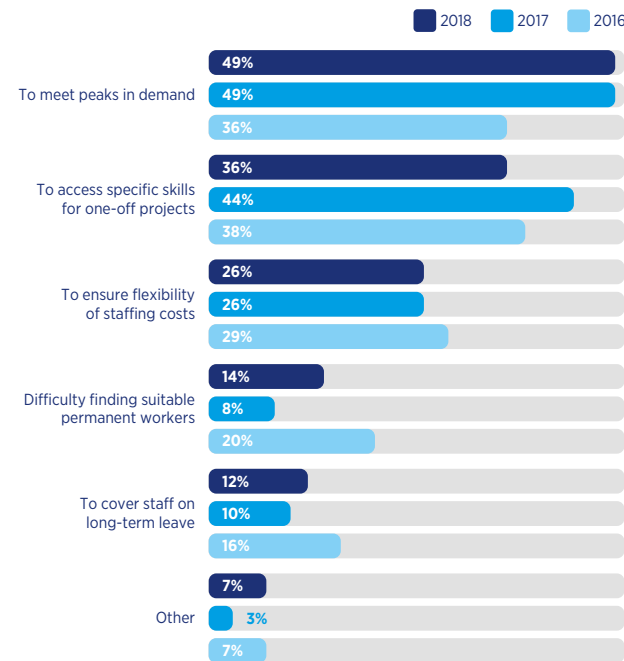
Are you planning on recruiting additional staff in the next year? (%)



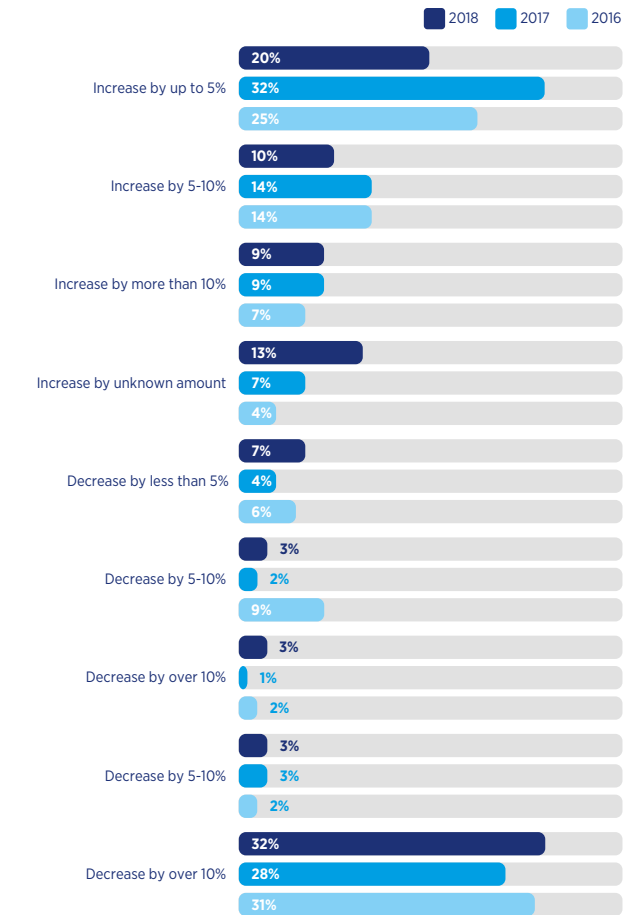
If staffing levels did change: By how much was this?



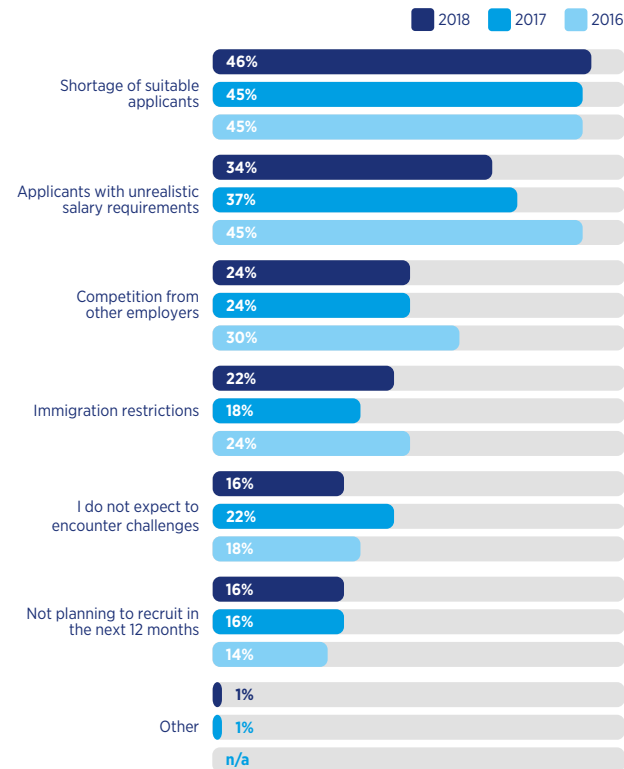
If you expect to recruit contract staff in the next 12 months, what are the reasons?



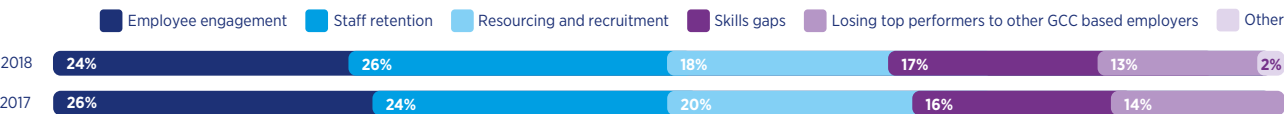
By how much do you expect headcount within your organisation to change in the next year?



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?

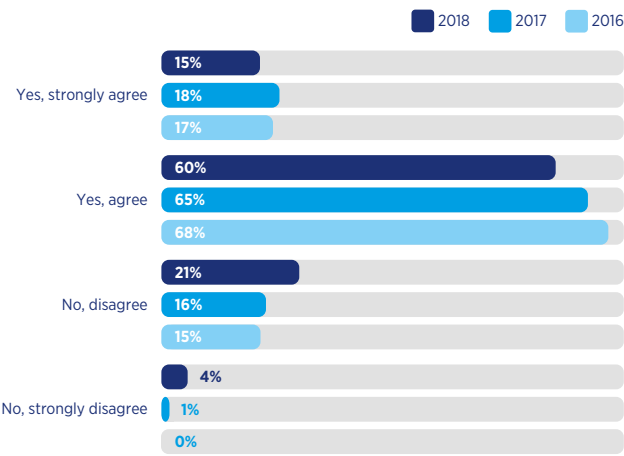


# EMPLOYER SURVEY RESULTS

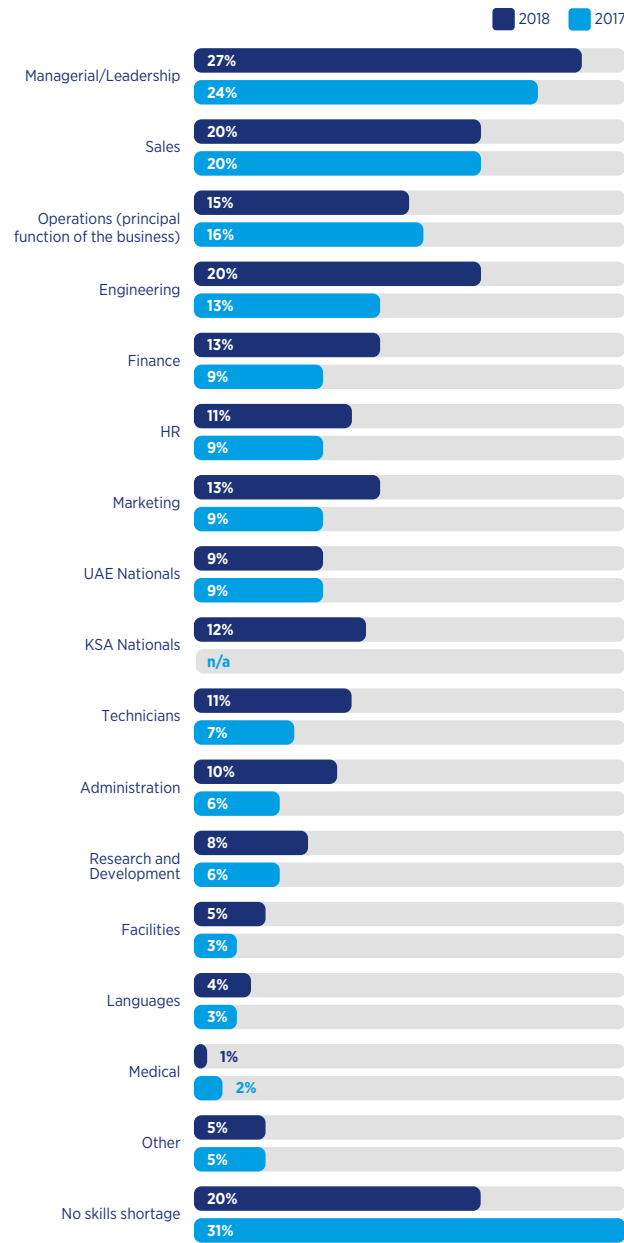
## FINDINGS FOR 2019

### SKILLS

Do you think your organisation has the talent needed to achieve its 2019 objectives?

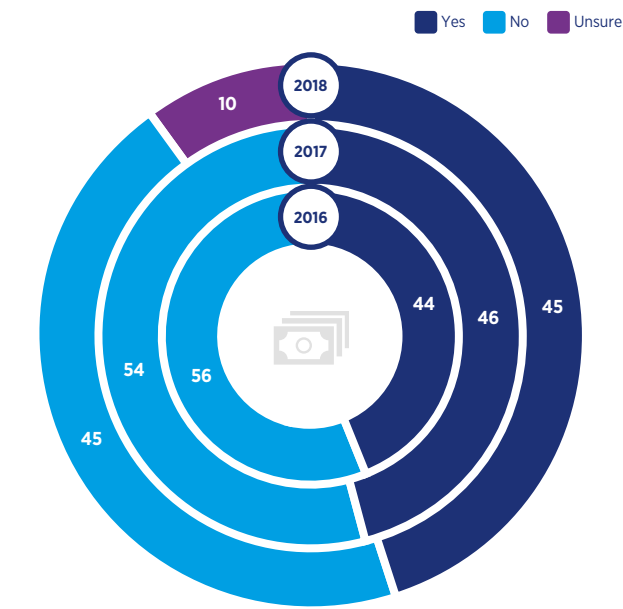


What skills shortages do you expect to experience in 2019?

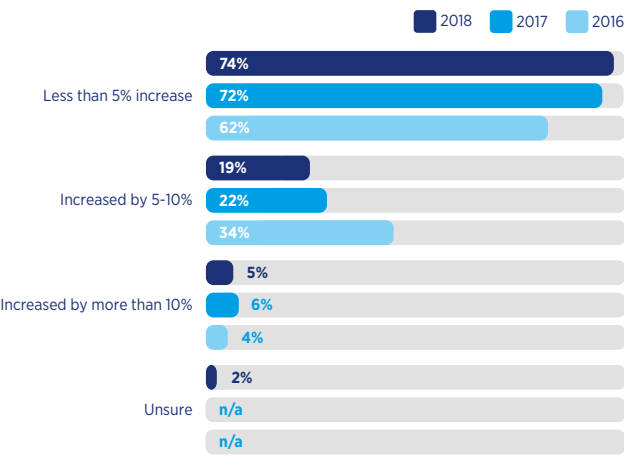


### SALARY

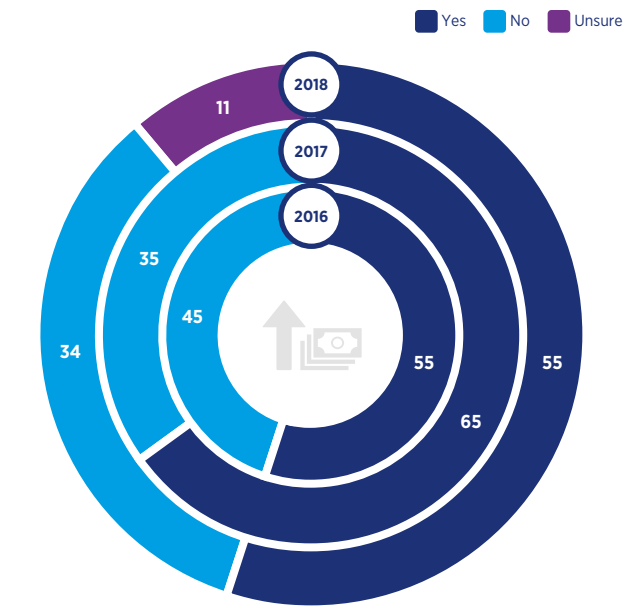
Did your organisation offer a company-wide pay increase this year compared to last year? (%)



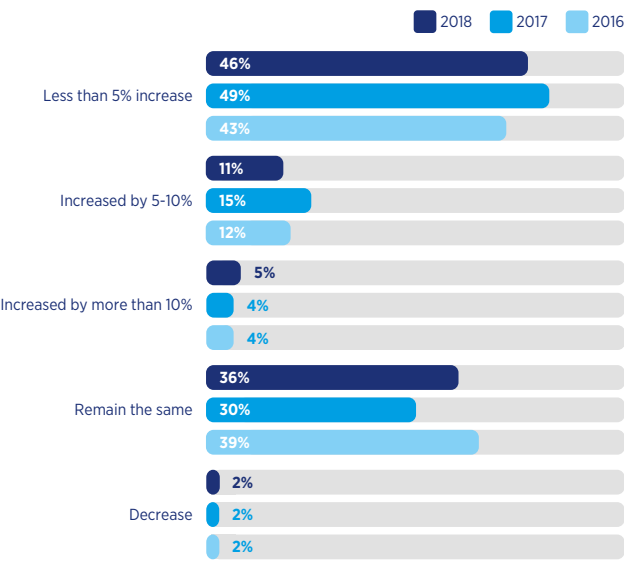
If answered 'Yes': By how much, on average, did salaries change by?



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?



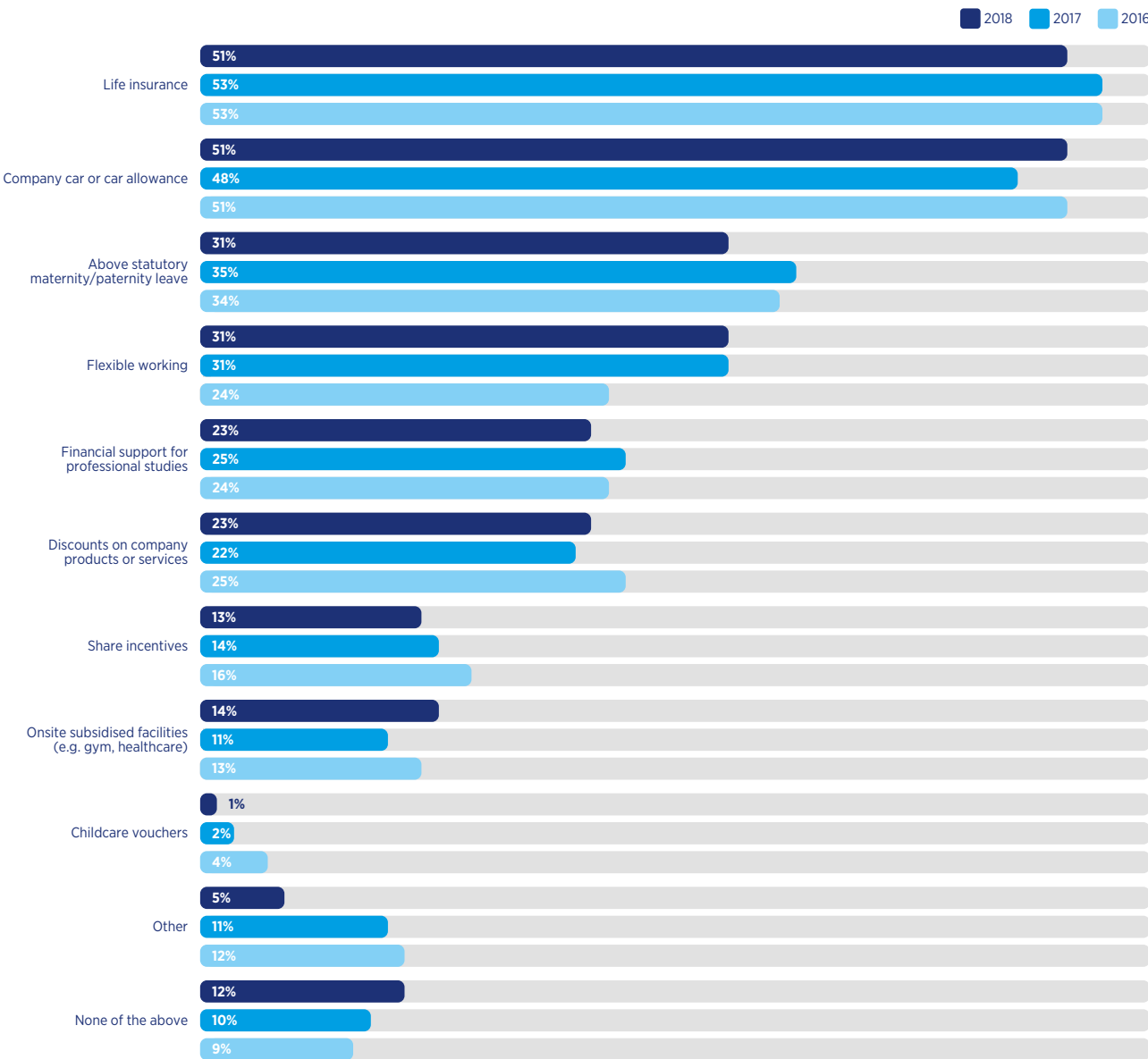


# EMPLOYER SURVEY RESULTS

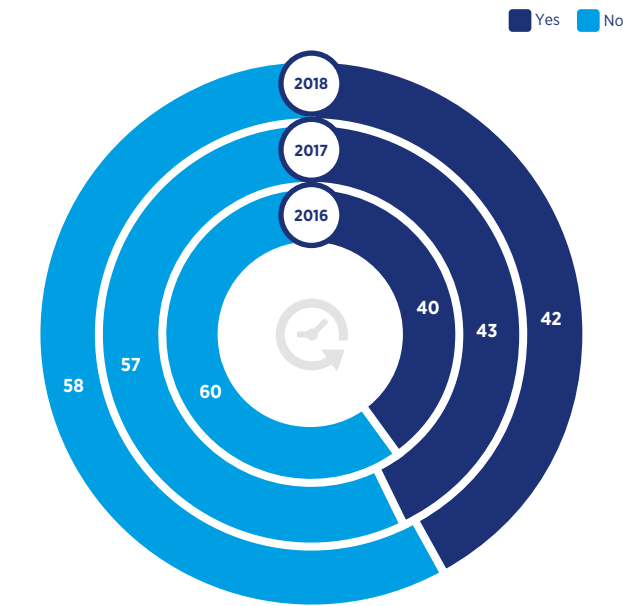
## FINDINGS FOR 2019

### EMPLOYMENT CONTRACT

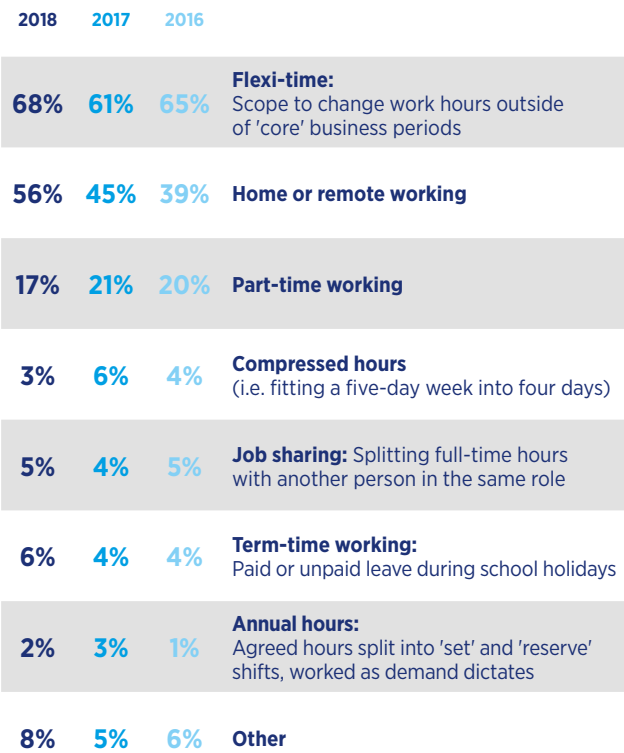
Which of the following benefits does your organisation offer employees as part of a standard employment package?



Is flexible working available in your organisation? (%)

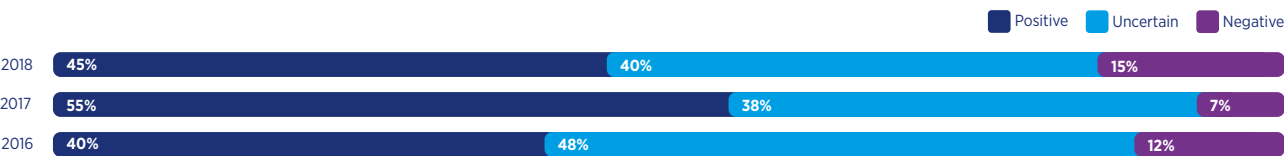


If answered 'Yes': Which of the following flexible working options does your organisation offer?



### BUSINESS OUTLOOK

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



In 2019, do you expect your organisation's activity to:



# SALARY GUIDE

Insights, survey findings & salary brackets





## ACCOUNTANCY & FINANCE

In 2018 we saw an increase in the number of jobs being registered throughout the year compared to 2017. The most significant example of this was in the Professional Services sector, both to support existing functions and replace leavers. This suggests there is increased candidate movement and confidence in the market.

Consistent and multiple job registrations have been noticed within SME and large International companies with regional hubs, and as always these are complimented by those roles within Blue Chip MNCs. Sector wise the busiest areas were Financial Services, Legal, Engineering and Oil & Gas service companies. Job registrations have decreased in FMCG, Retail and Construction/Real Estate sectors.

There continues to be a lot of interest from candidates who are based abroad and want to relocate to the Middle East, however, following on from last year the preference continues to be for those candidates who are already based in the region. Less risk is associated with on the ground hires who already have experience in the region. The UAE is always first choice but candidates do seem more open for relocation across the GCC for the right role. Candidates will consider any role with stable and growing organisations which offer them the opportunity for growth and career advancement with less importance being placed on salary.

Strong commercial acumen and demonstrable business partnering skills are still the most requested skills from Employers as businesses continue to focus on their long term strategy. To ensure they are hiring candidates who are the right fit for the organisation, there is still a high instance of prolonged and increasingly rigorous selection processes as organisations will only invest in those candidates who possess the skills that will add value to the business.

Moving into 2019, 70% of Accountancy and Finance professionals feel positive about their career prospects which is a slight increase on last year. In line with this we expect job registrations to increase in a similar way to the past 2 years.

### Salaries

Trends were very similar year-on-year for salaries within the Accountancy & Finance profession, with 47% remaining the same and 53% increasing. Salary increases remained positive with 29% reporting the most common rise of over 15%, compared to an increase of 5-10% in 2017. 72% of candidates reported that they expect their salary to increase over the next 12 months by over 15%.

### In Demand

Professional qualifications and post-qualified Middle East experience continue to be the number one requirement for prospective employers. Those candidates based in the region who have both strong technical and commercial skills are in high demand.

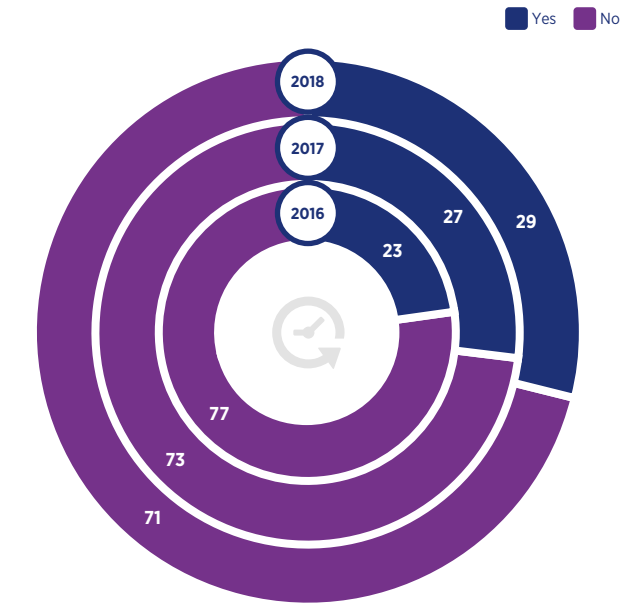
Following the trends mentioned above, professionals most in demand are strong Management Accountants, Analysts, Commercial Finance and Regional/Group Finance leaders.



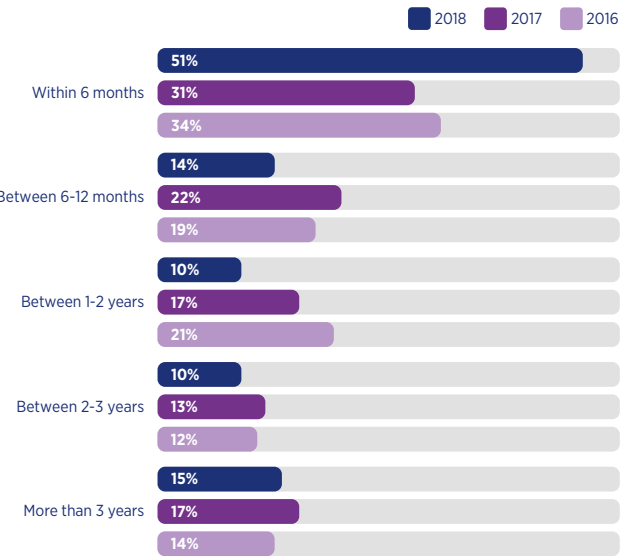
ACCOUNTANCY & FINANCE  
EMPLOYEE SURVEY HIGHLIGHTS

Career

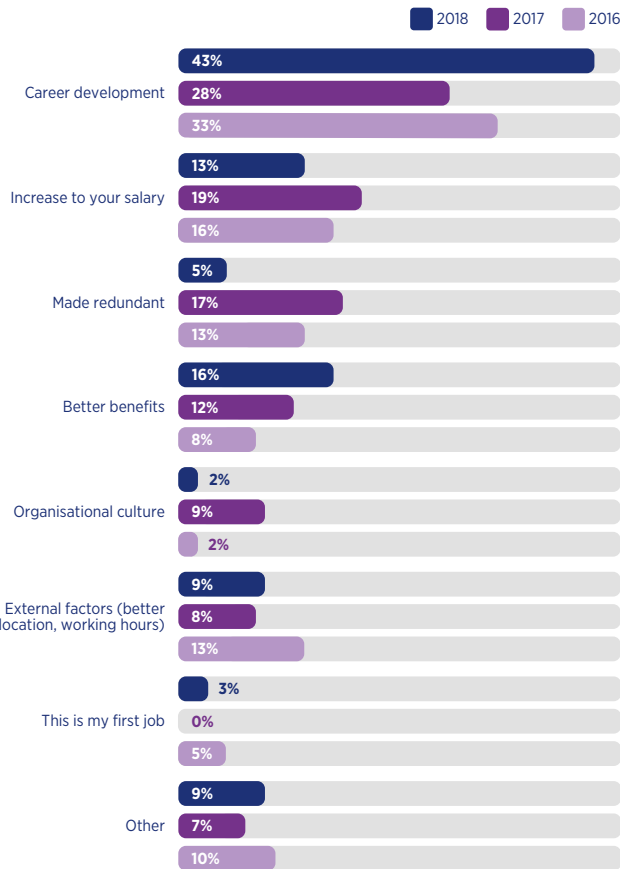
Did you start employment with a new organisation this year? (%)



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?

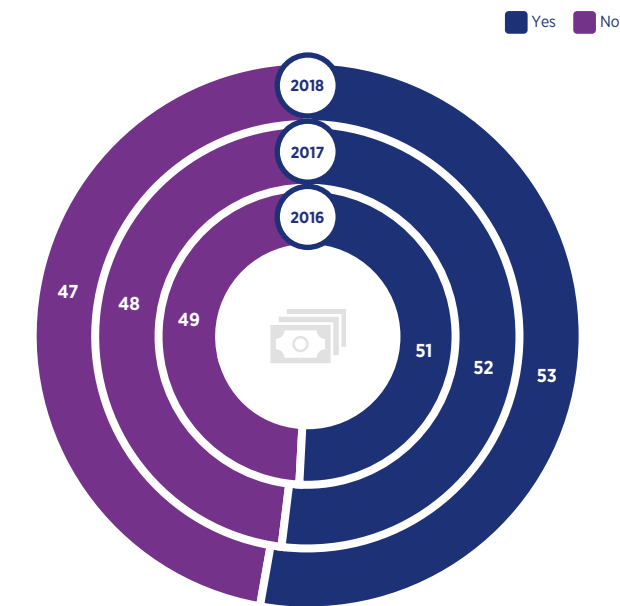


How do you feel about your career prospects for the next 12 months?



Salary

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



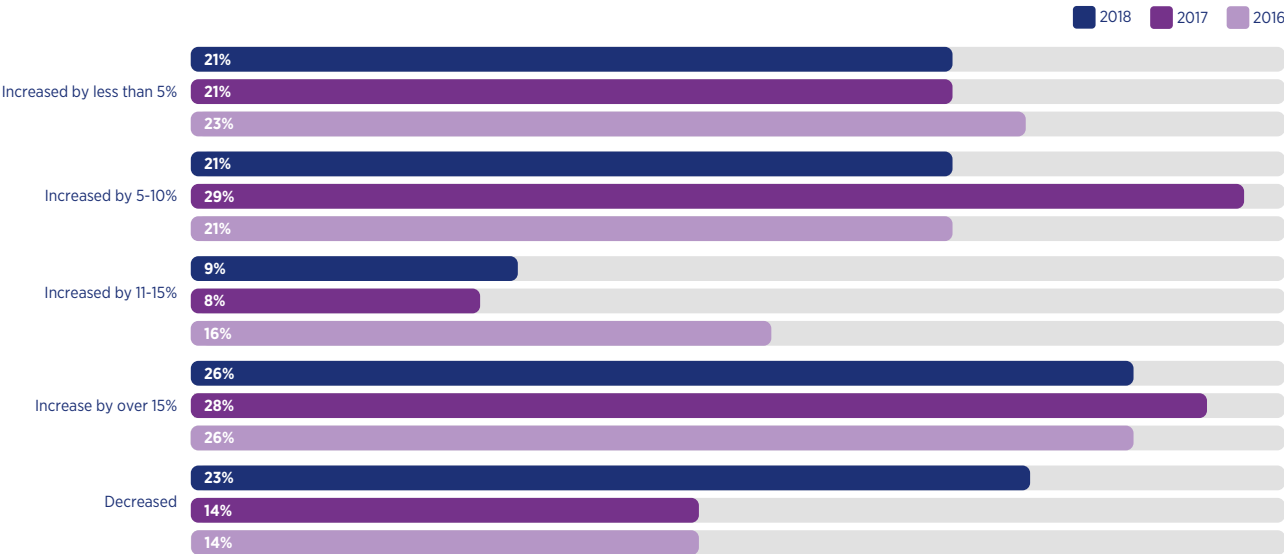
If answered 'Yes':  
What was your salary change a result of?



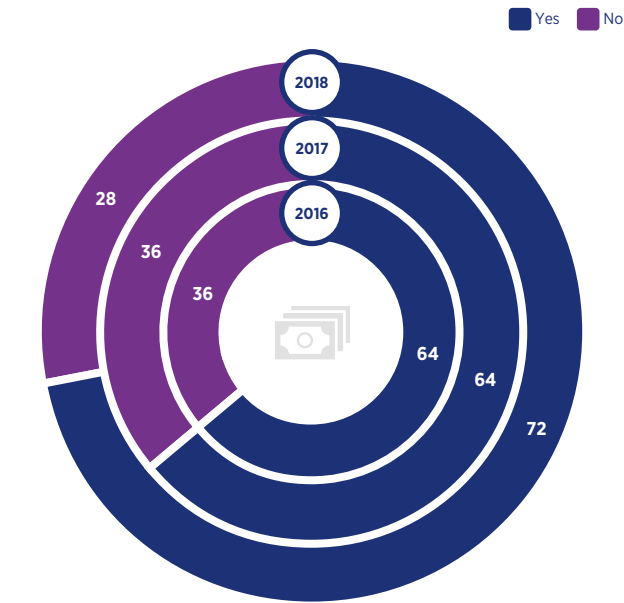


ACCOUNTANCY & FINANCE  
EMPLOYEE SURVEY HIGHLIGHTS

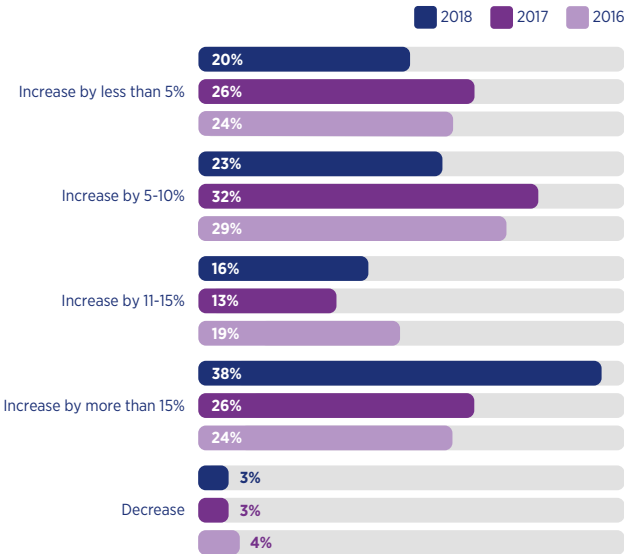
If answered 'Yes':  
By what percentage did your salary change?



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)	90,000–180,000	130,000
Chief Internal Audit Director	60,000–125,000	80,000
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	35,000–45,000	37,500
Financial Controller (Large)	30,000–45,000	40,000
Regional Finance Manager	30,000–45,000	37,500
Credit Manager	21,000–45,000	32,000
Financial Controller (Small to Medium)	25,000–35,000	32,000
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	15,000–25,000	20,000
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	12,000–20,000	14,000
Credit Controller	10,000–20,000	13,000
Accountant	9,000–15,000	12,000
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 2018.

'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 2018.

## CONSTRUCTION, PROPERTY AND ENGINEERING

In recent years the Middle East Construction market amongst other industries in the GCC has felt the direct impact of the continuous low oil prices. This familiar cyclical effect in the region has meant that countries across the GCC have had to re-structure their fiscal strategies in order to achieve their long term ambitions. This period of necessary transition has therefore brought fundamental challenges to the core of the construction, property and engineering sector across the GCC.

A spike in hiring activity was noticed in Saudi Arabia in 2017-2018 compared to other parts of the GCC. Saudi Arabia has had an injection of cash into the region which has resulted in giga projects such as NEOM City and The Red Sea Development increasing the level of local hiring activity in line with the 2030 vision.

Hiring levels across the Construction and Property market within the UAE, Qatar and Kuwait remained unchanged across 2017 to 2018 with fewer organisations employing new staff. This is reflective of the current market conditions, lowering of oil prices and less contract awards in 2018 than 2017. Subsequently, employers have had a more cautious outlook towards recruitment over the last number of years. However, with Expo 2020 around the corner we are expecting a positive shift in hiring activity across 2019 mainly within the infrastructure and construction sectors.

Key motivators for candidates changing jobs has remained the same since 2017 and look to continue this way across 2019. Candidates have shifted their focus from securing the most competitive salaries and now placing more emphasis on securing job opportunities that will offer long term career prospects and development. 57% of employees who shifted positions last year moved to further their career prospects as opposed to improving their salary.

We noticed a large number of Project Managers and Project Directors available in the local market. This may be a direct result of the decline in new contract awards across the UAE as opposed to previous years. Consequently, many construction professionals are moving outside of the UAE to regions such as Saudi Arabia and other countries with more buoyant markets that offer job security.

### Salaries

Salaries in 2018 largely remained stable year-on-year with the majority of employees' salaries staying the same across all specialisms. 71% of employees were positive on the outlook for 2019 and anticipated salary improvements which is 10% higher than last year.

### In demand

The number of jobs available across this sector remained flat during 2017 to 2018 within the Middle East, with the exception of Saudi Arabia. We expect Saudi Arabia will continue to increase their workforce across the construction sector to facilitate the number of projects such as King Abdullah Financial District and the Jeddah Economic City that are under construction and building momentum in the region.



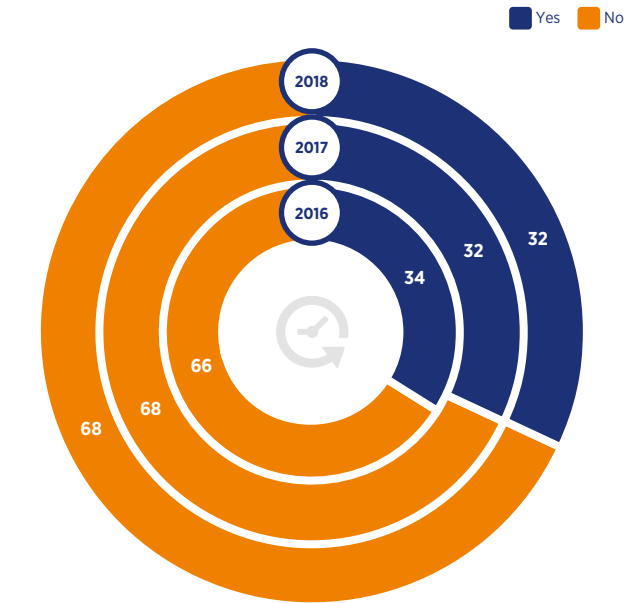


# CONSTRUCTION, PROPERTY AND ENGINEERING

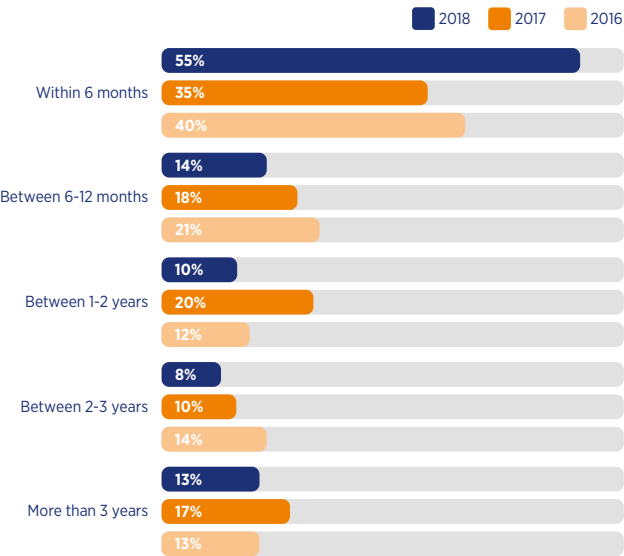
## EMPLOYEE SURVEY HIGHLIGHTS

### Career

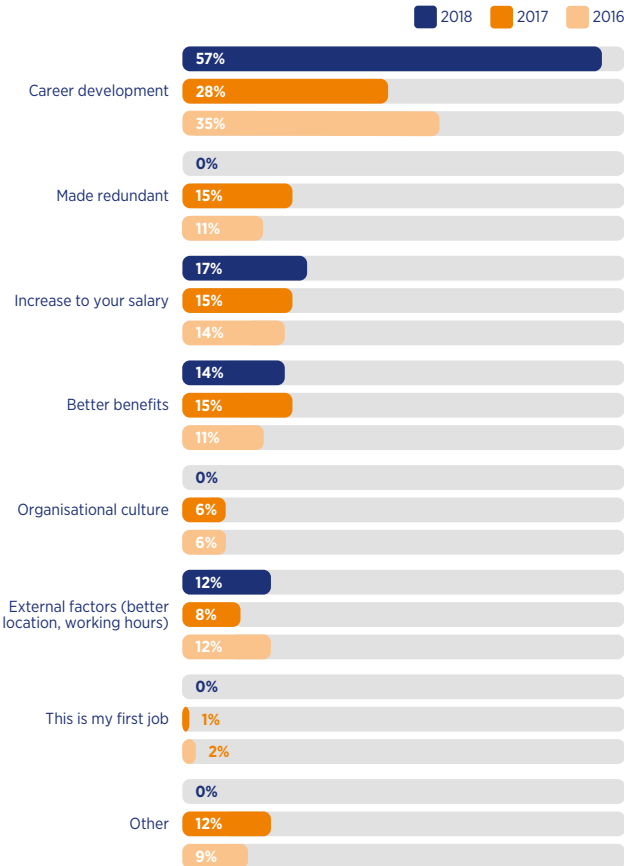
Did you start employment with a new organisation this year? (%)



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?

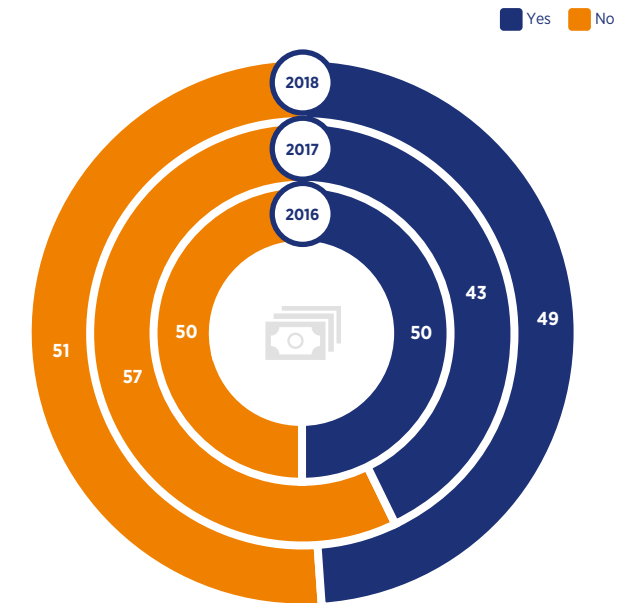


How do you feel about your career prospects for the next 12 months?



### Salary

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



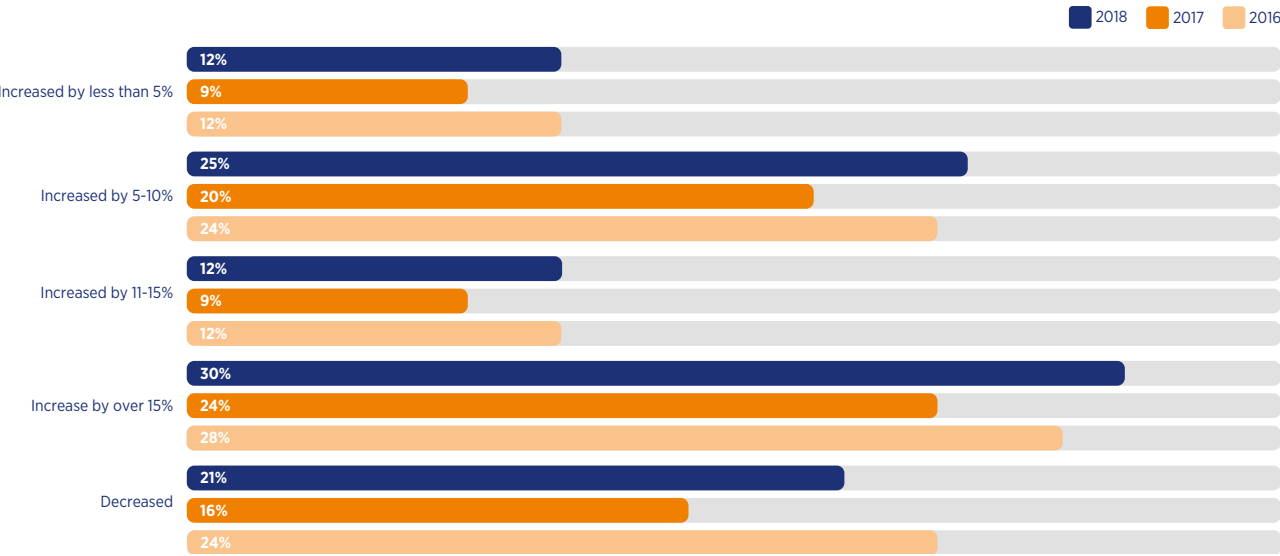
If answered 'Yes':  
What was your salary change a result of?



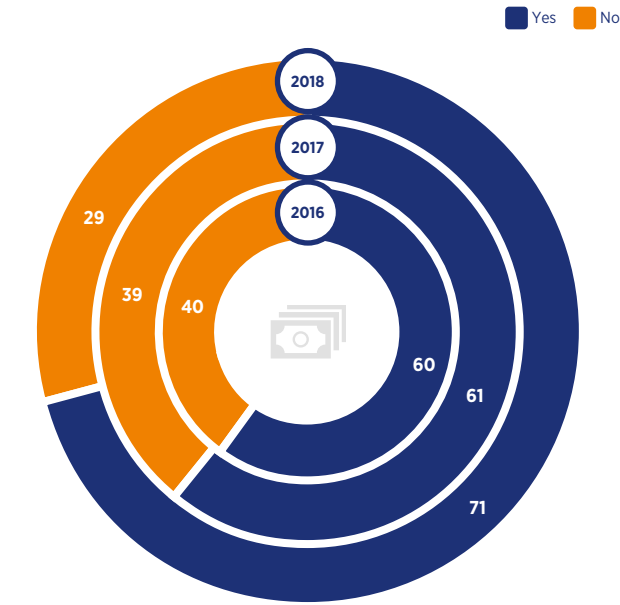
# CONSTRUCTION, PROPERTY AND ENGINEERING

## EMPLOYEE SURVEY HIGHLIGHTS

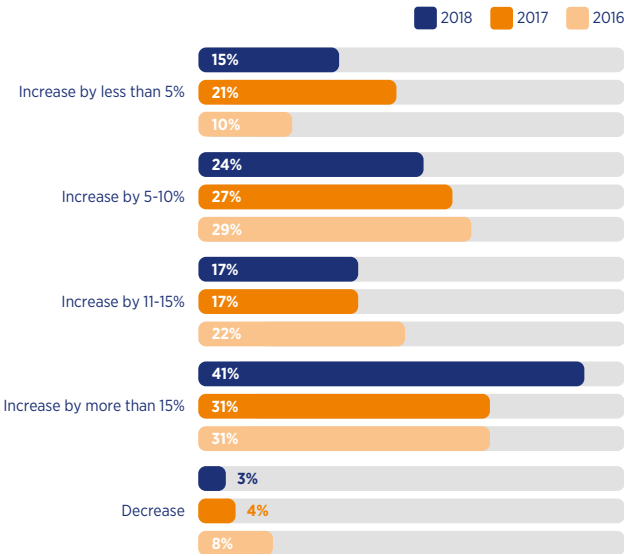
If answered 'Yes':  
By what percentage did your salary change?



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	30,000–50,000	42,000
Senior Architect/Designer	25,000–35,000	27,000
Senior Interior Designer	15,000–30,000	25,000
Site Architect	20,000–28,000	23,000
Interior Designer	11,000–20,000	15,500

Position	AED Range	AED Average
C-suite/Principal Level	80,000–150,000	100,000
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	45,000
Project Manager	25,000–50,000	40,000
Claims Consultant	30,000–60,000	50,000
Construction Manager	15,000–38,000	33,000
Planning Manager	20,000–45,000	35,000
Operations Manager	45,000–70,000	60,000
Senior Quantity Surveyor	25,000–40,000	35,000
Quantity Surveyor	10,000–25,000	16,000
Senior CAD Technician	10,000–18,000	16,000
Project Coordinator	9,000–15,000	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

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# HUMAN RESOURCES

There was a marginal increase in the number of jobs available to HR professionals year-on-year, as reflected by the 36% who secured a new job in 2018, compared to 30% in 2017. We saw recruitment activity throughout the year to be generally steady, with an increase towards the last quarter in particular growth in the Abu Dhabi market.

The busiest area of hiring demand has been Talent Managers in order to strengthen in-house talent acquisitions teams with a key focus on employer branding and profiling to increase candidate attraction. This has also created a demand for 'true' Talent specialists where succession planning are key elements of creating robust talent management strategies.

Growth within compensation and benefits teams has grown significantly particularly within Emiratisation as well as retail, leisure and financial services.

Reassuringly for employers, there exists a very high number of skilled HR candidates in the local market resulting in a continued war to retain skilled and talented HR professionals.

## Salaries

Trends with regards to salaries for HR professionals have been very similar over the past 12 months in comparison to 2017, with the majority remaining the same. Of those that changed, the most common was an increase of less than 5% however, the number of pay cuts that took place 23% reported they saw their salaries decline, compared to 24% remaining similar to the previous year. 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 2019, there is more optimism amongst HR professionals with regards to salary. 68% expect pay rates to change, in contrast to 62% in 2017 and the majority expect an increase of more than 15%.

## 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.

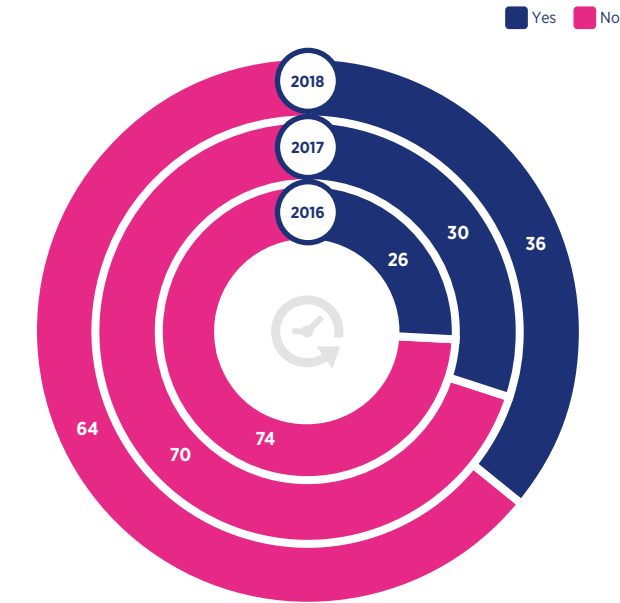
Specific to the Industrial sectors, HR professionals with past employee relations experience are in strong demand due to their expertise in assisting with the management of high volume blue collar workforces.



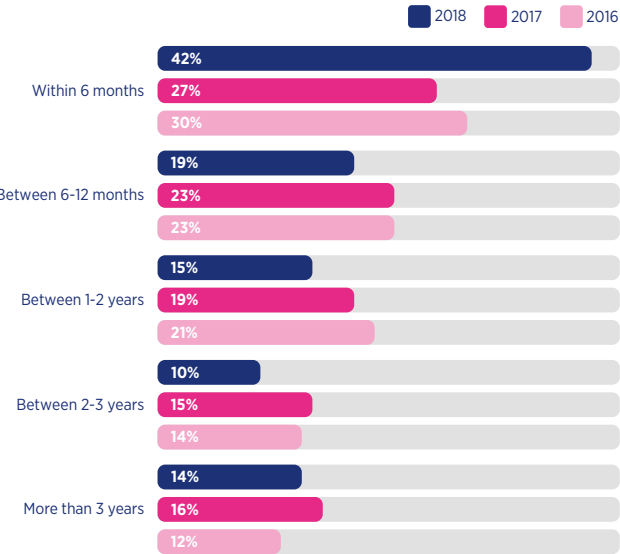
HUMAN RESOURCES
EMPLOYEE SURVEY HIGHLIGHTS

Career

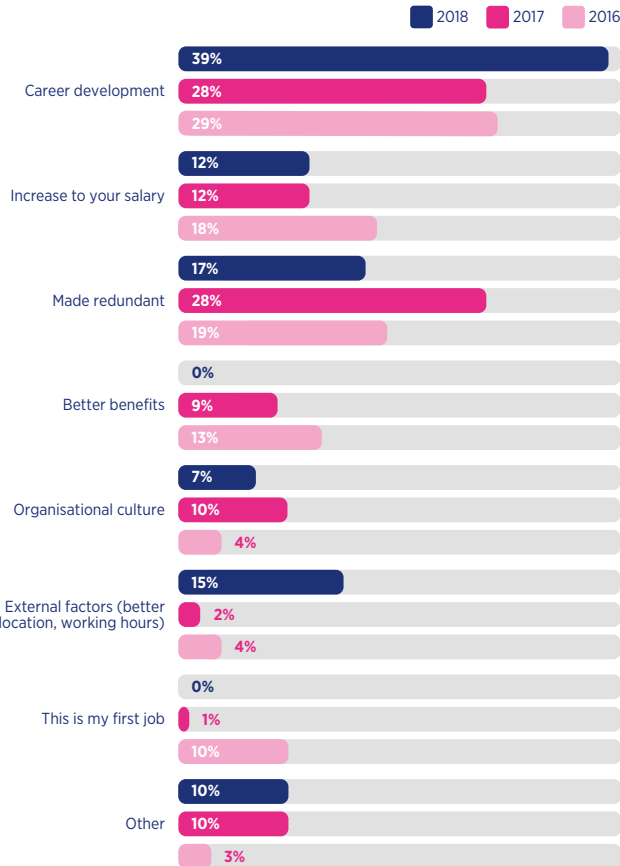
Did you start employment with a new organisation this year? (%)



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



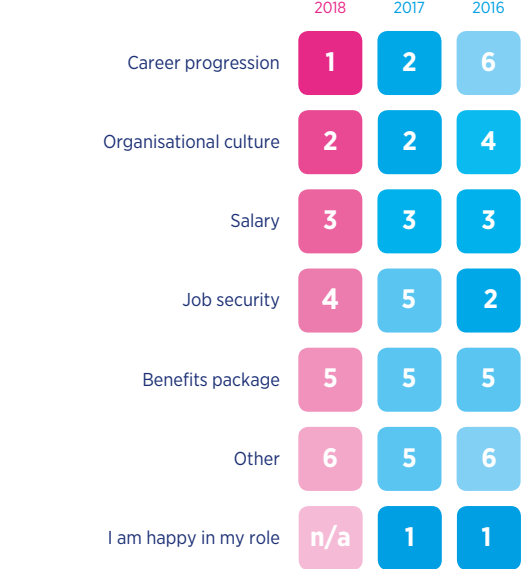
If answered 'Yes': What made you move to a new organisation this year?



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



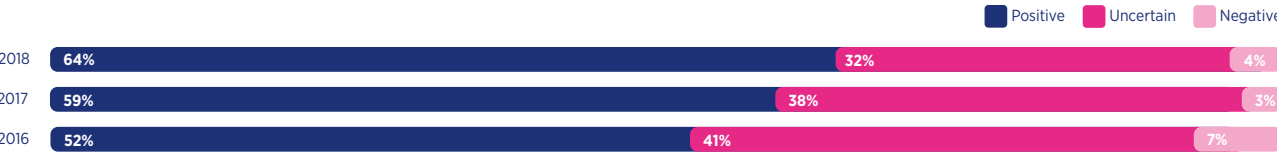
What are the most important factors keeping you with your current employer?



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

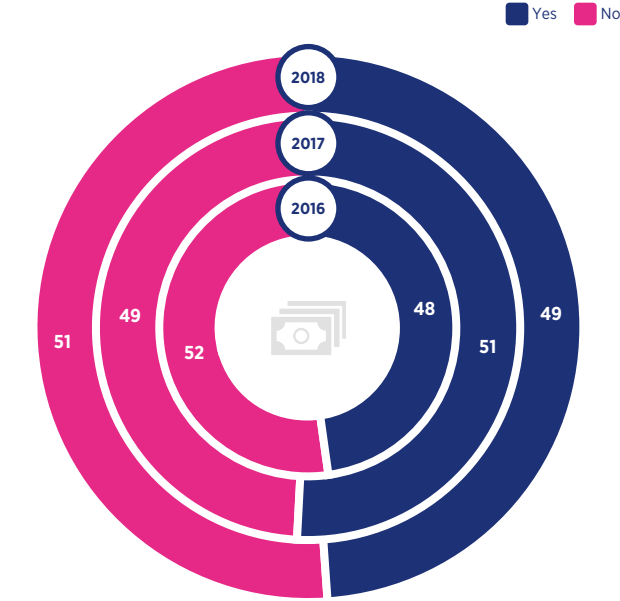


How do you feel about your career prospects for the next 12 months?

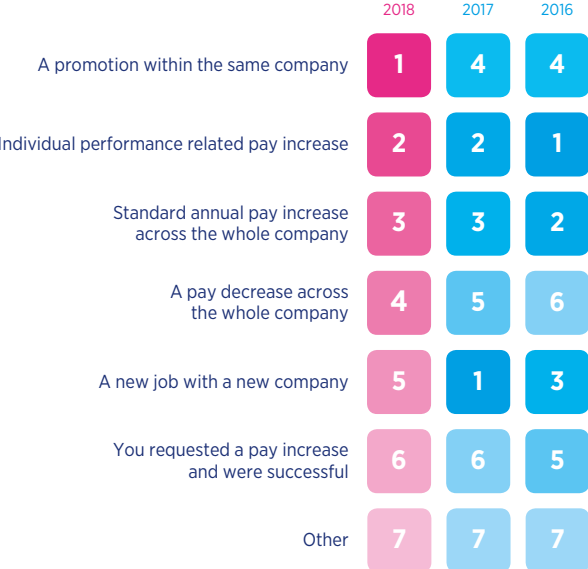


Salary

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



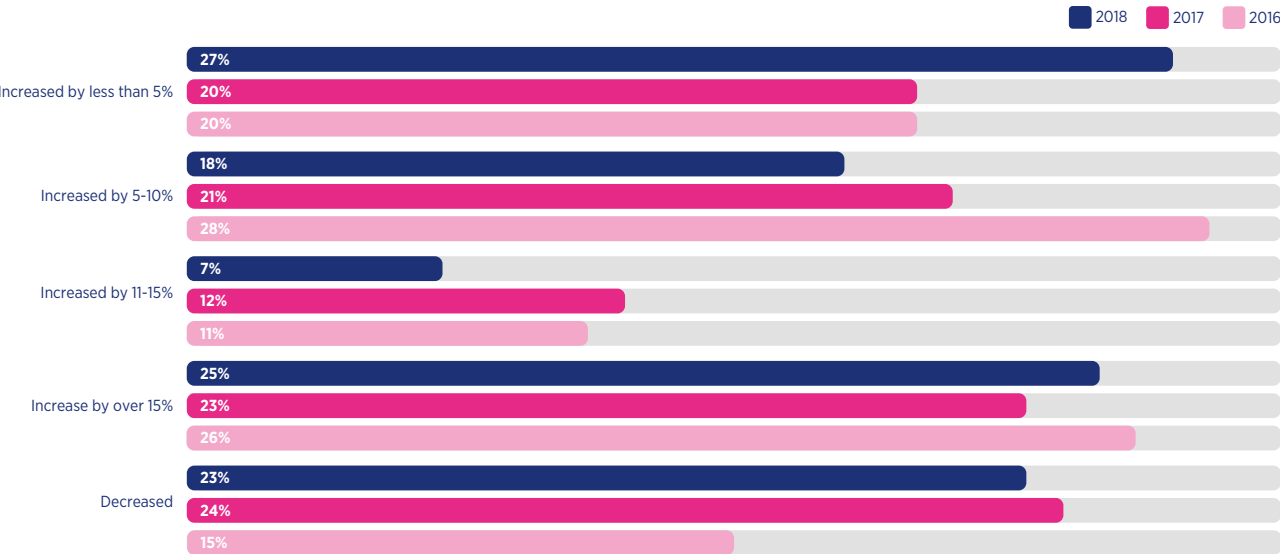
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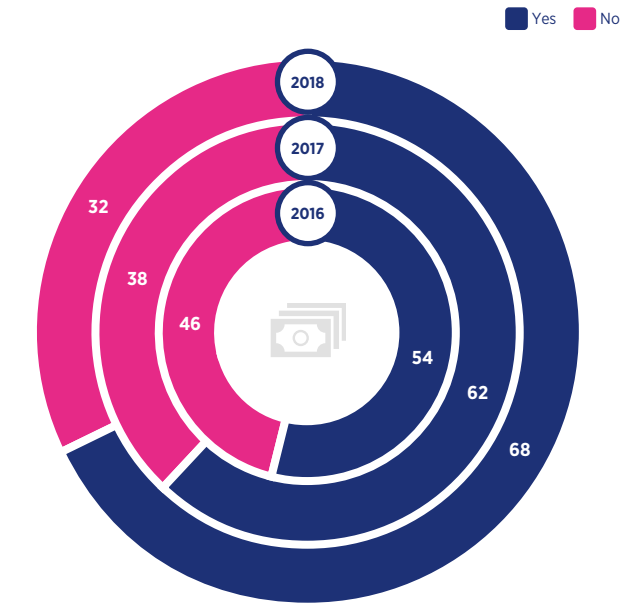
# HUMAN RESOURCES

## EMPLOYEE SURVEY HIGHLIGHTS

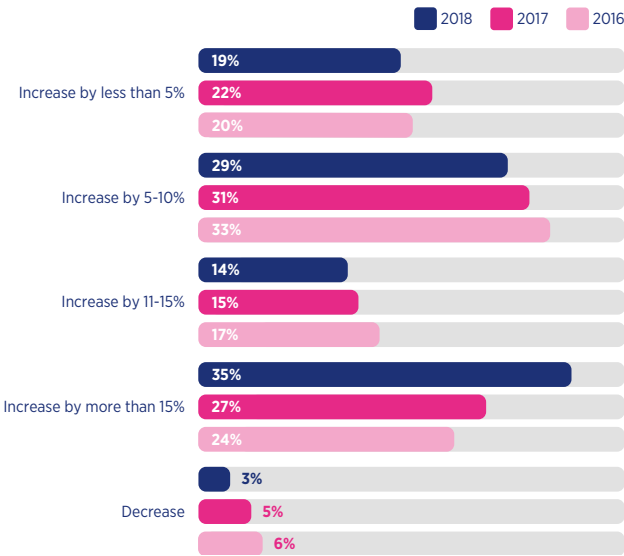
If answered 'Yes':  
By what percentage did your salary change?



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	40,000-90,000	70,000
Head of HR	35,000-70,000	50,000
Group/Regional HR Manager	30,000-50,000	40,000
HR Manager	20,000-40,000	30,000
HRBP	17,000-30,000	25,000
HR Generalist	15,000-30,000	22,000
Senior HR Officer	12,000-25,000	18,000
HR Officer	10,000-20,000	15,000
HR Assistant	8,000-15,000	12,000
HR Co-Ordinator	5,000-10,000	8,000
Head of Recruitment/Talent	35,000-60,000	45,000
Recruitment/Talent Manager	20,000-45,000	30,000
Recruitment/Talent Advisor	12,000-25,000	20,000
Head of Learning and Development	30,000-60,000	45,000
Learning and Development Manager	25,000-45,000	30,000
Learning and Development Advisor	10,000-22,000	18,000
Head of Compensations and Benefits	40,000-70,000	55,000
Compensation and Benefits Manager	30,000-50,000	35,000
HR Analyst	12,000-25,000	20,000

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## TECHNOLOGY AND DIGITAL

During 2018 there has been a significant upshift in the volume of IT & Digital Technology recruitment. The macro-economics of each industry sector does have an impact, for instance the Oil & Gas and Construction sectors have seen the least growth, however in overall the demand for IT & Digital professionals has increased across most industries. We have seen significant growth particularly within the tech start-up, internet and information technology Services sectors, which have seen a huge demand for hiring for specialised individuals.

The UAE has typically been a market where the supply of candidates has outweighed demand over recent years. However with the rapid increase in new, industry-leading tech start-ups in the region, combined with most firms looking to upskill their digital capability, there is now a scarcity of candidates available in the UAE market. Adding to this, these niche skill sets can often only be found outside of the UAE where these technologies more commonly used, leading to a dramatic increase in global relocation for regional positions and a rise in salaries available to those specialised candidates.

Hays envisage this demand trend to continue throughout 2019 and beyond in part due to the UAE Government's ambition to drive digitization, combined with the race for digitization between organisations in the private sector. Companies are also largely reluctant to be 'left behind'. A good example of this is the growing importance of a digital customer experience for all B2C sectors, having a major impact in the growth of the IT & Digital sector.

### Salaries

Legacy UAE IT budgets that were once fit for purpose have been found largely unsuitable to attract high calibre IT & Digital talent. Hiring managers and HR/Talent Acquisition teams are often surprised that they must be more competitive in order to secure many niche technical skills.

A key trend we have seen is when benchmarking processes for certain IT/Digital positions are performed. Often the budgets to secure a certain remit e.g. 'Developer' are agreed upon without taking into account the individual technologies in the requirement, which come at a premium and/or are extremely scarce. Sometimes the inclusion of one or two key

technologies can mean that the salary must be increased by 30-50% in order to attract the required talent, to bring the package in line with the global market. Equity is also a common way to attract and retain the best talent in tech start-ups in Europe and other locations globally where certain skill sets are mostly found, which adds to the complexity.

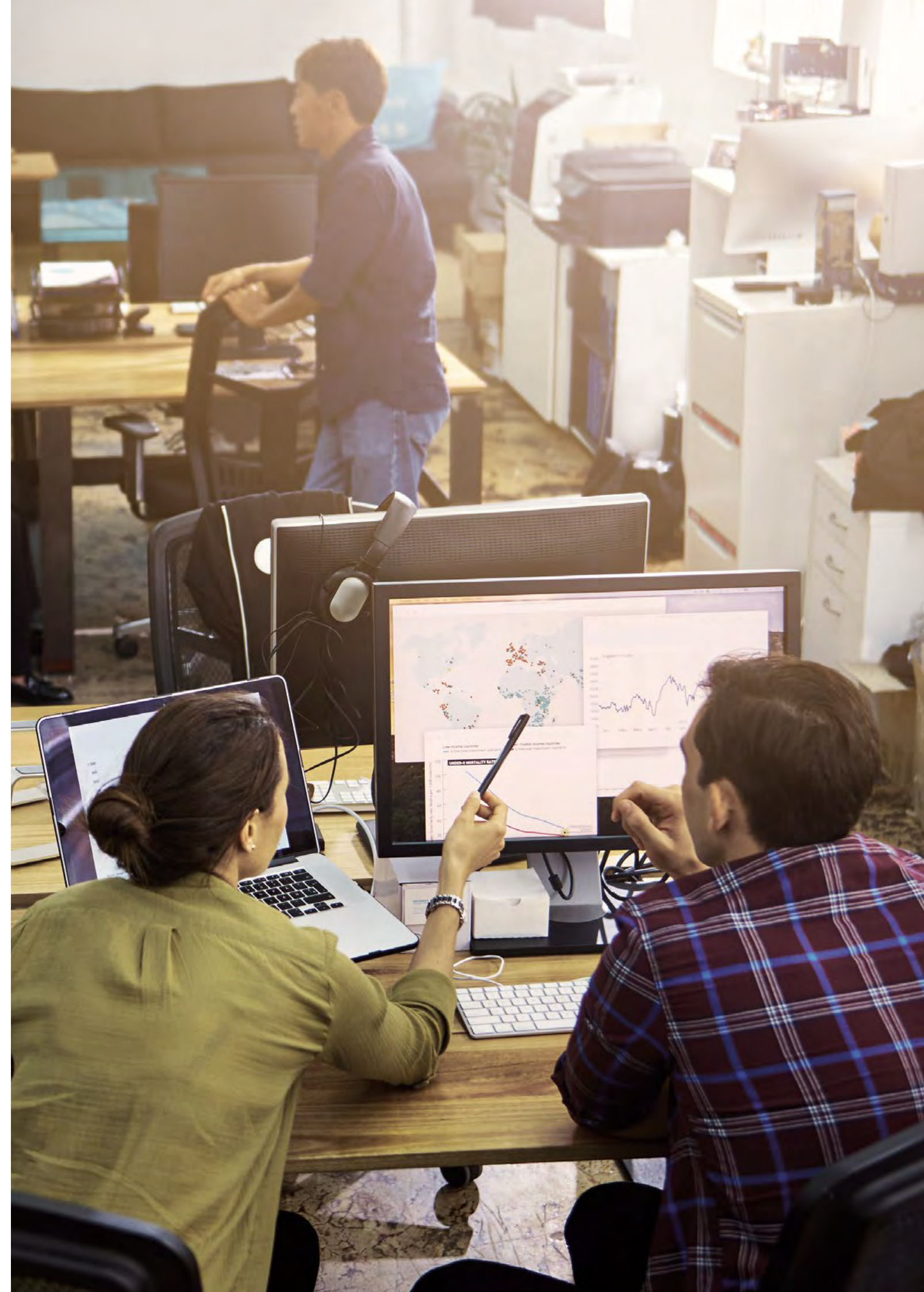
Organisations are generally willing to cover the cost of relocation for niche candidates, but it takes proper planning and higher budgets in order to attract certain skill sets, due to the increased demand for these individuals across the globe.

### In demand

Hays have seen a dramatic increase across the board for digital technology and data-driven skill sets. There has been a high demand for the recruitment of Application Developers, with Mobile Application Development the most in-demand requirement. The increasing demand for new applications in the market, combined with the need for constant improvement of these applications in order for firms to stay ahead of their competitors in the market has driven this aggressively.

Big Data, Data Science and Analytics skill sets have been in high demand across most industries, as organisations in the region are realising the importance of Data Science and Analytics for strategic business decisions. Java, Android, IOS, React Native, Machine Learning and AI were the most in-demand technology skill sets, with AI and Machine Learning focused requirements increasing significantly compared to last year. The trend has been for most organisations seeing a need to incorporate aspects of Artificial Intelligence in their digital technology landscape, hence the increased demand for candidates with an AI background and expertise. Information Security, Enterprise Architecture and project delivery based digital technology roles BA/PM all continue to be skill sets in high demand, with the demand for candidates in the region outweighing the supply.

The demand for classic 'vanilla' IT skill sets such as IT infrastructure & IT support are much lower than in recent years, affecting all levels from specialist through to Senior leadership and executive recruitment. For example, IT Leaders and Execs without experience implementing digital & IT transformation programs has diminished greatly, leaving many candidates without this experience struggling to find the new employment they desire. This is in direct contrast to Digital & IT transformation, software/mobile development and enterprise applications focused individuals.

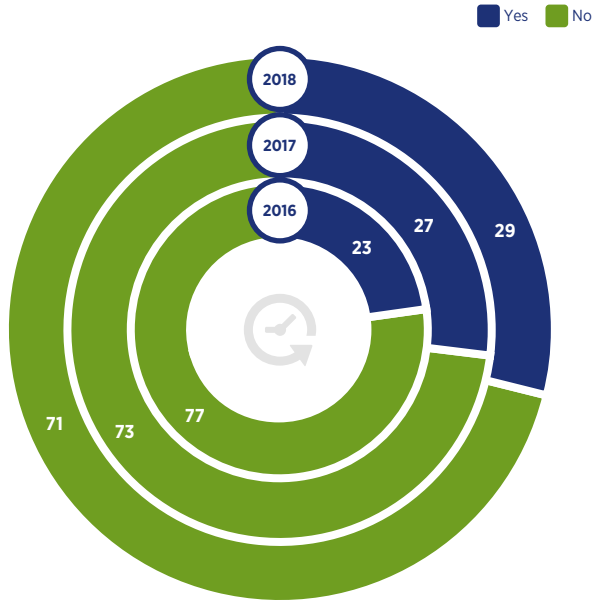




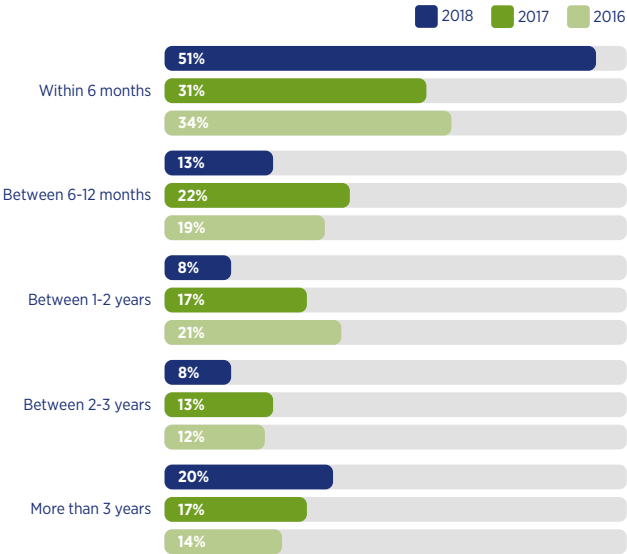
# TECHNOLOGY AND DIGITAL EMPLOYEE SURVEY HIGHLIGHTS

## Career

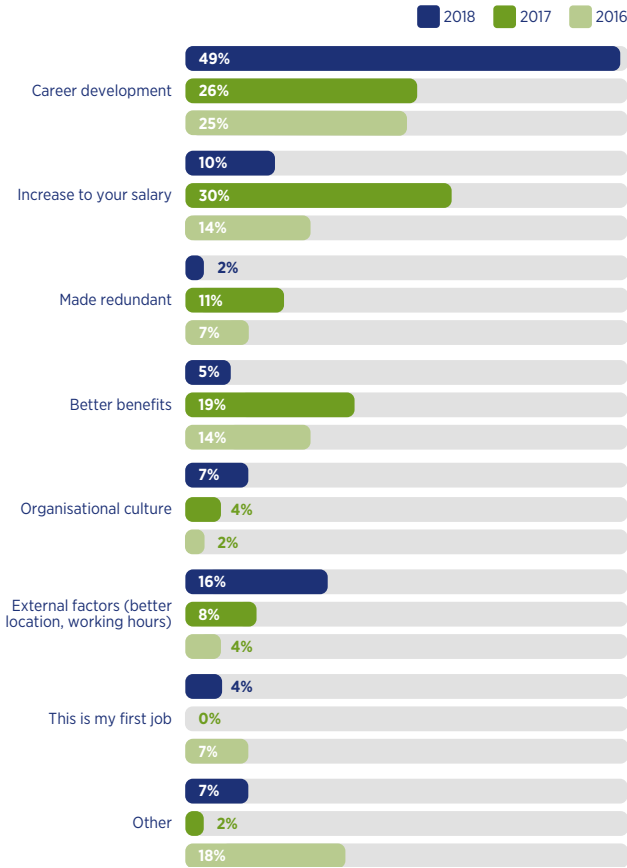
Did you start employment with a new organisation this year? (%)



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



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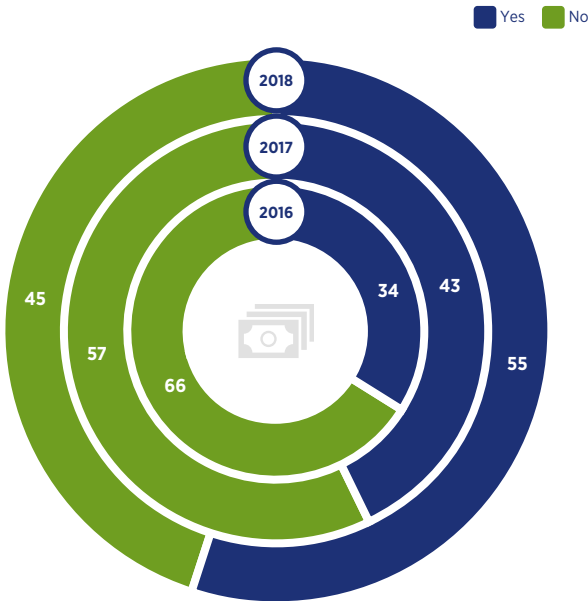


How do you feel about your career prospects for the next 12 months?

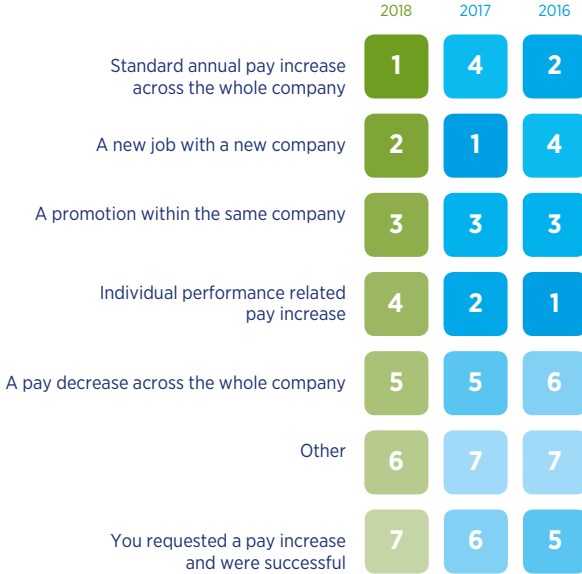


## Salary

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

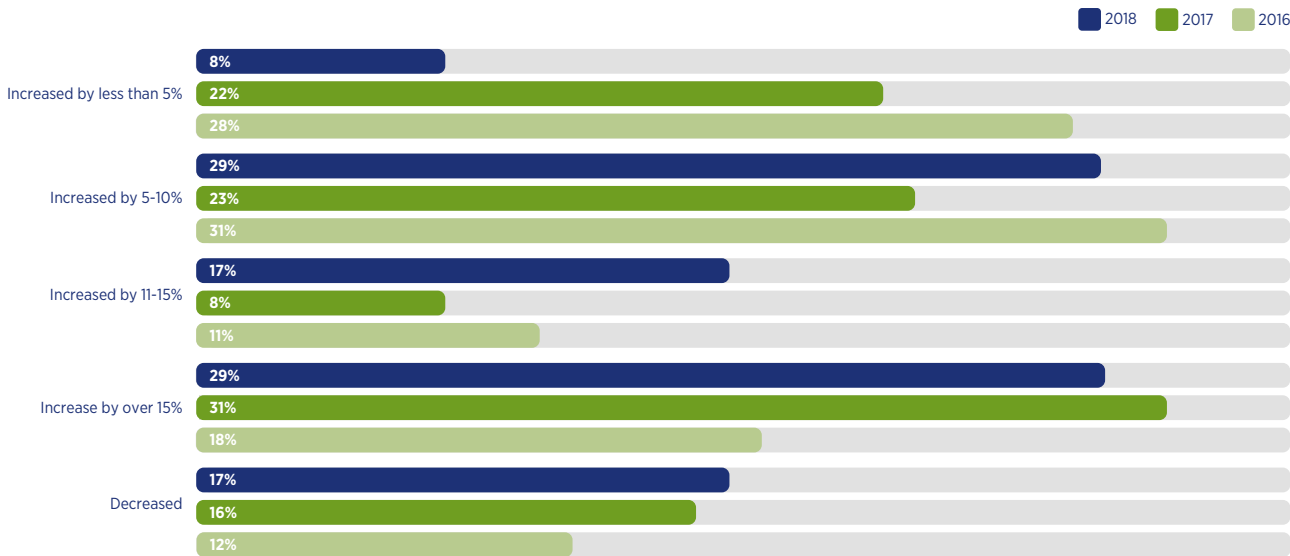


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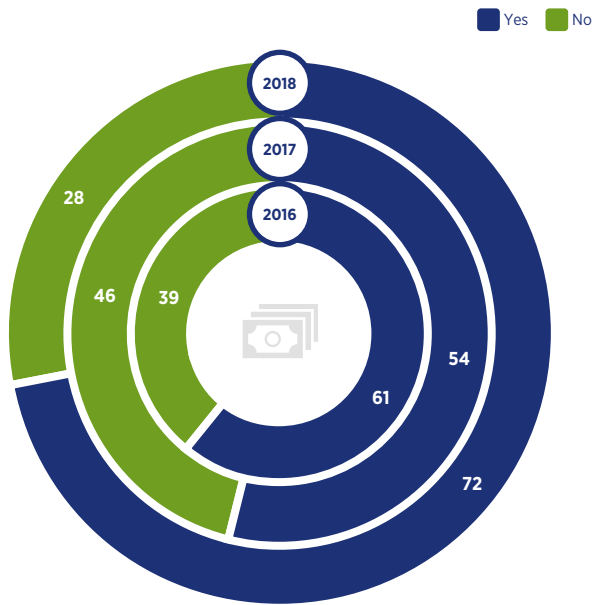


TECHNOLOGY AND DIGITAL  
EMPLOYEE SURVEY HIGHLIGHTS

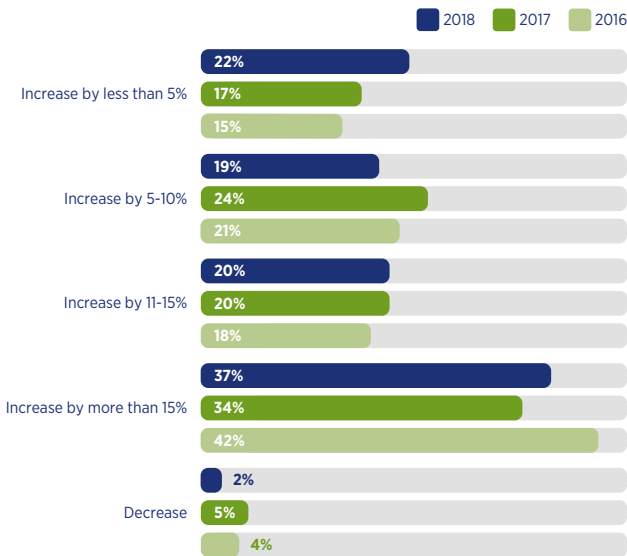
If answered 'Yes':  
By what percentage did your salary change?



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?



TECHNOLOGY AND DIGITAL  
SALARY GUIDE

TECHNOLOGY

Leadership & Executive

Position	AED Range	AED Average
Chief Information Officer (CIO)	60,000–100,000	80,000
Chief Technology Officer (CTO)	55,000–80,000	67,500
Chief Information Security Officer	55,000–75,000	67,500
IT Director	40,000–70,000	55,000
Head of IT	25,000–70,000	47,500
IT Manager	25,000–35,000	30,000

Information/Cyber Security

Position	AED Range	AED Average
Information Security Officer/Deputy CISO	45,000–60,000	52,500
Information Security Manager	35,000–50,000	42,500
Information Security Analyst	20,000–45,000	32,500
Information Security Architect	35,000–60,000	47,500
Data Governance Manager	40,000–60,000	50,000
IT Security Manager	30,000–40,000	35,000

Project Delivery & Business Analysis

Position	AED Range	AED Average
Programme Director/Head of PMO	40,000–75,000	57,500
Programme Manager	35,000–55,000	45,000
SCRUM Master	30,000–40,000	35,000
Senior Project Manager	30,000–40,000	35,000
Project Manager	25,000–35,000	30,000
Business Analyst	15,000–30,000	22,500
Senior Business Analyst	25,000–45,000	35,000

IT Architecture & Enterprise Applications

Position	AED Range	AED Average
Head of Enterprise Applications	40,000–75,000	57,500
Enterprise Application Manager	40,000–60,000	50,000
Enterprise Architect	30,000–65,000	47,500
Integration Architect	35,000–60,000	47,500
Software Architect	25,000–50,000	37,500
Solutions Architect	25,000–45,000	35,000
Data Architect	25,000–35,000	30,000
Cloud Architect	25,000–50,000	37,500

ERP (SAP/Oracle/Dynamics)

Position	AED Range	AED Average
Functional Consultant	25,000–40,000	32,500
Senior Project Manager	35,000–45,000	40,000
Project Manager	30,000–40,000	35,000
Developer	15,000–25,000	20,000

Infrastructure & Networking

Position	AED Range	AED Average
Infrastructure Manager/Head	25,000–45,000	35,000
Infrastructure Architect	25,000–45,000	35,000
Network Architect	30,000–40,000	35,000
Infrastructure Engineer	15,000–25,000	20,000
Network Engineer	12,000–25,000	18,500
IT Support Analyst	10,000–15,000	12,500

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# TECHNOLOGY AND DIGITAL

## SALARY GUIDE

### DIGITAL

#### Digital Transformation

Position	AED Range	AED Average
Chief Digital/Data Officer	60,000–90,000	75,000
Digital Transformation Director	45,000–70,000	57,500
Digital Transformation Manager	35,000–55,000	45,000
Business Partner/Relationship Manager	30,000–50,000	40,000

#### Development & Testing

Position	AED Range	AED Average
Software Development Director	40,000–60,000	50,000
Head of Engineering	35,000–60,000	47,500
Development Manager	30,000–50,000	40,000
Head of QA/Testing	35,000–60,000	47,500
Full Stack Developer	20,000–30,000	25,000
Front End Developer/Engineer	15,000–25,000	20,000
Back End Developer/Engineer	12,000–21,000	30,000
Mobile Application Developer	15,000–30,000	22,500
UX Developer	15,000–25,000	20,000
QA/Test Analyst	15,000–20,000	17,500
Lead QA/Test Analyst	22,000–32,000	27,000

#### Data Science & Analytics

Position	AED Range	AED Average
Head of Data Science	60,000–80,000	70,000
Head of Big Data/Analytics	40,000–60,000	47,500
Business Intelligence Manager	30,000–40,000	35,000
Data Engineering Manager	45,000–70,000	57,500
Data Scientist	30,000–45,000	37,500
Data Engineer	22,000–35,000	28,500

#### Product Management

Position	AED Range	AED Average
Head of Product	35,000–50,000	42,500
Product Manager	20,000–45,000	32,500
Product Owner	20,000–40,000	30,000
UX/UI Designer	15,000–25,000	20,000

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# MARKETING AND DIGITAL MARKETING

Throughout 2018 hiring activity within marketing, communications and digital marketing remained steady. There have been redundancies across some industries due to restructuring, this is largely due to the heightened awareness of the need for digital marketing talent within the market. Some of the perceived more 'expensive' marketing activities such as BTL, Out of Home and POS have decreased as the demand for digital marketing talent has increased.

Each industry sector has seen their own trends, for example the retail and real estate industries have suffered in the economic climate. This will hopefully recover in the coming months, with retail organisations building eCommerce functions who will work in partnership with marketing teams and enable them to reach a wider customer base and compete on a global scale. The UAE property market has historically been strong, however has had a more sales focused approach. There has been an increase in the demand for strategic marketing professionals who understand the sales cycle and work alongside sales teams to build a strong online presence which in turn works alongside lead generation objectives.

Throughout 2019 Hays envisage that digital marketing will remain a focus across the GCC, in all industries, with digital native technology organisations leading the way in bringing in talent both from the market and abroad. The aim is to build specialist functions which have strong customer experience centric objectives, enabling organisations to set themselves apart from their competitors and keep up with the global market.

## Salaries

Salaries have remained competitive with higher salaries being offered to candidates with technical skill sets within digital marketing.

Salary increases remained relatively the same as 2017 with 52% of candidates reporting increases of 11-15% due mainly to internal promotions rather than moving to a new organisations.

## In demand

Digital, social media, eCommerce, CRM, marketing insight positions are the highest in demand right now, with organisations gearing more towards how they can grow their online presence. There has been increased demand for candidates who have experience with performance marketing and measuring the ROI of marketing activity, with the ability to understand the data and present this back to Senior stakeholders within the organisation, in turn making recommendations in looking at strategic solutions. This has made marketing a more important part of a business's growth strategy, and throughout 2019 we expect there will be increased hiring of Senior professionals who are creative visionaries and strong leaders.

Languages remain in demand, with organisations looking for candidates who have excellent spoken and written English, with ideally another language. Arabic is usually preferred but there is also the demand for candidates who speak an additional European language such as French or Spanish as well.

For job seekers, there is a clear appetite to learn and enhance their existing skills and experience, especially when it comes to digital marketing. For example understanding data and systems (e.g. CMS and CRM) as well as social media, CX and creative design. There is the understanding that in order to keep up with the global market, and continue to add value, candidates must take responsibility for their own learning. This is in turn empowering candidates to understand their worth in the market and enabling them to secure competitive salaries. There is strong marketing and digital talent within the UAE, other GCC countries are still finding they need to relocate skilled candidates in order to fulfil their vacancies. Abu Dhabi based organisations have seen a change over the past few months with more reluctance from candidates to travel from other Emirates, and are therefore opening up to remote working when it comes to the more Senior positions.

Where hiring within marketing and digital marketing has remained steady over the past 12 months, Hays expect there to continue to be an increased demand for digital marketing talent in line with the digital transformation we are seeing. It is an exciting time for marketing and digital, we expect that the next year will see a lot of change across teams throughout the GCC.

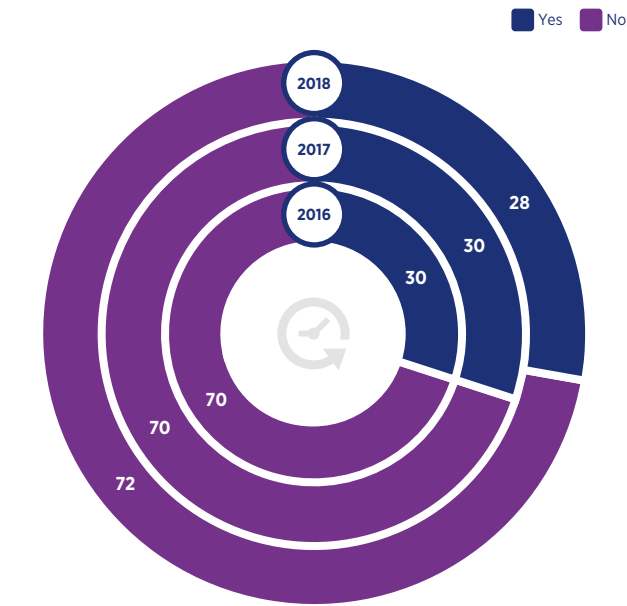




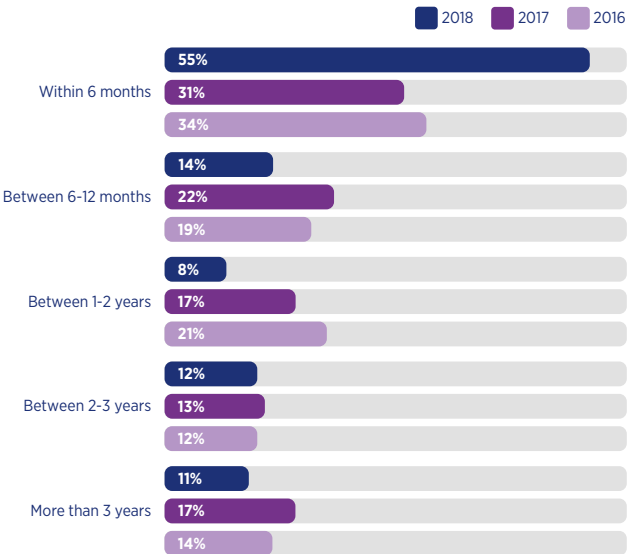
# MARKETING AND DIGITAL MARKETING EMPLOYEE SURVEY HIGHLIGHTS

## Career

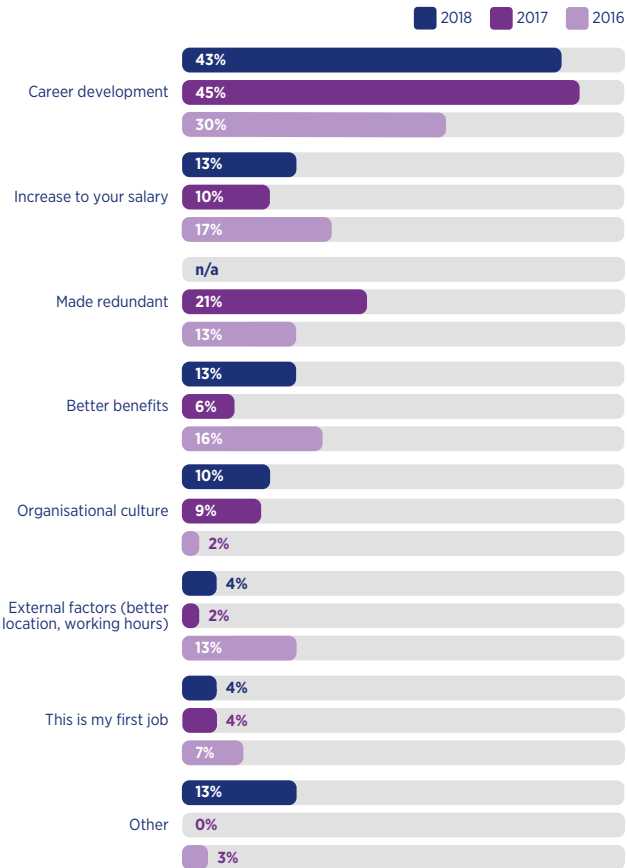
Did you start employment with a new organisation this year? (%)



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?

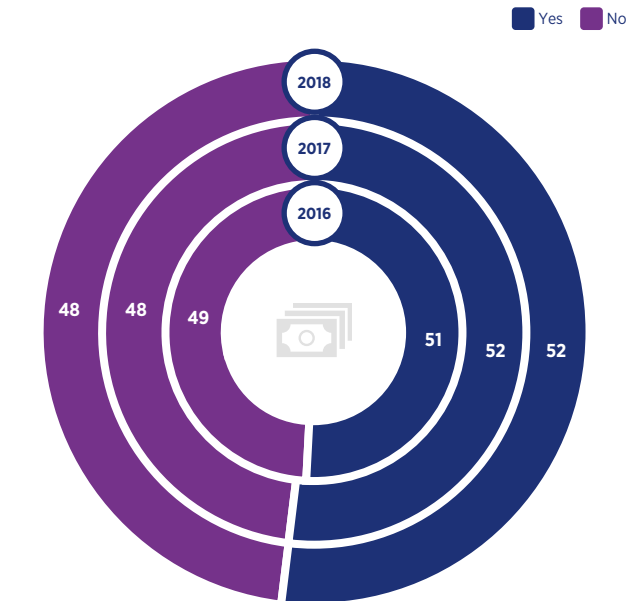


How do you feel about your career prospects for the next 12 months?

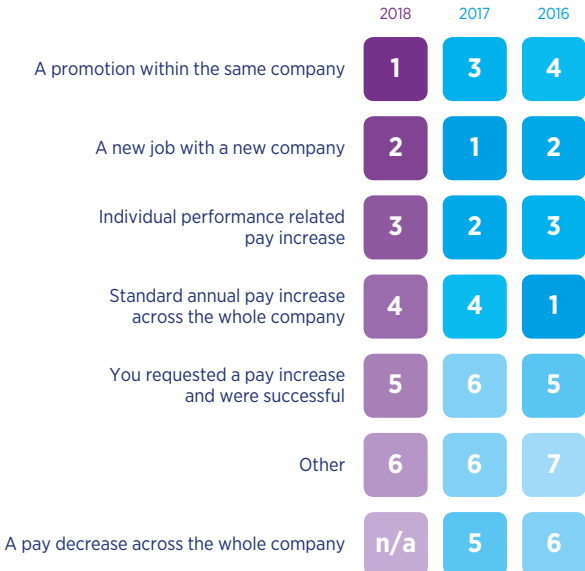


## Salary

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

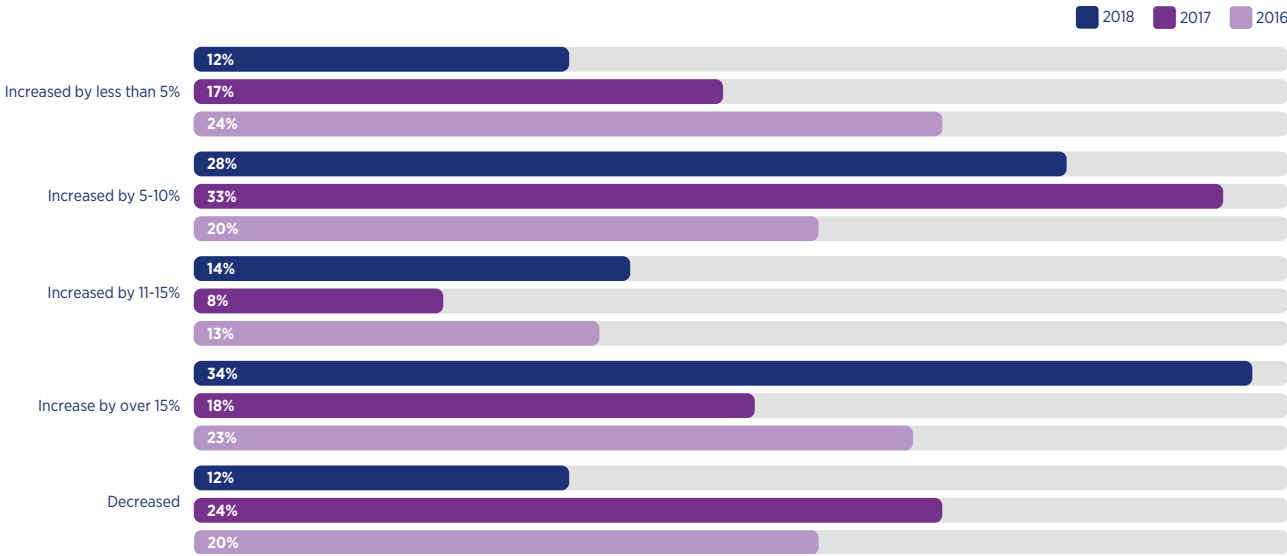


If answered 'Yes':  
What was your salary change a result of?

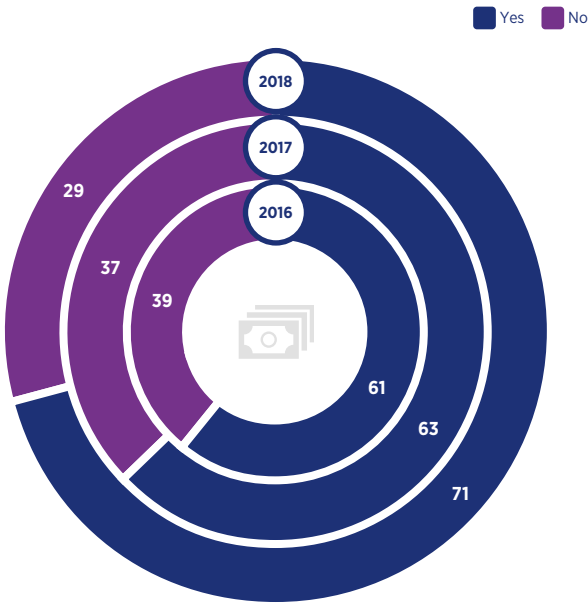


# MARKETING AND DIGITAL MARKETING EMPLOYEE SURVEY HIGHLIGHTS

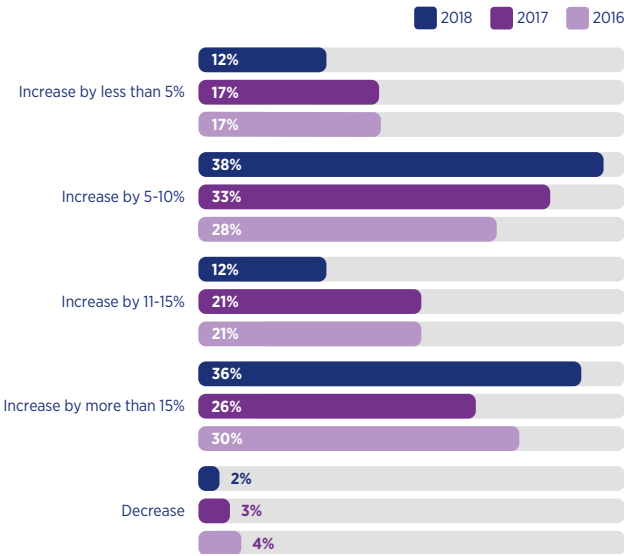
If answered 'Yes':  
By what percentage did your salary change?



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 AND DIGITAL MARKETING SALARY GUIDE

## MARKETING

### Generalist Marketing

Position	AED Range	AED Average
CMO	60,000–110,000	90,000
Marketing Director/VP Marketing	50,000–80,000	65,000
Head of Marketing	45,000–80,000	58,000
Senior Marketing Manager/AVP Marketing	35,000–50,000	40,000
Marketing Manager	25,000–45,000	35,000
Category Manager	25,000–45,000	35,000
Senior Marketing Executive/Specialist/Associate	20,000–30,000	25,000
Marketing Executive/Specialist/Associate	15,000–25,000	22,000
Marketing Assistant/Coordinator	10,000–20,000	15,000
Copywriter	15,000–22,000	18,000

### Events

Position	AED Range	AED Average
Events Manager	25,000–35,000	30,000
Events Specialist/Events Executive/Events Coordinator	20,000–30,000	25,000
Conference Producer	15,000–25,000	18,000

### Brand

Position	AED Range	AED Average
Brand Manager	25,000–35,000	28,000
Assistant Brand Manager/Senior Brand Specialist	20,000–30,000	25,000
Brand Executive/Brand Specialist	15,000–25,000	22,000
Brand Assistant/Brand Coordinator	10,000–20,000	15,000

### Communications

Position	AED Range	AED Average
Communications Director	50,000–90,000	70,000
Head of Communications/VP Communications	45,000–80,000	60,000
Internal Communications Manager	30,000–55,000	45,000
Internal Communications Executive/Specialist	20,000–35,000	28,000
PR/Media Relations Manager	30,000–55,000	45,000
PR/Media Relations Executive/Specialist	20,000–35,000	28,000

### Agency Side

Position	AED Range	AED Average
Group Account Director	35,000–45,000	38,000
Account Director	25,000–35,000	30,000
Senior Account Manager	20,000–25,000	23,000
Account Manager	16,000–20,000	18,000
Senior Account Executive	13,000–16,000	14,000
Account Executive	10,000–13,000	12,000

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# MARKETING AND DIGITAL MARKETING

## SALARY GUIDE

### DIGITAL MARKETING

#### Generalist Digital

Position	AED Range	AED Average
Digital Marketing Director	50,000–85,000	65,000
Head of Digital Marketing	38,000–75,000	52,000
Senior Digital Marketing Manager/ Specialist	35,000–50,000	40,000
Digital Marketing Manager	22,000–35,000	30,000
Customer Experience (CX) Specialist	20,000–40,000	30,000
Growth Hacker	20,000–35,000	28,000
Social Media Manager	30,000–45,000	35,000
Social Media Executive	20,000–35,000	28,000
Digital Strategist	30,000–50,000	40,000
Digital Project Manager	30,000–50,000	38,000

#### eCommerce

Position	AED Range	AED Average
eCommerce Director/Head of	50,000–100,000	70,000
eCommerce Manager	22,000–40,000	33,000
Site Merchandiser	18,000–30,000	25,000
Content Executive/Specialist	20,000–35,000	25,000

#### Creative

Position	AED Range	AED Average
Digital Creative Director/Head of	28,000–45,000	32,000
Digital Art Director/Head of	25,000–40,000	30,000
3D Designer	18,000–25,000	20,000
Graphic Designer/Digital Designer	15,000–25,000	18,000
Junior Graphic Designer/Digital Designer	10,000–20,000	15,000

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#### Insights and Analytics

Position	AED Range	AED Average
Director/Head of	40,000–80,000	55,000
Manager	25,000–40,000	33,000
Senior Executive/Specialist	18,000–30,000	25,000
Executive/Specialist	15,000–25,000	20,000

#### Performance Marketing

Position	AED Range	AED Average
Head of Performance Marketing	40,000–90,000	50,000
CRM Manager	25,000–45,000	33,000
CRM Executive/Specialist	18,000–35,000	25,000
SEO/PPC/SEM Manager	25,000–45,000	33,000
SEO/PPC/SEM Executive/Specialist	18,000–35,000	25,000

#### Agency Side

Position	AED Range	AED Average
Head of Digital	50,000–80,000	65,000
Head of Performance	50,000–80,000	65,000
Creative Director	35,000–45,000	40,000
Account Director	35,000–45,000	40,000
Senior Account Manager	18,000–35,000	28,000
Account Manager	15,000–30,000	25,000
Community Manager	15,000–30,000	25,000
Senior Account Executive	13,000–20,000	16,000
Account Executive	10,000–15,000	13,000
Graphic Designer/Digital Designer	12,000–20,000	18,000





## OFFICE SUPPORT

Hiring activity in the Office Support profession has had a slight decline in 2018, compared to the number of placements made in 2017. Different from the previous years, there hasn't been consistency of hiring and the need for experienced candidates in the market still remains.

We have found there is still a 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.

Across all sectors, we have noticed a slight decline in the number of Office Support professionals being hired on a permanent basis but having a preference on contract. 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. 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 'try before they buy'.

### Salaries

The market for Office Support candidates is on a decline and due to the demand in jobs clients are not paying higher salaries compared to previous years.

Only 49% of candidates reported a salary increase compared to 51% the previous year.

The percentage increase also dropped to less than 5% which was between 5-10% in 2017.

### In demand

Due to the strong supply of Office Support candidates 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 with the ability to cover basic HR and Accounting tasks. Receptionists, PAs, Team Assistants and Administrators who can demonstrate these skills are most sought after.

2018 has shown a decline in indecisive candidate, where previously they may have had more options of roles available to them. The market has not been as busy and candidates are happy to be flexible with industries although the demand to work for a multi-national company is always there.

In comparison 2018 has definitely seen a decline in exceptional candidates on both Junior and Senior level to 2017. The volume of candidates is still present but the skillset is lacking.

We haven't had a huge influx of Office Managers or Senior Executive Assistants in 2018 as we did in 2017. There is not a lot of new fresh talent relocating to the UAE.

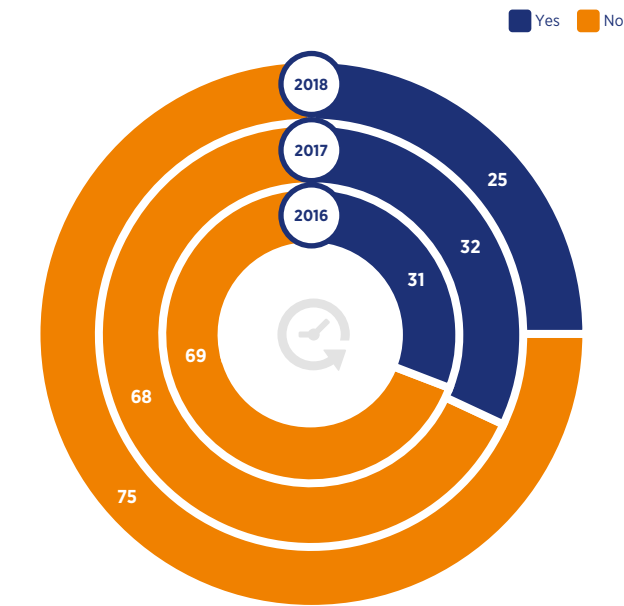
We have noticed an overstock of Junior candidates who come from a sales or retail background relocating to Dubai to find administrative work. This calibre of candidate is not sought after in the UAE and we find they end up leaving the country within a few months due to not being able to secure a placement.



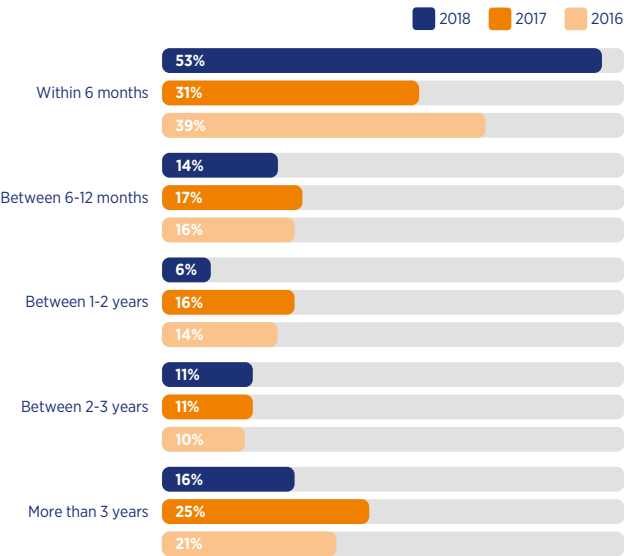
OFFICE SUPPORT  
EMPLOYEE SURVEY HIGHLIGHTS

Career

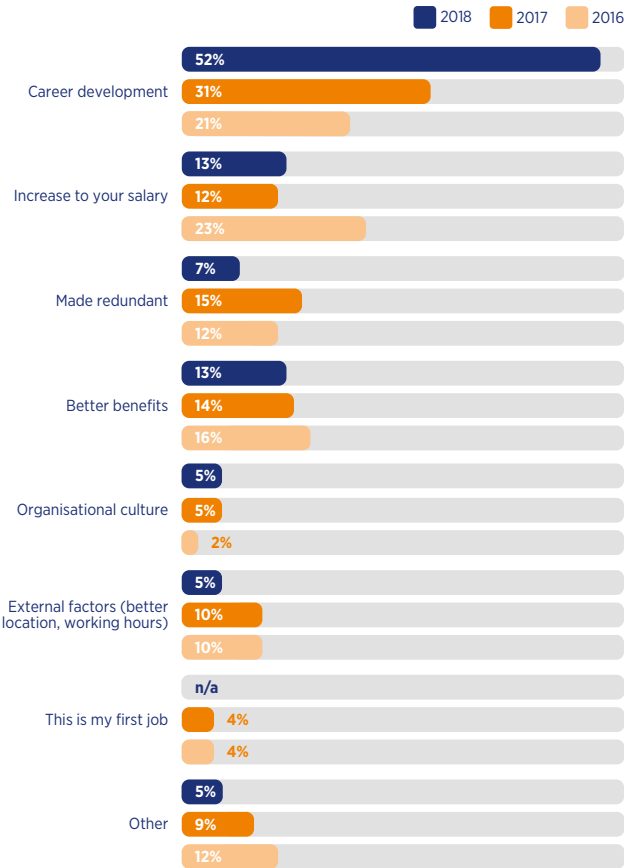
Did you start employment with a new organisation this year? (%)



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?

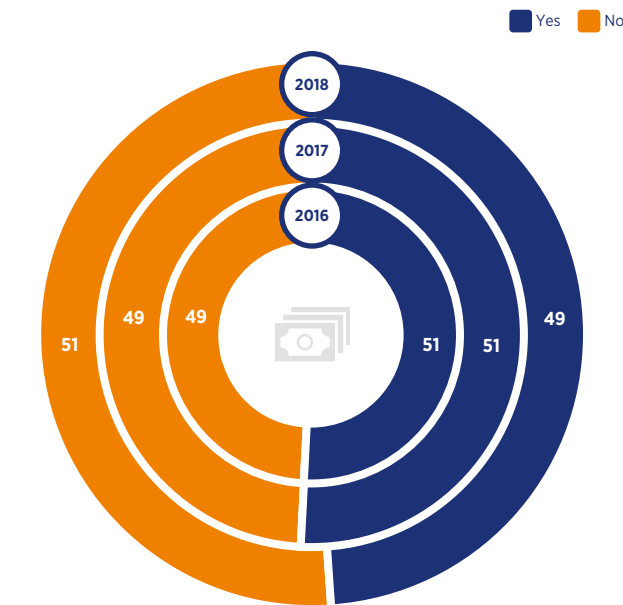


How do you feel about your career prospects for the next 12 months?

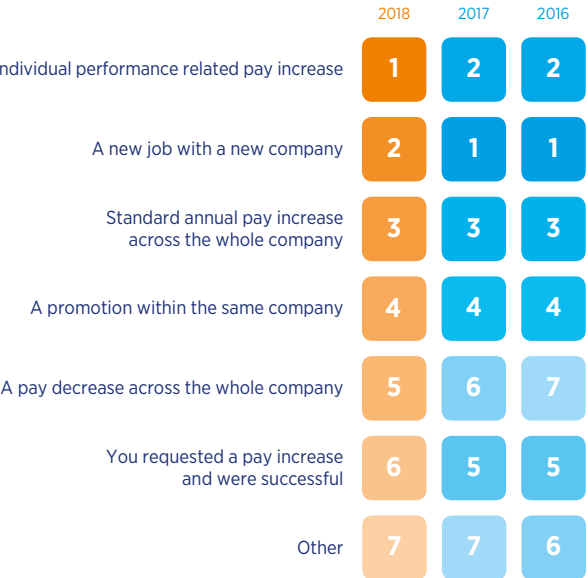


Salary

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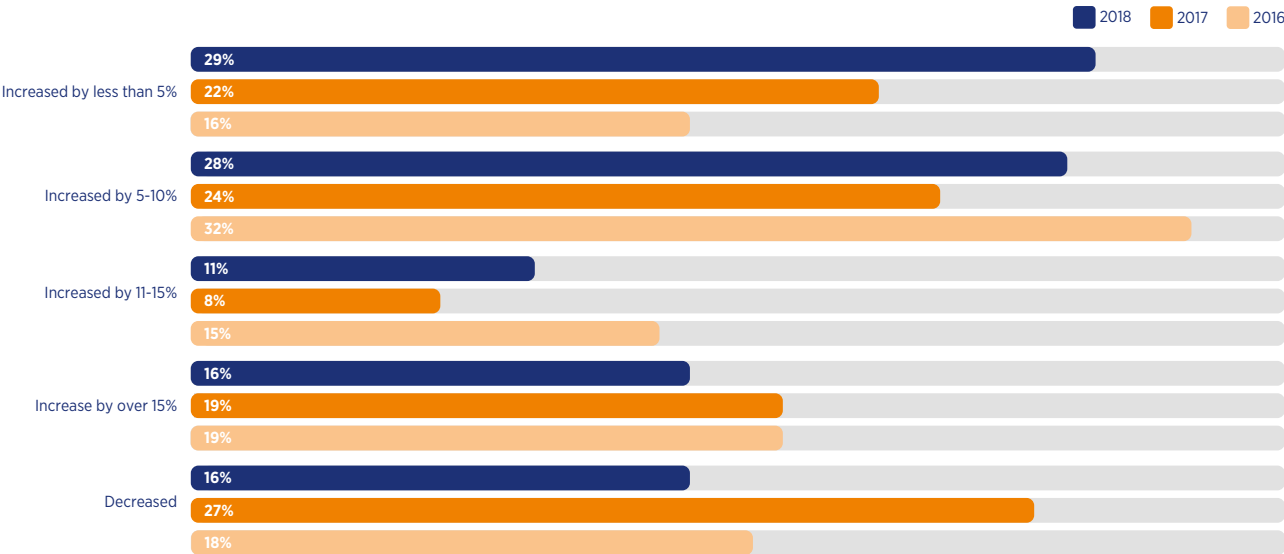


If answered 'Yes':  
What was your salary change a result of?

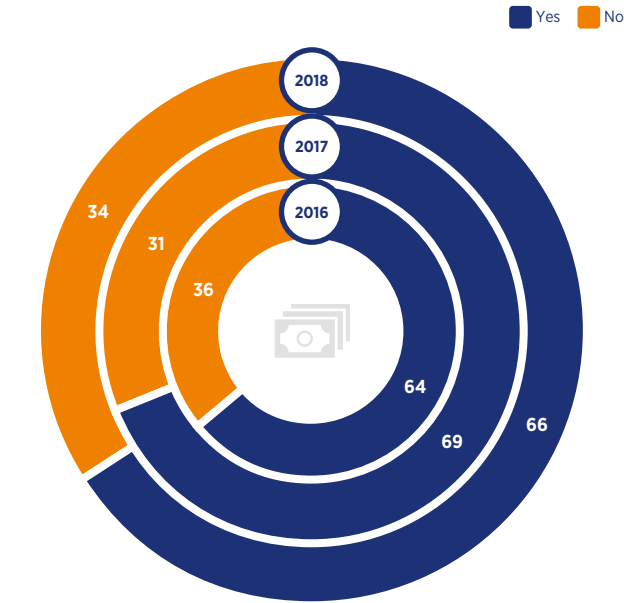


OFFICE SUPPORT  
EMPLOYEE SURVEY HIGHLIGHTS

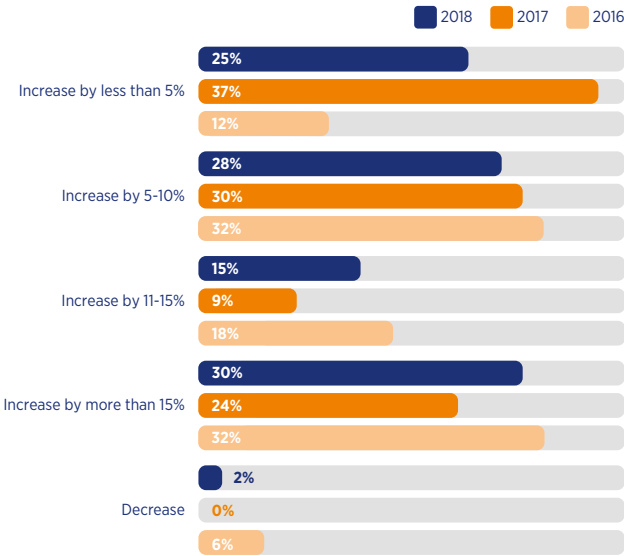
If answered 'Yes':  
By what percentage did your salary change?



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	5,000-41,500	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

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## SALES

### Hiring activity has remained largely steady in 2018, very similar to 2017.

We have seen an increase in IT sales, Artificial Intelligence and renewables, FMCG and Financial Services sales.

#### Salaries

Salaries have remained steady for 2018 with companies putting more emphasis on performance related benefits.

We expect this will remain the same throughout 2019.

48% of candidates reported salary increases of 5-10% which remained the same as 2017.

Candidates remain positive going into 2019 with 73% expecting salaries to increase by more than 15%

#### In demand

We have seen a decrease in the demand for retail positions but we hope this can recover this year. We have seen a slight decrease in demand within Oil and Gas which has also affected the sub suppliers of the industry. There has also been a slowdown in the construction industry.

We have seen companies hiring more Business Development and Account Management roles rather than traditional sales.

Tri-lingual candidates – English, Arabic French are high in demand as well as MBA educated.

Regional experience is key and companies are encouraging employees to cover larger areas.

The IT industry generally is booming and has become a very large industry in the UAE due to new developments and the region catching up with the rest of the world in regards to technology.

There has been a slight increase in the number of candidates due to redundancies in less busier industries and relocations have levelled off.

We have not seen any major skill shortage and there is a high supply of construction sales and real estate sales candidates.

Things have remained pretty steady over the past 12 months and we are positive about the next 6-12 months and we expect there will be an increase in sales openings in 2019.

# 56%



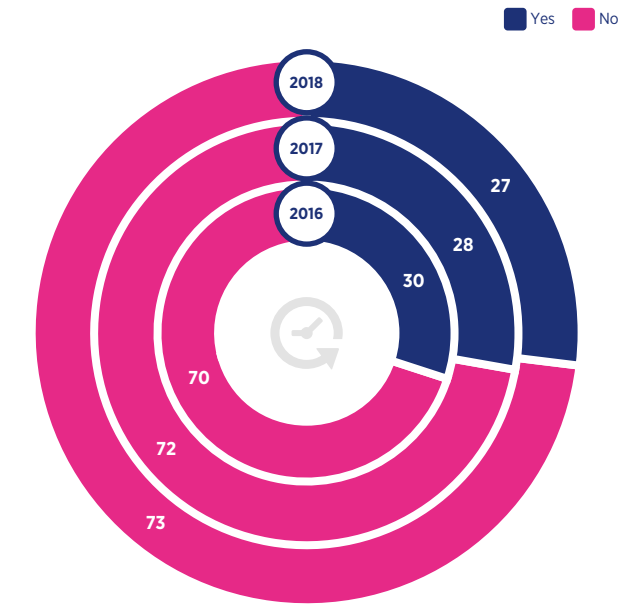
of Sales professionals intend to change positions within 6 months.



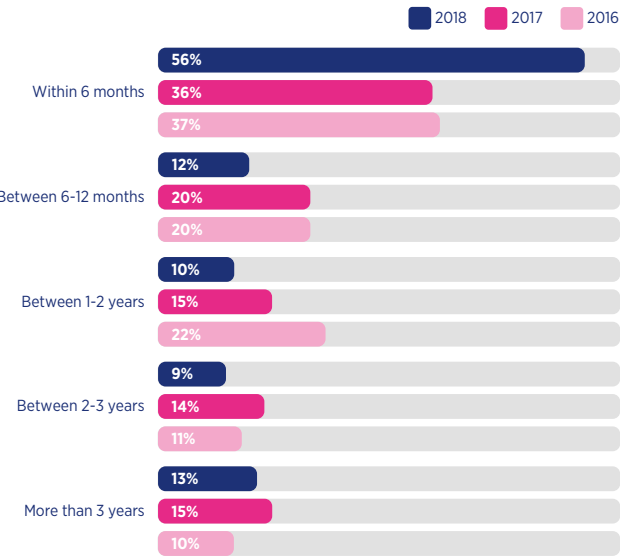
SALES  
EMPLOYEE SURVEY HIGHLIGHTS

Career

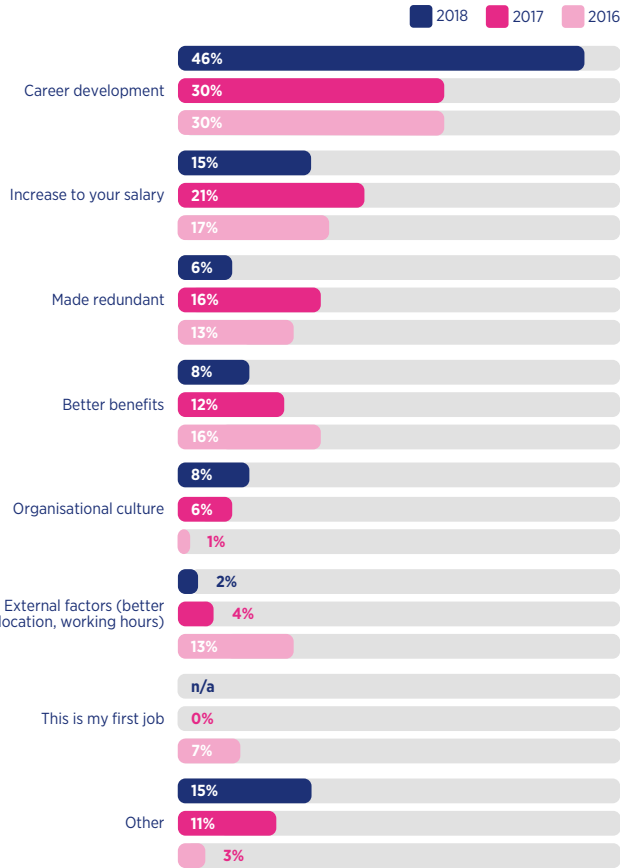
Did you start employment with a new organisation this year? (%)



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



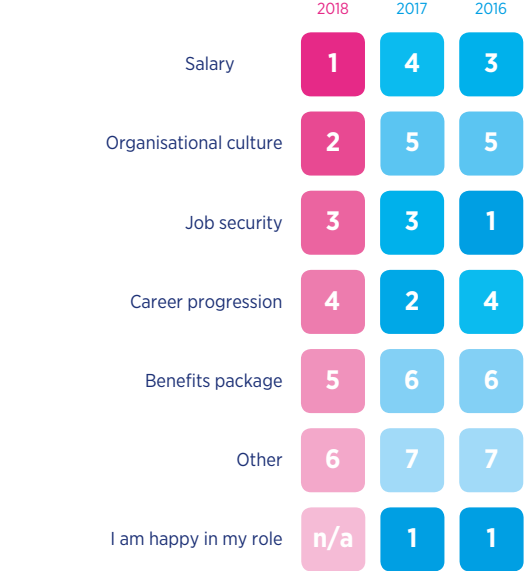
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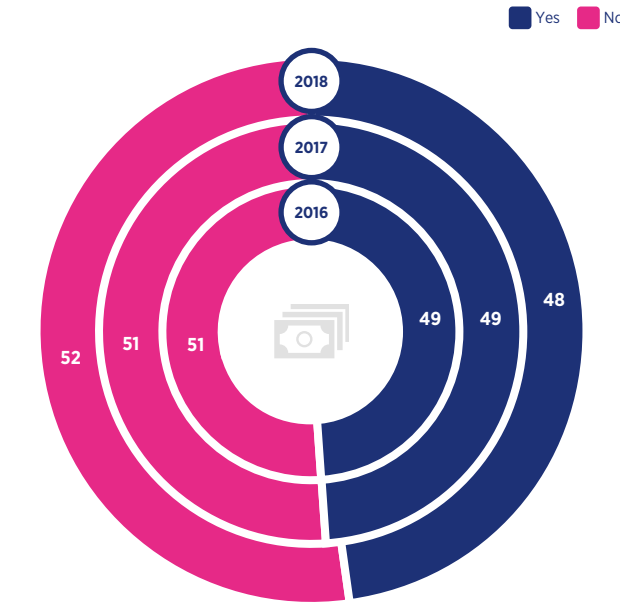


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Salary

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

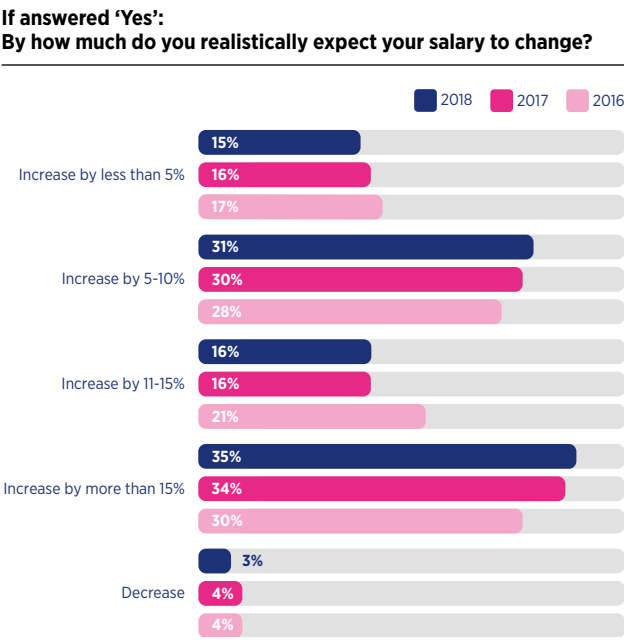
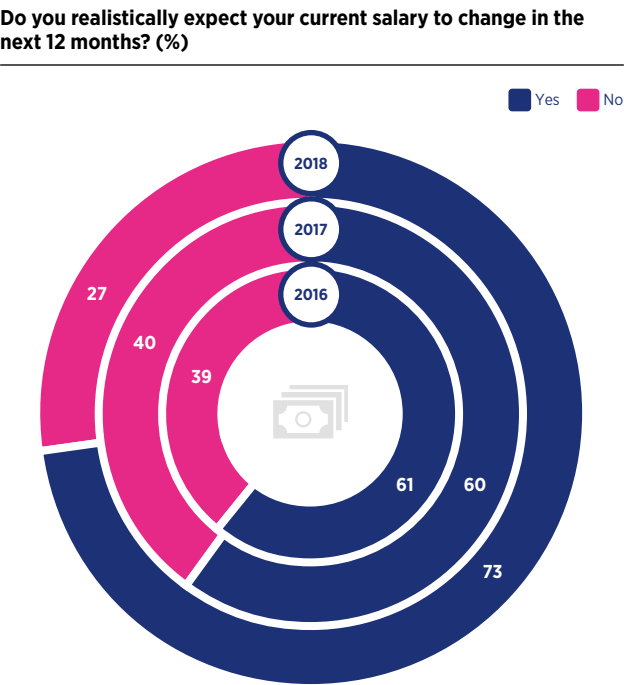
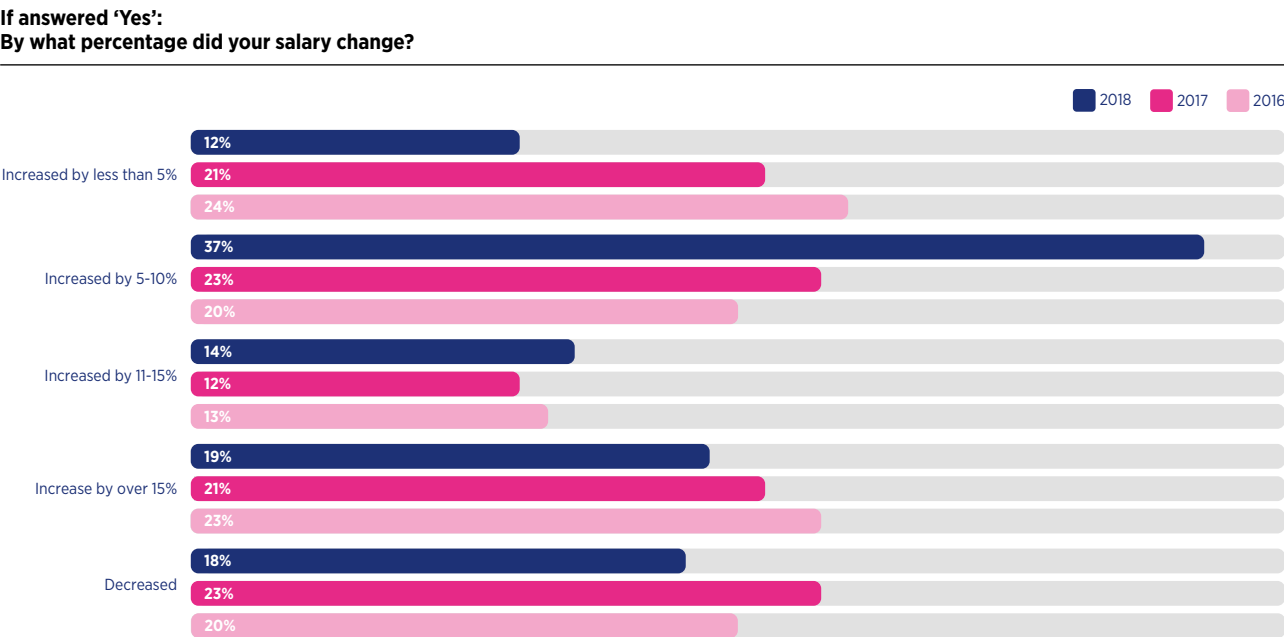


If answered 'Yes':  
What was your salary change a result of?





SALES  
EMPLOYEE SURVEY HIGHLIGHTS



SALES  
SALARY GUIDE

Position	AED Range	AED Average
Sales Director	40,000-80,000	65,000
General Manager Sales	40,000-70,000	60,000
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	33,000
Sales Engineer	12,000-20,000	18,000
Business Development Consultant	12,000-20,000	15,000
Sales Support/Executive	12,000-18,000	12,000
Key Account Manager	20,000-30,000	25,000
Area Manager	35,000-45,000	40,000
Channel Manager	30,000-40,000	35,000
Regional Sales Manager	30,000-50,000	40,000
Modern Trade Manager	20,000-35,000	27,500

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## SUPPLY CHAIN

The number of jobs available for Supply Chain professionals was roughly the same year-on-year, with 25% starting employment with a new company in 2018, compared to 23% in 2017.

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.

Large MNC AND FMCG have slowed down. Other industries like Aerospace, Engineering, Freight Forwarding, Procurement with niche category experience and Capex roles have picked up.

There are a lot more candidates looking for work, mostly resulting from restructures or just re-located over to the region without securing new roles.

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, there exists a greater supply of candidates relative to the number of jobs available.

30% of Supply Chain professionals are feeling uncertain about their career prospects for 2019 compared to the 35% who felt this way last year. That being said, 65% remain positive and we expect there to be increasing opportunities for Supply Chain professionals in the market over the next 12 months.

### Salaries

Just under half (44%) of Supply Chain professionals salaries remained the same in 2018 which was relatively the same as 2017. There was a slight increase in the number of pay increases for Supply Chain roles with 16% in 2018 compared to 11% in 2017. The most common change was up to a 15% increase which was increased from the previous year with the market average of less than 5-10%.

Looking ahead, salary expectations of Supply Chain professionals have slightly increased year-on-year with 57% expecting pay rates to increase in 2019, compared to 54% the previous year. That being said, of those that do anticipate a change the outlook is positive with the majority expecting a rise of more than 15%.

### 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.

Historically demand planning has been a very popular area however this year it has been very quiet. Mainly due to large FMCG companies restructuring.

Companies seem to be optimistic about 2019. Senior packages within the AED 50K + seem to be hard to come by with an increase in Junior roles.

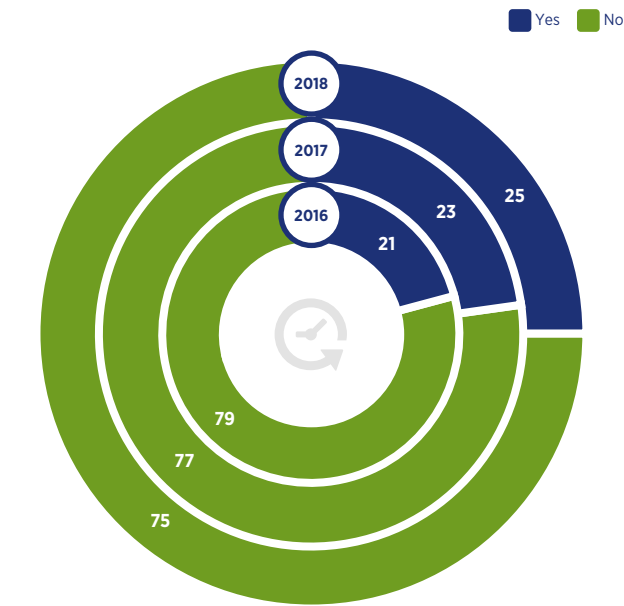




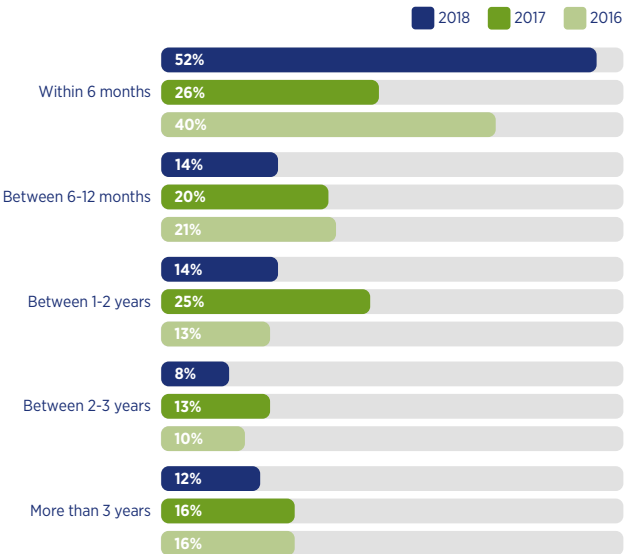
SUPPLY CHAIN  
EMPLOYEE SURVEY HIGHLIGHTS

Career

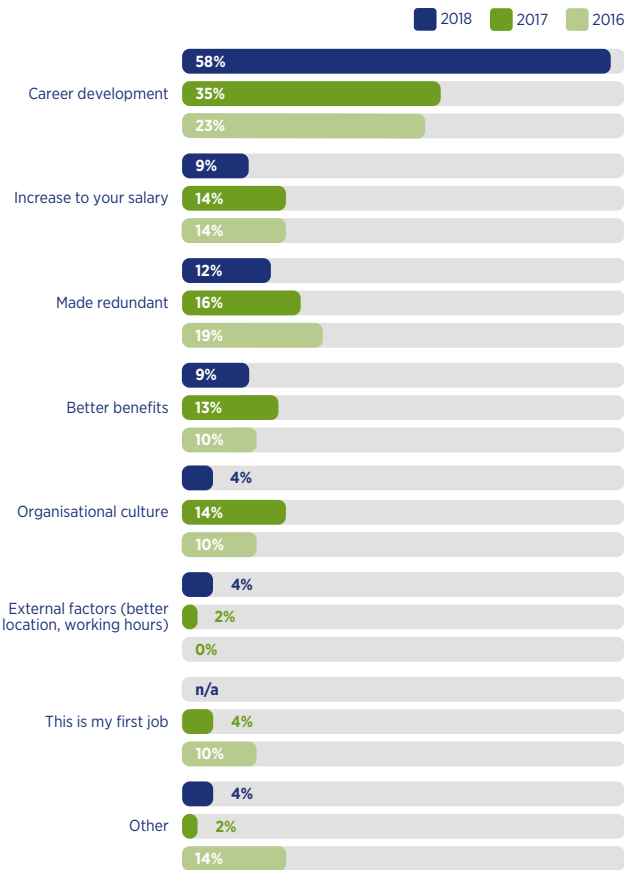
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When do you anticipate you will next move to a new job with a new organisation?



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?

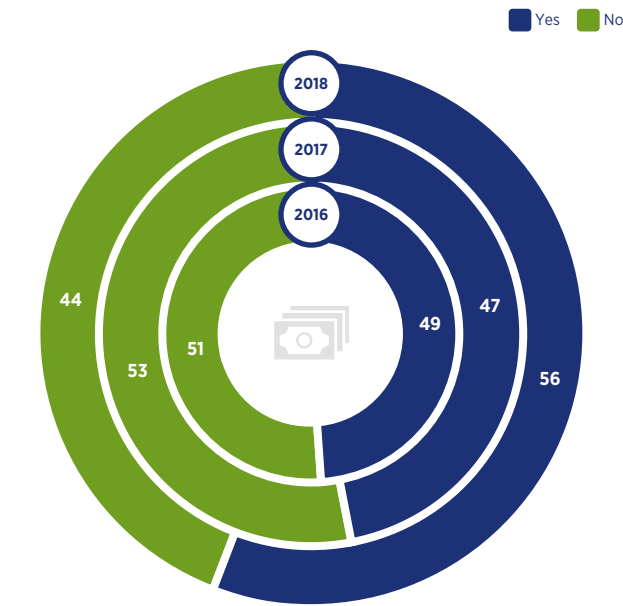


How do you feel about your career prospects for the next 12 months?

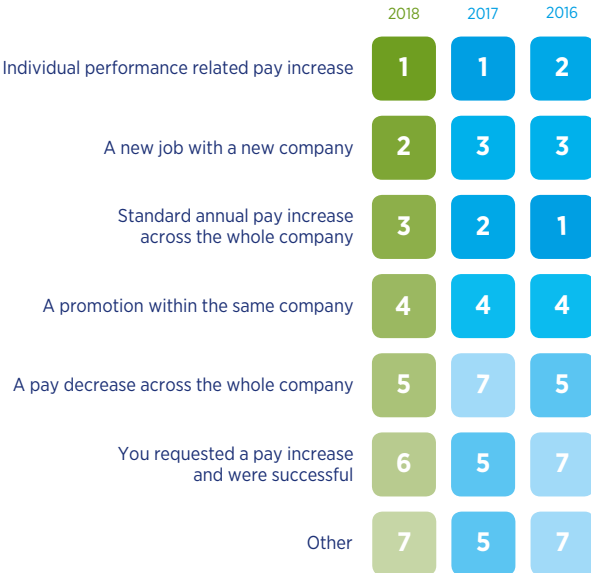


Salary

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

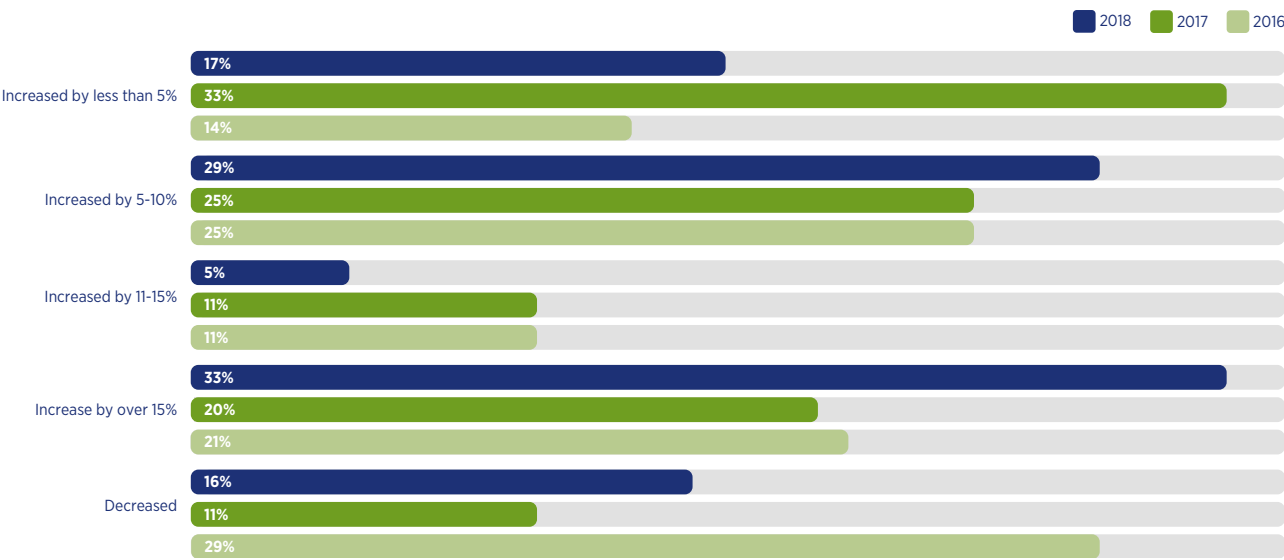


If answered 'Yes':  
What was your salary change a result of?

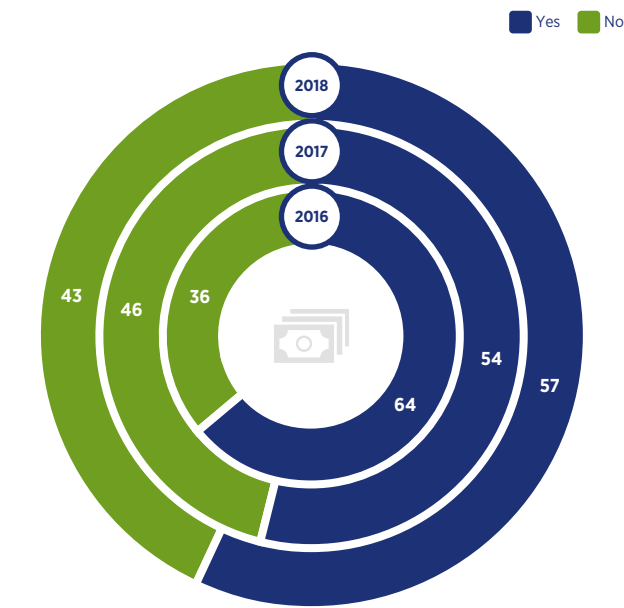


SUPPLY CHAIN  
EMPLOYEE SURVEY HIGHLIGHTS

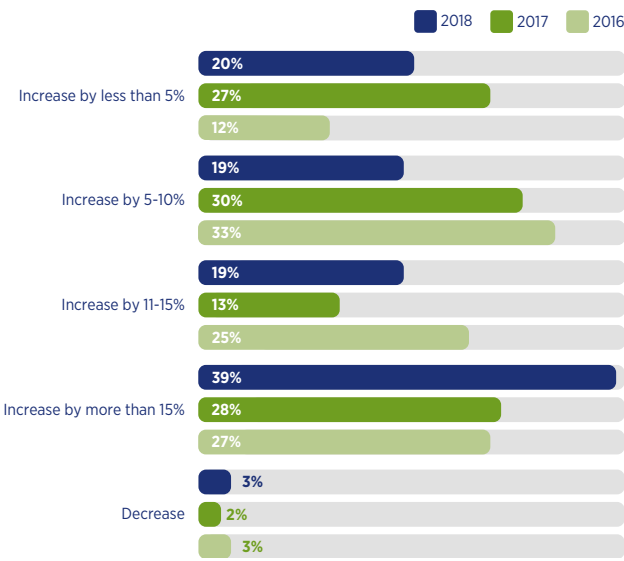
If answered 'Yes':  
By what percentage did your salary change?



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

Salaries shown here represent the total monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2018.

'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 2018.



# OUR SPECIALIST AREAS



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

### Accountancy & Finance

- AP/AR Accountant
- Cost/Revenue Accountant
- Finance Business Partner
- Finance Director
- Finance Manager
- Financial Accountant
- Financial Analyst
- Financial Controller
- Financial Planning & Analysis Manager
- Fund Accountant
- Head of Finance
- Head of Internal Audit
- 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
- Graphic Designer
- Infrastructure Manager
- IT Business Development Manager
- IT Director/Manager

- IT Sales Manager
- IT Securities Manager
- IT Systems Analyst
- Mobile Developer
- Programme Manager
- Project Leader
- Project Manager
- Software Developer

### Legal

- 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
- General Manager
- Head of Sales
- Key Account Manager
- Project Sales Manager
- Regional 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

### Emiratisation

- All sectors at all levels



## ABOUT US

From our offices in Dubai and Abu Dhabi we focus on offering permanent and contract recruitment solutions across the GCC. We're proud of the long-lasting relationships we've built with all of our clients 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

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**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](mailto:marketing.uae@hays.com)**

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Dubai  
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## **Abu Dhabi**

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Abu Dhabi  
UAE 34834



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