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# EMPLOYEES ON THE MOVE WIDESPREAD INCREASE IN SALARY EXPECTATIONS

When I mention to people that I work in recruitment I am usually asked two questions: “How’s the job market right now?” and “What’s happening with salaries?”. These topics seem to be of universal interest and given that we spend nearly half our waking lives at work this is not surprising. It is also said that our families, our health, where we live, and our employment make up the four key cornerstones of our lives, and it is our employment which allows us to pay for the other three!

I am therefore delighted to launch the most detailed and comprehensive Hays report to date on salary trends and employment prospects in the GCC. Throughout Q4 of 2014 we contacted over 2,000 employees registered on our database, and over 200 organisations for whom we have recruited in the past year, and asked a series of detailed questions about what they have experienced throughout 2014, and also what their expectations are for 2015.

This has provided some fascinating insights which we publish in the following pages. However, at a headline level the three most striking statistics for me are as follows.

Firstly, and certainly for those of us based in the UAE, 2014 was a year of rising costs, particularly rents, with which any salary rises we received failed to keep pace. This had led to widespread expectations of larger-than-normal salary increases in 2015. 79% of our respondents expect their salaries to increase 2015, with 41% expecting more than 10%, whereas 61% of our employer respondents expect salaries to remain static or increase by only ‘up to’ 5%. Only 7% of employers expect salaries to increase by 10% or more at their company.

Clearly there must be an element of wishful thinking in both employee and employer responses, but there is a genuine tension here and it will be interesting to see how it plays out.

Secondly, and closely connected with the point above, is the huge 78% of employee respondents who said they would consider changing jobs in 2015. It is important at this point to also report that 67% of respondents are interested in career progression with their current employer, and this might seem like a contradiction. I read it as an implied threat from employees that unless at an individual level they experience a positive pay review and see opportunity for personal development then it is likely that they will enter the job market.



Chris Greaves, Managing Director, Hays Gulf Region

Thirdly and possibly fuelling this ambition, is the reality that 67% of our respondents who changed jobs in 2014 experienced a pay rise of over 10%, whereas only 21% of respondents who remained with the same employer had the same pay rise of over 10%.

I think we all know that a larger salary shouldn’t be the only or primary driving factor in seeking new employment but there’s no doubt that it plays a part in securing the interest of the new hire. The message in here is that employers need to be particularly mindful of the financial welfare and career development of their key staff in 2015 or risk losing them.

We publish in the following pages the full employee and employer surveys for your reference. If you would like to receive specific divisional information please use the contact details on the back of the report.

Best regards and wishing you a very successful 2015.

A handwritten signature in black ink that reads "Chris Greaves". The signature is fluid and cursive, written on a white background.



# SURVEY SUMMARY

Exploring the results of employees and employers

## ABOUT THIS REPORT

### Overview

The Hays GCC 2015 Salary & Employment Report is a unique look into the current recruitment market for the GCC across 10 specialisms, including Accounting & Finance, Construction & Property, HR, IT, Marketing, Office Support and Supply Chain & Logistics.

In this report we take a detailed look at the market in 2014, and what real life employees and employers expect to happen in 2015. This report can be used as a tool to propel your own career, or shape the future of your business.

The GCC Salary & Employment Report does not cover the Oil & Gas specialism. This specific industry is reported in detail in our Global Oil & Gas Salary Survey in conjunction with Oil & Gas Job Search.

### Methodology

This guide has been completed using data gathered in Q4 2014 from over 2,000 employees and 200 employers from organisations of all sizes throughout the Middle East.

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

### Thank you

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





# EMPLOYEE TRENDS SURVEY FINDINGS

## 2014 Review

There is no doubt that 2014 was a positive year for employees in the GCC. Spurred on by the confident economic environment and the fast development of the cities, our survey shows that the attitude of employees has grown positive and confident. 76% of our respondents cited a positive work life balance, and 71% saying work is “interesting and engaging”.

Regional economic growth and expanding industries boosted the salaries of 62% of surveyed employees last year. The most common reason for this increase, at 44%, was a “standard annual pay rise across the whole company”. While 27% received a pay increase as a result of moving organisations, and 19% because of a promotion within the same company.

There is a broad range of how much salaries increased. 37% of those who received a pay increase received an increase of 5-10% of their annual salary. 24% received less than 5% and 23% saw their salaries increase by 15% and over.

Just over a quarter of employee respondents changed jobs last year and those who did move, on average, increased their annual salary by 10% or more.

## 2015 Expectations & Intentions

As we begin to delve into employee expectations and intentions for 2015, we begin to see a large disparity between what employees and employers expect to happen to salaries this year. Of our surveyed employees 41% are expecting a salary increase to occur in 2015, by an average of 10% or more. Whereas only 7% of employers expect salaries to increase by the same.

78% of total employee respondents will be considering a new career this year, which is 11% more likely than looking to progress internally. When comparing this expected 78% movement to the 27% movement that actually occurred in 2014, we can conclude retention will be an issue all employers will face this year.

## At a glance: Employee responses

**62%**  
were awarded a pay rise in 2014

**37%**  
received a salary increase of 5-10%

**24%**  
received a salary increase of 5% or less

**23%**  
received a salary increase of more than 15%

**14%**  
received a salary increase of 11-15%

**27%**  
moved to a new company in 2014

**67%**  
are looking to progress within their current company this year

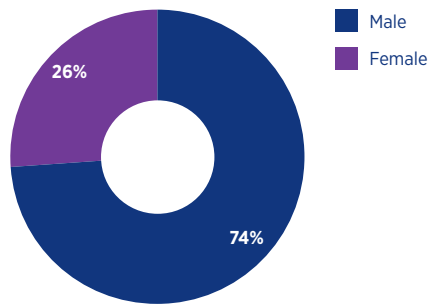
**78%**  
would consider changing jobs this year



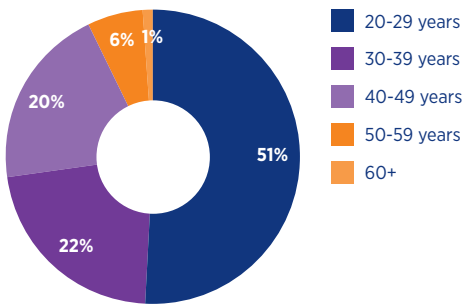
# EMPLOYEE SURVEY RESULTS

## DEMOGRAPHICS

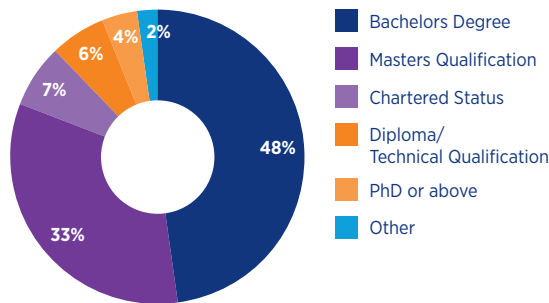
### Gender



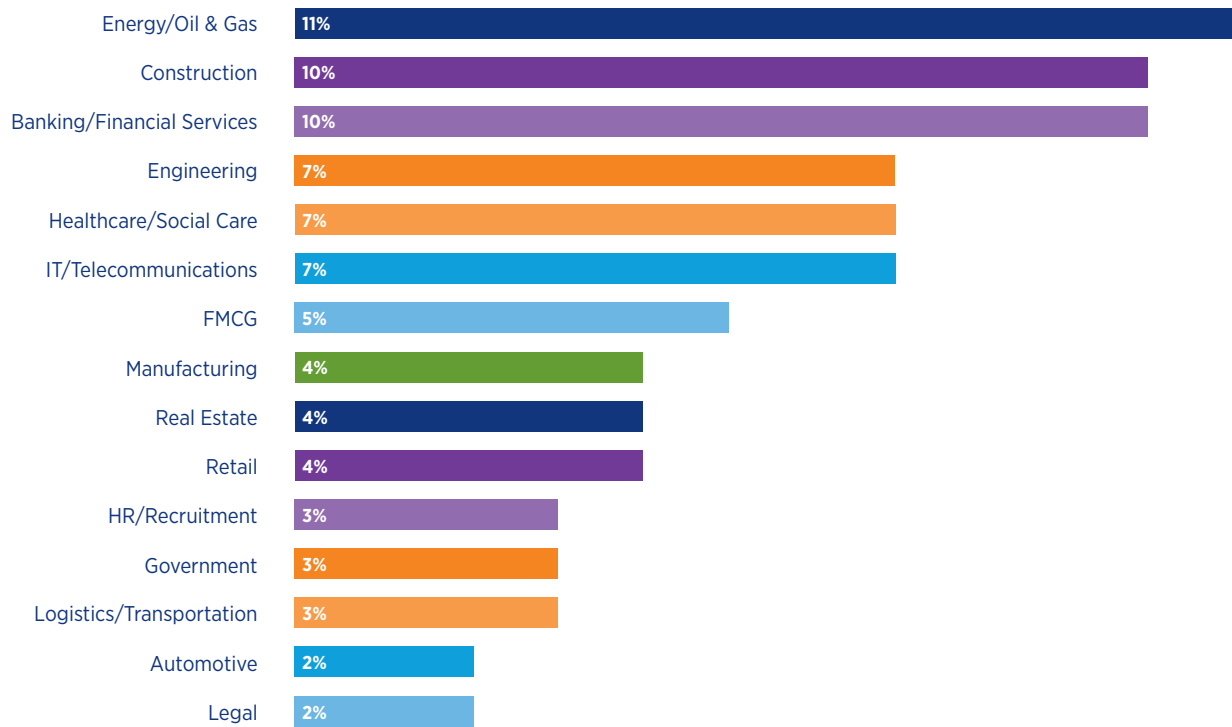
### Age



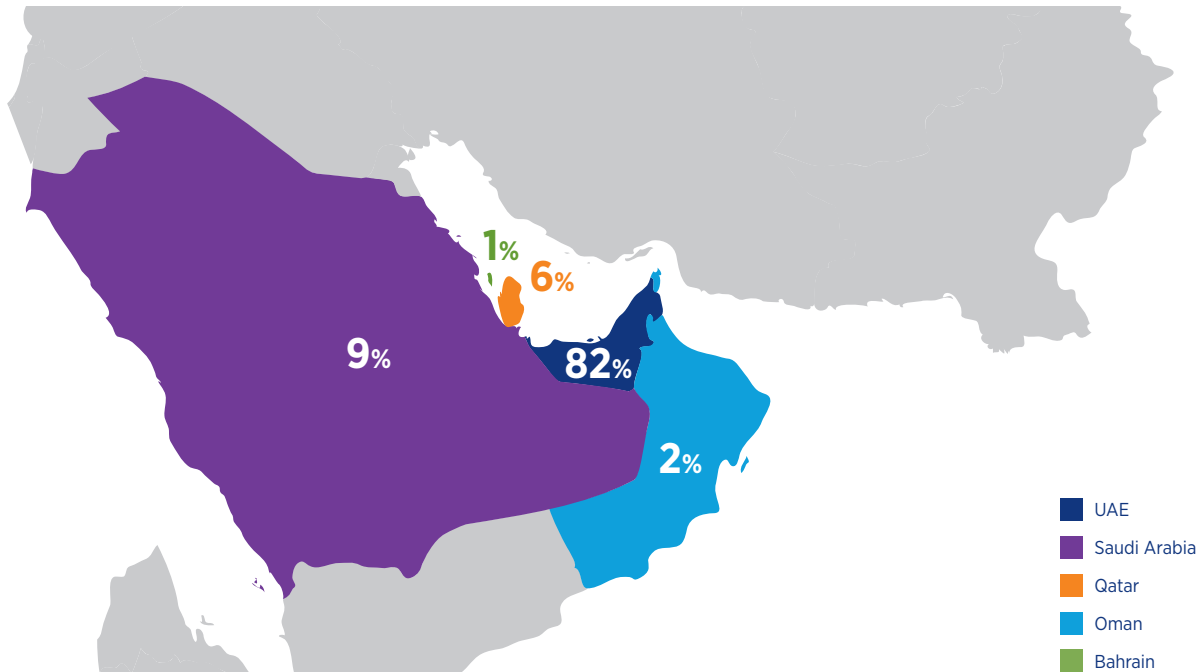
### Education



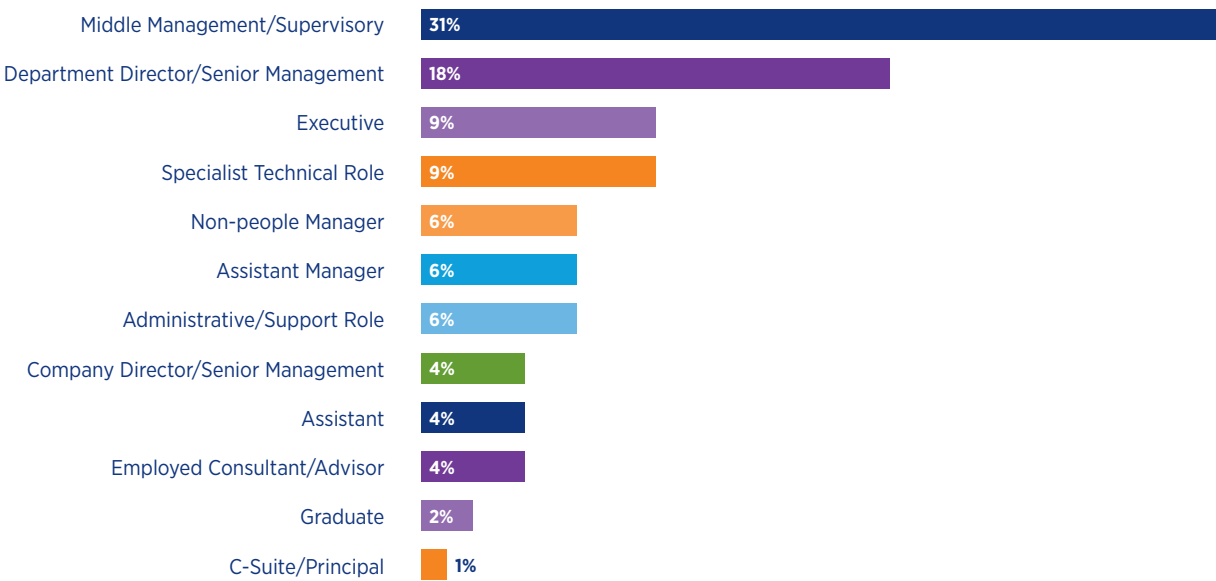
### Industries respondents work in



### Location of respondents



### Seniority or respondents



# EMPLOYEE SURVEY RESULTS

## SALARIES, BENEFITS & BONUSES

Has your salary changed in 2014 compared to 2013?

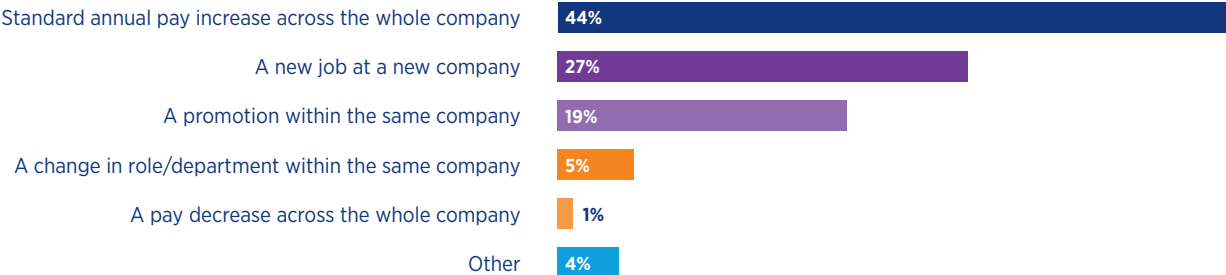
62%

Yes

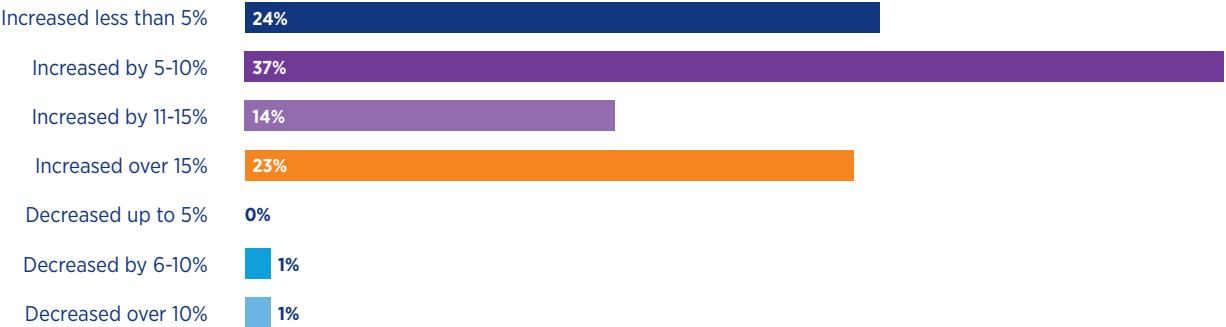
38%

No

Reason



By what percentage of your annual salary, did your salary change?



Do you realistically expect your current salary to change (increase or decrease) in 2015 compared to 2014?

79%

Yes

21%

No

How much do you expect your salary to change by in 2015 compared to 2014?

21%

Increase by 5% or less

38%

Increase by 5% to 10%

41%

Increase by more than 10%

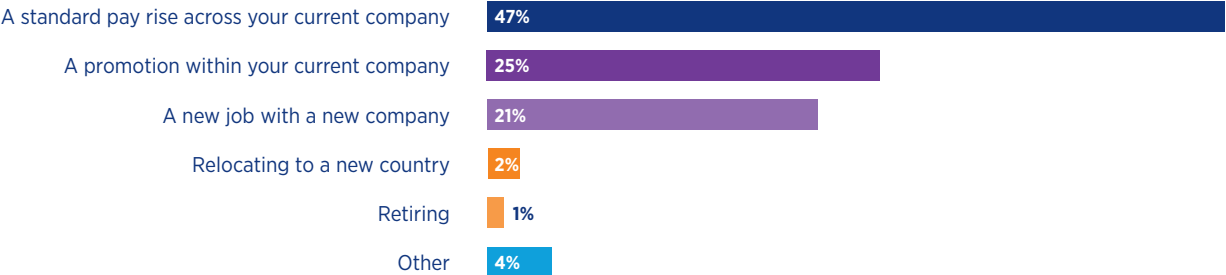
0%

Decrease by 5% or less

0%

Decrease by more than 5%

What is the expected reason for this change in your salary?



Did you receive, or will receive, a bonus in 2014?

55%

Yes

45%

No

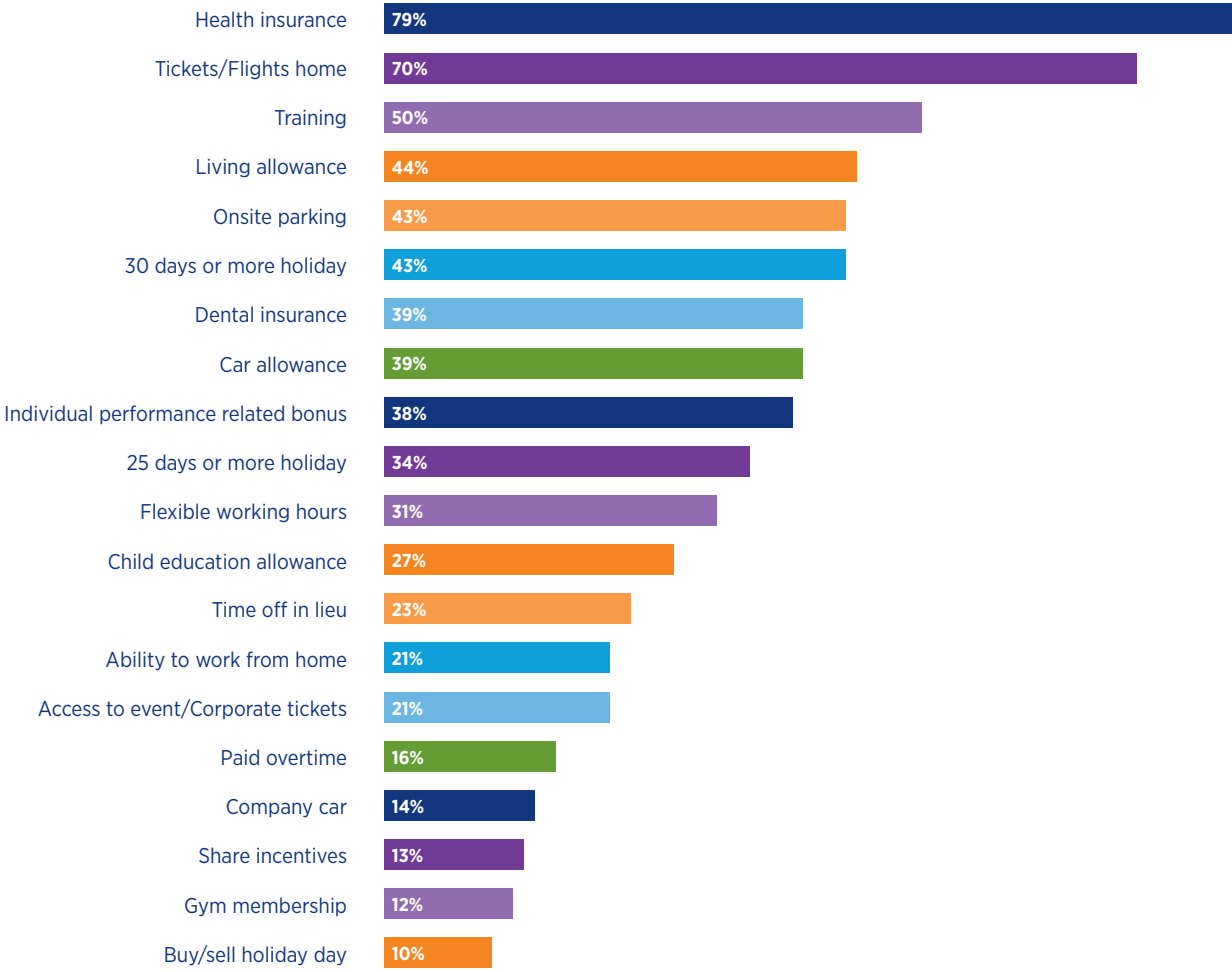
What percentage of your annual fixed salary was or will be your bonus in 2014?



# EMPLOYEE SURVEY RESULTS

## SALARIES, BENEFITS & BONUSES

What benefits does your current employer offer to its staff? (multiple responses)



Did your benefits package change in 2014 compared to 2013?



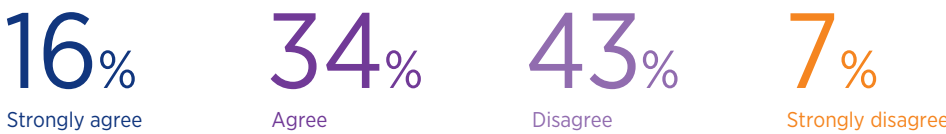
If yes, how did your benefits package change in 2014 compared to 2013?



To which degree do you agree with this statement: "I'm relieved to be employed"?



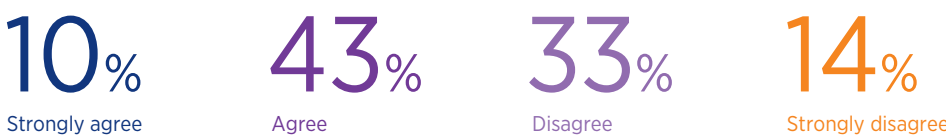
To which degree do you agree with this statement: "I feel overworked"?



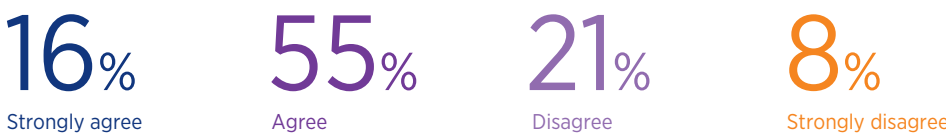
To which degree do you agree with this statement: "I have potential for career development"?



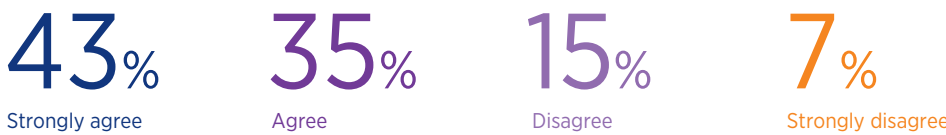
To which degree do you agree with this statement: "It's a relaxed working environment"?



To which degree do you agree with this statement: "It's interesting, engaging work"?

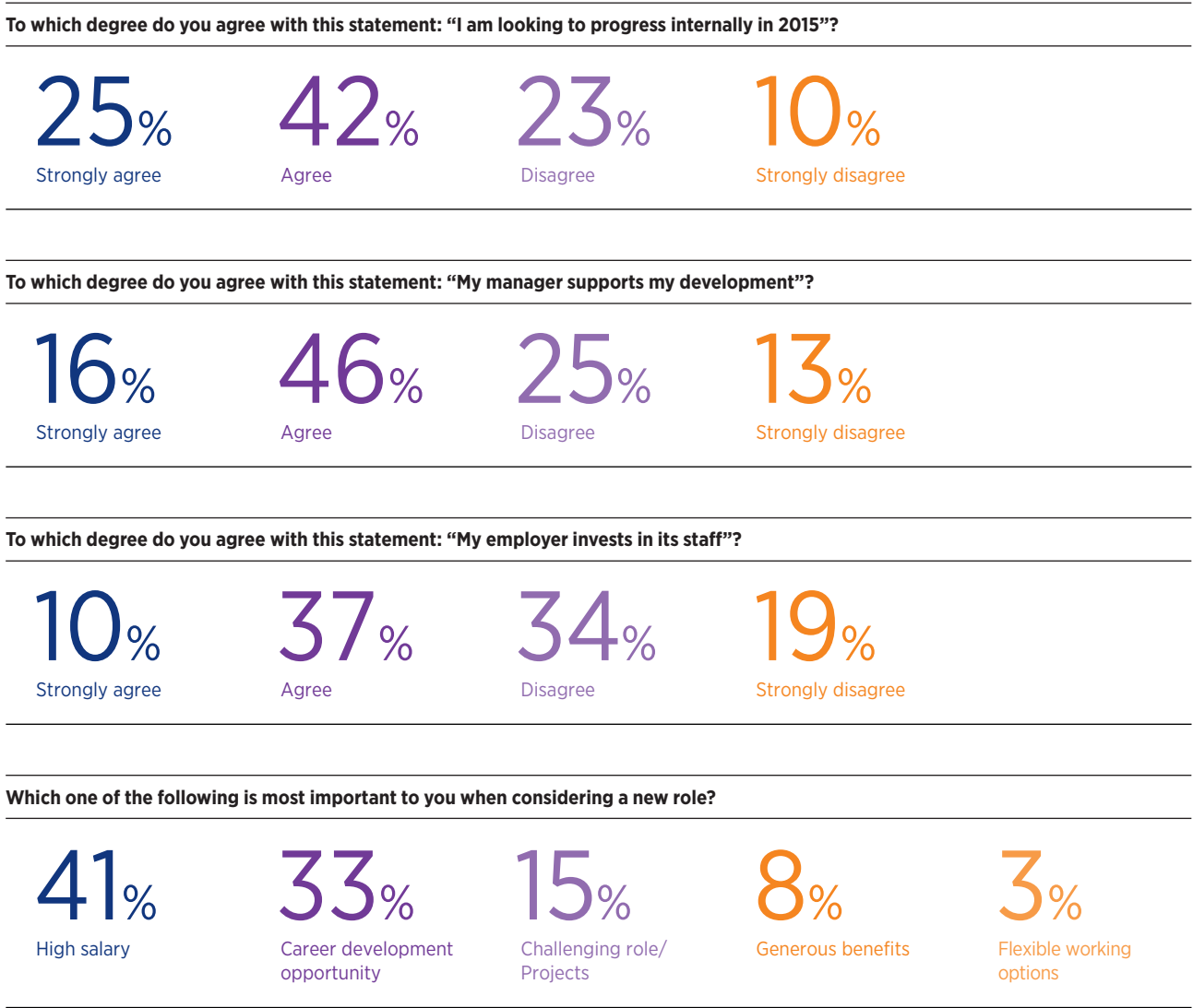


To which degree do you agree with this statement: "I plan to look for a new role in 2015"?





EMPLOYEE SURVEY RESULTS  
SALARIES, BENEFITS & BONUSES





# EMPLOYER TRENDS SURVEY FINDINGS

As 2014 came to an end the employment market in the GCC was a positive one, business confidence spurred on candidate confidence and the economy grew from strength to strength. 69% of respondents indicated a positive or very positive level of confidence in the recruitment market.

However as we make our way into 2015 our survey uncovered a struggle that will affect this employment utopia. The regions' optimistic view of the economy and the rising cost of living has given employees reason to believe salaries will significantly increase this year (see details of this on page 5). However businesses still bear the scars of the recession and are being cautious. Employers expect to keep salaries fairly steady.

This difference between employee and employer salary expectations, coupled with the increased number of vacancies we have seen, leads us to believe that 2015 will be a market driven by job seekers. Professionals have the confidence to move organisations in order to realise their salary and career goals, therefore retention and attraction will be the main focus for employers, as well as positively managing current employee expectations.

## Salary

The majority of employers surveyed indicted that they expect there to be a company-wide pay increase this year. 44% estimate it to be around 5% of annual salary, and 21% are expecting salaries to remain static. Commonly, employees expect a 10%+ pay increase which is only mirrored by 7% of employers.

Many of our employer respondents discussed the salary discrepancy and believe that in today's market it is hard to manage expectations with reality, whilst still maintaining a positive work environment. Competition to attract and retain staff is increasingly difficult when salary becomes the candidates negotiation weapon of choice. In many instances organisations do not have the ability or budget to match the salary hikes employees are offered elsewhere.

## Headcount

Our survey shows that many companies will be looking to expand their headcount in 2015, and quite significantly too. 30% indicated staff will increase by at least 5%, and 28% of hiring respondents will increase their company headcount by over 10% in 2015.

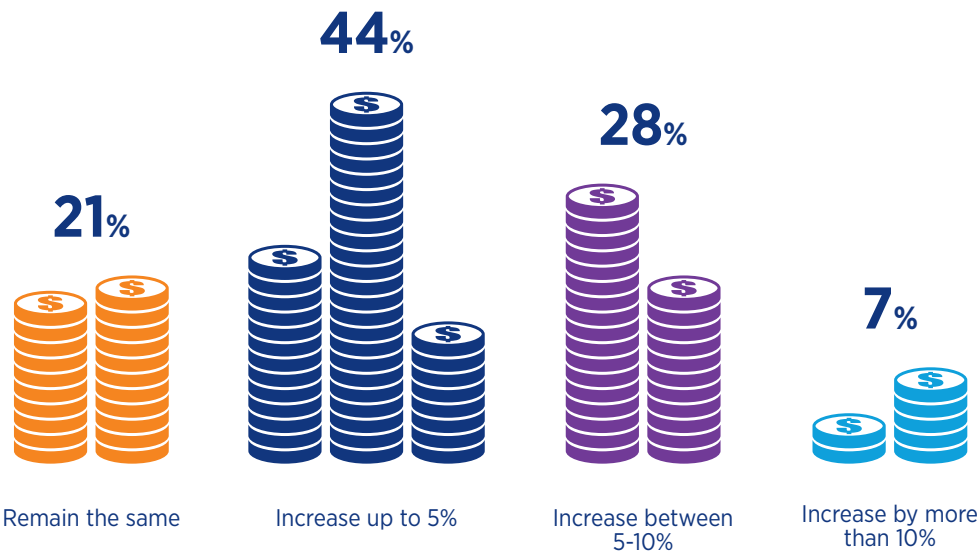
This is a positive reflection of today's buoyant market but it does also add fuel to the candidate driven market. More job offers will be available for candidates to "shop around" in order to find the right position and the right salary, further compounding the challenge hiring managers face with employee retention and attraction.

## Skills

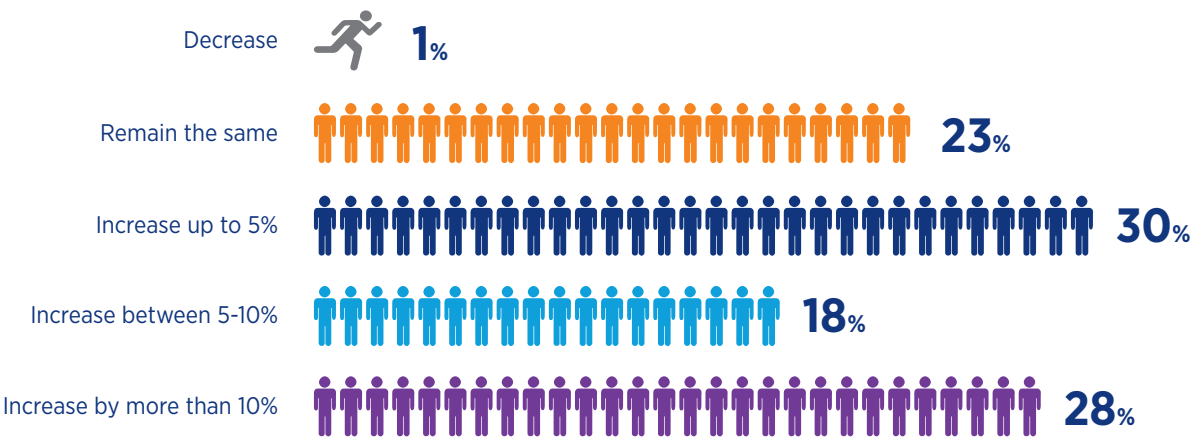
The Middle East has always been able to attract a high number of talented expatriates with its sunny tax-free lifestyle, and 38% of the employer respondents (majority) agree, believing that there is currently "no significant talent shortage" in this region.

Quality managerial and leadership skills is highlighted as an area of minimal shortage by 11% of employers. We find that for these senior positions many companies want professionals with strong industry knowledge coupled with long term regional experience, which can be a hard combination to find at times. Also, as organisations continue to thrive in today's developing market, sales experts are in demand and 6% of our respondents believe there is a skill gap emerging.

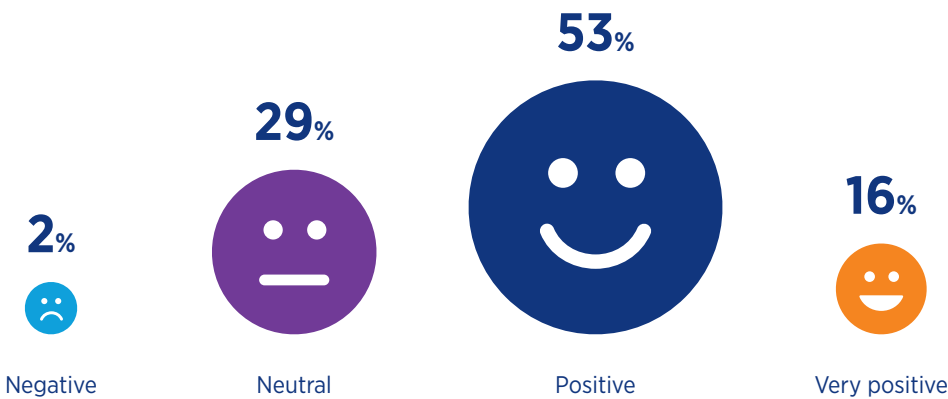
## Salaries



## Headcount

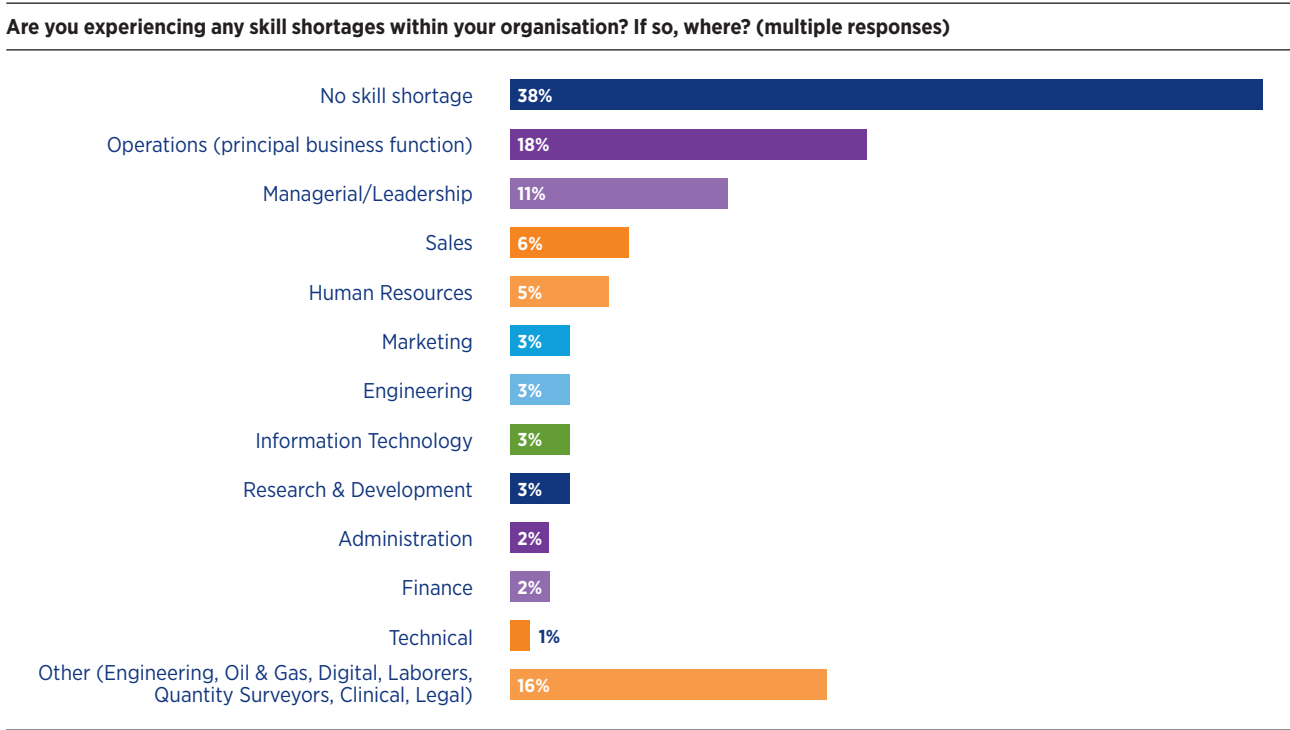


## Confidence in the current employment market



# EMPLOYER SURVEY RESULTS

## SKILL SHORTAGES





# **SALARY GUIDE**

**Insights, survey findings & salary brackets**





# ACCOUNTING & FINANCE

## INCREASING SKILL SETS AND EXPERIENCE LEVEL

### View from the ground

The accounting and finance sector (A&F) had a strong 2014 as economic and business confidence fuelled hiring. Where we commonly saw vacancies occur in order to replace leavers, the second half of 2014 saw vacancies for newly created positions surge, as managers sought to increase the skill set and experience level of their A&F teams. This trend will continue in 2015, in particular within financial institutions, law firms, FMCG, construction, and real estate.

The last quarter of the year is typically when CFO's and FD's review their finance teams to identify potential skill gaps. New roles are being created to aid businesses with better visibility over their financials, increase profit and productivity and improve internal controls and processes. Experience in Risk and Compliance is sought after and employers are specifically looking to target candidates in the UK, Europe and Asia Pacific. Internal Audit is also an emerging requirement across the market, meaning Corporate Governance professionals are high in demand.

Regionally, we saw recruitment in Oman, in particular, pick up. The Omani sovereign wealth funds continuously looks to invest in local projects, thus resulting in increased hiring within the Sultanate.

When speaking to professionals salary is still the main influencer when looking to change roles, however other factors such as gaining additional skills, responsibility or geographical exposure is high on the agenda too.

When it comes to salary, there's a significant difference between employees and employers salary expectations. Candidates are pushing for increases anywhere from 20% to 40%. Whilst employers understand an increase is necessary, most are only able to offer between 10-20%. Also, as outsourcing becomes more common amongst multinational organisations as a way to cut costs, our advice to job seekers is to consider job security and career development along with salary to determine if a career move is the right decision.

### Employee survey summary

Economic GCC growth of just over 4% in 2014 meant it was a good year for candidates, which is reflected in our survey results. 74% of our professional respondents in A&F received some form of pay increase and 31% received positive changes to their benefits package.

The majority of those who received a pay rise last year received it as a result of a companywide review, at an average increase of 5-10% of basic salary. This boost in salary is reflective of the increased cost of living experienced in the region. 87% of all A&F respondents are expecting a higher increase to occur again in 2015 (10%+ raise).

2015 will be a year where retention hits the spotlight, especially in A&F. Our survey showed that a considerable 94% will consider moving organisations and 55% of this segment are already actively searching for a new job.

Those who plan to move organisations assume their salary will increase by over 15%. This is particularly true for management and senior level positions, where 80% are more likely to be seeking new employment over progressing internally.

The biggest influencer for these employees to accept a new role will be a higher salary. Professionals in lower seniority roles value progression and training almost as equally as high salary. We also noted that staff who received individual performance related bonuses are less likely to be looking for a new job in 2015.

### At a glance: A&F respondents

**94%**  
will consider looking for a new job this year

**87%**  
are expecting salaries to increase this year

**74%**  
received a salary increase in 2014

**57%**  
received a bonus in 2014

**21-40%**  
was the average C-Suite executive bonus in 2014

**11-20%**  
was the average management bonus in 2014

**5-10%**  
was the average companywide pay increase in 2014

Position	Range*	Average*
CFO-Group/Regional	80,000-160,000	110,000
CFO (Medium sized company)	65,000-80,000	70,000
Head of Finance/Finance Director (Medium sized company)	45,000-65,000	57,000
Financial Controller	35,000-58,000	45,500
Internal Audit Department Head	23,000-55,000	37,000
Chief Accountant/Finance Manager	22,000-35,000	27,000
Senior/Regional Financial Analyst	20,000-33,000	27,000
Financial Analyst	15,000-24,000	21,500
Credit/Revenue Controller (Professional Services)	16,000-25,000	20,500
Financial/Management Accountant	14,000-25,000	18,000
Internal Auditor (non-management position)	12,000-23,000	15,000
Accountant/Senior Accountant	10,000-18,000	14,000
Account Receivable/Payable	8,000-18,000	12,000

“ As outsourcing becomes more common amongst multinational organisations as a way to cut costs, our advice to job seekers is to consider job security and career development. ”

\*Salaries shown in Arab Emirate Dirhams, monthly salary. Salaries as of December 2014.

# CONSTRUCTION & PROPERTY

## SURGE IN SALARIES

### View from the ground

In the last year residential prices climbed, a succession of mega projects were launched and manufacturing, tourism and retail continued to accelerate. All of this has created a healthy growing construction and property industry for job seekers and hiring managers alike.

The Kingdom of Saudi Arabia is the main driver of growth for the construction sector as many of the pipelined projects came to fruition in 2014 and will continue into this year. The roles we see in high demand are Project Mangers, Construction Managers and professionals with 12-15 years of experience.

A budding tourism sector in the northern Emirates has also helped to increase construction recruitment activity in these regions. The new express highway to the Emirate of Fujairah has reduced journey times to Dubai and Abu Dhabi increasing the appeal of working there.

Of course preparation for Expo 2020 continues to shower these sectors with good fortune. It started in 2013 with transportation expansions in major airports and in 2015 it will continue with increased hospitality and real estate building activity. All eyes are on Milan's Expo 2015 so the UAE can grasp what they have to contend with, after which a flurry of builds are expected to commence.

A trend we expect to see this year, and continue into coming years, is the migration of top talent out of the 'life style attractive' UAE and into Qatar and Saudi Arabia. These regions offer better career prospects and higher salaries and as the modernisation of the cities continue, they are becoming a more attractive place to live.

### Employee survey summary

For our surveyed Construction, Architecture, Engineering, Facilities & Property professionals, 2014 was a very positive year with salaries increasing and better benefits across the whole sector. This is particularly true for Architecture, Property and Construction where the majority received an additional 15%+ to their salary.

Compared to 2013, last year saw a lot of movement in terms of internal promotions and new employmentm, which is the main contributing factor to the large surge in salaries. People who moved jobs on average increased their salary by over 15% compared to just 5% for those who stayed at the same business and received a pay increase as part of a companywide review.

Despite a positive 2014 in terms of salary, this year 50% of surveyed employees are still expecting at least another 10%+ increase to their annual pay cheque. In this group property professionals are expecting the largest increase in 2015 as a result of finding new employment (60% of those surveyed).

There was a 50/50 split between those in engineering who saw a pay rise in 2014 and those who didn't, but this year over 80% are expecting to see some change to their monthly income.

When it comes to accepting a new job offer high salary and career development are the most important contributing factors for those in Facilities & Property. Whereas those in Construction and Architecture are more likely to seek challenging roles and generous benefits. When we saw there was dissatisfaction with their current employer the common denominating factor was lack of training offered as part of the benefits package.

### At a glance: C&P respondents

**94%** of architects are relieved to be employed

**94%** of engineers are looking to progress with their current employer this year

**87%** of facility management professionals will consider looking for new employment in 2015

**58%** of property professionals are looking to progress with their current employer this year

**50%** are expecting a 10%+ salary increase this year

**10-15%** was the average salary increase in 2014

### High Salary

is most important to construction workers

Position	Range*	Average*
Architecture		
Senior Architect	29,000-45,000	35,000
Senior Interior Design	22,000-30,000	27,000
Site Architect	17,000-25,000	21,000
Junior Architect	10,000-14,000	12,500
Interior Designer	9,500-16,000	12,500
Construction		
C-Suite/Principal Level	51,000-130,000	83,000
Senior Estimating Manager	55,000-65,000	61,000
Commercial Manager	45,000-68,000	55,000
Senior Contracts Manager	40,000-55,000	52,000
Senior Project Manager	25,000-65,000	44,000
HSSE Manager	35,000-80,000	44,000
Senior Cost Manager	37,000-42,000	40,000
Senior Quantity Surveyor	28,000-46,500	35,000
Project Manager	20,000-46,000	34,000
Contracts Manager	24,000-40,000	30,000
Construction Manager	20,000-48,000	30,000
Cost Manager	17,000-35,000	25,000
Quantity Surveyor	15,000-35,000	20,000

Position	Range*	Average*
Engineering		
MEP	27,000-55,000	39,000
Senior Electrical Engineer	32,000-40,000	34,000
Senior Civil Engineer	20,000-50,000	30,000
Planning Engineer	12,500-55,000	25,000
Resident Engineer	20,000-55,000	24,000
Project Engineer	15,000-25,000	20,000
Quality Assurance Engineer	17,000-20,000	18,000
Electrical Engineer	10,000-18,000	15,000
Facilities		
Senior Facilities Manager	30,000-42,000	35,000
Facilities Manager	15,000-28,000	21,500
Property		
Senior Development Manager	50,000-65,000	58,000
Senior Commercial/Leasing Manager	38,000-60,000	48,000
Commercial/Leasing Manager In-house	24,000-30,000	27,000
MRICS Valuations Manager	20,000-30,000	25,000
Property Manager	15,000-40,000	22,000

“ Roles we see in high demand are Project Mangers, Construction Managers and professionals with 12-15 years of experience. ”

\*Salaries shown in Arab Emirate Dirhams, monthly salary. Salaries as of December 2014.

# HUMAN RESOURCES

## A MIGRATION OF TALENT

### View from the ground

The HR community experienced a steady 2014 with salaries remaining fairly static. Company hires were predominately replacements rather than newly created positions, this is because organisations are challenged to balance both headcount costs and business growth.

An emerging hiring trend at the end of 2014, and one we expect to continue, is the rise in junior/administrative positions. Junior HR Generalists, Officers, and Recruiters have seen an increase in demand as they can offer support for business growth at a lower level of risk and cost. In addition to this, educated HR professionals with a Western Master's degree and even more specifically males, are hard to find in this region putting them in high demand.

Candidates are more commonly seeking positions within Multinational Corporations (MNC) rather than Small Medium Enterprises (SME's)/local companies. To secure a position within an MNC they are willing to risk their salary; whereas to consider joining an SME candidates are demanding higher salaries and better benefits.

Good qualifications and industry experience continues to be the winning formula for success. Arabic speaking candidates are in short supply giving these professionals a wealth of vacancies to choose from.

### Employee survey summary

2015 looks like a year of change for HR professionals as over 71% of our respondents will be seriously considering a new job. This movement seems to stem from static salaries and unchallenging work environments found in 2014.

When relating the 71% figure above to last year's smaller 25% of professionals who actually moved organisations in 2014, we can see there is a large increase in expected movement this year. Those who moved organisations in 2014 received an average salary increase of around 15%, compared to those who were either awarded a promotion at the same company or received a standard yearly pay increase, where the average increase was 5% or less. This shows that salary is the biggest influence for our HR respondents when considering moving companies.

The migration of talent to new organisations will largely affect the senior end of the scale. Our survey discovered that senior level HR professionals are more likely to want to move organisations in order to increase their salaries significantly and find a challenging work environment.

Assistant and junior management professionals declared progression within the same company as more important in 2015. Training and high salary were almost equal in terms of reasons to accept a new job offer and generous benefits ranked as the lowest factor.

### At a glance: HR respondents

**80%**  
are expecting salaries to increase this year

**63%**  
of salaries increased in 2014

**63%**  
of junior/assistant level employees are looking to progress internally this year

**40%**  
believe their salary will increase by 10%+ of monthly salary this year

**11-20%**  
was the average bonus received in 2014

**5-10%**  
was the average companywide pay increase in 2014

Position	Range*	Average*
HR Director (Group)	40,000-80,000	54,000
Senior HR Manager/Director	35,000-49,000	40,000
C&B Manager	22,000-37,000	30,500
Recruitment Manager	21,000-50,000	30,000
HR Manager	20,000-36,000	28,000
L&D Manager	25,000-35,000	28,000
Talent Management	25,000-40,000	22,000
HR Generalist	15,000-20,000	18,500
Recruitment Specialist	12,500-20,000	16,500
HR Advisor	13,000-15,000	14,000
HR Officer/Assistant	10,000-15,000	12,500
HR Admin Assistant	10,000-15,000	12,000
Recruitment Assistant	10,000-15,000	12,000

“ Educated HR professionals with a Western Master’s degree, even more specifically males, are hard to find in this region putting them in high demand. ”

\*Salaries shown in Arab Emirate Dirhams, monthly salary. Salaries as of December 2014.



# INFORMATION TECHNOLOGY

## RETAINING TALENT IS A BIG CHALLENGE

### View from the ground

As investment and focus on the digital world heated up in 2014 the IT sector benefited significantly with increased hiring for new positions.

In particular hiring is strong for mobile and cloud experienced professionals, now that both Multinational Corporations (MNC) and Small Medium Enterprises (SME's)/ local companies have discovered the value of e-commerce, fast communication and efficient operations. Headcount for Telecommunications in Saudi Arabia is also a fertile sector, growing strongly since 2013.

Challenged with keeping up to speed with the development of technology, businesses are seeking experienced professionals with a strong education. Arabic skills and GCC familiarity will put candidates ahead of the competition as a result of government pressure for less reliance on expatriate talent.

The forecast for “in demand talent” in 2015 includes Mobile Developers, Business Analysts, ERP Specialists, Technical Project Managers and IT Directors. GCC experienced Senior Technical Sales professionals will also be required as the Gulf economies continue to grow at a healthy pace.

Salaries within IT have been fairly stable since 2013 but we fully expect this to end in 2015 as employee and employer expectations come into focus. Highly experienced candidates will seek a 20-25% pay rise but will actually realise around a 5-8% increase. The result being top talent will migrate to new organisations offering better salaries.

The increased number of vacancies and candidate hunger to increase their salary means offers and counteroffers will remain commonplace. We recommend to clients that they look at training and career progression to help retain key staff members. Employers also need to be aware that certain skills carry a higher price tag such as ERP and cloud experience.

### Employee survey summary

Despite a positive growth year for the IT sector, our survey discovered that more IT professionals stayed with the same company compared to other specialisms surveyed. However with a continually booming sector that gains more and more attention, we discovered that in 2015 up to 78% of our IT respondents will consider changing organisations to capitalise on this boom.

In order to retain key staff members our survey found that a challenging job/projects are more likely to motivate those in technical roles, whereas career development opportunities motivate professionals in support, development, and project roles.

Most notably for the IT sector those who indicated a preference to grow within their current organisation over a new organisation were more likely to have received additional benefits to their package as well as a bonus in 2014. Those benefits include family medical cover and education allowance.

Looking at salaries in 2014, we saw that those in technical IT roles who received a pay increase were awarded larger raises, over 15% on monthly salary, compared to less than 5% for IT support and development roles. However technical professionals received fewer and smaller percentage annual bonuses.

As found throughout this report, employee expectations for salary increases are high. 72% of respondents are expecting a change in 2015, 50% of this segment indicated that they expect it to be over 15% of their monthly pay.

### At a glance: IT respondents

**82%**  
of technical IT professionals expect a pay increase this year

**67%**  
of non-technical IT professionals expect a pay increase this year

**54%**  
received a salary increase in 2014

**36%**  
rank salary as the most important factor when considering a new role

**31%**  
rank career progression as the most important factor when considering a new role

**15% and more**  
was the average pay increase received when changing organisations in 2014

Position	Range*	Average*
Head of IT/IT Director	35,000-65,000	40,000
Information Security Manager	25,000-45,000	30,000
Project Manager	15,000-45,000	28,000
IT Manager	15,000-45,000	24,000
Network Architect	15,000-50,000	23,000
Technical Team Leader	12,000-25,500	18,000
Business Analyst	12,000-37,500	20,000
Systems Analyst	12,500-22,000	16,500
System Administrator	10,000-22,000	12,000
Software Engineer	10,000-20,000	15,000
Network Administrator	10,000-19,000	12,000
Network Engineer	10,000-18,000	13,500
IT Engineer	10,000-18,000	12,500

“Hiring is strong for mobile and cloud experienced professionals.”

\*Salaries shown in Arab Emirate Dirhams, monthly salary. Salaries as of December 2014.

# MARKETING ANALYTICAL SKILLS IN DEMAND

### View from the ground

We saw the marketing sector begin to recover in 2013 and recover further in 2014. The competitive commercial market in the Middle East is encouraging organisations to invest in the monetary and staffing value of their marketing departments, in order to diversify the skill set and experience of the team.

Recruitment for marketing is strongest in Dubai as most media agencies are based in the city. Saudi Arabia and Qatar are also experiencing an employment growth. A high volume of quality talent already exists in the region making this a very competitive market for candidates. Regional and digital experience will set professionals apart from others.

In 2015 there will be two strong areas of growth within marketing; Digital and Content. Digital marketing and social media is no longer one aspect of a marketing role, it is now a position itself. Specific digital roles are being created and becoming common place as businesses seek to communicate directly with their customers. Content creation vacancies also started increasing at the end of 2014. These trends are in line with a global shift towards soft selling strategies through digital marketing campaigns.

Demand for marketing talent spans across most industries as businesses recognise the need for competitive marketing activities and strong brand positioning.

In 2015 we expect businesses to be conservative in increasing headcount and to focus on return on investment justification for their marketing spend. Therefore professionals with analytics skills will also be in high demand, as these roles assist companies to better understand and target customers cost effectively.

### Employee survey summary

Marketing was a hard hit specialism when the GCC bubble popped in 2009 and has had a hard time recovering back to its pre-recession prime. This is reflected in the overwhelming 80% of marketing respondents stating it is a “relief to be employed”. That being said, this year candidate confidence in the market seems to be mounting. 71% will be actively considering a new job as opposed to the job security of staying with their current employer.

Our survey found that salary changes within marketing was amongst the lowest in our surveyed specialisms, with just over half receiving a pay increase in 2014. The average increase was 5-10% of annual salary, however our marketers did receive the most bonuses (70% of respondents).

The most common reason for this year’s 5-10% pay increase was “a standard pay rise across the company”, making most professionals hungry to boost their salaries this year. 90% of respondents are expecting a salary change in 2015 of around 10% of annual salary. Those expecting more than a 10% pay rise have indicated that they will be leaving their current position for a new opportunity. In-fact more respondents will be looking for new employment over progressing internally.

Of those who want to progress internally in 2015, our survey showed that they receive greater benefits compared to those who are looking to join a new organisation. The biggest difference is seen in training, health insurance and more flights home. Also, those who received a pay rise in 2014 are 30% more likely to want to progress internally compared to those who didn’t.

### At a glance: Marketing respondents

**90%**  
are expecting salaries to increase this year

**71%**  
will consider a new job this year

**69%**  
received a bonus in 2014

**58%**  
received a salary increase in 2014

**11-20%**  
was the average bonus received in 2014

**5-10%**  
was the average companywide pay increase in 2014

**5-10%**  
is the average increase expected this year

Position	Range*	Average*
CMO	52,000-100,000	65,000
Marketing Director	30,000-59,000	38,000
Marketing Manager	21,000-38,000	25,000
Senior Account Manager	22,000-27,000	24,500
Digital Marketing Manager	20,000-30,000	25,000
Marketing Executive	15,000-23,000	18,000
Social Media Manager	15,000-20,000	16,000
Public Relations Executive	13,000-20,000	16,000
Assistant Brand Manager	12,000-15,500	14,000
Marketing Assistant	10,000-14,000	10,500
Account Manager	9,000-12,000	10,000

“Regional and digital experience will set professionals apart from others.”

\*Salaries shown in Arab Emirate Dirhams, monthly salary. Salaries as of December 2014.

# OFFICE SUPPORT

## A CANDIDATE DRIVEN SECTOR

### View from the ground

In 2014 there was a large increase in the number of Office Support vacancies which in turn increased the number of job offers professionals were receiving, swinging this specialism from a client lead market to a candidate driven sector.

With candidates now in control we have seen an increase in the number of professionals expecting larger benefit packages, including flights and medical coverage. More experienced candidates are also asking for family benefits and an education allowance as well. Roles within large Multinational Corporations (MNC) are more popular and sought after compared to positions within smaller local businesses or start-ups.

Hiring managers are more commonly requesting candidates to have degree level education as mandatory, and long tenure with previous employers as highly desirable. Personality/cultural fit is also playing a large part in the hiring process, especially for more junior roles. We find the most sought after candidate traits are enthusiasm, eagerness to learn, flexibility and adaptability.

Positions in demand are Legal Secretaries with experience in multinational law firms in the UAE and Western countries. Additionally candidates who are bilingual, Arabic and English speaking, who can assist with translating and communicating with clients and government authorities are high in demand.

In 2015 we anticipate the current trends to continue, with a small but increased growth in salaries in order to attract and retain quality talent.

### Employee survey summary

Over half of the surveyed Office Support professionals saw their salaries remain the same in 2014. This has created a strong appetite for career progression amongst our Office Support respondents in 2015.

74% of our respondents are expecting to receive a salary increase this year, 43% of whom are intending to change jobs in order to secure a pay rise of 10% or more.

Office Support respondents who received a standard company pay rise in 2014 averaged an increase of under 5%. Those who moved organisation last year received a larger 5-10% salary increase. But interestingly those who were awarded the largest pay increases in 2014, of over 15%, received it as a result of an internal promotion. From this we can conclude that moving organisations, in order to simply increase salary, may not be the right tactic. These results indicate that loyalty in Office Support positions is rewarded.

An individual performance related bonus was less common in Office Support, less than half of respondents received one. However those who did receive a bonus in 2014 are 10% more likely to want to progress internally compared to looking for a new role.

### At a glance: Office Support respondents

**79%**  
want to progress internally this year

**75%**  
will consider looking for a new job this year

**74%**  
are expecting a pay increase this year

**49%**  
received a salary increase in 2014

**36%**  
believe their salary will increase by 10%+ of monthly salary this year

**5% and less**  
was the average companywide pay increase in 2014

Position	Range*	Average*
General/Operations Manager	30,000-50,000	37,000
Legal Secretary	11,000-23,000	19,000
Office Manager	10,000-25,000	18,500
Executive Assistant	12,000-25,000	18,000
Personal Assistant	15,000-25,000	18,000
Executive Secretary	13,000-22,000	17,000
Administrator	10,000-18,000	15,000
Team Assistant	9,000-18,000	14,000
Reception	6,000-16,000	9,000
Administration Assistant	4,000-12,000	7,000

“ With candidates now in control we have seen an increase in the number of professionals expecting larger benefit packages. ”

\*Salaries shown in Arab Emirate Dirhams, monthly salary. Salaries as of December 2014.



# SUPPLY CHAIN & LOGISTICS

## FORECAST GROWTH IN 2015

### View from the ground

Looking at the number of vacancies we registered in 2014 for Supply Chain and Logistics roles it is clear that the GCC market is on a growth trajectory. The market is being fuelled by the surge in global import and export volumes, as well as local investments in Dubai Free zones, Abu Dhabi Industrial zones and logistics hubs (such as the new Dubai World Central airport).

The Kingdom of Saudi Arabia remains focused on creating efficient supply chain teams. This has increased the demand for Saudi Nationals but during the last half of 2014 we saw the number of vacancies taper off slightly.

Recently, billions have been invested in the local market in order to establish a prominent logistics hub and retain “world-class” status. For this reason we have seen an increase in demand for Project Logistics roles as well as senior positions to head up these developments. The need for quality Demand/Supply planners is still high and will remain constant.

Typically it’s not until we get further into the new year that salary movements within organisations take place. Last year we saw salaries take a small but positive increase and we expect this to replicate again in 2015. Unfortunately there are mismatching the expectations of Supply Chain and Logistic professionals, who are expecting a substantial monetary increase due to the positive economy and an increase in the cost of living.

In light of the discrepancy between employee expectations and the reality of salary increases, employers need to be aware that to attract and retain the strongest talent in the region they need to make attractive offers, or else risk counter offers appearing more appealing. Offering career development and training, as well as justifiable/realistic remuneration packages will help to retain top talent.

In the last 6 months procurement roles have specifically picked up and we noticed Shipping and Warehousing organisations have started to expand their operations. 2015 is forecast to be a positive growth year for the Supply Chain and Logistics sector.

### Employee survey summary

2014 was a steady year for our Supply Chain and Logistics professionals. In terms of salary, those who saw changes averaged an increase of 5-10% to their monthly salaries. The majority of rises were a result of companywide pay increases, which is reflective of expectations and UAE cost of living. Bigger percentage increases to salary were a result of professionals moving organisations during the year.

In 2015, 83% of Logistics professionals are expecting an increase to their salary, 41% of which expect the increase to be over 10%. This is compared to 78% of Supply Chain professionals who are expecting an increase and just 18% of whom predict it to be over 10% of their monthly salary.

Supply Chain professionals reaped the largest salary increases (when compared to Logistics), with 21% more respondents benefiting from a 15%+ monthly pay rise.

66% of our respondents within these specialisms will be considering new employment in 2015, half of which are “active” with their search. However 59% of total respondents will also be looking to progress internally. When asked “what is most important to you when considering a job offer?” career development opportunities came out on top, ranking 18% higher than “high salaries”, which is good news for staff retention projects.

### At a glance: Supply Chain & Logistics respondents

**83%**  
of Logistics respondents are expecting a salary increase this year

**78%**  
of Supply Chain respondents are expecting a salary increase this year

**69%**  
received a salary increase in 2014

**5-10%**  
was the average companywide pay increase in 2014

**5-10%**  
of Supply Chain respondents expect a pay increase this year

**10% and more**  
is the pay increase expected by Supply Chain respondents this year

Position	Range*	Average*
COO	70,000-100,000	80,000
General Manager 3PL	35,000-60,000	50,000
Logistics Manager	15,000-30,000	25,000
Planning Manager	20,000-30,000	25,500
Logistics Specialist	10,000-18,000	15,000
Logistics Coordinator	10,000-17,000	13,000
Customer Service Executive	7,000-15,000	11,000
Operations Manager	20,000-35,000	27,500
Supply Chain Director	50,000-75,000	60,000
Group Supply Chain Manager	40,000-50,000	45,000
Supply Chain Manager	25,000-35,000	30,000
Supply Chain Coordinator	10,000-22,000	18,000

“ We have seen an increase in demand for Project Logistics roles as well as senior positions. ”

\*Salaries shown in Arab Emirate Dirhams, monthly salary. Salaries as of December 2014.



**UNITED IN VISION**



# OUR SPECIALIST AREAS



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

### Accountancy & Finance

Cost/Revenue Accountants  
Credit Control  
Financial Accountant  
Finance Business Partner  
Financial Controller  
Finance Director  
Finance Manager  
Financial Planning & Analysis  
Head of Finance  
Internal Audit  
Management Accountant  
MI Analyst  
Purchase Ledger

### Architecture

Design Manager  
Interior Designer  
Landscape Architect  
Principal Architect

### Banking & Financial Institutions

Asset Management (Portfolio Manager & Institutional Sales)  
Capital Markets  
Corporate Finance  
Funds Manager/Director  
Hedge Fund  
Insurance (CFO, GM, CEO, Investment)  
Leveraged Finance  
Private Equity  
Project Finance  
Strategy

### Construction

Claims Manager  
Commercial Manager  
Construction Director  
HSE Manager  
Planning Manager  
Program Director  
Projects Control Manager  
QA/QC Manager  
Quantity Surveyor

### Engineering

Building Services Engineer  
Civil/Structural Engineer  
Environmental Engineer  
Geotechnical Engineer  
Mechanical/Electrical Engineer  
Rail  
Resident Engineer

### Executive

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

### Healthcare

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

### HR

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

### IT

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

### Legal

Associate  
Commercial Lawyer  
Corporate Lawyer  
Counsel/Senior Counsel  
General Counsel  
Partner  
Regulatory Lawyer

### Office Support

Administration  
Executive Assistant  
Office Managers  
Personal Assistant  
Proposals Co-ordinator  
Reception  
Secretarial

### Oil & Gas

Down-stream  
Mid-stream  
Up-stream

### Property

Asset Manager  
Association Manager  
Development Director  
Facilities Manager  
Property Analyst  
Property Manager  
Research  
Sales & Leasing  
Valuations

### Sales & Marketing

Account Manager  
Brand  
Corporate Communications  
Marketing Executive  
Marketing Manager  
Media  
PR  
Sales Executive

### Supply Chain & Logistics

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



## ABOUT US

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

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

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

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

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

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

### Direct search

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

### Database search

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

### Managed advertising

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

# 17

Specialist areas

# 39

Specialist recruitment consultants

# 285+

Total years of recruitment experience

# 2005

The year Hays UAE established

# 65,000+

Candidates in our database

# 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:

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