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HAYS GCC SALARY GUIDE 2025

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INDEX

- Introduction ▶
- Methodology ▶
- Recruiting trends overview ▶
- Regional snapshot ▶
- Employee survey results ▶
- Employer survey results ▶
- Salary trends ▶
- Accountancy & Finance ▶
- Banking & Financial Services ▶
- Construction & Property ▶
- Emiratisation ▶
- Human Resources ▶
- Legal ▶
- Manufacturing, Procurement & Supply Chain ▶
- Marketing & Digital Marketing ▶
- Office Support ▶
- Sales ▶
- Technology ▶
- About us ▶
- Resources ▶
- Contact us ▶

INTRODUCTION – A **WORD** FROM OUR MANAGING **DIRECTOR**



Welcome to the Hays GCC Salary Guide 2025!

If you have read any of our previous reports, welcome back. In my second year as Managing Director of Hays Middle East, I am thrilled to present the 11th edition of the report. A heartfelt thank you to nearly 2,000 professionals and employers from across the Gulf region for your participation.

Despite the wider economic climate, the Gulf region continues to experience tremendous economic growth – thanks to continuous investment, digital transformation, and new emerging technologies. Now more than ever, professionals have the chance to embrace change. New roles are entering the job market, giving people opportunities to enhance their skill sets and leverage new career prospects.

The labour market shows no signs of slowing down, with 68% of organisations increasing their headcount in 2024, and 67% of professionals planning to change organisation this year. However, how organisations actively go to market with their attraction and retention strategies will be paramount for securing the most skilled professionals.

I look forward to hearing your feedback and I hope you enjoy reading the Hays GCC Salary Guide 2025 – no doubt there will be some crucial findings that you can use to ensure a prosperous year. If you have any talent needs, we would be happy to hear from you at marketing.uae@hays.com.

Oliver Kowalski
Managing Director – Hays Middle East

HAYS' FUTURE AT THE HEART OF THE WORLD OF WORK

About this report

The Hays GCC Salary & Employment Report is an annual comprehensive analysis of the hiring market within the Gulf Corporation Council (GCC). In this report we delve into the following 11 categories: Accountancy & Finance, Banking & Financial Services, Construction & Property, Emiratisation, Human Resources, Legal, Manufacturing, Procurement & Supply Chain, Marketing & Digital Marketing, Office Support, Sales, and Technology.

This report takes a thorough exploration of salary and hiring trends from 2024, as well as employee and employer expectations for 2025. Whether you want to enhance your career, or future proof your business, this report can be used as an instrumental tool.

Methodology

Hays GCC Salary Guide shares valuable insights on pay rates for almost 400 roles in various important sectors of the economy across the Gulf region. The data is based on the average amount offered to employees and is derived from the recruitment processes carried out by Hays Middle East in 2024, as well as a survey completed by 1,028 employers and 925 employees.

The salary information is intended to assist professionals and employers in making informed career and business decisions. The guide includes expert commentary and insights, and the salaries are based on those of independent specialists and managers with experience in team management, unless otherwise specified.

Thank you

We would like to express our gratitude to all individuals who provided valued insights and participated in the survey for this year's guide.

RECRUITING TRENDS - OVERVIEW:

Anticipated economic growth driving an increased demand for skilled professionals

As the Gulf region continues to innovate, employers and professionals have had to adapt. The world of work has witnessed an increase in the demand for skilled professionals, nationalisation initiatives, and a highly competitive employment market, with many organisations looking to significantly grow their teams and leverage new technologies. Leading to a multifaceted and complex recruitment landscape. It is a crucial time for both businesses and professionals alike to stay up to date with the latest recruitment trends to gain competitive advantage.

In 2024, hiring activities gained vast momentum, with 68% of organisations citing headcount increases compared to 62% in 2023. In 2025, surges in hiring are expected to continue, with a large proportion of employers set to recruit employees on a permanent (78%), temporary, contract, or freelance basis (21%). Only 14% of employers have no recruitment plans. In terms of contract recruitment, employers who are planning to hire for contract positions say they will largely do so to access specific skills for one-off projects.

Overall, despite an increase in hiring rates, 86% of employers across all industries faced skill shortages in 2024. Either extreme (14%), moderate (47%), or minor (25%). Although there has been a significant influx of expatriate professionals into the region in recent years, organisations still face challenges in sourcing candidates with the specific experience and qualifications they need. Employers agree that the main causes of skill shortages in their sector or industry include pay levels, competition from other employers, and lack of progression opportunities. For organisations to achieve strategic goals, such as increasing operating profit, gaining market share, and expanding product portfolios, they will need highly skilled and experienced professionals in their workforce.

Therefore, it's no surprise that the top three HR investment focus areas for many organisations this year include employee retention, recruitment, and adapting organisational structures. Employers also align on the importance of soft skills, with the most sought-after being communication and interpersonal skills, the ability to adopt change, and the ability to learn and upskill.

Aligning on salary increases

Last year, 71% of employers reported salary and pay rate increases within their organisations, with the most common increases ranging between 2.5% and 5%. However, when professionals were asked if they had received a salary increase in 2024, just 51% agreed. A slight decrease from the 54% recorded the previous year. The top three reasons professionals achieved salary increases were individual performance, standard organisation-wide increases, and securing a new job. Interestingly, more professionals are now experiencing pay rises by staying with their current employers.

In 2025, 78% of professionals are hopeful for a salary increase, with 19% of people expecting their salary to increase by more than 20%. Similarly, when employers were asked how they expect salaries or rates of pay within their organisation to change this year, 77% said they expect that salaries will increase, though most commonly between 2.5% and 5%. This predication reflects that employers recognise the significant influence pay levels have on their attraction and retention strategies.



Strategic benefits for improved employee retention and hiring

Given that employee retention and recruitment are key HR initiatives for many organisations this year, it will be fundamental for employers to understand what matters most to employees. Outside of pay, there are many factors that can contribute to employee satisfaction. The benefits package continues to be one of the most important factors to individuals when considering a new role. Equally, 69% of employers say that the benefits package is one of the most important factors to attract and retain employees, aside from pay. However, 73% of professionals say that they currently do not receive any non-monetary benefits, outside of their fixed monthly salary package. The most common benefits employers say they offer to employees include air ticket / travel allowances, health insurance or private medical cover, and child education allowances. Whereas the most valued benefit is flexible working, followed closely by child education allowances, and health insurance or private medical cover.

As employee benefits continue to play a crucial role in enhancing job satisfaction, where possible, employers should proactively review and adjust their offerings to ensure they align with the needs of their workforce. Especially in a market with a shortage of highly skilled workers, where competition for top talent is fierce.

Employee turnover is set to rise

In 2024, only 25% of professionals changed jobs, most commonly by moving to a different organisation. However, this year employee turnover is set to surge, with a staggering 67% of professionals planning to change organisation. For professionals planning to change their career path this year, the three main reasons are their salary and/or benefits package, lack of future opportunities, and low salary. Similarly, last year, the primary reasons for job changes were lack of career progression, low salary, and benefits not aligning with employees' needs.

Aside from salary and benefits, career progression and development continue to play an important role in job satisfaction. However, 51% of professionals believe there is no scope for progression within their organisation, which could be a significant factor contributing to the 36% who rate their job satisfaction as very dissatisfied or dissatisfied.

With career development and good work atmosphere being in the top three most important factors to professionals when considering a new role, employers who can offer professionals the opportunity to develop their careers will do well in attracting and retaining a skilled workforce.

Professionals with local market knowledge remain highly favourable

With organisations facing skill shortages, particularly at the mid to senior level, local market experience is fundamental. Across all sectors, employers say intermediate (41%), and management level positions (41%) are the most difficult to fill, and only 12% say the same about entry/junior level positions. Employers need professionals in their teams who can make an immediate impact, whilst applying their knowledge and understanding of the region. However, competition among candidates for new opportunities remains high, especially as many professionals are choosing to relocate to the region for the lucrative salaries and abundant opportunities. Attraction and retention strategies will be fundamental for establishing regionally experienced teams.

Nationalisation initiatives continue to drive hiring strategies

Emiratization and Saudization programmes continue to hold significant importance. As a result, hiring strategies across the United Arab Emirates and Saudi Arabia have focused on seeking experienced national citizens. In the United Arab Emirates, 55% of employers say they currently employ UAE nationals, up from 51% the previous year. In Saudi Arabia, 91% of employers say they employ Saudi nationals, slightly down from 92% in 2023.

Looking forward to nationalisation initiatives for 2025, 46% of employers in the United Arab Emirates say they plan to increase headcount of UAE nationals, and 87% of employers in Saudi Arabia plan to increase headcount of Saudi nationals.

More employers adopting AI to increase productivity

Artificial Intelligence (AI) continues to be a prevalent topic within the world of work, especially with new AI tools constantly emerging to help businesses keep up with technological advancements. Currently, 60% of employers say their organisation offers training or support for the use of AI. Yet, opinions on the use of AI in the workplace continue

to be divided, with concerns around security and employee use of platforms such as ChatGPT, CoPilot, and OpenAI. Last year, 65% of employers said their organisation was recommending the use of AI technologies or tools in the workplace – an increase from 41% in 2023. When employers were asked if they expect their organisation will allow staff to use AI tools in the future, 50% said they will but they will monitor usage. A further 28% will allow staff to use AI tools unmonitored, 12% will ban the use of AI tools, and 9% have already banned AI tools. For the employers not recommending AI, the three primary reasons are privacy concerns, security risks, and ethical and legal considerations. On the other hand, employers who recommend the use of AI tools do so for several reasons: increased productivity and efficiency, enhanced creativity and idea generation, and higher quality of work.

Attention towards key Gulf sectors

The **Construction** sector is thriving, especially in Saudi Arabia. With the transformative Vision 2030 initiative, the region is set to become the world's largest construction market by 2028. Equally, the United Arab Emirates continues to attract overseas talent due to the career opportunities in a prosperous market. With more projects constantly emerging, recruitment is set to spike, as organisations seek top talent to join their teams.

The **Technology** sector continues to play a pivotal role across the global economic landscape. With constant technological advancements, organisations are under pressure to keep up with commercial demands. There is an increasing need for teams to innovate to stay ahead of the curve and most importantly, stay relevant. Organisations across the Gulf region are actively adapting and investing in technology to streamline processes and digitally transform.

The **Banking & Financial Services** sector holds significant importance across the Gulf, as a hub for investors and opportunities for significant growth, the region has received momentous investment in recent years. Countries like Saudi Arabia are heavily investing in diversifying their economies. As a result, there is a growing demand for Banking & Financial Services professionals to join organisations that will drive key initiatives. A vast workforce of skilled professionals is essential here.

REGIONAL SNAPSHOT THE UAE & KSA

UAE Employer

75%

of employers expect salaries within their organisation to increase in 2025

77%

of employers will be recruiting for permanent roles in 2025

49%

of employers feel optimistic about the economic outlook for 2025

65%

of employers say their organisation is recommending the use of AI technologies or tools in the workplace

79%

of employers expect their organisation will allow staff to use AI tools in the future

KSA Employer

80%

of employers expect salaries within their organisation to increase in 2025

79%

of employers will be recruiting for permanent roles in 2025

60%

of employers feel optimistic about the economic outlook for 2025

65%

of employers say their organisation is recommending the use of AI technologies or tools in the workplace

78%

of employers expect their organisation will allow staff to use AI tools in the future

Aside from salary, **benefits package** and **career development initiatives** are the two most important factors for professionals in the UAE.



Aside from salary, **benefits package** and **career development initiatives** are the two most important factors for professionals in the KSA.

UAE Employee

48%

of employees' salaries increased in 2024, most commonly between 2.5% to 5%

74%

of employees expect their salary to increase in 2025

33%

of employees feel optimistic about the economic outlook for 2025

65%

of employees plan to change organisation in 2025

KSA Employee

52%

of employees' salaries increased in 2024, most commonly between 6% to 10%

81%

of employees expect their salary to increase in 2025

47%

of employees feel optimistic about the economic outlook for 2025

66%

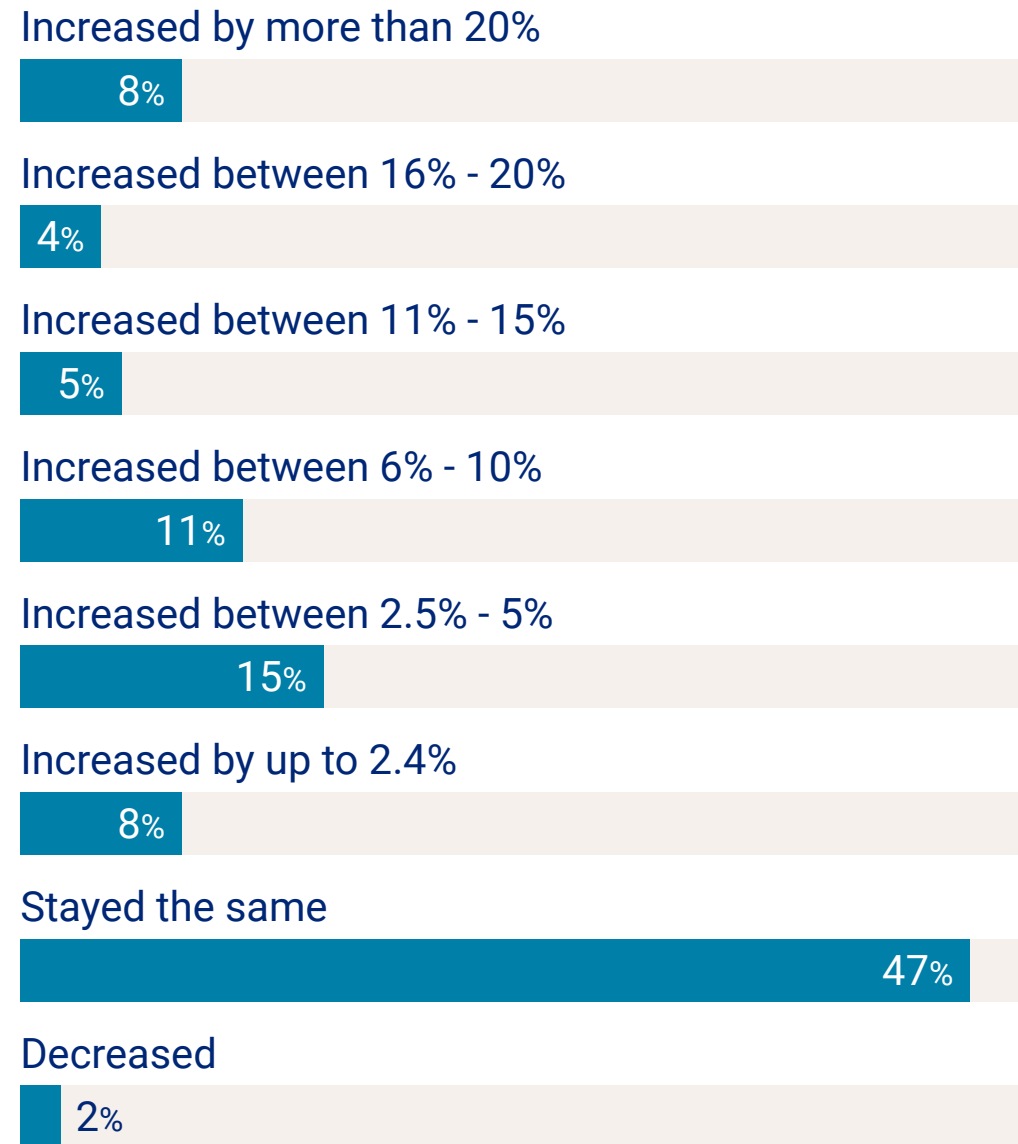
of employees plan to change organisation in 2025



EMPLOYEE SURVEY RESULTS

SALARY AND BENEFITS

By what percentage did your salary or pay change in 2024?



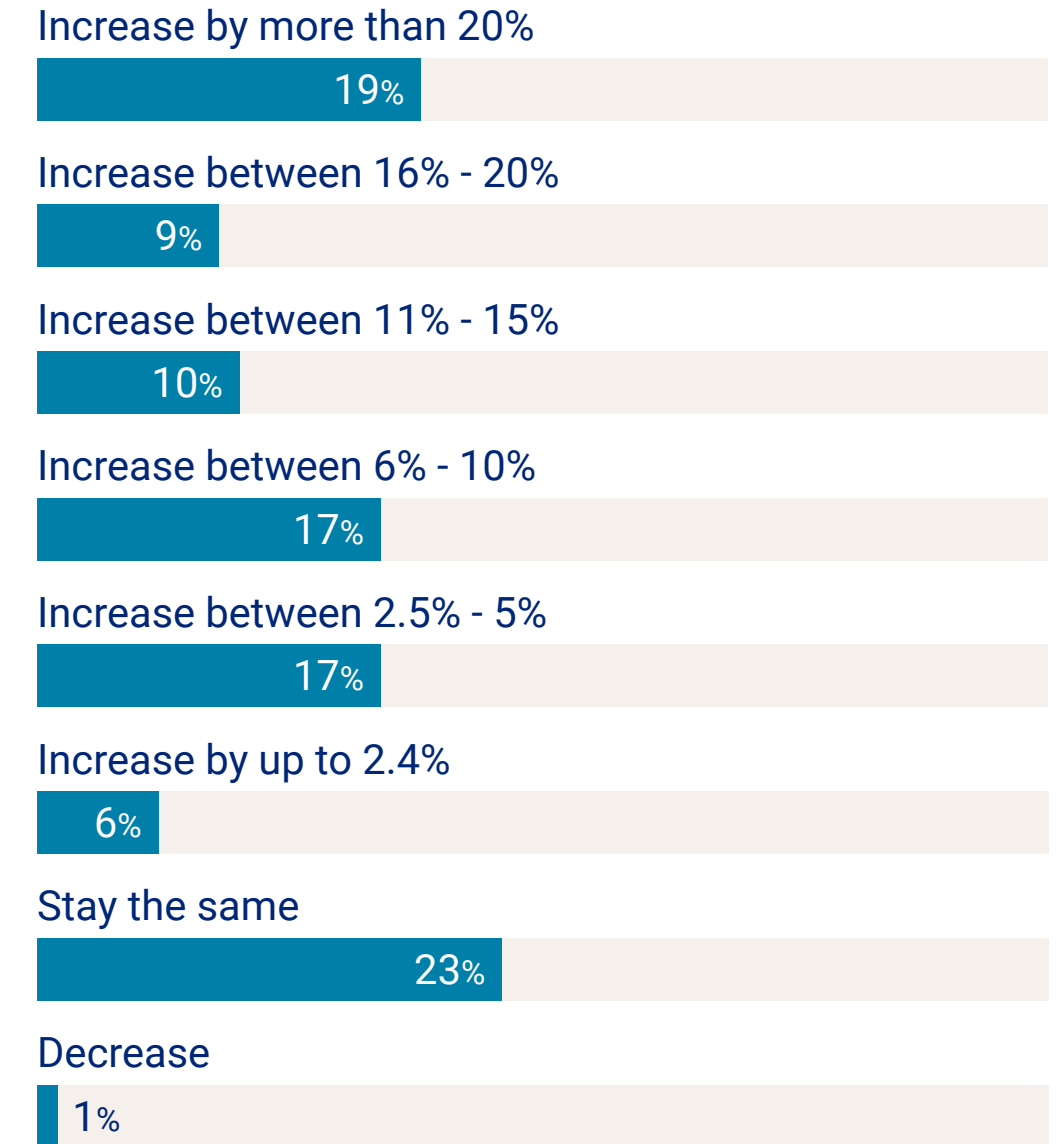
What was the reason for your salary or pay rate change?

	2024	2023	2022	2021
Individual performance	1	2	1	2
Standard organisation-wide increase	2	3	3	3
A new job	3	1	2	1
A promotion or different role in the same organisation	4	4	4	4
Inflation or cost of living	5	5	5	N/A
Other	6	6	6	7

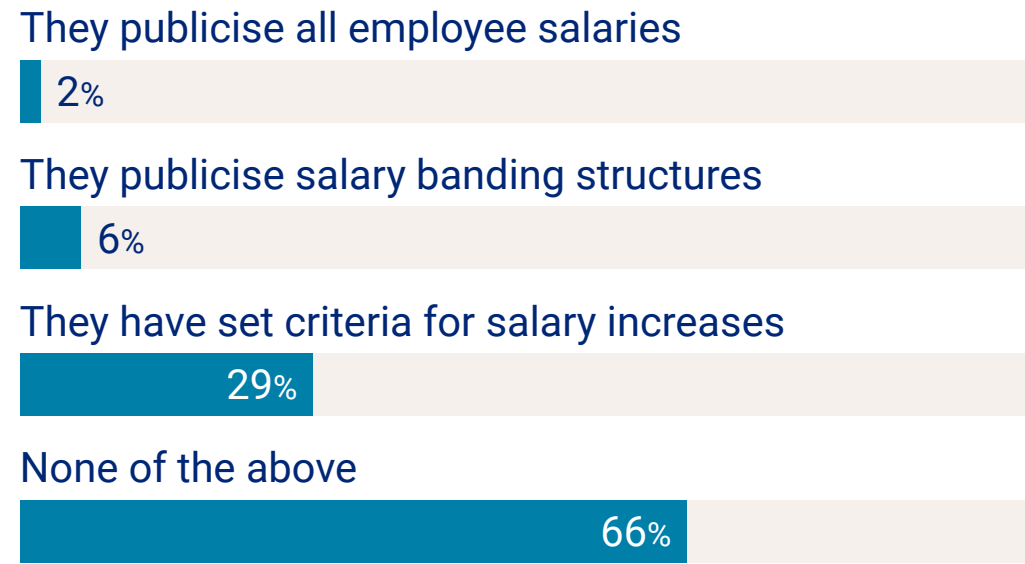
How satisfied are you with your salary or pay rate?

	2024	2023	2022	2021
Very dissatisfied	8%	8%	10%	8%
Dissatisfied	39%	35%	38%	33%
Satisfied	49%	51%	47%	51%
Very satisfied	4%	6%	5%	8%

In 2025, what percentage do you expect your salary or pay rate to change?

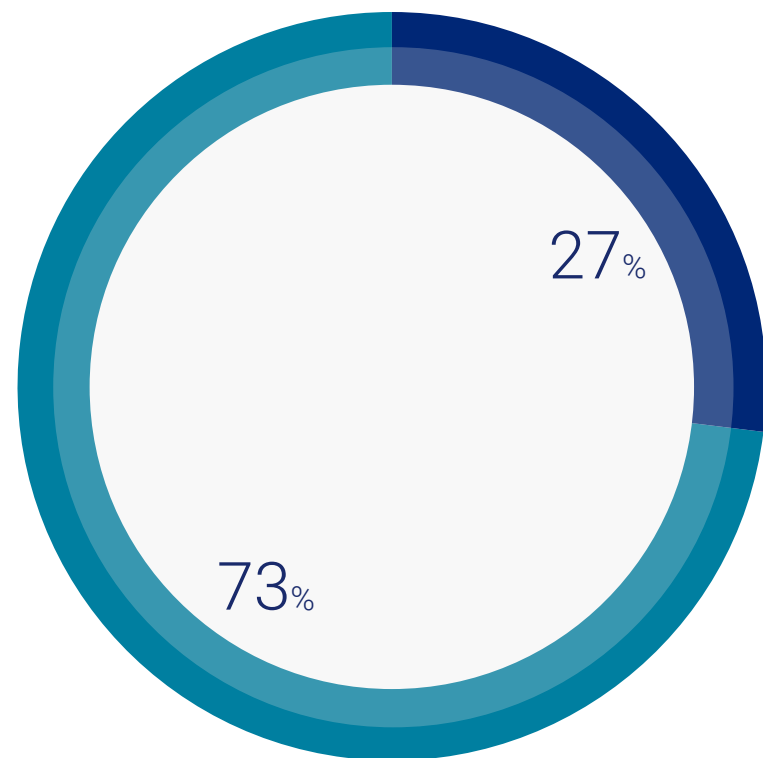


How is your organisation ensuring consistent transparency with employees about how pay levels and pay rises are set?



Do you currently receive any non-monetary benefits?

● Yes ● No



If you currently receive benefits, which of the following do you currently receive?

Health insurance or private medical cover	71%
Flexible working	44%
Life insurance	36%
Child education allowances	36%
Transport allowance	23%
Additional vacation days	21%
Business telephone for private use	19%
Employee loans	19%
Gym membership	15%
Business computer for private use	14%
Discount on your organisation's products or services	14%

Respondents could select all answers that applied / Top 11 most common selections

If you currently receive benefits, which three benefits do you value most?

Flexible working	39%
Child education allowances	39%
Additional vacation days	30%
Health insurance or private medical cover	30%
Employee pension scheme	15%

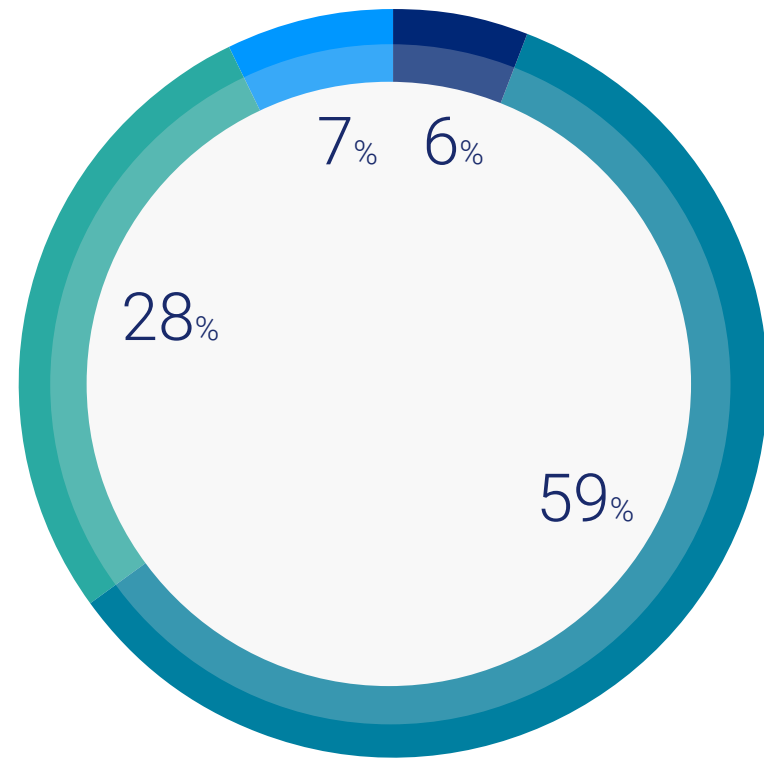
Respondents could select the 3 most important answers / Top 5 most common selections



CAREER

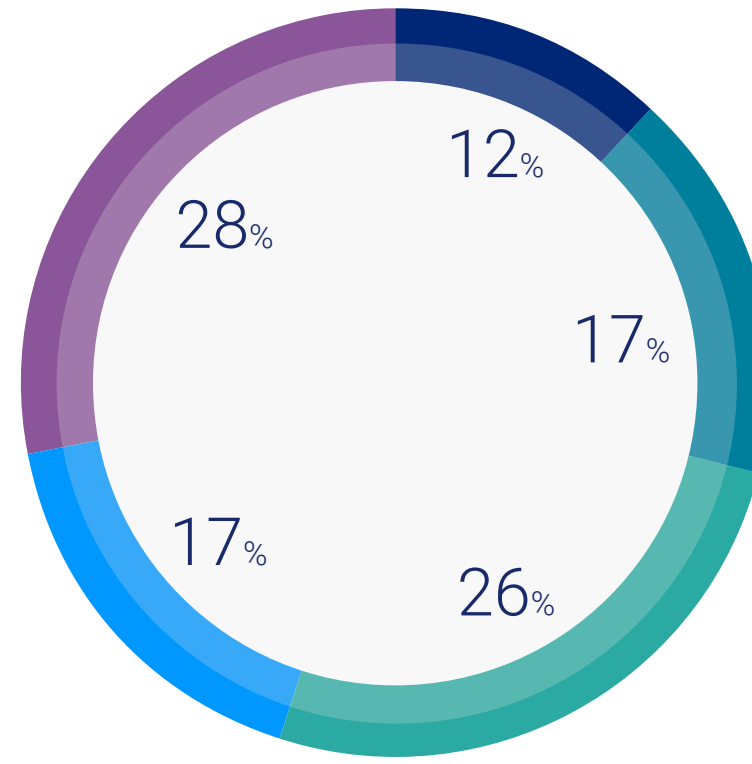
How do you rate your job satisfaction?

● Very Satisfied ● Satisfied ● Dissatisfied ● Very Dissatisfied



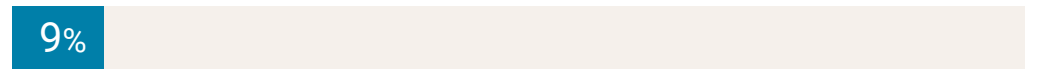
How long have you been in your current role?

● Less than 6 months ● 6 months to 1 year ● 1-2 years
● 2-3 years ● More than 3 years



If you have been in your current role for less than one year, what was the last change you made in your career?

I changed job or got promoted within the same organisation



I moved to a different organisation



I changed profession completely



If you have been in your current role for less than one year, what were the three main reasons for your change?

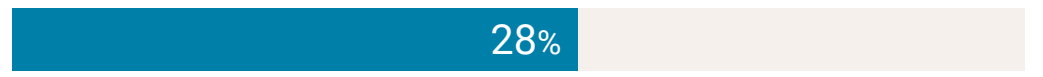
Lack of career progression



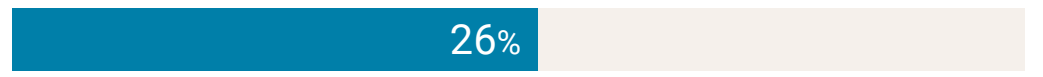
Salary too low



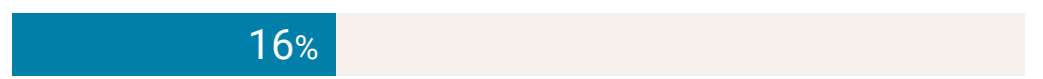
Benefits were not aligned with my needs



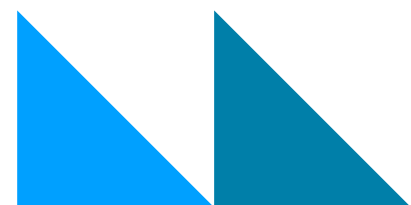
Lack of learning and development opportunities



Poor work-life balance

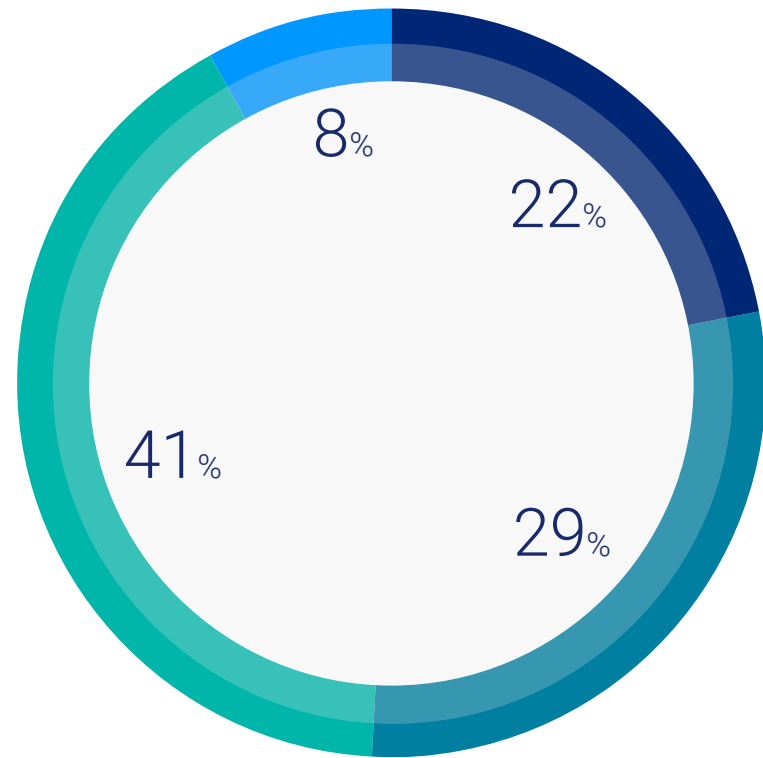


Respondents could select up to 3 answers / Top 5 most common selections



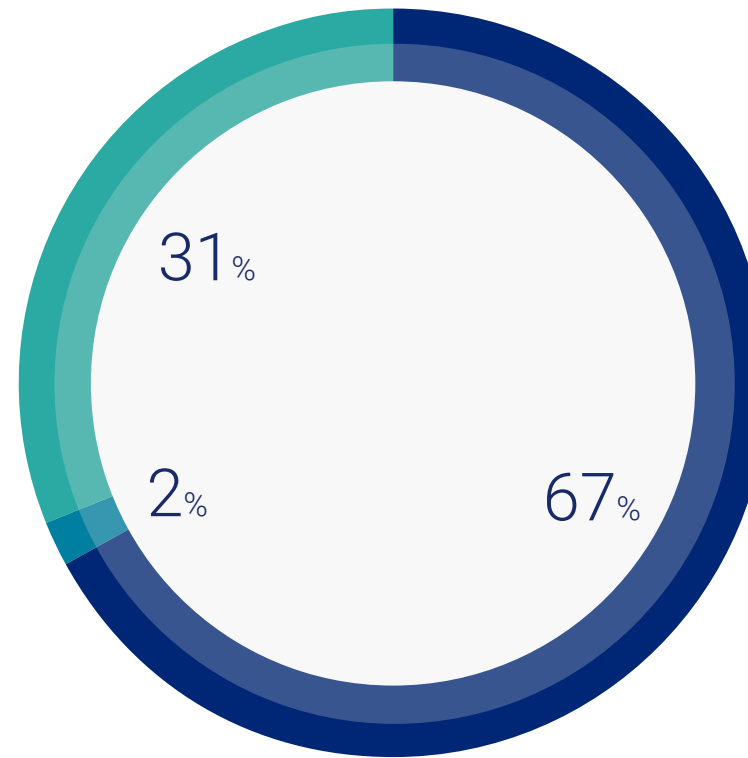
Do you feel there is scope for career progression within your organisation?

- No – strongly disagree
- No – slightly disagree
- Yes – slightly agree
- Yes – strongly agree



Do you plan to make any of the following changes to your career path in 2025?

- Change organisation
- Become a contractor
- None of the above



If you are planning to leave your current organisation this year, what are the three main reasons?

My salary and/or benefits package	53%
Lack of future opportunities	42%
Salary too low	24%
Concerns about job security	22%
Role is not challenging enough	15%
Poor work-life balance	15%
Lack of an inclusive culture	14%
My manager	14%
Lack of flexible working options	13%
Organisational restructure	11%

Respondents could select up to 3 answers / Top 10 most common selections

Aside from salary, which of the following factors are most important to you when considering a new role?

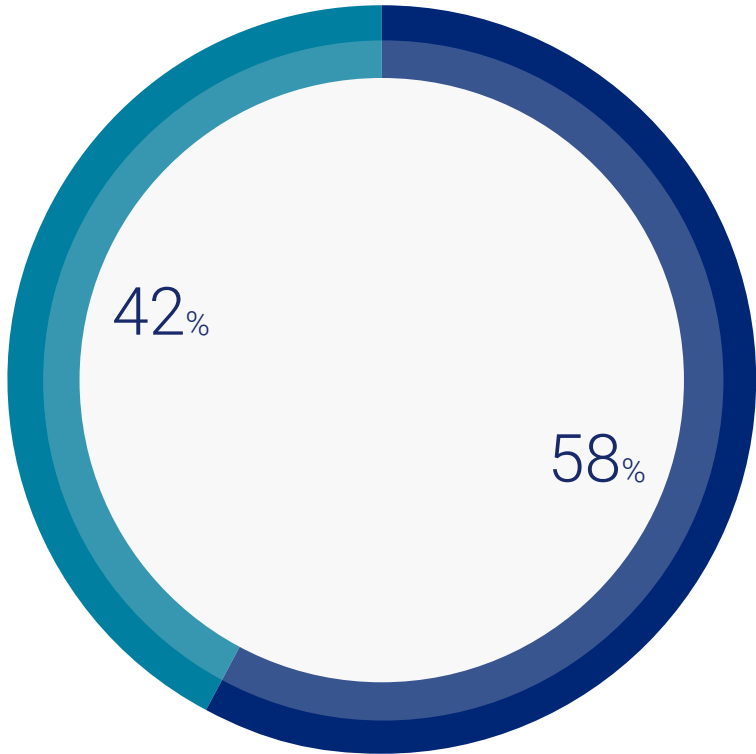
Benefits package	64%	Employer brand and reputation	23%
Career development initiatives	49%	Challenging role or projects	19%
Good work atmosphere	40%	Remote work	18%
Work-life balance initiatives	29%	Location	13%
Job security	27%	Diversity initiatives	4%

Respondents could select up to 3 answers / Top 10 most common selections

AI IN THE WORKPLACE

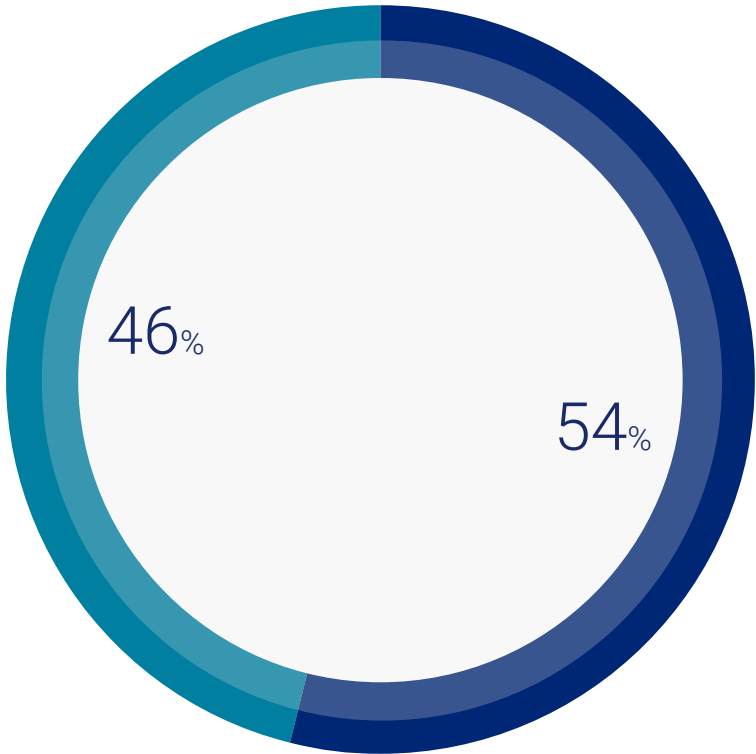
Have you identified any AI-based tools or applications that could help you succeed in your job?

● Yes ● No



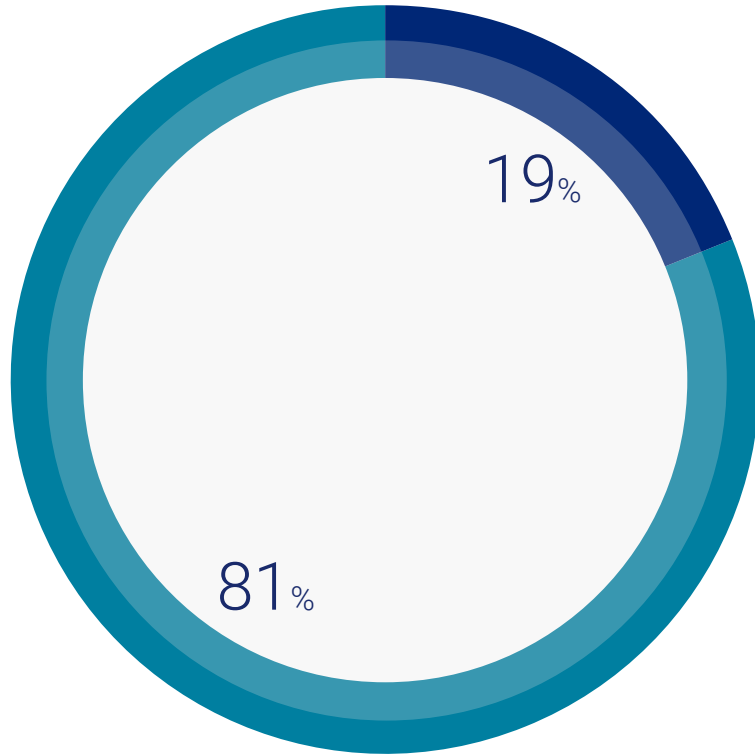
Are you currently using AI technologies or tools as part of your job?

● Yes ● No



Has your organisation prohibited the use of AI in the workplace?

● Yes ● No



What are the primary benefits of using AI in the workplace?

Creativity and idea generation	53%
Enhanced communication and clarity	39%
Enhanced decision-making capabilities	16%
Higher quality of work	34%
Increased productivity and efficiency	59%
Mitigation of human error	23%
Support in data analysis	34%
Other	1%

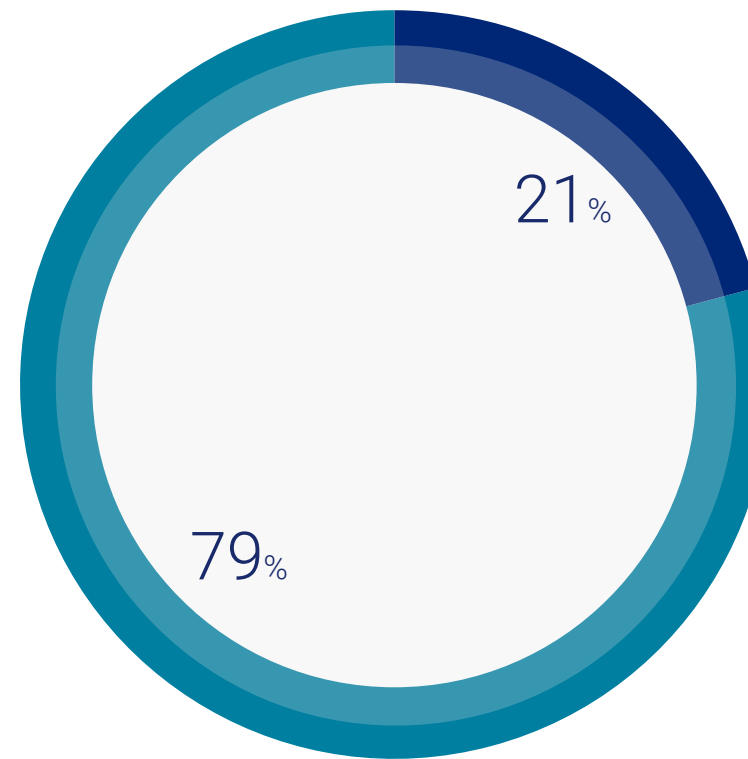
Respondents could select up to 3 answers

How concerned are you about the potential risks to future employment opportunities due to AI advancement?

Not concerned at all	17%
Not very concerned	53%
Quite concerned	26%
Very concerned	4%

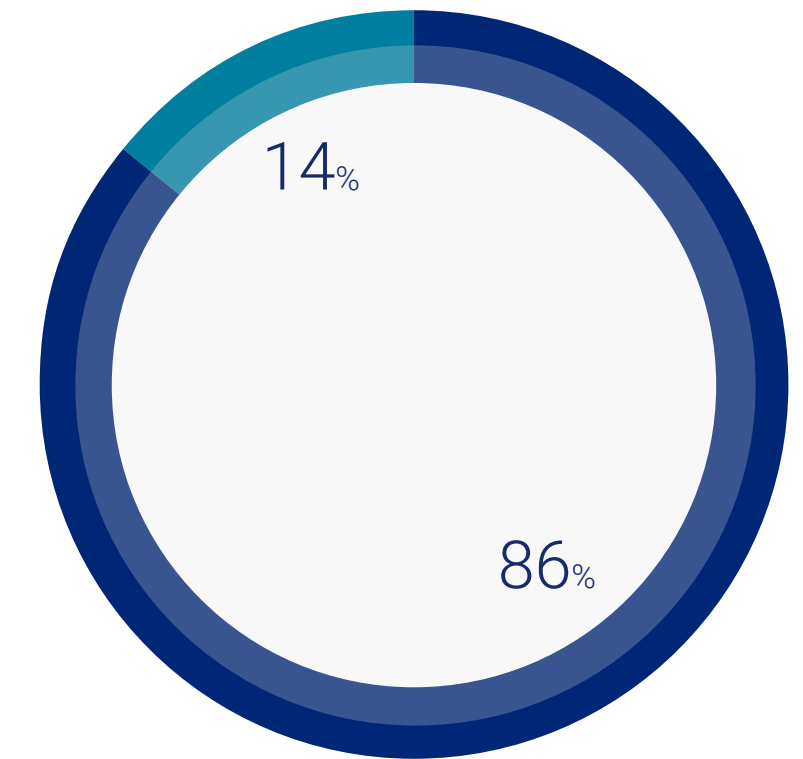
Have you received any training or support from your employer to adopt AI technologies in your work?

● Yes ● No



Would you be willing to take part in upskilling or reskilling programs to adopt AI technologies in the workplace?

● Yes ● No

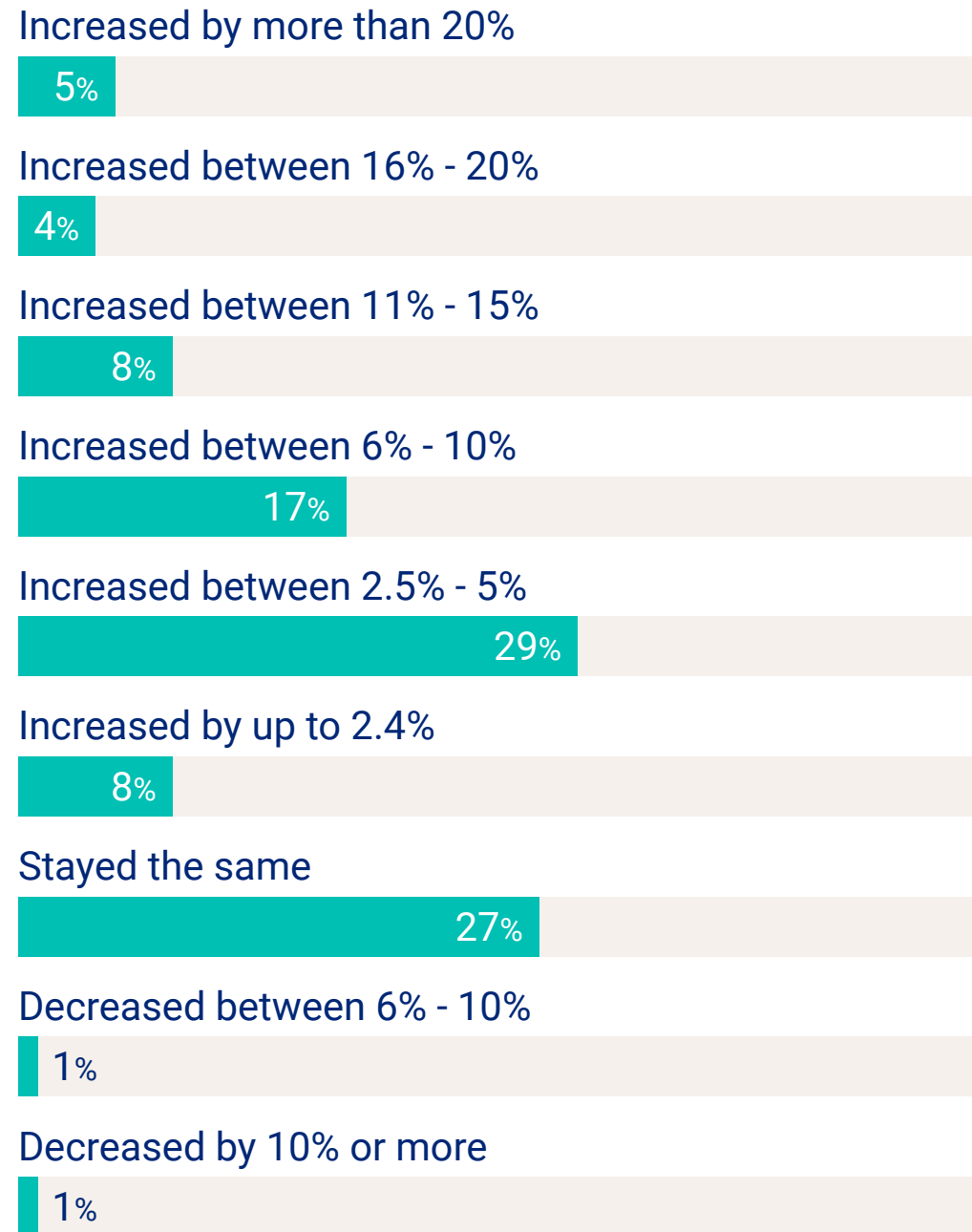




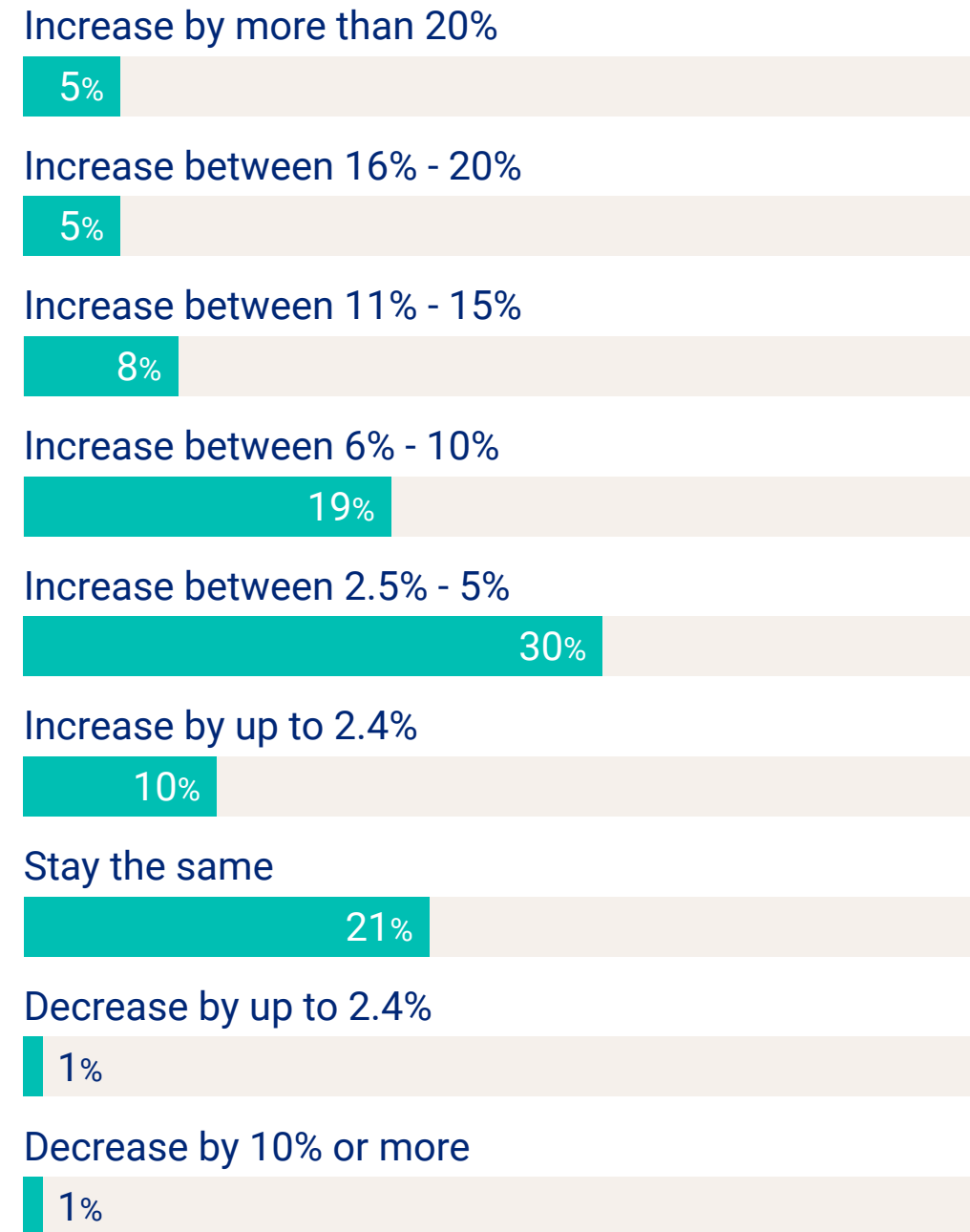
EMPLOYER SURVEY RESULTS

SALARY AND BENEFITS

How did salaries / rates of pay within your organisation change in 2024?



In 2025, how do you expect salaries or rates of pay within your organisation to change?



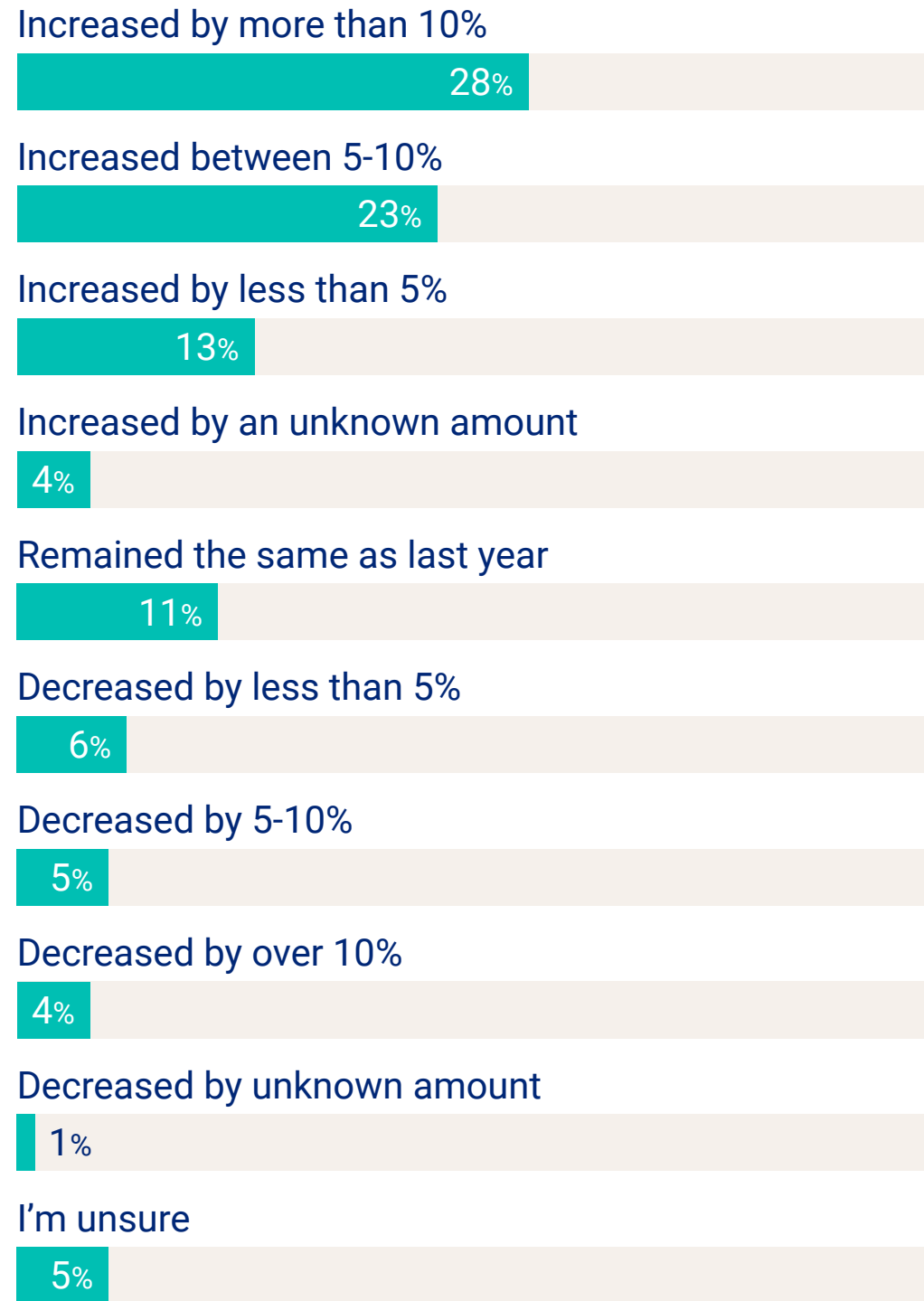
Which of the following benefits are offered to employees (excluding allowances that are part of a fixed monthly salary package?)

Air ticket / travel allowances	63%
Health insurance or private medical cover	51%
Child education allowances	39%
Flexible working	35%
Life insurance	27%
Transport allowance	26%
Employee loans	25%
Additional vacation days	22%
Company car or car allowance	22%
Business telephone for private use	19%
Business computer for private use	19%

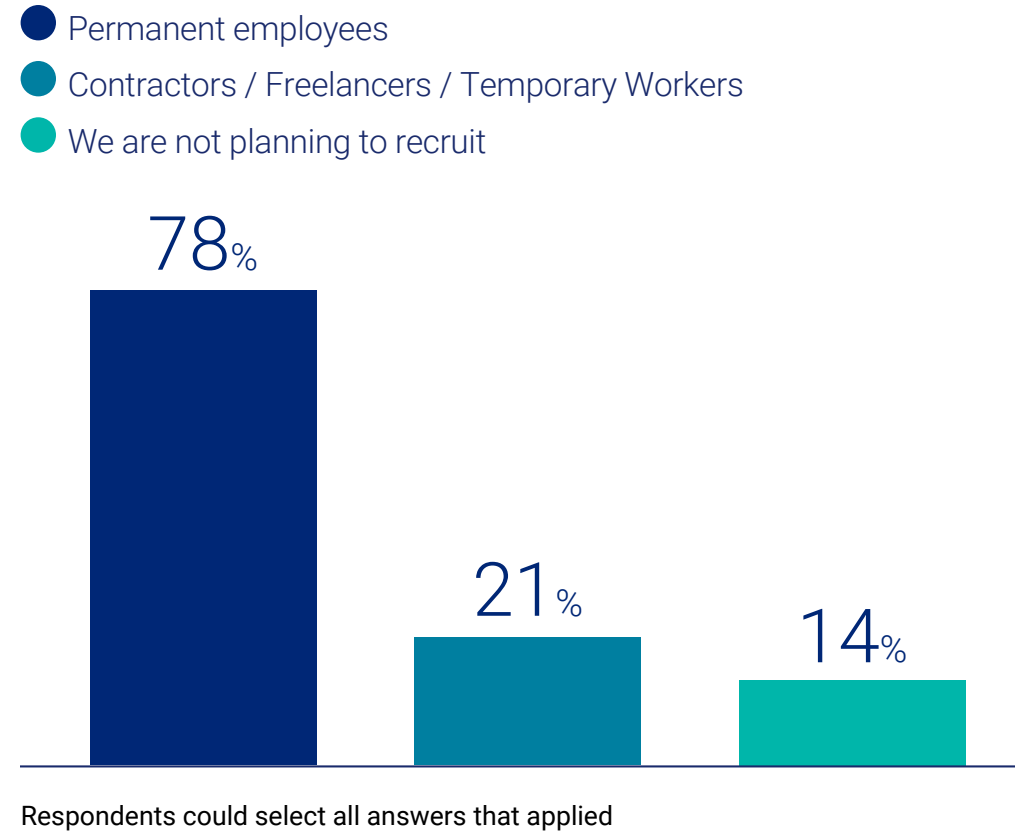
Respondents could select all answers that applied / Top 11 most common selections

RECRUITMENT AND RETENTION

How did your organisation's headcount change in 2024 compared to 2023?



What kind of roles are you recruiting for next year?

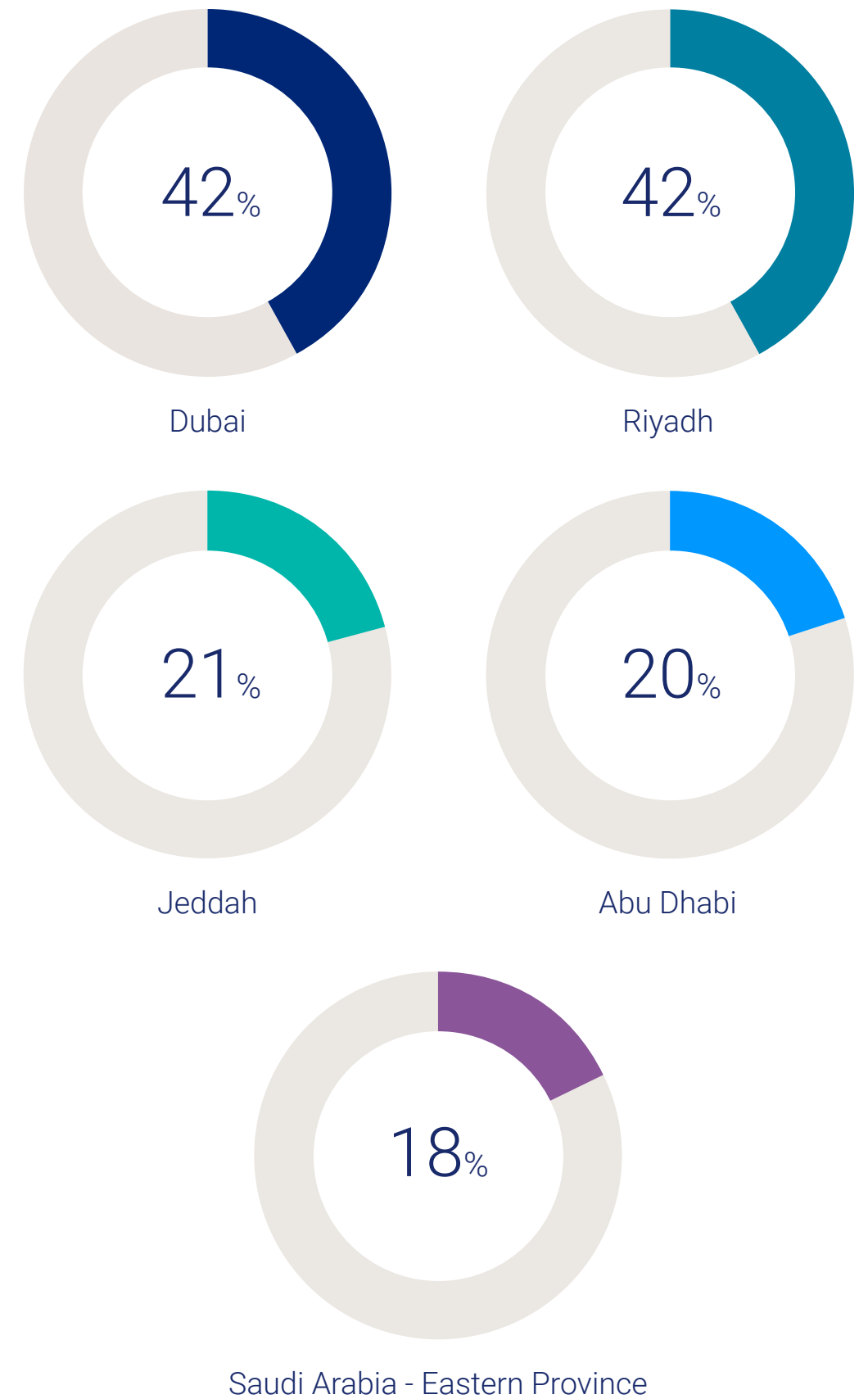


What do you see as the barriers to recruiting employees from outside the Middle East?

Nationalisation quotas	39%
Legislative and compliance challenges	30%
We don't need to look outside our local market	21%
Lack of knowledge in other recruitment markets	19%
No in-house capability to recruit abroad	15%

Respondents could select all answers that applied / Top 5 most common selections

In which locations are you currently recruiting?



Respondents could select all answers that applied / Top 5 most common selections

Which of the following factors are most important to help you attract and retain staff, aside from pay?

Benefits package	69%
Career development initiatives	47%
Good work atmosphere	43%
Job security	28%
Employer brand and reputation	25%
Work-life balance initiatives	21%
Challenging role or projects	19%
Remote work	11%
Location	9%
Diversity initiatives	6%

Respondents could select up to 3 answers / Top 10 most common selections



NATIONALISATION

Do you currently employ any UAE or Saudi national citizens?

	2024	2023	2022	2021
Yes, UAE nationals	33%	40%	35%	30%
Yes, Saudi nationals	45%	39%	37%	36%
Unsure	6%	6%	4%	0%
No	16%	27%	33%	34%

Do you plan on increasing headcount of UAE or Saudi national citizens in the next 12 months?

	2024	2023	2022	2021
Yes, UAE nationals	27%	40%	40%	25%
Yes, Saudi nationals	42%	36%	35%	30%
Unsure	19%	19%	20%	26%
No	12%	16%	17%	19%



ORGANISATION AND STRATEGY

Which strategic goals are currently in focus in your organisation?

Increase operating profit	50%
Gaining market share	45%
Expand product portfolio	38%
Establish sustainability	28%
Increase competitiveness	22%
Increase turnover	22%

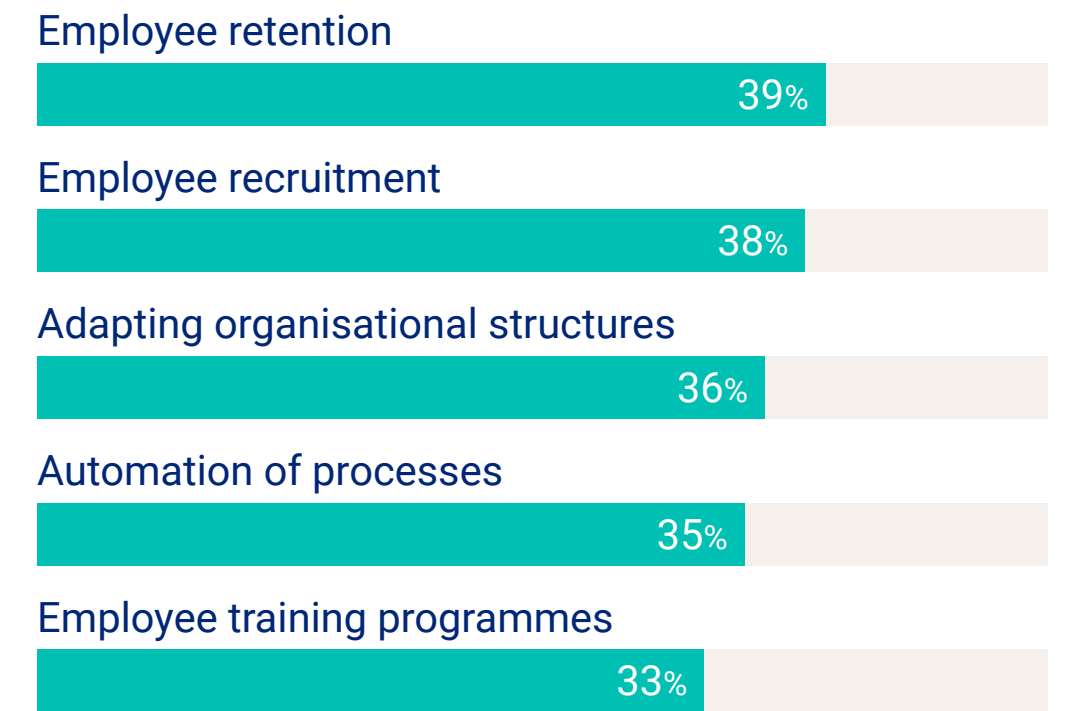
Respondents could select up to 3 answers / Top 6 most common selections

Which of these factors do you currently feel is most likely to limit the achievement of your organisation's strategic goals?

	2024	2023
Our finances or budgets are limited	19%	27%
Rising costs for businesses	19%	15%
Difficulties retaining our current workforce	18%	9%
Shortage of skilled professionals on the market	14%	18%
Rising cost of living for staff	10%	7%
Keeping up with technology innovation	7%	8%
I'm unsure	5%	7%
Shortage of management level candidates on the market	4%	6%
Other	4%	2%
Shortage of graduates and young people entering the job market	1%	1%

Respondents could select up to 3 answers

What are your organisation's HR investment focus areas for 2025?

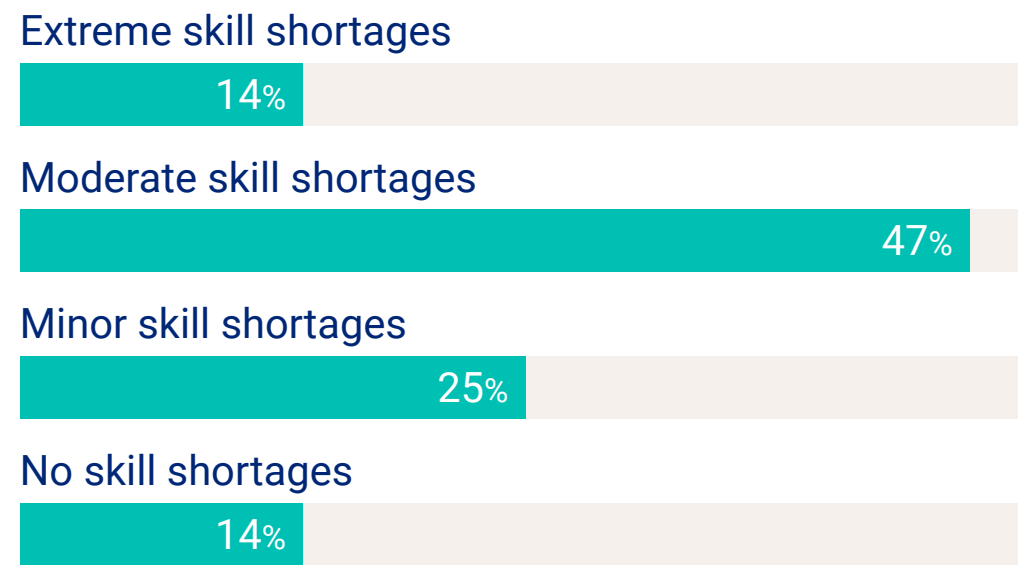


Respondents could select up to 3 answers / Top 5 most common selections

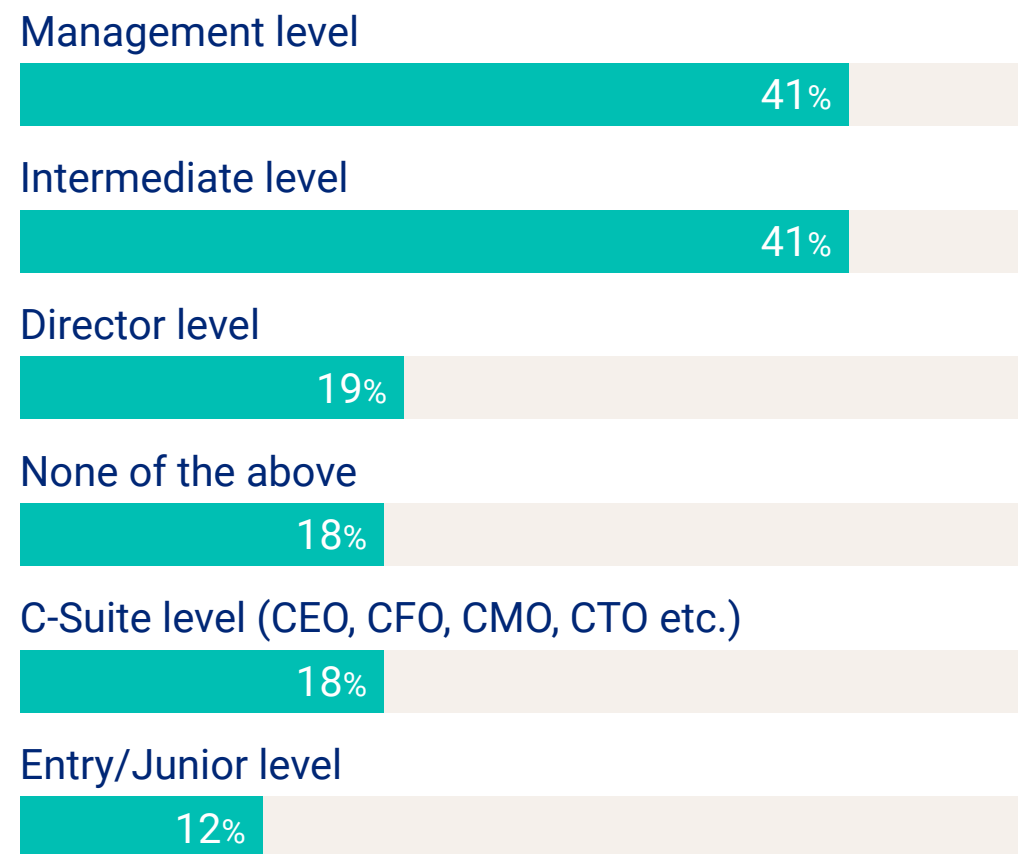


SKILLS AND TALENT

To what extent have you experienced skill shortages in the last year?

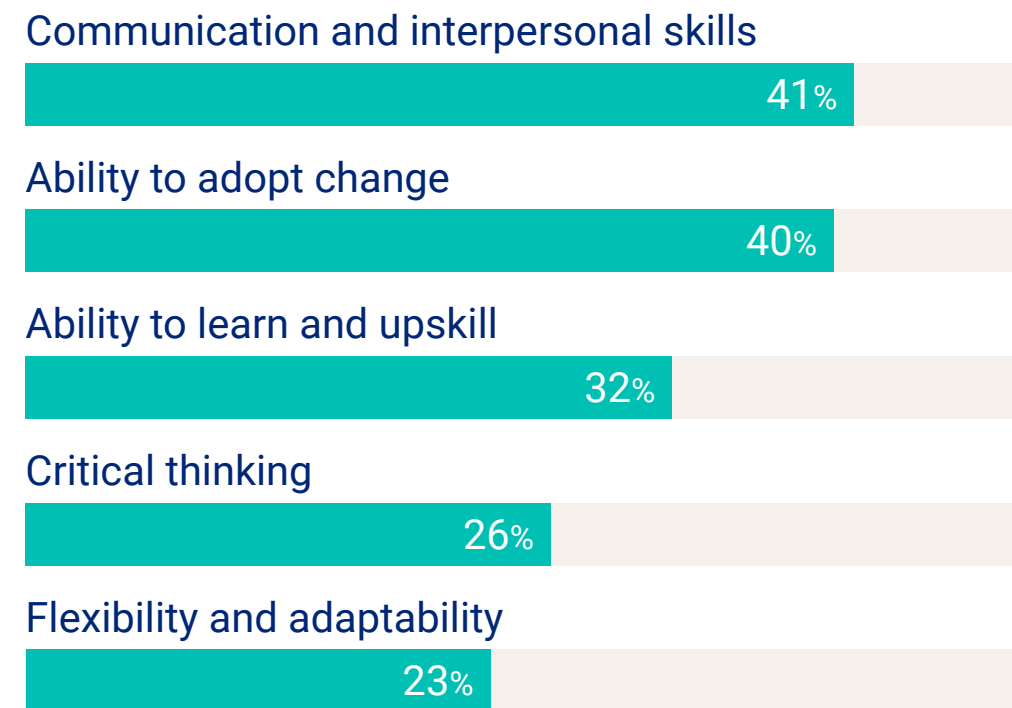


Have you found any positions particularly difficult to fill?



Respondents could select all answers that applied

What soft skills are most needed in your organisation?



Respondents could select up to 3 answers / Top 5 most common selections



AI IN THE WORKPLACE

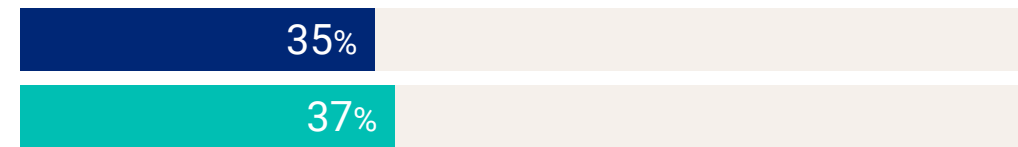
Is your organisation recommending the use of AI technologies or tools in the workplace?

● 2024 ● 2023

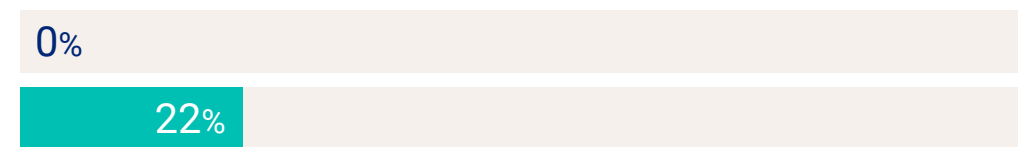
Yes



No

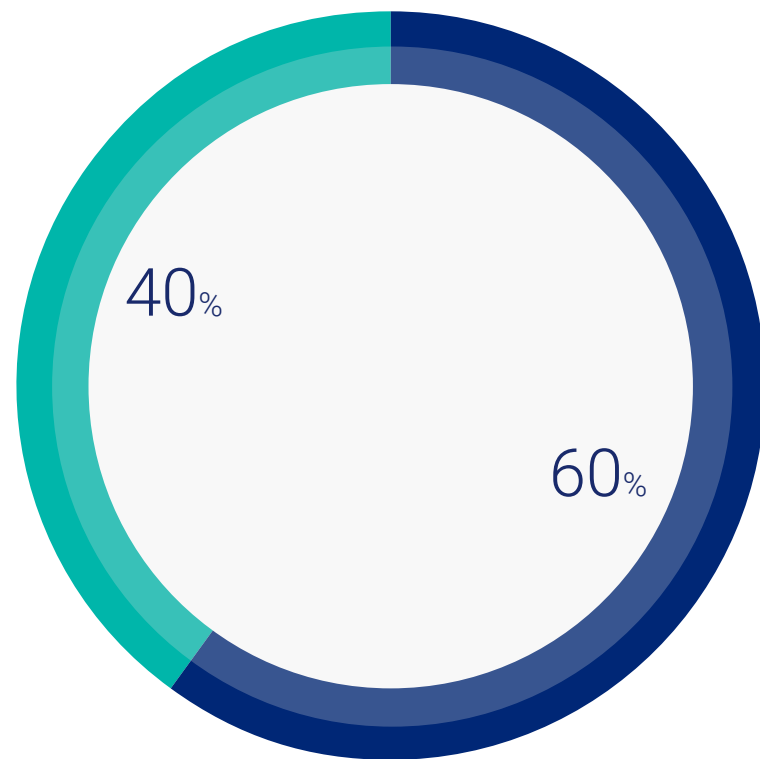


I am unsure



Does your organisation offer training or support for the use of AI?

● Yes ● No



What are the primary benefits of using AI in the workplace?

Increased productivity and efficiency	56%
Creativity and idea generation	53%
Higher quality of work	37%
Enhanced communication and clarity	36%
Support in data analysis	36%

Respondents could select up to 3 answers / Top 5 most common selections

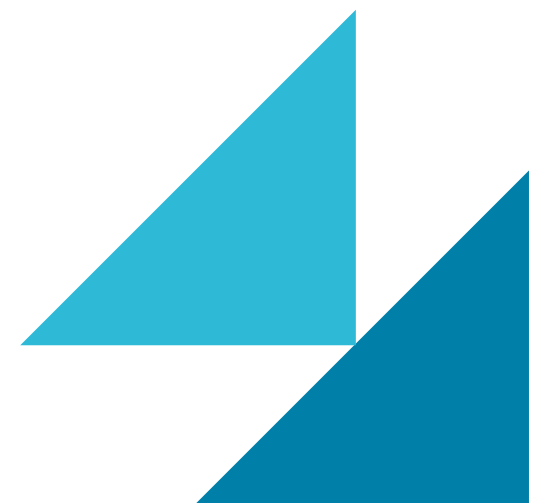
What are the reasons your organisation won't use AI?

Privacy concerns	41%
Security risks	31%
Ethical and legal considerations	23%
I'm unsure	19%
Lack of training and support	18%

Respondents could select up to 3 answers / Top 5 most common selections

Do you expect your organisation will allow staff to use AI tools in the future?

Yes, we will allow staff to use AI tools unmonitored	28%
Yes, we will allow staff to use AI tools, but we will monitor usage	50%
No, we have banned AI tools	9%
No, we anticipate we will ban the use of AI tools	12%





SALARY GUIDE

ACCOUNTANCY & FINANCE



From stability to a fast-moving competitive market

The Accountancy & Finance employment market across the Gulf region is vibrant, with a variety of roles on offer and more professionals open to exploring opportunities than ever before. The talent pool is diverse and organisations within a wide range of industries are looking to grow their teams. Employers are actively recruiting, particularly in the United Arab Emirates and Saudi Arabia. These regions attract countless professionals seeking career opportunities due to the appealing lifestyle and promising career prospects. This demand is especially pronounced at the mid to senior levels, where organisations have the greatest needs for Accountancy & Finance professionals.

Enticing talent, staying competitive, and implementing transparency

A significant 90% of employers reported experiencing some level of skill shortages last year, ranging from minor to extreme. Competition from other employers is one of the main reasons why employers agree they have faced this challenge. This emphasises the importance of staying competitive and understanding the reasons skilled Accountancy & Finance professionals are seeking career changes.

Until now, 42% of Accountancy & Finance professionals have stayed in their current positions for one to three years, while 38% have remained in their roles for over three years. Yet, a staggering 85% of industry professionals across the Gulf region plan to change organisations this year. The primary reasons for this shift are dissatisfaction with their salary and/or benefits package, a lack of future opportunities, or salaries that are too low. Accountancy & Finance employers acknowledge that, aside from pay, benefits packages are the most crucial factors for attracting and retaining talent.

That said, 77% of professionals state not receiving any non-monetary benefits beyond their fixed salary package. Among those who do receive additional benefits, the most common benefits include health insurance and private medical cover, flexible working arrangements, child education allowances, life insurance, and additional vacation days. Employers should review the benefits they offer if they want to use this as a tool for talent attraction. The key benefits that employees value the most include flexible working, child education allowances, employee pension scheme, additional vacation days, and company car allowance.

Salary remains a crucial factor for Accountancy & Finance professionals. Last year, 54% of these individuals received a salary increase. The three most common reasons for these raises were promotions or changes to a different job within the same organisation (23%), individual performance (23%), and standard organisation-wide increases (20%). As a result, 62% reported experiencing an increased workload or expanded scope of responsibilities. Even with over half of respondents receiving an increase, 52% of employees are still dissatisfied or very dissatisfied with their current salary - an increase since the previous year.

It is crucial for employers to be transparent in how they determine pay levels if they want to remain an employer of choice. In terms of consistency of how organisations set pay levels and pay rises, 69% of employees agree that there is a lack of. This inconsistency can lead to uncertainty and instability for many employees. Plus, given that 63% of professionals do not think their salary or pay is aligned with their responsibilities, employers will need to enhance communication with employees if they want to retain their talent in the future.

Providing employees with training and development opportunities is vital

In an ever evolving and highly competitive landscape, employers require skilled professionals, who possess the ability to learn and upskill, adopt to change, communicate, and leverage critical thinking. All crucial for meeting strategic goals such as gaining market share and increasing operating profit.

The Accountancy & Finance profession is one that requires certain qualifications and specific skills, so it is paramount that professionals take initiative in their approach to continuous learning to progress in their careers with the support of their employer. However, 61% of Accountancy & Finance professionals disagree that there is scope for career progression within their organisation; lack of future opportunities is a key motivator for professionals wanting to leave their current organisation this year. Investing in the upskilling of employees can play a significant role in how employers motivate teams and in turn retain their workforce.

Optimistic views on the future of salaries

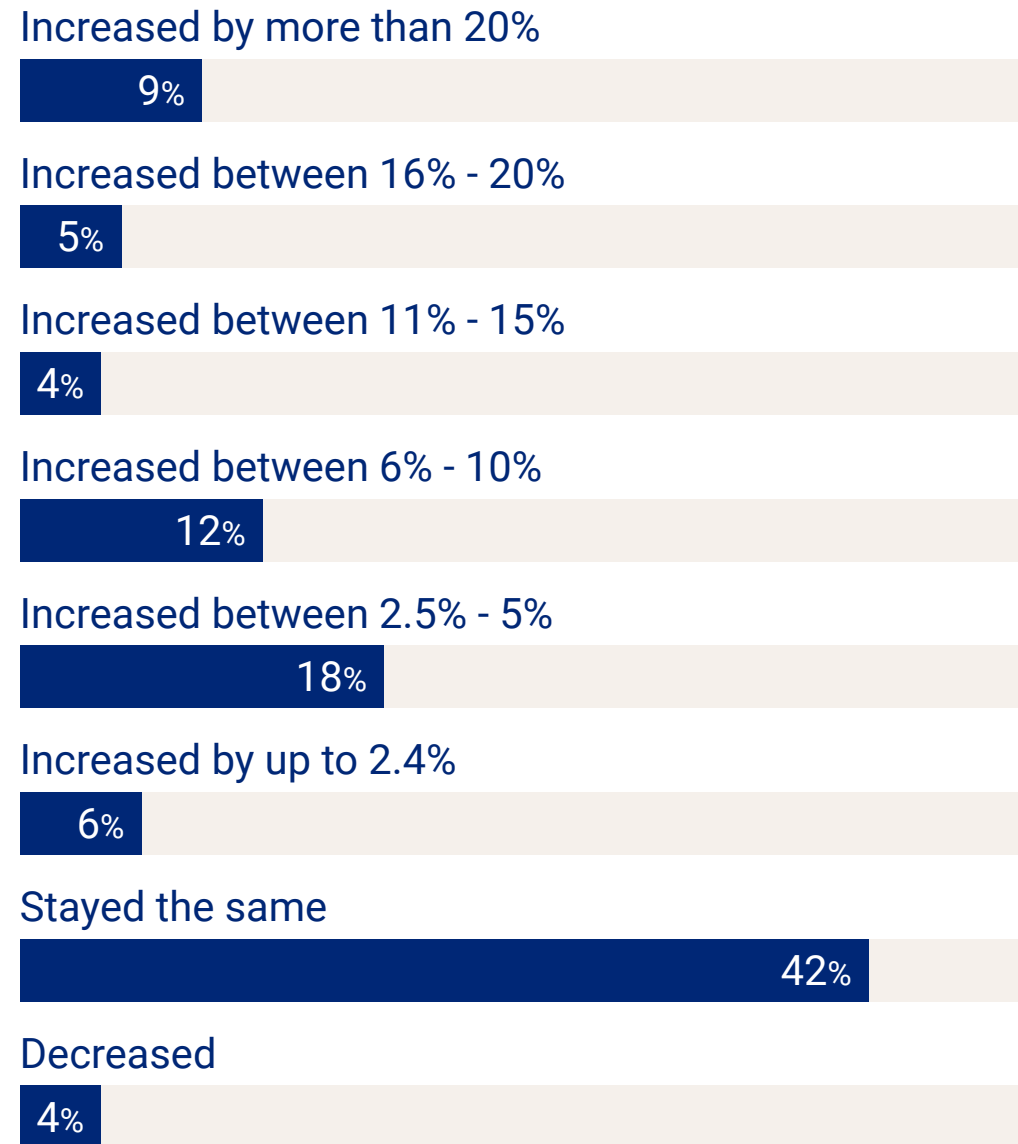
Accountancy & Finance professionals are feeling largely neutral (52%) or optimistic (37%) about the wider economic climate and the employment opportunities it may or may not create within the next two to five years. Only 12% are not feeling optimistic. However, 81% of people anticipate a salary or pay rate increase this year – most commonly by more than 20%.



Steffan Jones,
Senior Manager

SALARY AND BENEFITS

By what percentage did your salary change in 2024?



77%
of Accountancy & Finance professionals say they do not currently receive any non-monetary benefits.

If you experienced a salary change last year, what was the reason?

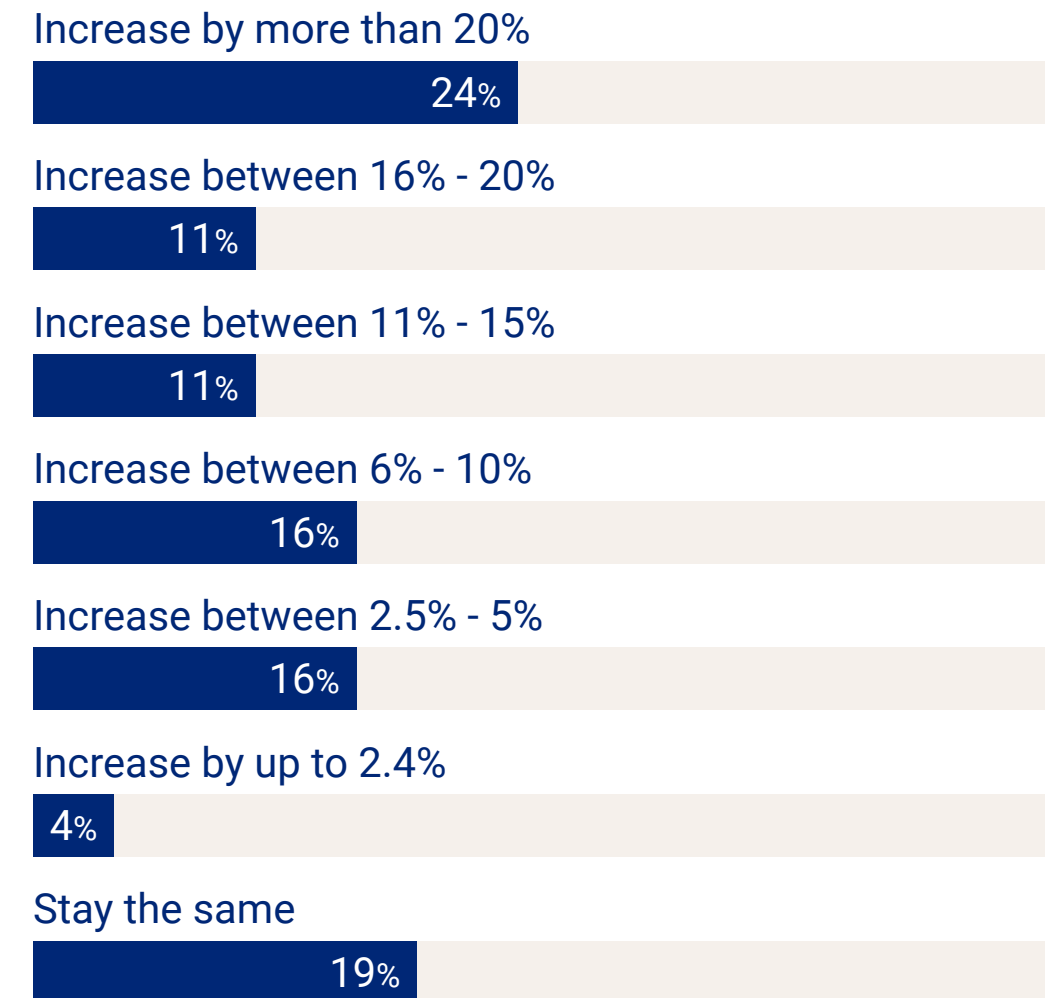
	2024	2023	2022	2021
A promotion or different role in the same organisation	1	3	5	4
Individual performance	1	2	2	2
Standard organisation-wide increase	2	1	1	3
A new job	3	4	3	1
Inflation or cost of living	4	5	4	N/A
Other	N/A	6	6	7

If you currently receive benefits, which of the following do you receive?

Health insurance or private medical cover	70%
Flexible working	63%
Child education allowances	33%
Life insurance	33%
Additional vacation days	23%

Respondents could select all answers that applied / Top 5 most common selections

In 2025, what percentage do you expect your salary or pay rate to change?



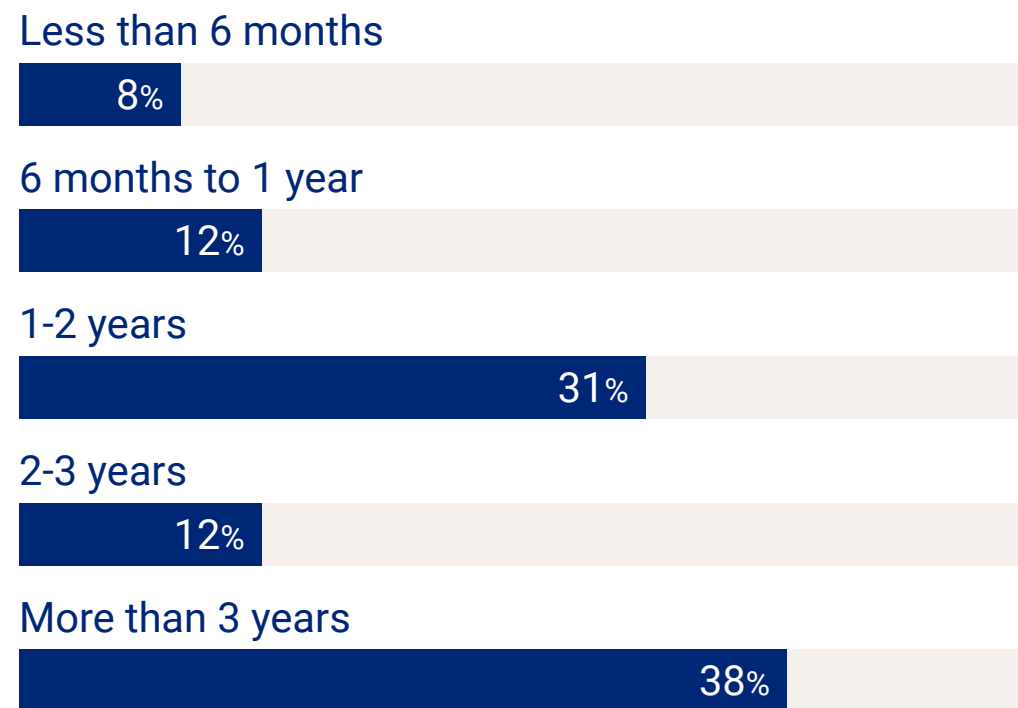
If you currently receive benefits, which three benefits do you value the most?

Flexible working	40%
Child education allowances	33%
Employee pension scheme	30%
Additional vacation days	27%
Company car or car allowance	23%
Health insurance or private medical cover	23%

Respondents could select the 3 most important answers / Top 6 most common selections

CAREER

How long have you been in your current role?

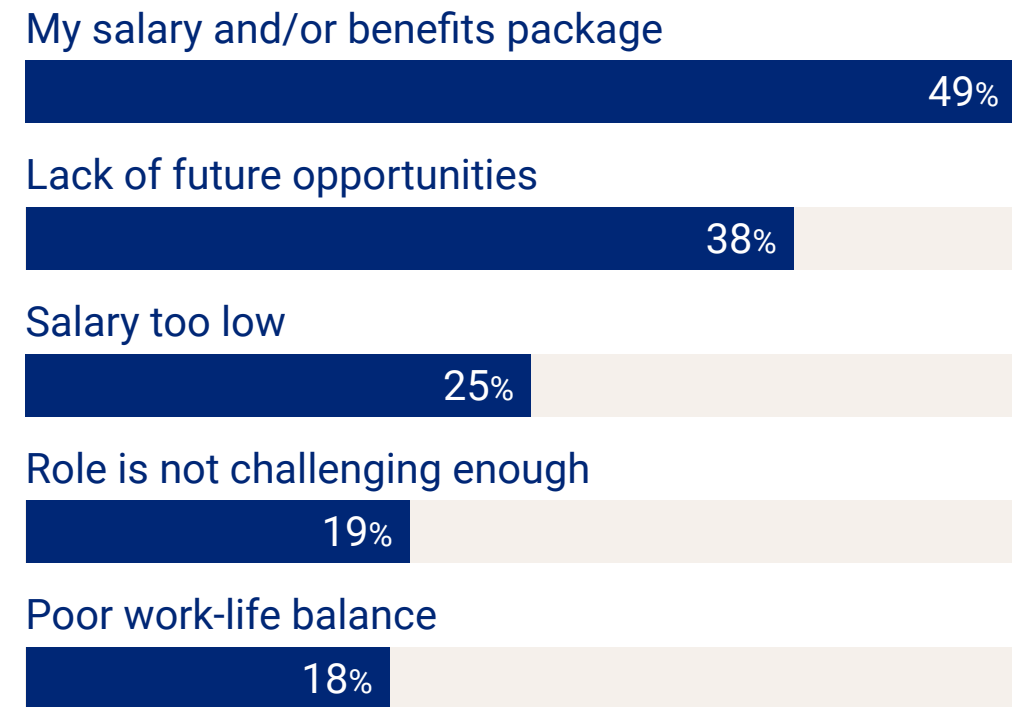


If you have been in your current role for less than one year, what were the three main reasons for your change?

Lack of career progression	45%
Salary too low	45%
Benefits were not aligned with my needs	30%
Lack of learning and development opportunities	25%

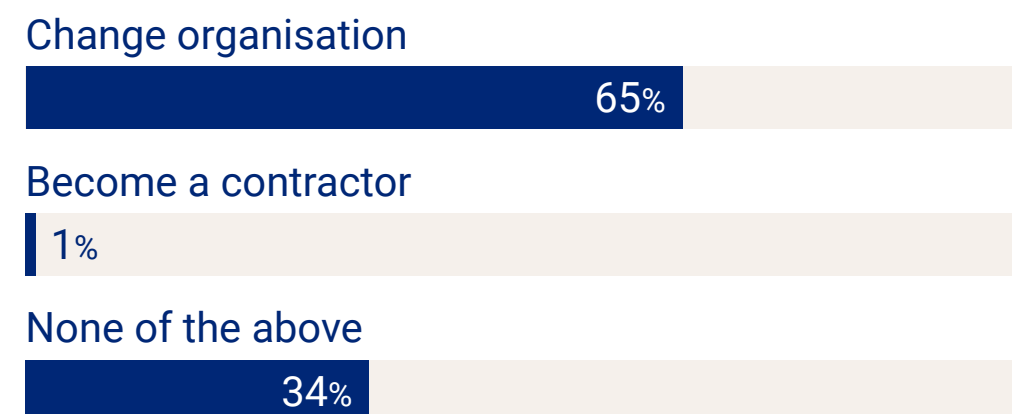
Respondents could select the 3 most important answers / Top 4 most common selections

If you are planning to leave your current organisation this year, what are the three main reasons?



Respondents could select the 3 most important answers / Top 5 most common selections

Do you plan to make any of the following changes to your career path in 2025?



Aside from salary, which of the following three factors are most important to you when considering a new role?

Benefits package	66%
Career development initiatives	50%
Good work atmosphere	41%
Work-life balance initiatives	30%
Employer brand and reputation	25%
Job security	25%
Challenging role or projects	19%
Location	13%
Remote work	12%
Diversity initiatives	4%
Sustainability initiatives	3%
Other	1%

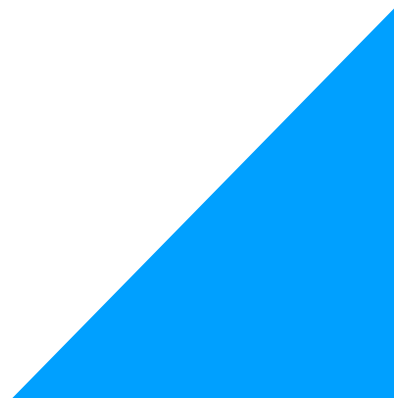
Respondents could select the 3 most important answers



WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

	2024	2023
Very Satisfied	6%	7%
Satisfied	50%	50%
Dissatisfied	30%	33%
Very Dissatisfied	14%	7%



SALARY GUIDE

Position	AED Range	AED Average
Group Chief Financial Officer	90,000 - 160,000	120,000
Chief Internal Audit Officer	80,000 - 130,000	95,000
Finance Director	45,000 - 65,000	58,000
Head of Internal Audit	40,000 - 60,000	50,000
Financial Controller	35,000 - 47,000	44,000
Group Finance Manager	35,000 - 45,000	42,000
Tax Manager	27,000 - 40,000	35,000
Internal Audit Manager	25,000 - 40,000	36,000
Credit Manager	20,000 - 30,000	25,000

Position	AED Range	AED Average
Finance Manager	25,000 - 32,000	28,000
Senior Financial Analyst	18,000 - 22,000	20,000
Management Accountant	20,000 - 25,000	22,500
Financial Analyst	15,000 - 20,000	18,000
Internal Auditor	15,000 - 20,000	17,000
Senior Accountant	15,000 - 20,000	18,000
Credit Controller	10,000 - 18,000	16,000
Accountant	10,000 - 15,000	13,000

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2024. 'Range' represents the upper and lower salary rates from job listings, job offers, and candidate registrations with Hays Middle East. Many factors can affect salary, including location of role, size of the business, industry, and the level of experience of the candidate. 'Average' is the typical value of the data sourced from survey responses, job listings, job offers and candidate registrations with Hays Middle East, 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 2024.

BANKING & FINANCIAL SERVICES



Gulf Region sees surge in hiring due to economic investments

In the Gulf region, 66% of employers within the Banking & Financial Services industry reported increases in headcount, with the majority expanding their teams by more than 10%. In particular, the United Arab Emirates has remained a centre of opportunity for Banking & Financial Services professionals, with hiring activity reaching high levels. When it comes to recruitment, Abu Dhabi and Dubai already have a diverse candidate market, consisting of both local and expatriate professionals. However, the region has continued to witness an influx of overseas talent looking for new career prospects - largely due to opportunities becoming available from a surge in newly registered investment firms.

Saudi Arabia is also investing heavily into diversifying its economy and therefore creating demand for Banking & Financial Services professionals to join organisations that will contribute to initiatives such as Vision 2030. To meet the demand for a vast workforce of skilled professionals, many employers prefer local talent. However, a significant number also rely on experienced overseas professionals to relocate and fill these roles. Likewise, Qatar has welcomed major economic investment in recent years, due to global events such as the Qatar World Cup - though the candidate pool of experienced professionals is limited and relies heavily on expatriate talent.

Overall, while the Gulf region is a hub for talent, the availability of skilled and experienced professionals is mostly determined by economic factors, which can differ across the region. Currently, hiring rates are increasing across industries with strong economic growth, including Technology, Finance, Banking, Oil & Gas, and Consumer Goods – where organisations are facing challenges when it comes to recruiting readily available skilled professionals.

Salary and benefits continue to influence attraction and retention efforts

Employers agree that employee retention, recruitment, and adapting organisational structures are currently their

organisation's three most important HR investment focus areas. However, 68% of professionals plan to change organisation this year, with the two main motivators being lack of future opportunities and their salary and/or benefits package. If employees are turning to new organisations for higher compensation, it will be essential for employers to review the salary packages they are offering. While 48% of professionals received a salary increase in 2024, this marked a decrease compared to 2023, when 11% more professionals saw pay raises. Additionally, the rate of salary increases in 2024 was lower, with most professionals receiving an increase of up to 2.4%, primarily due to standard organisation-wide adjustments. Dissatisfaction surrounding pay is also high as 58% of professionals say they are dissatisfied with their salary or pay rate, and 61% say it does not align with their responsibilities.

Aside from pay, benefits continue to be a leading factor in employee satisfaction levels and employers say that the benefits package is the most important factor for helping them attract and retain staff. Yet, 66% of Banking & Financial Services professionals say they are not given any non-monetary benefits by their employer. In a competitive market for skilled professionals, providing valued additional benefits could aid in strengthening employee satisfaction and retention levels. Employees say the benefits they value the most are flexible working, additional vacation days, and child education allowances. Providing flexible and supportive working arrangements could boost success in attraction and retention investments – especially as 37% of employees are currently dissatisfied with their work-life balance. Employers that can offer this will be able to utilise work-life balance initiatives to entice professionals who are considering a new role.

Skill shortages at the senior level

More than ever, organisations require professionals with specific skill sets in their teams. With shifts to a more digitalised world of work, employers are looking for experienced professionals who can add immediate value. Last year, an overwhelming 87% of employers in the

Banking & Financial Services industry reported experiencing skill shortages – either moderate (48%), minor (26%), or extreme (14%). The three main reasons employers believe they are experiencing skill shortages include: competition from other employers, pay levels, and lack of progression opportunities. The most difficult positions to recruit for have been at intermediate, management, director, and C-suite level – where salaries are typically higher, and experience is more specific. Professionals with expertise in Fintech investments, risk management, regulatory compliance, investment analysis, and equality are becoming increasingly sought after as the financial sector evolves and adapts to emerging technologies and economic growth. Nonetheless, these roles have experienced significant skill shortages due to their highly specialised nature. Skill gaps could continue to grow across the industry if organisations fail to provide employees with attainable career opportunities, especially as employees say lack of future opportunities is a main reason for wanting to leave their organisation.

Decline in optimism surrounding the wider economic climate

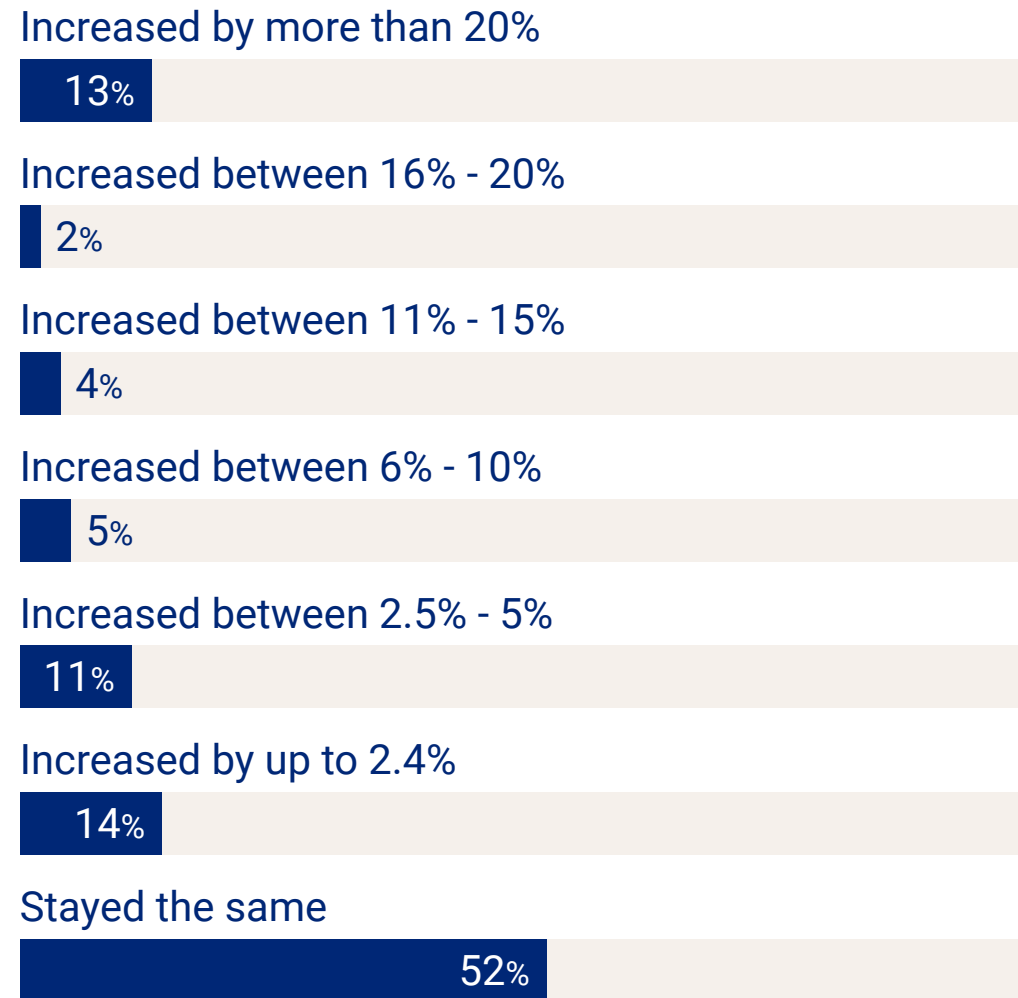
Looking forward, 62% of professionals are positive about their salary prospects this year and expect their salary to increase, most commonly by more than 20%. However, this is a slight decrease in optimism compared to 2023, where 66% said that they expected a pay raise for the coming year. They're also less optimistic (33%) about the wider economic climate and their future employment opportunities than previously (61%).



Steffan Jones,
Senior Manager

SALARY AND BENEFITS

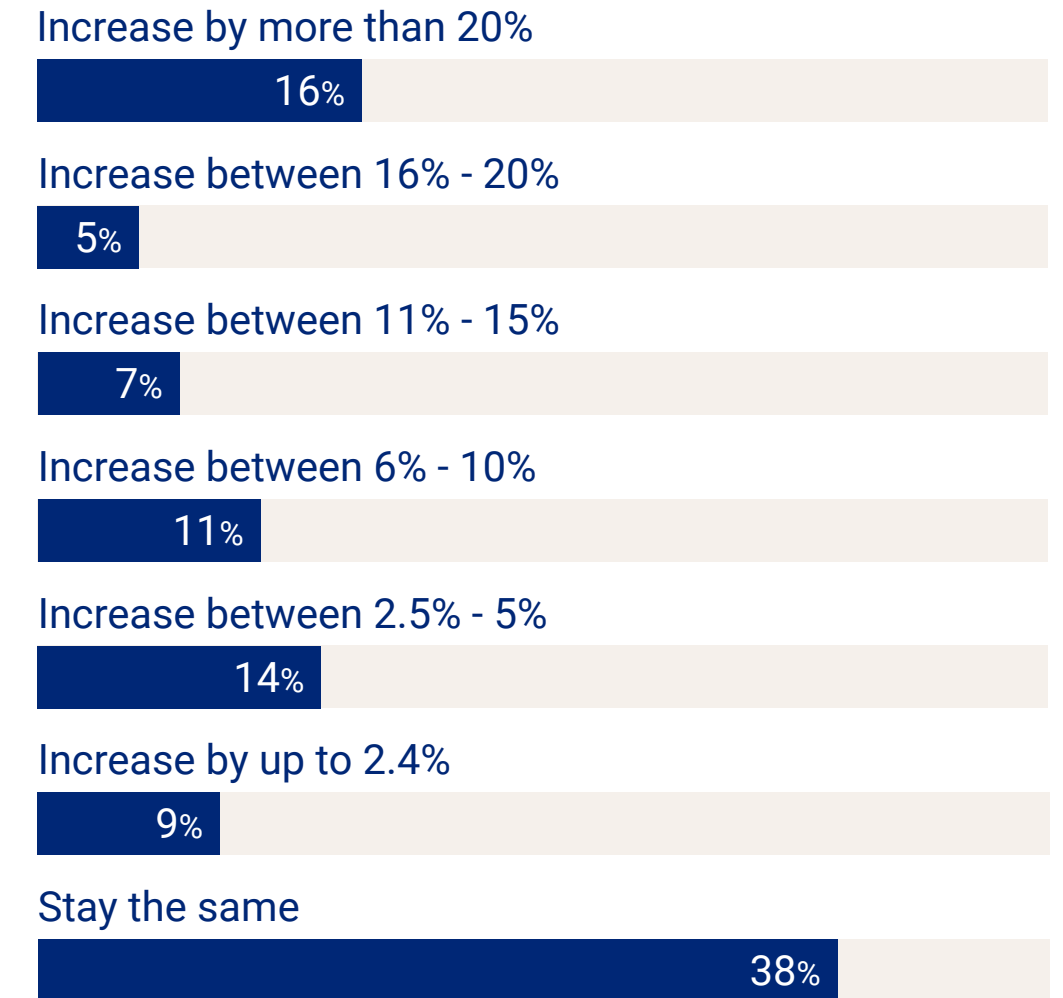
By what percentage did your salary change in 2024?



If you experienced a salary change last year, what was the reason?

	2024	2023	2022	2021
Standard organisation-wide increase	1	4	2	1
Inflation or cost of living	2	5	5	N/A
A new job	3	1	3	2
A promotion or different role in the same organisation	4	3	4	3
Individual performance	5	2	1	4
Other	6	6	6	7

In 2025, what percentage do you expect your salary or pay rate to change?



If you currently receive benefits, which of the following do you receive?

Health insurance or private medical cover	47%
Child education allowances	42%
Life insurance	42%
Financial support for professional studies	32%
Gym membership	32%
Flexible working	32%

Respondents could select all answers that applied / Top 6 most common selections

If you currently receive benefits, which three benefits do you value the most?

Flexible working	42%
Child education allowances	37%
Additional vacation days	37%
Financial support for professional studies	26%
Health insurance or private medical cover	21%
Life insurance	21%

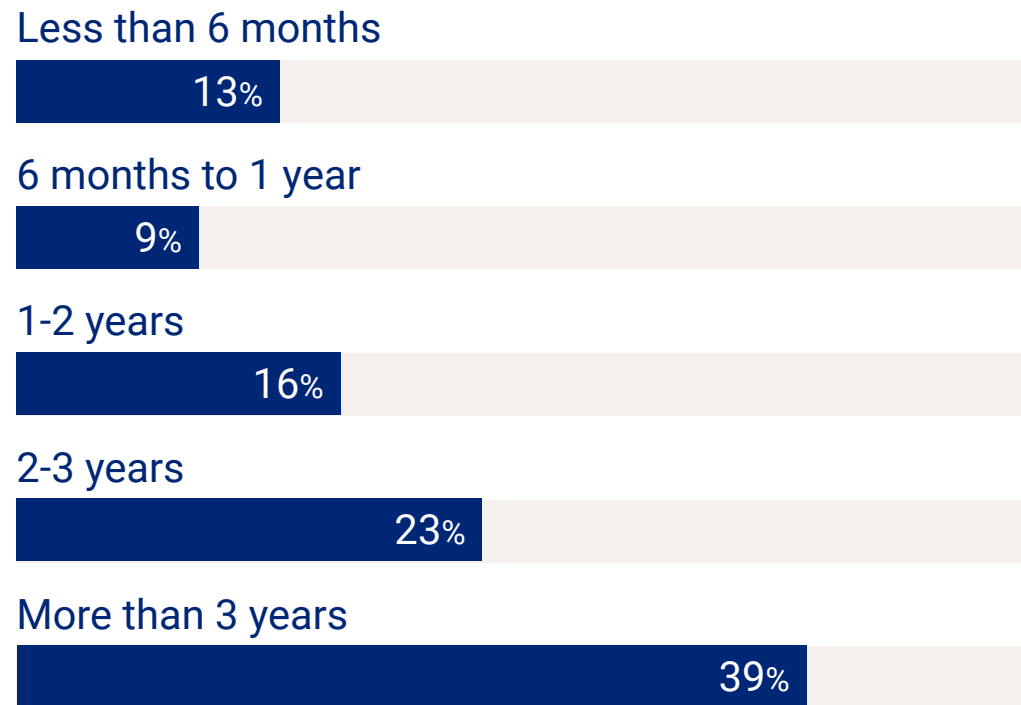
Respondents could select the 3 most important answers / Top 6 most common selections

66%

of Banking & Financial Services professionals say they do not currently receive any non-monetary benefits.

CAREER

How long have you been in your current role?

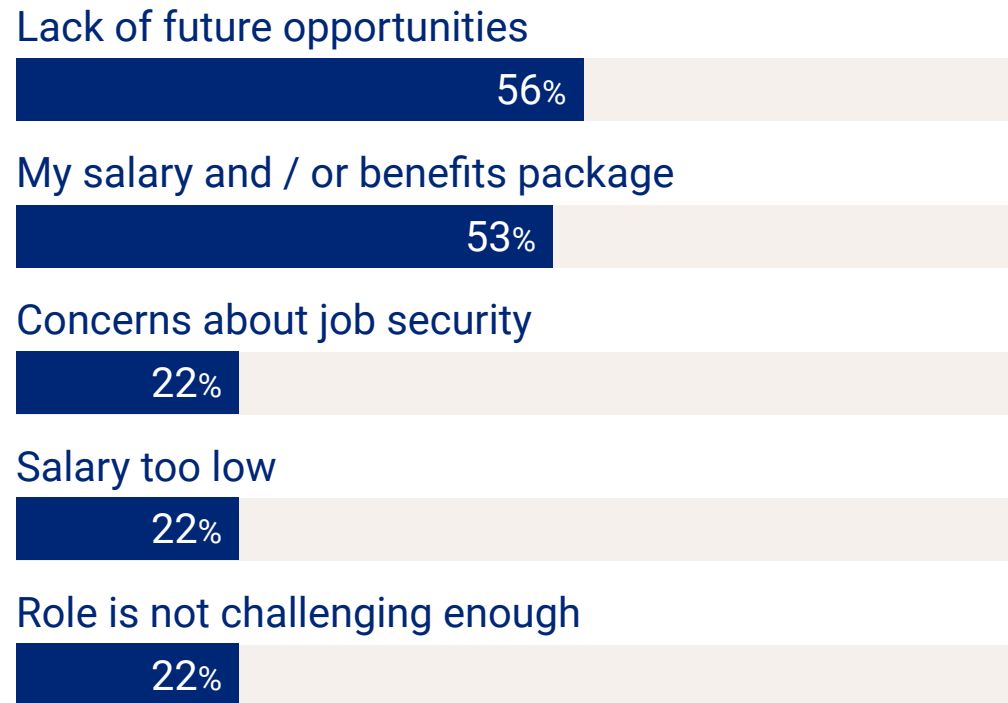


If you have been in your current role for less than one year, what were the three main reasons for your change?

Lack of career progression	63%
Role not challenging enough	63%
Lack of learning and development opportunities	50%
Benefits not aligned with my needs	25%

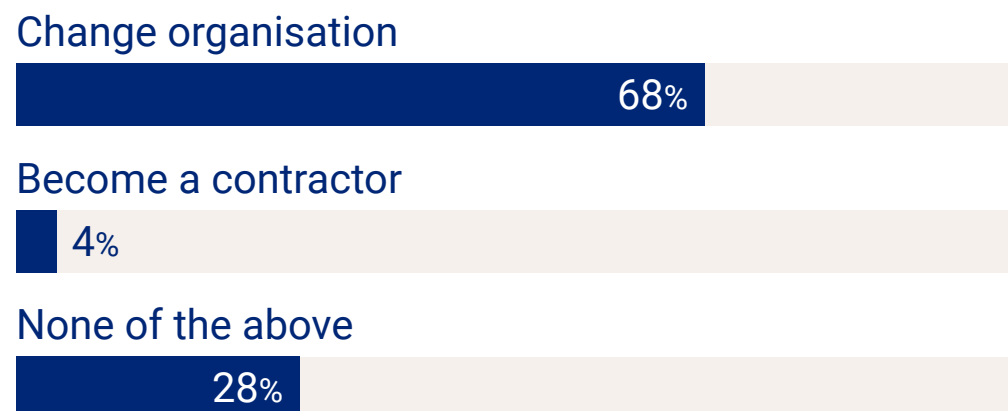
Respondents could select the 3 most important answers / Top 4 most common selections

If you are planning to leave your current organisation this year, what are the three main reasons?



Respondents could select the 3 most important answers / Top 5 most common selections

Do you plan to make any of the following changes to your career path in 2025?



Aside from salary, which of the following three factors are most important to you when considering a new role?

Career development initiatives	59%
Benefits package	57%
Good work atmosphere	33%
Work-life balance initiatives	31%
Challenging role or projects	29%
Employer brand and reputation	26%
Job security	18%
Location	16%
Remote work	12%
Diversity initiatives	2%
Social responsibility initiatives	2%
Other	2%

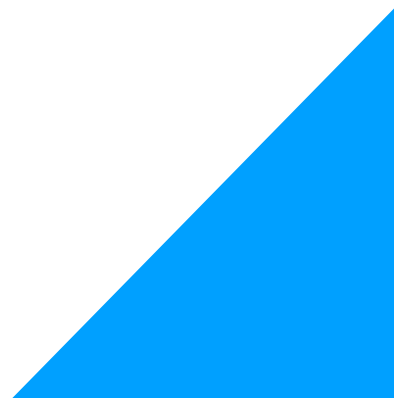
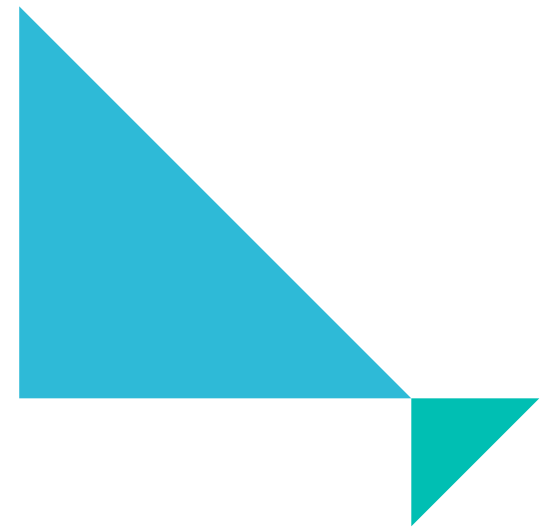
Respondents could select the 3 most important answers



WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

	2024	2023
Very Satisfied	9%	17%
Satisfied	55%	48%
Dissatisfied	26%	25%
Very Dissatisfied	11%	10%



SALARY GUIDE

Position	AED Range	AED Average
Chief Executive Officer	180,000 - 600,000	280,000
Chief Investment Officer	130,000 - 260,000	190,000
Chief Operating Officer	100,000 - 180,000	140,000
Managing Director	120,000 - 160,000	145,000
Chief Financial Officer	90,000 - 160,000	130,000
Executive Director	90,000 - 120,000	110,000
Director	75,000 - 90,000	80,000

Position	AED Range	AED Average
Investment Manager	45,000 - 80,000	60,000
Senior Associate	50,000 - 70,000	65,000
Portfolio Manager	35,000 - 65,000	45,000
Investment Associate	35,000 - 55,000	38,000
Equity Research Associate	25,000 - 30,000	27,000
Investment Analyst	20,000 - 27,000	23,000
Equity Research Analyst	15,000 - 25,000	21,000

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2024. 'Range' represents the upper and lower salary rates from job listings, job offers, and candidate registrations with Hays Middle East. Many factors can affect salary, including location of role, size of the business, industry, and the level of experience of the candidate. 'Average' is the typical value of the data sourced from survey responses, job listings, job offers and candidate registrations with Hays Middle East), 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 2024.

CONSTRUCTION & PROPERTY



Major projects amplifying hiring strategies

The Construction & Property sector across the Gulf region is growing at a rapid rate. In Saudi Arabia, the sector is gaining vast momentum, with initiatives such as Vision 2030, the region is set to be the world's largest construction market by 2028. The constant growth and investment into Saudi Arabia's construction space has created an unprecedented number of new positions, which will be pivotal in driving the Kingdoms major developments, inclusive of government backed mega and giga-projects. With more projects constantly emerging, recruitment is set to spike, as organisations seek top talent to join their teams. Though demand for local talent remains favourable, organisations are facing competition when hiring for senior positions, and more than in any other Gulf region, overseas expatriates are being enticed to relocate to close talent gaps.

The United Arab Emirates has always been an innovator in Construction & Property. With a thriving Real Estate market, the country continues to witness tremendous growth and hiring rates have remained steady. A high volume of Construction & Property professionals are already in the country, but the region has always attracted overseas talent open to relocations.

Steady rises in pay levels but not aligned with expectations

Salary rates started to rise incrementally last year, with 51% of professionals receiving an increase versus 44% the previous year. Salary increases were mostly attributed to professionals getting a new job, standard organisation-wide increases, and individual performance. For those that did receive a salary increase, the most common rate was between 6% to 10%. Despite salary increases, 51% of professionals do not think their salary or pay is aligned with

their responsibilities. Opinions are also spilt around salary satisfaction rates, with 50% of employees satisfied with their salary rate and 50% dissatisfied. Salary and/or benefits were also cited as the main reason for professionals wanting to leave their current organisation this year.

Aside from salary, benefits packages, a good work atmosphere, and career development initiatives are the most important factors to professionals when considering a new role. However, 75% of employees do not currently receive non-monetary benefits outside of their fixed monthly salary package. Those that do, most commonly receive health insurance or private medical cover, child education allowances, life insurance, additional vacation days, employee loans, and flexible working.

If employers want to remain competitive, it is crucial to understand what benefits matter most to employees. The top three most valued benefits to Construction & Property professionals include additional vacation days, health insurance or private medical cover, and flexible working.

More flexibility and enhanced career progression

Difficulties retaining current workforces and shortage of skilled professionals in the market are among the top factors employers feel are most likely to limit the achievement of their organisation's strategic goals. Consequently, the number of industry professionals set to change jobs this year is expected to rise rapidly, with 61% of professionals sharing they plan to change organisations. Last year, 30% of professionals in the Construction & Property sector switched jobs, primarily by moving to a different organisation due to their benefits not being aligned with their needs, low salaries, limited learning and development opportunities, and a lack of career progression.

In such a fast-moving market with significant investment there can be pressure for employees to meet tight deadlines and organisational goals, in turn creating a negative impact on employee well-being and motivation levels. Dissatisfaction rates surrounding work-life balance are rising, with 52% of Construction & Property professionals stating they are dissatisfied.

As poor work-life balance is a major reason for employees wanting to leave their organisation, and additional vacation days one of the most valued benefits, employers should look to address this concern, not just to increase retention rates but also to eliminate burn out, increase productivity, and enhance performance.

Additionally, establishing clear career paths is crucial for reducing employee turnover rates and enhancing job satisfaction. Employers are already addressing this by prioritising employee recruitment, training programmes, and retention strategies, which are among the top five key HR investment areas for 2025. As well as focusing on adapting organisational structures and automating processes.

An outlook into 2025 and beyond

Looking ahead, professionals are confident about their prospects for a pay rise this year – 80% expect their salary to increase, most commonly by more than 20%. 47% of professionals are feeling neutral, 37% are feeling optimistic, and only 16% are not optimistic about the wider economic climate and future employment opportunities in may bring over the next two to five years.

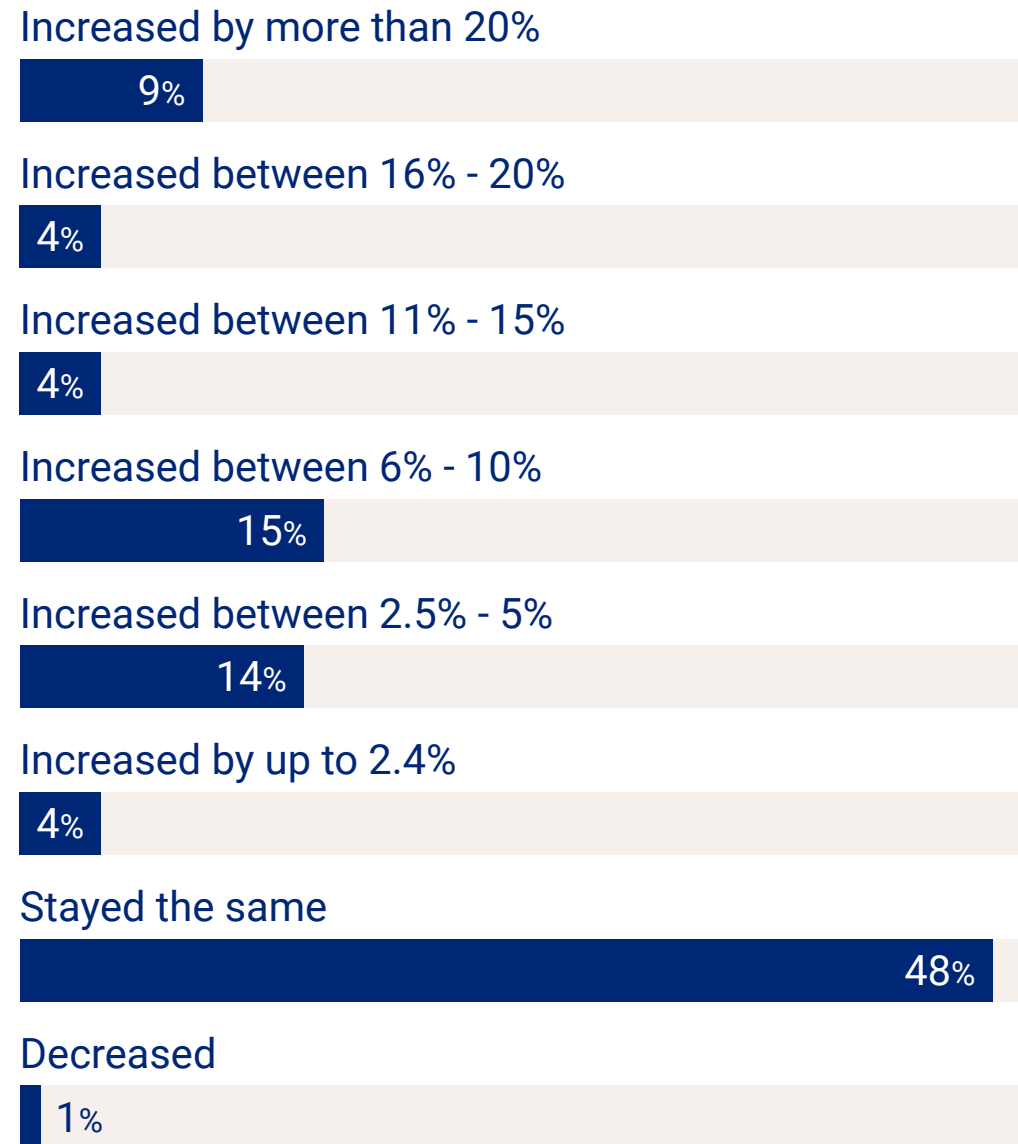


Luke Martin,
Associate Business Manager
– Construction & Property



SALARY AND BENEFITS

By what percentage did your salary change in 2024?



75%
of Construction & Property professionals say they do not currently receive any non-monetary benefits.

If you experienced a salary change last year, what was the reason?

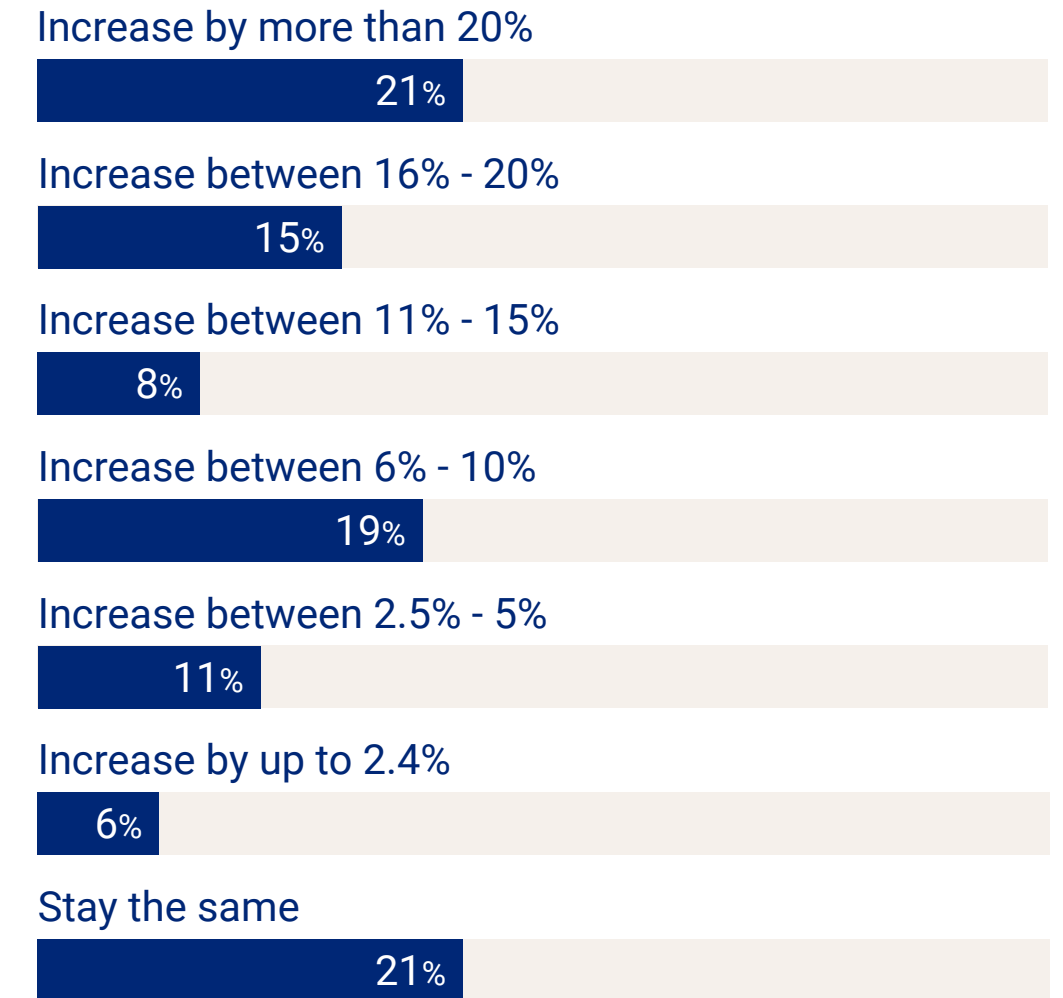
	2024	2023	2022	2021
A new job	1	1	2	1
Standard organisation-wide increase	2	4	3	4
Individual performance	3	2	1	4
Inflation or cost of living	4	5	6	N/A
A promotion or different role in the same organisation	5	3	4	3

If you currently receive benefits, which of the following do you receive?

Health insurance or private medical cover	72%
Child education allowances	44%
Life insurance	44%
Flexible working	33%
Employee loans	33%
Additional vacation days	33%

Respondents could select all answers that applied / Top 6 most common selections

In 2025, what percentage do you expect your salary or pay rate to change?



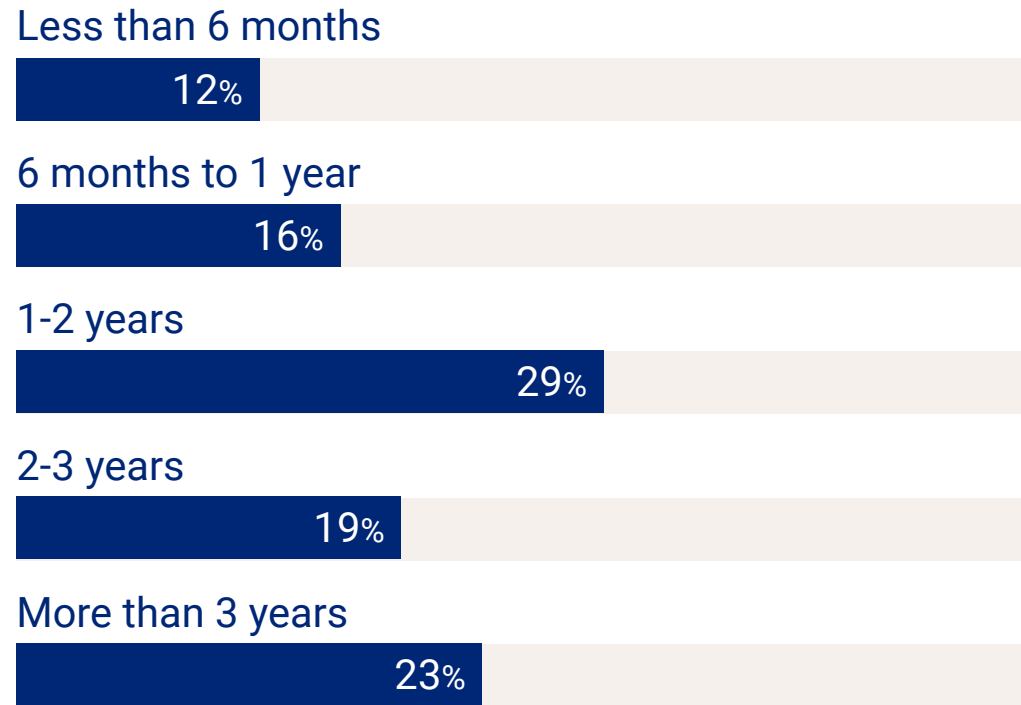
If you currently receive benefits, which three benefits do you value the most?

Additional vacation days	39%
Health insurance or private medical cover	39%
Flexible working	28%
Child education allowances	22%
Employee loans	22%
Employee pension scheme	22%

Respondents could select the 3 most important answers / Top 6 most common selections

CAREER

How long have you been in your current role?

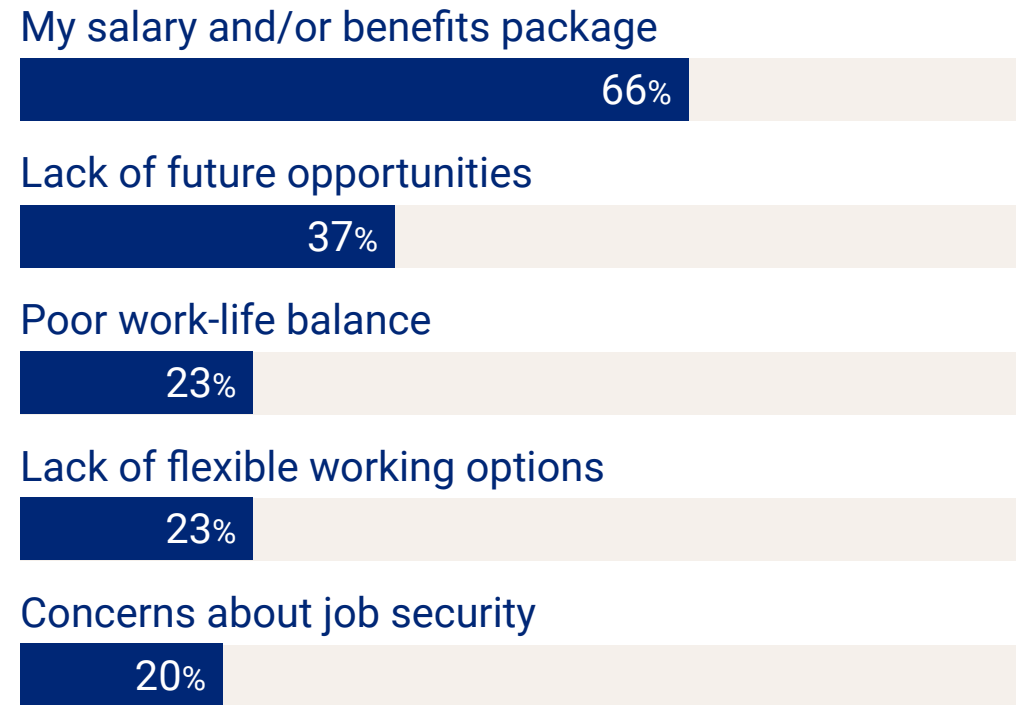


If you have been in your current role for less than one year, what were the three main reasons for your change?

Salary too low	44%
Benefits were not aligned with my needs	44%
Lack of career progression	28%
Lack of learning and development opportunities	28%
Commute too long	22%

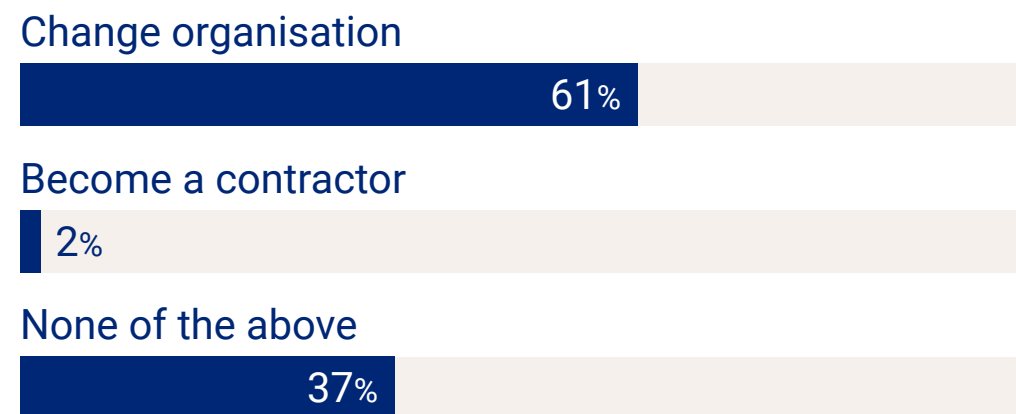
Respondents could select the 3 most important answers / Top 5 most common selections

If you are planning to leave your current organisation this year, what are the three main reasons?



Respondents could select the 3 most important answers / Top 5 most common selections

Do you plan to make any of the following changes to your career path in 2025?



Aside from salary, which of the following three factors are most important to you when considering a new role?

Benefits package	58%
Good work atmosphere	56%
Career development initiatives	51%
Job security	36%
Work-life balance initiatives	31%
Employer brand and reputation	22%
Challenging role or projects	17%
Location	17%
Remote work	3%
Diversity initiatives	3%

Respondents could select the 3 most important answers



WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

	2024	2023
Very Satisfied	6%	4%
Satisfied	43%	59%
Dissatisfied	38%	32%
Very Dissatisfied	14%	4%



SALARY GUIDE

Position	AED Range	AED Average
C-Suite	100,000 - 350,000	205,000
Executive Director	105,000 - 130,000	115,000
Senior Director	90,000 - 110,000	100,000
Urban Planning Director	75,000 - 95,000	85,000
Architecture Director	75,000 - 95,000	85,000
Development Director	75,000 - 95,000	85,000
Project Director	70,000 - 90,000	80,000
Commercial Director	70,000 - 90,000	80,000

Position	AED Range	AED Average
Senior Project Manager	45,000 - 65,000	55,000
Commercial Manager	45,000 - 65,000	55,000
Contracts Manager	45,000 - 65,000	55,000
Project Manager	40,000 - 60,000	50,000
Senior HSEQ Manager	35,000 - 50,000	42,500
Construction Manager	25,000 - 50,000	37,500
Planning Manager	25,000 - 45,000	35,500

Position	AED Range	AED Average
Senior Quantity Surveyor	25,000 - 40,000	32,500
Senior Architect	25,000 - 40,000	32,500
Project Architect	20,000 - 35,000	27,500
Senior Interior Designer	20,000 - 35,000	25,000
Interior Designer	11,000 - 25,000	18,000
Quantity Surveyor	12,000 - 25,000	18,000

Position	AED Range	AED Average
Property Management Director	55,000 - 75,000	65,000
Leasing Director	50,000 - 70,000	60,000
Facilities Director	45,000 - 70,000	57,500
Property Manager	20,000 - 45,000	30,000
Community Manager	20,000 - 40,000	30,000
Sales & Leasing Manager	20,000 - 40,000	30,000
Owners Associations Manager	20,000 - 35,000	27,500
Valuations Manager	20,000 - 30,000	25,000

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EMIRATISATION



Continued focus on driving Emiratisation recruitment initiatives

Emiratisation remains a core policy for the United Arab Emirates Government and a high priority for Human Resource teams. As a result, organisations across the public and private sectors are continuing to drive Emiratisation recruitment strategies. In 2023, 52% of organisations in the United Arab Emirates said they planned to increase their Emirati headcount in 2024, and 55% of organisations say they employed UAE nationals last year. Most professionals are currently hired through permanent employment contracts, with only a small percentage of people opting for temporary employment or choosing to work as a contractor. Hiring is set to continue at a steadier rate, as 46% of organisations in the United Arab Emirates are planning to increase their Emirati headcount over the next 12 months.

Salaries and benefits are not the only important factors for retention

Last year, 55% of UAE nationals saw no change in their salary. For those that did, the most common rate of salary growth was 16% and above; with most salary increases being attained from a new job. The proportion of salary increases for UAE nationals was steadier than the overall Gulf region average (51%), but the level of increases was higher. This indicates a highly competitive hiring market among employers leading Emiratisation recruitment strategies. Where possible, organisations should consider the reward they are offering their current employees, especially if they are focused in retention.

This year, 67% of UAE nationals say they plan to change organisation, a significant increase from the 23% of people who planned to move organisation in 2024. Organisations who plan to increase Emirati headcount in 2025 will also need to focus on employee engagement to understand what matters most to employees.

Emirati professionals say lack of future opportunities and their salary and/or benefits package are the main reasons why they want to leave their current organisation. However, 72% of professionals say they are not receiving any non-monetary benefits, and 50% disagree that there is scope for progression within their current organisation. To enhance employee satisfaction and improve retention rates, employers should look to provide benefits that employees view as the most important. With flexible working and additional vacation days being the most valued benefits, employers could consider offering benefits that are focused on individual needs and everyday priorities – such as hybrid working, wellbeing initiatives, and flexible working hours.

Aside from salary, the leading cause for UAE nationals changing jobs last year was lack of learning and development. This is particularly important to these professionals and will also be a key reason for many people looking to leave their current organisation this year. Providing employees with professional training, upskilling opportunities, and regular progression reviews is not only important for employee satisfaction and retention but also contributes to growing a skilled workforce.

Lack of skilled senior professionals continues

Although there are more UAE nationals open to exploring new career prospects this year, access to the pool of skilled senior professionals is harder to reach. This is due to many people already in roles and being selective with the opportunities they choose. Abu Dhabi and Dubai generally see the most demand for UAE nationals, due to major economic demand and many multinational organisations operating in these Emirates. However, although the hiring activity is lower in other Emirates, there are still opportunities in sectors such as Tourism, Logistics, and Manufacturing.

The United Arab Emirates has also witnessed a growing pool of graduate talent due to government initiatives and the high calibre of education on offer. As the region continues to diversify its economy and lead the way as an innovator in technological advancements, roles in Technology, Finance, Project Management, and Engineering are set to see high demand, where leadership and technical acumen will be essential. However, lack of trained professionals in these fields of expertise could lead to substantial skill shortages in the workforce. Aside from technical and leadership skills, demand continues to grow for UAE nationals with sought-after soft skills including the ability to adopt change, learn and upskill, people management, communication and interpersonal skills, and problem solving. Also to note, employers can benefit from initiatives and investments already in place aimed at upskilling and reskilling UAE nationals, especially in the Technology space.

Economic optimism among UAE Nationals

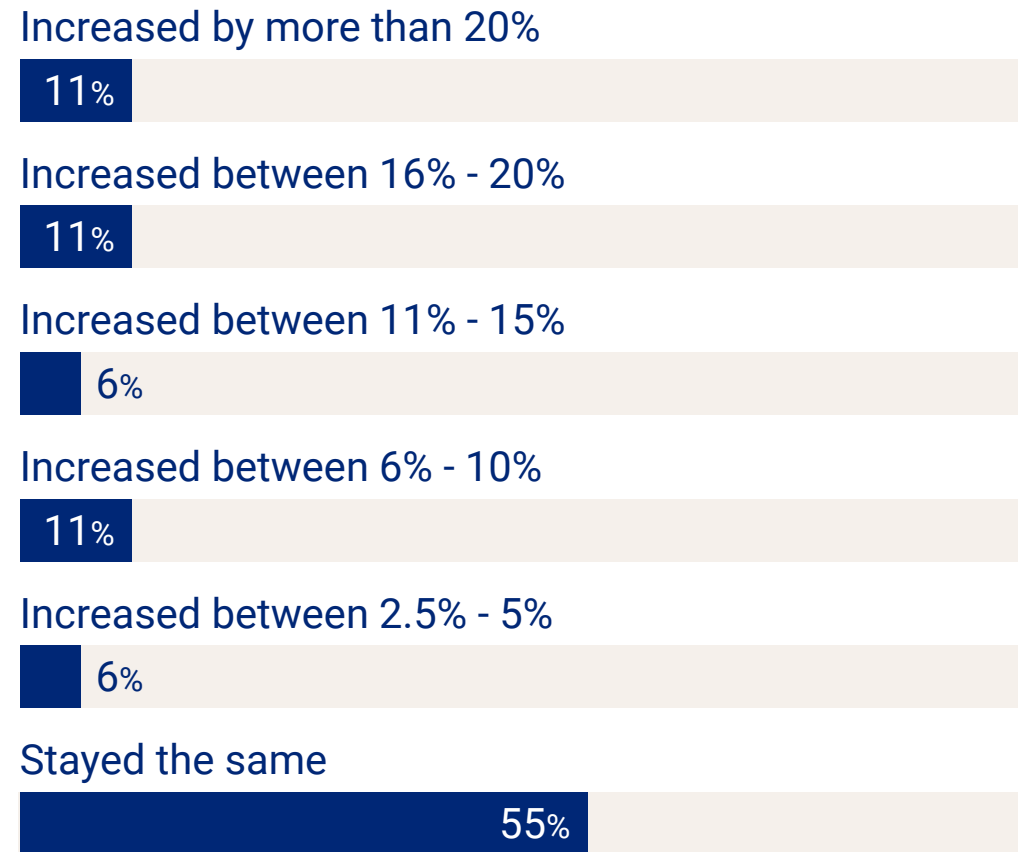
Looking ahead, 72% of UAE nationals expect their salary to increase this year, while 28% think it will stay the same. This is an increase in positivity surrounding salary expectations since our last survey. However, only 39% of UAE nationals feel optimistic about the wider economic climate and future employment opportunities. Meanwhile, 22% feel neutral, and another 39% lack optimism regarding these prospects.



Nicole Habchi,
Recruitment Consultant
– Emiratisation

SALARY AND BENEFITS

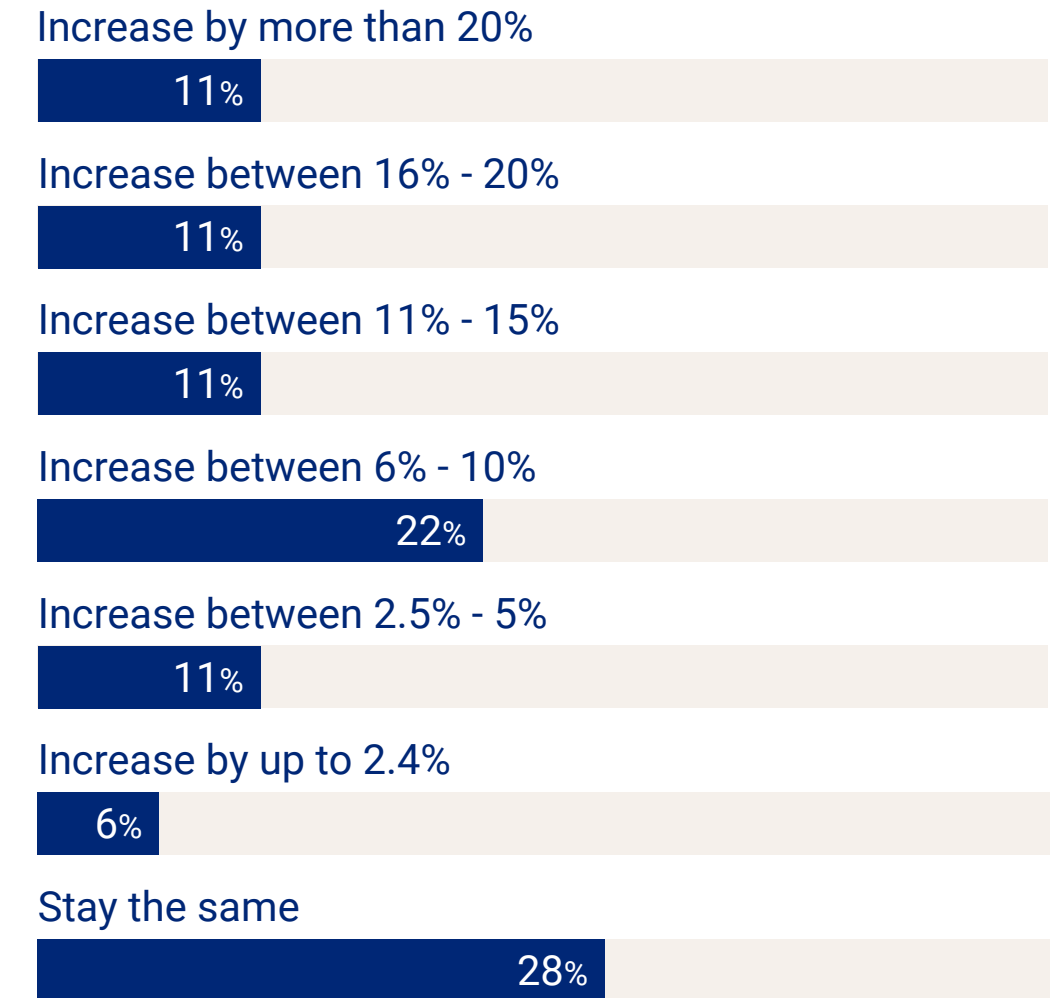
By what percentage did your salary change in 2024?



If you experienced a salary change last year, what was the reason?

	2024	2023	2022	2021
A new job	1	4	1	1
Individual performance	2	2	N/A	N/A
Inflation or cost of living	2	5	N/A	N/A
A promotion or different role in the same organisation	3	1	3	3

In 2025, what percentage do you expect your salary or pay rate to change?



If you currently receive benefits, which of the following do you receive?

Employee pension scheme	80%
Child education allowances	60%
Employee loans	40%
Flexible working	40%
Gym membership	40%
Transport allowance	40%
Health insurance or private medical cover	40%

Respondents could select all answers that applied / Top 7 most common selections

If you currently receive benefits, which three benefits do you value the most?

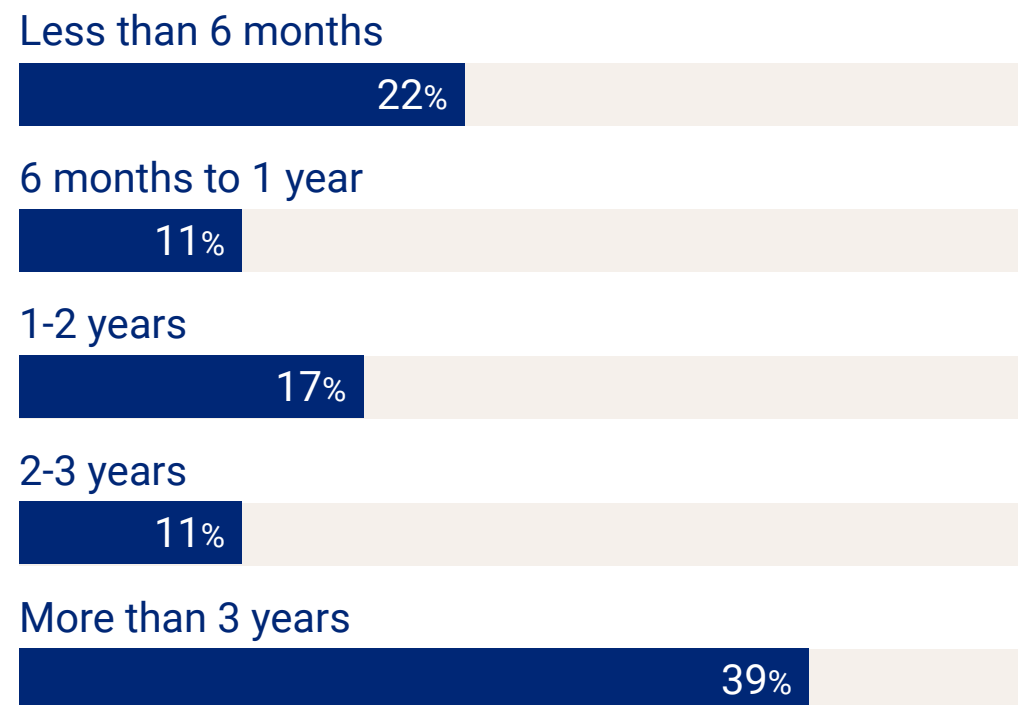
Additional vacation days	60%
Flexible working	60%
Child education allowances	40%
Co-financing of additional education	20%
Discount on your organisation's products or services	20%
Employee loans	20%

Respondents could select the 3 most important answers / Top 6 most common selections

72%
of UAE Nationals say they do not currently receive any non-monetary benefits.

CAREER

How long have you been in your current role?

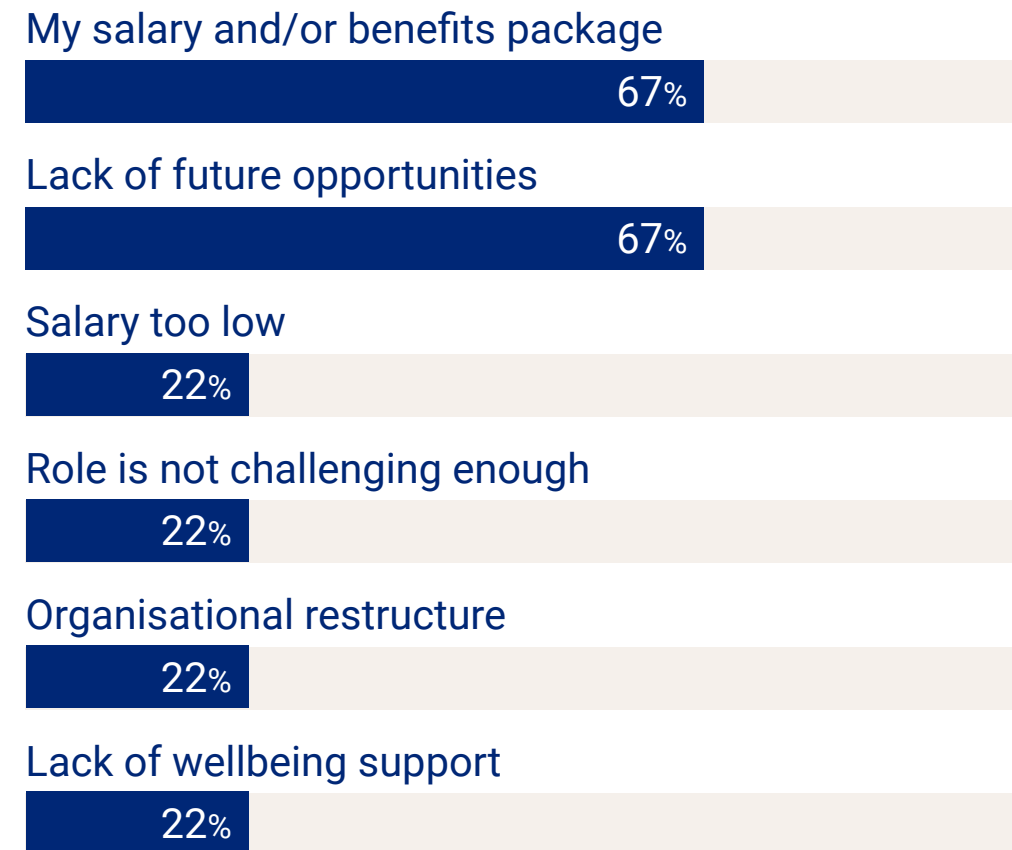


If you have been in your current role for less than one year, what were the three main reasons for your change?

Salary too low	75%
Lack of learning and development opportunities	50%
Commute too long	25%
Lack of career progression	25%
Lack of job security	25%
Poor work-life balance	25%
Lack of flexibility in working pattern	25%
Poor relationship with manager	25%

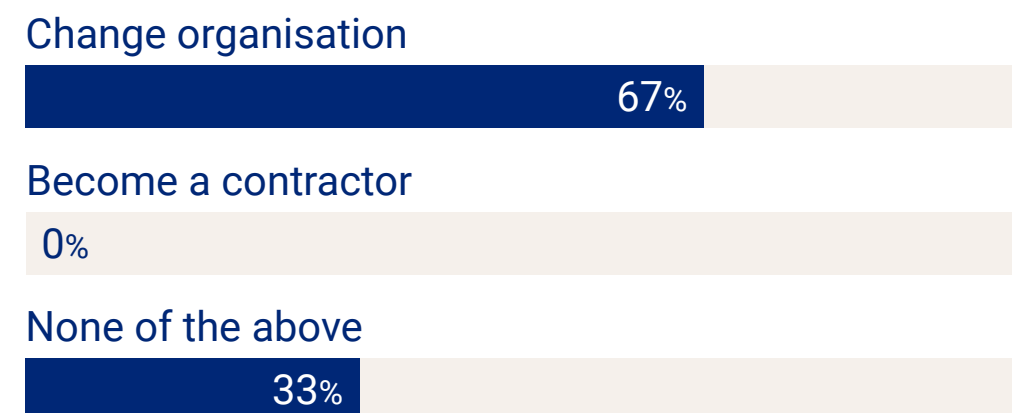
Respondents could select the 3 most important answers

If you are planning to leave your current organisation this year, what are the three main reasons?



Respondents could select the 3 most important answers / Top 6 most common selections

Do you plan to make any of the following changes to your career path next year?



Aside from salary, which of the following three factors are most important to you when considering a new role?

Benefits package	64%
Good work atmosphere	64%
Career development initiatives	50%
Work-life balance initiatives	36%
Challenging role or projects	21%
Employer brand and reputation	14%
Job security	14%
Remote work	14%
Location	7%
Sustainability initiatives	7%

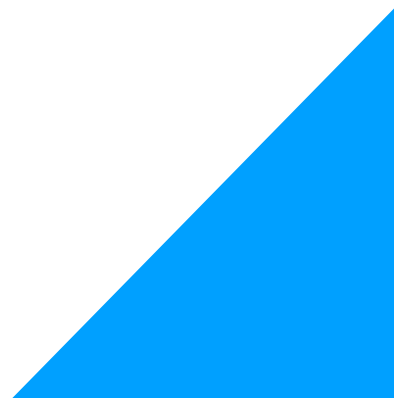
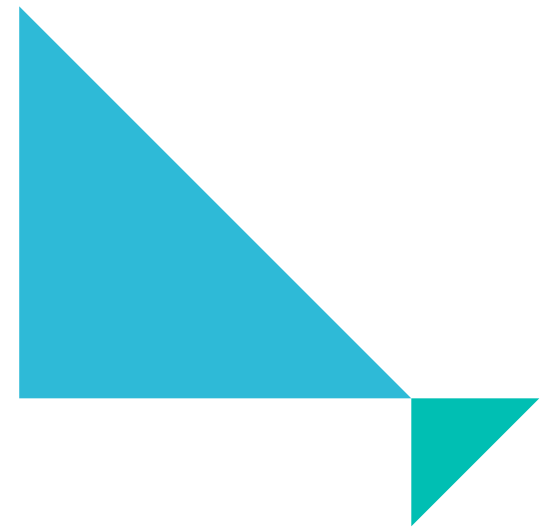
Respondents could select the 3 most important answers



WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

	2024	2023
Very Satisfied	12%	19%
Satisfied	53%	45%
Dissatisfied	24%	28%
Very Dissatisfied	12%	8%



SALARY GUIDE

Audit

Position	Private sector	Public sector - Abu Dhabi	Public sector - Dubai
	AED Range	AED Range	AED Range
Audit Director	73,000 - 95,000	87,000 - 125,000	75,000 - 100,000
Head of Audit	55,000 - 75,000	80,000 - 115,000	65,000 - 90,000
Audit Manager	43,000 - 52,000	50,000 - 75,000	45,000 - 60,000
Audit Specialist/Associate	25,000 - 35,000	30,000 - 40,000	20,000 - 30,000

Finance

Position	Private sector	Public sector - Abu Dhabi	Public sector - Dubai
	AED Range	AED Range	AED Range
Chief Finance Officer	80,000 - 110,000	92,000 - 135,000	80,000 - 120,000
Finance Director	55,000 - 75,000	82,000 - 115,000	65,000 - 90,000
Financial Controller	52,000 - 67,000	72,500 - 94,000	65,000 - 75,000
Finance Manager	40,000 - 55,000	67,000 - 85,000	50,000 - 60,000
Credit Controller	30,000 - 45,000	45,000 - 55,000	40,000 - 50,000
Senior Accountant	25,000 - 35,000	40,000 - 55,000	30,000 - 50,000
Financial Analyst	18,000 - 30,000	27,000 - 38,000	20,000 - 30,000
Accountant	15,000 - 25,000	25,000 - 40,000	18,000 - 28,000

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SALARY GUIDE

Human Resources

Position	Private sector	Public sector - Abu Dhabi	Public sector - Dubai
	AED Range	AED Range	AED Range
Chief HR Officer	75,000 - 110,000	85,000 - 120,000	80,000 - 110,000
HR Director	70,000 - 85,000	80,000 - 110,000	70,000 - 90,000
HR Manager	40,000 - 55,000	65,000 - 80,000	50,000 - 60,000
Learning & Development Manager	40,000 - 55,000	65,000 - 80,000	50,000 - 60,000
Talent Acquisition /Recruitment Manager	35,000 - 50,000	40,000 - 60,000	40,000 - 55,000
HR Specialist (3+ years' experience)	28,000 - 40,000	30,000 - 45,000	32,000 - 45,000
HR Generalist	25,000 - 32,000	28,000 - 35,000	25,000 - 35,000
HR Assistant	15,000 - 25,000	20,000 - 28,000	18,000 - 25,000

Legal

Position	Private sector	Public sector - Abu Dhabi	Public sector - Dubai
	AED Range	AED Range	AED Range
Chief Legal Officer	100,000 - 130,000	120,000 - 145,000	120,000 - 140,000
General Counsel	100,000 - 110,000	100,000 - 120,000	100,000 - 115,000
Head of Legal/ Legal Director	80,000 - 100,000	80,000 - 100,000	80,000 - 100,000
Senior Legal Counsel	60,000 - 85,000	65,000 - 95,000	65,000 - 90,000
Legal Counsel/Advisor	45,000 - 55,000	45,000 - 55,000	45,000 - 55,000
Paralegal	23,000 - 32,000	28,000 - 40,000	25,000 - 35,000
Legal Secretary	20,000 - 30,000	25,000 - 35,000	25,000 - 35,000

Marketing & Digital Marketing

Position	Private sector	Public sector - Abu Dhabi	Public sector - Dubai
	AED Range	AED Range	AED Range
VP/Chief Marketing Officer	80,000 - 110,000	90,000 - 130,000	80,000 - 120,000
Digital Marketing Director	60,000 - 75,000	80,000 - 110,000	65,000 - 90,000
Marketing Director	60,000 - 80,000	80,000 - 110,000	65,000 - 90,000
Head of Digital	50,000 - 65,000	60,000 - 75,000	60,000 - 70,000
Marketing Manager	32,000 - 45,000	35,000 - 45,000	37,000 - 47,000
Brand Manager	32,000 - 45,000	35,000 - 45,000	37,000 - 47,000
Social Media Manager	32,000 - 45,000	35,000 - 45,000	37,000 - 47,000
Marketing Specialist	20,000 - 30,000	25,000 - 35,000	20,000 - 30,000

Office Support

Position	Private sector	Public sector - Abu Dhabi	Public sector - Dubai
	AED Range	AED Range	AED Range
Office Manager	30,000 - 45,000	45,000 - 60,000	35,000 - 50,000
Executive Assistant	25,000 - 35,000	30,000 - 50,000	30,000 - 45,000
Personal Assistant	20,000 - 30,000	25,000 - 35,000	25,000 - 30,000
Admin Assistant	18,000 - 22,000	20,000 - 28,000	18,000 - 25,000

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SALARY GUIDE

Procurement & Facilities Management

Position	Private sector	Public sector - Abu Dhabi	Public sector - Dubai
	AED Range	AED Range	AED Range
Procurement/FM Director	65,000 - 85,000	80,000 - 110,000	65,000 - 90,000
Head of Procurement/FM	50,000 - 65,000	60,000 - 75,000	60,000 - 70,000
Procurement/FM Manager	45,000 - 55,000	50,000 - 60,000	45,000 - 55,000
Procurement/FM Executive	20,000 - 30,000	25,000 - 35,000	20,000 - 30,000

Sales

Position	Private sector	Public sector - Abu Dhabi	Public sector - Dubai
	AED Range	AED Range	AED Range
Business Development /Sales Director	65,000 - 80,000	70,000 - 90,000	70,000 - 85,000
Head of Business Development/Sales	55,000 - 75,000	65,000 - 80,000	65,000 - 80,000
Business Development /Sales Manager	35,000 - 50,000	37,000 - 55,000	37,000 - 55,000
Business Development /Sales Executive	18,000 - 28,000	22,000 - 32,000	20,000 - 30,000

Technology

Position	Private sector	Public sector - Abu Dhabi	Public sector - Dubai
	AED Range	AED Range	AED Range
Chief Information Security Officer	90,000 - 130,000	100,000 - 150,000	85,000 - 120,000
Chief Technology Officer	90,000 - 130,000	100,000 - 150,000	85,000 - 120,000
IT Director	75,000 - 85,000	90,000 - 110,000	65,000 - 90,000
IT Manager	40,000 - 55,000	70,000 - 80,000	50,000 - 60,000
IT Project Manager	40,000 - 55,000	65,000 - 80,000	50,000 - 60,000
Senior IT Engineer	28,000 - 40,000	45,000 - 55,000	40,000 - 50,000
IT Analyst	20,000 - 30,000	25,000 - 35,000	20,000 - 30,000
IT Officer	20,000 - 28,000	28,000 - 35,000	23,000 - 27,000

Fresh Graduates

Position	Private sector	Public sector - Abu Dhabi	Public sector - Dubai
	AED Range	AED Range	AED Range
Trade Finance Officer	15,000 - 18,000	20,000 - 25,000	15,000 - 18,000
HR Assistant	15,000 - 18,000	20,000 - 25,000	15,000 - 18,000
IT Security Administrator	15,000 - 18,000	22,000 - 26,000	18,000 - 20,000
Fresh Graduates	15,000 - 22,000	20,000 - 26,000	15,000 - 18,000
Procurement Officer	15,000 - 22,000	25,000 - 30,000	20,000 - 22,000

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HUMAN RESOURCES



Continued surges in HR hiring and retention efforts to meet organisational demand

In the diverse and ever-evolving world of work, the role of Human Resources (HR) teams is paramount. These professionals are fundamental in driving core organisational initiatives and people strategies, which can be largely influenced by the wider economic climate. As in previous years, employee turnover rates remain relatively low, with 26% of professionals changing organisation last year.

The availability of HR talent largely depends on the localised economic factors of each Gulf country, with selected locations experiencing greater access to skilled talent than others. The United Arab Emirates, predominantly Dubai and Abu Dhabi, continue to attract both local and expatriate professionals. With the allure of tax-free salaries and an attractive lifestyle, the talent pool in the region is diverse. However, hiring managers are increasingly under pressure to meet nationalisation quotas and source local talent, where possible. With a continuous influx of expatriate talent wanting to relocate to the region, the number professionals available often outweighs the opportunities on offer.

Saudi Arabia is becoming increasingly more popular among professionals, with people interested in the region's new career prospects. Fundamentally driven by Saudi Arabia's growing and diverse economy, more positions are becoming available in the sectors that are receiving large investment, such as Construction, Real Estate, Healthcare, and Technology. The Technology industry has seen a particular increase in demand for HR professionals, as organisations learn to navigate new ways of working due to digitalisation and artificial intelligence. High volumes of organisations are investing in technology to streamline processes, yet HR professionals are fundamental in providing crucial human skills. There also remains a strong focus on employee retention, with organisations striving to limit skill gaps at certain levels of experience.

Lack of career prospects will see surges in employee turnover

Last year, 57% of HR professionals received a salary increase, reflecting a 6% growth rate since 2023. This rate is notably higher than the overall average of salary increases in the Gulf region. A considerable number of professionals earned their salary increases due to individual performance. Additionally, 42% of employees report having set criteria for salary increases, highlighting the emphasis on individual performance and reward within the HR profession. However, 56% of people do not think that their salary or pay is aligned with their responsibilities. This disparity could be influenced by many factors, including workload, work-life balance, and lack of job satisfaction. Unmanageable workload was a leading reason for professionals changing jobs last year, so it will be vital for employers to review work-life balance within teams if they want to increase employee satisfaction rates.

Largely due to lack of future opportunities, 60% of HR professionals say they will be changing organisations this year. Similarly, 60% of people do not feel there is scope for career progression within their organisation – a main reason for career changes last year. Professionals are also eager to enhance their soft skills to support career growth. The soft skills professionals would be most likely to develop include negotiation abilities, people management, critical thinking, and the ability to learn and upskill. The importance of career growth is pivotal in employee satisfaction rates - if employees do not feel there is opportunity to develop their careers, they are likely to look for opportunities with employers who can provide clear career paths to help them reach their professional goals. For employers that are focused on retention, it is essential to communicate career opportunities with employees – whilst offering performance reviews and learning and development opportunities.

HR professionals continue to be motivated by benefit packages when considering a new role. Yet, 56% of employees say they are not receiving any non-monetary

benefits. The most valued benefits include child education allowances, flexible-working, and additional vacation days. Emphasising the importance of providing HR employees with flexible working environments that foster employee wellbeing, trust, and growth.

An evolving employment landscape requires highly skilled professionals

In an ever-changing economic climate and diverse recruitment landscape, it is crucial that HR teams remain adaptable and agile. As a result, demand has increased for professionals with extensive experience in change and transformation. These professionals need to align people strategies with business goals, so strong business acumen and a wider understanding of the workforce is crucial. Additionally, with countless businesses already, or planning, to integrate artificial intelligence into the workplace, HR professionals will need to leverage technological advancements in their departments – creating a demand for specialists who can quickly adapt to these new tools and implement them into the workplace.

HR teams are optimistic about future remuneration

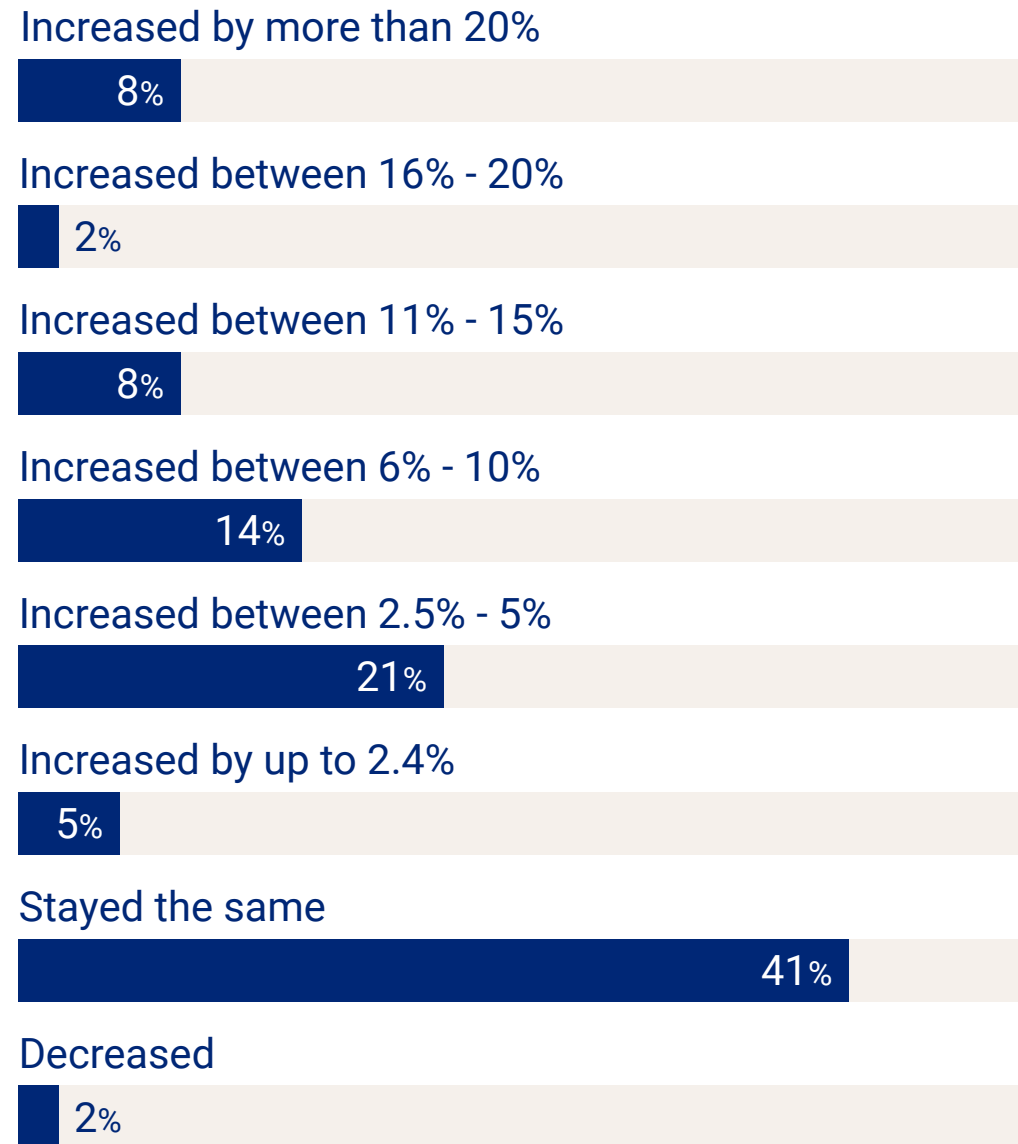
HR professionals are less optimistic about the wider economic climate and future career opportunities than in previous years. With 33% feeling optimistic versus 64% in 2023, 50% feel neutral, and 17% do not feel optimistic. However, HR professionals remain positive about their salary prospects, with 83% expecting an increase this year.



Aisha Amarsi,
Business Director
– Human Resources

SALARY AND BENEFITS

By what percentage did your salary change in 2024?



56%
of HR professionals say they do not currently receive any non-monetary benefits.

If you experienced a salary change last year, what was the reason?

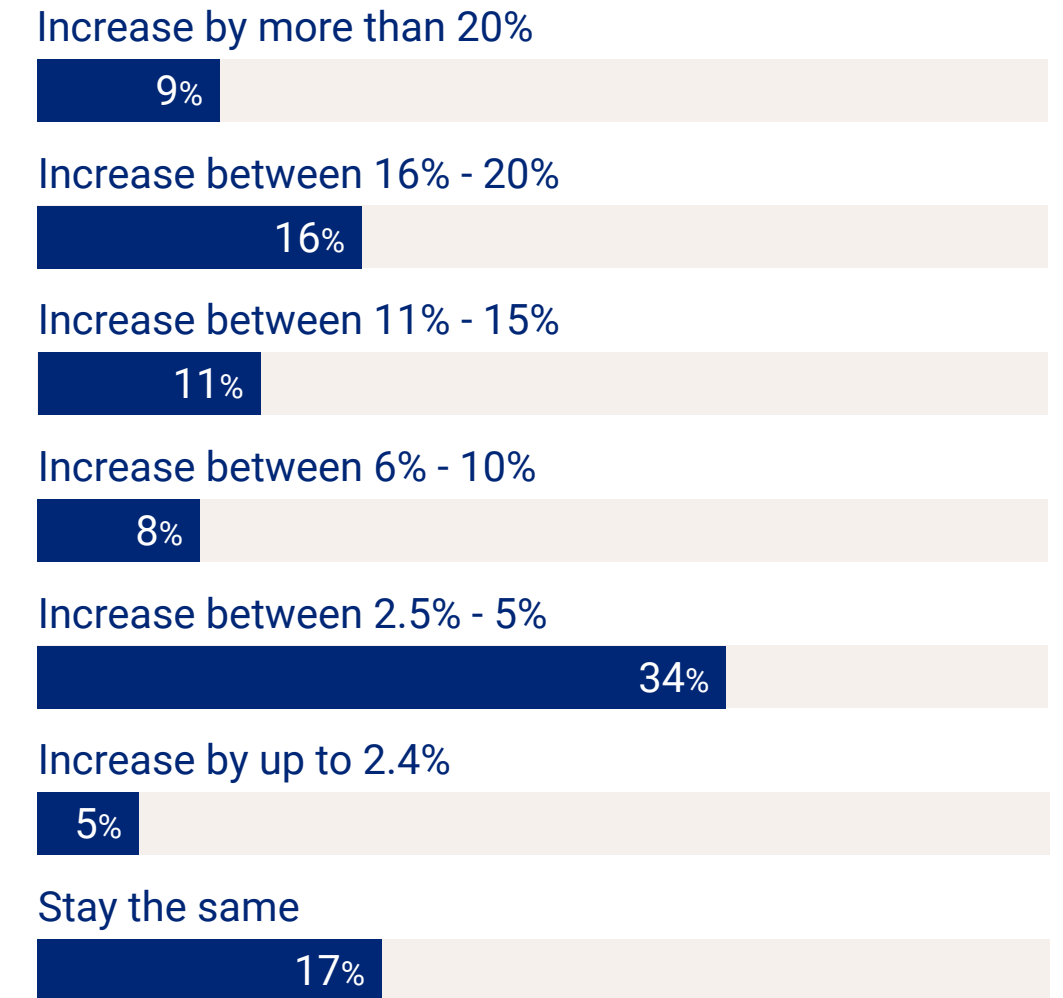
	2024	2023	2022	2021
Individual performance	1	1	2	4
Standard organisation-wide increase	2	2	1	4
A promotion or different role in the same organisation	3	4	4	3
A new job	4	3	3	1
Inflation or cost of living	4	5	6	N/A
Other	4	6	5	7

If you currently receive benefits, which of the following do you receive?

Health insurance or private medical cover	75%
Child education allowances	54%
Flexible working	54%
Life insurance	46%
Additional vacation days	29%

Respondents could select all answers that applied / Top 5 most common selections

In 2025, what percentage do you expect your salary or pay rate to change?



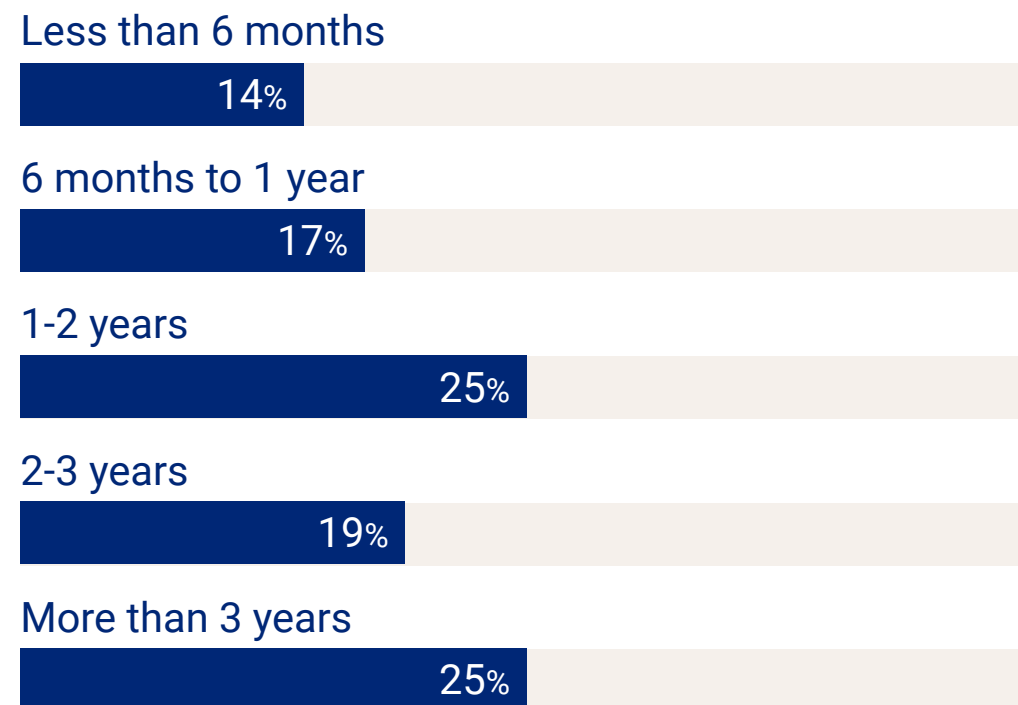
If you currently receive benefits, which three benefits do you value the most?

Child education allowances	46%
Additional vacation days	39%
Flexible working	39%
Financial support for professional studies	32%
Company car or car allowance	21%
Health insurance or private medical cover	21%

Respondents could select the 3 most important answers / Top 6 most common selections

CAREER

How long have you been in your current role?

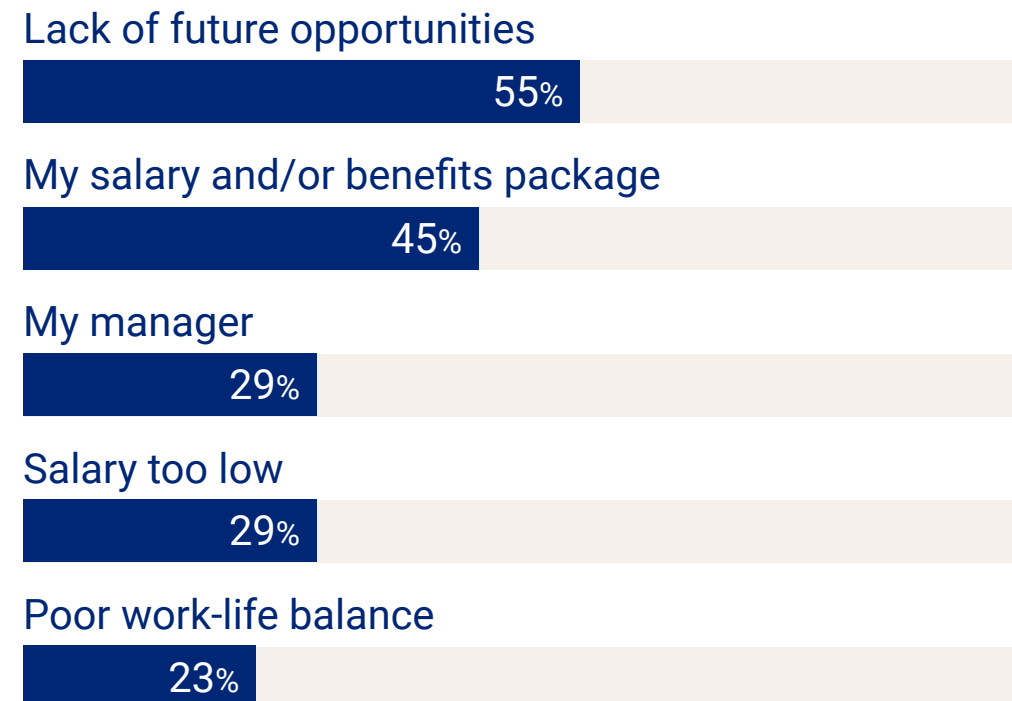


If you have been in your current role for less than one year, what were the three main reasons for your change?

Salary too low	43%
Lack of career progression	29%
The workload was unmanageable	29%
Lack of learning and development opportunities	21%
Poor work-life balance	21%
Role was not challenging enough	21%

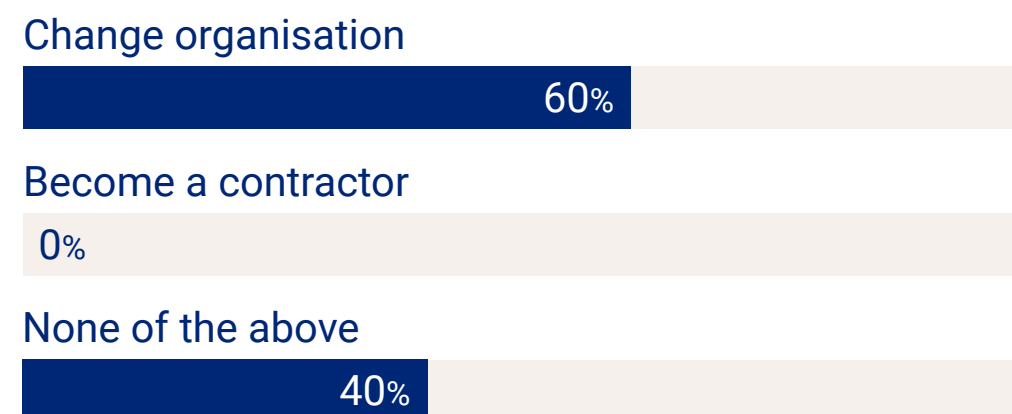
Respondents could select the 3 most important answers / Top 6 most common selections

If you are planning to leave your current organisation this year, what are the three main reasons?



Respondents could select the 3 most important answers / Top 5 most common selections

Do you plan to make any of the following changes to your career path in 2025?



Aside from salary, which of the following three factors are most important to you when considering a new role?

Benefits package	81%
Career development initiatives	54%
Good work atmosphere	31%
Job security	29%
Employer brand and reputation	25%
Remote work	25%
Work-life balance initiatives	25%
Challenging role or projects	12%
Location	8%
Diversity initiatives	2%
Social responsibility initiatives	2%

Respondents could select the 3 most important answers



WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

	2024	2023
Very Satisfied	16%	19%
Satisfied	53%	45%
Dissatisfied	18%	31%
Very Dissatisfied	13%	5%



SALARY GUIDE

Position	AED Range	AED Average
CHRO	85,000 - 150,000	117,500
Head of HR	55,000 - 75,000	65,000
Compensation & Benefits Director	55,000 - 75,000	65,000
HR Director	50,000 - 65,000	57,500
Learning & Development Director	45,000 - 60,000	52,500
Talent Acquisition Director	55,000 - 75,000	65,000
Senior HRBP	45,000 - 50,000	47,500
Compensation & Benefits Manager	35,000 - 50,000	42,500
Senior HR Manager	40,000 - 45,000	42,500
Learning & Development Manager	35,000 - 50,000	42,500
Talent Acquisition Manager	35,000 - 45,000	40,000

Position	AED Range	AED Average
Organisational Development Manager	40,000 - 60,000	50,000
Recruitment Manager	35,000 - 45,000	40,000
HRBP	30,000 - 40,000	35,000
HR Manager	30,000 - 40,000	35,000
HR Generalist	25,000 - 35,000	30,000
Compensation & Benefits Executive	20,000 - 25,000	22,500
Learning & Development Executive	16,000 - 24,000	21,000
Talent Acquisition Specialist	15,000 - 18,000	16,500
HR Officer/Analyst	15,000 - 18,000	16,500
HR Admin/Coordinator	10,000 - 16,000	13,000

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High volumes of available talent but skilled professionals are in demand

The Legal profession employment market across the Gulf region remains steady, with 64% of organisations increasing their headcount last year. Large organisations with diverse portfolios are expanding their Legal teams and new law firms are setting up operations in the region. Driven by a prosperous economic climate, organisations are ramping up hiring activity to meet strategic goals and make key specialist hires.

The United Arab Emirates, in particular, Abu Dhabi and Dubai, remain favourable locations for Legal professionals to seek employment. Professionals are drawn to the region because of the soaring economic climate and tax-free salaries. This has created a high volume of candidates, which frequently surpasses the number of positions on offer – resulting in a surplus of Legal candidates in the market. With 67% of professionals we surveyed planning to change organisation in 2025, this is a trend that is expected to continue.

Demand for transparency around salaries and benefits

Last year, 44% of Legal professionals received a pay rise, which was less than the percentage in 2023. Most commonly these increases ranged from 2.5% to 5%. Those who received a pay rise, did so from a standard organisation-wide increase, inflation, or cost of living. Whereas in 2023, most professionals achieved their pay rise by starting a new job with a new organisation. Legal professionals are also largely dissatisfied when it comes to pay, with 44% stating that they are dissatisfied with their salary or pay rate and 67% disagreeing that their salary or pay is aligned with their responsibilities. For employers focused on retention and hiring, conducting regular salary reviews, and enhancing communication around salary banding and criteria for pay rises will be crucial. Especially given that 77% of professionals say their organisation does not publicise salary banding structures or have set criteria for salary increases.

Aside from salary, benefits can play a key role in employee satisfaction, retention, and attraction. Currently, only 22% of professionals say they are receiving non-monetary benefits. However, within the profession, lack of benefits is a key reason people say they want to leave their current organisation. Benefits are also an important deciding factor to Legal professionals when choosing a new role. Above all, these professionals value child education allowances, company car or car allowance, employee loans, health insurance or private medical cover. Employers that can provide salaries and benefits that align with what is most valued by employees, will remain the most attractive to professionals.

Enhancing retention by prioritising career growth and future prospects

Given that working as a Legal professional requires a specific educational background and Legal qualifications, it is no surprise that employees value career growth. However, 67% of professionals are planning to leave their current organisation this year because of lack of future opportunities. Career development initiatives are one of the most important factors to professionals when choosing a new role, and equally for employers when attracting and retaining employees. Yet, 56% of professionals disagree there is scope for progression in their current organisation. Where possible, employers should support employees by providing clear career paths to reach future opportunities and career aspirations. Providing career development is fundamental for maintaining employee loyalty, upskilling individuals, job satisfaction, productivity, and engagement rates within teams.

Demand increasing for Legal Professionals with regional experience

Professionals that are already in region and hold Middle East experience remain the most in demand - making it challenging for overseas professionals to seek employment in desirable locations such as the United Arab Emirates, Saudi Arabia, and Qatar.

Particularly within industries such as Real Estate, Oil & Gas, Construction, and Banking & Financial Services, where appetite for regionally experienced Legal professionals is set to increase. Despite a large available global candidate pool, 71% of organisations in the Legal sector faced skill shortages last year. Entry and junior level positions are generally the easiest for employers to recruit for, with more readily available candidates in the market. While intermediate roles where professionals hold desirable skills, and experience can be the most challenging to recruit for. The demand for permanent mid-level Legal professionals is also set to continue this year, with more professionals at this level choosing to stay in their current roles.

In 2024, professionals at C-Suite, management, and director level were particularly difficult for organisations to entice, due to a limited talent pool, placing significant demand on hiring managers. Requirements for Legal professionals with linguistic skills continues to rise, with high requirements for bilingual professionals, who possess top academic qualifications and industry experience gained at a reputable law firm or multinational company being the most favourable. Other than qualifications, soft skills are also very much sought-out for as employers are continuously seeking professionals who can coordinate well with others, have good communication and interpersonal skills, people management skills, problem-solving skills, and the ability to learn and up-skill.

Optimism surrounding salaries for Legal professionals

In 2025, 67% of Legal professionals are expecting their salary to rise, most commonly between 6% and 10%. Similarly, 56% of Legal professionals feel optimistic about the wider economic climate and future employment opportunities, while 22% feel neutral, and 22% are not very optimistic.

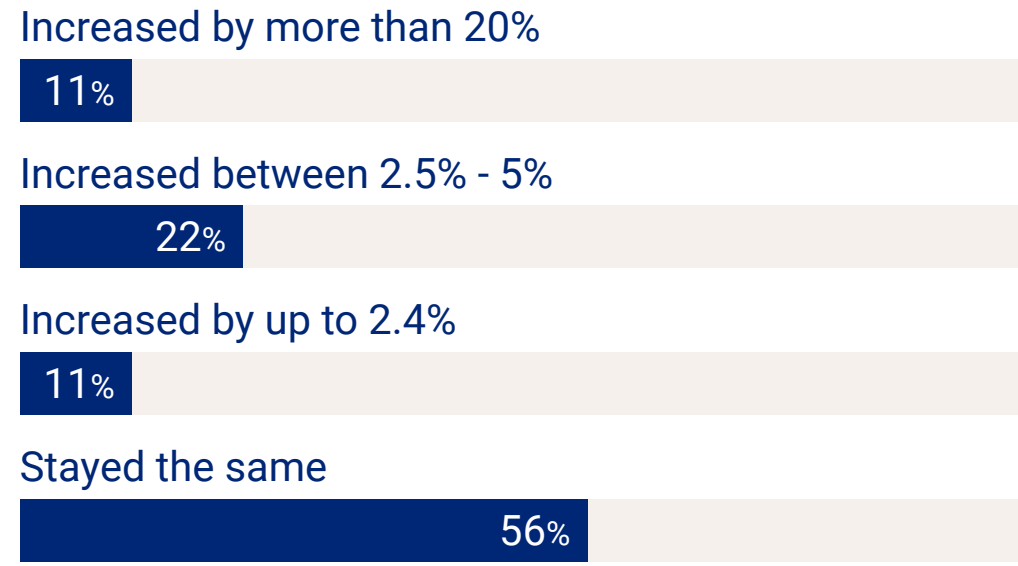


Sophie Armstrong,
Recruitment Consultant
– Legal



SALARY AND BENEFITS

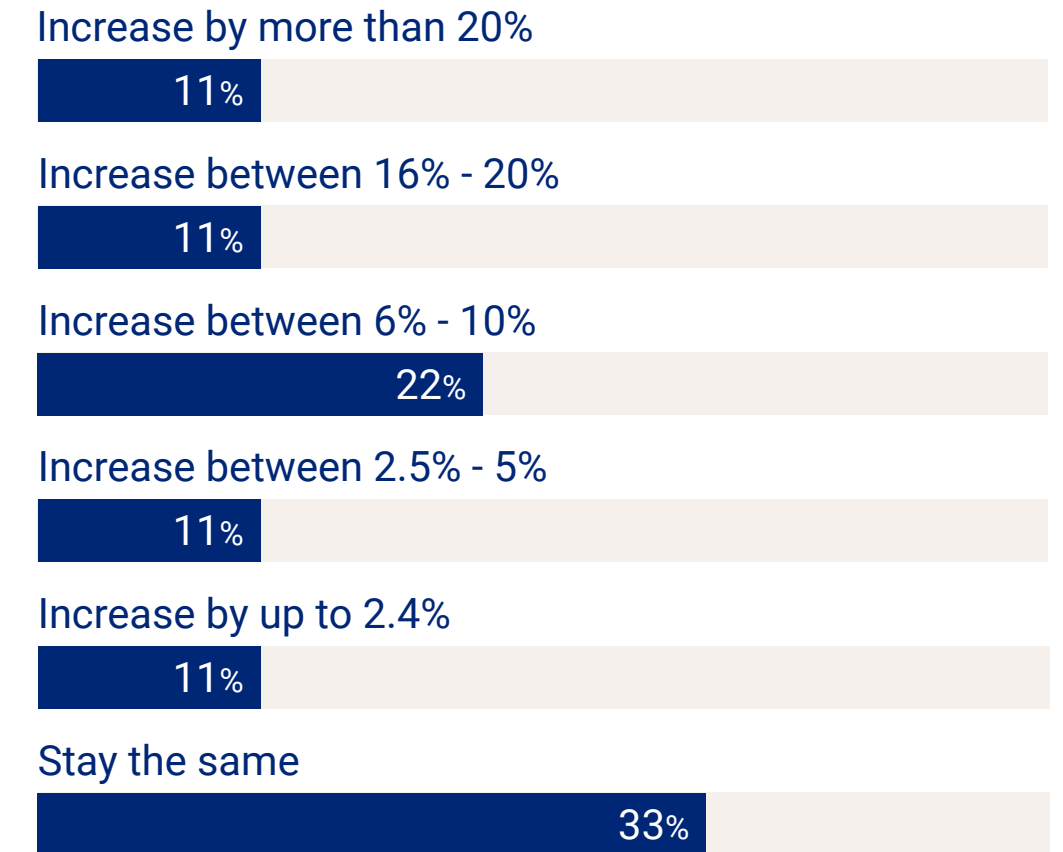
By what percentage did your salary change in 2024?



If you experienced a salary change last year, what was the reason?

Reason	2024	2023	2022	2021
Inflation or cost of living	1	6	5	N/A
Standard organisation-wide increase	2	4	2	3

In 2025, what percentage do you expect your salary or pay rate to change?



If you currently receive benefits, which of the following do you receive?

Employee loans	100%
Child education allowances	50%
Company car or car allowance	50%
Discount on your organisation's products or services	50%
Health insurance or private medical cover	50%
Life insurance	50%
Transport allowance	50%

Respondents could select all answers that applied

If you currently receive benefits, which three benefits do you value the most?

Child education allowances	50%
Company car or car allowance	50%
Employee loans	50%
Health insurance or private medical cover	50%

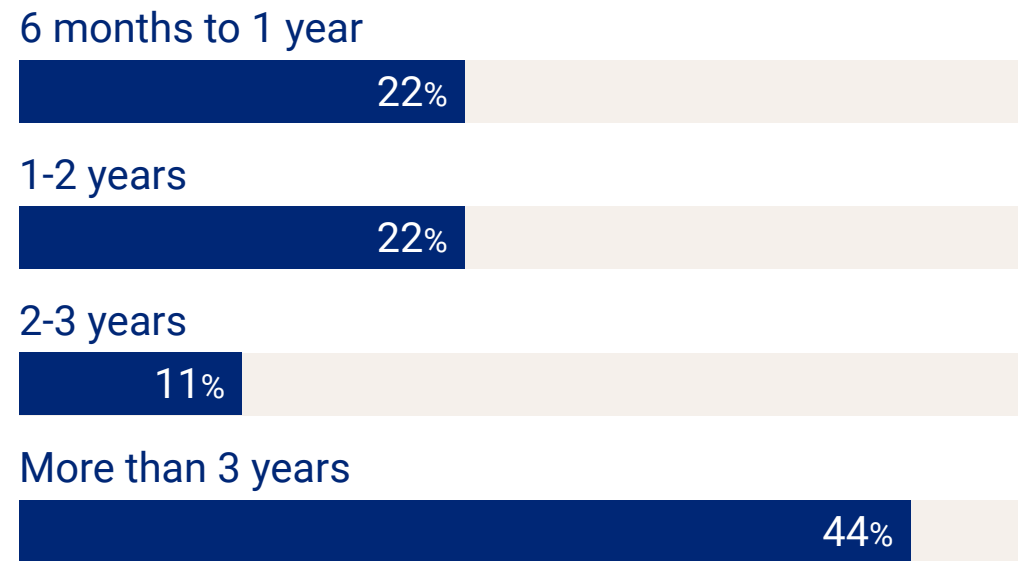
Respondents could select the 3 most important answers

78%

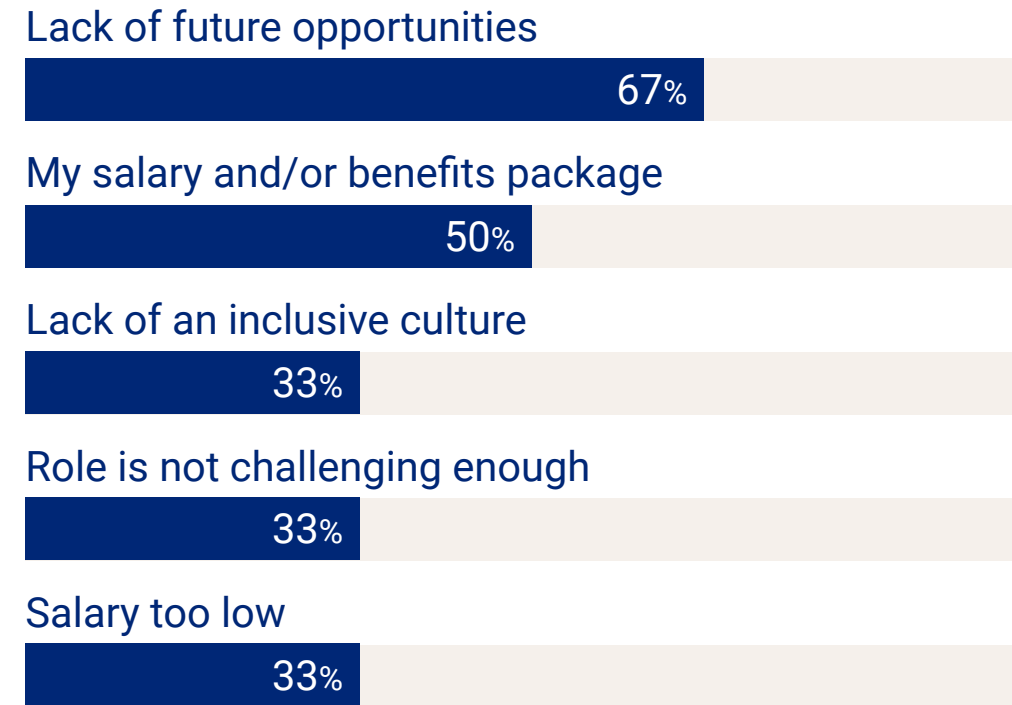
of Legal professionals say they do not currently receive any non-monetary benefits.

CAREER

How long have you been in your current role?



If you are planning to leave your current organisation this year, what are the three main reasons?



Respondents could select the 3 most important answers / Top 5 most common selections

Aside from salary, which of the following three factors are most important to you when considering a new role?

Benefits package	67%
Career development initiatives	56%
Work-life balance initiatives	44%
Challenging role or projects	33%
Good work atmosphere	33%
Employer brand and reputation	22%
Location	22%
Remote work	22%

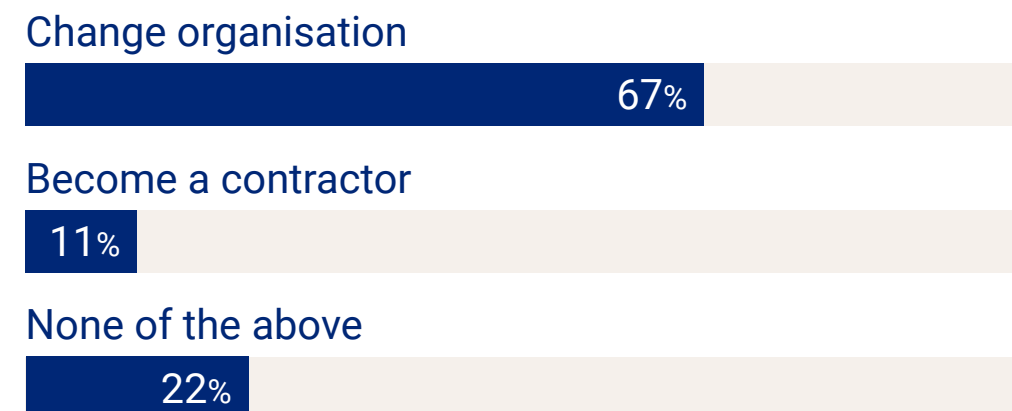
Respondents could select the 3 most important answers

If you have been in your current role for less than one year, what were the three main reasons

- 1 Benefits were not aligned with my needs
- 2 Lack of diversity in my organisation or team
- 3 Salary too low

Respondents could select the 3 most important numbers

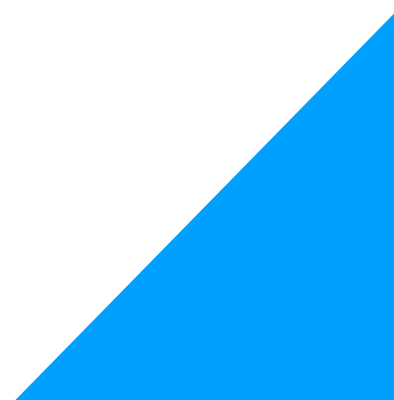
Do you plan to make any of the following changes to your career path in 2025?



WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

	2024	2023
Very Satisfied	22%	11%
Satisfied	56%	64%
Dissatisfied	22%	16%
Very Dissatisfied	N/A	11%



SALARY GUIDE

Professional Services & FMCG

Position	AED Range	AED Average
Chief Legal Officer	110,000 - 160,000	135,000
General Counsel	85,000 - 130,000	107,500
Senior Associate	55,000 - 75,000	65,000
Senior Legal Counsel (7+ years' experience)	50,000 - 70,000	60,000
Associate	40,000 - 55,000	47,500
Legal Counsel (3-6 years' experience)	35,000 - 50,000	42,500
Paralegal	18,000 - 35,000	26,500
Legal Secretary	16,500 - 28,000	22,250

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MANUFACTURING, PROCUREMENT & SUPPLY CHAIN



Regional projects require skilled professionals

As one of the world's most prosperous economic hubs, the Gulf Region is at the heart of innovative infrastructure. With new roles emerging, focused on sustainability and automation, the region's Manufacturing, Procurement and Supply Chain sector has experienced an optimistic candidate landscape.

The United Arab Emirates and Saudi Arabia continue to attract a diverse talent pool, where demand for talent remains high. Companies are increasingly looking to bring skilled and qualified talent into their teams, often sourcing qualified expatriates already in the region or investing in local talent through training programmes. Saudi Arabia is making significant investment into upskilling local talent to support its Vision 2030 initiative. This can present a competitive landscape for candidates, especially if they want to relocate to the region from overseas. For reasons, including nationalisation quotas, legislative and compliance challenges, and organisations not seeing the need to look outside their local market. Markets such as Bahrain, Oman, and Kuwait predominantly have a smaller talent pool but still face challenges in attracting skilled professionals. Making it fundamental for employers to understand how they can attract and retain the best employees.

Enhanced benefits and career development to boost employee satisfaction levels

Last year, only 39% of employees in the Manufacturing, Procurement, and Supply Chain sectors received a salary increase, marking an 8% decrease from the previous year. Most of these increases were up to 5%. Among those who did receive a raise, 50% attributed it to individual performance, while 19% benefitted from standard organisation-wide increases. Adjustments for inflation or the cost of living accounted for 13% of raises, as did new job opportunities. Lastly, a small percentage saw salary increases through promotions or different roles within the same organisation.

Just over half of employees agree that their salary or pay is not aligned with their responsibilities, while a significant 68% believe their organisation lacks consistent transparency in setting pay levels and pay rises. Disparity surrounding salaries can contribute to decreased employee job satisfaction, among other challenges. With 50% of professionals either dissatisfied or very dissatisfied with their job satisfaction, employers have an active role to play in enhancing communication with employees, especially if retention is a key objective. However, only 19% of professionals have changed jobs in the last 12 months. Those that did seek a new opportunity, cited the top three reasons as: benefits not being aligned with their needs, poor work-life balance, and their salary being too low.

Employers believe the benefits package is one of the most important factors to attract and retain staff, aside from pay. Yet, 78% of employees currently do not receive any non-monetary benefits, with the most common received being child education allowances, health insurance or private medical cover, life insurance, and flexible working. The benefits that employees value the most include childcare allowance, flexible working, transport allowances (though commonly offered as part of a standard fixed monthly salary package), employee pension scheme, company car or car allowance.

In 2025, 71% of professionals working in Manufacturing, Procurement & Supply Chain are set to change organisation. Lack of future opportunities, salary and/or benefits package, their role not being challenging enough and concerns about job security are some of the main reasons people want to leave their current organisation. Aside from salary, employers should consider what factors are most important to candidates when considering a new role. The top three motivators include, benefits package, career development initiatives, and job security.

Providing employees with opportunities for career progression is also a crucial factor in employee job satisfaction and creating optimism around job security.

However, 55% of professionals disagree that there is scope for career progression within their organisation, with many keen to develop their skills.

Closing skill gaps to meet key HR investments

Though there is generally a large pool of candidates available across the region, employers find themselves competing when it comes to attracting highly qualified and experienced candidates, particularly at intermediate and management level. At these levels, certain skills are required to drive strategic goals. Regarding skill shortages, 87% of organisations have faced this challenge in the last year. Employers imply that pay levels, competition from other employers, and lack of progression opportunities were the three main causes. To overcome this, employers see employee training programmes as an important HR investment focus areas this year. Soft skills are also crucial, with the most required being communication and interpersonal skills, the ability to adopt to change, and the ability to learn and upskill. Making efforts to upskill employees could bridge the skills gap, ensuring more internal teams have the resources to drive HR investments.

Increased salaries to entice top talent

While 46% of professionals are neutral about the wider economic climate and the employment opportunities it may or may not create within the next two to five years, 34% are optimistic, and 20% are not optimistic. Nevertheless, 76% of professionals anticipate their salary or rate of pay will increase in 2025, though 22% expect it to stay the same, with just 2% expecting a decrease.

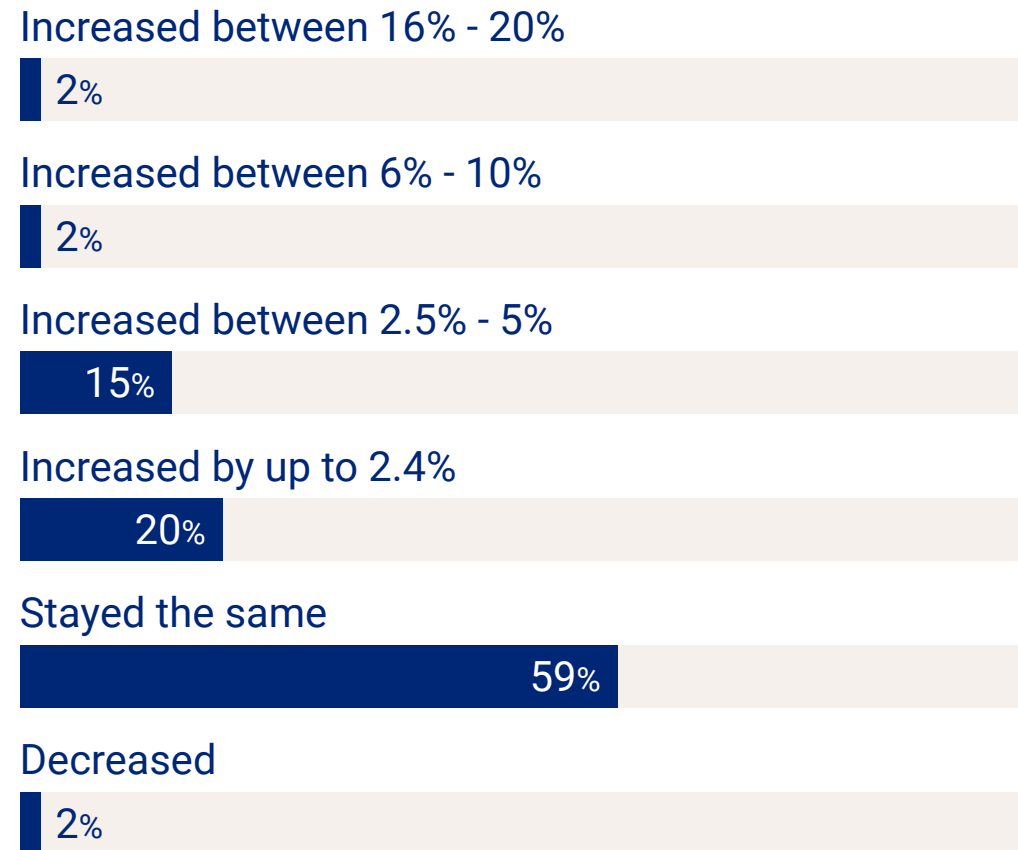


Mark Paul,
Senior Manager



SALARY AND BENEFITS

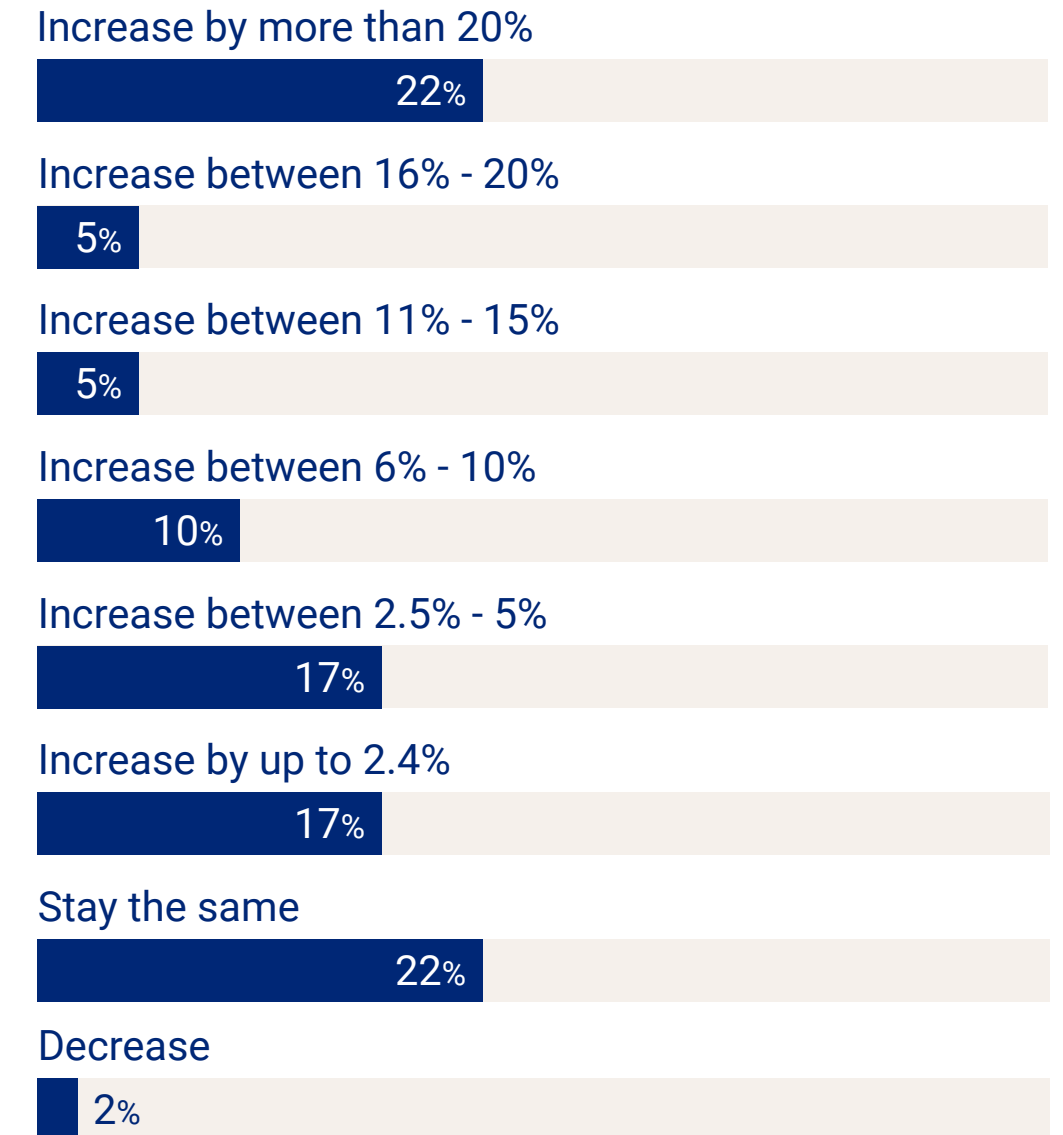
By what percentage did your salary change in 2024?



If you experienced a salary change last year, what was the reason?

Reason	2024	2023	2022	2021
Individual performance	1	2	1	4
Standard organisation-wide increase	2	3	2	2
Inflation or cost of living	3	4	5	3
A new job	3	1	3	1
A promotion or different role in the same organisation	4	5	4	N/A
Other	N/A	6	6	7

In 2025, what percentage do you expect your salary or pay rate to change?



If you currently receive benefits, which of the following do you receive?

Child education allowances	44%
Health insurance or private medical cover	44%
Life insurance	33%
Flexible working	33%
Transport allowance	22%
Employee pension scheme	22%
Business telephone for private use	22%

Respondents could select all answers that applied / Top 7 most common selections

If you currently receive benefits, which three benefits do you value the most?

Child education allowances	33%
Flexible working	33%
Company car or car allowance	22%
Employee pension scheme	22%
Transport allowance	22%

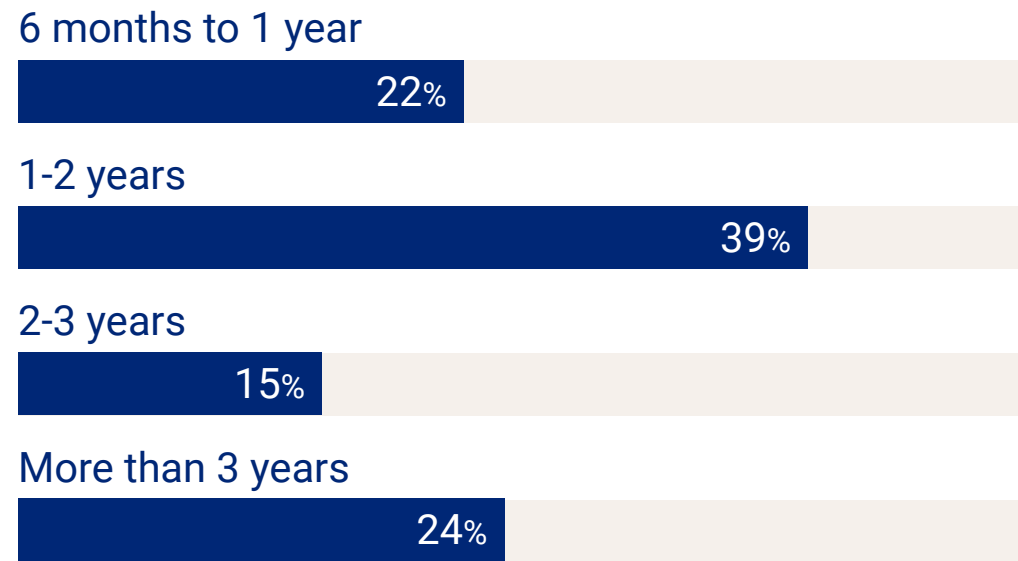
Respondents could select the 3 most important answers / Top 5 most common selections

78%

of Manufacturing, Procurement & Supply Chain Professionals say they do not currently receive any non-monetary benefits.

CAREER

How long have you been in your current role?



If you have been in your current role for less than one year, what were the three main reasons for your change?

Benefits were not aligned with my needs	33%
Poor work-life balance	33%
Salary too low	33%
Other	33%

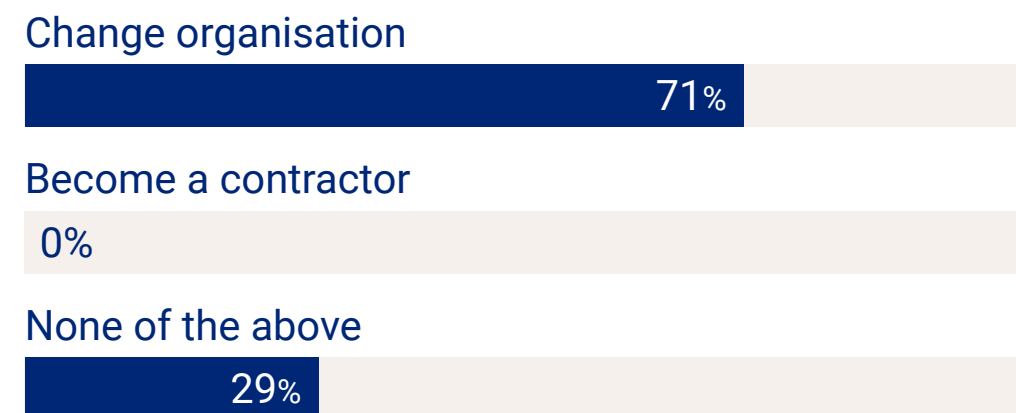
Respondents could select the 3 most important answers / Top 4 most common selections

If you are planning to leave your current organisation this year, what are the three main reasons?



Respondents could select the 3 most important answers / Top 6 most common selections

Do you plan to make any of the following changes to your career path in 2025?



Aside from salary, which of the following three factors are most important to you when considering a new role?

Benefits package	68%
Career development initiatives	52%
Job security	39%
Work-life balance initiatives	32%
Good work atmosphere	29%
Employer brand and reputation	29%
Challenging role or projects	26%
Remote work	19%
Location	7%

Respondents could select the 3 most important answers



WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

	2024	2023
Very Satisfied	12%	17%
Satisfied	46%	52%
Dissatisfied	32%	29%
Very Dissatisfied	10%	2%



SALARY GUIDE

Manufacturing

Position	AED Range	AED Average
Chief Executive Officer	90,000 - 150,000	120,000
General Manager	75,000 - 105,000	95,000
Operations Director	65,000 - 85,000	75,000
Manufacturing Director	45,000 - 65,000	55,000
Quality Director	35,000 - 45,000	40,000
Head of Operations	35,000 - 45,000	40,000
Head of HSE/HSSE	30,000 - 40,000	35,000
Head of Manufacturing	35,000 - 45,000	40,000
Operations Manager	27,000 - 40,000	32,000
Manufacturing Manager	25,000 - 35,000	30,000
Plant/Factory Manager	30,000 - 50,000	40,000
Technical Manager	22,000 - 32,000	27,000
Quality Manager	22,000 - 32,000	27,000
Production Manager	18,000 - 30,000	25,000

Procurement & Supply Chain

Position	AED Range	AED Average
Supply Chain Director	55,000 - 80,000	70,000
Procurement Director	55,000 - 80,000	70,000
Logistics Director	40,000 - 60,000	50,000
Head of Supply Chain	40,000 - 55,000	47,000
Head of Procurement	45,000 - 55,000	50,000
Head of Logistics	35,000 - 45,000	40,000
Strategic Sourcing Manager	25,000 - 35,000	30,000
Contracts & Procurement Manager	25,000 - 35,000	30,000
Supply Chain Manager	25,000 - 40,000	30,000
Procurement Manager	25,000 - 45,000	35,000
Logistics Manager	20,000 - 30,000	25,000
Category Manager	22,000 - 30,000	25,000

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MARKETING & DIGITAL MARKETING



Adaptability, growth, and prosperous opportunities

The Marketing, PR and Communications sector across the Gulf region is witnessing increased market activity from an amplified spotlight on digitalisation, automation, and artificial intelligence. With the growing of the economic climate, this means that businesses are continuously looking to expand, and countless overseas practices setting up operations in the region. Over recent years, new marketing positions have entered the market, especially from high growth industries that are driving ambitious hiring initiatives, including FMGC, Real Estate, Construction and Oil & Gas.

The United Arab Emirates remains a hub for attracting industry talent, as a country that can offer great career prospects, an attractive lifestyle, and tax-free salary benefits. Whilst other regions, including Saudi Arabia can also provide professionals with fantastic career opportunities, there is still opportunity to entice the best talent to meet hiring demands.

Satisfying talent with remuneration and career growth

To attract and retain the talent required in today's competitive landscape, it is fundamental employers understand the factors that will drive their current and future workforce. Over half of Marketing and Digital Marketing professionals plan to change organisation this year. With the most common reasons being their salary and benefits package, lack of future opportunities, and concerns about job security. In fact, 44% of professionals are dissatisfied with their salary or pay rate, only a minor decrease from last year. However, given that 52% of professionals do not think their salary is aligned with their responsibilities, it is a firm indicator that organisations can become more competitive in the remuneration they offer and meet market expectations.

Last year, 46% of Marketing professionals salaries increased. Those that did get a pay rise did so most commonly by getting a new job, a promotion or different role in the same organisation, or based on individual performance. Despite pay being a huge talent attraction factor within the region, only 24% of professionals shared they have set criteria for gaining a salary increase. Lack of transparency is on the rise, with 71% of professionals agreeing that their organisation does not ensure consistent transparency with employees about how pay levels and pay rises are set.

Though it is not just salary that remains important to Marketing professionals - benefits packages, career development initiatives, and a good work atmosphere persist as the top three most important factors to people when considering a new role. However, only 32% of professionals cited receiving non-monetary benefits last year – the most common as well as most valued being health insurance or private medical cover, flexible working, and childcare allowances. By understanding which benefits matter most to their employees, organisations can enhance satisfaction levels by prioritising these benefits in the reward packages they offer. Additionally, communication around the benefits on offer to employees is fundamental for boosting overall morale and retention. To further employee engagement, employers should consider the importance of ensuring a flexible and accommodating workplace culture – where employees can develop in their professional careers.

Increased hiring to overcome skill shortages

With 89% of organisations experiencing skill shortages in the last year, employee recruitment is a leading HR investment focus area for hiring managers. Management and intermediate positions have been particularly difficult for organisations to fill, and businesses need skilled professionals in place to provide insight and support strategic goals.

Employers agree that finances and budget, shortage of skilled professionals on the market, and difficulties retaining their current workforce are limiting factors in achieving their goals. Whilst the top three main causes of skill shortages that employers are facing include pay levels, competition from other employers, and fewer people entering the job market.

As 54% of professionals plan to change organisation this year, it is expected that the available candidate pool will increase. Digital Marketing professionals are also more in-demand than ever before, as we see a heightened shift to an online world of e-commerce and digital customer journeys. In an era of digital evolution, businesses are looking for talent with the ability to adopt to change, learn and upskill, and communicate effectively with interpersonal skills.

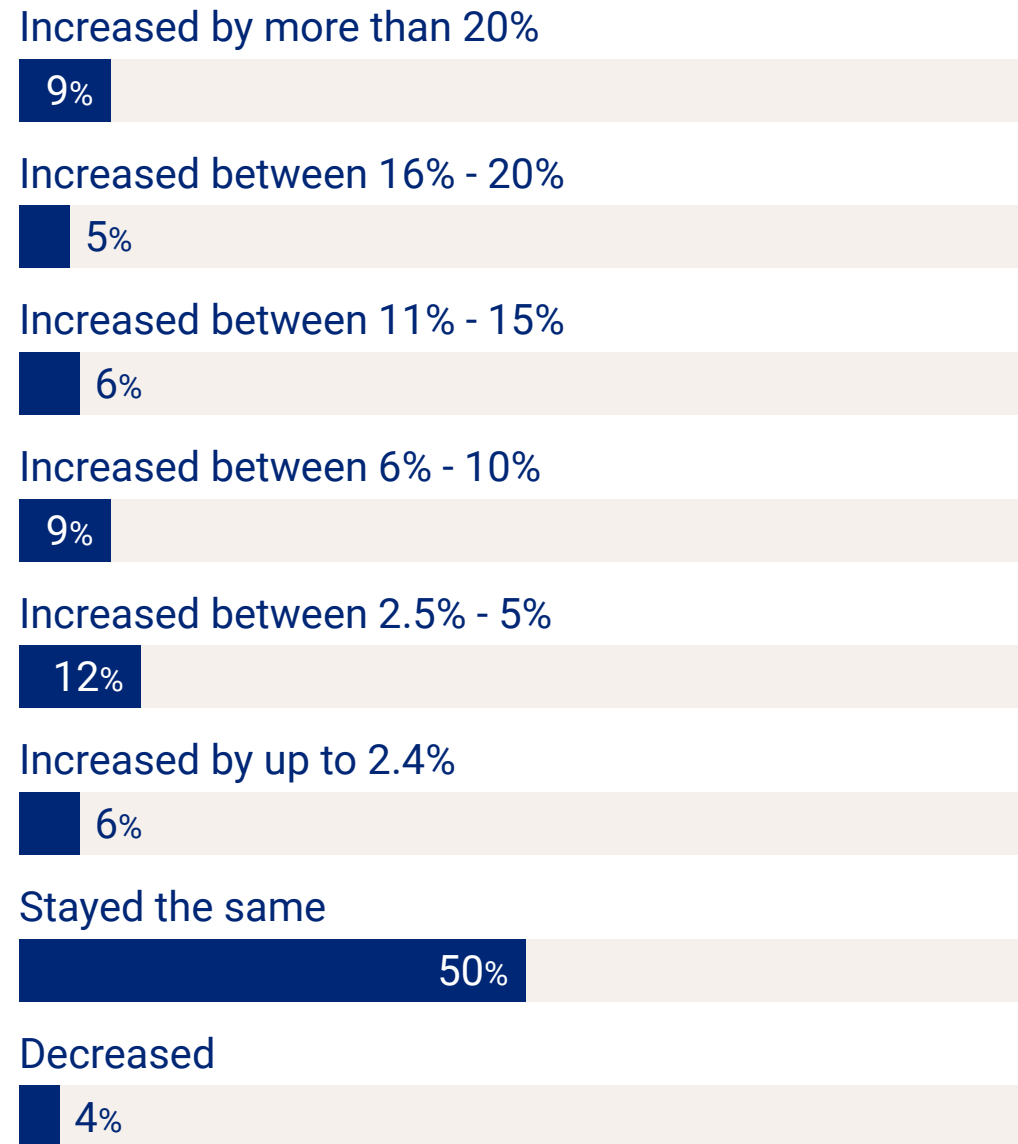
Positive outlook for salaries

Marketing professionals are optimistic about receiving a salary increase in 2025, with 81% expecting their salary to increase. However, only 45% are optimistic about the wider economic climate and employment opportunities it may create within the next two to five years. While 68% of employers expect salaries or rates of pay in their organisation to increase this year – indicating that most employers agree that salaries need to meet market rates if organisations want to achieve their HR investments and remain competitive.



SALARY AND BENEFITS

By what percentage did your salary change in 2024?



68%
of Marketing & Digital Marketing Professionals say they do not currently receive any non-monetary benefits.

If you experienced a salary change last year, what was the reason?

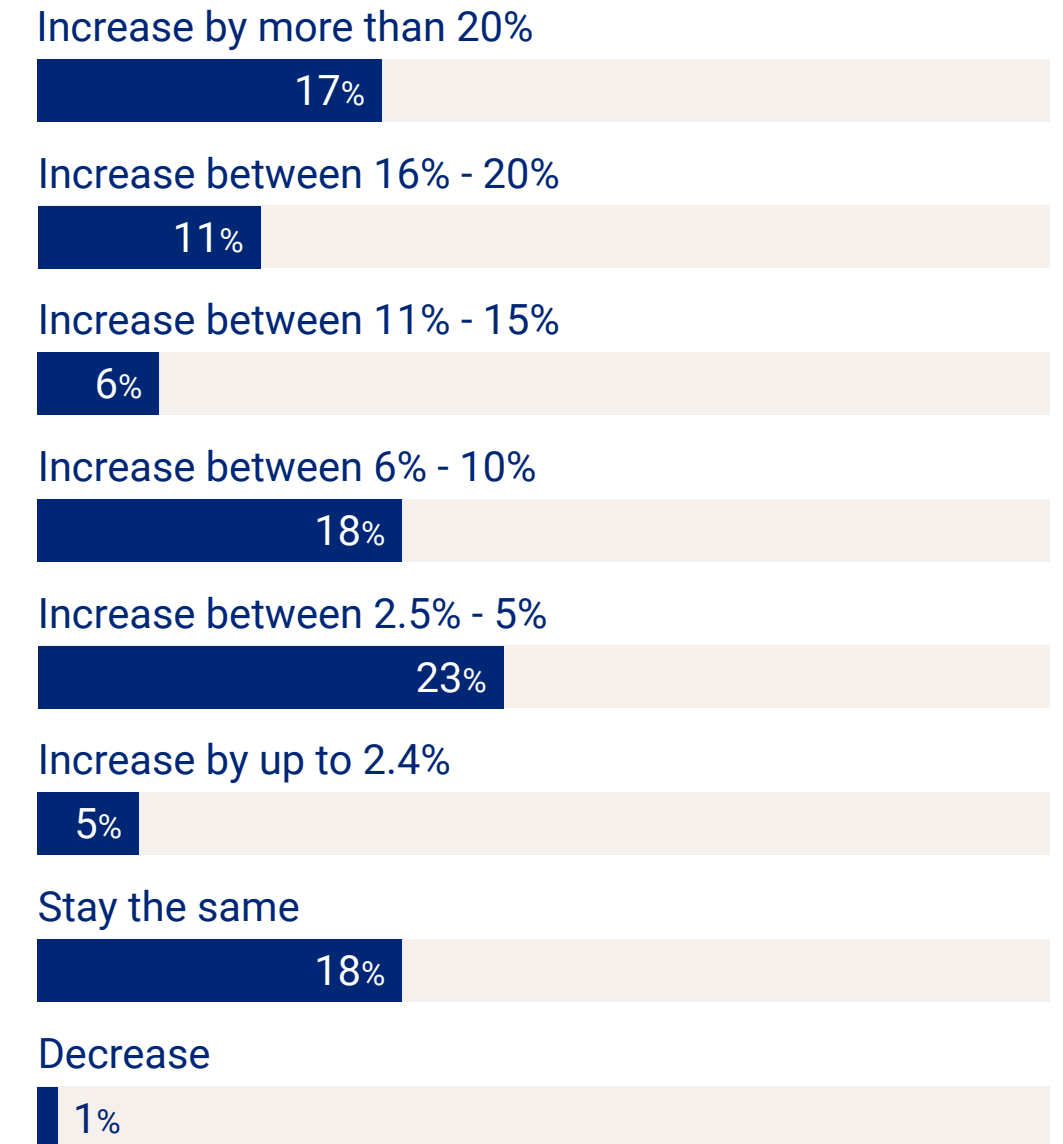
	2024	2023	2022	2021
A new job	1	3	1	1
Individual performance	2	1	2	2
A promotion or different role in the same organisation	3	1	4	5
Standard organisation-wide increase	3	2	3	2
Other	4	N/A	N/A	N/A
Inflation or cost of living	5	4	6	N/A

If you currently receive benefits, which of the following do you receive?

Health insurance or private medical cover	88%
Flexible working	48%
Child education allowances	44%
Life insurance	32%
Additional vacation days	28%
Subsidised food, drink, or cafeteria	28%

Respondents could select all answers that applied / Top 6 most common selections

In 2025, what percentage do you expect your salary or pay rate to change?



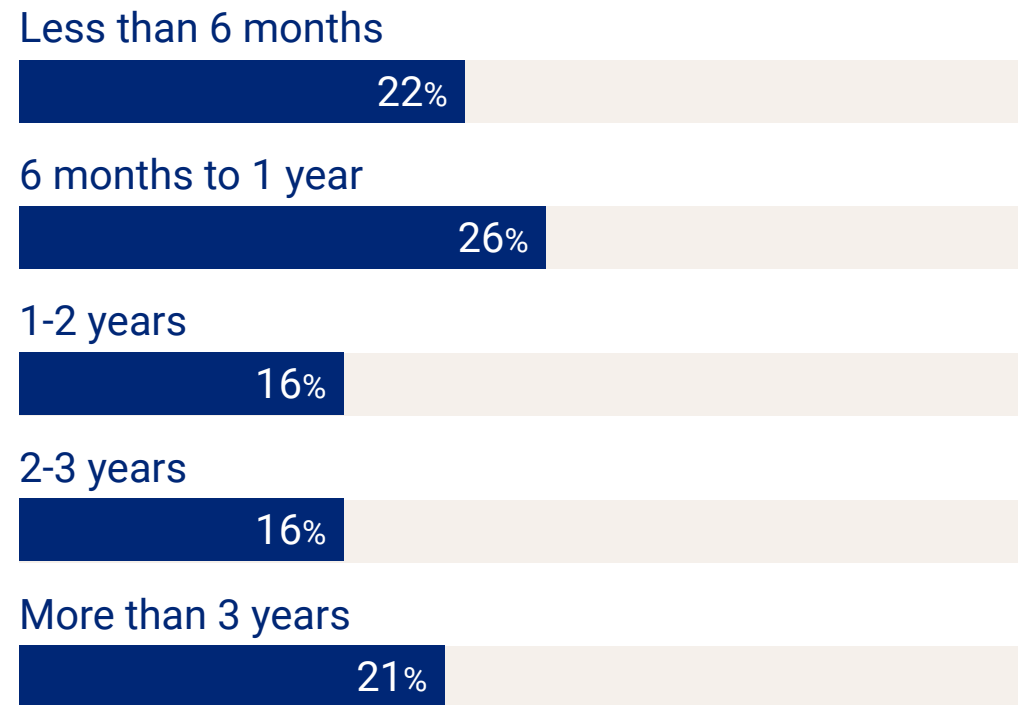
If you currently receive benefits, which three benefits do you value the most?

Health insurance or private medical cover	58%
Flexible working	54%
Child education allowances	35%
Additional vacation days	19%
Employee pension scheme	19%

Respondents could select the 3 most important answers / Top 5 most common benefits

CAREER

How long have you been in your current role?

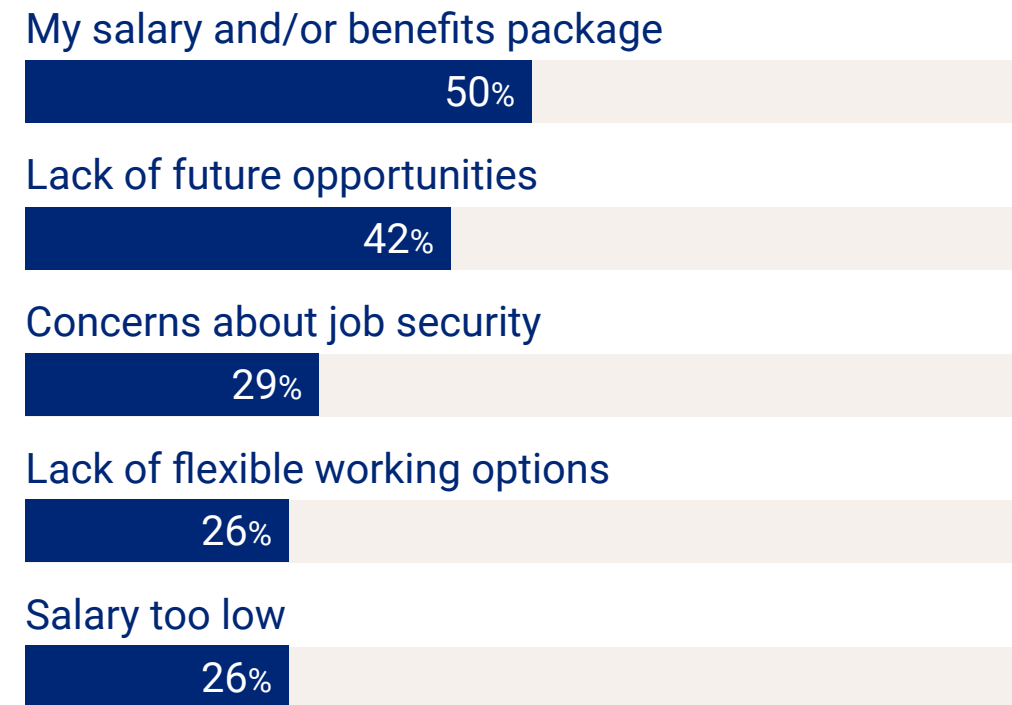


If you have been in your current role for less than one year, what were the three main reasons for your change?

Lack of career progression	47%
Lack of learning and development opportunities	30%
Salary too low	30%
Benefits were not aligned with my needs	23%
Poor relationship with manager	23%
Lack of job security	23%

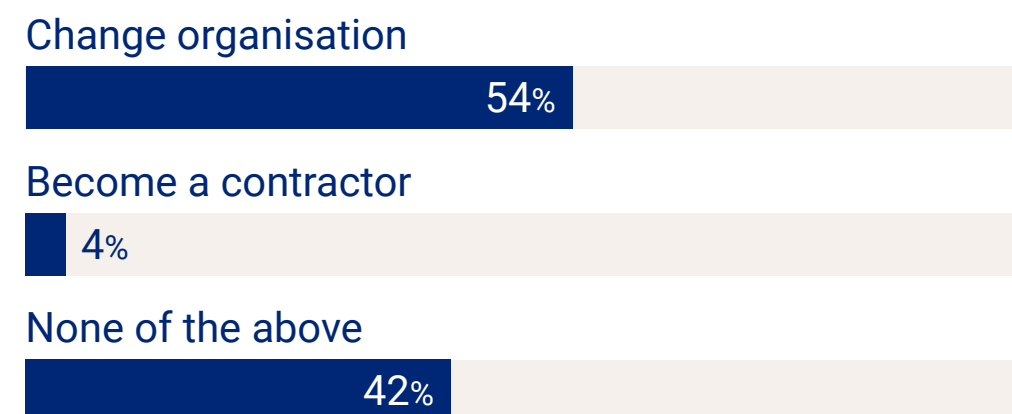
Respondents could select the 3 most important answers / Top 6 most common selections

If you are planning to leave your current organisation this year, what are the three main reasons?



Respondents could select the 3 most important answers / Top 5 most common selections

Do you plan to make any of the following changes to your career path in 2025?



Aside from salary, which of the following three factors are most important to you when considering a new role?

Benefits package	71%
Career development initiatives	48%
Good work atmosphere	39%
Work-life balance initiatives	30%
Remote work	26%
Job security	23%
Employer brand and reputation	19%
Location	15%
Challenging role or projects	15%
Diversity initiatives	1%
Sustainability initiatives	1%
Other	1%

Respondents could select the 3 most important answers



WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

	2024	2023
Very Satisfied	17%	8%
Satisfied	51%	64%
Dissatisfied	20%	18%
Very Dissatisfied	12%	10%



SALARY GUIDE

Digital Marketing

Generalist Digital

Position	AED Range	AED Average
Digital Marketing Director	65,000 - 75,000	70,000
Head of Digital Marketing	50,000 - 60,000	55,000
Senior Digital Marketing Manager/Strategist	35,000 - 45,000	40,000
Digital Strategist	35,000 - 42,000	38,500
Digital Marketing Manager	36,000 - 45,000	40,500
Digital Project Manager	30,000 - 40,000	35,000
Social Media Manager	26,000 - 35,000	30,500
Customer Service (CX) Specialist	24,000 - 30,000	27,000
Social Media Executive	20,000 - 28,000	24,000

eCommerce

Position	AED Range	AED Average
eCommerce Director/Head	70,000 - 90,000	80,000
eCommerce Manager	35,000 - 50,000	42,500
Content Executive/Specialist	20,000 - 28,000	24,000
Site Merchandiser	20,000 - 28,000	24,000

Creative

Position	AED Range	AED Average
Digital Creative/Head of	38,000 - 45,000	41,500
Digital Art Director/Head of	32,000 - 36,000	34,000
Graphic Designer /Digital Designer	15,000 - 30,000	22,500
3D Designer	15,000 - 20,000	17,500
Junior Graphic Designer /Digital Designer	10,000 - 13,000	11,500

Insights & Analytics

Position	AED Range	AED Average
Director/Head of	60,000 - 90,000	75,000
Manager	40,000 - 55,000	47,500
Senior Executive/Specialist	20,000 - 28,000	24,000
Executive/Specialist	18,000 - 26,000	22,000

Performance Marketing

Position	AED Range	AED Average
Head of Performance Marketing	45,000 - 65,000	55,000
CRM Manager	30,000 - 40,000	35,000
SEO/PPC/SEM Manager	25,000 - 40,000	32,500
CRM Executive/Specialist	20,000 - 25,000	22,500
SEO/PPC/SEM Executive/Specialist	18,000 - 24,000	21,000

Agency Side

Position	AED Range	AED Average
Head of Digital	45,000 - 60,000	52,500
Head of Performance	45,000 - 55,000	50,000
Account Director	45,000 - 55,000	50,000
Creative Director	40,000 - 46,000	43,000
Senior Account Manager	25,000 - 36,000	30,500
Account Manager	24,000 - 32,000	28,000
Community Manager	18,000 - 28,000	23,000
Senior Account Executive	14,000 - 18,000	16,000
Account Executive	10,000 - 15,000	12,500
Graphic Designer /Digital Designer	10,000 - 15,000	12,500

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SALARY GUIDE

General Marketing

Generalist Digital

Position	AED Range	AED Average
CMO	90,000 - 160,000	125,000
Marketing Director/VP Marketing	70,000 - 110,000	90,000
Head of Marketing	55,000 - 70,000	62,500
Senior Marketing Manager /AVP Marketing	48,000 - 60,000	54,000
Marketing Manager	35,000 - 45,000	40,000
Category Manager	32,000 - 38,000	35,000
Senior Marketing Executive /Specialist/Associate	23,000 - 26,000	24,500
Marketing Executive /Specialist/Associate	17,000 - 21,000	19,000
Marketing Assistant/Coordinator	13,000 - 16,000	14,500

Events

Position	AED Range	AED Average
Events Manager	25,000 - 30,000	27,500
Events Specialist /Executive/Coordinator	16,000 - 25,000	20,500
Conference Producer	14,000 - 18,000	16,000

Brand

Position	AED Range	AED Average
Brand Manager	30,000 - 38,000	34,000
Assistant Brand Manager /Senior Brand Specialist	24,000 - 30,000	27,000
Brand Executive/Brand Specialist	20,000 - 23,000	21,500
Brand Assistant /Brand Coordinator	12,000 - 18,000	15,000

Communications

Position	AED Range	AED Average
Communications Director	60,000 - 80,000	70,000
Head of Communications /VP Communications	60,000 - 80,000	70,000
Internal Communications Manager	35,000 - 45,000	40,000
PR/Media Relations Manager	30,000 - 38,000	34,000
Internal Communications Executive/Specialist	22,000 - 32,000	27,000
PR/Media Relations Executive/Specialist	22,000 - 30,000	26,000

Agency Side

Position	AED Range	AED Average
Group Account Director	40,000 - 50,000	45,000
Account Director	35,000 - 40,000	37,500
Senior Account Manager	26,000 - 32,000	29,000
Account Manager	20,000 - 24,000	22,000
Senior Account Executive	12,000 - 18,000	15,000
Account Executive	10,000 - 14,000	12,000

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OFFICE SUPPORT



Steady demand for Office Support professionals

Office Support is one of the most important business functions across all industries – which continues to reflect in the recruitment demand for these professionals year on year. With the skills to streamline processes, provide efficiency and enhance productivity within teams, Office Support professionals are a driving factor in organisational success.

The market across the Gulf region has witnessed a steady rise in Office Support candidates, although many people are relocating from overseas with no regional experience. These professionals are most likely to face difficulties in securing roles as hiring managers look for people with understanding of the Middle Eastern economic climate. Office Support roles are often in fast paced environments and employers need teams to keep up with demand, whilst remaining agile and adaptable.

The United Arab Emirates remains one of the most favourable locations for professionals, followed closely by Saudi Arabia – both countries that can offer attractive salaries and career prospects. The need for Office Support professionals is on the rise in these locations, with more companies continuing to set up operations in the region. Additionally, the professional services space is seeing high interest from Office Support professionals looking for new roles.

Enhancing salary and benefits to support employee retention

Last year, 45% of Office Support employees received a salary increase, a marginal rise since the previous year. Most employees that received an increase did so based on individual performance, whereas previously, salary increases were gained from starting a new position with a different organisation. This indicates a firm focus on employee retention, with 46% of employers operating in Office Support citing retention as their most important HR investment focus area.

However, retention could prove challenging if employers cannot provide employees with the reward and remuneration that is most important to them. 78% of Office Support professionals shared that they do not receive any non-monetary benefits. As a result, 62% plan to change organisations this year, primarily due to dissatisfaction with their salary and/or benefits package.

As nearly half of employer's plan invest in employee retention, it will be important for hiring managers to understand what matters most to employees, especially if they want to remain competitive. The three most valued benefits, excluding those that are part of a fixed monthly salary package, include additional vacation days, health insurance or private medical cover, and childcare allowances.

Reviewing career progression opportunities

Traditionally, Office Support professionals have remained loyal to their employers, with 55% citing that they have been in their current role for more than two years - most commonly beyond the three-year mark. Only 18% of professionals changed jobs last year, either by moving to a different organisation, or by changing roles or getting promoted within their current organisation. Outside of salary and benefits, work-life balance remains important to Support teams. Poor work-life balance was a key reason for many professionals making career changes last year. Although most employees are satisfied with their work-life balance, employers should continue to consider flexible work arrangements, such as hybrid working and flexible work hours to attract and retain staff.

Career progression remains important for Office Support professionals, yet 56% of employees disagree that they have scope for career progression within their organisation. Lack of learning and development opportunities were also among the top reasons for job changes last year. Office Support professionals are keen to learn and there are certain soft skills they would like to develop to progress their career.

The three most favourable being the ability to learn and upskill, people management, communication, and interpersonal skills. Even though professionals want to progress in their careers, 73% of employers shared they had experienced skill shortages last year. Lack of progression opportunities and lack of training and professional development available were also leading reasons. The pressure remains on employers to invest in training and development of support staff, particularly as people management skills are considered one of the most important soft skills employers share they need most in the organisation.

Will pay rises meet employee expectations?

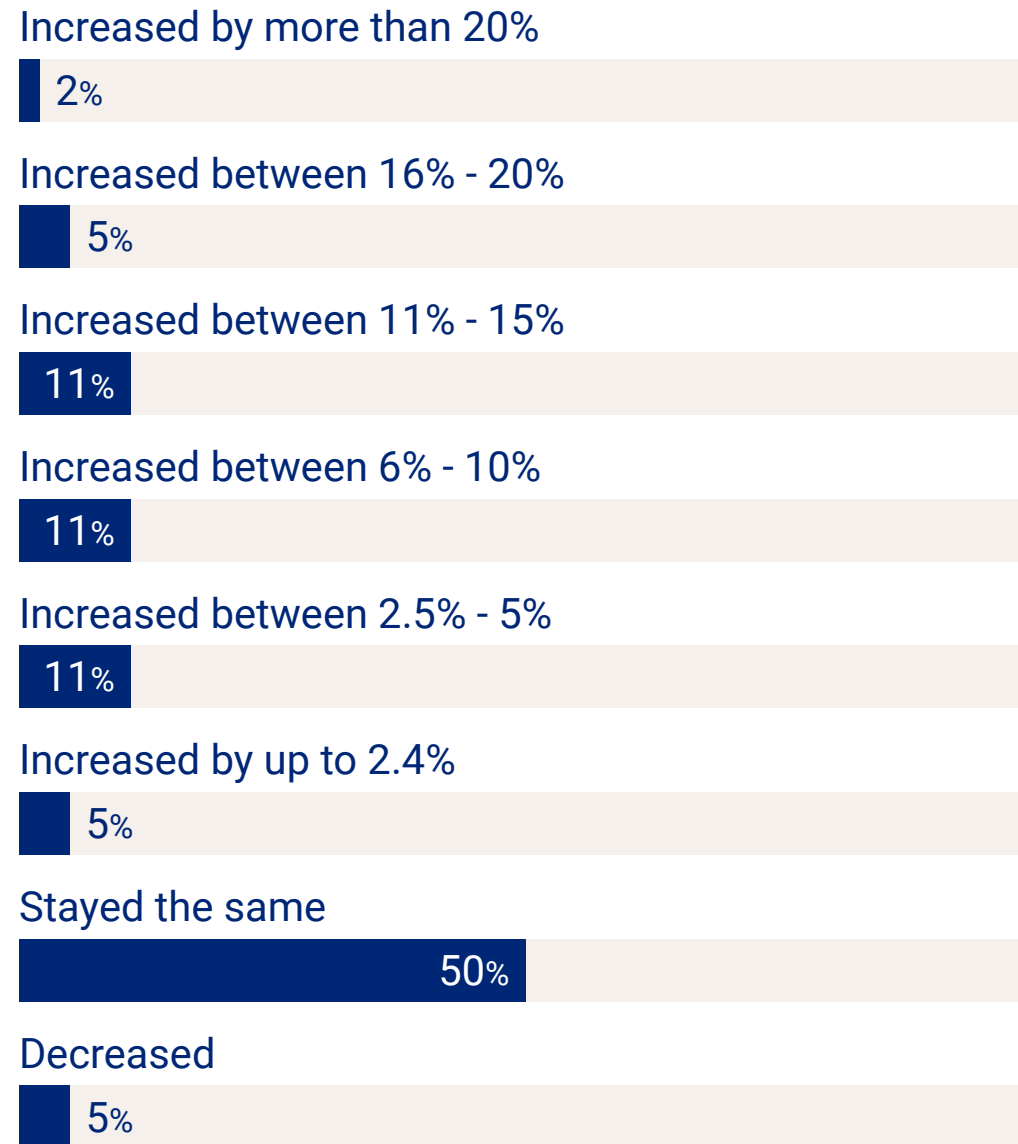
Office Support professionals remain mostly optimistic when it comes to salary, with 67% anticipating a salary increase this year and only 33% expecting their salary to stay the same. 22% of these professionals are hopeful for an increase between 6% to 10%. Looking ahead at the wider economic climate and the employment opportunities it may or may not create, 53% of professionals hold a neutral outlook, 38% are optimistic and only 9% are not very optimistic.



Jarren Smith,
Senior Recruitment
Consultant – Office Support

SALARY AND BENEFITS

By what percentage did your salary change in 2024?



78%
of Office Support Professionals say they do not currently receive any non-monetary benefits.

If you experienced a salary change last year, what was the reason?

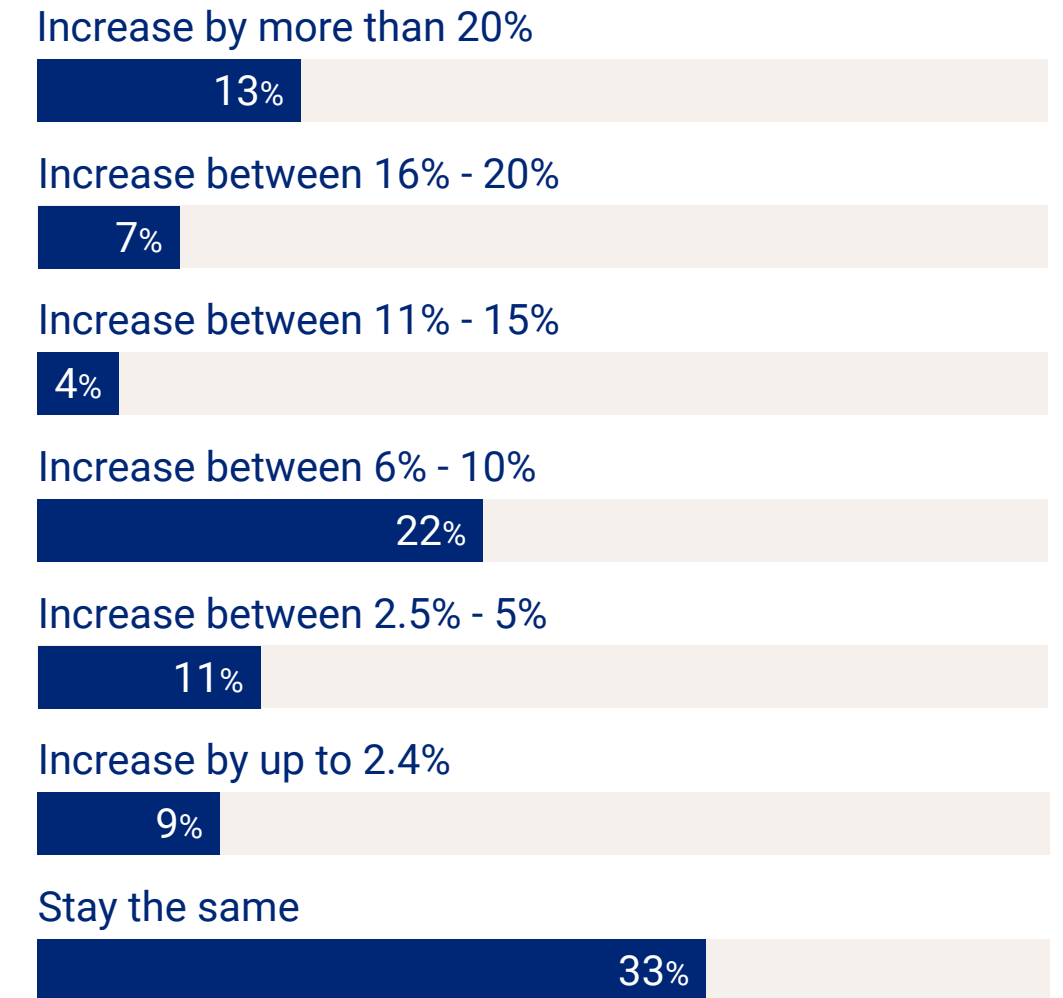
	2024	2023	2022	2021
Individual performance	1	2	2	3
A promotion or different role in the same organisation	2	3	4	5
Standard organisation-wide increase	2	3	3	1
Inflation or cost of living	2	4	5	N/A
A new job	3	1	1	2
Other	3	5	N/A	N/A

If you currently receive benefits, which of the following do you receive?

Health insurance or private medical cover	80%
Flexible working	30%
Life insurance	30%
Gym membership	20%
Additional vacation days	20%

Respondents could select all answers that applied / Top 5 most common selections

In 2025, what percentage do you expect your salary or pay rate to change?



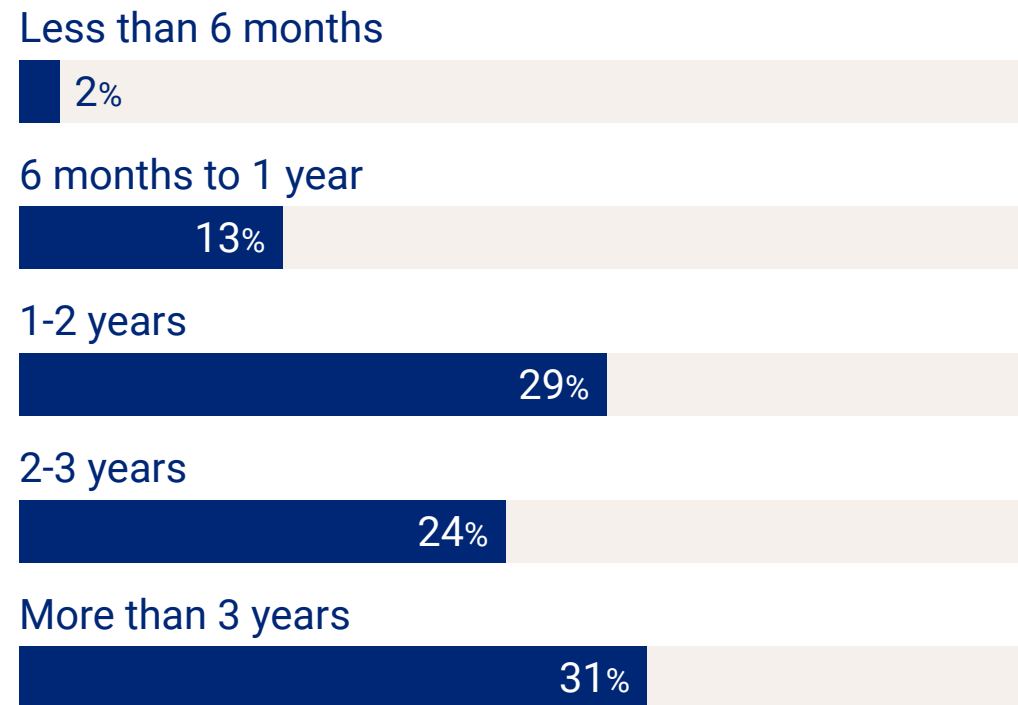
If you currently receive benefits, which three benefits do you value the most?

Additional vacation days	70%
Health insurance or private medical cover	40%
Child education allowances	30%
Life insurance	20%
Gym membership	20%

Respondents could select the 3 most important answers / Top 5 most common selections

CAREER

How long have you been in your current role?

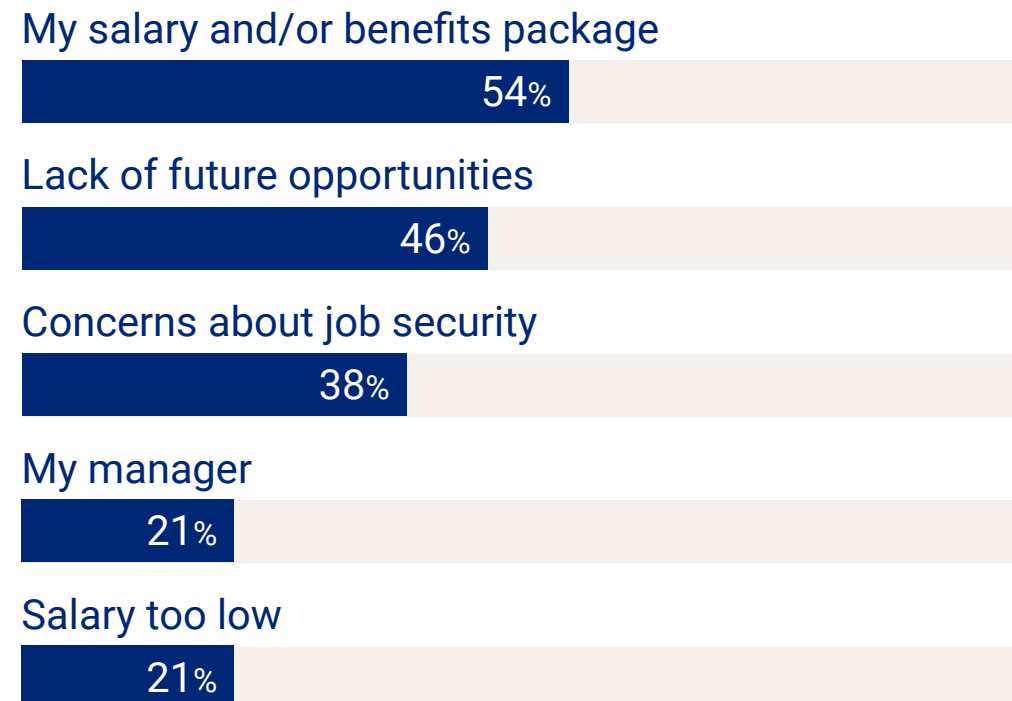


If you have been in your current role for less than one year, what were the three main reasons for your change?

Benefits were not aligned with my needs	29%
Poor work-life balance	29%
Other	29%
Commute too long	14%
Lack of learning and development opportunities	14%
Lack of career progression	14%
Lack of flexibility in working pattern	14%
Salary too low	14%
The workload was unmanageable	14%
Retirement or redundancy	14%

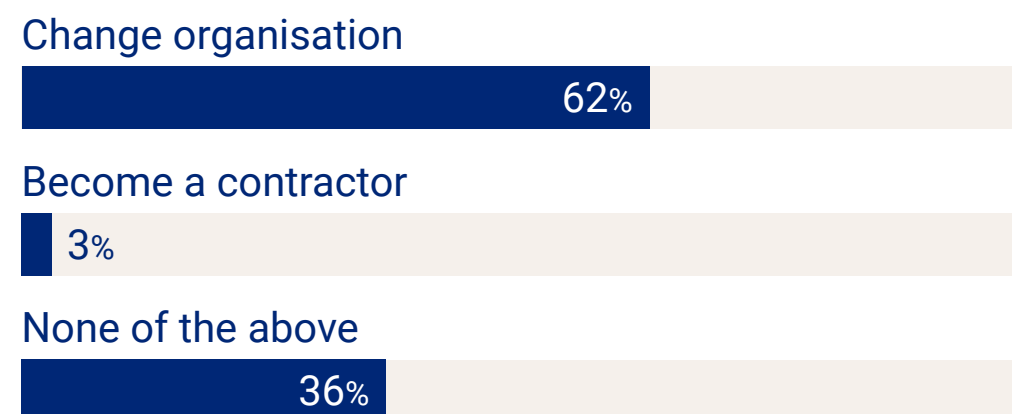
Respondents could select the 3 most important answers

If you are planning to leave your current organisation this year, what are the three main reasons?



Respondents could select the 3 most important answers / Top 5 most common selections

Do you plan to make any of the following changes to your career path in 2025?



Aside from salary, which of the following three factors are most important to you when considering a new role?

Benefits package	64%
Good work atmosphere	51%
Career development initiatives	44%
Work-life balance initiatives	28%
Remote work	26%
Job security	26%
Employer brand and reputation	18%
Challenging role or projects	8%
Diversity initiatives	5%
Location	5%

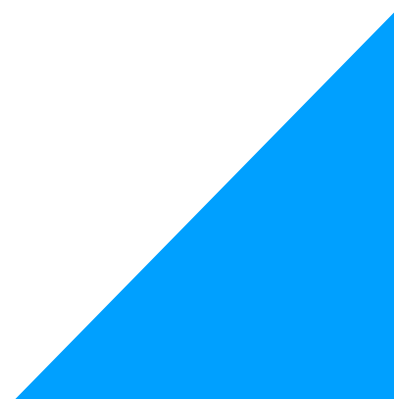
Respondents could select the 3 most important answers



WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

	2024	2023
Very Satisfied	18%	6%
Satisfied	56%	64%
Dissatisfied	20%	22%
Very Dissatisfied	7%	8%



SALARY GUIDE

Professional and Financial Services

Position	AED Range	AED Average
Office Manager (5+ years' experience)	25,000 - 40,000	30,000
Executive Assistant to C-Level (5+ years' experience)	25,000 - 35,000	28,000
Personal Assistant (5+ years' experience)	20,000 - 30,000	25,000
Private Personal Assistant (5+ years' experience)	20,000 - 35,000	28,000
Legal Secretary (Private Practice)	20,000 - 30,000	25,000
Office Manager (1-5 years' experience)	18,000 - 25,000	22,000
Executive Assistant - Multi Support (5+ years' experience)	20,000 - 25,000	20,000
Executive Assistant to C-Level (1-5 years' experience)	15,000 - 25,000	20,000
Personal Assistant (1-5 years' experience)	15,000 - 20,000	18,000
Executive Assistant - Multi Support (1-5 years' experience)	15,000 - 25,000	20,000
Team Assistant	12,000 - 18,000	15,000
Receptionist	8,000 - 16,000	12,000
Administrator	8,000 - 18,000	12,000

Industrial

Position	AED Range	AED Average
EA to C-Level (5+ years' experience)	20,000 - 30,000	25,000
Office Manager (5+ years' experience)	20,000 - 30,000	25,000
Legal Secretary (In-House)	14,000 - 25,000	20,000
Executive Assistant - Multi Support (5+ years' experience)	18,000 - 25,000	20,000
Executive Assistant to C-Level (1-5 years' experience)	15,000 - 22,000	18,000
Administration Manager	15,000 - 20,000	17,000
Executive Assistant - Multi Support (1-5 years' experience)	15,000 - 20,000	17,000
Office Manager (1-5 years' experience)	12,000 - 20,000	15,000
Receptionist	8,000 - 15,000	12,000
Administrator	8,000 - 15,000	12,000
Customer Service	8,000 - 15,000	12,000

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Momentous hiring activity driven by a booming market

The Sales, Business Development, and Commercial sector across the Gulf region has experienced tremendous economic growth, with hiring remaining a key initiative for many organisations. Mainly due to start-ups and multinational businesses expanding their operations into the Middle East. The United Arab Emirates and Saudi Arabia continue to witness strong hiring activity – mostly in Dubai, Riyadh, and Jeddah. Notably, demand for Sales professionals remains strong across the Real Estate and Technology sectors, due to new and emerging technologies and a booming housing market. Indeed, other industries are hiring but at a steadier rate.

Eliminating skill shortages to meet crucial business initiatives

Local and regional expatriate talent have remained favourable to employers, due to the high availability of professionals and the necessity for organisations to meet nationalisation quotas. Though local experience and knowledge is beneficial, these talent hubs are seeing a substantial number of out of region professionals relocating in search of better career prospects and lucrative remuneration. Despite an influx of overseas talent, access to a highly skilled pool of professionals is something companies still find challenging. 62% of organisations increased headcount in 2024, while 86% reported to have faced skill shortages. Employers agree that competition from other employers, pay levels, lack of career progression opportunities, and lack of training and professional development are all contributing to skill shortages.

Enhancing salaries, benefits, and progression opportunities

In the Sales profession, 47% of people received a salary increase last year – obtained by a new job (24%), standard organisation-wide increases (24%), individual performance (21%), inflation or cost of living (18%), or a promotion or different role in the same organisation (12%).

However, 46% of Sales professionals are dissatisfied or very dissatisfied with their salary or pay rates, and over half do not think that their salary aligns with their responsibilities. Moreover, 71% say that their organisation does not publicise salary banding structures or have set criteria for salary increases.

Outside of salary, only 30% of Sales professionals received non-monetary benefits additional to their fixed monthly salary package in 2024. This year, 57% of professionals plan to change organisation, with their salary and/or benefits package being the main reason for wanting to leave. To enhance retention and entice top talent, employers wanting to remain competitive should aim to offer a benefits package that aligns with what employee's value. The top three most valued employee benefits include, childcare allowances, health insurance or private medical cover, and flexible working.

Aside from salary and benefits, Sales professionals continue to strive for career progression and more learning and development opportunities. In fact, 31% of professionals changed jobs last year primarily because of this reason. Career development initiatives are also among the top three most important factors to Sales professionals when considering a new role. Professionals are also keen to develop their soft skills to achieve career growth and transition into more senior roles. Key skills they aim to enhance include critical thinking, people management, and the ability to learn and upskill.

Investing in these areas will be important for employers wanting to attract and retain the right people, especially with organisations facing skill shortages. Providing progression and opportunities to learn can drive a positive workplace culture, whilst boosting employee engagement and ambition – all crucial for Sales teams to thrive.

A firm focus on commercial experience and people skills

Over half of employers shared they have found intermediate and management level positions particularly challenging to fill. With the ability to leverage industry knowledge and experience, these professionals are essential for organisations to achieve strategic goals. As companies grow, Sales employers are focused on gaining market share, increasing operating profit, and expanding product portfolios. These employers are eager to hire Sales leaders with commercial acumen and the ability to build successful sales teams.

Besides experience, employers value people who are the right cultural fit for their teams - individuals who can offer great communication and interpersonal skills, the ability to adopt change, coordinate well with others and apply critical thinking.

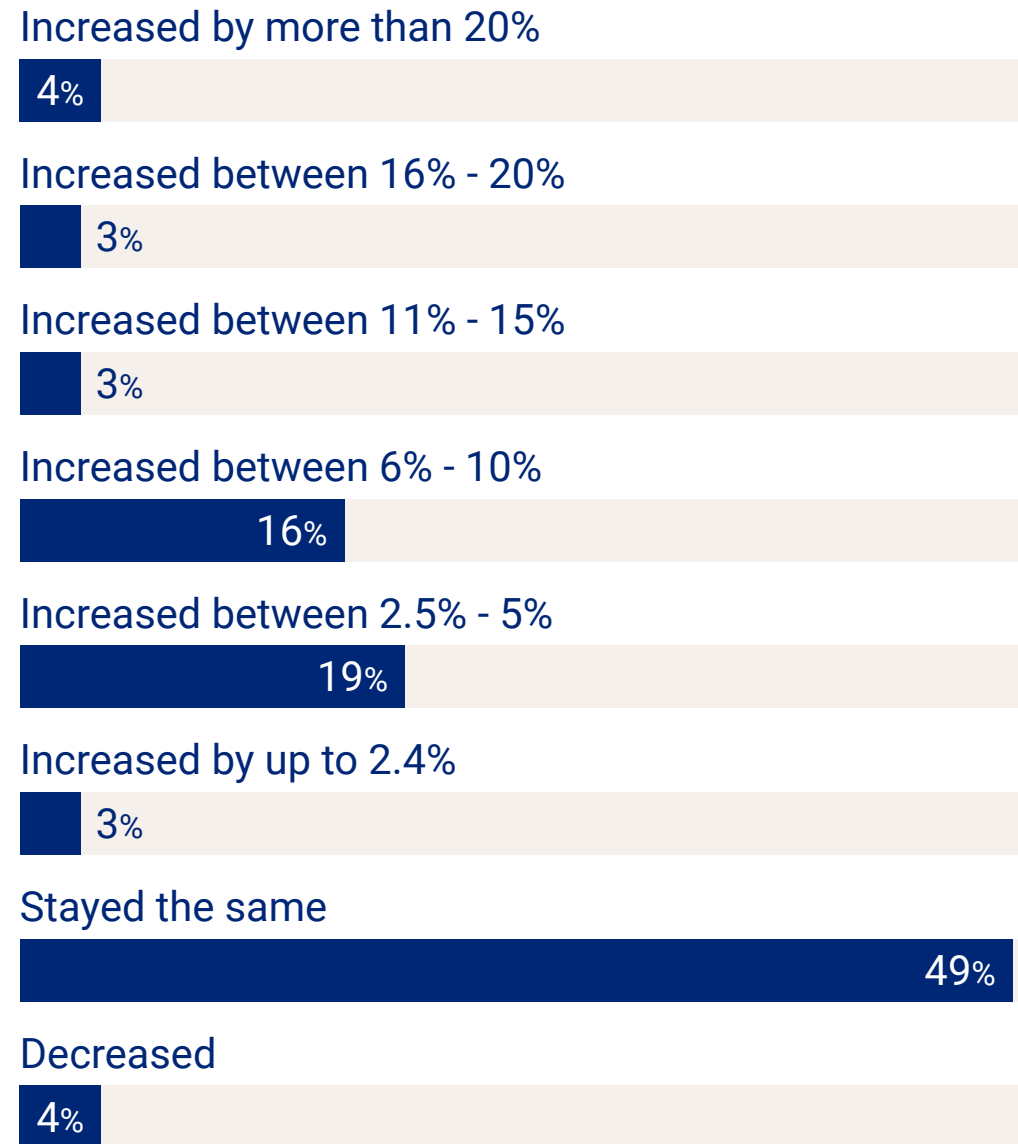
Economic growth driving salaries towards and upward curve

This year, 73% of Sales professionals expect their salary to increase, most commonly between 2.5% and 5%. Looking at the future economic climate and the employment opportunities it may or may not create, 53% of professionals feel neutral, 27% are optimistic, and 20% do not feel optimistic.



SALARY AND BENEFITS

By what percentage did your salary change in 2024?



70%
of Sales Professionals say they do not currently receive any non-monetary benefits.

If you experienced a salary change last year, what was the reason?

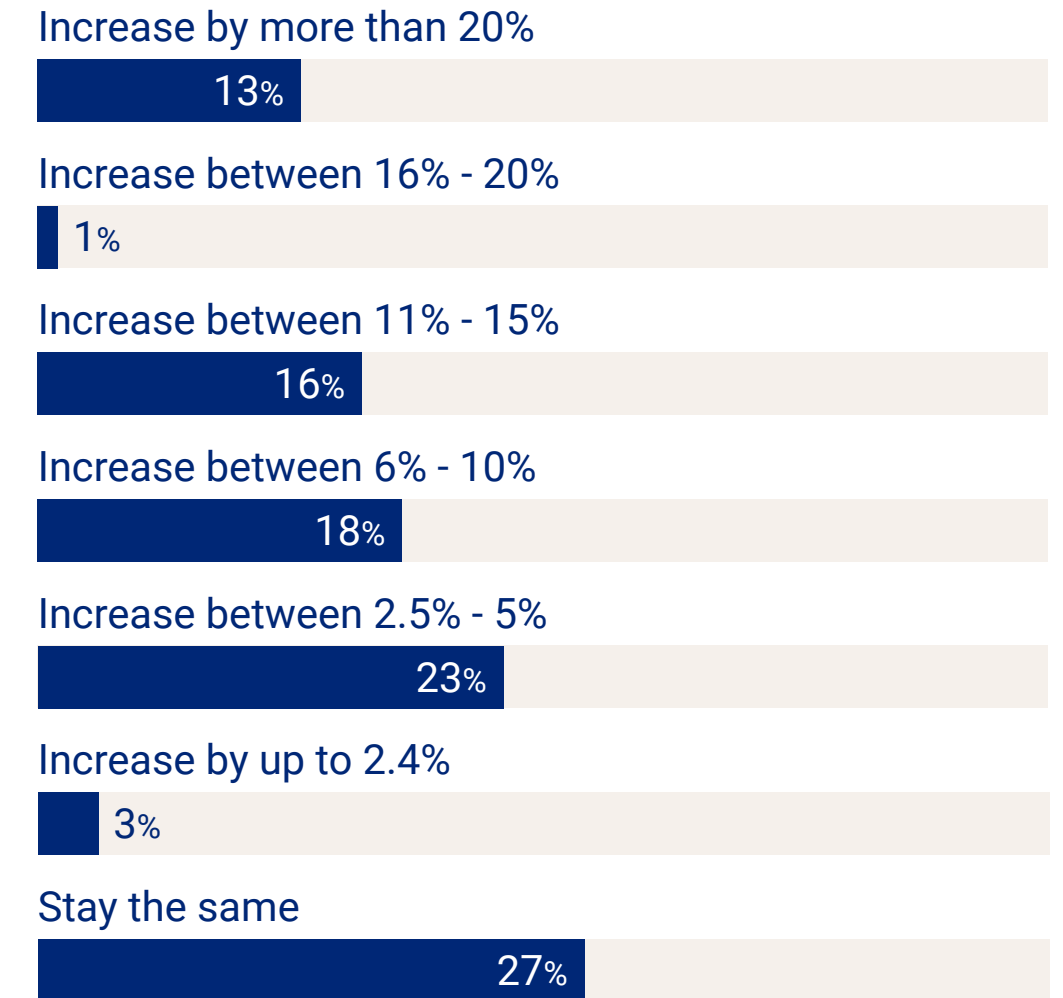
	2024	2023	2022	2021
A new job	1	2	4	1
Standard organisation-wide increase	1	1	1	2
Individual performance	2	3	2	3
Inflation or cost of living	3	4	3	N/A
A promotion or different role in the same organisation	4	5	N/A	N/A

If you currently receive benefits, which of the following do you receive?

Health insurance or private medical cover	57%
Flexible working	43%
Business telephone for private use	38%
Business computer for private use	33%
Company car or car allowance	33%

Respondents could select all answers that applied / Top 5 most common selections

In 2025, what percentage do you expect your salary or pay rate to change?



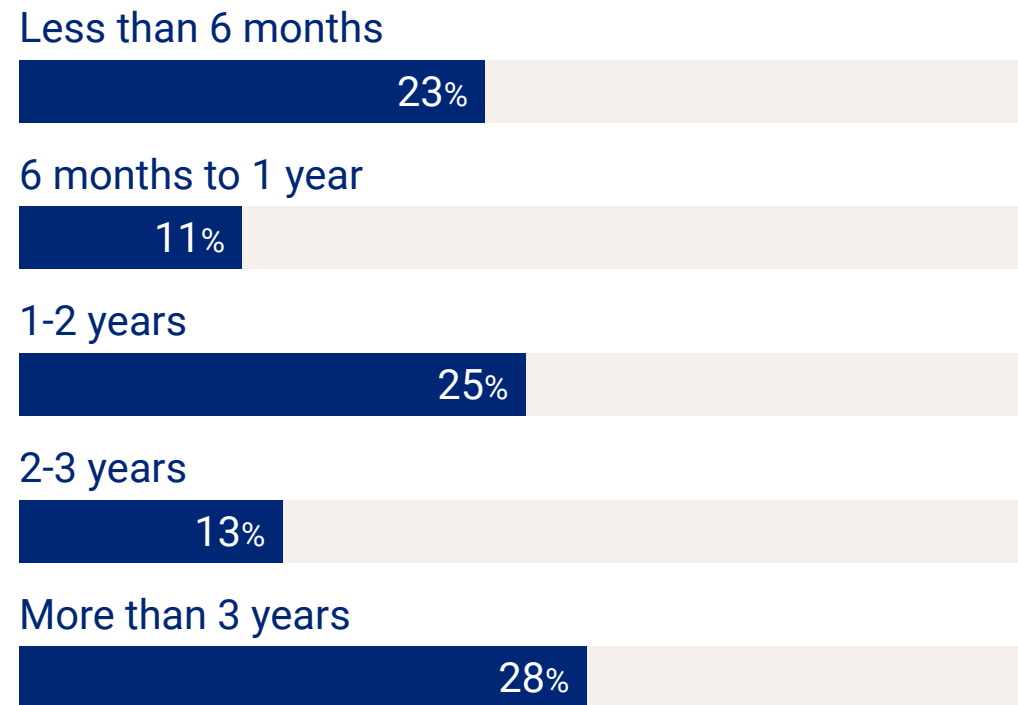
If you currently receive benefits, which three benefits do you value the most?

Child education allowances	52%
Health insurance or private medical cover	33%
Flexible working	29%
Additional vacation days	19%
Transport allowance	19%
Company car allowance	19%

Respondents could select the 3 most important answers / Top 6 most common selections

CAREER

How long have you been in your current role?

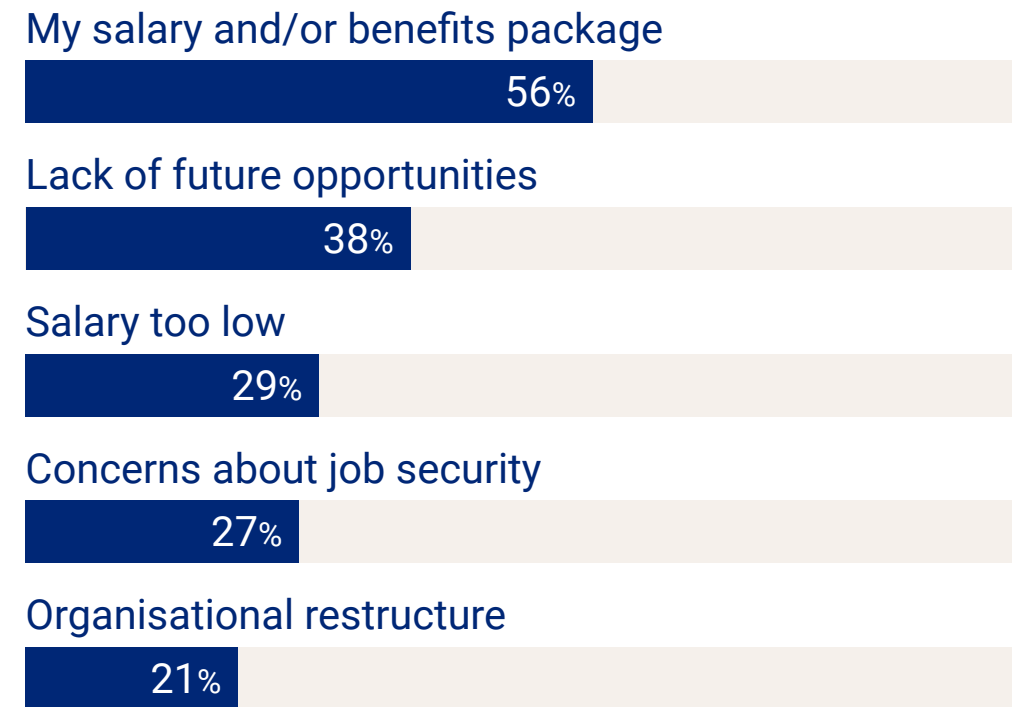


If you have been in your current role for less than one year, what were the three main reasons for your change?

Lack of career progression	50%
Salary too low	33%
Lack of job security	33%
Lack of learning and development opportunities	28%
Role was not challenging enough	22%

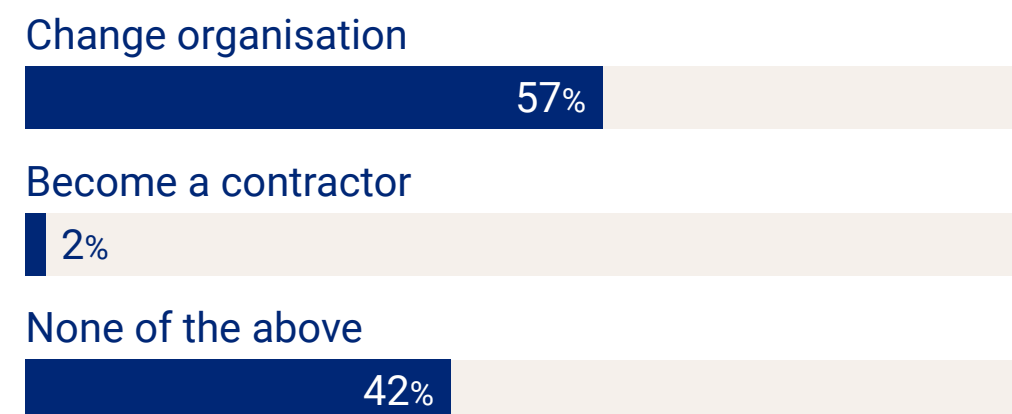
Respondents could select the 3 most important answers / Top 5 most common benefits

If you are planning to leave your current organisation this year, what are the three main reasons?



Respondents could select the 3 most important answers / Top 5 most common selections

Do you plan to make any of the following changes to your career path in 2025?



Aside from salary, which of the following three factors are most important to you when considering a new role?

Benefits package	59%
Career development initiatives	53%
Good work atmosphere	44%
Work-life balance initiatives	31%
Job security	28%
Employer brand and reputation	23%
Remote work	15%
Location	13%
Challenging role or projects	13%
Diversity initiatives	5%
Sustainability initiatives	5%
Other	3%

Respondents could select the 3 most important answers



WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

	2024	2023
Very Satisfied	19%	11%
Satisfied	57%	55%
Dissatisfied	20%	26%
Very Dissatisfied	4%	8%



SALARY GUIDE

Professional Services, BFSI

Position	AED Range	AED Average
C-Suite Sales /Business Development	55,000 - 90,000	75,000
Commercial Director	43,000 - 66,000	55,000
Sales/Business Development Director	43,000 - 55,000	50,000
Country Manager	40,000 - 50,000	45,000
Head of Sales /Business Development	35,000 - 50,000	45,000
Regional Sales/Business Development Manager	33,000 - 43,000	38,000
Commercial Manager	30,000 - 38,000	35,000
Operations Manager	27,000 - 38,000	33,000
Sales/Business Development Manager	20,000 - 30,000	25,000
Sales/Business Development Executive	10,000 - 15,000	12,000

FMCG

Position	AED Range	AED Average
C-Suite Sales /Business Development	60,000 - 80,000	70,000
Commercial Director	45,000 - 60,000	52,500
Sales/Business Development Director	40,000 - 50,000	45,000
Head of Sales /Business Development	35,000 - 50,000	42,000
Country Manager	30,000 - 40,000	35,000
Regional Sales/Business Development Manager	30,000 - 40,000	35,000
Commercial Manager	28,000 - 35,000	32,000
Operations Manager	25,000 - 35,000	30,000
Sales/Business Development Manager	20,000 - 30,000	25,000
Sales/Business Development Executive	10,000 - 18,000	15,000

Legal

Position	AED Range	AED Average
Head of Business Development & Marketing	40,000 - 60,000	50,000
Business Development & Marketing Manager	25,000 - 40,000	30,000
Business Development & Marketing Associate	16,000 - 22,000	19,000

Industrial

Position	AED Range	AED Average
Chief Sales/ Commercial/Growth	60,000 - 100,000	80,000
Commercial Director	50,000 - 65,000	57,500
Sales/Business Development Director	45,000 - 55,000	50,000
Head of Sales /Business Development	40,000 - 55,000	47,500
Regional Sales/Business Development Manager	35,000 - 45,000	40,000
Operations Manager	30,000 - 40,000	35,000
Country Sales Manager	30,000 - 40,000	35,000
Commercial Manager	25,000 - 35,000	30,000
Sales/Business Development Executive	12,000 - 18,000	15,000

Technology

Position	AED Range	AED Average
Regional Sales Director	50,000 - 65,000	60,000
Country Sales Manager	40,000 - 60,000	50,000
Sales Manager	30,000 - 40,000	35,000
Business Development Manager	22,000 - 28,000	33,000
Account Manager	15,000 - 25,000	20,000
Sales/Business Development Representative	10,000 - 16,000	13,000
Account Executive	10,000 - 15,000	12,500

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TECHNOLOGY



Technology leading the way to innovation

Technology continues to play a pivotal role across the global economic landscape. With constant technological advancements, organisations are under pressure to keep up with commercial demands. There is an increasing need for teams to innovate to stay ahead of the curve and most importantly, stay relevant. Organisations are actively adapting and investing in technology to enhance processes and digitally transform. With 48% of employers across the Gulf region citing automation of processes as one of their organisations HR investment focus areas for 2025, those that fail to embrace new technologies risk getting left behind.

The demand for Technology professionals remains high and hiring rates show no sign of slowing down. In 2024, 72% of organisations in the Middle East increased their headcount of Technology professionals. For many employers in 2025, employee recruitment of Technology professionals will remain a key HR investment focus area.

Abundance of talent versus skilled professionals

The pool of Technology talent across the Gulf region is flourishing due to the mass volume of professionals already in the region. However, such a broad range of talent can present challenges when it comes to identifying technical skills and meeting specific role requirements. Many employers shared that they had experienced skill shortages last year, either extreme (13%), moderate (46%), or minor (30%). Only 11% of employers reported no skill shortages, highlighting that despite a high volume of in region talent, the skilled talent pool is hard to reach. Likewise, 26% of employers agree that the shortage of skilled professional in the market is most likely to limit the achievement of their organisation's strategic goals.

There are several contributing factors to this challenge - with employers stating the three main causes of skill shortages in their sector or industry are due to pay levels, competition from other employers, and costing of qualifications/training. The most difficult roles to fill are at intermediate and management level, where these professionals are usually the most skilled and experienced.

In a world of technological disruption, employers need professionals who have the ability to learn, adopt to change, and communicate well.

The United Arab Emirates remains a leader in attracting top tech talent, with overseas professionals wanting to relocate to the region from both a career and lifestyle perspective. So, hiring teams may benefit from enticing overseas talent when it comes to addressing certain skills gaps. However, for employers, the leading barriers to recruiting professionals from outside the Middle East are nationalisation quotas, legislative and compliance challenges, lack of knowledge in other recruitment markets, and no in-house capability to recruit abroad.

Benefit packages hold significant importance to Tech professionals

In 2024, almost half of professionals in the Technology sector saw no changes to their salary. However, Technology professionals continue to highlight the importance of remuneration. The top three reasons for professionals changing jobs last year include salary being too low, benefits not being aligned with their needs, or lack of career progression. Similarly, 77% of professionals plan to make changes to their career path next year, either by changing organisation (74%), or becoming a contractor (3%). With the leading motives being the salary and/or benefits package, lack of future opportunities, or current salary being too low. It is important for employers to ensure that salaries align with market rates. Although it is positive to see that 68% of employers anticipate salaries or rates of pay within their organisation to increase in 2025, which will be fundamental in talent attraction.

As 59% of Technology professionals state that the benefits package is one of the most crucial factors when considering a new role, where possible, employers should ensure that the benefits they offer aligns with what matters most to employees. With preferences being child education allowances, flexible working, and health insurance or private medical cover.

Cyber Security, Data and AI continue to present skill shortages

In 2025, 73% of employers will be looking to hire Technology professionals on a permanent basis. As the Technology sector continues to revolutionise the world of work, organisations need in-house skilled talent to meet market demand. However, the adoption of artificial intelligence is presenting a wider skill gap within many cyber security teams. This is due to challenges surrounding how well professionals are able to keep up with technological advancements. The types of technologies used within teams varies from organisation to organisation. Therefore, employers are only hiring professionals with relevant experience in the tools their organisation uses, rather than recruiting skilled professionals and providing relevant training.

Positive salary prospects for Technology teams

Technology professionals remain positive about their salary prospects this year. With 80% expecting a pay rise, most commonly by more than 20%. Although 21% feel less optimistic, and are 46% neutral, 31% of professional say they feel optimistic about the wider economic climate and the employment opportunities it may or may not create within the next two to five years.

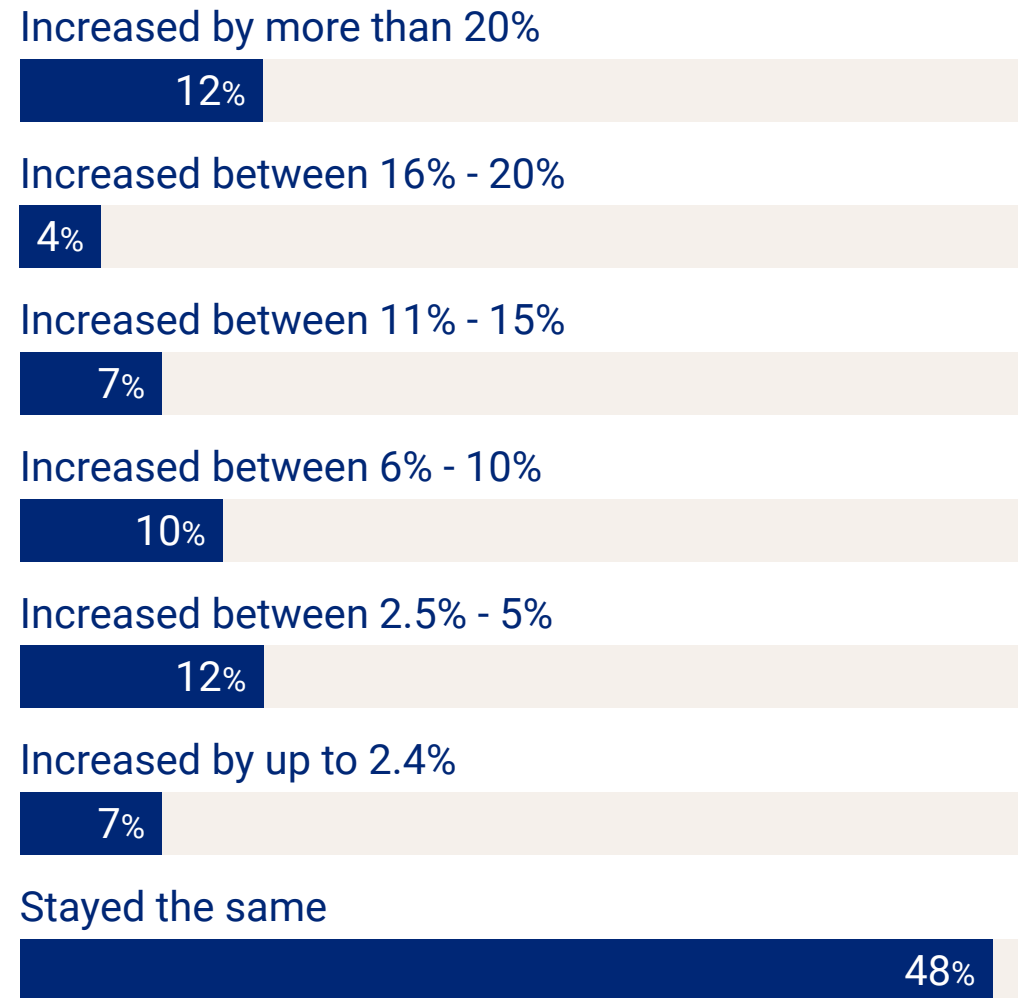


Eamonn Hart,
Senior Manager
– Technology



SALARY AND BENEFITS

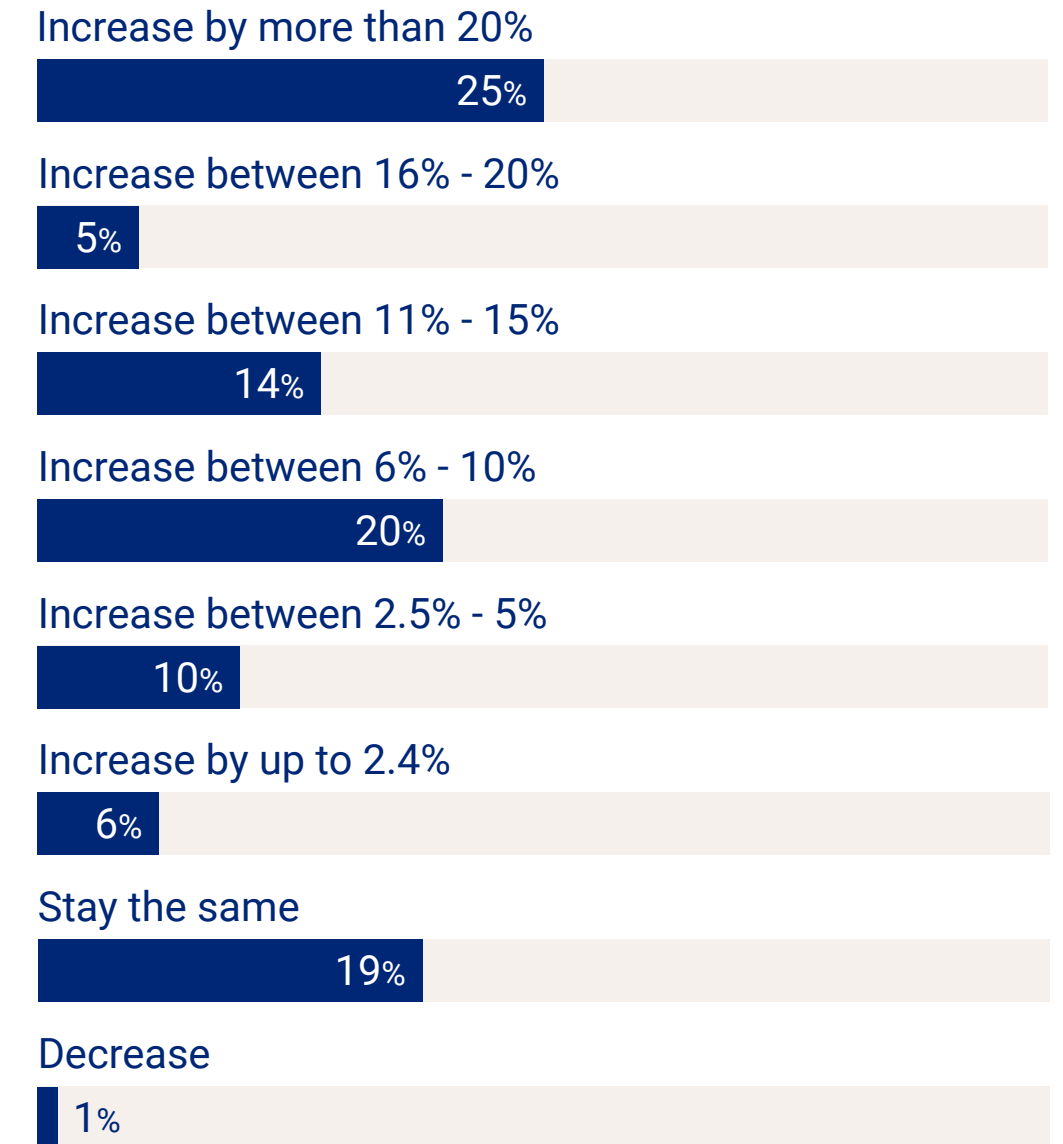
By what percentage did your salary change in 2024?



If you experienced a salary change last year, what was the reason?

	2024	2023	2022	2021
Individual performance	1	2	2	2
A promotion or different role in the same organisation	2	5	4	3
A new job	3	1	1	1
Inflation or cost of living	4	4	5	N/A
Standard organisation-wide increase	5	3	3	3
Other	6	6	6	7

In 2025, what percentage do you expect your salary or pay rate to change?



If you currently receive benefits, which of the following do you receive?

Health insurance or private medical cover	67%
Additional vacation days	33%
Flexible working	24%
Life insurance	19%
Extended parental leave	14%
Child education allowances	14%

Respondents could select all answers that applied / Top 6 most common selections

If you currently receive benefits, which three benefits do you value the most?

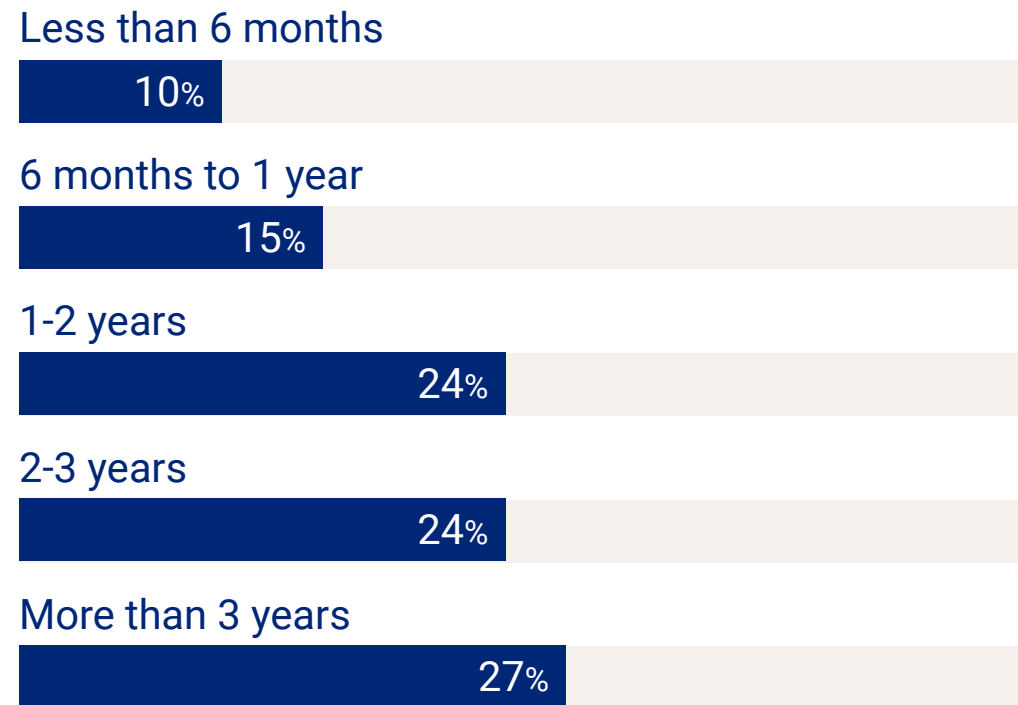
Child education allowances	39%
Flexible working	30%
Health insurance or private medical cover	30%
Additional vacation days	26%
Employee loans	17%

Respondents could select the 3 most important answers / Top 5 most common selections

78%
of Technology Professionals say they do not currently receive any non-monetary benefits.

CAREER

How long have you been in your current role?

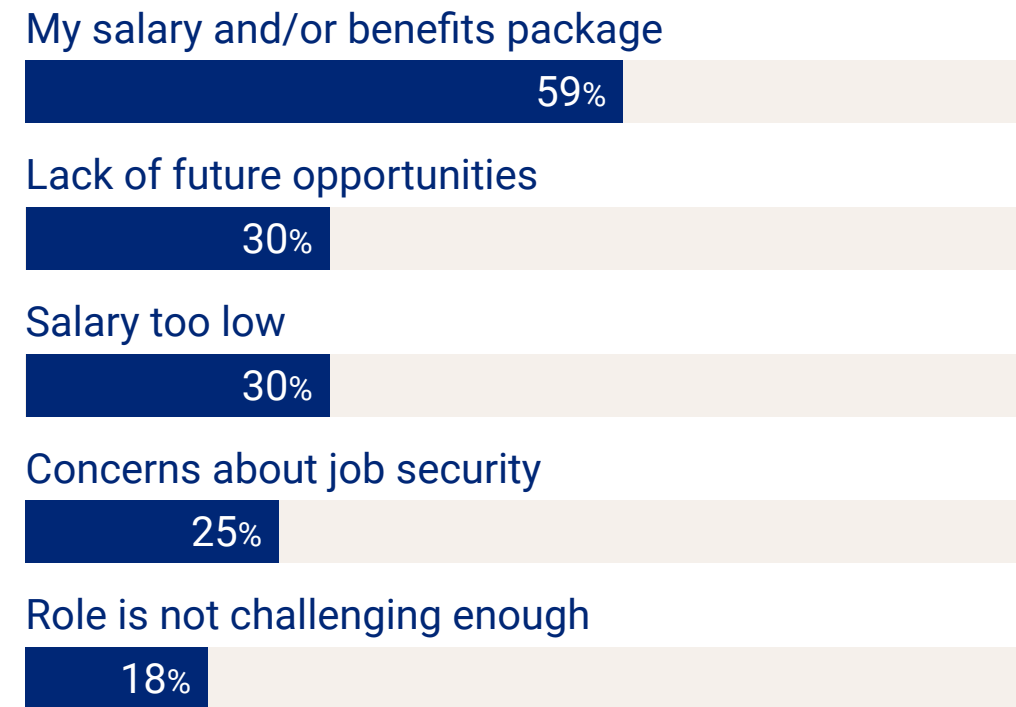


If you have been in your current role for less than one year, what were the three main reasons for your change?

Benefits were not aligned with my needs	40%
Lack of career progression	40%
Salary too low	40%
Lack of learning and development opportunities	20%

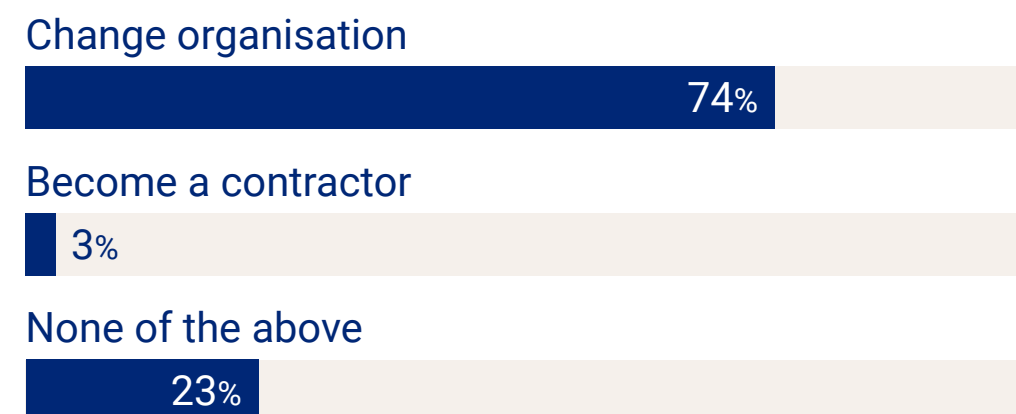
Respondents could select the 3 most important answers / Top 4 most common selections

If you are planning to leave your current organisation this year, what are the three main reasons?



Respondents could select the 3 most important answers / Top 5 most common selections

Do you plan to make any of the following changes to your career path in 2025?



Aside from salary, which of the following three factors are most important to you when considering a new role?

Benefits package	58%
Career development initiatives	49%
Good work atmosphere	31%
Job security	31%
Challenging role or projects	29%
Work-life balance initiatives	25%
Remote work	21%
Employer brand and reputation	19%
Location	10%
Diversity initiatives	6%
Social responsibility initiatives	3%
Other	1%

Respondents could select the 3 most important answers



WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

	2024	2023
Very Satisfied	12%	15%
Satisfied	43%	61%
Dissatisfied	33%	20%
Very Dissatisfied	12%	4%



SALARY GUIDE

CXO & IT Leadership

Position	AED Range	AED Average
Chief Information Officer (CIO)	80,000 - 180,000	120,000
Chief Digital Officer (CDO)	80,000 - 180,000	115,000
Chief Technology Officer (CTO)	70,000 - 150,000	110,000
Chief Information Security Officer (CISO)	70,000 - 125,000	100,000
Chief Product Officer (CPO)	70,000 - 115,000	92,500
IT Director	60,000 - 90,000	75,000
Head of IT	45,000 - 60,000	52,500

PreSales & Solutions Architecture

Position	AED Range	AED Average
PreSales/Solutions Director	50,000 - 100,000	75,000
Solutions Architect	35,000 - 50,000	42,500
PreSales/Solutions Manager	30,000 - 70,000	40,000
PreSales/Solutions Engineer	20,000 - 35,000	27,500

Information/Cyber Security

Position	AED Range	AED Average
Head of Information Security	45,000 - 70,000	57,500
Head of Data Protection	45,000 - 65,000	55,000
Data Governance Manager	38,000 - 58,000	48,000
Information Security Architect	35,000 - 60,000	45,000
Information Security Manager	32,000 - 60,000	45,000
IT Security Manager	30,000 - 55,000	42,000
Information Security Officer	25,000 - 50,000	40,000
Information Security Engineer	22,000 - 45,000	32,500
Application Security Engineer	20,000 - 40,000	30,000
Penetration Tester	18,000 - 40,000	28,000
Information Security Analyst	15,000 - 40,000	28,000

Project Delivery & Business Analysis

Position	AED Range	AED Average
Programme Director	40,000 - 70,000	55,000
Head of PMO	45,000 - 65,000	55,000
Programme Manager	35,000 - 55,000	45,000
Senior Project Manager	35,000 - 50,000	42,500
SCRUM Master	35,000 - 45,000	40,000
Project Manager	30,000 - 45,000	37,500
Senior Business Analyst	25,000 - 35,000	30,000
Business Analyst	15,000 - 30,000	22,500

ERP & Enterprise Applications

Position	AED Range	AED Average
Head of Enterprise Applications	50,000 - 70,000	60,000
Enterprise Application Manager	45,000 - 65,000	55,000
Functional Consultant	30,000 - 40,000	35,000
Senior Project Manager	40,000 - 50,000	45,000
Project Manager	30,000 - 40,000	35,000
ERP Developer	15,000 - 30,000	22,500

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2024. 'Range' represents the upper and lower salary rates from job listings, job offers, and candidate registrations with Hays Middle East. Many factors can affect salary, including location of role, size of the business, industry, and the level of experience of the candidate. 'Average' is the typical value of the data sourced from survey responses, job listings, job offers and candidate registrations with Hays Middle East), 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 2024.

SALARY GUIDE

Software Engineering

Position	AED Range	AED Average
VP of Engineering	60,000 - 85,000	72,500
Head of Engineering	45,000 - 60,000	52,500
Software Development Director	45,000 - 60,000	52,500
Head of QA/Testing	40,000 - 55,000	47,500
DevOps Manager	35,000 - 50,000	42,500
Engineering Manager	35,000 - 50,000	42,500
Software Architect	35,000 - 45,000	40,000
DevOps Engineer	22,000 - 45,000	33,500
Full Stack Developer	25,000 - 40,000	32,500
Mobile Application Developer	25,000 - 40,000	32,500
UI/UX Developer	20,000 - 30,000	25,000
Front End Developer/Engineer	20,000 - 35,000	27,500
Back End Developer/Engineer	20,000 - 35,000	27,500
Lead QA/Test Analyst	15,000 - 30,000	22,500
QA/Test Analyst	15,000 - 25,000	20,000

Data Science & Analytics

Position	AED Range	AED Average
VP of AI & Data	70,000 - 100,000	85,000
Head of Data Science	60,000 - 80,000	70,000
Head of Big Data & Analytics	50,000 - 75,000	65,000
Data Engineering Manager	40,000 - 55,000	50,000
Data Scientist	35,000 - 70,000	45,000
Machine Learning Engineer	30,000 - 60,000	45,000
Data Architect	40,000 - 60,000	50,000
Business Intelligence Manager	30,000 - 50,000	40,000
Big Data Architect	35,000 - 45,000	40,000
Enterprise Analytics	30,000 - 50,000	40,000
IoT Architect	30,000 - 50,000	40,000
Data Engineer	20,000 - 35,000	30,000
Business Intelligence Developer	25,000 - 35,000	28,000
Data Analyst	13,000 - 30,000	20,000

Product Management

Position	AED Range	AED Average
CPO	60,000 - 85,000	72,500
Head of Product	50,000 - 70,000	60,000
Product Manager	30,000 - 50,000	40,000
Product Owner	30,000 - 45,000	37,500
Senior Product Designer	30,000 - 40,000	35,000
UX/UI Designer	20,000 - 40,000	25,000

Cloud, Infrastructure & Networking

Position	AED Range	AED Average
Enterprise Architect	40,000 - 60,000	50,000
Integration Architect	35,000 - 60,000	47,500
Cloud Architect	40,000 - 60,000	50,000
IT Manager	30,000 - 50,000	42,000
Site Reliability Engineer	35,000 - 45,000	40,000
Infrastructure Manager	30,000 - 45,000	40,000
Head of Infrastructure	30,000 - 50,000	40,000
Infrastructure Architect	30,000 - 45,000	37,500
Network Architect	30,000 - 40,000	35,000
Cloud Engineer	30,000 - 40,000	35,000
Network Security Engineer	20,000 - 30,000	25,000
Linux Administrator	17,500 - 30,000	22,500
Network Engineer	15,000 - 25,000	22,500
Systems Engineer/Administrator	15,000 - 25,000	20,000
IT Support Analyst	15,000 - 20,000	17,500

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2024. 'Range' represents the upper and lower salary rates from job listings, job offers, and candidate registrations with Hays Middle East. Many factors can affect salary, including location of role, size of the business, industry, and the level of experience of the candidate. 'Average' is the typical value of the data sourced from survey responses, job listings, job offers and candidate registrations with Hays Middle East), 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 2024.

ABOUT US

Hays Middle East is part of Hays plc, the world-leading specialist in recruitment and workforce solutions. Since 2005, we have offered our services to the Gulf region.

Our regional offices are located in Dubai, Abu Dhabi, and Riyadh.

Our consultants offer invaluable advice and insights, combined with unrivalled services and access to top talent that helps organisations confidently navigate the new era of work.

Organisations, large or small, or professionals looking for their next career move, we accompany them every step of the way, working for and with them to understand where they want to get and how to get them there.

Our capabilities include:

- Permanent hiring
- Contracting
- Executive Search
- Emiratisation
- Saudization
- Contractor Management Outsourcing (EOR)
- Recruitment Process Outsourcing
- Managed Service Programme
- Advisory Services

We provide expert recruitment services across:

- United Arab Emirates
- Saudi Arabia
- Bahrain
- Oman
- Kuwait
- Qatar

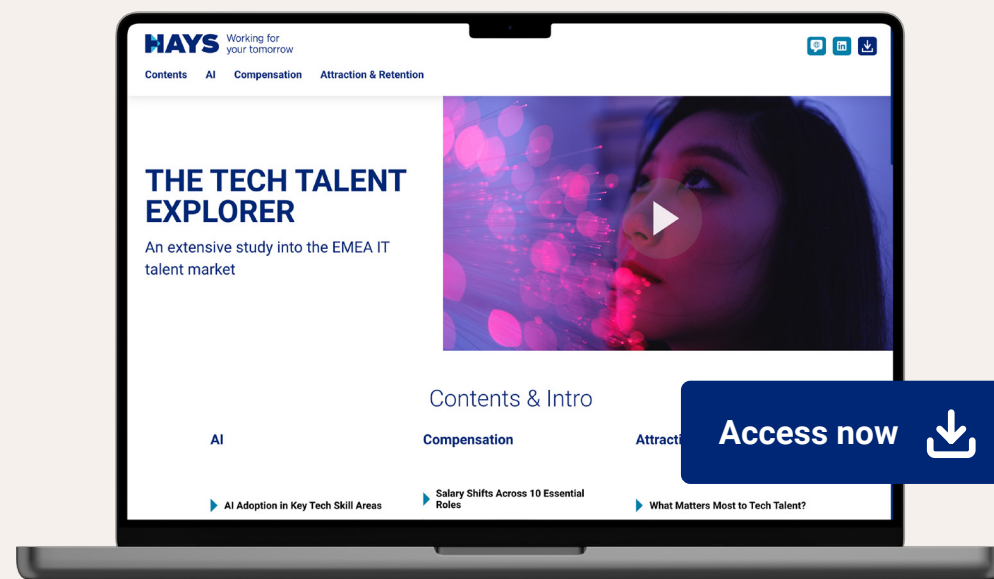
Industries in the Middle East:

- Accountancy & Finance
- Architecture & Design
- Banking & Financial Services
- Construction & Property
- Education
- Engineering
- Executive Search
- Healthcare
- Human Resources
- Legal
- Manufacturing & Operations
- Marketing & Digital Marketing
- Office Support
- Oil & Gas
- Procurement
- Sales
- Supply Chain & Logistics
- Technology



DISCOVER MORE **RESOURCES**

As your recruitment and workforce solutions partner, we want to share knowledge about the topics covered here to give you deeper insight and fuel your future success.



The Tech Talent Explorer

Are you looking to secure the best tech talent for your business?

Discover what matters most to EMEA tech professionals today, comparing countries and experts in Software Development, Cybersecurity, Cloud Computing, Data Science and more. Benchmark your salaries and employment propositions against your competitors for in demand IT specialists. Learn how to attract tech talent and how to retain tech talent.

- Compare the costs and priorities of IT talent across EMEA
- Upgrade your employment proposition for tech talent in EMEA with salary comparisons and insights from 5,000+ IT professionals.



An Introductory Guide to Successful RPO

Is your business losing money through lengthy recruitment processes and empty seats in revenue-generating roles?

Progressive companies are turning to Recruitment Process Outsourcing (RPO) to ensure they can get the talent they need, at scale, when it's needed. Whether you're new to RPO or you want to better understand how it can be beneficial for your specific business, this playbook delivers all you need to know:

- What RPO involves and how it works
- Who RPO benefits and how
- The different RPO models available and how to choose the best fit
- How to build a strong business case to win over internal stakeholders
- How to select the right RPO provider

CONTACT US

If you require further information about Hays or if you would like to discuss your recruitment or workforce needs, please contact your local experts:

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