

SALARY GUIDE AND HIRING INSIGHTS



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ABOUT THIS GUIDE

The Michael Page Salary Guide and Hiring Insights is developed as a reference for hiring managers and job seekers to make informed employment decisions. Below is what we cover:

- Outlook of job applicants on key topics like job application and candidate experience, and dream job
- Salary benchmarks, in-demand positions, key skills, and experience, as well as recommendations to talent/hiring challenges facing the sector

INDUSTRY DISCIPLINES COVERED INCLUDE:

- BANKING AND FINANCIAL SERVICES
- CONSULTANCY, STRATEGY AND CHANGE
- DATA AND ANALYTICS
- DIGITAL
- ENGINEERING AND MANUFACTURING
- FINANCE AND ACCOUNTING
- HEALTHCARE AND LIFE SCIENCES
- HUMAN RESOURCES
- LEGAL AND POLICY (IN-HOUSE)
- LEGAL (PRIVATE PRACTICES)
- OIL AND GAS
- PROCUREMENT AND SUPPLY CHAIN
- PROPERTY AND CONSTRUCTION
- RETAIL
- SALES AND MARKETING (BUSINESS TO BUSINESS)
- SALES AND MARKETING (CONSUMER)
- SECRETARIAL AND OFFICE SUPPORT
- TECHNOLOGY

REPORTING METHODOLOGY

Our job applicant outlook is developed from insights received from quarterly surveys we run with our candidates throughout the year. Data for the salary benchmark is derived from our proprietary database capturing job advertisements and placements throughout 2022. It is supplemented with insights from our consultants validated by their interactions with employers and job applicants in the region.



AN INTRODUCTION FROM **JON EDE**

REGIONAL DIRECTOR – UNITED ARAB EMIRATES,
PAGEGROUP

At the time of writing, hiring sentiment is strong in the UAE. 2022 was full of momentum and strong market confidence, leading to consistent recruitment activity throughout the year. Even the usually more quiet mid-summer months showed a very buoyant and active recruitment market.

Based on market confidence and therefore more aggressive growth and diversification plans, organisations have shifted up a gear and their appetite to invest in attracting top talent increased significantly. We are seeing more proactive searches for executive and/or strategic hires and we have also seen a significant return in foreign direct investments with businesses looking to expand their international footprint into the UAE. A complex global economic backdrop makes it impossible for anyone to predict what lies ahead for 2023 – However, based on current demand, positivity and local market confidence, the UAE appears to be well positioned for growth and resilience.

As usual, our guide includes current, comprehensive salary benchmarking, along with hiring insights from each of our industry-leading specialist teams. We also feature valuable insights from our job applicant surveys conducted throughout 2022 on some key topics including: the impact of job adverts on job applications; dream job criteria; great leadership qualities and possibilities of returning to a job after quitting.

Interesting highlights include: 79% consider Environmental, Social and Corporate Governance (ESG) an important factor when choosing a dream job, 77% browse online reviews of a company while applying on a job advert and 60% would consider returning to their former companies.

I am confident that this guide will be a practical and valuable resource for both companies and candidates alike and should help to shape your talent acquisition strategy or job search activity for 2023. On behalf of Michael Page UAE, I hope you enjoy the read and wish you all the very best for the year ahead.

ABOUT US



PAGEGROUP

PageGroup is a world-leading specialist recruitment company with over four decades of expertise. With 8,000+ employees and operations in 37 countries, PageGroup provides recruitment on a local, regional and global level.



MICHAEL PAGE UNITED ARAB EMIRATES

Operating in the Middle East since 2006, the business has established a strong position in the market and is led by a management team with over 100 years of combined international and regional recruitment experience.



OFFICES IN **DUBAI** AND **ABU DHABI**



50+ SPECIALIST RECRUITMENT CONSULTANTS



FULL REGIONAL **COVERAGE**



OVER 600,000 CANDIDATES IN OUR REGIONAL DATABASE



OUR BRANDS: PAGE EXECUTIVE, MICHAEL PAGE, PAGE PERSONNEL AND PAGE OUTSOURCING

REASONS TO PARTNER WITH US



Access to leading edge platforms, so we can guarantee the visibility of our customers' vacancies and engage with quality candidates before our competition can



Truly inclusive recruitment and candidates fully vetted against all requirements



Reduced time to hire with our targeted approach

OUR RECRUITMENT EXPERTISE

- Banking And Financial Services
- Healthcare and Life Sciences
- Property and Construction
- Consultancy, Strategy and Change
- Human Resources
- Retail
- Data and Analytics
- Legal and Policy (In-House)
- Sales and Marketing (Business to Business)
- Digital
- Legal (Private Practices)
- Sales and Marketing (Consumer)
- Engineering and Manufacturing
- Oil and Gas
- Secretarial and Office Support
- Finance and Accounting
- Procurement and Supply Chain
- Technology



THE JOB APPLICANT SENTIMENT



Talent drives business growth and success. Organisations can attract candidates with the right skills and retain top talent only if they have an effective talent management strategy in place. So, it's important to understand how they feel about aspects related to their work-life and career.

At Michael Page, we consider a large part of our role to be conducting market research to understand not only what's going on in different sectors in the UAE, but given the current environment, also to understand how job applicants feel on various relevant topics such as skills, training, remote working, relocation, as well as mental health and wellbeing. Our survey insights in this guide can help you feel the candidate pulse and determine how this information might affect your recruitment plans in the next 12 months.

HOW DO JOB ADVERTS IMPACT JOB APPLICATIONS IN THE UAE?

In a tight hiring market, it's essential that companies and recruiters provide candidates with a positive experience. If the hiring process is smooth and efficient, candidates are more likely to accept a job offer and recommend the company to their peers.

But when does the candidate experience begin? For many applicants, it's when they read the job advertisement. There and then, candidates form a strong first impression of the company that will influence their decision about whether to apply for the position.

To discover more about how candidates react to job ads, we surveyed 1,857 job applicants in the UAE.

What is regarded as the most important element in job ads?

We asked candidates what they regarded as the most important information contained in job ads, and one element stood out: job title. Almost six in 10 (59%) of those polled said job title is the key piece of data in any job posting, followed by salary (58%) and job location (39%).

Other pieces of information that candidates focus on include:

- Company name (36%)
- Position seniority (25%)
- Publication date of the job ad (15%)

Candidates like to read!

In this busy world, it may surprise you to learn that 62% of candidates in our survey said they read the whole job advertisement. The remainder said they read 80-90% of the content.

This preference for reading the whole ad may be linked to accessibility. 36% of those polled said they mainly use mobile devices to read job ads, and 33% use the same devices to apply for the position. And (27%) of candidates still use mainly desktop or laptop computers to submit the application.

Form can be as important as content

Some recruiters are experimenting with original and creative formats for job ads. But the candidates we polled have different priorities. More than half (53%) said they prefer a professional, detailed format. Around 45% like having short and concise job advertisements, while 29% appreciate an ad that has subgroups with proper structure.

Candidates want more information

Sometimes, candidates notice what isn't included in job advertisements as much as what is. For example, almost nine in 10 (92%) of respondents think that job ads should include salary range. A similar proportion (91%) like to see information about company culture, while 75% say they are interested in learning more about the organisation's benefits and perks.

Using job ads for benchmarking

Not all candidates read job advertisements because they're interested in applying for the position. Some simply use the information to benchmark the salary and job description of the advertised role against their own terms of employment. However, only 22% of those surveyed say they use job ads to benchmark regularly (at least once a year), while 31% do it every 2-3 years. A large majority (47%) of respondents say they never use job ads for benchmarking.

Other sources of information

Even the most comprehensive job advertisement only tells the candidate a fraction of what they need to know about a company before accepting a position. Most candidates (92%) polled in our survey also look at the company website. 77% use online reviews on sites like Glassdoor to help them make an assessment while a lower proportion (72%) look at the organisation's social media channels. Interestingly, about half (52%) of the respondents say they try to contact current or former employees to get inside information on the company.

To apply or not to apply?

Of course, not all candidates who read a job ad apply for the position. So, what are the factors that lead them to reject the opportunity?

For our survey respondents, the most important filter is qualifications. Almost half (46%) of the respondents say they don't apply for a position if they feel over- or under-qualified for the role. An equally important factor is regarding if the job ad was posted long ago. 46% of our respondents also say they wouldn't apply for a position if the job ad was posted long time ago.

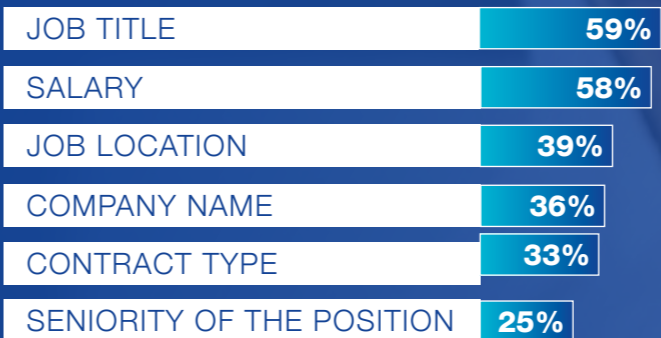
Other criteria include salary (a determining factor for 44% of respondents), poor company reputation (38%) and inconsistencies or unclear job ad (33%). Recruiters and hiring managers should note that a full 22% of respondents say they wouldn't apply for a position if it involved filling out long forms.

Key learnings for recruiters

Hiring managers and talent acquisition teams can learn the following from our survey data:

- Candidates consider the job title as the top piece of information they look for before they apply. Employers should ensure the job titles are reflective of the skills and experience required from the role.
- Candidates like job ads that are comprehensive and professional in both form and content. You risk missing out on top candidates if your ads are difficult to read or contain inconsistent information.
- E-reputation and employer branding are vital! Before they apply, candidates will assess you and your company culture based on your corporate website, social media channels and employee review sites.

THESE ARE THE KEY ELEMENTS FOR CANDIDATES IN A JOB AD:



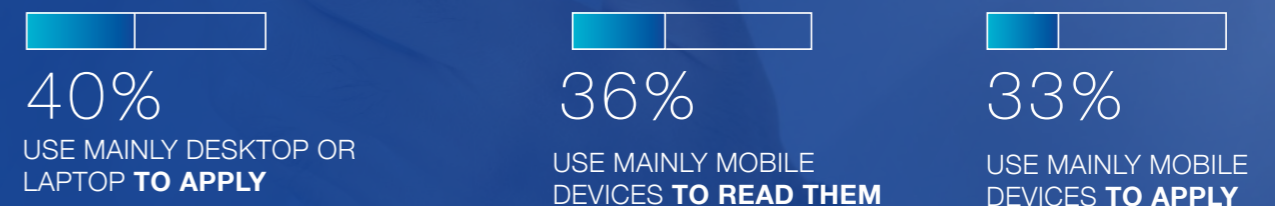
BUT DO CANDIDATES READ THE WHOLE JOB AD, OR JUST SOME FEW ELEMENTS?



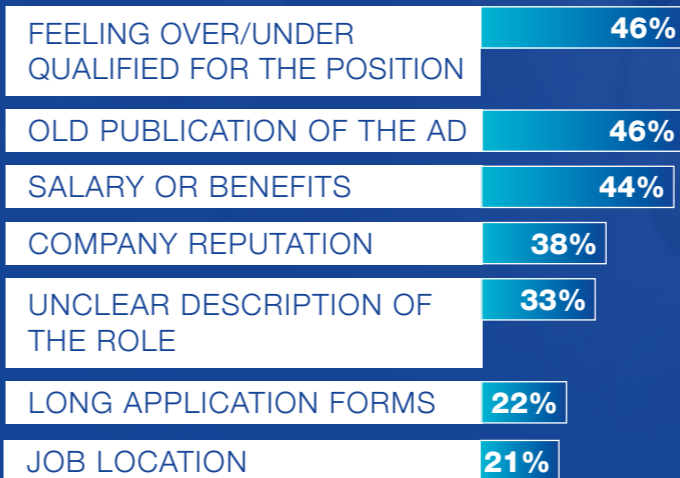
THIS IS THE FORMAT CANDIDATES PREFER TO SEE IN A JOB AD:



DO CANDIDATES USE DIFFERENT DEVICES TO READ AND APPLY FOR JOB OPPORTUNITIES?



WHAT KEEPS CANDIDATES FROM APPLYING



THIS IS HOW AND WHERE CANDIDATES LOOK FOR MORE INFO ON THE COMPANY THEY APPLY FOR:



SURVEY PERIOD: September - December 2021



WHAT DO JOB APPLICANTS WANT IN THEIR DREAM JOB?

In an era when talent is scarce and employers are scrambling to fill key positions, many candidates feel like they have a chance to land their dream job. But what are applicants looking for when they evaluate a role, and what can companies do to make their employer brand more attractive in this challenging market?

To find out, we surveyed over 2,000 employees and job seekers across UAE. We asked them about the kind of contracts they preferred, their commitment to corporate social responsibility (CSR), their ideal work arrangements and more. Read on to discover what turns a good job into a dream job.

Landing the right contract

After two years of COVID disruptions, it's no surprise that our respondents placed a high value on stability. When asked what type of contract they were willing to consider for their next position, a full 76% said they would prefer a permanent position. 27% would be happy with any kind of position, while (19%) said they would like a fixed-term or temporary contract.

Finding the perfect-sized company

Respondents were asked to choose their ideal company size: small, middle or large. Preferences were split, with middle sized companies the top choice (44%) followed closely by large companies (chosen by 42% of respondents) and small companies ranked last at 9%.

Why do candidates gravitate towards middle-sized companies? Of the respondents who preferred middle-sized companies, almost half (46%) highlighted more opportunities for training and developing greater expertise. Other advantages identified by these respondents include improved promotion and career opportunities (39%), quicker decision making processes (37%) and better quality of life at work (32%).

Candidates who prefer large companies seem to be mostly motivated by the chance to accelerate their professional development and earn a better salary. Of the respondents who preferred large companies, nearly half (51%) were drawn to the training and development programmes these organisations are known for, while promotion opportunities and better remuneration were highlighted by 35% and 26% of these respondents, respectively.

While small companies were the least favoured option, the responses make clear that these organisations have several unique advantages. Accelerated decision-making was highlighted by 43% of the respondents who preferred small companies, while 29% were attracted more flexibility and agility than in a larger company. Almost one-third (26%) of respondents drawn to small companies liked clearer vision of strategy and results.

Getting the benefits you need

In today's knowledge economy, jobseekers are focused on acquiring the skills they need to succeed. No surprise, then, that a full 73% of respondents placed training and career development among their most-wanted employment benefits. This was followed by private healthcare for employees and their families — a top priority for over half (61%) of respondents. Other benefits that make a difference include financial advantages (chosen by 42% of those surveyed), life insurance (38%) and company-issued tech devices (24%).

Working for a socially responsible employer

These days, candidates aren't just looking for a salary boost and career development opportunities. Three-quarters (79%) of survey respondents said they wanted to work for a company committed to corporate social responsibility or CSR. Asked to identify the most important CSR values, 96% chose human rights responsibility, while environmental and economic responsibility were both highlighted by 84% of respondents.

Flexible work arrangements

Millions of employees found themselves working from home for the first time during the COVID-19 pandemic — and our survey suggests that a majority would like to continue with this arrangement. Well over half of respondents (66%) said they would like to work remotely either some or all of the time.

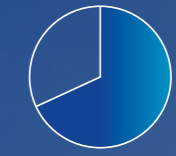
How would candidates like to divide their time between home and office? The most popular arrangement is three days at the office, two days at home, preferred by 36% of respondents. 27% prefer working from home permanently, while 21% like the idea of spending just one day working from home.

The trend for remote working shouldn't disguise the fact that many employees enjoy working in the office. The key motivation for these workers is to feel more engaged with their job (67%), while 45% like to keep personal and professional environments separate.

Office-based teams may also benefit from greater employee engagement. More than four in 10 respondents (41%) emphasised the importance of face-to-face meetings, while 28% said they want to maintain social links and enjoy relaxing moments with colleagues.



4 out of 5
LOOK FOR A
PERMANENT CONTRACT



79%

CONSIDER ENVIRONMENTAL, SOCIAL AND CORPORATE GOVERNANCE (ESG) AN IMPORTANT FACTOR WHEN CHOOSING A JOB



44%

PREFER WORKING IN A
MIDDLE SIZED COMPANY

Improved **promotion and career opportunities** than in big companies
More **training/development** opportunities



66%

LOOK FOR PART / FULL-TIME
REMOTE JOBS

Ideal remote work schedule **2 days** per week from home

WHICH EXTRA BENEFITS ARE THE MOST ATTRACTIVE



TRAINING & CAREER DEVELOPMENT



PRIVATE HEALTHCARE FOR THE EMPLOYEE & FAMILY



FINANCIAL ADVANTAGES

WHY EMPLOYEES STILL WANT TO WORK PART/FULL-TIME IN THE OFFICE



67%

TO FEEL **MORE ENGAGED**
WITH THEIR JOB



45%

TO KEEP **PERSONAL**
AND PROFESSIONAL
ENVIRONMENTS SEPARATE



41%

TO HAVE **FACE-TO-FACE**
MEETINGS



WHAT MAKES A GREAT MANAGER?

"It's just a job" is a phrase you don't hear much today. Candidates aren't just looking for a position that pays a decent salary and gives them a good chance of career advancement. They're looking for their dream job — and they're thinking carefully about the various qualities they expect their ideal employer to possess.

To understand what candidates dream about these days, Michael Page surveyed over 1900 employees and jobseekers across UAE. We wanted to know what makes a manager great and the leadership mistakes that can turn a dream job into a nightmare. We also asked respondents about what matters to them in their day-to-day responsibilities. Last but by no means least, we wanted to find out whether working women have different criteria for assessing their managers than their male peers.

Read on – some of the answers may surprise you.

What makes a great manager?

Leadership matters. A great manager is a guide, mentor and teacher rolled into one who can inspire and motivate employees to reach their potential.

Here are the top qualities our respondents look for in a manager:

- Leadership (63%)
- Good communication skills (53%)
- Strategist who is able to align team with company objectives (45%)
- Respect (41%)

What makes a bad manager?

Of course, not every manager can be great — and even the best managers have their off days. So we asked respondents to name the qualities they didn't want to see in a manager. The top answers were as follows:

- Resistance to change – 50% say they are turned off by managers who insist on maintaining the status quo and won't accept the need to change with the times
- Lack of organisational skills – 39% of respondents have trouble working for a manager who is poorly organised or finds it difficult to articulate specific goals and milestones.
- Micromanagement – 32% of respondents they have a difficult time when their employers are too controlling. This leads to employees getting frustrated with management.

Do working women and men have different criteria for assessing managers?

In a word, no. For both 67% men and 61% women, the top quality in a manager is leadership. However, women also consider and prioritise respect and good communicator as required qualities for managers.

What counts as recognition?

These days, employees aren't content to simply do their job and draw a salary for it. They want recognition for their hard work. But what form should this recognition take?

For most survey respondents (65%), recognition means training and upskilling. An almost identical proportion insists that financial reward is also appropriate for a job well done. Most also consider, (56%) that changes in responsibility and getting a promotion is recognition.

What are employees' top priorities?

When asked about their day-to-day priorities, almost half 73% of respondents agreed that career growth potential was an essential ingredient in a "dream job". A similar proportion gave their vote to having friendly relationships with your colleagues. Unsurprisingly in the age of COVID and remote working, 40% thought that a dream job was one where you could maintain the right work-life balance.

Some aspects of employment may matter less to employees than they did a few years back. For example, 33% of respondents think it's important for companies to offer appealing office spaces and modern equipment and 35% prefer company transparency. As for team building activities, 43% of respondents regard them as a priority.

Hot-desking: dream, nightmare or somewhere in between?

Hot-desking is the practice of allocating desks to employees only when they are required or on a rotation system. While it's not a new practice, hot desking is becoming more common in the post-pandemic era as companies take advantage of the growth of remote working to reduce their office space.

18% would like a hot-desking option, 10% regard it as essential. Around 36% don't mind either way.

When we asked people who valued the hot desking option to explain their reasoning, 74% said that they liked the idea of an agile workplace that could be adapted according to their needs. With hot-desking, for example, companies could make space for areas such as a quiet room. For 56% of respondents, hot-desking was a feature they equated with flexibility and freedom, giving them the option to work outside the office when required.

What about the 12% of respondents who don't like the idea of hot-desking? The top reasons this group give for opposing the practice are:

- Want to have their own space in the office (72% of respondents)
- Don't want to spend time booking desks (51%)
- Fear that seats won't be available when they need them on a particular day (50%)

TOP QUALITIES A MANAGER SHOULD HAVE



63% SAID LEADERSHIP



53% SAID GOOD COMMUNICATION SKILLS

WHAT SHOULDN'T A MANAGER DO?



5 out of 10 THINK A MANAGER SHOULD NOT BE RESISTANT TO CHANGE



2 out of 5 FEEL A MANAGER SHOULD NOT BE DISORGANISED

MOST IMPORTANT ELEMENTS IN DAY-TO-DAY WORK



COMPANY TRANSPARENCY



CAREER GROWTH POTENTIAL



WORK LIFE BALANCE

RECOGNITION FOR



3 out of 5 INVOLVES A CHANGE IN RESPONSIBILITIES + FINANCIAL REWARD

HOT DESKING APPEALS TO:



28%

THE REASONS

Adapt workspace depending on their needs
Work outside the office when necessary



ADIEU OR AU REVOIR? WHY QUITTING A JOB DOESN'T HAVE TO BE FOREVER

Quitting a job is rarely an easy decision and it's unwise to make assumptions about why people do it. For every professional who leaves a position because they are unhappy, there are others who love their current colleagues and employer and are simply looking to take their careers to the next level.

In a competitive hiring market, companies can't afford to "forget" about talented employees who leave on good terms and who could be tempted to return if the opportunity arose. That's why many employers now have return programs that allow them to keep in touch with their alumni and, if circumstances allow, re-hire them.

To learn more about why people quit and whether they would consider re-joining a former employer, we surveyed 2,147 job applicants across the UAE. Let's look at what they said.

How many people quit — and why?

Six in 10 (62%) respondents said they'd quit a position voluntarily at least once. So what factors triggered their decision to leave?

- 43% said they wanted to acquire more responsibilities and boost their career development.
- 31% were simply looking for a change — a new job title or career, a different sector, etc.
- Other factors (cited by around 28% of respondents in each case) included a desire for improved salary and benefits, a feeling of not sharing their current company's values and personal reasons.

A key takeaway from these results is that a feeling of having reached their limit is a critical factor in many people's decision to leave. Some employees have aspirations and ambitions that simply can't be satisfied by their current employer. Steps companies can take to retain these workers include fast-tracking their career development and offering improved compensation packages. However, if an employee wants to change industries altogether or needs to leave for personal reasons, there's little a company can do to stop them.

To quit or to switch?

Not everyone who leaves a company has another position lined up. A little less than half (41%) of respondents said they'd resigned from a job at least once in their careers without having a new job to go to.

Do leavers regret their decision?

A substantial number do, considering it was their own choice to leave. Almost one-in-five (22%) respondents said they'd left a position and later regretted it. Of these:

- 25% said the new company was not what they expected or hoped for
- 22% missed their former colleagues

What can we learn from these findings? First, they confirm what most professionals already know: moving to a new position is always a little risky and not every opportunity lives up to its billing. Second, they underscore the importance of the human factor. Employees often form very close and mutually rewarding relationships with their co-workers. Even people who don't regret leaving a job often miss their former colleagues. Given this, does it not make sense to think about former employers when considering your career options? Let's look at the data...

To return or not to return?

Can going backwards in one sense take you forward in another? 26% of respondents said that they have either taken a position with one of their former employers or would consider doing so if the opportunity arose.

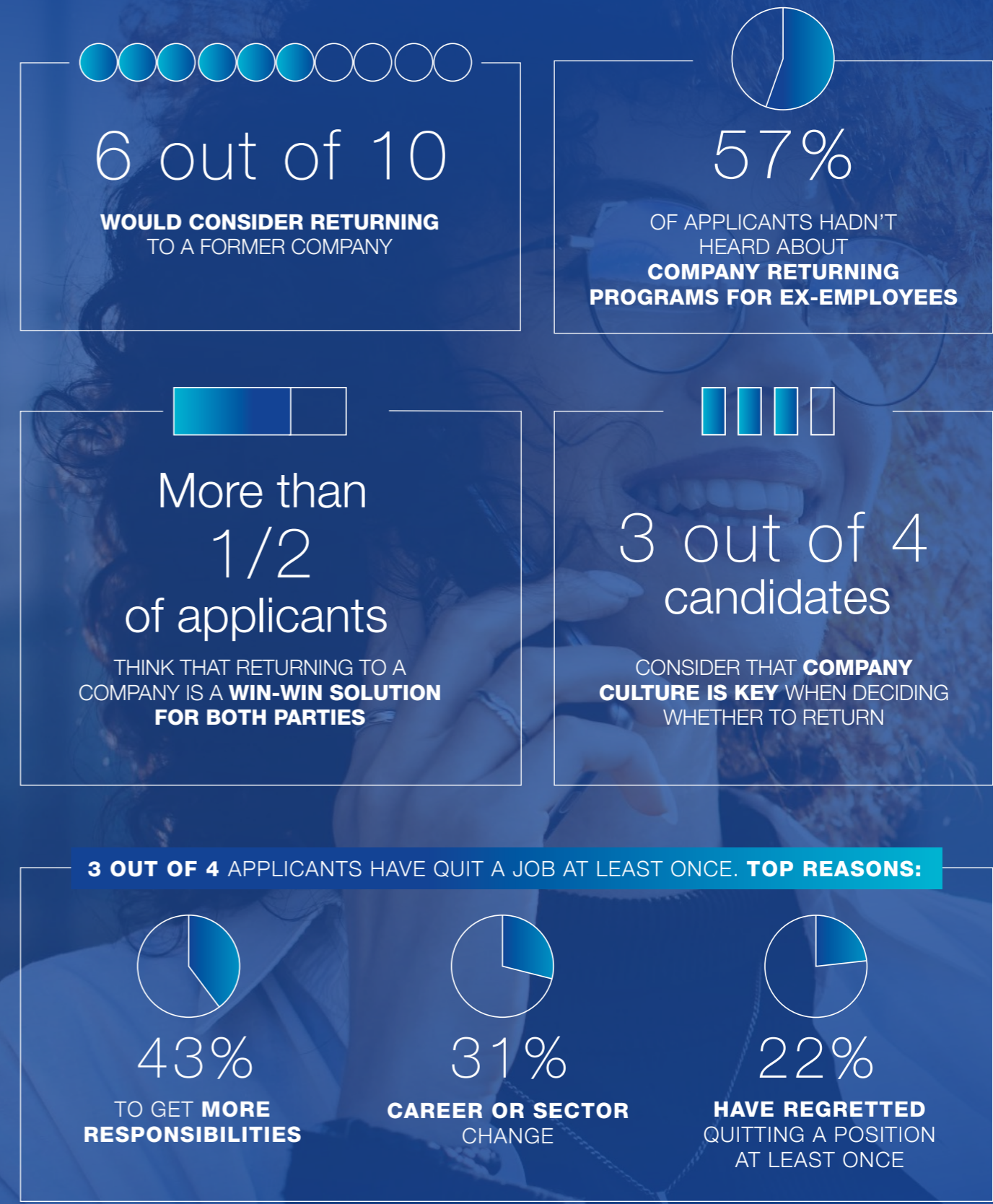
That's a big potential talent pool for companies struggling to plug gaps in their workforces! But are companies doing enough to promote their return programs and encourage these former employees to return to the fold?

It appears not. More than half (57%) respondents said they hadn't even heard about these programs.

Companies clearly have their work cut out to make these initiatives more visible. At the same time, they need to be continually reviewing and improving their organisational culture, with 16% of survey respondents agreeing that this is a critical factor in whether an employee decides to return.

The good news for companies is that only a minority of respondents thought that returning to a former employer was a mistake. More than half (52%) disagreed with the statement that candidates should never go back, while 34% neither agreed nor disagreed. Furthermore, a slight majority (58%) thought that, in the end, returning was a win-win solution for companies and their former employees.

These are encouraging statistics for companies considering making re-hiring part of their recruitment strategy. By setting up return programs and using social media and other channels to make them as visible as possible, employers can broaden their talent pools to include familiar as well as new faces.





MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

- 1 INVESTMENTS: SENIOR ANALYST/ ASSOCIATE / SENIOR ASSOCIATE GROWTH VENTURE CAPITAL & PRIVATE EQUITY
- 2 CHIEF FINANCIAL OFFICER
- 3 COMPLIANCE OFFICER
- 4 FUND ACCOUNTANT
- 5 INVESTOR RELATIONS
- 6 FINANCE MANAGER - INVESTMENTS
- 7 MARKET RISK MANAGER
- 8 OPERATIONS – MIDDLE OFFICE (PRIVATE EQUITY, LISTED EQUITIES, HEDGE FUNDS)

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

FINANCIAL & LBO MODELLING



Financial modelling (especially that for LBOs) remains a key skill-set employers are looking for given changes in the transaction environment. It has become imperative to hone financial modelling skills beyond what is possible in a conventional working hours.

INVESTMENTS SENIOR ANALYST/ ASSOCIATE/ SENIOR ASSOCIATE/ PRINCIPAL - PRIVATE EQUITY/ INTERNATIONAL VENTURE CAPITAL



With an increase in venture capital activity within the region, there is growing demand for professionals with international VC investments and start-up portfolio management experience. There is also an increased focus on candidates with buy-side growth investments experience, especially within the technology sector.

SENIOR STRATEGIC FINANCE / CFO



Expectations from senior finance professionals within the investment/ private equity/ banking universe are that of a strategic business partner who is able to manage balance sheet risk, lead & execute a long-term vision and credibly guide the board in their strategic decision-making.

COMPLIANCE



Compliance remains one of the key in-demand skillsets across the region, driven by sustained high volumes of newly established entities across the DIFC and ADGM; as well as the constant evolution of compliance frameworks, controls and processes. Employers have been particularly interested in candidates with Authorized Compliance Officer status, as well as candidates who have experience in establishing and developing strong compliance frameworks.

INVESTOR RELATIONS (LISTED ENTITIES)



2022 saw an increase in corporates getting listed on the DFM and ADX, which in turn has increased demand for professionals with strong financial modelling and marketing & communications skills. With growing regulation within this function, IR remains an area of growth within the region.



CHALLENGE

Lack of an extensive on-the-job environment has meant that professionals, especially those in their early-to-mid careers, have not had the benefit of extensive on-the-job training & coaching in their roles. There is a gap in terms of client expectations versus candidate skills which is an ongoing challenge.

RECOMMENDATION

Organisations should remain open, where possible, to internationally-based candidates who are open to relocating; they should also consider candidates with transferable skills who are based locally and demonstrate an ability & willingness to upskill. Candidates, on the other hand, should invest time in improving their technical skills and gain expertise in their domains to be able to excel in technical interviews.

BANKING AND FINANCIAL SERVICES

CATEGORISED BY FUNCTION	FROM	AVG	TO
WHOLESALE BANKING			
Head of Wholesale Banking (EVP)	98	147	177
Head of Corporate Banking (SVP)	75	95	107
Head of Unit	40	60	73
Senior Relationship Manager	35	40	50
Relationship Manager	25	30	40
Relationship Officer / Assistant Relationship Manager	15	18	25

CATEGORISED BY FUNCTION	FROM	AVG	TO
RETAIL BANKING			
Head of Consumer Banking (EVP)	95	160	200
Head of Retail Banking (SVP)	75	90	120
Head of Assets / Sales	47	75	100
Senior Manager Products / Sales	40	50	60
Manager Products / Sales	25	32	40
Officer / Assistant Manager; Products/ Sales	14	20	24

CATEGORISED BY FUNCTION	FROM	AVG	TO
INVESTMENT BANKING – M&A / DCM / ECM / LEV FIN			
Managing Director	87	130	185
Executive / Senior Director	60	85	120
Director	45	65	85
Vice President	35	55	75
Associate	28	35	55
Analyst	18	25	35

CATEGORISED BY FUNCTION	FROM	AVG	TO
PRIVATE EQUITY / INVESTMENTS			
Managing Director / CIO	80	120	160
Senior Vice President / Senior Director	60	80	100
Vice President / Director	50	60	75
Senior Associate	35	50	60
Associate	25	35	45
Analyst	20	25	32

CATEGORISED BY FUNCTION	FROM	AVG	TO
VENTURE CAPITAL / INVESTMENTS			
Managing Director	70	100	130
Senior Vice President / Senior Director	50	65	90
Vice President / Director	40	55	70
Senior Associate	30	45	55
Associate	24	30	38
Analyst	18	22	28

CATEGORISED BY FUNCTION	FROM	AVG	TO
RISK			
Chief Risk Officer	70	95	165
Head of Risk	40	67	85
Manager	30	35	48
Senior Analyst	15	27	35
Analyst	13	18	23

CATEGORISED BY FUNCTION	FROM	AVG	TO
COMPLIANCE			
Head of Compliance/Chief & MLRO	50	75	110
Compliance Manager/VP & MLRO	34	45	55
Compliance Officer & MLRO	28	35	42
Compliance Associate	16	24	30
Analyst - AML/Fraud/Regulatory	12	17	20

CATEGORISED BY FUNCTION	FROM	AVG	TO
INSURANCE			
Managing Director	50	103	160
Senior Vice President / Senior Director	45	65	90
Vice President / Director	30	45	65
Senior Associate	20	35	40

CATEGORISED BY FUNCTION	FROM	AVG	TO
OPERATIONS (INVESTMENTS/ FUNDS)			
COO	72	82	122
Head of Operations	47	60	77
Operations - Middle Office (Private Equity, Listed Equities, Hedge Funds)	24	30	35
Operations - Back Office	14	18	27

CATEGORISED BY FUNCTION	FROM	AVG	TO
FINANCE & ACCOUNTING (INVESTMENTS/ FUNDS)			
CFO	75	90	170
Group Finance Director	55	72	85
Financial Controller	37	46	60
Finance Manager	25	32	40
Senior Accountant	16	22	26
Accountant (Qualified)	14	18	23
Fund Accountant	15	22	28

Salaries are shown per month in thousands of Arab Emirates Dirham (AED) - basic, housing and transport.



MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

INDUSTRY ROLES

- 1 BUSINESS PROJECT & TRANSFORMATION PROFESSIONALS
- 2 CORPORATE STRATEGY & PLANNING PROFESSIONALS
- 3 STRATEGIC PARTNERSHIP / JV / BD PROFESSIONALS

EXTERNAL CONSULTING

- | | |
|-----------------|--------------------------------|
| 1 PUBLIC SECTOR | 3 BANKING & FINANCIAL SERVICES |
| 2 HEALTHCARE | 4 TECH & DIGITAL |

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

STRATEGIC TRANSFORMATION PLANNING



The pandemic forced organisations to reactively assess their current methods and procedures of conducting business, resulting in a big drive to approach and plan future changes in a more strategic manner. This has created an increased demand for people with transformation planning experience, more than we've seen before in this region.

TRANSFORMATION DELIVERY / IMPLEMENTATION



Hands-on delivery capability has become a valuable asset in many organisations across the region. The need for external Consulting support may remain, however businesses increasingly want their own people internally to oversee and lead initiatives.

EXPERT / SEASONED ADVISORS



The need for subject matter experts to advise and support leadership on a range of topics has always been present, particularly within the public sector. In recent history, this need has increased significantly due to ambitious and aggressive transformation objectives.



CHALLENGE

The increase in expectations around hybrid/remote working arrangements has become a prevalent factor in candidates' decision making. This coupled with the decrease in remote/hybrid working models (since the peak of the pandemic) has created complexity in securing and retaining top talent.

RECOMMENDATION

Measuring performance and productivity of employees should be focussed on results and outcomes, as opposed to their presence in the office environment. Personal situations should be factored into working arrangements wherever possible and the need for full time physical presence should be constantly reviewed – this should relate to existing employees and future hires.

CHALLENGE

The quality of candidate experience in the hiring process (pace of the process, communication, updates, structure of interviews and assessments amongst others) has become a more significant factor than ever in candidates' decision making, with the job market being more competitive than ever.

RECOMMENDATION

Businesses should have a structure and a strategy when it comes to their hiring processes. This should be managed effectively from the application through to the hiring/rejection stage. Communication and agreed timelines should be considered critical to any process.

PMO, STRATEGY AND TRANSFORMATION

CATEGORISED BY FUNCTION	ENTRY		EXPERIENCED/MANAGER		SENIOR LEADERSHIP	
	FROM	TO	FROM	TO	FROM	TO
FINANCIAL SERVICES AND MANAGEMENT CONSULTANCIES						
Corporate Strategy & Planning	20	28	30	65	65	120
PMO	15	25	30	60	50	100
Project & Programme Management	12	22	20	55	40	80
Process Improvement & Business Excellence	18	24	30	55	50	80
Change & Transformation	15	25	25	55	50	110
Strategic Partnerships & Business Development	18	30	35	55	60	100

MANAGEMENT CONSULTING AND STRATEGY CONSULTING

CATEGORISED BY FUNCTION	FROM	TO
Partner	65	185
Director	50	120
Senior Manager	35	80
Manager	30	65
Senior Consultant	20	55
Consultant	15	50
Analyst / Associate	12	40



MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

INDUSTRY ROLES

- 1 DATA MANAGEMENT & GOVERNANCE PROFESSIONALS
- 2 ADVANCED ANALYTICS/STATISTICS
- 3 DATA ENGINEERING PROFESSIONALS

LEADERSHIP ROLES

- 1 SENIOR LEADERSHIP ACROSS DATA ANALYTICS & SCIENCE
- 2 DATA STRATEGY & ADVISORY

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

DATA MANAGEMENT & GOVERNANCE



As organisations have adopted more advanced analytics or data science related initiatives, they've also come to realise the importance of usable, accessible and protected data. Effective data management and governance will always result in better analytics and decision making which has shown a significant uplift in roles under this domain.

DATA ENGINEERING PROFESSIONALS



With an increase in venture capital activity within the region, there is growing demand for professionals with international VC investments and start-up portfolio management experience. There is also an increased focus on candidates with buy-side growth investments experience, especially within the technology sector.

SENIOR LEADERSHIP ROLES ACROSS ALL DATA CATEGORIES



A majority of data or analytics related capability for organisations in the region are new-look departments that require much needed direction to build a vision and culture of data in the business. Executive Data leaders aim to drive data-driven decisions made by educating on the advantages and reality of the use of Data, eventually scaling towards data monetisation.



CHALLENGE

Data is now in the space where it is more prevalent than before with strategies and dedicated professionals in place. Yet still, organisations struggle to find synergy between their data agendas and their business goals/objectives resulting in misaligned hires.

RECOMMENDATION

The important question for a business is how data can solve real-time business problems. The answer to this will be unique to each business and hence, a one-size-fits-all approach doesn't work. Discover and explore how data will support your business goals, align your strategies and hire the talent that can facilitate this.

DATA

CATEGORISED BY FUNCTION

FROM TO

DATA LEADERSHIP

Chief Data Officer	80	120
Head/Director of Data Analytics	55	80
Head/Director of Data Science	55	80
Head/Director of Data Management/Engineering	50	70
Head/Director of Governance	50	70

DATA

Data Analytics Manager	40	55
Data Governance Manager	40	50
Data Engineering Manager	40	50
Digital/Product Analytics Manager	35	45
Data Product Owners	30	45
Data Architects	30	50
Business Intelligence Professionals	20	45
Consumer & Market Insights Professionals	25	35
Data Scientists/Statisticians	25	45
Big Data Engineer	20	40
Machine Learning/AI Engineers	20	35
NLP professionals	20	30
Data Analyst	20	35
Data Engineer	25	35
Data Quality	15	30

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MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

- 1 PRODUCT DEVELOPMENT
- 2 USER EXPERIENCE DESIGN
- 3 DIGITAL LEADERSHIP
- 4 ECOMMERCE SPECIALIST
- 5 PERFORMANCE MARKETING

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

USER EXPERIENCE



The demand for user experience skills is still in high demand across all industries. As business needs are maturing, we have seen a rise in the needs for a range of user experience skill sets. Companies are looking for specialists from UX Researchers to UX Product Managers and beyond.

PRODUCT MANAGERS / OWNERS



As customers needs are evolving and seeking continuous value, strong Product Managers are able to quickly update products. Product Managers with the ability to understand each experience a customer has with a product and provide detailed picture of how and when it's being used, has a direct impact to overall product strategy.

DIGITAL LEADERSHIP



Building Digital culture is still a key agenda for companies across all industries. With remote and hybrid working there has been a demand for leaders with experience in driving employee productivity through technology and in line with business needs. The digital landscape is ever-evolving and organisations are looking for leaders that are flexible and willing to try out new technologies.



CHALLENGE

Hybrid working is the new norm. Organisations who are bringing back full time office traditional models will put themselves at risk not only in securing top talent, but losing talent to competitors.

RECOMMENDATION

Organisations should be flexible allowing candidates to work hybrid model of work. The Digital industry is well-adapted to working hybrid and has been proven over the pandemic.

DIGITAL

CATEGORISED BY FUNCTION	FROM	TO
DIGITAL MARKETING		
Head of Digital Marketing	40	60
Senior Digital Marketing Manager	30	40
Growth Hacker	20	40
Digital Marketing Manager	28	38
Social Media Manager	20	30
Advertising Operations Manager	15	25
CRM Manager	18	30
SEO/SEM Manager	18	28
Account Manager	15	18
Digital Marketing Executive	12	18
USER EXPERIENCE AND DESIGN		
UX Director	50	70
Head of User Experience	40	55
Product Designer	20	35
UX/UI Designer	18	28
Visual Designer	15	25
USER EXPERIENCE AND DESIGN		
UX Director	50	70
Head of User Experience	40	55
Product Designer	20	35
UX/UI Designer	18	28
Visual Designer	15	25
DIGITAL TRANSFORMATION AND STRATEGY		
Chief Digital Officer	60	90
Head of Digital	40	70
Digital Transformation Manager	40	65
Agile Lead	30	45
Scrum Master	30	40
Digital Strategist	25	35
Digital Project Manager	20	30
PRODUCT AND E-COMMERCE		
Product Director	45	60
Head of E-Commerce/Omnichannel	35	50
Head of Product	40	50
Product Manager	20	35
E-Commerce Manager	25	35
E-Commerce Specialist	18	25

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MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

- 1 CEO
- 2 GENERAL MANAGER
- 3 R&D MANAGER
- 4 SUSTAINABILITY MANAGER
- 5 PLANT MANAGER

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

CHANGE MANAGEMENT



After the pandemic, we have witnessed family-owned GCC firms embracing positive change in developing innovation, improving governance and moving to becoming regional key players and becoming key drivers of job creation. An increasing hike in JVs and acquiring businesses has created a large space for companies to optimise their activity and gain in efficiency.

NEW TECHNOLOGIES/AUTOMATION



Implementing new technologies and automation has not only been included in production lines, however in inventory, orders, and human headcount. It has been a tool to diversify businesses and give firms a competitive advantage to become a key player in the market.

LEADERSHIP



Top-down management is out of fashion. Instead, in the engineering & manufacturing sector as well as other sectors, there is a need for a more democratic form of leadership that is better aligned with the new generation of employees. In the current context, where most of the companies are eager to reorganise and optimise their business, transformation leaders are in need to define and implement change.



CHALLENGE

Positive growth and multiple opportunities in the region is leading to difficulty in attracting and retaining calibre talent.

RECOMMENDATION

With the positive changes in the GCC regional economy and the high volume of hires needed, candidates are becoming more challenging to attract and retain. After the pandemic, people have re-evaluated their lives, careers and goals, and based on that, we are facing a challenge in securing candidates. Hence, to overcome this, matching candidate expertise, career ambitions, support work life balance, and create a welcoming company culture are key aspects being considered by organisations.

ENGINEERING AND MANUFACTURING

CATEGORISED BY FUNCTION	FROM	AVG	TO
VP	90	120	150
CEO	80	100	120
COO	70	90	110
Managing Director	65	85	100
General Manager	60	80	90
Business Excellence Director	58	67	82
Global Manufacturing Director	45	60	80
Business Excellence Manager	40	50	60
Operations Director	50	55	65
Manufacturing Director	40	55	65
Factory / Plant Manager	35	40	50
Production Manager	22	28	35
Production Supervisor	12	15	18
Production Engineer	8	10	12
Quality Director (QA / QC)	40	48	55
Quality Manager (QA / QC)	25	32	40
Sustainability Manager	35	38	45
Quality Engineer (QA / QC)	8	13	15
Maintenance Manager	25	28	35
Maintenance Supervisor	12	15	18
Maintenance Engineer	8	10	12
HSE Manager	25	30	40
HSE Supervisor/Coordinator	12	15	20
HSE Engineer / Officer	8	12	15
R&D / NPD Director	50	65	80
R&D / NPD Manager	25	25	40
Senior R&D / NPD Technologist	14	18	22
R&D / NPD Technologist	8	10	14
Lab Manager	22	25	35
Regulatory Affairs Director	45	50	65
Regulatory Affairs Manager / Associate	22	30	35
Regulatory Affairs Engineer	12	15	18
Continuous Improvement Manager	30	35	40
Continuous Improvement Engineer	12	15	18
Project Director	45	60	90
Project Manager	35	40	45
Project Engineer	10	18	25
Design Manager	15	20	30

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MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

- 1 COMMERCIAL FINANCE MANAGERS/ FP&A MANAGERS
- 2 COMPLIANCE/ RISK/ INTERNAL AUDIT MANAGERS
- 3 TAX MANAGERS
- 4 BUSINESS CONTROLLERS/FINANCE CONTROLLERS
- 5 CHIEF FINANCIAL OFFICERS/ FINANCE DIRECTOR

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

COMMERCIAL FINANCE/ FP&A



Commercial finance/ business finance skill-sets are in demand as accounting functions are being automated/ outsourced to emerging markets.

TAXATION



The tax landscape in the Middle East is undergoing major changes such as corporate taxation being introduced in the UAE. Therefore, Regional Groups are scaling their tax functions.

COMPLIANCE – RISK AND INTERNAL CONTROL



Compliance/Risk Managers who can business partner with tax, credit, internal controls and finance function are in demand.

TREASURY – CASH FLOW AND CREDIT MANAGEMENT



Businesses are going through transformation and as a result cash flow/ credit management skillsets are in demand.



CHALLENGE

There is a high inflow of candidates to the Middle East which has resulted in an oversupply of candidates with skillsets which are not necessarily in demand. Hiring Managers are struggling to sift through a large volume of candidates to identify their preferred one.

RECOMMENDATION

Decision making process needs to be streamlined and hiring managers would need to offer competitive salaries/incentives to attract their preferred candidate. Clients wishing to try to under offer candidates are being wasteful and this can at times tarnish the hiring employer's reputations.

FINANCE AND ACCOUNTING

CATEGORISED BY FUNCTION	SME			MNC		
	FROM	AVG	TO	FROM	AVG	TO
SENIOR FINANCE						
Group / Regional CFO	70	75	110	100	125	200
CFO	69	70	100	80	90	120
FP&A Director	45	52	60	55	60	70
Finance Director	50	55	70	60	65	80
Financial Controller	30	38	45	35	42	55
Finance Manager	25	32	30	30	38	45
FP&A Manager	27	32	40	30	35	40
CONTROLLING ROLES						
Senior FP&A Analyst	28	30	32	30	33	35
Finance Analyst / Associate	18	21	25	20	25	28
Credit Manager	28	32	35	35	45	50
Financial / Management Accountant	18	20	22	18	20	25
Business Controller / Finance Business Partner	25	30	35	25	30	40
Credit Controller	18	20	22	20	23	27
ACCOUNTING ROLES						
General Ledger Accountant	12	16	20	15	18	22
Junior Accountant (General)	8	15	16	12	15	20
AR / AP Manager	18	22	27	25	30	35
AR / AP Accountant	10	13	15	15	17	20
Assistant Accountant	8	10	12	10	15	20
Payroll Manager	18	20	24	20	24	28
AUDIT						
Chief Audit Officer	53	60	70	75	110	140
Head of Internal Audit	37	50	57	60	70	85
Audit Manager	25	28	32	35	40	45
Senior (Internal) Auditors	18	22	25	20	25	30
(Internal) Auditors	16	19	22	18	23	27
TREASURY						
Treasurer	60	65	80	70	100	130
Head of Treasury	45	60	65	60	75	90
Treasury Manager	35	40	45	38	48	55
Treasury Analyst	16	20	25	22	25	30
TAX						
Tax Director	50	60	70	70	80	110
Tax Manager	35	40	45	40	50	60
Senior Tax Analyst / Associate - (Direct Tax)	25	28	30	28	32	35
Indirect Tax / VAT Manager	25	30	35	30	35	45
Indirect Tax / VAT Accountant	15	20	22	18	25	28

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MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

HEALTHCARE

- 1 NURSES & PHYSICIANS
- 2 MEDICAL SCIENTISTS

LIFE SCIENCES

- 1 SALES REPRESENTATIVE
- 2 REGIONAL SALES MANAGER
- 3 REGIONAL MARKETING MANAGER

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

REGIONAL SALES AND DISTRIBUTOR'S MANAGEMENT



It is vital that profiles within the salesforce are able to generate and close sales across a wider region to ensure diversity in the P&L. The regional exposure requires adaptable skills to understand the healthcare ecosystem specificity in each region and being knowledgeable of each government and its regulations. Partnering with regional distributors or principal partners can positively impact sales, inventory and top line revenue.

CLINICAL RESEARCH



The UAE government is investing in research and development which is driving the need for highly skilled technical professionals i.e. microbiology, genetics, biochemistry. Whilst also excelling in medical sciences, there is a need for candidates with a business acumen and/ or managerial experience.

MARKET ACCESS & PRICING



With healthcare system becoming more complex in the region with multiple stakeholders, pharmaceutical companies are looking for people capable to communicate with the authorities and insurance companies to support them in terms of pricing and reimbursement status of medicines.



CHALLENGE

Regional Expansion: The MEA region continues to be a key growth area for companies in both the healthcare and life science industries. We are seeing a shift of headquarters into the region, as well as widespread expansion of local and international organisations. There is a growing focus on biotechnology as well as specific healthcare specializations due to key market trends, therefore increasing the need for niche talent. The challenge being faced is a shortage of specialised talent locally, however, the demand remains high, creating the need to recruit internationally.

Digital healthcare: The UAE government is deploying ambitious plans within the healthcare and life sciences sectors to tackle the opportunities of digital transformation by integrating disruptive technologies such as Artificial Intelligence and The Internet of Things. The most in-demand talent has an innovative and technologically-advanced outlook.

Research and Innovation: The UAE continues to develop and sustain thriving Research and Innovation ecosystem. Moreover, their aim is to develop the smart healthcare sector and drive it to become the world's international destination for health innovation. This brings about the need to invest in talent to fulfil the core skills in medical research, which launches innovate ways to predict diseases and prevent them.

RECOMMENDATION

Agility is key if you want to bring in strong talent from local or international markets. Also, in a context of talents shortage, any client needs to ensure they have competitive salaries & benefits, a stable onboarding program and a clear roadmap for candidate growth to ensure they are able to attract and more importantly, retain employees.

HEALTHCARE AND LIFE SCIENCES

CATEGORISED BY FUNCTION	FROM	AVG	TO
SALES			
General Manager	60	85	110
Regional Sales Director	50	70	90
Regional Sales Manager	35	45	55
Area Sales Manager	30	35	40
Clinical Application Specialist	20	25	30
Sales Representative	15	20	25
Field Application Specialist	15	17.5	20
MARKETING			
Chief Marketing Officer (CMO)	65	82.5	100
Marketing Director	45	62.5	80
Regional Marketing Manager	30	40	50
Regional Marketing Specialist	20	25	30
Product Specialist	15	20	25
REGULATORY AFFAIRS			
Regulatory Affairs Director	45	57.5	70
Regulatory Affairs Manager	30	40	50
Regulatory Affairs Associate	20	23.5	27
MEDICAL SCIENCE			
Medical Director	50	67.5	85
Medical Manager	35	42.5	50
Medical Science Liaison (MSL)	25	30	35
HEALTHCARE (HOSPITALS / LABORATORIES / CLINICS)			
Chief Executive Officer (CEO)	80	115	150
Chief Medical Officer (CMO)	70	95	120
Chief Operation Officer (COO)	60	80	100
Head of Department (HoD)	50	70	90
Chief Nursing Officer (CNO)	50	60	70
Doctor / Physician (Surgeon)	80	120	160
Doctor / Physician (Consultant)	40	70	100
Doctor / Physician (Specialist)	25	32.5	40
Nurse	6	10.5	15
Laboratory / Quality Director	40	55	70
Laboratory / Quality Manager	30	40	50
Medical Scientist	30	40	50
Medical Laboratory Technician	8	11.5	15

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MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

- 1 TALENT DEVELOPMENT SPECIALISTS
- 2 REGIONAL HR MANAGER
- 3 HR BUSINESS PARTNERS

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

TALENT DEVELOPMENT



Employees are looking for opportunities where they can grow and develop their careers so employers are now increasingly looking at ways to develop and retain their talent internally. Hiring Talent Development specialists means they can create individualised training plans and career paths, high performer programmes and succession plans. This creates a culture of care for employees and engages them in the future of the business.

STRATEGIC BUSINESS PARTNERS/CHANGE AGENTS



Whilst transactional HR experience still remains prominent in the region, we are seeing a shift towards strategic business partners who provide the link between HR and the business (seen in Ulrich model). This is supported by an operational HR/centre of excellence team. This means business partners need to be commercially astute to devise plans for their organisation's people that will directly impact the business as well as collaborate with the CoE team.

HR FOR START-UPS



The Middle East continues to be a booming hub for start ups and there is a demand for HR professionals who can help set up HR policies and process as well as drive recruitment campaigns to staff up the new business.

REWARD



Salary and benefits still remain a key motivator for employees so there is an increase in demand for junior-mid level reward specialists who can devise and update salary gradings that are aligned to job competencies. Also analysing the value return for company benefits and initiating new financial benefits that will further engage employees.



CHALLENGE

There is a lack of supply of true strategic business partners in the region as the demand for these have only recently increased. There can sometimes be a misalignment in expectations between available candidates and hiring businesses of the definition of strategic business partners.

RECOMMENDATION

As a hiring business, it needs to be clear what the measurable goals are for the HR hire both from a strategic point of view and operational. Operational tasks still need to be made clear from the beginning so candidates know to expect them. For candidates, its important they understand the difference between their strategic experience and operational experience so they can emphasise their strategic achievements and how it has impacted the business they work for.

HUMAN RESOURCES

CATEGORISED BY FUNCTION	FROM	AVG	TO
GENERALIST			
VP HR / CHRO	65	75	90
HR Director	55	68	78
Head of HR	50	58	70
Regional HR Manager / HR Business Partner	35	45	55
HR Manager	30	38	45
HR Coordinator / Specialist	18	24	28
RECRUITMENT / TALENT ACQUISITION			
Head of Talent Acquisition / Director	50	60	65
Talent Acquisition Manager	33	38	45
Talent Acquisition Specialist	20	25	28
LEARNING & DEVELOPMENT / TRAINING			
Head of Learning Development / Director	50	58	65
Learning & Development / Training Manager	35	40	45
Learning & Development / Training Officer	22	28	35
REWARD			
Head of Reward/C&B	55	65	75
Compensation & Benefits Manager	40	45	55
Compensation & Benefits Officer / Analyst	25	30	38

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MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

- 1 EMERGING FINTECH REGULATION
- 2 PRIVATE EQUITY / ASSET MANAGEMENT
- 3 CORPORATE / M&A
- 4 COMMERCIAL CONTRACTS
- 5 REAL ESTATE / PROPERTY

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

CROSS-BORDER, MULTI-JURISDICTION EXPERIENCE



Businesses in the region continue to seek expansion and diversification of their portfolio outside of their core country operations. As a result, the knowledge and experience of cross-border transactions has become highly desirable.

HYBRID SKILLSET



Businesses are increasingly looking to maximise their internal resources. Employees with the ability to offer holistic Legal advice that encompasses not only Legal risk but also commercial viability and impact of legal agreements.

ABILITY TO LIAISE WITH SENIOR STAKEHOLDERS IN GOVERNMENT AUTHORITIES AND MINISTRIES.



In an ever changing regulatory landscape, in-house lawyers are required to monitor changing legislations, and liaise with local and international authorities to understand the impact of this on the company and its business. This is to reduce reliance on external counsel and consultancies to advise on internal policy change.

SPECIALIST CONTRACT SUITES



Businesses are seeking specialists in various fields who can draft bespoke contracts without relying on pre-existing reference material. Ensuring contracts are specific to the needs of the business and all parties involved mitigates the risk of disputes and the associated costs.



CHALLENGE

Following the trend from 2022, the Legal recruitment market has rapidly grown within the UAE. While the aim in 2022 was to replace leavers, for 2023 it will be to grow teams to ensure high quality specialist advice is available without seeking external counsel. Specialist lawyers are in demand for senior positions and generalists for junior positions.

RECOMMENDATION

Companies should ensure they have a plan in place for how to grow their legal teams. The competition for quality talent is higher than ever and companies need to streamline their hiring process so that they don't lose candidates to their competitors. Employee satisfaction and retention is key in this market.

LEGAL AND POLICY (IN-HOUSE)

CATEGORISED BY FUNCTION	FROM	AVG	TO
IN-HOUSE			
General Counsel	80	95	130
Head of Legal / Legal Director	70	75	85
Senior Legal Counsel	50	65	70
Legal Counsel	35	40	45
Junior Counsel	25	30	35
Paralegal	20	25	30

POLICY

CATEGORISED BY FUNCTION	FROM	TO
PRIVATE SECTOR		
Public Affairs/Regulatory Affairs Manager	65	90
Policy Head	45	80
Policy Expert/Advisor	40	70
Policy Manager	30	45
Policy Specialist	25	35
PUBLIC SECTOR		
Policy Head	65	80
Subject Matter Expert	45	70
Policy Expert/Advisor	40	70
Policy Specialist	25	35




MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

- 1 CORPORATE / M&A / PRIVATE EQUITY
- 2 FINTECH / E-PAYMENTS / CRYPTOCURRENCY
- 3 BANKING AND FINANCE / ISLAMIC FINANCE
- 4 WHITE COLLAR CRIME

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

INCREASING DEMAND FOR CROSS-BORDER KNOWLEDGE AND EXPERIENCE, RATHER THAN JUST LOCAL MARKET EXPERTISE

 As the economic recovery from the pandemic continues, businesses are returning to larger levels of involvement with more cross-border activities. For instance, cross-border M&A activity has gone up to almost pre-Covid levels.

FINANCIAL KNOWLEDGE

 With the Islamic finance industry set for 10% expansion from 2022-2023 with global investors opting for shari'ah compliant products, the expansion of Islamic finance is a global phenomenon, which has increased demand for banking/finance and litigation lawyers with knowledge of this area.

CRYPTO CAPABILITY

 With Dubai and specifically the DIFC, positioning itself as the key hub for blockchain, the leading exchanges are basing themselves in Dubai. In response, the DIFC Court launched a specialised court for the digital economy, which will deal with disputes relating to blockchain technology and smart contracts with new DIFC laws expected.



CHALLENGE

Candidate-driven market

RECOMMENDATION

The Middle East is a candidate-driven market and in some sectors, the number of vacancies is outweighing the number of people searching for new roles. As a result, the market is highly competitive with law firms looking to attract and recruit the best talent. Therefore, law firms need to regularly review salaries and the packages on offer, ensure the recruitment process is conducted in a timely manner and ensure that roles are advertised and visible to candidates who are not necessarily looking for a new role. Law firms are also having to look at other non-financial incentives such as flexible working with current trends including allowing employees to work from their home countries for up to 50 days of the year and hybrid working with the aim of offering prospective employees a better work-life balance.

CHALLENGE

The expectation for flexible working

RECOMMENDATION

Most candidates are looking for roles that offer a degree of flexibility, this can relate to both the location of the role or the number of hours worked. The more flexible an employer can be, the greater the number of candidates who will be attracted to a vacancy. Therefore, law firms are having to adapt and accept that hybrid working is here to stay and the ability for employees to do this needs to be articulated as a key selling point as the flexibility of the opportunity can become a deciding factor between a candidate accepting one role over another.

CHALLENGE

Counter-offers

RECOMMENDATION

With the cost of hiring new talent often outweighing the cost of increasing salaries, firms are looking to retain employees, this means that firms looking to hire candidates of a high-calibre have to be prepared that a candidate's existing firm may make their employee a counter-offer. Therefore, firms need to be prepared to increase offers, which have been made and to look for other non-financial benefits which can act as incentives to persuade candidates to move roles.

LEGAL PRIVATE PRACTICE

CATEGORISED BY FUNCTION	FROM	AVG	TO
IN-HOUSE			
Partner	90	135	180+
Counsel	72	78	85
Legal Director	65	70	75
Senior Associate	52	61	70
Associate	34	42	50
Newly Qualified	30	37.5	45
Paralegal	22	27.5	33
Legal Secretary	18	22.5	27

Salaries are shown per month in thousands of Arab Emirates Dirham (AED) - basic, housing and transport.



MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

- 1 DEMAND & SUPPLY PLANNER
- 2 ORDER TO CASH MANAGER
- 3 SUPPLIER RELATIONSHIP MANAGER
- 4 CATEGORY MANAGER
- 5 PROCUREMENT ANALYST

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

TRANSFORMATION BASED EXPERIENCE



Following on from multiple macroeconomic changes, most companies have executed initiatives to transform their supply chains – hiring talents who can “re-write” their supply chain cycles, implement new technologies, retrain staff, and more.

CUSTOMER-CENTRIC MINDSET



While technical skills remain critical and necessary, companies now exhibit a growing tendency to hire talents with customer-centric mindset. Procurement & supply chain department KPI's increasingly include internal customer satisfaction rate.

ANALYTICS



As the need for agility grows, companies are focused on hiring talents with proficiency in analytics tools, such as advanced Microsoft Excel and Python. Most procurement & supply chain departments are harnessing the value of dedicated analytics capabilities within their ranks.



CHALLENGE

Navigating the new world of work: flexibility, outcome-focus, and worldwide prospects. A prevalent and growing number of candidates wish to associate themselves with organisations that strive to be on the cutting edge of working culture.

RECOMMENDATION

Employers must pay special attention to the non-financial benefits they offer candidates. Although standard benefits and perks remain valuable, the very best candidates are looking for companies that afford them more control of their own journey, a meritocratic approach to assessing their performance, and long-term development prospects. The very best employers must rethink their compensation & benefits plan to ensure employees are motivated to stay long-term, but not to become complacent.

PROCUREMENT

CATEGORISED BY FUNCTION	FROM	AVG	TO
Chief Procurement Officer	70	85	150
VP / Executive Director of Procurement	50	65	100
Procurement Director	40	45	60
Procurement Manager	25	28	35
Category Manager	20	24	35
Buyer / Procurement Specialist / Purchasing Officer	13	15	18
Assistant Buyer	8	10	13

SUPPLY CHAIN

Chief Supply Chain Officer	85	120	165
VP of Supply Chain	60	75	100
Supply Chain / Logistics Director	40	50	60
Supply Chain Manager	25	30	35
Operations Manager	25	30	35
Demand Planning Manager	20	23	30
Customer Service Manager	20	22	30
Supply Planning Manager	20	23	30
Logistics Manager	18	22	30
Fleet / Transportation Manager	18	20	30
Warehouse Manager	15	20	28
Warehouse Supervisor	15	15	20
Demand / Supply / Inventory Planner	13	16	20
Logistics Executive / Coordinator / Specialist	7	12	18
Supply Chain Coordinator	10	12	18



MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

- 1 PROJECT DIRECTOR
- 2 DEVELOPMENT MANAGEMENT
- 3 REAL ESTATE ASSET MANAGEMENT
- 4 LEASING & PROPERTY MANAGEMENT
- 5 FACILITIES MANAGEMENT

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

REAL ESTATE CONSULTANCY



There is a shortage of talent across the GCC for the major real estate consultancies and Big 4 organisations offering real estate advisory services such as valuations, development advisory, transaction advisory and more. Major projects have been announced across the region and these companies are busier than ever. Retaining talent has become a top priority and the organisations are addressing this with consistent promotions, clear lines of career development, full bonus pay-outs and competitive salaries. It is a great opportunity for international candidates with these skills sets considering a move to the GCC.

DEVELOPMENT



Organisations are expanding their project portfolios across the GCC looking for new project opportunities to add to their portfolios. Development professionals with extensive experience in the initial phases of development such as market research, feasibility, business development, HBUs are in high demand.

REAL ESTATE ASSET MANAGEMENT



Organisations are looking to enhance their real estate portfolios. Announcements from key players in the sector with plans to expand portfolios, refurbish or convert assets to meet the market demands has been a common theme. Property and Asset management specialists are in demand to support plans to enhance/reposition current portfolios and offer strategic advice to future projects.



CHALLENGE

The UAE & Northern Gulf P&C sector has seen a large volume of major developments and ventures being launched across the market. Developers, Real Estate Consultancies and construction specialists have been recruiting in large volumes making the market extremely competitive for employers to secure and retain top talent. Salaries have increased, benefits are becoming more versatile, and people now desire flexible working such as work from home policies. Some employers are meeting the market's demands, however many are still operating like pre covid times.

RECOMMENDATION

Organisations must work on making their benefits, incentives, and remuneration attractive enough to retain/attract top talent. When budgets are limited, organisations must look at their incentives and the candidate motivations. What can be made attractive to employees and potential recruits other than the salary? In a market where candidates' priorities have changed and family & wellness have become the priority, organisations must learn to accommodate this to remain competitive.

PROPERTY AND CONSTRUCTION

CATEGORISED BY FUNCTION	FROM	AVG	TO
CLIENT SIDE			
General Manager	65	80	100
Project Director	60	75	90
Project Manager	40	45	55
Development Director	70	75	80
Development Manager	45	50	55
Facilities Director	55	65	75
Facilities Manager	30	40	50
Asset Manager	40	44	50
Leasing Manager	30	40	55
REAL ESTATE CONSULTANT			
Surveyor	18	23	28
Consultant - Advisory	18	23	28
Manager - Valuations/ Advisory	30	33	35
CONTRACTING			
Project / Commercial Director	60	70	80
Project / Commercial Manager	35	45	55
Civil Engineer	15	18	25
Architect	15	20	30

Salaries are shown per month in thousands of Arab Emirates Dirham (AED) - basic, housing and transport.



MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

- 1 **MARKETING MANAGERS**
- 2 **STORE MANAGERS**
- 3 **TRAINERS**
- 4 **COMMERCIAL DIRECTORS**
- 5 **RETAIL DIRECTOR**

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

MARKETING



Brands have been empowered with larger budgets vs '21 & '22 to market themselves to a larger customer base locally as the importance of the local customer vs tourist customer has risen and is being further tapped into with improved CRM and clienteling going hand in hand with the need of strong marketing talent.

DEVELOPING ONLINE CAPABILITIES



2022 has seen a dramatic shift in consumer shopping habits with a transition from shopping instore to online and this will continue into 2023. Brands that were quick to build their online direct-to-consumer presence or through e-retailers were able to benefit from new revenue streams. Businesses now equipped with the right talent will incorporate more teams to be a part of building and enhancing their online channel(s).

STORE EXPERIENCE



As new brands are targeting the Middle East and existing brands are increasing their geographic presence locally, delivering in store customer experience has been of utmost importance for brands. This has led to a demand in hiring of sales and in store VM roles.



CHALLENGE

With an increased purchasing power across all income levels, a confident customer now willing to spend and a market overpopulated with different brand offerings across all categories, the customer is now presented with multiple options whether the purchase is a basic necessity or a once in a lifetime purchase. Brands will find it difficult to attain and retain customers with different aspects like price points, product availability, customer service and brand equity making the difference.

RECOMMENDATION

Studying brands that have been averse to this challenge, the commonality has been their investments in clienteling, a good CRM database, strong marketing practices and a sense of trust in the local team to adapt the brand and create synergy with the local market. Brands will need to study and analyse what makes a customer want to purchase their brand before they can figure out how to retain them and that will come with an investment in a good sales team, a customer service team backed with strong internal systems.

RETAIL

CATEGORISED BY FUNCTION	FROM	AVG	TO
RETAIL OPERATIONS			
CEO	70	95	120
Managing Director / General Manager	65	83	100
Retail Director	35	48	60
Sales Director	35	45	55
Sales Manager	20	28	35
Operations Manager	27	41	55
Retail / Area Manager	25	33	45
Training Manager	20	28	35
Trainer	15	23	30
Wholesale Manager	25	30	35
Key Account Manager	20	23	25
Store Manager – Luxury	30	40	50
Store Manager – Value to Mid-Range	15	25	35
Assistant Store Manager – Luxury	20	25	30
Assistant Store Manager – Value to Mid-Range	10	15	20
Sales Associate – Luxury	12	13.5	15
Sales Associate – Value to Mid-Range	7	11	15
MARKETING & COMMUNICATIONS			
Marketing Director	40	55	70
Marketing Manager	30	38	45
PR Manager	20	33	45
Trade Marketing Manager	20	28	35
Brand Manager	25	30	35
PR Executive	15	18	20
Marketing Executive	18	21	24
BUYING & MERCHANDISING / PLANNING			
Merchandise / Buying Director	50	65	80
Head of Merchandising / Buying	40	50	60
Merchandise Manager / Buying Manager	25	33	37
Senior Merchandiser / Buyer	15	22	30
Merchandiser / Buyer	12	18	25
VISUAL MERCHANDISING			
Head of Visual Merchandising	35	42.5	50
Visual Merchandise Manager – Regional	20	30	40
Visual Merchandise Manager – Local	20	27.5	35
In store Visual Merchandiser	12	16	20
DESIGN			
Head of Design	25	30	35
Fashion Designer	20	23	25
Designer	15	23	30

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SALES AND MARKETING (BUSINESS TO BUSINESS)



MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

- 1 SALES DIRECTOR
- 2 ACCOUNT MANAGER
- 3 SALES TEAM LEADER
- 4 BUSINESS DEVELOPMENT MANAGER
- 5 CUSTOMER SUCCESS MANAGER

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

SOCIAL SELLING



In a highly competitive market, clients are looking not only for candidates with client network and/or product knowledge. Our clients are looking more and more for candidates with strategic thinking and requesting candidates during interview process to present business plans for the next 3,5,10 years.

TECHNOLOGY



In the era of rampant digital transformation and economic growth, UAE has become a technology leader in the world, with the national industry in the region witnessing a 61% increase in tech hiring. To surpass competition and expand, companies will have to designate a good chunk of their investments in onboarding strong account management and business development teams with niche tech skillsets.

CHANNEL/DISTRIBUTION MANAGEMENT



We have experience quite a number of clients that are evaluating their existent distributors and changing ways on how it has been done. They are questioning if they should continue with exclusive partnership or multiple distributors or even a direct sales approach in some cases.

MARKET TRENDS/NEW SETUPS



There has been a shift on Global Headquarters location and Middle East and UAE in particular have benefit from that trend. Particularly organisations that had been predominantly based out APAC have progressively started relocating to the UAE. Organisations are looking for candidates that will help to grow, and also support them to understand further the Middle East Market landscape.



CHALLENGE

Competition

RECOMMENDATION

With Multinational and local companies increasing their presence in Middle East and in particular UAE is creating an influx of international talent which will be creating a more competitive market for candidates.

SALES AND MARKETING (BUSINESS TO BUSINESS)

CATEGORISED BY FUNCTION	FROM	AVG	TO
SALES AND MARKETING			
CEO/Managing Director+E6:E15	70	90	120
General Manager	50	75	90
Regional Sales Director	40	50	60
Regional Sales Manager	30	40	45
Business Development Manager	25	35	45
Country Sales Manager	25	30	35
Project Sales Manager	20	30	40
Key Account Manager/Area Sales Manager	18	29	40
Pre Sales Manager	15	25	30
Business Development Executive	10	15	20
MARKETING			
CMO	70	95	120
Head of Marketing/Marketing Director	50	60	80
Regional PR/Comms/Lobbying Director	40	60	80
PR/Comms/Lobbying Manager	30	45	60
Regional Head of Product	40	60	80
Marketing Manager/Group Product Manager/Category Manager	35	45	55
Bid Director	30	45	60
Bid Manager	20	28	35
Manager - Sales Analytics	25	35	45
Marketing Research	12	24	35

Salaries are shown per month in thousands of Arab Emirates Dirham (AED) - basic, housing and transport.



MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

- 1 TRADE MARKETING MANAGER
- 2 BRAND MANAGER
- 3 BUSINESS DEVELOPMENT MANAGER / REGIONAL SALES MANAGER
- 4 HEAD OF SALES

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

INNOVATIVE THINKING



Whilst the market has regained confidence and seen a major surge of entrepreneurial thinking post COVID, the demand for innovative thinking in the marketing and sales space is still prevalent. Talent requirements are increasingly driven by the bid to overcome competition through innovative thinking to drive USP's and to pioneer in efforts in the market.

STRATEGIC THINKING



The market more than ever is focusing efforts on mid to long term strategy across the consumer industry. Being prepared for the prospect of undesirable market conditions and having an agile plan in place to change with the market, where and when needed, is an approach many players in the industry are taking. Thus, strategic thinking remains a highly sought after skill across most levels. The junior end is as a consequence being encouraged to push above just operational capabilities.

EMOTIONAL INTELLIGENCE



Organisations are placing particular emphasis on creating a collaborative, dynamic and stimulating cultural environment to retain the best talent. This is also becoming increasingly important in cross-functional working and management of external stakeholders, eg distributors. As a consequence, there is a prominent push on the 'cultural fit' of an individual throughout interview processes. Thus, the emotional intelligence of candidates and their ability to deal and cope with day to day situations in the workplace are becoming a key factor in decision making.

CUSTOMER CENTRICITY



Driving customer loyalty is becoming a leading objective for organisations with strategic efforts focusing sometimes entirely on this. As the key touch points weigh heavily on sales and marketing teams, understanding consumer insights and placing this at the core of planning is becoming a non-negotiable. Candidates are required to show their ability to understand and display the importance of this through their work.



CHALLENGE

Tier 1 talent is as scarce as ever before. The pool of talent demonstrating; strategic, operationally well-versed, and strong cultural suitability is becoming an increasingly narrow selection.

RECOMMENDATION

It is incredibly important that organisations are very clear on their talent prerequisites. A concrete agreement on non-negotiable qualities and 'nice to haves' across stakeholders is imperative to running a highly effective recruitment process. Efficiencies and speed of the recruitment process will ensure, the leading talent is being evaluated in a highly engaging, competitive manner. Whilst it is our role as your recruitment partners to provide you with the best suited profiles amidst the Tier 1 pool, the success of attracting the talent will lie in the candidate experience of the interview process.

SALES AND MARKETING (CONSUMER)

CATEGORISED BY FUNCTION	FROM	AVG	TO
SALES			
General Manager	60	80	120
VP of Sales / Commercial Director	65	80	100
Head of Sales / Sales Director	45	58	70
Country Manager	40	48	55
Regional Sales Manager / GCC Sales Manager/ Business Development Manager	30	43	55
Key Account Manager / National Account Manager	20	26	35
Key Account Executive	12	15	20
MARKETING			
Chief Marketing Officer	65	90	120
Head of Marketing / Marketing Director	50	60	80
Marketing Manager / Group Product Manager / Category Manager	35	45	55
Senior Brand Manager	30	38	45
Brand Manager	20	25	33
Assistant Brand Manager / Marketing Executive	14	18	22
TRADE MARKETING			
Head of Trade Marketing	45	53	60
Trade Marketing Manager / Shopper Marketing Manager (Regional Role)	25	33	45
Trade Marketing Manager / Shopper Marketing Manager (Country Specific)	20	25	30
Trade Marketing Executive	13	15	20
CONSUMER INSIGHTS			
Consumer Insights Director	40	50	60
Consumer Insights Manager	20	28	40
Consumer Insights Executive	15	17	20

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MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

- 1 EXECUTIVE ASSISTANT (C-SUITE)
- 2 OFFICE MANAGER
- 3 RECEPTIONIST
- 4 OFFICE ADMINISTRATOR / TEAM ASSISTANT
- 5 PERSONAL ASSISTANT

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

BUSINESS EA/PA



The role of a Business EA/PA has dramatically evolved over the past few years. Beyond the universally understood duties, the modern day EA/ PA is often required to now facilitate corporate duties involving, but not limited to client onboarding, compliance and even project management depending on the nature of the company. Businesses are now looking for support candidates that are eager to learn and assist with the core business expectations instead of just providing administrative support. This is a step forward in providing support candidates with the opportunity for growth and progression. Companies consider this as a cost benefit.

PROBLEM SOLVING SKILLS



The dynamic market has now recognised support candidates as a necessity as opposed to a luxury. Support/secretarial candidates are expected to provide solutions to complex requests and lighten personal responsibilities of their senior stakeholders so they can focus on core activities. Requests can vary from managing a complex travel itinerary to collating information from key stakeholders for reports/projects. Businesses grow candidates based on results, for support candidates this would act a great qualitative factor and reflect their value to the company.

UNIVERSITY QUALIFICATIONS



In previous years, work experience and transferable skills have been enough to be selected as the successful candidate for an office support role. However, in this competitive market, the decision of who to hire and why has needed to be more rigorous in order for employers to make a decision between a strong shortlist. Diploma's and University Degree's can help a candidate to demonstrate a competitive edge and help convince an employer of the long term time investment as well as growth potential.



CHALLENGE

There has been a significant emphasis on employer growth in 2022, leading to an abundance of job openings in a competitive market. While an increasing workforce is great news for the economy and job seekers, it comes with some challenges especially for employers; the obvious being standing out from your competition. Lengthy interview processes, counter-offers and selling your brand versus your competition are challenges employers are needing to adapt to in this current market in order to succeed with their growth plan and retain talent.

RECOMMENDATION

Secretarial and Office Support staff are in high demand and it is crucial for employers to be aware of the variables that can contribute to your business being chosen over your competition. A well planned, streamlined interview process is pivotal to keep candidates engaged and interested in your vacancy. Consistent, transparent communication throughout the process will help avoid awkward conversations at offer stage and strengthen your brand's reputation. Creating a memorable experience from the very beginning is important to ensure the candidate experience is pleasant, boosting the chance of a great candidate accepting your job offer over your others and reducing the chance of accepting a counter-offer.

SECRETARIAL AND OFFICE SUPPORT

CATEGORISED BY FUNCTION	FROM	AVG	TO
FINANCIAL SERVICES AND MANAGEMENT CONSULTANCIES			
Receptionist	10	12	15
General Administration	11	14	16
Personal Assistant	18	23	27
Team Assistant	15	17	20
Executive Assistant	20	27	35
Office Manager	22	26	30
PRO	8	11	13
GOVERNMENT/ SEMI GOVERNMENT			
Receptionist	11	14	16
General Administration	13	15	16
Senior Administration	18	21	25
Legal Secretary	19	24	27
Team Assistant	17	22	25
Executive Assistant	18	25	35
Office Manager	22	26	35
SME			
Receptionist	8	10	12
General Administration	7	10	13
Personal Assistant	14	16	22
Executive Assistant (EA)	15	18	22
Office Manager	17	18	23
MNC			
Receptionist	10	13	15
General Administration	10	14	18
Office Manager	22	25	30
Executive Assistant	22	26	32
MNC LEGAL FIRMS			
Receptionist	11	12	14
Legal Secretary	17	24	27
Office Manager	22	25	28

Salaries are shown per month in thousands of Arab Emirates Dirham (AED) - basic, housing and transport.



MARKET OVERVIEW & HIRING INSIGHTS

POSITIONS IN DEMAND

- SOFTWARE DEVELOPER
- IT PROJECT MANAGER
- ENTERPRISE ARCHITECT
- ERP CONSULTANT
- CYBERSECURITY SPECIALIST

IN-DEMAND SKILLS AND EXPERIENCE | INDUSTRY CHALLENGES

STAKEHOLDER MANAGEMENT



As technology advances, so too does the need for effective stakeholder management. Today's businesses operate in a global market, and they need to be able to engage with stakeholders across the world. This requires a deep understanding of technology and how it can be used to engage with stakeholders. It also requires an understanding of the different cultures and customs that may be involved. To be successful, businesses need to have a team of skilled professionals who can manage these relationships effectively. By doing so, they can ensure that their business goals are met and that their stakeholders are satisfied.

ANALYTICAL



Technology has created a need for people who can dissect data and identify patterns and trends. This ability is essential for making sound decisions that can improve efficiency and bottom line. As a result, those with an analytical mind are in high demand, and their skills are well compensated. If you have the ability to see the big picture and find solutions to problems, then you have a valuable skill that is in high demand.

SOFTWARE DEVELOPMENT



As the world becomes increasingly reliant on technology, the demand for skilled software developers is only going to grow. In the Middle East, this demand is especially high. With so many businesses and organisations turning to technology to stay competitive, the need for talented software developers is greater than ever. If you have the skills and talents needed to develop software, you can be sure that you will be in high demand in the Middle East. With the right skills, you can build a prosperous career in this rapidly growing region.



CHALLENGE

Skill Shortage: First, there is a severe shortage of qualified candidates. With the rapid expansion of the technology sector in recent years, the demand for IT workers has far outstripped the supply. As a result, many companies are forced to compete for a limited pool of talent.

RECOMMENDATION

One way to stay ahead of the curve is to invest in upskilling and reskilling your staff. By providing training and development opportunities, you can ensure that your employees have the skills they need to meet the demands of the modern workplace. This can help to improve employee morale and motivation, as well as boosting your company's bottom line. In a competitive market, investing in your workforce is essential for long-term success.

CHALLENGE

Lengthy Recruitment Process: A lengthy recruitment process can be a problem for both employer and job seeker. For employers, it can lead to vacancies that stay open for too long, leading to lost productivity. For job seekers, it can be frustrating to wait weeks or even months to hear back from a potential employer.

RECOMMENDATION

Be clear about the requirements of the position. Spend some time thinking about the essential skills and qualities that the successful candidate will need. This will help to ensure that only relevant applications are considered. Finally, don't be afraid to delegate. Ask trusted colleagues or members of the HR team to help with shortlisting and interviewing. By taking these steps, it is possible to shorten the recruitment process and make it more efficient.

CHALLENGE

Increasing Salaries: In recent years, technology-based salaries in the UAE have been increasing rapidly. This is due in part to the country's booming economy and its growing reputation as a hub for technology and innovation. In some cases it is difficult for employers to remain competitive against the growing demands of IT experts.

RECOMMENDATION

While a base salary is essential to attracting and retaining talent, technology companies in the UAE are increasingly offering benefits that go beyond simply providing a pay check. For example, some firms offer flexible working to help employees balance work and family responsibilities. In addition, many companies offer fitness memberships, and other wellness benefits to help employees stay healthy and productive. By offering these types of benefits, technology companies in the UAE are able to attract and retain top talent, even in a competitive market.

TECHNOLOGY

CATEGORISED BY FUNCTION	FROM	TO	CATEGORISED BY FUNCTION	FROM	TO
EXECUTIVE / LEADERSHIP			DEVELOPMENT		
Chief Information Officer (CIO)	70	130	Head of Development	45	55
Chief Technology Officer (CTO)	50	120	Development Manager	35	45
Chief Information Security Officer (CISO)	60	110	Lead Developer	25	35
IT Director	50	80	Blockchain Developer	30	50
Head of IT	40	70	Back End Developer	18	27
IT Manager	20	40	Senior Back End Developer	25	40
ENTERPRISE APPLICATIONS			Full Stack Developer	20	35
Applications Director	40	80	iOS Developer	18	25
Business Applications Manager	25	45	Android Developer	18	25
Technical / Functional Consultant	20	35	Front End Developer	12	22
ERP Project Manager	20	45	Senior Front End Developer	22	38
ERP Consultant	20	25	.Net Developer	15	28
ERP Business Analyst	18	25	Java Developer	15	28
ERP Support Analyst	10	14	Python Developer	20	35
BUSINESS ANALYSIS & PROJECT MANAGEMENT			TESTING		
PMO Leadership (Head/Manager)	35	70	Test Manager	25	35
IT Business Partner	35	55	Test Lead	20	25
Programme Manager	35	80	QA/Test Analyst	15	20
Project Manager	25	60	CYBERSECURITY / INFORMATION SECURITY		
Senior Business Analyst	25	45	Cybersecurity Architect	35	60
Business Analyst	20	30	IT Security Manager	30	55
INFRASTRUCTURE			IT Security Engineer	20	40
Infrastructure Head / Director	40	70	Security Analyst	15	25
Infrastructure Manager	25	50	SOC Manager	25	38
Infrastructure Engineer	20	35	SOC Engineer	12	20
Network Engineer	15	25	Penetration Tester	18	40
Infrastructure Specialist	20	35	Application Security Specialist	15	35
Service Delivery Manager	30	50	Security Consultant	25	60
TECHNICAL SERVICES			Information Security Manager	25	45
Technical Support Manager	20	40	Information Security Engineer	15	25
IT Support Engineer	11	18	Governance, Risk & Compliance (GRC) Manager	25	40
Application Support Analyst	13	22	CLOUD, DEVOPS, & ARCHITECTURE		
HEAD OF ENTERPRISE ARCHITECTURE			Head of Enterprise Architecture	50	80
DEVOPS LEAD			DevOps Lead	30	45
DEVOPS ENGINEER			DevOps Engineer	20	30
SOLUTIONS ARCHITECT			Solutions Architect	30	50
SITE RELIABILITY ENGINEER			Site Reliability Engineer	18	25
CLOUD ARCHITECT			Cloud Architect	30	60
ENTERPRISE ARCHITECT			Enterprise Architect	35	60

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EMIRATISATION SALARY GUIDE & HIRING INSIGHTS 2022

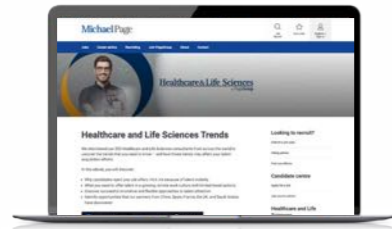
Salary benchmarks for UAE Nationals and trends-to-watch

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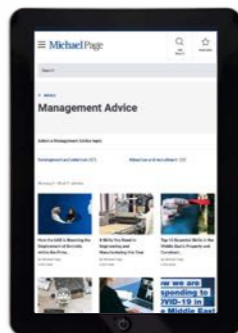
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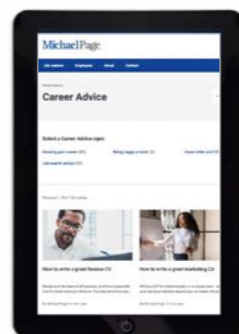
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