

HAYS GCC SALARY GUIDE 2024

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INTRODUCTION A **WORD** FROM OUR **MD**



Welcome to the Hays GCC Salary Guide 2024! I'm delighted to introduce the 10th edition of this report in my first year as Managing Director at Hays Middle East. Big thanks to more than 2,300 professionals and employers from across the Gulf region that contributed their valuable insights and opinions on the world of work, helping us to shape our report.

It's an exciting time to live and work in the Gulf region – the economic environment is excellent, and all signs point to further growth. The transformation of the economy is continuing at pace and the government's long-term goals are being pursued, despite global economic turbulence. The findings in our report confirm this development, with 67% of employers wanting to grow their organisation's headcount this year. Therefore, there is still great demand for qualified personnel. Employee expectations are also clear, they want to be adequately remunerated, which is why 75% expect salary increases in 2024.

The labour market is showing signs of great dynamism, with 31% of skilled workers actively preparing to change organisations this year. This presents excellent opportunities for strategically positioned organisations to attract top talent. However, organisations unsure of their current footing and with less clearly defined plans run the risk of losing out. 2024 is shaping up to be another exciting year!

I hope you enjoy reading the Hays GCC Salary Guide 2024 and that it gives you some ideas for staying on the winning side this year. Should you wish to discuss your organisation's talent needs, don't hesitate to reach out to us at marketing.uae@hays.com.

Oliver Kowalski
Managing Director – Hays Middle East

HAYS' FUTURE AT THE HEART OF THE WORLD OF WORK

The world of work is rapidly changing, with employers and professionals facing many new challenges and opportunities. Powerful and accelerating megatrends shape the world of work.

About this report

The Hays GCC Salary & Employment Report is an annual in-depth analysis of the hiring market within the Gulf Corporation Council (GCC). In this report we explore 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 unique report takes a detailed look at salary and hiring trends in 2023 and employee and employer expectations for 2024. It can be used as a tool to propel your own career or shape the future of your business.

Methodology

The Hays GCC Salary Guide provides information 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 2023, as well as a survey completed by 725 employers and close to 1,600 employees.

The salary information is intended to assist professionals and employers in making informed career and business decisions. The guide includes expert comments 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 valuable insights and participated in the survey for this year's guide.

RECRUITING TRENDS OVERVIEW

Megatrends will drive growth, talent demand, and competitive market dynamics

The Gulf region is riding the tidal wave of megatrends that are shaping the world of work. Factors such as an increased demand for skilled talent, nationalisation programmes, changing work habits, and rising investments in upskilling are driving a dynamic, complex, and competitive employment market.

A generally more cautious approach was adopted with regards to hiring in 2023, with 62% of organisations reporting headcount increases compared to 67% in 2022. That said, 27% of organisations experienced significant growth, expanding their workforce by more than 10%. The Banking & Financial Services sector is on a particularly dynamic growth trajectory, and with it some of the highest rates of headcount increases, with 36% of organisation's adding more than 10% to their workforce last year.

The outlook for hiring in 2024 is optimistic as 67% of employers in the Gulf say they expect to add to their organisation's headcount. There is no variance between the Gulf's two largest economies, with 69% of organisations in both Saudi Arabia and the United Arab Emirates planning to expand their workforce this year. However, one sector stands out – with a large pipeline of projects for delivery, the Construction & Property sector is poised for healthy growth. 73% of employers anticipate that headcount in their organisation will increase in 2024, most commonly by 10% or more. Considering the location of the projects, most of the hiring within this sector will take place in Saudi Arabia and the United Arab Emirates.

Even those employers that don't anticipate organisational headcount increases this year will need to hire, as 92% of all organisations plan to recruit permanent employees, temporary employees, contractors, or freelancers.

When asked to describe the labour market, 41% of employers say that overall, there are more candidates applying for jobs than in the past. Simultaneously, 41% highlight a shortage of skilled professionals, and 23% emphasise that competition from other employers is very fierce. This suggests that while there's a higher overall demand for employment opportunities and a greater supply of candidates, there's challenges in finding qualified professionals, and heightened competition among employers to attract and retain the best talent.

With most organisations focusing their strategic efforts on increasing operating profit, increasing turnover, and gaining market share, a skilled and engaged workforce will be essential in achieving these objectives. It's therefore not surprising to learn that the top three HR investment focus areas for the year include employee training programmes, employee retention, and employee recruitment.

Expect substantial and satisfying salary increases

Between 2022 and 2023, salaries in the Gulf region experienced a modest improvement. Last year, 54% of professionals reported receiving a salary increase, a slight increase from the 51% recorded in the previous year. The most common rate of increase remained consistent, with up to 5% being the prevalent range. However, a shift in the reasons for salary increases is observed. In 2023, the primary catalyst for a pay rise was securing a new job with a different organisation, contrasting with the preceding year where individual performance-related pay changes were more common.

Notably, 63% of professionals in the Legal sector received a salary increase – the highest proportion in any profession. Moreover, the highest rate of increase was observed among Legal professionals with 22% of professionals enjoying a substantial increase of more than 20%. With many prominent international law firms based in the region and opportunities abounding, competition for suitably qualified and experienced Legal talent is high.

When employers were asked how they expect salaries or rates of pay within their organisations to change this year, 78% predict that salaries will increase, most commonly by 5% or less. That such a high percentage of employers are expecting salary increases indicates a positive sentiment and a proactive approach to workforce management. This forecast aligns with the idea of a buoyant job market, competitive talent landscape, and an overall optimistic economic outlook.

Disparity in employer-professional understanding of benefits calls for clarification

For many professionals, a comprehensive benefits package is significant as it contributes to their financial well-being, health, and work-life balance. Indeed, 60% of professionals say the benefits package is one of the most important factors to them when choosing an organisation. Likewise, 75% of employers agree that the benefits package is the most important factor to help them attract and retain staff.

While only 5% of employers claim not to offer any benefits, a significant 41% of professionals state that they do not receive any. This stark contrast underscores a potential gap in employer-professional perceptions of the benefits offered versus what they receive, possibly stemming from a lack of clarity or transparency in the communication process. In an employment market where skills shortages exist, it's imperative that professionals are well-informed about the available perks. As benefits play a crucial role in attracting and retaining talent, employers should consider revisiting how they communicate their benefit offerings. Ultimately, this can contribute to increased satisfaction among professionals as they gain a better understanding of the overall compensation package structure.

Naturally, the more valued perks an employer is willing to offer, the more attractive they are and the more confident they can be in securing and retaining top talent. This year, benefits professionals say they value most include air ticket / travel allowances, child education allowances, and flexible working.



Slight shift towards office-based working driven by Saudi market

A hot topic of discussion throughout 2023 was the global 'return-to-office' mandate, with many CEOs drawing a hard line in favour of this policy. The [Hays GCC Salary Guide 2023](#) predicted a 'working model migration' when 20% of employers said that employees would be expected in the workplace more. While there has been a slight shift back towards fully office-based working in the Gulf region, a widespread 'working model migration' has not occurred.

When asked to describe their organisation's current working model, 55% of employers in the Gulf say that their organisation adopts a fully-officed based model, a 4% increase on the previous year. However, when we drill into results by location, this shift back towards office-based working appears to be driven mostly by the Saudi Arabian market, where 68% of employers say they work from the office full-time. In fact, 51% of employers in the United Arab Emirates offer some remote or hybrid working options, representing a 1% increase on the previous year.

In a post-pandemic world, working habits and expectations have changed. Professionals generally want more flexibility in how they work in terms of time and place. This desire for increased flexibility is a common trend across various professions, reflecting a broader evolution in working habits. However, professionals in the Legal, Human Resources, and Marketing & Digital Marketing professions say hybrid and remote working options are their most valued benefit. Employers operating in these sectors that adapt or maintain flexible working policies are likely to have an edge over their competitors.

Increases in employee turnover will intensify the talent battle

In 2023, 26% of professionals in the Gulf region moved organisations. This year, a higher rate of employee turnover is predicted, with 31% of professionals reporting that they plan to change organisation, but in a similar role. A further 37% say that while they plan to stay with their current organisation, they are open to new opportunities. In contrast, just 14% of professionals say they plan to stay in the same role with their current organisation. This, coupled with the fact that most employers will hire in some capacity this year, is sure to intensify the battle for talent.

Of those professionals that are planning to leave their current job, the main reasons cited are a lack of career development opportunities and a lack of career progression. When professionals were asked about the support their employer offers for their development, 40% reported receiving no assistance.

Furthermore, 37% of professionals do not feel that there is scope for career progression within their organisation, and 49% do not expect a promotion this year. Organisations that prioritise employee development, offer training initiatives and growth opportunities, and foster a culture that promotes internal progression are more likely to retain their employees in 2024 and beyond.

Employers favour experienced professionals with local market knowledge

Employers in the Gulf region generally demand candidates with relevant education or qualifications, coupled with considerable experience in their respective field. In certain professions, advanced degrees or certifications enhance a candidate's competitive edge in the job market. Often, employers prefer candidates that are already based in the region and that possess knowledge of the local market and culture. Of course, an understanding of Arabic and additional languages is an asset.

Beyond qualifications and experience, employers assess a combination of factors such as cultural fit, soft skills, achievements, and referrals. Many employers also appreciate a strong work ethic, a commitment to continuous learning, and the ability to work well in diverse teams.

Across all job categories, mid-to-senior level professionals are in higher demand when compared to junior-level candidates. 59% of employers say that management-level positions are the most difficult to fill, while only 13% say the same about junior-level positions.

Growth in demand for United Arab Emirates national citizens

Ongoing developments in Emiratisation and Saudization programmes means that demand for United Arab Emirates and Saudi Arabia national citizens remains high. When hiring managers have a vacancy to fill, they will generally first seek out a skilled, qualified, and experienced national citizen.

In the United Arab Emirates, 51% of organisations currently employ Emiratis, up from 43% last year. With the new updates in Emiratisation rules, whereby smaller private companies are now included in the Emiratisation drive, 52% of organisations plan to increase headcount of national citizens this year.

Likewise, in Saudi Arabia, Saudization remains a key driving force in government policy. Indeed, 92% of organisations currently employ Saudi national citizens and 87% plan on increasing headcount this year. These figures are exactly on par with last year.

AI in the workplace divides opinion among employers

Artificial intelligence (AI) has taken the world of work by storm in recent years. The emergence of generative tools in the mainstream such as ChatGPT, Midjourney, and Bard has promoted much debate around the benefits and risks of such technology. Certainly, employers in the Gulf region are divided on the use of AI technologies or tools in the workplace – 41% recommend its use, 37% do not recommend its use, and 22% are unsure.

Of those organisations that do not recommend it, the main reasons cited are security risks, privacy concerns, and lack of training or support. On the other hand, organisations in favour of using AI note benefits such as increased productivity, creativity and idea generation, and reduced risk of human error.

Most employers (61%) in the region say there has been no significant impact on employment due to AI. However, 37% think that AI will eliminate more job opportunities than it will create. When asked what their organisation is doing to address the potential impact of AI on employment, 39% say they are unsure and a further 31% are still considering the implications of AI usage before taking action.

Gulf sector spotlight

The [Banking & Financial Services](#) sector is experiencing robust growth and witnessing high headcount increases. In the United Arab Emirates, increases in bond / Sukuk activity and successful M&A / IPOs fuels hiring. Meanwhile, in Saudi Arabia, increased lending, advisory, and transaction support, coupled with unmatched investment activity, is creating a surplus demand for top talent.

The [Construction & Property](#) sector is booming, driven by positive economic conditions and ambitious government initiatives. In Saudi Arabia, the transformative Saudi Vision 2030 plan fuels growth, while the United Arab Emirates is experiencing increased demand for real estate, prompting substantial hiring to meet project demands.

The [Technology](#) sector propels diversification amid global challenges. Robust investment is creating diverse opportunities, increasing demand for skilled professionals. The United Arab Emirates leads in technological innovation, while Saudi Arabia focuses on infrastructure development. Start-ups and local players drive regional hiring, shaping a dynamic digital landscape.

REGIONAL SNAPSHOT THE UAE & KSA

UAE Employer

80%

of employers expect salaries within their organisation to increase in 2024

49%

of employers offer no remote or hybrid options to their employees

58%

of employers feel optimistic about the economic outlook for 2024

69%

of employers plan to increase headcount in 2024

KSA Employer

77%

of employers expect salaries within their organisation to increase in 2024

68%

of employers offer no remote or hybrid options to their employees

60%

of employers feel optimistic about the economic outlook for 2024

69%

of employers plan to increase headcount in 2024

UAE Employee

52%

of employees' salaries increased in 2023, most commonly by up to 5%

72%

of employees expect salaries to increase in 2024

57%

of employees feel optimistic about the economic outlook for 2024

30%

of employees plan to change organisation in 2024

KSA Employee

60%

of employees' salaries increased in 2023, most commonly by up to 5%

79%

of employees expect salaries to increase in 2024

72%

of employees feel optimistic about the economic outlook for 2024

29%

of employees plan to change organisation in 2024

Aside from salary, **benefits package** and **good work atmosphere** are the two most important factors for professionals in the UAE

Aside from salary, **benefits package** and **good work atmosphere** are the two most important factors for professionals in the KSA

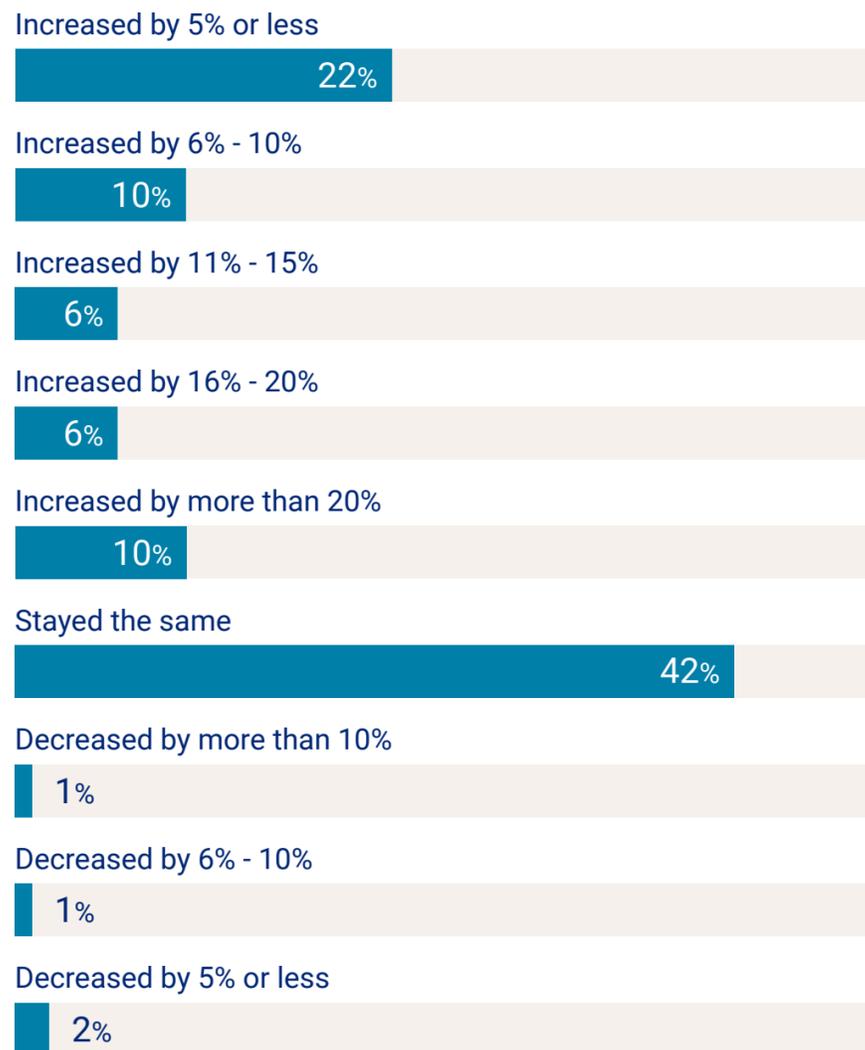


EMPLOYEE SURVEY RESULTS



SALARY AND BENEFITS

By what percentage did your salary change in 2023?



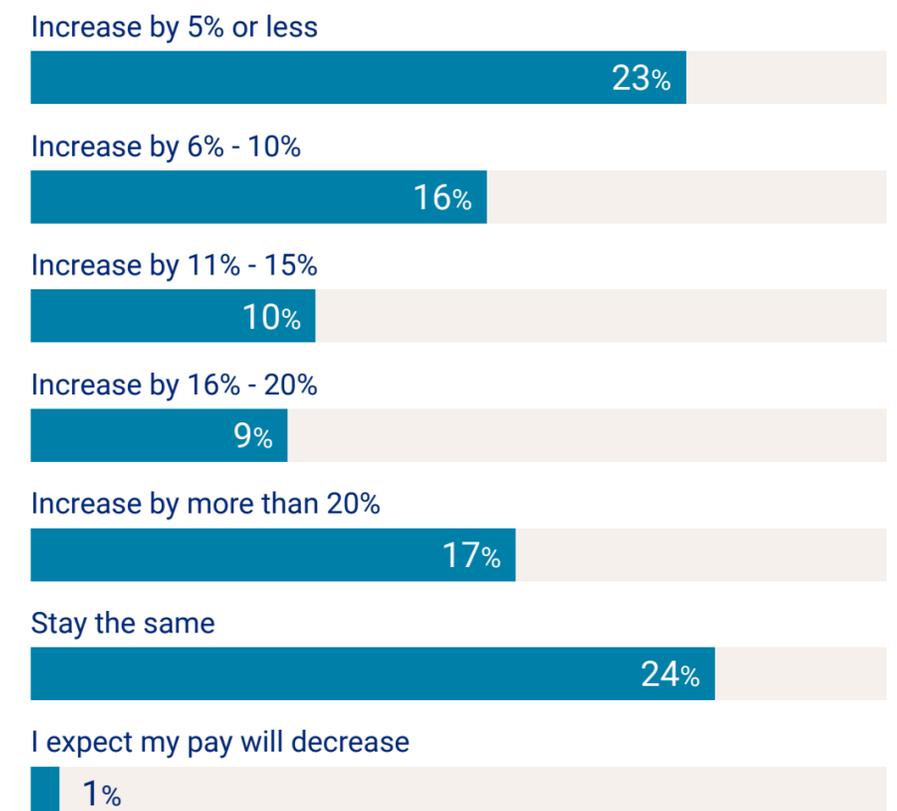
If you experienced a salary change last year, what was the reason?

	2023	2022	2021
A new job with a new organisation	1	2	1
Individual performance pay related change	2	1	2
Standard annual pay increase across the organisation	3	3	3
A promotion or different role in the same organisation	4	4	4
Inflation	5	5	N/A
Other	6	6	7
Pay decrease across the organisation	7	7	4

How satisfied are you with your salary or pay rate?

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

In 2024, what percentage change in pay do you expect to receive?





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

They don't have any of the above

50%

They have set criteria for salary increases

25%

Unsure

20%

They publicise salary banding structures

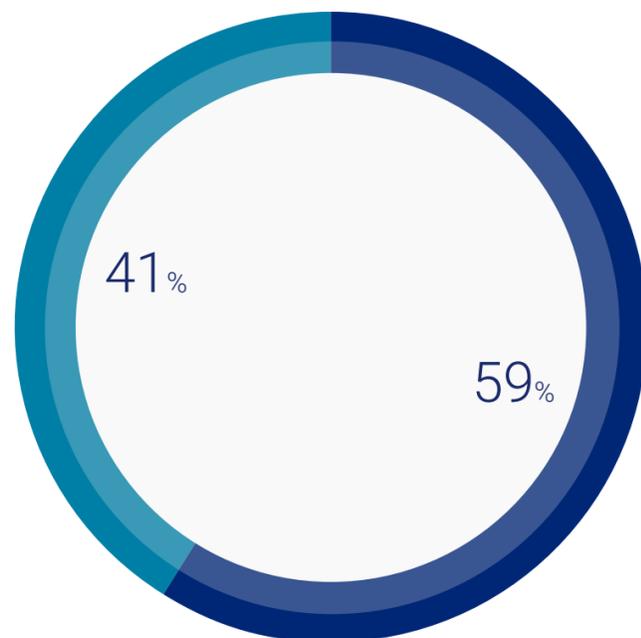
6%

They publicise all employee salaries

2%

Do you currently receive any benefits?

● Yes ● No



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

Air ticket / travel allowances	67%
Life insurance	41%
Flexible working	34%
Child education allowances	33%
Hybrid / remote working options	30%
Business telephone for private use	25%
Transport allowance	23%
Living / accommodation allowances	21%
Additional vacation days	20%
Business computer for private use	17%
Employee loans	17%

Respondents could select all answers that applied / Top 10 most common selections

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

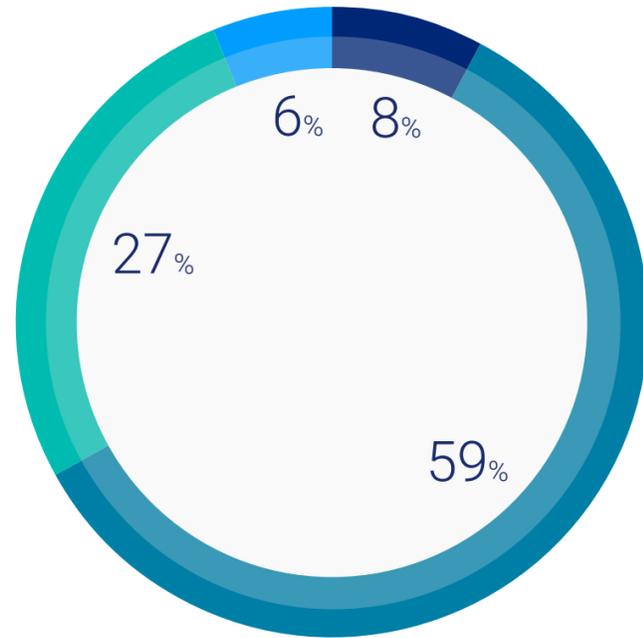
Air ticket / travel allowances	40%
Child education allowances	38%
Flexible working	31%
Hybrid / remote working options	28%
Living / accommodation allowances	21%
Additional vacation days	20%
Life insurance	16%
Financial support for professional studies	13%
Employee pension scheme	11%
Share incentives	11%

Respondents could select the 3 most important answers / Top 10 most common selections

CAREER AND SKILLS

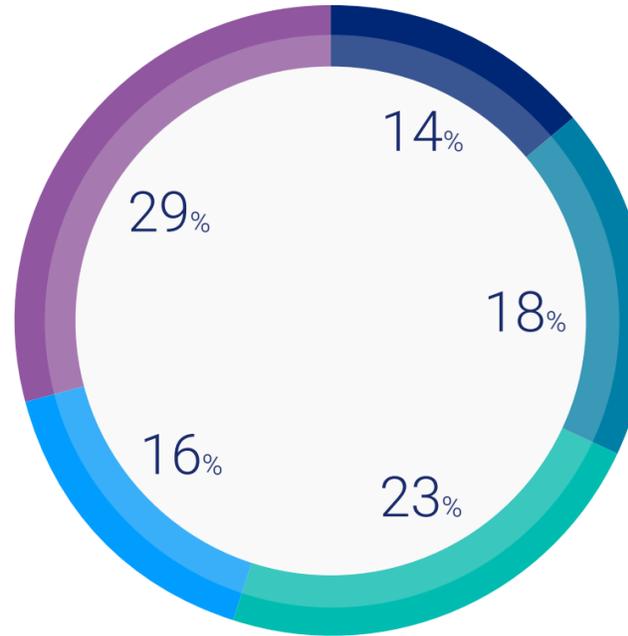
How satisfied are you with your current job?

● Very satisfied ● Satisfied ● Dissatisfied ● Very dissatisfied

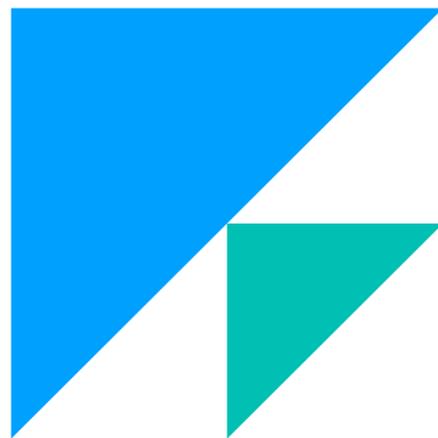


How long have you been in your current role?

● 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?



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

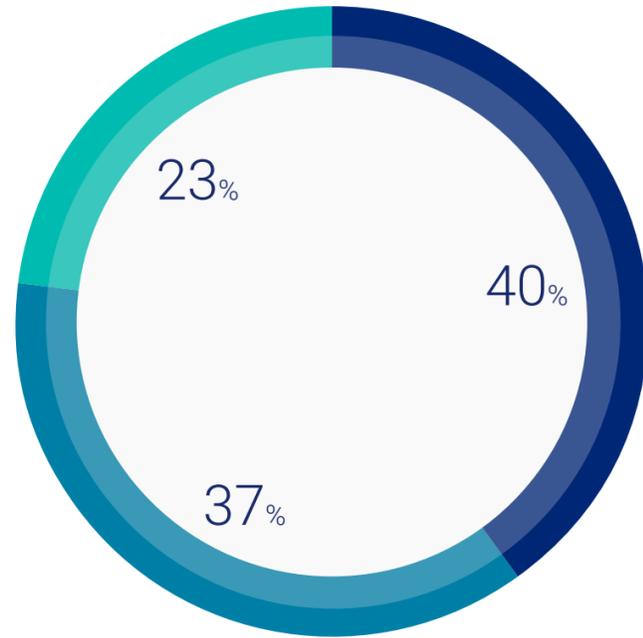
A new career path	38%	Lack of job security	16%
Lack of career progression	34%	Other	16%
Salary too low	32%	Poor work-life balance	15%
Benefits were not aligned with my needs	22%	Role was not challenging enough	14%
Lack of learning and development opportunities	19%	Poor relationship with my manager	7%

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



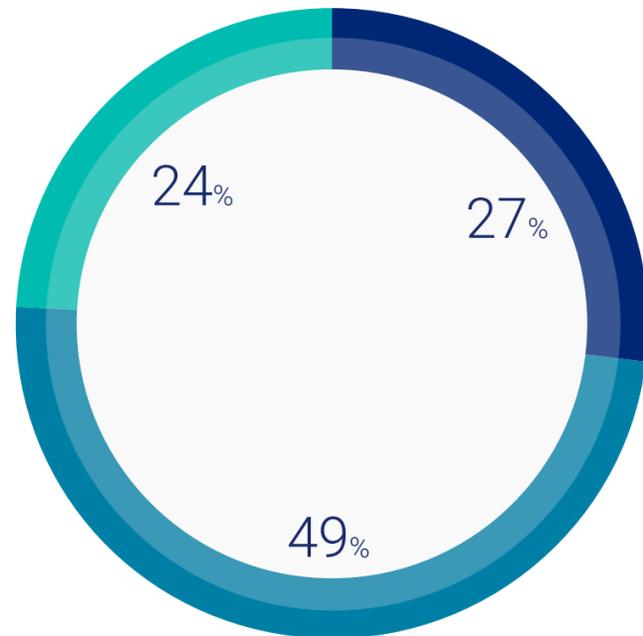
Do you feel there is scope for career progression within your organisation?

● Yes ● No ● I'm unsure



Do you expect a promotion in 2024?

● Yes ● No ● I'm unsure



Do you plan to make any of the following changes to your career path in 2024?



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

	2023	2022	2021
Lack of career development opportunities	1	1	N/A
Lack of career progression	2	8	2
Benefits are not aligned with my needs	3	4	5
Salary too low	4	2	1
Lack of job security	5	6	6
Poor work-life balance	6	5	N/A
Lack of long-term opportunities	7	N/A	N/A
Role is not challenging enough	8	7	N/A
Poor relationship with my manager	9	9	9
Lack of flexibility in working pattern	10	10	N/A

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

Aside from salary, which of the following three factors are most important to you in an organisation?

Benefits package	60%
Good work atmosphere	48%
Career development initiatives	44%
Work-life balance initiatives	31%
Job security	29%
Challenging role or projects	24%
Employer brand and reputation	16%
Remote work	15%
Location	12%
Diversity initiatives	4%

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

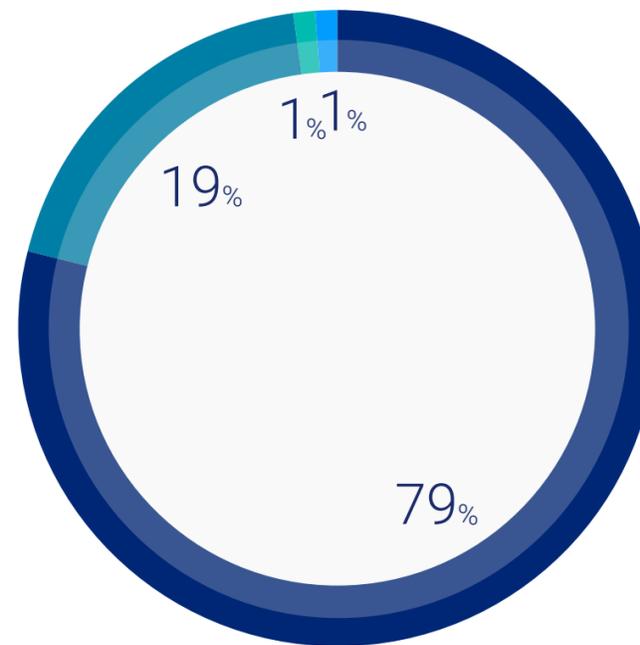
What is your employer offering to help with your development?

None of the above	40%
Internal training courses (online)	40%
Internal training courses (in person)	22%
Mentoring	21%
Externally delivered training courses (online)	19%

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

Do you believe that you have the skills needed to fulfil your role in 2024?

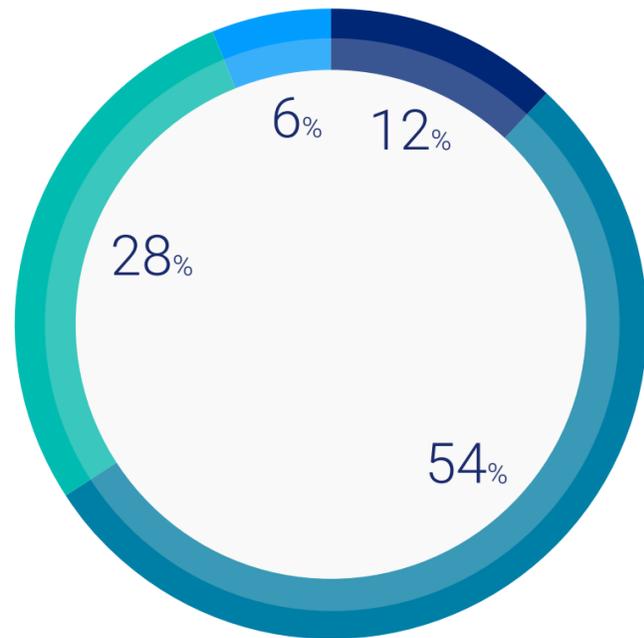
- Yes, strongly agree
- Yes, slightly agree
- No, slightly disagree
- No, strongly disagree



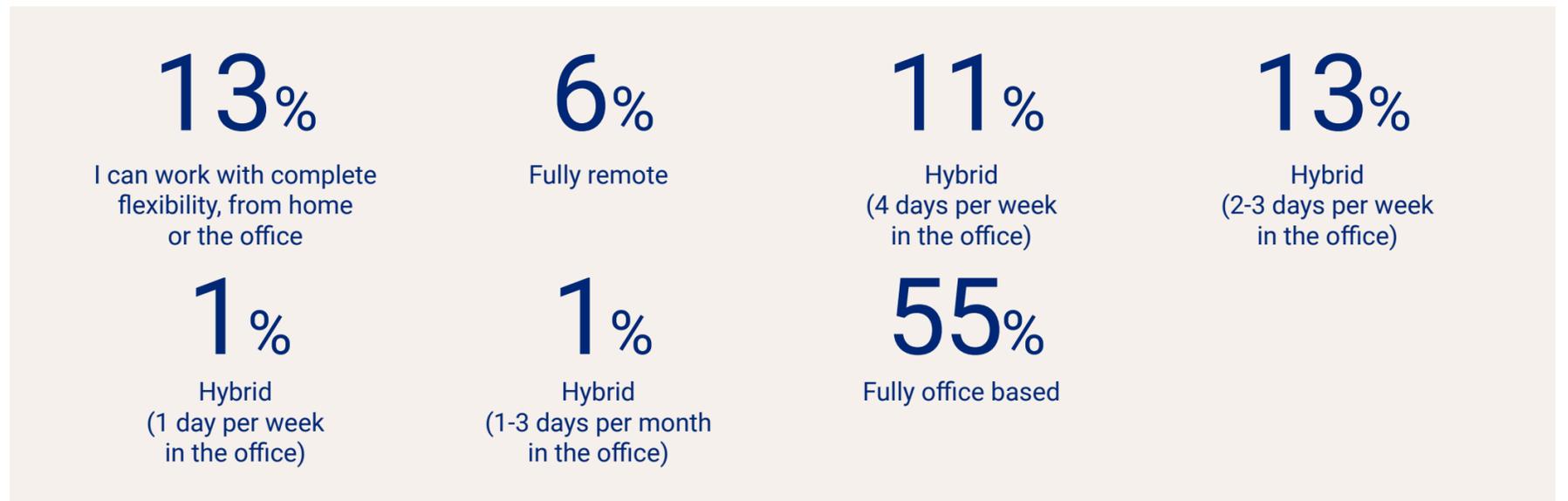
WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

● Very satisfied ● Satisfied ● Dissatisfied ● Very dissatisfied



How would you describe your organisation's current working model?

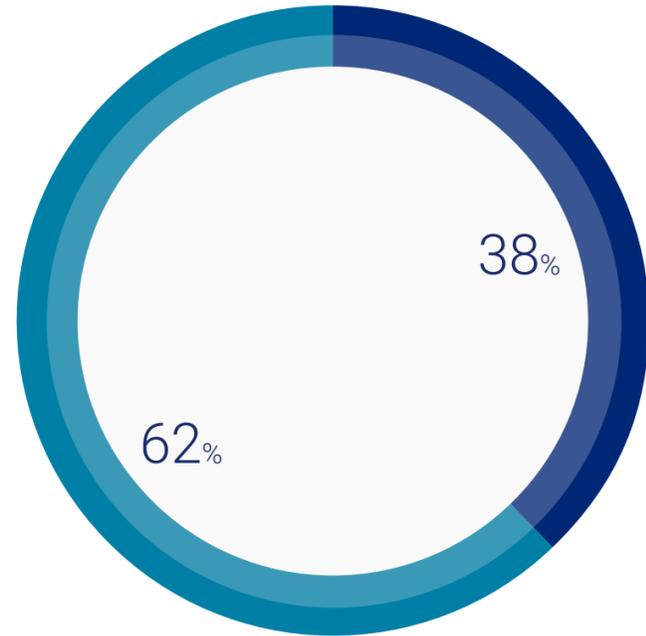




AI IN THE WORKPLACE

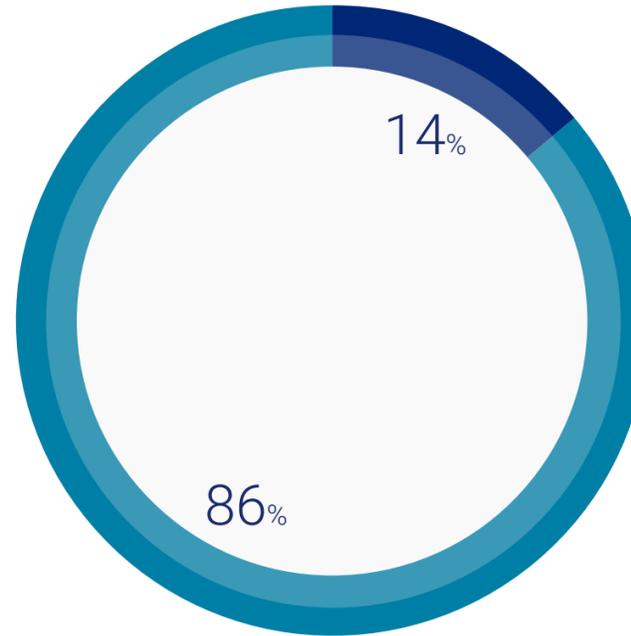
Are you currently using generative AI technologies or tools as part of your job?

● Yes ● No



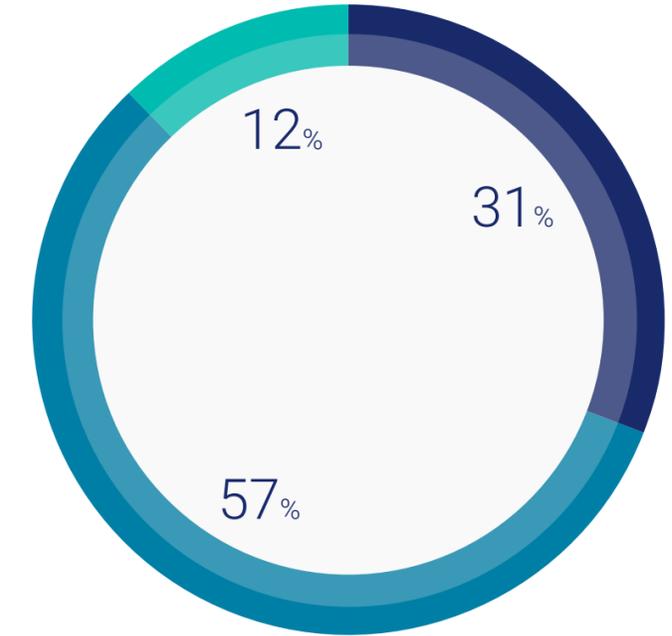
Has your organisation prohibited use of AI in the workplace?

● Yes ● No



Does your organisation have guidance or quality assurance for generating AI content and materials?

● Yes ● No ● I'm unsure



How do you use AI in your work?

To summarise or paraphrase text	59%
As a writing assistant	58%
Term definition or explaining complicated topics	34%
For content creation from scratch	24%
For data analysis	11%
To write or debug code	11%
Other	6%

Respondents could select all that apply

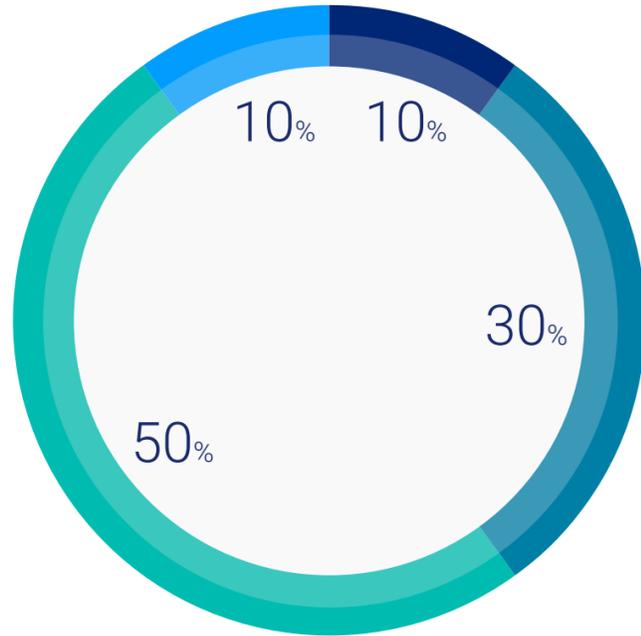
What do you think are the primary benefits of using AI in the workplace?

Increased productivity and efficiency	60%
Creativity and idea generation	51%
Reduced risk of human error	42%
Higher quality of work	37%
Enhanced communication and clarity	33%
Enhanced decision-making capabilities	24%
Other	4%

Respondents could select all that apply

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

- Very concerned
- Quite concerned
- Not very concerned
- Not concerned at all



How do you expect AI to affect future job opportunities?

AI will eliminate more job opportunities than it will create	32%
AI will have a neutral impact on job opportunities	27%
AI will create more job opportunities than it will eliminate	25%
Not sure	16%



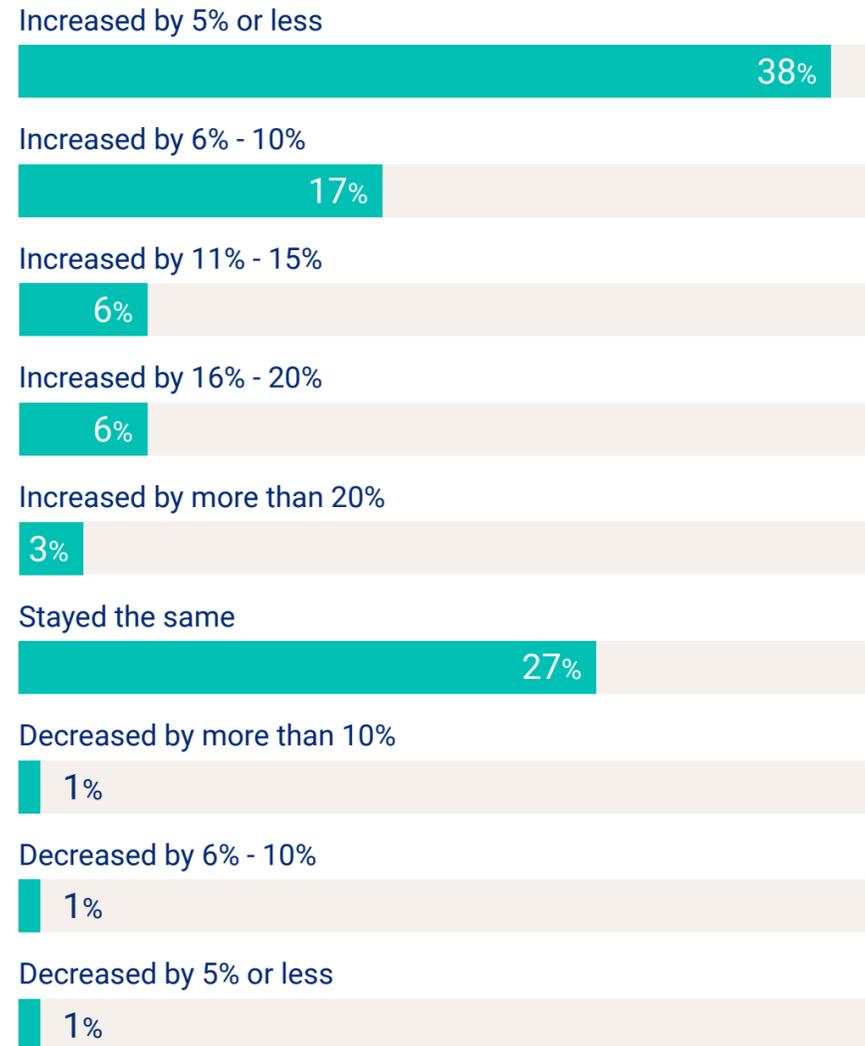
EMPLOYER SURVEY RESULTS



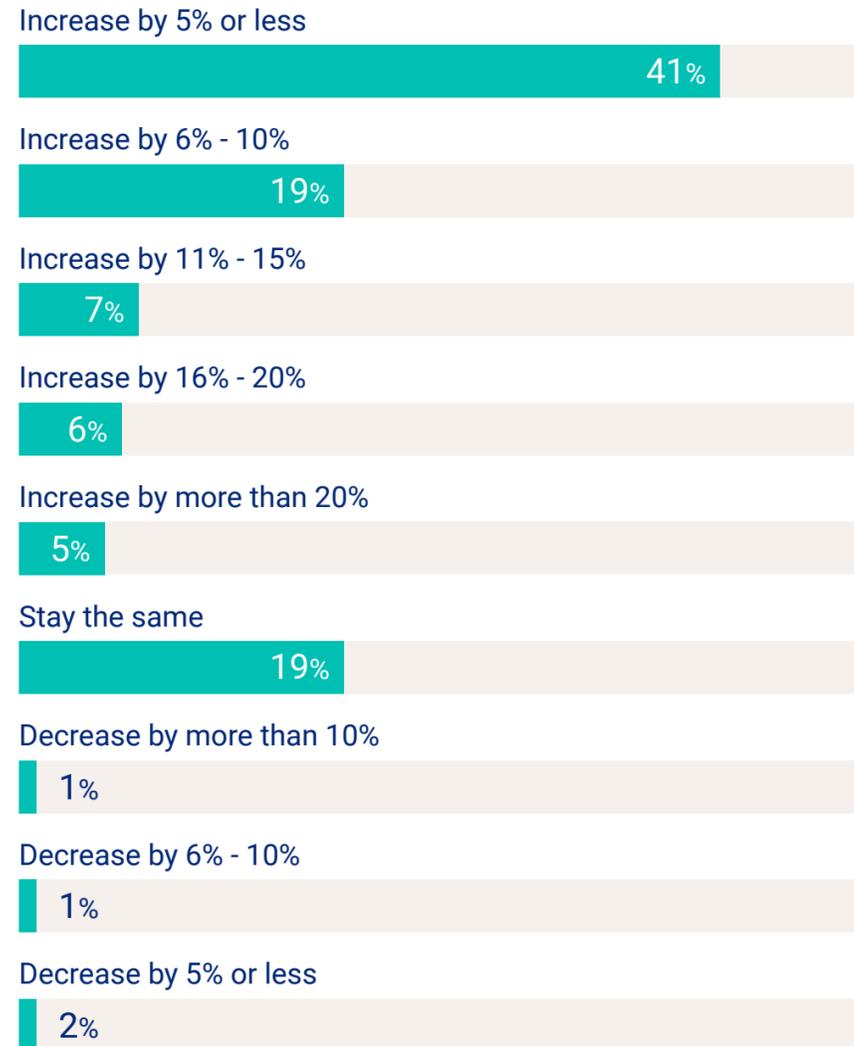


SALARY AND BENEFITS

How have salaries / rates of pay within your organisation generally changed in 2023?



In 2024, how do you expect salaries / rates of pay within your organisation to generally change?



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

We have set criteria for salary increases	55%
We don't have any of the above	35%
We publicise salary banding structures	12%
We publicise all employee salaries	5%

Respondents could select all answers that applied

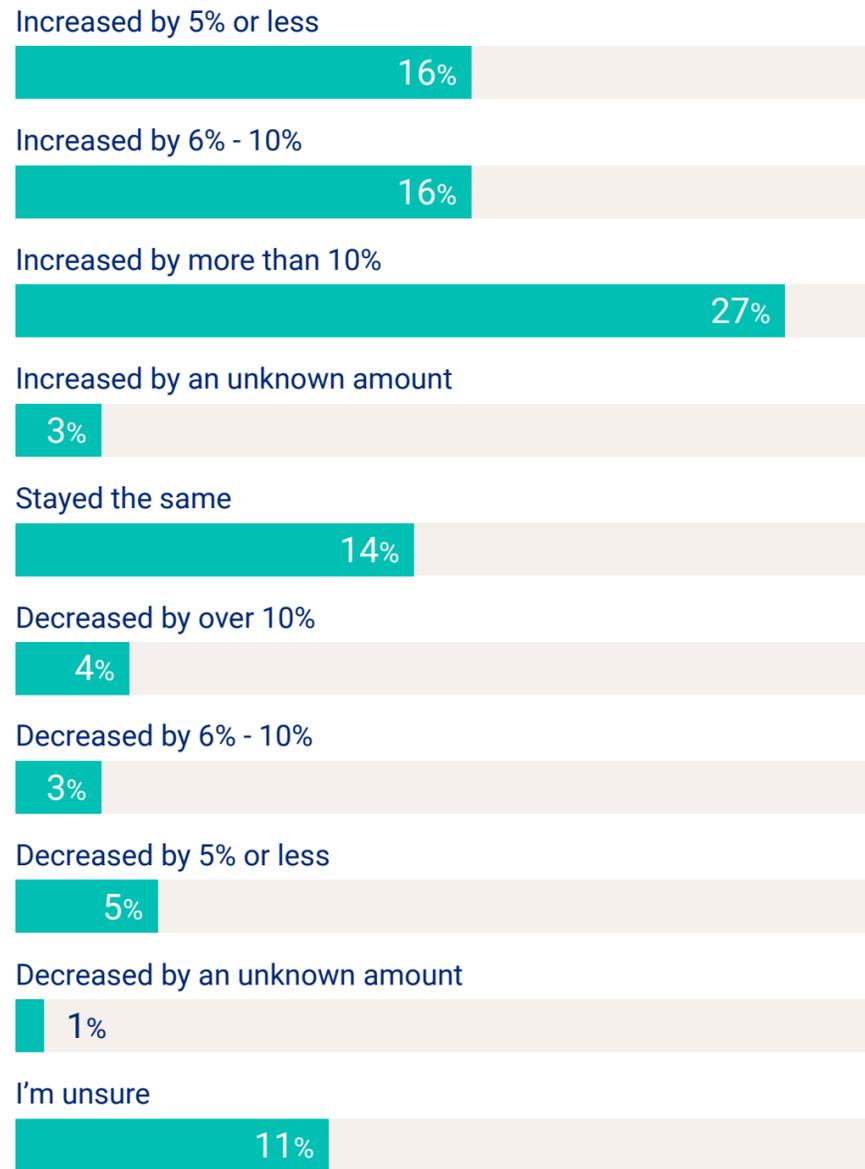
Which of the following benefits are offered to employees?

Air ticket / travel allowances	57%
Life insurance	38%
Child education allowances	32%
Flexible working	32%
Transport allowance	27%
Employee loans	27%
Hybrid / remote working options	27%
Additional vacation days	23%
Business telephone for private use	23%
Living / accommodation allowances	22%

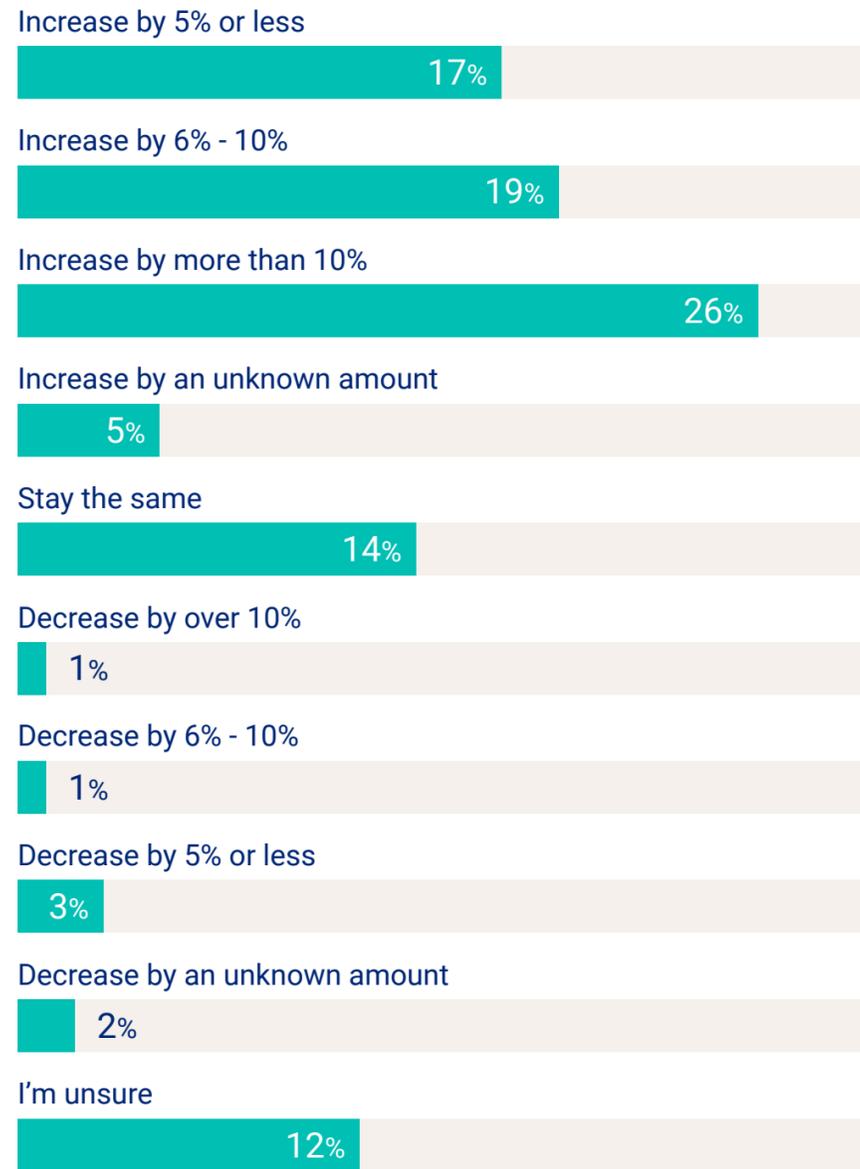
Respondents could select all answers that applied / Top 10 most common selections

RECRUITMENT AND RETENTION

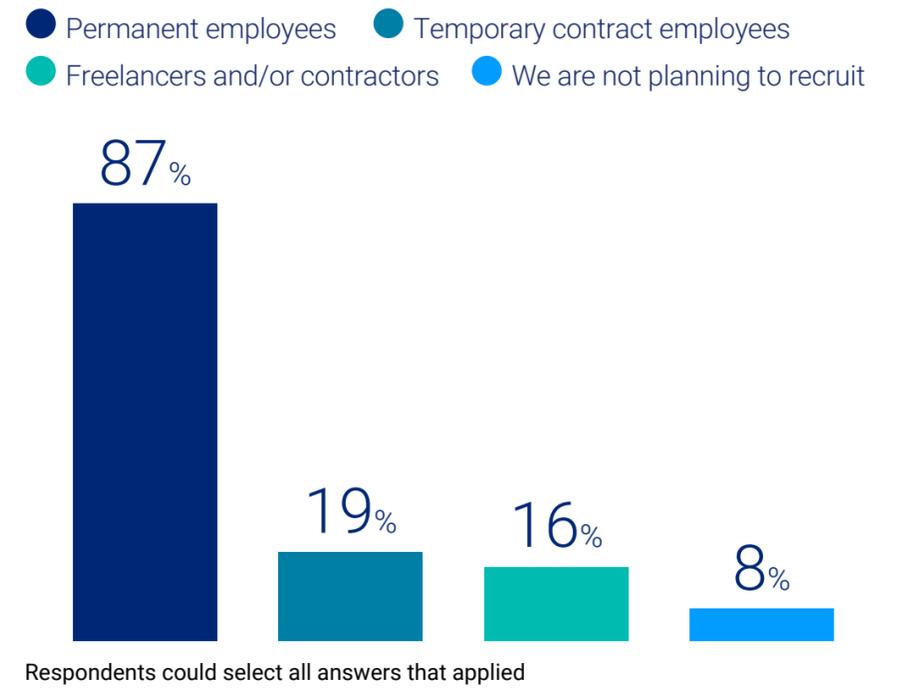
How did your organisation's headcount change in 2023 compared to 2022?



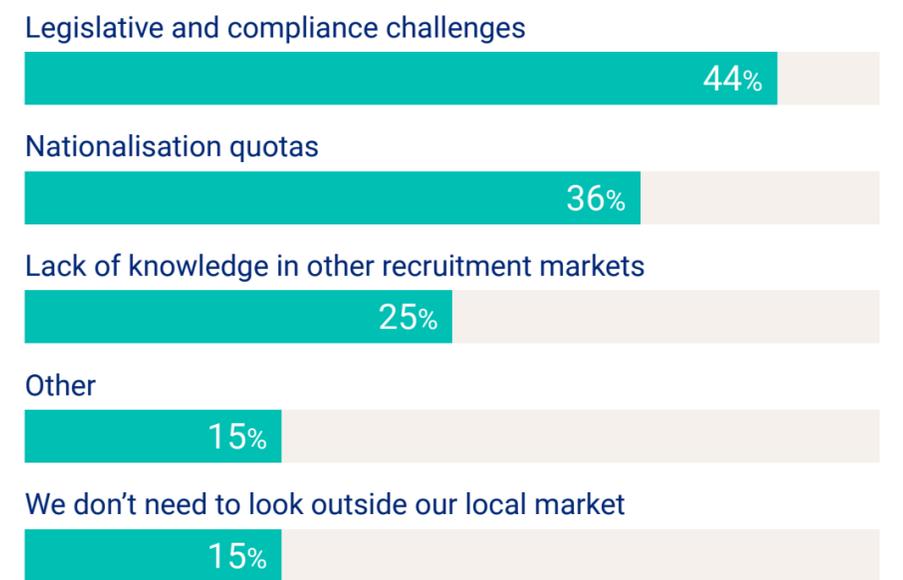
How do you expect your organisation's headcount to change in 2024 compared to 2023?



What kind of roles are you recruiting for in 2024?

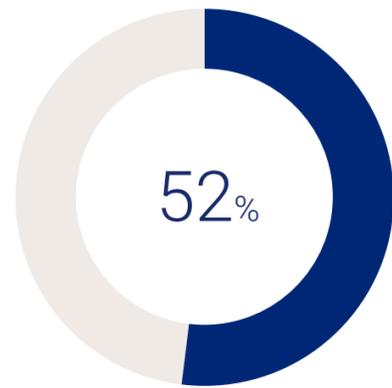


What do you see as the barriers to recruiting international employees?

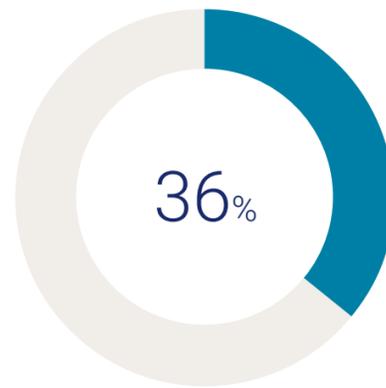


Respondents could select all answers that applied / Top 5 most common selections

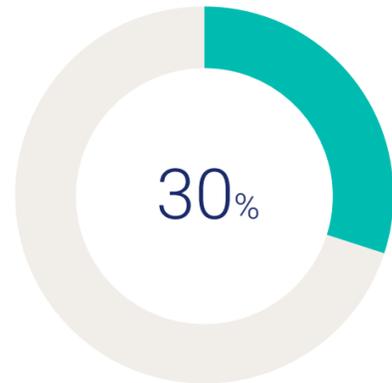
In which locations are you currently recruiting?



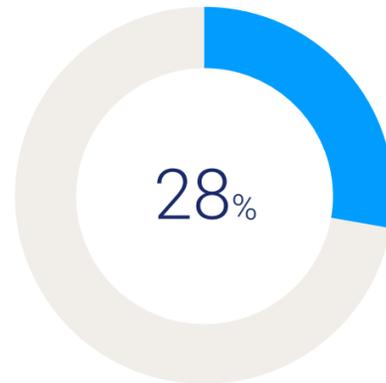
Dubai



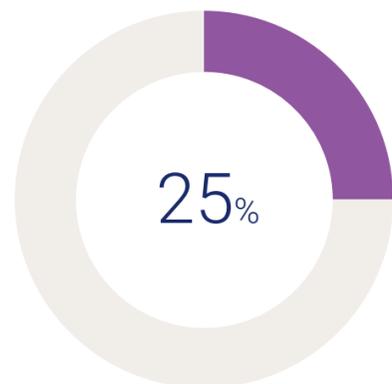
Riyadh



Rest of World



Abu Dhabi



Jeddah

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?

Benefits package	75%
Career development initiatives	52%
Good work atmosphere	40%
Job security	27%
Employer brand and reputation	23%
Challenging role or projects	22%
Work-life balance initiatives	18%
Remote work	10%
Location	8%
Diversity initiatives	4%

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



NATIONALISATION

Do you currently employ any UAE or Saudi national citizens?

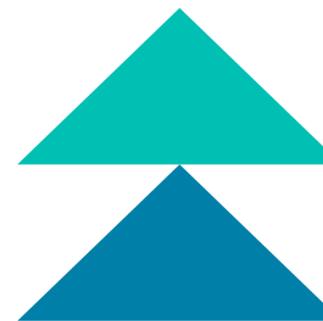
	2023	2022	2021
Yes, UAE nationals	40%	35%	30%
Yes, Saudi nationals	39%	37%	36%
Unsure	6%	4%	0%
No	27%	33%	34%

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

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

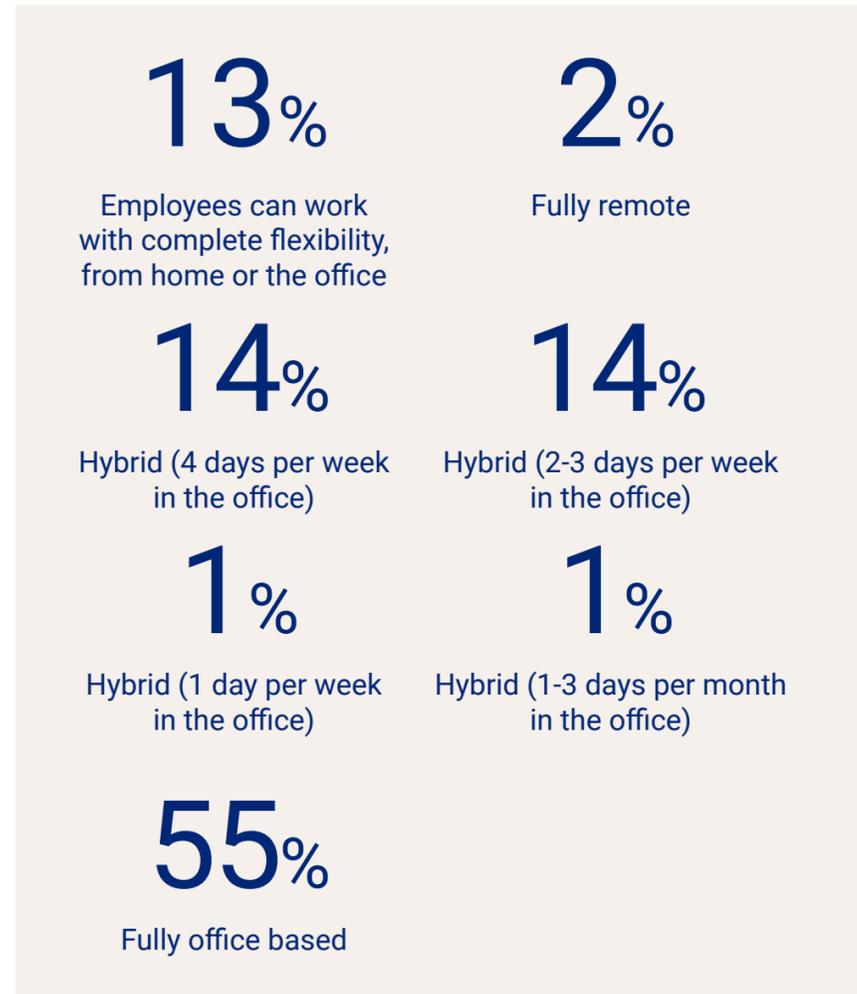


Demand for United Arab Emirates and Saudi Arabia national citizens is high. When hiring managers have a vacancy to fill, they will generally first seek out a skilled, qualified, and experienced national citizen.

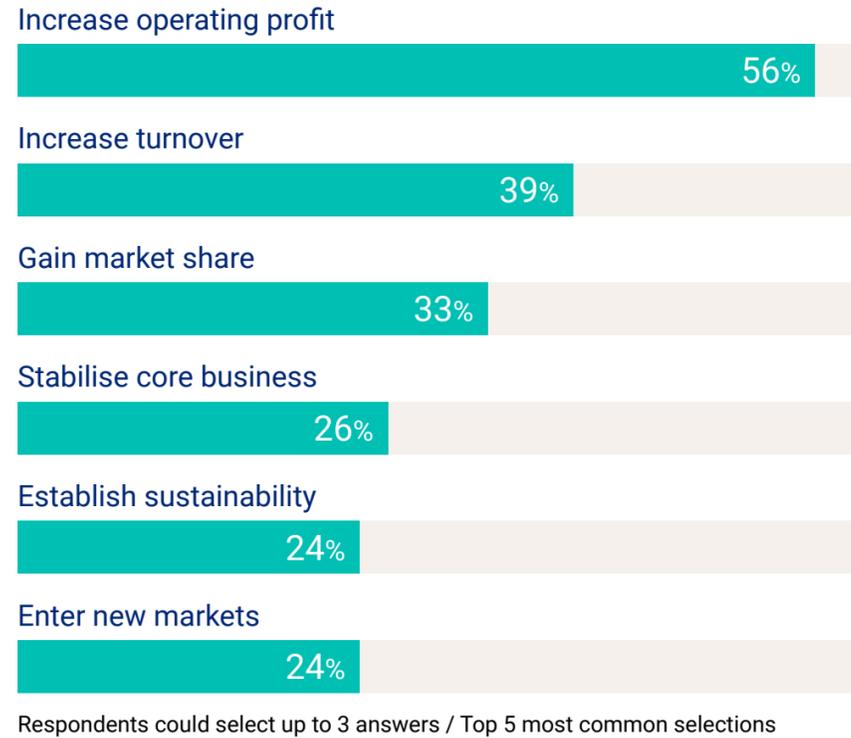


ORGANISATION AND STRATEGY

How would you describe your organisation's current working model?



Which strategic goals are currently in focus in your organisation?



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

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

What are your organisation's HR investment focus areas for 2024?

Employee training programmes	43%
Employee retention	38%
Employee recruitment	35%
Automation of processes	28%
Employee wellbeing	26%

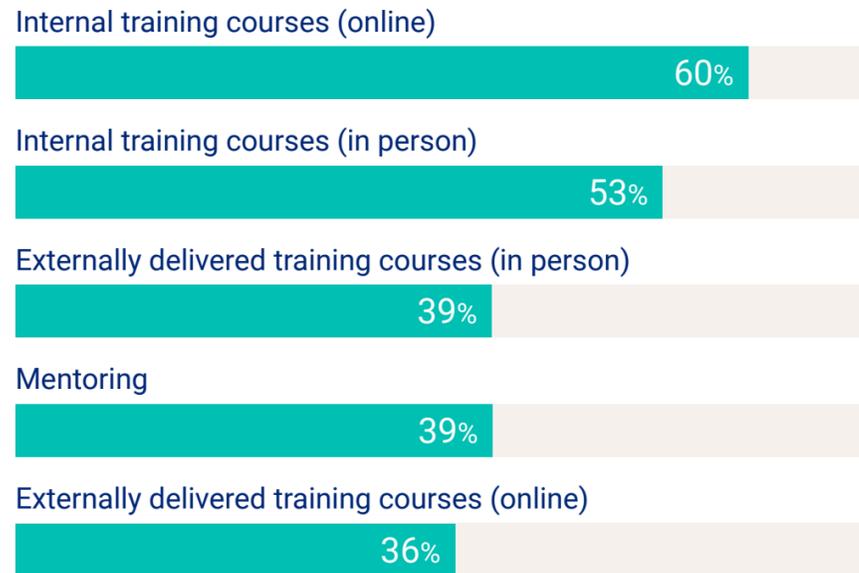
Respondents could select up to 3 answers / Top 5 most common selections

SKILLS AND TALENT

Do you think your organisation has the skills it needs to achieve its current objectives?

	2023	2022	2021
Yes – strongly agree	36%	35%	22%
Yes – slightly agree	51%	48%	55%
No – slightly disagree	11%	14%	20%
No – strongly disagree	2%	3%	3%

What kind of training does your organisation offer to employees?



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

How would you best describe the labour market?

Overall, there are more candidates applying for jobs than in the past



There is a shortage of skilled professionals



Competition from other employers is very fierce



The overall supply of employees is sufficient



All candidates have unrealistic salary requirements



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

Which positions have been the most difficult to fill?

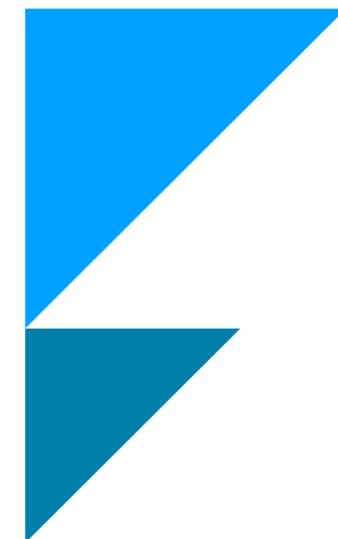
Management level	59%
Intermediate level	51%
Director level	33%
C-Suite level (CEO, CFO, CMO, CTO etc.)	21%
Graduate/Entry/Junior level	13%
None of the above	4%

Respondents could select up to 3 answers

Is your organisation taking any of the following actions to address recruitment challenges?

Upskilling and reskilling the existing workforce	42%
Strengthening our Employer Brand	36%
Increasing international recruitment	33%
Increasing the use of recruitment agencies	29%
Encouraging a more diverse range of applicants	28%

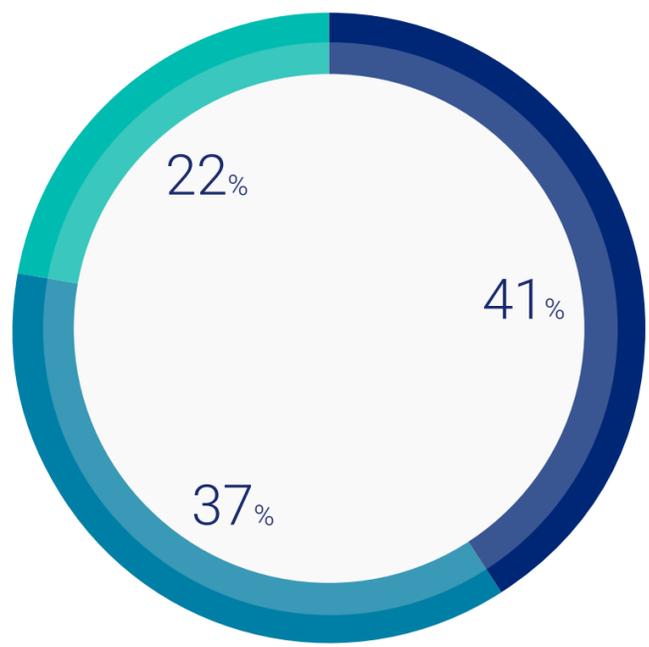
Respondents could select all answers that applied / Top 5 most common selections



AI IN THE WORKPLACE

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

● Yes ● No ● I'm unsure



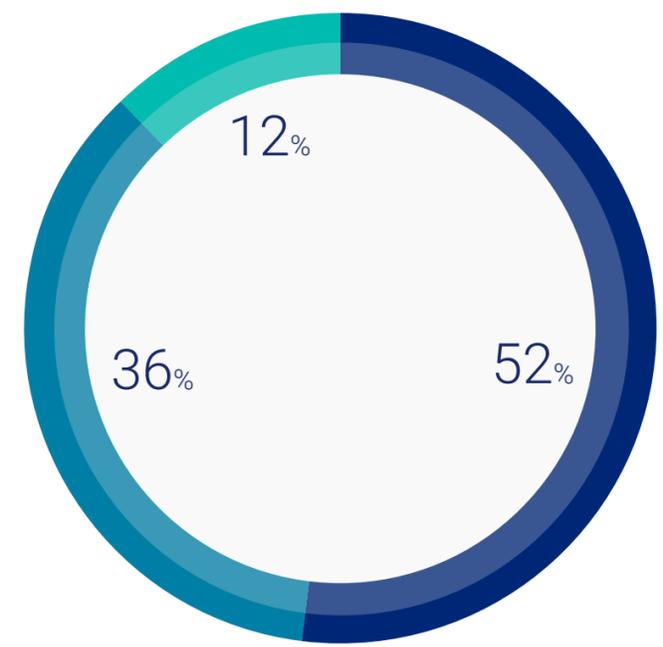
If your organisation does not recommend the use of AI, what are the reasons?

Security risks	34%
Privacy concerns	29%
Lack of training and support	27%
I'm unsure	23%
Ethical and legal considerations	22%

Respondents could select all that apply / Top 5 most common selections

Does your organisation have guidance or quality assurance for generating AI content and materials?

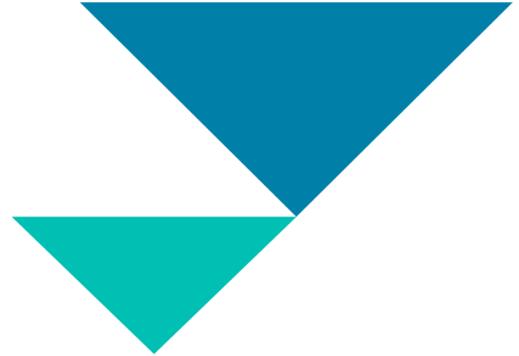
● Yes ● No ● I'm unsure



What do you think are the primary benefits of using AI in the workplace?

Increased productivity and efficiency	60%
Creativity and idea generation	52%
Reduced risk of human error	45%
Higher quality of work	37%
Enhanced communication and clarity	31%

Respondents could select all that apply / Top 5 most common selections

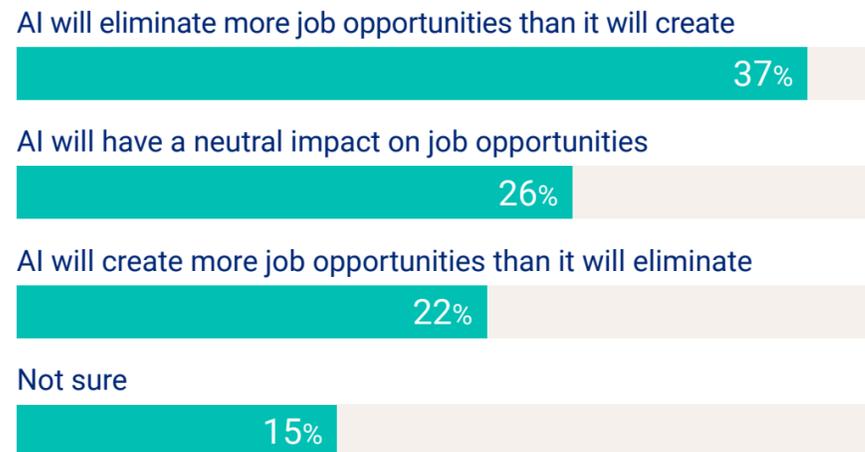




How do you think AI will impact or has impacted employment opportunities in your industry or sector?



How do you expect AI to affect future job opportunities?



What is your organisation doing to address the potential impact of AI on employment?

Unsure	39%
We're still considering the implications of AI usage before taking action	31%
We offer upskilling/reskilling training programmes to employees	14%
We're making employees aware of our current/future AI policy	14%
Other	2%



SALARY GUIDE



ACCOUNTANCY & FINANCE



Market stability meets selectivity - skilled talent sought after in scaling sector

The employment market in the Accountancy & Finance sector in the Gulf region is steady but selective. In an ever-changing economy, there remains a continuous requirement for professionals across all countries, with most talent demand coming from the United Arab Emirates and Saudi Arabia. In 2023, the level of hiring activity in the sector can be characterised by its employee turnover rate, which at 22% is lower than the Gulf market average of 25%. However, new and evolving corporate tax regimes mean that hiring activity is expected to increase.

The United Arab Emirates has seen an increase in demand for real estate, boosted by a surge in residential projects and new master plans introduced by leading developers. This increase in demand has positively impacted the Construction & Property sector and allied activities, in turn creating new job opportunities for Accountancy & Finance professionals. In the competitive Oil & Gas sector, Accountancy & Finance professionals are required across the spectrum of services. In terms of talent availability, Dubai and Abu Dhabi maintain their position as leaders in attracting the best professionals.

Due to Saudi Vision 2030, the Accountancy & Finance sector in the Kingdom is thriving. The growing and diversified economy is positively impacting capital markets and attracting investment, leading to an increase in demand for Accountancy & Finance professionals. Banks, investment firms, and other financial institutions are experiencing growth as they provide services to support expanding businesses and investments across the country. Given the scale and scope of activities in Saudi Arabia, talent availability is more limited, with increased competition when compared to the United Arab Emirates.

Career development and clear communication crucial to elevate employee satisfaction

Last year, 53% of employees received a salary increase, with the most common uplift being by 5% or less. Of the professionals that did receive a raise, it was usually due to a standard annual pay change across the organisation. This rate of salary increase is exactly on par with the previous year, demonstrating the consistent nature of the sector. That said, 45% of employees say they are dissatisfied with their current salary. This dissatisfaction could be due, in part, to a lack of communication around how their employer determines pay levels and structures pay rises. 52% of employees say their organisation is not taking action to ensure consistent transparency in this area. To enhance employee satisfaction, employers should consider how their organisation can improve communication regarding salary frameworks and salary increase criteria.

In terms of benefits, employees most valued perks include air ticket / travel allowances, child education allowances, and flexible working. When asked what factors – aside from salary – were most important to them in an organisation, 56% say the benefits package. As such, employers that are focused on recruitment should, where possible, incorporate these highly valued benefits into their compensation packages. With 38% of professionals saying they do not receive any benefits, a comprehensive package is sure to entice top talent.

The Accountancy & Finance space will be competitive this year, with employee churn expected to increase among professionals in the sector. In fact, 33% say they plan to change organisations, but in a similar position, mainly due to lack of career development opportunities. When employees were asked what their employer was offering to help their development, 55% say they are not taking any actions such as in person or online training courses. In such a dynamic and challenging field, career development opportunities are crucial to enhance skills and foster growth. Employers can provide career development opportunities through initiatives like training programmes, mentorship, workshops, conferences, and supporting further education or certifications. Encouraging a learning culture within the workplace and offering challenging assignments also promotes professional growth, boosting job satisfaction and retention.

Seasoned and skilled talents remain sought after

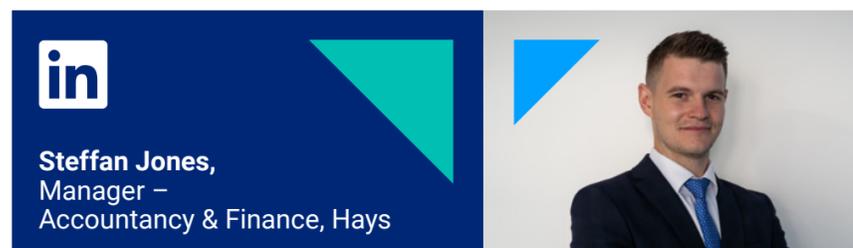
The qualifications, skills, and experience that employers look for in Accountancy & Finance professionals remains unchanged from previous years. Employers value professionals with higher education in a Finance or Mathematics discipline, and that possess an accounting qualification in ACA, CIMA, or ACCA. In the United Arab Emirates where the supply of qualified candidates is mostly sufficient, preference is generally given to mid-to-senior level professionals already 'on the ground' with knowledge of the local market. Additionally, professionals with 'Big 4' experience are highly sought after. In Saudi Arabia, where talent shortages exist, there's a demand for professionals across the spectrum of services. Of course, Saudization remains a key focus as organisations continue to seek top Saudi national talent.

Additionally, organisations across the board are transforming how they do business with the aid of technology. One of the most pressing accounting challenges is leveraging technology to support the business strategy and adapt to changing conditions. There's a consensus that AI can have a significant impact, with 42% of employers in the Gulf region recommending the use of AI technologies or tools in the workplace. As such, Accountancy & Finance professionals with a blend of traditional accounting expertise and technological proficiency will be in higher demand.

In terms of specific roles, initial indications suggest that Financial Planning and Analysis (FP&A) positions will be in high demand within various industries. Companies remain strongly oriented towards forward-thinking and long-term strategic planning, seeking adept business partners capable of adding significant value to the broader business landscape.

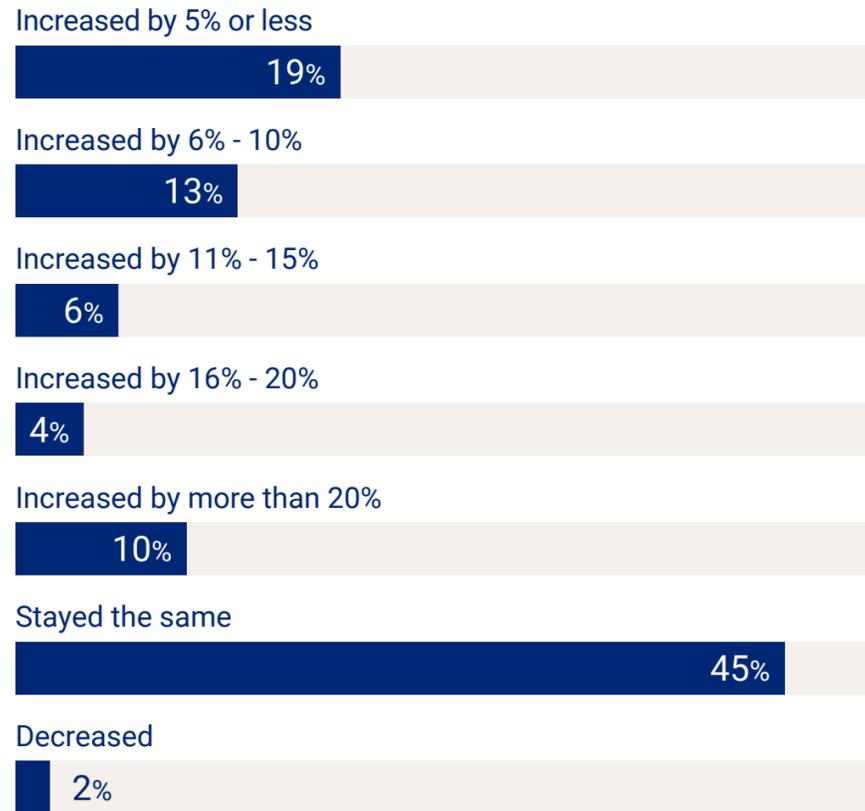
Fuelled by fair compensation - rising remuneration rates

This year, employees want to be adequately remunerated, which is why 74% expect a salary increase, most commonly by up to 5%. In terms of optimism regarding the economic climate and employment opportunities, 59% feel positive, 33% feel neutral, and 8% are not optimistic.



SALARY AND BENEFITS

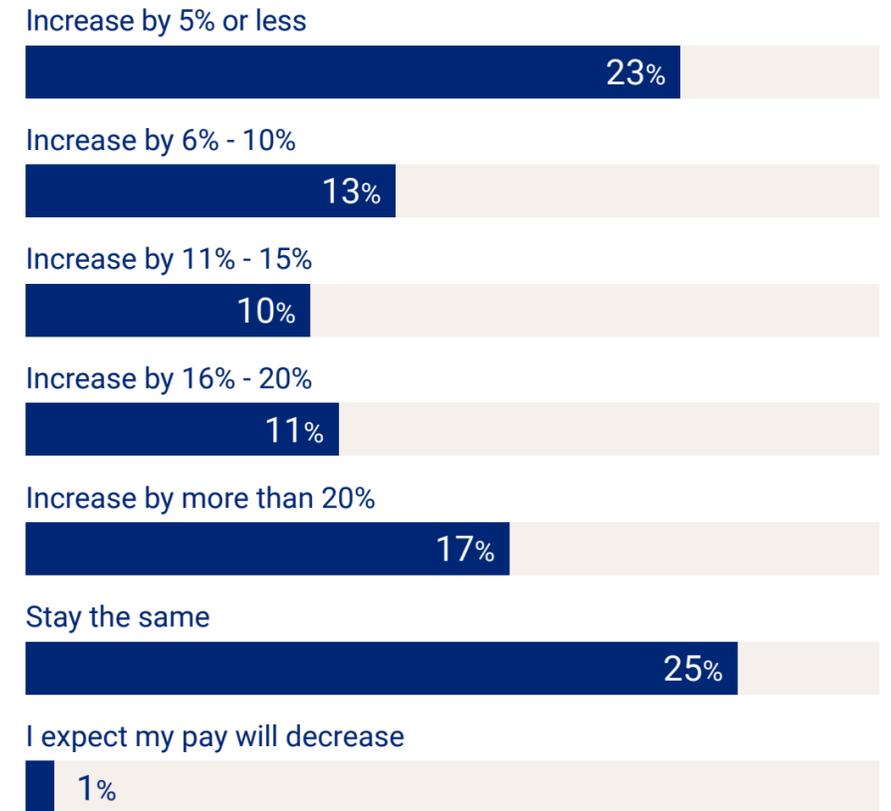
By what percentage did your salary change in 2023?



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

Reason	2023	2022	2021
Standard annual pay increase Wacross the organisation	1	1	3
Individual performance related pay change	2	2	2
A promotion or different role in the same organisation	3	5	4
A new job with a new organisation	4	3	1
Inflation	5	4	N/A
Other	6	6	7

In 2024, what percentage change in pay do you expect to receive?



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

Air ticket / travel allowances	75%
Life insurance	37%
Child education allowances	33%
Flexible working	25%
Additional vacation days	22%

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

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

Air ticket / travel allowances	43%
Child education allowances	40%
Flexible working	29%
Living / accommodation allowances	26%
Hybrid / remote working options	23%

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

38%

of Accountancy & Finance professionals say they do not currently receive any 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 was the last change you made in your career?

I changed organisation	80%
I moved within the same organisation	12%
I am a freelancer, contractor or temporary worker and my contract ended	3%
I was a freelancer or contractor and moved to permanent employment	3%
I became a freelancer or contractor	2%

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

A new career path	36%
Lack of career progression	28%
Benefits were not aligned with my needs	24%
Salary too low	24%
Role was not challenging enough	22%

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 2024?

Stay with my organisation, but I'm open to new opportunities	42%
Change organisation, but in a similar position	33%
Stay in the same role with my current organisation	12%
Stay with my organisation, but expect to be promoted	6%
Stay with my organisation, but in a different role	2%
Follow a completely different career path	2%
Set up my own business or become self-employed	1%
I am self-employed or a contractor but will look for a permanent role	1%
Other	1%

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

	2023	2022	2021
Lack of career development opportunities	1	1	N/A
Lack of career progression	2	4	2
Salary too low	3	3	1
Benefits are not aligned with my needs	4	2	4
Poor work-life balance	5	6	N/A

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 in an organisation?

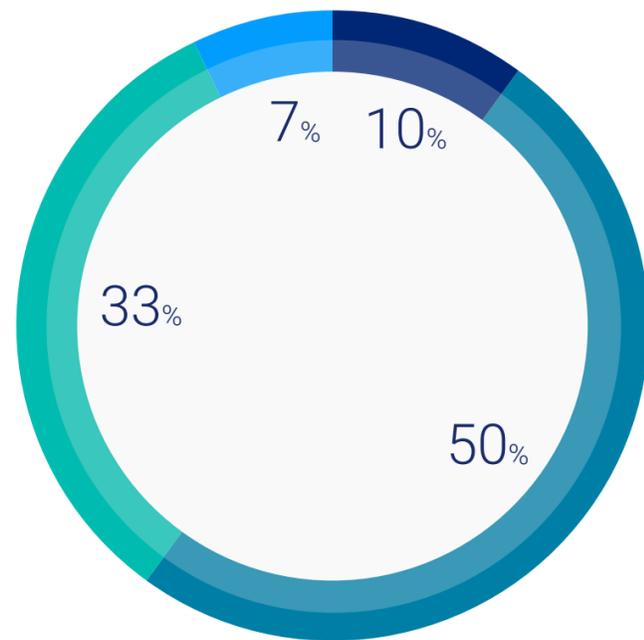
Benefits package	56%
Good work atmosphere	50%
Career development initiatives	44%
Work-life balance initiatives	35%
Job security	29%

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

WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

● Very satisfied ● Satisfied ● Dissatisfied ● Very dissatisfied



How would you describe your organisation's current working model?



SALARY GUIDE

Position	AED Range	AED Average
Group Chief Financial Officer	90,000 - 180,000	130,000
Chief Internal Audit Officer	60,000 - 130,000	80,000
Finance Director	45,000 - 60,000	52,500
Head of Internal Audit	40,000 - 60,000	50,000
Financial Controller	35,000 - 45,000	40,000
Group Finance Manager	32,000 - 45,000	37,000
Tax Manager	25,000 - 35,000	30,000
Internal Audit Manager	25,000 - 35,000	30,000
Credit Manager	20,000 - 30,000	25,000
Finance Manager	20,000 - 30,000	25,000
Senior Financial Analyst	18,000 - 25,000	22,000
Management Accountant	18,000 - 25,000	21,500
Financial Analyst	15,000 - 20,000	18,000
Internal Auditor	15,000 - 20,000	17,500
Senior Accountant	14,000 - 18,000	16,000
Credit Controller	10,000 - 18,000	14,000
Accountant	10,000 - 14,000	12,000

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2023.

'Range' represents the upper and lower salary rates from salary survey responses, as well as 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 2023.

BANKING & FINANCIAL SERVICES



Fortunes in favour for firms as Saudi Arabia and the United Arab Emirates see hiring highs

The Banking & Financial Services sector in the Gulf region is on a growth trajectory. Organisations in this sector had some of the highest rates of headcount increases last year, with 36% of organisations adding more than 10% to their workforce. This sector is expected to see continued strong hiring activity, particularly in the United Arab Emirates and Saudi Arabia.

In the United Arab Emirates, regional banks have seen an increase in bond / Sukuk activity and as such, are hiring at pace across front, middle, and back office. Simultaneously, mergers and acquisitions (M&A) and initial public offerings (IPO) performed well, leading to an increase in demand for qualified talent within this space. Meanwhile, widespread digitalisation across banks and investment platforms has prompted a surge in the hiring of technology professionals. Within the investment space and in line with buoyant capital flight and economic conditions, private equity funds, venture capitals (VC), and hedge funds are consistently increasing their headcounts.

As Saudi Vision 2030 continues to diversify the economy away from the reliance on oil and gas, almost every other sector is being scaled, with banks providing lending, advisory, and transaction support. Such levels of activity require a vast workforce and demand is high for qualified professionals across the spectrum of banking services. In addition, one of the world's most prominent sovereign wealth funds (SWF) is based in Saudi Arabia, and the resulting unparalleled investment activity is leading to an extensive surplus demand for top talent.

Money moves while development motivates – the key to raising retention rates

In 2023, 59% of Banking & Financial Services professionals received a salary increase at a common rate of up to 5%, and mainly due to a new job with a new organisation. This contrasts with the results in 2022, where 56% of professionals received a salary increase, but at a higher common rate of 10% -15%, and mainly due to an individual performance related pay change. This shift in focus on job mobility for salary gains suggests a change in employment market dynamics, potentially driven by evolving organisational priorities. When employers were asked what their organisation's HR investment focus areas are, 35% say employee recruitment in comparison to 27% that say employee retention. In a competitive talent market, professionals may leverage opportunities for higher compensation through career moves, thus increasing employee turnover. Indeed, 34% of professionals plan to change organisation, but in a similar position this year. While recruitment is essential for expansion, allocating resources to employee retention strategies can help to address evolving dynamics and reduce churn, fostering a more stable and engaged workforce.

Aside from salary and benefits, career development is the most important factor to professionals in an organisation. Likewise, employers agree that apart from salary and benefits, this factor is most important to help them attract and retain staff. However, 38% of professionals say they are not currently offered any development initiatives by their employer. In the first instance, employers can review the communication process to ensure employees are aware of the opportunities for growth within the organisation. Additionally, priority should be given to the implementation of robust career development initiatives to align with professional's expectations. Investing in programmes that foster skill growth, mentorship, and learning can contribute to a more motivated workforce, positively impacting recruitment and retention efforts beyond salary and benefits.

Skills shortages in Saudi Arabia ignites surges in expat staffing

In the United Arab Emirates, there is a shortage of qualified senior local talent and banks are increasingly seeking candidates from overseas. The demand spans various areas, including technology, private banking, M&A advisory, equity capital market (ECM), and also governance, risk and compliance (GRC). With the growing significance of both digital banking and environmental, social and governance (ESG), banks are particularly keen on professionals with expertise in these domains. In the investment space, finding qualified professionals capable of originating and executing private equity deals remains a challenge.

Despite having a larger local population than the United Arab Emirates, a substantial skill shortage persists in Saudi Arabia due to such high levels of activity in the sector. While banks in the Kingdom prioritise hiring Saudi nationals, the finite pool of local talent and the need to fill the skill gap has led them to increasingly seeking expatriates from developed markets and offering them attractive packages. There is notable demand in various areas, including technology, private banking, M&A advisory, ECM, GRC, and dept capital market (DCM).

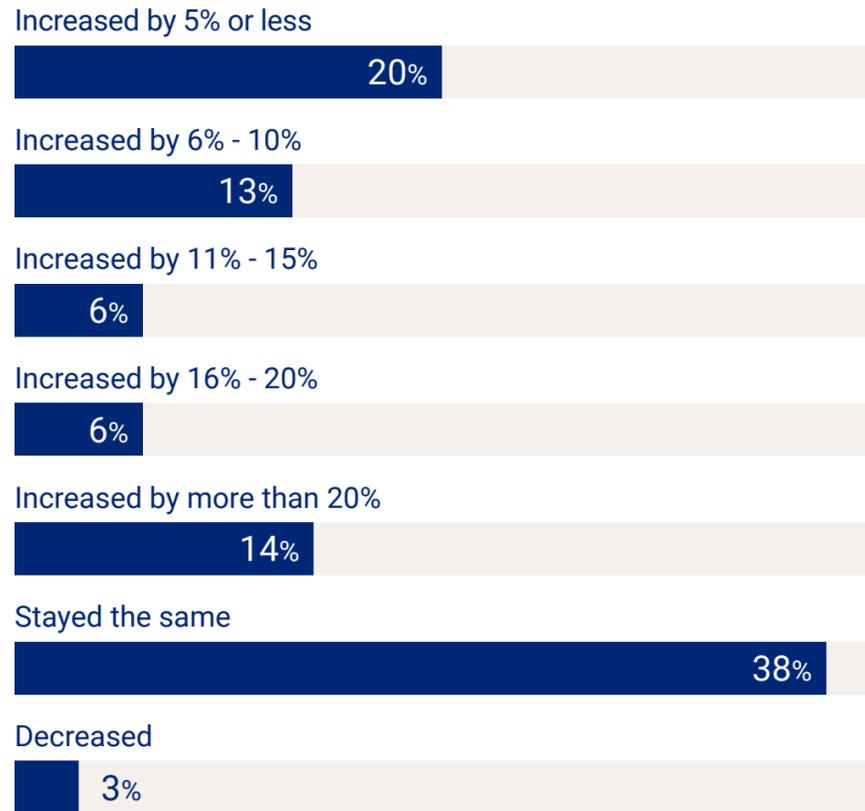
Favourable financial forecasts fuel potential pay hikes

Looking ahead, professionals are relatively positive about their pay prospects – 66% expect to receive a salary increase this year, with the most common rate of increase predicted to be by 5% or less. They're also mostly optimistic (61%) about the wider economic climate and their future employment opportunities.



SALARY AND BENEFITS

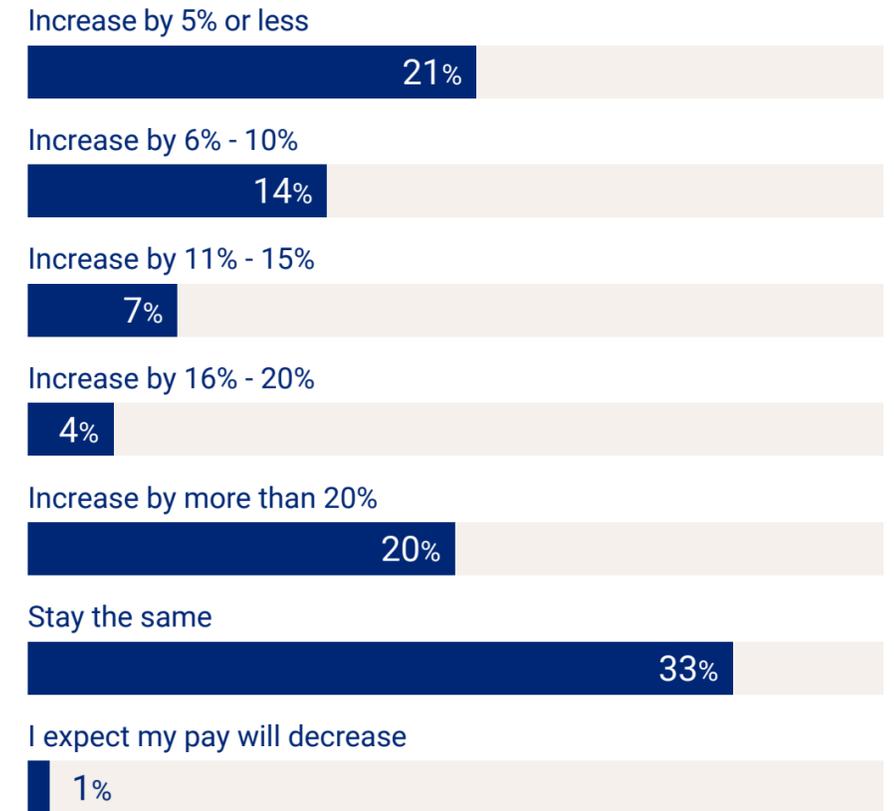
By what percentage did your salary change in 2023?



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

Reason	2023	2022	2021
A new job with a new organisation	1	3	2
Individual performance related pay change	2	1	4
A promotion or different role in the same organisation	3	4	3
Standard annual pay increase across the whole organisation	4	2	1
Inflation	5	5	N/A
Other	6	6	5

In 2024, what percentage change in pay do you expect to receive?



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

Air ticket / travel allowances	64%
Life insurance	53%
Child education allowances	40%
Hybrid / remote working options	38%
Employee loans	31%
Flexible working	31%

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

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

Air ticket / travel allowances	44%
Hybrid / remote working options	33%
Child education allowances	29%
Living / accommodation allowances	29%
Flexible working	24%

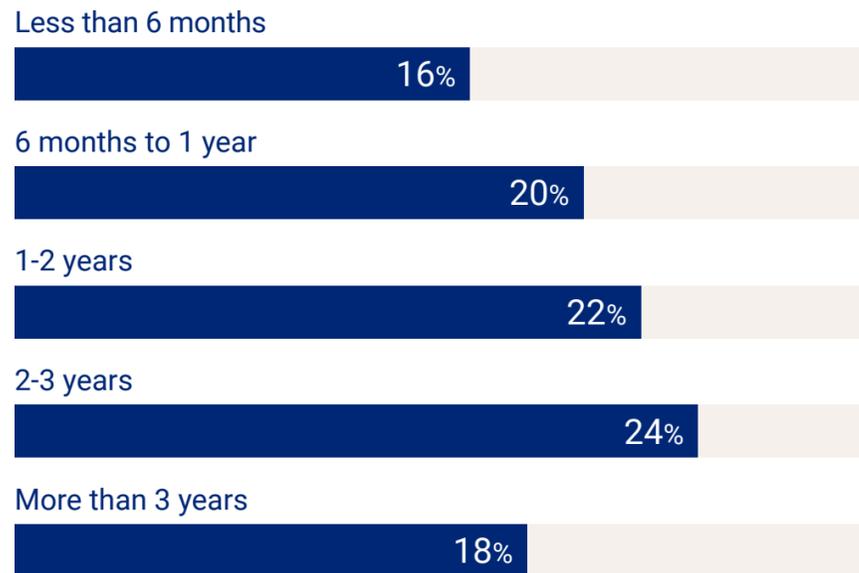
Respondents could select the 3 most important answers / Top 5 most common selections

37%

of Banking & Financial Services professionals say they do not currently receive any 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 was the last change you made in your career?

I changed organisation	92%
I moved within the same organisation	4%
I am a freelancer, contractor or temporary worker and my contract ended	4%

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	35%
A new career path	35%
Lack of career progression	26%
Lack of job security	26%
Poor work-life balance	26%

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 2024?

Stay with my organisation, but I'm open to new opportunities	38%
Change organisation, but in a similar position	34%
Stay in the same role with my current organisation	17%
Stay with my organisation, but expect to be promoted	4%
Follow a completely different career path	3%
Set up my own business or become self-employed	3%
Other	1%

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

	2023	2022	2021
Lack of career progression	1	2	5
Benefits are not aligned with my needs	2	4	3
Salary too low	3	1	1
Lack of career development opportunities	4	3	N/A
Lack of job security	5	6	2

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 in an organisation?

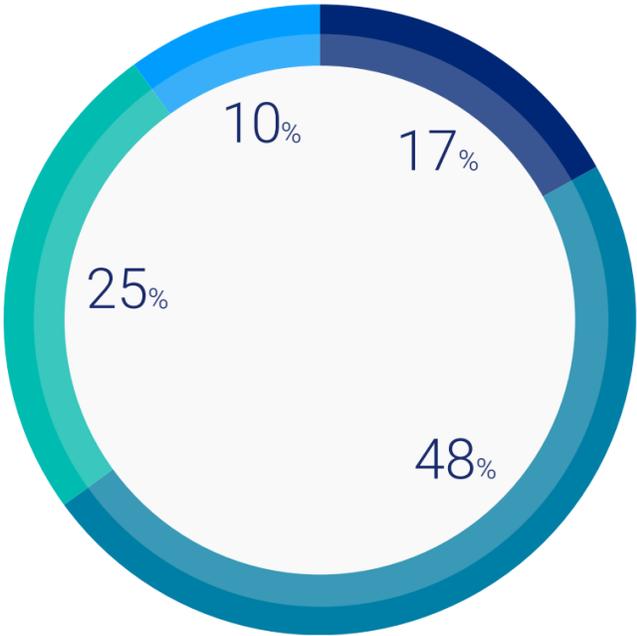
Benefits package	65%
Career development initiatives	48%
Good work atmosphere	42%
Job security	32%
Work-life balance initiatives	27%

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

WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

● Very satisfied ● Satisfied ● Dissatisfied ● Very dissatisfied



How would you describe your organisation's current working model?



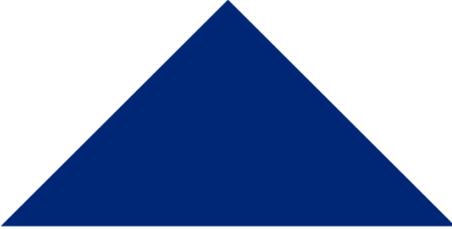
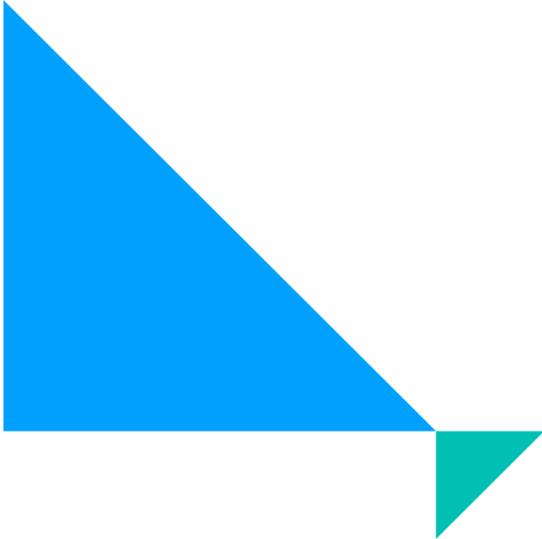
SALARY GUIDE

Position	AED Range	AED Average
Chief Executive Officer	160,000 - 600,000	300,000
Chief Investment Officer	140,000 - 260,000	180,000
Chief Operating Officer	90,000 - 180,000	140,000
Managing Director	110,000 - 160,000	130,000
Chief Financial Officer	90,000 - 160,000	125,000
Executive Director	90,000 - 120,000	110,000
Director	70,000 - 90,000	80,000
Investment Manager	55,000 - 80,000	65,000
Senior Associate	50,000 - 70,000	55,000
Portfolio Manager	35,000 - 65,000	45,000
Investment Associate	35,000 - 50,000	37,000
Equity Research Associate	25,000 - 35,000	28,000
Investment Analyst	20,000 - 30,000	25,000
Equity Research Analyst	18,000 - 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 2023.

'Range' represents the upper and lower salary rates from salary survey responses, as well as 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.

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CONSTRUCTION & PROPERTY



Positive projects outlook in Saudi Arabia and the United Arab Emirates

The Construction & Property employment market in the Gulf region is characterised by its robust and dynamic nature and is marked by high levels of recruitment activity. 73% of Construction & Property employers anticipate that headcount in their organisation will increase in 2024, most commonly by 10% or more. This activity is primarily driven by developments in two of the key Gulf countries, Saudi Arabia and the United Arab Emirates.

In Saudi Arabia, the sector is flourishing thanks to the ambitious and transformative Saudi Vision 2030 plan. This encompasses major infrastructure, tourism, and urban development initiatives, which are already underway through established giga-projects. These projects have not yet reached their peak headcount, and several new mega-projects are in the early stage of construction, with others in the planning phase are set to launch later this year. The long pipeline of projects has led to a surge in recruitment activity, as organisations across the country actively seek talent to meet their objectives.

In the United Arab Emirates, there's a growing demand for real estate which is being fuelled by an increase in residential projects and new master plans introduced by leading developers. This increase in demand means employers will need to ramp up hiring to ensure successful delivery of these projects now and in the future.

Pay review required for retention in tight talent market

Last year, 32% of Construction & Property professionals changed organisations, up considerably from 24% the previous year. Of those professionals who changed organisations, the main reasons cited are low salary and that their benefits were not aligned with their needs. Slightly fewer professionals (44%) received a salary increase last year in comparison to the previous year (48%). For those that did receive a salary increase, the most common rate of increase was by more than 20%, with the main reason noted as a new job with a new organisation. Aside from salary, the benefits package is the most important factor to professionals in an organisation, but 45% say they do not receive any. This year, a similar rate of employee turnover is predicted – 30% say they plan to change organisation, but in a similar position.

The rate of employee turnover in the Construction & Property talent market highlights the intense competition in the industry. Employers are aware of this and 48% of them have identified employee retention as their organisation's main HR investment focus area for 2024. Understanding the factors that contribute to job satisfaction, particularly in terms of remuneration and benefits, becomes imperative for organisations aiming to maintain a stable workforce. As such, employers in this sector may benefit from a review of their compensation and benefits offerings, ensuring their organisation is aligned with the evolving expectations of professionals to gain a competitive edge in talent acquisition and retention.

More than money, professionals crave career progression

Beyond salary and benefits, Construction & Property professionals value career progression. Of those professionals who plan to change organisations this year, the main reason cited is a lack of career progression. Indeed, 36% of professionals say they do not feel that there is scope for career progression within their organisation, and just 27% expect to be promoted this year. In response, employers should establish clear paths for advancement and prioritise transparent communication about career growth opportunities. Addressing concerns about career progression can enhance overall job satisfaction among employees, potentially increasing retention rates.

Professionals with project prowess in demand

Generally, the most in demand professionals are those engaged in mega-projects with a focus on hospitality, residential, or entertainment – particularly at the preconstruction stage. Project experience incorporating smart technology or sustainability is also highly valued. In addition to experience and technical expertise, commercial know-how, strong client management, and adept problem-solving skills are all desirable qualities for employers.

Newly launched projects at the pre-construction stage will seek Design Directors and Development Directors. Established projects at the construction stage are hiring for their delivery team, so Project Delivery Directors will be most sought-after.

Optimistic outlook and positive pay prospects

Looking ahead, professionals are confident about their prospects for a pay rise this year – 72% expect their salary to increase, most commonly by up to 5%. They're also generally optimistic (66%) about the wider economic climate and future employment opportunities in the sector.

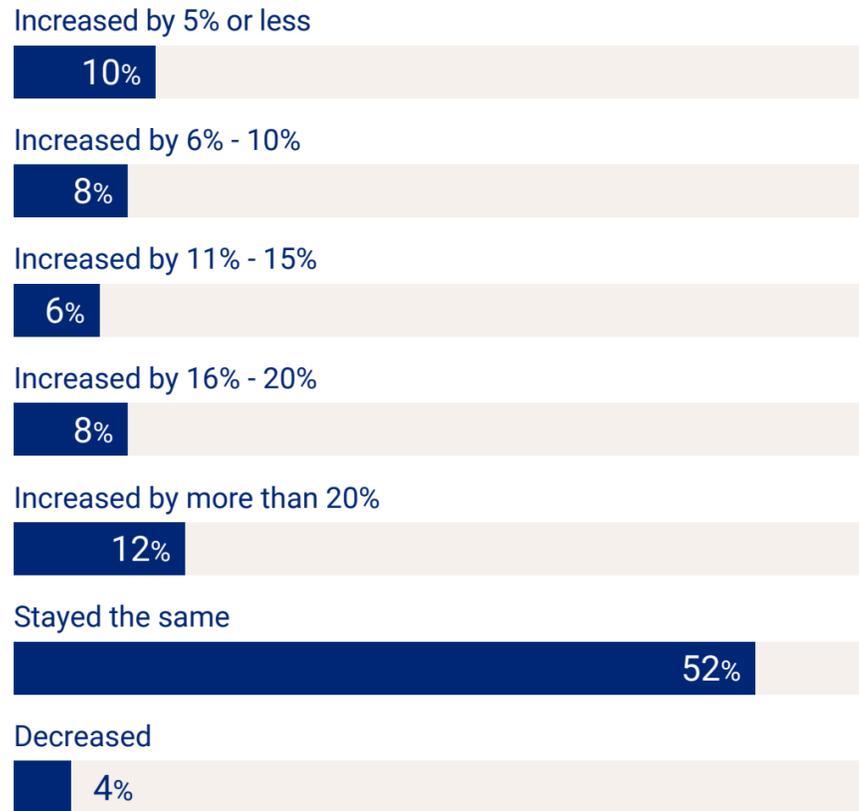


Sam Barker,
Consultant –
Construction & Property, Hays



SALARY AND BENEFITS

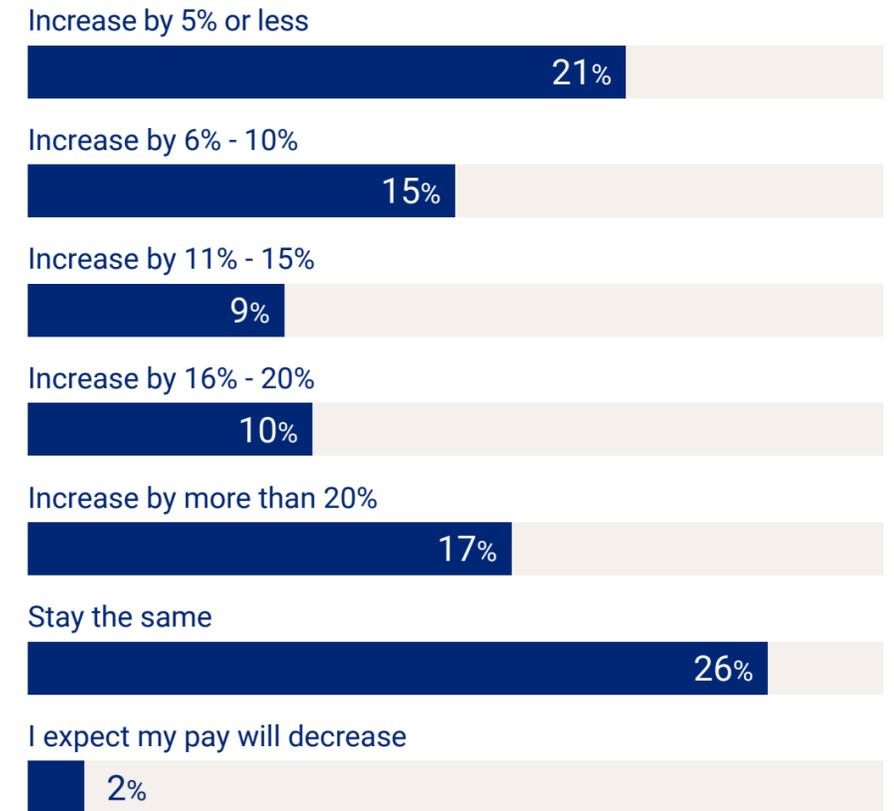
By what percentage did your salary change in 2023?



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

Reason	2023	2022	2021
A new job with a new organisation	1	2	1
Individual performance related pay change	2	1	4
A promotion or different role in the same organisation	3	4	3
Standard annual pay increase across the whole organisation	4	3	4
Inflation	5	6	N/A
Other	6	7	7

In 2024, what percentage change in pay do you expect to receive?



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

Air ticket / travel allowances	75%
Life insurance	50%
Transport allowance	32%
Living / accommodation allowances	32%
Child education allowances	31%

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

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

Air ticket / travel allowances	42%
Child education allowances	38%
Additional vacation days	31%
Hybrid / remote working options	28%
Life insurance	22%

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

45%

of Construction & Property professionals say they do not currently receive any 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 was the last change you made in your career?



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



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 2024?



If you are planning to leave your current job 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 in an organisation?

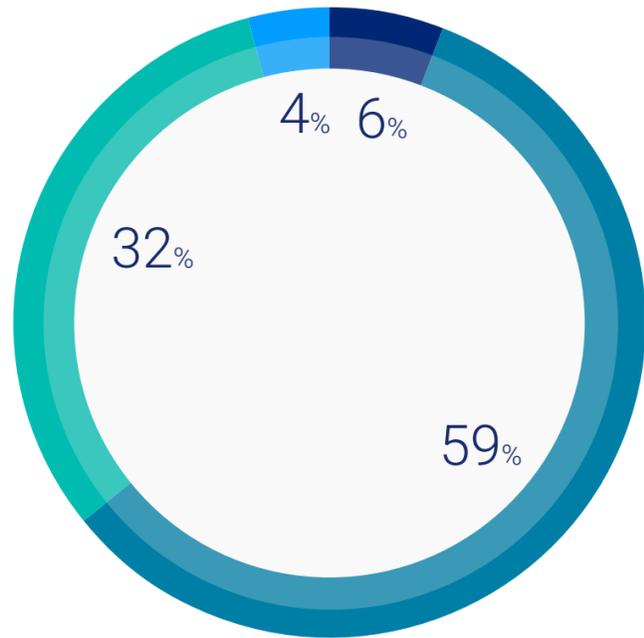


Respondents could select the 3 most important answers / Top 5 most common selections

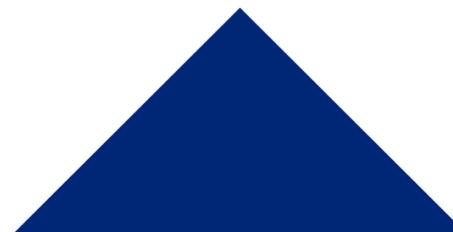
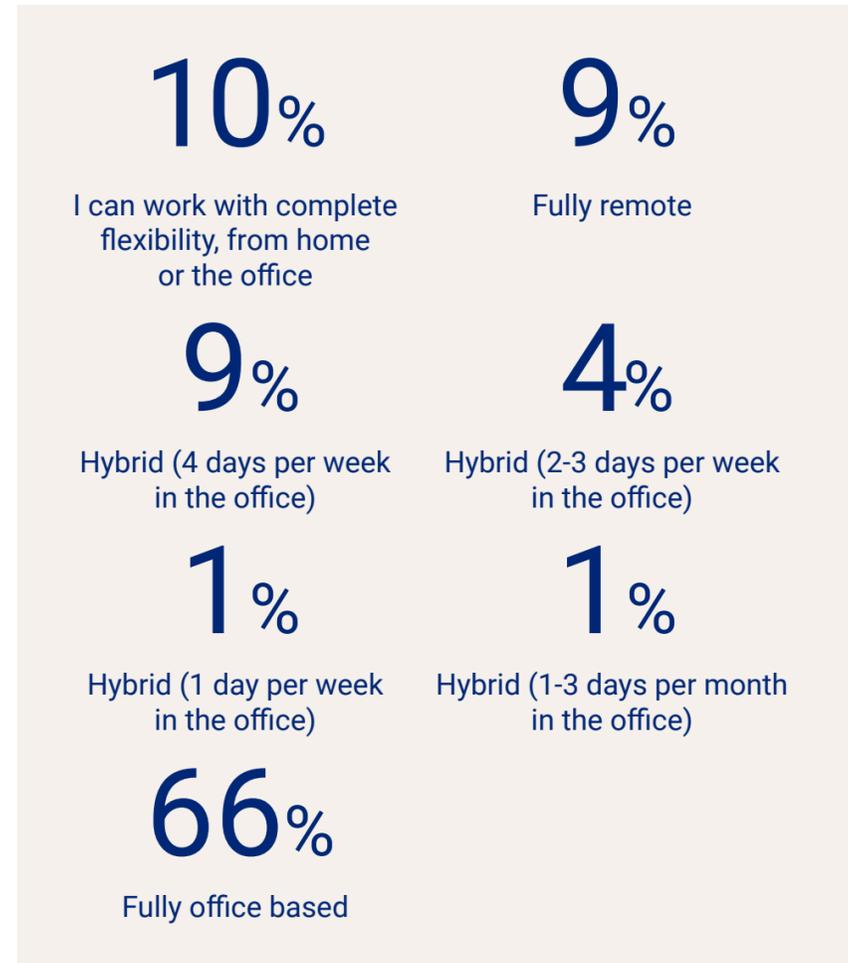
WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

● Very satisfied ● Satisfied ● Dissatisfied ● Very dissatisfied



How would you describe your organisation's current working model?



SALARY GUIDE



Position	AED Range	AED Average
C-suite	100,000 - 350,000	205,000
Executive Director	100,000 - 125,000	115,000
Senior Director	90,000 - 110,000	100,000
Urban Planning Director	70,000 - 90,000	80,000
Architecture Director	70,000 - 90,000	80,000
Development Director	70,000 - 90,000	80,000
Project Director	70,000 - 90,000	80,000
Commercial Director	70,000 - 90,000	80,000

Position	AED Range	AED Average
Property Management Director	50,000 - 70,000	60,000
Leasing Director	50,000 - 70,000	60,000
Facilities Director	45,000 - 70,000	57,500
Property Manager	18,000 - 40,000	29,000
Community Manager	18,000 - 40,000	29,000
Sales & Leasing Manager	18,000 - 40,000	29,000
Owners Associations Manager	18,000 - 35,000	26,500
Valuations Manager	20,000 - 30,000	26,000

Position	AED Range	AED Average
Senior Project Manager	45,000 - 65,000	55,000
Commercial Manager	40,000 - 65,000	52,500
Contracts Manager	40,000 - 60,000	50,000
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	20,000 - 45,000	32,500

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	15,000 - 35,000	25,000
Interior Designer	11,000 - 25,000	18,000
Quantity Surveyor	10,000 - 25,000	16,000

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EMIRATISATION



Renewed regulations drive Emirati recruitment

As a core policy for the United Arab Emirates government, Emiratisation is one of its highest priorities. In recent years, the programme has significantly expanded its scope, and even small private companies have been impacted by the latest updates to the requirements. This emphasis is reflected in our survey responses, with 52% of organisations in the United Arab Emirates planning to increase their Emirati headcount in the next 12 months.

Bridging the benefits gap key for retention

Last year, 47% of United Arab Emirates national citizens enjoyed a salary increase. The most common rate of salary growth for Emiratis was up to 5%, and mostly attributed to promotions or role changes within the same organisation. In contrast, 53% of general Gulf market professionals received a salary increase – with similar rates of salary growth – but they often had to move job with a different employer to secure it. While the level of increase for Emiratis was lower, the reasons for salary bumps indicate a focus on career progression within their current workplace.

This year, 23% of United Arab Emirates national citizens say they are actively preparing to move organisations. An additional 40% say they plan to stay with their current organisation, but that they are open to new opportunities. Just 17% say that they plan to stay in the same role with their current organisation. With a somewhat limited pool of skilled and qualified candidates, particularly those with technical or niche skillsets in sectors such as Technology and Banking & Financial Services, retention becomes crucial.

Of those United Arab Emirates national citizens that plan to leave their current job this year, the primary reason cited is the misalignment between the benefits they receive and their needs. Their top three most valued benefits include air ticket / travel allowances, child education allowances, and flexible working. Surprisingly, 43% of Emiratis claim they don't currently receive any benefits. To enhance retention, employers should consider offering tailored benefits packages that incorporate sought-after perks.

Better yet, employers could consider offering personalised benefits packages that cater to individual needs, allowing professionals to choose options that align with their lifestyles and priorities. To maintain a comprehensive and contemporary incentive structure, conducting regular reviews of employee benefits is crucial. This involves periodically assessing and updating the benefits on offer based on employee feedback and changing market trends. Clear communication of the details of the benefits package is also essential. Professionals need to understand the value of each component and how it contributes to their overall compensation. By doing so, employees are more likely to appreciate the benefits package and feel satisfied with their total compensation.

In addition to salary and benefits, work-life balance holds significant importance for United Arab Emirates national citizens. A notable 35% of professionals intending to change jobs this year cite poor work-life balance as a primary reason, with 25% emphasising the significance of work-life balance initiatives when considering which organisation to work for. To enhance work-life balance – and improve staff attraction and retention – employers should consider offering initiatives such as flexible working hours, remote or hybrid working options, and wellness programmes.

Scarcity of skilled senior professionals persists

While the Emirati workforce is becoming increasingly skilled, there persists a shortage of senior professionals in key sectors such as Technology, Healthcare, and Environmental Engineering. This year, due to shifts in the professional landscape and the evolving job market, certain roles are poised to be in high demand. Within the Technology space, United Arab Emirates national candidates specialising in Data Science will play a crucial role as the country actively invests in digital transformation. Simultaneously, the burgeoning digital economy calls for skilled and qualified Digital Marketing professionals to navigate the complexities of online Marketing and Branding. In tandem, effective Project Management professionals will be in demand as the country continues ambitious initiatives such as the development of smart cities. Furthermore, professionals with expertise in Business Development and Sales will be sought after as the United Arab Emirates continues to diversify its economy and solidify its status as a global business hub.

Beyond specific technical skills, Emiratis are valued for their adaptability, problem-solving abilities, and effective communication skills. While the Emiratisation drive emphasises the importance of professional Arabic skills, proficiency in English is also essential. Leadership skills are gaining prominence, aligning with the United Arab Emirates substantial investments in its youth and creating demand for future leaders across various industries.

In navigating the professional landscape of 2024, United Arab Emirates national citizens equipped with a combination of technical expertise, soft skills, and leadership qualities will undoubtedly stand out in the dynamic and evolving job market.

United Arab Emirates national citizens expect spike in salary

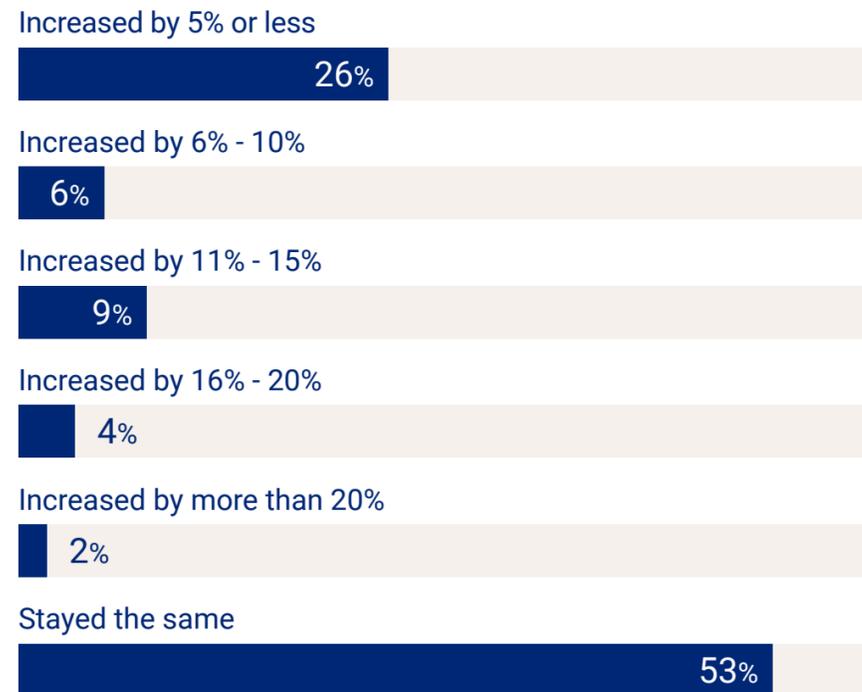
Looking ahead, 66% of Emiratis expect their salary to increase, while 32% think it will stay the same, and 2% expect that their pay will decrease. In terms of outlook, 65% feel optimistic about the wider economic climate and potential future employment opportunities, while 36% feel neutral, and 2% do not feel optimistic.





SALARY AND BENEFITS

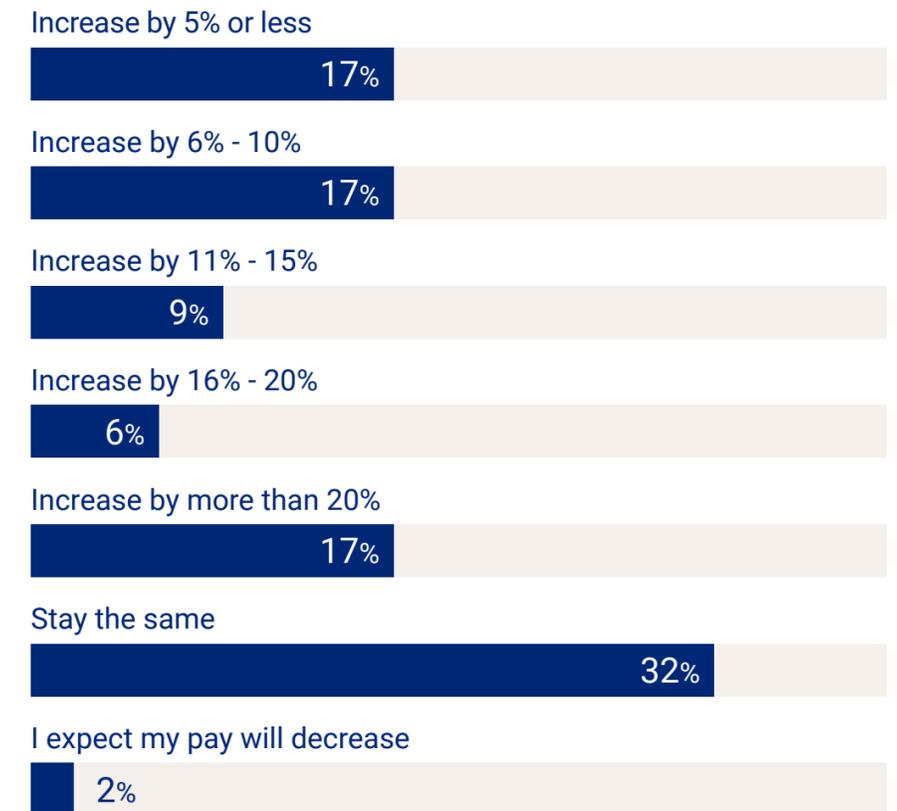
By what percentage did your salary change in 2023?



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

Reason	2023	2022	2021
A promotion or different role in the same organisation	1	3	3
Individual performance related pay change	2	N/A	N/A
Standard annual pay increase across the whole company	3	4	4
A new job with a new company	4	1	1
Inflation	5	N/A	N/A
Other	6	N/A	N/A

In 2024, what percentage change in pay do you expect to receive?



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

Air ticket / travel allowances	63%
Child education allowances	56%
Life insurance	52%
Flexible working	48%
Hybrid / remote working options	48%

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

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

Air ticket / travel allowances	48%
Child education allowances	44%
Flexible working	41%
Hybrid / remote working options	37%
Additional vacation days	26%

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

43%

of UAE national citizens say they do not currently receive any 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 was the last change you made in your career?

I changed organisation	86%
I moved within the same organisation	7%
I am a freelancer, contractor or temporary worker and my contract ended	7%

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

A new career path	58%
Other	33%
Benefits were not aligned with my needs	25%
Lack of learning and development opportunities	25%
Lack of career progression	25%

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 2024?

Stay with my organisation, but I'm open to new opportunities	40%
Change organisation, but in a similar position	23%
Stay in the same role with my current organisation	17%
Follow a completely different career path	7%
Set up my own business or become self-employed	7%
Stay with my organisation, but in a different role	4%
Stay with my organisation, but expect to be promoted	2%

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

	2023	2022	2021
Benefits are not aligned with my needs	1	4	6
Poor work-life balance	2	8	N/A
Lack of career progression	3	N/A	N/A
Commute distance too far	4	5	N/A
Lack of mental health support	5	N/A	N/A

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 in an organisation?

Benefits package	70%
Good work atmosphere	60%
Career development initiatives	38%
Job security	26%
Work-life balance initiatives	25%

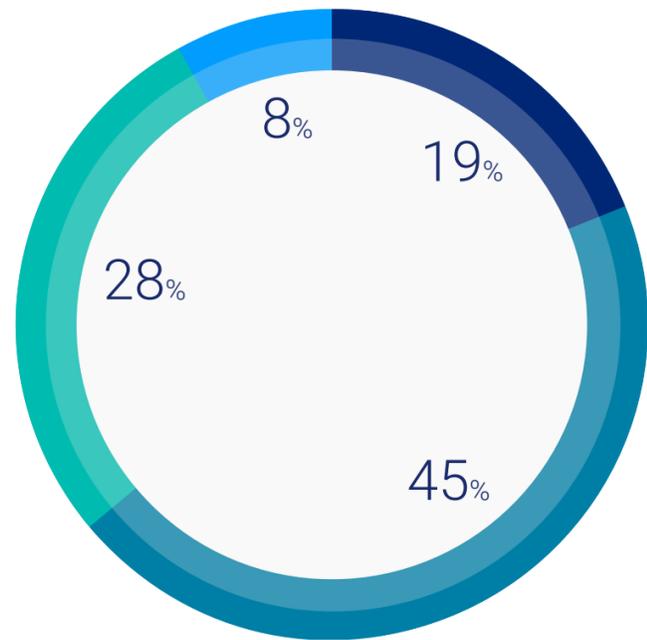
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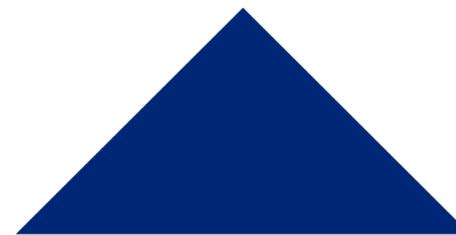
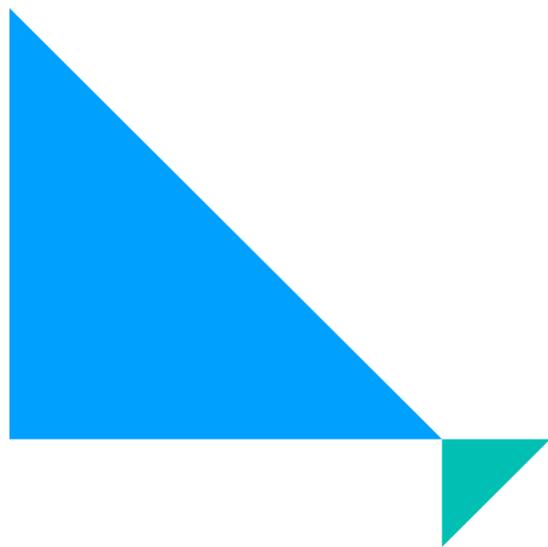
WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

● Very satisfied ● Satisfied ● Dissatisfied ● Very dissatisfied



How would you describe your organisation's current working model?



SALARY GUIDE

Audit

Position	Private sector	Public sector - Abu Dhabi	Public sector - Dubai
	AED Range	AED Range	AED Range
Audit Director	70,000 - 90,000	85,000 - 120,000	75,000 - 100,000
Head of Audit	55,000 - 70,000	80,000 - 110,000	65,000 - 90,000
Audit Manager	40,000 - 50,000	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	90,000 - 130,000	80,000 - 120,000
Finance Director	55,000 - 75,000	80,000 - 110,000	65,000 - 90,000
Financial Controller	50,000 - 65,000	70,000 - 90,000	65,000 - 75,000
Finance Manager	40,000 - 55,000	65,000 - 80,000	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	20,000 - 30,000	25,000 - 35,000	20,000 - 30,000
Accountant	15,000 - 25,000	23,000 - 35,000	18,000 - 28,000

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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)	30,000 - 45,000	35,000 - 45,000	30,000 - 45,000
HR Generalist	25,000 - 30,000	28,000 - 30,000	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	80,000 - 120,000	85,000 - 130,000	85,000 - 115,000
General Counsel	75,000 - 90,000	90,000 - 110,000	80,000 - 100,000
Head of Legal/Legal Director	70,000 - 80,000	75,000 - 90,000	70,000 - 80,000
Senior Legal Counsel	60,000 - 80,000	65,000 - 90,000	60,000 - 85,000
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	20,000 - 30,000

SALARY GUIDE

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
Marketing Director	60,000 - 80,000	80,000 - 110,000	65,000 - 90,000
Digital Marketing Director	60,000 - 75,000	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	45,000 - 55,000	50,000 - 60,000	45,000 - 55,000
Brand Manager	45,000 - 55,000	50,000 - 60,000	45,000 - 55,000
Social Media Manager	25,000 - 35,000	28,000 - 40,000	25,000 - 35,000
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	35,000 - 50,000	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 - 25,000	20,000 - 28,000	18,000 - 25,000

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Procurement & Facilities Management

Position	Private sector	Public sector - Abu Dhabi	Public sector - Dubai
	AED Range	AED Range	AED Range
Procurement/FM Director	60,000 - 75,000	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	40,000 - 60,000	45,000 - 65,000	45,000 - 65,000
Business Development /Sales Executive	20,000 - 40,000	22,000 - 42,000	22,000 - 42,000

SALARY GUIDE



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	30,000 - 45,000	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 - 28,000

Fresh Graduates

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

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HUMAN RESOURCES



Evolving employment landscape leads to HR hiring hikes

In the Gulf's evolving landscape where growth is rapid, Human Resources (HR) professionals play a pivotal role in managing diverse workforces and aligning local and global organisational strategies. Recruitment activity is relatively steady in this sector across the region, with 25% of HR professionals changing organisations last year.

In the United Arab Emirates, Dubai is a global business hub, fuelling the constant need for skilled professionals to support the various industries. Simultaneously, Abu Dhabi's emergence as a prominent centre for government and private sector investments contributes to a strong demand for HR services. Meanwhile, Saudi Arabia's economic diversification initiatives is driving significant talent demand, reinforcing it as hotspot for HR within the region.

Diving into specific industries, the Technology and eCommerce sectors are among some of the most active hiring, as they continuously expand and innovate in response to changing market forces. More generally, the emphasis on remote work and digital transformation has made HR professionals integral to the recruitment strategies of organisation across most sectors in the region.

Emphasis on employee performance but with cloudy career paths

51% of HR professionals received a salary increase last year, in comparison to the Gulf market average of 53%. However, the rate of salary increases of up to 5% aligns with the overall Gulf market average, indicating some consistency in compensation trends across sectors. A noteworthy distinction arises in the reason for salary changes. Individual performance-related factors are the primary driver for pay bumps in the HR profession, diverging from other professions where the main catalyst for a salary increase is often a move to a new job with a different organisation.

This underscores a somewhat unique emphasis within the HR field – recognising and rewarding individual performance – as opposed to responding to external market dynamics or job transitions. On another positive note, 67% of HR professionals say they are satisfied with their salary, in comparison to 57% of general Gulf market professionals.

A focus on career progression is evident – a lack of advancement opportunities was the main reason that 25% of HR professionals changed organisations last year. Also, 32% feel there's limited room for career growth in their current workplace, and an additional 25% are uncertain about their prospects. In fact, only 21% anticipate a promotion this year. To address retention challenges and foster a positive work environment, employers should focus on clear communication about career development paths. Regularly discussing career goals with employees and creating a transparent promotion process can enhance job satisfaction and increase retention. In addition, recognising and rewarding achievements can contribute to employee engagement, potentially improving the outlook for promotions.

There is a notable intention among HR professionals as 30% plan to change organisations, but within a similar position this year. The primary driver for this is the perceived lack of career development opportunities within their organisation. When asked about the development support provided by their employers, 29% say that their employer is not offering any. This suggests a potential gap between employee expectations for career growth and the offerings provided by employers. To address this, employers should consider implementing training programmes, mentorship opportunities, and performance reviews. Regularly assessing and meeting employees' developmental needs can contribute to increased job satisfaction and, consequently, staff retention.

AI and DE&I initiatives shift employer expectations

In 2024, the HR profession is witnessing an increase in demand for specialists in diversity, equity, and inclusion (DE&I). In a region that is comprised of diverse populations and many different cultural backgrounds, nationalities, and languages, organisations are focused on creating inclusive and equitable workplaces. Consequently, there's a heightened need for experts who have the knowledge and experience to spearhead these crucial initiatives. In addition, the integration of AI in HR practices, particularly in candidate screening and predictive analytics, is creating a demand for specialists with experience and technical skills in the area.

Beyond technical expertise, soft skills are gaining prominence, so emotional intelligence, effective communication, and cultural sensitivity are highly sought-after attributes. As HR becomes more tech-oriented, bridging the gap between human and technological aspects becomes pivotal. Moreover, adaptability and change management skills are in demand, especially given the evolving nature of work in the Gulf region, and the role of HR professionals in guiding organisations through transformative shifts.

Positive outlook on the people front

Professionals in HR are mostly optimistic about the wider economic climate and future employment opportunities – 64% report feeling positive, while 25% feel neutral, and 11% do not feel optimistic. Likewise, HR professionals are positive about their salary prospects, with 82% expecting an increase this year and a further 18% predicting their salary will remain unchanged.

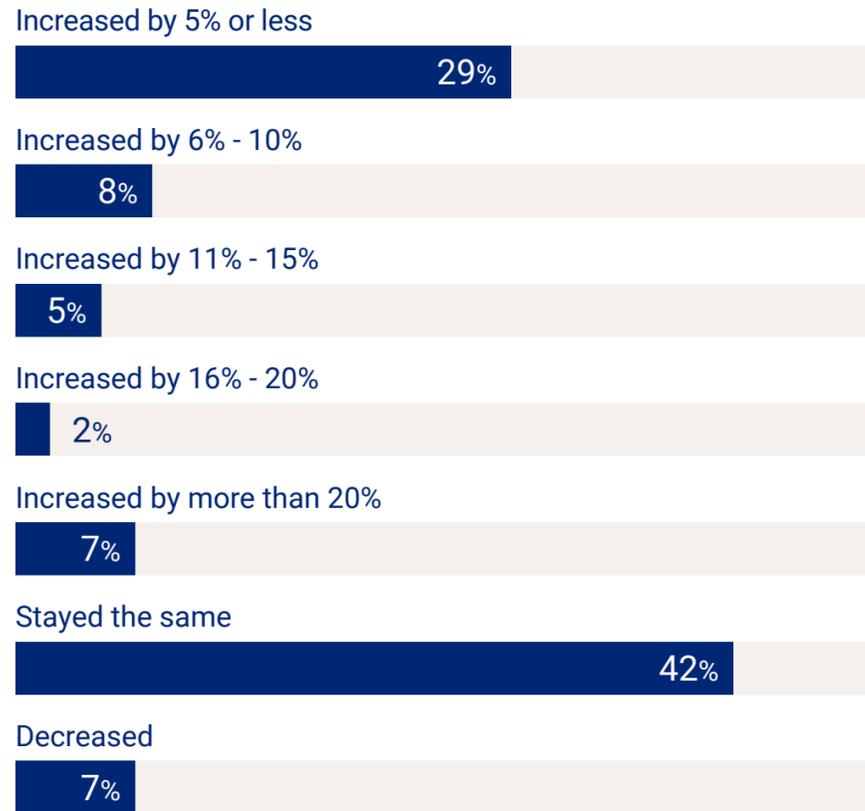


Aisha Amarsi,
Senior Manager –
Human Resources, Hays



SALARY AND BENEFITS

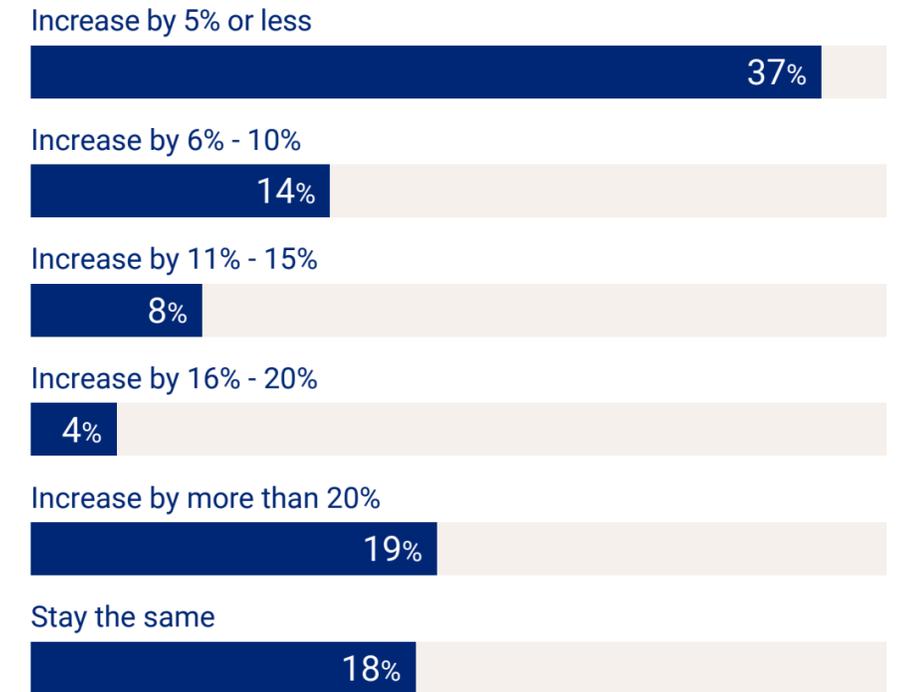
By what percentage did your salary change in 2023?



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

Reason	2023	2022	2021
Individual performance related pay increase	1	2	4
Standard annual pay increase across the organisation	2	1	4
A new job with a new organisation	3	3	1
A promotion or different role in the same organisation	4	4	3
Inflation	5	6	N/A
Other	6	5	7

In 2024, what percentage change in pay do you expect to receive?



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

Air ticket / travel allowances	62%
Life insurance	55%
Hybrid / remote working options	44%
Flexible working	41%
Child education allowances	33%

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

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

Hybrid / remote working options	45%
Air ticket / travel allowances	38%
Child education allowances	36%
Flexible working	35%
Life insurance	25%

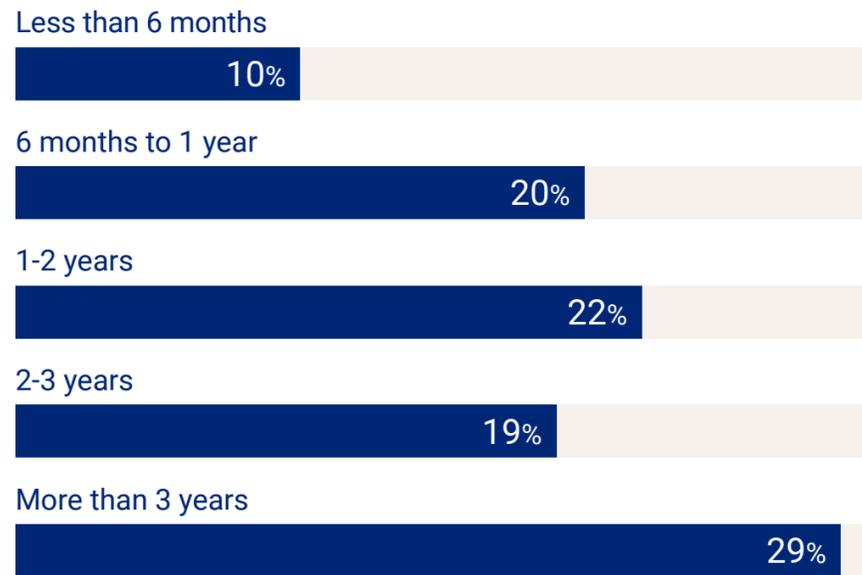
Respondents could select the 3 most important answers / Top 5 most common selections

29%

of HR professionals say they do not currently receive any 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 was the last change you made in your career?

I changed organisation	80%
I moved within the same organisation	13%
I was a freelancer or contractor and moved to permanent employment	7%

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	33%
Salary too low	33%
Benefits are not aligned with my needs	25%
Poor relationship with my manager	25%
A new career path	24%

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 2024?

Stay with my organisation, but I'm open to new opportunities	37%
Change organisation, but in a similar position	30%
Stay in the same role with my current organisation	16%
Stay with my organisation, but expect to be promoted	9%
Stay with my organisation, but in a different role	4%
Follow a completely different career path	2%
I am self-employed or a contractor but will look for a permanent role	1%
Other	1%

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

	2023	2022	2021
Lack of career development opportunities	1	2	N/A
Lack of career progression	2	3	2
Benefits were not aligned with my needs	3	8	6
Lack of job security	4	4	4
Salary too low	5	1	1

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 in an organisation?

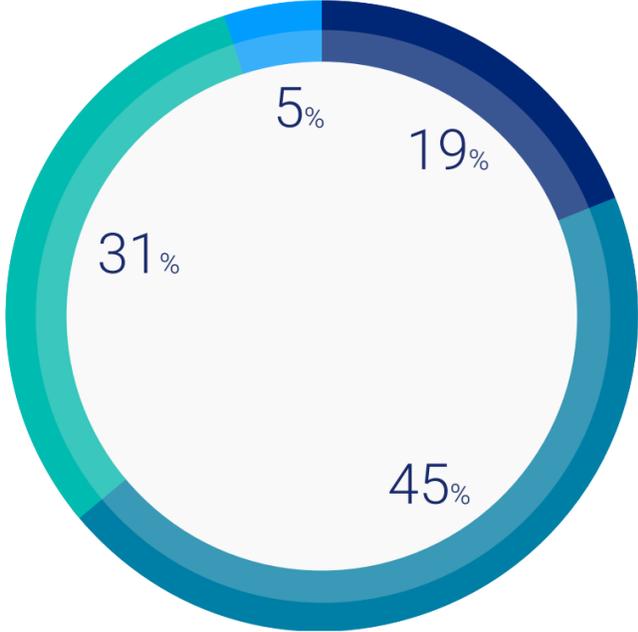
Benefits package	62%
Career development initiatives	52%
Good work atmosphere	46%
Job security	30%
Work-life balance initiatives	26%

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

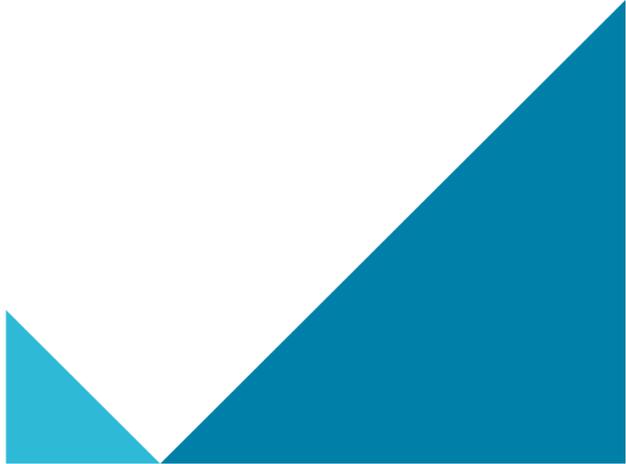
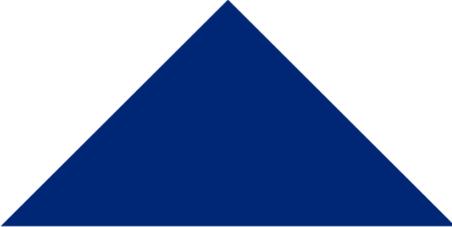
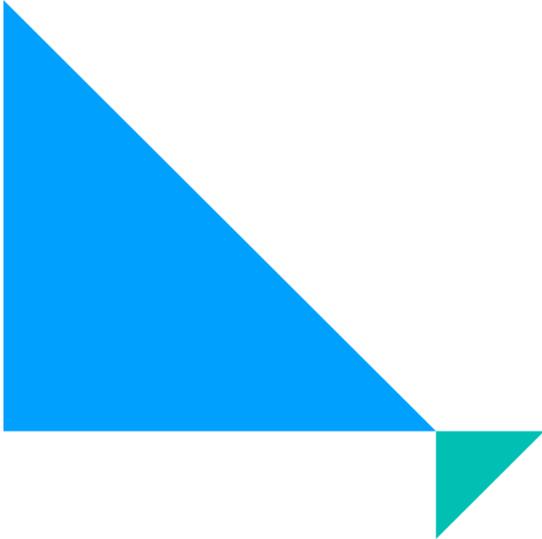
WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

● Very satisfied ● Satisfied ● Dissatisfied ● Very dissatisfied



How would you describe your organisation's current working model?



SALARY GUIDE



Position	AED Range	AED Average
CHRO	90,000 - 150,000	120,000
Head of HR	60,000 - 75,000	67,500
Compensation & Benefits Director	60,000 - 70,000	65,000
HR Director	50,000 - 65,000	57,500
Learning & Development Director	50,000 - 65,000	57,500
Talent Acquisition Director	45,000 - 65,000	55,000
Senior HRBP	45,000 - 53,000	49,000
Compensation & Benefits Manager	40,000 - 50,000	45,000
Senior HR Manager	40,000 - 45,000	42,500
Learning & Development Manager	32,000 - 40,000	36,000
Talent Acquisition Manager	25,000 - 45,000	35,000

Position	AED Range	AED Average
Organisational Development Manager	37,000 - 51,000	44,000
Recruitment Manager	30,000 - 45,000	37,500
HRBP	30,000 - 42,000	36,000
HR Manager	28,000 - 35,000	31,500
HR Generalist	23,000 - 30,000	26,500
Compensation & Benefits Executive	20,000 - 25,000	22,500
Learning & Development Executive	17,000 - 25,000	21,000
Talent Acquisition Specialist	10,000 - 18,000	14,000
HR Officer/Analyst	10,000 - 18,000	14,000
HR Admin/Coordinator	6,000 - 12,000	9,000

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2023.

'Range' represents the upper and lower salary rates from salary survey responses, as well as 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 2023.

LEGAL



Investment and independence sparks job switch increase

The Legal sector labour market throughout the Gulf region is marked by its dynamic nature and high levels of recruitment activity. With many prominent international law firms based in the region and a plethora of local companies with diverse portfolios, opportunities for qualified Legal professionals are aplenty. As a result, there was a significant increase in Legal professionals changing organisations last year, with 33% on the move, in comparison to 16% the previous year.

In the United Arab Emirates, the Banking & Financial services sector is actively hiring, leading to an increase in roles for Legal professionals, particularly within M&A. Within the investment space private equity funds, venture capitals, and hedge funds continue to add Legal headcount. Additionally, there is a heightened demand for Legal professionals across the spectrum of services in the competitive Oil & Gas sector.

In Saudi Arabia, the Legal landscape has transformed in recent years. The latest amendment in law, which allows international law firms to operate independently, has attracted some of the biggest global firms to the Kingdom, leading to a flurry of recruitment activity.

Pay packet review and offer flex to satisfy professionals

Last year, professionals in the Legal sector received some of the highest levels and rates of salary increase in the region – 63% received a pay rise, with the most common rate of increase being by more than 20%. This level and rate of salary increase is significantly higher than the previous year, when 48% received an increase at a common rate of 5%. Despite this, less professionals in the Legal sector (50%) are satisfied with their salary or rate of pay when compared to the Gulf market average (57%). Most Legal professionals that did receive a salary increase in 2023 say a new job with a new organisation was the reason why. This year, 33% of Legal professionals say they plan to change organisation, but in a similar position and mainly due to low salary.

To improve employee retention, employers should, where possible, revisit compensation structures and conduct regular salary reviews to ensure their organisation is competitive.

Beyond financial aspects, employers can enhance overall workplace satisfaction. Above all else, Legal professionals value flexibility and work-life balance. When asked what benefits are important to them, most say hybrid or remote working options, flexible working, and additional vacation days. Aside from salary, the benefits package is the most important factor to Legal professionals in an organisation. Positively, professionals in this sector already receive some of the best remote and hybrid working options – 54% describe their organisation's current working model as either hybrid or fully remote. Simultaneously, 36% of professionals say they receive flexible working as a benefit. As such, more professionals in the Legal sector (75%) are satisfied with their work-life balance in comparison to the Gulf market average (66%). Those employers that provide options that align with these preferences can position their organisation as forward-thinking and flexibility focused. Ultimately, this will give them an advantage in attracting and retaining the best Legal talent in the region and beyond.

Bilingual and broadly experienced professionals in demand

Generally, the most sought-after Legal professionals are those that are common law qualified with top academic qualifications and experience at a credible law firm or a reputable multinational company. Employers favour professionals with Middle Eastern experience and linguistic skills. Indeed, there's a high demand for bilingual Legal Counsel or Associates who have direct experience in a global law firm or multinational company.

Most in-house roles are generalist in nature, so professionals with broad experience in commercial contracts and corporate law continue to be in favour in the current market. As such, the most in-demand profile is a Generalist Corporate and Commercial Lawyer (in-house). Typically, the demand for Arabic speaking professionals is higher for in-house roles compared to private practice, and especially for professionals who are required to travel to Saudi Arabia.

While there's a relatively consistent pool of qualified talent in the United Arab Emirates, there's a shortage of bilingual common law qualified Lawyers who hold a qualification in the UK, US, Australia, or equivalent. Additionally, there's a shortage of experienced Compliance Specialists, Corporate Governance, and Company Secretaries, and these hard-to-fill roles often require candidate relocation.

In Saudi Arabia, there has been a burst of blockbuster M&A deals. With one of the world's most prominent SWFs based in the Kingdom, there's unparalleled investment activity which is leading to a surplus in demand for top Legal talent with dealmaking experience.

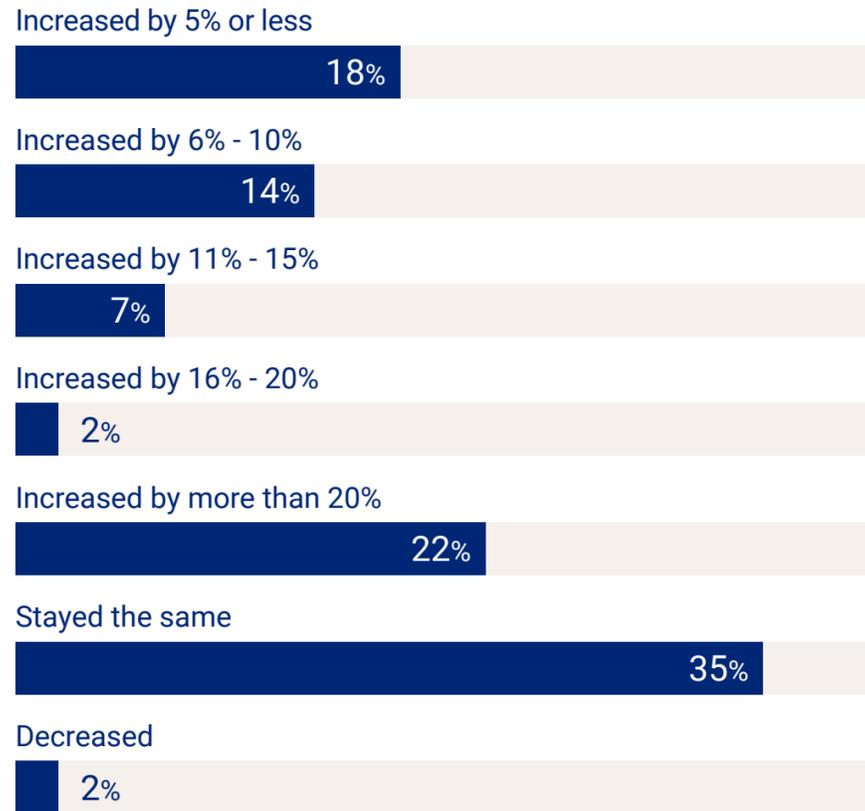
Payday predictions – expect salary surge

In 2024, the emphasis on salary continues for Legal professionals. In fact, 75% expect to receive a pay rise, with the most common rate of increase predicted to be 6% – 10%. Positively, 66% of Legal professionals feel optimistic about the wider economic climate and future employment opportunities, while 27% feel neutral, and 7% have a negative outlook.

Sophie Armstrong,
Consultant –
Legal, Hays

SALARY AND BENEFITS

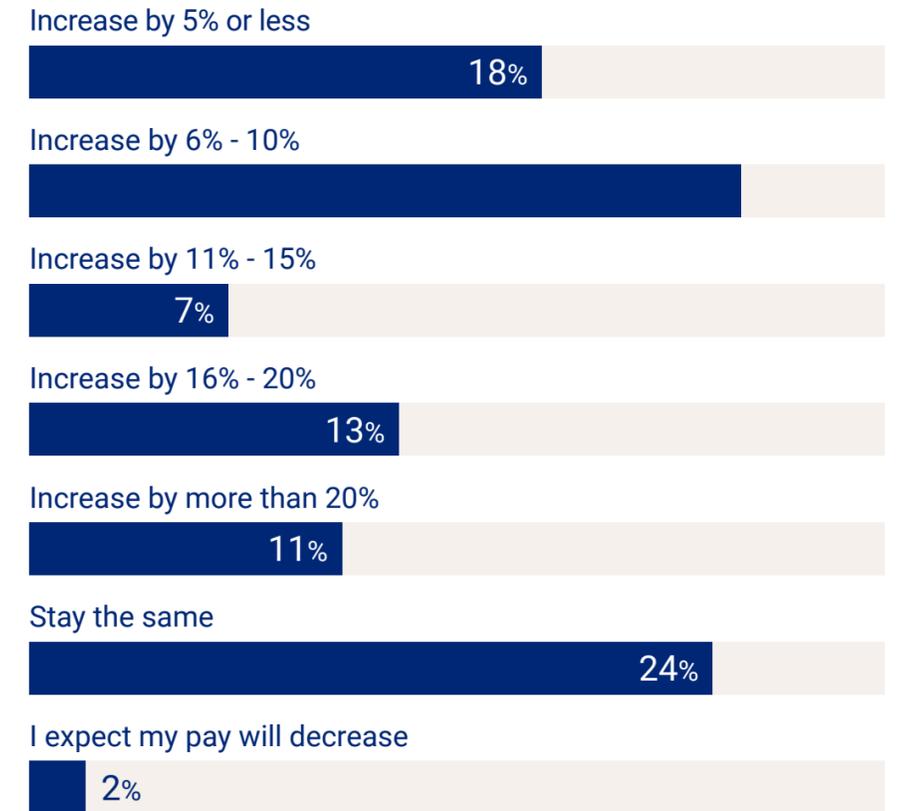
By what percentage did your salary change in 2023?



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

Reason	2023	2022	2021
A new job with a new organisation	1	3	4
Individual performance related pay change	2	1	5
A promotion or different role in the same organisation	3	4	1
Standard annual pay increase across the whole company	4	2	3
Other	5	7	7
Inflation	6	5	N/A

In 2024, what percentage change in pay do you expect to receive?



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

Air ticket / travel allowances	64%
Life insurance	47%
Hybrid / remote working options	39%
Flexible working	36%
Child education allowances	28%

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

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

Hybrid / remote working options	53%
Flexible working	42%
Additional vacation days	25%
Air ticket / travel allowances	25%
Child education allowances	19%

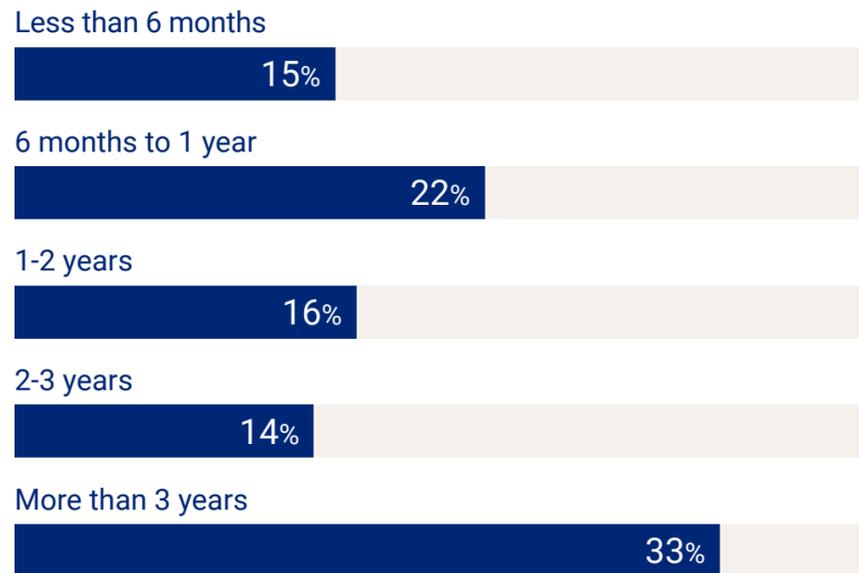
Respondents could select the 3 most important answers / Top 5 most common selections

35%

of Legal professionals say they do not currently receive any 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 was the last change you made in your career?

I changed organisation	90%
I moved within the same organisation	5%
I was a freelancer or contractor and moved to permanent employment	5%

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	39%
Salary too low	33%
A new career path	33%
Lack of learning and development opportunities	22%
Other	22%

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 2024?

Change organisation, but in a similar position	33%
Stay with my organisation, but I'm open to new opportunities	31%
Stay in the same role with my current organisation	24%
Stay with my organisation, but expect to be promoted	3%
Follow a completely different career path	3%
Stay with my organisation, but in a different role	2%
Set up my own business or become self-employed	2%
I am self-employed or a contractor but will look for a permanent role	2%

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

	2023	2022	2021
Salary too low	1	2	1
Lack of career development opportunities	2	1	N/A
Lack of career progression	3	3	2
Lack of long-term opportunities	4	5	N/A
Benefits are not aligned with my needs	5	7	4

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 in an organisation?

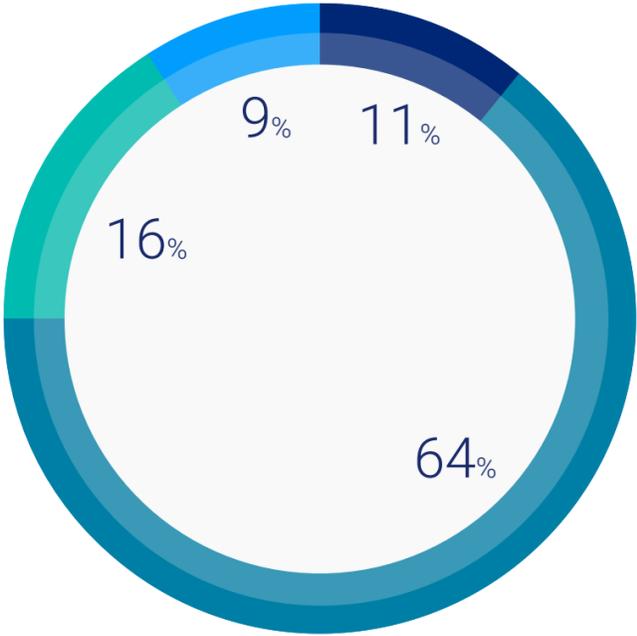
Benefits package	56%
Good work atmosphere	51%
Career development initiatives	46%
Challenging role or projects	27%
Remote work	26%

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

WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

● Very satisfied ● Satisfied ● Dissatisfied ● Very dissatisfied



How would you describe your organisation's current working model?



SALARY GUIDE

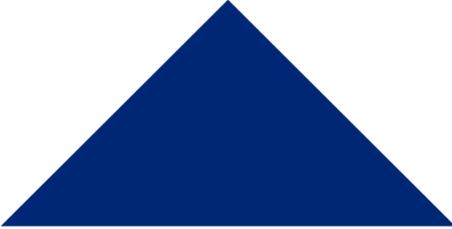
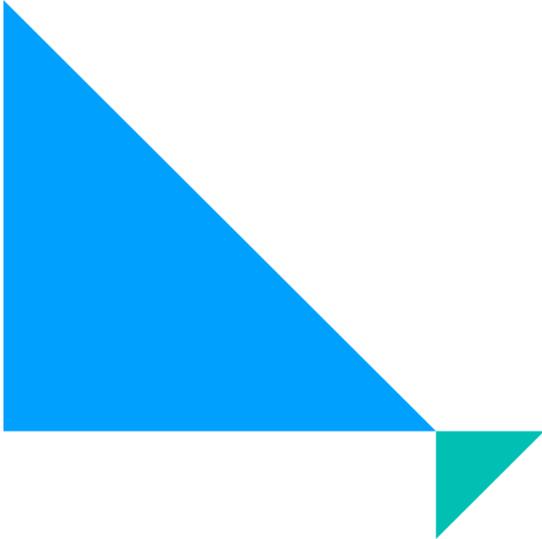
Professional Services & FMCG

Position	AED Range	AED Average
Chief Legal Officer	110,000 - 155,000	120,000
General Counsel	85,000 - 125,000	105,000
Senior Associate	55,000 - 75,000	65,000
Senior Legal Counsel	52,500 - 75,000	63,500
Associate	38,000 - 50,000	44,000
Legal Counsel	35,000 - 50,000	42,500
Paralegal	18,000 - 32,000	25,000
Legal Secretary	16,000 - 27,000	21,500

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2023.

'Range' represents the upper and lower salary rates from salary survey responses, as well as 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 2023.



MANUFACTURING, PROCUREMENT & SUPPLY CHAIN



Steady expansion across the Gulf to spike in Saudi Arabia

The Manufacturing, Procurement & Supply Chain employment market in the Gulf region is experiencing healthy and steady levels of activity. There's been a slight uplift in the number of jobs available for professionals, particularly for those based in either Saudi Arabia or the United Arab Emirates, and 66% of employers added to their organisation's headcount last year. However, with most organisations increasing their workforce size by up to 5%, expansion was slightly more conservative when compared with more dynamic sectors. The Gulf region, with its attractive location, abundant natural resources, and robust industrial infrastructure, is poised for further growth. With that, 71% of employers expect their organisation's headcount to grow this year, most commonly by 5% or less.

Regionally, Saudi Arabia remains the growth driver in terms of hiring when compared to other countries in the Gulf, and it's expected that this trend will continue this year. With its growing population and strong economy, organisations across the Kingdom are thriving and as such, employers want to attract the best Manufacturing, Procurement & Supply Chain talent, particularly in Logistics, Freight Forwarding, and FMCG. Meanwhile in the United Arab Emirates, Operation 300bn is accelerating the development of industrial operations, creating quality job opportunities across the sector.

Narrow scope for progression counterpoints sustainable salaries

Last year, 47% of professionals in the Manufacturing, Procurement & Supply Chain sectors say they received a salary increase, most commonly by up to 5%. Of those professionals that received a pay increase, the number one reason was a new job with a new organisation. This stands in contrast to the scenario in 2022, when a substantial 71% of professionals received a salary increase.

The difference can be attributed to the significant salary jumps observed in 2022 as a response to the impact of the pandemic. In 2023, however, the trend is shifting, with salaries now stabilising to more sustainable levels, reflecting a broader normalisation in compensation practices within these sectors.

In 2023, the Manufacturing, Procurement & Supply Chain sectors experienced employee turnover levels of around 25% which is on par with Gulf region market average. Of those professionals who changed organisations, the main reason cited was a lack of career progression. This year, 28% of professionals say they plan to change organisation, but in a similar position, again due to lack of career progression. When asked whether they feel there is scope for career progression in their organisation, just 21% of professionals say they do. Addressing the reported lack of career progression is crucial for retention. Employers should prioritise clear career progression paths by developing and communicating opportunities for advancement within the organisation, providing a roadmap for professional growth. This can be achieved by regularly engaging with employees to understand their career goals and then aligning them with the company's objectives. Investing in training and skill development programmes can further demonstrate commitment to employee advancement, fostering a positive work environment and reducing turnover. Positively, 60% of employers say that employee training programmes is a HR investment focus area for their organisation this year.

When employees were asked what factors were most important to them in an organisation, most employees (66%) say the benefits package. Likewise, 74% of employers agree that the benefits package is the important factor to help them attract and retain staff. In terms of valued benefits, employees' favour air ticket / travel allowances, child education allowances, and flexible working. Nevertheless, 42% of professional say they do not currently receive any benefits. Therefore, employers that offer a robust benefits package, and then clearly communicate it in recruitment processes, can enhance their appeal and gain a competitive edge.

UAE dominance drives demand for skilled talent

The United Arab Emirates – Dubai in particular – has long been a hub for Manufacturing, Procurement & Supply Chain talent from around the world, with many skilled professionals already based in the region. However, this is driving skills shortages in other countries, including Saudi Arabia, Qatar, and Kuwait, as talent continues to be drawn to the United Arab Emirates. Across the Gulf, 41% of employers say there is a shortage of skilled professionals on the labour market.

Demand for strong operational, technical, and strategic talent with industry qualifications and relevant experience is far reaching across the region. Mid-to-senior management and director level positions consistently remain in high demand. In fact, most employers (74%) say that management level positions are the most difficult to fill.

Beyond industry qualifications and experience, employers are increasingly prioritising leadership skills. As the region continues to grow and develop, identifying and retaining excellent leaders will be a key to success for many organisations. In contrast to past requirements, there is a significant emphasis on people skills and emotional intelligence in the workplace. Consequently, employers now seek a blend of social skills, interpersonal skills, and professional attitudes when evaluating professionals.

High salary hopes, but some scepticism on economy

Professionals are mostly optimistic about their salary prospects this year – 66% expect to receive a salary increase, 31% expect their salary to remain the same, and 3% expect that their pay will decrease. On the other hand, optimism about the wider economic climate and future employment opportunities is tentative with only 50% of employees saying that feel optimistic about the same.

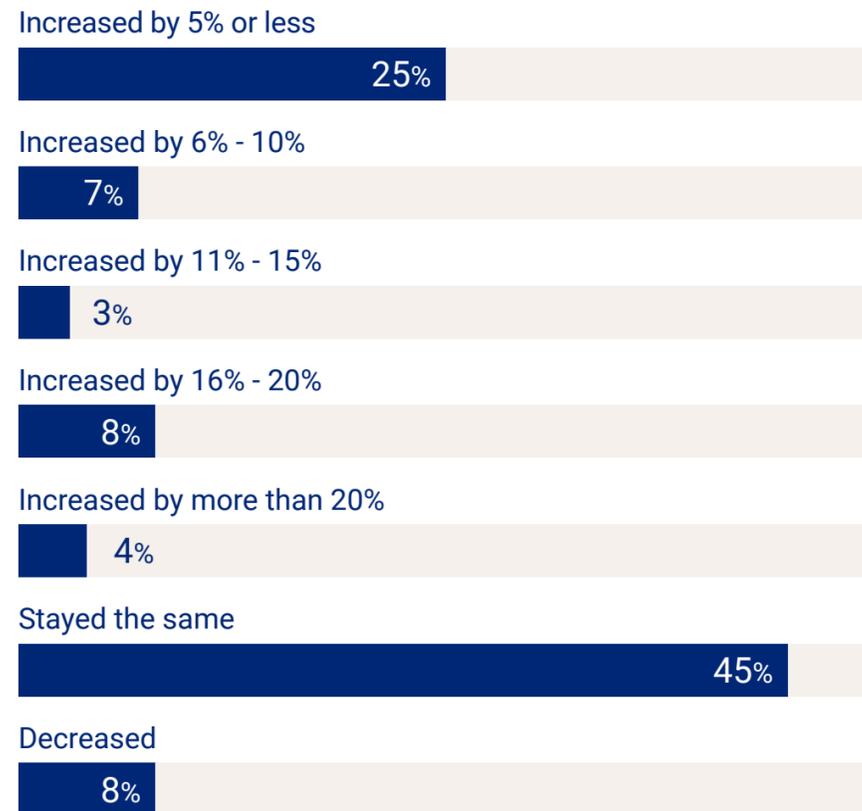


Mark Paul,
Manager – Manufacturing,
Procurement & Supply Chain, Hays



SALARY AND BENEFITS

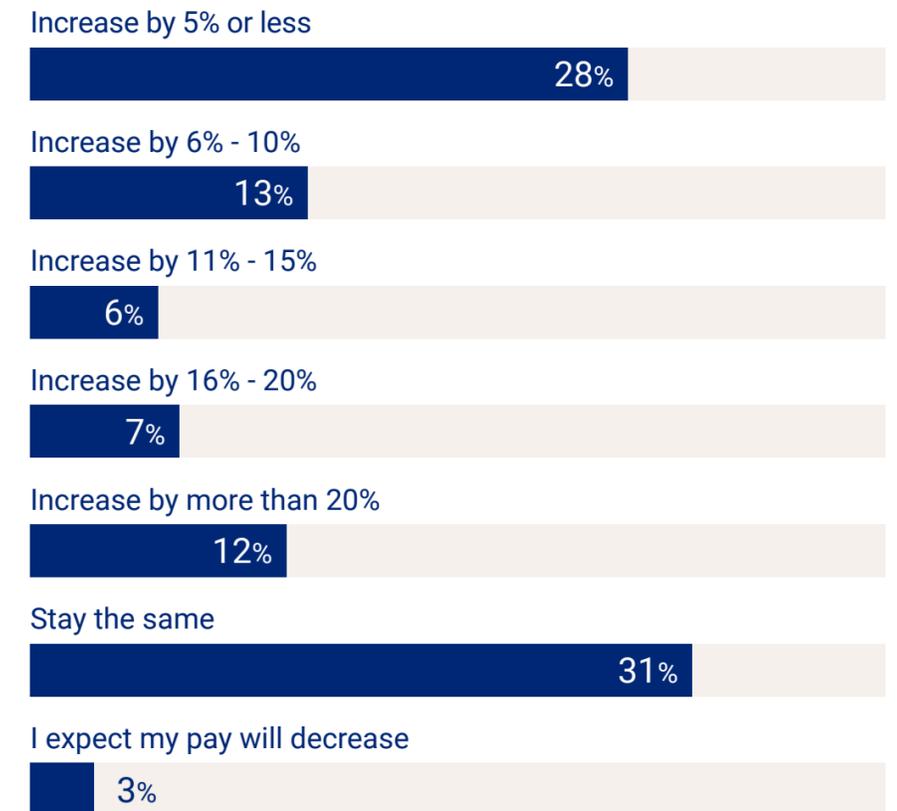
By what percentage did your salary change in 2023?



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

Reason	2023	2022
A new job with a new organisation	1	3
Individual performance related pay change	2	1
Standard annual pay increase across the organisation	3	2
Inflation	4	5
A promotion or different role in the same organisation	5	4
A pay decrease across the whole organisation	6	6

In 2024, what percentage change in pay do you expect to receive?



42%

of Manufacturing, Procurement & Supply Chain professionals say they do not currently receive any benefits

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

Air ticket / travel allowances	69%
Child education allowances	36%
Life insurance	36%
Flexible working	30%
Business telephone for private use	28%

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

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

Air ticket / travel allowances	48%
Child education allowances	45%
Flexible working	27%
Living / accommodation allowances	27%
Hybrid / remote working options	23%

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 was the last change you made in your career?

I changed organisation	86%
I moved within the same organisation	11%
I became a freelancer or contractor	3%

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	40%
A new career path	28%
Benefits were not aligned with my needs	24%
Poor work-life balance	24%
Poor relationship with my manager	16%
Salary too low	16%

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 2024?

Stay with my organisation, but I'm open to new opportunities	37%
Change organisation, but in a similar position	28%
Stay with my organisation, but expect to be promoted	13%
Stay in the same role with my current organisation	11%
Follow a completely different career path	7%
Stay with my organisation, but in a different role	4%

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

	2023	2022
Lack of career progression	1	3
Lack of job security	2	8
Lack of career development opportunities	3	1
Benefits are not aligned with my needs	4	2
Poor work-life balance	5	7

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 in an organisation?

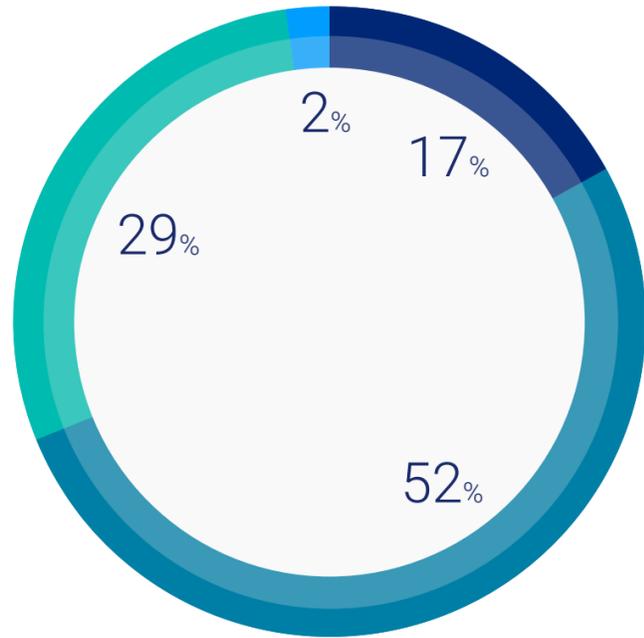
Benefits package	66%
Career development initiatives	44%
Good work atmosphere	44%
Job security	39%
Work-life balance initiatives	38%

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

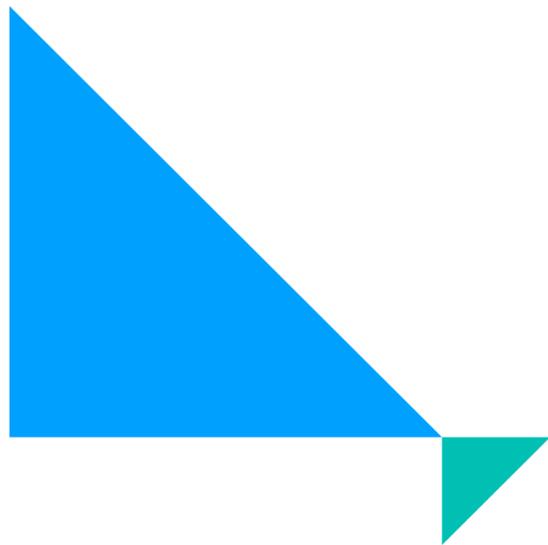
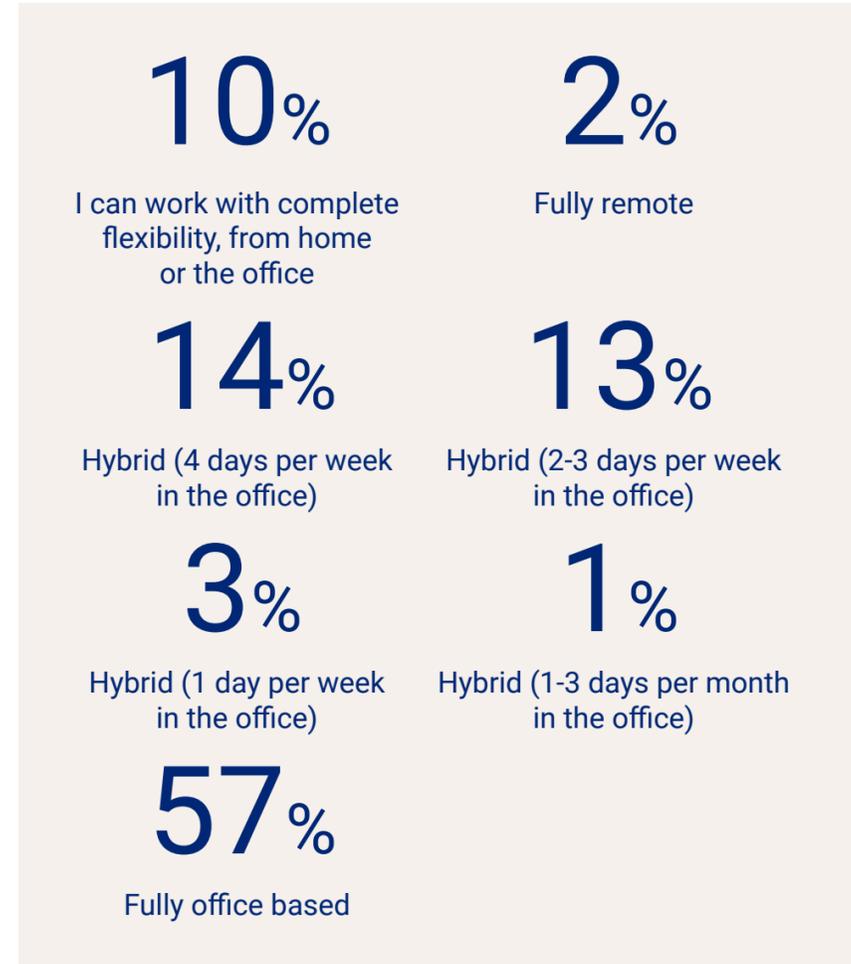
WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

● Very satisfied ● Satisfied ● Dissatisfied ● Very dissatisfied



How would you describe your organisation's current working model?



SALARY GUIDE



Manufacturing

Position	AED Range	AED Average
Chief Executive Officer	90,000 - 150,000	120,000
General Manager	70,000 - 100,000	90,000
Operations Director	70,000 - 90,000	80,000
Manufacturing Director	45,000 - 65,000	55,000
Quality Director	35,000 - 50,000	42,000
Head of Operations	35,000 - 50,000	42,000
Plant/Factory Manager	30,000 - 50,000	40,000
Head of HSE/HSSE	30,000 - 40,000	35,000
Head of Manufacturing	30,000 - 45,000	37,500
Operations Manager	27,000 - 40,000	32,000
Manufacturing Manager	25,000 - 35,000	30,000
Technical Manager	22,000 - 32,000	27,000
Quality Manager	25,000 - 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	40,000 - 55,000	47,000
Head of Logistics	35,000 - 45,000	40,000
Procurement Manager	25,000 - 45,000	35,000
Contracts & Procurement Manager	25,000 - 40,000	32,500
Strategic Sourcing Manager	25,000 - 35,000	30,000
Supply Chain Manager	25,000 - 40,000	30,000
Category Manager	22,000 - 30,000	25,000
Logistics Manager	20,000 - 30,000	25,000

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2023.

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'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 2023.

MARKETING & DIGITAL MARKETING



Investment initiatives lead dance of demand

Navigating the dynamic landscape of the Marketing & Digital Marketing sector in the Gulf region unveils a complex interplay of talent dynamics, industry trends, and skill demands. Continuous improvement of labour market infrastructures, ongoing government investment, and commitment to the delivery of national revolution strategies is creating bountiful opportunities for organisations and necessitating effective Marketing & Digital Marketing services. Indeed, such services are imperative to meet the challenges and opportunities presented by a rapidly developing economy.

While the United Arab Emirates remains the main hub for Marketing & Digital Marketing, Saudi Arabia, Qatar, Bahrain, and Kuwait have developing capacity. Industries driving hiring activities include FMCG, Construction, Real Estate, and Oil & Gas. The Construction, Oil & Gas, and Real Estate sectors are witnessing heightened demand due to ongoing market developments, while FMCG sustains perpetual activity – now accelerated by expanding businesses establishing presence in the region.

Transparent and competitive compensation keeps talent

This year, professionals within the Marketing & Digital Marketing sector are the most likely of any profession in the Gulf region to change organisations. In fact, 42% of professionals say that they plan to change organisation, but in a similar position this year. Of those professionals that plan to change organisation, they mainly cite their salary being too low as the reason. Last year, 52% of Marketing & Digital Marketing professional received a salary increase, with the most common uplift being by up to 5%. The main reasons noted for a salary increase was a promotion or different role in the same organisation or an individual performance related pay change.

Positively, this indicates that professionals are receiving salary increases based on merit and performance. Nevertheless, 49% of professionals say they are dissatisfied with their current salary or rate of pay. To improve satisfaction and increase retention, employers should ensure that their compensation is competitive within industry standards, regularly reviewing and adjusting salaries to reflect market trends. In addition, employers should establish transparency in pay practices, communicating clearly about how pay is determined and providing insights into the criteria for salary adjustments. Indeed, 56% of professionals say their organisation is not taking action to ensure consistent transparency about how pay levels and pay rises are set.

Professionals within the Marketing & Digital Marketing sector say that aside from salary, the benefits package is most important to them in an organisation. Their most valued benefits include hybrid / remote working options, child education allowances, and air ticket / travel allowances. Positively, they receive some of the most flexible working options of any sector, with 57% describing their organisation's model as either hybrid or fully remote. That said, 38% of professionals say they do not currently receive any benefits. To gain a competitive advantage in attracting top professionals, employers could enhance their benefits packages by prioritising offerings that align with professionals' preferences, and ensuring they communicate what's available to their workforce. Employers can further their organisation's appeal by emphasising a flexible and supportive work culture, coupled with competitive non-monetary benefits.

Employers offer enticing salaries expecting comprehensive skills

Exploring talent availability in the Gulf region's Marketing & Digital Marketing sector, the United Arab Emirates stands out as a frontrunner, attracting robust candidates enticed by the lifestyle and often lucrative salaries. In contrast, Saudi Arabia, while competitive, lacks a comparable influx of Western candidates.

Post-pandemic, there's a noticeable surge in demand for Digital Marketing & eCommerce experts, particularly in the United Arab Emirates and Saudi Arabia. This trend reflects a strategic shift towards online platforms for sales and business growth. As such, there's a forecasted escalation in the demand for mid-to-senior-level Digital Marketing roles spanning Real Estate, eCommerce, and FMCG.

In terms of sought-after skills, the resounding theme remains Digital Marketing and eCommerce expertise. Proficiency in SEO (Search Engine Optimisation), SEM (Search Engine Marketing), social media marketing, and data analytics emerges as paramount technical skills for candidates in this domain. Additionally, a nuanced understanding of eCommerce platforms, digital advertising tools, and content management systems proves instrumental in navigating the complexities of the online landscape. Beyond technical skills, employers actively seek candidates with initiative and a hands-on approach.

Salary boost expected, but economic outlook is mixed

Looking ahead, 72% of Marketing & Digital Marketing expect to receive a salary increase, most commonly by up to 5%. That said, only 49% say they feel optimistic about the wider economic climate and the employment opportunities it may or may not create in the coming years.

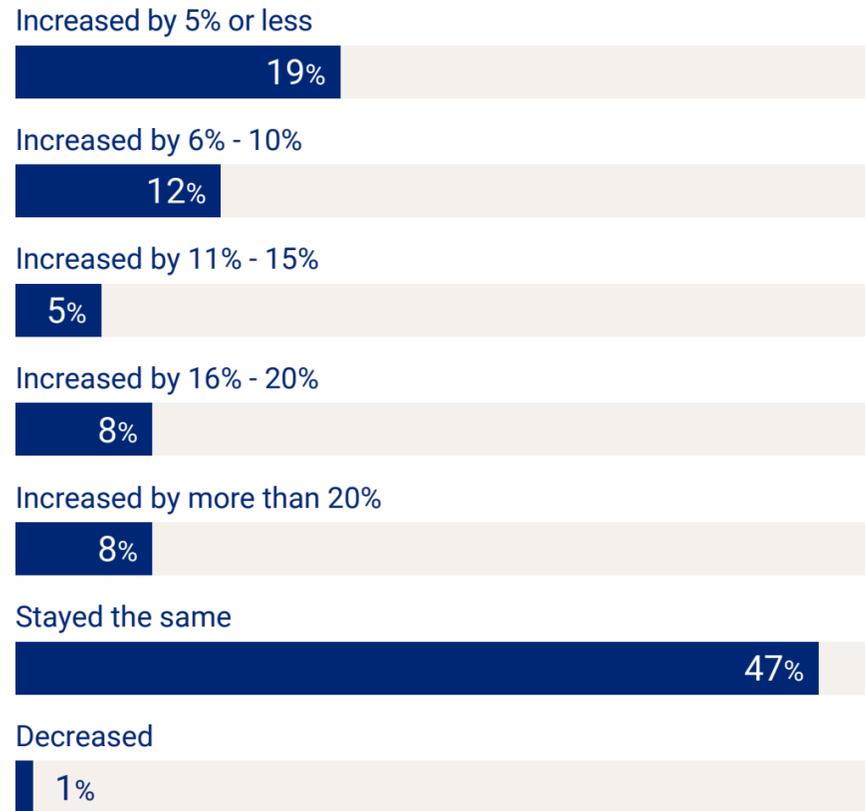


James Toye,
Senior Consultant – Marketing
& Digital Marketing, Hays



SALARY AND BENEFITS

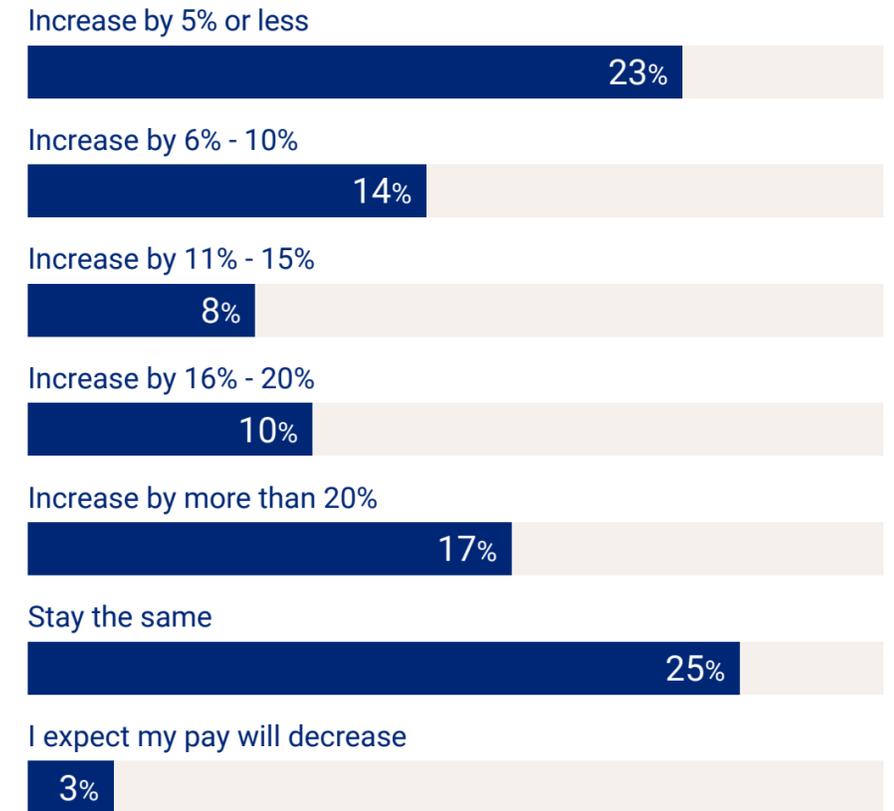
By what percentage did your salary change in 2023?



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

Reason	2023	2022	2021
A promotion or different role in the same organisation	1	4	5
Individual performance related pay change	1	2	2
Standard annual pay increase across the whole organisation	2	3	2
A new job with a new organisation	3	1	1
Inflation	4	6	N/A

In 2024, what percentage change in pay do you expect to receive?



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

Air ticket / travel allowances	63%
Flexible working	44%
Child education allowances	40%
Hybrid / remote working options	40%
Life insurance	31%

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

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

Hybrid / remote working options	44%
Child education allowances	38%
Air ticket / travel allowances	35%
Flexible working	29%
Additional vacation days	19%

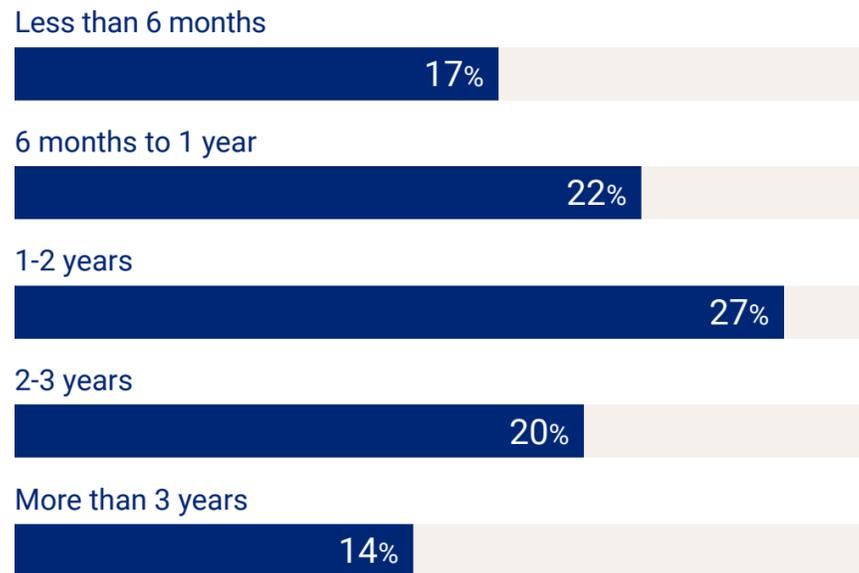
Respondents could select the 3 most important answers / Top 5 most common selections

38%

of Marketing & Digital Marketing say they do not currently receive any 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 was the last change you made in your career?

I changed organisation	77%
I moved within the same organisation	10%
I became a freelancer or contractor	10%
I was a freelancer or contractor and moved to permanent employment	3%

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	42%
Lack of career progression	31%
A new career path	31%
Other	23%
Lack of learning and development opportunities	19%

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 2024?

Change organisation, but in a similar position	42%
Stay with my organisation, but I'm open to new opportunities	22%
Stay in the same role with my current organisation	12%
Stay with my organisation, but expect to be promoted	12%
Follow a completely different career path	4%
Set up my own business or become self-employed	3%
I am self-employed or a contractor but will look for a permanent role	2%
Other	2%
Stay with my organisation, but in a different role	1%

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

	2023	2022	2021
Salary too low	1	3	1
Lack of career development opportunities	2	2	N/A
Lack of career progression	3	1	2
Benefits are not aligned with my needs	4	5	3
Poor work-life balance	5	6	N/A

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 in an organisation?

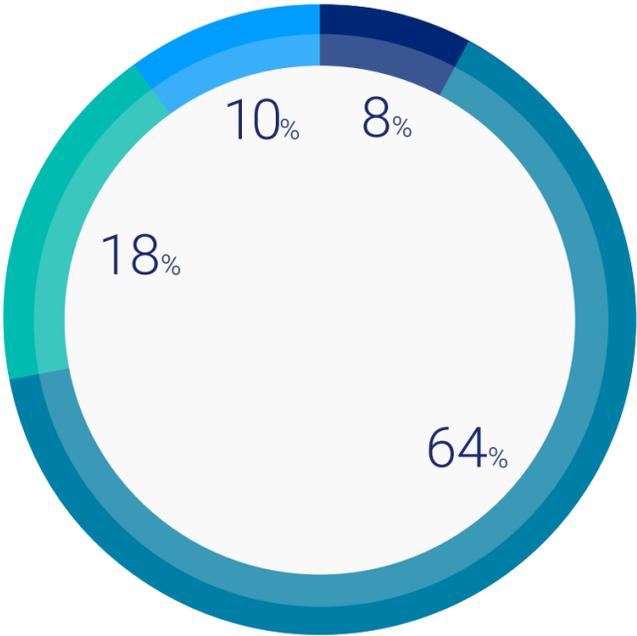
Benefits package	65%
Good work atmosphere	52%
Career development initiatives	40%
Job security	33%
Work-life balance initiatives	30%

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

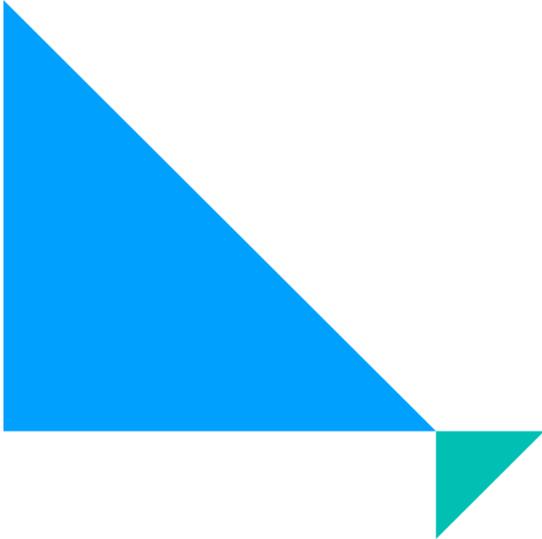
WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

● Very satisfied ● Satisfied ● Dissatisfied ● Very dissatisfied



How would you describe your organisation's current working model?



SALARY GUIDE

Digital Marketing

Generalist Digital

Position	AED Range	AED Average
Digital Marketing Director	60,000 - 75,000	67,500
Head of Digital Marketing	45,000 - 60,000	52,500
Senior Digital Marketing Manager/Strategist	35,000 - 45,000	40,000
Digital Strategist	33,000 - 42,000	37,500
Digital Marketing Manager	30,000 - 40,000	35,000
Digital Project Manager	28,000 - 40,000	34,000
Social Media Manager	28,000 - 37,000	32,500
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	60,000 - 90,000	75,000
eCommerce Manager	30,000 - 50,000	40,000
Content Executive/Specialist	20,000 - 28,000	24,000
Site Merchandiser	19,000 - 28,000	23,500

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	42,000 - 55,000	48,500
Creative Director	38,000 - 46,000	42,000
Senior Account Manager	25,000 - 36,000	30,500
Account Manager	22,000 - 32,000	27,000
Community Manager	17,000 - 28,000	22,500
Senior Account Executive	12,000 - 18,000	15,000
Account Executive	10,000 - 15,000	12,500
Graphic Designer/Digital Designer	10,000 - 15,000	12,500

Insights & Analytics

Position	AED Range	AED Average
Director/Head of	60,000 - 90,000	75,000
Manager	38,000 - 55,000	46,500
Senior Executive/Specialist	21,000 - 28,000	24,500
Executive/Specialist	18,000 - 26,000	22,000

Creative

Position	AED Range	AED Average
Digital Creative/Head of	35,000 - 45,000	40,000
Digital Art Director/Head of	30,000 - 36,000	33,000
Graphic Designer/Digital Designer	14,000 - 30,000	22,000
3D Designer	15,000 - 20,000	17,500
Junior Graphic Designer/ Digital Designer	9,000 - 13,000	11,000

Performance Marketing

Position	AED Range	AED Average
Head of Performance Marketing	42,000 - 60,000	51,000
CRM Manager	26,000 - 40,000	33,000
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

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SALARY GUIDE

Marketing

Generalist Marketing

Position	AED Range	AED Average
CMO	80,000 - 160,000	120,000
Marketing Director/VP Marketing	65,000 - 110,000	87,500
Head of Marketing	55,000 - 65,000	60,000
Senior Marketing Manager /AVP Marketing	48,000 - 55,000	51,500
Marketing Manager	35,000 - 43,000	39,000
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	12,000 - 14,000	13,000

Agency Side

Position	AED Range	AED Average
Group Account Director	40,000 - 46,000	43,000
Account Director	32,000 - 40,000	36,000
Senior Account Manager	24,000 - 30,000	27,000
Account Manager	20,000 - 22,000	21,000
Senior Account Executive	12,000 - 18,000	15,000
Account Executive	10,000 - 14,000	12,000

Communications

Position	AED Range	AED Average
Communications Director	60,000 - 80,000	70,000
Head of Communications /VP Communications	55,000 - 80,000	67,500
Internal Communications Manager	35,000 - 45,000	40,000
PR/Media Relations Manager	30,000 - 40,000	35,000
Internal Communications Executive/Specialist	22,000 - 32,000	27,000
PR/Media Relations Executive/Specialist	22,000 - 32,000	27,000

Brand

Position	AED Range	AED Average
Brand Manager	30,000 - 38,000	34,000
Assistant Brand Manager /Senior Brand Specialist	22,000 - 28,000	25,000
Brand Executive/Brand Specialist	20,000 - 22,000	21,000
Brand Assistant/Brand Coordinator	12,000 - 18,000	15,000

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

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OFFICE SUPPORT



Sustained demand for Office Support services

The Office Support profession is a critical function, acting as the backbone of organisational efficiency and contributing significantly to overall business success by ensuring smooth operations. This importance is particularly emphasised in Gulf-based organisations, aligning with the region's focus on economic diversification, growth, and development. The significance of Office Support professionals is evident in the 30% employee turnover rate last year, reflecting the dynamic nature of the workforce.

The demand for Office Support professionals remains consistently high in the United Arab Emirates, with increased hiring activity observed in sectors such as Oil & Gas and Banking & Financial Services. In Saudi Arabia, there is a growing demand across sectors, indicating the expanding need for these roles in the evolving business landscape.

Bridge the benefits dissonance and shrink the skills gap

Last year, 45% of Office Support professionals received a salary increase, which was considerably lower than the Gulf market average of 54%. The common rate of salary increase in this profession was by up to 5%, on par with other professions across the Gulf market. Most Office Support professionals that received a salary increase noted a new position with a different organisation, also mirroring trends across the region. The trend of obtaining a salary increase through moving organisations suggests that negotiating higher salaries within the current workplace is a challenge for professionals.

Office Support professionals receive the fewest benefits of any professional group in the Gulf region, with 52% stating they currently have none. This is concerning, given that 67% of professionals consider the benefits package crucial when choosing an organisation. Additionally, 28% of professionals that plan to change roles this year cite misalignment of benefits with their needs as a key reason. Their preferred benefits include air ticket / travel allowances, child education allowances, and hybrid or remote work options.

Despite these preferences, 64% of Office Support professionals report being in the office full-time, indicating a notable gap in the provision of desired working arrangements. While Office Support roles traditionally involve being office-based, employers can still provide flexible arrangements to accommodate evolving work preferences, including flexible working hours, compressed workweeks, and job sharing. To address the wider benefits challenge, employers should consider enhancing the benefits on offer by aligning them with contemporary Gulf market standards. Ensuring clear communication around existing benefits offered and highlighting the value of the benefits package can contribute to employee satisfaction and retention.

Beyond salary and benefits, Office Support professionals value career development opportunities. Last year, 33% of those who switched roles pointed to a scarcity of learning and development initiatives as a key reason. This trend continues, with 24% of professionals actively planning to change organisations this year for a similar role, primarily due to the ongoing lack of career development opportunities. Notably, 39% of professionals state that their current employer does not provide any initiatives to support their professional growth. To enhance retention and satisfaction among Office Support staff, employers should consider investing in training and mentorship programmes. Taking into account the nature of the profession and the rate of technological development, it's crucial to focus on upskilling in areas that align with the evolving demands of the workplace. This could involve providing training in areas such as digital tools, cyber security, data management, and analytics.

Professionals with diverse and dynamic experience in demand

This year, there will be a notable demand for mid-to-senior level Office Support professionals who possess regional experience and an understanding of local labour law. Bilingual candidates, especially those proficient in languages like Arabic, French, and Russian, will be highly sought after. The roles in highest demand will include Executive Assistants (EAs) and Office Managers, with the growth of teams and the establishment of numerous new organisations in the United Arab Emirates and Saudi Arabia driving this demand.

In addition to specific skills and experience, employers are keenly searching for candidates with robust organisational skills, a background in supporting multiple senior leaders, and a capacity for flexibility in working hours. The emphasis on these qualities' stems from the dynamic nature of Office Support roles, where individuals are required to manage diverse tasks, cater to the needs of multiple leaders, and adapt to varied schedules. Motivated individuals with a consistent record of maintaining high levels of attention to detail are especially valued in this job market, as they contribute significantly to the efficiency and seamless running of the office environment.

Positive pay prospects, but economic and employment enthusiasm differs

In the coming year, 61% of Office Support professionals anticipate a salary increase, with 37% expecting their salary to remain steady, and 2% predicting a decrease. Notably, 20% of those anticipating a raise are optimistic about a substantial increase of over 20%. Looking ahead at economic and employment prospects, 58% express optimism, 31% hold a neutral outlook, and 11% don't share the same level of optimism.

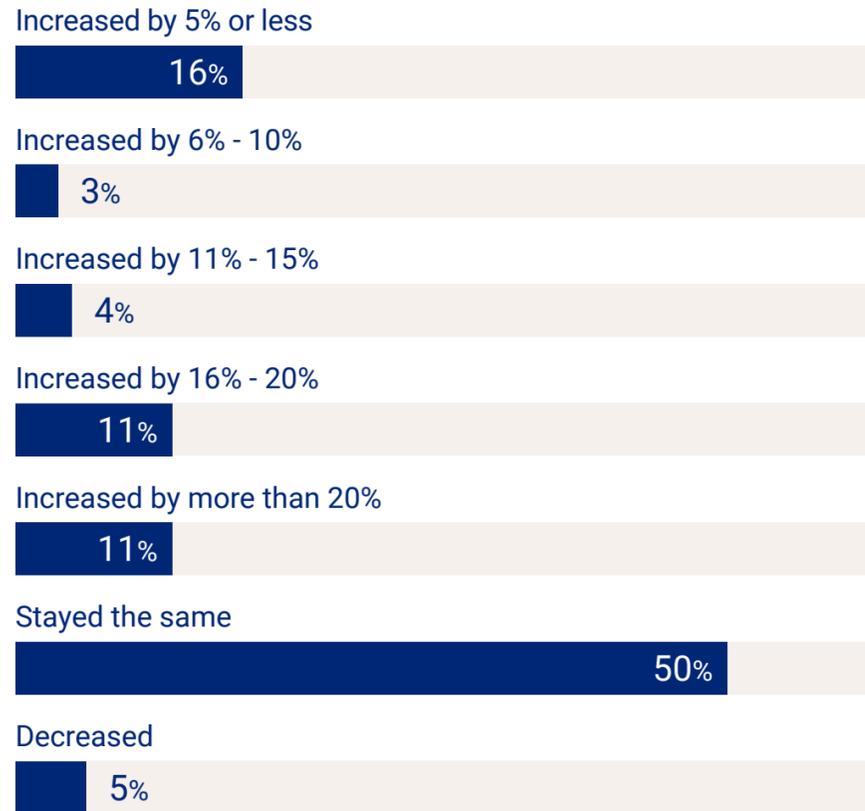


Jarren Smith,
Senior Consultant –
Office Support, Hays



SALARY AND BENEFITS

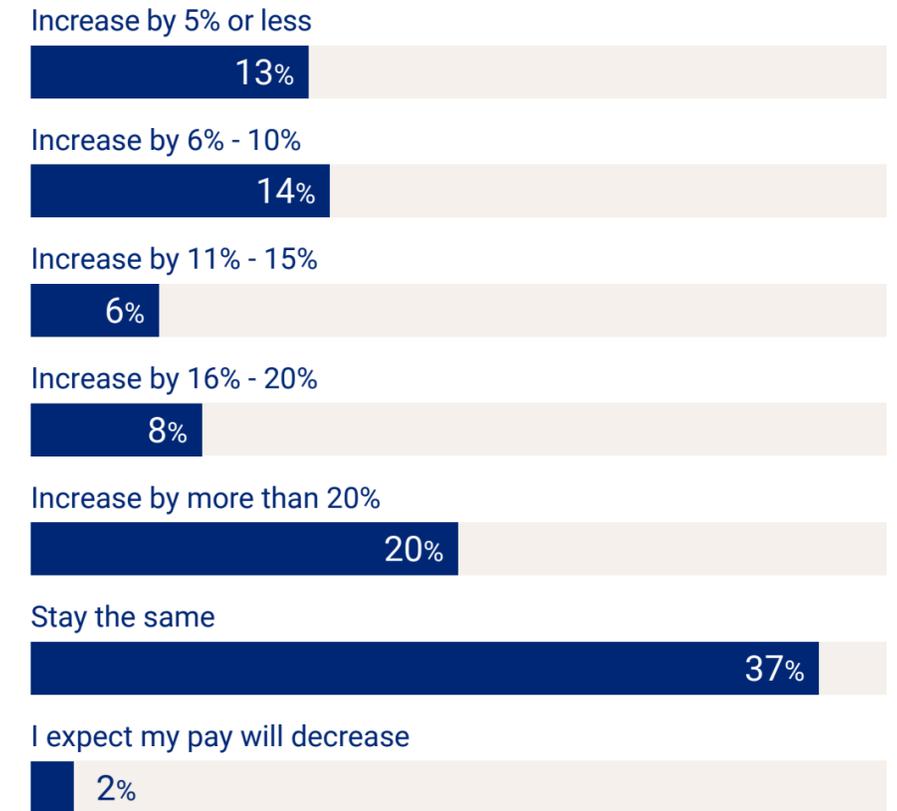
By what percentage did your salary change in 2023?



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

Reason	2023	2022	2021
A new job with a new organisation	1	1	2
Individual performance related pay change	2	2	3
A promotion or different role in the same organisation	3	4	5
Standard annual pay increase across the organisation	3	3	1
Inflation	4	5	N/A
Other	5	N/A	N/A
Pay decrease across the organisation	6	6	4

In 2024, what percentage change in pay do you expect to receive?



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

Air ticket / travel allowances	68%
Life insurance	36%
Hybrid / remote working options	29%
Child education allowances	23%
Flexible working	23%

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

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

Air ticket / travel allowances	42%
Child education allowances	36%
Hybrid / remote working options	26%
Additional vacation days	23%
Flexible working	23%

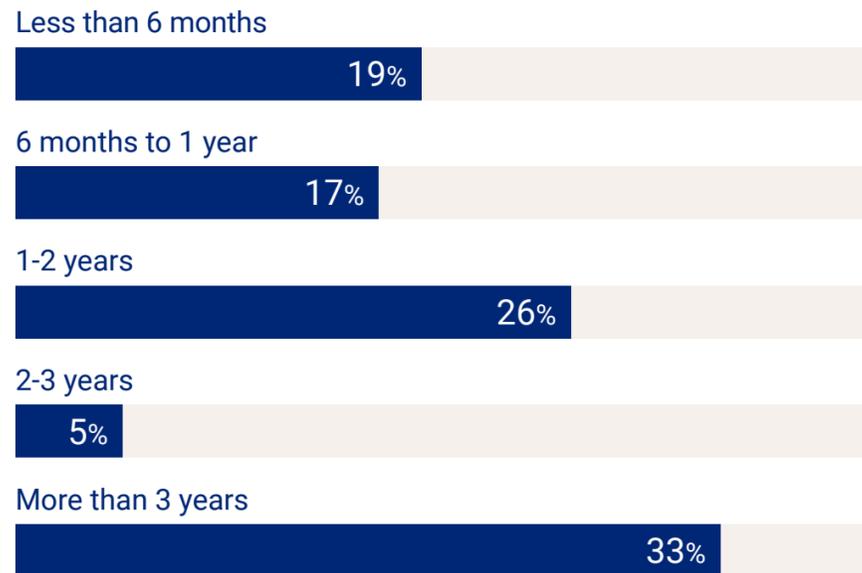
Respondents could select the 3 most important answers / Top 5 most common selections

52%

of Office Support professionals say they do not currently receive any 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 was the last change you made in your career?

I changed organisation	83%
I moved within the same organisation	13%
I was a freelancer or contractor and moved to permanent employment	4%

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

A new career path	58%
Salary too low	53%
Lack of learning and development opportunities	32%
Benefits were not aligned with my needs	26%
Lack of career progression	21%

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 2024?

Stay with my organisation, but I'm open to new opportunities	42%
Change organisation, but in a similar position	24%
Stay in the same role with my current organisation	14%
Stay with my organisation, but expect to be promoted	9%
Stay with my organisation, but in a different role	6%
Follow a completely different career path	5%

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

	2023	2022	2021
Lack of career development opportunities	1	1	N/A
Lack of career progression	2	6	2
Benefits are not aligned with my needs	3	3	4
Lack of job security	4	N/A	N/A
Salary too low	5	2	1

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 in an organisation?

Benefits package	67%
Career development initiatives	48%
Good work atmosphere	47%
Work-life balance initiatives	25%
Challenging role or projects	23%

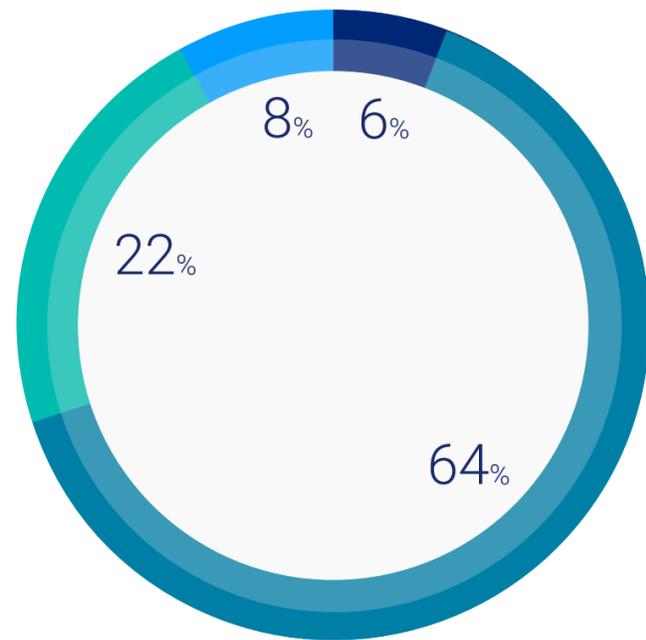
Respondents could select the 3 most important answers / Top 5 most common selections



WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

● Very satisfied ● Satisfied ● Dissatisfied ● Very dissatisfied



How would you describe your organisation's current working model?



SALARY GUIDE

Professional & 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 - 30,000	25,000
Legal Secretary (Private Practice)	18,000 - 30,000	25,000
Office Manager (1-5 years' experience)	20,000 - 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 - 20,000	17,000
Team Assistant	10,000 - 18,000	15,000
Receptionist	8,000 - 15,000	12,000
Administrator	8,000 - 15,000	12,000

Industrial

Position	AED Range	AED Average
Executive Assistant 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)	15,000 - 23,000	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)	10,000 - 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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SALES



Diversification shifting in-demand sectors

The ongoing diversification efforts in the Gulf region are having a significant impact on the Sales profession. As the focus continues to shift towards non-oil sectors – such as Technology, Banking & Financial Services, and Construction & Property – there's an increased demand for Sales professionals with expertise in these emerging fields. Consequently, there are diverse opportunities available, particularly for experts with specialised knowledge in sectors aligned with the region's strategic goals. As a result, 29% of Sales professionals changed organisations last year.

Indeed, in the United Arab Emirates, Technology and FinTech organisations are busy hiring Sales professionals, especially in the Cyber Security space. Another noteworthy trend is the increasing demand for Sales experts in Health & Wellbeing. Meanwhile, the booming Construction & Property sector in Saudi Arabia is driving demand for Sales professionals in associated businesses, such as machinery and equipment rental. Other active sectors in the Kingdom include Technology, Entertainment & Events, Travel & Tourism, Airline & Aviation, and Oil & Gas.

Define development initiatives and robust benefits

In the Sales profession last year, 57% of professionals experienced a salary boost, primarily in increments of up to 5%. For the second consecutive year, most Sales professionals received salary increases due to standard annual pay adjustments within their organisation. This contrasts with the general trend in the Gulf market, where professionals typically secured salary increases by taking on new roles with different organisations. Notably, the profession's average level of salary increase exceeds the broader Gulf market average of 53%.

Beyond salary, professionals say that the benefits package is the most important factor they consider in an organisation. Positively, when compared to other professions in the Gulf, Sales professionals receive some of the most well-defined packages, with 67% saying they currently receive benefits. Their top three valued benefits are child education allowances, air ticket / travel allowances, and flexible working. For optimal talent acquisition, employers should consider offering a robust benefits package which includes the most sought-after benefits. Catering to professionals' preferences can provide a significant competitive advantage in the recruitment landscape.

Sales professionals in the Gulf region prioritise career development and career progression. This year, 28% of professionals intend to switch organisations, but stay in a similar role, mainly due to a perceived scarcity of career growth opportunities. A significant 54% of professionals emphasise the importance of career development offerings when evaluating employers. Without robust development options, achieving career advancement becomes challenging. In fact, just 30% expect to be promoted this year. Surprisingly, when asked about employer support for their development, 33% of professionals report receiving no assistance. To enhance attraction and retention of Sales professionals, employers should consider providing comprehensive career development programmes. Investing in avenues for skill enhancement and progression can significantly contribute to employee satisfaction. Recognising and addressing these aspirations can not only be a valuable talent retention strategy, but also create a more motivated and effective salesforce.

Experience, stability, and strategic skills needed regionally

In the United Arab Emirates, employers continue to emphasise the need for well-rounded mid-to-senior level Sales professionals with local and regional experience, a track record of revenue growth, a strong client portfolio, and industry-specific knowledge. Generally, Regional Sales Managers are in high demand across most sectors. In the Construction & Property sector, there is a growing demand for Technical Sales Managers with the experience and capabilities to lead projects.

In Saudi Arabia, strategic business development takes centre stage for many organisations. Positions like Business Development Directors, Sales Directors, and Sales & Business Development Managers will be crucial hires. The demand for individuals with a blend of business development expertise and well-established market connections is on the rise, particularly as more organisations expand in market.

Strong communication, strategic thinking, and the ability to build and maintain relationships are also crucial characteristics employers seek. Apart from specific skills and experience, employers value candidates with a CV that demonstrates longevity, stability, and commitment to a role.

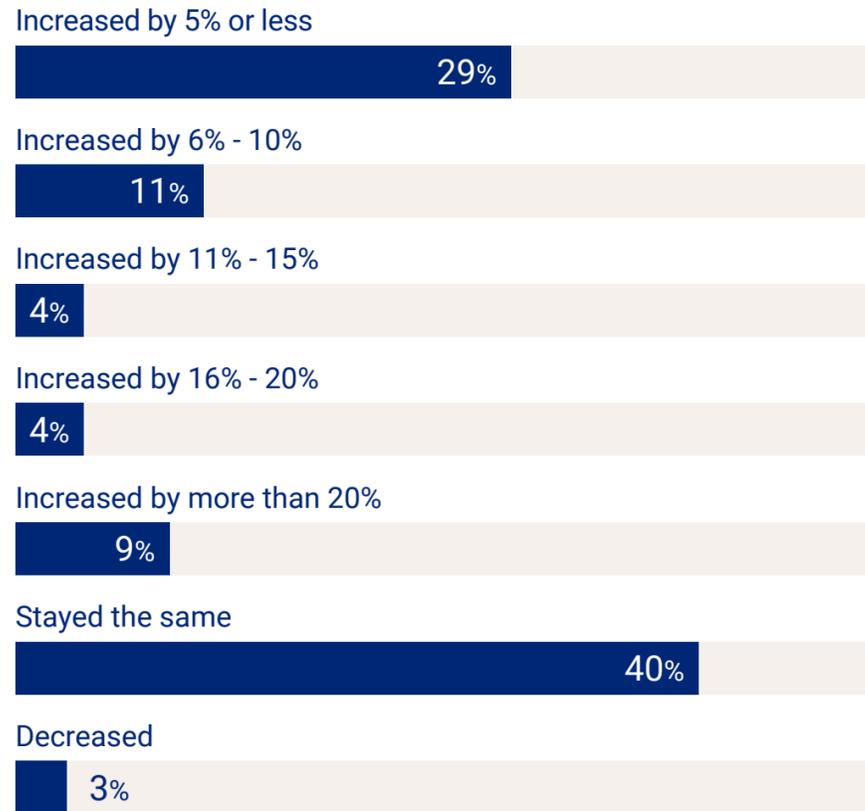
Sales' salaries suspected to soar

The outlook for salaries in the Sales profession for this year seems positive, as 77% of professionals expect to enjoy a salary increase. Looking at the wider economic climate and future employment opportunities, 64% of professionals feel positive, while 31% say they feel neutral, and 5% do not feel optimistic.



SALARY AND BENEFITS

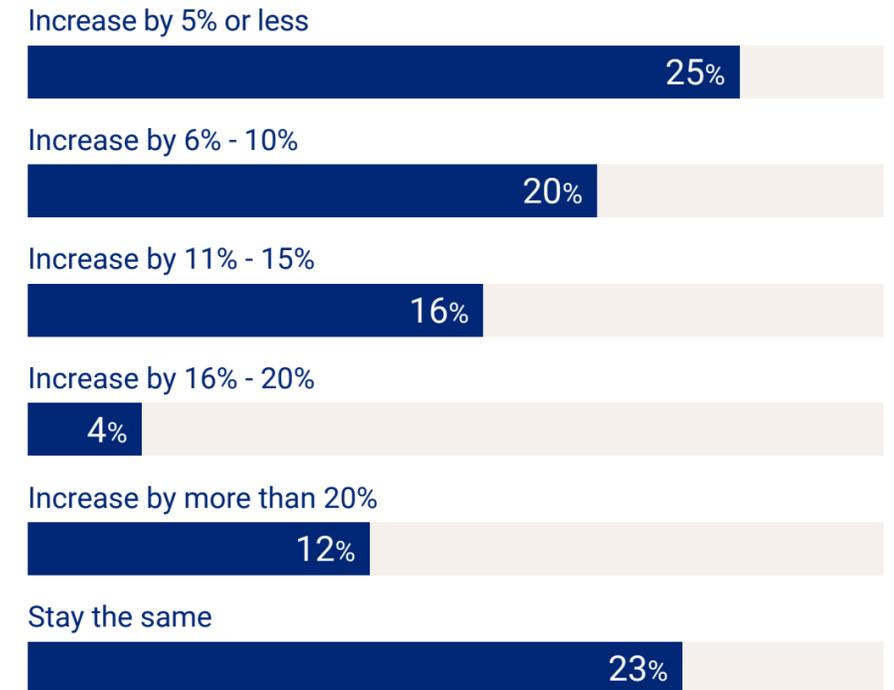
By what percentage did your salary change in 2023?



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

Reason	2023	2022	2021
Standard annual pay increase across the organisation	1	1	2
A new job with a new organisation	2	4	1
Individual performance related pay change	3	2	3
Inflation	4	3	N/A
A promotion or different role in the same organisation	5	N/A	N/A
Other	6	6	7
A pay decrease across the organisation	7	5	5

In 2024, what percentage change in pay do you expect to receive?



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

Air ticket / travel allowances	70%
Business telephone for private use	39%
Flexible working	39%
Transport allowance	33%
Child education allowances	31%

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

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

Child education allowances	43%
Air ticket / travel allowances	37%
Flexible working	30%
Living / accommodation allowances	19%
Hybrid / remote working options	18%

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

33%

of Sales professionals say they do not currently receive any 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 was the last change you made in your career?

I changed organisation	85%
I moved within the same organisation	12%
I was a freelancer or contractor and moved to permanent employment	2%
I became a freelancer or contractor	2%

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	42%
A new career path	38%
Benefits were not aligned with my needs	29%
Salary too low	29%
Lack of learning and development opportunities	18%

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 2024?

Stay with my organisation, but I'm open to new opportunities	34%
Change organisation, but in a similar position	28%
Stay in the same role with my current organisation	16%
Stay with my organisation, but expect to be promoted	12%
Follow a completely different career path	5%
Set up my own business or become self-employed	2%
Stay with my organisation, but in a different role	1%
I am self-employed or a contractor but will look for a permanent role	1%
Other	1%

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

	2023	2022	2021
Lack of career development opportunities	1	3	N/A
Benefits are not aligned with my needs	2	4	5
Lack of career progression	3	2	3
Salary too low	4	1	1
Lack of long-term opportunities	5	5	N/A

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 in an organisation?

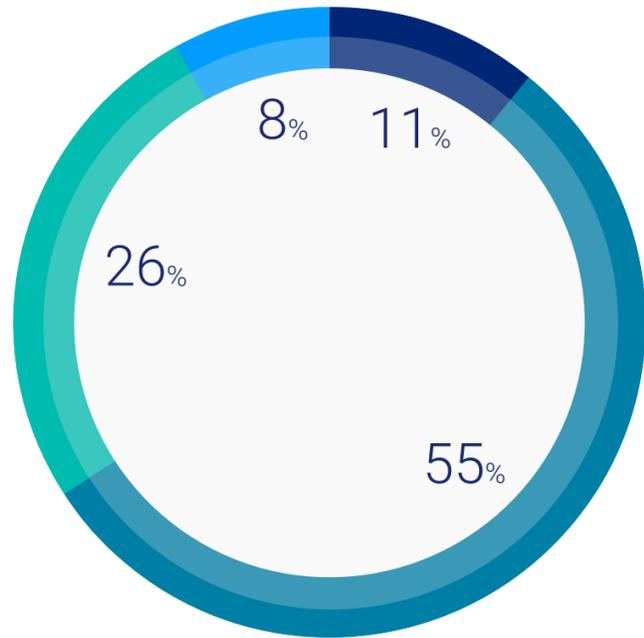
Benefits package	63%
Career development initiatives	54%
Good work atmosphere	54%
Job security	28%
Work-life balance initiatives	26%

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

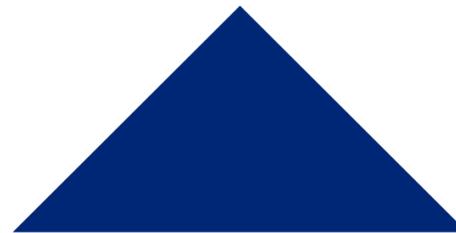
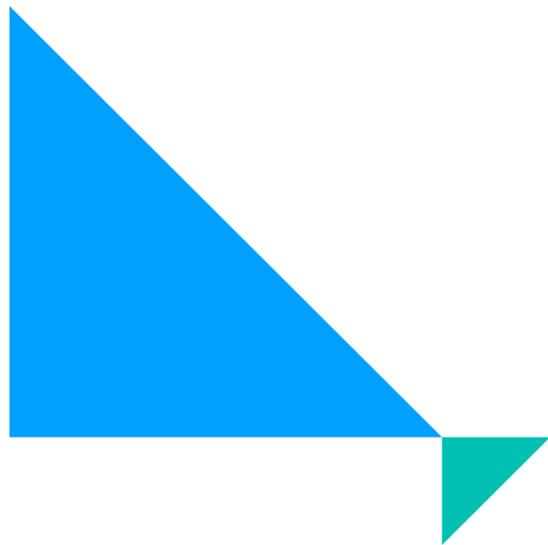
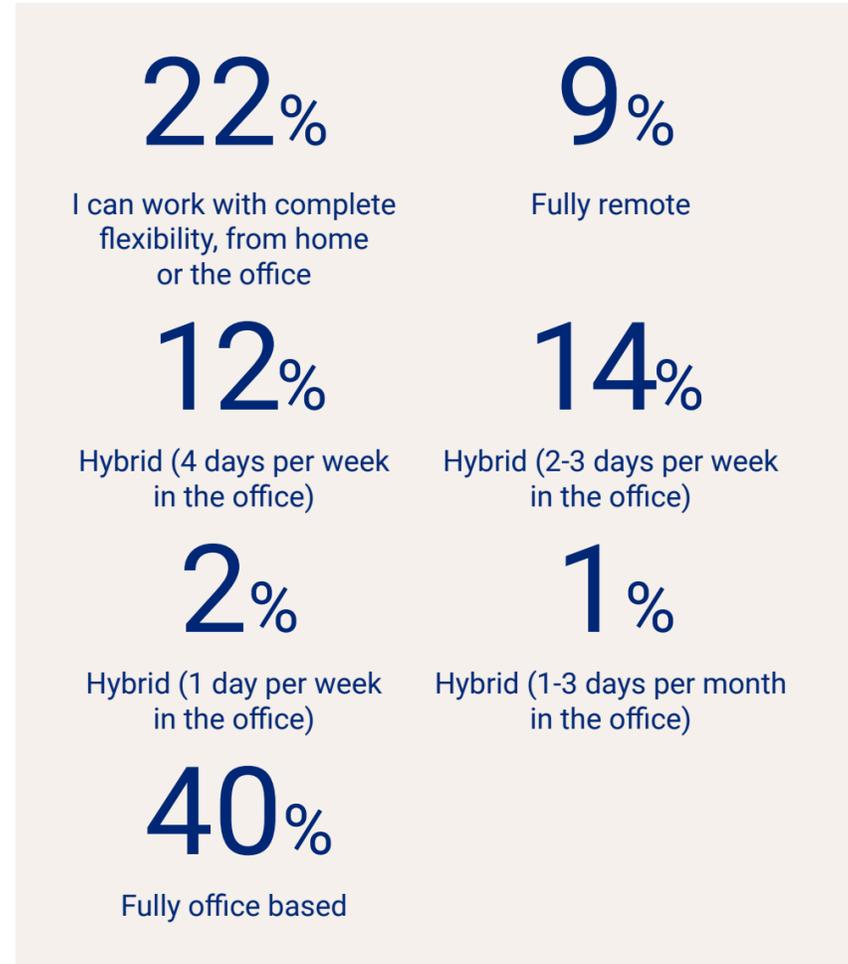
WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

● Very satisfied ● Satisfied ● Dissatisfied ● Very dissatisfied



How would you describe your organisation's current working model?



SALARY GUIDE

Professional Services, BFSI

Position	AED Range	AED Average
C-Suite Sales/Business Development	55,000 - 80,000	70,000
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

Industrial

Position	AED Range	AED Average
Chief Sales/Commercial/Growth	50,000 - 100,000	75,000
Commercial Director	40,000 - 55,000	50,000
Sales/Business Development Director	35,000 - 55,000	50,000
Head of Sales/Business Development	40,000 - 45,000	42,000
Regional Sales/Business Development Manager	35,000 - 40,000	38,000
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	10,000 - 18,000	15,000

FMCG

Position	AED Range	AED Average
C-Suite Sales/Business Development	50,000 - 70,000	60,000
Commercial Director	40,000 - 60,000	50,000
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 - 15,000	12,000

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	9,000 - 16,000	14,000
Account Executive	9,000 - 13,000	11,000

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

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2023.

'Range' represents the upper and lower salary rates from salary survey responses, as well as 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 2023.

TECHNOLOGY



Tech taking centre stage of regional transformation

Despite global disruption, the Technology sector in the Gulf region continues to serve as a catalyst for diversification and all signs point to further growth. As organisations actively invest in digital transformation and innovation, there is a surge in demand for skilled professionals across diverse Tech-related roles. The influx of Technology-driven jobs is contributing significantly to the region's efforts to build a knowledge-based economy. This, in turn, is creating employment opportunities for a broad spectrum of Technology talents across most sectors. In fact, 67% of Technology employers expect to grow their organisation's headcount this year, most commonly by more than 10%.

The United Arab Emirates is emerging as a prominent leader in Technology. Thanks to the ongoing development in cutting-edge technologies, it's a showcase for a more mature market in comparison to other Gulf nations such as Bahrain, Oman, and Kuwait. Meanwhile, the Technology sector in Saudi Arabia is experiencing notable growth, by placing a significant emphasis on infrastructure development.

While most organisations across the Gulf require Technology professionals in some capacity, those within FinTech, Healthcare, Consultancy, eCommerce, and Manufacturing are at the forefront of digital transformation and technological innovation. At present, start-ups, local, and emerging organisations are more active hiring at a regional level when compared to the global tech giants.

Build robust benefits and internal mobility initiatives

While 53% of professionals in the Technology sector received a salary increase in 2023, the trend of switching organisations for a higher salary persists for the third consecutive year. Given that 33% of professionals plan to change organisations this year, primarily due to low salary, employers should consider conducting a market review to ensure that their salary structure is competitive to remain attractive in a tight talent market. Nevertheless, 57% of professionals express satisfaction with their current salary, indicating that addressing non-monetary aspects can be a route to improving retention.

Technology professionals underscore the importance of a comprehensive benefits package – apart from salary, it's the most important factor to them when choosing an organisation. Likewise, 71% of employers agree that the benefits package is important to help them attract and retain staff. However, 47% of professionals report not receiving any benefits. This signals an opportunity for employers to differentiate themselves by offering a robust benefits package, so their organisation stands out in the competitive hiring landscape. Indeed, employers looking to retain and attract talent should consider offering valued benefits such as child education allowances, flexible working, and air ticket or travel allowances. Recognising and catering to these preferences can address the diverse needs of the workforce, enhancing job satisfaction and increasing loyalty.

Additionally, to attract and retain the most skilled Technology professionals, employers should prioritise career progression opportunities. Recognising that 25% of professionals changed organisations last year – mainly due to a lack of career progression – it is crucial for employers to establish clear and transparent career paths within their organisations. This involves providing professional development programmes, mentorship opportunities, and regular performance reviews to help professionals see a clear trajectory for growth. Addressing this can help create an environment where professionals feel valued, motivated, and eager to contribute to the organisation's success.

Cybersecurity, infrastructure, and AI integration domains rule

In anticipation of the Technology sector's upward trajectory in the Gulf region for 2024, a diverse array of roles and skills are predicted to be in high demand. The landscape varies across regions and sectors, especially in the realm of Cyber Security, where an increasing emphasis on online security prompts the anticipated demand for Chief Information Security Officers (CISOs) and Directors within Cyber Security, particularly within medium-sized organisations adopting a more serious stance on digital security.

In addition to this, a noteworthy trend in IT Infrastructure revolves around the sustained demand for talent specialising in the Metaverse, Esports, and Web 3.0. As the Gulf region aspires to position itself as a market leader in these innovative domains, professionals with expertise in these areas, including Network, Infrastructure, and Cloud Engineers, are all expected to be in high demand.

In the Data realm, the pervasive adoption of AI strategies to enhance business performance is a defining feature. This encompasses roles such as Data Scientist, Machine Learning Engineer, Data Analytics, Data Engineers, and AI Engineers. As organisations seek to integrate AI strategies, these roles are poised to be at the forefront of demand, contributing to the overall data-driven evolution of businesses in the region.

In the Software Development space, the perennial demand for Back-End and Front-End Developers persists. These roles remain crucial as organisations continue to develop and enhance their software infrastructure, ensuring the seamless functioning of applications and user interfaces.

Optimism high for salary boosts

Technology professionals are rather optimistic about their salary prospects this year – 77% expect to receive a pay rise, most commonly by more than 20%. However, they're tentative about the wider economic climate and future employment opportunities as 53% report feeling optimistic about the same.

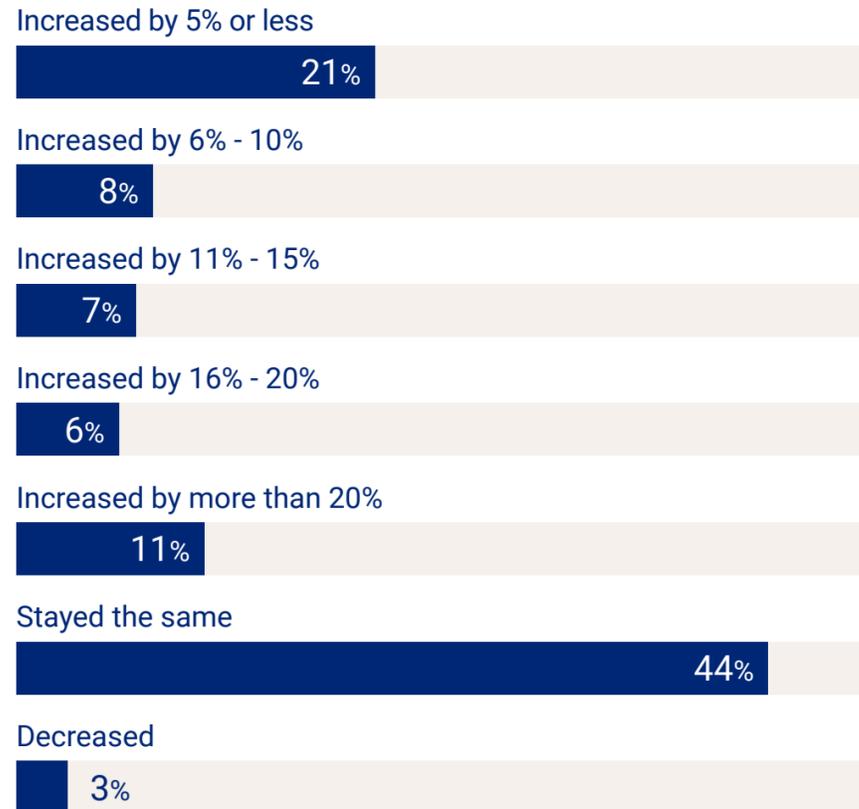


Eamonn Hart,
Senior Manager –
Technology, Hays



SALARY AND BENEFITS

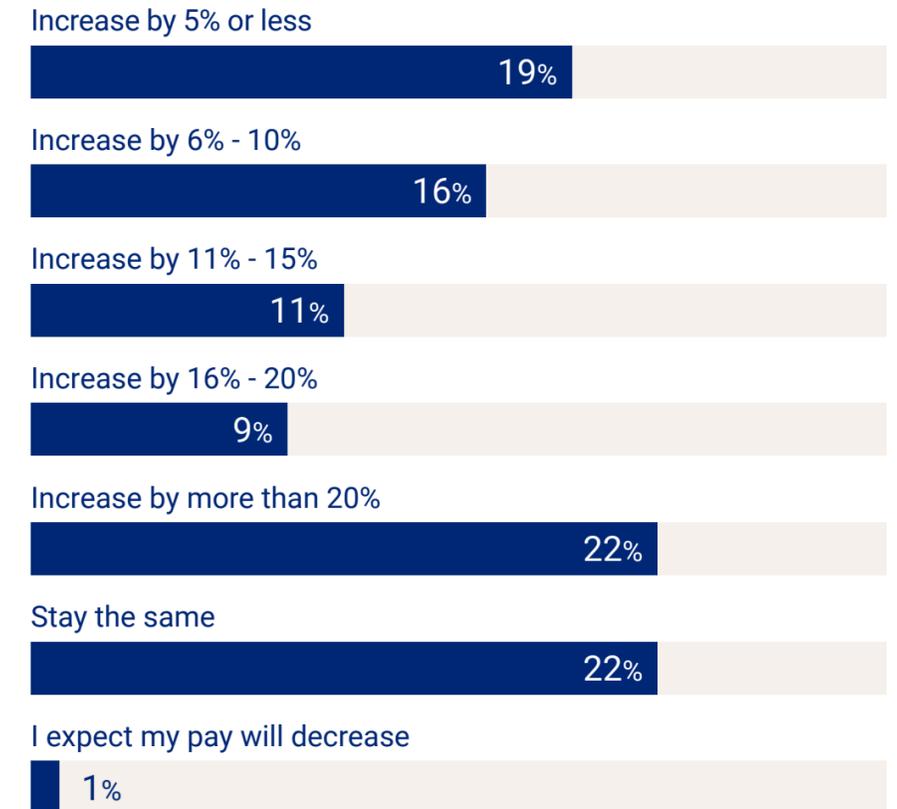
By what percentage did your salary change in 2023?



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

Reason	2023	2022	2021
A new job with a new organisation	1	1	1
Individual performance related pay change	2	2	2
Standard annual pay increase across the organisation	3	3	3
Inflation	4	5	N/A
A promotion within the same organisation	5	4	3
Other	6	6	7

In 2024, what percentage change in pay do you expect to receive?



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

Air ticket / travel allowances	57%
Life insurance	45%
Child education allowances	38%
Flexible working	38%
Hybrid / remote working options	30%

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

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

Child education allowances	45%
Flexible working	40%
Air ticket / travel allowances	39%
Hybrid / remote working options	26%
Living / accommodation allowances	20%

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

47%

of Technology professionals say they do not currently receive any 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 was the last change you made in your career?

I changed organisation	80%
I moved within the same organisation	13%
I am a freelancer, contractor or temporary worker and my contract ended	5%
I became a freelancer or contractor	2%

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	35%
Salary too low	35%
A new career path	30%
Benefits were not aligned with my needs	24%
Lack of learning and development opportunities	22%

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 2024?

Stay with my organisation, but I'm open to new opportunities	38%
Change organisation, but in a similar position	33%
Stay in the same role with my current organisation	10%
Follow a completely different career path	5%
Stay with my organisation, but expect to be promoted	5%
Stay with my organisation, but in a different role	3%
Set up my own business or become self-employed	3%
Other	2%
I am self-employed or a contractor but will look for a permanent role	1%

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

	2023	2022	2021
Salary too low	1	2	1
Lack of career development opportunities	2	3	N/A
Benefits are not aligned with my needs	3	4	4
Lack of career progression	3	1	2
Lack of job security	4	7	6
Lack of long-term opportunities	5	8	N/A

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 in an organisation?

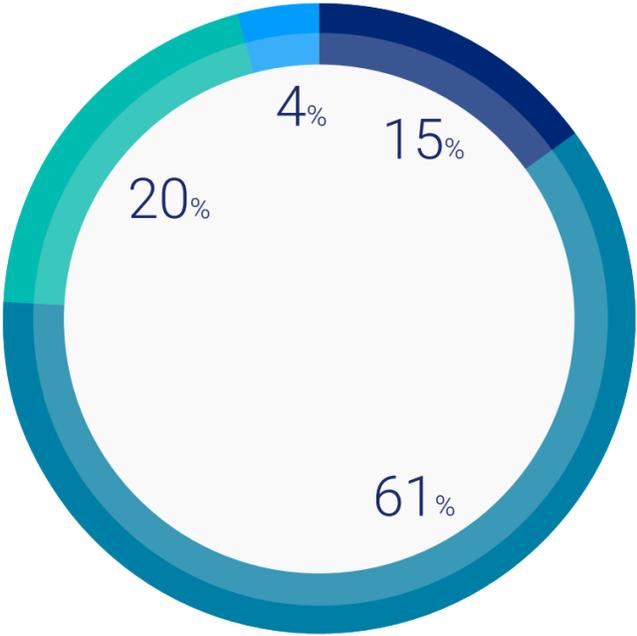
Benefits package	62%
Good work atmosphere	47%
Career development initiatives	34%
Work-life balance initiatives	33%
Job security	31%

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

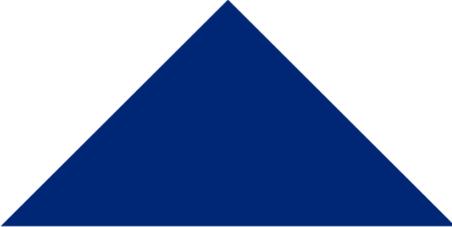
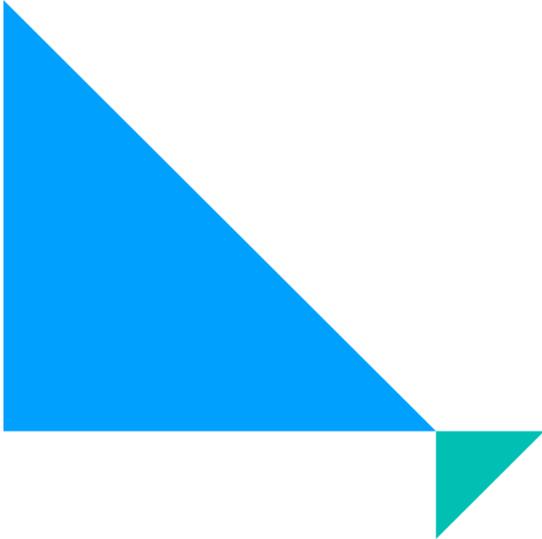
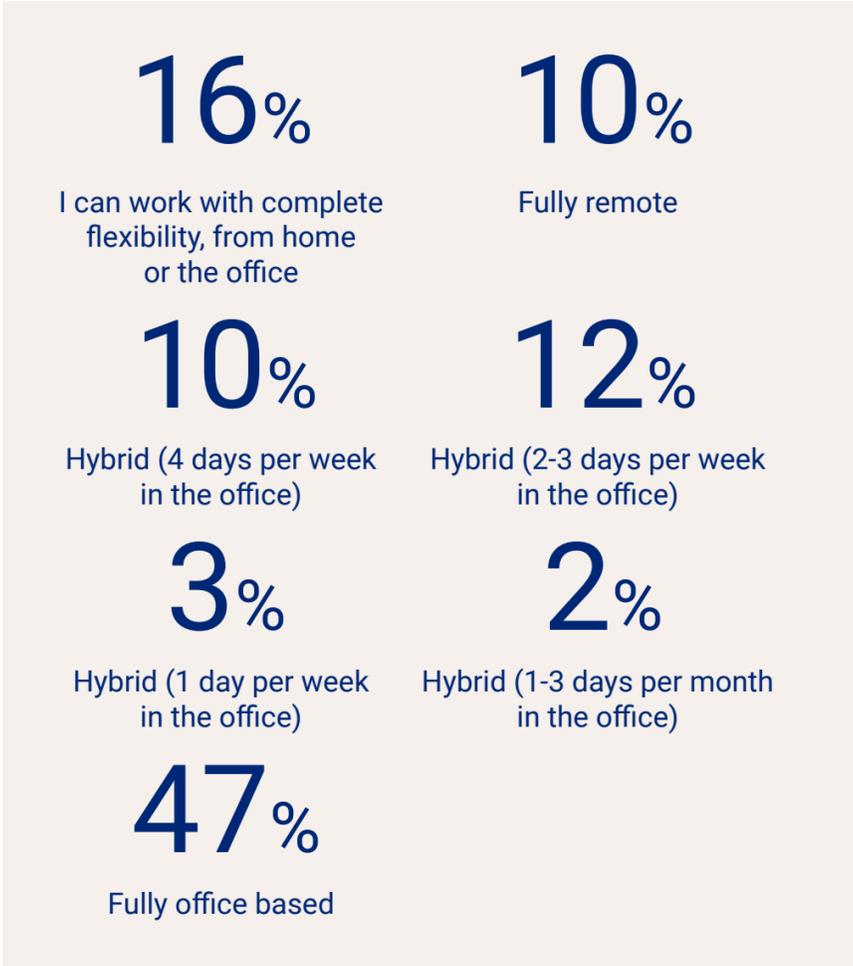
WORK-LIFE BALANCE

How satisfied are you with your work-life balance?

● Very satisfied ● Satisfied ● Dissatisfied ● Very dissatisfied



How would you describe your organisation's current working model?



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)	75,000 - 180,000	115,000
Chief Information Security Officer (CISO)	75,000 - 125,000	100,000
Chief Product Officer (CPO)	70,000 - 115,000	92,500
IT Director	55,000 - 82,000	68,500
Head of IT	40,000 - 60,000	50,000

Information/Cyber Security

Position	AED Range	AED Average
Head of Information Security	42,000 - 68,000	55,000
Head of Data Protection	45,000 - 65,000	55,000
Data Governance Manager	38,000 - 58,000	48,000
Information Security Architect	32,000 - 60,000	46,000
Information Security Manager	35,000 - 55,000	45,000
IT Security Manager	35,000 - 55,000	45,000
Information Security Officer	33,000 - 50,000	41,500
Information Security Engineer	25,000 - 45,000	35,000
Application Security Engineer	20,000 - 42,000	31,000
Penetration Tester	18,000 - 40,000	29,000
Information Security Analyst	15,000 - 40,000	27,500

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	45,000
SCRUM Master	35,000 - 45,000	40,000
Project Manager	30,000 - 45,000	40,000
Senior Business Analyst	25,000 - 40,000	35,000
Business Analyst	15,000 - 30,000	22,500

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

ERP & Enterprise Applications

Position	AED Range	AED Average
Head of Enterprise Applications	45,000 - 65,000	55,000
Enterprise Application Manager	40,000 - 60,000	52,500
Functional Consultant	30,000 - 45,000	42,500
Senior Project Manager	35,000 - 45,000	40,000
Project Manager	30,000 - 40,000	35,000
ERP Developer	20,000 - 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 2023.

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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	38,000 - 55,000	46,500
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	22,000 - 40,000	31,000
Mobile Application Developer	20,000 - 40,000	30,000
UI/UX Developer	20,000 - 40,000	30,000
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	35,000 - 50,000	45,000
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	17,000

Product Management

Position	AED Range	AED Average
CPO	60,000 - 85,000	70,000
Head of Product	50,000 - 75,000	60,000
Product Manager	30,000 - 50,000	40,000
Product Owner	30,000 - 50,000	40,000
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 - 65,000	55,000
Integration Architect	35,000 - 60,000	47,500
Cloud Architect	40,000 - 55,000	45,000
IT Manager	30,000 - 50,000	42,000
Site Reliability Engineer	30,000 - 45,000	40,000
Infrastructure Manager	30,000 - 45,000	40,000
Head of Infrastructure	40,000 - 60,000	37,500
Infrastructure Architect	30,000 - 45,000	37,500
Network Architect	30,000 - 45,000	37,500
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 - 30,000	22,500
Systems Engineer/Administrator	15,000 - 25,000	20,000
IT Support Analyst	15,000 - 25,000	17,500

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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 and Abu Dhabi, with a new office opening in Riyadh in 2024.

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

We provide expert recruitment services across:

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

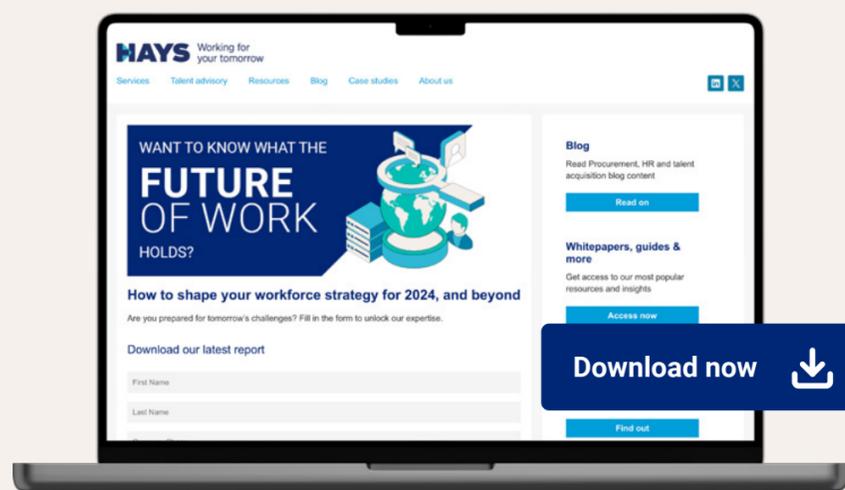
Industries in the Middle East:

- Accountancy & Finance
- Architecture & Design
- Banking & Financial Services
- Construction & Property
- Education
- Engineering
- Executive Search
- Healthcare
- Human Resources
- Legal
- Manufacturing & Operations
- Marketing & Digital
- 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.



Future World of Work

To understand the composition of tomorrow's workforce, organisations need to understand three interconnected landscapes. Download our Future World of Work report to learn more about:

- **Macro landscape:** including the impact of inflation, evolving legislation, and the looming threat of climate change.
- **Innovation landscape:** understanding how AI is reshaping existing roles and creating new ones, and the growing importance of a digital-first employee experience in competing for top talent.
- **People landscape:** we reflect on the complex debate over 'where' work gets done and explore how organisations can turn the dial on their Diversity, Equity and Inclusion, and Learning and Development strategies, respectively.



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



Inside Tech Talent

Are you struggling to attract and retain top tech people?

Inside Tech Talent includes comparable data across 20 countries, so you can see the wants and needs of tech professionals in the Middle East and Mainland Europe. Use our insights to beat your competitors for in-demand talent across Software Development, Data, Cybersecurity, Cloud Computing and more.

- Compare the priorities and expectations of tech professionals in different EMEA countries and subregions
- Benchmark your talent strategies against those of your competitors'
- Benefit from expert advice about what to look for when hiring in 10 key tech verticals
- Stay tuned for the latest iteration of this report, scheduled for release this Spring.

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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