

GCC SALARY GUIDE

2022



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INTRODUCTION



Welcome to the Hays 2022 GCC Salary Guide. Now in its eighth year of publication, it is my pleasure to introduce this report for the first time since my appointment as Managing Director of Hays in the GCC. What a great time to join this region of vast potential and fast transformation! A record 78% of employers echo my optimism, feeling positive about the outlook for business in 2022, with 74% expecting their business activity to increase (up from just 54% and 63% last year).

The findings in this report are compiled from over 4,500 individual responses from our clients and candidates in the region; thank you for helping to define the employment landscape of 2021 and share your expectations for 2022.

2021 saw a stabilised pandemic situation and a return in business confidence, resulting in an active jobs market. 40% of organisations increased their headcount with only 22% decreasing headcount in 2021, a complete inverse to the previous year where 45% of organisations decreased headcount and only 19% increased. This trend looks set to continue in 2022, with a significant 73% of GCC employers expecting staffing levels to increase even further this year. In particular, headcount growth is expected from employers in Saudi Arabia with 80% planning to increase employee numbers. Managerial/Leadership skills remain the key talent shortage for almost a quarter of organisations (24%) in the GCC.

More than half (59%) of employers hired contract or temporary staff in 2021 compared to 49% in 2020, this is up from 25% only a few years earlier and shows that contractors have become a common labour resource in most businesses in the region. The new laws coming into force in the UAE from February around flexible working models are likely to further increase the levels of contract workers in businesses here.

On the candidate side, the world has been talking for some time now about “The Great Resignation” (as coined and predicted by Professor Anthony Klotz); a combination of factors, with the pandemic as a catalyst, which has led to record numbers of employees leaving their jobs. However, this does not appear to have hit the GCC yet; 25% of candidates started a new job in 2021, which is an average number of job changers when considering that 20% changed jobs in 2020 and 29% in 2019. The main reason for a move in 2021 was due to career development opportunities.

Unfortunately it looks like The Great Resignation will arrive in the GCC in 2022, with a huge 56% of candidates stating that they intend to change jobs in the next 12 months. The key motivator for change is salary and the majority of professionals (61%) feel optimistic about their career prospects in 2022; this is understandable when you look at the increased headcount that organisations plan to hire over the year. Candidates will definitely have more options as demand increases.

Looking specifically at salary – the main motivator for moving jobs this year – 49% of candidates reported no change in salary year-on-year in 2021, and 8% even experienced a decrease. For those who did get a salary increase in 2021, the most common reason was due to a change in job and employer.

The good news is that a significant 73% of employers expect salaries in their organisation to increase in 2022 (compared to 37% that offered an increase in 2021). However, the trend in previous years has shown that most company-wide pay increases represent an uplift of less than 5%. This is unlikely to be sufficient to retain candidates who are looking for a job change based on salary. Therefore, organisations with big hiring plans this year also need to factor attrition and retention into their workforce planning and strategy.

In summary, we would define the theme for the GCC employment landscape in 2022 as “action oriented”; employers with serious hiring plans and professionals with serious career goals. Not just Talent Acquisition but also wider Human Resources teams will be challenged to plan and deliver innovative hiring, retention, employee development, and remuneration and reward strategies to meet their business goals for the year.

I hope this report provides useful insights to you!

A handwritten signature in dark ink, appearing to read 'SD' or similar, followed by a small horizontal line.

Sarah Dixon
Managing Director – Hays Middle East

RECRUITING TRENDS



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). This is the eighth and largest edition produced to date. In this report we explore the following ten job categories: Accountancy & Finance, Banking & Financial Services, Construction, Property & Engineering, Human Resources, Legal, Marketing & Digital Marketing, Office Support, Procurement & Supply Chain, Sales, and Technology.

This unique report takes a detailed look at salary and hiring trends in 2021 and employee and employer expectations for 2022. It can be used as a tool to propel your own career or shape the future of your business.

Methodology

This report has been compiled using data gathered in Q4 2021 from over 4,500 professionals working at organisations of all sizes throughout the GCC. We have also used job listings, job offers and candidate registrations with Hays Middle East to verify the survey results and give a rounded and detailed analysis of the market.

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

The job market really picked up in 2021 following the outbreak of the pandemic in 2020. Particularly within the second half of the year, we noticed hiring levels increase back to pre-pandemic levels and beyond. Of those employers who took part in our survey, 40% said headcount within their organisation had increased in 2021, up significantly on the 19% who said the same prior year and 38% who reported an increase in 2019.

While all sectors have been busier with regards to hiring year-on-year, Technology remains the most active industry sector and this is set to continue throughout 2022. We have seen an increase in demand for talent from tech companies that are growing their teams – thanks to ongoing digitalisation efforts in region – as well as increased foreign direct investment by global tech companies expanding into the Middle East and therefore building their capabilities here.

Regionally, Saudi Arabia is booming with new job opportunities thanks to Saudi Vision 2030 continuing to drive much investment and focus in the country. Qatar has also seen growing opportunities in the last 12 months, owing to their hosting of the 2022 FIFA World Cup and the recent establishment of its national 2030 vision.

One trend we are noticing is an uplift in the number of employers hiring employees on a fixed-term/contract basis. More than half, 59%, of organisations hired contractors in 2021, up on 49% in 2020 and 45% in 2019. We have seen employers to be more cost conscious following the pandemic and it is clear that many are adopting contracting as a means to accessing required skills, without hiring on a more costly, permanent basis. Interestingly, the four most common areas where employers are onboarding contractors include Operations, Technology, Office Support and Accountancy and Finance*.

Looking ahead, there is much optimism in the job market throughout the Gulf for 2022. Of those professionals who took part in our survey, 61% said they felt positive about their career prospects for the next 12 months and 78% of employers are positive about the outlook for their business – up significantly on 54% who felt the same in 2020 and 57% in 2019. When asked about hiring intentions for 2022, 73% of employers plan to increase headcount in their organisation, which is again, a significant uplift on the 53% who said the same the prior two years – a further indication that business activity is set to surge beyond pre-pandemic levels. As mentioned above, Saudi is booming when it comes to hiring and 80% of employers here expect to increase their workforce numbers over the next 12 months.

*For more detail on contractor day rates, contact our dedicated contracting team – [click here](#).

Salaries

A significant 43% of professionals received a pay increase in 2021, 49% of salaries remained the same year-on-year and 8% decreased. The number of increases was up on rates seen in both 2020 and 2019, with the most common change being an uplift of up to 5%.

For 2022, there is much optimism also with salaries. Of those employers that took part in our survey, 73% anticipate salaries in their organisation to increase, 26% expect salaries to remain the same as 2021 and 1% expect a decrease. From our own experiences, salaries certainly have increased year-on-year and are set to continue on this trajectory for 2022, with a proportionally higher number of salary rises likely to take place this year than in the past 3 years. Again, the most common increase is likely to be an uplift of up to 5%.

In demand

As with previous years, most in-demand candidates in the job market include those with industry qualifications and years of experience in both local and international markets. Technology continues to be the most in-demand profession, particularly roles relating to Data Science, Product Development, Software Development, and Cyber Security.

Generally speaking, experienced and qualified senior professionals from all job categories are in higher demand than more junior candidates. This has been even more so the case following the pandemic as many employers have gone through a period of restructuring and are now actively hiring senior leaders with the skills and expertise to achieve business growth objectives.

In acknowledgement of nationalisation programmes in the region, demand for skilled Emirati and Saudi national talent remains strong. Our Emiratisation and Saudization recruitment teams have been incredibly busy with hiring over the past months and job numbers are set to further increase in 2022 and beyond.

From an employee perspective, salary and career development remain the top two factors attracting talent to organisations. Of the 56% of professionals who anticipate moving to a new job in 2022, salary is the number one reason why. Interestingly, job security now appears relatively less significant to employees than prior years. While stability of employment is not to be overlooked, professionals are more intent on their pay and benefits and the overall organisation culture in terms of flexible working options.

There remains much debate around flexible working, specifically remote working, with no standardised trend as to what organisations offer their employees in the region. Of those professionals who took part in our survey and who are able to work from home, the most common offering was complete flexibility to work from home or the office as they wished. Two to three days home working per week was the next most common and more than a third, 34%, said that remote working afforded them a better work-life balance. It is clear that following the pandemic, remote working is considered an important factor for professionals considering a new employer and an offering that must, where possible, be incorporated into organisations attraction and retention strategies.

“ When asked about hiring intentions for 2022, 73% of employers plan to increase headcount in their organisation, which is a significant uplift on the 53% who said the same the prior two years. ”

REGIONAL SNAPSHOT

THE UAE & SAUDI ARABIA

Employer survey results

72%

of employers expect salaries within their organisation to increase in 2022

65%

of employers do not offer work from home options

79%

of employers feel positive about the outlook for business in 2022

80%

of employers expect headcount within their organisation to increase in 2022

'Salary' and 'benefits package' are the two most significant factors attracting professionals in Saudi Arabia to a new role

Saudi Arabia

Employee survey results

45%

of employees' salaries increased in 2021, most commonly by less than 5%

58%

of employees expect salaries to increase in 2022

58%

of employees feel positive about their career prospects for 2022

55%

of employees anticipate they will move to a new job with a new company in the next 12 months

Employer survey results

74%

of employers expect salaries within their organisation to increase in 2022

42%

of employers do not offer work from home options

79%

of employers feel positive about the outlook for business in 2022

70%

of employers expect headcount within their organisation to increase in 2022



UAE

Employee survey results

43%

of employees' salaries increased in 2021, most commonly by less than 5%

46%

of employees expect salaries to increase in 2022

62%

of employees feel positive about their career prospects for 2022

56%

of employees anticipate they will move to a new job with a new company in the next 12 months

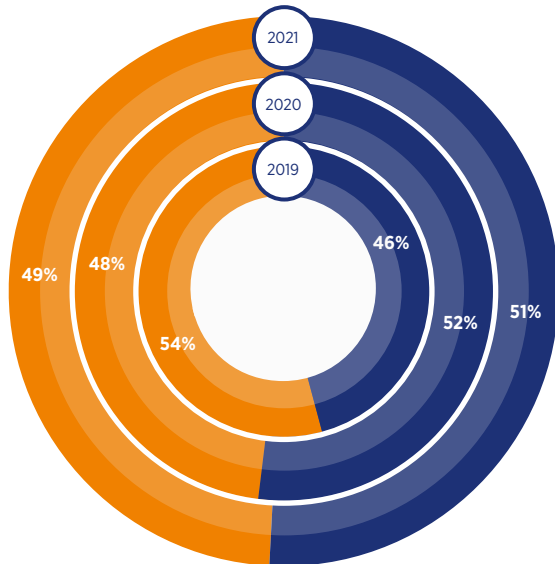
'Salary' and 'career progression' are the two most significant factors attracting professionals in the UAE to a new role

EMPLOYEE SURVEY HIGHLIGHTS

SALARY

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

● Yes ● No



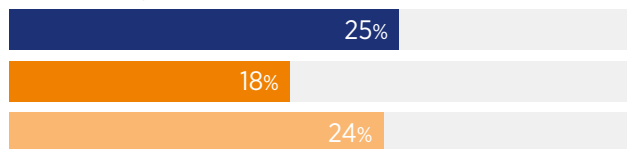
If answered yes, what was your salary change a result of?

	2021	2020	2019
A new job with a new company	1	2	1
Individual performance related pay increase	2	3	2
Standard annual pay increase across the whole company	3	4	3
A promotion within the same company	4	1	6
A pay decrease across the whole company	4	5	4
You requested a pay increase and were successful	6	6	5
Other	7	7	7

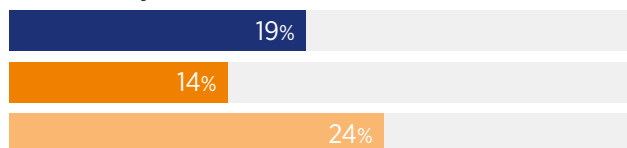
If answered yes, by what percentage did your salary change?

● 2021 ● 2020 ● 2019

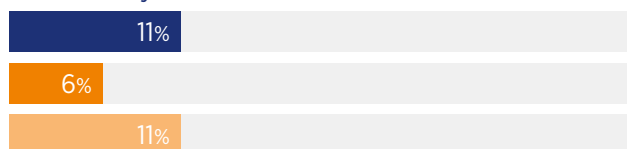
Increased by 5% or less



Increased by 5-10%



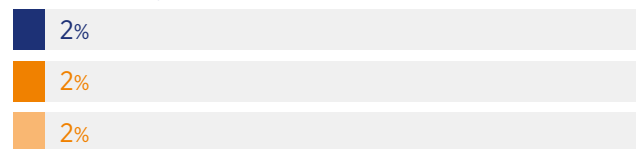
Increased by 11-15%



Increased by more than 15%



Decreased by 5% or less



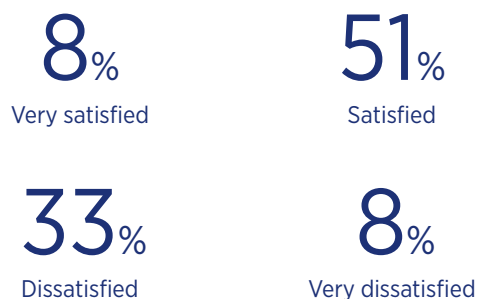
Decreased by 6-10%



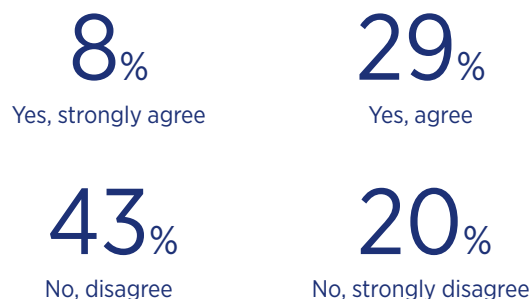
Decreased over 10%



How satisfied are you with your current salary?

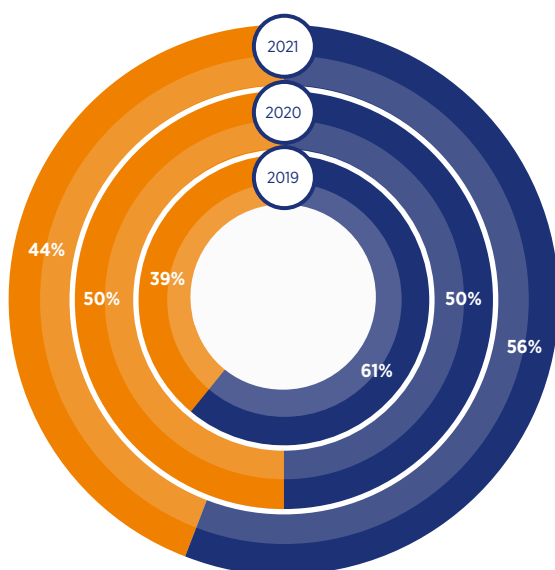


Do you believe that your organisation is transparent with employees about how pay levels and pay rises are set?



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

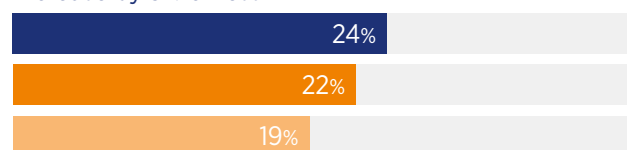
● Yes ● No



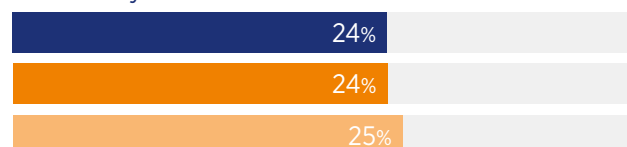
If answered yes, by how much do you realistically expect your salary to change?

● 2021 ● 2020 ● 2019

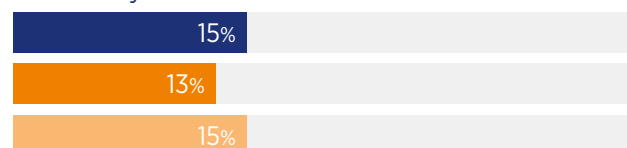
Increase by 5% or less



Increase by 6-10%



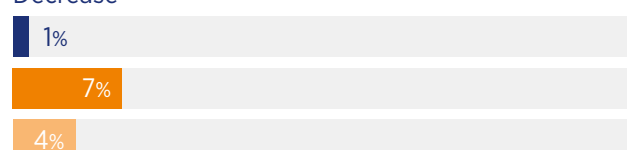
Increase by 11-15%



Increase by more than 15%



Decrease

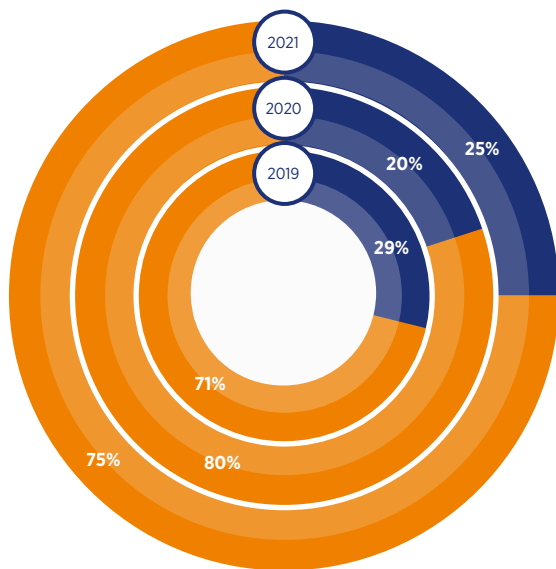


EMPLOYEE SURVEY HIGHLIGHTS

CAREER

Did you start a new job with a new organisation this year?

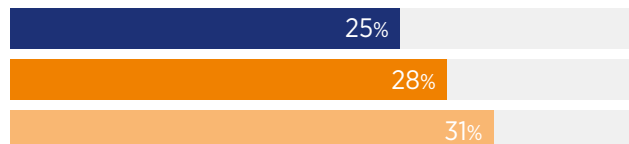
● Yes ● No



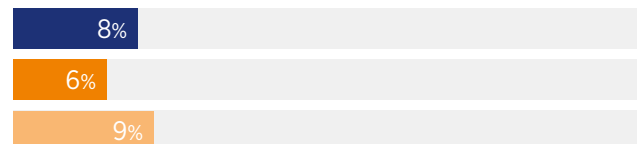
If answered yes, what made you move to a new organisation?

● 2021 ● 2020 ● 2019

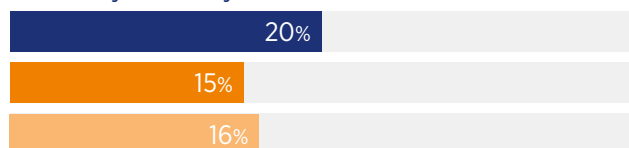
Career development



External factors (better location, working hours)



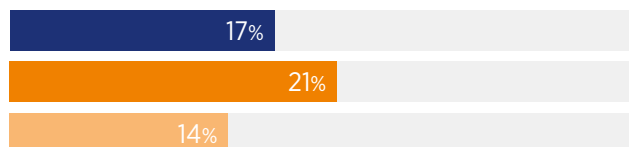
Increase your salary



Organisational culture



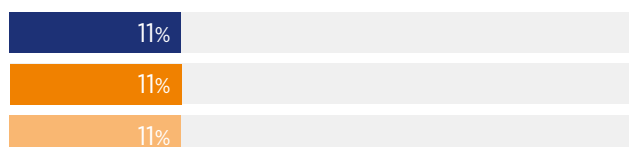
Made redundant



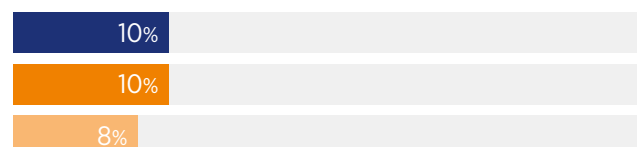
This is my first job



Better benefits



Other



Do you plan to make any of the following changes to your career path in 2022?

39%

I plan to change organisation but stay within the same role/industry

16%

I plan to find a role with greater purpose

11%

I plan to find a new role within my current organisation

5%

I plan to follow a completely different career path

4%

I plan to set up my own business/become self-employed

25%

None of the above

When do you anticipate you will next move jobs with a new company?

● 2021 ● 2020 ● 2019

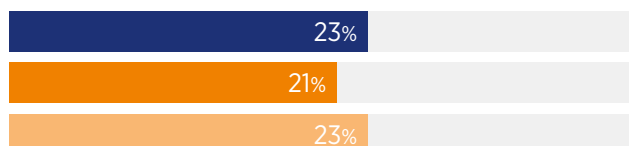
Within 6 months



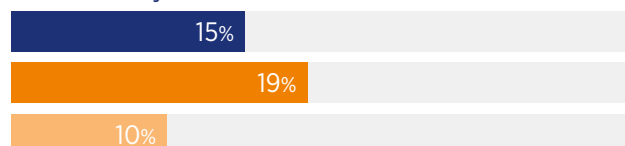
Between 2-3 years



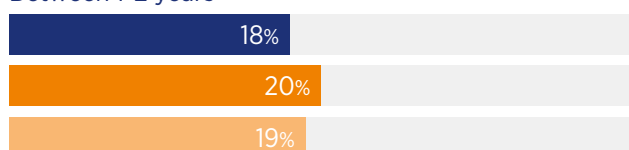
Between 6-12 months



More than 3 years



Between 1-2 years



EMPLOYEE SURVEY HIGHLIGHTS

CAREER

If you expect to move jobs within the next 12 months, why is this?

	2021	2020	2019
Salary	1	1	1
Lack of future opportunities	2	2	2
A new career path	3	3	2
Organisational culture	4	5	5
Benefits package	5	6	6
Concerns about job security	6	4	4
End of contract	7	6	6
Location	8	9	9
My manager	9	N/A	N/A
Other	10	8	8
My colleagues	11	N/A	N/A

What is the most important factor keeping you with your current employer?

	2021	2020	2019
I am happy in my role	1	1	1
Salary	2	3	2
Job security	3	2	4
Career progression	4	4	3
Organisational culture	5	5	5
Benefits package	6	6	6
Other	7	7	6

How many companies do you hope to work in throughout your career?

39%

Less than 5

41%

Between 5 and 10

4%

Between 10 and 15

1%

Between 15 and 20

1%

More than 20

14%

No preference

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

	2021	2020	2019
Child education allowances	1	1	1
Flexible working	2	2	2
Share incentives	3	3	3
Financial support for professional studies	4	4	4
Company car or car allowance	5	6	8
Life insurance	5	6	7
Above statutory maternity/paternity leave	7	9	10
Onsite subsidised facilities (e.g. gym, healthcare)	7	8	9
Childcare vouchers	9	11	12
Discounts on company products or services	9	9	11
Other	11	12	6
None of the above	11	5	5

Rank in order of importance the following factors when considering a new employer

Salary	1
Career progression	2
Benefits package	3
Organisational culture	4
Job security	5
Work-life balance	6
Employer brand	7

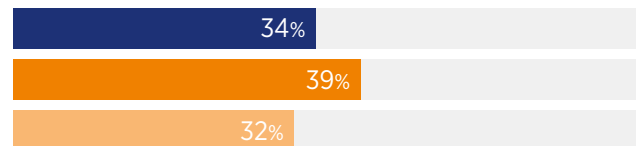
How do you feel about your career prospects for the next 12 months?

● 2021 ● 2020 ● 2019

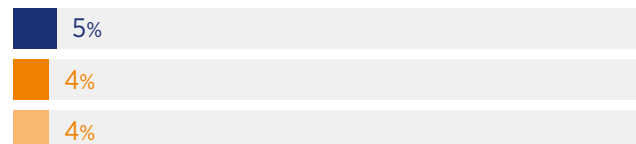
Positive



Uncertain



Negative

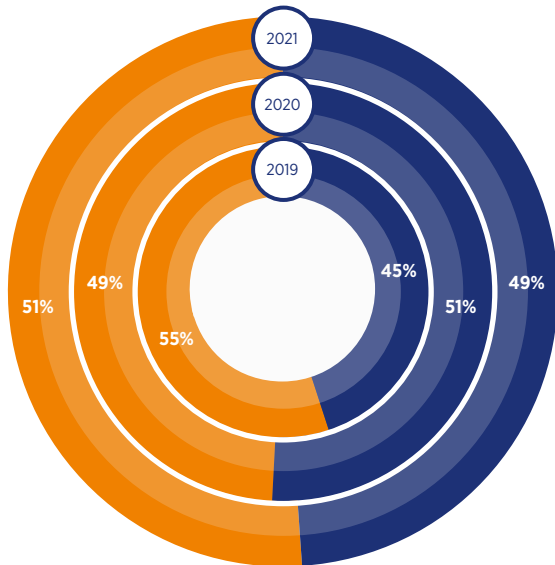


EMPLOYEE SURVEY HIGHLIGHTS

CAREER

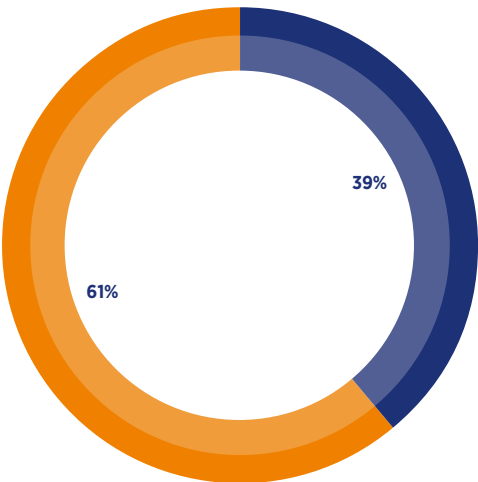
Do you feel that there is scope for career progression within your organisation?

● Yes ● No



Do you expect a promotion in 2022?

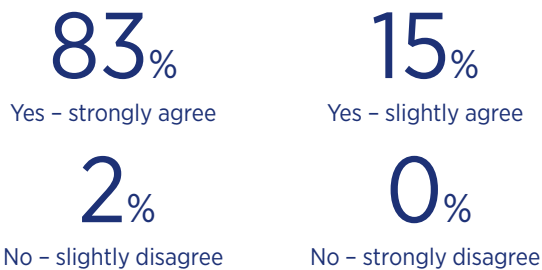
● Yes ● No



How do you rate your job satisfaction?



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



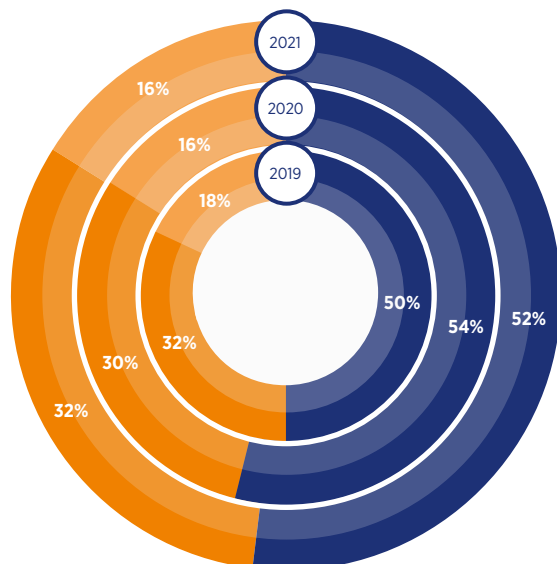


EMPLOYEE SURVEY HIGHLIGHTS

WORK-LIFE BALANCE & FLEXIBLE WORKING

How would you rate your work-life balance?

● Good ● Average ● Poor



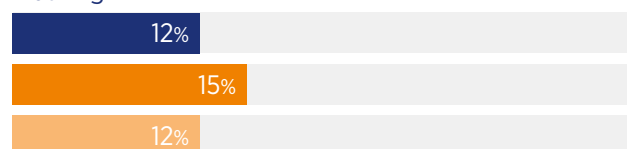
Which of the following would you ideally change to improve your work-life balance?

● 2021 ● 2020 ● 2019

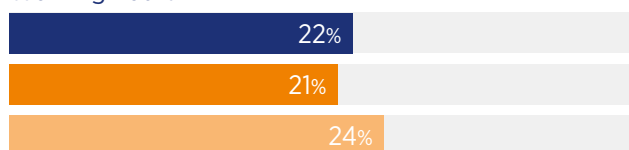
Flexible working



Nothing



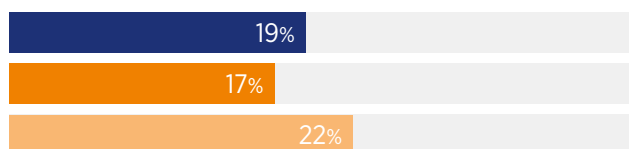
Working hours



Commuting time



Office environment



Other



What working from home options does your organisation offer to you?

6%

1 day working from home per week

7%

1-2 days working from home per month

12%

2-3 days working from home per week

20%

Employees can work completely flexibly, from home or the office

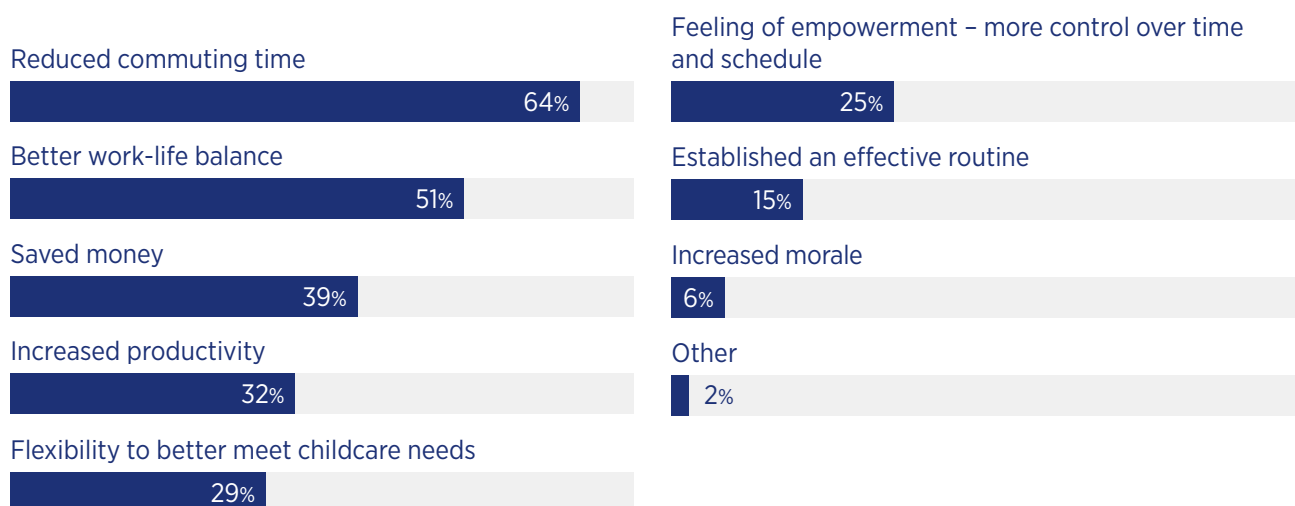
55%

No working from home options

What are the main difficulties you have experienced with remote working?



What are the main benefits you have experienced with remote working?



How productive do you think you are working from home compared to working in the office?

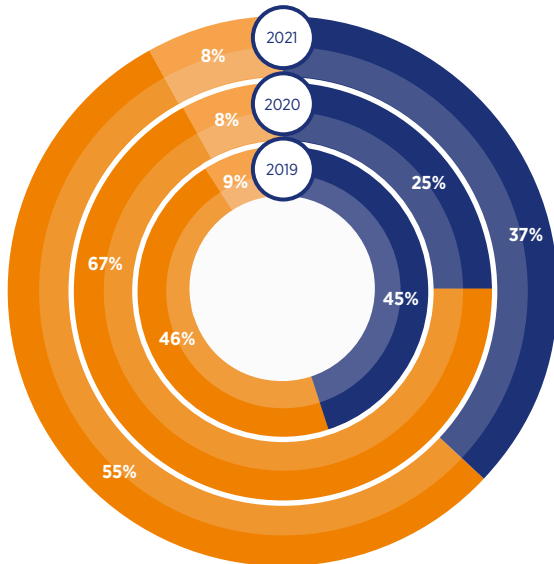


EMPLOYER SURVEY HIGHLIGHTS

SALARY

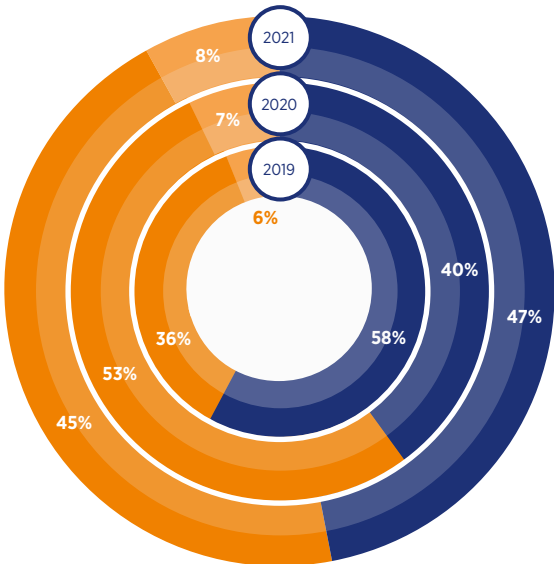
Did your organisation offer a company-wide pay increase this year?

● Yes ● No



If answered no, did your organisation offer a pay increase to individual high performers?

● Yes ● No ● Unsure

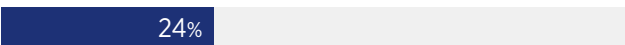


If answered yes, by what percentage did salaries increase by?

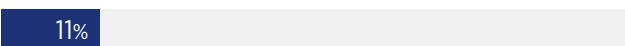
Increased by 5% or less



Increased by 6-10%



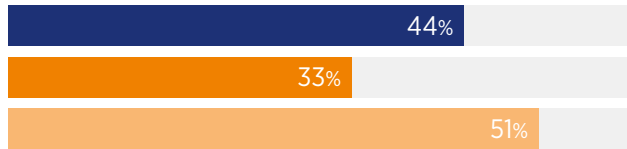
Increased by over 10%



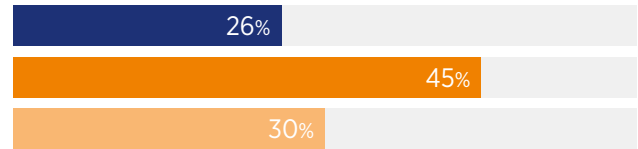
By how much do you expect salaries within your company to change in the next year?

● 2021 ● 2020 ● 2019

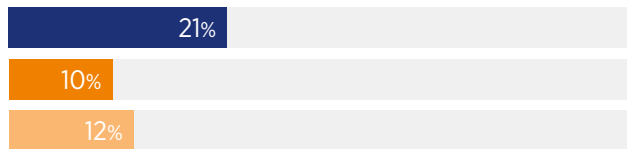
Increase by 5% or less



Remain the same



Increase by 6-10%



Decrease



Increase by more than 10%



Do you believe that your organisation is transparent with employees about how pay levels and pay rises are set?

18%
Yes, strongly agree

37%
Yes, agree

32%
No, disagree

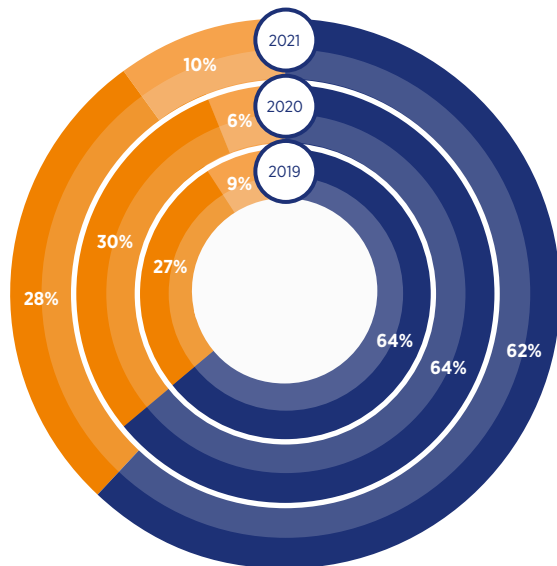
13%
No, strongly disagree

EMPLOYER SURVEY HIGHLIGHTS

HEADCOUNT

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

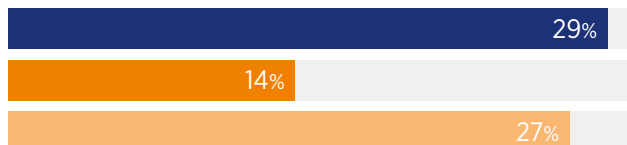
● Yes ● No ● Unsure



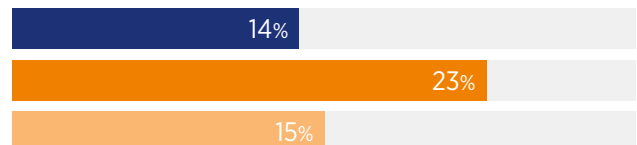
If staffing levels did change, by how much was this?

● 2021 ● 2020 ● 2019

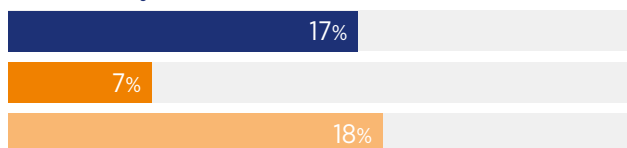
Increased by 5% or less



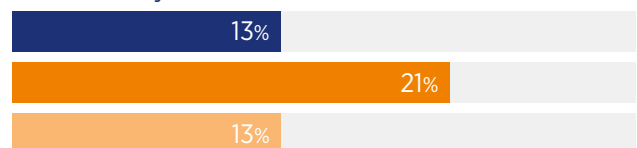
Decreased by 5% or less



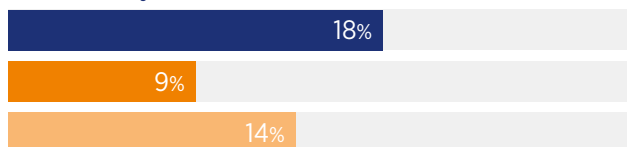
Increased by 6-10%



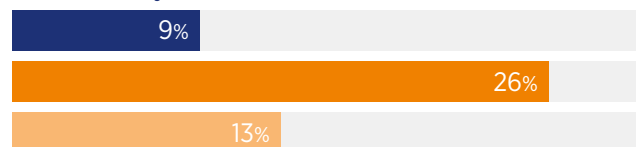
Decreased by 6-10%



Increased by more than 10%

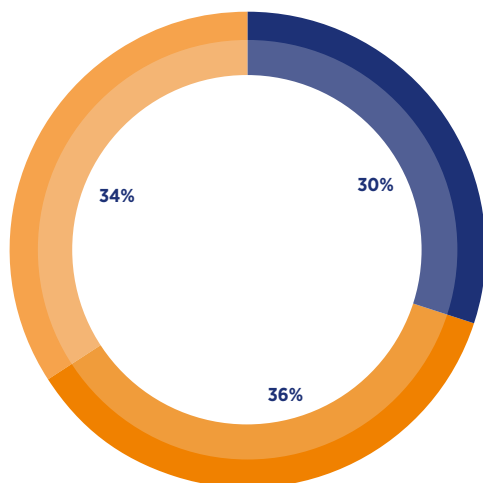


Decreased by more than 10%



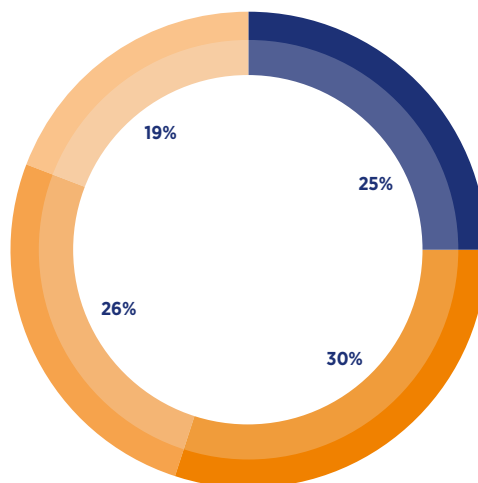
Do you currently employ any UAE or Saudi nationals?

● Yes, UAE nationals ● Yes, Saudi nationals ● No



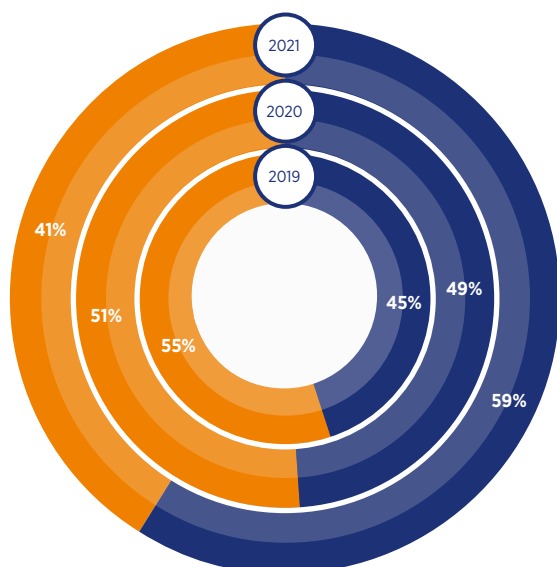
Do you plan on employing any UAE or Saudi Nationals in the next 12 months?

● Yes, UAE nationals ● Yes, Saudi nationals ● Unsure ● No



Do you currently employ temporary or contract staff?

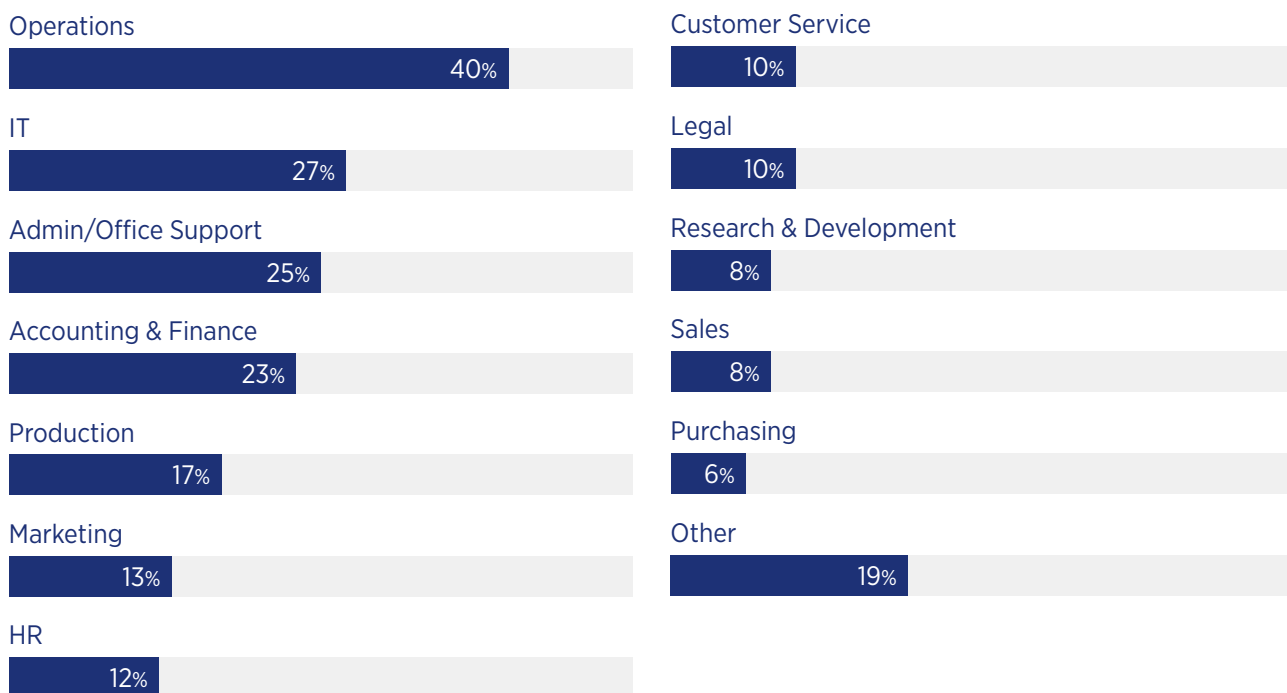
● Yes ● No



EMPLOYER SURVEY HIGHLIGHTS

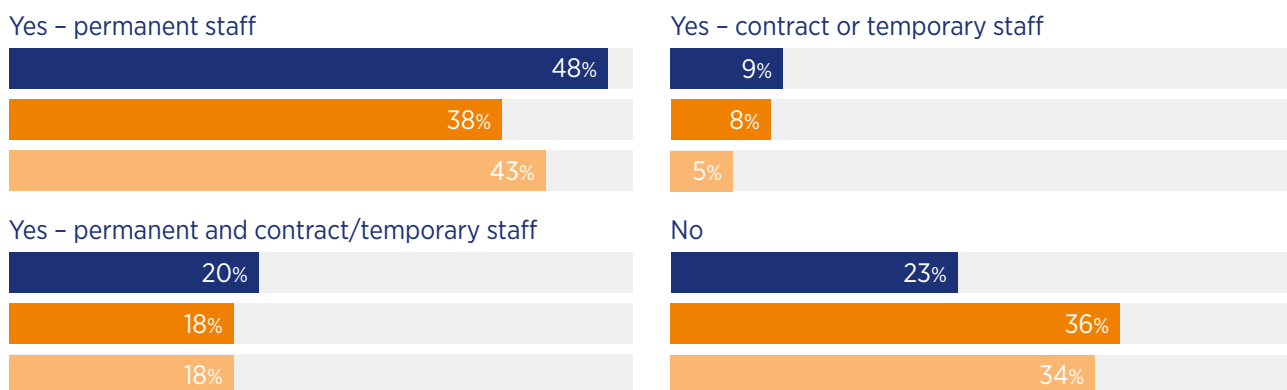
HEADCOUNT

In which department(s) do you employ contract staff?



Are you planning on recruiting additional headcount in the next 12 months?

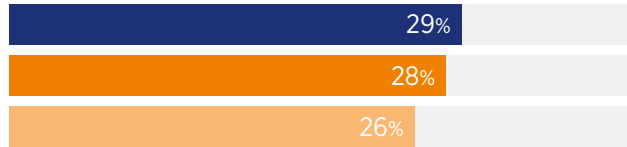
● 2021 ● 2020 ● 2019



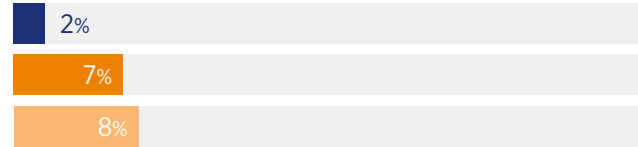
By how much do you expect headcount within your company to change in the next year?

● 2021 ● 2020 ● 2019

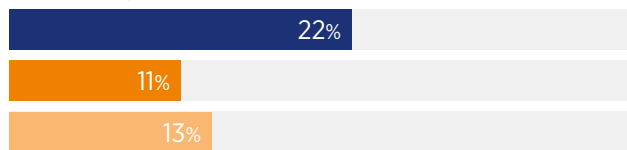
Increase by 5% or less



Decrease by 5% or less



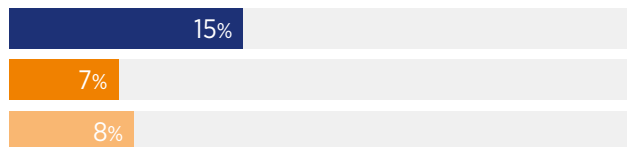
Increase by 6-10%



Decrease by 6-10%



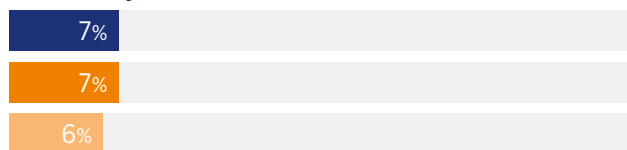
Increase by more than 10%



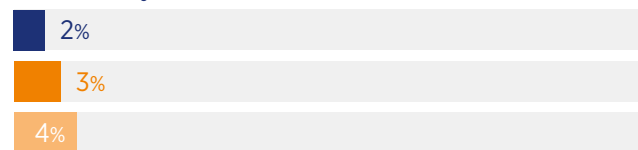
Decrease by more than 10%



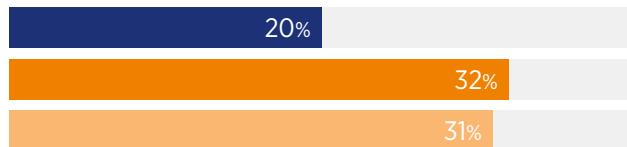
Increase by unknown amount



Decrease by unknown amount



Remain the same as today



How does your staffing budget compare now to before the pandemic?

36%

It is the same

30%

It has increased

27%

It has decreased

7%

Not sure

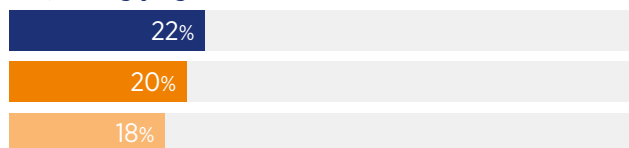
EMPLOYER SURVEY HIGHLIGHTS

SKILLS

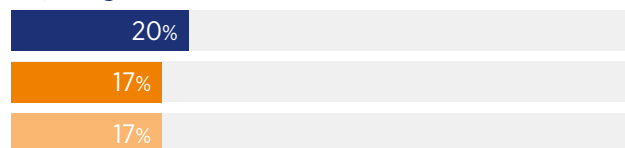
Do you think your organisation has the talent needed to achieve its objectives for the next year?

● 2021 ● 2020 ● 2019

Yes, strongly agree



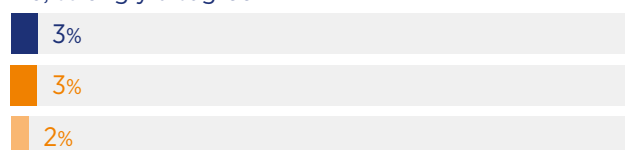
No, disagree



Yes, agree



No, strongly disagree



What skills shortages do you expect to face during the next 12 months?

	2021	2020	2019		2021	2020	2019
Managerial/Leadership	24%	26%	28%	Technicians	8%	7%	7%
IT/Technology	19%	15%	14%	UAE Nationals	8%	7%	11%
Operations (principal function of the business)	18%	16%	17%	Administration	7%	5%	7%
Project Management	15%	N/A	N/A	Supply Chain & Logistics	7%	10%	6%
Sales	15%	17%	16%	Design	6%	N/A	N/A
Saudi Nationals	13%	10%	9%	Research & Development	6%	7%	6%
Digital/e-Commerce	12%	16%	12%	Legal	5%	4%	5%
Engineering	12%	13%	11%	Facilities	3%	4%	3%
Marketing	12%	12%	11%	Medical	3%	2%	1%
Development	10%	N/A	N/A	Languages	2%	3%	4%
Finance	10%	8%	8%	Other	4%	3%	4%
HR	10%	10%	10%	No skill shortages	20%	27%	21%

What is your biggest challenge when recruiting staff?

50%

Shortage of suitable applicants

21%

Applicants with unrealistic salary requirements

16%

Competition from other employers

9%

Immigration restrictions

4%

Other



EMPLOYER SURVEY HIGHLIGHTS

BENEFITS & FLEXIBLE WORKING

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

	2021	2020	2019
Life insurance	48%	53%	51%
Company car or car allowance	47%	46%	54%
Flexible working	46%	44%	35%
Child education allowances	36%	35%	36%
Above statutory maternity/paternity leave	35%	35%	35%
Financial support for professional studies	23%	18%	23%
Discounts on company products or services	22%	24%	24%
Share incentives	14%	12%	13%
Onsite subsidised facilities (e.g. gym, healthcare)	10%	9%	13%
Childcare vouchers	2%	2%	1%
Other	11%	10%	11%
None of the above	10%	10%	7%

What working from home options does your organisation offer to you?

20%

Employees can work completely flexibly, from home or the office

17%

2-3 days working from home per week

6%

1 day working from home per week

9%

1-2 days working from home per month

48%

No working from home options

How productive do you think your employees are working from home compared to working in the office?

Employees productivity remains the same wherever they work

60%

Employees are more productive working from home

22%

Employees are more productive working in the office

18%

What are the main challenges your department or company has faced in relation to remote work?

	2021	2020		2021	2020
Maintaining employee motivation and engagement	45%	47%	Issues with technology and/or systems	23%	19%
Integrating newly hired employees	41%	23%	Maintaining productivity and efficiency	22%	33%
Maintaining company culture	29%	16%	Other	2%	3%
Maintaining efficient communication	27%	30%	We are not facing any challenges	12%	13%
Offering emotional support and taking care of employees' mental health	26%	29%			

Have you implemented new forms of management due to increased remote working?

Yes, daily meetings	14%	Yes, employees must log working hours	4%
Yes, weekly meetings	36%	No	37%
Yes, monthly meetings	7%	Other	2%

Has working from home resulted in any changes to the building(s) your employees were located in pre-pandemic?

No, remote working has not impacted the office space that we operate from	75%	Yes, we no longer have an office	1%
Yes, we have downsized our office space	20%	Other	4%

EMPLOYER SURVEY HIGHLIGHTS

BUSINESS OUTLOOK

Which of these best describes the current phase of your organisation following the pandemic?

● 2021 ● 2020

Growth



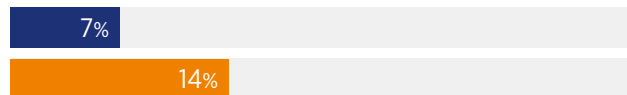
Business as usual



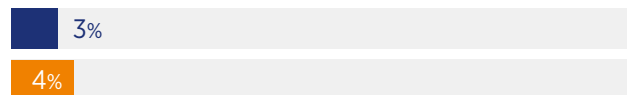
Recovery



Crisis

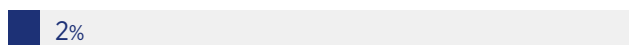


Not sure

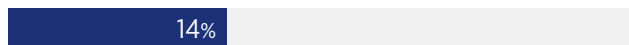


How long do you think it will take for your organisation to get back to pre-Covid-19 workflow and revenue rates?

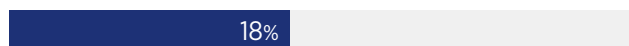
0-3 months



4-6 months



7-9 months



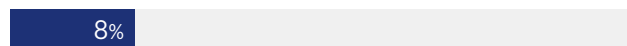
10-12 months



More than 12 months



Not sure



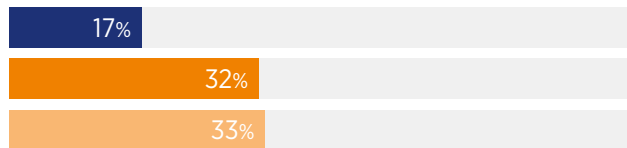
How would you describe the outlook for your business in the next year?

● 2021 ● 2020 ● 2019

Positive



Uncertain



Negative



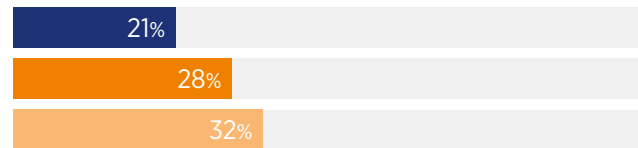
In the next 12 months, what do you expect to happen to your organisation's activity?

● 2021 ● 2020 ● 2019

Increase



Remain the same



Decrease





SALARY GUIDE





ACCOUNTANCY & FINANCE

The number of jobs available to Accountancy & Finance professionals in 2021 was up year-on-year, with 23% of professionals starting a new job in 2021 compared to 15% in 2020.

The busiest areas for hiring of Accountancy & Finance professionals included the Financial Services, Manufacturing/ Distribution and Medical sectors. We have seen a positive upturn in the numbers of jobs registered in these areas throughout the Gulf region in the last 12 months thanks to business confidence increasing off the back of the Covid-19 pandemic.

We also noticed onboarding processes to be moving much quicker in the second half of 2021 than in the preceding 12 months. Employers appear intent on building their capabilities back to, if not beyond, pre-pandemic levels in anticipation of more prosperous times ahead.

For 2022, there is much optimism in the market with 64% of Accountancy & Finance professionals feeling positive about their career prospects over the next 12 months – up marginally on the market-wide average of 61%.

Salaries

Salaries of Accountancy & Finance professionals in 2021 were largely unaffected by the pandemic with 47% remaining the same year-on-year, 46% increasing and 7% decreasing. These were the same trends seen in 2019 and indicative of market activity being back to pre-pandemic levels, with employers continuing to offer salaries that are relevant to the market. Of those that increased, the most common uplift was by up to 5%.

Looking ahead, a significant 58% of Accountancy & Finance professionals expect their salary to increase, up on the 45% who said the same last year.

In demand

As with previous years industry qualifications, Big 4 experience and knowledge of the local market are essential criteria employers look for when hiring Accountancy & Finance professionals. Different this year however, is that we are seeing an increased demand for candidates with like-for-like company type experience. Employers are keen to hire individuals who have a strong track record specific to their organisation so that they can hit the ground running, bringing value from day one in their new role.

Commercially the finance function continues to be a key strategic partner when it comes to business success. More so than ever, employers are looking for Accountancy & Finance professionals who not only have a strong technical background, but who also have strong commercial acumen skills. They are looking for individuals who can act as a business partner to the wider organisation, who drive change and overall business success.

Most in-demand roles within the Accountancy & Finance profession include senior-level Controller, Director and Heads. Demand for these is a direct result of many organisations upscaling their teams following the pandemic, onboarding experienced professionals who they are confident can meet business growth objectives of the future.

Salary and career development opportunities remain the two most important factors attracting an employee to a new employer. From our own experiences, efficient onboarding processes are also essential. During the past months we have seen many mid-level candidates receive multiple job offers and ultimately go on to accept the position where the process from interview to offer has been the most efficient and transparent.



Amy Bassindale
Business Manager
- Accountancy & Finance, Hays



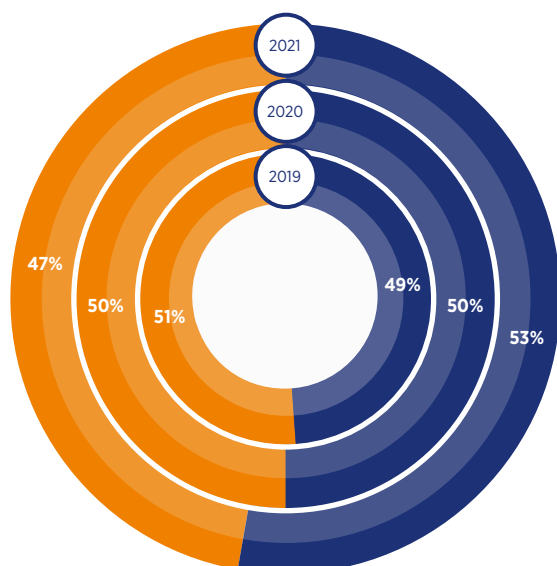
ACCOUNTANCY & FINANCE

EMPLOYEE SURVEY HIGHLIGHTS

Salary

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

● Yes ● No



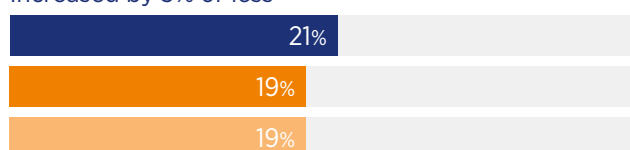
If answered yes, what was your salary change a result of?

	2021	2020	2019
A new job with a new company	1	3	1
Individual performance related pay increase	2	2	2
Standard annual pay increase across the whole company	3	4	2
A promotion within the same company	4	5	4
A pay decrease across the whole company	5	1	6
You requested a pay increase and were successful	6	7	5
Other	7	7	7

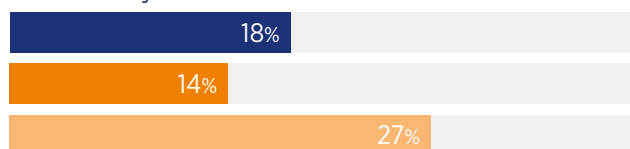
If answered yes, by what percentage did your salary change?

● 2021 ● 2020 ● 2019

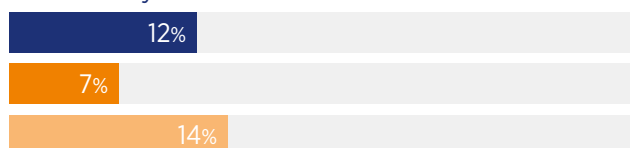
Increased by 5% or less



Increased by 6-10%



Increased by 11-15%



Increased by more than 15%

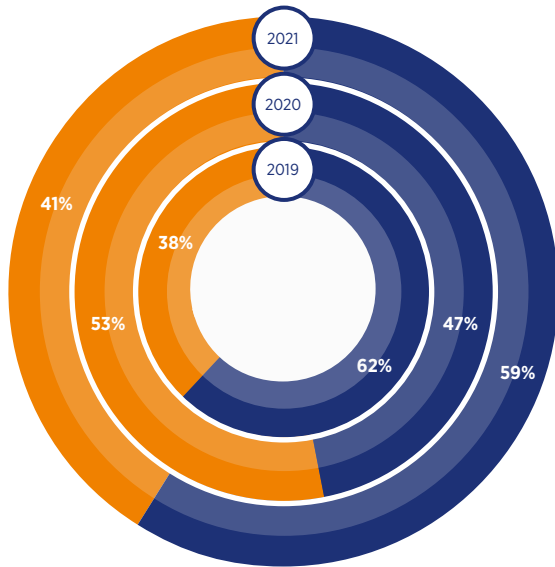


Decreased



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

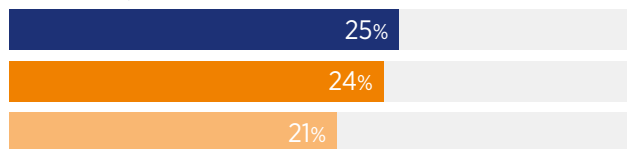
● Yes ● No



If answered yes, by how much do you realistically expect your salary to change?

● 2021 ● 2020 ● 2019

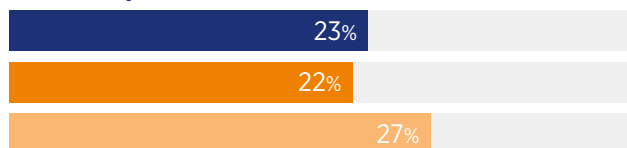
Increase by 5% or less



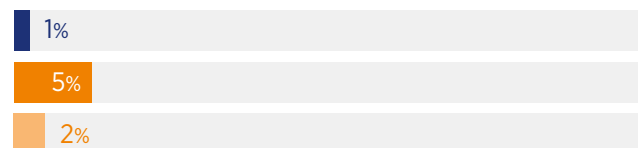
Increase by more than 15%



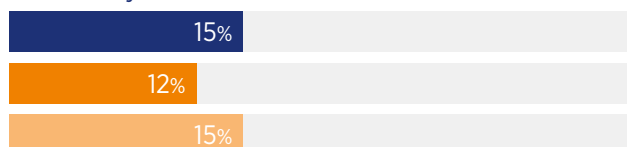
Increase by 6-10%



Decrease



Increase by 11-15%



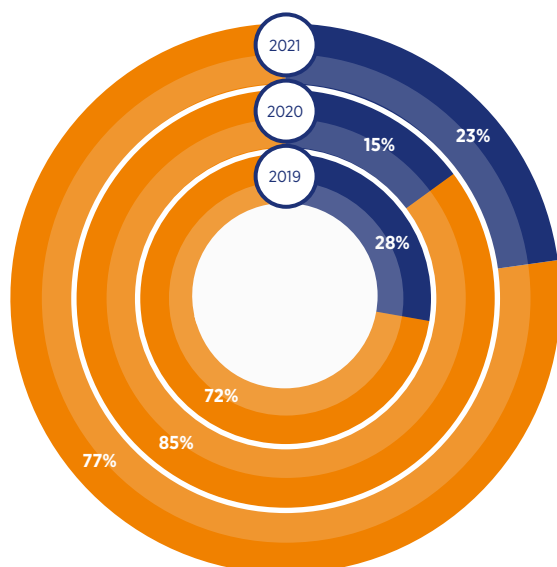
ACCOUNTANCY & FINANCE

EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new job with a new organisation this year?

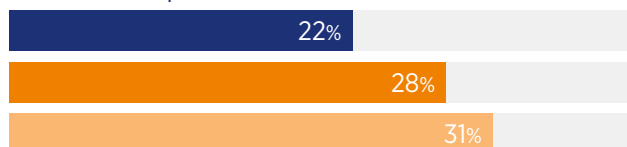
● Yes ● No



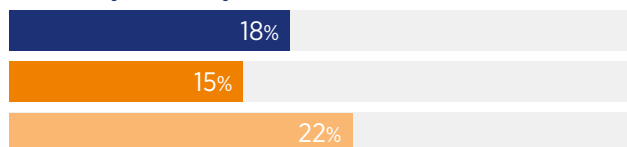
If answered yes, what made you move to a new organisation?

● 2021 ● 2020 ● 2019

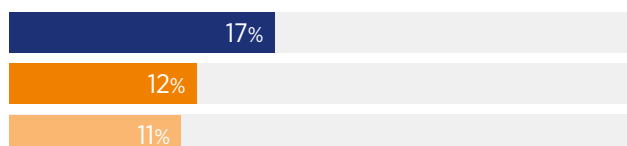
Career development



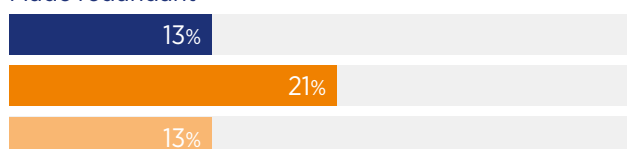
Increase your salary



Better benefits



Made redundant



Organisational culture



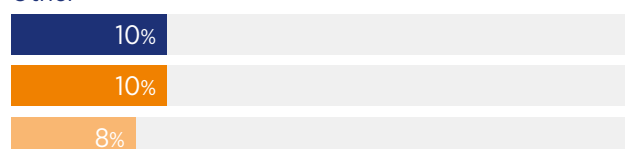
External factors (better location, working hours)



This is my first job



Other



Do you plan to make any of the following changes to your career path in 2022?

37%

I plan to change organisation but stay within the same role/industry

20%

I plan to find a role with greater purpose

10%

I plan to find a new role within my current organisation

4%

I plan to follow a completely different career path

4%

I plan to set up my own business/become self-employed

25%

None of the above

When do you anticipate you will next move jobs with a new company?

● 2021 ● 2020 ● 2019

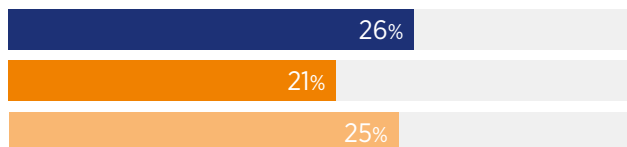
Within 6 months



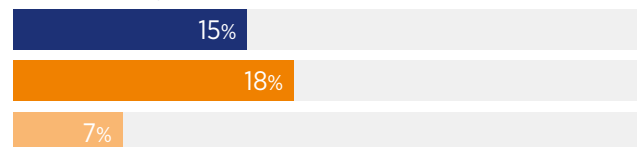
Between 2-3 years



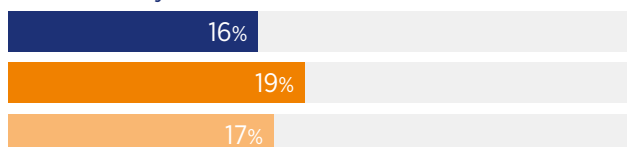
Between 6-12 months



More than 3 years



Between 1-2 years



ACCOUNTANCY & FINANCE

EMPLOYEE SURVEY HIGHLIGHTS

If you expect to move jobs within the next 12 months, why is this?

	2021	2020	2019
Salary	1	1	1
Lack of future opportunities	2	2	2
A new career path	3	4	3
Benefits package	4	6	5
Concerns about job security	4	3	4
Organisational culture	4	5	6
End of contract	7	7	8
Other	8	9	7
Location	9	8	9
My manager	10	N/A	N/A

What is the most important factor keeping you with your current employer?

	2021	2020	2019
I am happy in my role	1	1	1
Career progression	2	4	2
Job security	3	2	2
Salary	4	3	2
Organisational culture	5	5	5
Benefits package	6	6	6
Other	7	7	6

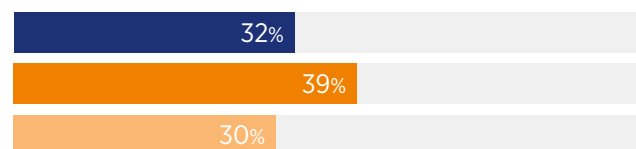
How do you feel about your career prospects for the next 12 months?

● 2021 ● 2020 ● 2019

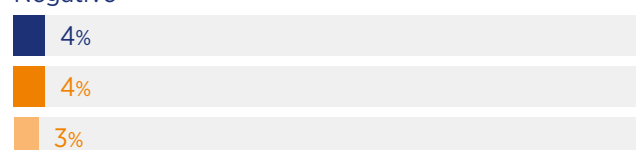
Positive



Uncertain



Negative



ACCOUNTANCY & FINANCE

SALARY GUIDE

Position	AED Range	AED Average
Group Chief Financial Officer	90,000-160,000	130,000
Chief Internal Audit Director	60,000-125,000	80,000
Head of Internal Audit	40,000-70,000	55,000
Finance Director	45,000-70,000	50,000
Financial Controller	35,000-45,000	40,000
Group Finance Manager	30,000-40,000	35,000
Tax Manager	25,000-35,000	30,000
Internal Audit Manager	20,000-35,000	28,000
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	15,000-22,000	20,000
Financial Analyst	15,000-20,000	18,000
Senior Accountant	14,000-18,000	15,000
Internal Auditor	12,000-18,000	14,000
Credit Controller	10,000-16,000	13,000
Accountant	10,000-12,000	11,000

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2021.

'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 2021.



BANKING & FINANCIAL SERVICES

The number of jobs available to Banking & Financial Services (FS) professionals sharply increased year-on-year in 2021, with 28% starting a new job compared to 15% in 2020. This uplift in job numbers was seen more so in the second half of 2021, when travel restrictions in response to the pandemic eased and vaccination uptake increased. From September onwards, we saw business confidence bounce back to pre-pandemic levels and beyond, resulting in an increase in deal flow and general business trading within the Banking & FS sector.

Busiest areas of hiring for Banking & FS professionals include small to mid-size Private Equity firms where deal flow has spiked following the pandemic. We have also seen much restructuring and hiring within local Family Offices. Many have seen younger generations, who have worked their way up the ranks, take over the senior leadership positions, resulting in increased risk appetite and willingness to invest in emerging markets which has in turn increased their activity and need for headcount.

In contrast, hiring activity is quieter within Corporate Banks, many of whom are fully equipped with the expertise they require and only recruit in instances where they need to back-fill roles after an employee has left.

Overall, there is much optimism amongst professionals within the Banking & FS sector, with a significant 72% feeling positive about their career prospects for 2022.

Salaries

Of those Banking & FS professionals who took part in our survey, 51% said their salaries remained the same year-on-year, 46% increased and 3% decreased. A much smaller 37% increased the prior year and we have certainly noticed an uplift in salaries over the past 12 months. Of those salaries that changed, the most common was an increase of up to 5%.

Looking ahead, the optimism continues with pay, with 62% of Banking & FS professionals expecting their salary to increase in 2022 – a significant uplift on the 39% who said this prior year – and most commonly by 6-10%.

In demand

As with previous years, Associates within Investment Banks who have experience in due diligence, financial modelling and reports, as well as experience of working on M&A deals from start to finish, are high in demand within the Banking & FS sector. Employers look for Associates with 3-5 years' experience, who are MBA qualified and who have worked for reputable, multinational banks.

Interestingly, we are now seeing growing demand for Environmental, Social, and Governance (ESG) roles. While there are not vast amounts of opportunities available here just yet, there is certainly increasing inclination by local investment funds to invest more sustainably. We expect this to be an increasingly important focus going forward with added job roles becoming available in this space.

When it comes to skills, those most in-demand include candidates with expertise in financial modelling, equity research and due diligence. Industry qualifications and experience also remain high on the agenda of employers looking to hire.

From a candidate perspective, salary is the number one factor attracting professionals to a role and the reason why 46% of Banking & FS respondents would consider moving organisation in 2022. According to role, there are also other pull factors for employers to consider: for Investment Bankers, for example, the deal pipeline is vital, while for Venture Capitalists, ticket size and having the chance to work on multiple deals with different start-ups is important.



Daivik Malhotra
Senior Recruitment Consultant
- Banking & Financial Services,
Hays



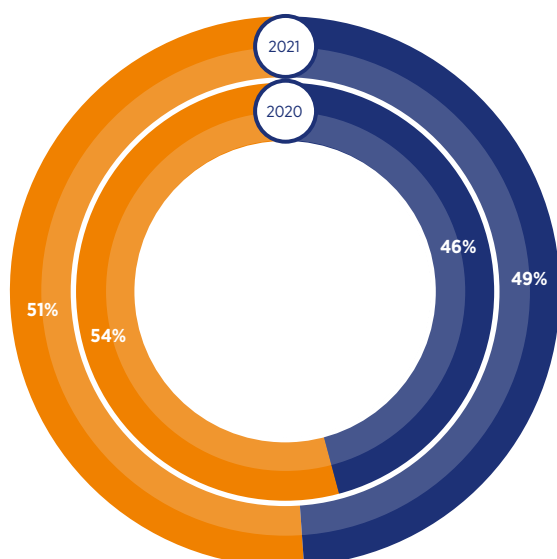
BANKING & FINANCIAL SERVICES

EMPLOYEE SURVEY HIGHLIGHTS

Salary

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

● Yes ● No



If answered yes, what was your salary change a result of?

	2021	2020
Standard annual pay increase across the whole company	1	5
A new job with a new company	2	2
A promotion within the same company	3	4
Individual performance related pay increase	4	1
A pay decrease across the whole company	5	3
You requested a pay increase and were successful	5	6
Other	5	8

If answered yes, by what percentage did your salary change?

● 2021 ● 2020 ● 2019

Increased by 5% or less



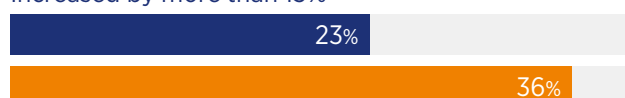
Increased by 6-10%



Increased by 11-15%



Increased by more than 15%

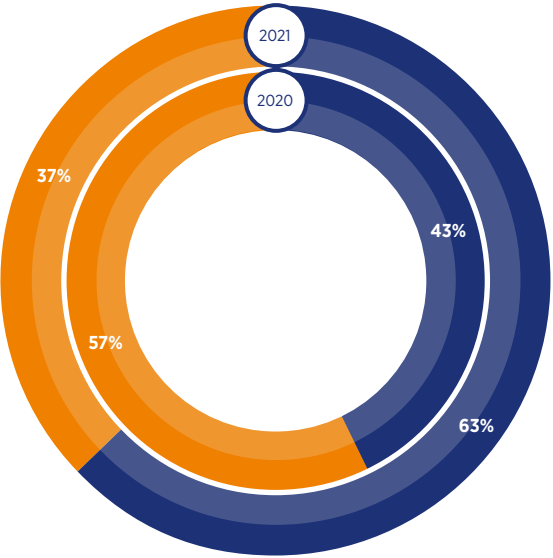


Decreased



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

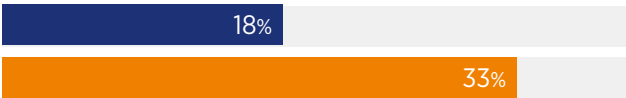
● Yes ● No



If answered yes, by how much do you realistically expect your salary to change?

● 2021 ● 2020

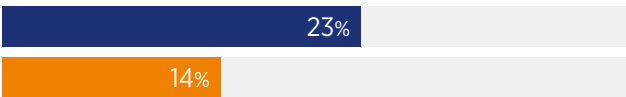
Increase by 5% or less



Increase by 6-10%



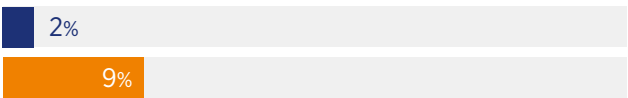
Increase by 11-15%



Increase by more than 15%



Decrease



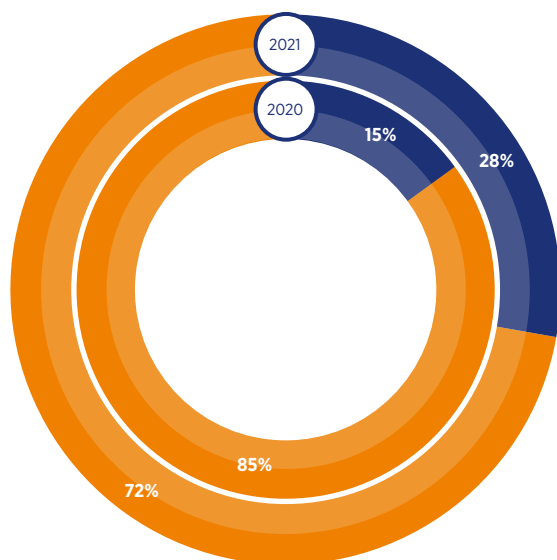
BANKING & FINANCIAL SERVICES

EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new job with a new organisation this year?

● Yes ● No



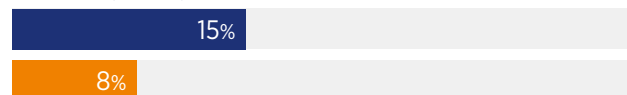
If answered yes, what made you move to a new organisation?

● 2021 ● 2020

Increase your salary



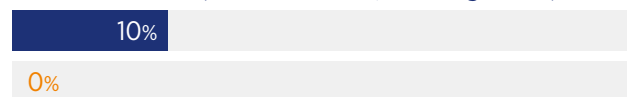
This is my first job



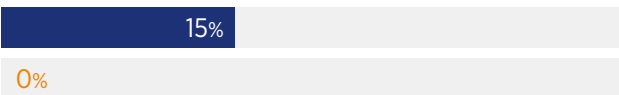
Better benefits



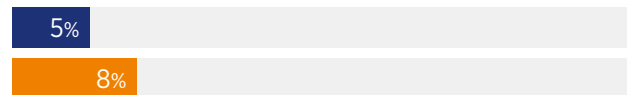
External factors (better location, working hours)



Career development



Other



Made redundant



Do you plan to make any of the following changes to your career path in 2022?

46%

I plan to change organisation but stay within the same role/industry

8%

I plan to find a new role within my current organisation

7%

I plan to find a role with greater purpose

4%

I plan to follow a completely different career path

35%

None of the above

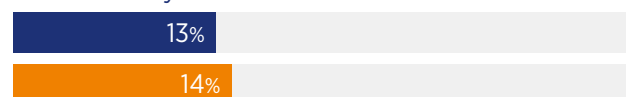
When do you anticipate you will next move jobs with a new company?

● 2021 ● 2020

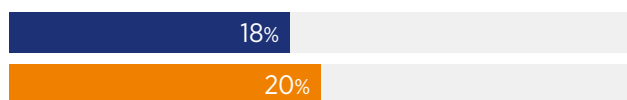
Within 6 months



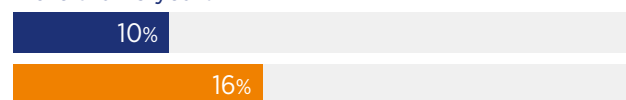
Between 2-3 years



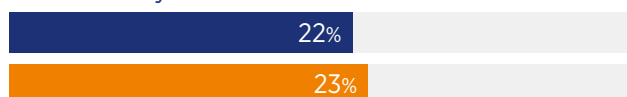
Between 6-12 months



More than 3 years



Between 1-2 years



BANKING & FINANCIAL SERVICES

EMPLOYEE SURVEY HIGHLIGHTS

If you expect to move jobs within the next 12 months, why is this?

	2021	2020
Salary	1	4
Concerns about job security	2	2
A new career path	3	1
Benefits package	3	8
Lack of future opportunities	5	2
Location	6	5
Organisational culture	6	5
Other	8	N/A

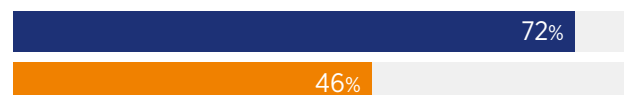
What is the most important factor keeping you with your current employer?

	2021	2020
I am happy in my role	1	2
Career progression	2	3
Salary	3	1
Organisational culture	4	7
Benefits package	5	4
Job security	5	4
Other	7	6

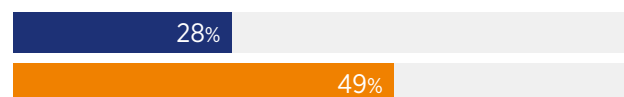
How do you feel about your career prospects for the next 12 months?

● 2021 ● 2020

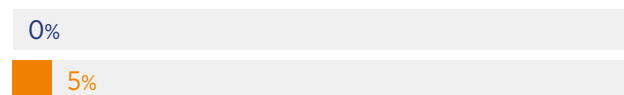
Positive



Uncertain



Negative



BANKING & FINANCIAL SERVICES

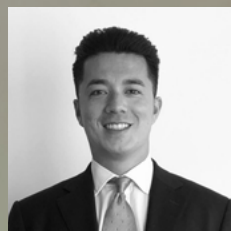
SALARY GUIDE

Position	AED Range	AED Average
Chief Executive Officer	150,000-400,000	250,000
Chief Investment Officer	130,000-250,000	180,000
Chief Operating Officer	90,000-180,000	130,000
Chief Financial Officer	80,000-150,000	110,000
Managing Director	110,000-150,000	130,000
Executive Director	80,000-120,000	100,000
Director	60,000-100,000	80,000
Senior Associate/VP	50,000-70,000	60,000
Portfolio Manager	30,000-60,000	45,000
Financial Risk Manager	30,000-40,000	35,000
Investment Associate	30,000-40,000	35,000
Senior Analyst	25,000-35,000	30,000
Compliance Officer	20,000-35,000	27,500
Equity Research Associate	20,000-30,000	25,000
Investment Analyst	20,000-30,000	25,000
Credit Analyst	18,000-30,000	24,000
Equity Research Analyst	15,000-25,000	20,000
KYC/AML Analyst	15,000-20,000	17,500

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2021.

'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 2021.



Aaron Fletcher
Business Manager – Construction,
Property & Engineering, Hays

CONSTRUCTION, PROPERTY & ENGINEERING

The number of jobs available to Construction, Property & Engineering professionals in 2021 was relatively flat year-on-year. Of those who took part in our survey, 23% stated that they started a new job with a new company last year compared to 22% who said the same in 2020 and 31% in 2019. These statistics show that there is still some caution in the market following the pandemic, with job numbers down on pre-pandemic levels.

Despite this caution, however, there are some very busy areas of hiring, particularly since the second half of 2021 as travel restrictions eased and business confidence returned. Regionally, Saudi Arabia is booming with job opportunities thanks to Saudi Vision 2030 and government investment driving multiple major project developments. Within the UAE, Abu Dhabi's real estate market is picking up, with housing prices showing continued quarterly uplifts for the first time in five years. Expo 2020 in Dubai is also providing much optimism with tourism numbers surging and hotel occupancy increasing significantly year-on-year.

Looking ahead, sentiment is very positive for the Construction, Property & Engineering sectors, particularly in Saudi Arabia, as multiple new construction projects and initiatives come into play in 2022. Within the UAE, we do not expect a sudden boom in hiring here but certainly an uptake in job numbers year-on-year with levels back to pre-pandemic times.

Salaries

Salaries of Construction, Property & Engineering professionals remained largely consistent year-on-year in 2021. Of those who took part in our survey, 50% said their salary remained the same as in 2020, 38% increased and 12% decreased. While the proportion of pay cuts is slightly up on those experienced before the pandemic – which was close to 5% – we do not expect there to be any further reductions to salaries. Instead, we expect the vast majority of salaries to either remain the same or increase year-on-year in 2022. In line with this, 54% of Construction, Property & Engineering professionals said that they expected their salary to increase in 2022, 45% expect it to remain the same and just 1% anticipate a decrease.

Interestingly, of those salaries that increased in 2021, the most common was an uplift of 6-10%, which is higher than the market average of up to 5%. Once again, those who expect a pay rise in 2022, expect an increase of 6-10%.

Regionally, salaries paid in Saudi Arabia have been higher than those paid across the rest of the Gulf region for a number of years and while this is still the case, the disparity is becoming less significant. That being said, benefits paid in addition to salary are typically most generous in Saudi Arabia compared to the rest of region. With so much development going on in the Kingdom and the need for skill so high, relocation, housing and education allowances are offered as part of a standard employment package in Saudi Arabia. Within the UAE and rest of Gulf, where talent is more readily available, these benefits are generally only offered to senior, Director-level roles and above.

In demand

Most in-demand Construction, Property & Engineering professionals are those with industry qualifications and multiple years like-for-like experience. Employers look to hire candidates with a proven track record of success, so that they can be confident projects and sales will be delivered on-time and to budget. Demand for such candidates is typically across three main areas:

1. Design/Pre-Construction

With the launching and ongoing developments of so many construction and real estate projects in Saudi Arabia and the rest of the Gulf, demand for Design/Pre-Construction professionals is significant. Roles highest in demand include Urban Designers, Master Planners, Architectural Designers and Engineering Designers with proven project experience.

2. Project Delivery

For those projects that are beyond the Design/Pre-Construction phases, demand for project delivery teams is high. As such, roles most in-demand include Project Directors, Project Design Directors, and Commercial Directors.

3. Digital Technology

While the Construction & Real Estate is one of the largest markets in the world, it has lacked the technological innovation of other industry sectors. However, this is rapidly changing and none more so than in Saudi Arabia and the UAE, where digital technology is playing a greater and more integral part. As such, candidates who have experience working on digitalised projects have become a very desirable asset to employers in the region as they embrace more technological innovations.

Building Information Management (BIM) is the most widely used digital technology across the Middle East due to its ability to improve project visibility and help reduce the risk of project overspend. We are seeing knowledge of BIM to be an increasingly common pre-requisite for Design/Pre-Construction roles. In addition, candidates that have experience of delivering projects using innovative technology, such as Artificial Intelligence, 3D printing, Blockchain, Drones and Cloud Computing, are becoming more and more in-demand.

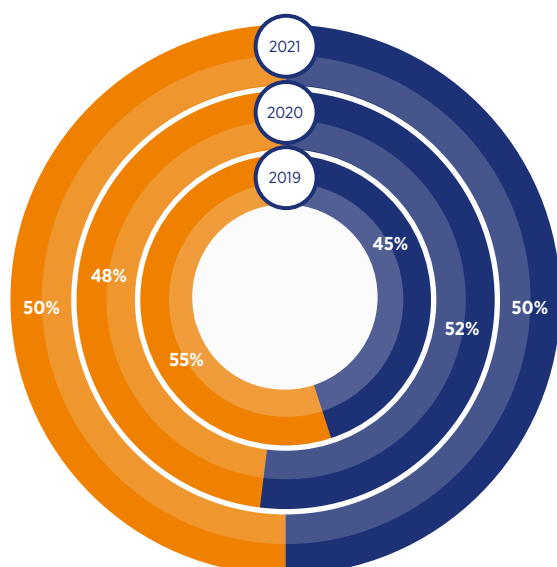
Finally, within the Real Estate sector, we have seen an increasing demand for professionals with PropTech expertise. This includes knowledge of Apps and Web Portals that help companies to better engage with and enhance the lifestyles of their communities.

CONSTRUCTION, PROPERTY & ENGINEERING EMPLOYEE SURVEY HIGHLIGHTS

Salary

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

● Yes ● No



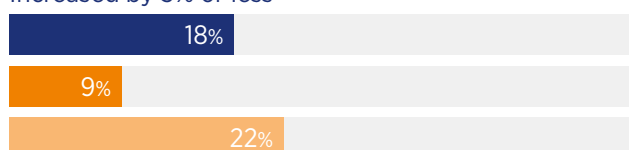
If answered yes, what was your salary change a result of?

	2021	2020	2019
A new job with a new company	1	2	1
A pay decrease across the whole company	2	1	6
A promotion within the same company	3	5	4
Individual performance related pay increase	4	3	2
Standard annual pay increase across the whole company	4	4	2
You requested a pay increase and were successful	6	6	5
Other	7	6	7

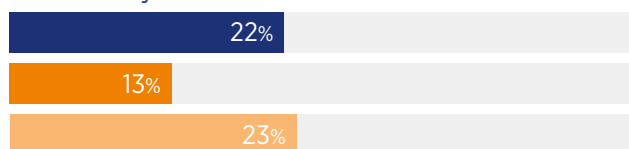
If answered yes, by what percentage did your salary change?

● 2021 ● 2020 ● 2019

Increased by 5% or less



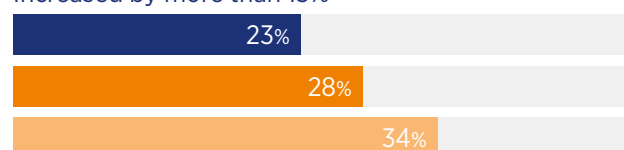
Increased by 6-10%



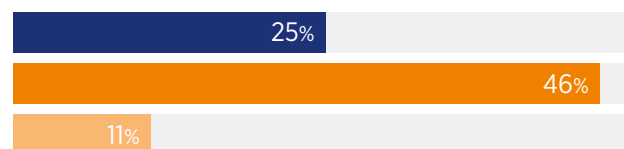
Increased by 11-15%



Increased by more than 15%

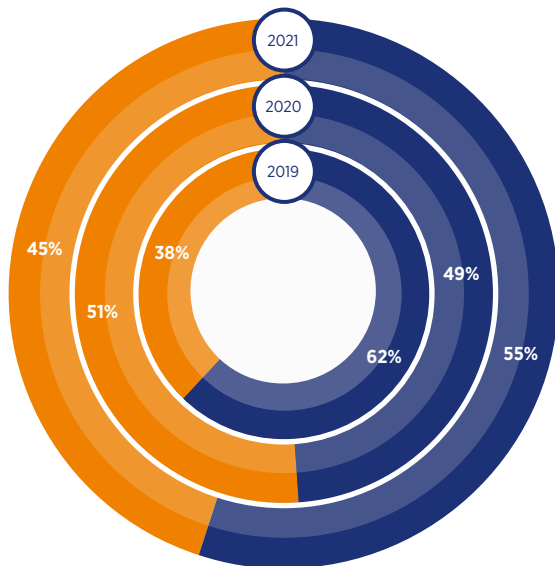


Decreased



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

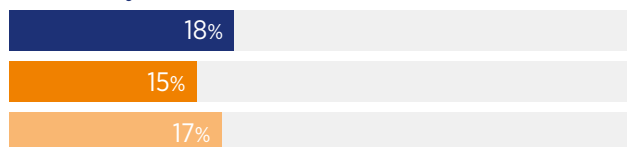
● Yes ● No



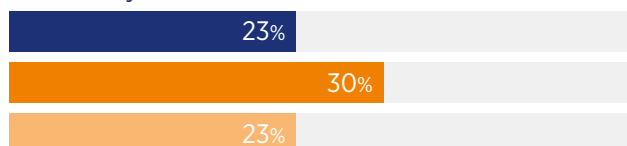
If answered yes, by how much do you realistically expect your salary to change?

● 2021 ● 2020 ● 2019

Increase by 5% or less



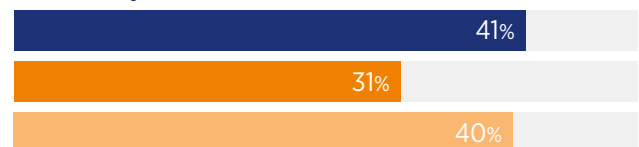
Increase by 6-10%



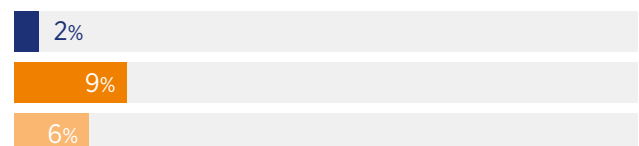
Increase by 11-15%



Increase by more than 15%



Decrease



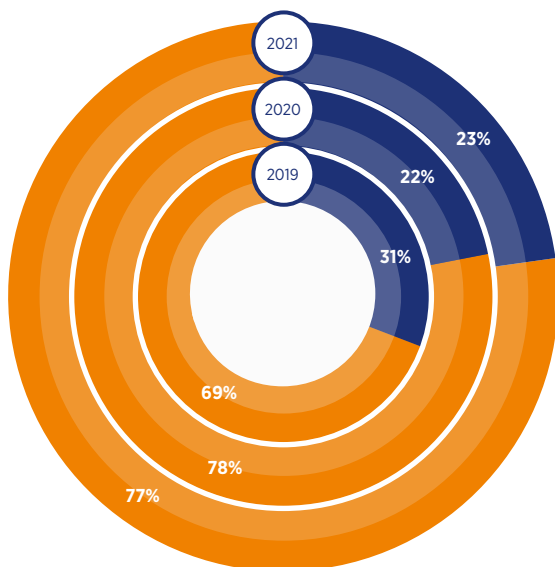
CONSTRUCTION, PROPERTY & ENGINEERING

EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new job with a new organisation this year?

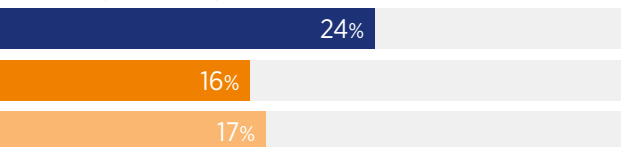
● Yes ● No



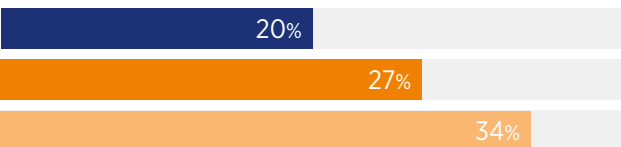
If answered yes, what made you move to a new organisation?

● 2021 ● 2020 ● 2019

Increase your salary



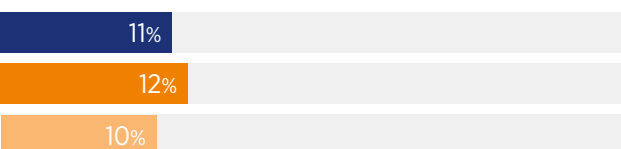
Career development



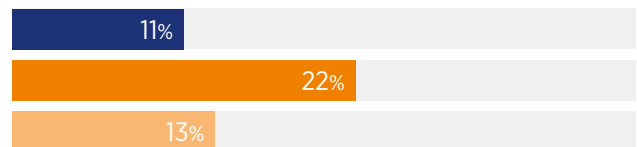
External factors (better location, working hours)



Better benefits



Made redundant



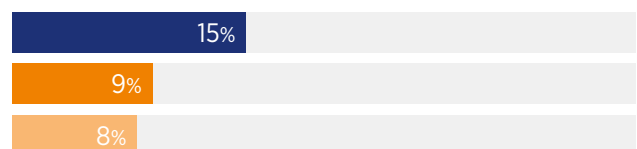
Organisational culture



This is my first job



Other



Do you plan to make any of the following changes to your career path in 2022?

49%

I plan to change organisation but stay within the same role/industry

16%

I plan to find a role with greater purpose

8%

I plan to find a new role within my current organisation

4%

I plan to follow a completely different career path

4%

I plan to set up my own business/ become self-employed

19%

None of the above

When do you anticipate you will next move jobs with a new company?

● 2021 ● 2020 ● 2019

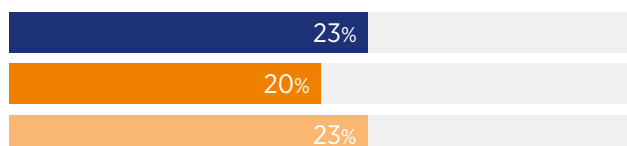
Within 6 months



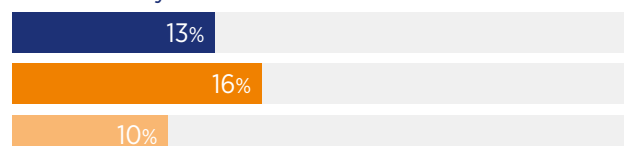
Between 2-3 years



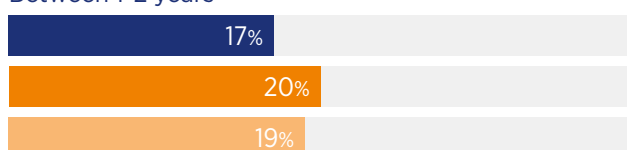
Between 6-12 months



More than 3 years



Between 1-2 years



CONSTRUCTION, PROPERTY & ENGINEERING

EMPLOYEE SURVEY HIGHLIGHTS

If you expect to move jobs within the next 12 months, why is this?

	2021	2020	2019
Salary	1	1	1
Lack of future opportunities	2	3	2
A new career path	3	2	2
Benefits package	4	6	6
End of contract	4	6	5
Concerns about job security	6	3	4
Organisational culture	6	5	6
Location	8	9	8
Other	9	8	8
My manager	10	N/A	N/A
My colleagues	11	N/A	N/A

What is the most important factor keeping you with your current employer?

	2021	2020	2019
I am happy in my role	1	2	2
Job security	2	1	3
Salary	3	3	1
Benefits package	4	6	7
Career progression	4	4	4
Organisational culture	6	5	5
Other	7	7	6

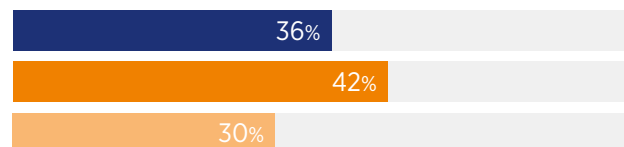
How do you feel about your career prospects for the next 12 months?

● 2021 ● 2020 ● 2019

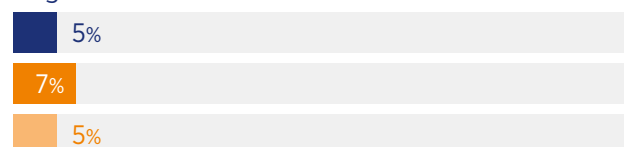
Positive



Uncertain



Negative



CONSTRUCTION, PROPERTY & ENGINEERING

SALARY GUIDE

CONSTRUCTION & PROPERTY

Position	AED Range	AED Average
C-suite	90,000-300,000	120,000
Executive Director	80,000-120,000	100,000
Urban Planning Director	60,000-100,000	70,000
Architecture Director	60,000-100,000	70,000
Development Director	60,000-100,000	70,000
Project Director	60,000-100,000	70,000
Commercial Director	60,000-100,000	70,000

Position	AED Range	AED Average
Commercial Manager	45,000-60,000	50,000
Senior Contracts Manager	45,000-60,000	50,000
Senior Project Manager	30,000-60,500	50,000
Contracts Manager	30,500-65,000	45,000
Project Manager	25,000-50,000	40,000
Senior HSEQ Manager	35,000-45,000	40,000
Planning Manager	20,000-45,000	35,000
Construction Manager	15,000-38,000	33,000

Position	AED Range	AED Average
Senior Quantity Surveyor	25,000-40,000	35,000
Senior Architect	25,000-35,000	27,000
Project Architect	20,000-30,000	25,000
Senior Interior Designer	15,000-30,000	25,000
Quantity Surveyor	10,000-25,000	16,000
Interior Designer	11,000-20,000	15,500

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
Facilities Manager	17,500-35,000	25,500

ENGINEERING

Position	AED Range	AED Average
Project Director	45,000-90,000	65,000
Senior Resident Engineer	45,000-60,000	55,000
MEP Director	40,000-55,000	50,000
Senior Project Manager	35,000-60,000	50,000
Contracts/Commercial Manager	25,000-60,000	45,000
Resident Engineer	21,500-40,000	31,500
Engineering Manager	25,000-40,000	30,000
MEP Manager	20,000-42,000	28,000
Senior Planning Engineer	22,000-30,000	25,000
QA/QC Manager	20,000-40,000	23,500
Senior Structural Engineer	11,500-35,000	23,000
Planning Engineer	10,000-26,000	16,500
Structural Engineer	12,000-23,500	16,000

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2021.

'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 2021.



HUMAN RESOURCES

The number of jobs available to HR professionals in 2021 was up on 2020 and similar to pre-pandemic levels, with 26% starting a new job last year compared to 27% in 2019. From our own experiences, the first half of 2021 was quiet for HR opportunities in the job market however, since September, there has been a significant uplift in the number of new job opportunities available. November was a record month for number of HR jobs registered with Hays, and we expect this upwards trajectory to continue into 2022.

The busiest industries for hiring HR professionals include Banking, Legal, Professional Services, Logistics, Technology, and Retail – a spectrum of industries that indicates business confidence is back up and beyond pre-pandemic levels. In contrast, the Hospitality sector has been the quietest for job opportunities however, this is also picking up as travel restrictions have eased and tourism numbers in region are rising rapidly.

Salaries

A significant 48% of HR professionals salaries increased year-on-year in 2021, 46% remained the same and 6% decreased. This is one of the first years in the history of our research where the proportion of salary increases have outnumbered those remaining the same and what's more, this statistic is higher than the 46% of HR professionals who received a pay rise in 2019. These are yet more indicators that business activity is back to and beyond pre-pandemic levels and prospects for HR professionals are very positive ahead.

For 2022, more than half (58%) of HR professionals expect their salaries to increase year-on-year and most anticipate a rise of up to 10%. This is compared to a lower 48% who said the same last year.

In demand

We have seen an uplift in demand for senior-level HR Directors since the second half of 2021. From speaking with employers, it is apparent that the pandemic highlighted weaknesses where people strategies lacked within their organisation and many are ensuring that these are no longer overlooked, therefore having HR representation at the very top of the organisation structure. Most in-demand candidates include those with industry qualifications, who have local and international experience, as well as strong strategic expertise to support informed business decisions.

Demand for Talent Acquisition/Recruitment professionals has increased as companies are scaling up the size of their workforces following the pandemic. Businesses are also building their IT capabilities to stay relevant in the market and as such, technology recruitment specialists are highly sought after.

Also highly sought after are Compensation and Benefits professionals. As hiring picks up, thanks to growing confidence in the market, employers are becoming more intent on attraction and retention strategies that support the hiring of top talent. Candidates most in-demand are those who are commercially savvy; who can identify optimal employment offerings that are aligned to budget.

Finally and as with previous years, professionals with experience in organisational/talent development are high in demand as employers look to progress the capabilities of their staff to help achieve business growth objectives. Different from prior years, we have seen growing integration of Human Resource Information Systems (HRIS) and consequently, growing demand for HR professionals with software expertise.

For candidates, salary continues to be the number one factor attracting them to new roles; however, organisation culture is also significant. The pandemic stirred much ambiguity and distress for many in the job market over the past two years – with many fearing for their jobs – and now more than ever, working environment, colleagues and overall company culture are big considerations when looking into new opportunities.



Eoin Barry
Associate Business Manager
- Human Resources, Hays



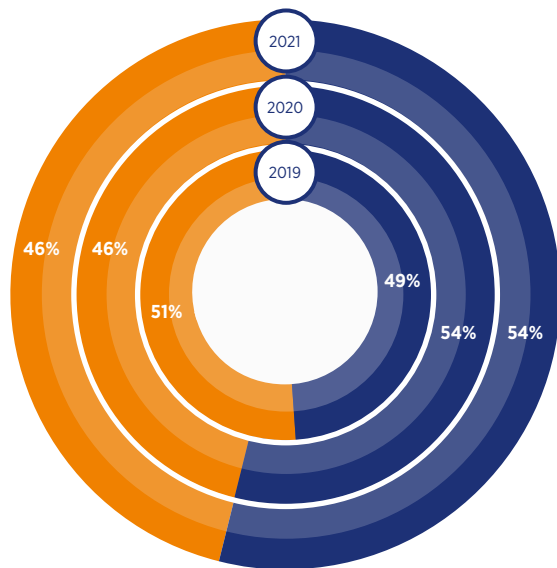
HUMAN RESOURCES

EMPLOYEE SURVEY HIGHLIGHTS

Salary

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

● Yes ● No



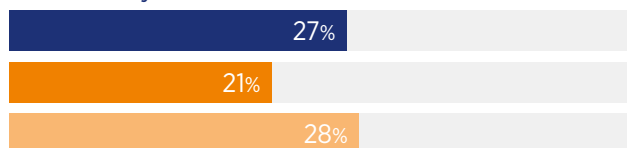
If answered yes, what was your salary change a result of?

	2021	2020	2019
A new job with a new company	1	2	2
Standard annual pay increase across the whole company	2	3	2
Individual performance related pay increase	3	4	1
A promotion within the same company	4	5	4
A pay decrease across the whole company	5	1	7
You requested a pay increase and were successful	6	7	5
Other	7	6	6

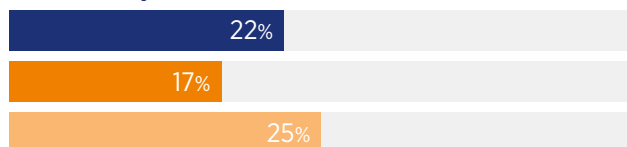
If answered yes, by what percentage did your salary change?

● 2021 ● 2020 ● 2019

Increased by 5% or less



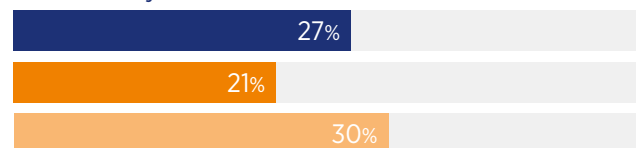
Increased by 6-10%



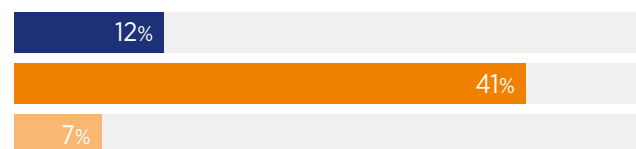
Increased by 11-15%



Increased by more than 15%

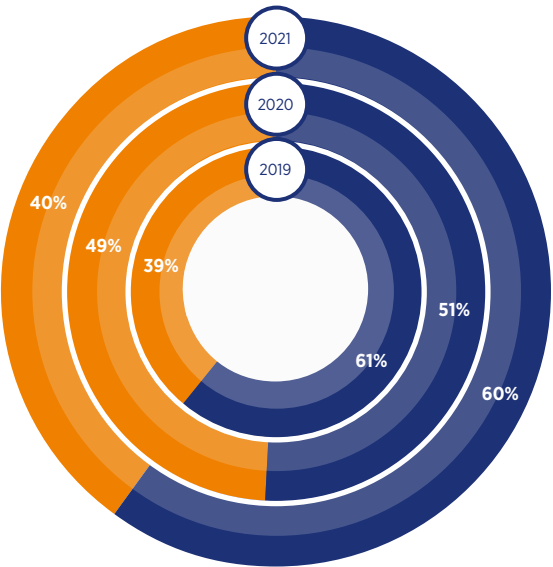


Decreased



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

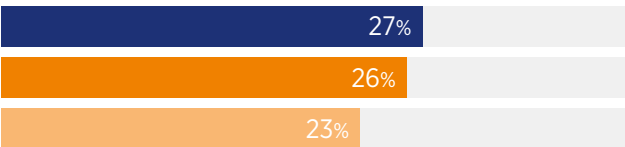
● Yes ● No



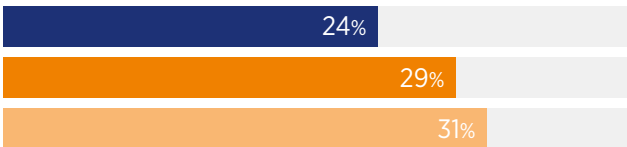
If answered yes, by how much do you realistically expect your salary to change?

● 2021 ● 2020 ● 2019

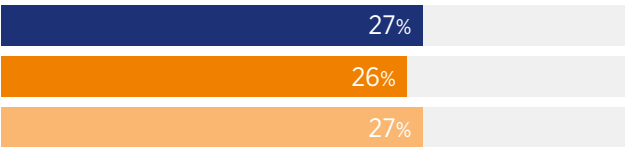
Increase by 5% or less



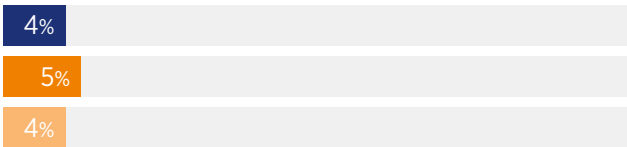
Increase by more than 15%



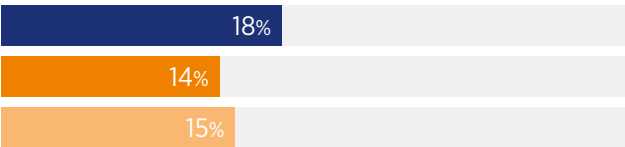
Increase by 6-10%



Decrease



Increase by 11-15%



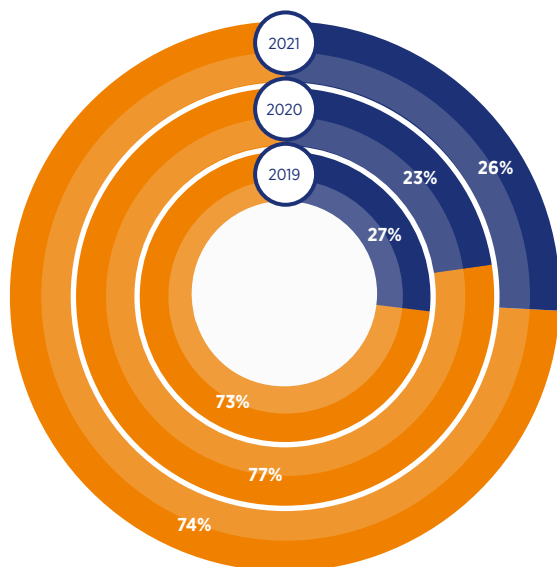
HUMAN RESOURCES

EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new job with a new organisation this year?

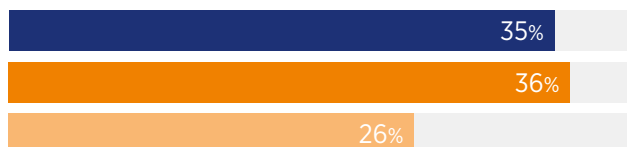
● Yes ● No



If answered yes, what made you move to a new organisation?

● 2021 ● 2020 ● 2019

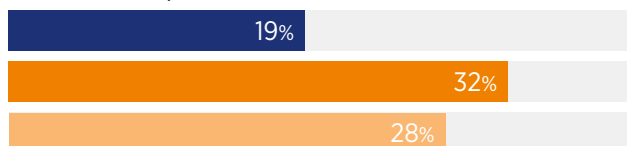
Made redundant



Better benefits



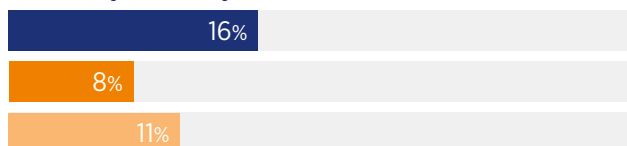
Career development



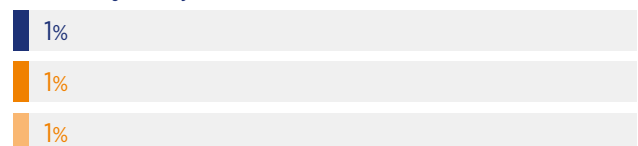
External factors (better location, working hours)



Increase your salary



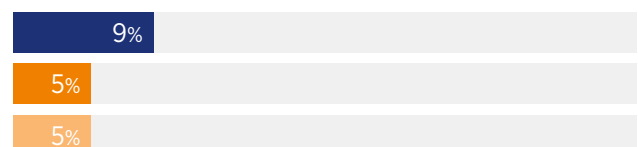
This is my first job



Organisational culture



Other



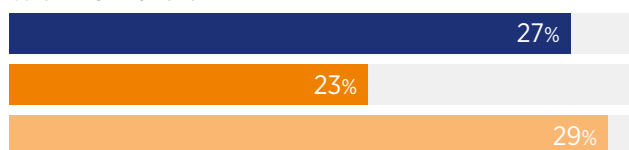
Do you plan to make any of the following changes to your career path in 2022?



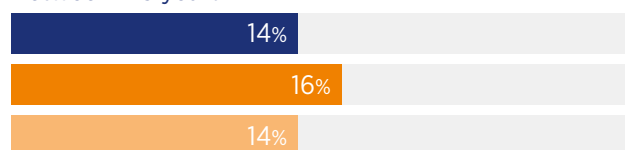
When do you anticipate you will next move jobs with a new company?

● 2021 ● 2020 ● 2019

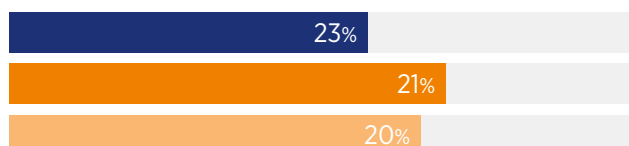
Within 6 months



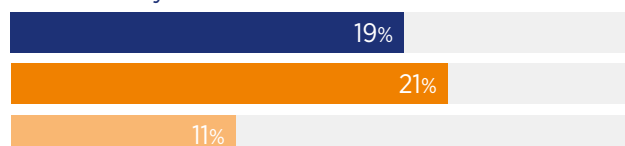
Between 2-3 years



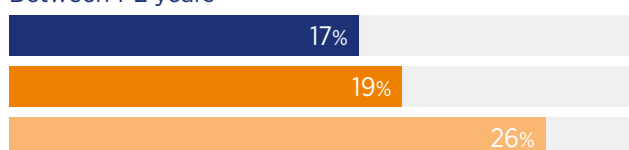
Between 6-12 months



More than 3 years



Between 1-2 years



HUMAN RESOURCES

EMPLOYEE SURVEY HIGHLIGHTS

If you expect to move jobs within the next 12 months, why is this?

	2021	2020	2019
Salary	1	2	1
Lack of future opportunities	2	3	2
Organisational culture	3	1	3
Concerns about job security	4	4	4
A new career path	5	6	5
Benefits package	6	7	8
End of contract	6	5	6
Location	8	7	9
My manager	8	N/A	N/A
Other	10	7	7

What is the most important factor keeping you with your current employer?

	2021	2020	2019
I am happy in my role	1	1	1
Job security	2	2	2
Organisational culture	3	5	3
Salary	3	3	5
Career progression	5	3	3
Benefits package	6	7	6
Other	7	6	6

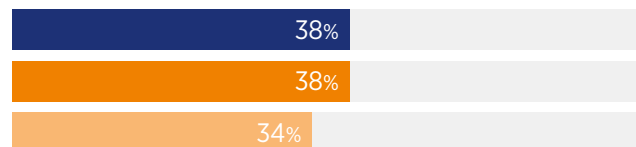
How do you feel about your career prospects for the next 12 months?

● 2021 ● 2020 ● 2019

Positive



Uncertain



Negative



HUMAN RESOURCES

SALARY GUIDE

Position	AED Range	AED Average
CHRO	60,000-160,000	95,000
Head of HR	50,000-60,000	55,000
HR Director	40,000-55,000	52,500
Compensation & Benefits Director (10+ years' experience)	40,000-60,000	50,000
Learning & Development Director (10+ years' experience)	40,000-50,000	45,000
Recruitment Director (10+ years' experience)	40,000-50,000	45,000
Senior HRBP	35,000-50,000	42,500
Senior HR Manager	30,000-40,000	35,000
Compensation & Benefits Manager (5+ years' experience)	25,000-40,000	32,500
Learning & Development Manager (5+ years' experience)	20,000-35,000	30,000

Position	AED Range	AED Average
HRBP	25,000-35,000	30,000
Recruitment Manager (5+ years' experience)	20,000-35,000	27,500
HR Manager	20,000-30,000	25,000
Compensation & Benefits Exec (3+ years' experience)	18,000-25,000	21,500
HR Generalist	16,000-25,000	20,500
Learning & Development Executive (3+ years' experience)	12,000-18,000	16,000
Recruitment Consultant (3+ years' experience)	12,000-16,000	14,000
HR Officer/Analyst	10,000-16,000	13,000
HR Admin/Coordinator	8,000-10,000	9,000

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2021.

'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 2021.



LEGAL

The number of jobs available to Legal professionals increased year-on-year in 2021 thanks to business confidence being restored in the market following the pandemic. All sectors saw an uplift in activity, particularly in the second half of the year however, Technology, Media and Telecommunications (TMT) industries, which were most resilient throughout the pandemic, were once again the busiest for hiring.

Regionally, the UAE continues to provide the greatest number of job opportunities to Legal professionals. Nonetheless, we have also seen a significant uplift in demand in Saudi Arabia as more and more projects get underway in the region.

Looking ahead, there is much optimism in the market with 62% of Legal professionals feeling positive about their career prospects for 2022.

Salaries

A significant 46% of Legal professionals' salaries increased in 2021, 48% remained the same year-on-year and 6% decreased. Of all the professions surveyed, Legal experienced one of the lowest proportions of pay cuts with salaries being largely unaffected by the pandemic. Of those that did change, the most common was an uplift by up to 5% and this is expected again for 2022.

When asked about salaries over the next 12 months, 55% of Legal professionals say they expect their pay to remain the same as in 2021 and 45% expect a pay rise.

In demand

Most in-demand profiles across all industries include bilingual Legal Counsel/Senior Legal Counsel, as well as Associates within Law firms. Employers look for candidates who are fluent in Arabic and English, who are industry qualified with years of post-qualified experience, and who have worked at multinational corporations. Other desirable attributes include a general ability to draft across different types of corporate commercial contracts, as well as IP/Data Privacy, compliance, and mergers and acquisitions experience.

From an employee perspective, career development, salary and flexible working options are the key criteria candidates look for in an employer. Career development was the number one reason why 17% of Legal professionals moved employer in 2021 and salary is the main reason why 47% are open to moving employer in 2022. While remote working has been common practice for Legal professionals for a number of years, it is of even greater significance following the pandemic, when it became the normal way of working for so many. As such, flexibility with remote working is a key criterion Legal professionals look for in an employer.



Aisha Amarsi
Senior Business Manager
- Legal, Hays



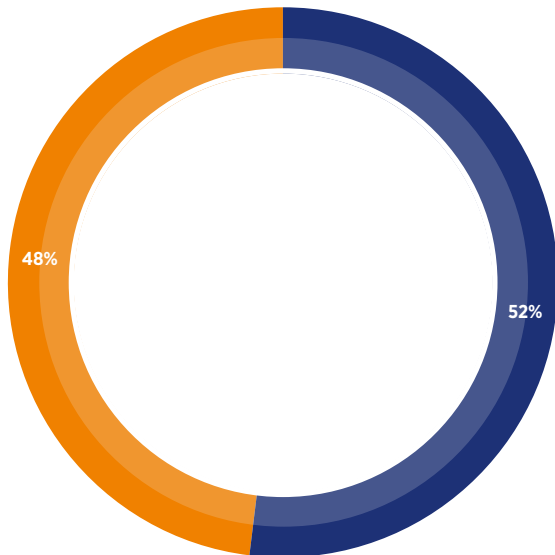
LEGAL

EMPLOYEE SURVEY HIGHLIGHTS

Salary

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

● Yes ● No



If answered yes, what was your salary change a result of?

	2021
A promotion within the same company	1
You requested a pay increase and were successful	2
Standard annual pay increase across the whole company	3
A new job with a new company	4
Individual performance related pay increase	5
A pay decrease across the whole company	6
Other	7

If answered yes, by what percentage did your salary change?

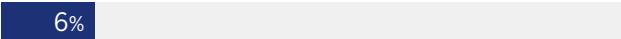
Increased by 5% or less



Increased by 6-10%



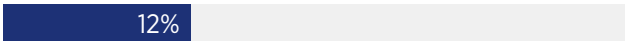
Increased by 11-15%



Increased by more than 15%

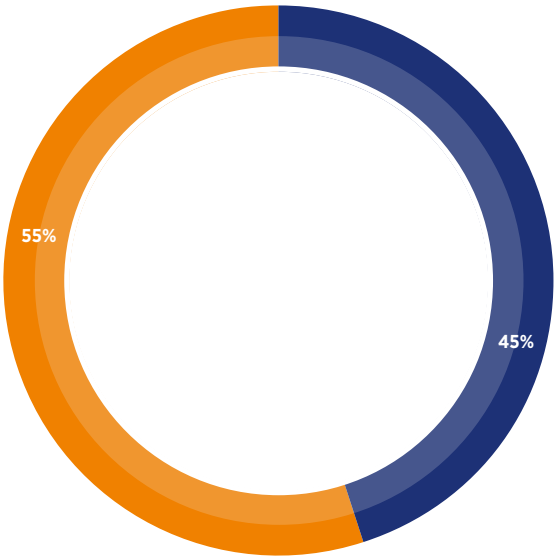


Decreased

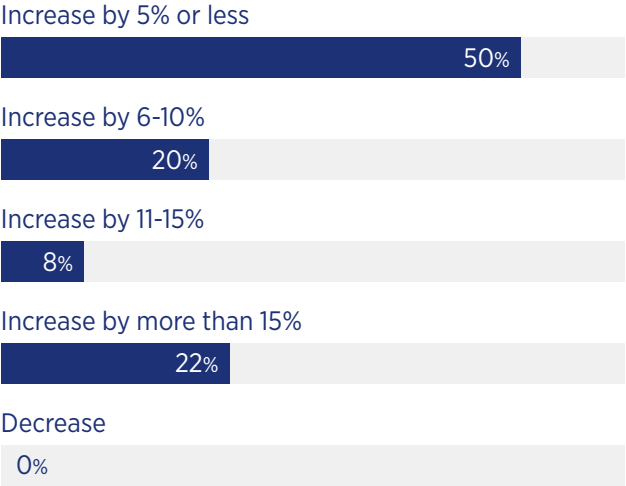


Do you realistically expect your current salary to change in the next 12 months?

● Yes ● No



If answered yes, by how much do you realistically expect your salary to change?



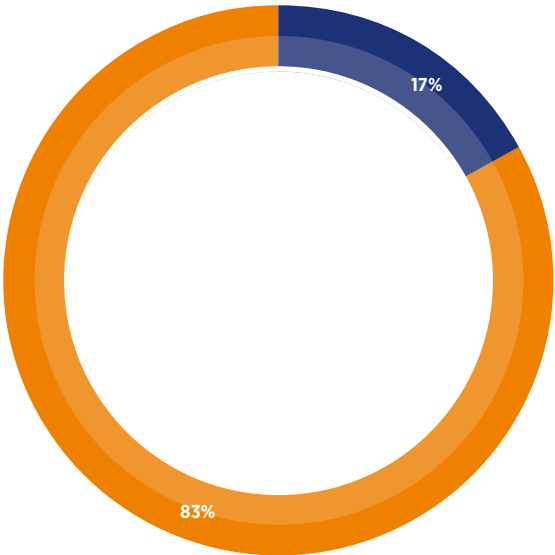
LEGAL

EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new job with a new organisation this year?

● Yes ● No



When do you anticipate you will next move jobs with a new company?

Within 6 months



Between 6-12 months



Between 1-2 years



Between 2-3 years



More than 3 years



If answered yes, what made you move to a new organisation?

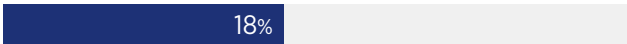
Career development



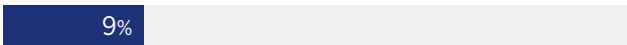
Better benefits



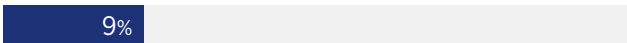
Made redundant



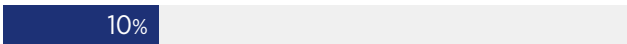
Increase your salary



Organisational culture



Other



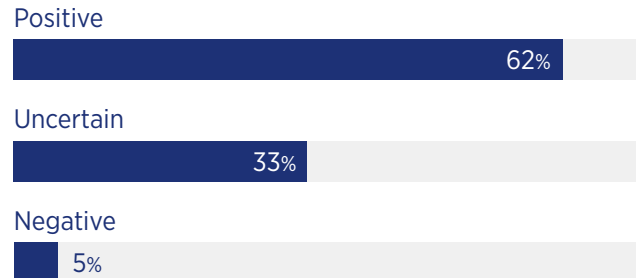
If you expect to move jobs within the next 12 months, why is this?

Salary	1
Lack of future opportunities	2
Organisational culture	3
Benefits package	4
Location	5
A new career path	6
Concerns about job security	7

What is the most important factor keeping you with your current employer?

Benefits package	1
Career progression	2
I am happy in my role	3
Job security	4
Organisational culture	5
Salary	6
Other	7

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



Do you plan to make any of the following changes to your career path in 2022?

44%

I plan to change organisation but stay within the same role/industry

12%

I plan to find a role with greater purpose

6%

I plan to find a new role within my current organisation

3%

I plan to set up my own business/become self-employed

0%

I plan to follow a completely different career path

35%

None of the above

LEGAL SALARY GUIDE

Professional Services and FMCG

Position	AED Range	AED Average
Chief Legal Officer	110,000-150,000	130,000
General Counsel	70,000-100,000	85,000
Senior Legal Counsel (7+ years' experience)	50,000-65,000	57,500
Senior Associate	30,000-62,000	46,000
Legal Counsel (3-6 years' experience)	30,000-45,000	37,500
Associate	25,000-35,000	30,000
Paralegal	20,000-25,000	22,500
Legal Secretary	10,000-24,500	17,500
Legal Coordinator	10,000-16,000	13,000

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2021.

'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 2021.





MARKETING & DIGITAL MARKETING

The number of jobs increased year-on-year in 2021 for Marketing, Communications and Digital professionals, with 29% starting a new job compared to 19% in 2020. The most significant uplift happened during the second half of the year, as travel restrictions eased and business confidence returned to the market following the pandemic.

The busiest area of hiring for Marketing, Communications & Digital professionals has been the Technology industry and this is set to continue throughout 2022. We have seen an increase in demand from tech companies that are growing their teams – thanks to ongoing digitalisation efforts in region – as well as increased foreign direct investment by global tech companies expanding into the Middle East and therefore building their marketing capabilities here. Similar to last year, FMCG, Pharmaceutical, Education and Professional Services firms remain active with hiring.

Regionally, the UAE holds the greatest number of job opportunities for Marketing, Communications & Digital professionals. We have however seen an uplift in demand coming from Qatar, following the launch of their national 2030 vision and, in the shorter term, the hosting of the FIFA World Cup which is set to bring thousands of tourists to the country. Saudi Arabia also has growing opportunities thanks to the governments investment in Saudi Vision 2030 and the vast number of projects underway to deliver this.

Looking ahead, there is much optimism for Marketing, Communications & Digital professionals in 2022, with a significant 57% feeling positive about their career prospects throughout the next 12 months. Many employers that we have spoken with have re-established their business strategy following the pandemic and, realising how integral Marketing, Communications & Digital expertise is to this, have dedicated budget to the hiring of more Marketing, Communications & Digital roles.

Salaries

A significant 50% of Marketing, Communications & Digital professionals said their salary increased year-on-year in 2021, most commonly by up to 5%. This is in contrast to 29% whose salaries increased in 2020 and 43% in 2019, further indication that market confidence has been restored and the job market is on the up.

While 10% of Marketing, Communications & Digital professionals experienced a pay cut in 2021 – higher than the 5% who said the same in 2019 – we do not anticipate this statistic going forward. Instead, optimism is set to continue with salaries, with 53% of professionals expecting an increase in 2022, 45% expecting their salary to remain the same and just 2% expecting a pay cut.

In demand

Digital roles remain the most in-demand in the Marketing, Communications & Digital space, specifically Growth Marketing and Channel Marketing positions that contribute directly to an organisation's bottom line. Historically, digital skills were siloed to specific technical roles however, there has been growing crossover over the last 3-5 years. Digital and strategic expertise are key skills employers look for when hiring today.

When it comes to attracting the best Marketing, Communications & Digital talent, career development opportunities and salary are the two most important pull factors. These, alongside remote working options are key considerations for professionals when considering an employer and should therefore be integrated into organisations talent and attraction strategies.



Grace Eldridge
Business Manager -
Marketing, Digital Marketing,
Sales & Office Support, Hays



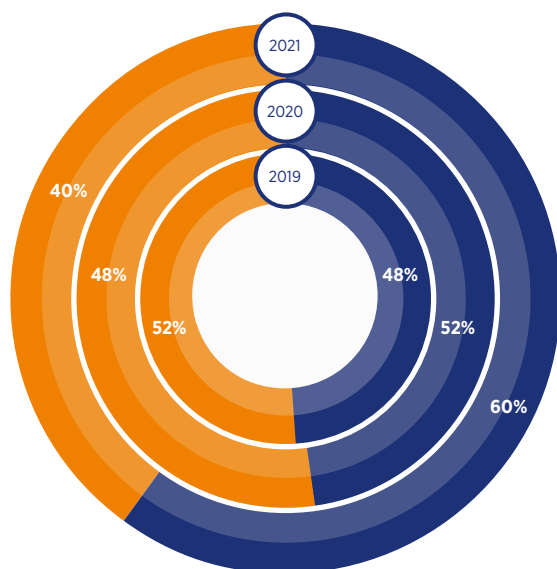
MARKETING & DIGITAL MARKETING

EMPLOYEE SURVEY HIGHLIGHTS

Salary

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

● Yes ● No



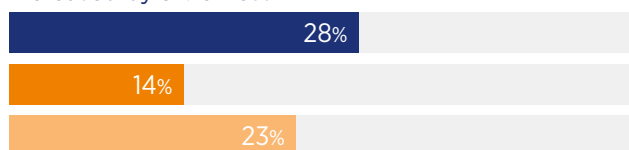
If answered yes, what was your salary change a result of?

	2021	2020	2019
A new job with a new company	1	2	1
A pay decrease across the whole company	2	1	6
Individual performance related pay increase	2	5	2
Standard annual pay increase across the whole company	2	3	4
A promotion within the same company	5	4	3
You requested a pay increase and were successful	6	7	5
Other	6	6	6

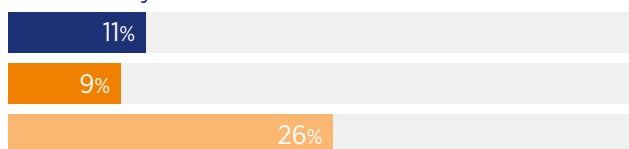
If answered yes, by what percentage did your salary change?

● 2021 ● 2020 ● 2019

Increased by 5% or less



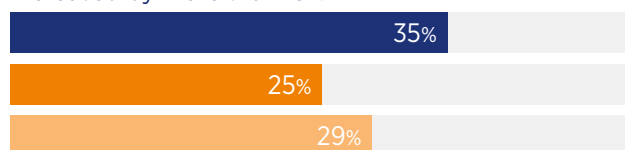
Increased by 6-10%



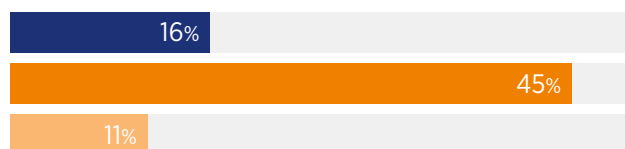
Increased by 11-15%



Increased by more than 15%

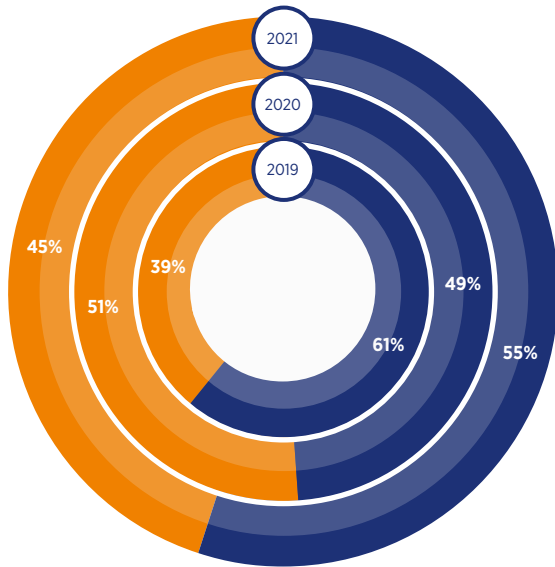


Decreased



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

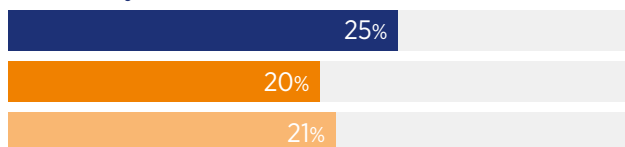
● Yes ● No



If answered yes, by how much do you realistically expect your salary to change?

● 2021 ● 2020 ● 2019

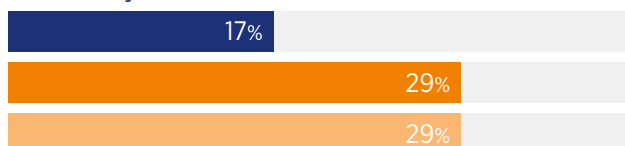
Increase by 5% or less



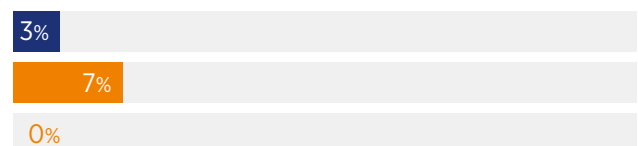
Increase by more than 15%



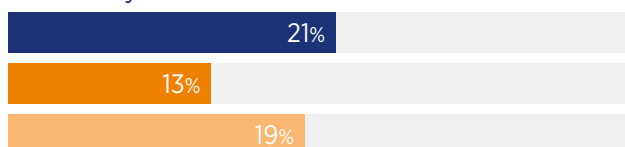
Increase by 6-10%



Decrease



Increase by 11-15%



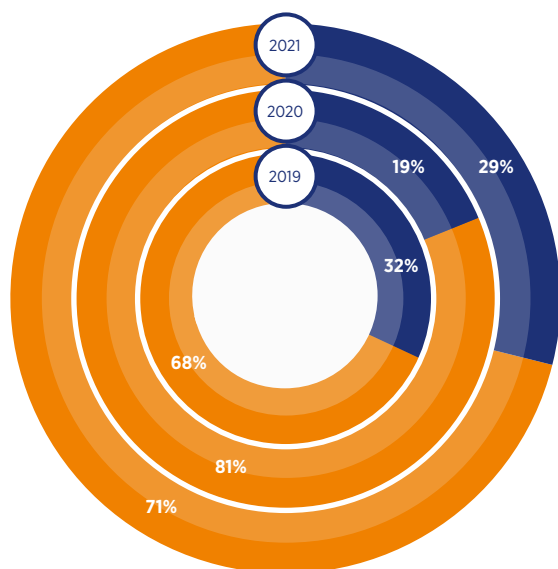
MARKETING & DIGITAL MARKETING

EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new job with a new organisation this year?

● Yes ● No



If answered yes, what made you move to a new organisation?

● 2021 ● 2020 ● 2019

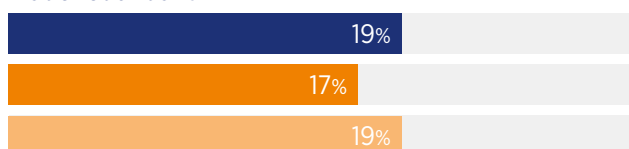
Career development



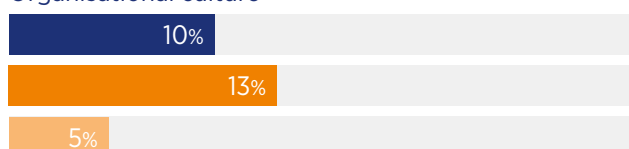
Increase your salary



Made redundant



Organisational culture



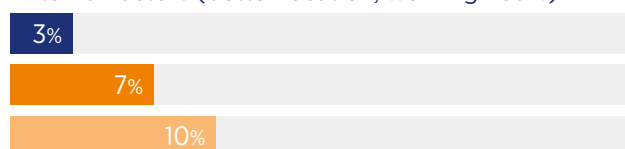
This is my first job



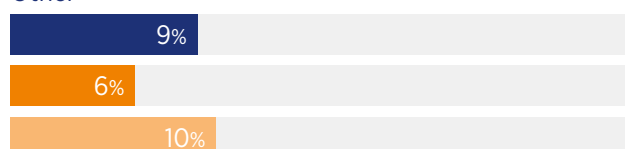
Better benefits



External factors (better location, working hours)



Other



Do you plan to make any of the following changes to your career path in 2022?

36%

I plan to change organisation but stay within the same role/industry

18%

I plan to find a new role within my current organisation

16%

I plan to find a role with greater purpose

2%

I plan to follow a completely different career path

2%

I plan to set up my own business/become self-employed

26%

None of the above

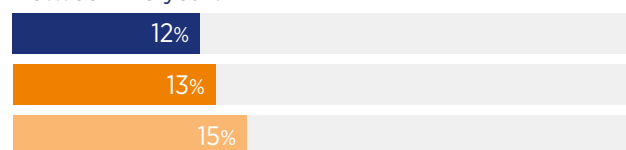
When do you anticipate you will next move jobs with a new company?

● 2021 ● 2020 ● 2019

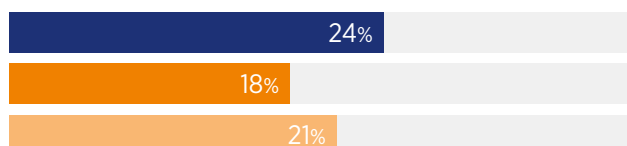
Within 6 months



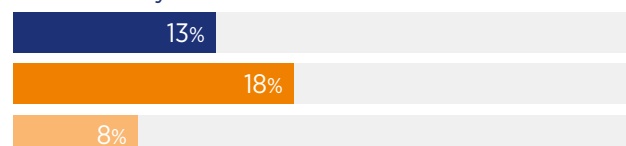
Between 2-3 years



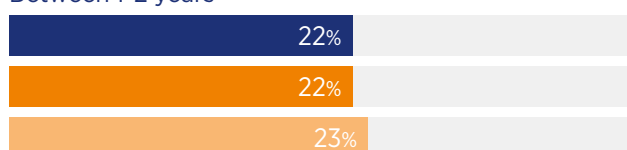
Between 6-12 months



More than 3 years



Between 1-2 years



EMPLOYEE SURVEY HIGHLIGHTS

CAREER

If you expect to move jobs within the next 12 months, why is this?

	2021	2020	2019
Salary	1	1	1
Lack of future opportunities	2	2	3
Benefits package	3	8	7
Organisational culture	4	4	5
A new career path	5	3	2
Concerns about job security	5	4	4
My manager	5	N/A	N/A
Location	8	6	9
End of contract	9	8	8
Other	10	6	6

What is the most important factor keeping you with your current employer?

	2021	2020	2019
Salary	1	3	1
Organisational culture	2	4	5
Job security	3	1	4
I am happy in my role	4	2	2
Career progression	5	5	3
Benefits package	6	7	6
Other	7	6	6

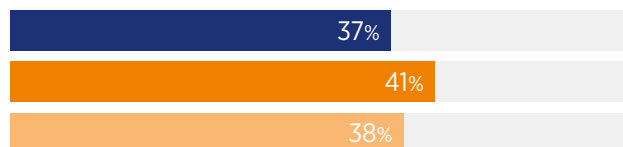
How do you feel about your career prospects for the next 12 months?

● 2021 ● 2020 ● 2019

Positive



Uncertain



Negative





MARKETING & DIGITAL MARKETING

SALARY GUIDE

DIGITAL MARKETING

Generalist Digital

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

eCommerce

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

Creative

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

Insights and Analytics

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

Performance Marketing

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

Agency Side

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

MARKETING

Generalist Marketing

Position	AED Range	AED Average
CMO	70,000-170,000	85,000
Marketing Director/VP Marketing	50,000-80,000	55,000
Head of Marketing	45,000-80,000	50,000
Senior Marketing Manager/AVP Marketing	35,000-50,000	40,000
Marketing Manager	25,000-45,000	35,000
Category Manager	25,000-45,000	35,000
Senior Marketing Executive/Specialist/Associate	20,000-30,000	25,000
Marketing Executive/Specialist/Associate	15,000-25,000	22,000
Copywriter	15,000-22,000	18,000
Marketing Assistant/Coordinator	10,000-18,000	15,000

Events

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

Brand

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

Communications

Position	AED Range	AED Average
Communications Director	50,000-90,000	55,000
Head of Communications/VP Communications	45,000-80,000	50,000
Internal Communications Manager	30,000-55,000	40,000
PR/Media Relations Manager	30,000-55,000	40,000
Internal Communications Executive/Specialist	20,000-35,000	25,000
PR/Media Relations Executive/Specialist	20,000-35,000	25,000

Agency Side

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

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2021.

'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 2021.



OFFICE SUPPORT

The number of jobs available to Office Support professionals increased significantly year-on-year in 2021, with 23% starting a new job compared to 12% in 2020. Much of this uplift was a direct response to workforces returning to the office following the pandemic, therefore driving the need for office managers and support staff.

We saw demand pick up from the very start of 2021, with busiest industries for hiring being professional services sectors, namely investment, legal and consultancy firms, and we expect this to continue in 2022.

Looking ahead, there is much optimism in the job market with 67% of Office Support professionals feeling positive about their career prospects for the next 12 months. This is in contrast to the 53% who said the same in 2020 and indicative of prosperous times ahead.

Salaries

Almost half (49%) of Office Support professionals salaries remained the same year-on-year in 2021, 39% increased and 12% decreased. Positively, the number of increases was up on the 26% who experienced the same in 2020, and the same as in 2019 – further indication that the job market is back to pre-pandemic levels with confidence picking up.

For 2022, a significant 57% of Office Support professionals expect their salary to increase, 42% expect it to remain the same and just 1% expect a decrease.

In demand

There has been a general uplift in demand for back office support roles in all areas following the easing of lockdown restrictions and workforces returning to the office. Most in-demand roles, however, include Executive Assistants (EAs), Receptionists and Legal Secretaries – due to an uplift in workload within the Legal sector.

As with previous years, employers look for candidates with like-for-like industry experience and who are degree qualified. Different from previous years, there is greater emphasis – particularly for EAs – on strategic and commercial skillsets. Employers want to hire individuals who they are confident will make smart business decisions and contribute to the organisation's bottom line.

From a candidate perspective, while salary is an important factor, job security and career development are growing in significance. Professionals are most drawn to those employers with whom they can map out their career paths. Flexible working options are also growing in precedence with professionals typically expecting to be able to work from home on a regular, weekly basis.



Chloe Deery
Associate Business Manager -
Office Support & Contracting,
Hays

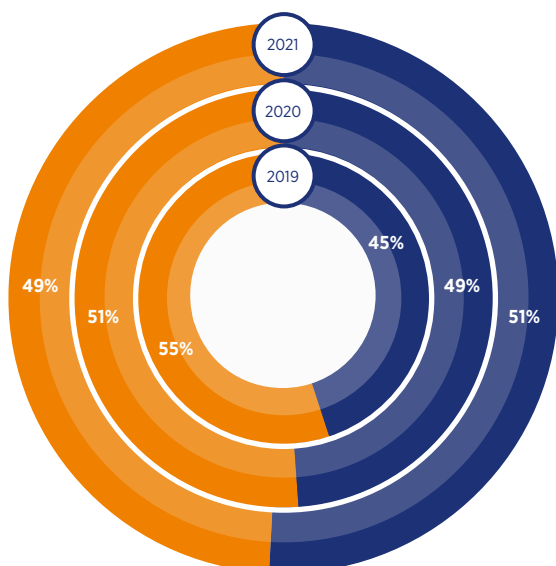


OFFICE SUPPORT EMPLOYEE SURVEY HIGHLIGHTS

Salary

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

● Yes ● No



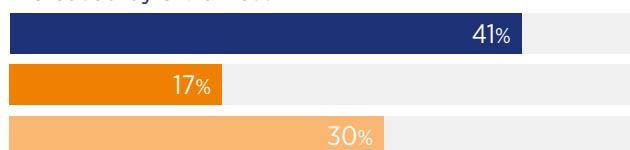
If answered yes, what was your salary change a result of?

	2021	2020	2019
Standard annual pay increase across the whole company	1	3	2
A new job with a new company	2	4	3
Individual performance related pay increase	3	2	1
A pay decrease across the whole company	4	1	5
A promotion within the same company	5	5	7
You requested a pay increase and were successful	6	7	4
Other	7	6	6

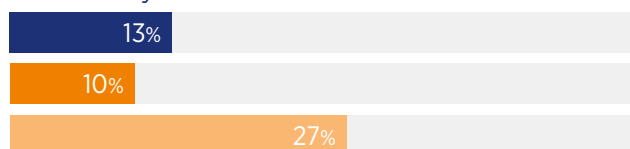
If answered yes, by what percentage did your salary change?

● 2021 ● 2020 ● 2019

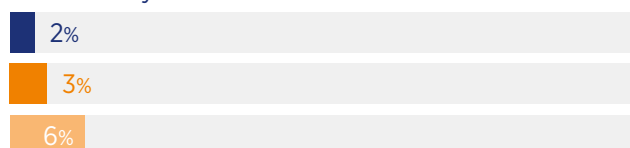
Increased by 5% or less



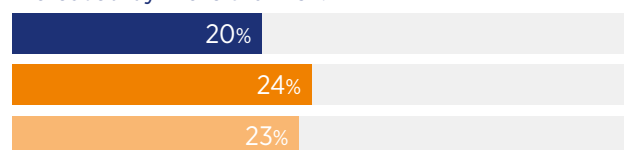
Increased by 6-10%



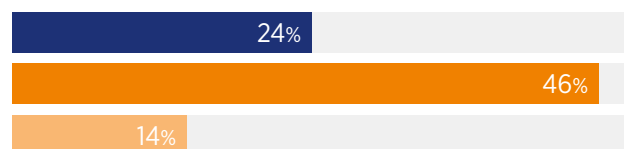
Increased by 11-15%



Increased by more than 15%

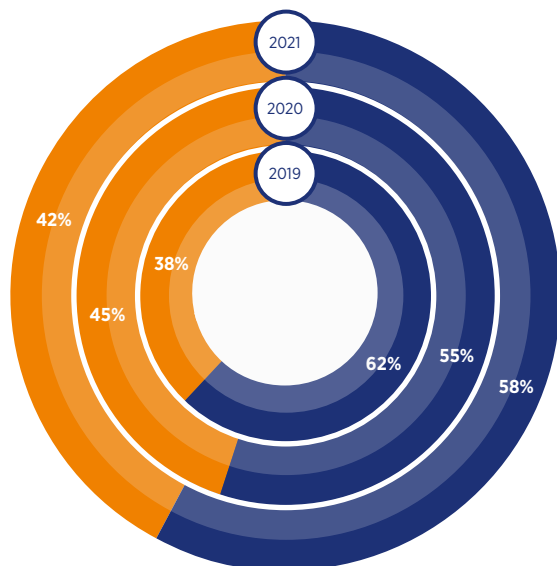


Decreased



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

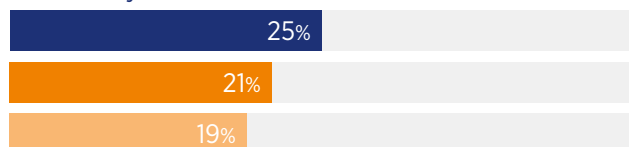
● Yes ● No



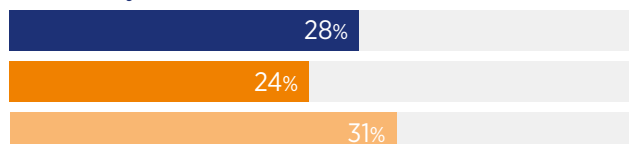
If answered yes, by how much do you realistically expect your salary to change?

● 2021 ● 2020 ● 2019

Increase by 5% or less



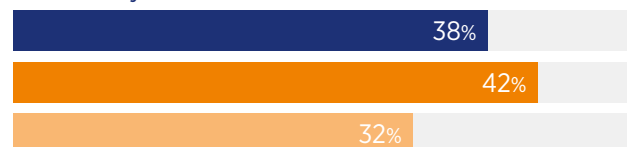
Increase by 6-10%



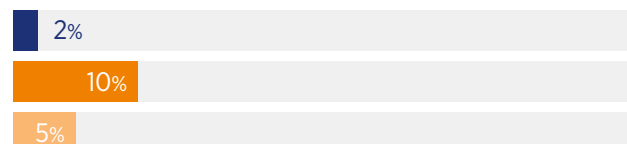
Increase by 11-15%



Increase by more than 15%



Decrease



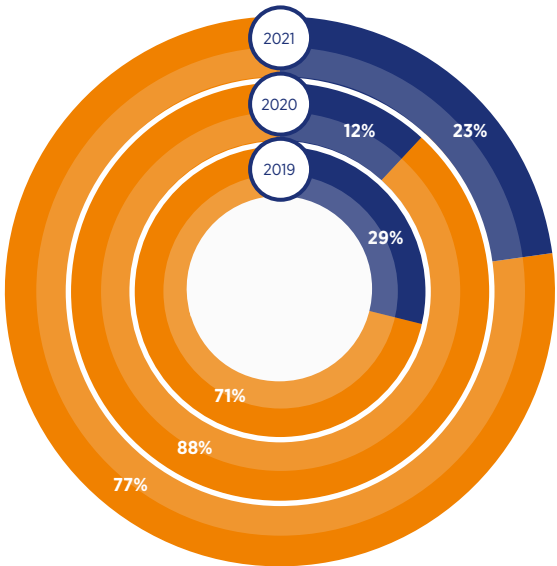
OFFICE SUPPORT

EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new job with a new organisation this year?

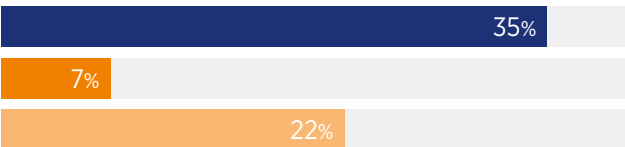
● Yes ● No



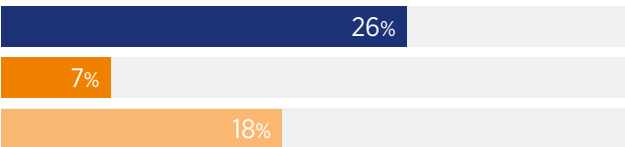
If answered yes, what made you move to a new organisation?

● 2021 ● 2020 ● 2019

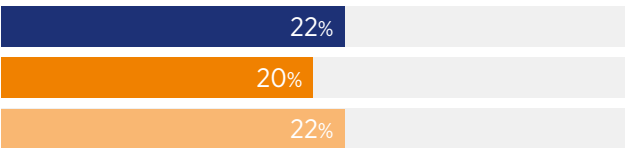
Career development



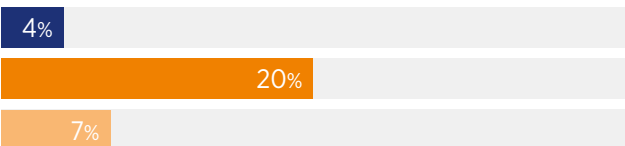
Increase your salary



Made redundant



Better benefits



Organisational culture



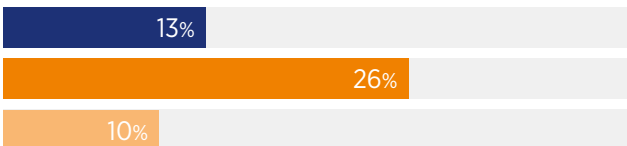
External factors (better location, working hours)



This is my first job



Other



Do you plan to make any of the following changes to your career path in 2022?

26%

I plan to change organisation but stay within the same role/industry

19%

I plan to find a role with greater purpose

10%

I plan to find a new role within my current organisation

6%

I plan to follow a completely different career path

4%

I plan to set up my own business/become self-employed

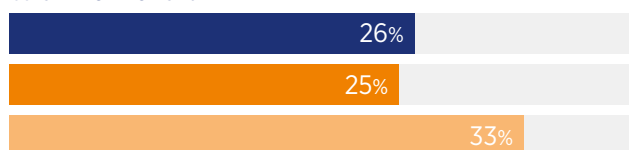
35%

None of the above

When do you anticipate you will next move jobs with a new company?

● 2021 ● 2020 ● 2019

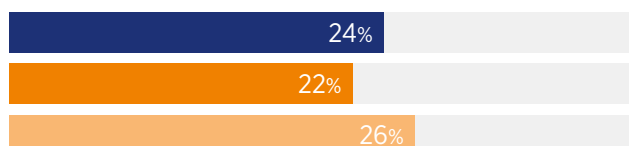
Within 6 months



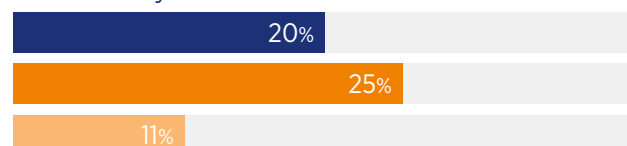
Between 2-3 years



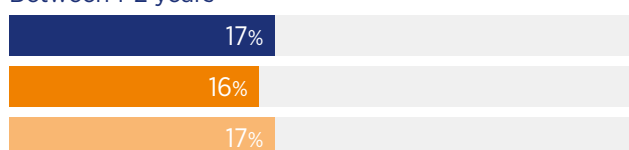
Between 6-12 months



More than 3 years



Between 1-2 years



OFFICE SUPPORT

EMPLOYEE SURVEY HIGHLIGHTS

If you expect to move jobs within the next 12 months, why is this?

	2021	2020	2019
Salary	1	1	1
A new career path	2	3	2
Lack of future opportunities	2	2	3
Benefits package	4	5	6
My manager	5	N/A	N/A
Organisational culture	5	5	5
Concerns about job security	7	5	4
End of contract	7	8	6
My colleagues	7	N/A	N/A
Other	10	4	6

What is the most important factor keeping you with your current employer?

	2021	2020	2019
Job security	1	1	1
I am happy in my role	2	2	2
Salary	3	3	3
Benefits package	4	4	5
Organisational culture	5	6	4
Career progression	6	7	6
Other	7	4	7

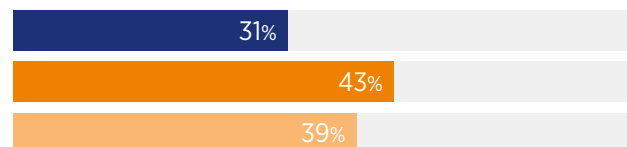
How do you feel about your career prospects for the next 12 months?

● 2021 ● 2020 ● 2019

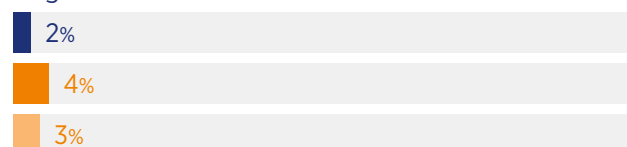
Positive



Uncertain



Negative



OFFICE SUPPORT SALARY GUIDE

Professional and Financial Services

Position	AED Range	AED Average
Personal Assistant (5+ years' experience)	18,000-30,000	26,000
Executive Assistant to C-Level (5+ years' experience)	25,000-35,000	30,000
Office Manager (5+ years' experience)	25,000-40,000	30,000
Private Personal Assistant (5+ years' experience)	20,000-30,000	25,000
Legal Secretary (Private Practice)	16,000-28,000	23,000
EA - Multi Support (5+ years experience)	16,000-25,000	20,000
Executive Assistant to C-level (1-5 years' experience)	15,000-25,000	20,000
Office Manager (1-5 years' experience)	15,000-23,000	18,000
Private Personal Assistant (1-5 years' experience)	15,000-22,000	18,000
Personal Assistant (1-5 years' experience)	13,000-20,000	17,000
EA - Multi Support (1-5 years' experience)	12,000-18,000	15,000
Team Assistant	10,000-20,000	15,000
Receptionist	8,000-18,000	13,000
Administrator	8,000-15,000	13,000

Industrial

Position	AED Range	AED Average
EA to C-Level (5+ years' experience)	18,000-28,000	24,000
Office Manager (5+ years' experience)	18,000-28,000	22,000
Legal Secretary (In-house)	12,000-25,000	20,000
EA - Multi Support (5+ years' experience)	15,000-23,000	18,000
EA to C-Level (1-5 years' experience)	14,000-20,000	18,000
Administration Manager	10,000-22,000	15,000
Office Manager (1-5 years' experience)	10,000-20,000	15,000
EA - Multi Support (1-5 years' experience)	14,000-18,000	15,000
Receptionist	8,000-15,000	12,000
Administator	8,000-15,000	10,000
Customer Service	8,000-15,000	10,000

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2021.

'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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PROCUREMENT & SUPPLY CHAIN

There was an uplift in the number of jobs available to Procurement & Supply Chain professionals year-on-year in 2021, with 27% starting a new job compared to 19% in 2020. Positively, this statistic was also higher than the 24% of professionals who started a new job in 2019 and indicative of market activity being back to and above pre-pandemic levels.

Hiring really picked up in the second half of 2021, with busiest sectors again being Manufacturing, Logistics/Freight Forwarding, Technology and Healthcare. In particular, Technology is seeing a significant spike in the recruitment of Procurement & Supply Chain professionals as a direct result of a number of new tech companies starting up in region.

Regionally, Saudi Arabia continues to show the greatest increase in hiring levels compared to other countries in the Gulf and we are confident this will continue for 2022 and beyond. Qatar is another market with exciting growth opportunities. Thanks to the FIFA World Cup and the announcement of their 2030 vision, there is significant investment taking place here and many of our clients are looking to expand their operations in the country.

Looking ahead, general sentiment is optimistic for Procurement & Supply Chain professionals. From our own experiences, we have noticed many organisational restructures have taken place in response to the pandemic and now employers are looking to further develop their Procurement & Supply Chain operations. We therefore expect a growing number of job opportunities to become available in the next 12 months.

Salaries

Most positive of all professions surveyed in this report, a significant 51% of Procurement & Supply Chain professionals said their salary increased year-on-year in 2021, most commonly by up to 5%. This is in contrast to 34% whose salaries increased in 2020 and 41% in 2019, further indication that market confidence has been restored and the job market is on the up.

This optimism is set to continue with salaries, with 59% of professionals expecting an increase in 2022, 40% expecting their salary to remain the same and only 1% expecting a pay cut.

In demand

Most in-demand have been mid-Senior Management and Director-level positions across Procurement, Supply Chain and Operations professions. This is off the back of overall business activity increasing following the pandemic, and those company restructures mentioned above driving demand for senior leaders who have the expertise to maximise business growth opportunities.

For employers looking to attract the best Procurement & Supply Chain talent, salary remains the most significant factor. Of those 54% of professionals who are looking to move organisation in the next 12 months, salary is the single biggest reason and, different from last year, job security now appears relatively insignificant. While stability of employment is not to be overlooked, professionals are more intent on their pay and benefits and the overall organisation culture in terms of flexible working options.



Mark Paul
Associate Business Manager -
Procurement, Supply Chain
& Manufacturing, Hays

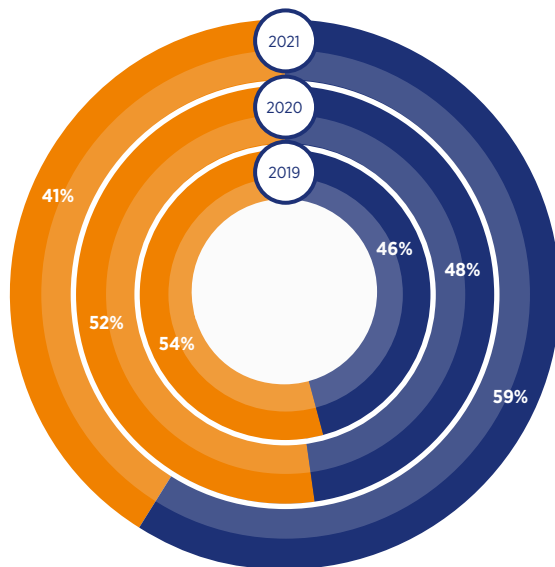


PROCUREMENT & SUPPLY CHAIN EMPLOYEE SURVEY HIGHLIGHTS

Salary

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

● Yes ● No



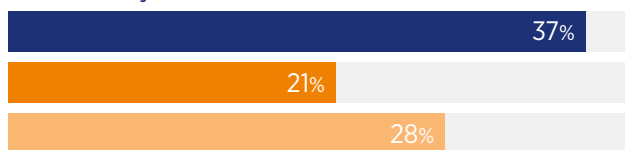
If answered yes, what was your salary change a result of?

	2021	2020	2019
Individual performance related pay increase	1	3	3
A new job with a new company	2	2	2
Standard annual pay increase across the whole company	3	3	1
A pay decrease across the whole company	4	1	5
You requested a pay increase and were successful	5	5	6
A promotion within the same company	6	6	4
Other	7	7	7

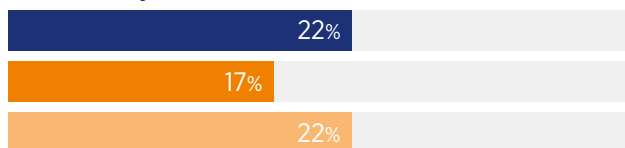
If answered yes, by what percentage did your salary change?

● 2021 ● 2020 ● 2019

Increased by 5% or less



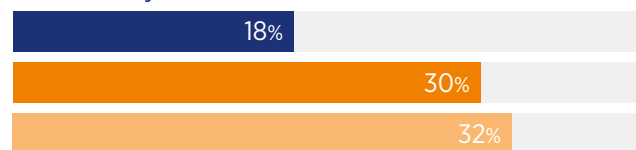
Increased by 6-10%



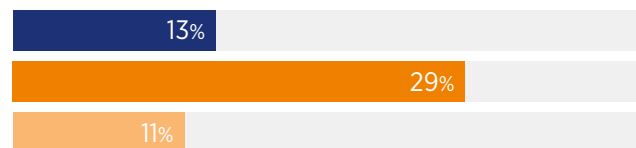
Increased by 11-15%



Increased by more than 15%

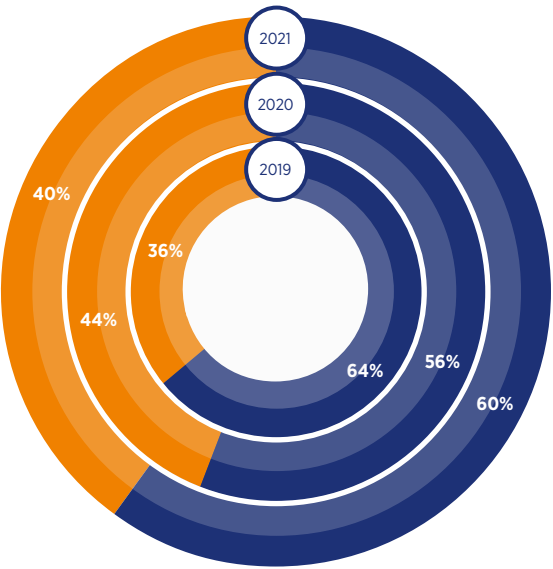


Decreased



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

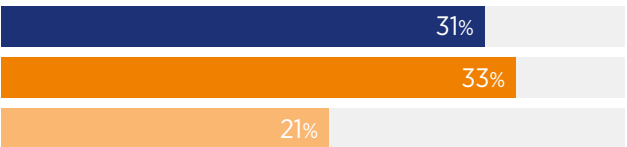
● Yes ● No



If answered yes, by how much do you realistically expect your salary to change?

● 2021 ● 2020 ● 2019

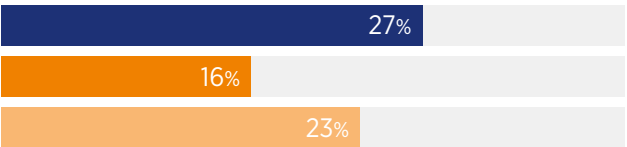
Increase by 5% or less



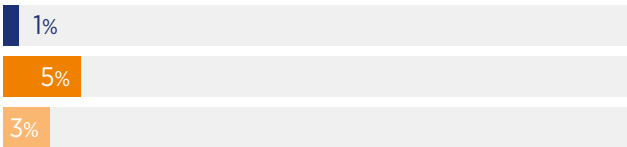
Increase by more than 15%



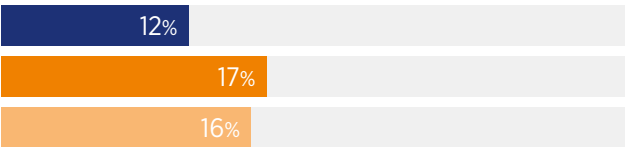
Increase by 6-10%



Decrease



Increase by 11-15%

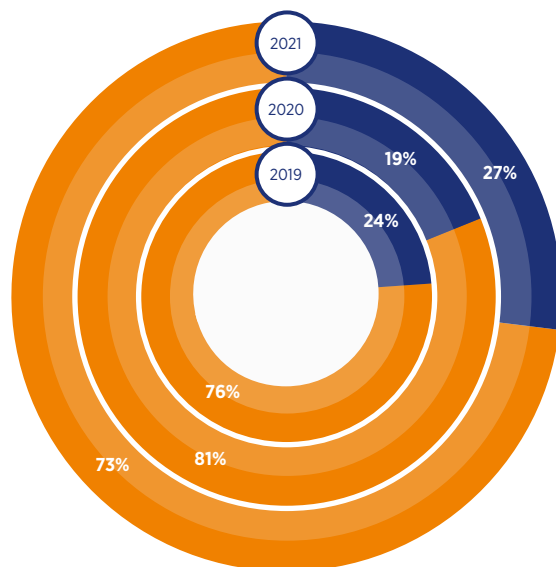


PROCUREMENT & SUPPLY CHAIN EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new job with a new organisation this year?

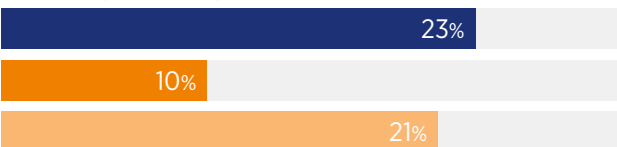
● Yes ● No



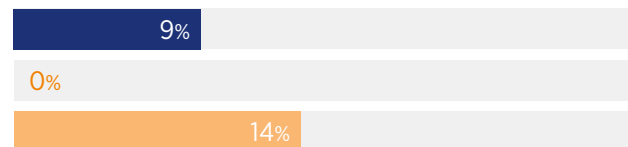
If answered yes, what made you move to a new organisation?

● 2021 ● 2020 ● 2019

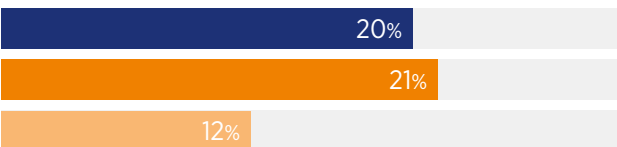
Increase your salary



External factors (better location, working hours)



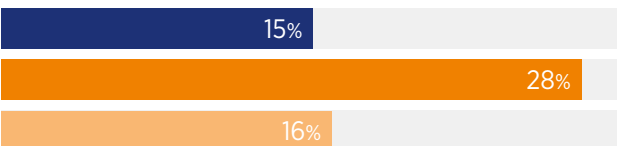
Made redundant



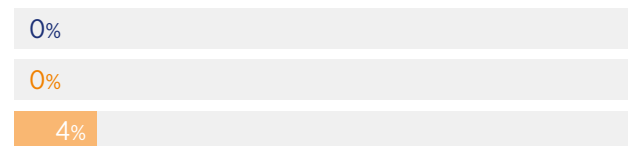
Organisational culture



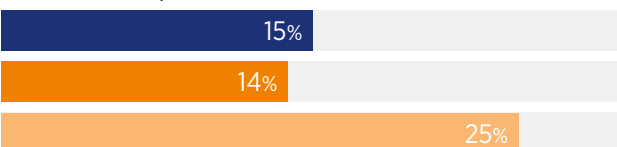
Better benefits



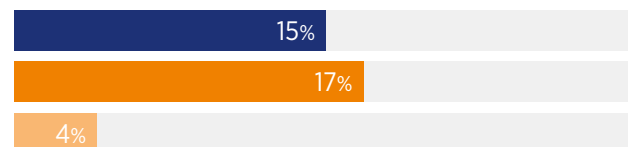
This is my first job



Career development



Other



Do you plan to make any of the following changes to your career path in 2022?

33%

I plan to change organisation but stay within the same role/industry

23%

I plan to find a role with greater purpose

13%

I plan to find a new role within my current organisation

3%

I plan to follow a completely different career path

2%

I plan to set up my own business/become self-employed

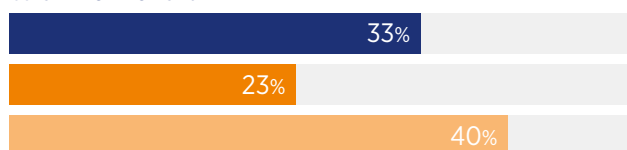
26%

None of the above

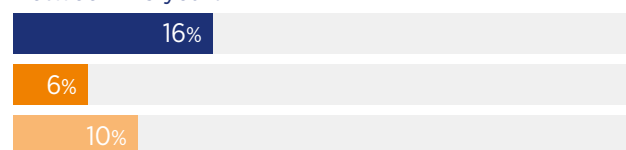
When do you anticipate you will next move jobs with a new company?

● 2021 ● 2020 ● 2019

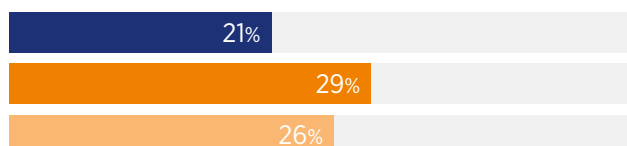
Within 6 months



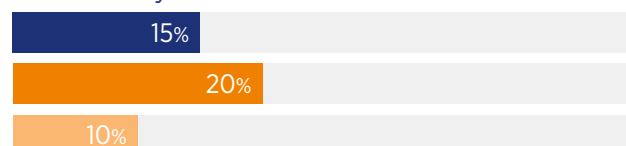
Between 2-3 years



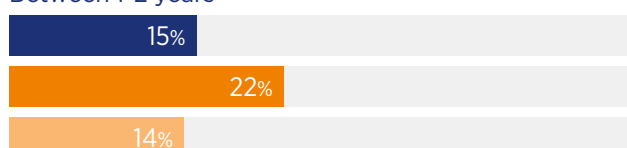
Between 6-12 months



More than 3 years



Between 1-2 years



PROCUREMENT & SUPPLY CHAIN

EMPLOYEE SURVEY HIGHLIGHTS

If you expect to move jobs within the next 12 months, why is this?

	2021	2020	2019
Salary	1	2	1
Lack of future opportunities	2	1	2
Benefits package	3	5	7
Organisational culture	3	5	5
A new career path	5	3	3
Concerns about job security	6	4	4
End of contract	7	7	6
My manager	7	N/A	N/A
Location	9	9	8
Other	10	7	9

What is the most important factor keeping you with your current employer?

	2021	2020	2019
I am happy in my role	1	4	5
Salary	2	5	2
Organisational culture	3	3	6
Career progression	4	2	3
Benefits package	5	5	4
Job security	5	1	1
Other	7	7	7

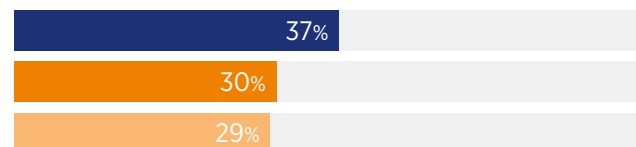
How do you feel about your career prospects for the next 12 months?

● 2021 ● 2020 ● 2019

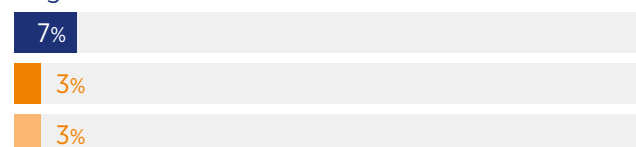
Positive



Uncertain



Negative



PROCUREMENT & SUPPLY CHAIN

SALARY GUIDE

Position	AED Range	AED Average
COO/CPO/General Manager	55,000-90,000	75,000
Operations Director	50,000-70,000	60,000
Supply Chain Director	40,000-60,000	50,000
Procurement Director	40,000-60,000	50,000
Head of Procurement	35,000-45,000	40,000
Head of Supply Chain	35,000-45,000	40,000
Plant/Manufacturing Manager	30,000-50,000	40,000
Head of Logistics	30,000-40,000	35,000
Procurement Manager	30,000-40,000	35,000
Supply Chain Manager	25,000-40,000	32,500
Production Manager	25,000-30,000	27,500
S&OP/Demand Planning Manager	25,000-30,000	27,500
Logistics Manager	20,000-30,000	25,000
Supply Chain Planner	15,000-25,000	20,000
Procurement/Supply Chain Analyst	15,000-25,000	20,000

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2021.

‘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 2021.



SALES

The number of jobs available to Sales professionals increased year-on-year in 2021, with 24% starting a new job compared to 18% in 2020. One advantage to come from the pandemic for Sales professionals has been the increase in remote working, which has enabled many in the profession to remain operational regardless of global travel restrictions. As such and unlike previous years, 2021 was busy right through summer – a period usually much quieter in the Middle East due to many expats taking annual leave to enjoy time in their home countries – and right up until the end of the year.

Job opportunities for Sales professionals picked up across all industries in 2021 as business confidence returned to the market following the pandemic and organisations looked to rebuild and reequip their Sales teams. Busiest industries included Technology, Chemicals, Telecoms, Freight and Logistics – a mix of sectors, indicative of economic activity generally increasing back to and beyond pre-pandemic levels.

There is much optimism ahead for Sales professionals with 61% feeling positive about their career prospects for 2022, up on the 57% who said the same last year.

Salaries

A significant 44% of Sales professionals salaries increased year-on-year in 2021, 48% remained the same and 8% decreased. The proportion of increases was up on both 2020 and 2019, when 36% and 39% of professionals experienced a pay rise, respectively. From our own experiences, salaries have been consistent with levels seen before the pandemic, with some incremental increases of up to 5%.

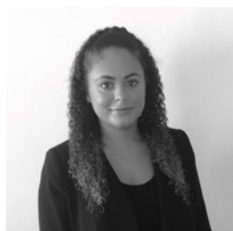
For 2022, 56% of Sales professionals expect a pay rise, most commonly again by up to 5%.

In demand

Roles most in-demand in 2021 included Regional Managers and junior Sales Executives – those which were hit hardest by the pandemic with redundancies and where employers have therefore been rehiring as business activity picks up. The Technology industry is very hot for jobs in the current market. We expect this momentum to continue throughout 2022 with high demand for Channel Managers, Sales Managers, and Account Managers within this sector.

There has been much emphasis on business resilience following the pandemic, and we have seen an increase in demand for senior, strategically focused Sales professionals who can drive teams to deliver ambitious sales targets.

From an employee perspective, pay and commission structures are the number one factors attracting candidates to organisations. Interestingly and different from previous years, organisation culture – mainly related to flexible working options – is the single biggest reason why Sales professionals will stay with their current employer; therefore an important factor for retaining top talent. Also slightly different from other years, we are noticing Sales professionals are more intent on the organisation's overall vision and strategy, both to ensure security of employment and to enable them to understand their individual earning potential.



Antonia O'Saul
Senior Recruitment
Consultant - Sales & Business
Development, Hays



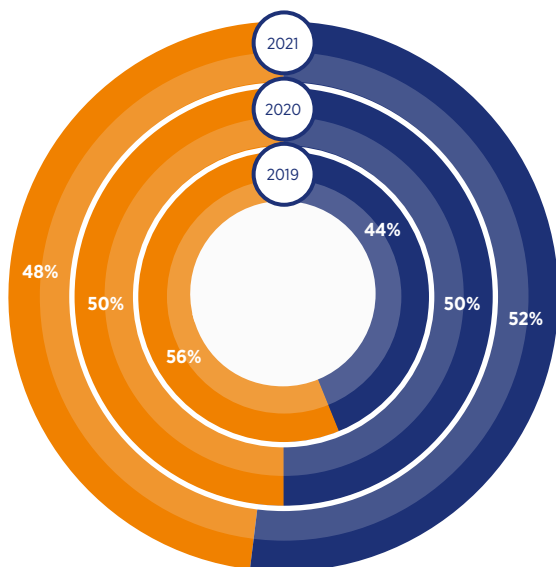
SALES

EMPLOYEE SURVEY HIGHLIGHTS

Salary

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

● Yes ● No



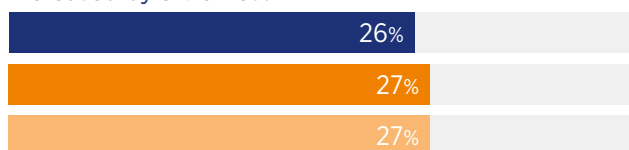
If answered yes, what was your salary change a result of?

	2021	2020	2019
A new job with a new company	1	4	2
Standard annual pay increase across the whole company	2	2	3
Individual performance related pay increase	3	2	1
A promotion within the same company	4	5	4
A pay decrease across the whole company	5	1	6
You requested a pay increase and were successful	6	7	5
Other	7	6	7

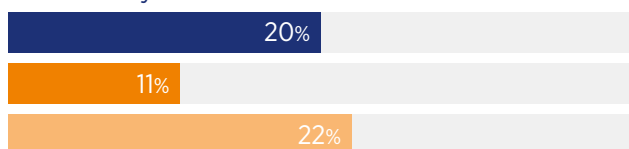
If answered yes, by what percentage did your salary change?

● 2021 ● 2020 ● 2019

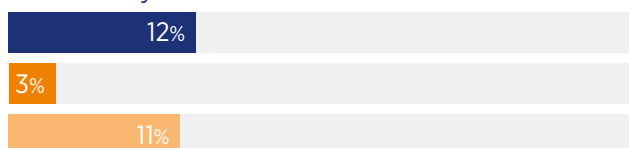
Increased by 5% or less



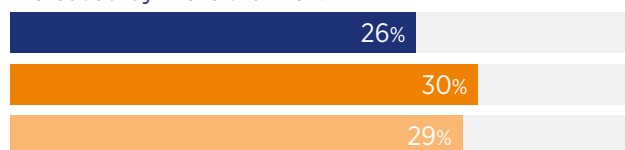
Increased by 6-10%



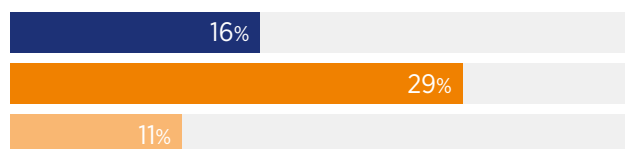
Increased by 11-15%



Increased by more than 15%

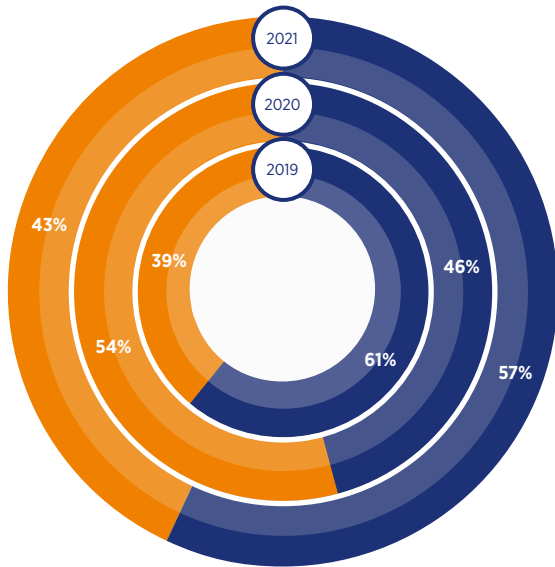


Decreased



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

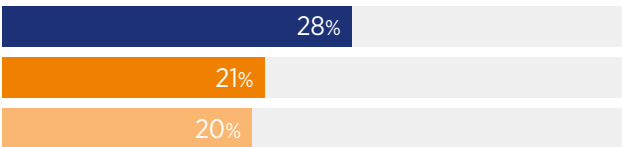
● Yes ● No



If answered yes, by how much do you realistically expect your salary to change?

● 2021 ● 2020 ● 2019

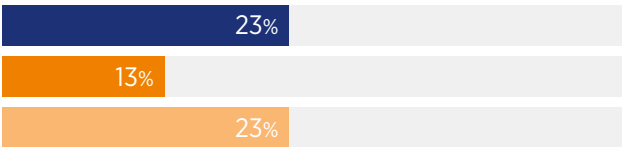
Increase by 5% or less



Increase by more than 15%



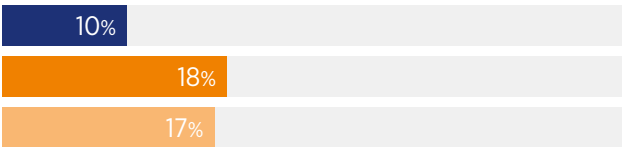
Increase by 6-10%



Decrease



Increase by 11-15%



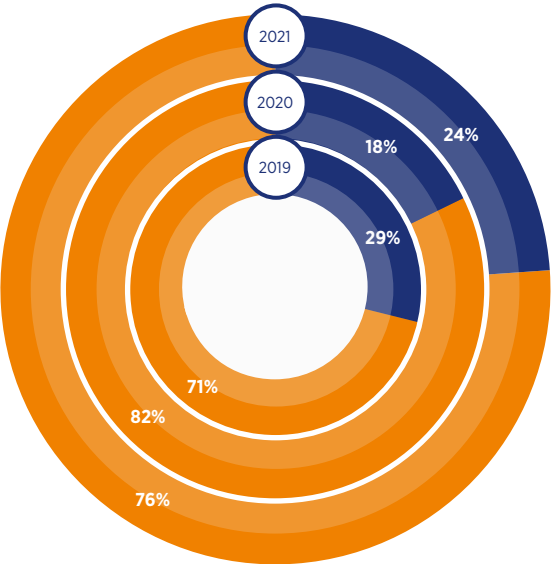
SALES

EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new job with a new organisation this year?

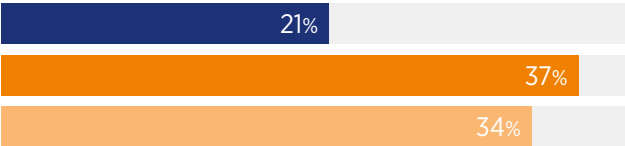
● Yes ● No



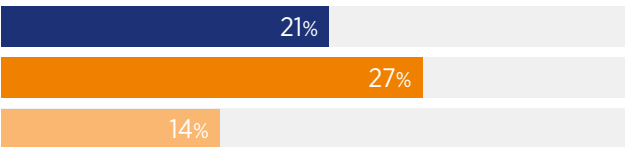
If answered yes, what made you move to a new organisation?

● 2021 ● 2020 ● 2019

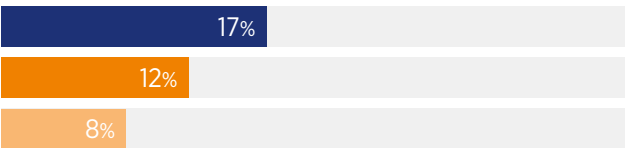
Career development



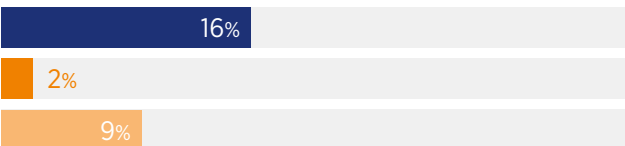
Made redundant



Increase your salary



Organisational culture



External factors (better location, working hours)



Better benefits



This is my first job



Other



Do you plan to make any of the following changes to your career path in 2022?

36%

I plan to change organisation but stay within the same role/industry

19%

I plan to find a role with greater purpose

13%

I plan to find a new role within my current organisation

6%

I plan to set up my own business/become self-employed

5%

I plan to follow a completely different career path

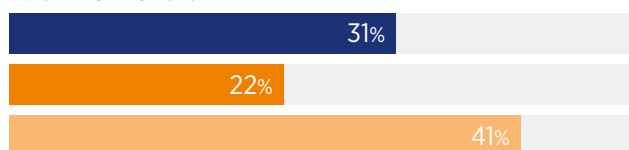
21%

None of the above

When do you anticipate you will next move jobs with a new company?

● 2021 ● 2020 ● 2019

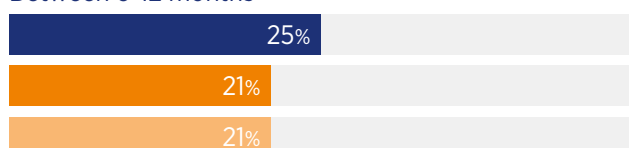
Within 6 months



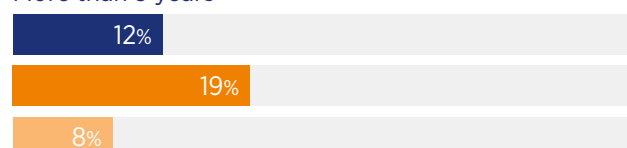
Between 2-3 years



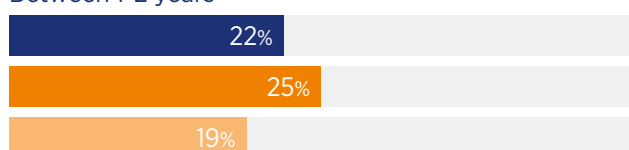
Between 6-12 months



More than 3 years



Between 1-2 years



SALES

EMPLOYEE SURVEY HIGHLIGHTS

Career

If you expect to move jobs within the next 12 months, why is this?

	2021	2020	2019
Salary	1	1	1
A new career path	2	5	2
Lack of future opportunities	3	2	3
Organisational culture	4	3	5
Benefits package	5	4	6
Concerns about job security	6	6	4
End of contract	7	7	7
Location	8	8	8
My manager	8	N/A	N/A
Other	8	9	9

What is the most important factor keeping you with your current employer?

	2021	2020	2019
Organisational culture	1	5	5
I am happy in my role	2	2	1
Job security	2	1	4
Salary	4	3	3
Career progression	5	3	2
Benefits package	6	6	6
Other	7	7	7

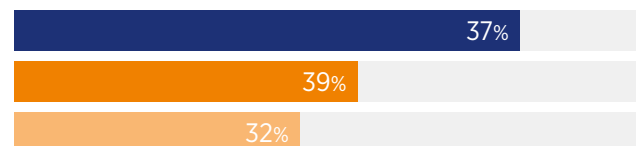
How do you feel about your career prospects for the next 12 months?

● 2021 ● 2020 ● 2019

Positive



Uncertain



Negative



SALES

SALARY GUIDE

Professional Services and FMCG

Position	AED Range	AED Average
FMCG C-Suite	80,000-350,000	120,000
FMCG Sales Director	40,000-55,000	45,000
Commercial Manager	30,000-50,000	40,000
Country Manager	30,000-55,000	40,000
Legal Business Development Manager	25,000-45,000	35,000
Operations Manager	25,000-40,000	30,000
Professional Services BDM	20,000-35,000	25,000
FMCG Sales Manager	15,000-25,000	20,000
Media Sales Manager	15,000-25,000	20,000
Operations Executive	15,000-20,000	18,000

Industrial

Position	AED Range	AED Average
Commercial Director	40,000-60,000	50,000
Head of Sales	35,000-60,000	40,000
Head of Operations	30,000-50,000	40,000
Senior Sales Manager	30,000-45,000	35,000
Specification Manager	25,000-35,000	30,000
Business Development Manager	15,000-30,000	25,000
Clinical Sales Manager	20,000-30,000	25,000
Key Account Manager	18,000-25,000	20,000
Partnership Development Manager	15,000-25,000	20,000
Sales Manager	15,000-28,000	20,000
Software Sales Manager	15,000-25,000	20,000
Sales Executive	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 2021.

'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 2021.



TECHNOLOGY

The Technology profession was the most resilient and busiest for hiring throughout the pandemic as organisations of all industries were forced to up their digital capabilities in order to remain operational and afloat. Technology, Internet, and Financial Services were by far the busiest industries due to constant technological innovations, demand for apps and an increase in remote working within these. In contrast, Retail, FMCG, and Construction industries were quieter during the first half of the year but demand picked up significantly in the last quarter of 2021 as travel restrictions eased and business confidence returned to and beyond pre-pandemic levels.

Of those Technology professionals who took part in our survey, a significant 26% said they started a new job with a new company in 2021 and in addition to this, we saw a huge influx of new talent to the region, thanks to the multiple opportunities available.

For 2022, the outlook is extremely optimistic and we expect the job market in the Gulf to erupt like no other region around the globe. The UAE, Saudi Arabia and Qatar are growing significantly with opportunities, thanks to clear vision and investment from leaders for the future. Major events, projects and initiatives in these countries (i.e. EXPO 2020, FIFA World Cup Qatar 2022, Saudi Vision 2030) are drawing much attention on a global scale, establishing them as attractive destinations to conduct business, as well as to live and work.

Salaries

Findings from our survey showed that the majority (50%) of Technology professionals salaries remained the same year-on-year in 2021, 45% increased and 5% decreased. This proportion of increases was higher than we have seen in the profession for the past two years, and the number of decreases was the lowest of all professions surveyed in this report – both further evidence of the resilience and buoyancy of the Technology profession.

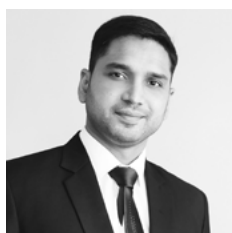
Looking ahead, there is much optimism when it comes to salaries with more than half (56%) of Technology professionals expecting an increase in 2022, most commonly by 6-10%.

In demand

Roles most in-demand within the Technology profession include Data Science, Product Development, Software Development, and Cyber Security. Candidates with expertise within the emerging tech space and AI, IoT, Machine Learning are also highly sought after. Employers look for skilled, technical specialists who have like-for-like product/software experience and there is typically a shortage of supply of such talent in the region. As such, competition amongst employers for top talent is high and we have noticed more and more organisations onboarding new employees remotely from countries outside of the Gulf.

There has also been an uplift in demand for Technology contractors in the region, with more than half (59%) of employers hiring contractors in 2021, compared to 49% in 2020. We are noticing a growing number of organisations use contracting as an efficient and cost-effective means to accessing the talent required for specific projects, without the hassle and cost involved with hiring on a permanent basis.

From a candidate perspective, career development was the single biggest reason why those 26% of Technology professionals changed employer in 2021. While salary cannot be overlooked, employees are becoming more and more intent on their career prospects with prospective employers. A company's overall vision, its product strength, the technology it uses and the learning potential it offers are all significant pull factors when it comes to attracting top talent.



Farhan Khan
Associate Business Manager -
Hays Technology



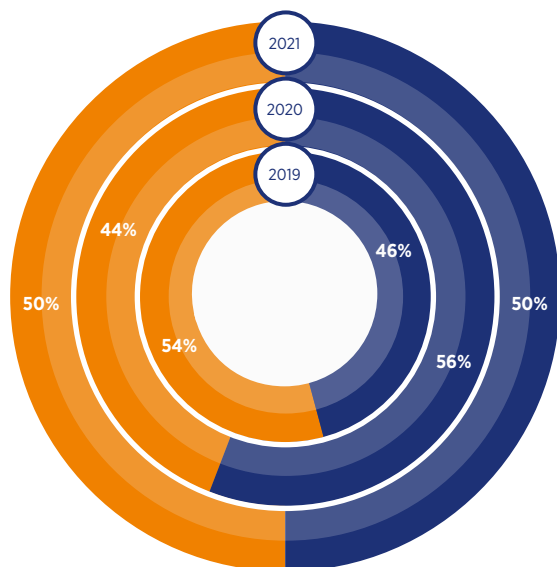
TECHNOLOGY

EMPLOYEE SURVEY HIGHLIGHTS

Salary

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

● Yes ● No



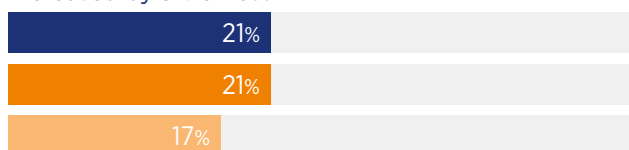
If answered yes, what was your salary change a result of?

	2021	2020	2019
A new job with a new company	1	2	1
Individual performance related pay increase	2	3	2
A promotion within the same company	3	3	3
Standard annual pay increase across the whole company	3	5	4
A pay decrease across the whole company	5	1	6
You requested a pay increase and were successful	6	6	5
Other	7	6	7

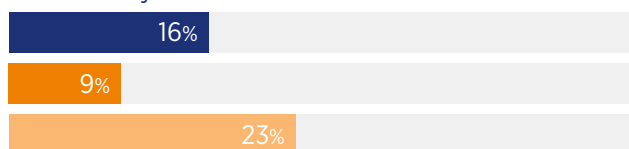
If answered yes, by what percentage did your salary change?

● 2021 ● 2020 ● 2019

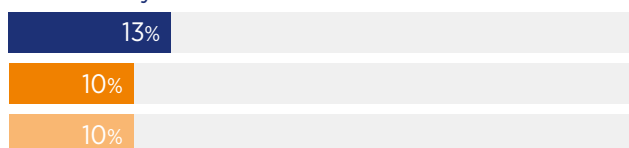
Increased by 5% or less



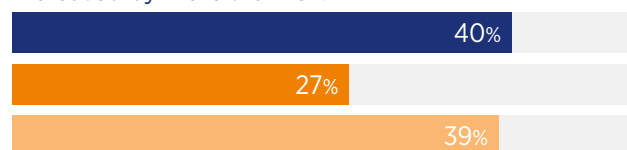
Increased by 6-10%



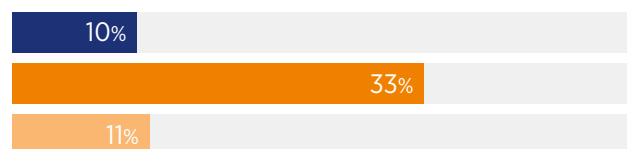
Increased by 11-15%



Increased by more than 15%

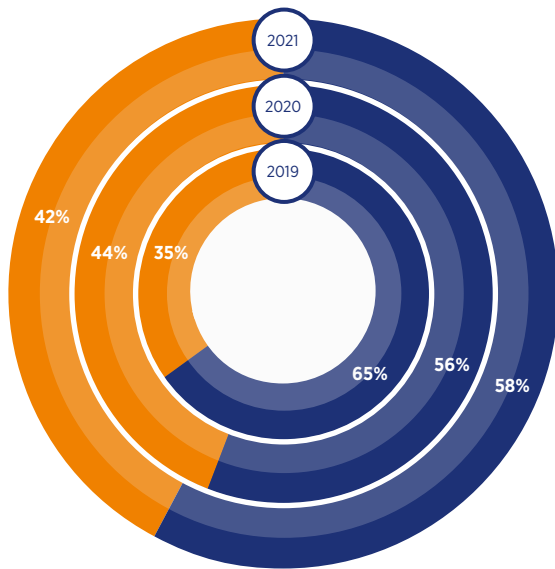


Decreased



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

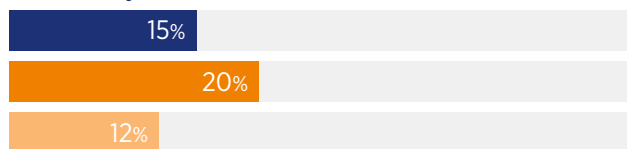
● Yes ● No



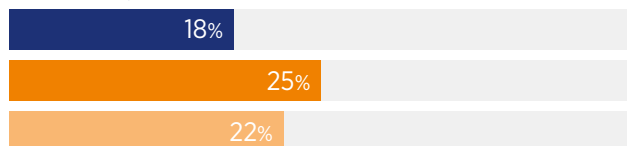
If answered yes, by how much do you realistically expect your salary to change?

● 2021 ● 2020 ● 2019

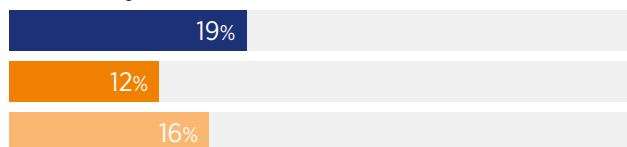
Increase by 5% or less



Increase by 6-10%



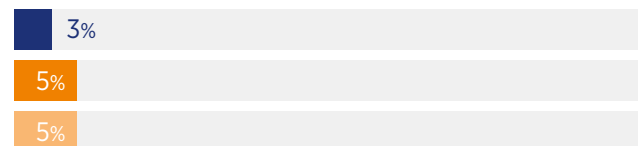
Increase by 11-15%



Increase by more than 15%



Decrease



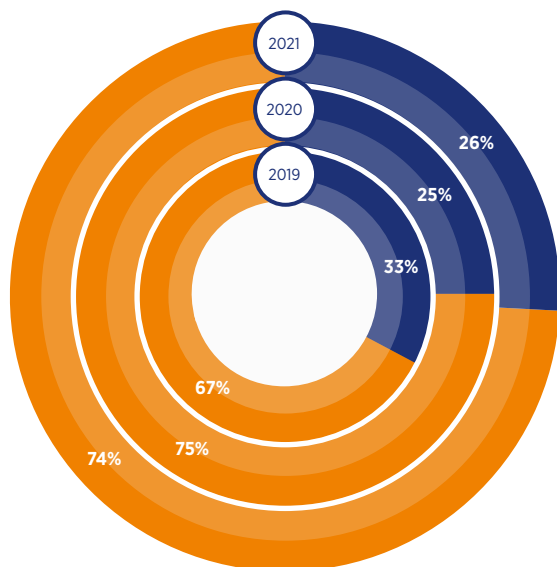
TECHNOLOGY

EMPLOYEE SURVEY HIGHLIGHTS

Career

Did you start a new job with a new organisation this year?

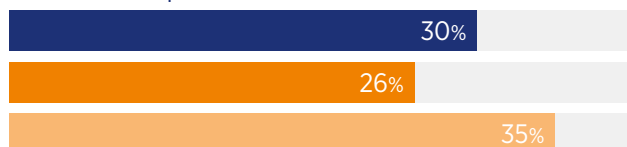
● Yes ● No



If answered yes, what made you move to a new organisation?

● 2021 ● 2020 ● 2019

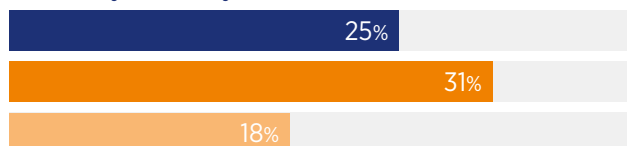
Career development



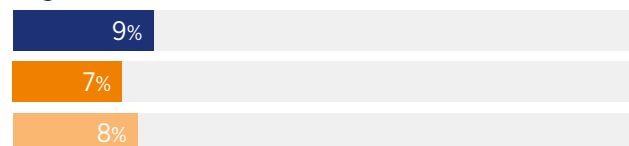
Made redundant



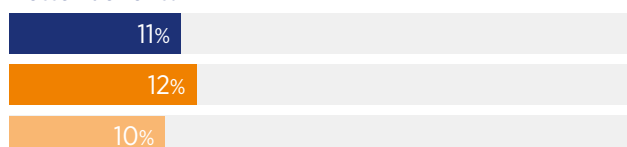
Increase your salary



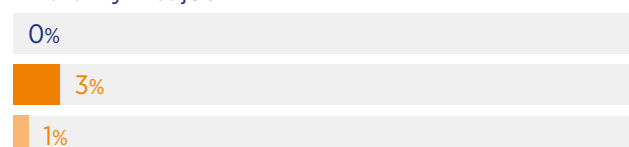
Organisational culture



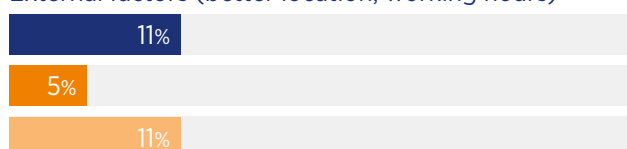
Better benefits



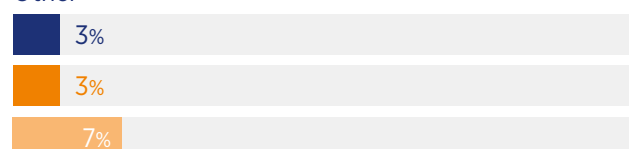
This is my first job



External factors (better location, working hours)



Other



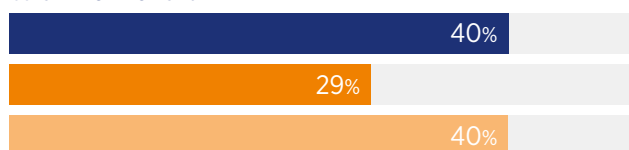
Do you plan to make any of the following changes to your career path in 2022?



When do you anticipate you will next move jobs with a new company?

● 2021 ● 2020 ● 2019

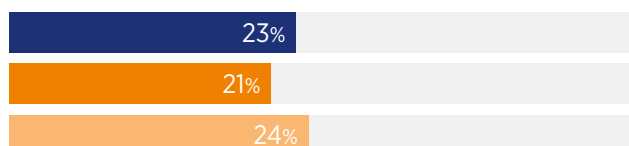
Within 6 months



Between 2-3 years



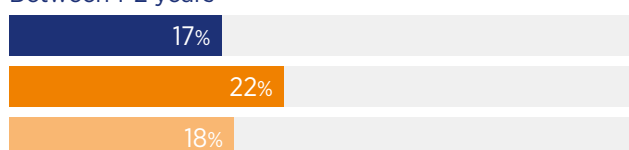
Between 6-12 months



More than 3 years



Between 1-2 years



TECHNOLOGY

EMPLOYEE SURVEY HIGHLIGHTS

If you expect to move jobs within the next 12 months, why is this?

	2021	2020	2019
Salary	1	1	1
Lack of future opportunities	2	2	2
A new career path	3	2	3
Benefits package	4	5	7
Organisational culture	4	6	6
Concerns about job security	6	4	4
End of contract	7	7	5
Location	7	9	8
My colleagues	9	N/A	N/A
My manager	9	N/A	N/A
Other	9	7	9

What is the most important factor keeping you with your current employer?

	2021	2020	2019
Salary	1	3	2
I am happy in my role	2	1	2
Organisational culture	3	5	5
Job security	4	2	4
Career progression	5	4	1
Benefits package	6	6	6
Other	6	7	7

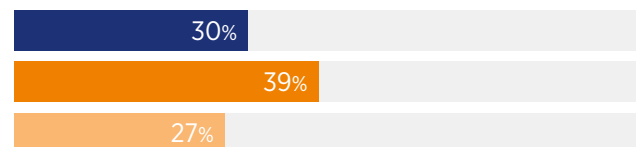
How do you feel about your career prospects for the next 12 months?

● 2021 ● 2020 ● 2019

Positive



Uncertain



Negative



TECHNOLOGY

SALARY GUIDE

TECHNOLOGY

CXO & IT Leadership

Position	AED Range	AED Average
Chief Information Officer (CIO)	60,000-120,000	80,000
Chief Digital Officer (CDO)	60,000-120,000	80,000
Chief Information Security Officer (CISO)	60,000-120,000	75,000
Chief Technology Officer (CTO)	50,000-100,000	60,000
Chief Product Officer	50,000-90,000	60,000
IT Director	35,000-70,000	52,500
Head of IT	25,000-70,000	47,500
IT Manager	20,000-45,000	32,500

Information/Cyber Security

Position	AED Range	AED Average
Head of Information Security	50,000-65,000	57,500
Head of Data Protection	45,000-60,000	52,500
Data Governance Manager	40,000-60,000	50,000
Information Security Architect	35,000-60,000	47,500
Information Security Manager	40,000-50,000	45,000
IT Security Manager	35,000-45,000	40,000
Penetration Tester	30,000-50,000	40,000
Information Security Analyst	25,000-50,000	37,500
Application Security Engineer	28,000-35,000	31,500

Project Delivery & Business Analysis

Position	AED Range	AED Average
Programme Director	40,000-70,000	55,000
Head of PMO	40,000-60,000	50,000
Programme Manager	35,000-55,000	45,000
Senior Project Manager	30,000-50,000	40,000
SCRUM Master	30,000-40,000	35,000
Senior Business Analyst	25,000-40,000	32,500
Project Manager	25,000-35,000	30,000
Business Analyst	15,000-30,000	22,500

IT Architecture

Position	AED Range	AED Average
Enterprise Architect	40,000-65,000	52,500
Integration Architect	35,000-60,000	47,500
Big Data Architect	40,000-55,000	42,500
Cloud Architect	30,000-55,000	42,500
Software Architect	25,000-55,000	37,500
IoT Architect	30,000-40,000	35,000

Presales & Solutions Architecture

Position	AED Range	AED Average
PreSales/Solutions Director	50,000-100,000	75,000
PreSales/Solutions Manager	30,000-70,000	50,000
Solutions Architect	30,000-50,000	40,000
PreSales/Solutions Engineer	15,000-35,000	25,000

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	50,000
Senior Project Manager	35,000-45,000	40,000
Functional Consultant	30,000-40,000	35,000
Project Manager	30,000-40,000	35,000
ERP Developer	15,000-28,000	21,500

DIGITAL

Digital Transformation

Position	AED Range	AED Average
Chief Digital/Data Officer	60,000-90,000	75,000
Digital Transformation Director	45,000-70,000	57,500
Digital Transformation Manager	35,000-55,000	45,000
Business Partner/Relationship Manager	30,000-55,000	42,500

Software Engineering

Position	AED Range	AED Average
VP of Engineering	55,000-90,000	65,000
Head of Engineering	40,000-80,000	55,000
Software Development Director	40,000-65,000	52,500
Head of QA/Testing	35,000-65,000	50,000
Engineering Manager	35,000-55,000	45,000
DevOps Manager	35,000-45,000	40,000
Lead QA/Test Analyst	25,000-35,000	30,000
DevOps Engineer	20,000-30,000	27,000
Front End Developer/Engineer	15,000-35,000	25,000
Full Stack Developer	18,000-30,000	24,000
Mobile Application Developer	18,000-30,000	24,000
Back End Developer/Engineer	12,000-35,000	23,500
QA/Test Analyst	15,000-30,000	22,500
UX Developer	15,000-30,000	22,500

Salaries shown here represent the total fixed monthly salary package for each position, in Arab Emirates Dirhams (AED) as of Q4 2021.

'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 2021.

Data Science & Analytics

Position	AED Range	AED Average
VP of AI & Data	50,000-90,000	75,000
Head of Data Science	60,000-80,000	70,000
Head of Big Data & Analytics	50,000-70,000	60,000
Data Engineering Manager	45,000-55,000	50,000
Business Intelligence Manager	30,000-50,000	40,000
Data Architect	35,000-45,000	40,000
Data Scientist	30,000-45,000	37,500
Machine Learning Engineer	30,000-45,000	37,500
Data Engineer	22,000-35,000	28,500
Data Analyst	20,000-30,000	25,000
Business Intelligence Developer	18,000-28,000	23,000

Product Management

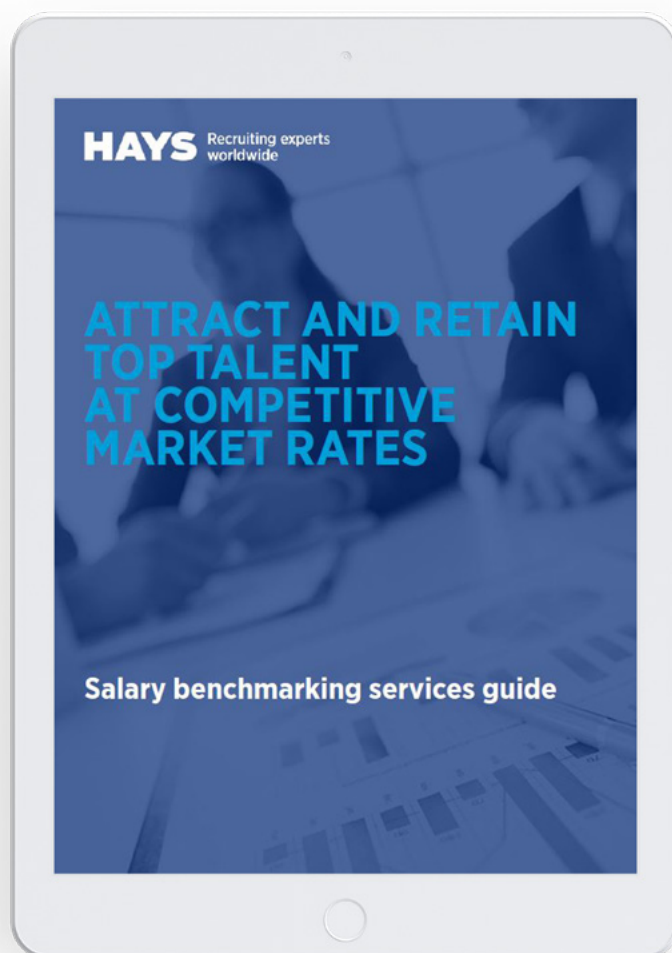
Position	AED Range	AED Average
CPO	50,000-80,000	55,000
Head of Product	45,000-80,000	55,000
Product Manager	20,000-45,000	32,500
Product Owner	20,000-40,000	30,000
Senior Product Designer	27,000-35,000	30,000
UX/UI Designer	20,000-30,000	25,000

Infrastructure & Networking

Position	AED Range	AED Average
Head of Infrastructure	40,000-60,000	50,000
Infrastructure Architect	30,000-45,000	37,500
Infrastructure Manager	30,000-45,000	37,500
Network Architect	30,000-45,000	37,500
Linux Administrator	15,000-30,000	22,500
Network Engineer	15,000-30,000	22,500
Systems Engineer/Administrator	15,000-25,000	20,000
Security Engineer	15,000-25,000	20,000
Infrastructure Engineer	15,000-20,000	17,500
IT Support Analyst	10,000-20,000	15,000

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Our salary benchmarking team focuses on delivering bespoke salary and reward reports to help you make the best workforce management decisions.



For more information about our services, including pricing and delivery of benchmarking projects, contact us today.

CONTACT US

ABOUT US

Hays is the leading global expert in qualified, professional and skilled recruitment. Last year our experts placed around 81,000 people into permanent jobs and around 254,000 people into temporary assignments. Hays was established as a recruitment business in 1968 and is a FTSE 250 listed company, with net fees of £1.1Bn. We employ 11,500 staff in 265 offices across 33 countries and we have become the most followed recruitment company on LinkedIn globally.

Hays Middle East was established in December 2005 in Dubai, with a second office more recently opened in Abu Dhabi.

Our overriding aim is to build enduring relationships with employers and job seekers across the GCC and to find organisations the right people to match their specific needs and help industries to flourish.

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

We can source candidates from an international talent pool to find skilled professionals who not only fit culturally but who make a real difference to businesses.

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

Capabilities

- Permanent hiring
- Contracting
- Executive Search
- Head hunting
- Multiple hiring
- Emiratization
- Saudization
- Recruitment Process Outsourcing

Local areas covered

- UAE
- Saudi Arabia
- Oman
- Kuwait
- Bahrain
- Qatar

Specialist areas

- Accountancy & Finance
- Banking & Financial Services
- Construction & Property
- Emiratization
- Engineering
- Executive Search
- Facilities Management
- Healthcare
- HR
- IT & Digital Technology
- Legal
- Life Sciences
- Logistics
- Marketing & Digital Marketing
- Office Support
- Oil & Gas
- Procurement
- Sales
- Saudization
- Supply Chain

20

Specialist areas

50+

Years recruitment experience

#1

Most followed recruitment company on LinkedIn

CONTACT US

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

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E: marketing.uae@hays.com

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