

A black and white photograph of a business meeting. Several people are gathered around a table, looking at a laptop and various documents. The documents feature several charts, including pie charts and line graphs. One person's hands are clasped, while another holds a pen over a document. A large white question mark is overlaid in the bottom left corner.

Cooper Fitch
**SALARY
GUIDE**

2019

KSA



KSA SALARY GUIDE

Welcome to the Cooper Fitch Salary Guide for the Kingdom of Saudi Arabia in 2019. Our guide provides salary expectation ranges for mid-level to senior professionals and hiring across the Kingdom and insights on the employment market, key drivers for change and expected patterns in 2019. This is based on observations made in 2018 with both job seekers and clients in the region by our subject matter experts. Cooper Fitch is based in the GCC since 1997 specialising in recruitment, executive search and HR advisory services.

Cooper Fitch estimates GDP growth in Saudi Arabia to be between 4-5%; this is based on the average oil price of \$71 in 2018 and various factors contributing to the growth and diversification of Saudi's economy. The International Monetary Fund (IMF) predicts a lower GDP growth of circa 3% this is predominately based in a projected increase in crude oil production, but Cooper Fitch believes the growth actual will be ahead of the IMF predictions, partly driven by non-oil activities.

The non-oil growth will be directly in line with Vision 2030 where we see the continued drive of this visionary strategy into projects such as Red Sea, NEOM, Riyadh Gate and many other projects. We believe that Saudi Arabia represents the most exciting economic market globally with all the best consultants and advisors being attracted to the country to help support this very exciting initiative.

We foresee the driver for growth in these Giga project rests within privatisation and public-private partnerships which kicked-off at the end of 2017. The implementation of VAT Saudi has helped stabilise the economy generated non-oil-based revenue for the government. They have not only supported Vision 2030 but have also created significant new employment opportunities in the tax advisory and tax consulting space.

Cooper Fitch predict salaries will increase by 5-6% in the Kingdom on average, but this is subject to the current prevailing economic conditions. Certain sectors and individuals will have a significantly higher increase in their salaries. However, overall, the key objective for Saudi in 2019 is to improve the employment levels for both nationals and expatriates as there continues to be a significant demand for both.

We hope you find the insights presented interesting and useful and we welcome any feedback. If you would like specific data on your market, please feel to contact me directly.



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ACCOUNTING & FINANCE

Clients struggle to find the right talent and onboard them successfully.

Nationalisation remains firmly on the agenda in the Kingdom with the requirements for senior finance professionals in high demand from both the private and public sector. Finding highly qualified finance talent with Chartered and qualified accountant certifications such as CPA, ACA, SOCPA and ACCA is challenging, with greater importance on recognised qualifications. At the end of 2018, there are more open positions for senior finance professionals in the Kingdom than any other GCC country.

Changes to the Saudi-to-expatriate employee ratio.

The Government initiatives and forming of regulations and quotas are pushing both the public and private sector to look for qualified national talent. We advise job seekers to earn prestigious accounting certifications to be able to fulfil accounting and finance vacancies across the country. There is a huge demand for upper-mid management national talent that can fill various roles from Controllers to Finance Directors. To avoid surpassing the quota of expats, many Saudi companies are trying to transfer their finance teams to shared service department outside of the region.

Big 4, multinational and GCC experience the most desired attributes.

In 2019 businesses across the Kingdom will continue their historical interest in hiring finance and accounting professionals with formal accounting qualifications (ACCA, CPA, ACA, CA, CIMA, CMA). In addition, for hires at the middle management and above levels, the top 3 most desired criteria will continue being a prior experience in a Big 4 accounting firm, preferred exposure within a multinational global company and a previous working experience anywhere in the GCC (preferably in KSA). The candidates with previous transformation, change management, IPO experience and who can implement financial discipline and improved

controls will continue be at the top on the priority list. Also, the candidates with a specific sector experience matching the sector that the potential employer is working in will be first priority. Emerging markets in the Kingdom will require attracting international experts to bring subject matter expertise to the region. Highly qualified non-Saudi (however, preferably Arabic speaking) financial controllers, finance directors and chief financial officers will continue being the most desirable candidates.

Vision 2030 makes it an exciting time to be a finance professional in the Kingdom.

The country's Vision for year 2030 holds the potential to transform the Kingdom's economy, however, the country is going through these transformational changes currently. The Kingdom is aiming to attract overseas investment which will mean complete financial transparency and accountability. The economy is being reshaped much more towards a private-sector model and move away from its dependency on oil.

“Chartered and qualified accountant certifications such as CFA, CMA and ACCA have become more important and we expect these certifications to become the norm.”

KSA SALARY GUIDE 2019

ACCOUNTING & FINANCE

| ROLE | | MIN | MAX |
|--------------------------------------|------------------------------------|---------|---------|
| Group Chief Financial Officer | <i>Large Local groups/ MNCs</i> | 100,000 | 150,000 |
| Chief Financial Officer | <i>Small to Medium Enterprises</i> | 60,000 | 75,000 |
| | <i>Large Local groups/ MNCs</i> | 60,000 | 100,000 |
| Financial Director | <i>Small to Medium Enterprises</i> | 40,000 | 55,000 |
| | <i>Large Local groups/ MNCs</i> | 50,000 | 70,000 |
| Treasury Director | <i>Small to Medium Enterprises</i> | 40,000 | 55,000 |
| | <i>Large Local groups/ MNCs</i> | 45,000 | 65,000 |
| Financial Controller | <i>Small to Medium Enterprises</i> | 25,000 | 35,000 |
| | <i>Large Local groups/ MNCs</i> | 30,000 | 50,000 |
| Financial Planning Analysis Manager | <i>Small to Medium Enterprises</i> | 25,000 | 35,000 |
| | <i>Large Local groups/ MNCs</i> | 30,000 | 45,000 |
| Financial Planning Analysis Director | <i>Small to Medium Enterprises</i> | 35,000 | 45,000 |
| | <i>Large Local groups/ MNCs</i> | 40,000 | 55,000 |
| Finance Manager | <i>Small to Medium Enterprises</i> | 20,000 | 30,000 |
| | <i>Large Local groups/ MNCs</i> | 30,000 | 45,000 |
| Reporting Manager | <i>Small to Medium Enterprises</i> | 15,000 | 25,000 |
| | <i>Large Local groups/ MNCs</i> | 20,000 | 35,000 |
| Budgeting Manager | <i>Small to Medium Enterprises</i> | 20,000 | 30,000 |
| | <i>Large Local groups/ MNCs</i> | 25,000 | 35,000 |
| Treasury Manager | <i>Small to Medium Enterprises</i> | 25,000 | 35,000 |
| | <i>Large Local groups/ MNCs</i> | 30,000 | 45,000 |
| Finance / Business Analyst | <i>Small to Medium Enterprises</i> | 10,000 | 15,000 |
| | <i>Large Local groups/ MNCs</i> | 15,000 | 25,000 |
| Credit Manager | <i>Small to Medium Enterprises</i> | 15,000 | 20,000 |
| | <i>Large Local groups/ MNCs</i> | 20,000 | 25,000 |
| Chief Accountant | <i>Small to Medium Enterprises</i> | 12,000 | 18,000 |
| | <i>Large Local groups/ MNCs</i> | 20,000 | 30,000 |

The salary ranges provided are in SAR and represent a monthly salary inclusive of basic and any allowances. Salaries provided are exclusive of any bonus, guaranteed or otherwise.

KSA SALARY GUIDE 2019

ACCOUNTING & FINANCE

| ROLE | | MIN | MAX |
|---|------------------------------------|--------|--------|
| Financial Accountant | <i>Small to Medium Enterprises</i> | 10,000 | 15,000 |
| | <i>Large Local groups/ MNCs</i> | 15,000 | 20,000 |
| AP/AR Accountant | <i>Small to Medium Enterprises</i> | 4,000 | 8,000 |
| | <i>Large Local groups/ MNCs</i> | 6,000 | 12,000 |
| Management Accountant | <i>Small to Medium Enterprises</i> | 10,000 | 15,000 |
| | <i>Large Local groups/ MNCs</i> | 12,000 | 18,000 |
| Head of Internal Audit / Internal Audit Manager | <i>Small to Medium Enterprises</i> | 25,000 | 35,000 |
| | <i>Large Local groups/ MNCs</i> | 30,000 | 40,000 |
| Internal Auditor | <i>Small to Medium Enterprises</i> | 12,000 | 18,000 |
| | <i>Large Local groups/ MNCs</i> | 15,000 | 25,000 |

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KSA SALARY GUIDE 2019

ADVISORY

Saudi Arabia's marketplace is becoming more competitive with the approach of Vision 2030.

With an ambitious yet achievable vision in the Kingdom, the marketplace is becoming more competitive. We have witnessed many boutique firms expanding this year in different fields such as restructuring, investigations, forensics and risk advisory. While hiring managers are approaching talent from Big 4 firms, there is still a growing need for talent with a niche skill-sets such as; infrastructure, capital projects and debt advisory. We expect these challenges to continue in 2019 with more employees leaving traditional advisory firms in favour of other consultancy firms and the public sector.

Vision 2030 is the key driver from a socio-economic perspective.

The Kingdom has defined their vision and is aiming to fulfil it by the year 2030. Built on three pillars that draw on the Kingdom's intrinsic strengths, include making Saudi Arabia the heart of the Arab and Islamic Worlds, an investment powerhouse and a hub that connects three continents. The vision focuses on key themes, which include a vibrant society, a thriving economy and an ambitious nation. These set of laudable goals will help the country diversify its economy and rescue it from oil and gas dependence. Vision Realisation Programs (VRP) have been developed as part of the long-term plan. According to the latest Saudi Labour Market report, the number of foreigners in the Saudi Labour Market has declined since the start of 2017. There is a huge demand for advisors at various levels. From Infrastructure Advisors to Operation Transaction Services, the Saudi market is on the lookout for the best talent in the market with the aim of creating new jobs for Saudi nationals. However, certain fields such as transaction advisory lack national talent and this is where we see an influx in international hiring. Amongst the GCC countries, Saudi has led the way in terms of the demand, and they will start to see an even greater shift

and a sharper incline as Vision 2030 approaches. In Saudi, we forecast an increase in hiring of between 15 to 20 per cent.

We can see that there is an increase in qualified Saudi national external auditors.

In international markets, it is easier to find such professionals as the market is more mature. However, the region does not lack certified and qualified professionals with reputable certifications such as CFA, CPA, CFA, ACCA and MBA. We can see that there is an increase in SOCPA qualified Saudi national external auditors.

We have witnessed an increase in the usage of competency-based tests.

We have witnessed an increase in the usage of competency-based tests and assessment centres. Clients are more careful about validating their findings and ensuring they are hiring the right talent especially when it comes to leadership roles. Leaders should have a proven track record, a collaborative mindset and the ability to adapt to the cultural fit of the organisation. We have seen in Saudi, quite a large shift in the previous 12 to 24 months where leaders and expats can collaborate internally and with external stakeholders hence both technical and interpersonal skills are critical.

Technology helps advisory & Big 4 firms optimise utilisation rates.

Technology is playing an increasingly important role hence optimising utilisation rates are critical. Consulting teams are growing their technology teams in both size and intensity since technology advancements are revolutionising business processes; organisations are hiring transformational professionals to adapt to new technologies such as AI, Big Data and Internet of Things (IoT). Digital forensics and dispute services are now key hiring areas.

KSA SALARY GUIDE 2019

ADVISORY

| ROLES | TITLE | MIN | MAX |
|--|---------------------|---------|---------|
| AUDIT | Associate | 8,000 | 11,000 |
| | Senior Associate | 11,000 | 16,000 |
| | Assistant Manager | 16,000 | 22,000 |
| | Manager | 22,000 | 30,000 |
| | Senior Manager | 32,000 | 37,000 |
| | Director | 40,000 | 47,000 |
| | Partner (1-5 years) | 50,000 | 80,000 |
| | Partner (5+ years) | 85,000 | 120,000 |
| RISK CONSULTING | Associate | 12,000 | 15,000 |
| | Senior Associate | 16,000 | 22,000 |
| | Assistant Manager | 23,000 | 27,000 |
| | Manager | 28,000 | 35,000 |
| | Senior Manager | 37,000 | 45,000 |
| | Director | 50,000 | 60,000 |
| | Partner (1-5 years) | 65,000 | 90,000 |
| | Partner (5+ years) | 95,000 | 150,000 |
| DEAL ADVISORY & TRANSACTION SERVICES | Associate | 12,500 | 15,500 |
| | Senior Associate | 16,500 | 22,500 |
| | Assistant Manager | 24,000 | 28,000 |
| | Manager | 29,000 | 36,000 |
| | Senior Manager | 38,000 | 46,500 |
| | Director | 52,000 | 65,000 |
| | Partner (1-5 years) | 70,000 | 95,000 |
| | Partner (5+ years) | 100,000 | 165,000 |

KSA SALARY GUIDE 2019

ADVISORY

| ROLES | TITLE | MIN | MAX |
|--|---------------------|----------|---------|
| STRATEGY & MANAGEMENT CONSULTING | Associate | 13,000 | 15,000 |
| | Senior Associate | 17,000 | 21,000 |
| | Assistant Manager | 22,000 | 28,000 |
| | Manager | 30,000 | 35,000 |
| | Senior Manager | 38,000 | 43,000 |
| | Director | 50,000 | 65,000 |
| | Partner (1-5 years) | 90,000 | 110,000 |
| | Partner (5+ years) | 150,000+ | - |

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KSA SALARY GUIDE 2019

BANKING & FINANCIAL SERVICES

The Saudi economy which contracted by 0.9 per cent in 2017 is expected to grow by up to 3.5 per cent in 2019. Saudi is the best-performing economy in the GCC

The boards of Saudi British Bank (Sabb) and Alawwal bank approved a merger agreement between the two lenders to create an entity worth \$5 billion. This was the first banking merger in the Kingdom for 20 years. Consolidation of the banking market has taken place, but overall the economy is looking positive. The merging of banks is all a part of achieving Vision 2030 where the objectives encompass ensuring the formation of an advanced capital market, enabling the financial institutions to support the private sector growth as well as promote and enable financial planning amongst Nationals. Saudi Arabia is the best-performing economy in the Gulf, and this will continue into 2019.

International investment banks and asset management firms enter the Saudi market.

Investors are now interested in the Saudi economy as positive reforms are taking place coupled with the fact that the government is investing hugely in the private sector. Record budget expenditure along with recovering oil prices will drive credit demand in 2019. International firms are more confident about the Saudi market and doing business in the Kingdom. We have already witnessed global asset management players and investments banks setting up under the CMA regulator to expand their

“We expect the number of women in the workforce to increase by up to 15% in 2019 as part of Vision 2030.”

business across the Middle East market. The economic situation is positive at the moment, and we expect 2019 to be an even more productive year for Saudi Arabia.

Vision 2030 will drive the number of female employees in the sector.

The unemployment rate is dropping as more opportunities become available for Saudi nationals in the banking and financial services sector. The salaries are expected to increase by 4.5 per cent. Major UAE banking players such as Emirates NBD and First Abu Dhabi Bank are expanding their presence in the Kingdom. We have also noticed that female participation in the workplace in 2018 has increased dramatically. For the first time in the country's history, a woman was appointed the top position within a large Saudi bank.

Saudi Arabia is heading the list of the most digitised nations.

Saudi Arabia has emerged as the top digital banking market in the Middle East and Africa (MENA) with more than 75 per cent of banking customers in the Kingdom using online or mobile apps. The Kingdom has become one of the world's most digitally advanced countries, and banks are leading their transformation with real-time digital solutions to meet their customers' needs.

KSA SALARY GUIDE 2019

BANKING & FINANCIAL SERVICES

| ROLES | TITLE | MIN | MAX |
|-------------------------|--|--------|----------|
| ASSET MANAGEMENT | Chief Executive Officer | 80,000 | 120,000+ |
| | Chief Investment Officer (mid to senior) | 75,000 | 100,000+ |
| | Chief Investment Officer (junior) | 65,000 | 80,000 |
| | Head of Asset Management | 60,000 | 80,000 |
| | Head of Investor Relations | 50,000 | 65,000 |
| | VP - Placements | 26,000 | 34,000 |
| | Fund/Portfolio Manager | 25,000 | 35,000 |
| | VP - Asset Class Specialist | 28,000 | 40,000 |
| | Investment Senior Associate | 25,000 | 32,000 |
| | Investment Associate | 20,000 | 26,000 |
| | Investment Analyst | 15,000 | 22,000 |
| FINANCE & OPERATIONS | Chief Operating Officer (COO) | 72,000 | 92,000 |
| | Chief Finance Officer (CFO) | 66,000 | 88,000 |
| | Finance Director | 51,000 | 68,000 |
| | Financial Controller | 24,000 | 37,000 |
| | Financial Reporting and Regulation | 26,000 | 33,000 |
| | Operation Manager | 26,000 | 32,000 |
| | Head of MIS (Management Information Systems) & Reporting | 41,000 | 51,000 |
| | Finance Manager | 28,000 | 35,000 |
| | Treasury Manager | 29,000 | 36,000 |
| | Financial Accountant | 19,000 | 27,000 |
| | Head of Fund Admin / Head of Accounting | 47,000 | 58,000 |
| | Fund Accountant Qualified | 21,000 | 29,000 |
| | Head of Custody | 42,000 | 50,000 |
| | Head of Internal Audit | 45,000 | 55,000 |
| | Internal Audit Manager | 34,000 | 39,000 |

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KSA SALARY GUIDE 2019

BANKING & FINANCIAL SERVICES

| ROLES | TITLE | MIN | MAX |
|---------------------------------|---------------------------------------|--------|---------|
| INVESTMENT & PRIVATE BANKING | Chief Investment Officer | 90,000 | 100,000 |
| | Managing Director | 66,000 | 75,000 |
| | Director | 50,000 | 62,000 |
| | Vice President | 38,000 | 45,000 |
| | Assistant Vice President | 28,000 | 35,000 |
| | Market Head / Head of Private Banking | 70,000 | 83,000 |
| | Team Leader | 58,000 | 65,000 |
| | Senior Director | 50,000 | 56,000 |
| | Director | 42,000 | 46,000 |
| | Associate Director | 33,000 | 40,000 |
| Relationship Manager | 20,000 | 25,000 | |
| RETAIL & CORPORATE | Assistant Relationship Manager | 20,000 | 28,000 |
| | Relationship Manager | 28,000 | 40,000 |
| | Relationship Director | 42,000 | 60,000 |
| | Head of Corporate Banking | 63,000 | 78,000 |
| | Head of Wholesale Banking | 63,500 | 77,500 |
| | Head of Collections & Recovery | 45,500 | 50,000 |
| | Head of Retail Banking | 55,000 | 65,000 |
| | Head of Branches | 38,000 | 45,000 |
| | Head of Assets/ Liabilities | 50,000 | 62,000 |
| | Head of Alternate Channels | 50,000 | 60,000 |

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KSA SALARY GUIDE 2019

BANKING & FINANCIAL SERVICES

| ROLES | TITLE | MIN | MAX |
|-------|----------------------------------|--------|--------|
| RISK | Chief Risk Officer | 68,000 | 88,000 |
| | Head of Credit Risk | 51,000 | 67,000 |
| | Credit Risk Manager | 26,000 | 38,000 |
| | Credit Risk Analyst | 13,000 | 19,000 |
| | Credit Risk Policies Head | 44,000 | 57,000 |
| | Credit Risk Policies VP | 40,000 | 48,000 |
| | Credit Risk Portfolio Analyst | 13,000 | 18,000 |
| | Head of Collections and Recovery | 46,000 | 57,000 |
| | Head of Risk Analytics | 46,000 | 53,000 |
| | Risk Analytics Manager | 24,000 | 35,000 |
| | Risk Analytics Officer | 14,000 | 21,000 |
| | Operational Risk Head | 46,000 | 53,000 |
| | Operational Risk Manager | 26,000 | 34,000 |
| | Operational Risk Analyst | 13,000 | 16,000 |
| | Market Risk Head | 48,000 | 55,000 |
| | Market Risk Manager | 28,000 | 37,000 |
| | Market Risk Analyst | 16,000 | 21,000 |
| | Enterprise Risk Manager | 24,000 | 32,000 |

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KSA SALARY GUIDE 2019

BANKING & FINANCIAL SERVICES

| ROLES | TITLE | MIN | MAX |
|------------------------|-----------------------------------|--------|--------|
| HR | Head of HR | 40,000 | 54,000 |
| | HR Manager | 28,000 | 34,000 |
| | HR officer | 15,000 | 22,000 |
| | Compensation and Benefits Manager | 24,000 | 31,000 |
| | Learning and Development Manager | 23,000 | 30,000 |
| ADMINISTRATION | Office Manager | 16,000 | 21,000 |
| | Executive Assistant | 15,000 | 20,000 |
| | Personal Assistant | 10,000 | 14,000 |
| MARKETING CORPORATE | Head of Marketing | 32,000 | 41,000 |
| | Marketing Manager | 25,000 | 30,000 |
| | Social Media Manager | 23,000 | 27,000 |
| | Brand Manager | 21,000 | 23,000 |
| | Communications Executive | 16,000 | 20,000 |
| LEGAL | Head of Legal | 77,000 | 88,000 |
| | Senior Legal Counsel | 48,000 | 56,000 |
| | Legal Manager | 43,000 | 53,000 |
| | Paralegal | 14,000 | 22,000 |
| | Legal Assistant | 12,000 | 17,000 |

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COMPLIANCE & REGULATION

The Compliance job market in the Kingdom is thriving.

The Saudi job market is booming and the compliance sector is no different. Saudi Nationals working in compliance can expect plenty of opportunities in 2019. This has been greatly helped by the rules set out by the CMA regulator which stipulated that all Heads of Compliance must be Saudi Nationals for firms operating under this regulator. Any firm setting up under the CMA must have a compliance officer in place. Firms had until January 2018 as a deadline to have a Saudi National in place in the compliance function and thus there was a scramble for talent in the early part of 2018. International firms particularly asset management organisations set up under the Capital Markets Authority (CMA) regulator has seen a further push in the recruitment of Saudi compliance talent.

There is a shortage of senior qualified compliance candidates in the Kingdom.

The demand for high calibre Saudi Nationals in compliance outweighs the supply of talent. We have witnessed organisation transition Saudi Nationals in fields such as Risk Operations or Finance into the Compliance function in order to fill the shortage. Job movement in the compliance field is also very high with Saudi Heads of Compliance staying on average only 2 to 3 years with any one firm. This has caused further recruitment drives in this space..

Some of the bigger UAE banks extend their presence in the Kingdom both under the CMA and SAMA regulators.

Leading local UAE banks are now setting up in Saudi and increasing their number of branches in the Kingdom. This has seen a positive influence on jobs in compliance and regulation. Citi bank won an investment banking

license with the Capital Markets Authority in 2018 which in return enabled it to take part in the full range of activities in mergers and acquisitions, initial public offerings, privatisations and other capital markets businesses. Dubai bank Emirates NBD now has opened more branches in the Kingdom and they now have a presence in Riyadh, Khobar and Riyadh.

Compliance salaries in the Kingdom are increasing year on year.

We forecast the salaries for compliance professionals to increase by 10 to 12 percent next year. We are also starting to see fewer expats taking over compliance jobs in Saudi Arabia in support of the Nationalisation move. However, we are seeing some expats getting opportunities as compliance consultants entering the market for government-owned entities.

“We forecast the salaries for compliance professionals to increase by 10 to 12 percent next year. We are also starting to see fewer expats taking over compliance jobs in the Kingdom in support of the Nationalisation move.”

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COMPLIANCE & REGULATION

| TITLE | MIN | MAX |
|---|--------|--------|
| Chief Compliance Officer (CCO) | 73,000 | 91,000 |
| Head of Compliance | 50,000 | 63,000 |
| Sanctions and Aml Managers | 31,000 | 34,000 |
| Compliance Licenced MLRO (APs) | 38,000 | 46,000 |
| Compliance Manager- Generalists- Wholesale, Retail, Corporate | 27,000 | 35,000 |
| Head of Fraud | 44,000 | 52,000 |
| Fraud Manager | 34,000 | 39,000 |
| Inspection , Authorization Officers | 35,000 | 45,000 |
| Compliance Officer-Private Banking, Wealth, Invest. products | 17,000 | 23,000 |
| Compliance Officer (KYC, On boarding, CDD) | 13,000 | 15,000 |
| Compliance Analysts (Graduate) | 8,000 | 10,000 |

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DIGITAL

Digitisation is a strategic pillar of Vision 2030.

There has been significant growth in talented Saudi nations who are fast becoming digital experts in helping to drive the digitisation of Saudi Arabia. Digitisation is transforming value chains and business models around the world, and significant paradigm shifts are accompanying this major trend. Digitisation and a strong digital economy is the future. Most businesses in Saudi Arabia are looking closely at the Customer Experience/Journey to shape digital transformation; banks are reducing branch numbers and providing a more efficient service by way of Smart ATM's, web and mobile banking and verging into robotic/VR assistants. Retail markets in Saudi are transitioning away from traditional physical strategic models in favour of E-commerce and M-Commerce platforms and will potentially utilise VR/AR models to create a more tailored customer-centric experience.

“As it has been seen in our society, a large number of Saudi women are now marketing their skills and abilities using social media platforms, allowing them to establish a successful business.”

There has been a noticeable increase in demand for **Experiential personnel in-house**.

The demand for experienced developers and programmers in Saudi Arabia that looks at implementing more UX/UI and web technologies and mobile applications is on the rise. Programming languages which prioritise scalabilities such as Python and PHP are advancing quickly, and the talent that can work with these languages are needed in the market. Media and advertising spend from Agency sides are declining due to clients transitioning budgetary spend in-house. In Saudi Arabia in line with other markets, the requirements for traditional copywriters and artists who have not adjusted with digitisation will struggle as the market continues to evolve.

Saudi Arabia is now aiming to decrease its dependence on oil and hence diversify its economy through digitisation.

As the country is now moving away from oil, it is promoting digital culture through Saudi Vision 2030. One of the measures includes promoting a digital culture by exploiting the power of the Internet and social media. As it has been seen in our society, a large number of Saudi women are now marketing their skills and abilities using social media platforms, allowing them to establish a successful business.

KSA SALARY GUIDE 2019

DIGITAL

| ROLE | TITLE | MIN | MAX |
|----------------------------|-------------------------------|--------|--------|
| ADVERTISING / PR AGENCY | Account Planner | 12,000 | 14,000 |
| | Account Executive | 12,000 | 15,000 |
| | Digital Media Analyst | 12,000 | 14,000 |
| | Media Planner | 12,000 | 14,000 |
| | Media Buyer | 14,000 | 16,000 |
| | Senior Account Executive | 15,000 | 17,000 |
| | Digital Account manager | 18,000 | 20,000 |
| | Account Manager | 18,000 | 22,000 |
| | Digital Media Account Manager | 18,000 | 20,000 |
| | Senior Account Manager | 22,000 | 27,000 |
| | Head of Planning | 25,000 | 27,000 |
| | Account Director | 27,000 | 34,000 |
| | Senior Account Director | 34,000 | 40,000 |
| | Group Account Director | 38,000 | 44,000 |
| | Business Director | 42,000 | 47,000 |
| | Managing Director | 47,000 | 62,000 |
| | CEO | 62,000 | - |
| CREATIVE AGENCY | Copywriter | 16,000 | 20,000 |
| | Graphic Designer | 17,000 | 20,000 |
| | Digital Designer | 17,000 | 20,000 |
| | Senior copywriter | 20,000 | 24,000 |
| | UX/UI Designer | 20,000 | 24,000 |
| | Senior Graphic Designer | 20,000 | 25,000 |
| | Art Director | 20,000 | 25,000 |
| | CX (UX,XD,SX,) Consultant | 22,000 | 27,000 |
| | Senior UX/UI Design Manager | 22,000 | 27,000 |
| | Senior Art Director | 25,000 | 30,000 |

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KSA SALARY GUIDE 2019

DIGITAL

| ROLE | TITLE | MIN | MAX |
|--|--------------------------------------|----------|--------|
| CREATIVE AGENCY | CX (UX, XD, SX,) Managing Consultant | 37,000 | 40,000 |
| | Associate Creative Director | 27,000 | 35,000 |
| | Creative Director | 37,000 | 47,000 |
| | Executive Creative Director | 47,000 | 62,000 |
| | General Manager | 62,000+ | - |
| CLIENT | Digital Marketing Executive | 15,000 | 19,000 |
| | Senior Digital Marketing Executive | 19,000 | 24,000 |
| | Digital Marketing Manager | 24,000 | 34,000 |
| | Senior Digital Marketing Manager | 34,000 | 44,000 |
| | Digital Marketing Director | 44,000 | 64,000 |
| | Head of digital | 52,000+ | - |
| | Chief Digital Director | 57,000 | 67,000 |
| | Chief Digital Officer | 100,000+ | - |
| EVENTS EXHIBITIONS & CONFERENCES | Conference Producer | 17,000 | 20,000 |
| | Exhibition Sales Manager | 17,000 | 20,000 |
| | Event Manager | 17,000 | 27,000 |
| | Sponsorship Sales Manager | 18,000 | 20,000 |
| | Operations Manager | 20,000 | 22,000 |
| | Senior Exhibition Sales Manager | 22,000 | 27,000 |
| | Project Manager | 22,000 | 27,000 |
| | Event Director | 30,000 | 37,000 |
| | Group Event Director | 37,000 | 47,000 |

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KSA SALARY GUIDE 2019

HUMAN RESOURCES

Accessing the right National talent in KSA is specifically difficult.

In April 2016, the Kingdom launched its Vision 2030, an “ambitious yet achievable” roadmap for economic and developmental action. One of the main objectives of this vision is to increase the employment rate of Saudi nationals in the private and public sector. There are acknowledged skill gaps across junior, mid-level and senior leadership functions in HR that need to be occupied by qualified Saudi nationals, in order to meet the Vision requirements. Furthermore, retaining national talent is a challenge and organisations are seeking innovative ways to reduce the risk of losing them. Employers are constantly seeking to generate and sustain employee commitment and loyalty through effective employee engagement, sophisticated training programs, succession-planning incentives, performance related rewards and consistent salary and benefits enhancements.

There is a growing need for Change-Management Leaders.

Amidst the development phase that the Kingdom is going through, organisations are looking for strategic and visionary HR Managers and HR Business Partners who can enhance HR systems, policies, and procedures. Similarly, they are looking for highly adaptable and transformational HR leaders who can drive the vision and implement change, which is necessary due to the dynamic and ever-evolving market.

“Saudi nationals need to fill the skills' gap in order to meet the requirements of the job market, which is explicitly mentioned in the Vision.”

Highly educated HR professionals are in high-demand.

Additional HR certifications and Master’s degrees are in very high demand; however, it is difficult for employers to find local talent that have already obtained these qualifications and have the relevant professional experience. Some organisations are offering the attractive incentive of covering the costs for higher education for Saudi nationals to earn their post-graduate degree whilst working and offer opportunities to achieve HR certifications such as CIPD or SHRM as a part of their retention strategy. There is a stronger supply of highly qualified bilingual professionals in the Kingdom and they demand better salaries as they are perceived as having stronger capabilities to drive and implement strategic initiatives.

The recruitment and selection process in 2018 was more time consuming, extensive and meticulous.

HR practitioners and line managers are adopting additional tools and techniques to ensure they are selecting the right talent for their organisation from a technical and cultural perspective. Organisations are seeking to learn more about potential employees through psychometric, behavioural and leadership assessments.

We see increased use of human resources management systems across bigger organisations and governmental entities.

HR professionals should be tech-savvy to be able to thrive in the market since most organisations are moving towards digitised HR systems. Experience with certain HR systems is important for employers. However, it is not the number one requirement for organisations when they are on the hunt for a HR leader. HR professionals are required to be effective communicators who possess strong interpersonal skills with the ability to manage, enhance and engage a diverse workforce.

KSA SALARY GUIDE 2019

HUMAN RESOURCES

| TITLE | MIN | MAX |
|-----------------------------------|---------|---------|
| CHRO | 100,000 | 155,000 |
| HR VP | 80,000 | 125,000 |
| HR Director (Group) | 45,000 | 75,000 |
| HR Manager | 30,000 | 40,000 |
| Recruitment Manager | 18,000 | 25,000 |
| Recruiter | 14,500 | 16,000 |
| Recruitment Specialist | 13,000 | 16,000 |
| Compensation & Benefits Manager | 22,000 | 28,000 |
| Learning & Development Manager | 24,000 | 33,000 |
| Learning & Development Specialist | 15,000 | 18,000 |
| Training Manager | 18,000 | 27,000 |
| Employee Relations Manager | 19,000 | 24,000 |
| HR Operations Manager | 22,000 | 30,000 |
| Talent & Acquisition Manager | 18,000 | 27,000 |
| Talent & Acquisition Specialist | 14,000 | 18,000 |
| Human Resources Business Partner | 30,000 | 45,000 |
| HR Generalist | 15,000 | 21,000 |

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KSA SALARY GUIDE 2019

INVESTMENT MANAGEMENT

Vision 2030 creates significant opportunities in the investment management space.

Vision 2030 aims to bring economic development and widen the spectrum of industries the Kingdom actively engaged in as well as to foster local innovation and entrepreneurship. The diversification program has seen a rise in activity across a broad range of industries including information technology, real estate, transportation, defence, industrial, energy, agriculture, healthcare, education, e-commerce and others. There are also some so-called “giga-projects” in the entertainment, special economic zones and tourism along with a continuous focus on the “new economy” sectors such as Digital, IoT, Robotics and so on.

Unique opportunities in the region.

The factors mentioned above create unprecedented opportunities for both local and expatriate talent and the current economic landscape in the region presents unique opportunities even when benchmarked globally. Moreover, the Kingdom constantly seeks to make lucrative investments internationally and hence has entered some strategic partnerships across the globe. This is also evident in the private sector as local groups, family offices and investment companies increasingly invest abroad across various asset classes.

“The Kingdom constantly seeks to make strategic investments internationally and hence has entered a number of strategic partnerships across the globe.”

Combining international subject matter expertise along with qualified Saudi talent.

Investment management entities are looking to combine international subject matter expertise and best practices along with Saudi talent. There is an increasing need for international subject matter experts on the board and advisor level for portfolio companies and newly created entities across various sectors especially the ones related to the Vision 2030. Moreover, the Vision includes a strong emphasis on an increased private sector involvement as well as investment and privatisation of a large number of Government business. Therefore, privatisation professionals have been in demand along with general investment professionals to focus on identifying new investment opportunities and asset management. There is also an increasing focus on recruiting governance, risk and compliance professionals along with internal auditors due to the increasing complexity and development of the regulatory framework.

Interpersonal skills are in the spotlight.

Organisations in the Kingdom put a greater emphasis on the candidates who can integrate with the local and business culture. More thorough assessments are being implemented to have a better grasp of the candidate's knowledge and personality both practically and theoretically as investment management professionals often have to be able to effectively communicate with investment committees and boards. Hence, interpersonal skills are in the spotlight when it comes to selection and talent management considerations.

KSA SALARY GUIDE 2019

INVESTMENT MANAGEMENT

| TITLE | MIN | MAX |
|-----------------------------|--------|----------|
| Chief Investment Officer | 80,000 | 140,000+ |
| Head of Asset Management | 60,000 | 80,000+ |
| Head of Investor Relations | 50,000 | 65,000 |
| VP - Placements | 35,000 | 45,000 |
| Fund/Portfolio Manager | 35,000 | 47,000 |
| VP - Asset Class Specialist | 37,000 | 50,000 |
| Investment Senior Associate | 27,000 | 35,000 |
| Investment Associate | 20,000 | 25,000 |
| Investment Analyst | 15,000 | 20,000 |

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KSA SALARY GUIDE 2019

LEGAL

Vision 2030 is driving the market and encouraging legal firms in Saudi Arabia to find the right talent.

Vision 2030 is driving changes in the market and putting pressure on legal firms in Saudi to find the right talent in certain fields. Legal counsels and legal directors are very much aligned with Vision 2030. There has been a demand on highly experienced PPP advisory lawyers. We predict there will be a continued need for transaction advisory lawyers. There is a struggle to attract Saudi nationals with the necessary skills and capabilities in capital markets, M&A and transaction advisory.

There are great opportunities for Western-educated Saudi National lawyers at the moment.

Law firms in Saudi Arabia are seeking to attract Western-educated Saudi Nationals into their organisations. We have also seen an increase in Saudi law firms attracting international experts with experience in Capital banking. We are forecasting an increase in hiring trend by 15 to 20 percent in private practice.

“The public sector and governmental entities are strongly aligned with Vision 2030 especially when it comes to capital markets and construction.”

Legal firms are to increase their hiring by 10 to 15 per cent.

Partners and team movements will continue to be a challenge within private practice in 2019. High performing partners and teams will continue to be on the radar for firms practising in KSA. Employers need to focus on the development of their team and create a collaborative work environment. Strong bonus pools, flexible working arrangements and exciting projects are the key drivers that help retain top-tier candidates. Retention of candidates will be even more important in 2019-2020 with the arrival of Vision 2030. The public sector and governmental entities are strongly aligned with Vision 2030 especially when it comes to capital markets and construction.

KSA SALARY GUIDE 2019

LEGAL

| ROLE | TITLE | MIN | MAX |
|------------------------------------|------------------------------|--------|----------|
| PRIVATE PRACTICE REGIONAL FIRMS | Legal Secretary | 14,000 | 20,000 |
| | Paralegal | 15,000 | 25,000 |
| | Newly Qualified | 20,000 | 35,000 |
| | Associate | 25,000 | 40,000 |
| | Senior Associate | 45,000 | 65,000 |
| | Counsel | 50,000 | 85,000 |
| | Partner | 70,000 | 110,000+ |
| PRIVATE PRACTICE US & UK FIRMS | Legal Secretary | 17,000 | 25,000 |
| | Paralegal | 17,000 | 28,000 |
| | Newly Qualified | 25,000 | 35,000 |
| | Associate | 35,000 | 55,000 |
| | Senior Associate | 45,000 | 60,000 |
| | Counsel | 60,000 | 90,000 |
| | Partner | 75,000 | 180,000+ |
| IN HOUSE | Legal Secretary | 15,000 | 20,000 |
| | Paralegal | 15,000 | 24,000 |
| | Junior Legal Counsel/Advisor | 25,000 | 40,000 |
| | Counsel | 35,000 | 55,000 |
| | General Counsel | 40,000 | 60,000 |
| | Director | 50,000 | 100,000+ |

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KSA SALARY GUIDE 2019

MANUFACTURING & SUPPLY CHAIN

The Kingdom is on the lookout for talent with international experience.

With the rapid industrial development in Saudi and the aim to fulfil Vision 2030, the access to highly technical professionals is a challenging task for Employers. There is always a difficulty finding qualified procurement, supply chain, production and engineering professionals who can add value and enhance an organisations operational processes end-end. As techniques such as Lean, Six Sigma, TPM, WCM, Kaizen, VSM and OEE are more advanced in the Western manufacturing environments, the Kingdom is on the lookout for talent with a continuous improvement mindset, international exposure, and a proven record of accomplishments in cost savings, lean implementation, waste reduction, process efficiency, and machinery effectiveness.

With the rise of oil to an average of \$71 in 2018, the industry is gaining strength and optimism.

With the rise in the oil price, the Kingdom's GDP is positively affected. This not only increases the opportunity for foreign direct investments, it also enhances the level of optimism organisations have about the future as they are expecting the workplace to become more stable with a lower turnover rate.

“With the rise in the oil price, the Kingdom’s GDP is positively affected. This not only increases the opportunity for foreign direct investments, it also enhances the level of optimism organisations have about the future...”

The Kingdom is considered a game changer for continuous improvement.

Premium talent across production, maintenance, engineering, procurement, supply chain, distribution, and logistics functions were in high demand this year, and we expect this trend to continue throughout 2019. Businesses are investing heavily in continuous improvement tools, unrivaled resources, and advanced techniques in order to adapt quicker to technological advancements, drive quality and sustain their competitiveness in a dynamic and saturated marketplace. Employers in the Kingdom seek to attract employees that are Western-educated for senior leadership roles, however see the value in hiring talent that have some professional experience working in the GCC.

Effective Employee Engagment and L&D are key elements that help to attract and retain employees.

We envisage an increasing number of organisations will seek to invest further in their employees' professional development plans, and expect this to be at the heart of talent management in 2019. A key motivator for candidates is a position that offers unique career and learning prospects for professional development. In addition, the culture, values, vision, and mission of the organisation are also key factors for prospective employees when considering new career opportunities. Candidates are looking for long-term incentives that intrinsically motivate them, which must go beyond financial gratification if Employers seek to retain their best talent. An increasing number of organisations are working with consulting partners to develop sophisticated and advanced training programs and workshops to ensure employees feel valued, and are constantly enhancing their knowledge, skills and capabilities.

KSA SALARY GUIDE 2019
MANUFACTURING

| TITLE | MIN | MAX |
|--|--------|---------|
| Lean Six Sigma Black Belt | 15,000 | 21,000 |
| Master Black Belt | 17,000 | 28,000 |
| Operations Manager | 25,000 | 40,000 |
| Production Manager | 25,000 | 32,000 |
| Production Supervisor | 8,000 | 15,000 |
| Continuous Improvement Manager | 15,000 | 20,000 |
| Plant / Factory Manager | 26,000 | 38,000 |
| Quality Engineer Assurance and Control | 12,000 | 15,000 |
| Quality Manager Assurance and Control | 22,000 | 27,000 |
| HSE Engineer | 12,000 | 16,000 |
| HSE Manager | 18,000 | 28,000 |
| Process Development Manager | 23,000 | 34,000 |
| Process Innovation Manager | 17,000 | 22,000 |
| Process Engineer | 11,000 | 14,000 |
| Manufacturing Engineer | 11,000 | 14,000 |
| Head of R&D | 33,000 | 45,000 |
| Civil Engineer | 8,000 | 15,000 |
| Design Engineer | 8,000 | 15,000 |
| Maintenance Engineer | 9,000 | 13,000 |
| Maintenance Manager | 18,000 | 27,000 |
| Mechanical Engineer | 9,000 | 12,000 |
| Electrical Engineer | 9,000 | 13,000 |
| General Manager | 53,000 | 75,000 |
| Chief Production Officer | 65,000 | 80,000 |
| Operations Director | 77,000 | 110,000 |
| Managing Director | 94,000 | 130,000 |

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KSA SALARY GUIDE 2019

SUPPLY CHAIN

| TITLE | MIN | MAX |
|--------------------------------|--------|--------|
| Supply Chain Director | 45,000 | 65,000 |
| Supply Chain Manager | 23,000 | 37,000 |
| Demand/Supply Planner | 10,000 | 15,000 |
| Demand/Supply Planning Manager | 20,000 | 25,000 |
| Materials Engineer | 9,000 | 13,000 |
| Materials Manager | 15,000 | 24,000 |
| Procurement Director | 47,000 | 68,000 |
| Procurement Manager | 22,000 | 35,000 |
| Category Manager | 19,000 | 24,000 |
| Buyer | 9,000 | 12,000 |
| General Manager | 58,000 | 90,000 |
| Operations Manager | 19,000 | 35,000 |
| Logistics Manager | 15,000 | 25,000 |
| Warehouse Supervisor | 8,000 | 12,000 |
| Warehouse Manager | 14,000 | 19,000 |
| Senior Contracts Engineer | 14,000 | 22,000 |
| Contracts Manager | 24,000 | 29,000 |
| Bid Manager | 17,000 | 25,000 |
| Trade Compliance Manager | 18,000 | 36,000 |

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KSA SALARY GUIDE 2019

PUBLIC SECTOR

Demand for nationals as part of Vision 2030.

Vision 2030 is currently driving the workforce in the Kingdom from healthcare to labour affairs and social development. International trade, foreign affairs, economists and human development specialists are all in high demand. The true challenge is finding those specialists with the right exposure to international projects to relocate or nationals with the right expertise. However, with the country's plans to increase employment amongst Saudi nationals, we have seen non-employment rates among Saudis decreasing. We expect to see a 4.5 per cent increase in Saudi national employment in 2019.

Assessing soft skills is becoming a critical practice in the hiring process for senior professionals.

Having a collaborative mindset with a proven technical track record are two of the most important qualities for a leadership position in the public sector. We also see an increasing need for talent with the ability to build and leverage teams and effectively communicate with C-level employees and board members.

“In late April, the Saudi government announced plans to generate between \$9 billion and \$11 billion in revenue by 2020 through a privatisation programme that will create as many as 12,000 jobs.”

Privatisation programs expected to create up to 12,000 jobs.

The Kingdom's National Centre for Privatisation and Public-Private Partnerships (NCP) has published a draft law in 2018 on private-public sector partnerships as the Kingdom prepares to launch infrastructure projects worth billions of dollars and seeks to attract foreign investors. In late April, the Saudi government announced plans to generate between \$9 billion and \$11 billion in revenue by 2020 through a privatisation programme that will create as many as 12,000 jobs.

Experience in new technologies will soon become a necessity.

Having the mindset to embrace new technologies is becoming more critical. Technology is high on the agenda of vision 2030 and experience in new technologies will soon become a necessity. The public sector is paying closer attention to Saudi nationals with strong experience in the technology field to raise government effectiveness and efficiency to improve the countries overall position in the Government Effective Index published by the World Bank from the 80th place in 2015 to at least the 20th by 2030.

KSA SALARY GUIDE 2019
PUBLIC SECTOR

| ROLE | TITLE | MIN | MAX |
|-----------------------------------|---|----------|---------|
| | Secretariat General | 200,000+ | - |
| | Deputy Minister | 125,000 | 200,000 |
| | Assistant Deputy Minister | 80,000 | 100,000 |
| | Director General | 120,000 | 200,000 |
| | Governor | 175,000 | 225,000 |
| | Vice Governor | 125,000 | 150,000 |
| | Chief of Staff and Human Capital | 80,000 | 120,000 |
| | Chief of Administration & Shared Services | 80,000 | 120,000 |
| | Chief of Communications | 70,000 | 90,000 |
| | Director of Human Resources | 60,000 | 80,000 |
| | International Subject Matter Expert/Advisor | 70,000 | 110,000 |
| | Public Policy Director | 70,000 | 100,000 |
| | Chief Economist | 90,000 | 150,000 |
| | Senior Economist | 50,000 | 70,000 |
| | Economist | 22,000 | 35,000 |
| | Policy Specialist | 40,000 | 55,000 |
| | Policy Analyst | 18,000 | 28,000 |
| STRATEGY MANAGEMENT OFFICE | Head of SMO | 90,000+ | - |
| | Strategy Director | 60,000 | 70,000 |
| | Strategy Manager | 35,000 | 48,000 |
| | Strategy Analyst | 18,000 | 25,000 |
| PMO/VRO OFFICE | Head of PMO | 70,000+ | - |
| | Portfolio Manager | 55,000 | 62,000 |
| | Program Manager | 40,000 | 50,000 |
| | Project Manager | 28,000 | 35,000 |
| | Project Coordinator | 18,000 | 22,000 |

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KSA SALARY GUIDE 2019

SALES & MARKETING

Saudi Arabia witnessed record growth of 30 percent in the consumer goods industry in 2018.

Despite economic challenges for Saudi Arabia between 2015 and 2016, and reduced consumer purchasing power, we envisage to see more expats in the next two years more willing to move to Saudi Arabia which is expected to increase the country's GDP. As Saudi Arabia looks to diversify its economy and find private sector careers for its young citizens, the FMCG segment looks to be a source of growth and employment opportunities.

Hiring Trends.

Organisations are now becoming more cautious in terms of the recruitment process due to time and financial constraints. More thorough interview processes are put in place and they are widening their net of prospect talent. Multinational companies in Saudi Arabia are now trying to provide continued support for their employees by presenting them with

“The most notable shift in hiring trends has been the demand from companies to diversify their sales and marketing team. The demand for hiring females into mid to senior management roles has been a significant movement in 2018 and is looking to continue to grow in 2019.”

constant development and training programs. It is also inevitable that FMCG employees need to have an in-depth knowledge about the market and can speak both English and Arabic. The most notable shift in hiring trends has been the demand from companies to diversify their sales and marketing team. The demand for hiring females into mid-level to senior management roles has seen significant movement in 2018 and we expect this to continue to grow in 2019.

GCC companies are expanding their branches in the Kingdom due to its vibrant market.

The volume of Sales and Marketing roles in KSA has been fairly buoyant in 2018. There has been a significant increase in the demand for companies to increase their sales force in Saudi Arabia to take advantage of the vibrancy in the current Saudi market. With a growing young population, the biggest players for the private sector have been the Food and Beverage, Consumer Goods (FMCG) and the healthcare Industry.

KSA SALARY GUIDE 2019

SALES & MARKETING

| ROLES | TITLE | MIN | MAX |
|------------|-----------------------------------|--------|--------|
| FMCG | General Manager | 17,000 | 55,000 |
| | Sales Director | 15,000 | 50,000 |
| | Regional Sales Manager | 25,000 | 35,000 |
| | Area Sales Manager | 20,000 | 30,000 |
| | Sales Manager | 25,000 | 20,000 |
| | Key Account Manager | 17,000 | 18,000 |
| | Trade Marketing Manager | 35,000 | 18,000 |
| | Sales Executive | 26,000 | 12,000 |
| | Country Manager | 30,000 | 45,000 |
| | Brand Manager | 15,000 | 18,000 |
| HEALTHCARE | Sales Representative | 17,000 | 22,000 |
| | Product Specialist | 15,000 | 26,000 |
| | Area Sales Manager | 25,000 | 30,000 |
| | Business Development Manager | 20,000 | 25,000 |
| | Snr. Business Development Manager | 25,000 | 30,000 |
| | Key Account Manager | 17,000 | 21,000 |
| | Country Manager | 35,000 | 40,000 |
| | Market Access Manager | 26,000 | 32,000 |
| | Regional Sales Manager | 30,000 | 35,000 |
| | Regional Sales Director | 45,000 | 49,000 |
| | Regional Commercial Manager | 30,000 | 35,000 |
| | Regional Commercial Director | 50,000 | 54,000 |

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KSA SALARY GUIDE 2019

SALES & MARKETING

| ROLES | TITLE | MIN | MAX |
|----------------------------|----------------------------------|--------|--------|
| RETAIL | General Manager | 45,000 | 50,000 |
| | Sales Director | 40,000 | 45,000 |
| | Regional Sales Manager | 25,000 | 32,000 |
| | Regional Brand Manager | 18,000 | 23,000 |
| | Area Sales Manager | 15,000 | 18,000 |
| | Key Account Manager | 12,000 | 18,000 |
| | Sales Executive | 80,000 | 12,000 |
| | Store Manager | 12,000 | 15,000 |
| | Operations Manager | 18,000 | 21,000 |
| | Sales Assistant | 5,000 | 8,000 |
| MARKETING & COMMUNICATIONS | Marketing Executive | 10,000 | 15,000 |
| | Marketing Manager | 20,000 | 24,000 |
| | Marketing Director | 40,000 | 50,000 |
| | CMI Manager | 20,000 | 25,000 |
| | PR Account Executive | 11,000 | 14,000 |
| | PR Account Manager | 16,000 | 18,000 |
| | PR Account Director | 21,000 | 24,000 |
| | Corporate Communications Manager | 27,000 | 30,000 |
| | Head of Corporate Communications | 45,000 | 55,500 |
| | Digital Account Manager | 21,000 | 24,000 |
| | Digital Account Director | 26,000 | 31,000 |
| | Regional Commercial Director | 10,000 | 54,000 |

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KSA SALARY GUIDE 2019

SALES & MARKETING

| ROLES | TITLE | MIN | MAX |
|-----------------|----------------------------|--------|--------|
| TECHNICAL SALES | Sales Director | 47,000 | 54,000 |
| | Sales Manager | 25,000 | 33,000 |
| | Regional Sales Manager | 25,000 | 35,000 |
| | District Manager | 25,000 | 32,000 |
| | Technical Sales Manager | 15,000 | 22,000 |
| | Technical Account Manager | 15,000 | 17,000 |
| | Sales Engineer | 12,000 | 16,000 |
| | Inside Sales Engineer | 9,000 | 12,000 |
| | Systems Engineer | 12,000 | 16,000 |
| | Application Sales Engineer | 9,000 | 13,000 |

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KSA SALARY GUIDE 2019

STRATEGY

Strategy & management firms are struggling to retain national employees.

Saudi national talent is constantly approached by the public sector. Many firms are looking for talent with the right skill set who can fill key positions. There is also a lack of talent for pure strategy design specialists. Most of the Saudi nationals are fulfilling PMO and Strategy Planning positions.

It is easier to find Saudi national talent for senior positions.

There is a massive shortage of mid-management level talent in the Kingdom and we expect this to continue in 2019. Strategy as a career will become more popular as it is becoming an interesting field for younger Saudi nationals. The public sector is becoming less reliant on international talent and is investing in their national talent and we believe that their market will become more mature as we approach 2020. Hence, there will be significant growth in terms of job requirements and candidate abilities in both the public and the private sector.

Vision 2030 and G20 are impacting both the public and private sector in Saudi.

Vision 2030 is a catalyst for the public sector to hire more PMO strategists. Each governmental entity has a Vision Realisation Office (VRO) with strategy consultants who are constantly making sure that they are aligned with Vision 2030. With these developments, the International Monetary Fund (IMF) predicts that Saudi Arabia's GDP will increase by 2.4 percent as it is becoming less dependent on oil.

Top-tier strategy firms are adopting technological innovations to advance their workflow.

With the technological advancements, we see many businesses launching remote offices and digital hubs. Organisations are looking for talent who can adapt with the tech change with the vast accumulated legacy landscape of applications and systems that must ever be maintained, nurtured and supported. We can envisage many firms investing heavily in technology to have a more sophisticated workflow, which supports the objectives of Vision 2030. A sophisticated digital infrastructure is integral to today's advanced industrial activities. It attracts investors and enhances the fundamental competitiveness of the Kingdom's economy.

“Vision 2030 is a catalyst for the public sector to hire more PMO strategists. Each governmental entity has a Vision Realisation Office (VRO) with strategy consultants who are constantly making sure that they are aligned with Vision 2030.”

KSA SALARY GUIDE 2019 STRATEGY

| ROLES | TITLE | MIN | MAX |
|---------------------|------------------------|----------|---------|
| INDUSTRY | Analyst | 13,000 | 22,000 |
| | Manager | 29,000 | 36,000 |
| | Director | 53,000 | 60,000 |
| | Chief Strategy Officer | 72,000 | 120,000 |
| CONSULTING FIRMS | Associate | 18,000 | 23,000 |
| | Senior Associate | 28,000 | 35,000 |
| | Engagement Manager | 45,000 | 55,000 |
| | Principal | 65,000 | 80,000 |
| | Partner | 110,000+ | - |

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KSA SALARY GUIDE 2019

TAX

Demand for national tax talent.

One of the main challenges faced by Big 4 and private sector firms was an outflow of talent to the public sector entities and especially the tax administration. This was mainly related to Saudi national talent which created considerable talent related gaps for these firms and after that a greater need for national tax talent.

Heavily reliant on recruiting international talent.

On the other hand, some consulting firms have faced an issue of recruiting tax talent from the competition due to employers' unwillingness to release IQAMAs or non-compete considerations hence why there is even a greater need for consulting firms to hire KSA national tax professionals as they tend to have fewer complications while changing employers. Another consideration is to hire professionals employed in "industry" and willing to move to the consulting side. These challenges are expected to continue, and therefore KSA tax market is heavily reliant on recruiting internationally-based professionals. However, this gap is expected to be bridged by further development of national talent in the mid to long term.

The increasing complexity of the tax regime in KSA will lead to further jobs creation.

The Kingdom continues its transformational journey aimed at economic diversification and development. Changes in regulation and tax reform continue to be on the rise in KSA. With the implementation of VAT in KSA on the 1st of January, 2018, residents expected more tax reforms in the pipeline. Tax and operations teams in organisations have been impacted; we anticipate a growing need for tax professionals in 2019. This is particularly triggered by the Base Erosion and Profit Shifting (BEPS) tax strategies developed by the Organisation for Economic Cooperation and Development (OECD), and its multilateral tax treaty which was signed by

KSA in 2018. Following the global trends, organisations in the Kingdom will be on the look for hiring more tax professionals particularly in international tax and transfer pricing. We expect these developments will create new opportunities for local talent and therefore strengthen the value proposition and prospects of tax as a profession.

The age of automation.

Tax automation, tax reporting, tax ERP and tax analytics are some of the tax technologies that are on the rise. These technologies are a necessity specifically in businesses with a large operations team spread across various sectors and countries.

“With the implementation of VAT in KSA on the 1st of January, 2018, residents expected more tax reforms in the pipeline. Tax and operations teams in organisations have been impacted and a growing need for tax professionals is anticipated in 2019.”

KSA SALARY GUIDE 2019

TAX

| ROLES | TITLE | MIN | MAX |
|-----------------------------|-------------------------|---------|---------|
| BIG4 | Senior Associate | 14,000 | 18,000 |
| | Assistant Manager | 16,000 | 22,000 |
| | Manager | 23,000 | 33,000 |
| | Senior Manager | 27,000 | 39,000 |
| | Director | 45,000 | 55,000 |
| | Partner (Junior) | 55,000 | 70,000 |
| | Partner (Mid to Senior) | 75,000+ | - |
| INDUSTRY & PUBLIC SECTOR | Analyst/Senior Analyst | 13,000 | 20,000 |
| | Supervisor | 20,000 | 28,000 |
| | Manager | 24,000 | 37,000 |
| | Senior Manager | 35,000 | 45,000 |
| | Head of Tax | 50,000 | 65,000+ |

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KSA SALARY GUIDE 2019

TECHNOLOGY

Saudisation process gathers steam as the government is planning to cut unemployment rates to 7 per cent by 2030.

While the Kingdom's government is spending much effort on cutting down the unemployment rates in the country, there is a lack of talent for technology candidates, particularly new technologies. There is a struggle finding Saudi national talent with the expertise in emerging technologies such as Augmented Reality. Local talent does not have the right exposure to these technologies, and this is why organisations are relocating international talent from other areas of the world into their offices.

The country must start investing in educating their students and aligning with Global Markets regarding the emerging technologies.

We would recommend a continued development within education programs on emerging technologies to educate their ambitious local talent. Network engineers are now in high demand, but the national talent lacks the right certification to fill this position. There is a severe shortage as well on Artificial Intelligence and Robotics National experts.

EFE-Citi program links unemployed Saudi youth to jobs.

The Citi Foundation and Education For Employment (EFE) have partnered together to create job and economic opportunities for 30 unemployed Saudi youths in the first six months of 2018. The partnership aims to support Saudi Vision 2030's mission of empowering youth with opportunities. The foundation is aiming to create jobs around technology for National talent. Technology and service solutions will help deliver significant levels of upstream productivity and support Saudi Arabia's strategy.

Saudi organisations, in both the private and public sectors, are rapidly increasing their spending on ICT.

Organisations in the Kingdom are looking for strong sales representatives with the correct technical sales skills. They are also looking for candidates with strong leadership skills who can take the initiative and contribute to fulfilling Vision 2030. Some of these leadership skills include strong decision-making skills with a sturdy vision for the future. Technology companies of all sizes tend to challenge their candidates with on-spot problems to solve. It is not about who can solve the problem the fastest or in the most efficient way; it is about their ability to thoroughly explain their process in a way that others can easily learn from.

Organisations are seeking to include additional key stakeholders in the interview process.

In order to ensure that the evaluation of a professional is accurate, objective and comprehensive, organisations are seeking to include additional key stakeholders in the interview process. Retaining the right people in technology teams can be challenging but ensuring that the right people are in the right job function in the first place has a direct impact on organizational performance, taking into consideration that technology has become an integral part of all businesses. It is imperative that organisations manage the process with precision and attention to detail. We envisage that as technology keeps on advancing, organisations will continue to look for more substantial ways to gauge the ability of candidates in 2019.

“Network engineers are now in high demand, but the national talent lacks the right certification to fill this position. There is a severe shortage as well on Artificial Intelligence and Robotics National experts.”

KSA SALARY GUIDE 2019

TECHNOLOGY

| ROLES | TITLE | MIN | MAX | |
|--------------------------------|---|-----------------|--------|--------|
| LEADERSHIP | Chief Information Officer (CIO) | 86,800 | 96,800 | |
| | Chief Technology Officer (CTO) | 80,560 | 90,760 | |
| END USERS | Chief Information Security Officer (CISO) | 49,960 | 57,100 | |
| | Lead Architect | 47,100 | 55,080 | |
| | Head of I.T | 43,840 | 48,940 | |
| | I.T Manager | 33,640 | 37,720 | |
| | Service Delivery Manager | 27,520 | 30,580 | |
| | Service Desk Team Leader | 18,340 | 23,440 | |
| | Network Engineer | 14,260 | 17,320 | |
| | VENDOR | VP of Sales | 75,460 | 86,680 |
| | | Country Manager | 60,160 | 63,220 |
| | | Sales Director | 43,840 | 46,900 |
| Sales Manager | | 30,580 | 33,640 | |
| Pre-Sales Director | | 43,840 | 46,900 | |
| Pre-Sales Manager | | 30,580 | 33,640 | |
| Pre-Sales Engineer | | 21,400 | 26,500 | |
| Professional Services Director | | 41,800 | 44,860 | |
| Professional Services Manager | | 26,500 | 29,560 | |
| Inside Sales Manager | | 19,360 | 24,460 | |
| Inside Sales | | 12,220 | 14,260 | |
| VP of Sales | | 75,460 | 86,680 | |
| Country Manager | | 60,160 | 63,220 | |
| Sales Director | 43,840 | 46,900 | | |

The salary ranges provided are in SAR and represent a monthly salary inclusive of basic and any allowances. Salaries provided are exclusive of any bonus, guaranteed or otherwise.

KSA SALARY GUIDE 2019

TECHNOLOGY

| ROLES | TITLE | MIN | MAX |
|------------|---------------------|---------|---------|
| LEADERSHIP | Partner (1-5 years) | 81,000 | 107,000 |
| END USERS | Partner (5+ years) | 110,000 | 162,000 |
| | Director | 45,900 | 62,000+ |
| | Snr Manager | 30,600 | 35,700 |
| | Manager | 21,420 | 30,600 |
| | Snr Consultant | 17,340 | 21,420 |
| | Consultant | 14,280 | 18,360 |

The salary ranges provided are in SAR and represent a monthly salary inclusive of basic and any allowances. Salaries provided are exclusive of any bonus, guaranteed or otherwise.

KSA SALARY GUIDE 2019**UNDERSTANDING THIS GUIDE****METHODOLOGY**

The salary information provided in this guide has been compiled by dedicated researchers across Cooper Fitch's subject matter experts, from our Research team to our Managing Partner group. Our experts are in regular contact with both employers and candidates across our specialist sectors in the Kingdom.

SALARY DATA

The salary ranges in this guide are indications of the market rate for mid-level to senior positions for hiring and new career opportunities in 2019. This salary data is based on placements made during 2018 and our teams' specialist knowledge. The information presented in this document should be used as a general guide only with intent to provide an approximate framework to gauge what a typical professional is likely to earn in the region. All salary data provided is exclusive of any bonus payments, guaranteed or otherwise. Salaries are represent one month remuneration in SAR and are inclusive of basic and all remuneration allowances.

FURTHER INFORMATION

Cooper Fitch provide in-depth compensation and benefits analysis, for more information please contact tmurphy@cooperfitch.ae.