

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 together, while another holds a pen over a document. A smartphone is also visible on the table. The overall atmosphere is professional and collaborative.

Cooper Fitch  
**SALARY  
GUIDE  
2019**

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UAE



2019

## UAE SALARY GUIDE

Welcome to the Cooper Fitch Salary Guide for United Arab Emirates in 2019. Our guide provides salary expectation ranges for mid-level to senior professionals and hiring across the Emirates 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 United Arab Emirates since 1997 specialising in recruitment, executive search and HR advisory services.

Cooper Fitch estimates the GDP growth for the Emirates will be approximately 4 per cent in 2019. However, there is a consensus that it could be as high as 5-6%. With oil prices at an average of \$71 per barrel in 2018, we are optimistic that oil prices will remain steady in 2019. However, we are not expecting any significant increase in salary ranges in 2019.

We predict an improvement in the employment market in 2019. In the previous years, the market saw a significant restructuring in organisations, particularly in the banking sector which affected employment rates and adversely influenced salary levels. We see more job stability in 2019 albeit there are more planned mergers, particularly with some Abu Dhabi based banks.

With the continual drive to the Emirates' Vision 2021, we see the need for improvements in economic reforms. At the moment, oil contributes to around 35% of the UAE government revenues. As 2021 approaches, we see the Emirates focusing on human capital to support its diversification and generate better revenue. Also, as part of its vision, the introduction of VAT in 2018 has brought diversity to the country's economic revenue streams and also encouraged transparency for businesses.

The biggest challenge faced by organisations in 2018 is the retention of their top performing teams and individuals. Jobs seekers have faced bigger challenges in the past as salaries have decreased; there has been a significant increase in the number of candidates available in the market. In the unfortunate event where someone loses their job, the period required to find a new vocation has become longer.

The previous years' reduction in oil prices has caused companies to lose confidence in the market which in some cases has made them hesitant about making key hires. We have also noticed a reduction in the retail and luxury retail sectors in 2018. There is a lack of consumer confidence, but we expect improvements in both markets in 2019.

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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*Salaries provided are exclusive of any bonus, guaranteed or otherwise.*

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## UAE SALARY GUIDE 2019

# ACCOUNTING & FINANCE

Employees are placing job security at the top of their main concerns when considering a career change.

Economic challenges have persisted throughout 2018. We have witnessed a significant number of organisations reducing overhead costs due to much lower average trade values. A common practice of cost cutting is to consolidate functions and positions within a business and the size of the consolidation itself depends mostly on the performance of each organisation. Attracting and onboarding the right talent is challenging regardless of the economic situation. The main challenge organisations face in finding candidates and assessing their skill sets — whether SMEs or MNCs - is the lack of the necessary resources or expertise required to gauge the suitability and capability of each talent.

**Internationally recognised qualifications are becoming the norm.**

In the Emirates, upper mid-management roles such as controllers and finance directors are in high-demand. Companies are constantly on the look to transform their finance teams. Chartered and qualified accounting certifications such as CFA, CMA and ACCA have become more important, and we expect these certifications to become the norm. Accounting professionals in the region who have a certification from a professional body are among the highest paid in the GCC while Big 4 trained accountants are typically a must in C-level positions.

***“Salaries have decreased by an average of 8-10%, due to the oversupply of talent in the market.”***

Digital innovation in the accounting sector has caused businesses to add “automation” to the list of their required skills.

We have seen some companies move their back-office operations outside of the Emirates to other GCC countries, South East Asia or Europe. While external consultants are always required, many companies are downsizing and becoming selective about choosing when to get the help of consultancy firms due to the decrease in their profit. Transformational skills and international expertise are becoming mandatory for leadership positions.

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

While organisations are becoming more selective, we have seen a significant increase in the number of corporations seeking help to assess and analyse candidates’ soft skills; psychometric, business personality and counterproductive behaviour assessments. UAE leaders consider soft skill assessments for senior positions as a critical practice in the hiring and selection of their future employees and peers, we have seen this more often than before in 2018, and budgets for 2019 factor in the associated costs. Background and reference checks during the recruitment process have also become more prevalent, and we expect this trend to continue as an integral part of the selection process.

UAE SALARY GUIDE 2019

## ACCOUNTING & FINANCE

ROLE		MIN	MAX
Group Chief Financial Officer	<i>Small to Medium Enterprises</i>	-	-
	<i>Large Local groups/ MNCs</i>	90,000	130,000
Chief Financial Officer	<i>Small to Medium Enterprises</i>	55,000	70,000
	<i>Large Local groups/ MNCs</i>	70,000	90,000
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	40,000
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

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UAE 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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## UAE SALARY GUIDE 2019

# ADVISORY

### The rise and growth of boutique firms challenge established advisory firms.

The exponentially growing economy of the Emirates has been affecting advisory firms. The economic growth has been slow since 2016 but the economy in 2018 is picking up quickly, and this is expected to continue in 2019 in hopes to fulfil Vision 2021 requirements. The effects of Vision 2021 have already started to be prevalent amongst both the public and private sector as the country's GDP increased over the last 12 to 24 months. The economy is set to accelerate growth this year and in 2019 after a difficult 2017 when growth reduced to a seven-year low of 1.5 per cent. Expo 2020 is a key economic driver for the government sector and infrastructure projects. A change to the market has been the growth of boutique firms in fields such as restructuring, investigations, forensics, risk advisory, Mergers and Acquisitions (M&A) and they are successfully winning market share.

### Hiring in the UAE is predicted to increase by 10 to 15 per cent in 2019.

The hiring process or timeline has not drastically changed. Competency-based tests and case studies are on the rise. Cooper Fitch has seen an increase with consulting firms running assessment tests to affirm the full proficiency and capacity of their candidates. We envisage the hiring to increase by 10 to 15 per cent in the UAE. UAE has a large number of international expats in the market across the Advisory firms filling various roles from Associates to Partners. A high percentage of international talent specialise in certain fields such as PPP, Infrastructure Advisory, Public Sector as well as Oil & Gas.

### Lack of talent in advisory firms is prevalent due to the requirement of niche skill-sets.

There is a battle to find local talent in areas such as debt advisory, Restructuring and M&A. 2019 will see a slight increase in Big 4 firms seeking UAE nationals. A high proportion of UAE nationals in Big 4 are hired from non-consulting firms such as the public sector and the banking and financial services sector. We envisage the most in-demand roles for the coming year will be in strategy PMOs, infrastructure advisors, mergers and acquisitions, deal originators and operational, transactional advisory. The region has a lot of certified and qualified professionals with reputable certifications such as CFA, CPA, CFA, ACCA. There is a high number of auditing professionals from the local market including Arabic speakers.

### Integrating technology in the workplace will be a huge benefit to Advisory Firms.

Advisory practices and Big 4 firms are becoming increasingly competitive. While employees are looking for development and learning opportunities within their career, they need to be exposed to opportunities such as collaborating with internal and external stakeholders and being rewarded financially. Advisory firms need to embrace new technologies that allow mobility and flexibility of the workplace environment. Employees feel the need to be recognised beyond the regular financial rewards with exposure to different clients and involvement in complex projects. Technology is playing a critical role in client engagement and optimisation especially in Big 4 and advisory firms. Consulting firms have increased their technology team internally regarding size and technical skill-set. Many subsectors are growing because of technological advancements within service lines such as forensics, e-discovery, digital forensics and disputes and investigations within those sectors.

We are expected to see more advisory firms allowing their employees a mobile and flexible work environment.

Many factors come into play when it comes to attracting and retaining talent. It is a highly competitive environment which is becoming even more competitive by the day. Firms need to keep investing in development and training programs for their employees. The opportunity to collaborate with different internal and external stakeholders should be presented to everyone working in the Advisory and Big 4 firms. One of the reasons that junior to mid-level employees leave their current organisations is not getting enough exposure to complex projects and collaboration. Many advisory firms are now allowing their employees a mobile and flexible work environment. Due to their long working hours and very tight deadlines, rewarding employees need to go beyond financial recognition and firms need to adapt to the changing workplace. Working flexibility and allowing employees to work from home will reduce costs and help retain employees in today's world.

***“We envisage the hiring to increase by 10 to 15 percent in the UAE. UAE has a large number of international expats in the market across the Advisory firms filling various roles from Associates to Partners.”***



**UAE SALARY GUIDE 2019**  
**ADVISORY**

ROLES	TITLE	MIN	MAX
AUDIT	Associate	8,000	11,000
	Senior Associate	12,000	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

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**UAE SALARY GUIDE 2019**  
**ADVISORY**

ROLES	TITLE	MIN	MAX
STRATEGY & MANAGEMENT CONSULTING	Associate	13,000	16,000
	Senior Associate	18,000	22,000
	Assistant Manager	23,000	30,000
	Manager	32,000	37,000
	Senior Manager	41,000	48,000
	Director	55,000	70,000
	Partner (1-5 years)	90,000	110,000
	Partner (5+ years)	150,000+	

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## UAE SALARY GUIDE 2019

# BANKING & FINANCIAL SERVICES

Further talks of bank merger and acquisitions will cause an increase in talent supply available in the market in 2019.

The banking job market remained relatively flat in 2018 in the United Arab Emirates compared to the 2012-2015 period, however, marginally better than the previous 2 years. We did see replacement hiring dominate the year while we have witnessed an increase in demand for FinTech specialists, relationship managers, sales, cybercrime, risk and of course nationalisation hiring. Technology within banking such as; data warehousing and cloud-based servers are in high demand. Looking ahead to 2019, the ongoing talks of banks merging in Abu Dhabi will see a spike in candidates on the market amid predicted redundancies. Q1 and Q2 of 2019 will be challenging for jobs seekers, but we forecast a more stable job market in the second half of 2019. Emiratisation hiring has always been at the heart of recruitment among locally based banks. In Q4 we witnessed a surge in demand of UAE national hires in line with Central Bank expectations.

The average oil price reached \$71 in 2018, in comparison to \$52 in 2017, which is helping to build confidence within banks.

The price of oil over the past three years has been on average \$47 per barrel. This has affected government spending, which resulted in fewer job opportunities. Oil prices have now rebounded reaching a year high of \$83.27 and an average of \$71. This has already had a positive knock-on effect in hiring plans within the second half of 2018 and into 2019.

Job stability is rated higher than salary and work-life balance in deciding factors for new career opportunities.

The private and investment banking sectors are in need of high-calibre revenue-generating professionals with a proven track record. There is still a preference for opportunities in the public sector as opposed to the private sector for UAE nationals. Professionals in the banking sector now rate job stability over salary and work-life balance as job priority factors which is a sure indicator of the uncertainty in the market this year.

### Hiring trends

The average hiring process is between 6-8 weeks in the UAE which is causing hiring managers to lose out on talent due to the extended length of the interview process. Banks have become cautious and selective regarding finding the right talent.

UAE economy expected to grow 4.2% in 2019.

The UAE Governor of the Central bank has reported that the UAE economy is expected to grow 4.2% in 2019 due to higher oil prices and a stronger non-oil sector. The IMF has predicted a 3.7% growth in 2019.

***“The price of oil in the last three years has affected the government and private sector spending, which resulted in fewer job opportunities.”***

UAE 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)	70,000	100,000+
	Chief Investment Officer (junior)	65,000	80,000
	Head of Asset Management	50,000	70,000
	Head of Investor Relations	45,000	58,000
	VP - Placements	35,000	45,000
	Fund/Portfolio Manager	40,000	55,000
	VP - Asset Class Specialist	35,000	50,000
	Investment Senior Associate	32,000	40,000
	Investment Associate	23,000	30,000
	Investment Analyst	15,000	22,000
FINANCE & OPERATIONS	Chief Operating Officer (COO)	96,000	114,000
	Chief Finance Officer (CFO)	88,000	108,000
	Finance Director	61,000	73,000
	Financial Controller	38,000	46,000
	Financial Reporting and Regulation	36,000	42,000
	Operation Manager	29,500	36,000
	Head of MIS (Management Information Systems) & Reporting	47,000	61,000
	Finance Manager	29,000	41,000
	Treasury Manager	33,000	42,000
	Financial Accountant	19,000	26,000
	Head of Fund Admin / Head of Accounting	54,000	60,000
	Fund Accountant Qualified	24,000	35,000
	Head of Custody	43,000	56,000
	Head of Internal Audit	51,000	67,000
	Internal Audit Manager	35,000	44,000

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UAE SALARY GUIDE 2019

## BANKING & FINANCIAL SERVICES

ROLES	TITLE	MIN	MAX
INVESTMENT & PRIVATE BANKING	Chief Investment Officer	110,000	150,000
	Head of Investment Banking	80,000	110,000
	Director	60,000	80,500
	Vice President	45,000	60,000
	Relationship Manager	40,000	50,000
	Market Head / Head of Private Banking	100,000	125,000
	Team Leader	68,000	79,000
	Senior Director	62,000	70,000
	Director	40,000	54,000
	Associate Director	33,000	40,000
RETAIL & CORPORATE	Relationship Manager	26,000	32,000
	Assistant Relationship Manager	22,000	30,000
	Relationship Manager	30,000	45,000
	Relationship Director	45,000	60,000
	Head of Corporate Banking	60,000	75,000
	Head of Wholesale Banking	63,500	77,500
	Head of Collections & Recovery	45,500	50,000
	Head of Retail Banking	63,000	72,000
	Head of Branches	38,000	48,000
	Head of Assets/ Liabilities	50,000	62,000
Head of Alternate Channels	50,000	60,000	

UAE SALARY GUIDE 2019

**BANKING & FINANCIAL SERVICES**

ROLES	TITLE	MIN	MAX
RISK	Chief Risk Officer	73,000	91,000
	Head of Credit Risk	55,000	71,000
	Credit Risk Manager	30,000	42,000
	Credit Risk Analyst	16,000	22,000
	Credit Risk Policies Head	50,000	62,000
	Credit Risk Policies VP	48,000	56,000
	Credit Risk Portfolio Analyst	15,000	20,000
	Head of Collections and Recovery	55,000	68,000
	Head of Risk Analytics	51,000	58,000
	Risk Analytics Manager	27,000	38,000
	Risk Analytics Officer	16,000	23,000
	Operational Risk Head	54,000	62,000
	Operational Risk Manager	34,000	42,000
	Operational Risk Analyst	15,000	18,000
	Market Risk Head	56,000	64,000
	Market Risk Manager	31,000	40,000
	Market Risk Analyst	18,000	22,000
	Enterprise Risk Manager	28,000	35,000

UAE SALARY GUIDE 2019

## BANKING & FINANCIAL SERVICES

ROLES	TITLE	MIN	MAX
HR	Head of HR	45,000	58,000
	HR Manager	32,000	36,000
	HR officer	18,000	24,000
	Compensation and Benefits Manager	32,000	37,000
	Learning and Development Manager	29,000	39,000
ADMINISTRATION	Office Manager	20,000	25,000
	Executive Assistant	18,000	23,000
	Personal Assistant	14,000	19,000
MARKETING CORPORATE	Head of Marketing	38,000	44,000
	Marketing Manager	28,000	34,000
	Social Media Manager	27,000	33,000
	Brand Manager	24,000	29,000
	Communications Executive	22,000	24,000
LEGAL	Head of Legal	89,000	115,000
	Senior Legal Counsel	55,000	72,000
	Legal Manager	48,000	59,000
	Paralegal	18,000	27,000
	Legal Assistant	14,000	19,000

## UAE SALARY GUIDE 2019

# COMPLIANCE & REGULATION

### The compliance job market has been static and flat this year.

The compliance job market in the United Arab Emirates has remained relatively flat in 2018. However, we did see some notable changes at the Head of Compliance level among a number of the larger Islamic banks in Dubai and Abu Dhabi with overseas talent being brought in for a number of banks. Some of the more in demand requirements we have seen this year in compliance included having experience in cross-border activity with multiple regulators. This was particularly the case with financial organisations who have operations in neighbouring jurisdictions such as Saudi Arabia, Egypt and Lebanon.

### There is a growing demand for compliance professionals with experience in private equity.

Compliance professionals who had experience in private equity or investment banking in DIFC are also sought after. The Anti-Money Laundry (AML) function continues to be of crucial importance to the region and the Emirates recently approved an anti-money laundering law to combat terrorism financing. Going into 2019, this will see more demand for AML professionals. Yet, compared to last year, there was only a slight increase

***“Leaders in compliance are expected to hold good relationships with the regulators in the Dubai Financial Services Authority (DFSA) and be able to pass it down to their teams.”***

in job opportunities in the regulatory space in the UAE where replacement hiring was more evident.

### We are predicting a slight salary increase of 2 to 3 percent in 2019.

The domestic market remains the first port of call when hiring managers and HR heads are searching for regulatory talent. We are witnessing less expatriate talent being brought in from Europe as there is a surplus supply of talent in the UAE market. Salary increments have not changed from last year in compliance and we are predicting only a slight 2 to 3 percent increase in 2019.

### Demand for compliance professionals with FinTech experience.

FinTech and compliance teams are using sophisticated compliance technologies to screen their customers. FinTech is now changing the compliance landscape tremendously, and there is a constant battle between the old and new ways of compliance processes in the banking industry. When assessing the FinTech landscape, banks must have a clear digital strategy when deciding to compete, collaborate or buy. Hence, there is also a demand for compliance professionals who have FinTech experience. Leaders in compliance are expected to hold good relationships with the regulators in the Dubai Financial Services Authority (DFSA) and be able to pass it down to their teams.



## COMPLIANCE & REGULATION

ROLES	TITLE	MIN	MAX
COMPLIANCE & REGULATION	Chief Compliance Officer (CCO)	88,000	106,000
	Head of Enforcement	73,000	91,000
	Head of Compliance	68,000	77,000
	Head of Financial Crime	57,000	63,000
	Financial Crime Manager	38,000	44,000
	Senior Manager, Banking Supervisor	48,000	54,000
	Manager, Banking Supervision	42,000	47,000
	Sanctions and AML Managers	31,000	37,000
	Head of Fraud	55,000	62,000
	Fraud Manager	34,000	41,000
	Compliance Licenced MLRO (DIFC)	41,000	53,000
	Compliance Consultants	26,000	35,000
	Compliance (FATCA specialists)	29,000	36,000
	Compliance Manager- Generalists- Wholesale, Retail, Corporate	33,000	39,000
	Compliance Officer-Private Banking, Wealth, Invest. products	22,000	27,000
Compliance Officer (KYC, On boarding, CDD)	16,000	21,000	

## UAE SALARY GUIDE 2019

# DIGITAL

### The UAE now outranks the UK for connected devices.

The Emirates currently outranks the UK in percentage terms for connected devices, which along with other factors such as the presence of big brands such as Amazon, Facebook and Google. Backed by government initiatives to encourage much greater use of online, the UAE has undergone a digital revolution in a short space of time. According to figures by BMI Research, the e-commerce market in the UAE in 2015 saw sales reaching \$5 billion.

### Demand for in-house creative specialists.

The demand for developers and programmers that look at implementing UX/UI, web technologies and mobile applications is on the rise, with a need for experienced talent. Programming languages which prioritise scalabilities such as Python and PHP are advancing quickly, and the talent that have expertise with these languages are in high demand for employers. Media and advertising spend from agency sides are declining due to clients transitioning specific creative personnel in-house while this transformation of creative positions has significantly reduced the number of opportunities for traditional copywriters who may need to adjust to the digitisation movement.

***“Programming languages which prioritise scalabilities such as Python and PHP are advancing quickly, and the talent that can work with these languages are on demand in the market.”***

### Hiring is shifting away from traditional practices into the digital space.

UAE is vastly multicultural; it is easy to attract expatriate talent with international experience. The main change in hiring trends has come from the e-commerce space which is continuing to gather momentum. Small startup companies have been receiving external investment, which in turn has led to increased hiring across all areas including operations, technology and finance. As agency spending has decreased, competition has increased amongst leading agencies leading to more movement at senior levels and the creation of new divisions across the digital landscape.

### Banking across the GCC is behind the digital transformation curve.

Large consultancy firms are looking for leaders who can manage teams on-shore and offshore; they are also moving into the creative space giving more competition to traditional digital and creative agencies. The banking sectors in the GCC are behind the digital transformation curve. They are still to adapt to new technologies to ease the operational processes, and some are still lacking more complex, integrated banking modules, which are the norm across Europe and the US.

**UAE SALARY GUIDE 2019**

**DIGITAL**

ROLE		MIN	MAX
ADVERTISING / PR AGENCY	Account Planner	11,000	13,000
	Account Executive	11,000	14,000
	Digital Media Analyst	11,000	13,000
	Media Planner	11,000	13,000
	Media Buyer	13,000	15,000
	Senior Account Executive	14,000	16,000
	Digital Account manager	17,000	19,000
	Account Manager	17,000	21,000
	Digital Media Account Manager	17,000	19,000
	Senior Account Manager	21,000	26,000
	Head of Planning	24,000	26,000
	Account Director	26,000	33,000
	Senior Account Director	33,000	39,000
	Group Account Director	37,000	43,000
	Business Director	41,000	46,000
	Managing Director	46,000	61,000
CEO	60,000	-	
CREATIVE AGENCY	Copywriter	15,000	19,000
	Graphic Designer	16,000	19,000
	Digital Designer	16,000	19,000
	Senior copywriter	19,000	23,000
	UX/UI Designer	19,000	23,000
	Senior Graphic Designer	19,000	24,000
	Art Director	19,000	24,000
	CX (UX, XD, SX,) Consultant	21,000	26,000
	Senior UX/UI Design Manager	21,000	26,000
	Senior Art Director	24,000	29,000

**UAE SALARY GUIDE 2019**  
**DIGITAL**

ROLE		MIN	MAX
CREATIVE	CX (UX, XD, SX,) Managing Consultant	36,000	39,000
	Associate Creative Director	26,000	34,000
AGENCY	Creative Director	36,000	46,000
	Executive Creative Director	46,000	61,000
	General Manager	61,000+	-
CLIENT	Digital Marketing Executive	14,000	18,000
	Senior Digital Marketing Executive	18,000	23,000
	Digital Marketing Manager	23,000	33,000
	Senior Digital Marketing Manager	33,000	43,000
	Digital Marketing Director	43,000	63,000
	Head of digital	51,000+	
	Chief Digital Director	56,000	66,000
	Chief Digital Officer	100,000+	
EVENTS EXHIBITIONS & CONFERENCES	Conference Producer	16,000	19,000
	Exhibition Sales Manager	16,000	19,000
	Event Manager	16,000	26,000
	Sponsorship Sales Manager	17,000	19,000
	Operations Manager	19,000	21,000
	Senior Exhibition Sales Manager	21,000	26,000
	Project Manager	21,000	26,000
	Event Director	29,000	36,000
	Group Event Director	36,000	46,000

## UAE SALARY GUIDE 2019

# HUMAN RESOURCES

### International firms are moving their HR teams offshore.

Many multinational corporations are restructuring their HR teams and centralising the function in countries like Egypt, Lebanon, Asia, and Eastern Europe to reduce costs. Amidst a hesitant market in 2018, we have seen many organisations in the Emirates supporting mobile work hubs and using shared services centres based in other countries that have a cheaper cost of living. The growth of the knowledge-based society subsided with the pressures of opening up emerging markets, has led cutting-edge global companies to recognise now more than ever that human resources and intellectual capital are as significant as financial assets in building sustainable competitive advantage.

### There is a significant increase in the number of UAE national HR managers.

To overcome the structural division in the labour market, the UAE Government launched the Emiratisation (Tawteen in Arabic) campaign, which mandates the inclusion of qualified Emiratis in the workplace, particularly in the private sector to increase their contribution to the growth of the economy. However, retaining the best national talent is a challenge and organisations are seeking innovative ways to reduce the risk of losing their valuable local talent. Employers seek 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.

***“Amidst a hesitant market in 2018, we have seen many organisations in the Emirates supporting mobile work hubs and using shared services centres based in other countries that have a cheaper cost of living.”***

*Salaries provided are exclusive of any bonus, guaranteed or otherwise.*

### Highly educated HR professionals are in high-demand.

Professionals who hold a Chartered Institute of Personnel Development (CIPD) Diploma and a Master's degree are in very high demand, however the however, it is difficult for employers to find local talent that have already obtained these qualifications and have the relevant professional experience. Highly qualified professionals demand better salaries as they are perceived as having stronger capabilities to drive and implement strategic initiatives. In addition, employers see the benefit of having relevant academia and business research translated into the work environment.

### The interview process in 2018 was significantly longer and more meticulous.

We have noticed that the interview process in 2018 took longer when compared with clients in 2017. We find that organisations are now looking for more substantial ways to gauge the ability of candidates. With the increased use of psychometric testing, we only envisage that the latter will be utilised on a much larger scale in 2019.

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

HR professionals should be tech-savvy in order to thrive in the market since most organisations are moving towards digitised HR systems. Experience with certain HR systems are 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 and influential communicators who possess high levels of emotional intelligence with the ability to manage, enhance and engage a diverse workforce.

UAE SALARY GUIDE 2019

**HUMAN RESOURCES**

ROLES	TITLE	MIN	MAX
	CHRO	96,000	140,000
	HR VP	75,000	120,000
	HR Director (Group)	40,000	68,000
	HR Manager	22,000	32,000
	Recruitment Manager	17,000	25,000
	Recruiter	14,500	16,000
	Recruitment Specialist	13,000	16,000
	Compensation & Benefits Manager	20,000	25,000
	Learning & Development Manager	20,000	30,000
	Learning & Development Specialist	15,000	18,000
	Training Manager	17,000	26,000
	Employee Relations Manager	18,000	22,000
	HR Operations Manager	18,000	23,500
	Talent & Acquisition Manager	17,000	26,000
	Talent & Acquisition Specialist	12,000	18,000
	Human Resources Business Partner	25,000	40,000
	HR Generalist	13,000	18,000

## UAE SALARY GUIDE 2019

# INVESTMENT MANAGEMENT

### Recruitment considerations for investment management companies in the UAE.

The focus on getting the talent with the right soft skills set has been a stable trend. Due to the demanding nature of work, investment management firms are looking for individuals with not only profound subject matter expertise but also advanced interpersonal skills. Expats who relocate to the GCC must be able to adapt to the culture of the countries they are residing in, and therefore cultural intelligence is on the recruitment agenda for a broad range of companies in the industry. We also see a need for leaders who can run multicultural teams smoothly. In turn, attracting talents from the financial hubs of the world like New York or London remains to be a challenge as candidates are often not willing to relocate, preferring to pursue their careers in more mature markets. However, there is still an increasing inflow of expatriate talent to the market as there are many factors that drive talent to seek opportunities in the Emirates. Such factors include increasing competition internationally and especially the major financial centres worldwide, political changes in some countries such as Brexit and also increasing attractiveness of the UAE as a market and an expat destination.

### UAE is setting itself to become ready for a more diversified and mature Investment Management market.

Apart from the talent considerations mentioned above, another trend is an increase in Governance, Risk and Compliance (GRC) roles as there is a great push for best practices and transparency in this area as dictated by regional and global markets. Secondly, there is a growing trend for investment portfolio expansion beyond the UAE and hence a greater focus on investing in foreign markets which sometimes requires professionals experienced in cross-border investment roles. As per the UAE, we do see education, healthcare, aerospace and technology as quite dominant industries at the moment and investment firms are looking to attract

talents in these avenues. Finally, the competition for national talent in the UAE is increasing given the limited talent pool.

### Demand for candidates who can integrate with the local culture.

Investment management entities are looking to combine international subject matter expertise and best practices along with national talents. Firms are focusing more on 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.

### The effect of emerging technologies on investment management in the UAE.

Investment management leaders have responsibilities beyond managing the issues of the day—they should also position their firms for the future. Technologies are now invading the Investment space. From Big Data to predictive analytics, Investment firms in the region are swiftly trying to adapt to the technological advancements and acquire the required talents to run these technologies.

### An eye on the near future.

One of the core elements of Emirate's Vision 2021 is a sustainable environment and infrastructure. The UAE Government wants to ensure sustainable development while preserving the environment and to achieve a perfect balance between economic and social development. Real estate remains an area of focus in the region and companies are looking forward to diversifying their portfolios, and hence more candidates are expected to be needed in this arena.

UAE SALARY GUIDE 2019

## INVESTMENT MANAGEMENT

ROLES	TITLE	MIN	MAX
PRIVATE SECTOR	Chief Investment Officer	70,000	100,000
	Head of Asset Management	65,000	80,000
	Head of Investor Relations	50,000	70,000
	VP - Placements	45,000	58,000
	Fund/Portfolio Manager	35,000	45,000
	VP - Asset Class Specialist	40,000	55,000
	Investment Senior Associate	35,000	50,000
	Investment Associate	32,000	40,000
	Investment Analyst	23,000	30,000
PUBLIC SECTOR	Chief Investment Officer	110,000	170,000+
	Head of Asset Management	80,000	100,000+
	Head of Investor Relations	75,000	90,000
	VP - Placements	65,000	78,000
	Fund/Portfolio Manager	55,000	70,000
	VP - Asset Class Specialist	72,000	85,000
	Investment Senior Associate	50,000	65,000
	Investment Associate	45,000	57,000
	Investment Analyst	35,000	42,000



## UAE SALARY GUIDE 2019

# LEGAL

Legal firms are in need of real estate litigation and arbitration lawyers.

Commercial legal disputes are on the rise in the Emirates; there are constant efforts to put an effective dispute resolution method in place. To ensure the prevalence of qualified UAE lawyers, the Ministry of Justice, in collaboration with the DIFC Academy of Law, has secured an 'Authorised Body' status for lawyers practising in the Emirates, which enables them to qualify as solicitors in England and Wales.

High demand for corporate lawyers is putting pressure on the region's talent supply.

There is an increase in banking, compliance and regulatory and legal positions in the region while there is a limited local talent supply. A significant number of private practice firms are looking to the United Kingdom and the United States to relocate talent where there is no qualification shortage or limitations internationally.

Bilingual and Western-educated lawyers earn the highest salaries.

We are seeing an increase for paralegals and senior associates, particularly on the corporate side and an increase in legal firms seeking Capital Markets, M & A and PPP transactions experts at the associate and senior associate levels. Bilingual and Western-educated lawyers who can manage internal and external relationships and drive business growth are demanding premium salaries.

Professionals in the UAE are expressing concerns regarding intrinsic appreciation in the workplace.

We see many industry organisations allowing more flexibility and mobility regarding the work environment and office hours. Private practice offices have been developed to match the standards of international firms. The legal marketplace is very competitive, and employers are always keen on retaining their employees, especially partners who drive growth and lead teams.

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

Partner and team movements to other organisations will continue to be a challenge within the private practice in 2019. High performing partners and teams will continue to be on the radar for firms practising in the Emirates. 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 Expo 2020 and Vision 2021. The public sector and governmental entities are strongly aligned with Vision 2021 especially when it comes to capital markets and construction.

***“There is an increase in banking, compliance and regulatory, legal positions in the region while there is a limited local talent supply.”***

**UAE SALARY GUIDE 2019**

**LEGAL**

ROLE		MIN	MAX
PRIVATE PRACTICE	Legal Secretary	15,000	20,000
	REGIONAL FIRMS		
	Paralegal	16,000	25,000
	Newly Qualified	20,000	35,000
	Associate	30,000	50,000
	Senior Associate	40,000	70,000
	Counsel	50,000	85,000
	Partner	70,000	120,000+
PRIVATE PRACTICE	Legal Secretary	18,000	25,000
US & UK FIRMS	Paralegal	18,000	30,000
	Newly Qualified	30,000	45,000
	Associate	30,000	50,000
	Senior Associate	50,000	75,000
	Counsel	75,000	100,000
	Partner	80,000	200,000+
	IN HOUSE	Legal Secretary	15,000
	Paralegal	15,000	24,000
	Junior Legal Counsel/Advisor	25,000	40,000
	Counsel	45,000	65,000
	General Counsel	50,000	80,000
	Director	50,000	120,000+

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## UAE SALARY GUIDE 2019

# MANUFACTURING & SUPPLY CHAIN

The UAE is continually seeking technical talent with international and GCC experience.

It is a strenuous task for employers to access national talent and bilingual professionals who are the right fit culturally and technically in the manufacturing and supply chain field. As techniques such as Lean, Six Sigma, TPM, WCM, Kaizen, VSM and OEE are more advanced in the Western manufacturing environments, the Emirates 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. However, the noticeable trend is the value and benefit that Employers observe in hiring professionals with at least 3 to 5 years of experience working in the GCC. Retaining employees in this skill set has also been a challenge for organisations. Due to major organisational restructuring, some positions have been relocated to other countries outside of the GCC. However, with the oil prices regaining their strength, government and foreign investment in manufacturing and supply chain, and organisational stability we expect that employment rate will increase in the Emirates.

**Accessing national talent has been a recurring challenge.**

It is challenging to find national talent and bilingual speakers who are the right fit culturally and technically. Organisations are interested in international talent. However, the main criteria for most roles is a professional that has some experience working in the GCC. Retaining employees have been a big challenge as well since the oil and gas downturn that took place at the beginning of 2018. With the oil prices regaining their strength, we expect that the employment rate will increase in the Emirates.

**There are winners in the manufacturing & supply chain field as oil prices rise.**

The market was volatile in 2018, but with the oil prices going up, the investment opportunities in the UAE are also increasing. The public sector is now increasing its spending as it is becoming more stable. Organisations in the private sector are optimistic about the future and are developing plans for expansion. We also predict that businesses will continue to capitalise on new and emerging regional markets by exploring growth opportunities via mergers and acquisitions.

**Procurement and supply chain jobs are on the rise.**

Open positions for procurement and supply chain are constantly increasing. As the Emirates is the regional hub for logistics and distribution, organisations are looking for managers who can increase efficiency, reduce costs and maintain competitiveness. We observe that Employers prefer to focus on professionals who have expertise in the local market or the GCC. The extensive knowledge in procurement, contracts and sourcing in this region is deemed far more valuable to Employers than the experience from international markets.

**Learning & development are the key elements that help to recruit and retain employees.**

We see more organisations investing in their employees, and we expect this to be on the rise in 2019. Candidates are looking for incentives beyond financial gratification. More organisations are now presenting sophisticated and advanced training programs to ensure that there is constant advancement and progression for their employees.

**“Organisations in the private sector are optimistic about the future and are developing plans for expansion in 2019.”**

**UAE 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

**UAE 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	11,0000
Managing Director	94,000	13,0000

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## UAE SALARY GUIDE 2019

# PUBLIC SECTOR

Expo 2020 and Vision 2021 are catalyst for job creation within the public sector.

Salaries in the Emirates are more competitive amongst both the public and private sector for nationals; there is a higher number of nationals working in the private sector in comparison to the previous year which is in line with Vision 2021 with the government aiming to increase the Emiratisation rate in the private sector. Moreover, hiring now is on the rise as the UAE is driven to complete projects and initiatives before Expo 2020. Dubai government entities have also awarded contracts and completed works related to roads, metro and infrastructure since the start of 2018. We expect to see a great need for highly educated and capable nationals to fill in various positions in the public sector.

**There is a greater need for nationals with international experience.**

The Emirates GDP growth is expected to bounce back from 2.9 per cent to 3.2 per cent with less focus on oil. This requires local talent with a strong background in finance, international affairs, healthcare, technology and social development. A big part of Vision 2021, is competitive knowledge and this is why having experience in utilising new technologies and a mindset that allows them to adapt to digital innovation is extremely important.

**The Emiratisation move and the economic diversification of the country will cause an increase in the number of nationals in the private sector.**

Employees working in the public sector will be placed in positions in private companies as part of plans to boost Emiratisation. The so-called Citizen Redistribution Policy between public and private sectors will delegate experienced staff working for the state to work in “leading positions” in the private sector on a rotation basis.

There has been a prevalent rise in assessments and more extensive recruitment process.

We are starting to see a growing trend where the public sector entities are depending on psychometric tests to gauge the suitability and capability of candidates. It helps them to select the most suitable candidates during the recruitment process and gain additional objective information about potential employees. There is also a growing need for individuals with strong leadership skills such as a collaborative mindset, a proven track record, transparent, a team builder and an individual who works effectively with board members and chairmen.

**Embracing technological advancements are at the forefront of the country’s national development plans.**

The Public sector is going through transformation and technology is on the top of their agenda. After being the first country with a minister of Artificial Intelligence, the public sector in the UAE are integrating technology and robotics to increase efficiency and reduce time spent on tedious tasks. His Excellency Omar Bin Sultan Al Olama, Minister of State for Artificial Intelligence, stressed that the UAE government has been a pioneer in recognising the importance of advanced technologies in shaping the future, in addition to its role in achieving leadership and development. Moreover, the ministries are looking for techniques via which they can integrate all governmental services for a more efficient and collaborative workflow across the country.

**“We expect to see a great need for highly educated and capable Nationals to fill in various positions in the public sector.”**

**UAE SALARY GUIDE 2019**  
**PUBLIC SECTOR**

TITLE	MIN	MAX
Undersecretary	125,000	200,000
Assistant Undersecretary	100,000	120,000
Executive Director	90,000	145,000
Public Policy Director	65,000	95,000
International Subject Matter Expert/Advisor	70,000	100,000
Chief of Staff and Human Capital	70,000	110,000
Chief of Administration & Shared Services	70,000	110,000
Chief of Communications	65,000	95,000
Director of Administration & Shared Services	50,000	80,000
Director of Human Resources	50,000	75,000
Chief Economist	80,000	130,000
Senior Economist	45,000	65,000
Economist	22,000	35,000
Policy Specialist	35,000	50,000
Policy Analyst	18,000	28,000
Deputy CEO	65,000	85,000
Deputy Director	50,000	75,000
Head of Strategy	80,000	125,000
Head of PMO	80,000	100,000
Strategy Director	60,000	80,000
Strategy Manager	35,000	50,000
PMO Manager	45,000	55,000
Strategy Analyst	18,000	25,000
PMO Coordinator	15,000	22,000

## UAE SALARY GUIDE 2019

# SALES & MARKETING

**We see a continued demand for very high caliber internationally based candidates.**

Within the sales and marketing field, we see a continued demand for very high caliber internationally based candidates who can lead the sales and marketing function. Organisations are leveraging those high caliber individuals and sometimes hire less experienced employees to support them. They hire subject matter experts to reach their sales value.

**Expecting an increase of roles as the UAE prepare for Expo2020.**

With a surge of visitors coming to the Emirates in the lead up to Dubai Expo 2020, the number of sales and marketing jobs in the Emirates is certainly looking to increase. The demand for sales people in the food and beverage, service and logistics industries are increasing. The IMF predicts that GDP will increase by 3.7 percent in the UAE and this can be reflected by the number of new players that are entering the market to take advantage of Expo 2020. The government's decision to ease the laws on visa regulations also demonstrates the government's commitment to increasing the expatriate workforce.

**Managing a diverse team is one of the most important leadership competencies.**

We have noticed a growing need for Regional Sales roles as business are expanding and moving their sales efforts to other countries in the region, mainly the Kingdom of Saudi Arabia. There are more companies promoting their employees from within rather than hiring for senior positions. One of the most important leadership competencies when hiring for senior roles is having a proven track record of managing a diverse team of people. We have also noticed an increased need in leaders with transformational leadership quality who are self-motivated and visionary. Additionally, we see a lot of need for International subject-matter experts

due to the dynamic ever-changing sales and marketing field present in the Emirates.

**Future opportunities in FMCG e-commerce.**

E-commerce is becoming an important factor in further driving fast-moving consumer goods (FMCG) growth across major markets globally. The e-commerce market value has reached \$10 billion in 2018 in the UAE and it is expected to increase by 18 percent in 2019. The market is becoming increasingly competitive with the increase of SMEs opting to set up e-commerce stores instead of physical merchandise lines.

***“We see a lot of need for international subject-matter experts.”***



UAE SALARY GUIDE 2019

**SALES & MARKETING**

ROLES	TITLE	MIN	MAX
FMCG	General Manager	50,000	55,000
	Sales Director	40,000	50,000
	Regional Sales Manager	30,000	35,000
	Area Sales Manager	25,000	30,000
	Sales Manager	15,000	20,000
	Key Account Manager	15,000	18,000
	Trade Marketing Manager	15,000	18,000
	Sales Executive	10,000	12,000
	Country Manager	40,000	45,000
	Brand Manager	15,000	18,000
HEALTHCARE	Sales Representative	17,000	22,000
	Product Specialist	18,000	24,000
	Area Sales Manager	26,000	30,000
	Business Development Manager	22,000	27,000
	Snr. Business Development Manager	25,000	30,000
	Key Account Manager	17,000	21,000
	Counry Manager	35,000	41,000
	Market Access Manager	26,000	31,000
	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

UAE 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	8,000	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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UAE SALARY GUIDE 2019

**SALES & MARKETING**

ROLES	TITLE	MIN	MAX
TECHNICAL SALES	Sales Director	48,000	54,000
	Sales Manager	25,000	33,000
	Regional Sales Manager	28,000	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

## UAE SALARY GUIDE 2019

# STRATEGY

### UAE is raising the bar with strategic governmental initiatives.

A high proportion of strategy consulting firms are looking for consultants with transformation experience. The market started picking up this year after a slow recovery from the dipping oil prices. In 2018, we have seen the Emirates drive forward its development and raise its profile in many strategic governmental initiatives.

### The strategy talent market in the UAE has increased in demand.

There is a huge need for PMO and transformation professionals as the UAE is currently undergoing tremendous changes. Concerning strategy, we have seen the banking industry recovering and the talent demand consequently increasing. The healthcare market has also seen an increase in demand for bilingual strategy consultants on both the industry and consulting side with more operational experience. We see that the market in the UAE has become saturated and people are open to relocating to other GCC countries such as the Kingdom of Saudi Arabia and Bahrain. It is easier to find national talent with the correct skill set at a senior level while there is a massive shortage for junior and mid-level national talent with strategy planning and corporate performance experience.

### We envisage UAE nationals opting to choose strategy as their career path shortly.

The recovery in the market, GDP growth, expanding both banking and public sectors along with Expo 2020 and Vision 2021 are driving strategy forward in the public and private sector. We envisage an increasing proportion of UAE national talent opting to choose strategy as their career path in the near future. Nationals with engineering degrees, particularly gained from a Western university are considered for public sector strategy positions. There is no skill shortage for expat residents in the UAE, whereas there is a clear shortage for national talent. UAE nationals tend to focus more on PMO roles whereas international subject matter experts focus on

corporate strategy roles. This could be seen as a fact due to the shortage of skill set in nationals.

### Psychometric and leadership assessments are becoming standard practice in hiring efficiency.

We have noticed a significant increase in the efficiency of the interviewing process as partners and hiring managers are aware of the competitiveness of the market and the shortage of the talent pool. However, instead of opting for more rounds of interviews, more organisations are seeking assistance with the help of psychometric and leadership assessments to gauge their candidates' abilities specifically in the public sector. All multinational consultancy firms have stringent performance tests in place, and we do not expect this to change shortly. We can expect the growth of the hiring rate to reach 10 per cent in consulting firms and 5 to 10 per cent in Industry firms as well as the public sector.

### The workplace is constantly changing.

We envisage the market to pick up quickly and become more challenging in the next couple of years. With the rise of technology, globalisation and growing government regulation, the way individuals in the workplace are learning, collaborating and leading is constantly changing. There are junior people in this field, which means in the next couple of years; there will be mid-level and managerial talent. The UAE market will reinvigorate, and the public sector will start picking up for strategy professionals, project management officers (PMO) at various levels. With Vision 2030 approaching we see organisations investing in establishing networks and expanding existing offices in the Kingdom of Saudi Arabia as the ties between UAE and KSA grow stronger.

UAE SALARY GUIDE 2019

**STRATEGY**

ROLES	TITLE	MIN	MAX
INDUSTRY	Analyst	18,000	25,000
	Manager	35,000	43,000
	Director	55,000	62,000
	Chief Strategy Officer	75,000	125,000
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+	

## UAE SALARY GUIDE 2019

# TAX

### **New opportunities are created with the UAE tax system developing.**

One of the main challenges faced in Big 4 firms and public sector entities is the limited talent pool and the lack of bilingual professionals. There is also a significant lack of national talent that understands tax policies fully. These challenges are expected to continue, however, with education programs on taxation we expect to see more tax fluent nationals in the near future which will decrease the demand of international subject matter experts. This growing field is maturing, and creating new job opportunities for local talent. UAE has been tax-free, and the new VAT legislation is a new economic reform that created the need for tax talent in the public and private sectors as well as consulting firms.

### **Maturing of the tax market in the UAE is expected to capture the interests of more job seekers soon.**

We anticipate more reforms such as Transfer Pricing tax which involves BEPS (Base erosion and profit shifting) and action 13. The latter will also more likely trigger Corporate Tax. There will be a huge demand in the future for experienced Transfer pricing and Corporate taxing professionals. Last year, consultancies were hiring talent in preparation for the implementation of tax, and this is why we expect to see less talent demand in VAT professionals this coming year. However, the public and private sector entities are still hiring tax professionals, but the rate of hiring is not as high as anticipated earlier.

### **A considerable decrease in international hiring with more Emirati talent entering the market.**

The hiring in the public sector is skyrocketing. Leaders in the public sector need to have good knowledge of international best practices specifically in the tax administration domain. In the private sector, leaders should have an outstanding comprehension of Cross-border tax knowledge. The rate of international hiring is decreasing significantly in comparison to last year.

### **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 countries. Both consultancies and public sectors have flexible work arrangements in terms of time and mobility.

***“The tax jobs market is maturing and creating new job opportunities for local talent. UAE has been tax-free and the new VAT legislation is a new economic reform that created the need for tax talent in the public and private sector as well as consulting firms.”***

UAE SALARY GUIDE 2019

**TAX**

ROLES	TITLE	MIN	MAX
BIG4	Partner (Mid to Senior)	70,000+	
	Partner (Junior)	55,000	75,000
	Director	40,000	55,000
	Senior Manager	28,000	40,000
	Manager	23,000	32,000
	Assistant Manager	15,000	21,500
	Associate/Senior Associate	14,000	18,000
INDUSTRY & PUBLIC SECTOR	Director/Head of Tax (Mid to Senior)	65,000	85,000
	Director/Head of Tax (Junior)	45,000	60,000
	Senior Manager	34,000	45,000
	Manager	23,000	35,000
	Supervisor	18,000	25,000
	Analyst/Senior Analyst	15,000	20,000

## UAE SALARY GUIDE 2019

### TECHNOLOGY

UAE should provide training programs that are aligned with the technological advancements Globally.

Emerging technologies are coming into the region with little exposure to it from a local perspective which drives many businesses to relocate to more mature markets. Universities should align with these technologies to proactively encourage training students about the emerging technologies. Technology is not driven by the local economies but rather by the international shift towards digital transformation.

#### Cloud services to create 55,000 UAE jobs by end-2022.

There is a huge demand for good salespeople and experienced consultants. On-premise models are no longer preferred which has reflected in international firms such as IBM and Cisco being forced to lay-off some of their workforces that were skilled towards on-premise staff and replacing all their work mechanisms towards Cloud Computing. It is rare to find talent locally that can help function and manage emerging technologies practically.

#### Jobs related to robotics and artificial intelligence from the IT sector will be in high demand.

In comparison to last year, we predict more hires around technical roles and rising demand in the Cyber sector. We see less hiring regarding quantity and believe that the teams will be smaller but with stronger employees.

#### The future of work in the UAE is undergoing major shifts, driven by technological developments

We see a significant rise in the number of remote workers, and we expect this to continue. Amidst the booming technological infrastructure, we see the growing need for AI professionals, Cybersecurity and robotics specialists.

By acknowledging dynamics impacting the future of work, the UAE can fully embrace these change drivers, advancing its national vision of becoming a knowledge-based economy

Growth is vital for a candidate; however, it should not be restricted to a salary raise. Growth revolves around the opportunities that a new job might present them with regarding learning skills and taking up more challenges. We see candidates shifting away from looking for instant gratification techniques like financial incentives and rather look at their job from a long-term perspective. The employees are also looking for the size of the company they will be working for. Every company has its advantages and disadvantages. Joining an early-stage startup can lead to life-changing financial gains. On the other hand, larger companies may have better mentors from who can guide them through their career. In the technology sector, the demand for talent outweighs the limited supply especially with the emerging technologies coming to the market every day. Technology businesses must have the agility and speed that allows them to recruit talent as soon as they find them to avoid the candidate from losing interest.

***“On-premise models are no longer preferred which has reflected in international firms such as IBM and Cisco being forced to lay-off some of their workforce that were skilled towards on-premise staff and replacing all their work mechanisms towards Cloud Computing.”***



## UAE SALARY GUIDE 2019 TECHNOLOGY

ROLES	TITLE	MIN	MAX	
LEADERSHIP	Chief Information Officer (CIO)	85,800	95,800	
	Chief Technology Officer (CTO)	79,560	89,760	
END USERS	Chief Information Security Officer (CISO)	48,960	56,100	
	Lead Architect	47,940	55,080	
	Head of I.T	42,840	47,940	
	I.T Manager	32,640	36,720	
	Service Delivery Manager	26,520	29,580	
	Service Desk Team Leader	17,340	22,440	
	Network Engineer	13,260	16,320	
	VENDOR	VP of Sales	74,460	85,680
		Country Manager	59,160	62,220
Sales Director		42,840	45,900	
Sales Manager		29,580	32,640	
Pre-Sales Director		42,840	45,900	
Pre-Sales Manager		29,580	32,640	
Pre-Sales Engineer		20,400	25,500	
Professional Services Director		40,800	43,860	
Professional Services Manager		25,500	28,560	
Inside Sales Manager		18,360	23,460	
Inside Sales		11,220	13,260	
VP of Sales		74,460	85,680	
Country Manager		59,160	62,220	
Sales Director		42,840	45,900	

ROLES	TITLE	MIN	MAX
LEADERSHIP	Partner (1-5 years)	81,000	107,000
	Partner (5+ years)	110,000	162,000
END USERS	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

**UAE 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 job seekers across our specialist sectors in the Emirates.

**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 in 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.

**FURTHER INFORMATION**

Cooper Fitch provide in-depth compensation and benefits analysis, for more information please contact [tmurphy@cooperfitch.ae](mailto:tmurphy@cooperfitch.ae).