

A grayscale photograph of a business meeting. In the foreground, a person's hands are visible, one holding a pen over a document with various charts and graphs. In the background, other people are gesturing and looking at documents. The overall scene is professional and collaborative.

Cooper Fitch  
**SALARY  
GUIDE  
2019**

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**HUMAN  
RESOURCES  
UAE**





## 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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## 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.”***

### 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.

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**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

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

## 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).