

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. Another person's hands are seen in the background, gesturing. The overall scene is professional and focused on data analysis.

Cooper Fitch  
**SALARY  
GUIDE  
2019**

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**STRATEGY  
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

## 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.

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**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+	-

*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).