



H1 Salary Guide 2017

UAE

Cooper Fitch

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HALF YEAR REVIEW OF SALARIES IN THE UAE.

CEO'S LETTER

Welcome to Cooper Fitch's half year review of the 2017 Salary Guide for the United Arab Emirates. Our salary guide covers professional (mid to senior level) jobs across the United Arab Emirates (UAE).

Cooper Fitch is a specialist recruitment firm based in the UAE offering recruitment, HR advisory services and executive search, servicing clients throughout the Middle East since 1997. We felt that with the many changing circumstances this year, we would review where salaries are at the half way point in 2017. We have also summarised our findings and share valuable insights into the region's employment and salary trends found in key sectors.

The outlook for 2017 is improving and market sentiment looks reasonably positive. As of May this year, experts from Standard Chartered Bank have predicted a slight pickup in the UAE's non-oil GDP with a 3.2% growth in 2017 from the predicted growth level of 2.6% in 2016. According to Marios Marathefis, the Chief Economist at Standard Charter Bank oil prices are currently reaching around \$50 per barrel. This means they are not high enough to be inflationary and hinder growth or low enough to lead to a deflationary spiral and a lack of investment in oil production.

Following January's prediction for 2017, the economy appears to be stabilising after a volatile period in 2015 and 2016. This has resulted in the majority of salary packages plateauing for the year as a whole which has led to a more stable job market in the Middle East.

Notable changes which have occurred have been in the Digital and Manufacturing industry in the effort to increase their contribution to the regions

GDP. The increased focus on the digital sphere was triggered by the launch of His Highness Sheikh Hamdan's Blockchain Strategy in order to cement Dubai's reputation as a global technology leader. Whereas, large investments have been made in the manufacturing industry to build more factories and increase the number of manufacturing jobs in an endeavor to increase the regions non-oil private sector GDP.

Another key development of 2017 has been the implementation of VAT in the Middle East. VAT has had a positive impact on both the technology and finance sector as it has created new VAT jobs in the Middle East. The technology sector has experienced a need for business to update their ERP systems while all industries are requiring VAT implementation specialists. Ultimately, this has furthered the demand for attracting international talent to the Middle East.

The recent dispute between Qatar and the Middle East has also created a sense of instability within the region, however, the exact impact of this incident is yet to be estimated. It is probable that this incident will negatively impact the overall profit of organisations based in Qatar and may decrease the volume of jobs in certain sectors.

In summary the outlook for 2017 remains positive. It is likely that salaries will continue to increase but rather by 2-3% as opposed to Jnaurayr's prediction of 5-6%.

Cooper Fitch specialises in recruiting for - Auditing and tax jobs, legal jobs, strategy, banking jobs and accounting jobs, sales jobs, marketing jobs, technology jobs and digital jobs, compliance jobs, supply chain jobs and manufacturing jobs, construction jobs and engineering jobs and technical sales.

Banking

Salary trends have remained unchanged since January 2017 in the banking and financial services space in the UAE. Candidates can expect modest salary increases in 2017 at 3-4% considering the UAE is only now recovering from the slowdown of job growth in 2015 and 2016.

It is expected that the second half of 2017 will see job opportunities steadily increase compared to the previous six months. While the jobs market has improved this year it is still a long way shy of the growth and opportunities in the banking space back in 2013/2014 in the UAE.

Hires in the industry are also looking more positive as recruitment freezes have lifted among the bigger banks in 2017, compared to 2016. Finally, the Dubai

International Financial Centre (DIFC) continues to attract GCC and international financial services firm to the region as a vibrant and profitable venue to conduct business.



International Corporate and Retail Banking Jobs

Role	Gross Salaries per month AED										
	0-3 years' experience		3-5 years' experience		6-8 years' experience		9+ years' experience				
Relationship Manager	17,200	-	22,900	23,900	-	26,500	26,500	-	36,900	38,000	+
Relationship Director	35,900	-	41,600	41,600	-	52,000	52,000	-	56,700	56,700	+
Head of Corporate Banking	56,700	-	66,600	66,600	-	75,900	80,600	-	89,400	91,000	+
Head of Wholesale Banking	78,500	-	90,000	94,600	-	113,400	113,400	-	122,700	122,700	+
Head of Restructuring and Remedial	61,400	-	70,700	70,700	-	80,600	80,600	-	85,300	85,300	+
Head of Collections & Recovery	47,300	-	52,000	52,000	-	56,700	61,400	-	66,600	66,600	+
Head of GTB	56,700	-	66,600	66,600	-	75,900	75,900	-	85,300	85,300	+
Product Management	40,600	-	45,800	46,300	-	56,700	56,700	-	61,400	62,400	+
Head of Retail Banking	66,600	-	75,900	75,900	-	85,300	90,000	-	104,000	109,200	+
Head of Branches	42,600	-	52,000	54,100	-	61,400	61,400	-	70,700	70,700	+
Head of Assets/ Liabilities	40,600	-	52,000	53,000	-	61,400	62,400	-	70,700	70,700	+
Head of Direct Sales	52,000	-	56,700	61,400	-	66,600	70,700	-	75,900	75,900	+
Head of Alternate Channels	49,400	-	56,700	58,800	-	66,600	68,100	-	75,900	80,600	+
Head of Performance Management	47,300	-	56,700	59,800	-	66,600	69,200	-	75,900	75,900	+

International Finance and Operations Jobs

Role	Gross Salaries per month AED				
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience	
Chief Operating Officer (COO)	* * 85,300	- 104,000	104,000 - 118,600	122,700 +	
Chief Finance Officer (CFO)	* * 66,600	- 85,300	86,300 - 120,100	120,600 +	
Finance Director	47,300 - 56,700	58,800 - 75,900	80,600 - 90,000	89,400 +	
Financial Controller	23,900 - 26,500	26,500 - 33,300	33,300 - 42,600	42,600 +	
Head of MIS (Management Information Systems)& Reporting	42,600 - 52,000	52,000 - 61,400	61,400 - 70,700	70,700 +	
Finance Manager	17,200 - 20,800	20,800 - 23,900	23,900 - 28,100	28,100 +	
Management Accountant	9,400 - 13,500	14,600 - 20,800	20,800 - 25,000	23,900 - 33,300	
Financial Planning & Analysis Manager	15,100 - 18,700	18,700 - 22,400	22,400 - 33,300	25,500 +	
Treasury Manager	18,700 - 21,800	21,800 - 28,600	28,100 - 33,300	33,300 +	
Budgeting Manager	14,600 - 17,200	17,200 - 20,800	20,800 - 28,100	28,100 +	
Reporting Manager	15,100 - 18,700	18,700 - 22,400	22,400 - 25,500	25,500 +	
Regulatory Reporting	9,400 - 14,600	14,600 - 18,700	18,700 - 23,900	23,900 - 33,300	
Chief Accountant	11,400 - 14,600	14,600 - 18,700	18,700 - 28,100	33,300 +	
Financial Accountant	9,400 - 14,600	14,600 - 18,700	18,700 - 23,900	23,900 - 33,300	
Head of Product Control	38,000 - 55,100	56,700 - 70,200	68,100 - 75,900	75,900 +	
Product Controller	18,700 - 23,900	23,900 - 28,100	28,100 - 33,300	33,300 - 42,600	
Head of Fund Admin / Head of Accounting	52,000 - 61,400	61,400 - 70,700	70,700 - 80,100	80,100 +	
Fund Accountant Qualified	18,700 - 23,900	23,900 - 28,100	28,100 - 33,300	33,300 - 42,600	
Financial Modeller	14,600 - 20,800	20,800 - 26,500	26,500 - 33,300	37,400 +	
Head of Custody	45,800 - 55,100	55,100 - 64,500	64,500 - 75,900	77,500 +	
Head of Internal Audit	45,800 - 56,700	56,700 - 68,100	68,100 - 79,600	80,100 +	
Internal Audit Manager	18,700 - 25,000	23,900 - 32,200	30,200 - 41,600	39,500 +	
Business Analyst / Business Manager	14,600 - 18,700	18,700 - 23,900	26,500 - 33,300	33,300 +	

International Asset Management Jobs

Role	Gross Salaries per month AED				
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience	
Fund Manager	30,200 - 35,900	38,000 - 43,700	44,700 - 51,000	52,000 - 60,300	
Asset / Portfolio Manager	31,200 - 35,900	36,900 - 40,600	41,600 - 44,700	45,800 - 56,200	
Sales / Relationship Manager	20,800 - 25,500	26,500 - 30,200	31,200 - 39,000	39,500 - 47,300	
Fund / Portfolio Managers Assistant	14,100 17,200	17,200 22,900	* *	* *	
Research Analyst	14,100 - 17,200	17,200 - 22,900	23,900 - 36,900	* *	
Trade Support	11,400 - 15,100	16,100 - 20,800	21,800 - 26,400	* *	

International and Private Banking Jobs

Role	Gross Salaries per month AED				
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience	
Group Head	85,300 - 104,000	104,000 - 109,200	109,200 - 127,900	127,900 +	
Managing Director	70,700 - 73,800	73,800 - 77,500	77,500 - 85,300	85,300 - 104,000	
Director	55,100 - 56,700	57,700 - 61,400	62,400 - 66,600	67,100 - 69,700	
Vice President	38,500 - 42,600	43,700 - 46,300	* *	* *	
Assistant Vice President	32,200 - 37,400	* - *	* *	* *	
Chief Investment Officer	55,100 - 61,400	62,400 - 70,700	70,700 - 104,000	104,000 +	
Investment Advisor - Director	47,300 - 48,900	48,900 - 60,300	61,400 - 70,700	* *	
Investment Advisor - VP	35,900 - 39,500	39,500 - 46,300	* *	* *	

Local Private Banking Jobs

Role	Gross Salaries per month AED				
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience	
Group Head	93,600 - 114,400	104,000 - 124,800	125,800 - 140,400	140,400 +	
Managing Director	78,000 - 81,100	81,100 - 85,300	85,300 - 93,600	93,600 114,400	
Director	60,300 - 62,400	63,400 - 67,600	67,600 - 73,800	73,800 77,000	
Vice President	41,600 - 49,900	49,900 - 57,200	* - *	* *	
Assistant Vice President	35,400 - 41,600	* - *	* - *	* *	
Chief Investment Officer	60,300 - 67,600	68,600 - 78,000	78,000 - 114,400	114,400 114,400	
Investment Advisor - Director	49,900 - 54,100	54,100 - 66,600	67,600 - 78,000	* *	
Investment Advisor - VP	39,500 - 43,700	43,700 - 51,000	*	* *	

Local Asset Management Jobs

Role	Gross Salaries per month AED				
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience	
Fund Manager	34,300 - 40,600	41,600 - 47,800	48,900 - 57,200	58,200 - 67,600	
Asset / Portfolio Manager	34,300 - 38,500	39,500 - 43,700	43,700 - 47,800	48,900 - 60,300	
Sales / Relationship Manager	23,900 - 29,100	30,200 - 37,400	38,500 - 43,700	43,700 - 46,800	
Fund / Portfolio Managers Assistant	15,600 - 18,700	18,700 - 26,000	* * *	* *	
Research Analyst	15,600 - 18,700	18,700 - 26,000	27,000 - 41,600	* *	
Trade Support	12,500 - 16,600	17,700 - 21,800	22,900 - 26,000	* *	

Local Corporate and Retail Banking Jobs

Role	Gross Salaries (AED per month)				
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience	
Relationship Manager	13,500 - 26,000	28,100 - 31,200	32,200 - 40,600	41,600 +	
Relationship Director	36,400 - 41,600	41,600 - 52,000	52,000 - 62,400	62,400 +	
Head of Corporate Banking	62,400 - 72,800	73,800 - 83,200	84,200 - 97,800	98,800 +	
Head of Wholesale Banking	65,500 - 78,000	78,000 - 93,600	94,600 - 114,400	124,800 +	
Head of Restructuring and Remedial	67,600 - 78,000	78,000 - 88,400	88,400 - 93,600	93,600 +	
Head of Collections & Recovery	52,000 - 57,200	57,200 - 62,400	67,600 - 72,800	72,800 +	
Head of GTB	62,400 - 72,800	72,800 - 83,200	83,200 - 93,600	93,600 +	
Product Management	43,700 - 52,000	53,000 - 62,400	62,400 - 67,600	72,800 +	
Head of Retail Banking	72,800 - 83,200	83,200 - 93,600	93,600 - 104,000	104,000 +	
Head of Branches	46,800 - 57,200	57,200 - 67,600	67,600 - 78,000	78,000 +	
Head of Assets/ Liabilities	52,000 - 57,200	57,200 - 67,600	67,600 - 78,000	83,200 +	
Head of Direct Sales	46,800 - 51,000	52,000 - 62,400	64,500 - 72,800	78,000 +	
Head of Alternate Channels	52,000 - 62,400	62,400 - 72,800	72,800 - 83,200	83,200 +	
Head of Performance Management	46,800 - 57,200	62,400 - 72,800	72,800 - 78,000	83,200 +	

Local Finance and Operations Jobs

Role	Gross Salaries per month AED											
	0-3 years' experience		3-5 years' experience		6-8 years' experience		9+ years' experience					
Chief Operating Officer (COO)	*	*	93,600	-	93,600	114,400	-	130,000	135,200	+		
Chief Finance Officer (CFO)	*	*	72,800	-	93,600	94,600	-	132,100	133,100	+		
Finance Director	52,000	-	62,400	64,500	-	83,200	88,400	-	98,800	98,800	+	
Financial Controller	26,000	-	29,100	29,100	-	36,400	36,400	-	46,800	46,800	+	
Head of MIS (Management Information Systems)& Reporting	46,800	-	57,200	57,200	-	67,600	67,600	-	78,000	78,000	+	
Finance Manager	18,700	-	22,900	22,900	-	26,000	26,000	-	31,200	31,200	+	
Management Accountant	10,400	-	14,600	15,600	-	22,900	22,900	-	27,000	26,000	-	36,400
Financial Planning & Analysis Manager	16,600	-	20,800	20,800	-	24,400	24,400	-	36,400	28,100	+	
Treasury Manager	20,800	-	23,900	23,900	-	31,200	31,200	-	36,400	36,400	+	
Budgeting Manager	15,600	-	18,700	18,700	-	22,900	22,900	-	31,200	31,200	+	
Reporting Manager	16,600	-	20,800	20,800	-	24,400	24,400	-	28,100	28,100	+	
Regulatory Reporting	10,400	-	15,600	15,600	-	20,800	20,800	-	26,000	26,000	-	36,400
Chief Accountant	12,500	-	15,600	15,600	-	20,800	20,800	-	31,200	36,400	+	
Financial Accountant	10,400	-	15,600	15,600	-	20,800	20,800	-	26,000	26,000	-	36,400
Head of Product Control	41,600	-	60,300	62,400	-	77,000	74,900	-	83,200	83,200	+	
Product Controller	20,800	-	26,000	26,000	-	31,200	31,200	-	36,400	36,400	-	46,800
Head of Fund Admin / Head of Accounting	57,200	-	67,600	67,600	-	78,000	78,000	-	88,400	88,400	+	
Fund Accountant Qualified	20,800	-	26,000	26,000	-	31,200	31,200	-	36,400	36,400	-	46,800
Financial Modeller	15,600	-	22,900	22,900	-	29,100	29,100	-	36,400	41,600	+	
Head of Custody	49,900	-	60,300	60,300	-	70,700	70,700	-	83,200	85,300	+	
Head of Internal Audit	49,900	-	62,400	62,400	-	74,900	74,900	-	87,400	88,400	+	
Internal Audit Manager	20,800	-	27,000	26,000	-	35,400	33,300	-	45,800	43,700	+	
Business Analyst / Business Manager	15,600	-	20,800	20,800	-	26,000	29,100	-	36,400	36,400	+	

Compliance

The salary figures for compliance roles have increased by 4% since their initial 6% reduction in the first quarter of 2017. These increases have been in line with overall banking and financial services growth in the second half of 2017 in the UAE.

The volume of compliance job opportunities has increased by 7% compared to the first half of 2017. Post Ramadan, growth levels are up with opportunities for Sanction Screening professionals, Private Banking Compliance professionals and the need for Heads of Compliance in the private equity space in the DIFC.

There has been a significant shift in demand from firms outsourcing their compliance function to now hiring compliance professionals on a full-time basis. This shift has occurred due to the increased risk of money

laundering in the region, thus increased the pressure that the regulator (DFSA) has placed on firms to hire full-time compliance experts. As a result, the demand for licensed money laundering reporting officers (MLROs) in the UAE has increased substantially.



Local Banks

Role	Gross Salaries (AED per month)											
	0-3 years' experience		3-5 years' experience		6-8 years' experience	9+ years' experience						
Chief Compliance Officer (CCO)	80,100	-	87,400	85,300	-	95,700	94,600	-	101,900	97,800	-	103,000
Head of Compliance	54,100	-	59,300	60,300	-	66,600	70,700	-	77,000	81,100	-	88,400
Sanctions and Aml Managers	30,200	-	34,300	32,200	-	38,500	38,500	-	43,700	44,700	-	52,000
Compliance (FATCA Specialists)	27,000	-	40,600	33,300	-	37,400	*	-	*	*	-	*
Compliance (UAE Nationals)	17,700	-	21,800	22,900	-	27,000	28,100	-	33,300	37,400	-	52,000
Compliance Manager Generalists- Wholesale, Retail, Corporate	30,200	-	35,400	33,300	-	36,400	34,300	-	38,500	40,600	-	46,800
Compliance Officer (Private Banking, Wealth, Investments)	18,700	-	22,900	23,900	-	27,000	28,100	-	35,400	35,400	-	41,600
Compliance Officer (KYC, On boarding, CDD)	15,600	-	20,800	21,800	-	25,000	28,100	-	34,300	30,200	-	34,300
Compliance Analysts (Graduate)	11,400	-	15,600	13,500	-	17,700	*	-	*	*	-	*

International Bank

Role	Gross Salaries (AED per month)											
	0-3 years' experience		3-5 years' experience		6-8 years' experience							
Chief Compliance Officer (CCO)	73,800	-	80,100	79,000	-	84,200	86,300	-	91,500	92,600	-	97,800
Head of Compliance	51,000	-	57,200	55,100	-	63,400	64,500	-	70,700	73,800	-	77,000
Sanctions and Aml Managers	32,200	-	35,400	35,400	-	37,400	36,400	-	41,600	42,600	-	46,800
Compliance Licenced MLRO (DIFC)	25,000	-	28,100	32,200	-	36,400	36,400	-	42,600	43,700	-	52,000
Compliance Consultants	21,800	-	25,000	25,000	-	31,200	30,200	-	38,500	39,500	-	509,600
Compliance (FATCA Specialists)	27,000	-	32,200	32,200	-	36,400	*	-	*	*	-	*
Compliance (UAE Nationals)	18,700	-	23,900	22,900	-	27,000	26,000	-	34,300	38,500	-	46,800
Compliance Manager-Generalists- Wholesale, Retail, Corporate	27,000	-	32,200	30,200	-	36,400	39,500	-	44,700	42,600	-	47,800
Compliance Officer-Private Banking, Wealth, Invest. products	20,800	-	23,900	25,000	-	28,100	29,100	-	35,400	34,300	-	42,600
Compliance Officer (KYC, On boarding, CDD)	16,600	-	21,800	21,800	-	25,000	23,900	-	30,200	32,200	-	37,400
Compliance Analysts (Graduate)	13,500	-	16,600	15,600	-	17,700	*	-	*	*	-	*

Digital

2017 has experienced a notable increase in the demand for specialists in the various niche areas of Digital. However, the expected increase in demand for Digital specialists will have no effect on salary figures in the latter part of 2017.

This has resulted from the increase in the volume of digital jobs for both in-house and agency roles. Companies are looking for talented UX/UI experts and candidates who are creative with innovative ideas. Companies have also shifted their focus from the evaluation of a candidate's ideas to rather attempting to understand how candidates plan to implement their go to market strategies.

2017 has also seen the launch of the Dubai Blockchain Strategy by His Highness Sheikh Hamdan. The strategy aims to cement Dubai's reputation as a global technology leader in order to boost entrepreneurship and global

competitiveness within the city. It is expected that the strategy will amplify economic opportunity in all sectors of the city and add to the volume of digital jobs in the city.

The most notable development in the Digital industry has been the increased demand of clients seeking to recruit experienced international talent. As a result, clients are willing to pay a premium price for the right candidate.



Digital Jobs

Role	Gross Salaries (AED per month)			
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience
Account Executive	10,000 - 12,000	13,000 - 15,000	*	*
Account Manager	16,000 - 18,000	19,000 - 23,000	*	*
Account Director	23,000 - 27,000	27,000 - 30,000	33,000 - 36,300	36,300+
Senior Account Executive	13,000 - 15,000	16,000 - 17,000	*	*
PR Executive	10,000 - 13,000	14,000 - 16,000	18,700+	*
PR Manager	17,000 - 20,000	21,000 - 25,000	27,500 +	*
PR Director	23,000 - 27,000	28,000 - 34,000	38,500 - 42,900	44,000 +
Media Planner	10,000 - 12,000	13,000 - 15,000	17,600- 19,800	20,900 +
Account Planner	10,000 - 12,000	13,000 - 15,000	17,600- 19,800	20,900 +
Digital Media Analyst	10,000 - 12,000	13,000 - 15,000	17,600- 19,800	
Communications Executive	12,000 - 15,000	15,000 - 20,000	*	*
Graphic Designer	12,000 - 14,000	15,000 - 18,000	20,900 - 23,100	24,200 +
Copywriter	12,000 - 15,000	16,000 - 18,000	19,800- 24,200	*
Digital Media Account Manager	16,000 - 18,000	19,000 - 23,000	*	*
Communications Manager	15,000 - 18,000	19,000 - 21,000	24,200 +	*
Traffic Manager	15,000 - 18,000	19,000 - 23,000	26,400 - 30,800	31,900 +
Studio Manager	15,000 - 18,000	19,000 - 23,000	26,400 - 30,800	31,900 +
PR Manager	17,000 - 20,000	21,000 - 25,000	27,500 +	*
Social Media communications Manager	18,000 - 22,000	22,000 - 25,000	28,600 - 33,000	34,100+
Social Media Analytics Manager	18,000 - 22,000	22,000 - 25,000	28,600 - 33,000	34,100+
Digital Account manager	16,000 - 18,000	19,000 - 23,000	*	*
Media Buyer	12,000 - 14,000	15,000 - 17,000	19,800+	*
Digital Transformation Consultant	20,000 - 25,000	26,000 - 31,000	35,200+	*
CX (UX,XD,SX,) Consultant	20,000 - 25,000	26,000 - 31,000	35,200+	*
CX(UX,XD,SX,) Managing Consultant	35,000 - 38,000	39,000 - 45,000	49,500- 52,800	52,800+
Digital strategist	18,000 - 22,000	23,000 - 28,000	31,900 - 37,400	38,500 +
Creative Director	23,000 - 27,000	28,000 - 34,000	38,500 - 42,900	44,000 +
Head of Planning	23,000 - 25,000	26,000 - 28,000	31,900 -34,100	35,200 +
Social Media Director	23,000 - 27,000	28,000 - 34,000	38,500 - 42,900	44,000 +
Art Director	23,000 - 27,000	28,000 - 34,000	38,500 - 42,900	44,000 +
Social Media Strategy Director	23,000 - 27,000	28,000 - 34,000	38,500 - 42,900	44,000 +
Communications Director	27,000 - 30,000	31,000 - 35,000	39,600- 44,000	45,100 +
Regional Account Director	27,000 - 30,000	31,000 - 36,000	40,700 - 46,200	47,300 +
Client Servicing Director	40,000 - 43,000	43,000 - 45,000	49,500 - 52,800	52,800+
Chief Digital Director	55,000 - 65,000	65,000 - 75,000	82,500 - 93,500	93,500+

Finance

The Finance industry has experienced minimal changes in remuneration packages. Salary levels have either remained the same or marginally decreased, mainly among smaller business and in the Oil and Gas industry. The most pertinent change in salary packages would be that of CFOs, decreasing by 5-15% in comparison to 2016. On the other hand, salary compensation for low to mid-level finance jobs is more stable.

The industry experienced a lower volume of finance jobs in the second quarter of 2017 which was linked to the prevalence of Ramadan. As a result, the volume of finance jobs is forecasted to advance in the third and fourth quarter of 2017. Moreover, the demand for senior level positions have decreased as there has been a notable trend of companies restructuring and consolidating their workforce in order to improve operational efficiencies. As a result, employees are being terminated and their positions aren't being refilled. This has also led to a decrease in the number of newly created finance jobs by 10-

15%. Additionally, persistently low oil prices have fueled the ripple effect of declining finance job opportunities across the retail, hospitality, leisure and baking and banking sectors



Continuing from January's report, VAT has remained a key development in the Finance industry and has been the main facilitator for newly created roles in the VAT sector. The Middle East still lacks sufficient knowledge skills and expertise pertaining to VAT jobs and has resulted in the need to source new international talent.

Finance Jobs

Role	Gross Salaries (AED per month)				
	Part-Qualified	Newly Qualified	2-5 years PQE	5-7 years PQE	10+ years PQE
Chief Financial Officer	*	*	*	49,500 - 58,500	63,000 +
Financial Director	*	*	*	45,000 - 55,000	55,000 +
Financial Controller	*	*	33,500 - 37,500	38,000 - 45,000	45,000+
Financial Planning Analysis Manager	*	*	25,000 - 30,000	30,000 - 45,000	*
Financial Planning Analysis Director	*	*	*	45,000 - 55,000	55,000+
Finance Manager	19,000 - 23,000	23,000 - 26,000	27,000 - 34,500	34,500 - 40,000	40,000 +
Reporting Manager	12,000 - 14,000	14,000 - 16,500	16,500 - 19,000	19,000 - 22,000	25,000+
Budgeting Manager	13,500 - 15,000	15,000 - 16,500	16,500 - 20,000	20,000 - 25,000	25,000+
Treasury Manager	15,000 - 18,000	18,000 - 21,000	21,000 - 23,500	23,500 - 27,500	27,500+
Finance / Business Analyst	7,000 - 10,000	10,000 - 15,000	15,000 - 22,000	22,000 - 30,000	33,500 +
Chief Accountant	16,000 - 20,000	21,000 - 26,000	26,000 - 31,000	31,000 - 34,500	34,500 +
Financial Accountant	7,000 - 10,000	10,000 - 15,000	15,000 - 20,000	20,000 - 25,000	*
Management Accountant	8,000 - 12,000	12,000 - 16,000	16,000 - 20,000	20,000 - 30,000	*
Financial Modeller	15,000 - 17,000	17,000 - 20,000	20,000 - 25,000	25,000 - 35,000	35,000+
Head of Internal Audit / Internal Audit Manager	*	19,000 - 25,000	25,000 - 31,000	31,000 - 35,500	35,500 +
Internal Auditor	12,000 - 15,000	15,000 - 20,000	20,000 - 25,000	25,000 - 35,000	*

Legal

There have been no significant changes in terms of salary figures in the legal sector as it can be said that salaries have reached their peak for 2017. In consequence, legal firms have opted to adjust the compilation of salary packages and increase the additional benefits offered to candidates. As a result, there has been an increase in legal firms



seeking international candidates as they commonly have lower salary expectations.

In turn, the hiring trends for 2017 have remained somewhat constant. The only area which has experienced an increase in the volume of legal jobs is in Cyber Law. The increase is correlated to the increasing occurrence of cyber-attacks in the global sphere.

Continuing from January's prediction the greatest demand for candidates still resides within dispute resolution and corporate law. Additionally, it was estimated that come quarter 3 there would be a significant increase in the movement of in-house lawyers but this actually began in the middle of quarter 2. As a result, it is expected that the number of legal jobs in the UAE will continue to increase until the end of 2017.

Regional Firm

Role	Gross Salaries (AED per month)		
	Low	High	Average
Legal Secretary	12,000	18,000	15,000
Paralegal	15,000	22,000	19,000
Newly Qualified	15,000	35,000	25,000
Associate	20,000	50,000	35,000
Senior Associate	30,000	70,000	45,000
Counsel	45,000	85,000	65,000
Partner	60,000	100,000	80,000

US Firm

Role	Gross Salaries (AED per month)		
	Low	High	Average
Legal Secretary	15,000	25,000	20,000
Paralegal	17,000	30,000	25,000
Newly Qualified	30,000	40,000	35,000
Associate	35,000	70,000	55,000
Senior Associate	50,000	80,000	65,000
Counsel	70,000	100,000	85,000
Partner	90,000	150,000	125,000

UK Firm

Role	Gross Salaries (AED per month)		
	Low	High	Average
Legal Secretary	16,000	24,000	20,000
Paralegal	18,000	30,000	25,000
Newly Qualified	30,000	40,000	35,000
Associate	35,000	65,000	50,000
Senior Associate	45,000	75,000	60,000
Counsel	60,000	90,000	75,000
Partner	85,000	130,000	110,000

In House

Role	Gross Salaries (AED per month)		
	Low	High	Average
Legal Secretary	12,000	20,000	18,000
Paralegal	15,000	24,000	22,000
Junior Legal Counsel/Advisor	25,000	45,000	35,000
Counsel	30,000	65,000	50,000
General Counsel/Manager	45,000	90,000	65,000
Director	50,000	120,000	90,000

Manufacturing and Supply Chain

The UAE has continued to experience progressive demand on its manufacturing supply base in 2017. The development of manufacturing in the region and global trends was a key topic at the first Global Manufacturing and Industrialisation Summit (GMIS) this year. Organisations have sought to explore growth opportunities through mergers and acquisitions and in addition capitalise on new and emerging regional markets. Salaries have continued to remain steady as attracting and retaining the best technical talent is a top priority for MNC's, Regional Conglomerates and SME's.

In 2016, Abu Dhabi set a target to double the size of its industrial base to 10% of GDP as a part of a broader strategy to increase the non-oil private sector's share of GDP from 27% to 40% by 2030. Dubai Industrial City (DIC) is targeting US\$2 billion in investment over the next five years. Currently, DIC has invested US\$177 million in manufacturing and will continue to build more factories, contributing to the increase in the volume of manufacturing jobs in the UAE. The high levels of commitment from local and foreign direct investors to the region continue to facilitate growth. As a result, the volume of manufacturing

jobs in the UAE is expected to continue to increase in the latter of 2017.



Moreover, a key development for in the industry occurred when U.S President Donald Trump met with the King of Saudi Arabia to discuss various investment opportunities in the country as an effort to further develop Saudi's economy beyond oil. This meeting resulted in numerous contracts being signed worth tens of billions of dollars and has fueled the expanding nature of the manufacturing industry within the Middle East, creating an increase in the volume of manufacturing jobs in the region.

Manufacturing Jobs and Supply Chain Jobs

Role	Gross Salaries (AED per month)			
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience
Lean Six Sigma Black Belt	10,000 - 15,000	16,000 - 22,000	23,000 - 28,000	31,000 - 35,000
Master Black Belt	14,000 - 19,000	19,000 - 25,000	24,000 - 30,000	31,000 - 38,000
Lean Expert	10,000 - 16,000	16,000 - 20,000	21,000 - 29,000	31,000 - 36,000
Operations Manager	20,000 - 23,000	26,000 - 31,000	33,000 - 43,000	40,000 - 57,000
Production / Factory Manager	16,000 - 19,000	19,000 - 24,000	24,000 - 35,000	34,000 - 46,000
Production Supervisor	8,000 - 13,000	13,000 - 20,000	18,000 - 26,000	26,000 - 29,000
Continuous Improvement Manager	15,000 - 20,000	19,000 - 25,000	24,000 - 31,000	30,000 - 38,000
Lean Six Sigma Manager	16,000 - 20,000	19,000 - 25,000	23,000 - 36,000	38,000 - 46,000
Plant Manager	21,000 - 24,000	26,000 - 33,000	30,000 - 38,000	39,000 - 57,000
Quality Engineer Assurance and Control	9,000 - 13,000	14,000 - 19,000	*	*
Quality Manager Assurance and Control	17,000 - 22,000	19,000 - 26,000	20,000 - 30,000	32,000 - 45,000
HSE Engineer	9,000 - 13,000	14,000 - 19,000	*	*
HSE Manager	17,000 - 22,000	19,000 - 26,000	21,000 - 31,000	30,000 - 43,000
Process Development Manager	18,000 - 23,000	26,000 - 28,000	28,000 - 36,000	36,000 - 49,000
Process Innovation Manager	17,000 - 22,000	21,000 - 27,000	29,000 - 36,000	35,000 - 47,000
Process Engineer	11,000 - 14,000	13,000 - 19,000	17,000 - 27,000	*
Process Engineering Manager	17,000 - 22,000	19,000 - 25,000	23,000 - 29,000	29,000 - 41,000
Manufacturing Engineer	10,000 - 13,000	13,000 - 18,000	*	*
Manufacturing Engineering Manager	18,000 - 23,000	19,000 - 24,000	22,000 - 30,000	32,000 - 39,000
Head of R&D	15,000 - 20,000	17,000 - 23,000	22,000 - 33,000	35,000 - 49,000
Civil Engineer	7,000 - 14,000	15,000 - 19,000	16,000 - 23,000	19,000 - 27,000
Design Engineer	8,000 - 14,000	14,000 - 20,000	19,000 - 27,000	25,000 - 31,000
Maintenance Engineer	9,000 - 13,000	13,000 - 18,000	*	*
Maintenance Manager	18,000 - 24,000	24,000 - 28,000	29,000 - 33,000	33,000 - 41,000
Mechanical Engineer	9,000 - 13,000	13,000 - 18,000	*	*
Mechanical Manager	19,000 - 25,000	25,000 - 29,000	28,000 - 34,000	36,000 - 46,000
Electrical Engineer	9,000 - 13,000	13,000 - 17,000	*	*
Electrical Engineering Manager	15,000 - 19,000	20,000 - 24,000	25,000 - 28,000	30,000 - 46,000
General Manager	42,000 - 49,000	47,000 - 62,000	58,000 - 82,000	78,000 - 123,000
Chief Production Officer	58,000 - 67,000	65,000 - 81,000	84,000 - 99,000	*
Operations Director	62,000 - 76,000	78,000 - 98,000	82,000 - 115,000	*
Managing Director	66,000 - 80,000	83,000 - 97,000	104,000 - 174,000	*

Property and Construction

In January it was predicted that 2017 would bring along a 5% increase in salaries in the Property and Construction industry, however, this prediction has not materialised and salary remuneration packages have plateaued following 2016. This has resulted from the market being overly saturated with candidates, the majority being in the development and interior design sectors.

As a result, the industry has experienced a slight decline in hiring trends, more specifically in construction jobs. This trend has also been fuelled by the vast number of projects which are currently being tendered for. Once these contracts are awarded one can expect a significant increase in hiring in the industry.

The most substantial development in the industry has been the change in focus from building operations teams to commercial teams. This has resulted in an increase in the volume of commercial

and sales jobs in the industry as companies are seeking to build high performing sales and commercial teams.

There has also been a shift in demand from luxury developments toward more affordable, 3-star developments in the UAE. As a result, lower end developments are expected to provide promising market opportunities for developers in 2017.



Facilities Management Jobs

Role	Gross Salaries (AED per month)			
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience
Managing Director	75,000 - 80,000	80,000 - 85,000	85,000 - 90,000	90,000 +
Operations Director	65,000 - 70,000	70,000 - 75,000	75,000 - 80,000	80,000 +
Director of FM/ General Manager	55,000 - 60,000	60,000 - 65,000	65,000 - 70,000	70,000 +
Business Development Director	45,000 - 50,000	50,000 - 55,000	55,000 - 60,000	60,000 +
Business Development Manager	30,000 - 35,000	35,000 - 40,000	40,000 - 45,000	45,000 +
Facilities Manager	30,000 - 33,000	33,000 - 35,000	35,000 - 40,000	40,000 +
Commercial Director	45,000 - 50,000	50,000 - 55,000	55,000 - 60,000	60,000 +
Bid Director	35,000 - 40,000	40,000 - 45,000	45,000 - 50,000	50,000 +
Bid Manager	22,000 - 25,000	25,000 - 28,000	28,000 - 30,000	30,000 +
Bid Engineer	15,000 - 18,000	18,000 - 20,000	20,000 - 25,000	25,000 +

Developer Jobs

Role	Gross Salaries (AED per month)			
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience
Chief Executive Officer	120,000 - 125,000	126,000 - 130,000	131,000 - 136,000	137,000
Managing Director	110,000 - 115,000	116,000 - 120,000	121,000 - 127,000	128,000 +
Chief Operating Officer	100,000 - 105,000	106,000 - 110,000	111,000 - 117,000	118,000 +
Chief Development Officer	97,000 - 100,000	101,000 - 105,000	106,000 - 111,000	112,000
Senior Development Director	88,000 - 92,000	93,000 - 97,000	98,000 - 101,000	102,000
Development Director	70,000 - 73,000	74,000 - 77,000	78,000 - 81,000	82,000
Development Manager	54,000 - 58,000	59,000 - 63,000	64,000 - 67,000	68,000
Senior Commercial Manager	60,000 - 64,000	65,000 - 69,000	70,000 - 74,000	75,000
Project Director	50,000 - 55,000	56,000 - 60,000	61,000 - 64,000	65,000 +
Senior Project Manager	42,000 - 45,000	46,000 - 50,000	51,000 - 54,000	55,000
Project Manager	37,000 - 40,000	41,000 - 44,000	45,000 - 49,000	50,000
Senior Planning Manager	45,000 - 48,000	49,000 - 52,000	53,000 - 56,000	57,000
Planning Manager	36,000 - 39,000	40,000 - 44,000	45,000 - 49,000	50,000
Vice President of Sales	80,000 - 84,000	84,000 - 88,000	89,000 - 94,000	95,000
Director of Sales	55,000 - 59,000	60,000 - 64,000	65,000 - 68,000	69,000

Main Contractor Jobs

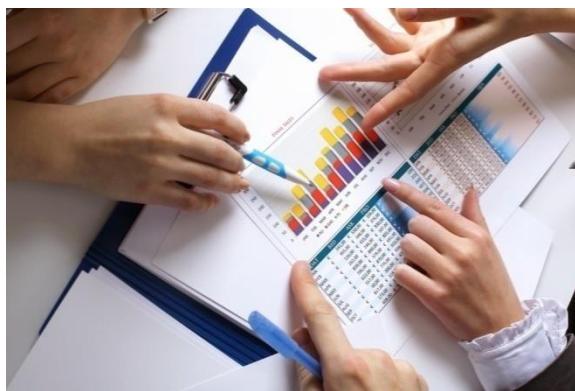
Role	Gross Salaries (AED per month)			
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience
Managing Director	85,000 - 92,000	92,000 - 97,000	97,000 - 105,000	105,000 +
Operations Director	62,000 - 65,000	65,000 - 70,000	70,000 - 75,000	75,000 +
Project Director	50,000 - 55,000	55,000 - 60,000	65,000 - 70,000	70,000 +
Senior Project Manager	38,000 - 40,000	42,000 - 45,000	45,000 - 48,000	50,000 +
Project Manager	30,000 - 32,000	32,000 - 35,000	35,000 - 40,000	40,000 +
Operations Manager	50,000 - 52,000	52,000 - 55,000	55,000 - 60,000	60,000 +
Commercial Director	55,000 - 60,000	60,000 - 65,000	65,000 - 70,000	70,000 +
Commercial Manager	45,000 - 47,000	47,000 - 52,000	52,000 - 60,000	60,000 +
Contracts Manager	40,000 - 42,000	42,000 - 45,000	45,000 - 50,000	50,000 +
Planning Manager	30,000 - 33,000	33,000 - 35,000	35,000 - 40,000	40,000 +
Senior Quantity Surveyor	25,000 - 28,000	28,000 - 32,000	32,000 - 35,000	35,000 +
Quantity Surveyor	18,000 - 20,000	20,000 - 22,000	22,000 - 25,000	25,000 +

Interior Jobs

Role	Gross Salaries (AED per month)			
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience
Managing Director	50,500 - 65,000	65,500 - 73,000	73,500 - 83,000	83,500 - 150,000
Project Director	36,500 - 45,000	46,500 - 52,000	53,000 - 60,500	61,500 - 70,000
Operations Director	40,000 - 47,500	48,000 - 55,000	55,500 - 62,000	63,000 - 85,500
Senior Project Manager	32,500 - 36,000	37,500 - 40,000	41,500 - 46,500	47,000 - 53,500
Project Manager	20,500 - 24,500	25,000 - 28,000	29,000 - 34,500	35,000 - 43,500
Contracts Manager	46,500 - 53,000	53,500 - 58,00	58,500 - 62,000	63,000 - 67,000
Project Engineer	14,000 - 16,000	16,500 - 19,500	20,000 - 24,000	25,000 - 29,500
Site Manager	14,500 - 18,500	19,000 - 24,000	24,500 - 27,000	27,500 - 32,500
Site Foreman	6,000 - 10,000	11,000 - 13,500	14,000 - 16,500	17,000 - 19,500
Site Engineer	10,000 - 15,000	15,500 - 18,500	18,500 - 22,500	23,500 - 26,000
Commercial Director	40,000- 58,500	59,000 - 69,500	70,500 - 78,500	79,500- 85,000
Commercial Manager	25,000 - 30,000	31,500 - 37,000	38,500 - 48,000	49,000 - 70,000
Contracts Manager	37,500 - 43,000	43,500 - 52,000	53,000 - 69,000	69,500 - 74,500
Senior Quantity Surveyor	20,500 - 26,500	27,000 - 30,000	31,000 - 38,000	38,500 - 50,000
Quantity Surveyor	13,500 - 16,500	17,500 - 20,500	21,500 - 26,000	27,500 - 35,000
Planner / Scheduler	19,500 - 26,500	27,000 - 40,000	41,000 - 45,000	46,000 - 57,000
Estimator	14,000 - 20,500	21,000 - 25,500	26,000 - 32,500	33,000 - 37,500
Business Development Director	33,500 - 34,000	35,000 - 38,500	39,500 - 45,000	45,500 - 65,000
Business Development Manager	18,500 - 24,500	25,000 - 29,500	30,00 - 35,500	36,000 - 40,500
Sales Manager	15,000 - 18,500	19,000 - 26,500	27,000 - 30,500	31,000 - 34,500
Sales Engineer	12,000 - 17,500	18,500 - 25,000	25,500 - 30,000	31,000 - 33,000

Risk and Advisory

The Risk and Advisory sector has experienced an increase in salary figures at Director and Partner level by 5% accompanied by fixed/guarantee bonuses being common, while salaries from mid to senior manager levels have shown little movement. As a result, consulting firms have regressed to relying on annual performance bonuses, career development and reputation as key drivers for retention and attraction of candidates.



The sector has also seen an increase in the demand for certain roles by more than 10% with a

particular focus on commercial capability, market penetration and market growth. There has also been an increase in roles within the Risk and Audit Advisory sector as budgets from both the public and private sector have started to expand. These budgets are driving initiatives based on healthcare, infrastructure, education, financial regulations and critically corporate governance across all sectors particularly within family holding groups.

Consulting firms are also highly interested in attracting professionals who are highly-networked with technical and commercial capabilities.

Additionally, Financial Services and regulatory bodies been driving an increase in risk advisory professionals. Primarily at mid-management levels with specific skill-sets and experience across financial risk management within retail and investment banks, asset management firms and insurance organisations.

Accounting Practices

SERVICE LINE ROLES	AUDIT	RISK
Partner (5+ years)	89,250 - 115,500+*	94,500 - 126,000+*
Partner (1 - 5 years)	57,750 - 78,750*	63,000 - 84,000*
Director	36,750-49,350	42,000-52,500
Senior Manager	28,000-35,000	32,000-40,000
Manager	22,000-28,000	24,000-33,000
Assistant Manager	16,000-22,000	17,000-24,000
Senior Associate	11,000-16,000	11,000-18,000
Associate	7,000-10,000	8,000-11,000

*Fixed Gross Monthly package excluding any bonus or profit share. The profit share and equity arrangements vary depending on the accounting firm

Sales and Marketing

There have been no notable changes in salary expectations in the Sales and Marketing industry for 2017 as the industry appears to have stabilised. This has improved from the volatile market experienced in 2015 and 2016. This reflects positively on the market as the remuneration figures are still far superior to those compared to the rest of the globe.



Furthermore, companies are focusing their efforts towards a more strategic approach when it comes to new hires causing companies to conduct more thorough interviews with candidates. As a result, fewer new marketing jobs have been created and the industry has moved towards replacing candidates who have left or been promoted. However, it is expected that the market will strengthen in September 2017.

Additionally, the recent dispute between Qatar and the rest of the Middle East has created a sense of instability within the FMCG sector and the exact impact of this incidence has yet to be estimated. It is probable that the dispute will negatively impact the net profit for the sector and may lead to a loss of sales and marketing jobs for those who conduct business in Qatar.

Healthcare Sales Jobs

Role	Gross Salaries (AED per month)			
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience
Sales Representative	17,000 - 22,000	22,000 - 26,000	*	*
Product Specialist	15,000 - 20,000	21,000 - 26,000	*	*
Area Sales Manager	25,000 - 30,000	30,000 - 34,000	34,000 - 39,000	39,000+
Business Development Manager	20,000 - 25,000	26,000 - 31,000	31,000 - 35,000	36,000+
Snr. Business Development Manager	25,000 - 30,000	30,000 - 35,000	36,000 - 41,000	41,000+
Key Account Manager	17,000 - 21,000	21,000 - 27,000	27,000 - 31,000	31,000+
Country Manager	28,000 - 32,000	32,000 - 36,000	36,000 - 42,000	42,000+
Market Access Manager	26,000 - 32,000	33,000 - 41,000	42,000 - 48,000	48,000+
Regional Sales Manager	30,000 - 35,000	36,000 - 41,000	41,000 - 46,000	46,000+
Regional Sales Director	45,000 - 49,000	50,000 - 56,000	57,000 - 63,000	63,000+
Regional Commercial Manager	30,000 - 35,000	36,000 - 41,000	41,000 - 46,000	47,000+
Regional Commercial Director	45,000 - 49,000	50,000 - 56,000	57,000 - 63,000	63,000+

FMCG Sales Jobs

Role	Gross Salaries (AED per month)			
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience
General Manager	40,000 - 55,000	52,000 - 63,000	60,000 - 75,000	80,000+
Sales Director	35,000 - 50,000	50,000 - 60,000	60,000 - 70,000	70,000+
Regional Sales Manager	30,000 - 35,000	35,000 - 40,000	40,000 - 45,000	45,000 - 55,000
Area Sales Manager	25,000 - 30,000	30,000 - 35,000	35,000 - 40,000	40,000 - 45,000
Sales Manager	15,000 - 20,000	20,000 - 25,000	25,000 - 30,000	30,000 - 40,000
Key Account Manager	15,000 - 18,000	18,000 - 25,000	25,000 - 35,000	35,000 - 45,000
Trade Marketing Manager	15,000 - 18,000	18,000 - 25,000	25,000 - 35,000	*
Sales Executive	10,000 - 12,000	12,000 - 15,000	15,000 - 18,000	*
Country Manager	35,000 - 40,000	45,000 - 50,000	50,000 - 55,000	55,000 - 60,000
Brand Manager	15,000 - 18,000	18,000 - 25,000	25,000 - 35,000	35,000 - 45,000

Technical Sales Jobs

Role	Gross Salaries (AED per month)			
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience
Sales Director	47,000 - 49,500	50,000 - 54,500	55,000 - 61,000	62,000+
Sales Manager	25,000 - 30,000	31,000 - 35,000	36,000 - 37,000	38,000+
Regional Sales Manager	25,000 - 33,000	34,000 - 38,000	39,000 - 42,000	42,000+
District Manager	25,000 - 30,000	31,000 - 34,000	35,000 - 39,000	40,000+
Technical Sales Manager	15,000 - 20,000	21,000 - 26,000	27,000 - 30,000	30,000+
Technical Account Manager	15,000 - 17,000	18,000 - 21,000	22,000 - 25,000	25,000+
Sales Engineer	12,000 - 16,000	17,000 - 21,000	22,000 - 28,000	28,000+
PreSales Engineer	9,000 - 12,000	12,000 - 15,000	16,000 - 18,000	*
Systems Engineer	12,000 - 16,000	16,000 - 20,000	21,000 - 26,000	27,000+
Application Sales Engineer	9,000-13,000	13,000-15,000	16,000-18,000	*

Marketing and Communications Jobs

Role	Gross Salaries (AED per month)			
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience
Marketing Executive	10,000 - 18,000	16,000 +	*	*
Marketing Manager	20,000 - 24,000	25,000 - 27,000	28,000 - 37,000	*
Marketing Director	40,000 - 50,000	55,000 - 65,000	70,000 - 75,000	80,000 +
CMI Manager	20,000 - 25,000	25,000 - 30,000	35,000 - 42,000	42,000+
Corporate Communications Manager	27,000 - 30,000	30,000 - 35,000	36,000 - 45,000	45,000 +
Head of Corporate Communications	40,000 - 49,000	50,000 - 60,000	60,000 - 70,000	75,000 +
Digital Marketing Manager	21,000 - 24,000	25,000 - 28,000	29,000 - 35,000	35,000 +
Digital Marketing Director	36,000 - 41,000	42,000 - 45,000	46,000 - 50,000	50,000 +

Retail Sales Jobs

Role	Gross Salaries (AED per month)			
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience
General Manager	40,000 - 45,000	45,000 - 50,000	50,000 - 55,000	55,000+
Sales Director	30,000 - 35,000	35,000 - 40,000	40,000 - 45,000	45,000+
Regional Sales Manager	25,000 - 32,000	33,000 - 36,000	37,000 - 42,000	42,000+
Regional Brand Manager	18,000 - 23,000	23,000 - 28,000	28,000 - 35,000	35,000+
Area Sales Manager	15,000 - 18,000	19,000 - 22,000	22,000 - 27,000	27,000+
Key Account Manager	12,000 - 18,000	18,000 - 25,000	25,000 - 32,000	32,000+
Sales Executive	8,000 - 12,000	12,000 - 15,000	15,000 - 18,000	*
Store Manager	12,000 - 15,000	15,000 - 18,000	18,000 - 22,000	22,000+
Operations Manager	18,000 - 21,000	21,000 - 24,000	24,000 - 27,000	27,000+
Sales Assistant	5,000 - 8,000	8,000 - 11,000	11,000 - 15,000	*

Strategy

Overall, there have been no significant changes in salaries for Management Consulting professionals across the GCC. However, there has been a notable increase in consulting firms, such as the Big 4, offering senior candidates significant sign on and guaranteed bonuses to incentivize moves from top talent. This shift is correlated to candidates being more cautious when considering new career opportunities due to the state of the current market.

There have been no changes in hiring trends in the UAE, however, within the Middle East, there has been a significant increase in hires of Saudi nationals in Advisory firms in Saudi Arabia. Advisory firms in Saudi have experienced an increased need to place Saudi national in Senior "Account Director" or Business Development Positions due to the 2030 Saudi vision. This trend is accompanied by the fact hiring Saudi nationals is beneficial business development and closer governmental relations.

This has resulted in more Senior Ex-Consulting professionals, specifically Saudi nationals are starting their own consulting practices in Saudi Arabia. Moreover, qualified Saudi nationals who have studied MBA's from top university abroad, working for small tech start ups in Saudi are taking preference over top tier firms such as McKinsey, the Boston Consulting Group and Bain



Management Consulting Jobs

Title	Years of Experience	Salary
Analyst	Undergrad	\$ 80,000 - \$ 100,000
Associate/Consultant	1 year post MBA	Basic - \$ 140,000 - \$ 150,000 Basic + Bonus - \$ 170,000 - \$ 180,000
Project Leader/Engagement Manager	3-4 years post MBA	Basic - \$ 180,000 - \$ 190,000 Basic + Bonus - Around \$ 250,000
Principal	5-6 years post MBA	Basic - \$ 230,000 - \$ 240,000 Basic + Bonus - \$ 500/\$600
Partner	Around 9 years post MBA	\$ 1 million upwards

Industry Jobs

Title	Years of Experience	Salary
Strategy Analyst	Undergrad	\$ 50,000 - \$ 60,000+1-month bonus
Strategy Manager	3 -4 years experience MBA qualified from top university	\$ 120,000 - \$ 130,000 Around 2-month bonus
Strategy Director	5- 6 years MBA qualified from top university	\$ 160,000 - \$ 172,000 3 months bonus
Head of Strategy	7 – 9 years MBA qualified from top university	\$ 215,000 - \$ 228,000 3 months
Chief Strategy Officer	10+ years experience MBA qualified top university	\$ 250,000+

Tax

Following January's report, professional services firms were the most active in regards to Tax recruitment, however, industry firms and the public sector have been increasingly active in 2017.

The high demand for indirect tax professionals has caused a disruption in the talent market in the UAE, adding up to 1, 200 new VAT jobs in the region by the end of 2017. A considerable number of professional services candidates are joining the Big 4 firms and others with the aim of moving into industry firms shortly after as the industry firms typically provide more lucrative packages and shorter working hours. Such actions undermine the workflow of the professional services organisations who are having to consistently engage in the recruitment of new talent. Moreover, candidates are now receiving multiple offers from various organisations, forcing companies to be more proactive when it comes to offer negotiation for premium talent especially at mid-senior level.

Although industry firms have an option of recruiting GCC based candidates from the

professional services firms, the choice is still limited given the demand for highly qualified and experienced candidates. For the most part, industry firms have been giving preference to candidates with mature jurisdiction experience.

The competition for talent will only increase, accounting for the number of GCC businesses who still don't have resources to prepare for VAT. Additionally, the GCC governments will shortly start recruiting thousands of indirect tax specialists to manage and audit VAT activities in each country. Those organisations who have not started to recruit relevant talent may end up in an unfavourable situation and pay premiums in order to recruit the required talent



Practice Firms

Associate	Senior	Manager	Senior Manager	Director	Partner
0-3 years' Experience	3-5 years' Experience	5-8 years' Experience	7+ years' Experience	10+ years' Experience	12+ years' Experience
10,000 - 16,000	15,000 - 22,000	22,000 - 32,000	31,000 - 43,000	40,000 - 60,000	55,000+*

*Tax Practice - *Partner packages vary significantly given the difference between Big 4, Big 10 and legal firms therefore only minimum number identified by the survey is indicated in the table. For more information on Partner packages, please get in touch with Cooper Fitch Tax team.

Industry Firms

Associate	Senior	Manager	Senior Manager/Section Head	Head of Tax
0-3 years' Experience	3-5 years' Experience	6+ years' Experience	8+ years' Experience	12+ years' * Experience
13,000 - 20,000	20,000 - 28,000	25,000 - 38,000	40,000 - 60,000	60,000+

*Tax Industry - **For more senior level roles, compensation depends on the scope of work rather than years of experience (e.g. coverage of a broader tax complexity or a region).

Technology

Salary expectations in the technology sector have remained stable as predicted in January 2017. The only significant increase in salary expectations has occurred with cyber security professionals. Such professionals should expect a 10-12% increase in salaries in the latter of 2017. The rise in demand is correlated to the infamous WannaCry malware security breach in 2017. The infringement created a global awareness of the need for cyber security professionals. As a result, the event has amplified the demand for international candidates in the Middle East in order to further develop the technical knowledge and skill sets in the region.

The sector has also experienced a dramatic increase in the volume of VAT jobs, specifically VAT technology specialists. This has resulted from businesses needing to update their ERP systems in order to become compliant with VAT related requirements.

Ultimately both of these developments in the sector have increased the number of IT jobs in the UAE and increased the demand for attracting international talent to the Middle East

2017 has also seen the launch of the first FinTech hub in Dubai, located the DIFC. FinTech will act as a catalyst to access and serve the MEASA region as well as link the UAE to global innovation FinTech hubs, in New York, London and Hong Kong. Their ability to provide cutting edge and innovative financial services technology to the MEASA markets is expected to increase the volume of IT jobs in the region and attract international specialists.



Leadership Roles and End Users Jobs

Role	Gross Salaries (AED per month)			
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience
Chief Information Officer (CIO)	80,000 - 90,000	95,000 - 100,000	105,000 - 115,000	120,000 - 130,000+
Chief Technology Officer (CTO)	75,000 - 85,000	90,000 - 95,000	100,000 - 110,000	115,000 - 125,000+
Chief Information Security Officer (CISO)	49,500 - 57,200	60,500 - 66,000	67,100 - 71,500	72,600 - 79,200+
Lead Architect	45,000 - 52,000	53,000 - 56,000	56,000 - 60,000	60,000 - 65,000+
Head of I.T	40,000 - 45,000	45,000 - 52,000	53,000 - 56,000	56,000 - 62,000+
I.T Manager	30,000 - 34,000	33,000 - 37,000	35,000 - 39,000	40,000 - 47,000+
Service Delivery Manager	25,000 - 28,000	30,000 - 34,000	34,000 - 38,000	40,000+
Service Desk Team Leader	16,000 - 21,000	22,000 - 26,000	27,000 - 33,000	30,000 - 35,000+
Network Engineer	12,000 - 15,000	15,000 - 18,000	18,000 - 22,000	22,000 - 25,000+

Vendor Jobs

Role	Gross Salaries (AED per month)			
	0-3 years' experience	3-5 years' experience	6-8 years' experience	9+ years' experience
VP of Sales	70,000 - 80,000	85,000 - 99,000	100,000 - 115,000	115,000 - 130,000+
Country Manager	55,000 - 59,000	60,000 - 67,000	68,000 - 80,000	82,000 - 94,000+
Sales Director	40,000 - 43,000	44,000 - 46,000	47,000 - 50,000	51,000 - 54,000+
Sales Manager	27,000 - 30,000	31,000 - 35,000	35,000 - 38,000	38,000 - 40,000+
Pre-Sales Director	40,000 - 43,000	44,000 - 46,000	47,000 - 50,000	51,000 - 54,000+
Pre-Sales Manager	27,000 - 30,000	31,000 - 35,000	35,000 - 38,000	38,000 - 40,000+
Pre-Sales Engineer	18,000 - 23,000	22,000 - 24,000	25,000 - 28,000	29,000 - 34,000+
Professional Services Director	38,000 - 41,000	42,000 - 44,000	45,000 - 48,000	49,000 - 52,000+
Professional Services Manager	24,000 - 27,000	28,000 - 32,000	32,000 - 35,000	35,000 - 41,000+
Inside Sales Manager	17,000 - 22,000	23,000 - 26,000	25,000 - 32,000	31,000 - 36,000+
Inside Sales	10,000 - 12,000	12,000 - 15,000	15,000 - 18,000	18,000 - 20,000+