

Legal



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# A message from the Associate Director



Transformation is firmly on business agendas in the Middle East. Digital projects and technology integration are having a drastic impact on business growth, performance and staffing.

#### An economic overview

Oil prices and ongoing Brexit negotiations are also shaping the future of business for the UAE and the health of the economy at both a local and a wider GCC level. Regardless of the International Monetary Fund lowering its growth forecast for the UAE, Dubai continues to benefit from its diversification away from oil as growth expectations for non-oil-related industries remain high.

Despite the UK voting to leave the EU, bilateral trade relations are expected to remain high and volume is expected to exceed £25 billion by 2020. It could also see the potential relocation of talent into the UAE market, filling the skills gap and enhancing workforces.

Competition for skilled talent continues to be an issue – one that may be compounded further as over half (56%) of CEOs in the Middle East state that they're aiming to increase their headcount over the next year as reported by PwC.

#### The future of the workplace

Over a quarter (30%) of CEOs in the Middle East agree that technology has reshaped competition across a range of industries within the last five years. Three in four companies have stated that they're using it to improve employee wellbeing by introducing flexible working hours, learning and development and more innovative work spaces.

#### **Building happier workplaces**

UAE-based CFOs are telling us that although they expect to see workplace stress increase, they have a series of initiatives in place (such as flexible working and regular meetings) to help keep happiness levels high. This aligns with the findings of our global report

#### The secrets of the happiest companies and employees.

For more information about the remuneration and recruitment trends we are seeing, please contact us on +971 4 382 6700.

Regards,

Gareth El Mettouri

Associate Director, Robert Half Middle East

# Key trends affecting hiring

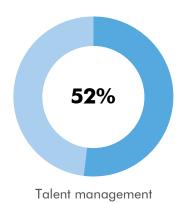
A new VAT regime and a surge in new small and medium-sized enterprises (SMEs) will both be defining influences in the hiring landscape over the coming months.

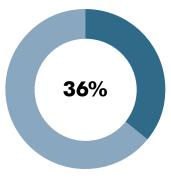
The VAT regime is likely to affect not just the commercial and financial aspects of businesses in the UAE but also operations and legal. Rolling out IT, management reporting and point-of-sale terminal systems updates will require both new knowledge and new talent. It's fair to assume that this will also affect present and future contracts, accounting processes and the production of an audit trail that supports VAT filing.

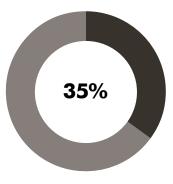
94% of all UAE businesses are SMEs

Expo 2020 is expected to bring a plethora of new roles to the travel, tourism and hospitality industries, and the surge in digital innovation and transformation projects has led to the creation of new roles. In addition to this, almost half (47%) of businesses agreed that new data systems, analytical tools and technical infrastructures would drive the future success of their business.

#### Key areas for business focus by 2020







Implementing new technologies

Updating internal financial policies and procedures

Source: Independent research of 75 CFOs based in the UAE.

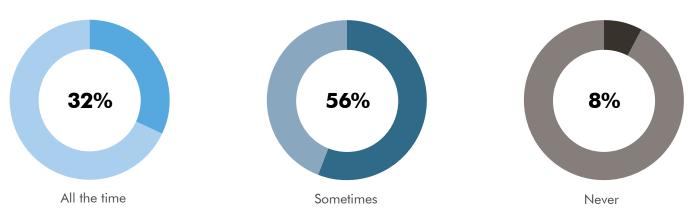
An influx of new business is also due within the coming months. New figures from the Dubai Chamber of Commerce have shown that 26,000 new business licences were approved in the last year for SMEs, and over 100,000 were renewed.

Attracting talent is becoming important to small businesses (36%) and large businesses (36%), which state that talent management is among their top key focuses for the year, and will continue to be until 2020. IT skills and financial reporting are some of the most valuable skills for their business organisations.

The structure of the workplace is changing to accommodate the needs of employees and the digitisation of processes. New technologies are helping to automate tasks, such as data entry and report generation, giving employees more time for value-added work. It's also assisting businesses in their efforts to accommodate the rising need for flexible working, helping improve employees' work-life balance.

Despite the deficit in high-quality talent and last year's concerns over retention, more than half of UAE businesses are still struggling to commit to regular conversations about workplace happiness with employees (56%).

#### How often employee wellbeing is discussed at work



Source: Independent research of 75 CFOs based in the UAE.

of businesses are planning to add new digital transformation roles



Most difficult roles in which to find accounting and finance professionals...

35% Financial management and control

**31%** Audit

**29%** Business and financial analysis

27% Compliance

**21%** Risk

Source: Independent research of 75 CFOs based in the UAE.

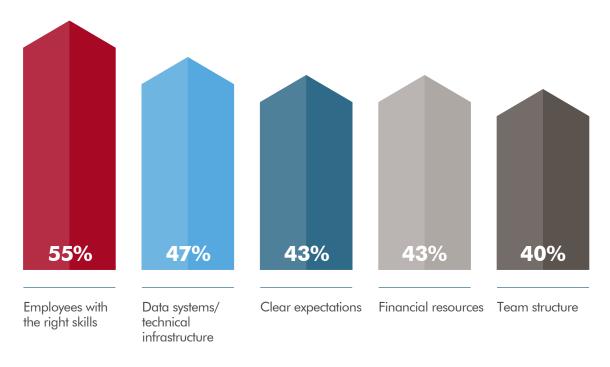
#### THE HIRING CLIMATE

Businesses are hiring conservatively in the current client-driven market and are looking for accounting and finance candidates who meet the full suite of requirements for an open role.

**87%** of CFOs say it's challenging to find skilled finance professionals

The most in-demand candidates within the accounting and finance industry are those with five to eight years of industry-specific experience. This is especially true if that experience is within the GCC. Businesses are also looking to get more value from CFOs in their finance functions and are now adding 'automation' to their list of required skills.

#### Top success drivers for the finance function



Source: Independent research of 75 CFOs based in the UAE.

The growing number of SMEs are forming the strong backbone of the UAE economy.<sup>2</sup> This SME boom may demonstrate incredible speed to market with regard to products and services, but often lacks the necessary support from finance and accounting professionals. This puts them in particularly high demand, especially for those wanting to maintain fast, sustainable growth.

The real estate, construction, professional services and healthcare industries are showing strong demand for finance and accounting professionals. As companies begin to look at alternative ways of driving revenue, from raising capital on the markets to lack of exposure to currency swings, treasury roles are becoming more sought after.



### Skills and qualifications in demand

Internationally recognised qualifications (ACA/ACCA/CA/CFA/CIMA/CPA)

Financial planning and analysis

ERP skills (SAP and Oracle)

Cash management

Macro-level Excel expertise

Effective communication (Arabic speaking)



#### Roles in demand

Chief financial officers

Tax accountants/managers

Financial planning and analysis analysis

Treasury directors/managers

#### **SALARY TRENDS**

Salaries within the finance and accounting industry are reaching a steady plateau. Salary rises for existing employees are generally occurring in 2%, 5% and 10% increments across all business sizes.

On average, businesses expect to be awarding bonuses to around 5% of their workforce, although almost a quarter of large businesses (24%) have said that they don't intend to award bonuses in the near future.

<sup>&</sup>lt;sup>2</sup> Source: Independent research of 75 CFOs based in the UAE.

# Salaries Accounting and finance

JOB TITLE/COMPANY SIZE		2018 MIN 2018 MAX
CFO	SME	\$ 212,500 - \$ 514,200
	Large company	\$ 240,300 - \$ 605,300
Finance Director	SME	\$ 179,800 - \$ 308,500
	Large company	\$ 196,200 - \$ 402,800
F:	SME	\$ 147,200 - \$ 185,000
Financial Controller	Large company	\$ 140,500 - \$ 204,300
	SME	\$ 98,000 - \$ 150,000
Chief Accountant	Large company	\$ 114,500 - \$ 155,100
ED9 A Discrete in	SME	\$ 130,800 - \$ 204,300
FP&A Director	Large Company	\$ 164,500 - \$ 238,200
ED9 A AA	SME	\$ 82,200 - \$ 123,500
FP&A Manager	Large company	\$ 98,000 - \$ 147,300
Transpurar Director	SME	\$ 163,500 - \$ 222,300
Treasurer Director	Large company	\$ 196,200 - \$ 261,600
Treasurer	SME	\$ 129,300 - \$ 173,300
Treasurer	Large company	\$ 147,100 - \$ 222,300
Einange Managar	SME	\$ 103,000 - \$ 165,000
Finance Manager	Large company	\$ 119,500 - \$ 194,500
T. Di .	SME	\$ 115,500 - \$ 180,300
Tax Director	Large company	\$ 137,500 - \$ 213,500
Tay Managas	SME	\$ 92,300 - \$ 115,200
Tax Manager	Large company	\$ 92,000 - \$ 141,000
Senior Tax Associate	SME	\$ 66,500 - \$ 75,500
Sellior Tax Associate	Large company	\$ 71,200 - \$ 91,200
Financial Analyst	SME	\$ 58,900 - \$ 93,000
Tindricial Analysi	Large company	\$ 65,400 - \$ 98,000
Compliance Director	SME	\$ 114,500 - \$ 147,300
Compliance Director	Large company	\$ 130,800 - \$ 196,200
Compliance Manager	SME	\$ 83,500 - \$ 117,800
Compilance Manager	Large company	\$ 106,500 - \$ 124,200
Audit Managar	SME	\$ 136,500 - \$ 212,500
Audit Manager	Large company	\$ 140,500 - \$ 255,000
Soniar Internal Auditor	SME	\$ 81,800 - \$ 130,800
Senior Internal Auditor	Large company	\$ 88,200 - \$ 147,300
Internal Auditor	SME	\$ 57,800 - \$ 75,300
Illerial Additor	Large company	\$ 65,500 - \$ 81,800

# Salaries Accounting and finance

JOB TITLE/COMPANY SIZE		20	I8 MIN	2018 MAX
Management Accountant >5 years' experience	SME	\$	90,000	- \$ 117,800
	Large company	\$	78,700	- \$ 134,000
A4	SME	\$	63,500	- \$ 105,000
Management Accountant <5 years' experience	Large company	\$	73,200	- \$ 98,000
Payroll Manager	SME	\$	78,300	- \$ 98,000
	Large company	\$	86,700	- \$ 117,800
C. In M.	SME	\$	80,000	- \$ 111,300
Credit Manager	Large company	\$	88,200	- \$ 120,300
	SME	\$	52,200	- \$ 65,500
Credit Controller	Large company	\$	57,300	- \$ 72,000
	SME	\$	88,200	- \$ 121,500
General Ledger Accountant >5 years' experience	Large company	\$	90,000	- \$ 127,500
	SME	\$	70,200	- \$ 96,500
General Ledger Accountant <5 years' experience	Large company	\$	74,500	- \$ 106,000
A D / A D A A	SME	\$	75,000	- \$ 117,300
AP/AR Manager	Large company	\$	81,300	- \$ 124,200
AP/AR Accountant	SME	\$	49,000	- \$ 72,000
	Large company	\$	52,200	- \$ 78,500

TO DISCUSS THE RECRUITMENT AND SALARY TRENDS FOR YOUR BUSINESS

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# Financial services



75% of financial services firms rely on internal experts to assess corporate governance<sup>3</sup>

<sup>&</sup>lt;sup>3</sup> Regulatory Barometer UAE 2017 | Ensuring regulatory resilience in disruptive times, Deloitte, 2017

#### THE HIRING CLIMATE

Economic forecasts are creating instability, which appears to be driving consolidation within the GCC banking market, resulting in significant M&A activity in the region. Due to the strain that the UAE and GCC financial markets have suffered over the past few years, the market faces various systematic risks that make macro-prudential measures key to limiting fallout.

In the middle of market uncertainty, both investors and bankers continue to seek stable investments within alternative investments. As such, there has been continued demand for front-office investment bankers, predominantly at associate grade, with some banks and M&A boutiques looking at international talent, as well as candidates based regionally.

Financial services firms also continue to look for origination, coverage and placement executives with track records in revenue generation, sourcing new transactions and new business development.

Policymakers are reconsidering past legislation or amending existing regulations, which is making the potential for regulatory reform far more likely. The need for better data to manage risk is also seeing the implementation of more sophisticated software and a digital shift within the financial services industry.<sup>4</sup> This puts the search for skilled professionals firmly in focus for many businesses.

Blockchain is transforming the industry, with 80% of banks predicted to initiate projects by the end of the year.<sup>5</sup> This has created a hard-to-fill skills gap within data analytics and heightened the need for professionals who are able to predict any impact on services, customers and business models.

Changes have been made to help improve the reputation of the financial services industry and, subsequently, the hiring landscape. Anti-bribery and corruption regulators are becoming far more involved and have begun incorporating cyber risk into existing operational risk. Because of this, banks, insurance companies and other regulated financial institutions are expected to establish or develop cyber security programmes in order to comply with requirements.

16.7% of UAE businesses still don't have a financial crime unit<sup>6</sup>

The threat of financial crime is constantly evolving, and institutions are finding that staying on top of this, as well as keeping in touch with relevant government initiatives, is difficult without support from experienced professionals.

There are still many firms that haven't developed risk governance or cultural frameworks that are sufficient to meet regulatory expectations. With the range of new regulations due to be introduced, many businesses are finding that their original frameworks either need a complete overhaul or specific amendments, both of which require a specialist hand.<sup>7</sup>

<sup>4,5,6,7</sup> Regulatory Barometer UAE 2017 | Ensuring regulatory resilience in disruptive times, Deloitte, 2017



### Skills and qualifications in demand

Multinational banking experience

Speaking fluent Arabic

AML/anti-bribery and corruption expertise

Local market knowledge and active network



#### Roles in demand

Compliance officers (AML/KYC)

Money-laundering reporting officers

Tax accountants

M&A/investment banking associates

#### **SALARY TRENDS**

Changing roles and pursuing new opportunities are considered too risky a move for some financial services professionals, given the current climate of uncertainty and change.

Professionals who are open to new opportunities are approaching employers with inflated expectations regarding salaries, bonuses and benefits. This is being compounded by the increasing scarcity of generous expat remuneration packages as seen in previous years, causing professionals to hesitate when committing to new opportunities or relocations.

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## Salaries Financial services

JOB TITLE	2018 MIN	2018 MAX
RISK		
Chief Risk Officer	\$ 294,300 -	\$ 490,500
Head of Risk Management	\$ 179,800 -	\$ 261,600
Head of Credit Risk	\$ 163,500 -	\$ 333,500
Credit Risk Manager	\$ 98,100 -	\$ 163,500
Senior Credit Risk Analyst	\$ 65,400 -	\$ 114,400
Credit Risk Analyst	\$ 58,900 -	\$ 85,000
Market Risk Manager	\$ 98,100 -	\$ 172,000
Senior Market Risk Analyst	\$ 81,700 -	\$ 104,600
Market Risk Analyst	\$ 58,900 -	\$ 73,600
Operational Risk Manager	\$ 98,100 -	\$ 146,300
Operational Risk Analyst	\$ 65,400 -	\$ 98,100
Credit Analysis Manager	\$ 81,700 -	\$ 139,000
Senior Credit Analyst	\$ 58,900 -	\$ 91,600
Credit Analyst	\$ 39,200 -	\$ 58,900
FRONT OFFICE, M&A, INVESTMENT BANKING  Managing Director	\$ 271,400 -	
Director	\$ 238,700 -	
Compliance Director	\$ 130,800 -	
Compliance VP		\$ 163,500
Vice President		\$ 235,900
Associate	\$ 114,600 -	¢ 100 100
Senior Analyst		
	\$ 98,100 -	\$ 120,000
Analyst	\$ 98,100 -	
	\$ 98,100 -	\$ 120,000
Analyst	\$ 98,100 - \$ 75,200 -	\$ 120,000 \$ 106,800
Analyst COMPLIANCE	\$ 98,100 - \$ 75,200 - \$ 153,700 -	\$ 120,000 \$ 106,800 \$ 327,000
COMPLIANCE Head of Compliance	\$ 98,100 - \$ 75,200 - \$ 153,700 -	\$ 120,000 \$ 106,800 \$ 327,000 \$ 156,900
COMPLIANCE Head of Compliance Compliance Manager	\$ 98,100 - \$ 75,200 - \$ 153,700 - \$ 98,100 -	\$ 120,000 \$ 106,800 \$ 327,000 \$ 156,900 \$ 91,600
COMPLIANCE Head of Compliance Compliance Manager Compliance Officer Anti-Money Laundering Specialist	\$ 98,100 - \$ 75,200 - \$ 153,700 - \$ 98,100 - \$ 58,900 -	\$ 120,000 \$ 106,800 \$ 327,000 \$ 156,900 \$ 91,600 \$ 122,600
COMPLIANCE Head of Compliance Compliance Manager Compliance Officer	\$ 98,100 - \$ 75,200 - \$ 153,700 - \$ 98,100 - \$ 58,900 - \$ 68,700 -	\$ 120,000 \$ 106,800 \$ 327,000 \$ 156,900 \$ 91,600 \$ 122,600 \$ 93,500
COMPLIANCE Head of Compliance Compliance Manager Compliance Officer Anti-Money Laundering Specialist Fraud Investigator	\$ 98,100 - \$ 75,200 - \$ 153,700 - \$ 98,100 - \$ 58,900 - \$ 68,700 - \$ 65,400 -	\$ 120,000 \$ 106,800 \$ 327,000 \$ 156,900 \$ 91,600 \$ 122,600 \$ 93,500 \$ 97,300

## Salaries Financial services

JOB TITLE	2018 MIN	2018 MAX
WILLOUIS ALE DANIZING		
WHOLESALE BANKING	¢ 4/1,00	¢ 555,000
Head of Wholesale Banking (GM)		555,900
Head of Corporate Banking (GM)		515,000
Senior Corporate RM		5 - \$ 153,200
Head of Transaction Banking (MD)		5 474,100
Head of Trade Sales (ED)		\$ 294,300
Trade Sales Director		\$ 215,000
Head of Cash Management (ED)		294,300
Cash Management Director		214,900
Head of Product Management (ED)		259,100
Head of Compliance (ED)		286,100
Regional Manager of Compliance (RM)	\$ 98,100	0 - \$ 179,800
FINANCE AND ACCOUNTING*		
CFO	\$ 359,700	0 - \$ 457,800
Finance Director	\$ 147,100	0 - \$ 212,500
FP&A	\$ 145,200	0 - \$ 228,900
Financial Controller	\$ 189,600	0 - \$ 238,700
INSURANCE		
Head of Business Development	\$ 163,500	0 - \$ 229,000
Head of Line		0 - \$ 229,000
Reinsurance Broker		0 - \$ 130,800
Underwriter		0 - \$ 163,500
Assistant Underwriter		0 - \$ 72,000
Business Development Manager		0 - \$ 106,300
Account Manager		0 - \$ 73,500
BRIVATE FOLLITY AND ACCET MANAGEMENT		
PRIVATE EQUITY AND ASSET MANAGEMENT Vice President/Director	\$ 212.500	0 - \$ 304,100
Compliance Director		0 - \$ 204,400
Assistant Vice President		0 - \$ 211,700
Associate		0 - \$ 114,400
Senior Analyst	\$ 56,400	
Analyst	\$ 53,100	

GM = General Manager MD = Managing Director

RM = Regional Manager

\* For additional finance and accounting roles, please see pages 7 and 8



#### THE HIRING CLIMATE

Technology has firmly established itself as one of the three main priority areas for businesses, following a need to find new ways to satisfy customers, stay competitive and improve internal efficiencies.

The UAE technology market has grown from an estimated AED 15.8 billion in 2013 to a projected value of US\$ 17.2 billion last year, indicating significant growth.8 The region has seen a surge in the number of transformation businesses and digital retail businesses included in the SME boom, and the upcoming Expo 2020 is expected to bring more technology business growth with it.9

In today's talent-short market, businesses are finding ways to consolidate technology-related skills and responsibilities. In some cases, two roles are being merged into one. This comes in reaction to the level of skill available in the market and the need for a greater sense of mindfulness regarding the 'must-have' requirements for a technology-facing role. Likewise, highly experienced professionals are in such short supply that it's become common practice to seek those with low- to mid-level experience in order to develop the expertise in-house.



### Skills and qualifications in demand

E-commerce expertise

Data analytics

Business intelligence

Programming languages – .NET (C#/.ASP), Java, JavaScript, PHP, AngularJS, SQL



#### Roles in demand

Programme managers

Business analysts

App support developers

#### **SALARY TRENDS**

Salaries within the technology hiring landscape have reached a steady plateau and are no longer at the same premium they reached in previous years. This decline should prompt technology professionals to consider the full remuneration package when looking for new opportunities.

- <sup>8</sup> Recent Trends in the UAE IT Sector, Dubai Chamber.
- <sup>9</sup> Expo 2020 will mean surge in UAE tech growth, Gulf News

# Salaries Technology

JOB TITLE	2018 MIN	2018 MAX
LEADERSHIP		
Chief Information Officer (CIO)	\$ 228,900	- \$ 392,400
Chief Technology Officer (CTO)	\$ 233,000	- \$ 372,600
Chief Information Security Officer (CISO)	\$ 155,300	- \$ 277,900
Chief Architect	\$ 160,200	- \$ 228,900
Director Information Technology	\$ 147,100	- \$ 238,700
Information Technology Manager >10 years' experience	\$ 98,100	- \$ 163,500
Information Technology Manager <10 years' experience	\$ 71,900	- \$ 121,000
Chief Digital Officer	\$ 170,800	- \$ 261,600
IT SECURITY		
Security Engineer	\$ 103,000	- \$ 142,200
Security Analyst	\$ 55,600	- \$ 114,400
APPLICATIONS		
Development Manager	\$ 108.800	- \$ 228,900
Applications Developer		- \$ 121,000
Techno Functional Consultant		- \$ 117,700
Data Manager		- \$ 212,500
Data Analyst	\$ 52,300	
BUSINESS ANALYSIS AND PROJECT MANAGEMENT		
Business Systems Manager	\$ 114,400	- \$ 220,200
Senior Business Systems Analyst		- \$ 135,700
Business Systems Analyst	\$ 55,600	- \$ 100,900
Business Intelligence Manager		- \$ 201,900
Business Intelligence Specialist		- \$ 114,400
Project Management Officer (PMO) Head		- \$ 222,300
Senior Project/Programme Manager		- \$ 179,800
Project/Programme Manager	\$ 98,100	- \$ 163,500
Senior IT Business Partner		- \$ 235,400
IT Business Partner	\$ 130,800	- \$ 170,800

# Salaries Technology

JOB TITLE	2018 MIN	2018 MAX
SYSTEMS ADMINISTRATION		
Senior Systems Analyst	\$ 77,700	- \$ 108,800
Systems Analyst	\$ 46,600	- \$ 90,000
Systems Administrator	\$ 46,600	- \$ 62,200
Senior Technical Support Specialist	\$ 62,200	- \$ 85,500
Technical Support Specialist	\$ 52,700	- \$ 83,800
Database Administrator	\$ 46,600	- \$ 108,800
ARCHITECTURE		
Enterprise Architect 16+ years' experience	\$ 196,200	- \$ 261,600
Enterprise Architect 10–15 years' experience	\$ 134,100	- \$ 196,200
NETWORKING		
Network Architect	\$ 130,800	- \$ 238,600
Network Manager	\$ 81,700	- \$ 171,800
Network Engineer	\$ 62,200	- \$ 104,600
Network Administrator	\$ 59,100	- \$ 91,600

TO DISCUSS THE RECRUITMENT AND SALARY TRENDS FOR YOUR BUSINESS

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Top five in-demand functional areas within office administration

38% Customer service
35% HR analysis/assistance
33% Project administrative support
33% General support
30% Logistic support

Source: Independent research of 200 hiring managers based in the UAE.

#### THE HIRING CLIMATE

HR and administrative roles have become the cornerstone of strong UAE businesses. This has resulted in greater investment in employee development and improved retention strategies in these departments specifically.

Learning and development has become a key area of focus for HR, as businesses look to ensure that their employee development programmes have an impact on business results. Over a quarter of businesses (29%) say that they plan to make the addition of new skill sets a priority for the future.

#### SPOTLIGHT ON ADMINISTRATIVE HIRING

Administration professionals are experiencing a sharp rise in demand as businesses strive to source support for finance departments before embarking on digital transformation and VAT implementation projects. Senior-level administration and office support positions are in high demand, especially those professionals that have proven experience from top-tier financial services firms.



### Skills and qualifications in demand

CIPD certified

Arabic speaking

Change management expertise



#### Roles in demand

Heads of HR

HR business partners

Executive/personal assistants

Office managers

Receptionists

#### **SALARY TRENDS**

Salaries for HR and administrative professionals have remained stable since last year and are slowly coming into alignment with global pay scales. Although remuneration packages industry wide have been less competitive than previous years, the opportunity for career growth and learning and development has soared within the administrative profession, as businesses digitise processes. This continues to keep the majority of professionals engaged at work and satisfied with their development.

## Salaries

### Human resources and administration

JOB TITLE	2018 N	IIN	20	18 MAX
HUMAN RESOURCES				
HR Director	\$ 163,5	500	- \$	255,000
Head of HR	\$ 114,4	100	- \$	128,500
Regional HR Manager	\$ 108,4	400	- \$	114,600
HR Manager/HRBP	\$ 78,7	700	- \$	81,700
Senior HR Officer/Junior HRBP	\$ 45,3	300	- \$	51,500
HR Officer	\$ 30,7	700	- \$	34,700
RECRUITMENT				
Head of Recruitment	\$ 126,5	500	- \$	130,800
Recruitment Manager	\$ 94,4	400	- \$	98,100
Recruitment Specialist	\$ 46,5	500	- \$	49,000
LEARNING & DEVELOPMENT				
Head of Learning and Development	\$ 130,5	500	- \$	147,100
Talent/Organisational Development Manager	\$ 124,2	200	- \$	130,800
Learning and Development Manager	\$ 76,8	300	- \$	81,700
COMPENSATION & BENEFITS HUMAN RESOURCES				
Head of Compensation and Benefits	\$ 120,5	500	- \$	147,100
Compensation and Benefits Manager	\$ 84,0	600	- \$	98,100
HR Analytics/Rewards Analyst	\$ 47,5	500	- \$	49,000
ADMINISTRATION				
Executive Assistant	\$ 53,0	000	- \$	58,900
Personal Assistant	\$ 45,4	400	- \$	49,000
Office Manager	\$ 44,0	000	- \$	49,000

Please note salaries vary based on sector and coverage, with banking, financial services, government, established tamily businesses and global coverage roles paying slightly higher than market rate.

TO DISCUSS THE RECRUITMENT AND SALARY TRENDS FOR YOUR BUSINESS

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#### THE HIRING CLIMATE

This year has seen many businesses increase in-house legal counsel rather than use external consultancy or legal firms. As a result, skilled, qualified lawyers are seeing more interest from companies.

Lawyers with exposure to compliance and regulatory matters are high-competition candidates for in-house positions. This demand shows no sign of slowing and is set to increase through 2018.

As VAT implementation has the potential to influence existing and future business contracts, in-house paralegal and legal secretaries are also growing steadily in demand – another trend that is set to continue into the near future.

Demand may be high, but both law firms and in-house legal departments looking to hire permanent candidates are doing so with caution. Hiring managers are searching for the ideal candidates who meet every requirement, including a good cultural fit.



### Skills and qualifications in demand

Western educated with GCC experience

Arabic drafting expertise

Effective English communication skills

**ACII** 



#### Roles in demand

In-house corporate and compliance legal counsel

Transactional associates (mid to senior level)

Projects lawyers (mid to senior level)

#### **REMUNERATION TRENDS**

On average, UAE businesses are looking to increase lawyers' salaries by 5% in the near future, with bonuses accounting for approximately 10% of the overall remuneration package.

The highest salaries within the legal profession go to those with bilingual abilities and a Western education. Multinational corporations are showing the most interest and are often willing to pay higher salaries for candidates who meet this specific criterion.

# Salaries Legal

JOB TITLE	2018 MIN	2018 MAX
IN-HOUSE		
Chief Legal Officer/Head of Legal/General Counsel	\$ 245,200	- \$ 425,100
Regional Legal Counsel	\$ 212,500	- \$ 228,900
Legal Manager	\$ 150,400	- \$ 204,400
Legal Counsel 6–9 years' experience	\$ 163,500	- \$ 220,700
Legal Counsel 3–5 years' experience	\$ 88,300	- \$ 155,300
Legal Counsel 0–2 years' experience	\$ 65,400	- \$ 98,100
Paralegal	\$ 63,800	- \$ 91,600
Legal Assistant	\$ 45,800	- \$ 65,400

TO DISCUSS THE RECRUITMENT AND SALARY TRENDS FOR YOUR BUSINESS

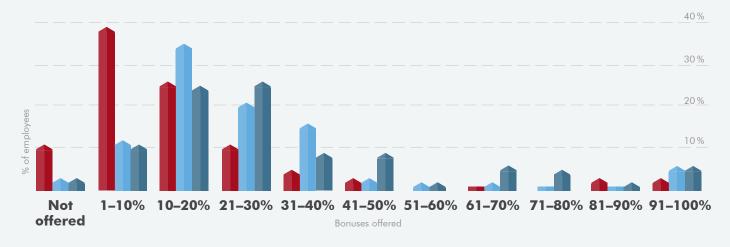
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# Additional remuneration trends

While competition for skilled talent remains high, comprehensive remuneration packages become an important tool to retain top performers and to compete for desirable candidates.



#### Bonus as a percentage of salary



Staff level Management level Executive level

Source: Independent research of 200 hiring managers based in the UAE.

# Building happy and productive teams

Ensuring a high level of workplace happiness among employees is no longer just essential for productivity and business growth. Businesses are finding it a key factor in retaining top performers and new, highly skilled candidates.

In an international study on workplace happiness by Robert Half and Happiness Works, the United States, Germany and the Netherlands have the happiest employees. On a scale of 0–100 (with 100 being the happiest) they ranked 71.8, 71.2 and 69.9 respectively.

In recent research, CFOs told us that professionals in the UAE are expressing concerns regarding appreciation in the workplace and the affect it may have on their happiness. Over half of businesses (64%) predict that workplace stress will increase over the next three years, but initiatives to bring in regular social activities, flexible working hours and office space redesigns are thought to help limit the impact of this.

Here are some steps to consider to help ensure your staff feel satisfied in their jobs:



#### **HIRE FOR FIT**

Employees who mesh well with the workplace culture are likely to feel more content in their work environment.



### PROVIDE MEANINGFUL WORK

Remember, work is about more than just pay.



#### **EMPOWER STAFF**

Let them make decisions on their own or with minimal direction.



## FOSTER A CULTURE OF CAMARADERIE

Staff cohesion fuels job satisfaction – as well as innovation



#### SHOW APPRECIATION

Be quick to thank employees for a job well done.

Source: It's time we all work happy: The secrets of the happiest companies and employees: Robert Half, 2017

# Robert Half: more than 325 offices worldwide

Robert Half is the world's first and largest specialised recruitment consultancy and a member of the S&P 500. Founded in 1948, the company has over 325 offices worldwide and places the market's most highly skilled professionals through our **Robert Half Finance & Accounting**, **Robert Half Financial Services**, **Robert Half Technology**, **Robert Half Human Resources** and **Robert Half Legal** divisions.

#### **RESEARCH METHODOLOGY**

These starting salary figures are based on a number of sources, most notably the number of placements our recruiting professionals make each year. Our experts interact with hiring managers and candidates daily, which gives us unique, real-world insights into the latest salary and benefits trends.

The projected salaries for each position reflect starting pay only, reported in US dollars. Bonuses and other forms of remuneration, such as pension scheme and long-term incentives, are not taken into account. This is because professionals joining a company may enter at a variety of experience levels and we report salaries in ranges. The ranges represent averages and will vary by industry and hard-to-find skill sets.

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