



2017 SALARY GUIDE



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FROM THE ASSOCIATE DIRECTOR

Uncertainty in the market and OPEC's reducing oil outputs are affecting economic activity in the UAE. The result has been a slowdown in new projects and the launch of new ventures, but as the situation begins to stabilise, there is evidence that plans are getting back on track.

This trend is being driven by new start-up businesses in the region that are encouraged to establish local operations, working alongside both local SMEs and multinational organisations to find new commercial opportunities. This is propelling demand for the most talented professionals, and employers need to consider how they will offer the remuneration packages and working conditions that candidates expect.

The Robert Half *2017 Salary Guide* is designed to provide a reliable benchmark for jobs and salaries in the UAE. It includes the most accurate and up-to-date information on remuneration and benefits trends as well as a forecast for the year ahead. The guide covers roles in five areas: accounting and finance, financial services, technology, human resources and administration, and legal.

For more information on remuneration trends and recruitment insights, please contact us on +971 4 382 6700.

Regards,



Gareth El Mettouri
Associate Director, Robert Half Middle East



USING THE SALARY GUIDE

Robert Half salary guides have been a highly regarded resource for decades. They provide unique insights into hiring trends and emerging issues affecting accounting and finance, financial services, technology, human resources and administrative, and legal professionals.

Each year, employers use our Salary Guide to set remuneration levels for new hires, plan budgets and better understand the hiring environment. Professionals also look at the research to determine the appropriate salary and benefits against industry averages and to identify new opportunities for career advancement.

Competitive remuneration is a company's best line of defence against losing top talent, and the *2017 Salary Guide* features salary ranges for more than 185 permanent positions across the UAE.

The salary figures in the 2017 edition are based on a number of sources, most notably the significant 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.

OUR SOURCES INCLUDE:

- Market observations from Robert Half consultants working with senior executives, hiring managers and candidates, giving our consultants unique insights into remuneration trends
- Permanent placements made each year by our recruitment consultants across the region
- Independent research we conduct regularly among human resources (HR) directors and chief financial officers (CFOs)

The projected salaries for each position reflect starting pay only. Bonuses and other forms of reward, such as expatriate incentives and benefits plans, are not taken into account. We recognise that salary ranges may vary by industry and are influenced by hard-to-find skill sets. Please speak with one of our consultants to discuss specific factors affecting your sector.

OVERVIEW

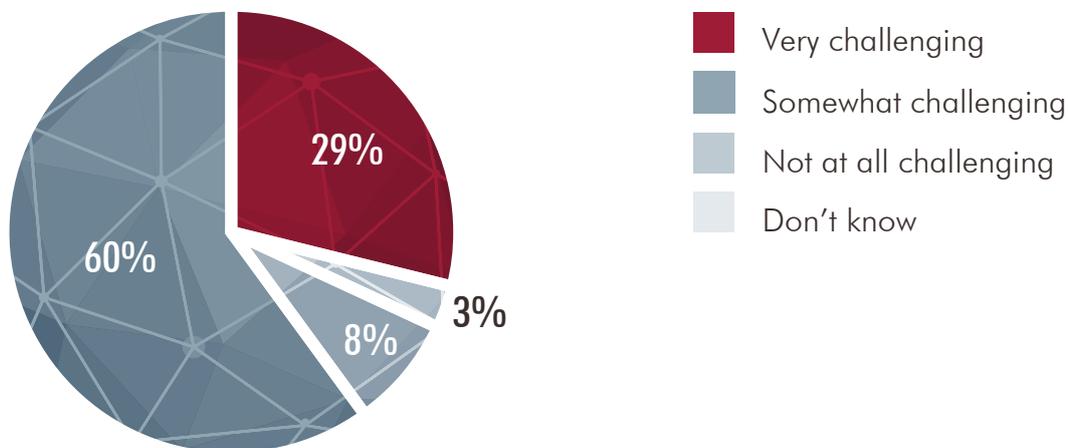
While the hiring climate may have plateaued as oil prices have stabilised and political unrest across the Gulf Cooperation Council (GCC) has rumbled on, there are some emerging trends that are creating a resurgence in the hiring climate. One of these is the build-up to Expo 2020, which is accelerating the outlook for new hiring.

Another is the proposed introduction of value added tax (VAT) in 2018 and potential changes to corporate tax that are still in discussion. Both of these initiatives will drive demand for tax specialists and management accountants in the lead-up to their introduction and after, creating stronger demand for financial professionals who can help organisations deal with the changes new tax regimes will introduce.

68% of employers will be seeking to attract new employees in the coming year

With the majority of organisations seeking skilled professionals today, the competition for the best candidates is heating up. This is certainly the case when organisations are looking for specific skills: over a third (35%) say that the primary reason it's challenging to find talented professionals today is that there is a lack of niche, technical experts.

CFOs WHO FIND RECRUITMENT...



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

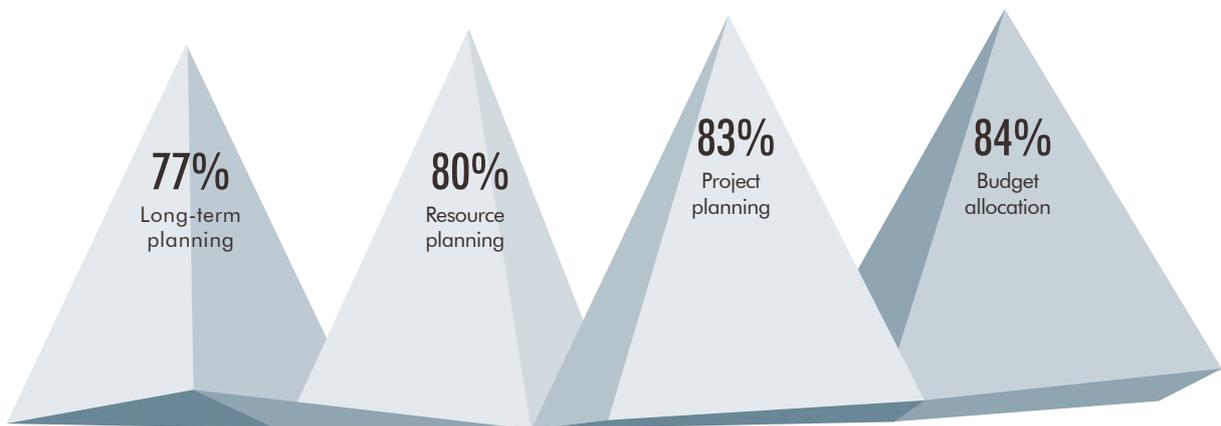
KEY TRENDS AFFECTING HIRING

There is an emphasis in the region on local professionals taking up key roles as expats find more opportunities at home or in international positions. The oil and gas sector is key to the region's success, and clearly prosperity will depend on its recovery and revenue generated from oil per barrel. Yet other key industries continue to see positive growth in demand for specialised professionals in the meantime, including healthcare, education, hospitality services and private equity.

This optimism is reflected in the confidence demonstrated by CFOs and finance leaders in the future growth of their country's economy. The majority (80%) said they were confident in the UAE's economic growth prospects while an even greater majority (85%) said they were confident in their companies' prospects for prosperity in the year ahead.

Confidence is being driven from the top of companies down. Research from PwC* with CEOs across the Middle East found that 83% are confident in their companies' prospects for revenue growth in the next 12 months.

ECONOMIC INSTABILITY IS AFFECTING COMPANY PERFORMANCE IN...



Source: independent research of 75 HR directors based in the UAE. Multiple responses permitted.

* www.pwc.com/gx/en/ceo-agenda/ceosurvey/2016/explore-the-data.html

HR directors report that it's difficult to drive employee engagement, and this is the biggest challenge cited by 41% of organisations. Other challenges include the demand for workplace flexibility (35%), managing multiple generations in the business (33%) and the war for talent (32%). Employers may be optimistic about the future, but planning for that future can be problematic when the outcomes of some economic trends are unclear.

It's interesting to note that when asked what the biggest challenges related to HR planning will be in three years' time, organisations gave a much stronger response on the war for talent (40%), suggesting that competition for the most talented professionals will continue to increase in the very near future.

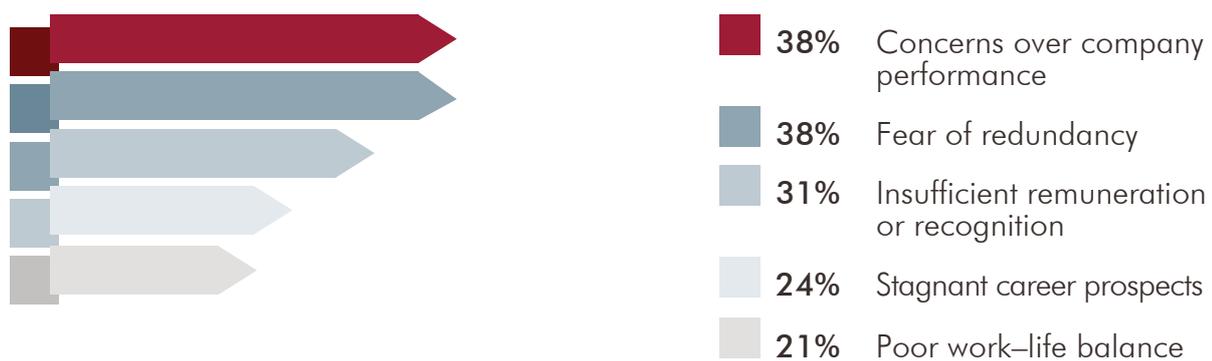
85% of CFOs are concerned about losing top performers in the coming year

RETENTION CONCERNS

Retention concerns are being driven not only by the resurgence in some local job markets but also by the move by expats to take up opportunities in the US, UK, Europe and Asia.

Indeed, over the last three years voluntary employee turnover has increased at 39% of organisations and decreased at only 6% of organisations, once again highlighting the accelerating movement of professionals to new opportunities.

WHY EMPLOYEES LEAVE



Source: independent research of 75 CFOs and FDs based in the UAE. Multiple responses permitted.

Organisations that want to address the retention challenge need to consider more than just pay and benefits for their top performers: managing career paths and communicating positive news about the future of the organisation are also vital.

PwC reports that CEOs are already changing talent strategies to address this issue by focusing on a pipeline of leaders for tomorrow (51%), effective performance management (49%) and addressing workplace culture and behaviours (45%).



ACCOUNTING AND FINANCE

ACCOUNTING AND FINANCE HIRING CLIMATE

Demand for accounting and finance professionals continues to grow in line with business confidence, and organisations are seeking to hire candidates with local experience and knowledge of emerging tax and regulatory regimes that are set to be adopted in the next few years.

Overall, 89% of CFOs predict that they will either maintain the size of their permanent teams and fill vacated positions (49%) or expand by adding new positions (40%). Only 4% of companies said that they would reduce their finance teams.

Greater demand creates greater competition, and 89% of finance leaders report that it is challenging to find skilled professionals today. Almost half (49%) say that the shortage is mainly caused by the current lack of niche, technical experts, while 21% pin it on a scarcity of commercial and business skills, and 17% say that general demand simply outweighs supply.

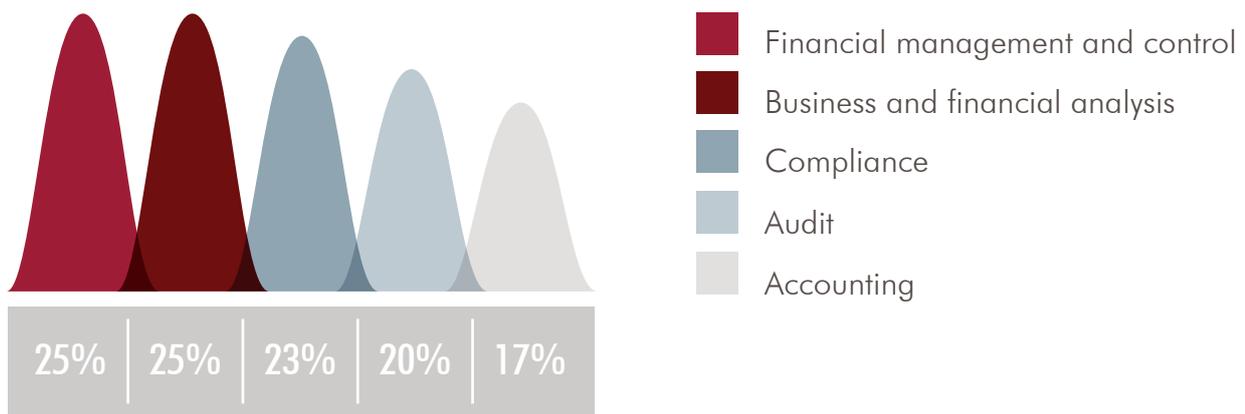
The majority (85%) of CFOs are concerned about losing top financial professionals to other job opportunities in the year ahead. As a result, many are taking steps to address their retention concerns about top financial professionals looking to move, recognising that professionals are hesitant to move to new roles if they are not in line with career aspirations.

Whereas in the past candidates would be willing to move for an increase in salary, today they are much more concerned about work–life balance, organisational culture, career progression and job security, alongside receiving higher remuneration and a better benefits package.

Organisations are also looking to do more with less, so are reviewing existing staff and structures to look for efficiency gains. As a result, there is a greater emphasis on performance management and resource planning as employers consider how to help individuals achieve their full potential, rather than leaving it to chance.

A further trend is for employers to upskill existing employees so that they can help implement new IT systems, particularly enterprise resource planning (ERP) platforms designed to improve back-office processes.

TOP FIVE MOST DIFFICULT AREAS TO RECRUIT FOR...



Source: independent research of 75 CFOs and FDs based across the UAE. Multiple responses permitted.

SKILLS AND QUALIFICATIONS IN DEMAND

- ERP systems expertise (Oracle and SAP)
- Effective communication
- Advanced Excel
- ACA/ACCA/CIMA/CPA qualified
- MBA
- Islamic finance knowledge

POSITIONS IN DEMAND

- Chief financial officers
- Finance directors/managers
- Financial controllers/accountants
- Financial planning and analysis specialists

Hiring hotspots



FMCG



Pharma



Construction



Retail



Hospitality



Boutique
investment firms

SALARY TRENDS

On average, employers predict that salaries for accounting and finance professionals will rise by 5.8%*.

Bonus payments are following a similar trend. Only 8% of CFOs said that they would lower bonuses, compared with 35% who said that payments would rise and 45% who said that bonuses would remain static. Annual bonuses are being awarded on the basis of personal performance, and they average one to two months' salary.

Where professionals are in particular demand, companies continue to offer attractive remuneration packages that are inclusive of school fees and relocation flights.

43%

of CFOs predict an increase
in salaries for existing
permanent employees

* Based on CFOs' own predicted pay rises for existing accounting and finance employees and is not an average from the Robert Half UAE 2017 Salary Guide

ACCOUNTING AND FINANCE

| Job title and company size | | 2016 UAE | 2017 UAE | % change |
|----------------------------|---------------|-------------------------|-------------------------|----------|
| SUPPLY CHAIN | | | | |
| CFO | SME | \$ 228,500 - \$ 509,000 | \$ 228,750 - \$ 513,250 | 0.6% |
| | Large company | \$ 243,500 - \$ 603,500 | \$ 245,250 - \$ 605,000 | 0.4% |
| Finance Director | SME | \$ 182,000 - \$ 307,750 | \$ 203,500 - \$ 308,500 | 4.5% |
| | Large company | \$ 214,500 - \$ 367,500 | \$ 196,250 - \$ 402,750 | 2.9% |
| Financial Controller | SME | \$ 132,250 - \$ 184,500 | \$ 147,250 - \$ 185,000 | 4.9% |
| | Large company | \$ 131,250 - \$ 202,250 | \$ 140,500 - \$ 204,250 | 3.4% |
| Chief Accountant | SME | \$ 98,000 - \$ 149,750 | \$ 98,000 - \$ 150,500 | 0.3% |
| | Large company | \$ 101,750 - \$ 163,500 | \$ 114,500 - \$ 155,250 | 1.7% |
| FP&A Director | SME | \$ 126,500 - \$ 198,750 | \$ 130,750 - \$ 204,250 | 3.0% |
| | Large Company | \$ 158,500 - \$ 225,000 | \$ 163,500 - \$ 237,000 | 4.4% |
| FP&A Manager | SME | \$ 77,500 - \$ 116,750 | \$ 81,750 - \$ 122,500 | 5.1% |
| | Large company | \$ 88,000 - \$ 146,500 | \$ 98,000 - \$ 147,250 | 4.6% |
| Treasurer Director | SME | \$ 208,250 - \$ 257,000 | \$ 212,500 - \$ 269,750 | 3.7% |
| | Large company | \$ 160,000 - \$ 224,000 | \$ 163,500 - \$ 229,000 | 2.2% |
| Treasurer | SME | \$ 122,000 - \$ 173,000 | \$ 129,250 - \$ 173,250 | 2.5% |
| | Large company | \$ 141,000 - \$ 220,500 | \$ 150,500 - \$ 222,250 | 3.1% |
| Finance Manager | SME | \$ 100,000 - \$ 164,500 | \$ 103,000 - \$ 165,000 | 1.3% |
| | Large company | \$ 118,750 - \$ 191,750 | \$ 119,500 - \$ 194,500 | 1.1% |
| Tax Director | SME | \$ 111,250 - \$ 171,750 | \$ 114,500 - \$ 179,750 | 4.0% |
| | Large company | \$ 129,500 - \$ 198,750 | \$ 137,250 - \$ 212,500 | 6.5% |
| Tax Manager | SME | \$ 81,000 - \$ 115,750 | \$ 91,500 - \$ 114,500 | 4.7% |
| | Large company | \$ 83,000 - \$ 132,750 | \$ 90,000 - \$ 135,000 | 4.3% |
| Senior Tax Associate | SME | \$ 55,500 - \$ 74,000 | \$ 58,750 - \$ 75,250 | 3.5% |
| | Large company | \$ 58,000 - \$ 96,500 | \$ 70,250 - \$ 90,000 | 3.7% |
| Financial Analyst | SME | \$ 64,750 - \$ 92,500 | \$ 65,500 - \$ 93,000 | 0.8% |
| | Large company | \$ 69,750 - \$ 97,500 | \$ 72,000 - \$ 98,000 | 1.6% |
| Compliance Director | SME | \$ 109,250 - \$ 138,750 | \$ 114,500 - \$ 147,250 | 5.5% |
| | Large company | \$ 134,500 - \$ 189,500 | \$ 130,750 - \$ 196,250 | 0.9% |
| Compliance Manager | SME | \$ 81,750 - \$ 115,250 | \$ 83,500 - \$ 117,750 | 2.2% |
| | Large company | \$ 84,000 - \$ 144,500 | \$ 106,500 - \$ 124,250 | 1.0% |
| Audit Manager | SME | \$ 134,250 - \$ 212,250 | \$ 136,500 - \$ 212,500 | 0.7% |
| | Large company | \$ 141,000 - \$ 253,250 | \$ 140,500 - \$ 255,000 | 0.3% |
| Senior Internal Auditor | SME | \$ 81,550 - \$ 130,500 | \$ 81,750 - \$ 130,750 | 0.2% |
| | Large company | \$ 88,250 - \$ 147,000 | \$ 88,250 - \$ 147,250 | 0.1% |
| Internal Auditor | SME | \$ 56,500 - \$ 74,500 | \$ 58,750 - \$ 75,250 | 2.3% |
| | Large company | \$ 65,250 - \$ 81,750 | \$ 65,500 - \$ 81,750 | 0.2% |

ACCOUNTING AND FINANCE

| Job title and company size | | 2016 UAE | 2017 UAE | % change |
|--|---------------|------------------------|------------------------|----------|
| Management Accountant > 5 years' experience | SME | \$ 81,500 - \$ 123,250 | \$ 90,000 - \$ 117,750 | 1.5% |
| | Large company | \$ 77,750 - \$ 132,750 | \$ 78,750 - \$ 134,000 | 1.1% |
| Management Accountant < 5 years' experience | SME | \$ 62,500 - \$ 103,250 | \$ 63,750 - \$ 105,000 | 1.8% |
| | Large company | \$ 70,750 - \$ 97,000 | \$ 73,500 - \$ 98,000 | 2.2% |
| Payroll Manager | SME | \$ 73,250 - \$ 100,500 | \$ 78,250 - \$ 98,000 | 1.4% |
| | Large company | \$ 86,000 - \$ 114,250 | \$ 86,750 - \$ 117,750 | 2.1% |
| Credit Manager | SME | \$ 80,250 - \$ 108,250 | \$ 80,000 - \$ 111,250 | 1.5% |
| | Large company | \$ 86,500 - \$ 114,250 | \$ 88,250 - \$ 120,250 | 3.9% |
| Credit Controller | SME | \$ 50,500 - \$ 66,500 | \$ 52,250 - \$ 65,500 | 0.6% |
| | Large company | \$ 56,500 - \$ 71,750 | \$ 57,250 - \$ 72,000 | 0.8% |
| General Ledger Accountant > 5 years' experience | SME | \$ 88,000 - \$ 121,000 | \$ 88,250 - \$ 121,500 | 0.4% |
| | Large company | \$ 86,750 - \$ 127,500 | \$ 90,000 - \$ 127,500 | 1.5% |
| General Ledger Accountant < 5 years' experience | SME | \$ 68,000 - \$ 98,000 | \$ 70,250 - \$ 96,500 | 0.5% |
| | Large company | \$ 69,750 - \$ 104,500 | \$ 74,500 - \$ 106,250 | 3.7% |
| AP/AR Manager | SME | \$ 73,500 - \$ 117,500 | \$ 75,250 - \$ 117,750 | 1.0% |
| | Large company | \$ 79,000 - \$ 122,500 | \$ 81,750 - \$ 124,250 | 2.2% |
| AP/AR Accountant | SME | \$ 47,500 - \$ 72,750 | \$ 49,000 - \$ 72,000 | 0.6% |
| | Large company | \$ 49,500 - \$ 77,250 | \$ 52,250 - \$ 78,500 | 3.2% |



CALCULATE YOUR SALARY ONLINE

The Robert Half 2017 Salary Calculator gives you instant access to average salary ranges for a wide range of roles online. Visit roberthalf.ae/salary-calculator.



FINANCIAL SERVICES

FINANCIAL SERVICES HIRING CLIMATE

Increased Dubai Financial Services Authority regulation, continued uncertainty in the oil and gas market and the lifting of oil trading sanctions applied to Iran are all contributing to the business climate in the UAE, partially, at least, because it is more difficult to attract expatriate financial services professionals to the region. International candidates are therefore being hired at a slower pace than in previous years, and employers are increasingly turning to local talent when filling positions within the financial services sector.

Specialist compliance professionals are in particular demand, and companies are seeking professionals with proven experience of working in highly regulated environments, such as those governed by FCA, MAS, APRA and EBA.

New regulations, including FATCA, Basel III, EMIR and MiFID II, are expected to have an impact on the hiring environment as firms seek to remain compliant.

SPOTLIGHT ON INSURANCE

The UAE values insurance professionals who have the winning combination of local knowledge coupled with multinational experience.

However, insurance firms remain cautious about hiring to increase headcount, so despite knowing they need to grow, companies are delaying hiring decisions. Salaries and bonuses remain stable, making it difficult to attract professionals internationally.

Popular roles include underwriters, business development managers with a background in medical insurance, and junior technicians.

Demand rising for associate to vice president-level professionals who can add value from day one

SKILLS AND QUALIFICATIONS IN DEMAND

- Multinational banking experience, speaking fluent Arabic
- Financial crime and sanctions expertise (CDD and KYC)
- Existing local client relationships
- Experience interacting with sovereign wealth funds and family offices
- CAMS, ICA, FSA, CFA certification

POSITIONS IN DEMAND

- Institutional sales specialists
- Wealth/private banking sales professionals
- Brokers
- Regulatory and compliance officers
- AML specialists

REMUNERATION TRENDS

Starting salaries for financial services professionals remain steady while bonuses are being awarded on the basis of individual performance and the company's growth and profitability.

Financial services leaders are conscious of the need to not only compete for top performers on a local and regional level but also on an international level. As such, salaries and benefits are being benchmarked across a range of markets to ensure competitive salaries are being offered to attract key talent.



Most wanted: mid-level professionals with 5–7 years' experience

FINANCIAL SERVICES

| Job title | 2016 UAE | 2017 UAE | % change |
|--|-------------------------|-------------------------|----------|
| RISK | | | |
| Chief Risk Officer | \$ 269,750 - \$ 536,750 | \$ 270,000 - \$ 540,000 | 0.4% |
| Head of Risk Management | \$ 159,000 - \$ 269,000 | \$ 160,000 - \$ 270,000 | 0.5% |
| Head of Credit Risk | \$ 169,250 - \$ 329,750 | \$ 170,000 - \$ 330,000 | 0.2% |
| Credit Risk Manager | \$ 96,750 - \$ 164,750 | \$ 97,000 - \$ 165,000 | 0.2% |
| Senior Credit Risk Analyst | \$ 81,500 - \$ 99,500 | \$ 81,500 - \$ 100,000 | 0.3% |
| Credit Risk Analyst | \$ 57,250 - \$ 84,500 | \$ 57,000 - \$ 85,000 | 0.2% |
| Market Risk Manager | \$ 110,750 - \$ 162,500 | \$ 111,000 - \$ 163,000 | 0.3% |
| Senior Market Risk Analyst | \$ 74,500 - \$ 107,750 | \$ 75,000 - \$ 109,000 | 1.0% |
| Market Risk Analyst | \$ 44,500 - \$ 78,750 | \$ 44,500 - \$ 79,000 | 0.2% |
| Operational Risk Manager | \$ 100,000 - \$ 141,750 | \$ 100,000 - \$ 142,000 | 0.1% |
| Operational Risk Analyst | \$ 62,000 - \$ 104,250 | \$ 62,250 - \$ 104,500 | 0.3% |
| Credit Analysis Manager | \$ 95,000 - \$ 131,250 | \$ 95,000 - \$ 132,000 | 0.3% |
| Senior Credit Analyst | \$ 58,000 - \$ 93,500 | \$ 58,000 - \$ 94,000 | 0.3% |
| Credit Analyst | \$ 39,500 - \$ 55,250 | \$ 40,000 - \$ 55,500 | 0.8% |
| FRONT OFFICE, M&A, INVESTMENT BANKING | | | |
| Managing Director | \$ 274,500 - \$ 412,250 | \$ 275,000 - \$ 413,000 | 0.2% |
| Director | \$ 239,250 - \$ 325,000 | \$ 240,000 - \$ 326,000 | 0.3% |
| Compliance Director | \$ 155,250 - \$ 193,750 | \$ 157,000 - \$ 196,250 | 1.2% |
| Compliance VP | \$ 112,000 - \$ 145,000 | \$ 114,500 - \$ 147,250 | 1.8% |
| Vice President | \$ 162,250 - \$ 234,250 | \$ 163,500 - \$ 235,500 | 0.6% |
| Associate | \$ 118,000 - \$ 184,250 | \$ 114,500 - \$ 189,750 | 0.7% |
| Senior Analyst | \$ 97,250 - \$ 120,250 | \$ 98,000 - \$ 121,000 | 0.7% |
| Analyst | \$ 72,250 - \$ 100,000 | \$ 75,250 - \$ 101,250 | 2.5% |
| COMPLIANCE | | | |
| Head of Compliance | \$ 148,750 - \$ 328,250 | \$ 149,000 - \$ 328,500 | 0.1% |
| Compliance Manager | \$ 98,750 - \$ 154,500 | \$ 99,000 - \$ 155,000 | 0.3% |
| Compliance Officer | \$ 58,750 - \$ 91,000 | \$ 59,000 - \$ 91,000 | 0.2% |
| Anti-money Laundering Specialist | \$ 67,500 - \$ 120,000 | \$ 68,000 - \$ 120,000 | 0.3% |
| Fraud Investigator | \$ 66,250 - \$ 88,250 | \$ 67,000 - \$ 88,500 | 0.6% |
| Regulatory Specialist | \$ 64,250 - \$ 91,500 | \$ 65,000 - \$ 91,250 | 0.3% |
| KYC Manager | \$ 62,500 - \$ 97,750 | \$ 65,500 - \$ 98,000 | 2.0% |
| CDD Manager | \$ 56,500 - \$ 85,000 | \$ 58,750 - \$ 88,250 | 3.9% |

FINANCIAL SERVICES

| Job title | 2016 UAE | 2017 UAE | % change |
|-------------------------------------|-------------------------|-------------------------|----------|
| WHOLESALE BANKING | | | |
| Head of Wholesale Banking (GM) | \$ 478,500 - \$ 558,500 | \$ 480,000 - \$ 563,000 | 0.6% |
| Head of Corporate Banking (GM) | \$ 325,750 - \$ 519,500 | \$ 326,000 - \$ 520,000 | 0.1% |
| Senior Corporate (RM) | \$ 110,250 - \$ 164,750 | \$ 110,500 - \$ 165,000 | 0.2% |
| Corporate (RM) | \$ 50,500 - \$ 115,750 | \$ 51,000 - \$ 116,000 | 0.5% |
| Head of Transaction Banking (MD) | \$ 212,250 - \$ 471,250 | \$ 213,000 - \$ 472,000 | 0.2% |
| Head of Trade Sales (ED) | \$ 223,500 - \$ 297,750 | \$ 224,000 - \$ 298,000 | 0.1% |
| Trade Sales Director | \$ 147,500 - \$ 216,750 | \$ 148,000 - \$ 217,000 | 0.2% |
| Trade Sales Manager | \$ 81,500 - \$ 145,750 | \$ 81,500 - \$ 146,000 | 0.1% |
| Head of Cash Management (ED) | \$ 222,500 - \$ 297,250 | \$ 223,000 - \$ 298,000 | 0.2% |
| Cash Management Director | \$ 148,750 - \$ 215,500 | \$ 149,000 - \$ 216,000 | 0.2% |
| Cash Management Manager | \$ 82,500 - \$ 146,750 | \$ 83,000 - \$ 147,000 | 0.3% |
| Head of Product Management (ED) | \$ 244,250 - \$ 262,750 | \$ 245,000 - \$ 263,000 | 0.2% |
| Trade Product Manager | \$ 149,750 - \$ 214,750 | \$ 150,000 - \$ 215,000 | 0.1% |
| Cash Product Manager | \$ 149,750 - \$ 214,500 | \$ 150,500 - \$ 215,000 | 0.3% |
| Head of Client Services (ED) | \$ 225,750 - \$ 262,750 | \$ 226,000 - \$ 263,000 | 0.1% |
| Client Services Director | \$ 123,750 - \$ 148,750 | \$ 124,500 - \$ 150,000 | 0.7% |
| Client Services Manager | \$ 80,500 - \$ 123,750 | \$ 81,000 - \$ 124,000 | 0.4% |
| Head of Compliance (ED) | \$ 211,000 - \$ 260,000 | \$ 212,500 - \$ 261,500 | 0.6% |
| Regional Manager of Compliance (RM) | \$ 114,000 - \$ 156,500 | \$ 114,500 - \$ 157,000 | 0.4% |

GM = General Manager
 MD = Managing Director
 ED=Executive Director
 RM = Regional Manager

For additional accounting and finance roles, please see page 10.

FINANCIAL SERVICES

| Job title | 2016 UAE | 2017 UAE | % change |
|--|-------------------------|-------------------------|----------|
| ACCOUNTING AND FINANCE | | | |
| CFO | \$ 343,500 - \$ 423,500 | \$ 367,000 - \$ 459,750 | 7.8% |
| Finance Director | \$ 139,500 - \$ 198,750 | \$ 147,250 - \$ 212,500 | 6.4% |
| Financial Planning and Analysis | \$ 146,500 - \$ 226,500 | \$ 150,000 - \$ 230,750 | 2.1% |
| Financial Controller | \$ 189,000 - \$ 223,500 | \$ 191,250 - \$ 240,750 | 4.7% |
| INSURANCE | | | |
| Head of Business Development | \$ 162,750 - \$ 228,750 | \$ 163,500 - \$ 229,000 | 0.3% |
| Head of Line | \$ 146,750 - \$ 259,750 | \$ 196,250 - \$ 229,000 | 4.6% |
| Reinsurance Broker | \$ 81,500 - \$ 129,750 | \$ 81,750 - \$ 130,750 | 0.6% |
| Underwriter | \$ 81,750 - \$ 162,500 | \$ 81,750 - \$ 163,500 | 0.4% |
| Assistant Underwriter | \$ 58,750 - \$ 71,750 | \$ 58,750 - \$ 72,000 | 0.2% |
| Business Development Manager | \$ 65,250 - \$ 105,500 | \$ 65,500 - \$ 106,250 | 0.6% |
| Account Manager | \$ 54,750 - \$ 72,500 | \$ 55,500 - \$ 73,500 | 1.4% |
| PRIVATE EQUITY AND ASSET MANAGEMENT | | | |
| Vice President/Director | \$ 228,250 - \$ 285,250 | \$ 212,500 - \$ 304,000 | 0.6% |
| Compliance Director | \$ 143,250 - \$ 195,500 | \$ 147,250 - \$ 196,250 | 1.4% |
| Assistant Vice President | \$ 113,750 - \$ 182,250 | \$ 114,500 - \$ 212,500 | 10.5% |
| Associate | \$ 97,250 - \$ 114,500 | \$ 98,000 - \$ 114,500 | 0.4% |
| Senior Analyst | \$ 61,500 - \$ 73,750 | \$ 58,750 - \$ 81,750 | 3.9% |
| Analyst | \$ 52,000 - \$ 59,750 | \$ 52,250 - \$ 65,500 | 5.4% |



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TECHNOLOGY

TECHNOLOGY HIRING CLIMATE

The adoption of new technology, including ERP platforms and mobile, continues to drive demand for skilled IT professionals in the UAE. While recruitment has stabilised, organisations are still hiring for critical positions and are willing to pay a premium for the right talent.

The need to protect businesses against cybersecurity and hacking attacks is heightening the need for IT security professionals. With PwC reporting that only 45% of firms in the Middle East have a clear IT security strategy in place and that half of companies have experienced financial losses of more than US\$500,000, the need to establish a talented team is clearly becoming a corporate imperative.

These trends have created a candidate-driven market, with competition for the best professionals rising quickly alongside salaries and benefits. Technology projects are now attracting international technology professionals to the region to support businesses through change.

This will continue to be the case as organisations in the UAE adopt emerging technologies to compete with businesses across the globe, as Dubai remains driven to achieve the position as the leader of innovation in the Middle East.

In the telecoms arena, companies are pushing into convergent technologies and focusing, in particular, on smart cities and the internet of things.

There is room for technology professionals to develop specialisms in such areas, alongside user experience, mobility, cloud, data security, ERP and big data. However, there is clear evidence that organisations are hiring IT professionals for cultural fit and collaborative skills as well as their technical experience.

It is no longer enough to be technologically adept: the IT professionals who are particularly valued are those who can make a difference to the business and its productivity/profitability as quickly and effectively as possible. Many organisations remain focused on establishing basic business systems, but are also looking to become more competitive and customer focused, as well as more secure against outside attacks.

SKILLS AND QUALIFICATIONS IN DEMAND

- ITIL and COBIT experience
- ERP and CRM knowledge
- Project management infrastructure and application roll-outs such as SAP and Microsoft Dynamics
- Experience with new platforms such as the internet of things and convergent technologies
- User and customer experience

POSITIONS IN DEMAND

- ERP application and functional experts
- Project managers
- Business partners
- Sales directors and managers
- IT security managers

REMUNERATION TRENDS

Previously large bonus structures for IT professionals are being reviewed and brought further in line with overall company performance. Salaries are predicted to rise most steeply in sectors such as aviation and financial services as well as for technical roles.

Mid- to senior-level IT professionals are in particular demand and are commanding competitive salaries

TECHNOLOGY

| Job title | 2016 UAE | 2017 UAE | % change |
|--|-------------------------|-------------------------|----------|
| LEADERSHIP | | | |
| Chief Information Officer (CIO) | \$ 259,750 - \$ 416,500 | \$ 261,500 - \$ 417,000 | 0.3% |
| Chief Technology Officer (CTO) | \$ 244,250 - \$ 376,500 | \$ 245,250 - \$ 392,250 | 2.7% |
| Chief Information Security Officer (CISO) | \$ 152,500 - \$ 245,500 | \$ 163,500 - \$ 255,000 | 5.2% |
| Chief Architect | \$ 152,750 - \$ 229,250 | \$ 163,500 - \$ 235,500 | 4.5% |
| Director of Information Technology | \$ 169,000 - \$ 258,000 | \$ 170,000 - \$ 261,500 | 1.1% |
| Information Technology Manager > 10 years' experience | \$ 102,500 - \$ 172,250 | \$ 114,500 - \$ 179,750 | 7.1% |
| Information Technology Manager < 10 years' experience | \$ 68,750 - \$ 127,750 | \$ 81,750 - \$ 130,750 | 8.1% |
| Chief Digital Officer | \$ 168,500 - \$ 241,500 | \$ 179,750 - \$ 245,250 | 3.7% |
| IT SECURITY | | | |
| Security Engineer | \$ 101,750 - \$ 141,750 | \$ 102,000 - \$ 143,000 | 0.6% |
| Security Analyst | \$ 66,500 - \$ 107,500 | \$ 68,000 - \$ 108,000 | 1.1% |
| APPLICATIONS | | | |
| Development Manager | \$ 112,750 - \$ 225,500 | \$ 114,500 - \$ 229,000 | 1.6% |
| Applications Developer | \$ 64,500 - \$ 113,500 | \$ 65,500 - \$ 114,500 | 1.1% |
| Techno Functional Consultant | \$ 64,750 - \$ 113,750 | \$ 65,500 - \$ 114,500 | 0.8% |
| Data Manager | \$ 133,750 - \$ 206,750 | \$ 147,250 - \$ 212,500 | 5.7% |
| Data Analyst | \$ 63,750 - \$ 98,500 | \$ 65,500 - \$ 98,000 | 0.8% |
| BUSINESS ANALYSIS AND PROJECT MANAGEMENT | | | |
| Business Systems Manager | \$ 130,500 - \$ 212,500 | \$ 130,750 - \$ 212,750 | 0.1% |
| Senior Business Systems Analyst | \$ 93,750 - \$ 145,750 | \$ 98,000 - \$ 147,250 | 2.4% |
| Business Systems Analyst | \$ 61,500 - \$ 105,250 | \$ 65,500 - \$ 106,250 | 3.0% |
| Business Intelligence Manager | \$ 122,250 - \$ 211,500 | \$ 122,500 - \$ 212,500 | 0.4% |
| Business Intelligence Specialist | \$ 80,250 - \$ 113,750 | \$ 81,750 - \$ 114,500 | 1.2% |
| Project Management Officer (PMO) Head | \$ 162,750 - \$ 244,750 | \$ 163,500 - \$ 245,250 | 0.3% |
| Senior Project/Programme Manager | \$ 130,500 - \$ 175,750 | \$ 130,750 - \$ 179,750 | 1.4% |
| Project/Programme Manager | \$ 103,750 - \$ 180,750 | \$ 104,750 - \$ 188,000 | 2.9% |
| Senior IT Business Partner | \$ 178,500 - \$ 260,000 | \$ 179,750 - \$ 261,500 | 0.6% |
| IT Business Partner | \$ 129,750 - \$ 178,500 | \$ 130,750 - \$ 179,750 | 0.7% |

TECHNOLOGY

| Job title | 2016 UAE | 2017 UAE | % change |
|--|-------------------------|-------------------------|----------|
| SYSTEMS ADMINISTRATION | | | |
| Senior Systems Analyst | \$ 81,500 - \$ 113,750 | \$ 81,750 - \$ 114,500 | 0.5% |
| Systems Analyst | \$ 48,750 - \$ 88,750 | \$ 49,000 - \$ 94,750 | 4.5% |
| Systems Administrator | \$ 35,750 - \$ 71,750 | \$ 49,000 - \$ 65,500 | 6.5% |
| Senior Technical Support Specialist | \$ 61,750 - \$ 92,750 | \$ 65,500 - \$ 90,000 | 0.6% |
| Technical Support Specialist | \$ 54,750 - \$ 83,750 | \$ 55,500 - \$ 88,250 | 3.8% |
| Database Administrator | \$ 48,750 - \$ 113,500 | \$ 49,000 - \$ 114,500 | 0.8% |
| ARCHITECTURE | | | |
| Enterprise Architect 16+ years' experience | \$ 184,750 - \$ 261,250 | \$ 212,500 - \$ 245,250 | 2.6% |
| Enterprise Architect 10–15 years' experience | \$ 129,250 - \$ 185,750 | \$ 147,250 - \$ 179,750 | 3.8% |
| NETWORKING | | | |
| Network Architect | \$ 126,500 - \$ 194,500 | \$ 137,250 - \$ 196,250 | 3.9% |
| Network Manager | \$ 80,500 - \$ 167,250 | \$ 81,750 - \$ 171,750 | 2.3% |
| Network Engineer | \$ 65,250 - \$ 105,750 | \$ 65,500 - \$ 106,250 | 0.4% |
| Network Administrator | \$ 61,750 - \$ 90,750 | \$ 62,250 - \$ 91,500 | 0.8% |



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HUMAN RESOURCES AND ADMINISTRATION

HUMAN RESOURCES AND ADMINISTRATION HIRING CLIMATE

The recognition that HR management needed to align with Western organisations has driven investment in the HR function, but there is now a trend to look for efficiencies through outsourcing to partners in India and Eastern Europe.

However, some industry sectors are still looking to develop their teams and to move into revenue generation mode, including FMCG, pharma, construction, retail, hospitality and boutique investment firms.

These trends are fuelling a higher demand for specialist HR professionals, whether they are individuals skilled in managing international outsourcing contracts or setting up internal systems and controls.

69% of HR professionals plan to hire permanent administrative and office support staff

SPOTLIGHT ON ADMINISTRATIVE HIRING

Administrative and office professionals are in particular demand to support organisations looking to maximise their revenue, especially to support sales teams so that they can focus on growing customer engagement.

As with other areas of business within the UAE, demand is strongest where candidates can demonstrate local knowledge married with international expertise together with commercial and collaboration skills.

Experience of working with back-office systems such as SAP and Oracle is also highly valued in administrative professionals.

SKILLS AND QUALIFICATIONS IN DEMAND

- Commercial acumen
- Change and people management
- Multinational corporation expertise with a strong knowledge of UAE employment law
- HR systems knowledge including SAP and Oracle, as well as performance management software
- CIPD/SHRM qualified with a degree in HR or psychology

POSITIONS IN DEMAND

- Recruitment specialists
- Payroll managers
- HR officers
- KSA candidates
- Senior HR directors
- Learning and development directors

REMUNERATION TRENDS

Salaries for HR and administrative professionals have remained stable and only align with global pay scales where necessary. Although only a fifth (21%) of HR directors expect salaries for permanent professional staff to increase in the next year, the remainder (79%) plan to freeze their salary budgets. So there are no clear plans to reduce the level of salaries paid to permanent professional employees.

ADMINISTRATION AND OFFICE SUPPORT

| Job title | 2016 UAE | 2017 UAE | % change |
|--|-------------------------|-------------------------|----------|
| HUMAN RESOURCES | | | |
| HR Director | \$ 162,750 - \$ 260,250 | \$ 163,500 - \$ 261,500 | 0.5% |
| Head of HR | \$ 147,000 - \$ 171,000 | \$ 130,750 - \$ 196,250 | 2.8% |
| Regional HR Manager | \$ 114,250 - \$ 196,000 | \$ 114,500 - \$ 196,250 | 0.2% |
| HR Manager/HRBP | \$ 81,500 - \$ 129,750 | \$ 81,750 - \$ 130,750 | 0.6% |
| Senior HR Officer/Junior HRBP | \$ 48,500 - \$ 91,250 | \$ 49,000 - \$ 94,000 | 2.3% |
| HR Officer | \$ 39,000 - \$ 67,000 | \$ 39,250 - \$ 68,750 | 1.9% |
| RECRUITMENT | | | |
| Head of Recruitment | \$ 114,500 - \$ 162,500 | \$ 114,500 - \$ 163,500 | 0.4% |
| Recruitment Manager | \$ 81,750 - \$ 125,750 | \$ 81,750 - \$ 126,000 | 0.1% |
| Recruitment Specialist | \$ 48,750 - \$ 78,250 | \$ 49,000 - \$ 78,500 | 0.4% |
| LEARNING AND DEVELOPMENT | | | |
| Head of Learning and Development | \$ 119,700 - \$ 178,500 | \$ 130,750 - \$ 184,750 | 5.8% |
| Talent/Organisational Development Manager | \$ 118,000 - \$ 149,500 | \$ 124,250 - \$ 150,500 | 2.7% |
| Learning and Development Manager | \$ 80,500 - \$ 110,750 | \$ 81,750 - \$ 114,500 | 2.6% |
| COMPENSATION AND BENEFITS HUMAN RESOURCES | | | |
| Head of Compensation and Benefits | \$ 112,500 - \$ 192,750 | \$ 111,250 - \$ 215,750 | 7.1% |
| Compensation and Benefits Manager | \$ 81,750 - \$ 117,500 | \$ 81,750 - \$ 130,750 | 6.6% |
| HR Analytics/Rewards Analyst | \$ 55,500 - \$ 98,000 | \$ 58,750 - \$ 98,250 | 2.3% |
| ADMINISTRATION | | | |
| Executive Assistant | \$ 57,000 - \$ 96,750 | \$ 58,750 - \$ 98,000 | 2.0% |
| Personal Assistant | \$ 50,500 - \$ 74,000 | \$ 49,000 - \$ 81,750 | 5.0% |
| Office Manager | \$ 72,250 - \$ 105,250 | \$ 72,500 - \$ 106,250 | 0.7% |

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



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LEGAL

LEGAL HIRING CLIMATE

Skilled, qualified legal professionals are in high demand, particularly in growth industries such as construction and real estate. Companies are also hiring in-house lawyers and paralegals in a bid to reduce legal expenditure with external firms.

Organisations are seeking candidates with international experience as well as a strong cultural fit with the rest of the business. Demand for lawyers with exposure to compliance and regulatory matters will continue to grow in 2017 and beyond.

Candidates who can show that they can be responsible for legal and regulatory compliance will therefore be highly valued, especially within the FMCG, pharma and oil and gas sectors.

SKILLS AND QUALIFICATIONS IN DEMAND

- Western educated with GCC experience
- Effective English communication skills
- Arabic drafting expertise

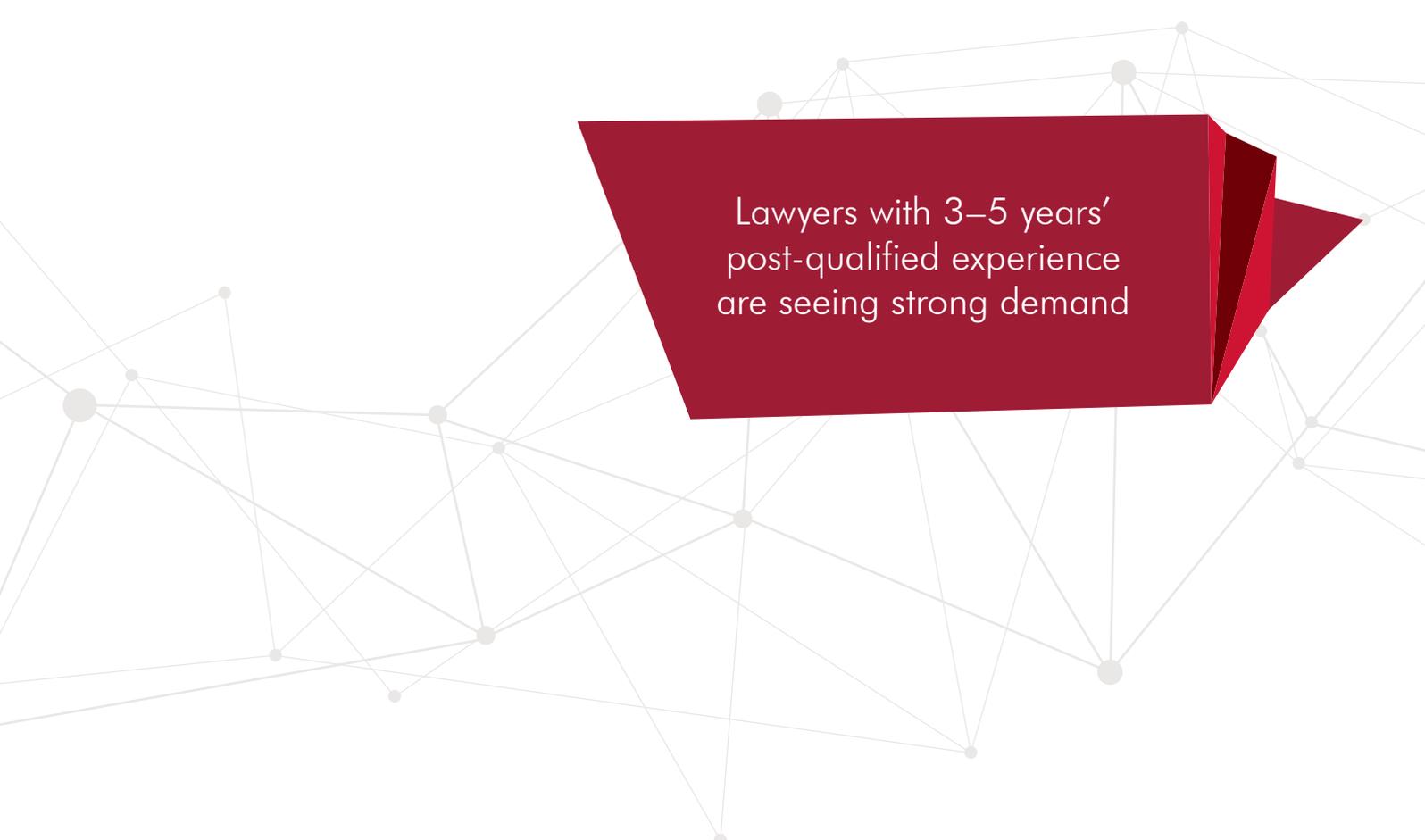
POSITIONS IN DEMAND

- Senior regional counsel
- Junior counsel
- Corporate and commercial lawyers
- Paralegals

REMUNERATION TRENDS

Bilingual professionals who are also Western-educated continue to command the highest salaries within the region, particularly from multinational corporations.

The demand for proven legal expertise will continue to put upward pressure on salaries for lawyers with three to five years' post-qualified experience.



Lawyers with 3–5 years' post-qualified experience are seeing strong demand

LEGAL

| Job title | 2016 UAE | 2017 UAE | % change |
|---|-------------------------|-------------------------|----------|
| IN-HOUSE | | | |
| Chief Legal Officer/Head of Legal/ General Counsel | \$ 269,750 - \$ 416,750 | \$ 261,500 - \$ 451,250 | 3.8% |
| Regional Legal Counsel | \$ 212,250 - \$ 244,500 | \$ 212,500 - \$ 245,250 | 0.2% |
| Legal Manager | \$ 153,750 - \$ 206,750 | \$ 153,750 - \$ 212,500 | 1.6% |
| Legal Counsel 6–9 years' experience | \$ 169,750 - \$ 224,500 | \$ 170,000 - \$ 229,000 | 1.2% |
| Legal Counsel 3–5 years' experience | \$ 90,750 - \$ 163,250 | \$ 91,500 - \$ 163,500 | 0.4% |
| Legal Counsel 0–2 years' experience | \$ 60,750 - \$ 96,500 | \$ 65,500 - \$ 98,000 | 4.0% |
| Paralegal | \$ 69,750 - \$ 107,500 | \$ 65,500 - \$ 114,500 | 1.6% |
| Legal Assistant | \$ 34,000 - \$ 70,250 | \$ 45,750 - \$ 65,500 | 6.7% |
| PRIVATE PRACTICE | | | |
| Senior Partner | \$ 275,250 - \$ 395,500 | \$ 278,000 - \$ 425,000 | 4.8% |
| Partner | \$ 208,500 - \$ 295,500 | \$ 229,000 - \$ 310,750 | 7.1% |
| Senior Associate | \$ 156,500 - \$ 216,000 | \$ 157,000 - \$ 219,000 | 0.9% |
| Mid-level Associate | \$ 121,750 - \$ 176,750 | \$ 121,000 - \$ 178,250 | 0.3% |
| Junior Associate | \$ 69,750 - \$ 122,750 | \$ 72,000 - \$ 124,250 | 1.9% |
| Paralegal | \$ 53,500 - \$ 90,250 | \$ 55,500 - \$ 98,000 | 6.8% |



CALCULATE YOUR SALARY ONLINE

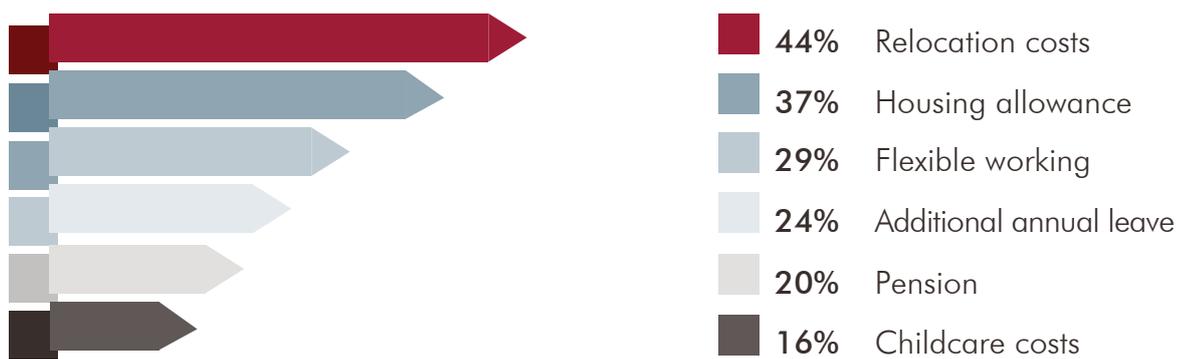
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ADDITIONAL REMUNERATION TRENDS

Employee engagement continues to be a concern for business leaders in the UAE. Only two in 10 employees feel fully engaged in their jobs*, while 41% of HR directors surveyed said that their biggest challenge in managing their workforce was employee engagement.

Salary and benefits are just one tool available to employers when addressing the employee engagement challenge. However, there is evidence that benefits packages are being streamlined for expatriates as attention is refocused on local talent and candidates.

POPULAR BENEFITS OFFERED TO PERMANENT JOB CANDIDATES



Source: independent research of 75 HR directors in the UAE. Multiple responses permitted.

* Steelcase Engagement & the Global Workplace Report

WHAT MATTERS TO MILLENNIALS

What makes job seekers choose one company over another? Higher pay, of course. But for millennials, the cohort of Generation Y and Generation Z workers born between 1978 and 1999, opportunities for career growth and the ability to gain new skills follow closely behind.

Despite that, many managers don't discuss career paths or professional training opportunities with job candidates or their employees, missing a vital chance to win over and retain top performers. Try these tips to promote career growth for your team:

- **Talk to your staff about their ideal career path.** Some people hope to steadily climb the ladder to the C-suite, but others have different ideas about what success looks like. Discuss short- and long-term objectives with your employees and you'll be better equipped to help guide them along their career path.
- **Lay out a plan.** Educate your employees about the skills and certifications they'll need to advance, and partner with them to create a strategy for completing each step. Check in with your staff more often than just at performance review time to assess their progress and support them in overcoming any obstacles.
- **Promote professional development.** Offer your employees on-site training, subsidised off-site classes and other opportunities to learn new skills. Also, consider developing a mentorship programme that will let your seasoned employees pass their knowledge on to your next generation of leaders and vice versa.



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